



2020 Annual Report

ALABAMA DEPARTMENT OF YOUTH SERVICES



FROM THE EXECUTIVE DIRECTOR

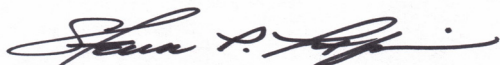
Dear Governor Ivey,

On behalf of the Alabama Department of Youth Services (DYS), I am pleased to present you with the DYS Fiscal Year 2020 Annual Report. As you are aware, 2020 was an unprecedented year for all of us. We as a collective community faced many challenges, hardships, and trials due to the COVID-19 pandemic. Our agency had to quickly adjust and implement protocols and practices that focused on the health and safety of the youth in our custody and our staff. I want to take this opportunity to express my sincere appreciation for the dedication of our employees at all levels who continued to persevere each week despite the challenges presented by COVID-19. The DYS staff ensured our operations continued safely without delays or hesitation. From the beginning, DYS responded quickly by securing the necessary personal protective equipment and resources. Our medical staff coordinated daily screenings, provided testing as needed, and monitored the youth for symptoms. DYS also maintained ongoing communication with staff and executed the DYS COVID-19 Response Plan with thoroughness and due diligence. I am honored and humbled to have such dedicated and hard-working staff at DYS.

Although COVID-19 provided many obstacles, our agency was able to accomplish a number of goals thanks to a team effort. These accomplishments included the integration of the DYS School District's Information Technology Office and the agency's Office of Information Technology (IT) Services (previously two separate systems) into one system. This integration allows for improved efficiency and quality of services. In addition, DYS was able to expand community service diversion programs into additional counties and integrate new services into the RFP process for contract providers. Our agency was also able to introduce new programming to the campuses, which included the Aggression Replacement Training (A.R.T.) curriculum. We are excited to introduce this program and many other new programs to our campus schedules.

I invite you and others to review our FY 2020 Annual Report for additional highlights. We are thankful for everyone who provides the support needed to ensure we focus on the needs of the youth in our care. This includes staff, volunteers, and provider and community partners. We are also appreciative of the support we receive from this administration, the legislature, the court system, and the DYS Board of Directors. Our agency will continue to meet the needs of the community by providing a public safety service. We will also continue to focus on providing rehabilitative and educational services that support the well-being of the youth in our care. Thank you.

Respectfully Submitted,



Steven P. Lafreniere

Many times over this past year I was reminded of one of my favorite quotes: "Adversity doesn't build character, it reveals it." So many of our employees revealed the character that was needed to successfully navigate this most challenging year. - Steve Lafreniere



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MISSION

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

The Alabama Department of Youth Services 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.

DYS BOARD MEMBERS

HONORABLE KAY IVEY

GOVERNOR
State Capital
600 Dexter Avenue
Montgomery, AL 36130

JONATHAN HESTER

GOVERNOR'S REPRESENTATIVE
State Capital
600 Dexter Avenue
Montgomery, AL 36130

LEGISLATIVE APPOINTMENTS

WILL BARFOOT
SENATOR

LINDA COLEMAN-MADISON
SENATOR

BARBARA BOYD
REPRESENTATIVE

K.L. BROWN
REPRESENTATIVE

Alabama State House - 11 South Union Street - Montgomery, AL 36130

STATE DEPARTMENT HEADS

NANCY BUCKER

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AL Dept. of Human Resources
50 North Ripley Street
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STATE HEALTH OFFICER
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LYNN BESHEAR

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Charles Smith
Chair



Michele Jones
Vice Chair



William McDowell
Secretary/Treasurer

CONGRESSIONAL DISTRICT APPOINTMENTS

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JAMES DUPREE
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3RD CONGRESSIONAL
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1280 Sweetwood Court
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6TH CONGRESSIONAL
DISTRICT
788 Wynwood Road
Trussville, AL 35173

ROBERT DUKE
7TH CONGRESSIONAL
DISTRICT
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Gallion, AL 36742

ALABAMA JUVENILE JUDGES ASSOCIATION

HONORABLE JOHN M. MASTIN

Marshall County Family Court
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ALABAMA CHIEF PROBATION OFFICERS ASSOCIATION

KAY J. BELL

Cullman County Juvenile Probation Office
1908 Beech Avenue S.E.
Cullman, AL 35055

REPORT OF THE BOARD Highlights

The Youth Services Board met on June 12, 2020 and September 25, 2020. Due to COVID-19 restrictions, each of these meetings was held by video conference. The authority to hold a video conference Board meeting was authorized by Governor Kay Ivey's 1st Supplemental COVID-19 State of Emergency Proclamation issued on March 18, 2020. Agenda items were limited to matters within the Board's authority that were "(a) necessary to respond to COVID-19, or (b) necessary to perform the Board's essential minimum functions."

COVID-19 Prevention and Response Plan

COVID-19 related issues impacted the Department of Youth Services (DYS) in significant ways. During the June 12, 2020, Mr. Steven Lafreniere, DYS Executive Director, reported to the Board that the Department had developed a COVID-19 Prevention and Response Plan for all DYS facilities. This plan was developed in consultation with the DYS Medical Director, nursing staff, Institutional Services Division staff, and Central Office staff. The plan included strategies for enhanced internal and external communications, screening/prevention, and an alternative medical plan.

Land Sales Approved

The sale of two parcels of surplus property was approved during the June 12, 2020 meeting. Acting upon a recommendation of the DYS Land Committee, the full Board approved a motion to proceed with the sale of a small parcel located on the northern most side of the Mt. Meigs Campus. The second property is located in Chilton County and was the former location of a group home which had been closed for a number of years. This property had previously been declared as surplus, but no bids were offered at that time. Each of these land sales would be conducted through public auction following the rules and regulations of the Alabama Department of Conservation State Lands Division.

DYS Receives CARES Act Funds

During the September Board meeting, Mr. David Rogers, Deputy Director of Administration, reported that the Department had received additional financial support through the State Finance Department for COVID-19 related expenses. Funds were used for the purchase of personal protective equipment (PPE) supplies and medical equipment for both DYS facilities and the twelve youth detention centers.

Also, two staff incentive programs were implemented to recognize the additional demands placed upon campus staff by the COVID-19 situation. An additional \$2.50 per hour supplemental payment was provided for direct care staff and a quarterly incentive bonus program was implemented.

Mr. Rogers also reported that DYS anticipates COVID-19 relief funds will be received through the State Department of Education. A device grant will support wireless access and laptops for DYS students. A wellness grant will provide PPE for teachers and students and a Governor's Emergency Education Relief grant will provide additional technology equipment for the DYS School District.

Consolidation of Information Technology Services

In an effort to improve efficiency and the quality of services, Mr. Lafreniere informed the Board that the Youth Services School District and the Department's Office of Information Technology (IT) Services (previously two separate systems) will be integrated into one system. Under this new plan, all information technology infrastructure including hardware, networks, and systems will be the responsibility of the DYS IT Office. The School District will continue to be responsible for technology planning that supports educational goals and student instruction.

DYS Programs Highlighted in the RSA Advisor and Corrections Today

Mr. Lafreniere shared that the Department's work had been recognized in two publications during the fiscal year. The May/June 2020 edition of the American Correctional Association's official publication, *Corrections Today*, highlighted DYS in the Juvenile Justice News section. The article entitled "The Role of Applied Behavior Analysis in Juvenile Justice Settings" emphasized the efforts of the ABSOP staff and how they apply interventions to the Mt. Meigs sex offender population.

The February 2020 edition of the Retirement Systems of Alabama's monthly newsletter featured DYS in "Alabama Success Stories". The article recognized that the agency has "moved towards a more comprehensive rehabilitation model" which provides improved programming.

Board Honors Employees of the Quarter

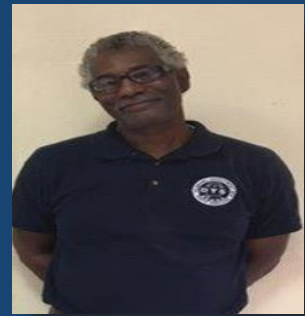
In FY 2020 the DYS Board continued its tradition of publicly recognizing the Employee of Quarter as selected by the DYS Employee Council. Mr. Lafreniere introduced these employees and further recognized the important contributions that direct care staff make to treatment and rehabilitation of DYS youth. Their work and dedication are especially important and even made more difficult by the COVID-19 pandemic. Employees of the Quarter are pictured to the right and listed below.

December 2019 - Jett Pickett, Autauga Youth Services Aide

March 2020 - Kermit McKenzie, Mt. Meigs Youth Services Aide

June 2020 – Mr. Devin Watkins, Vacca Youth Services Aide

September 2020 – Mr. Samuel Rowe, Mt. Meigs Youth Services Aide



Jett Pickett



Kermit McKenzie



Devin Watkins



Samuel Rowe



DYS Response to COVID-19

DYS COVID-19 Response Plan

In the spring of 2020, DYS was faced with the challenges of the COVID-19 pandemic. DYS staff had to adjust quickly and begin implementation of the DYS Rapid Response Plan that maximized the safety of both staff and youth. DYS partnered with Dr. Chandler Muller, DYS Medical Director, to implement the plan and identify any additional operational changes that needed to be completed. Some operational changes were implemented in an effort to keep youth healthy and minimize exposure beyond DYS campuses.

In the beginning, the focus for DYS included securing the needed equipment and resources, adjusting protocols and practices, and modifying essential services while maximizing safety. In March, Governor Ivey issued an order for non-essential businesses to close until April 17th. As an essential service for providing a public safety function for Alabama, DYS staff continued to provide care and supervision for the youth in DYS custody. Youth admissions were temporarily halted and both youth and staff on the campuses were screened for symptoms on a daily basis.

As the weeks and months went by, DYS maintained vigilance and continued to implement the strategies identified in the DYS Rapid Response Plan. Youth and staff who exhibited symptoms were tested for COVID-19. Youth who tested positive were placed in quarantine and staff followed the medical isolation protocols identified in the plan. Staff who tested

positive had to stay off campus and follow all CDC protocols prior to returning. As the months progressed, DYS continued to remain vigilant and implement the action steps identified in the plan.

DYS Action Steps for COVID-19

Enhanced Communications - Additional education and training for staff and youth, increased communication with juvenile courts and detention centers, weekly medical meetings with administrative staff, and ongoing COVID-19 updates via the DYS website and monthly newsletter.

Screening and Prevention - Temporary halt of youth intakes followed by limited intakes for the remainder of the fiscal year, COVID-19 testing of staff and youth, cancellation of in-person visitation with an increase in youth calls to family that included the use of Facetime.

Safety Protocols - Securing medical supplies and equipment, mandatory wearing of masks, enhanced temperature screenings, use of facility isolation and quarantine protocols if needed, and the use of telemedicine and teletherapy for ongoing medical and counseling services.

Education, Training, and Programming - Developing and implementing alternative education plans and youth programming in order to reduce viral spread, implementation of web-based training for employees, and increased use of technology services for staff interaction.

EXECUTIVE OFFICE

The Executive Office is comprised of the Executive Director, the Executive Assistant to the Director, and an Executive Administrative Assistant. The Executive Director provides leadership for the department's goals and initiatives and is directly responsible for the administrative supervision of daily operations. The Executive Assistant to the Director is responsible for overseeing specific offices which include the Office of Screening and Placement, Advocacy, and Training and Staff Development. The Executive Staff includes the Executive Assistant to the Director, the Deputy Directors of Institutional, Community, and Administrative Divisions, the DYS School District Superintendent, the General Counsel, Chief of Investigations, and the Director of Quality Assurance and Public Information.



DYS Executive Team - Top left to right - Kenneth Peoples, Shannon Weston, Pat Pendergast, Steve Lafreniere, David Rogers, & Janice Coles-Lewis. Bottom left to right - Dudley Perry, Alesia Allen, & Carol Davis.

Leadership Development

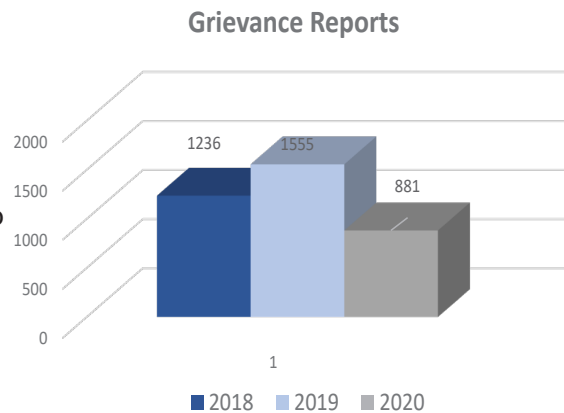
The Alabama Department of Youth Services has continued to strive for excellence and enhance opportunities for leadership development. DYS staff has taken the initiative to be involved in national opportunities which includes participation on national committees, boards, and training programs.

- The Director of the Alabama Department of Youth Services, Mr. Steve Lafreniere, was recently appointed as President of the Council of Juvenile Justice Administrators (CJJA) in August, 2020. Prior to this appointment, Mr. Lafreniere served as Vice President, Treasurer, South Regional Director, and Chair of Behavioral Health for CJJA.
- Mr. Lafreniere continues to assist CJJA in the development of training agendas and presentations. In 2020, Mr. Lafreniere presented on the management of youth corrections systems to New Directors across the nation. He also provides input into the ongoing CJJA Facility Superintendent Training and Leadership Institute.
- Additional DYS staff have been appointed to serve on national committees and boards. This includes Ms. Alesia Allen and Dr. Scott Holmes serving on the CJJA Behavioral Health Committee, Mr. Allen Peaton serving on the CJJA Research and Data Analysis Committee, Bobby Latham serving on the CJJA PREA Committee, and Shannon Weston serving on the CJJA Continuous Quality Improvement Committee and the Performance-based Standards National Board.

Additional leadership roles include Ms. Alesia Allen serving as the State Coordinator for the Annie E. Casey Foundation Juvenile Detention Alternatives Initiative (JDAI) national program and on the American Correctional Association Juvenile Committee. Training opportunities include participation in the CJJA Deputy Directors Training and the CJJA Facility Superintendent Training. Ms. Alesia Allen and Mr. Pat Pendergast recently participated in the first Deputy Director Training in 2020 and Dr. Fatima Johnson, Ms. Marique Ruffin, Ms. Alicia Faire, Mr. James White, and Ms. Janice Coles-Lewis participated in the Facility Superintendent Training.

ADVOCACY

The Advocacy Unit consists of Advocates who are responsible for visiting each DYS facility in order to respond to, report, and follow up on verbal and written complaints or grievances from youth in DYS custody. DYS remains committed to ensuring an open and transparent process for youth to express any concerns they may have regarding programs and services.

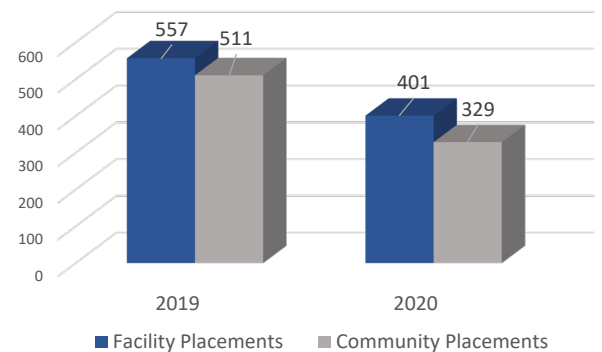


Goals for 2020 - 2021

- Improve efficiency of reporting by the advocates by streamlining reports;
- Improve ability to generate usable data that will, at a minimum, generate a "grievance report card" for each facility;
- Review and revise grievance forms and policy; and
- Consider expansion of Advocate responsibilities and rolls that intersect with campus operations.

SCREENING & PLACEMENT

The Office of Screening and Placement is responsible for the screening and placement of committed youth. Functions associated with the screening and placement of committed youth include, but are not limited to, maintaining the Department's classification system, Risk and Need Assessments, and the Interstate Compact on Juveniles which operates out of the Office of Screening and Placement. The COVID-19 pandemic created a new layer of challenges as the Office of Screening and Placement had to navigate the intake of youth with a balanced approach that not only considered the impact of COVID-19 for youth in detention, but also the impact of youth at home who were pending placement and the impact of COVID-19 on the receiving facility. Navigating a complex set of circumstances, the Office of Screening and Placement maintained operations and demonstrated a strong commitment to safely bringing in committed youth. While youth continued to be received, the number of youth committed and the average daily census declined in FY20'.

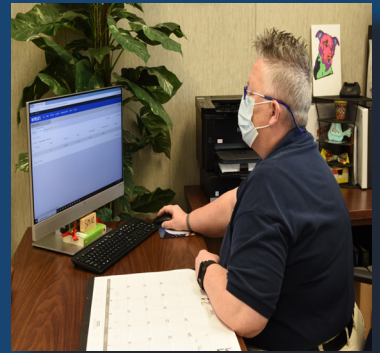


TRAINING & STAFF DEVELOPMENT

The central function and role of the DYS Office of Training and Staff Development is to develop, deliver, and facilitate training which promotes professionalism and competency among DYS employees. Due to the COVID-19 pandemic, live monthly training was suspended in March 2020. From March until October 2020, mandated topics were delivered via the DYS web-based training application. New Employee Orientation was suspended from March-May but resumed in June 2020. Following COVID-19 guidelines, the number of participants in each class was limited, classrooms were set up to allow new employees and trainees to socially distance, Controlled Force Tactics (CFT) training was modified to prevent contact between employees, masks were mandated, and COVID-19 specific training was added to the existing Orientation curricula.

FY 2020 Accomplishments

- Forty-six new employees were trained during the three-week New Employee Orientation sessions.
- All new and existing employees received training on all 26 topics mandated by American Correctional Association (ACA) standards and DYS policy.
- Educational material and training was delivered addressing COVID-19 specific issues such as PPE Donning and Doffing, hygiene guidelines, and disease transmission prevention.
- In March, 2020, a week-long train-the-trainer event for Aggression Replacement Training (A.R.T.) was provided for key staff. Staff members from each campus were selected to participate and become certified trainers of the A.R.T. curriculum. Those certified agency trainers are responsible for training A.R.T. group leaders at all campuses.
- A two-day Motivational Interviewing (MI) training was provided to staff, which focused on client-centered directive method for enhancing motivation to change. Trained staff will incorporate and utilize the MI techniques in their day to day interactions with DYS youth.
- There were 720 live training hours provided for New Orientation Training and 288 live monthly training hours provided for the Mt. Meigs, Vacca, and Autauga campuses.
- A total of 24 web-based training hours were provided to each employee at each campus.



QUALITY ASSURANCE

The Office of Quality Assurance is responsible for the implementation and oversight of the agency's quality control measures to increase accountability, accurate data reporting, and transparency. The overall goal for the office is to ensure agency goals are met and that all programs consistently provide effective services that help our youth achieve meaningful outcomes.

Since 2016, DYS has utilized the Performance-based Standards improvement model to collect and analyze data, develop facility improvement plans, and develop data driven management tools that provide the structure and accountability needed to implement the strategic goals of the department.

What is PbS?

- 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 has juvenile justice specific 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 youths but also to bring existing facility practices and approaches into alignment with the most recent research on adolescent development.

DYS Annual PbS Site Visit



Each year DYS participates in an annual PbS Site Visit. On Tuesday, January 21st, the DYS central office staff and campus leadership welcomed Ms. Lois Jenkins, our PbS coach, to visit the Vacca and Mt. Meigs campuses. Ms. Jenkins met with campus staff, toured the schools, and reviewed reports and youth records. Once the site visits were complete, Ms. Jenkins met with central office leadership to discuss her findings and provide recommendations for improvement. Ms. Jenkins continues to provide technical assistance to DYS throughout the year. DYS is thankful to have her as a coach. Pictured: Lois Jenkins, PbS Coach, and Steve Lafreniere, DYS Executive Director.

Quality Assurance: Systematic monitoring and evaluation of the various aspects of a project, service, or facility to ensure that standards of quality are being met.

Facility Improvement Planning

Throughout the year, the Vacca and Mt. Meigs campuses develop and implement campus improvement plans that provide a strategic framework for campus operations. The plans reflect operational, educational, programmatic, and clinical goals. Some of the FY20' goals are listed below.

Vacca Campus Goals

- Designate a "Quiet Room" for McNeel School.
- Develop a new tiered behavioral intervention / incentive program.
- Hire a full-time recreation coordinator who will assist with the development of new programming in the afternoons, evenings, and weekends.

Mt. Meigs Campus Goals

- Develop a targeted approach to decreasing incidents by developing specialized behavior plans for youth involved in repeated incidents.
- Implement a confinement review process that includes developing protocols for length of stay in confinement.
- Develop a new tiered behavioral intervention / incentive program.

Highlighting Youth and Staff Feedback

84% of Vacca youth stated that their treatment plan helped them understand what they must do to reach their goals.

95% of Mt. Meigs staff rated the security policies and procedures as good or excellent.

76% of Vacca youth stated that the staff showed them respect all or most of the time.

85% of Vacca staff rated the support and guidance received from their supervisor as good, fair, or excellent.

88% of Mt. Meigs youth stated they did not fear for their safety on campus.

90% of Mt. Meigs staff agreed or strongly agreed with the statement, "I am satisfied with my job."

94% of Mt. Meigs youth stated they believed the staff genuinely care about them most of the time.

The PbS Improvement Cycle



1. Collect Data

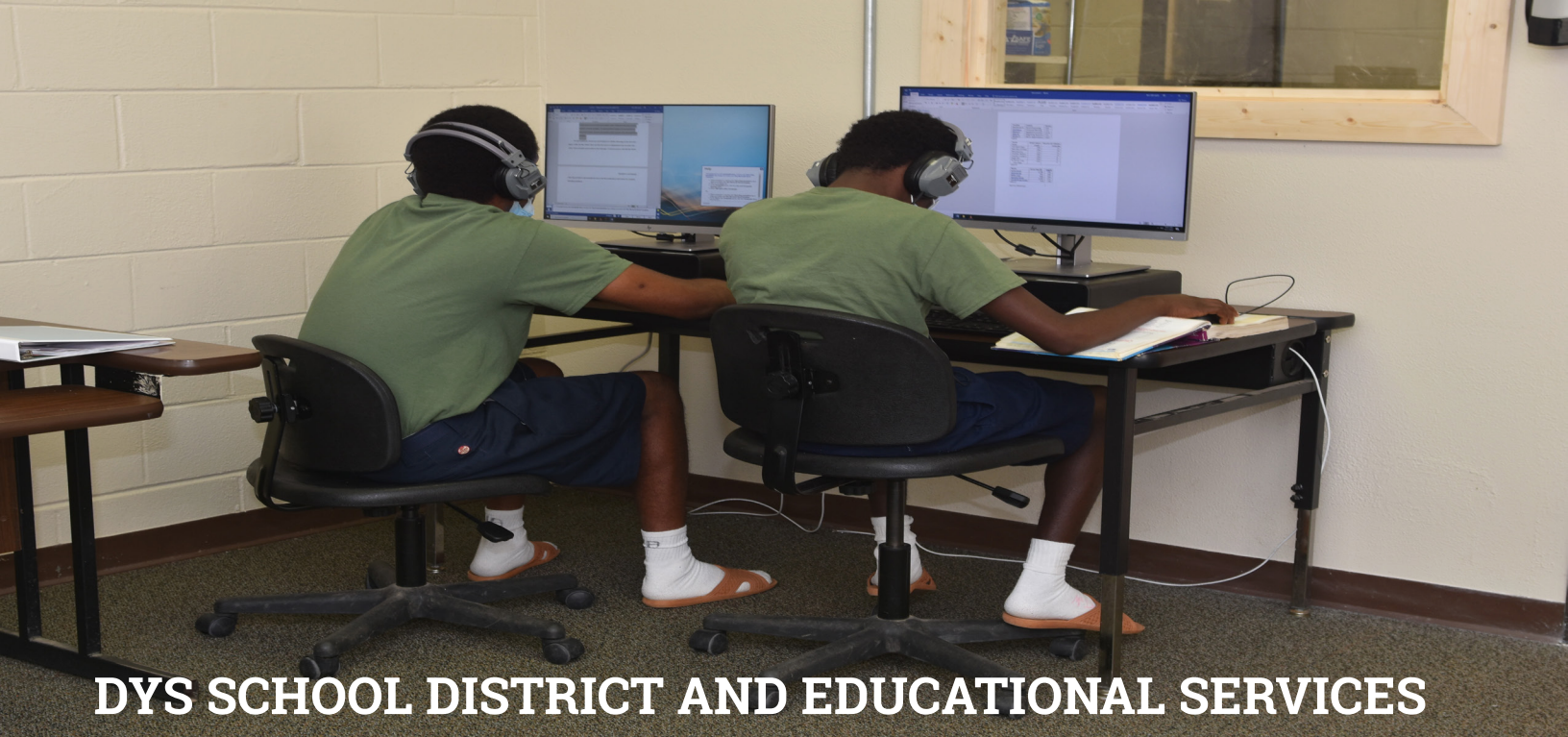
- Youth exit interviews, youth records, and surveys of family members every month
- Comprehensive data collection including incident reports every April and October

2. Analyze the Data

3. Develop Improvement Plans

4. Repeat





DYS SCHOOL DISTRICT AND EDUCATIONAL SERVICES

The DYS School District Transitions Away from In-Classroom Learning Due to COVID-19

On March 19th, 2020, the DYS schools, along with other school districts, were ordered to close by the directive of the state health order. The DYS School District immediately began preparation for the DYS Academic Continuity Plan. The plan provided educational instruction in the dorms, rotating teachers through the use of an alternative schedule, and developing educational packets for students.

Wallace School Welcomes New Principle



Dr. Demarcus Gates

appointed as the new Wallace School Principal in August, 2020. Dr. Gates previously served as Principal

On June 30, 2020, Dr. Cleveland Gavin, Wallace School Principal, met with DYS staff and teachers to bid farewell to DYS. Dr. Gavin was recently appointed as a Principal for the Autauga County School System. Dr. Gavin was a Principal for the DYS School District for 17 years. Following Dr. Gavin's departure, Dr. Demarcus Gates was

at Smith Middle School and Helen Keller School at the Alabama Institute of the Deaf and Blind. Dr. Gates attended Tuskegee University where he obtained his B.S. degree in Political Science. He also obtained his B.S. degree in Secondary Social Science Education from Miles College. In addition, Dr. Gates received an M.Ed in School Counseling and Educational Administration from Alabama State University, an Ed.S in Instructional Leadership from the University of Alabama Birmingham, and a Ph.D in Instructional Leadership from Capella University.

The DYS School District Welcomes the 2019 National Teacher of the Year

On February 13th, 2020, the DYS School District welcomed Mr. Rodney Robinson, the 2019 National Teacher of the Year, to serve as the keynote speaker for the DYS Teacher Professional Development Day. Mr. Robinson is a teacher at the Virgie Binford Education Center, a school inside of the Richmond Juvenile Detention Center in Virginia. The event was titled, "Taking the Train: Dispelling the School-to-Prison Pipeline." As the National Teacher of the Year, Mr. Robinson used his platform to focus on alternative education, juvenile justice education, and at-risk youth. Mr. Robinson's accomplishments as a teacher of delinquent youth is a testament and tribute to the efforts of all educators within juvenile justice organizations. Approximately 60 people were in attendance, which included staff from the DYS Central Office.

SCHOOL DISTRICT HIGHLIGHTS

Writing Our Stories

In November, 2019, students at the Vacca and Mt. Meigs campuses celebrated 22 years of participation in the Alabama Writers' Forum's "Writing Our Stories" Program. Mr. Marlin Barton is the instructor for the program. Students from both campuses read their poetry from the latest edition of poems and prose titled "Freedom." Three students received special recognition at the 2020 Alabama Writer's Forum High School Literary Arts Awards. Following the program, students were able to participate in a reception honoring their hard work.

Honoring Student Achievements

The DYS School District offers a variety of educational programs, including elementary through high school classes, special education services, remediation classes, career tech programs, General Educational Development (GED) preparation classes, and distance learning classes. Students who complete their educational programming participate in graduation ceremonies. In FY20' eight students worked diligently to obtain their GEDs and were honored for their achievement. In addition, students at the Vacca campus were honored for academic achievement by participating in the A/B Honor Roll Breakfast of Champions.

College Career Fair For Students

An ongoing goal for the DYS schools is to provide specialized programs for students so they can learn about college and other career choices once they complete high school. In November, 2020, the McNeel School hosted a College Career Fair for students where they were able to learn about various skilled trades and options to attend college. College and skilled trade representatives were on hand to answer questions.



Mr. Rodney Robinson, Keynote Speaker for Teacher Professional Development Day



Teacher Professional Development Day

L to R: Dr. Tracy Smitherman, Dr. Rafael Richardson, Mr. Rodney Robinson, Dr. Shakela Ford, Mr. Steve Lafreniere, & Ms. Yolanda Kelley



Writing Our Stories Forum

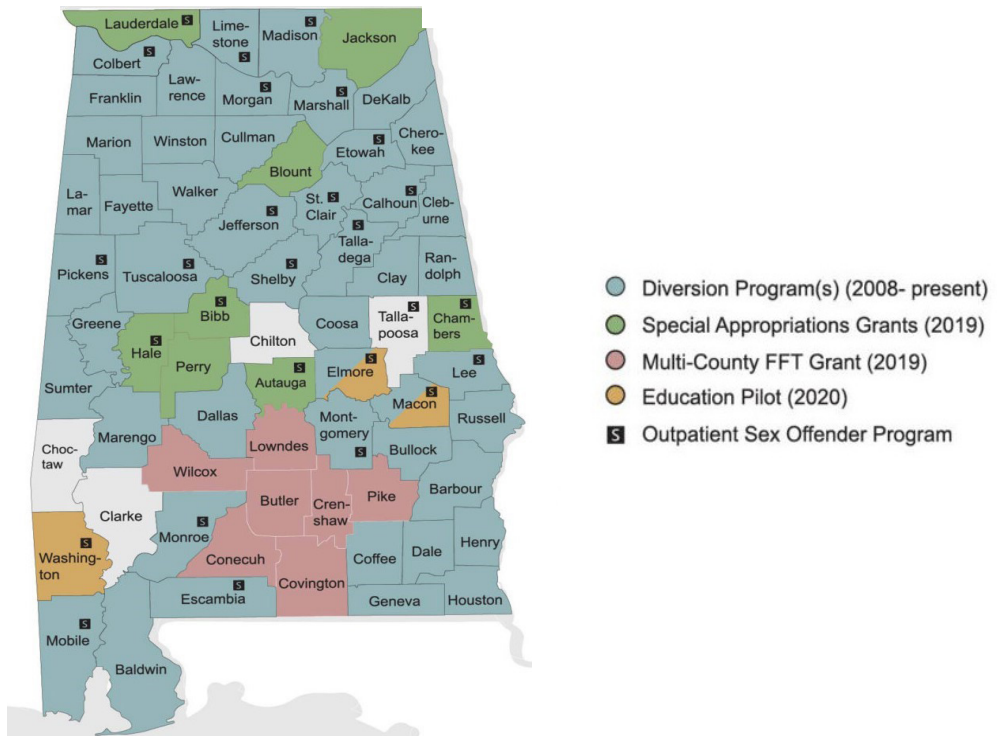


McNeel School Honor Roll Breakfast

COMMUNITY SERVICES

DYS Expands Community Diversion Programs

The Community Services Diversion Program creates community-based placement alternatives for the juvenile courts throughout Alabama. Currently, 59 out of 67 counties have a diversion alternative available to them, with two additional counties in the planning stage. In FY20', the Community Services Diversion Program expanded programs in several counties.



- The Right Step program in Randolph County expanded into Clay, Cleburne, and Coosa counties.
- The Functional Family Therapy (FFT) program provided by AMIKids expanded into Wilcox and Conecuh Counties.
- An in-home program provided by Pathway was expanded to Monroe County.
- The Youth Services Institute Continuum of Care (COC) applied for and was awarded an Office of Juvenile Justice and Delinquency Prevention (OJJDP) "2020 Continuum of Care Project Expansion in Rural Alabama Grant" that allows expansion of outpatient sex offender services in Fayette, Lamar, and Chilton counties for FY 2021-2023.

COVID-19 precautions were implemented by all diversion programs and many transitioned to virtual platforms to provide needed services. Parents expressed their appreciation for the connection to the counselors and therapists who sustained these services, especially when public schools shut down and youth in our communities were experiencing isolation.

Contract Providers Submit Requests for Proposals

The 2020 fiscal year marked the beginning of a new three year cycle for contracting for community residential services through a competitive process. In the spring of 2020, a formal RFP process was issued by DYS, which included requests for residential services in six program categories. A new service requirement, drug treatment, was added to all proposals. DYS also requested potential applicants emphasize trauma-informed/trauma-responsive care in their proposals. DYS received responses from every service category.

Academic Success in Community Residential Programs

Educational services are provided to all youth who are placed in a community residential setting. Although FY20' brought many challenges, youth were able to achieve success despite the closure of community GED testing sites for most of the year.



- Contract providers reported that 12 youth were able to obtain their GEDs during the COVID-19 pandemic.

Program Monitoring and Licensing Update

DYS Community Services staff spent many hours dedicated to program monitoring of DYS contracted programs and facilities. In January, 2020, the Federal Programs Office realigned resources to enhance the monitoring of Medicaid compliance.

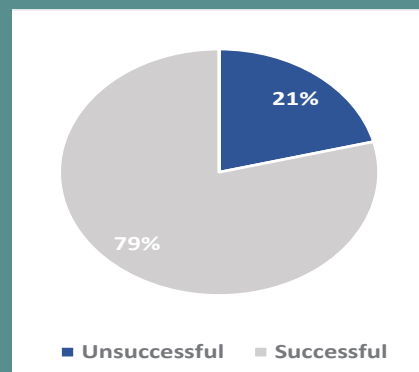
- Contracted case managers through Troy University were transitioned into Federal Program Reviewers (FRP's) who reviewed case files of Medicaid eligible youth for compliance with the Medicaid Provider Manual Rehabilitative Services Chapter.
- DYS Licensing also continued to audit 35 programs in north Alabama and 25 programs in south Alabama.
- Service Monitors added an additional site visit per month to their protocol, partly due to the realignment of the targeted case managers.

Community Services Welcomes New Staff

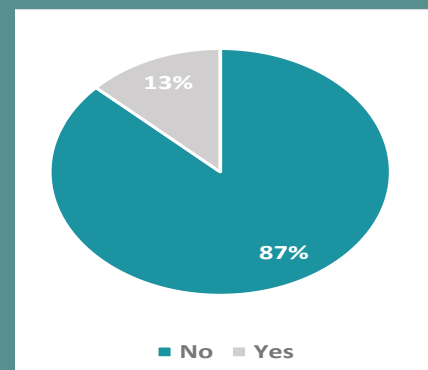
The Community Services Division experienced several staff transitions during FY20'. Ms. Monica Roland was welcomed as the new DYS RFP coordinator after Ms. April Jones left to pursue her doctorate degree. Long time DYS auditors, Susan Haug and Chandler Beane, retired from DYS and were replaced by Michael Provitt and Julia Summers. Both arrived with a wealth of experience in working with justice involved youth. DYS also welcomed Latoria Horton to the Community Service Monitoring staff.

2019 COMMUNITY OUTCOMES

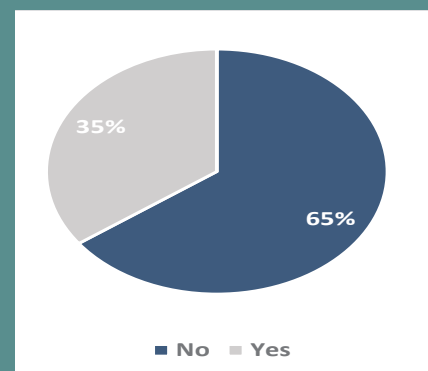
6 MONTHS POST COMPLETION FROM PROGRAM



SUCCESSFUL COMPLETION



REOFFENSE



CONTINUED COURT SUPERVISION



INSTITUTIONAL SERVICES

New Campus Administrators

DYS welcomed two new campus administrators to the Vacca and Mt. Meigs campuses. Dr. Fatima Johnson, former Vacca Clinical Coordinator, was appointed as the Director of Facility Operations & Community Relations in January 2020. Dr. Johnson has extensive experience in mental health and has worked with families, children, and adolescents with severe mental health and intellectual disabilities. Dr. Johnson serves as an adjunct faculty member at the University of Montevallo and has also served as the Clinic Supervisor for their graduate training clinic. For the Mt. Meigs Campus, Ms. Marique Ruffin was appointed Campus Administrator in January 2020. Ms. Ruffin began her career working with juveniles at the Montgomery Group Home as a Residential Care Specialist and advanced to a Case Manager and Team Leader position at the Autauga Campus. Ms. Ruffin later served as a Youth Services Specialist at the Mt. Meigs Campus prior to her appointment as Campus Administrator.



Dr. Fatima Johnson



Ms. Marique Ruffin

Physical Intervention Review Committee Established

Under the guidance of the Institutional Services Division and the Office of Training and Staff Development, the Physical Intervention Review Committee was established in the spring of 2020. With the evolving DYS student population exhibiting more behavioral and mental health issues, the goal of the committee was to review behavior management interventions used in deescalating and restraining aggressive youth.

- A review of alternatives involving the least restrictive method of force in restraining youth was conducted.
- The committee studied four physical intervention programs and will determine the final program for implementation in 2021.

Autauga Campus Completes PREA Audit

The Autauga Campus was found compliant in their December, 2019 Prison Rape Elimination Act (PREA) audit for juvenile facilities. The audit was conducted during the 1st year of the 3rd cycle. Autauga Campus met all of the national PREA standards and received an 'exceeds standards' score on eight of the standards.

Also in 2020, DYS announced the retirement of Mr. Bobby Latham, DYS PREA Coordinator, who worked for DYS for 25 years. Mr. Latham served as a Case Manager and PREA Compliance Manager for the Vacca campus prior to being appointed as the DYS PREA Coordinator for facilities and community services.

Mt. Meigs Construction Project

The Mt Meigs Construction project continued to make progress in Fiscal Year 2020. After a nearly three-year process, the plans were finalized. Poole and Company Architects conducted an invitation to bid and had four construction companies to respond with Harrison Construction being the low bidder. The scope of work includes a new Intensive Treatment Building, a new Therapy Building, and renovations to the Wallace school. This will enable the school and treatment staff to discontinue the use of modular buildings that have been used far beyond their useful life. The current Intensive Treatment Building had to be abandoned over a year ago due to maintenance and repair costs that were not feasible. The Department is extremely excited about this project finally coming to fruition. The projected timeline is for ground to be broken in February 2021 and completion to be within 365 days.



Aggression Replacement Training (A.R.T.) Introduced to DYS Campuses

The Institutional Services Division and the Office of Training and Staff Development coordinated to host a weeklong train-the-trainer event for Aggression Replacement Training (A.R.T.). A.R.T. is a cognitive-behavioral program that teaches youth to control impulsiveness and anger, to acknowledge the limitations in their current thoughts, emotions, and behaviors, and to learn new skills and coping mechanisms to promote future prosocial behavior.

The goal of A.R.T. is to reduce youth fights and assaults through the use of alternative methods for conflict resolution.

Thirty staff members were selected to participate and become certified trainers for the A.R.T. curriculum. The A.R.T. training was held over a four day period. The certified agency trainers will be responsible for training A.R.T. group leaders at all campuses. Through the A.R.T. program, staff will be able to implement a number of techniques to deescalate conflictual situations.

Special Acknowledgement of Dr. Chandler Muller

DYS would like to give a special thanks to Dr. Chandler Muller, DYS Medical Director, for his leadership on disease prevention and intervention during the COVID-19 pandemic. His leadership warrants a heartfelt thank you for his support, knowledge, and going above and beyond the call of duty during an unprecedented time.

Holiday Events with Youth, Staff, and Volunteers



ADMINISTRATIVE SERVICES

Remote Learning and Counseling Service Upgrades

Due to COVID-19, the Office of Information Technology was immediately tasked with promptly setting up Central Office administrative users to work from their homes to keep DYS operations running as smoothly as possible. As part of this effort, the Mt. Meigs ABSOP program was equipped in order for therapy and counseling services to continue to be provided to students remotely. Furthermore, additional telehealth resources were brought online to minimize the need to transport students for non-emergency medical issues.



Information Technology Services Merger

Halfway through the fiscal year, the DYS School District's IT section was brought under the Administrative Services IT Division. The merger eliminated the duplication of services and consolidated existing staff and equipment resulting in increased speed and efficiency in meeting information technology needs for the agency. After the restructuring, several major technology initiatives for DYS School District were accomplished. These included:

- The School District's technology and testing labs at three DYS campuses were updated.
- The School District's technology infrastructure was streamlined and updated.
- New data servers, network printers and copiers for School District users were installed.
- Teachers' desktops were standardized and upgraded to Windows 10 platform.
- Multiple Promethean Panels were installed for use with distance learning.
- Zoom capabilities were expanded for educators.

DYS Employee Incentive Bonus Program

As part of the DYS Recruitment and Retention Plan, DYS identified the need to develop an employee incentive program for Youth Services Aides and Youth Services Senior Aides. In the spring of 2020, DYS created the Employee Incentive Bonus Program.

- Bonuses are provided quarterly in the amount of \$500, not to exceed \$2,000 per year.
- Employees must meet certain requirements including no unexcused absences within the quarter, minimal tardies, have no formal disciplinary action beyond a counseling, and must be a permanent merit system employee.
- In addition, DYS was able to offer an enhanced hourly rate for employees who worked in a COVID-19 isolation unit.

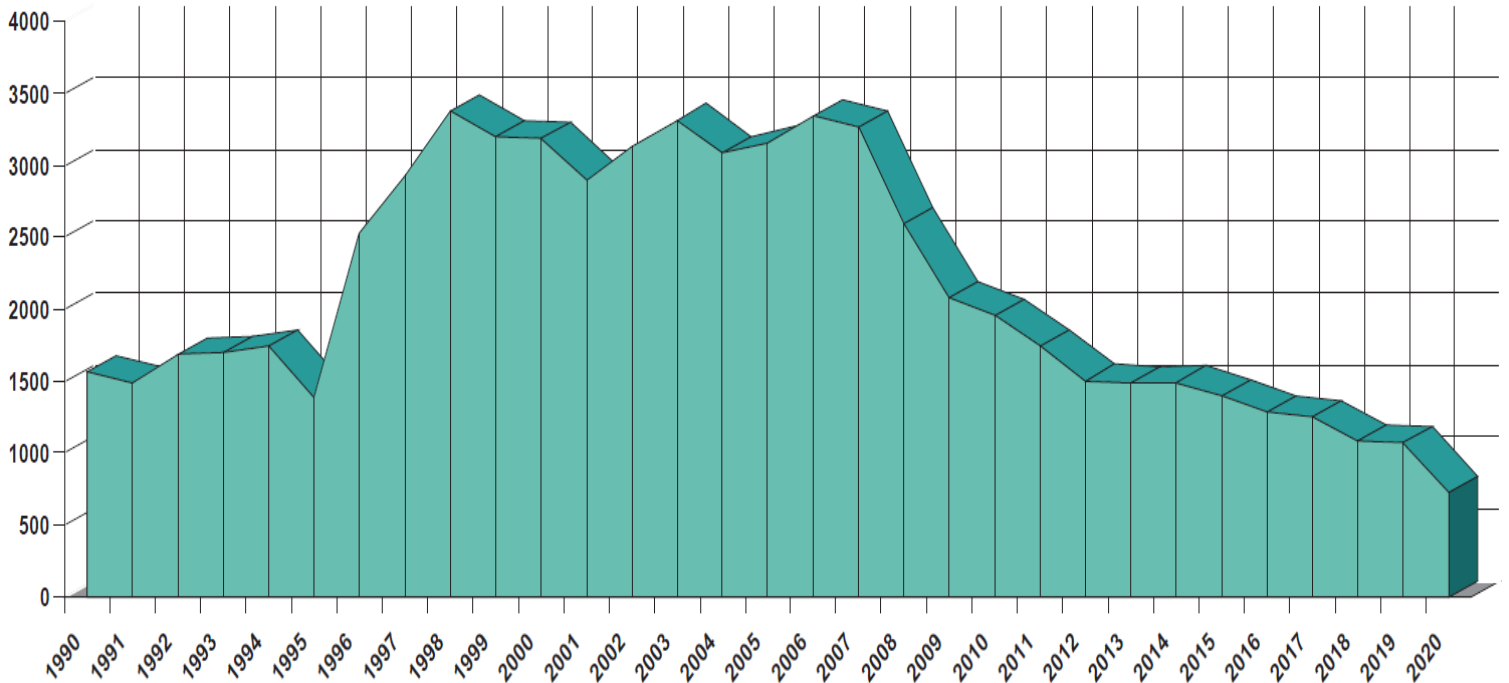
YOUTH SERVICES FINANCIAL STATEMENT

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020
REVENUES					
General Fund	6,004,776	5,704,537	5,704,537	6,704,537	6,704,537
Children First Trust Fund	8,107,317	8,107,317	8,107,074	8,107,317	8,107,318
Education Trust Fund	50,225,815	50,652,652	50,850,897	51,230,341	53,588,339
Special Revenue	31,476,837	31,476,837	30,682,521	29,216,241	16,991,569
Special Programming for Achievement Network (SPAN)	3,565,732	3,565,732	3,565,732	3,565,732	3,565,732
TOTAL FUNDS AVAILABLE	99,380,478	99,507,075	98,910,761	98,824,168	88,957,495
EXPENDITURES					
Personnel Costs	18,081,438	18,338,649	18,305,555	18,961,903	19,079,086
Employee Benefits	7,587,225	7,877,726	8,268,437	8,298,259	8,243,059
Travel In-State	36,498	46,965	44,641	42,352	22,943
Travel Out-of-State	9,880	14,980	12,639	20,505	9,561
Repairs & Maintenance	1,499,001	2,464,875	1,129,259	973,797	803,147
Rentals & Leases	279,105	223,825	230,162	180,834	138,672
Utilities & Communications	1,354,189	1,333,285	1,458,019	1,506,874	1,501,402
Professional Services	15,176,797	14,954,987	14,888,263	13,856,095	11,460,408
Operating Expenses	2,122,649	1,246,705	1,524,830	2,048,162	1,995,210
Transportation Equip Operations	234,546	200,602	216,366	232,460	174,232
Grants & Benefits	46,411,881	47,317,151	47,617,672	47,781,328	29,620,845
Grants & Benefits transferred to SPAN	3,565,732	3,565,732	3,565,732	3,565,732	3,565,732
Capital Outlay	-	-	223,930	136,678	580,734
Transportation Equip Purchases	123,425	60,829	46,264	16,798	69,916
Other Equipment Purchases	466,061	321,102	486,607	1,248,662	491,345
TOTAL EXPENDITURES	96,948,426	97,967,414	98,018,374	98,870,438	77,756,292
LESS REVENUE CARRIED OVER	2,079,331	1,348,224	687,530	(241,789)	11,201,203
LESS REVERSIONS	352,720	191,437	204,857	195,519	-
BALANCE UNENCUMBERED	0	0	0	0	0

DYS BY THE NUMBERS

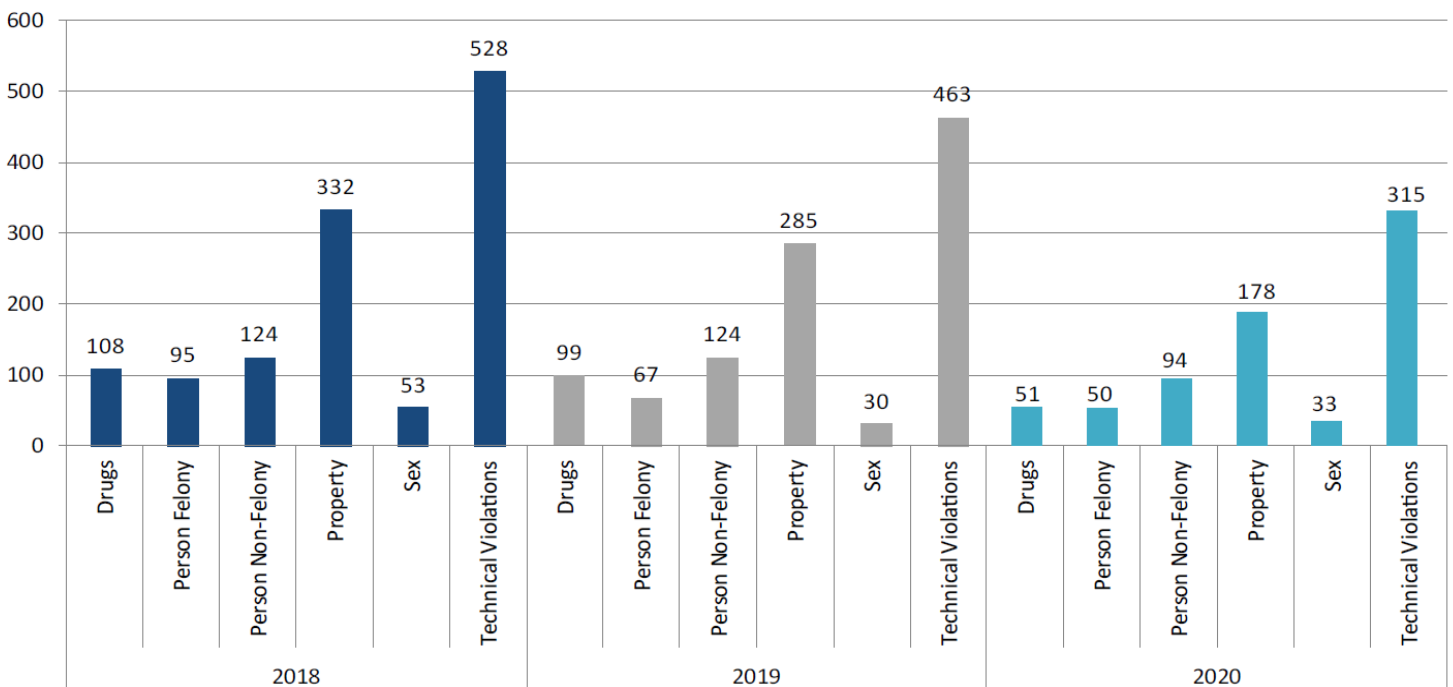
ADMISSIONS BY FISCAL YEAR

Since 2007, DYS has had a steady decline in admissions per year. In 2020, the rate of decline was also influenced by the temporary admissions halt due to COVID-19.



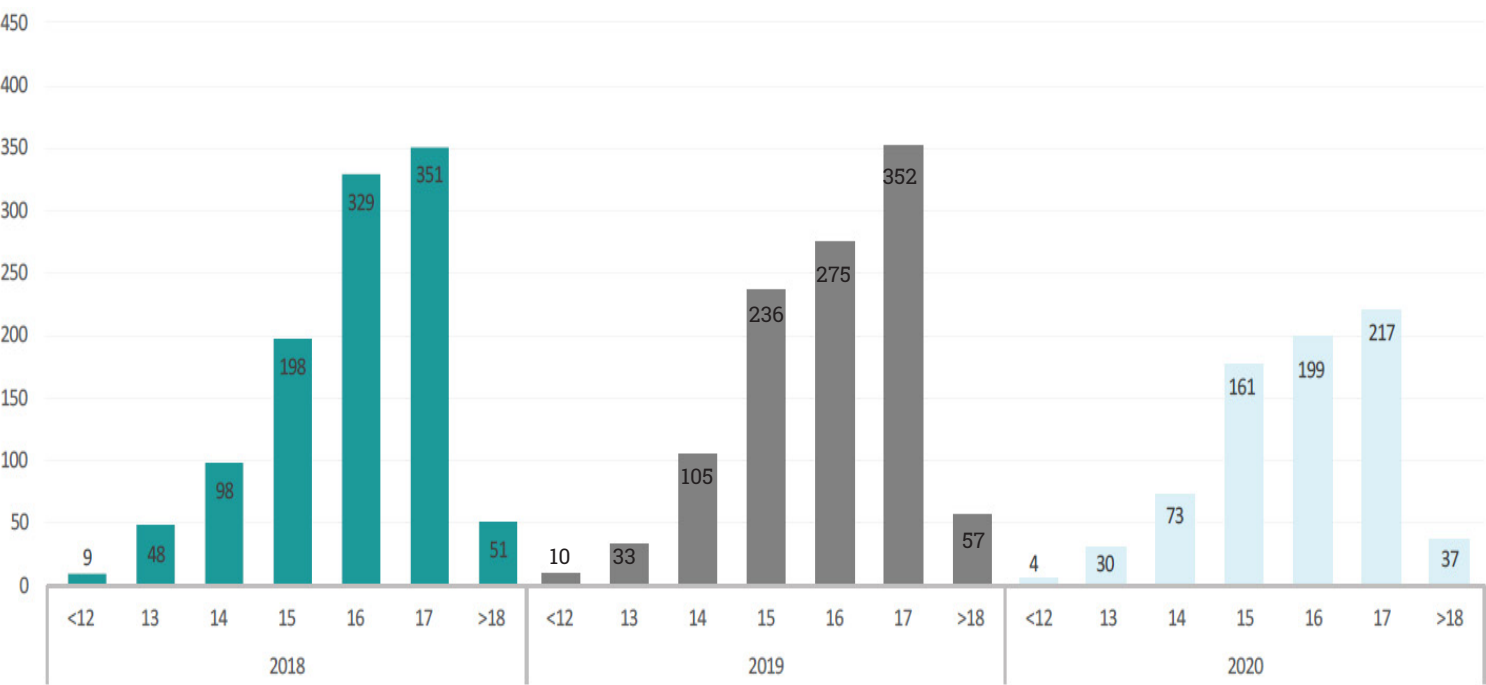
YOUTH BY OFFENSE

Over the past 3 years, technical violations have been the number one reason for admission to DYS. Technical violations include violation of probation. Property crimes continue to be the 2nd highest and person non-felony offenses continue to be the 3rd highest offense for admission.

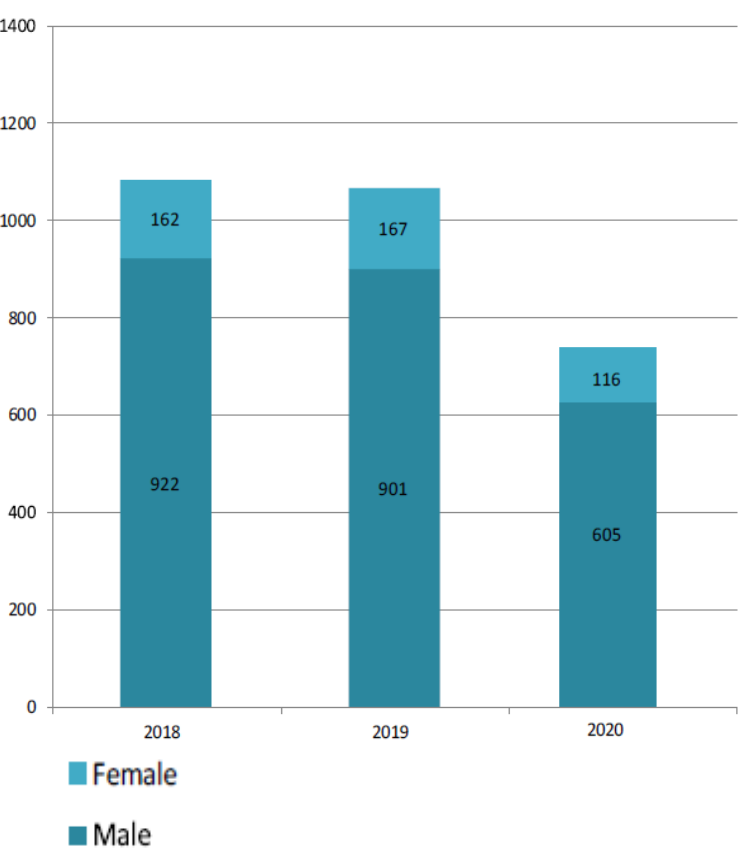


Over the past 3 years, the demographics of youth admissions has remained consistent. The age group with the most youth admissions continues to be 17 years of age followed by 16 and 15 years of age. Female admissions for FY20' was 16% of the overall population, which is slightly up from 15.6% in 2019 and 14.9% in 2018. In regards to ethnicity, 1.5% identified as Hispanic in FY20', which is down from 1.9% in FY19' and 2.8% in FY18'.

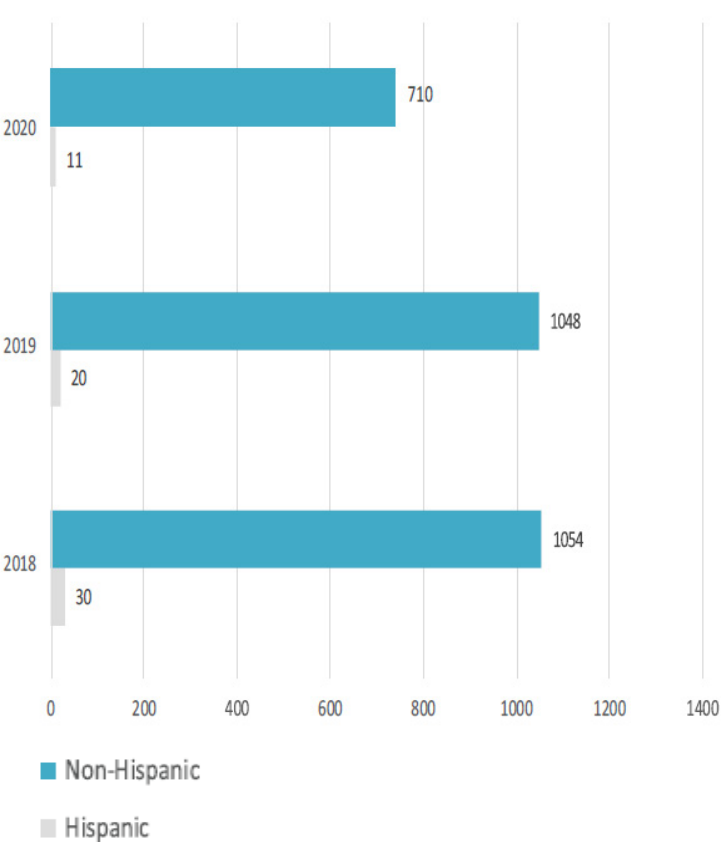
YOUTH BY AGE



YOUTH BY GENDER



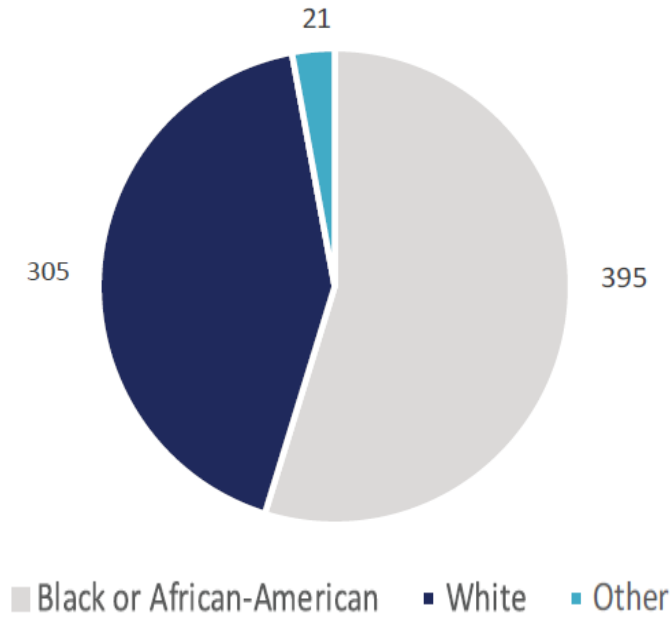
YOUTH BY ETHNICITY



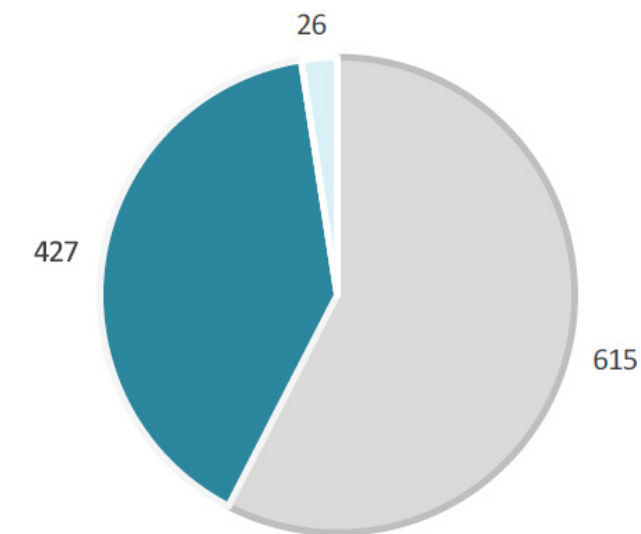
YOUTH BY RACE

For youth admissions by race in FY20', 55% were Black/African-American and 42% were White. This is consistent with the previous two years. In FY19', youth in DYS custody were 57.6% Black/African-American and 40% White. In FY18', youth were identified as 56% Black/African-American and 42% White.

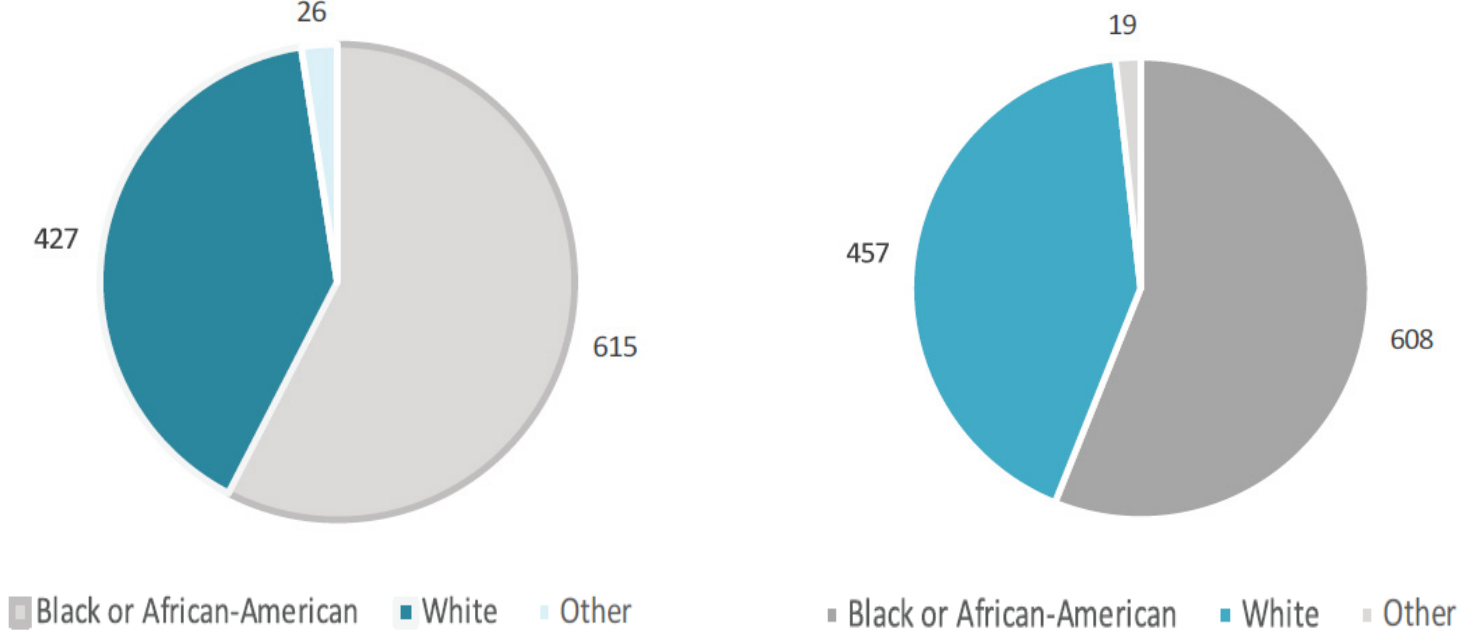
2020



2019



2018





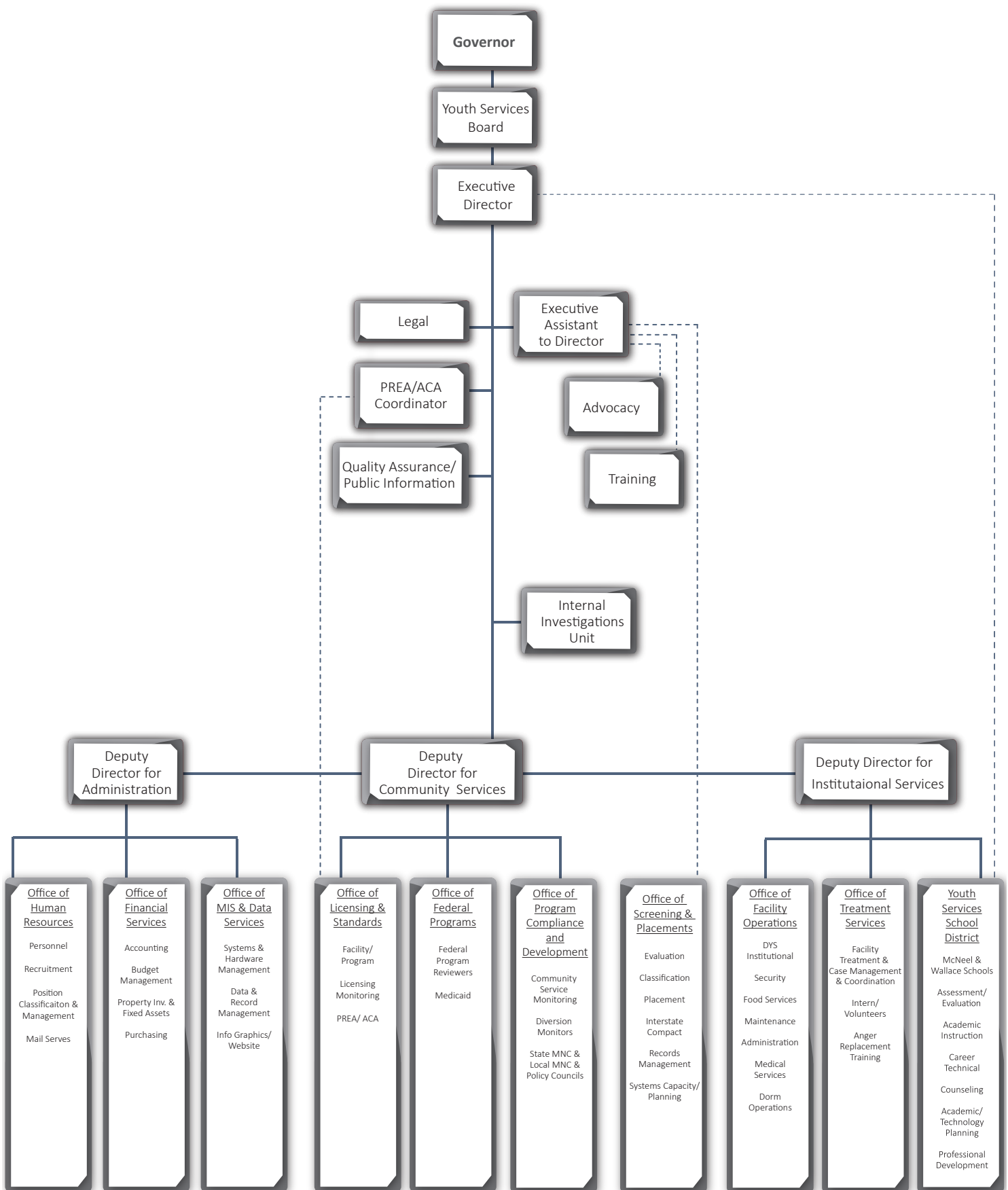
DYS PARTNERS IN RESEARCH

As a part of the statutory mission of the Department, DYS has sought out interagency relationships with state universities to enhance service delivery to youth through program development, direct services to include treatment to specialized populations, and research that informs the field and improves practice. These relationships go back more than twenty years and have benefited both DYS and the various university programs and their students. A few examples of research being conducted with Auburn University's Department of Psychological Sciences and the University of Alabama's School of Social Work's Youth Services Institute are listed below.



- Group Differences in Parental Behaviors in an Adolescent Offending Population
- Multidisciplinary Group Interventions for Adolescents in Residential Treatment
- From Pre-Adjudication to Community Reintegration: A Model for Intervention through Public-Public Partnerships
- Exploring the Effects of Trauma Type and Its Impact on Adolescents Adjudicated for Illegal Sexual Behavior
- Primary and Secondary Psychopathy in Adolescents who Sexually Offend
- Confirmatory Factor Analysis of the Treatment Progress Inventory for Adolescents
- Alabama Juvenile Justice Involved Youth Study: A mixed methods approach to improving recidivism outcomes for youth in Alabama's juvenile justice system (Proposed NIJ Grant)
- Early Recognition of Sexual Exploitation: Changing Perceptions in Juvenile Justice in a Southeastern U.S. State
- Outcome for an Exploration of Adjudicated Girls' School Experiences and Implications for Academic Success
- Upcoming Projects: 1.) Positive Behavior Intervention Supports (PBIS), Tier I and Tier II Interventions: Choice-making; 2.) Positive Behavior Intervention Supports (PBIS), Tier I and Tier II Interventions: Self-Regulated Strategy Development (SRSD); and 3.) Positive Action

ORGANIZATIONAL CHART



THANK YOU TO OUR DYS VOLUNTEERS AND PARTNERS!

Autauga Advisory Board Members

Gwendolyn Anderson
Michelle McGowan
Onya Myhand
Robert Patrick
Constance Reese
Chief Diane Thomas

Mt. Meigs Advisory Board Members

Stephen Carmody
Chantel Foxhall
Omar Neal
Rhonda Oats
Jona Postell
Omar Neal
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Lyord Watson
David Wilkinson

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Antioch District Matrons
Big Brothers
Boys Club
Church United
Deer Foot Community Church
Emmanuel Mission
Epiphany
Faith Temple Church
Fortitude Leadership Academy
Friendship Baptist
Good News
Guiding Light Church
Harvest Community Church
Heritage Baptist
Hope Inspired Ministries
New Start Ministries
Rock of Ages
Taylor Road Baptist Church
Temple Baptist
Travis Ingraham
Trussville Baptist Church
Victory Baptist
Victory Outreach

