



Alabama Department of Youth Services



2021 Annual Report



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 2021 Annual Report. Although the past two years of the COVID-19 pandemic presented us with additional challenges, our agency remained resilient as we continued to focus on the well-being of the youth that we serve. DYS remained steadfast and consistent with the implementation of all protocols and practices that focused on the health and safety of the youth in our custody and our staff. Programs and student movement had to be modified, but that did not deter us from our ability to provide important treatment and educational opportunities for the youth. While many agencies were able to provide their essential services remotely, DYS staff reported to work and provided educational and programmatic services and supervision of youth every day. Our youth and staff were phenomenal in their willingness to accommodate and adjust to the necessary changes.

Despite the continued challenges of COVID-19, DYS moved forward with the implementation, integration, and expansion of key programming and educational opportunities. DYS onboarded two new programs for our youth on our largest campus. Both programs are designed to provide job-readiness skills and experiences that help youth prepare for employment. Youth hear from community leaders about what it takes to be a good employee and begin to find their interests and build a successful work history. DYS also made significant progress with the remodeling and construction initiatives this past year. We are very close to occupying a newly remodeled school, Intensive Treatment Unit, and Student Development Building.

I encourage you and others to review our FY 2021 Annual Report for additional highlights. We are always thankful for the continued support and encouragement we receive from our stakeholders and the community at large. We appreciate the support of our staff, volunteers, and provider and community partners. We are grateful to this administration, the legislature, the court system, and the DYS Board of Directors for their continued support and reassurance. 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.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Steven P. Lafreniere".

Steven P. Lafreniere



TABLE OF CONTENTS

2	Letter from the Executive Director
3	DYS Mission and Vision
4	DYS Board Members
6	Report of the Board Highlights
8	Executive Office
10	DYS School District and Educational Services
12	Community Services
14	Institutional Services
16	Administrative Services
17	DYS Financial Statements
19	DYS By the Numbers
22	DYS University Partnerships
23	DYS Organizational Chart

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 of Directors

OFFICE OF THE GOVERNOR

State Capital
600 Dexter Avenue
Montgomery, AL 36130

HONORABLE KAY IVEY
GOVERNOR

JONATHAN HESTER
GOVERNOR'S REPRESENTATIVE

LEGISLATIVE APPOINTMENTS

Alabama State House
11 South Union Street
Montgomery, AL 36130

WILL BARFOOT
SENATOR

LINDA COLEMAN-MADISON
SENATOR

BARBARA BOYD
REPRESENTATIVE

K.L. BROWN
REPRESENTATIVE

ALABAMA JUVENILE JUDGES ASSOCIATION

HONORABLE JOHN M. MASTIN

Marshall County Family Court
P.O. Box 2256
Albertville, AL 35950

ALABAMA CHIEF PROBATION OFFICERS ASSOCIATION

KAY J. BELL

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

STATE DEPARTMENT HEADS

LYNN BESHEAR / KIM BOSWELL

COMMISSIONER
AL Dept. of Mental Health
100 North Union Street - Montgomery, AL 36130
Proxy: Kim Hammack

KENNETH BOSWELL

DIRECTOR
AL Dept. of Economic and Community Affairs
401 Adams Avenue - Montgomery, AL 36103
Proxy: William Babington

NANCY BUCKER

COMMISSIONER
AL Dept. of Human Resources
50 North Ripley Street - Montgomery, AL 36104
Proxy: Gina Simpson

DR. SCOTT HARRIS

STATE HEALTH OFFICER
AL Dept. of Public Health
RSA Tower Suite 1010 - Montgomery, AL 36130
Proxy: Michele Jones

DR. ERIC MACKEY

STATE SUPERINTENDENT
AL Dept. of Education
P.O. Box 302101 - Montgomery, AL 36130
Proxy: Jason Swann

CONGRESSIONAL DISTRICT APPOINTMENTS

PHILLIP WYNNE
1ST CONGRESSIONAL DISTRICT
4350 Moffat Road
Mobile, AL 36618

JAMES DUPREE
2ND CONGRESSIONAL DISTRICT
6760 Jakefield Road
Montgomery, AL 36117

CHARLES SMITH
3RD CONGRESSIONAL DISTRICT
1280 Sweetwood Court
Auburn, AL 36830

STACIE JENKINS
4TH CONGRESSIONAL DISTRICT
140 Max Graben Circle
Albertville, AL 35950

WILLIAM MCDOWELL
5TH CONGRESSIONAL DISTRICT
P.O. Box 2531
Huntsville, AL 35804

BUDDY AYDELETTE
6TH CONGRESSIONAL DISTRICT
788 Wynwood Road
Trussville, AL 36173

ROBERT DUKE
7TH CONGRESSIONAL DISTRICT
41121 AL Hwy 69
Gallion, AL 36742

DYS OFFICERS OF THE BOARD



CHARLES SMITH
CHAIR



MICHELE JONES
VICE CHAIR



WILLIAM MCDOWELL
SECRETARY/TREASURER

REPORT OF THE BOARD Highlights

Due to the ongoing COVID-19 pandemic, the Youth Services Board met by video conference on March 26th and September 24th, 2021.

COVID-19 Response

During the March meeting, Mr. Lafreniere provided the board with a presentation outlining the impact of COVID-19 on the agency. The first distinct impact was the number of youth in DYS custody. The average daily census declined by 37% over the first 12 months of the pandemic (April 2020 - March 2021). Initially, intake of youth was delayed and youth who were close to completing their treatment program were released earlier than would have usually been the case.

The trend in the number of youth coming into DYS programs remained at a significantly lower level throughout the remainder of the year. At specific times during the year, there were temporary spikes in the number of youth admitted. The lower census allowed DYS to maintain adequate staffing levels despite the number of direct care staff who were affected by illness and had to quarantine.

- Over 80 staff tested positive for COVID-19 with many becoming seriously ill. One staff member passed away and many lost family members.
- One hundred and eighty-eight (188) employees were absent from work, which totaled 10,453 hours of emergency paid sick leave. During this time, countless staff members worked overtime to maintain proper coverage in the living areas.
- Throughout FY 2021, cases among youth in custody remained manageable. During the 12-month period from April 2020 to March 2021, 507 youth were tested for COVID-19, with 34 youth testing positive.

Staff Recruitment Efforts

Staff recruitment and retention remained a challenge. To assist in recruitment efforts, a new video was produced to highlight employment opportunities at DYS. The video can be viewed on the DYS website and LinkedIn account. It will also be utilized in job fairs and other recruitment efforts.

New Programs Implemented in FY 2021

Despite the challenges of COVID, new student programs were implemented to help prepare students for their return to their home communities. In January 2021, the Mount Meigs Campus initiated a job readiness program with Hope Inspired Ministries (HIM). Youth could qualify for the program by having earned their GED or diploma. Youth are also able practice their job skills during a three week on-campus internship.

A new de-escalation and physical intervention training model was also selected for implementation at each of the DYS facilities. The MANDT program will replace the current model and will focus more on the de-escalation steps before physical intervention techniques are employed.

A new substance abuse program was added at the Autauga Campus and the Aggression Replacement Training (ART) program was implemented at all campuses.

Diversion Programs

At the September meeting, Mr. Pat Pendergast, Deputy Director of Community Services, updated the Board on the Department's diversion grant programs. Starting in FY 22', there will be 55 diversion grant programs serving 66 counties. These highly successful programs served over 1,700 youth in 2021.

The OurKids initiative was reviewed during the FY 21' year and a new Request for Proposals was issued. This joint program supported by DYS, the Department of Mental Health, and the Department of Human Resources serves youth who are involved with two or more of these agencies. A panel representing all three agencies selected seven programs for funding.

Election of Officers

At the March Board meeting, the current slate of officers was unanimously elected to continue in their roles. Mr. Charles Smith will serve as Chairperson, Ms. Michele Jones as Vice-Chair, and Mr. William McDowell as Secretary.

Each quarter the Youth Services Board recognizes an employee who goes above and beyond their job duties. For FY 20' and FY 21', DYS also recognized DYS Employees of the Year. The employees of the year for FY 20' and FY 21' along with the employees of the quarter for FY 21' are highlighted below.

Zenas Fishoe



Janice Miller, RN



FY 2020 & 2021 DYS Employees of the Year

Zenas Fishoe - FY 2020 Employee of the Year

Mr. Fishoe is a Team Leader on the Mt. Meigs Campus. Mr. Fishoe is a model team leader for all because he leads by example. His management skills in combination with his personality motivates his staff and builds teamwork within the unit. Mr. Fishoe is dependable, approachable, and always professional. He is always willing to lend a helping hand with a smile. Mr. Fishoe educates, counsels, and leads with a positive mindset. He is fair and consistent in his directive and expectations of the DYS youth placed under his care as well as the staff he supervises.

Janice Miller, RN - FY 2021 Employee of the Year

Since being hired at Autauga, Nurse Janice Miller has one above and beyond for the students and staff at Autauga. Her dedication to DYS has been exemplarily. During the 2020 COVID-19 pandemic, Nurse Miller spearheaded the Department's response on how the agency would keep our facilities safe despite the staff shortages. Nurse Miller worked diligently with DYS Executive Staff, the DYS Medical Director, and staff nurses on all campuses to ensure supplies were available and staff received up to date information on COVID-19.

FY 2021 DYS Employees of the Quarter

Ms. Mary Pruitt is a Youth Services Aide who works hard to ensure the youth have a safe and comfortable environment. She maintains a positive relationship with her co-workers and displays dedication to the agency. Ms. Pruitt shows passion, positive attitude towards the youth, punctuality for work, and flexibility when assigned different tasks. She is a valuable asset for DYS.

Coach Tyrone Adams utilizes his position as YSA/Recreation Director to help students focus on the positive. He spends time with the students and teaches them about sports and important life skills. Coach Adams exhibits calmness and patience and encourages youth to be their best in all they do. He is always personable and approachable to his students, while remaining professional at all times.

Ms. Verlisia Stafford is a Youth Services Aide who has gone above and beyond her duties by providing hands-on training to new staff, voluntarily working overtime in her unit, decorating, creating fun mentor challenges/behavior incentives for students, and being an overall knowledgeable and considerate caregiver. She is a pillar of support for her fellow coworkers.

Ms. Starr Weaver is a Youth Services Senior Aide and Focus Team member who is dedicated to the rehabilitation of the students. Ms. Weaver builds relationships with the students and has earned their respect by being fair, firm, consistent, and positive in her individual approach. Ms. Weaver has a genuine concern for the success and betterment of all students.



EXECUTIVE OFFICE

The Executive Office directly oversees the Offices of Training and Staff Development, Screening and Placement, Quality Assurance, Advocacy, Public Information, Legal, and Special Investigations. Each office provides support to both central office and facility staff. FY 2021 highlights are listed below.

Training & Staff Development

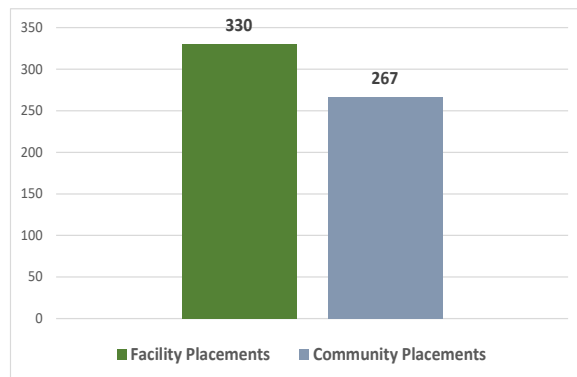
The central purpose and role of the Alabama Department of Youth Services' (DYS) office of Training and Staff Development (TSD) is to develop, deliver, and facilitate training which promotes professionalism and competency among DYS employees. Key accomplishments for FY 2021 include the following:

- **NEW EMPLOYEE ORIENTATION** - During FY 2021, there were **40 new DYS employees** trained and a total of **720 hours of training** provided to new employees during the three-week New Employee Orientation sessions.
- **WEB-BASED TRAINING** - DYS employees each received a total of **20 hours of web-based training** on all 26 topics mandated by American Correctional Association standards and DYS policy.
- **MANDT SYSTEM TRAINING** - In July, 2021, **14 DYS employees** successfully completed a four day train the trainer program for the Mandt System (TMS). The Mandt System is a healthy-relationship based, learning, and development platform designed to promote prevention, de-escalation, and intervention approaches. TMS provides train-the-trainer programs to decrease workplace violence in any setting where conflict, verbal aggression, or physical violence is likely to be present. The 14 DYS employees received certification to train other DYS employees to utilize the relational, conceptual, and technical components of the system. The purpose of the relational component of TMS is to teach staff to maintain interactions between people that result in safety being ensured (physical, psychological, social, and emotional), needs being met, and goals being achieved.



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. For FY 2021, there were 330 facility placements (Mt. Meigs, Vacca, & Autauga campuses) and 267 community placements (contract residential providers).



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. The Office of Quality Assurance oversees the implementation of facility improvement planning, PbS data collection, and incident reporting.

Facility Improvement Planning - Key Accomplishments

- The Mt. Meigs Campus** 1.) Added additional programming that includes the Aggression Replacement Training Program, the Hope Inspired Ministries Program, and the IN2Work Program, 2.) Developed an assessment protocol for youth to determine risk level in order to reduce frequency and time spent in confinement, and 3.) Updated written guidelines for de-escalation strategies to utilize with youth.
- The Vacca Campus** 1.) Established the Youth Executive League which provides leadership opportunities for the youth on campus, 2.) Hired a Campus Activity Coordinator to expand programs and recreational activities, and 3.) Revised the youth daily earnings incentive matrix which includes alternatives to confinement and incentives for positive behavior.

DYS Completes Annual PbS Site Visit

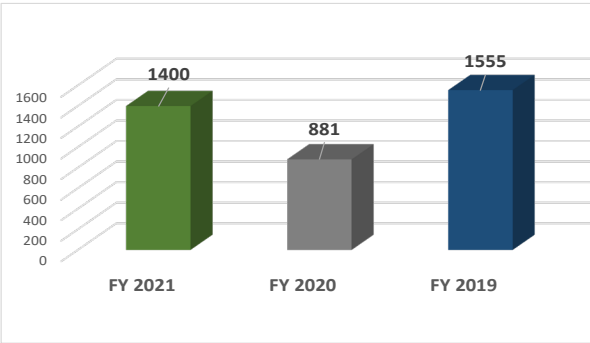
During the month of June, DYS participated in the agency's annual Performance-based Standards (PbS) site visit. Ms. Lois Jenkins, the current PbS Coach for DYS, and Ms. Joyce Burrell, the new PbS Coach for DYS, met with staff to tour the three campuses, review data quality, and review the performance profile reports. The campus quality assurance teams reviewed critical outcome measures, discussed key accomplishments, and identified areas for improvement.

During the annual site visit, each campus and central office provided Ms. Lois Jenkins with a token of appreciation for all of her support over the years and congratulated her on her retirement. Ms. Joyce Burrell was welcomed with open arms as the new PbS coach for DYS.



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. In FY 2021, the Advocacy Unit received and investigated 1,400 youth grievances compared to 881 grievances filed in FY 2020 and 1,555 grievances filed in FY 2019. There were 335 advocacy visits for FY 2021.





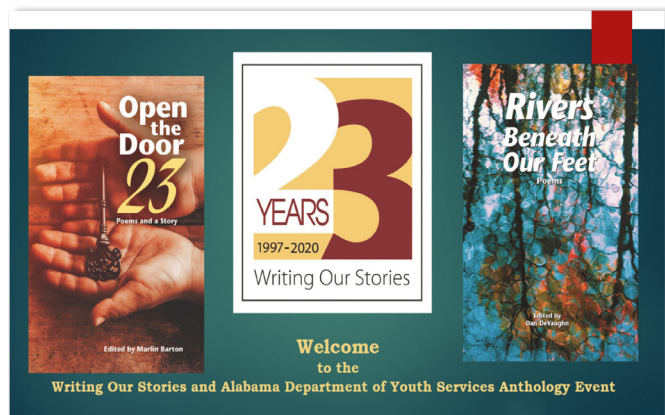
DYS SCHOOL DISTRICT AND EDUCATIONAL SERVICES

The DYS 210 School District operates three year-round schools: Lurleen B. Wallace School on the Mt. Meigs Campus, Adele G. McNeel School on the Vacca Campus, and the Lurleen B. Wallace Annex on the Autauga Campus. The DYS School District is recognized by the Alabama State Board of Education and accredited by AdvancEd Southern Association of Colleges and Schools (SACS).

Celebrating Our Graduates

In July 2021, both Vacca and Mt. Meigs campuses celebrated the graduation of our DYS youth. Sixteen students received their GED and four students received their high school diploma. The graduation programs included honors ceremonies, tributes to scholars, introduction of graduates and awards, special presentations, and presentations of diplomas. The students and staff at each campus enjoyed a reception following the ceremony.

Celebrating 23 Years of the Writing Our Stories Program



On November 13th, 2020, DYS presented the *Open the Door 23* and *Rivers Beneath Our Feet* publications. This year marked the 23rd year of the anthology-reading event. The presentation of both books featured select readings by former students, their representatives, and Marlin Barton and Dan DeVaugh, the teaching writers and anthology editors. All three campuses participated in the event.

Student Literary Art Award Winners

Select youth participated in the 2021 State of Alabama High School Literary Art Awards Ceremony. DYS students submitted literary works (poetry, prose, etc.) into the competition. The DYS students competed against schools that included Alabama School of Fine Art, BTW Magnet School, LAMP, Oak Mountain High School, and approximately 25 others. Three DYS students won awards including one youth at the McNeel School on the Vacca Campus and two youth at the Wallace School on the Mt. Meigs Campus. The awards include Judge's Special Recognition & Certificate of Merit in Poetry. DYS is proud of the student accomplishments and the success of the Writing Our Stories program.

DYS Expands Post-Secondary Educational Opportunities for Youth

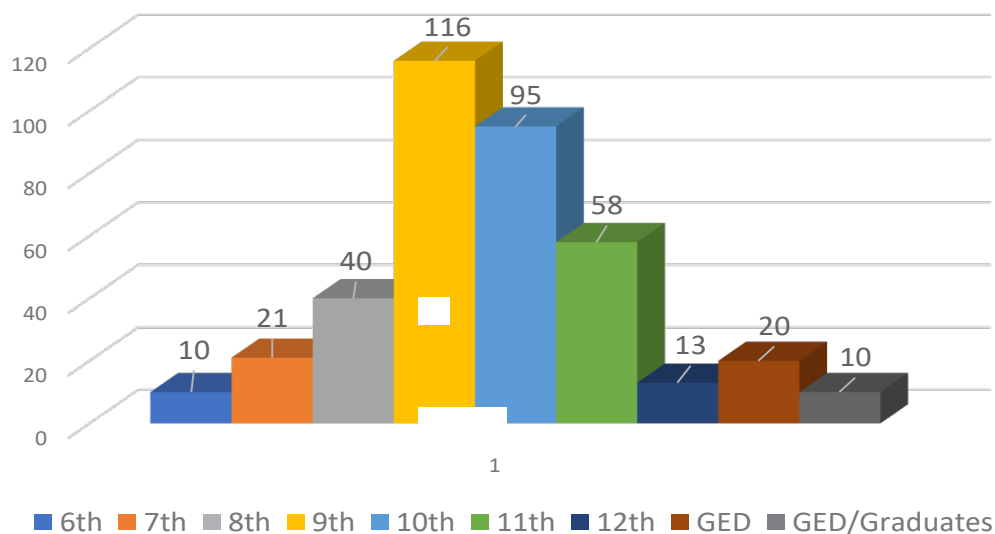
DYS expanded post-secondary educational opportunities for youth at the Mt. Meigs Campus. In FY 2021, two DYS students enrolled in institutions of higher learning which include Trenholm Community College and Alabama A & M University. It is the goal of the agency to expand educational opportunities to additional students in the near future.

New at McNeel & Wallace Schools

McNeel School received technology upgrades which included new smart screens, promethean boards, and desk top computers. The school also added a new music arts program. In the first year of the program, students began producing their own musical pieces, which were featured at the school's graduation ceremony. Wallace School reestablished the Welding Program with the hire of a new Welding teacher.

DYS SCHOOL DISTRICT HIGHLIGHTS

Student Enrollment by Grade Level



Academic Achievements



4 High School Diplomas



16 GEDs



National Career Readiness Certificates
BRONZE - 4
SILVER - 1

Career Technical Education

Business Management & Administration

Associate Certifications	4
Expert Certifications	3
Microsoft Word	14
Microsoft Powerpoint	12
Microsoft Excel	4
Microsoft Word Expert	3
Microsoft Excel Expert	2
Microsoft Access Expert	3

Brick Masonry

NCCER Certification	2
Modules Passed	12

Carpentry

NCCER Certification	1
Modules Passed	20

COMMUNITY SERVICES

The Community Services Division at DYS is responsible for the development and support of community based services through monitoring private provider contracts and licensing of all juvenile facilities (detention centers, group homes, and other residential facilities). This division is also responsible for PREA certification and compliance of community residential programs, federal programs monitoring, participation in Multi-Needs Facilitation teams, and monitoring diversion programs (residential, educational, and community based).

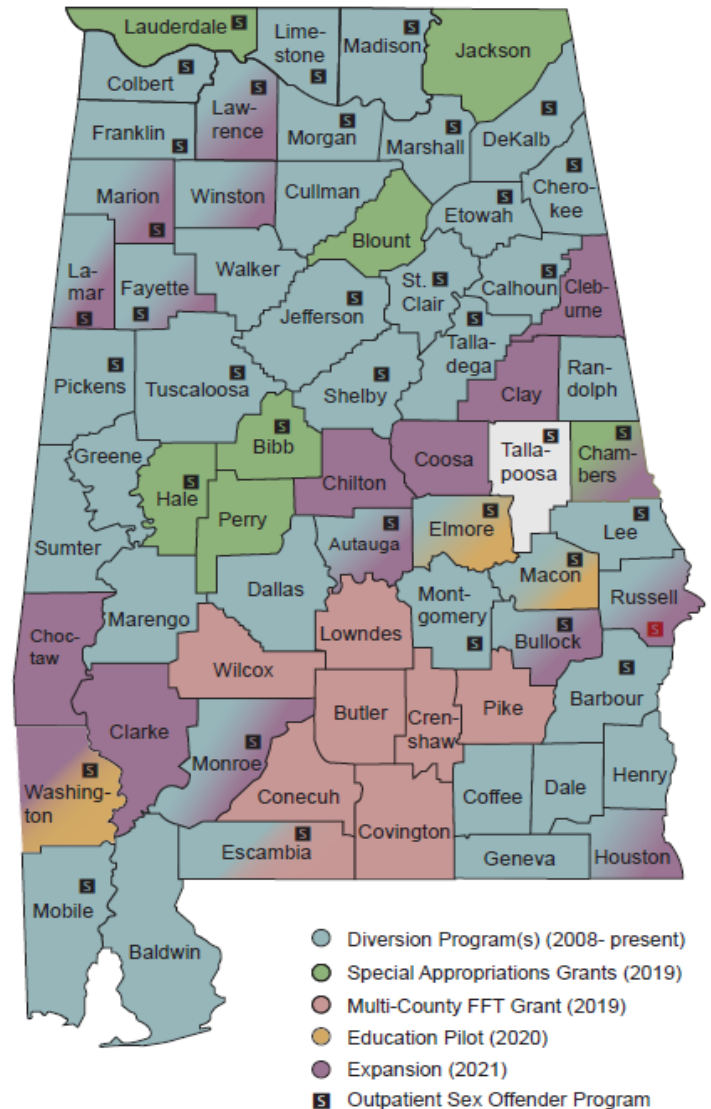
Diversion Program Expansion

The Community Services Diversion Program creates community-based placement alternatives for the juvenile courts throughout Alabama. In FY 2021, the Community Services Diversion Program expanded to include thirteen additional programs throughout Alabama. Program expansion included the following counties.

- **5 Northwest Counties** - Marion, Lamar, Winston, Lawrence, & Fayette
- **4 Southwest Counties** - Washington, Clarke, Choctaw, & Monroe
- **2 East Central Counties** - Bullock & Russell
- **2 Central Counties** - Chilton & Autauga

In addition to the thirteen additional diversion programs, the Community Services Division collaborated with the University of Alabama's Youth Services Institute (YSI) to expand training opportunities for professionals and out-patient services for youth with problematic sexual behaviors. Additional program expansion for this population group includes:

- **2 Additional Contracted Treatment Providers** - Calhoun & Etowah Counties
- **15 Clinical Candidates Trained** - Trained as certified providers for the courts and DYS. Currently there are 29 statewide certified providers for youth with problematic sexual behavior.



Our Kids Initiative

The OUR KIDS initiative was revisited this year for the first time since 2008. From its inception as a multiagency supported service in 2002, the OUR KIDS initiative targeted those youth who fell into the gap between the Department of Human Resources (DHR), the Department of Mental Health (DMH), and the Alabama Department of Youth Services (DYS). A request for proposal was announced in March 2021 and a multiagency panel selected seven programs to fund for the beginning in FY 22'. These programs serve youth and families who are involved with two or more state agencies (DHR, DMH, and/or DHS).

New Community Provider for Specialty Population

The program DHS once used for Intellectually/Developmentally Impaired (I/ID) youth has transitioned from Laurel Oaks Behavior Health to Pathway/ Baldwin County. DHS is appreciative of the many years of service provided by our partners at Laurel Oaks. DHS originally pursued specialized services for youth with I/DI in the 1990's. DHS has supported special programming in a separate environment for nearly 25 years. Services are designed to address the special needs of this population and make accommodations in content, duration, and intensity of the program. We look forward to these services being provided by our new contractor, Pathway Inc.

Program Monitoring

The Community Services staff monitor and provide technical assistance to the diversion programs and services across the state. Each community program receives a minimum of 2 visits per year. These visits, along with visits by DHS Advocates, creates a system of multiple reviewers who are able to observe facilities for program compliance and the welfare of youth in DHS custody. The figure below breaks out the visits by number and type.

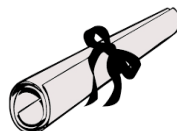


Educational Achievements

Youth in DHS community placements receive educational services that are registered with the Alabama State Department of Education (ALSDE) as Specialized Treatment Centers (STC). These educational programs offer classes with certified teachers, provide on-line classes and/or credit recovery, and GED prep. These educational services are supported by ALSDE and Local Educational Agencies (LEA) in the county where they are located.



**7 High School
Diplomas Earned**



14 GED's Earned



INSTITUTIONAL SERVICES

The Institutional Services Division is responsible for the management and oversight of all DYS operated facilities. The DYS operated facilities are the Mt. Meigs, Vacca, and Autauga Campuses. The Mt. Meigs facility is the most secure and houses older youth. The Vacca facility is a secure facility that provides services to generally younger adolescents 12-16 years of age. The Autauga facility is an intensive 28-day outdoor adventure based program designed to meet the needs of lower risk youth who do not have extensive involvement in the juvenile justice system.

DYS Brings Hope Inspired Ministries Program to the Mt. Meigs Campus



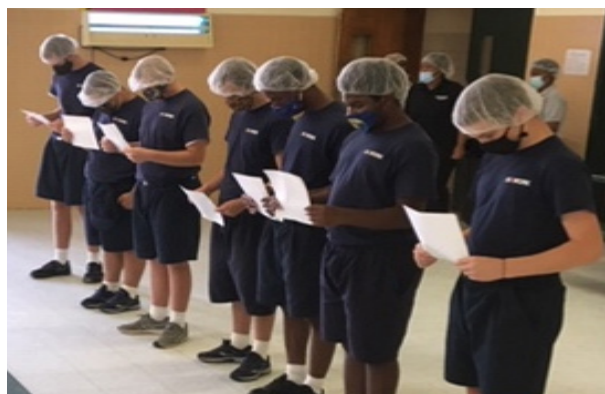
In FY 2021, the Hope Inspired Ministries (H.I.M.) Program was added to the programming curriculum of the Mt. Meigs Campus. The H.I.M. Program serves individuals by preparing and equipping them to obtain, maintain, and excel at employment. The H.I.M. staff help students hit the reset button on their lives by developing employment and life skills that will lead them to self-sufficiency. Graduates of the H.I.M. Program leave feeling more confident of their ability to shape not only their own lives, but also to participate in the communities where they live.

Classes provided to youth include the following topics: Soft skills, employment skills, financial literacy, character building, documentation assistance, spirituality, life-coaching, and support systems. Once the youth complete the entire H.I.M. Program, a graduation ceremony is held on the campus to celebrate youth achievements.

Mt. Meigs IN2 WORK Program

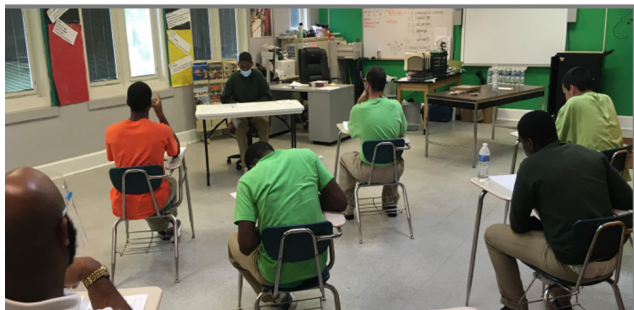
The IN2 WORK Program began at the Mt. Meigs Campus in June, 2021. The youth participating in the program are taught basic kitchen skills including food preparation. Classes are held on Fridays from 9-11 am in the dining hall with eight youth participating in each class. Youth selected for the program must be in grade 13 or 14, have good behavior, be able to work with others, and able and willing to follow instructions.

The IN2 Work Program consists of 9 modules that review the following: Personal Hygiene, Kitchen Sanitation and Cleanliness, Food Handling, Storage and Rotation, Temperature for Food Safety, Kitchen Equipment, Tools and Terminology, Safety, Recipes, Prep Sheets and Pull Process, and Success in the Food Service Industry. A final exam is given to the youth. After successfully completing the program, a graduation ceremony is held.



Vacca Campus Youth Council Provides Leadership Opportunities

The Vacca Campus Youth Executive League (YEL) was established in FY 2021 to provide opportunities for youth to develop leadership skills and exhibit positive peer models for other youth. The council is comprised of two youth per dorm with elected student officers. Youth members of the YEL develop ideas for monthly YEL sponsored events and share peer concerns. The YEL is registered with the national Student Government Association.



DYS Youth Participate in National Youth Forum

In October, 2020, two youth from the Mt. Meigs Campus participated in a national panel of youth who are currently in juvenile justice facilities across the country. The forum was developed by the Behavioral Health Committee of the Council of Juvenile Justice Administrators (CJJA) for the purpose of sharing the perspective of youth on current issues and encouraging them to use their voices in a productive way. The youth shared their voice through creative expression. As panel participants, the youth answered questions from the moderator. Topics included racial disparities and injustice, experiences of being a system-involved youth, and how communities can help youth stay out of the system.

New Substance Abuse Program for the Autauga Campus

The Autauga campus augmented their program in 2021 by offering substance abuse (SA) treatment through a contract with The Bridge, Inc. Youth who are staffed to go to the short-term program at Autauga can also be assessed for substance abuse needs and provided treatment in an extended program. It is the goal of DYS to enhance all residential programs by ensuring substance abuse services are available for youth with intervention and/or treatment needs.

DYS Staff Attend the PbS Awards Banquet & the American Correctional Association Conference

DYS Campus Administrators participated in the annual PbS Awards Banquet held on Friday, August 13th in Nashville, TN. The banquet honored award winners, which included one correction, one detention/assessment, and one community residential program that best exemplified the PbS improvement model to achieve positive outcomes for youths, staff, and families.

While in Nashville, Mr. Steve Lafreniere attended the Council on Juvenile Justice Administrator's summer business meeting, Dr. Shannon Weston attended the annual PbS State Coordinator's Training, and Ms. Lisa Williams, Ms. Marique Ruffin, Ms. Angie Toney, and Dr. Fatima Johnson participated in the American Correctional Association's annual conference.



The Accountability Based Sex Offense Prevention Program Upgrades to a New Electronic Records System

The Accountability Based Sex Offense Prevention Program, operated by Auburn University's School of Psychology, transitioned to an electronic medical record or EMR system this year. The software, Titanium, will provide greater efficiency and accountability of documentation, effective oversight and supervision of treatment, and coordination of student treatment schedules with the school and other campus activities.

ADMINISTRATIVE SERVICES

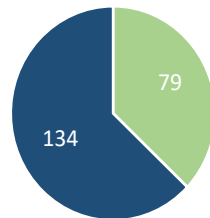
The Administrative Services Division is responsible for the Offices of Human Resources, Information Technology, Accounting, Purchasing, and Property Management. Highlights for FY 2021 are listed below.

Staff Recruitment & Retention

The Office of Human Resources is responsible for recruiting and hiring new employees and assisting current employees. Human Resources serves DYS employees by providing ongoing support that included employee relations, implementing staff recruitment and retention strategies, and overseeing performance evaluations. In FY 2021, DYS employed 337 full-time employees, with 54% being front line dorm and security staff. Approximately 30% of all staff are Youth Services Aides (YSA).

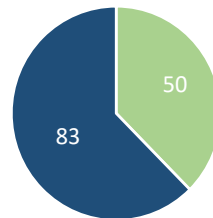
- **New Hires** - 79 new hires in all classifications, with 50 new hires in the Youth Services Aide job classification.
- **Separations** - 134 separations in all classifications, with 83 separations in the Youth Services Aide job classification. DYS experienced a 52% turnover rate for YSAs.

Hires and Separations - All Staff



■ Hires ■ Separations

Hires and Separations - Youth Services Aides



■ Hires ■ Separations

Mt. Meigs Campus Construction Project

The Administrative Services Division provides oversight for the ongoing construction projects at the Mt. Meigs Campus. Construction work began in January 2021 for three major projects, which include a new Intensive Treatment Unit (ITU), a treatment/therapy building, and a complete renovation of the Lurleen B. Wallace School. The remodeled school will have sufficient space to accommodate all of the students with restructured classrooms which will separate the ABSOPP (sex offenders) and general populations. A therapy/treatment building will be adjacent to the school and will provide offices for treatment staff, group therapy rooms, and assessment and testing spaces. The new ITU will be able to house 16 youth in pods of four. The projects were designed by Poole and Company Architects and J. T. Harrison Construction Company serves as the general contractor. Work is scheduled for completion by early Summer of 2022.



YOUTH SERVICES FINANCIAL STATEMENT

	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021
REVENUES					
General Fund	5,704,537	5,704,537	6,704,537	6,704,537	12,704,537
Children First Trust Fund	8,107,317	8,107,074	8,107,317	8,107,318	10,126,407
Education Trust Fund	50,652,652	50,850,897	51,230,341	53,588,339	53,588,339
Special Revenue	31,476,837	30,682,521	29,216,241	16,991,569	19,255,362
Special Programming for Achievement Network (SPAN)	3,565,732	3,565,732	3,565,732	3,565,732	3,565,732
TOTAL FUNDS AVAILABLE	99,507,075	98,910,761	98,824,168	88,957,495	99,240,377
EXPENDITURES					
Personnel Costs	18,338,649	18,305,555	18,961,903	19,079,086	19,169,641
Employee Benefits	7,877,726	8,268,437	8,298,259	8,243,059	7,993,256
Travel In-State	46,965	44,641	42,352	22,943	28,404
Travel Out-of-State	14,980	12,639	20,505	9,561	7,764
Repairs & Maintenance	2,464,875	1,129,259	973,797	803,147	1,244,228
Rentals & Leases	223,825	230,162	180,834	138,672	200,562
Utilities & Communications	1,333,285	1,458,019	1,506,874	1,501,402	1,358,277
Professional Services	14,954,987	14,888,263	13,856,095	11,460,408	15,964,452
Operating Expenses	1,246,705	1,524,830	2,048,162	1,995,210	2,370,088
Transportation Equip Operations	200,602	216,366	232,460	174,232	229,685
Grants & Benefits	47,317,151	47,617,672	47,781,328	29,620,845	32,559,362
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	5,403,343
Transportation Equip Purchases	60,829	46,264	16,798	69,916	71,695
Other Equipment Purchases	321,102	486,607	1,248,662	491,345	772,957
TOTAL EXPENDITURES	97,967,414	98,018,374	98,870,438	77,756,292	90,939,445
LESS REVENUE CARRIED OVER	1,348,224	687,530	(241,789)	11,201,203	8,300,932
LESS REVERSIONS	191,437	204,857	195,519	-	-
BALANCE UNENCUMBERED	0	0	0	0	0

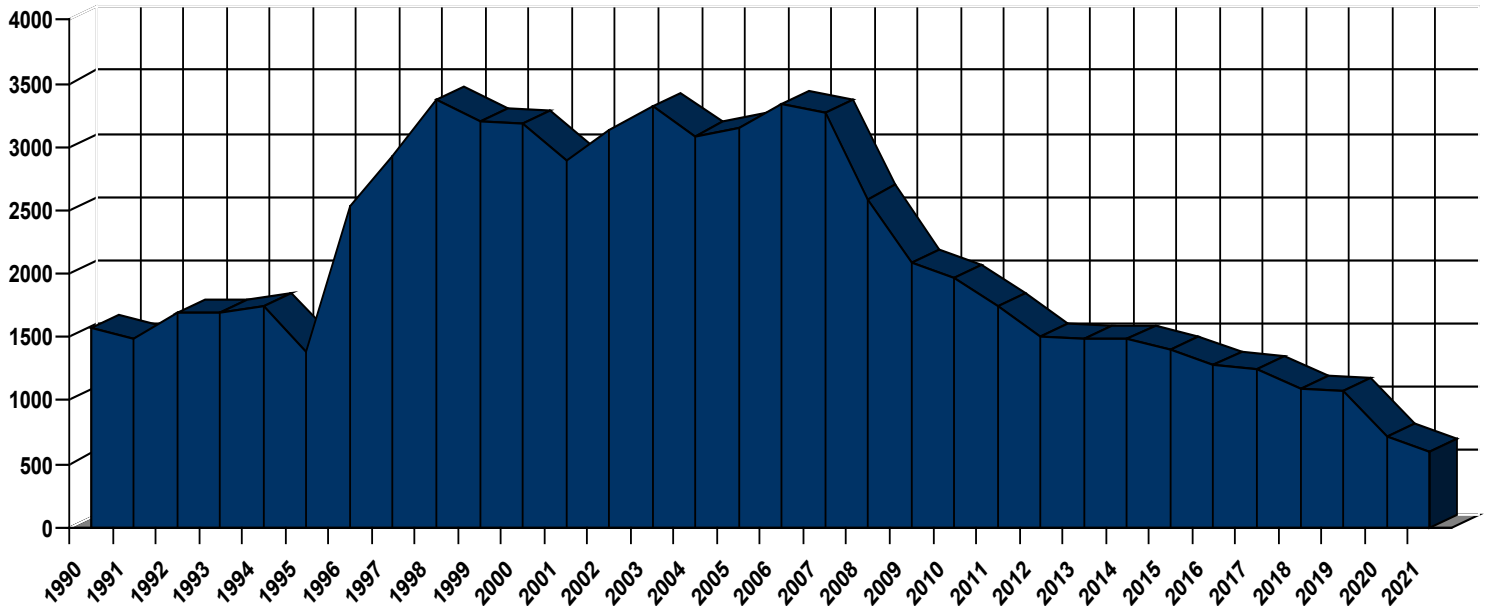
SCHOOL DISTRICT FINANCIAL STATEMENT

	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021
REVENUES					
General Fund	-	-	-	-	-
Education Trust Fund	6,392,669	6,396,945	6,522,499	5,414,481	6,733,348
Special Revenue	436,255	307,237	416,836	315,521	508,342
TOTAL FUNDS AVAILABLE	6,828,925	6,704,182	6,939,335	5,730,002	7,241,690
EXPENDITURES					
Personnel Costs	4,074,451	3,780,114	3,779,776	3,749,097	4,010,322
Employee Benefits	1,383,098	1,347,673	1,330,563	1,325,573	1,377,421
Travel In-State	13,771	8,463	10,187	1,894	6,935
Travel Out-of-State	-	-	-	-	-
Repairs & Maintenance	13,865	3,893	5,545	7,338	82,227
Rentals & Leases	13,561	12,211	12,531	8,638	11,413
Utilities & Communications	130,785	162,572	60,000	110	-
Professional Services	121,715	36,366	89,705	82,551	68,350
Operating Expenses	150,697	134,536	217,859	150,889	291,867
Transportation Equip Operations	1,287	787	689	-	-
Grants & Benefits	794,405	1,103,044	1,272,000	290,472	1,010,661
Capital Outlay	-	-	-	-	-
Transportation Equip Purchases	-	-	-	-	-
Other Equipment Purchases	93,719	89,375	131,836	113,440	382,494
TOTAL EXPENDITURES	6,791,353	6,679,032	6,910,691	5,730,002	7,241,690
LESS REVENUE CARRIED OVER	37,572	25,150	28,644	0	0
LESS REVERSIONS	37,572	25,150	28,644	-	-
BALANCE UNENCUMBERED	0	0	0	0	0

DYS BY THE NUMBERS

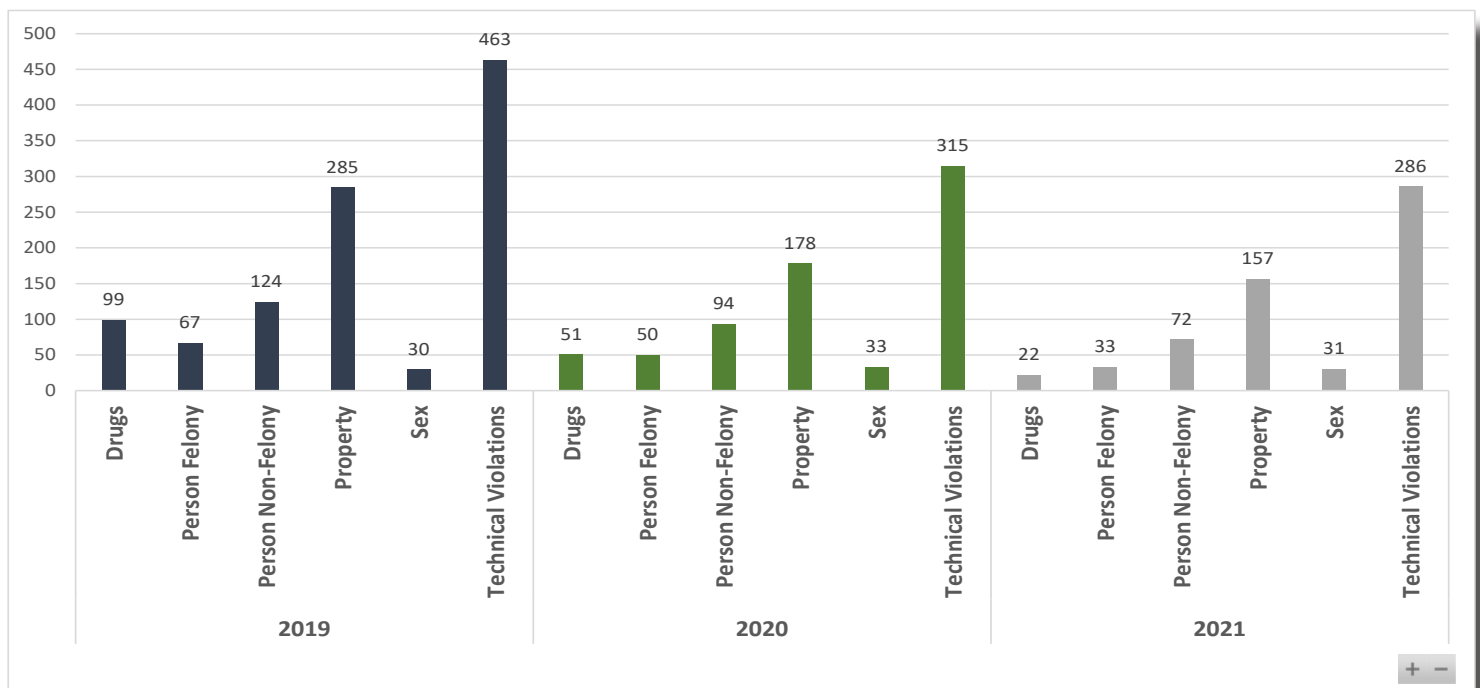
ADMISSIONS BY FISCAL YEAR

Since 2007, DYS has had a steady decline in admissions per year. In 2020 and 2021, the rate of decline was also influenced by the temporary admissions halt due to COVID-19. Admissions in 2021 were the lowest in 30 years.



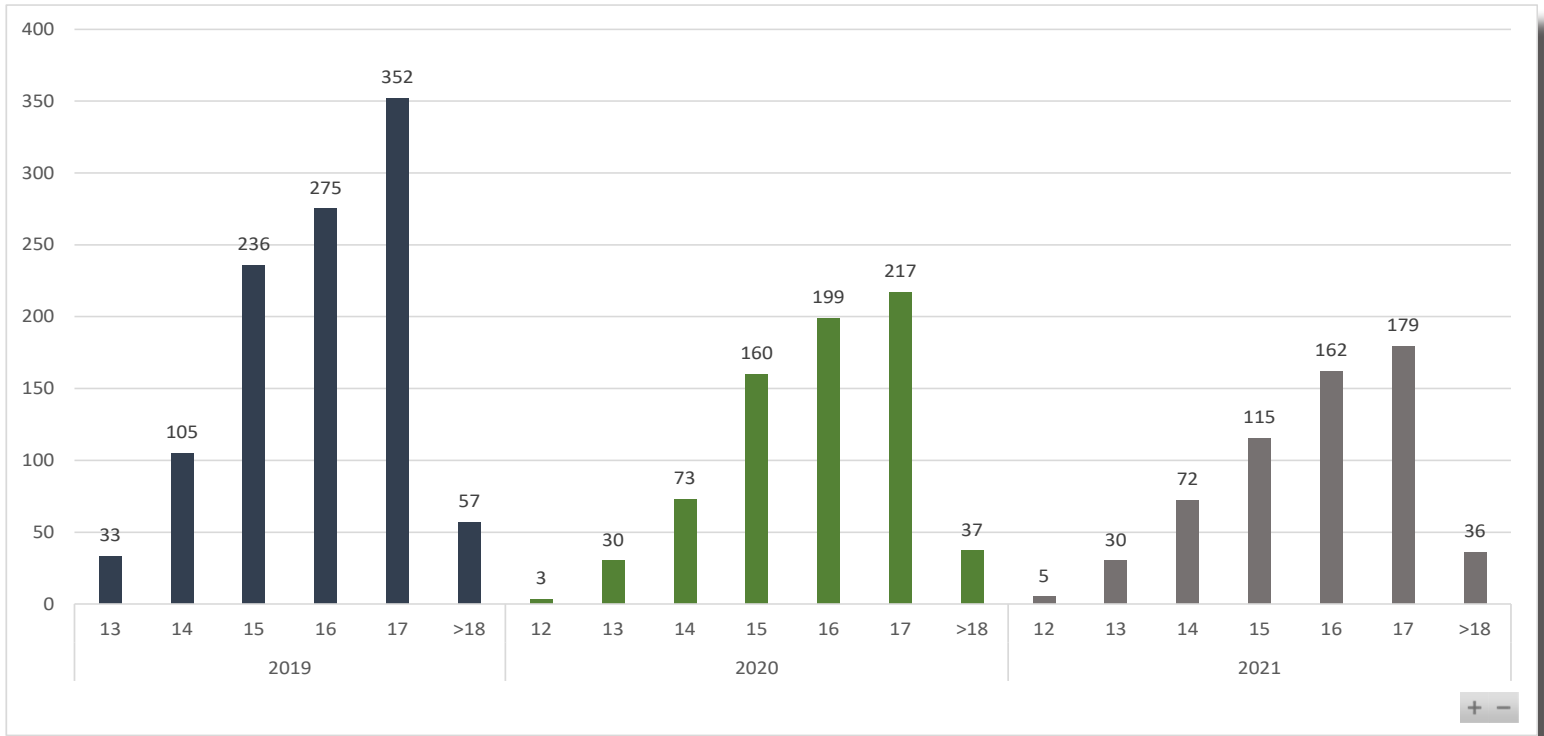
YOUTH BY OFFENSE

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.

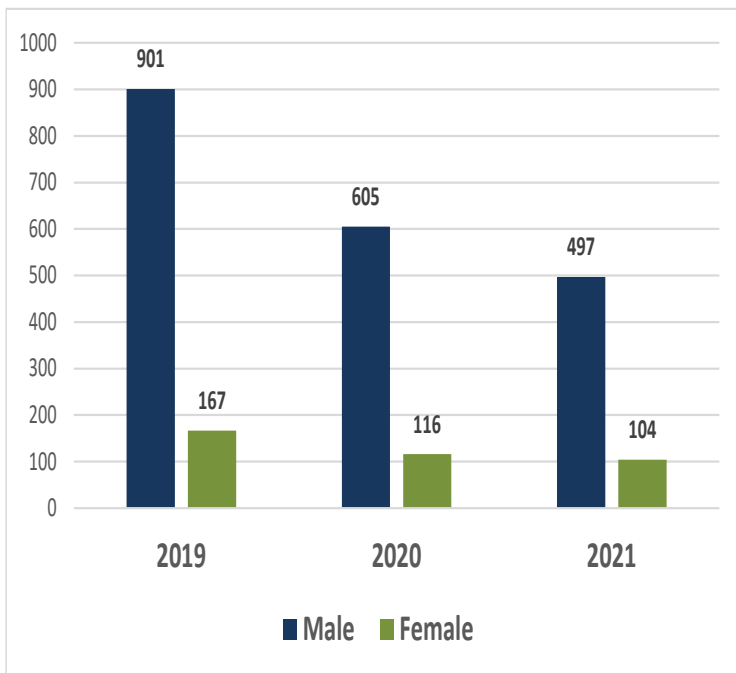


YOUTH BY AGE

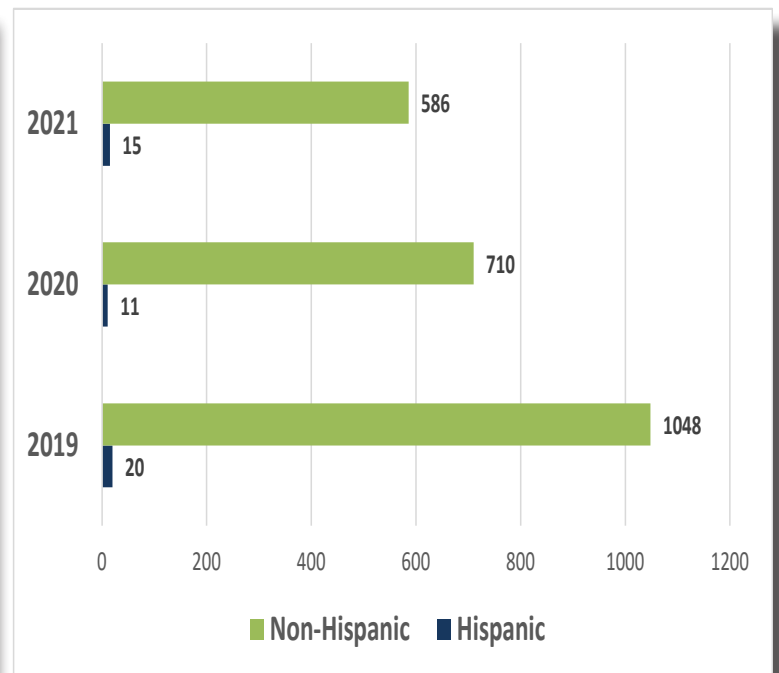
Over the past 3 years, the demographics of youth admissions remains consistent. The age group with the most youth admissions continues to be 17 years of age followed by 16 and 15 years of age. Female admissions for FY21' was 17% of the overall population, which is slightly up from 16% in 2020 and 15.6% in 2019. In regards to ethnicity, 2.4% of youth were identified as Hispanic in FY21', which is slightly up from 1.5% in FY20' and 1.8% in FY19'.



YOUTH BY GENDER

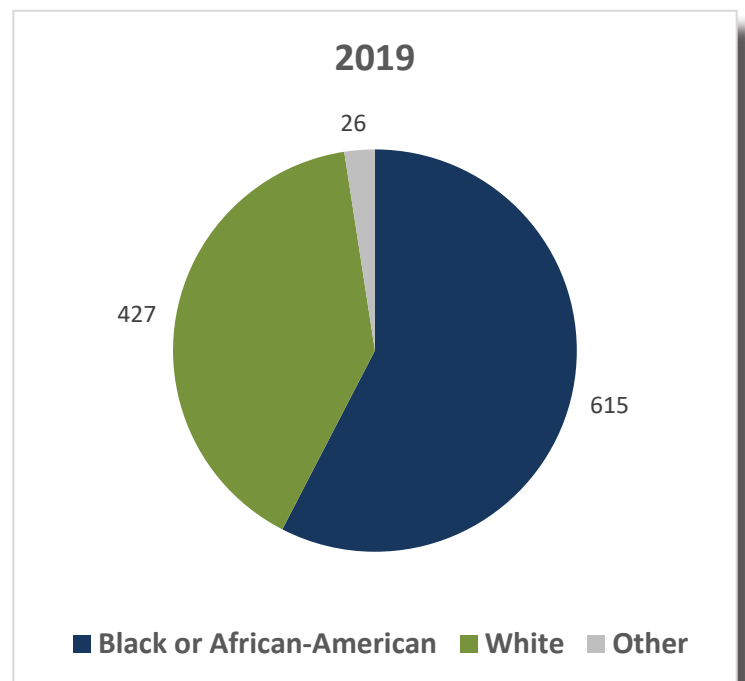
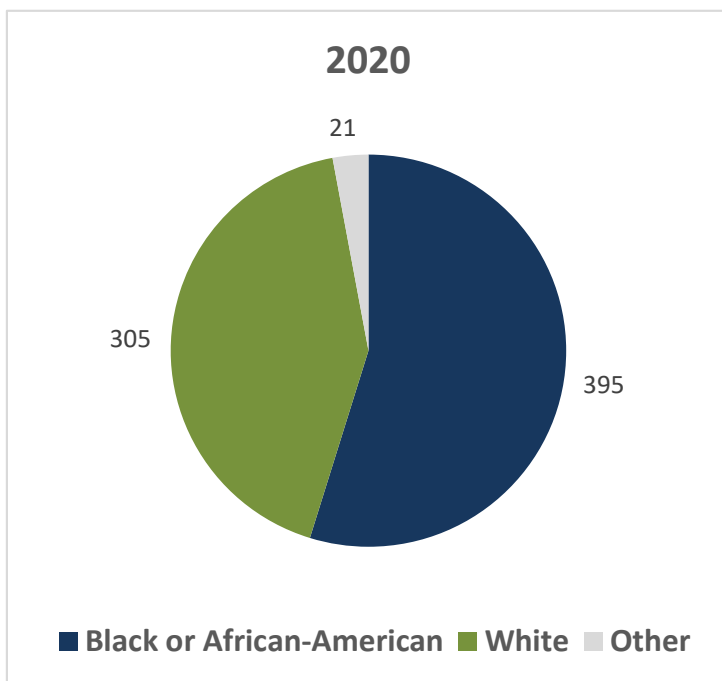
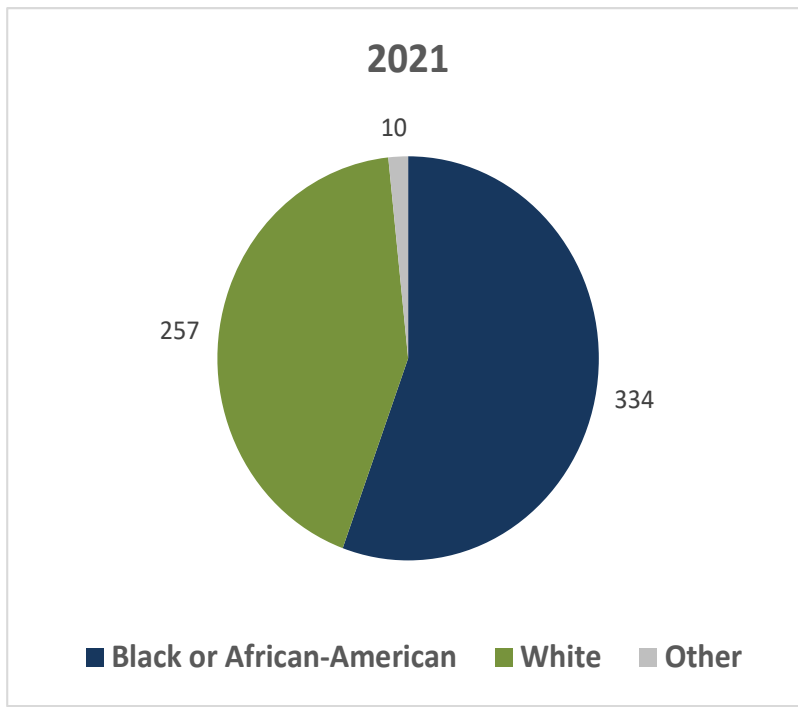


YOUTH BY ETHNICITY



YOUTH BY RACE

For youth admissions by race in FY21', 55.5% were Black/African American and 42.7% were White. The demographics for race remain consistent with the two previous years. In FY20', 55% were Black/African-American and 42% were White. In FY19', youth in DYS custody were 57.6% Black/African-American and 40% White.



DYS UNIVERSITY PARTNERS

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 current activities being conducted with state universities are listed below.



School of
Social Work

University of Alabama School of Social Work - Youth Services Institute (YSI)

- Provides oversight of all contracts between DYS and UA;
- Provides assistance with Community based RFPs and Diversion application process;
- Provides data analysis for research and evaluation;
- Continuum of Care (COC) - Coordinates and facilitates the network of certified counselors that provide outpatient services in the community for youth charged with sex offenses; and
- Working On Womanhood (WOW) - Provides residential treatment services for female populations with behavioral health issues.



University of Alabama at Birmingham

- Research - performed by faculty and graduate students; and
- Provides substance abuse education and treatment services at Vacca.



Auburn University School of Psychological Sciences

- Coordinates with the DYS Training And Staff Development Office;
- Account Based Sex Offender Prevention Program (ABSOPP) - Provides intensive residential treatment services for youth committed to DYS with sex offense charges; and
- Research - performed by faculty and psychology students with youth at Mt. Meigs campus.



Troy University

- Consultants and contract staff assist in monitoring of community residential and diversion programs.

ORGANIZATIONAL CHART

