



2016

ANNUAL REPORT

State of Alabama Department of Youth Services



KAY IVEY
GOVERNOR

STATE OF ALABAMA
DEPARTMENT OF YOUTH SERVICES

Post Office Box 66
Mt. Meigs, Alabama 36057

STEVEN P. LAFRENIERE
EXECUTIVE DIRECTOR

Dear Governor Ivey,

The Department of Youth Services is pleased to present to you its Fiscal Year 2016 Annual Report which highlights many of the initiatives of the Department during the year. The Department enhanced its efforts to improve the quality and efficiency of services by establishing an Office of Quality Assurance and hiring a director. This office will focus the Department's efforts to monitor quality indicators and develop programmatic outcome measures. The office will also lead the department in a continuous quality improvement process at our facilities.

In 2016, DYS entered into an agreement with the Performance-based Standards (PbS) Leadership Institute and adopted the PbS Continuous Quality Improvement process at our two largest facilities, the Mt. Meigs and Vacca campuses. PbS is a nationally recognized set of standards that promote a quality improvement process for juvenile justice facilities. This relationship will allow us to compare our facility operations and outcomes with other similar facilities across the nation. In addition, the rigorous data collection and analysis will permit the facilities to focus on continuous improvement through planning, managing, and evaluation of outcomes at multiple points each year. The feature article in this report gives more details about this process.

The Department also opened and dedicated the J. Walter Wood Jr. Residential Treatment Facility for Girls in 2016. This facility was built using insurance proceeds from our Chalkville Facility which was completely destroyed by a tornado in January 2012. The facility is located behind our Mt. Meigs Campus and the smaller 24-bed facility was designed as a more therapeutic environment for adolescent females. The Department elected to contract the program operations out through a competitive RFP process.

I invite you to review the other areas highlighted in this report. Each initiative contributes to the overall success of this agency. However, the biggest reason for our success is the dedication of our employees that we rely on every day for the rehabilitation and education of the youth in our custody. For this reason, we have placed them on the cover of our Annual Report.

We appreciate the support we receive from your administration, the legislature, and the state's court system. We are especially grateful for our provider partners and the many citizens who volunteer their time and resources for the benefit of the young people in our care.

Respectfully Submitted,

Steven P. Lafreniere
Executive Director

MISSION STATEMENT

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

VISION STATEMENT

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.

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DYS EXECUTIVE STAFF

Executive Director
Steven P. Lafreniere

Executive Assistant to the Director
Alesia Allen
Marcia Calender - *former*

Deputy Director for Administration
David Rogers

Deputy Director of Community Services
Patrick Pendergast

Deputy Director for
Programs and Client Services
Marcia Calender
Tim Davis - *former*

General Counsel
Dudley Perry, Esquire

Superintendent of Education
Rafael Richardson, Ed.D.

Director of Quality Assurance /
Public Information Officer
Dr. Shannon Weston

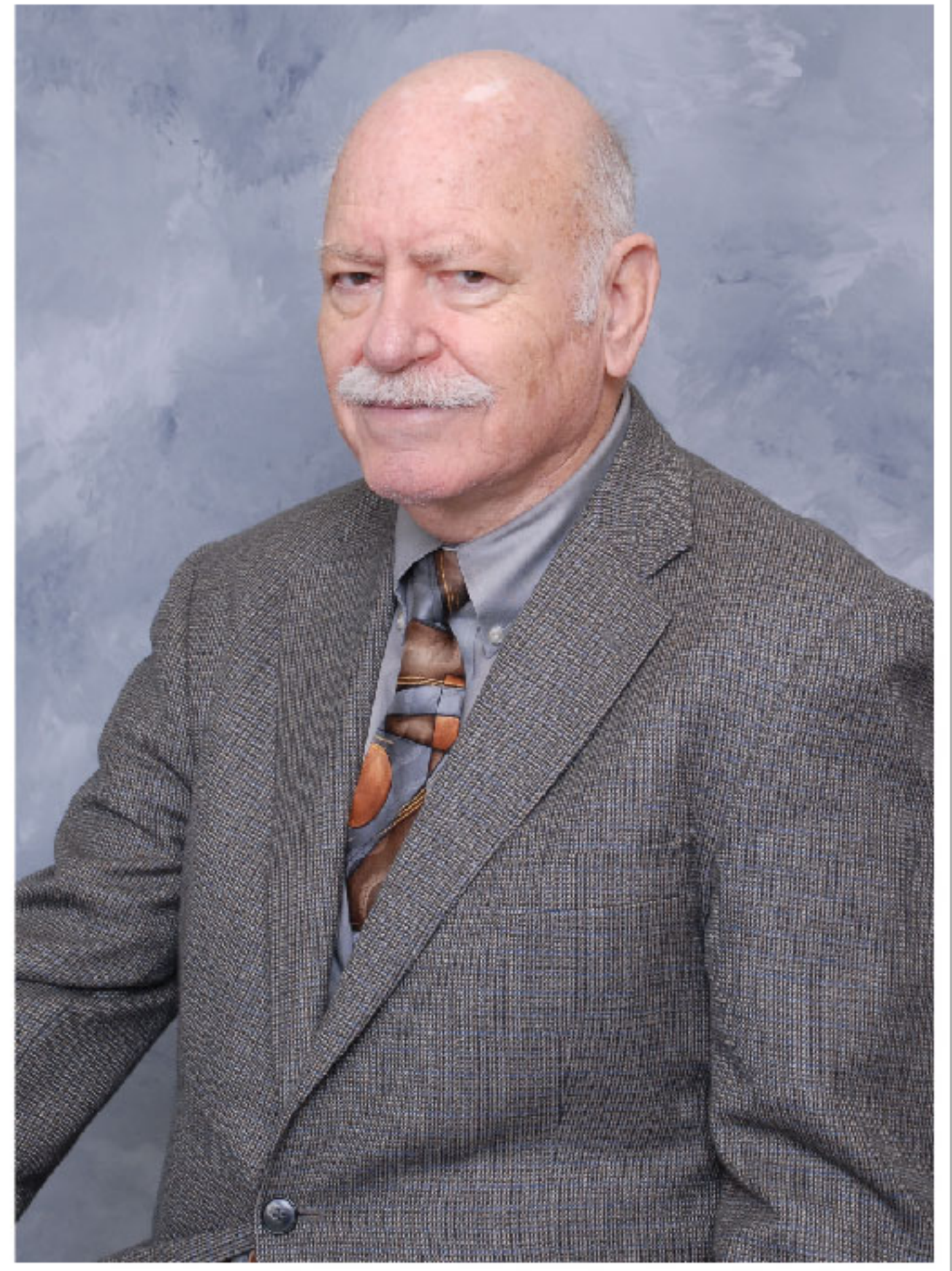
REPORT OF THE BOARD

The Youth Services Board met on December 11, 2015, June 24, 2016, and September 30, 2016. Each of these meetings was held in the Department of Youth Services Washington Hall Board Room.

DR. RAYMOND SUMRALL HONORED

On October 29, 2015, the Executive Director, Steve Lafreniere, informed the Board of Dr. Sumrall's passing. During the December 2015 meeting, the Board unanimously adopted a resolution acknowledging Dr. Ray Sumrall's many contributions to the Department. Dr. Sumrall established the Youth Services Institute within the School of Social Work at the University of Alabama. Through the work of the Institute, Dr. Sumrall was one of the Department's most respected change agents who advocated for and helped lead therapeutic, programmatic, and cultural change within DYS.

Working with Dr. Barry Burkhart of Auburn University, Dr. Sumrall created the Mt. Meigs Campus Accountability Based Sex Offender Treatment Program, an internationally acclaimed model treatment program for juvenile sex offenders. He also developed and guided the creation of the Working on Womanhood program to serve serious emotionally disturbed girls committed to DYS.



Dr. Sumrall

CONTINUING EFFORTS TO IMPROVE SERVICES WITH DATA INFORMED DECISION MAKING

Mr. Lafreniere updated the Board on the Department's continuing efforts to use data to inform decision-making, improve facility operations, and assist with the strategic allocation of resources in the community. The DYS Data Committee continues to plan, design, and develop reporting formats for the existing student and grant databases. A Memorandum of Understanding was developed with the Administrative Office of Courts to enhance the sharing of data to measure program success.

A new Office of Quality Assurance was created within DYS in order to ensure that programs and resources are operating at the highest possible standard. A major part of the duties of this Office will be to serve as the Coordinator of the Performance-Based Standards (PbS) project, which is a national model for

continuous quality improvement. The Mt. Meigs and Vacca Campuses began participation in the PbS program in 2016.

MONTGOMERY GROUP HOME

During the June meeting, the Board directed the Department's General Counsel to contact the State Lands Division of the Department of Conservation and Natural

Resources to request that the Montgomery Group Home be considered as surplus property and sold. Due to a determination by a structural engineer that the building was unsafe, the facility had not been utilized for a number of years. Under State law, the State Lands Division must establish a fair market value for any surplus state property and set parameters for its sale property.



STAFF RECOGNITION

Mr. Lafreniere, Executive Director, and Mr. Robert Mathews, Employee Council Chair, recognized an Employee of the Quarter at each board meeting. Recipients received a certificate from the Governor's Office and special recognition from the Director. The Employees of the Quarter are listed below.



*Ms. Tyeka Jackson,
YSA, Mt. Meigs Campus*



*Ms. Tekisha Graves,
YSA, Autauga Campus*



*Mr. David Easter,
YSA, Vacca Campus*



*Mr. Cerrone Holmes
YSA, Mt. Meigs Campus*

In recognizing these outstanding employees, Mr. Lafreniere emphasized how important the Department's Youth Services Aides are in maintaining quality programs for the youth. These individuals are the role models that provide direct supervision of the youth.

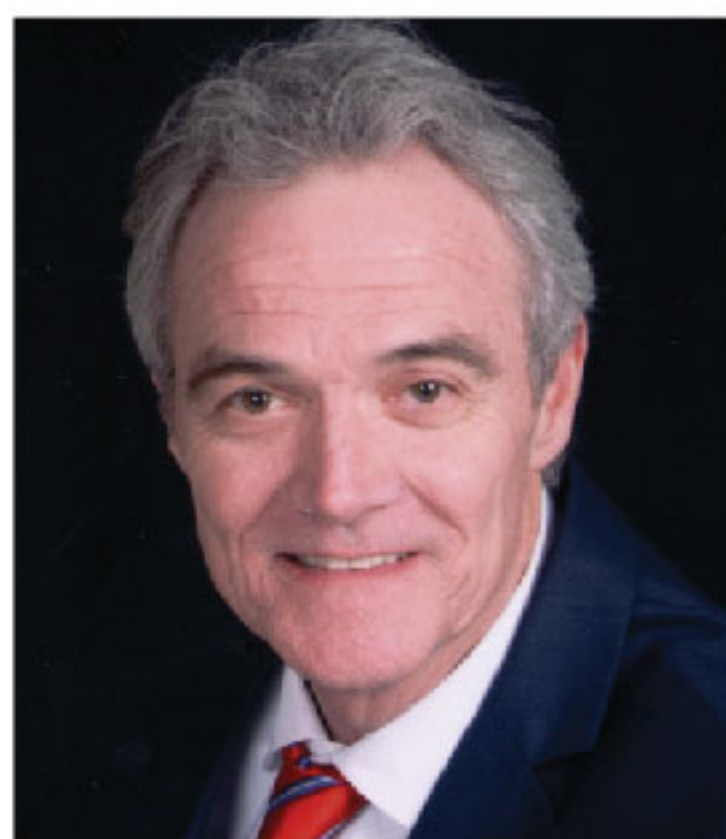
LEADERSHIP CHANGES

During FY 2016, Mr. Lafreniere updated the Board on a number of significant leadership changes within the



Ms. Alesia Allen

Department. Ms. Alesia Allen was appointed as the Executive Assistant to the Director. Ms. Allen had previously served as the DYS Treatment Coordinator. Dr. Shannon Weston was appointed in March to be the Director of Quality Assurance and to serve as the PbS Coordinator. This is a new and extremely important position for the agency as efforts continue to strengthen measurable outcomes and data informed decisions. In addition, Ms. Yolanda Byrdsong transferred from the Vacca Campus to the Central Office to coordinate the incident management information system and to assist with the continuous quality improvement efforts. In September, Mr. Pat Pendergast was



Mr. Patrick Pendergast

appointed as the Deputy Director of the newly formed Community Services Division. This Division was created to focus on the Department's community based programs and efforts. These include the diversion grant programs, contract placements for committed youth, licensing, and screening and placement.



Dr. Shannon Weston

ELECTION OF OFFICERS



Chair - Mr. Charles Smith



Vice Chair - Ms. Michele Jones



Secretary/Treasurer - Mr. William McDowell.

YOUTH SERVICES BOARD MEMBERS

Governor

Honorable Robert Bentley
State Capital
600 Dexter Avenue
Montgomery, Alabama 36130
Term: Continuous as Governor

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

LEGISLATIVE APPOINTMENTS

Senator Clyde Chambliss
11 South Union Street 733
Montgomery, AL 36130
Term: Concurrent with Legislative Term
(Appointed 9/17/15)

Representative Barbara Boyd
11 S. Union Street 733
Montgomery, AL 36130
Term: Concurrent with Legislative Term
(Appointed 9/23/11)

Senator Linda Coleman-Madison
11 South Union Street 733
Montgomery, AL 36130
Term: Concurrent with Legislative Term
(Appointed 3/15/11)

Representative K.L. Brown
11 South Union Street 733
Montgomery, AL 36130
Term: Concurrent with Legislative Term
(Appointed 9/23/11)

STATE DEPARTMENT HEADS

Nancy Buckner
Commissioner
Alabama Dept. of Human Resources
50 North Ripley Street, Suite 2118
Montgomery, Alabama 36104
Proxy: Gina Simpson,
Deputy Commissioner for Quality Assurance
Proxy: Carolyn Lapsley,
AL Department of Human Resources
Term: Continuous as State Dept. Head
(Appointed 9/16/08)

Jim Byard, Jr.
Director
Alabama Dept. of Economic and
Community Affairs
401 Adams Avenue / P.O. Box 5690
Montgomery, Alabama 36103-5690
Proxy: William M. Babington,
Division Chief, Law Enforcement and
Safety Division
Proxy: Aisha Hassan
Proxy: Karen Clifton
Term: Continuous as State Dept. Head
(Appointed 1/18/11)

James Perdue
Commissioner
Alabama Dept. of Mental Health
100 North Union Street
Montgomery, Alabama 36130
Proxy: Kim Hammack,
Term: Continuous as State Dept. Head
(Appointed 7/1/15)

Michael Sentance
State Superintendent of Education
Alabama State Dept. of Education
P.O. Box 302101
Montgomery, Alabama 36130
Proxy: Vacant
Term: Continuous as State Dept. Head
(Appointed 09/08/16)

Dr. Philip Cleveland
Interim State Superintendent
Alabama State Dept. of Education
P.O. Box 302101
Montgomery, Alabama 36130
Proxy: Vacant
Term: (Appointed 04/14/16)

Dr. Thomas Bice,
State Superintendent
Alabama State Dept. of Education
P.O. Box 302101
Montgomery, Alabama 36130
Proxy: Dr. Jeffery E. Langham
Term: (Appointed 11/18/92)

Dr. Thomas Miller
State Health Officer
Alabama Dept. of Public Health
RSA Tower Suite 1010 / P.O. Box 303017
Montgomery, Alabama 36130-3017
Proxy: Michele Jones,
Chief of Staff
RSA Tower Suite 1552
Term: Continuous as State Dept. Head
(Appointed 11/01/15)

Dr. Donald E. Williamson
State Health Officer
Alabama Dept. of Public Health
RSA Tower Suite 1010 / P.O. Box 303017
Montgomery, Alabama 36130-3017
Proxy: Michele Jones,
Chief of Staff
Proxy: Jamey Durham,
RSA Tower Suite 1552
Term: (Appointed 11/18/92)

YOUTH SERVICES BOARD MEMBERS

CONGRESSIONAL DISTRICT APPOINTMENTS

1st Congressional District

Phillip Andy Wynne

St. Mary's Home

4350 Moffat Road

Mobile, Alabama 36618

Term: 9/02/17 (Appointed 4/11/08;

Re-appointed 7/12/13)

2nd Congressional District

James Dupree

6760 Jakefield Road

Montgomery, Alabama 36117

Term: 9/02/20 (Appointed 9/26/14)

3rd Congressional District

Charles Smith

1280 Sweetwood Court

Auburn, Alabama 36830

Term: 9/02/18 (Appointed 04/11/08;

Re-appointed 7/12/13)

4th Congressional District

Stacie Jenkins

140 Max Graben Circle

Albertville, Alabama 35950

Term: 9/02/19 (Appointed 4/11/08;

Re-appointed 11/25/13)

5th Congressional District

William A. McDowell

Second Mile Development

P.O. Box 2531

Huntsville, Alabama 35804

Term: 9/02/21 (Appointed 11/13/09;

Re-appointed 9/3/15)

6th Congressional District

Buddy Aydelette

788 Wynwood Road

Trussville, Alabama 35173

Term: 9/02/18 (Appointed 5/30/12)

7th Congressional District

Robert M. Duke

41121 AL Hwy 69

Gallion, Alabama 36742

Term: 9/02/20 (Appointed 12/05/08;

Re-appointed 9/26/14)

ALABAMA JUVENILE JUDGES' ASSOCIATION

Honorable John M. Mastin

Marshall County Family Court

P.O. Box 2256

Albertville, Alabama 35950

Term: 9/2/2021 (Appointed 9/3/2015)

ALABAMA CHIEF PROBATION OFFICERS ASSOCIATION

Mandi E. Hall

Autauga County Juvenile Probation Office

Autauga County Courthouse

134 North Court Street Suite 102

Prattville, Alabama 36067-3050

Term: 9/2/2021 (Appointed 6/24/2015)

Kay J. Bell

Cullman Co. Juvenile Probation Office

1908 Beech Avenue, S.E.

Cullman, AL 35055

Term: 04/28/2016 Expires 09/02/2021

OFFICERS

Charles Smith, Chairman

Michele Jones, Vice-Chairman

William A. McDowell, Secretary-Treasurer

2016 HIGHLIGHTS



GIRLS TREATMENT FACILITY DEDICATION

On June 3, 2016, the new girls' treatment facility was dedicated in honor of former DYS Executive Director Walter Wood. During the September 2015 Board meeting, the Youth Services Board unanimously adopted the resolution to approve naming the new facility the J. Walter Wood Jr. Residential Treatment Facility. As a champion for Alabama's juvenile justice system for 15 years, Mr. Wood led many reforms of the system to offer improved treatment options to young offenders involved with the courts.

EVIDENCE 2 SUCCESS

In 2015, the Department of Youth Services was awarded an Evidence 2 Success grant to promote a framework and approach that addresses the needs of at-risk children at the local level. DYS partnered with the Dallas County Children's Policy Council and the Mobile Education Foundation to facilitate two pilot sites to employ a data-driven systematic assessment of need for children, analyze and prioritize the needs, and identify evidence based practice(s) to target the prioritized needs. Another unique aspect of this framework is the local fund-mapping analysis that seeks to identify a portion of potential support for programs that are effective within existing funding streams already in the community. In 2016, each project site completed their needs assessment and identified target priorities.

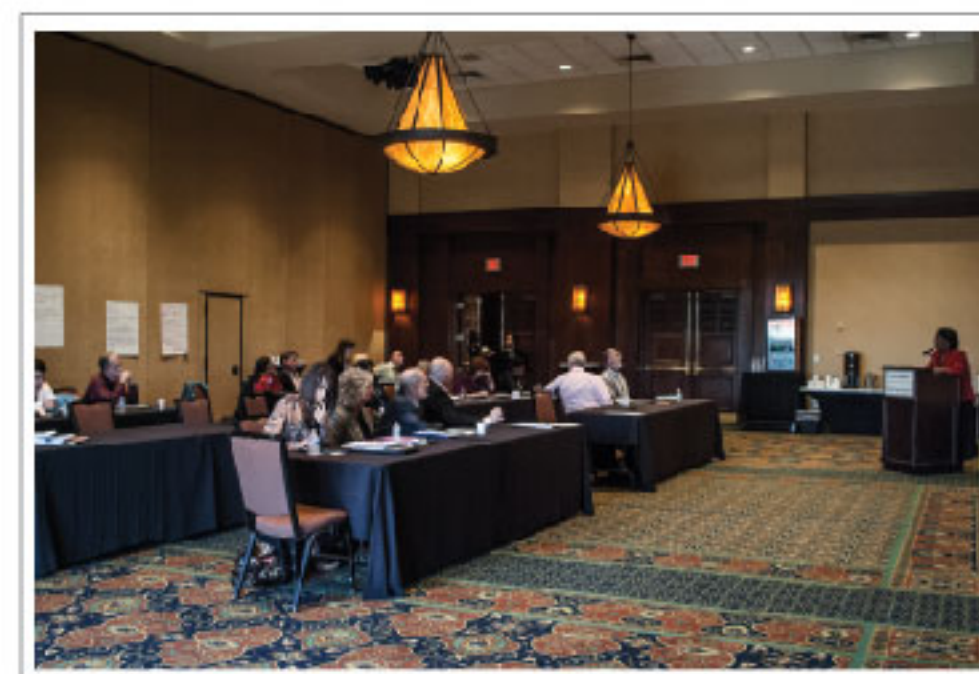
POLICY UPDATE

DYS embarked upon a significant undertaking to review and update, when indicated, its policies and procedures. The process required consideration and integration of various statutes, codes, and regulations at the local, state, and federal level, while staying true to industry standards as promulgated by the American Correctional Association, Performance-based Standards, and best practices. Additionally, it was essential to the process to ensure that the Department's policies and procedures support the reorganization and advances toward organizational culture change begun years ago.

Inclusiveness was a key element of the process. Department personnel from most, if not all, levels and classifications across three campuses, were given an opportunity through a variety of mediums/strategies to provide input into the substance of the policies and procedures that specifically impacted their area of work and responsibilities. Beyond the standing committee of personnel, each policy was reviewed and vetted by a Department subcommittee and with Auburn University Montgomery, before submission to the Board Ad-hoc Policy committee. It is anticipated that the process will be complete by the December 2016 DYS Board meeting and the manual ready to be approved.

JUVENILE DETENTION ALTERNATIVE

In 2015, DYS agreed to serve as the lead agency that oversees the Juvenile Detention Alternative Initiative (JDAI). Prior to 2015, this initiative was formerly overseen by the Alabama Administrative Office of Courts. The Juvenile Detention Alternative Initiative, which is nationally recognized and supported by the Annie E. Casey Foundation, seeks to maintain public safety and promote alternatives to detention for low-risk juveniles while reserving utilization of detention to youth who are at a higher risk to re-offend or not comply with the court. The detaining of low-risk youth has shown to not have an impact on public safety and is not the most efficient use of costly resources. DYS continues to work with four jurisdictions across the state (Montgomery, Mobile, Birmingham and Tuscaloosa) to support and maintain the work being done by these courts.





Performance-based Standards

SPECIAL FEATURE

In January 2016, the Alabama Department of Youth Services (DYS) entered into contract with the Performance-based Standards Learning Institute. Performance-based Standards (PbS) is a data-driven improvement model grounded in research that holds juvenile justice agencies, facilities, and residential care providers to the highest standards for operations, programs, and services. PbS was launched 20 years ago by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to address the safety, health, and quality of life issues reported in the 1994 Conditions of Confinement Study. Over time, PbS has uniquely established national standards to guide operations and uniformed performance outcome measures to continuously, accurately, and comprehensively monitor daily practices and cultures within youth facilities. The PbS improvement model is being used increasingly not only to manage facilities on a daily basis and improve outcomes for youth but also to

bring existing facility practices and approaches into alignment with the most current research on adolescent development.

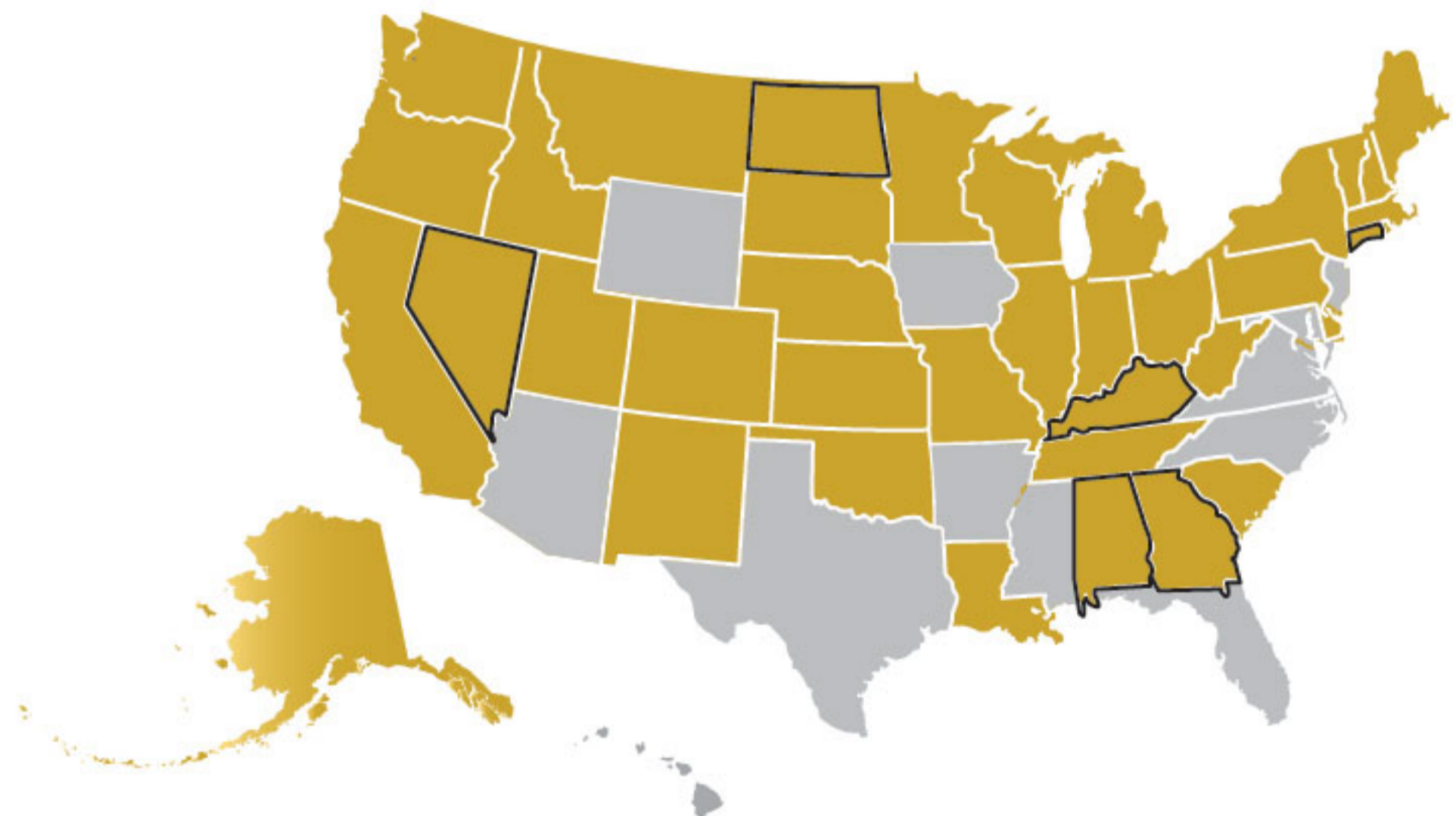
The PbS model also provides DHS with a wealth of information about what happens daily in residential facilities and programs essential for ensuring the safety of youth and staff, for data-driven decision-making, demonstrating accountability, and reporting successes. PbS describes the quality of life in our facilities through timely, quantitative, and qualitative data showing change over time and performance in comparison to other facilities and programs across the country. PbS also provides training, technical assistance, and expert coaching to all PbS participating staff to meet PbS' standards and commitment to treating all youth in custody as one of our own.

The Alabama Department of Youth Services selected two sites, the Mt. Meigs and Vacca campuses, to begin its one year candidacy phase with the PbS Learning Institute. As a candidate, each campus participated in a formalized orientation process that assisted sites with implementation of PbS Levels of Performance and process competencies. The PbS Levels of Performance are a set of four levels to recognize a facility for mastering the basics of data collection, analysis, the processes of PbS teamwork, and Facility Improvement Plan (FIP) monitoring. As a candidate, DHS enhanced performance improvement and accountability into the agency, facility, and program operations using a three-part cycle of activities:

1. Collect data
2. Analyze performance outcomes with summary data reports, and
3. Use the data to create improvement and reforms.

Where is PbS?

PbS is now being implemented in juvenile facilities and residential centers across 37 states. PbS reports quantitative data from administrative forms, incident reports, and youth records, as well as qualitative data from surveys of youth, staff, and families. In 2016, Alabama became one of six states to begin the first year candidacy phase for Performance-based Standards (PbS).



SPECIAL FEATURE

FY 2016 DYS PbS CAMPUS TEAM MEMBERS

Mt. Meigs Campus



Arnea Linden
PbS Quality Assurance Coordinator



Tonya Milam
PbS Site Team Co-Coordinator

PbS State Coordinator
Dr. Shannon Weston

Mt. Meigs PbS Team Members:

Victor Black
Bridget McDonald
Rick Taylor
Carmen Archie
John L. Davis
James White
Paulette Underwood
Stephanie Norris
Tobithean Alexander

Vacca Campus



LaShondra Hinton
PbS Quality Assurance Coordinator



Ernest Robinson
PbS Site Team Co-Coordinator

Vacca PbS Team Members:

Angie Toney
Reatha Burgess
Lomax O'Connor
Linda Norwood

What does PbS Measure?

The PbS program for correction facilities provides more than 100 outcome measures. The outcome measures show how a facility's services and performance meet the PbS standards in safety, order, security, programming (education), health/mental health services, justice, reintegration and connection to family and social supports. The outcome measures are available as easy-to-read bar graph reports available twice a year showing change and improvement every six months as well as performance compared to similar facilities.

The outcomes are derived from information collected from surveys:

- One administrative form to collect general information about the facility, population, procedures, and staff;
- All incident reports filed during each of the data collection months to provide the facility with the ability to analyze the frequency and kinds of incidents that are occurring;
- A minimum random sample of 30 youth records to capture information about the youths' experiences and services received during their time at the facility;
- A minimum random sample of 30 surveys of youth and staff to gather feedback about facility conditions, quality of life, staff-youth relationships, and services;
- Surveys of all families of all youth leaving the facility to learn about the families' experiences with the facility, relationships with staff, and ability to stay connected to their child; and
- Exit interviews of all youth released to provide a youth's perspective on his or her experience while at the facility, programming, staff, and preparedness for leaving.

THE PbS IMPROVEMENT CYCLE

1. Collecting Data

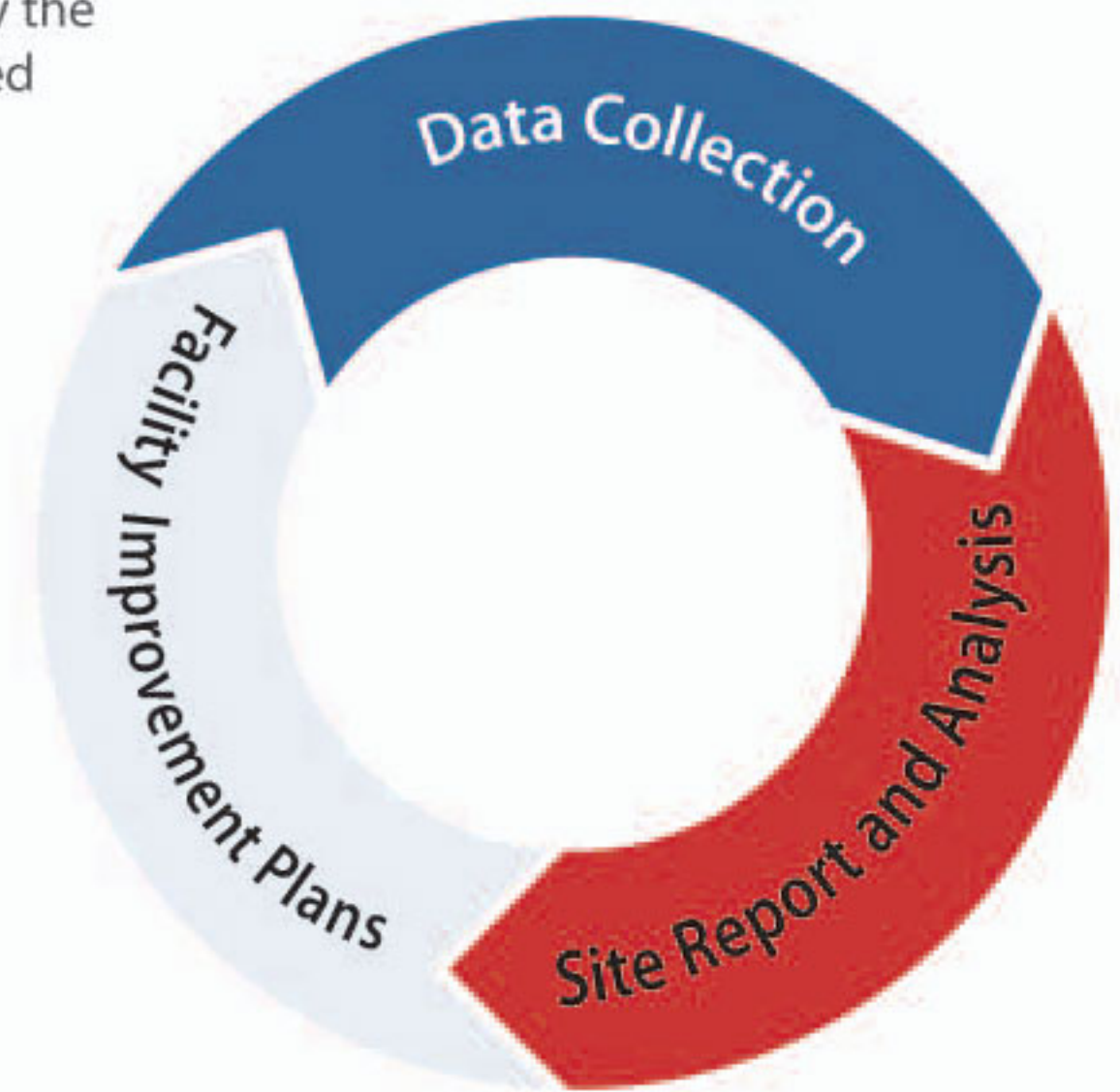
Twice a year PbS participants collect information by surveying youth, staff and families, and reporting administrative data, unusual incidents and the services offered by the facility or program. The information is entered into the PbS website or transferred using the PbS application program interface.

2. Analyzing Performance Outcomes and Summary Data Reports

At the end of each data collection period, PbS reports are calculated and show how a facility's services and performance meet the PbS standards in safety, order, security, programming (education), health/mental health services, justice, reintegration and connection to family and social supports. Participants are given analysis tools to identify what works and what needs to be improved. For example, participants see outcome data compared to their previous data collections and to the PbS field. PbS also provides summary data reports for every data collection form that shows the total responses for each question and provides details that help diagnose outcome results. PbS Teams look at the reports, align the information with agency and facility goals and strategic plans and identify specific areas and outcomes they want to improve.

3. Creating Improvement and Reforms

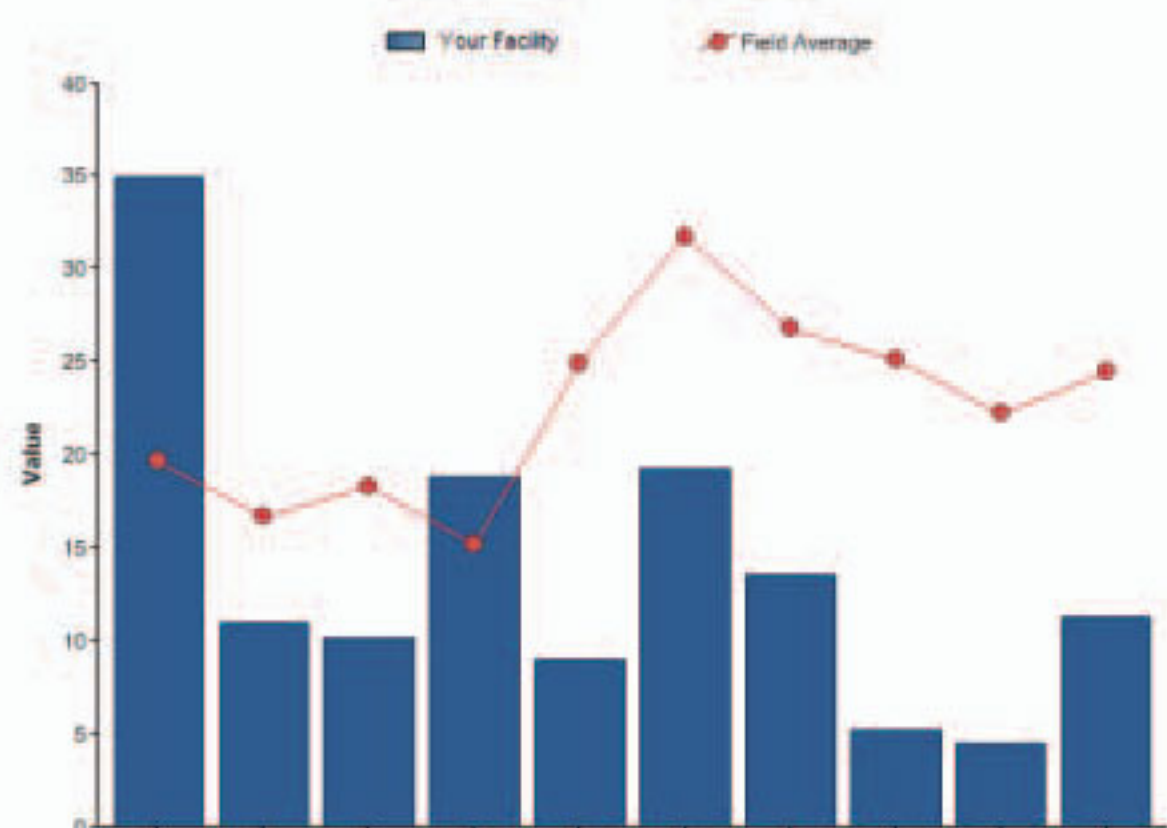
Using the analysis of the data, participants work with a PbS coach to develop an improvement plan that sets the targets for change and the strategy and individuals to implement the improvement plan. The improvement plan is entered into the website and monitored for effectiveness by staff, agency leaders and the PbS coach. The plan becomes a living document for the PbS Team to measure successes and ensure the facility is meeting its goals and PbS' standards.



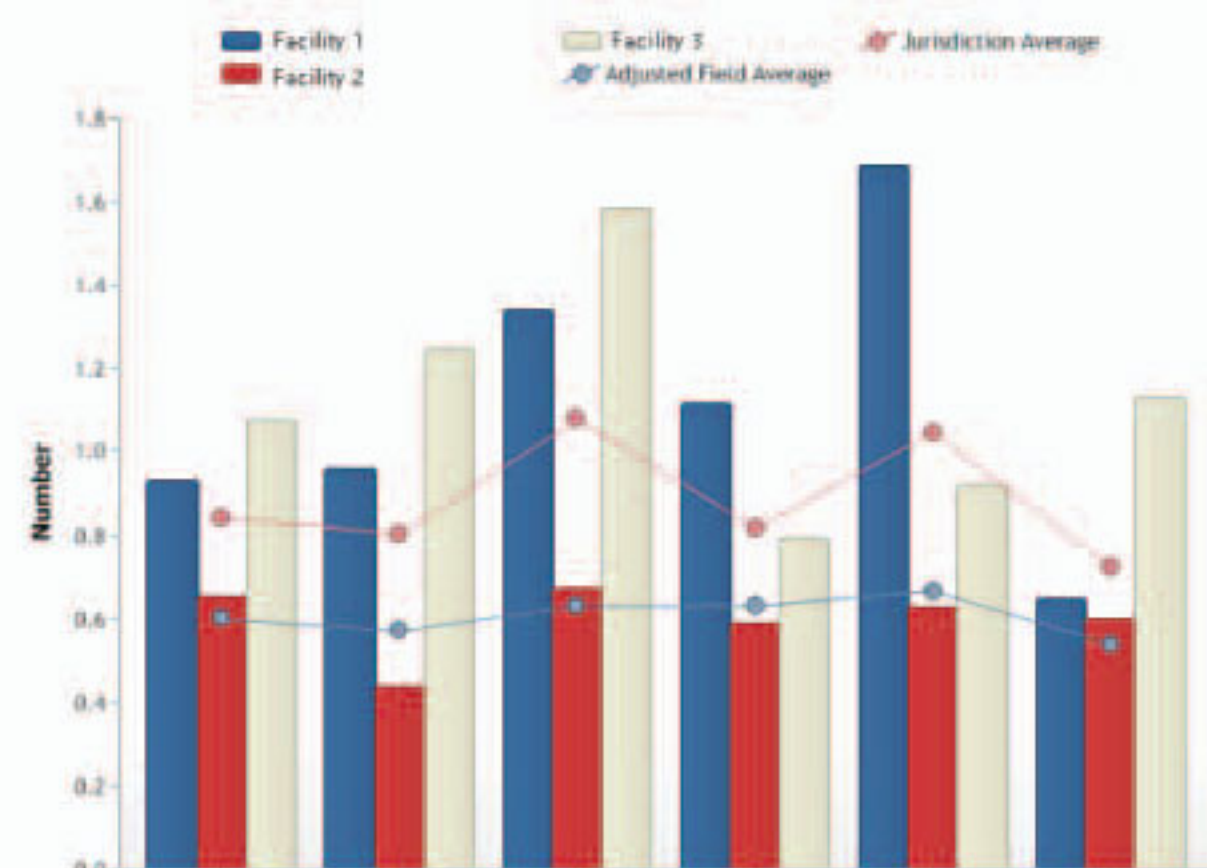
Outcome Measure Graphs

The example data graphs below are generated for every outcome measure. The blue bars represent how the site has performed for each data collection period. The red dotted line represents the national field average, which allows the user to compare the site to the field. Each graph is accompanied by a description of where the data was collected from and a table containing the numerical information represented by the colored bars.

Data Example 1



Data Example 2



DYS SCHOOL DISTRICT

During the 2015-2016 school year, the DYS School District witnessed many noteworthy achievements. The long-standing partnership with the Alabama Writers' Forum, Writing Our Stories celebrated an amazing 19th anniversary. The award-winning project concluded after nine months with the publication of two outstanding anthologies: *Freedom Out There* and *Open the Door 19*. Students from both the McNeel and Wallace schools presented completed works during fall ceremonies.

The School District also celebrated numerous achievements by our students. Two students were awarded an Alabama High School Diploma, 32 students passed the GED, and 94 earned credentials in Microsoft. Additionally, 15 students earned a National Career Readiness Certificate- 3 Bronze, 8 Silver, 3 Gold, and 1 Platinum. Other notable achievements for the School District include the following:

- Hosted the Jeremiah Castille Foundation Character Camp in July 2016. This event was a hit with students and was funded by the Workforce Innovation and Opportunity Act Grant;
- Provided significant investments in technology by purchasing twenty-five hand-held devices for students called Study Buddies and adding additional computers for each GED Lab;
- Hired Dr. Shakela Ford, Curriculum, Assessment, & Special Education Coordinator, to join the central office executive team. Under Dr. Ford's leadership, the school district implemented Gradpoint as the computer-based learning tool for the district;



Dr. Shakela Ford

- Adopted the use of Educational Service Plans to document individualization of instruction;
- Implemented the use of student profiles and transition surveys to document students' progress while enrolled; and
- Added an additional science unit and art class to enrich students' learning experience.



INSTITUTIONAL SERVICES

Institutional Services experienced a changing of the guard in 2016 with the retirement of several veteran employees. Keith Duck retired as the Campus Administrator of the Autauga Campus High Intensity Treatment Program after serving twenty-two (22) years in that capacity and many other years in other positions with the Department of Youth Services. Mr. Duck built the Autauga Campus into a facility that strives to assist young men develop the skills necessary to become productive citizens in their communities. After Mr. Duck's retirement, Ms. Alecia Faire was appointed Autauga Campus Administrator in December, 2015. Ms. Faire is a well-qualified employee having gained experience at the Vacca Campus serving as a Youth Services Aide and Counselor I. She brings great enthusiasm and energy to the Autauga Campus.

The Vacca Campus in Birmingham also experienced the arrival of a new Campus Administrator with the appointment of Ms.

Angie Toney in December, 2015. Ms. Toney is a veteran DYS employee, having served as Acting Chalkville Campus Administrator for approximately two (2) years. Ms. Toney also previously worked in Advocacy, Community Services, and as a care staff at the Chalkville Campus for DYS. Ms. Toney is a very creative person who has already greatly enhanced programming at the Vacca Campus.

Other Institutional Services changes included the appointment of Mrs. Janice Coles-Lewis in February, 2016 as Administrator of Institutional Services, replacing DYS veteran employee Jim Kent. Mrs. Lewis is another veteran DYS employee who has worked tirelessly since starting as a Youth Services Aide in 1980. Mrs. Lewis has held several positions of leadership over the years and brings a very positive approach to working with youth and staff to the Central Office.

In addition to successful leadership, our success also depends on well-trained staff working in the facilities. The DYS training

continues to focus on a youth-centered, relational approach, which provides opportunities for staff to expand their knowledge of the needs of adolescent youth involved in the justice system. Specialized trainings included Trauma-Informed Care, Cognitive Behavioral Therapy, and Motivational Interviewing. In 2016, a few mid-managers were also able to attend the national meeting of the American Correctional Association in New Orleans. Through workshops, networking, and facility tours, the staff had the opportunity to learn how other jurisdictions addressed similar issues faced by our agency. DYS is thankful for our campus staff who continue to exhibit the leadership characteristics needed to provide quality services to the youth in our custody and care. We are especially grateful for our relationships with the Campus Advisory Boards and a number of businesses in our community who provide additional supports. These supports help bring many of these programs and events to our students throughout the year.



Keith Duck

James Kent



Alecia Allen, Angie Toney & Janice Coles-Lewis

OTHER NOTABLE 2016 DYS FACILITY ACTIVITIES INCLUDE:

- **PERSONNEL RECLASSIFICATION:** Preliminary work began with State Personnel to revisit Direct Care classifications in order to promote leadership and career track opportunities for DYS employees;
- **EMPLOYEE APPRECIATION EVENTS:** Each campus conducted events to acknowledge the work of DYS employees;
- **VACCA CAMPUS IMPROVEMENT PROJECTS:** The campus began several improvement projects, which included the Bush Chapel, the conversion of the Hill Hall dormitory to an incentive-based recreational/activity facility, and upgrades to the Graves Hall Administration Building;

INSTITUTIONAL SERVICES

OTHER NOTABLE 2016 DYS FACILITY ACTIVITIES INCLUDE: *(continues)*

- **FESTIVALS AND EVENTS:** Each campus celebrated fall festivals, Christmas and Thanksgiving events, May Day, and spring break bonanzas featuring special foods, games, and other activities;
- **VACCA CAMPUS PROGRAM ENHANCEMENT:** The campus began the process of enhancing programs and relationship-based approaches including a refocus on the Children and Residential Experiences (CARE) initiative;
- **MT. MEIGS FOOTBALL CAMP:** In collaboration with the DYS School District, a football camp was conducted by former Alabama and NFL great, Jeremiah Castille and his sons, who also played in the NFL, and Mr. Willie Smith, a former Olympic medalist in Track and Field. The emphasis was on succeeding on the field in athletics and off the field in life. It was an invigorating and inspirational week for staff and youth alike. Physical stamina was challenged as were personal belief systems;
- **MT. MEIGS GARDEN PROJECT:** The campus garden project continues to provide an experiential learning experience for participating students as well as food and snack supplements to our youth. The youth were also able to make an annual contribution to the Montgomery Area Food Bank;
- **AUTAUGA ANNUAL ALPINE TOWER TRAINING:** The Autauga Campus training enabled staff to safely use the Alpine Tower in programming;
- **SPECIAL SPEAKERS AND GUESTS:** Each campus worked hard to identify special guest speakers who could provide an inspirational talk, program, or activity. In 2016, the students from each campus heard a variety of topics from authors, writers, motivational speakers, Auburn drama students, athletes, and others. Some of the topics included *Making Good Decisions*, *What it Means to Be a Good Man*, *How to Positively Express Who We Are*, *Finding My Voice*, and *Creating Your Future*.



Tim Castille, Jeremiah Castille, Simeon Castille, and Willie Smith



Repairs to Bush Chapel, Vacca Campus



Alpine Tower Training, Autauga Campus

COMMUNITY SERVICES DIVISION

The Community Services Division experienced many significant changes toward the end of the FY 16. A number of functions were shifted from Administrative Services and Programs and Client Service Divisions into the newly created Community Services Division. The areas of responsibility included in the Community Services Division include Licensing, Federal Programs, Diversion Grants, SPAN, Multiple Needs Child, and contract residential provider services. Shifting these services into the Community Services Division allows DYS to share resources, improve monitoring, increase coordination between entities, and provide technical assistance to our partners. DYS expects the realignment of existing staff and the ability to add additional staff will increase our technical assistance and monitoring capabilities for programs that need additional assistance. We also anticipate these changes will enhance our ability to provide assistance and evaluate the DYS Diversion programs by facilitating information sharing between programs and the courts, as well as maximize the use of available resources in the community.

CONTRACT PROVIDERS

The Department is appreciative of the relationship with our contracted community partners who provide specialized services and treatment options to half of our committed youth on any given day. These community programs allow DYS to provide a continuum of services and security in various settings to meet the needs of youth placed in our custody. These programs include gender-specific programming for females, drug and alcohol treatment, and services designed for lower functioning youth. Settings include secure and non-secure residential treatment centers and group homes. The female population overall experienced a significant decrease during FY 16 in admissions, which necessitated the realignment of some community contract beds. The boys programs experienced less dramatic fluctuations in census but did have to adjust to ebbs and flows at certain times of the year. As in the past, all of our providers worked extremely well with DYS in responding to these demands.

PREA

The Community Services Division is also pleased to report that each licensed community program, including juvenile detention centers, scheduled for a PREA audit this year were found to be in compliance and received their PREA Certification. PREA audits are scheduled on a three-year cycle for each program or facility.

LICENSING

The number of licensed programs has remained stable over the past year and the licensing staff perform at least two (2) monitoring visits per year for detention centers, day programs, residential facilities, short-term detention centers, training schools, and outdoor adventure treatment programs. DYS has modified and streamlined the licensing process to reduce the length of time it takes to receive a signed license certificate once the audit is completed.

FEDERAL PROGRAMS

DYS continues to utilize Medicaid Rehab Option services to provide individualized treatment to eligible youth in community based programs. The DYS Federal Programs staff provide oversight, training, and technical assistance to providers, while DYS targeted case managers closely monitor the service plans of youth in each program.

DIVERSION PROGRAMS

DYS continues to fund 47 grants in 56 counties, with an estimated impact of assisting 1,200 youth over the past year and diverting hundreds from DYS commitment. The DYS plan for the future is to work closer with these programs to insure the connections between diversion programs and the courts are efficient and effective. The Community Services Division plans to strengthen this program through the use of data to demonstrate effective performance outcomes for youth. The Diversion program has been instrumental in maintaining the rate of admissions over the past four (4) years and providing resources to youth, families, and courts at the local level.



DIVERSION PROGRAMS

DYS provides grant funding to county juvenile courts to aid in the development and operation of diversion programs across the state. The community-based services are designed to serve youth who meet the legal criteria for commitment to DYS.

Autauga County

- Perry Varner Educational and Treatment Facility
- Autauga Co. Teen Court (PASS)

Baldwin County

- Baldwin County Youth Advocate Program (YAP)

Barbour County

- Pathway (RA4C)
- SAYLA Therapeutic Resources (STEPS)

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

- Pathway (RA4C)
- SAYLA Therapeutic Resources (STEPS)
- Family Services Center (RA4C)

Colbert County

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

Covington County

- Pathway (RA4C)

Cullman County

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

Dale County

- Pathway (RA4C)
- The Bridges REACH

Dallas County

- Perry Varner 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)
- Pathway (RA4C)
- CAPS Program

Greene County

- Perry Varner Educational and Treatment Facility

Hale County

- Perry Varner Educational and Treatment Facility
- SAYLA Therapeutic Resources (STEPS)

Henry County

- SAYLA Therapeutic Resources (STEPS)
- Pathway (RA4C)

Houston County

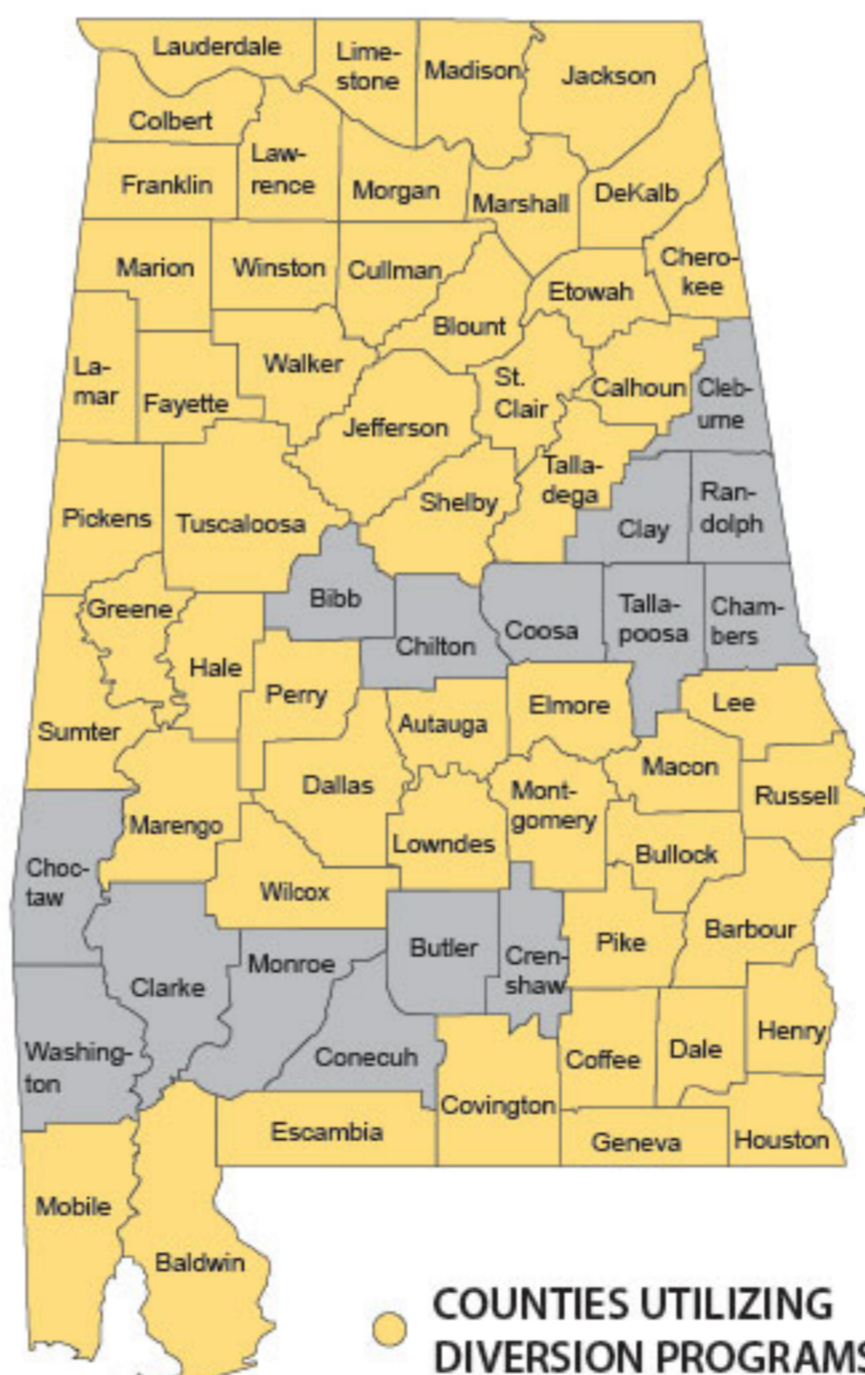
- SAYLA Therapeutic Resources (STEPS)
- Pathway (RA4C)

Jackson County

- Elk River Treatment Program
- Perry Varner Educational and Treatment Facility

Jefferson County

- Adolescent Mentoring Program (AMP)
- Adolescent Substance Abuse Program (ASAP)
- Strong Girls Mentoring Program
- Youth Advocate Program (YAP)



Lamar County

- Mitnick Wilderness Program

Lauderdale County

- 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 Varner Educational and Treatment Facility

Macon County

- Youth Villages Multisystemic Therapy Program
- SAYLA Therapeutic Resources (STEPS)

Madison County

- Madison Co. Juv. Court Improvement Project (4 Programs)

Marengo County

- Perry Varner 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 Varner Educational and Treatment Facility

Pickens County

- Mitnick Wilderness Program
- REACH Youth Program
- Perry Varner Educational and Treatment Facility

Pike County

- Pathway (RA4C)

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 Varner Educational and Treatment Facility

Talladega County

- Robert E. Lewis Academy
- Pathways

Tuscaloosa County

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

Walker County

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

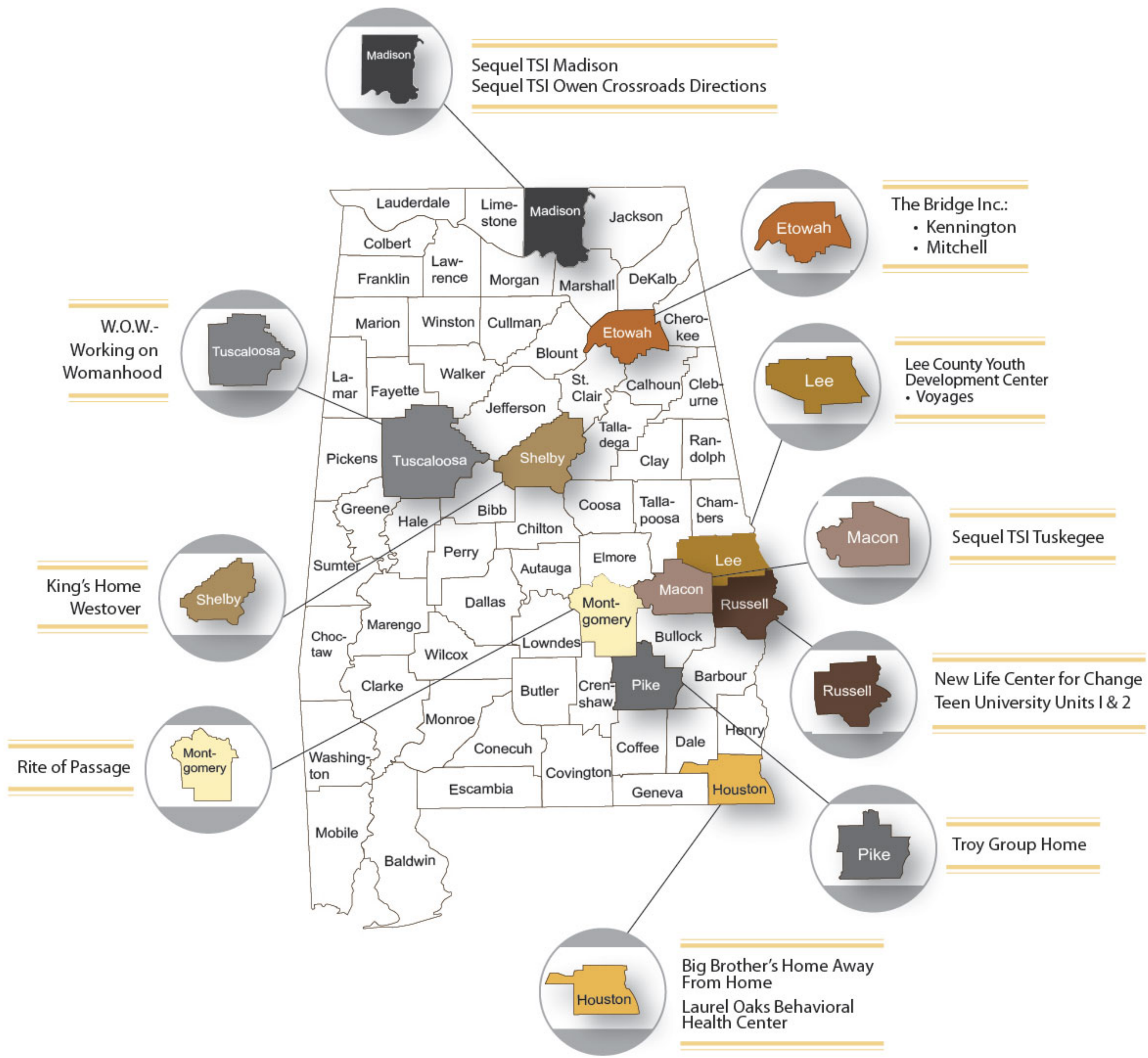
Wilcox County

- Perry Varner Educational and Treatment Facility

Winston County

- Mitnick Wilderness Program

CONTRACTED RESIDENTIAL PROVIDERS



ADMINISTRATIVE SERVICES DIVISION

The DYS Administrative Services Division provides support to the department staff via several sections that specialize in human resources, accounting, purchasing, information technology, property management, and training. Although the staff included in these sections do not work directly with the children in our care, their contributions play a critical role in the quality of the services provided by DYS. During 2016 the Division accomplished the following:

PURCHASING AND ACCOUNTING

The purchasing and accounting offices successfully integrated the STAARS program into its business systems. This program is the new system that the state has adopted for processing all of its purchasing and accounting transactions. The staff in these sections have worked extremely hard to ensure a smooth transition to the new system and have experienced very few delays in payments.

OFFICE OF TRAINING AND STAFF DEVELOPMENT

The Office of Training and Staff Development continued to ensure that DYS staff received the highest quality training and development. The following accomplishments were realized during 2016:

- Initiated web-based training to be used at all campuses;
- Developed new training curricula covering 26 ACA mandated topics;
- Revised and made improvements to the New Employee Orientation curricula;
- Achieved approximately 97% compliance in training attendance for all 3 campuses;
- Developed and delivered training for victim advocates;
- Developed and delivered training on the use of mechanical restraints for security staff;
- Developed and delivered training on coaching for supervisors;
- Delivered training on controlled force tactics defensive moves for all teachers, case managers, and therapists;
- Conducted a training needs assessment at all campuses;
- Conducted quarterly DYS Training Advisory Committee meetings and submitted reports to the DYS Executive Director; and
- Developed the 2017 DYS Training Plan.



PROPERTY

A new property procedure was implemented that required each employee to sign a financial responsibility form for each piece of state property that has been issued to them. The property section worked diligently to keep track of over 2,000 pieces of state property.

STAFFING

Improved efficiencies in scheduling, hiring of part time employees, and implementation of direct hiring practices led to a decrease in the use of overtime by 53%. This allowed staff to be able to take accrued leave and holiday time during the year without creating an additional burden on staff.

OFFICE OF HUMAN RESOURCES

The Office of Human Resources continued to serve the DYS employees as a one stop shop for all of their employment related needs. This section processed all of the pay related issues each month as well as offered one on one guidance to staff for their insurance, tax, and personal issues. In addition, the following transactions were processed: 88 new Youth Service Aides were hired, 21 new staff in other classifications, 6 new teachers, 11 staff promotions, 54 resignations, 22 retirements, 10 transfers, 17 terminations during probation, 3 dismissals, 2 suspensions, 12 extensions of probationary periods, 60 probationary raises, 5 shift supervisor statuses added, 2 shift supervisor statuses removed, 20 added to the SEICTF 2/3rd's benefit program, and 12 left the SEICTF 2/3rd's benefit program.

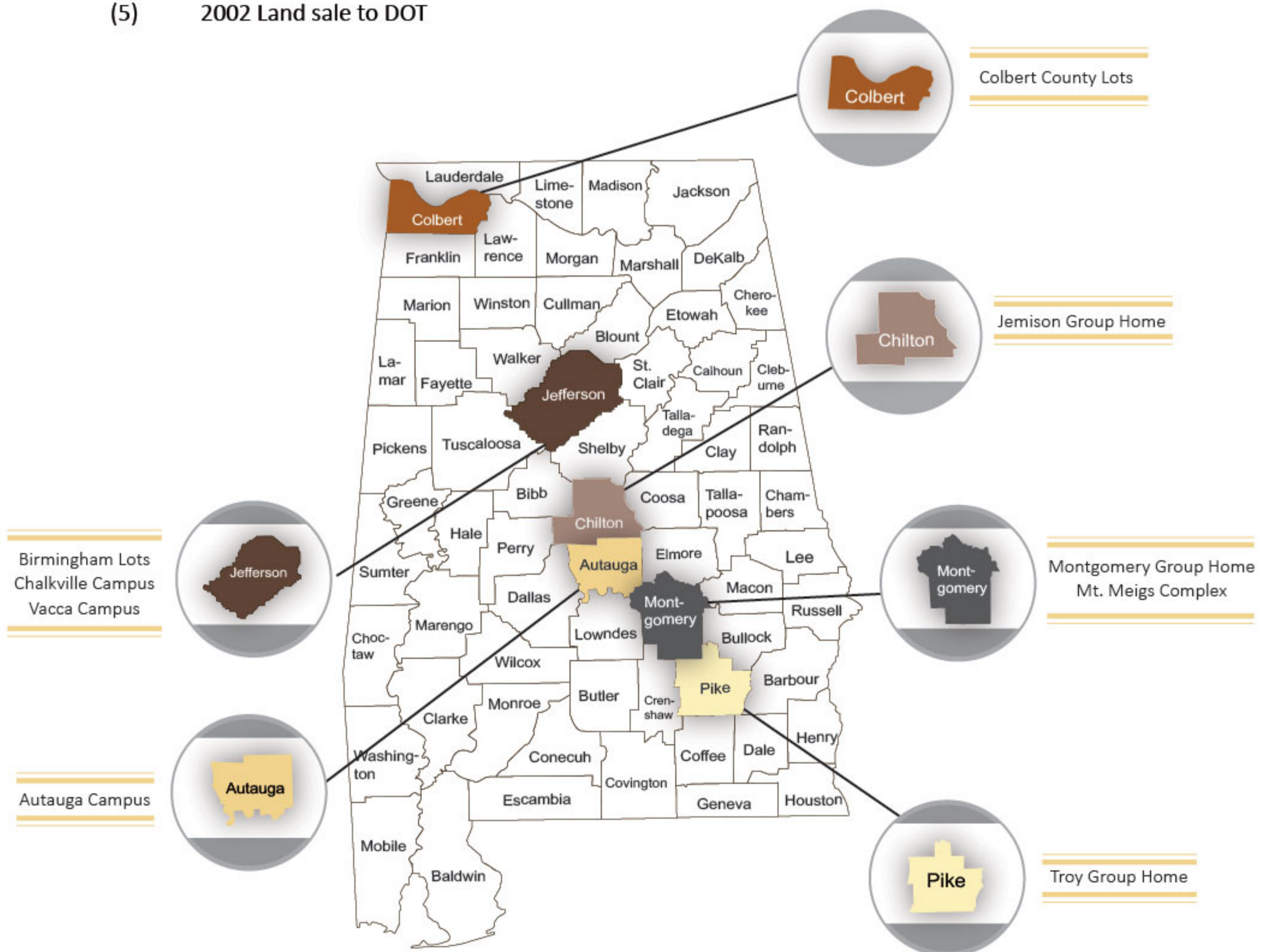
OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology continued to support the Department by providing for all its computer, programming, and communication needs. During 2016, new server hardware and operating systems were purchased and the migration from Windows Server 2008 R2 to Windows Server 2012 R2 began implementation. Work was also started to move the Vacca Campus to a VOIP system which will tie the campus into the system in Central Office. This will greatly enhance our communication systems and save on long distance and utility costs in the future.

LAND HOLDINGS

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



YOUTH SERVICES FINANCIAL STATEMENT

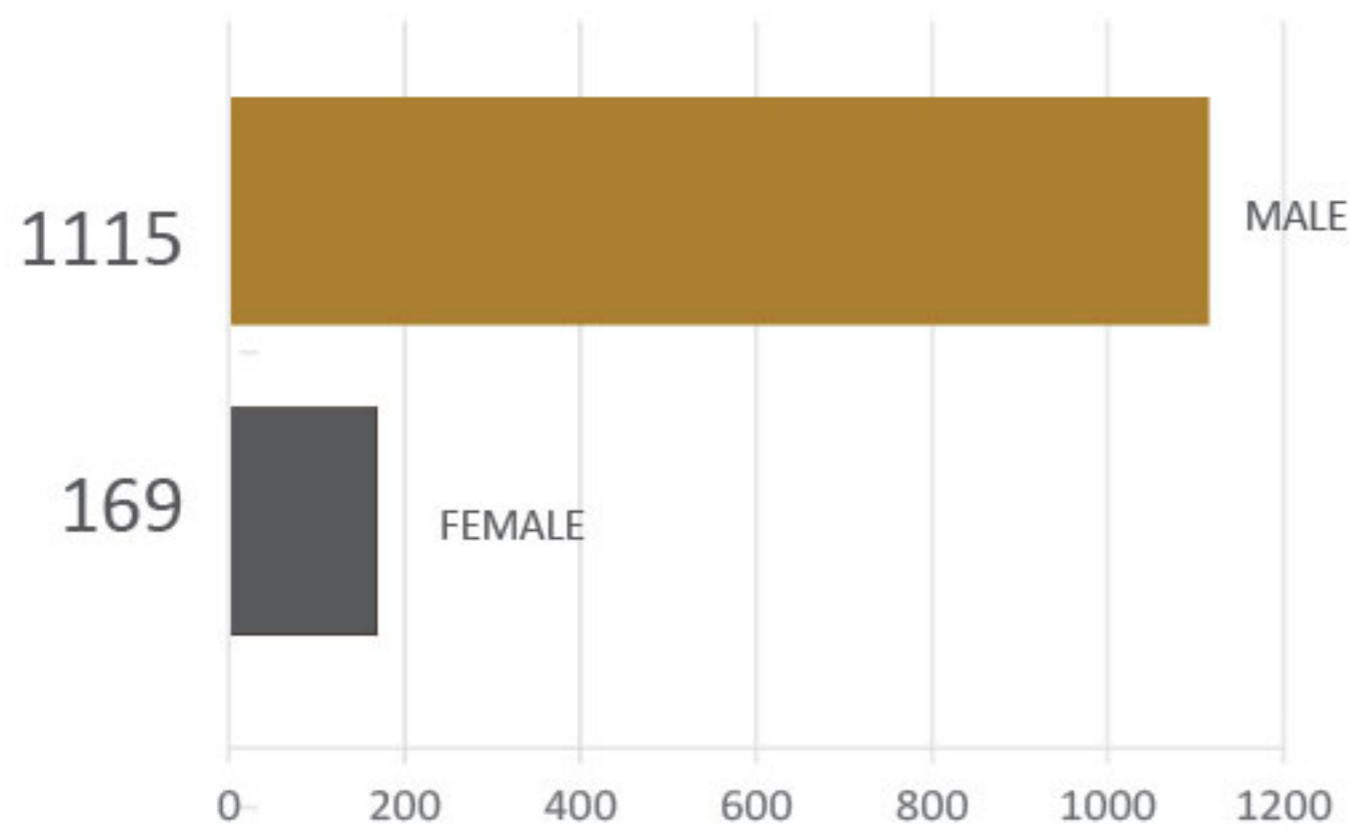
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
REVENUES					
General Fund	9,787,240	7,240,234	7,240,234	7,264,635	6,004,776
Children First Trust Fund	9,420,415	7,918,105	7,822,305	7,433,262	8,107,317
Education Trust Fund	53,900,841	50,475,336	50,348,126	50,412,596	50,225,815
Special Revenue	21,138,633	29,093,700	24,481,350	29,522,237	31,476,837
Special Programming for Achievement Network (SPAN)	4,448,983	3,965,732	3,565,732	3,565,732	3,565,732
TOTAL FUNDS AVAILABLE	98,696,112	98,693,106	93,457,748	98,198,462	99,380,478
EXPENDITURES					
Personnel Costs	24,156,657	21,461,250	19,377,496	18,614,825	18,081,438
Employee Benefits	9,244,629	8,200,735	7,972,088	7,688,186	7,587,225
Travel In-State	176,061	154,823	144,395	53,318	36,498
Travel Out-of-State	11,173	13,726	6,807	10,837	9,880
Repairs and Maintenance	838,838	1,199,957	1,577,390	1,576,653	1,499,001
Rentals and Leases	304,078	276,313	310,270	291,799	279,105
Utilities and Communications	1,722,528	1,449,755	1,419,729	1,417,308	1,354,189
Professional Services	15,105,581	14,303,755	13,444,734	14,643,286	15,176,797
Operating Expenses	2,164,982	2,037,804	2,205,685	2,145,625	2,122,649
Transportation Equip Operations	345,715	301,920	289,365	277,138	234,546
Grants and Benefits	38,740,011	41,612,759	41,346,706	44,291,337	46,411,881
Grants and Benefits transferred to SPAN	4,448,983	3,965,732	3,565,732	3,565,732	3,565,732
Capital Outlay	-	76,548.62	-	1,164,826	-
Transportation Equip Purchases	32,496	2,995	64,010	38,648	123,425
Other Equipment Purchases	99,589	150,755	571,483	186,517	466,061
TOTAL EXPENDITURES	97,391,319	95,208,827	92,295,891	95,966,037	96,948,426
 LESS REVENUE CARRIED OVER	 1,166,856	 3,271,584	 976,522	 2,153,889	 2,079,331
 LESS REVERSIONS	 137,936	 212,695	 185,335	 78,536	 352,720
 BALANCE UNENCUMBERED	 -	 -	 -	 -	 -

SCHOOL DISTRICT FINANCIAL STATEMENT

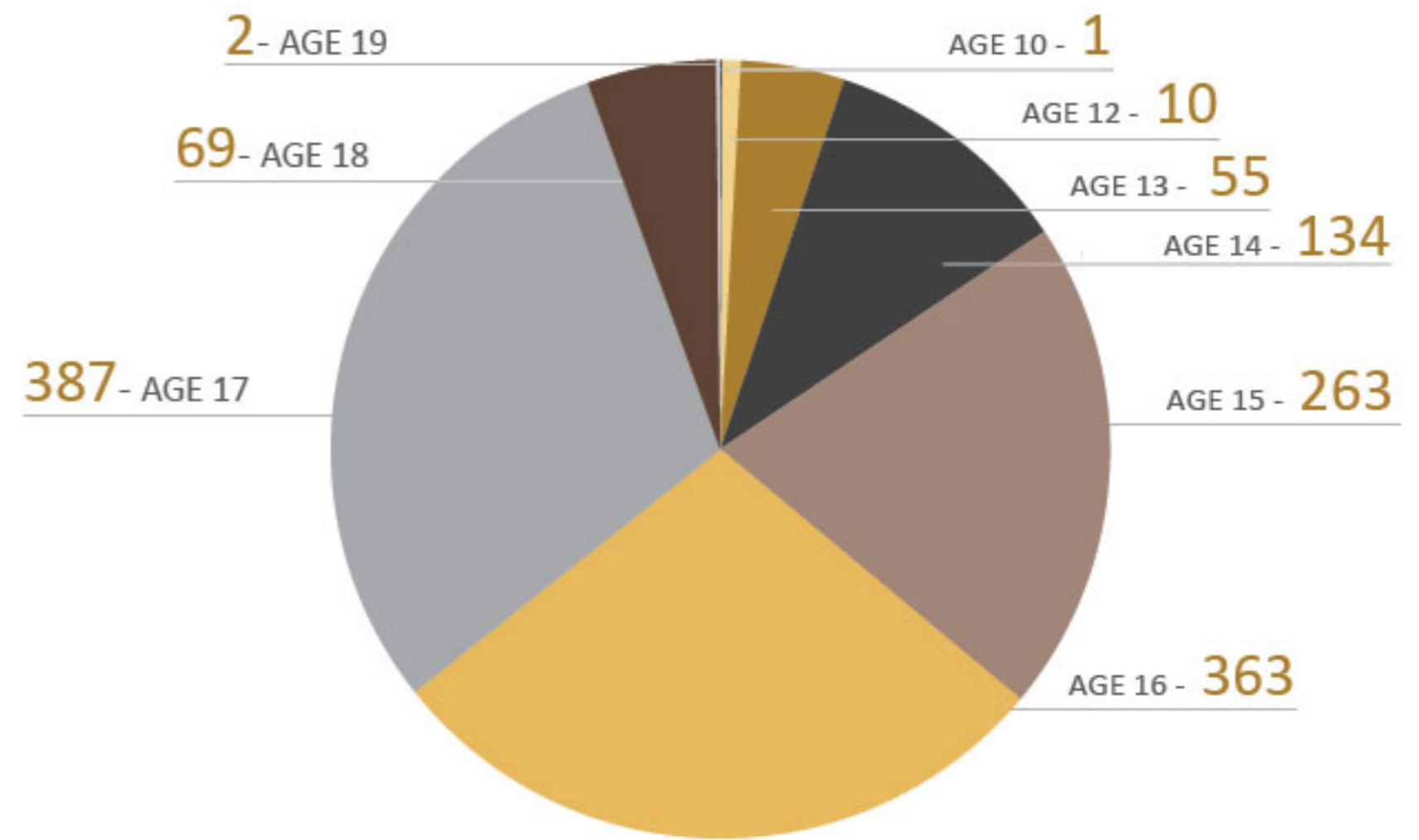
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
REVENUES					
General Fund					
Education Trust Fund	6,581,226	6,115,088	6,215,088	6,204,235	6,034,652
Special Revenue	374,963	390,284	391,661	352,802	500,800
TOTAL FUNDS AVAILABLE	6,956,189	6,505,372	6,606,749	6,557,037	6,535,452
EXPENDITURES					
Personnel Costs	4,212,710	3,932,095	3,705,582	3,857,948	3,916,069
Employee Benefits	1,313,824	1,235,792	1,245,351	1,293,640	1,324,820
Travel In-State	23,572	22,303	28,231	14,794	9,979
Travel Out-of-State	-	907	-	-	-
Repairs and Maintenance	6,946	33,189	31,705	37,432	26,946
Rentals and Leases	14,780	14,173	16,240	17,319	10,552
Utilities and Communications	50,000	20,000	100,553	142,442	17,844
Professional Services	76,046	20,775	40,424	65,843	69,166
Operating Expenses	204,847	229,614	263,170	281,379	205,762
Transportation Equip Operations	3,077	4,211	1,972	3,611	4,727
Grants and Benefits	995,670	828,000	935,000	739,000	807,455
Capital Outlay	-	-	-	-	-
Transportation Equip Purchases	-	-	-	-	-
Other Equipment Purchases	21,772	110,506	89,513	52,894	88,660
TOTAL EXPENDITURES	6,923,243	6,451,565	6,457,741	6,506,302	6,481,978
				-	
				-	
LESS REVENUE	189	0	0	0	0
CARRIED OVER				-	
				-	
				-	
LESS REVERSIONS	32,757	53,808	149,008	50,736	53,474
BALANCE UNENCUMBERED					

YOUTH ADMISSIONS DEMOGRAPHICS

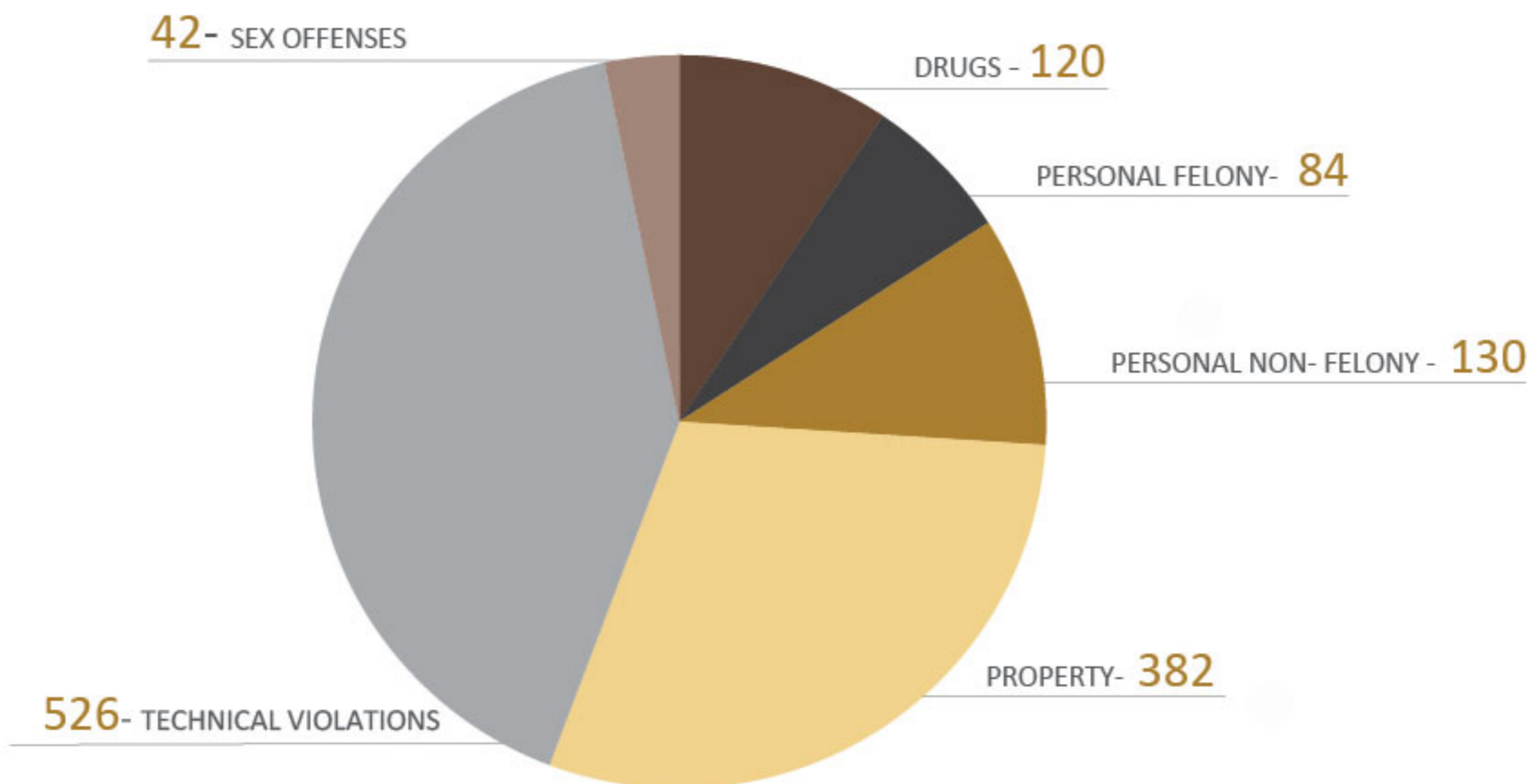
YOUTH BY GENDER



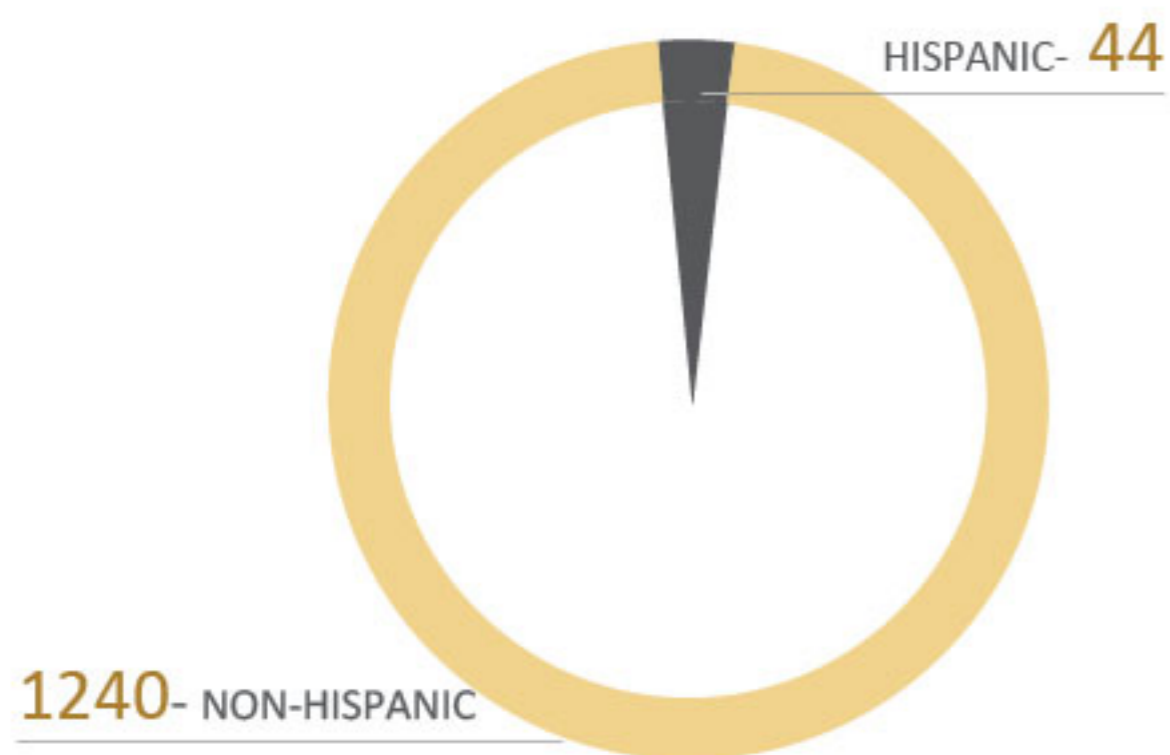
YOUTH BY AGE



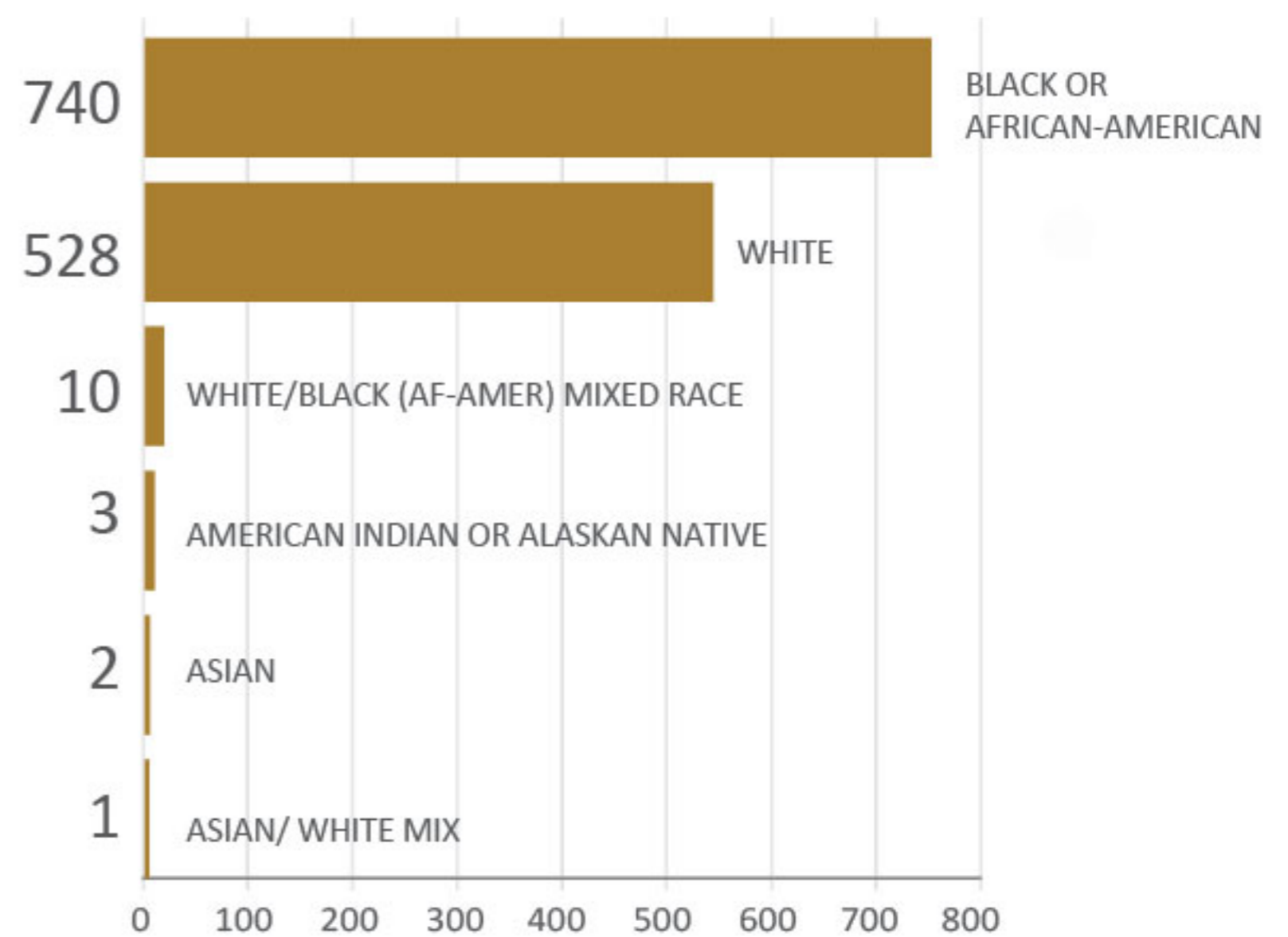
YOUTH BY OFFENSE



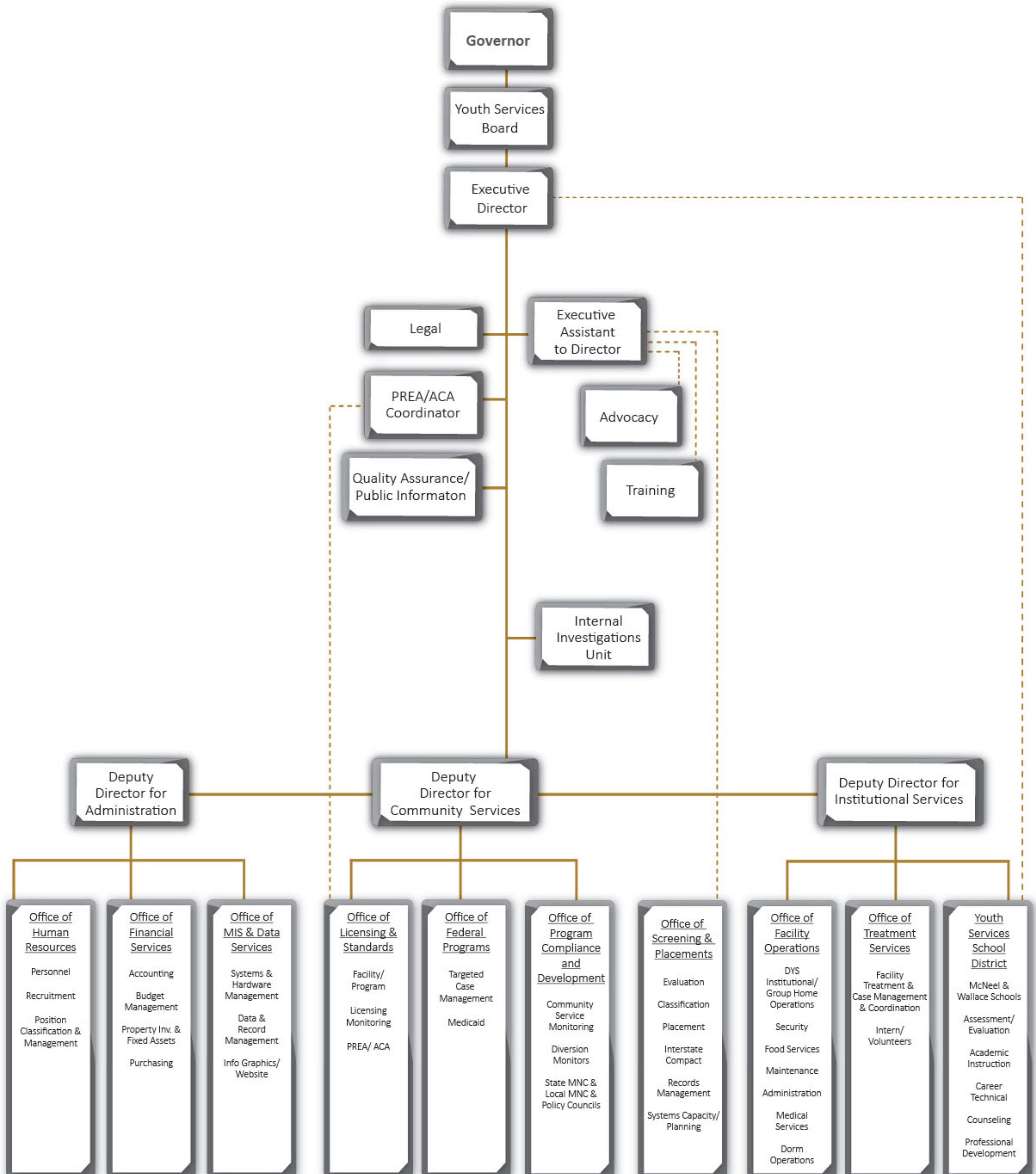
YOUTH BY ETHNICITY



YOUTH BY RACE



ORGANIZATIONAL CHART





STATE OF ALABAMA
DEPARTMENT OF YOUTH SERVICES