

Section 4:

Effective Management

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DYRS is dedicated to being a good steward of public resources by continually improving its effectiveness in operations, management, finances, and administration of services and programs. In addition to external oversight by District officials and government agencies, DYRS regularly assesses its own performance using a number of outcome-based evaluation processes.

Strategies that DYRS employs to promote effective management include:

- **Data-driven performance assessments:** DYRS uses outcome-based, data-driven tools such as YouthStat and Performance-based Standards (PbS) to measure its performance and identify areas for improvement.
- **Professional development and training:** The agency provides its staff with numerous training programs that support specific job functions and promote professional development. DYRS also offers specialized training in areas such as Positive Youth Justice (PYJ) principles, youth culture, and behavioral modification techniques. On average, the agency's quarterly training calendar offers over 170 training dates in 13 topical areas, as well as ad hoc courses based on current needs.
- **Data-sharing with other agencies:** DYRS routinely shares information with agencies such as the Metropolitan Police Department (MPD), the Court Services and Offender Supervision Agency (CSOSA), and the Child and Family Services Agency (CFSA) in an effort to improve the delivery of supervision and treatment services.
- **Cooperation with external oversight bodies:** DYRS regularly responds to requests for information from the DC City Council, participates in performance oversight hearings, and provides information to the public with respect to its budget, operations, and performance.

- **Community and government partnerships:** By partnering with community organizations and other government agencies, DYRS has been able to receive grants and other funding to enhance its services and programs.
- **Providing effective alternatives to secure placement:** The average daily cost per youth is much lower for community-based residential facilities (CBRFs) than for secure detention facilities or residential treatment centers (RTCs). Providing these alternative placements for lower-risk youth not only helps promote public safety and positive development, but it is also a cost-effective strategy.

Overview of Section

This section presents information about DYRS operations and the steps the agency has taken to improve its overall management. This section includes the following information:

- ▲ Effective management initiatives and accomplishments in FY2011
- ▲ Agency accountability, including internal monitoring and external oversight
- ▲ FY2011 DYRS expenditures and costs
- ▲ DYRS staffing data
- ▲ The training and professional development programming provided to DYRS staff
- ▲ Looking forward to FY2012

Effective Management: FY2011 Initiatives and Accomplishments

In FY2011, DYRS launched a number of initiatives aimed at promoting fiscal stability and effective management. Recent initiatives and accomplishments include:

- **Secured federal funds and foundation grants:** The agency secured federal grant funds and foundation grants to continue existing services and administer new programs such as enhanced Global Positioning System (GPS) monitoring, development of a residential girls' program, and expanded vocational training. In FY2009, DYRS received a \$6.1 million grant from the Department of Labor (DOL) to expand the educational, workforce training, and employment opportunities for youth returning to the community. In FY2011, funds from the DOL grant accounted for over \$1.2 million of DYRS' total expenditures. In partnership with the Institute for Educational Leadership, in FY2011 DYRS and DC YouthLink received a three-year grant for over \$600,000 from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to develop DC RAMP, a career-focused mentoring program.
- **Achieved progress on the Jerry M. Work Plan:** In FY2011, the court-appointed Special Arbiter vacated three indicators of the *Jerry M.* Work Plan, deeming DYRS performance up to standard on these measures. These vacatur more than double the number of indicators that have been removed from the Work Plan since the inception of the *Jerry M.* lawsuit.
- **Establishment of a Medicaid Billing Reform Task Force:** In partnership with the Department of Health Care Finance and other District agencies, DYRS established a task force to vigorously pursue Medicaid funding. This initiative will allow important services to continue while leveraging existing federal funds and reducing the overreliance on local funding.
- **Improved oversight over community-based service delivery:** The agency is implementing a system to improve the monitoring of DC YouthLink program operations, outcome measures, and program quality. Additionally, during FY2011 DYRS staff and DC YouthLink providers made a concerted effort to improve data entry procedures and practices. These trends are publicly reported in the DC YouthLink Quarterly Performance Reports, which provide a level of data on community-based services for committed youth that is unprecedented among state-level juvenile justice agencies nationwide.
- **Improved facility operations and population management:** DYRS has reduced administrative barriers and increased efficiencies to lower the awaiting placement population at New Beginnings, ease facility overcrowding, and deliver better services to youth in DYRS custody.
- **Enhanced Staffing and Workforce Development:** Consistent with the staffing requirements outlined in the *Jerry M.* Consent Decree, DYRS is working to reduce overtime expenditures and decrease the number of staff unavailable for duty.
- **Initiated an aggressive hiring, retention, and recruitment campaign:** This initiative led to a decreased turnover rate and over 20 direct care staff hires since January 2011.
- **Implemented efforts to improve employee morale and development at New Beginnings:** The facility initiated an Employee of the Month program, held quarterly Superintendent Town Hall meetings, enhanced staff training opportunities, and established a Human Relations Council.
- **Complied with the DC Department of Small and Local Business Development requirements concerning expenditures on small business enterprises:** DYRS expanded more than 50% of its expandable budget on purchasing goods and services from small business enterprises.

Agency Accountability

As an agency responsible for serving the citizens of the District of Columbia, there are a number of ways that DYRS is held accountable for its performance, management, and administration of services. In addition to external oversight by the District government, DC Superior Court, and the public, DYRS also regularly monitors its own performance through a number of evaluative processes.

Internal Agency Monitoring

Over the past six years DYRS has focused on using data-driven management techniques to assess its performance and improve its service delivery. The agency has incorporated initiatives like CompStat that have been proven effective in other agencies and jurisdictions, and has designed strategic interventions unique to DYRS, such as the oversight of community-based services. The agency's Office of Research & Quality Assurance has partnered with the City Administrator's office to leverage technologies and harness the performance management potential of DYRS data systems. The agency asks its managers to make data-driven decisions, and does its best to provide them with tools and information to enable this. The strategies are diverse in size and focus, but are singular in purpose: to improve DYRS service delivery. Taken together, these strategies have reaped tangible improvements in the agency's performance.

YouthStat

The YouthStat process provides a platform for consistent and regularized course correction for performance strategies. Initi-

ated in January of 2009, YouthStat is a performance management system based on the CompStat model, and is dedicated to the principles of data-driven decision making, thoughtful experimentation, continuous improvement, and relentless follow-up. It is built around frequent, regularized meetings between the DYRS Director and Executive Staff. These discussions focus on fixing performance deficits through creative, targeted interventions.

DC YouthLink Performance Initiative

DYRS has also targeted resources toward better aligning its performance measures with the agency mission, while improving the capacity for data collection. This is exemplified through the DC YouthLink Performance Initiative. Over the past two years, DYRS has developed a raft of public safety and youth engagement indicators to measure the inputs, processes, outputs and outcomes of DC YouthLink. Concurrently, the agency developed a reporting system that allows it to track these indicators with unprecedented precision. The results of DYRS' analysis of DC YouthLink performance is made public through quarterly performance reports, available on the agency's website: <http://dysr.dc.gov/DC/DYRS/About+DYRS/Who+We+Are/Reports+and+Publications>

Performance-based Standards (PbS)

The agency's emphasis on consistent progress has also involved benchmarking itself against juvenile justice agencies in similar jurisdictions. Through PbS, administered by the CJCA, DYRS is able to compare the efficiency and effectiveness of its facility-based operations with other facilities across the country. Bi-



annually, in April and October, DYRS submits performance data on upwards of 100 performance indicators at each facility to PbS, and then receives a performance report from the CJCA benchmarking DYRS performance against the field averages for each performance area.

Sentinel Reviews

The agency conducts a thorough case review of any homicide incidents involving DYRS committed youth, whether as an alleged victim or suspect, to review the care given to each youth in order to determine: (1) whether key agency protocols were followed; and (2) what the agency can learn from the youth's particular case about how DYRS can better care for all youth committed to its custody.

External Oversight

DYRS operates within a system of accountability that includes oversight by District officials, the DC Superior Court, other government agencies, and the public. The agency is committed to transparency and welcomes cooperation with the public and with other District agencies.

Oversight by the Mayor of the District of Columbia

The Executive Office of the Mayor (EOM) works to ensure that DYRS is abiding by federal and District laws, regulations, and policies. Each quarter, DYRS submits to EOM a report on the agency's performance with respect to thirty Key Performance Indicators (KPIs), which is made public through EOM. DYRS regularly responds to information requests from EOM and works closely with EOM representatives to find solutions to problems.

Oversight by the Council of the District of Columbia

DYRS is subject to oversight by the Council of the District of Columbia. DYRS falls under the jurisdiction of the Committee on Human Services, chaired by Councilmember Jim Graham, which holds regular public hearings related to DYRS performance and operations. DYRS routinely makes reports to the Committee and responds to information requests from Council members. Members of the Committee on Human Services are also able to review the files of individual youth.

Oversight by the DC Superior Court through the *Jerry M.* Consent Decree

Through the *Jerry M.* Consent Decree, the DC Superior Court monitors the treatment and supervision of youth under DYRS custody. Though the District was able to avoid receivership by enacting the reforms launched in 2004, DYRS is still subject to the oversight of the DC Superior Court. A court-appointed

Special Arbiter has full access to all DYRS records covered by the Work Plan, and is a regular presence at DYRS facilities as she conducts her mandated reviews. The Special Arbiter makes periodic reports to the DC Superior Court on the agency's progress toward meeting the requirements of the lawsuit. Above and beyond the Work Plan, *Jerry M.* Plaintiffs may seek Court intervention for material violations of the Consent Decree by DYRS in extraordinary circumstances that present imminent danger to the safety or well-being of youth in its care.

Disclosure of Information to the Public

In addition to the KPI reports and information made public at Council oversight hearings, DYRS publicly discloses reports concerning its performance, budget, facilities, and services. These reports can be accessed on the DYRS website: <http://dyrs.dc.gov/DC/DYRS/About+DYRS/Who+We+Are>.

Information-Sharing Initiatives

In an effort to improve its supervision and care of youth, DYRS participates in a number of data-sharing initiatives with other District agencies. Examples of these include:

- **Metropolitan Police Department:** DYRS sends a weekly report to MPD identifying youth with a history of committing serious offenses. This report includes the youth's existing placement and the date that his or her DYRS commitment is set to expire. This information is shared with precinct officers, so that they know when these youth are entering or leaving their areas.
- **JuvenileStat:** DYS is a core participant in JuvenileStat, a monthly meeting convened by the Criminal Justice Coordinating Council (CJCC). Through JuvenileStat, DYRS shares information with MPD, the DC Office of the Attorney General (OAG), Court Social Services (CSS), and other District stakeholders to develop and/or refine interagency data-driven strategies for addressing the needs of high-risk offenders and absconders.
- **Court Services and Offender Supervision Agency:** DYRS works with CSOSA to create a weekly report of youth who are active in both the DYRS and CSOSA systems. These lists are monitored on a monthly basis to track entries and exits from either system.
- **Pre-Trial Services Agency:** On a monthly basis, DYRS identifies youth who are active in both DYRS and CSS systems to coordinate supervision and services.
- **Child and Family Services Agency:** DYRS works with CFSA each month to identify youth who are active in both the DYRS and CFSA systems.

FY2011 Expenditures and Costs

In FY2011, DYRS expenditures totaled \$100.6 million, 97% of which came from the agency's general fund. The remaining came from federal funds and intra-agency transfers.

Of the FY2011 expenditures, 89% went toward providing direct care services to detained and committed youth. The majority of the agency's total FY2011 expenditures (55%) went towards funding Committed Services, which administers the facilities, programs, and services for youth committed to DYRS custody. Detained Services received the second-highest amount of FY2011 spending (22%), while the remaining expenditures went toward general agency administration (11%), Education and

Workforce Development (7%), and Health Services Administration (5%).

A slight majority of FY2011 spending (57%) went toward personnel-related expenditures, including salaries and benefits. The remainder (43%) was spent on non-personnel items such as supplies, equipment, and contracts with vendors.

With respect to FY2011 program costs, the two DYRS secure detention facilities, YSC and New Beginnings, had higher average daily costs per youth than the community-based residential facilities.

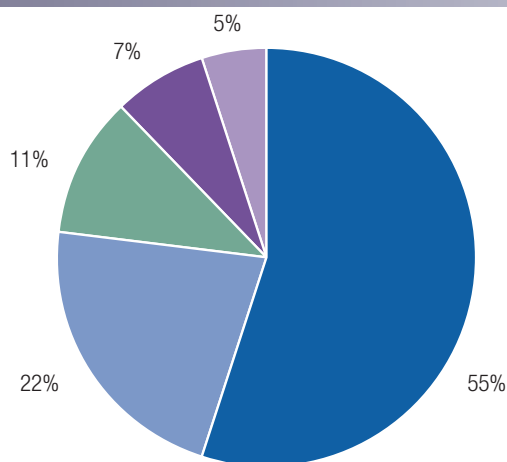
DYRS FY2011 Expenditures by Source of Funding

General Fund Expenditures	\$97,064,360	97%
Federal Grants	\$1,262,670	1%
Federal Payments	\$1,257,613	1%
Intra-Agency Transfers	\$1,049,279	1%
Total FY2011 Expenditures	\$100,633,923	

DYRS FY2011 Personnel vs. Non-Personnel Expenditures

Personnel Expenditures	\$57,011,891	57%
Non-Personnel Expenditures	\$43,622,031	43%
Total FY2011 Expenditures	\$100,633,923	

DYRS FY2011 Expenditures by Program



Total FY2011 Expenditures **\$100,633,923**

Committed Services	\$55,198,709	55%
Detained Services	\$22,210,719	22%
Agency Administration	\$11,501,722	11%
Education & Workforce Development	\$7,010,407	7%
Health Services Administration	\$4,712,366	5%

FY2011 Average Daily Cost per Youth by Program Type (Weighted)

Programs for Committed Youth

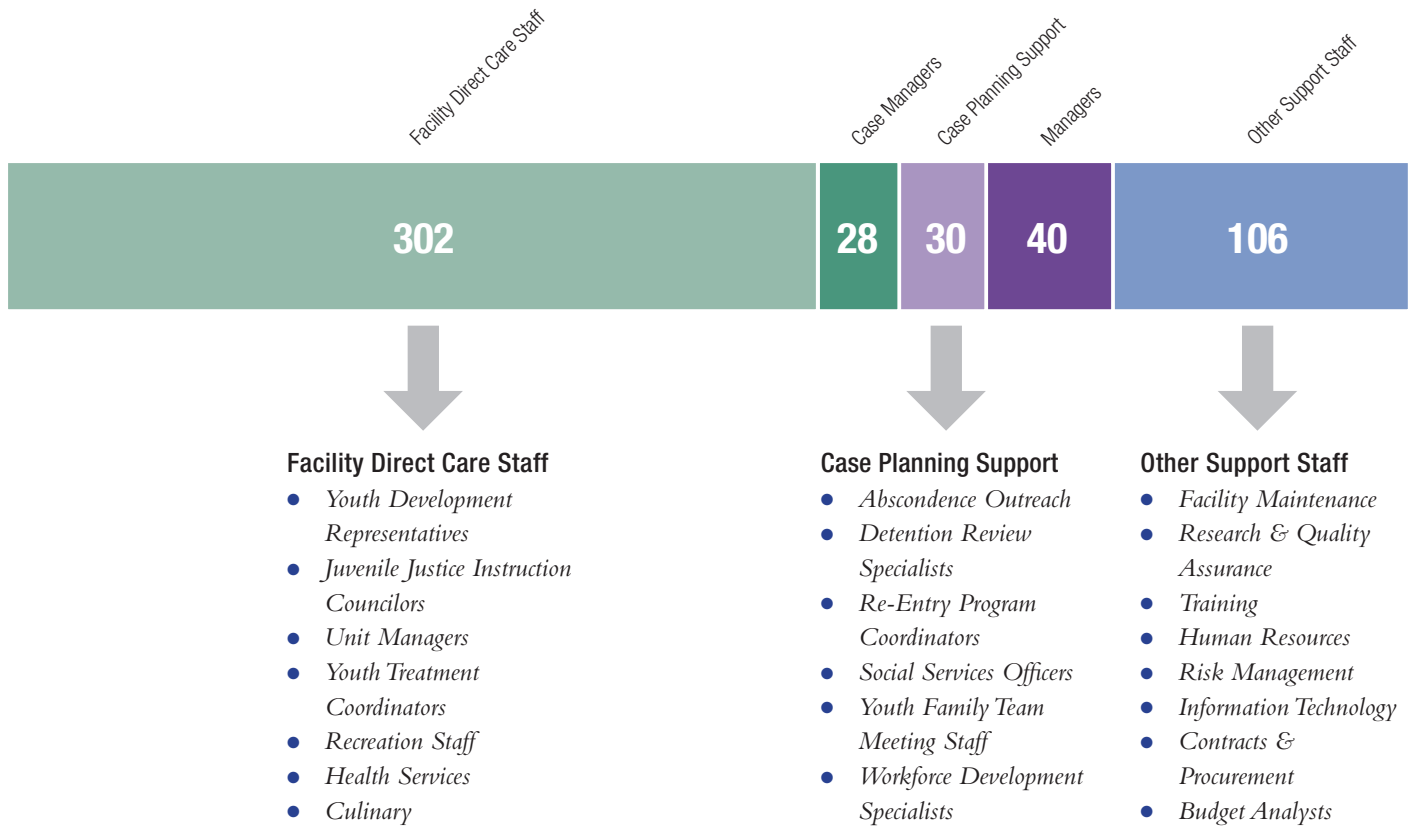
New Beginnings Youth Development Center	\$761
Residential Treatment Centers	\$294
Therapeutic Family Homes	\$289
Group Homes	\$274
Independent Living Programs	\$232
Extended Family Homes	\$228

Programs for Detained Youth

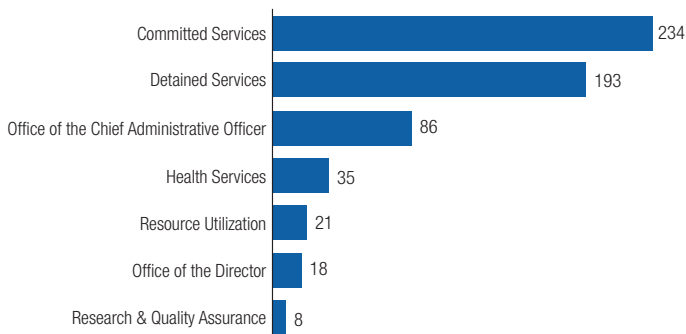
Youth Services Center	\$522
Shelter Homes	\$253

DYRS Staffing

FY2011 Breakdown of DYRS Staff (by Position Type)



FY2011 Breakdown of DYRS Administration (by Department)



Staff Training and Professional Development

DYRS Office of Professional Development

The agency's Office of Professional Development (OPD) is responsible for providing or facilitating training for over 500 DYRS employees. OPD is committed to the continued professional development of staff using tried and true adult learning methodologies. OPD's mission is to provide timely and structured learning, offer quality training and development experiences that support specific job functions and duties, and respond to ad hoc employee development needs. OPD strives to provide a high-quality learning environment where employees are offered an opportunity for development of their skills and knowledge, as well as an awareness of their roles and responsibilities in the support of the agency's young people.

On average, OPD's quarterly training calendar offers over 170 training dates in 13 topical areas, as well as ad hoc courses developed and delivered based on current needs. These programs include:

- **Employee Development Programs:** New Youth Development Representative (YDR) Orientation (119 hours); Overview of the Juvenile Justice System; First Aid/CPR/AED; Computer Basics; Adolescent De-

velopment; Impact of Trauma on the Brain; Substance Abuse/Psychotropic Drugs; Policies and Procedures; Effective Communications; Conflict Resolution; Anger Management; Cultural Sensitivity; Circle of Treatment; Correctional vs. Treatment; Professional Boundaries; Beliefs and Philosophy; Problems vs. Symptoms; Safe Crisis Management; Report Writing; Sexual Harassment; Suicide Prevention and Team building.

- **Ongoing and Refresher Programs:** CPR/First Aid; Safe Crisis Management; Suicide Prevention; Behavioral Health; Report Writing; DC Model; OSHA; Sexual Harassment; Emergency Medical Response; Youth Empowerment System (YES); and Computer Basics.

Specialized Programs

OPD also offers a number of specialized programs designed to train staff on specific youth needs and agency goals. These include:

- **Leadership Development Academy:** A six-month program for qualified staff grades 11 and above. Employees are competitively selected for participation in



the program. The goal of the Academy is to improve the quality and strength of management and to develop a cadre of staff prepared to be the next leaders of the agency. Participating employees are provided instruction in the areas of Leadership and Supervision, Managing Change, Managing Diversity and Enabling Collaboration, Budgeting through Fiscally Challenging Times, and Trends and Effective Strategies in Juvenile Justice. A portion of the program is delivered in partnership with The George Washington University Center for Excellence in Public Leadership. Upon completion of the courses, participants earn 4.8 CEUs.

- **Advancing Youth Development:** A 30-hour interactive training course that introduces youth workers to the principles and best practices of youth development.
- **Navigating Youth Culture:** A one-day course covering issues surrounding youth and gang culture in at-risk youth populations. The course provides insight into the differences between youth culture and gang culture and discusses coding and street socialization. The curriculum helps participants learn about gangs and why youth join gangs, provides instruction on how to integrate the PYJ approach into programs, and helps staff better communicate with youth.
- **CHOICES—Drop it at the Door:** Provides training on controlling emotions and de-escalating situations positively.

- **DC Model:** This program is founded on the belief that in order for youth to change and not re-offend, they must go through a process of self-exploration that addresses the youth's history, family issues and challenges and how those influence a youth's current situation. The program includes components of behavioral modification with structured techniques and feedback and cognitive therapy. Youth and staff safety is the foundation of the program and the curriculum. Course topics include: Problems vs. Symptoms; Circle of Treatment; Group Dynamics; Professional Boundaries, Human Dignity; Beliefs and Philosophy; and Treatment House.
- **National Juvenile Detention Association (NJDA):** A series of courses designed for youth care workers working with detained youth. Course topics include: Anger Management; Behavior Management; Behavior Observation and Recording; Critical and Current Issues in Juvenile Confinement; Conflict Resolution; Effective Communication; Juvenile Rights; Managing Mentally Ill Youth; and Safety and Security.
- **DYRS Team Building Essentials:** Provides instruction on the stages of team development and interaction/communication skills.

Looking Forward to 2012

In FY2011, DYRS worked to maximize the agency's impact while effectively managing public resources. Over the coming fiscal year, DYRS will continue its efforts to improve efficiency and oversight, targeting the following areas for improvement:

- ▲ Reducing reliance on residential treatment centers
- ▲ Increasing the use of evidence-based programs
- ▲ Lowering overtime usage

Through each of these endeavors, DYRS is committed to continually improving its effectiveness in operations, management, finances, and administration of services and programs.

Dreams

I dream to be president,
And the white house is my residence.

I dream to be successful,
And have a girl that's blissful.

I dream to make honey,
And sting like a bee.

I dream to be on tv,
And rich and famous.

I dream to live a life, that's free,
And more painless.

I dream to be Dr. King,
And speak on my dream.

-Markel