



2014 ANNUAL REPORT

State of Alabama Department of Youth Services

STATE OF ALABAMA

DEPARTMENT OF YOUTH SERVICES

TRANSMITTAL LETTER



Dear Governor Bentley,

The Department of Youth Services is pleased to present to you its Fiscal Year 2014 Annual Report which outlines many of the activities of the Department during the year. This year has seen a number of significant transitions for the Department. Mr. Walter Wood, Executive Director (1999–2014) retired after 15 years of service to Alabama. He led the Department through the transitions brought about by the Alabama Juvenile Justice Reform Act and the “Right-Sizing of Juvenile Justice” initiative. These changes not only saved the state millions of dollars during the economic downturn but positioned the Department to provide needed community based services to divert youth from commitment to the Department.

We continue to provide support for the DYS Diversion Programs that serve over 3,600 youth in communities across the state. This system of programs has become an important resource in the 52 counties where each is located, as well as a vital component in stabilizing commitments and maintaining the success gained over recent years. To ensure that both aspects continue, we have increased our efforts to gather and analyze data to strengthen our programs in the community and make data-driven decisions about resources needed in the juvenile justice continuum.

The cover of the 2014 Annual Report features photos of the new DYS Girls Treatment Facility. With the construction completed earlier this year and the issuing of a Request for Proposals to operate the program; we

are confident this quality facility will soon be providing care and rehabilitation to girls from across the state.

The DYS School District continues to work hard to bring creative and quality learning experiences to our students through our long standing partnership with the Alabama Writers’ Forum, to the introduction of an innovated student incentive simulated workplace training curriculum called CraftTrain©. In addition, the Youth Services School District became the first juvenile justice school district accredited under the new Southern Association of Colleges and Schools (SACS) standards. We are very proud of this accomplishment.

We appreciate the support we receive from your administration, the legislature and the state’s court system. We are especially grateful to our DYS Board and staff who have worked hard to accomplish the mission of this Department in an efficient and effective manner. We are thankful for our provider partners and the many citizens who volunteer their time and resources for the benefit of the youth in our care.

We look forward to working with you in the coming year to continue the mission of our Department.

Respectfully submitted,

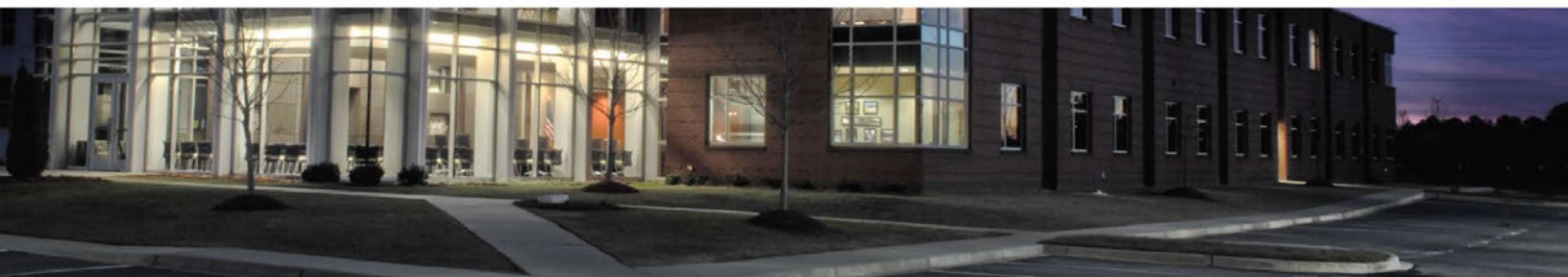
Steven P. Lafreniere
Executive Director





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REPORT OF THE BOARD

The Youth Services Board met on April 25th, June 27th, and September 26th, 2014, in the Washington Hall Board Room.

Board Members Welcomed

Governor Robert Bentley appointed one new Board member and reappointed two current members during fiscal year 2014. Each of these members will serve a six-year term.



Mr. James Dupree, Jr.

Mr. James Dupree, Jr. of Montgomery was selected to represent the 2nd Congressional District.



Ms. Stacie Jenkins

Ms. Stacie Jenkins was reappointed to represent the 4th Congressional District.



Mr. Robert "Bob" Duke

Mr. Robert "Bob" Duke was reappointed to represent the 7th Congressional District.



Mr. Mark Lee

The Board also welcomed Mr. Mark Lee who will serve as the proxy for Commissioner Jim Reddoch of the Alabama Department of Mental Health.

New Leadership for the Department

The major event for the Board and Department in FY 2014 was the announcement of the retirement of J. Walter Wood, Jr. as the Executive Director of DYS, and the subsequent selection of Steven P. Lafreniere as his successor. Mr. Wood notified the Board in January of his intention to retire effective June 30, 2014. Board Chairman Charles Smith appointed a search committee on January 21, 2014 to conduct the search for the new Director. The Committee was tasked with conducting a national search for the position, reviewing the qualifications of the applicants, conducting interviews, and making a recommendation to the Board

for the new Director. At the April 25 meeting, Chairman Smith requested that Mr. William McDowell make a report of the Executive Director Search Committee to the full Board. Mr. McDowell reported that Mr. Steven P. Lafreniere was the unanimous recommendation of the search committee. With unanimous approval by the Board, Mr. Lafreniere was appointed as the fourth ever Director of the Department of Youth Services. The Board further directed the agency's General Counsel to negotiate an employment agreement with Mr. Lafreniere.

*Mr. J. Walter Wood, Jr. (left) and
Mr. Steven Lafreniere (right)*



Major Program and Policy Highlights

Fiscal year 2014 marked the first implementation cycle of the national Prison Rape Elimination Act (PREA). One of the significant requirements of the law is for a correctional agency to develop and implement a number of policies and procedures to protect the youth in its care from sexual abuse by either other residents or staff. At the April Board Meeting, Mr. Wood recommended a number of amendments to DYS Policy

and Procedure to assist in implementing PREA. Following a discussion by the Board, these revisions were unanimously approved.

Also at the April meeting, Mr. Wood presented a status report on the Department's budget and pending appropriations in the Legislature. In summary, the recommended appropriations would underfund the agency by

REPORT OF THE BOARD

Major Program and Policy Highlights *(continues)*

approximately two million dollars. However, the Department remained committed to continue the very successful diversion programs. In September, the Board adopted the FY 2015 Operations Plan as recommended by the Finance and Budget Committee. Even though, 2015 will be a difficult budget year, priorities previously set by the Board will continue to be implemented.

Dr. Rafael Richardson, Superintendent of the Youth Services School District



Dr. Rafael Richardson, Superintendent of the Youth Services School District, made his report at each of the meetings to the Board as it acted in its capacity as the School Board. All routine personnel actions were approved and a school calendar was adopted. Dr. Richardson reported that the District would soon be undergoing its reaccreditation by the Southern Association of Colleges and Schools, and the Board would be asked to participate in this process. Mr. Lafreniere acknowledged that the Alabama Department of Youth Services School District is one of only three districts in the entire country that is both SACS and Correctional Educational Association accredited.

New Girls Treatment Facility



The former Chalkville Campus, which had served as a girls treatment facility, was totally destroyed by an F3 tornado in January 2012. The insurance proceeds from this damage were used to clean up the Chalkville site, and to construct a replacement facility. Mr. Wood reported that the Alabama Building Commission had issued a Certificate of Substantial Completion for all demolition and debris removal at Chalkville. He reported that a recommendation would be forthcoming to the Board on how to dispose of the Chalkville land, located in Jefferson County, to best benefit the Department.



Construction began on the new facility on March 26, 2014, and is scheduled for completion by January 19, 2015. The new facility is located on DYS property adjacent to the Mt. Meigs Campus. This will allow the new facility to be a completely separate entity from Mt. Meigs.





Staff Recognitions

During the April meeting, Mr. Wood and Mr. Robert Matthews, Chairman of the Employee Council, recognized Ms. Melanie Moore, Youth Services Aide at the Mt. Meigs Campus, as the December 2013 Employee of the Quarter. Also, Ms. Eva Stowers, Youth Services Aide at the Vacca Campus, was recognized as the March 2014 Employee of the Quarter.



Melanie Moore, Mt. Meigs



Eva Stowers, Vacca

The Employee of the Quarter recognized at the June Board Meeting was Ms. Mary Marshall, Youth Services Aide at the Autauga Campus. Mr. Jermand Cole, Youth Services Aide at the Mt. Meigs Campus was recognized as the September Employee of the Quarter. Each of the Employees of the Quarter receives a Certificate of Appreciation from Governor Bentley and a monetary acknowledgment from the Executive Director.



Mary Marshall, Autauga



Jermand Cole, Mt. Meigs

The Board unanimously passed a resolution at the April meeting recognizing the many years of service and dedication to the Department by Mr. G. Wayne Booker. Mr. Booker served as Administrator of Institutional Services for over three decades, and in 2009, the Board named a newly constructed dormitory on



G. Wayne Booker

the Mt. Meigs Campus in his honor. Mr. Booker passed away in December 2013.

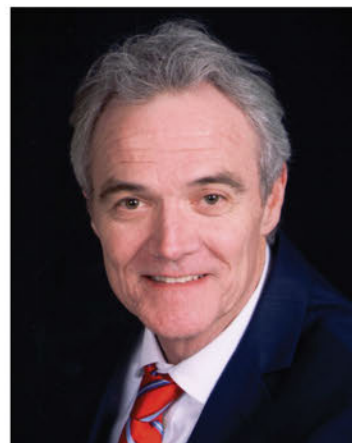
In its June 27, 2014 meeting, the Board recognized Mr. Wood for his fifteen years of services as DYS Executive Director. This was Mr. Wood's 60th and final Board meeting. He was recognized with a Resolution from the Board for his service and presented a plaque from the Board.

Screening and Placement Administrator Leads National Interstate Commission for Juveniles

Patrick (Pat) J. Pendergast, DYS Screening and Placement Administrator, has served as Chair of the Interstate Commission for Juveniles since 2013. He was first elected as Chair of the organization in October of 2013, and was re-elected in October of 2014.

The Interstate Commission for Juveniles is a cooperative arrangement between states to develop, promote, and facilitate a mechanism to transfer supervision of juveniles between states and return juvenile offenders who have absconded or escaped. The Commission also works with the return of runaway youth. The Interstate Commission is affiliated with the Council of State Governments located in Lexington, Kentucky.

As Chair, Mr. Pendergast presides over the annual business meetings and monthly executive committee meetings, and sets an agenda each year for priorities for the organization. During Pat's tenure, extensive improvements were made to the Juvenile Interstate Data System's performance and training resources were expanded and improved to ensure that all states had the most current information.



Patrick (Pat) J. Pendergast

Pat has been employed in a number of roles with DYS for over 35 years. He is currently the Administrator of the Screening and Placement Office. In this position, he oversees the placement of all youth committed to the Department by the juvenile courts. He also, serves as the DYS's liaison with the State Legislature.



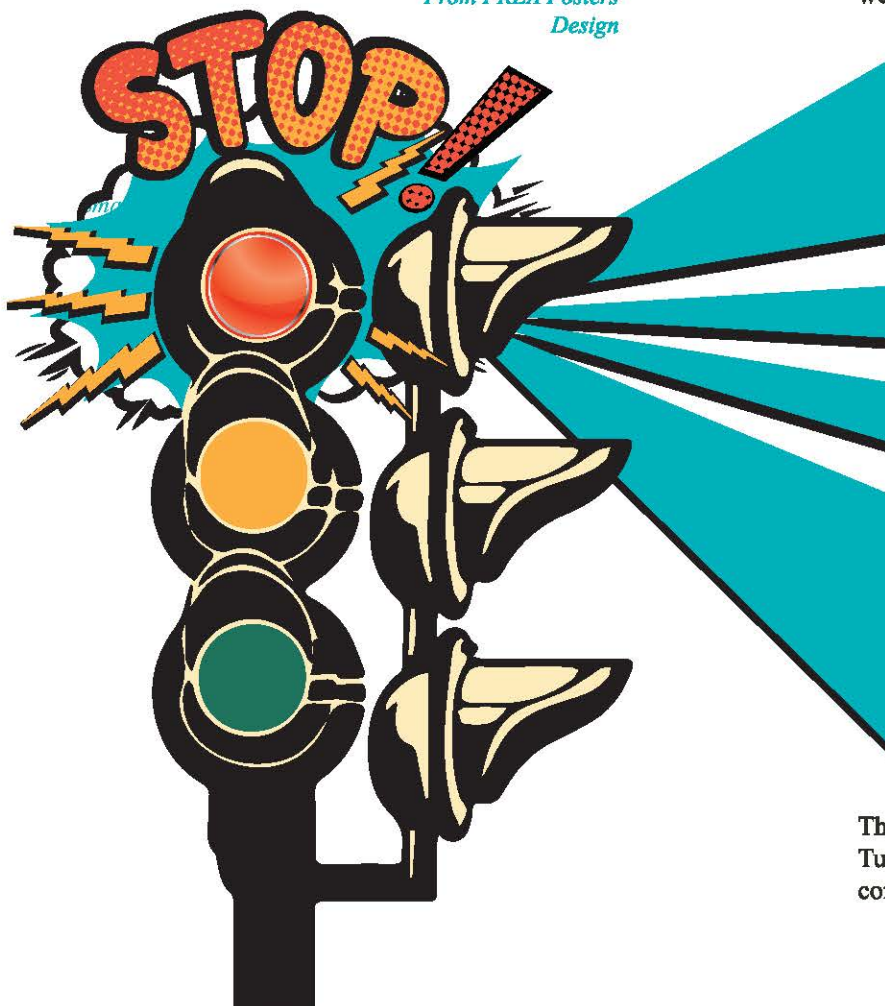
Featured Reports

Alabama DYS At Forefront of Protecting Youth It Serves

The Alabama Department of Youth Services is one of the agencies leading the nation in taking active steps to protect the youth in its custody from sexual abuse. The Department's Autauga Campus was the first correctional facility in Alabama to be certified as fully compliant with the Standards of the Prison Rape Elimination Act (PREA).

PREA was enacted in 2003 with unanimous support of both Houses of Congress and was signed into law by President George W. Bush. The purpose of the act was to "provide for the analysis of the incidence and effects of prison rape in Federal, State, and local institutions and to provide information, resources and recommendations, and funding to protect incarcerated individuals from prison rape." The Standards were released in 2009, and became effective August 20, 2012.

*From PREA Posters
Design*



The Autauga Campus was audited in June 2014, and was found to be in full compliance with all PREA Standards with no corrective actions necessary. Using interviews, policy reviews, and other historical documentation, the U.S. Department of Justice certified auditor Kurt Pfisterer found the facility to be fully compliant with the law. He stated that the Campus was the first state-operated juvenile facility in the country to achieve full compliance with no corrective actions, and exceeded the Standards in two areas.

Autauga Campus and thirteen private providers with which DYS contracts for placements successfully achieved PREA compliance. They included: The Bridge Mitchell Program, Teen University, Sequel Youth and Family Services – Madison, Sequel Youth and Family Services – Owen's Cross Roads Discovery and Directions Programs, Lee County Youth Development Center's Voyages, B.E.A.M.S., and the East Alabama Regional Detention Center, King's Home Group Home, Youth Services Institute W.O.W. Program, Laurel Oaks Behavioral Health, Big Brother's Home, and Troy Group Home.

The DYS Vacca Campus, Sequel Youth and Family Services – Tuskegee, and The Bridge Kennington will be audited for compliance in 2015.

SEXUAL ASSAULT

Executive Director Lafreniere Recognizes DYS Relationships with State's Universities

DYS Executive Director Steven Lafreniere has reaffirmed his support and continuing commitment to the many partnerships the agency has with the State's colleges and universities. Alabama DYS has partnered with several institutions of higher learning since the 1970's. These partnerships bring academic expertise and research capabilities to DYS while offering real world experiences for students and faculty.



Dr. Jay Gogue, President of Auburn University

One of the earliest and most productive partnerships has been with Auburn University. To recognize this relationship, Dr. Jay Gogue, President of Auburn University, visited and toured the Mt. Meigs Campus Accountability Based Sex Offender Program (ABSOP) in August. Dr. Barry Burkhart of the



Dr. Barry Burkhart

Auburn University Psychology Department had extended the invitation to Dr. Gogue to visit the program. As a result of this visit, Dr. Burkhart was asked to make a presentation to the Auburn University Board of Trustees regarding the work being done with DYS. DYS also has strong ties with the University of Alabama School of Social Work. Mr. Lafreniere visited the Working on Womanhood (W.O.W.) program in Tuscaloosa and had an opportunity to meet with Youth Services Institute Director Ms. Jill Beck, and Dr. Vikki Vandiver, Dean of the University's School of Social Work. The W.O.W. program is a secure program that serves females committed to DYS with special behavioral and adjustment issues.

Executive Director Lafreniere has also visited with representatives of Troy University. Troy University has operated the Troy Group Home since 1976. This non-secure community residential program houses female commitments to DYS. In addition to the group home, Troy University provides Targeted Case Management services to DYS's federally supported community residential programs.

Future plans call for bringing the CARE program to the DYS Vacca Campus. CARE is a joint program of Auburn University and Cornell University. The program provides a framework for supervising youth and creating an environment suited to achieving better treatment results. The CARE program has been in operation at the Mt. Meigs Campus for several years.

DYS has also developed a plan to partner with Auburn University to strengthen DYS staff training efforts. In 2015 the DYS Training Office will be restructured with assistance from Auburn's Industrial Organizational Psychology program.



Ms. Jill Beck



Dr. Vikki Vandiver



► DYS Leadership: 1974-2014

In the field of juvenile corrections, the average tenure of a state juvenile justice agency administrator is 2.3 years. Over the 40-year existence of the Alabama Department of Youth Services, there have only been four Directors. This stability and continuity of leadership has allowed the Department to achieve remarkable results.

George M. Phyfer

1974 – 1995

In the spring of 1974, George M. Phyfer arrived in Montgomery, Alabama facing a huge challenge and what he perceived as the opportunity of a lifetime to define and shape a new state agency to help delinquent youth. He had recently been selected as the first Director of the newly created Department of Youth Services. The Department had been created by Act 816 of the 1973 Legislative session. At this time, only a handful of counties offered juvenile probation services, and the three training schools operated as independent entities.

Mr. Phyfer quickly began hiring staff and setting up an office for the Department. Within a year, a central office staff was in place and plans were underway to greatly expand community services for juvenile offenders, and assume management of the Alabama Boys Industrial School (Vacca Campus), the State Training School for Girls (Chalkville Campus), and Alabama Industrial School (Mt. Meigs Campus).

During his 21-year tenure as Director, Mr. Phyfer and the Department faced many challenges. There were early funding issues as less Federal funds through the Office of Juvenile Justice and Delinquency Prevention became available, and critical needs for capital improvements were identified at the campuses. Also, there was a certain amount of resistance to change in the structure and management of the formerly independent training schools.

By the 1990's, there was a tremendous increase in the number and the seriousness of the offenses of the youth being committed to DYS. Budgets were tight, facilities were overcrowded, and hundreds of youth were waiting weeks if not months to enter a DYS facility. Not surprisingly, this situation led to intervention by the Federal courts. A lawsuit was brought on behalf of a youth who had been committed to the Department. As a result of the legal action, the Department entered into the A.W. Consent Decree. It required that a number of improvements be made in the system, and provided leverage for securing the funding for these improvements.

Throughout this difficult time, George M. Phyfer led the Department with courage and

determination until his retirement in 1995. Upon his retirement, he joined Corrections Corporation of America as their director of juvenile services. He held that position until his death in 1998.

Prior to his being recruited to Alabama to become the first DYS Director, he had worked in Mississippi as a juvenile probation officer, a corrections specialist with Mississippi's Department of Law Enforcement, and as director of community services for the Mississippi Department of Youth Services.

During his more than 30-year career in juvenile corrections, Mr. Phyfer was recognized with numerous honors and awards. These included being named in 1987 as the Alabama Social Worker of the Year by the Alabama Conference on Social Work. In that same year, he received the Fred Bryant Award for outstanding contributions to corrections in Alabama. He was posthumously awarded the American Correctional Association's highest honor, the Edward R. Cass Correctional Achievement Award in 1999.

Mr. Phyfer was a graduate of Delta State University and the University of Tennessee where he earned his masters degree in social work.

James Dupree, Jr.

1995 – 1998

Following the retirement of George M. Phyfer in 1995, James Dupree, Jr. was selected by the Youth Services Board to become the second director of the Department. Mr. Dupree brought a wealth of knowledge and experience to the position. He had served since 1990 as the Executive Assistant to Mr. Phyfer. He had previously worked as the Administrator of the DYS's Diagnostic and Evaluation Center, the first Administrator of the Intensive Treatment Unit, and Assistant Administrator of Institutional Services.

Mr. Dupree faced the daunting task of maintaining compliance with the A.W. Consent Decree as the number of commitments to DYS skyrocketed. From 1995 to 1998, admissions into the Department increased by almost 150 percent from 1,385 to 3,373. To meet this challenge, Mr. Dupree developed an exceptionally strong relation-

ship with the political leaders of the State, specifically the Governor and the State Legislature.

With these relationships, the Department was able to secure the necessary financial appropriations to allow compliance with the consent decree even as the population grew. To meet the demand for additional bed space capacity in DYS, under Mr.



▲ George M. Phyfer

▲ James Dupree, Jr.

Dupree's leadership, the Department was able to develop contracts with private providers for specialized treatment programs. These initial contract programs set the framework for the continued current use of contract services to serve youth committed to the Department.

Mr. Dupree retired as the Director of the Alabama Department of Youth Services in 1998. During his tenure as Director, the A.W. Consent Decree was terminated and the Department greatly expanded the types of placements available for committed youth.

Since his retirement from DYS, Mr. Dupree has served as managing partner for TMS Consulting L.L.C., a management professor for the University of Alabama Graduate School of Social Work, and as an Associate with The Bloom Group, Inc., a governmental

relations firm. He is currently a member of the Youth Services Board, the Advisory Board for Baptist South Hospital, Board of Friends of University of Alabama School of Social Work, Board of Chemical Addiction Program, and numerous other professional and civic organizations. In addition to his current leadership positions, he is Past Board Chairman of the Alabama Board of Social Work Examiners and Past President of the Alabama Conference of Social Work.

Mr. Dupree earned a bachelor's degree in sociology from Miles College and a master's degree in social work from the University of Alabama. He is a licensed social worker and member of the Academy of Certified Social Workers.



Steven P. Lafreniere ▲

J. Walter Wood, Jr.

1999 – 2014

Another Mississippian became Executive Director of the Alabama Department of Youth Services following Mr. Dupree's retirement in 1998. The Board selected J. Walter Wood, Jr. in July of 1999 as the third director of the Department. Mr. Wood came to Alabama's DYS with over 25 years experience working with youth and their families.

Mr. Wood began his professional career as a classroom teacher of math, science, and health in the Baldwin, Mississippi Separate School District. In 1972, he began working with the Mississippi Department of Youth Services as a juvenile probation officer for the Bolivar County Youth Court. He became a Regional Supervisor for the Northwest Mississippi

Region in 1975. From 1977 until 1995, he was the Community Services Administrator for the Mississippi Department of Human Services – Division of Youth Services. In 1995, Mr. Wood was promoted to Director of the Division of Youth Services. He served in this position until his retirement in 1999.

Upon being appointed Executive Director of the Alabama Department of Youth Services, Mr. Wood's leadership was focused on system reform and efforts to serve as many youth as possible in their home communities. These efforts led to the Department being recognized by Kennedy School of Government/Ashe Center for Democratic Governance as a "Shinning Light" program and by the Southern Legislators Conference as an example of innovative government reform.

The ability to build partnerships and establish collaborative relationships was a hallmark of Mr. Wood's tenure as DYS Executive Director. Many of the system reforms were possible because of his ability to engage advocacy groups and secure the strategic planning assistance of the Annie E. Casey Foundation.

Former Governor Bob Riley recognized Mr. Wood with the "Governor's Award for Distinguished Service to Alabama" for his advocacy to improve treatment programs for Alabama's troubled youth, his collaborative work with the State's universities, and his efforts to develop non-residential programs for low risk offenders.

In 2009, the National Council of Juvenile Correctional Administrators recognized Mr. Wood for his 10 years of serving as Alabama's Department of Youth Services Executive Director. At that time, he was the longest serving juvenile correctional administrator in the country.

Mr. Wood holds both a bachelor's degree in education and a M.Ed. degree in Guidance and Counseling from Delta State University in Cleveland, Mississippi. He also has his M.B.A. degree from the Else Graduate School of Management at Millsaps College in Jackson, Mississippi. Based upon his education and knowledge of the corrections field, Mr. Wood was one of the first juvenile correctional administrators to obtain the designation of Certified Corrections Executive from the American Correctional Association's Commission on Correctional Certification.

Following his retirement from the Alabama Department of Youth Services, Mr. Wood became Chief Operating Officer of Big Brothers Big Sisters of America in 2015.

Steven P. Lafreniere

2014 – Present

Steven P. Lafreniere became the fourth Executive Director for the Alabama Department of Youth Services on July 1, 2014. Following a nationwide search, the Youth Services Board selected him in April 2014.

Following the announcement of Mr. J. Walter Wood, Jr.'s retirement, the Board had stated its intention to continue the system reform efforts begun under Mr. Wood's leadership. Mr. Lafreniere's selection affirmed this commitment. He brought extensive experience in providing leadership in the design, implementation, and oversight of community based service systems.

Mr. Lafreniere had previously been employed by the Alabama Department of Mental Health as Director of Community Services for the Division of Developmental Disabilities and served for 11 years as Director of Children's Services. During that time, he served on the DYS Board as permanent proxy for three different Mental Health Commissioners. In this role, he was a member of the Youth Services Board's Education Committee. In his position as Director of Community Services for the Department of Mental Health, he was responsible for supervising the operations of five Regional Community Services Offices across the state, Early Intervention, Autism and Children's Services within the Division of Developmental Disabilities.

In describing how he perceived his role as the new Executive Director of DYS, Mr. Lafreniere stated "The Director of the Department must work to maintain the transformative, qualitative systematic gains and respect that have been achieved by the DYS Board and staff over the years. At the same time, the Director must build upon this success in the midst of fiscal challenges within the state budgets, the often popular opinion that delinquent youth just need to be locked up, and an ever changing landscape in state and local leadership."

In his first year as Executive Director, Mr. Lafreniere has already taken steps to strengthen the DYS diversion grant process and is working with the Annie E. Casey Foundation to sustain the Juvenile Detention Alternative Initiative in Alabama.

Mr. Lafreniere's experience, knowledge, and skills uniquely prepare him to lead Alabama DYS for a number of years to come.

He holds a Bachelor of Arts degree from Auburn University and a Master's of Science/Clinical Psychology from Auburn University Montgomery.

Youth Services Board Members

Governor		Term Expires
<p>Honorable Robert Bentley State Capitol 600 Dexter Avenue Montgomery, Alabama 36130</p>		<p>Continuous as Governor</p>
Name and Address	Legislative Appointments	Term Expires
<p>Senator Paul Bussman State House Seventh Floor 11 S. Union Street Montgomery, Alabama 36130</p>	<p>Alabama Senate 11 South Union Street Montgomery, Alabama 36130</p>	<p>Concurrent with Legislative Term (Appointed 3/15/11)</p>
<p>Senator Linda Coleman 926 Chinchona Drive Birmingham, Alabama 35214 205-798-1045</p>	<p>Alabama Senate 11 South Union Street Montgomery, Alabama 36130</p>	<p>Concurrent with Legislative Term (Appointed 3/15/11)</p>
<p>Representative K. L. Brown 1304 6th Avenue Northeast Jacksonville, Alabama 36265</p>	<p>Alabama House of Representatives 11 South Union Street Montgomery, Alabama 36130</p>	<p>Concurrent with Legislative Term (Appointed 9/23/11)</p>
<p>Representative Barbara Boyd 2222 McDaniel Avenue Anniston, Alabama 36201</p>	<p>Alabama House of Representatives 11 South Union Street Montgomery, Alabama 36130</p>	<p>Concurrent with Legislative Term (Appointed 9/23/11)</p>
Name and Address	State Department Heads	Term Expires
<p>Nancy Buckner, Commissioner Ala. Dept. of Human Resources 50 North Ripley Street, Suite 2118 Montgomery, Alabama 36104</p>	<p>Proxies Ms. Carolyn Lapsley Ala. Department of Human Resources 50 North Ripley Street Montgomery, Alabama 36104</p>	<p>Continuous as State Dept. Head (Appointed 9/16/08)</p>
<p>Jim Byard, Jr., Director Ala. Dept. of Economic & Community Affairs 401 Adams Avenue P. O. Box 5690 Montgomery, Alabama 36103-5690</p>	<p>William M. Babington, Div. Chief Law Enforcement Traffic Safety Division 401 Adams Avenue PO Box 5690 Montgomery, Alabama 36103-5690</p>	<p>Continuous as State Dept. Head (Appointed 1/18/11)</p>
<p>Jim Reddoch, Commissioner Ala. Dept. of Mental Health 100 N. Union Street Montgomery, Alabama 36103</p>	<p>Mark Lee Ala. Department of Mental Health 100 N. Union Street P.O. Box 3014140 Montgomery, Alabama 36103</p> <p>Steven P. Lafreniere Ala. Department of Mental Health 100 N. Union Street P. O. Box 30410 Montgomery, Alabama 36130</p>	<p>Continuous as State Dept. Head (Appointed 7/1/12)</p>

Youth Services Board Members

State Department Heads

Name and Address

Dr. Thomas Bice
State Superintendent of Education
Ala State of Dept. of Education
P.O. Box 302101
Montgomery, Alabama 36103

Dr. Donald E. Williamson
State Health Officer
Department of Public Health
RSA Tower Suite 1010
P. O. Box 303017
Montgomery, Alabama 36130-3017

Proxies

Dennis Coe
Director, Office of Supporting Programs
Ala. State Department of Education
P.O. Box 302101
Montgomery, Alabama 36130-2101

Michele Jones
Ala. Department of Public Health
RSA Tower Suite 1552
P. O. Box 303017
Montgomery, Alabama 36130-3017

Term Expires

Continuous as State Dept.Head
(Appointed 11/10/11)

Continuous as State Dept.Head
(Appointed 11/18/92)

Congressional District Appointments

Name and Address

Phillip Andy Wynne
St. Mary's Home
4350 Moffat Road
Mobile, Alabama 36618

James Dupree, Jr.
6760 Jakefield Road
Montgomery, Alabama 36117

Honorable Braxton Paul Sherling
211 West Sandcreek Road
Enterprise, Alabama 36330

Charles Smith
1280 Sweetwood Court
Auburn, Alabama
36830-2130

Stacie Jenkins
140 Max Graben Circle
Albertville, Alabama
35950-0330

William A. McDowell
Second Mile Development
P. O. Box 2531
Huntsville, Alabama 35804

Buddy Aydelette
788 Wynwood Road
Trussville, Alabama 35173

Robert M. Duke
41121 AL Hwy 69
Gallion, Alabama 36742

1st Congressional District

2nd Congressional District

3rd Congressional District

4th Congressional District

5th Congressional District

6th Congressional District

7th Congressional District

Term Expires

9/2/2017 (Appointed 4/11/08)
(Re-Appointed 7/12/13)

9/2/2020 (Appointed 9/26/14)

9/2/2014 (Appointed 6/04/13)

9/2/2018 (Appointed 04/11/08)
(Re-Appointed 7/12/13)

9/2/2019 (Appointed 4/11/08)
(Re-Appointed 11/25/13)

9/2/2015 (Appointed 11/13/09)

9/02/2018 (Appointed 5/30/12)

9/2/2020 (Appointed 12/05/08)
(Re-Appointed 9/26/14)



Youth Services Board Members

Name and Address Honorable Ryan Rumsey 400 North Norton Avenue Sylacauga, Alabama 35150	Alabama Juvenile Judges Association	Term Expires 9/2/2015 (Appointed 7/16/13)
Name and Address Lawrence L. Battiste, IV Mobile Co. Probation Office Strickland Youth Center 2315 Costarides Street Mobile, Alabama 36617-2498	Alabama Chief Probation Officers Association	Term Expires 9/2/2015 (Appointed 12/13/12)

Officers

Charles Smith, Chair
Michele Jones, Vice-Chair
William McDowell, Secretary-Treasurer

Representative of the Governor

Franklin Johnson, Esquire
Deputy Legal Advisor to the Governor
600 Dexter Avenue (State Capitol)
Montgomery, Alabama 36130-2751

Rebecca Boykin, Esquire
Policy Advisor to the Governor
600 Dexter Avenue (State Capitol)
Montgomery, Alabama 36130-2751

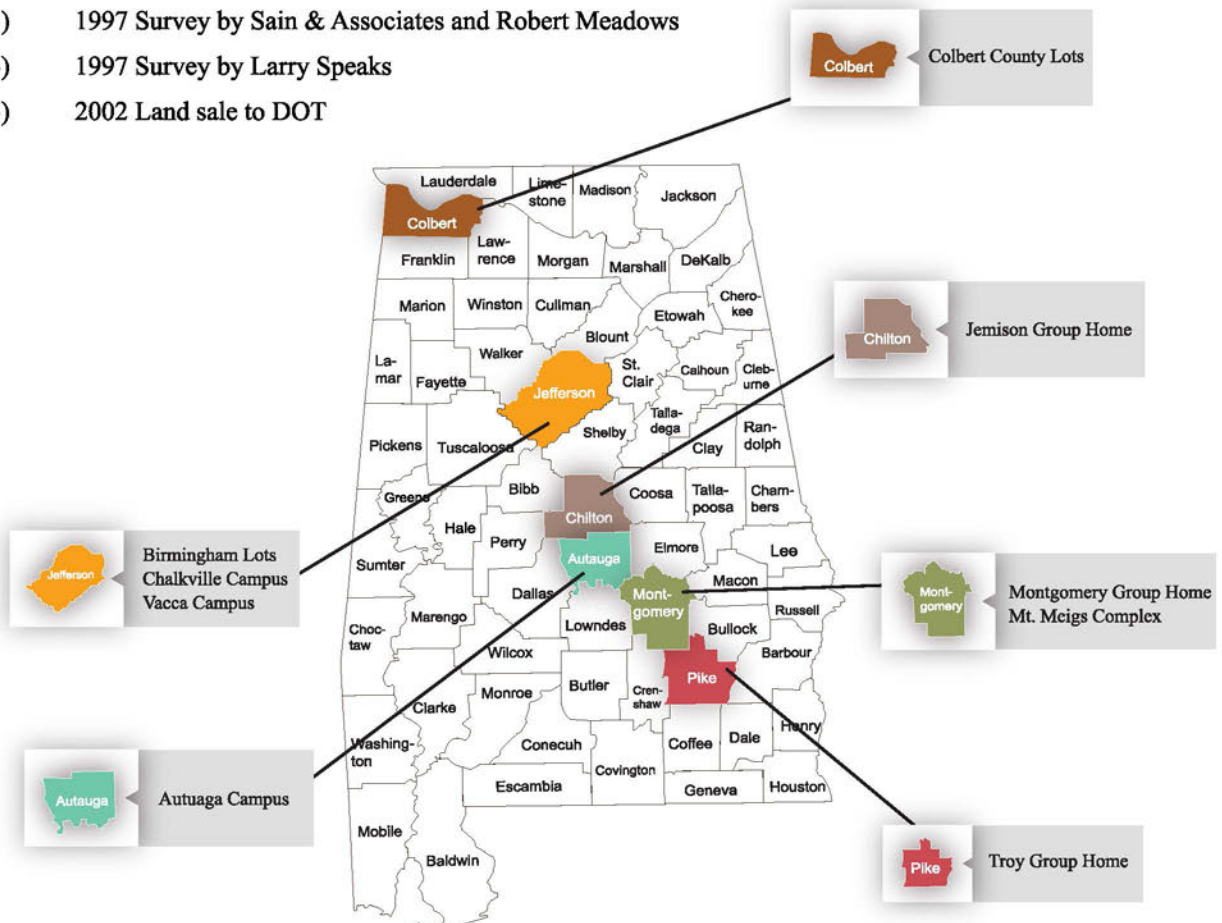




2014 Land Holdings

Facility	County	Acreage
Autauga Campus	Autauga	63.07 ± (1)
Birmingham Lots	Jefferson	.36 ± (2)
Chalkville Campus	Jefferson	575.16 ± (3)
Jemison Group Home	Chilton	38.46 ± (1)
Colbert County Lots	Colbert	8.10 ± (2)
Montgomery Group Home	Montgomery	6.17 ± (1)
Mount Meigs Complex	Montgomery	780.53 ± (4)(5)
Troy Group Home	Pike	1.04 ± (1)
Vacca Campus	Jefferson	178.06 ± (2)
Total Acreage		1,650.95 ±

- (1) 1991 Survey by Robert Meadows, Alabama Department of Conservation
- (2) 1998 Report of the Alabama Department of Conservation
- (3) 1997 Survey by Sain & Associates and Robert Meadows
- (4) 1997 Survey by Larry Speaks
- (5) 2002 Land sale to DOT



DIVERSION PROGRAMS

Autauga County

- Perry Vamer Educational and Treatment Facility

Baldwin County

- Baldwin County Youth Advocate Program (YAP)

Barbour County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Blount County

- Elk River Treatment Program

Bullock County

- SAYLA Therapeutic Resources (STEPS)

Calhoun County

- Robert E. Lewis Academy
- Calhoun County Success Academy

Cherokee County

- Robert E. Lewis Academy
- Saving Teens at Risk (STAR)

Coffee County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Colbert County

- Mitnick Wilderness Program
- Attention Homes of N.W. Ala., Inc.
- H.O.P.E. Center

Covington County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Cullman County

- Mitnick Wilderness Program
- Cullman County Youth Advocate Program (YAP)

Dale County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Dallas County

- Perry Vamer Educational and Treatment Facility
- Compass Program

DeKalb County

- DeKalb Youth Initiative
- Robert E. Lewis Academy

Elmore County

- Elmore County Family Support Program

Escambia County

- Project Turn Around

Etowah County

- Robert E. Lewis Academy

Fayette County

- Mitnick Wilderness Program

Franklin County

- Attention Homes of N.W. Ala., Inc.
- Mitnick Wilderness Program
- H.O.P.E. Center

Geneva County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Greene County

- Perry Vamer Educational and Treatment Facility

Hale County

- Perry Vamer Educational and Treatment Facility

Henry County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (The Bridges REACH)

Houston County

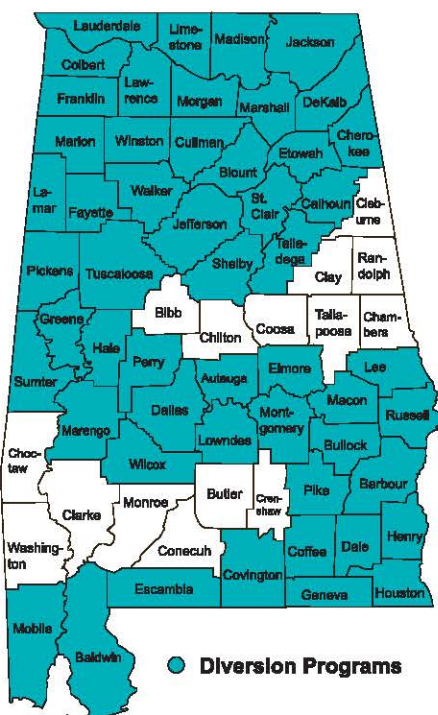
- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Jackson County

- Elk River Treatment Program

Jefferson County

- Adolescent Mentoring Program (AMP)
- Adolescent Substance Abuse Program (ASAP)
- Strong Girls Mentoring Program
- Youth Advocate Program (YAP)
- Youth Family Team Meeting (YFTM)



Lamar County

- Mitnick Wilderness Program

Lauderdale County

- Lauderdale County Reintegration Aftercare Program (RAP)
- Attention Homes of N.W. Ala., Inc.
- Mitnick Wilderness Program
- H.O.P.E. Center

Lawrence County

- Mitnick Wilderness Program

Lee County

- Youth Villages Multisystemic Therapy Program

Limestone County

- Mitnick Wilderness Program
- Limestone County Youth Diversion Program (EM)

Lowndes County

- Perry Vamer Educational and Treatment Facility

Macon County

- Youth Villages Multisystemic Therapy Program

Madison County

- Madison Co. Juv. Court Improvement Project

Marengo County

- Perry Vamer Educational and Treatment Facility

Marion County

- Mitnick Wilderness Program

Marshall County

- Marshall County Youth Advocate Program (YAP)
- Elk River Treatment Program

Mobile County

- Transitions Continuing Care

Montgomery County

- Davis Treatment Program

Morgan County

- Morgan County System of Services (S.O.S.)
- Mitnick Wilderness Program

Perry County

- Perry Vamer Educational and Treatment Facility

Pickens County

- Mitnick Wilderness Program
- REACH Youth Program

Pike County

- SAYLA Therapeutic Resources (STEPS)
- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

Russell County

- STARS Program

Shelby County

- Developing Alabama Youth, Inc. (DAY)

St. Clair County

- St. Clair Day Program
- Robert E. Lewis Academy

Sumter County

- Perry Vamer Educational and Treatment Facility

Talladega County

- Robert E. Lewis Academy

Tuscaloosa County

- Tuscaloosa Adolescent Support Services (TASS)
- Monitoring and Support Program (TEAMS)

Walker County

- Mitnick Wilderness Program
- Walker County Youth Advocates Program (YAP)

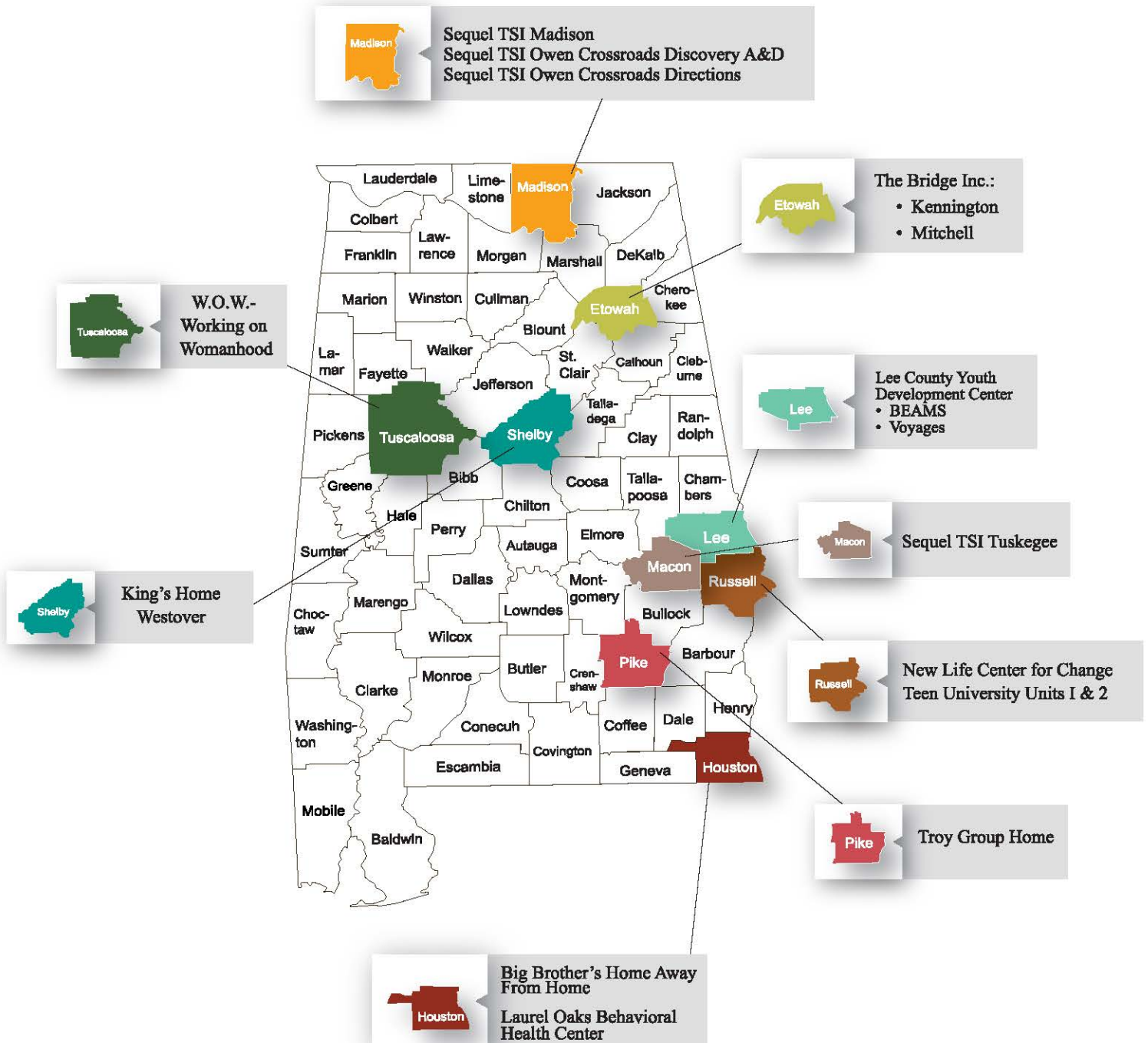
Wilcox County

- Perry Vamer Educational and Treatment Facility

Winston County

- Mitnick Wilderness Program

PRIVATE PROVIDERS



► Youth Services Financial Statement

	FISCAL YR 2010	FISCAL YR 2011	FISCAL YR 2012	FISCAL YR 2013	FISCAL YR 2014
REVENUES					
General Fund	14,079,946	12,312,971	9,787,240	7,240,234	7,240,234
Children First Trust Fund	8,935,734	7,208,990	9,420,415	7,918,105	7,822,305
Education Trust Fund	57,375,976	58,669,738	53,900,841	50,475,336	50,348,126
Special Revenue	15,269,159	15,398,150	21,138,633	29,093,700	24,481,350
American Recovery Act	1,471,258	-	-	-	-
SPAN (Special Programming for Achievement Network)	4,723,590	4,683,140	4,448,983	3,965,732	3,565,732
TOTAL FUNDS AVAILABLE	101,855,662	98,272,989	98,696,112	98,693,106	93,457,748
EXPENDITURES					
Personnel Costs	26,745,175	25,687,972	24,156,657	21,461,250	19,377,496
Employee Benefits	11,153,213	11,171,577	9,244,629	8,200,735	7,972,088
Travel In-State	233,668	203,053	176,061	154,823	144,395
Travel Out-of-State	10,365	9,954	11,173	13,726	6,807
Repairs and Maintenance	760,125	690,744	838,838	1,199,957	1,577,390
Rentals and Leases	199,846	307,674	304,078	276,313	310,270
Utilities and Communications	2,076,298	1,929,054	1,722,528	1,449,755	1,419,729
Professional Services	21,521,587	16,345,888	15,105,581	14,303,755	13,444,734
Supplies, Materials and Operating Expenses	2,727,190	2,357,919	2,164,982	2,037,804	2,205,685
Transportation Equipment Operations	274,237	293,296	345,715	301,920	289,365
Grants and Benefits	28,456,854	31,160,750	38,740,011	41,612,759	41,346,706
Grants and Benefits Transferred to SPAN	4,723,590	4,683,140	4,448,983	3,965,732	3,565,732
Capital Outlay	174,598	-	-	76,549	-
Transportation Equipment Purchases	44,579	83,510	32,496	2,995	64,010
Other Equipment Purchases	207,543	152,541	99,589	150,755	571,483
TOTAL EXPENDITURES	99,308,868	95,077,072	97,391,319	95,208,827	92,295,891
LESS REVENUE CARRIED OVER	2,546,793	3,195,917	1,166,856	3,271,584	976,522
LESS REVERSIONS	-	-	137,936	212,695	185,335
BALANCE UNENCUMBERED	-	-	-	-	-

► School District Financial Statement

	FISCAL YR 2010	FISCAL YR 2011	FISCAL YR 2012	FISCAL YR 2013	FISCAL YR 2014
REVENUES					
General Fund					
Education Trust Fund	6,997,409	6,890,015	6,581,226	6,115,088	6,215,088
Special Revenue	404,706	422,269	374,963	390,284	391,661
TOTAL FUNDS AVAILABLE	7,402,115	7,312,284	6,956,189	6,505,372	6,606,749
EXPENDITURES					
Personnel Costs	4,695,662	4,456,794	4,212,710	3,932,095	3,705,582
Employee Benefits	1,578,890	1,579,058	1,313,824	1,235,792	1,245,351
Travel In-State	25,152	24,298	23,572	22,303	28,231
Travel Out-of-State	2,071	-	-	907	-
Repairs and Maintenance	1,276	-	6,946	33,189	31,705
Rentals and Leases	20,358	20,353	14,780	14,173	16,240
Utilities and Communications	95	-	50,000	20,000	100,553
Professional Services	128,465	122,634	76,046	20,775	40,424
Operating Expenses	157,818	194,497	204,847	229,614	263,170
Transportation Equipment Operations	7,693	6,252	3,077	4,211	1,972
Grants and Benefits	750,832	729,440	995,670	828,000	935,000
Capital Outlay	-	-	-	-	-
Transportation Equipment Purchases	-	-	-	-	-
Other Equipment Purchases	15,886	20,234	21,772	110,506	89,513
TOTAL EXPENDITURES	7,384,197	7,261,559	6,923,243	6,451,565	6,457,741
LESS REVENUE CARRIED OVER	17,918	50,725	189	0	0
LESS REVERSIONS	-	-	32,757	53,808	149,008
BALANCE UNENCUMBERED					

► Creating a New Girls Facility





▶ Youth Services Mission Statement

The mission of the Alabama Department of Youth Services is to enhance public safety by holding youth offenders accountable through the use of institutional, educational, and community services that balance the rights and needs of victims, communities, courts, and offenders.

▶ Youth Services Departmental Vision

DYS believes that communities will be safer and youth will be more likely to succeed if services designed to meet the needs and strengths of youth and their families are provided locally, in non-institutional settings.

▶ Departmental Goals

To provide continued financial support to local community diversion programs to effectively prevent youth from remaining in or returning to the juvenile justice system.

To provide therapeutic strengths based services for 100% of serious offenders.

DYS will strengthen its capacity to conduct quality assurance analysis on the programs it funds.

To provide a comprehensive educational program that meets the individual needs of DYS youth.

▶ DYS Directory

Executive Director
Steven P. Lafreniere

Executive Director
J. Walter Wood, Jr.

Executive Assistant to the Director
Marcia Calender

Deputy Director for Administration
David Rogers

Deputy Director for Administration
Allen L. Peaton

Deputy Director for
Programs and Client Services
Tim Davis

Treatment Coordinator
Alesia Allen

General Counsel
Dudley Perry, Esquire

Community Services Division
Anita Boswell,
Administrator

Institutional Services Division
James V. Kent,
Administrator

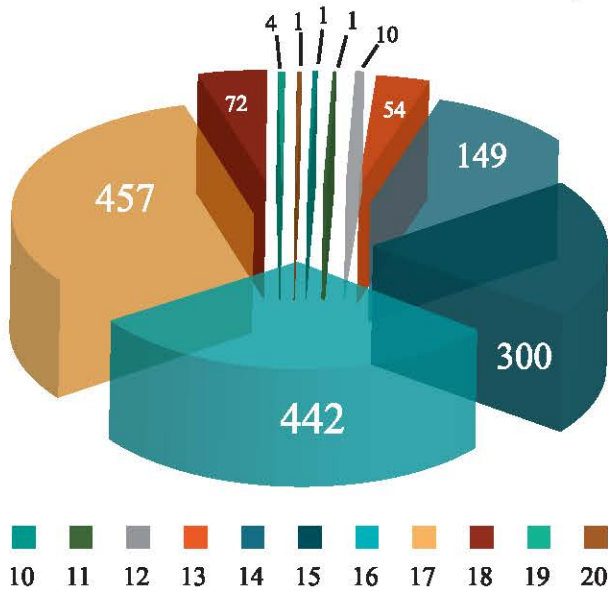
Superintendent of Education
Rafael Richardson, Ed.D.

Licensing and Standards
Robert Matthews,
Administrator

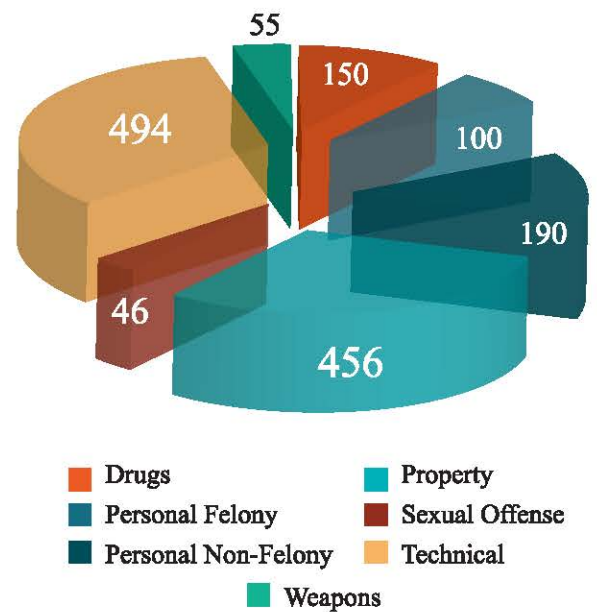
Screening and Placement
Patrick J. Pendergast,
Administrator

JUVENILE ADMISSIONS DEMOGRAPHICS

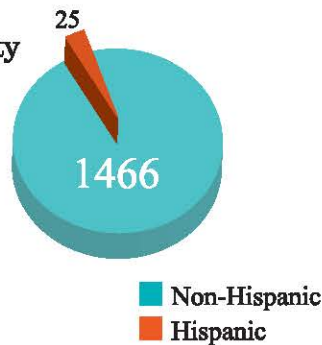
Juveniles by Age



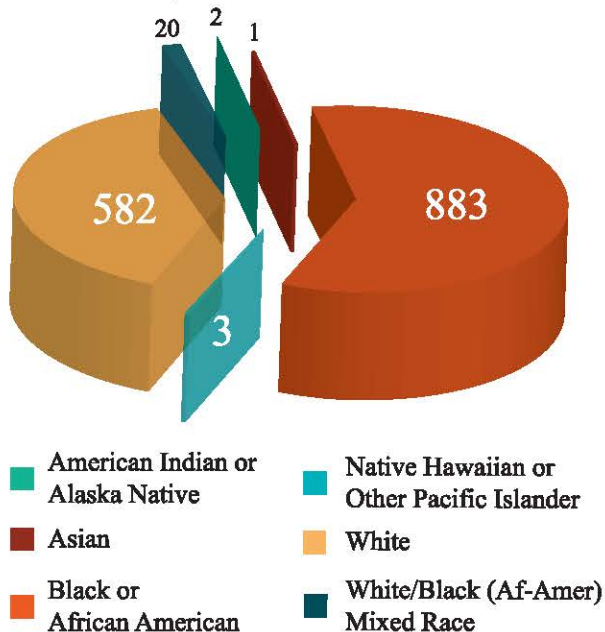
Juveniles by Offenses



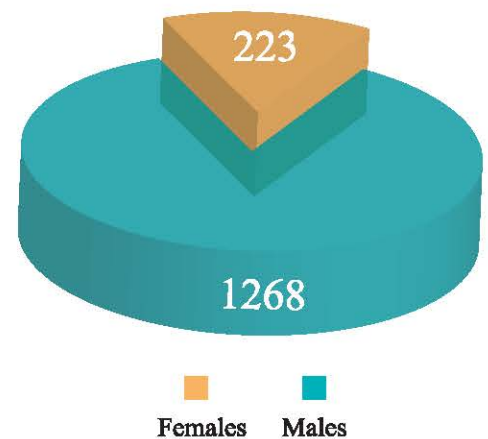
Juveniles by Ethnicity



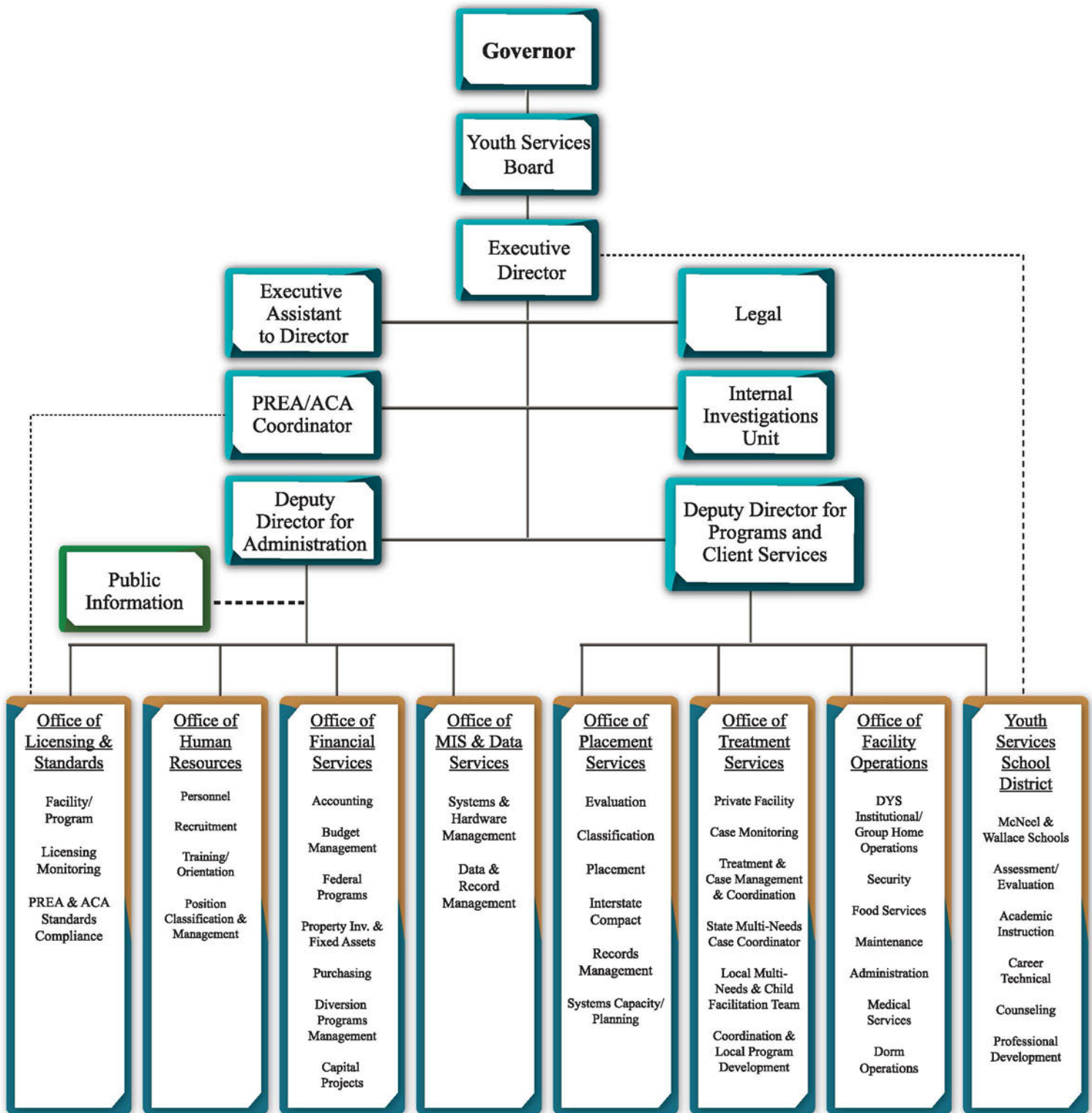
Juveniles by Race



Juveniles by Gender



ORGANIZATIONAL CHART



State of Alabama
Department of
Youth Services

