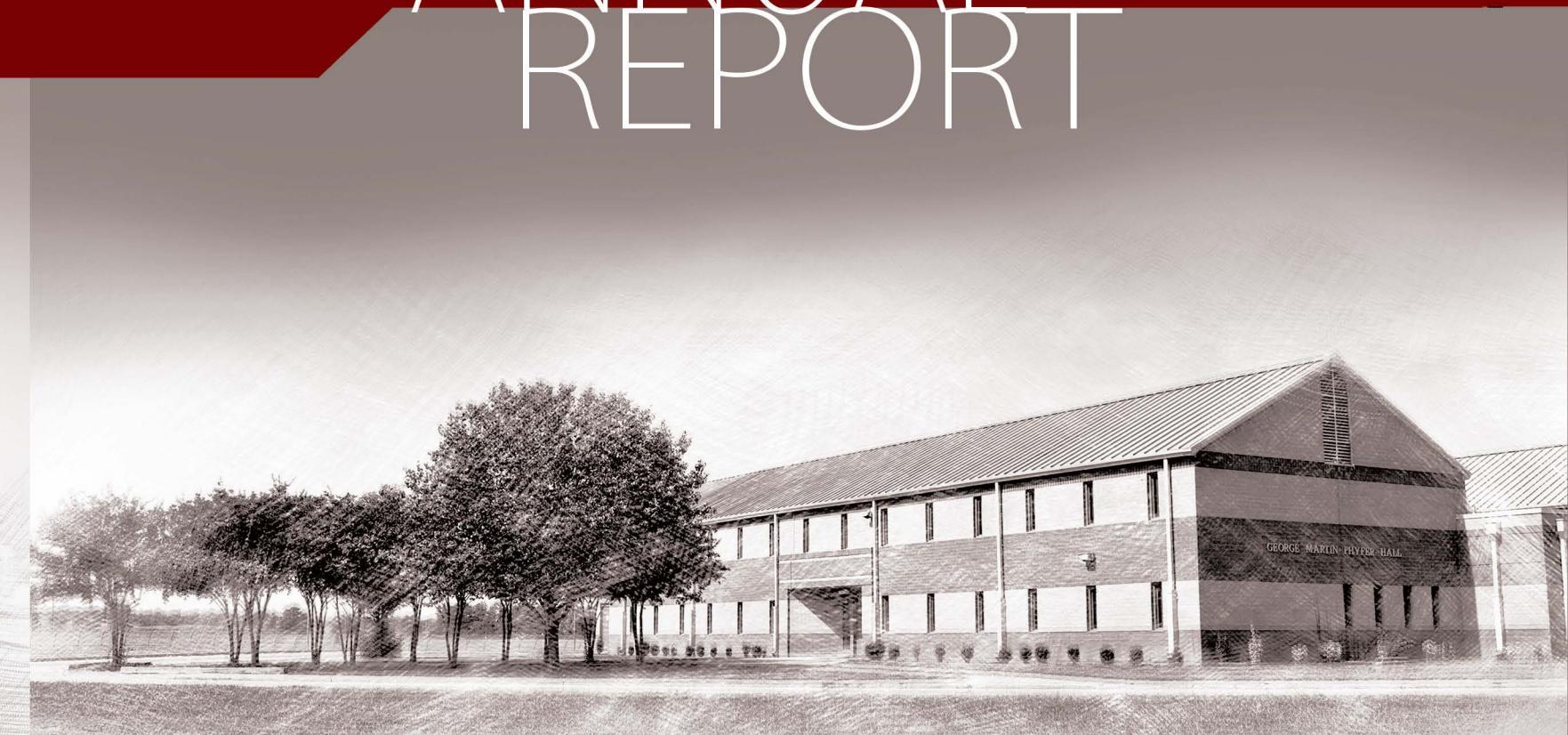




STATE OF ALABAMA  
DEPARTMENT OF YOUTH SERVICES

# ANNUAL REPORT



2015

## REPORT OF THE BOARD

### New Board Members Welcomed



MANDI HALL,  
Autauga County Chief  
Probation Officer,  
represents the Alabama  
Chief Juvenile Probation  
Officer's Association.



JUDGE JOHN M. MASTIN,  
Marshall County  
Juvenile Court Judge,  
was appointed as the  
representative of the  
Alabama Juvenile  
Judges' Association.



SENATOR CLYDE CHAMBLISS,  
Alabama Senate District 30,  
was appointed by the Lt.  
Governor as a Senate  
representative to the DYS  
Board.



DR. JEFFERY LANGHAM,  
serves as proxy for Dr. Tommy  
Bice, State Superintendent of  
Education.



COMMISSIONER JAMES PERDUE,  
became a Board member upon his  
appointment by Governor Bentley  
as Commissioner of the  
Department of Mental Health.

### Board Meetings

The Youth Services Board met on December 5, 2014, April 10, 2015, June 26, 2015, and September 25, 2015, in the Washington Hall Board Room.

During the December meeting, Executive Director Lafreniere updated board members on the status of the Chalkville Campus that had been destroyed during a January 2012 tornado. After discussing various options, a motion was adopted by the Board to declare the property as surplus and contact the Lands Division of the Department of Conservation to begin the process of selling the property.

Mr. Lafreniere requested that Chairman Smith appoint an ad hoc committee of the Board to begin a comprehensive review of all policies and procedures of the Department. This process is expected to take 12 to 24 months.

Judge Bob Armstrong, Dallas County Juvenile Court Judge, made a special presentation to the Board about the

success of Hope Academy. The program is one of the many successful diversion grant programs funded by DYS.

A highlight of the April meeting was a tour of the newly constructed girls treatment facility. Board members had the opportunity to see the state of the art facility designed for 24 youth.

At the June Board meeting, members were updated on the Diversion Grant application process. These programs support services in the community to over 2,500 youth each year with total expenditures of \$10 million. New and renewal applications requested \$12.8 million. Programs were chosen for funding using the new data informed decision-making process which fit within the \$10 million available for diversion grants.

The appointment of Ms. Marcia Calender as Deputy Director for

Programs and Client Services was announced at the September meeting. In other personnel changes, Mr. Keith Duck was recognized for his service as the first and only administrator of the Autauga Campus. Mr. Duck retired after 27 years of service to the Department.

Mr. Lafreniere reported that the Vacca Campus had successfully completed its Prison Rape Elimination Act (PREA) certification. Autauga Campus was certified in 2014, and the Mt. Meigs Campus is scheduled for an audit in 2016.

Upon the recommendation of Mr. Lafreniere, the Board unanimously passed a motion to recognize the service of Mr. Walter Wood, retired DYS Executive Director, by naming the new treatment facility in his honor. A dedication ceremony for the J. Walter Wood Residential Treatment facility will be scheduled in 2016.

## REPORT OF THE BOARD

### Employee Overtime Savings

One of the fundamental goals of DYS is to make the most efficient use of its available financial resources. For a number of years, employee overtime costs significantly increased each year. By FY 2013, the overtime expenses for the Department were over \$1.3 million. Because of staff vacancies and scheduling conflicts, the use of overtime had become the primary tool for maintaining safe staffing ratios.

During FY 2015, a number of steps were taken to address the issue. The responsibility to approve and monitor overtime for all employees at all campuses was centralized. This change allowed dormitory staff to be moved among multiple housing units as unexpected vacancies and unplanned call-ins occurred. Adjustments were also made in staff training schedules. The State Personnel Department also assisted by allowing DYS to hire direct care staff through direct appointment. This resulted in vacated positions being filled in a more timely manner.

#### TOTAL DYS OVERTIME EXPENDITURES



These changes resulted in a reduction of overtime costs of over 40 percent. Overtime costs were reduced from the \$1.3 million expense in 2013 to \$761,663 in 2015, a savings of \$592,484!



MS. TONYA WILSON



MR. NORMAN HOWARD



MS. DEBBIE TAYLOR

### Staff Recognition

Mr. Lafreniere and Mr. Robert Mathews recognized Mrs. Rita Scott, Youth Services Aide at the Vacca Campus, as the December 2014 Employee of the Quarter.

Mrs. Tonya Wilson, Child Care Worker assigned to ABSOP/Focus Team at the Mt. Meigs Campus, was recognized as the April 2015 Employee of the quarter.

The Employee of the Quarter recognized at the June Board Meeting was Mr. Norman Howard, Youth Service Aide at the Autauga

### CPM Graduates

#### CERTIFIED PUBLIC MANAGER I

Philandrea Caldwell, Janet Franks, Darnetta Gholston, Charmene Griffin, Terrence Johnson, Robert Latham, Christopher Narcisse, Ernest Robinson, David Rogers, Wendell Ross, Angela Taylor, Angie Toney, and Arnika Whitaker.

#### CERTIFIED PUBLIC MANAGER II

Shauntrice Ellis, Janet Franks, Terrence Johnson, Christopher Narcisse, and Ernest Robinson.

# REPORT OF THE BOARD

## DYS Receives Grant to Manage Detention Project

In early 2015, DYS was awarded a grant from the Annie E. Casey Foundation to coordinate and manage Alabama's Juvenile Detention Alternatives Initiative (JDAI). JDAI is a national effort which uses eight core strategies to safely reduce reliance on secure detention and to strengthen the juvenile justice system overall.

These core strategies include collaboration, effective use of data, objective detention center admissions criteria and instruments, alternatives to detention, case processing and expediting reforms, strategies for special detention populations such as Violation of Probation detainees, reducing racial and ethnic disparities, and improving overall conditions of confinement.

The initiative, which was originally begun in 2007, has allowed the Alabama JDAI sites to improve their systems in several ways. Sites have adopted structured tools to make objective detention decisions at intake, developed and enhanced community-based services, identified alternatives

to detention for youth who can be safely supervised in the community, and developed joint plans with schools and law enforcement to reduce student arrests.

There are currently four JDAI sites in Alabama: Jefferson, Mobile, Montgomery, and Tuscaloosa counties. From 2007 to 2014, they have significantly reduced their use of secure detention by as much as 60 percent. The impact of these sites on the number of DYS commitments is substantial. For the same time period, the number of admissions to DYS from these four counties was reduced by over 50 percent.

DYS receives funding and technical assistance from the Casey Foundation to help support the Foundation's ongoing efforts for reform initiatives in the four JDAI sites, as well as to help DYS identify ways of promoting effective reform strategies in other areas of the state.

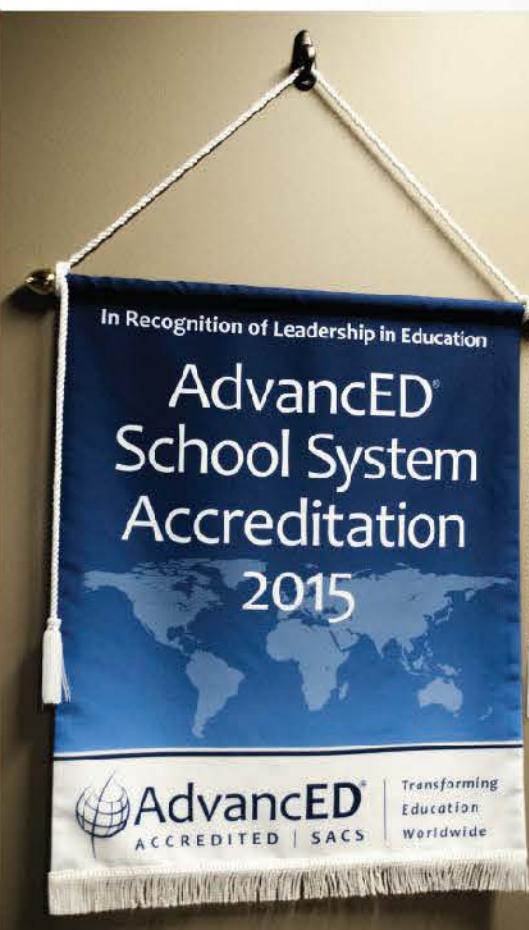
## DIVISION REPORTS

### School District Division

DYS School District 210 celebrated numerous achievements during the 2014-2015 school year. The Writing Our Stories project witnessed an 18th anniversary. This collaboration between the Alabama Writers' Forum and the Alabama Department of Youth Services has produced a total of 45 anthologies and has been featured at the state and national level. Funding for the project, which includes nine months of instruction, as well as in-service training and anthology editing, is provided by DYS and the Alabama State Council on the Arts (ASCA).

On June 25, 2015, the DYS School District was awarded district-wide accreditation for 5 years by the Southern Association of Colleges and Schools (SACS). The review team

visited each campus and spent time interviewing both faculty and students. Having met the rigorous requirements for accreditation, the DYS School District continues the commitment to provide students a high-quality education and the pursuit of educational excellence. During 2014-2015, many of our students in the school-district made noteworthy achievements. One student received an Alabama High School Diploma, 22 students passed the GED, 36 students earned Microsoft IT Certifications, and 7 students received a National Career Readiness Certificate (NCRC). Additionally, the Career Technical Education (CTE) Program at Wallace School was awarded a Workforce Innovation and Opportunity Act (WIOA) grant by the Alabama Workforce Development Area Board.



### Licensing And Standards Division

During 2015, the Licensing and Standards Division of DYS licensed a total of sixty-nine (69) programs and conducted one hundred thirty-six (136) six month and annual reviews. Twenty-four (24) unannounced visits at DYS licensed residential programs that accept court-referred youth were also conducted.

The Licensing Division provided technical assistance to three start-up programs that were seeking licensure through the Department of Youth Services and to those programs currently licensed by DYS. The Licensing Division is regularly involved with the Department of Human Resources, the Alabama Juvenile Probation Services, Juvenile Court judges, and the general public to answer questions concerning DYS licensed programs.

### Interstate Compact Division

The Interstate Compact for Juveniles (ICJ) was originally established in 1955 as the nationwide mechanism for (a) the safe return of out-of-state runaways and (b) supervision of juvenile probationers whose families need to move from one state to another. The administrative offices for ICJ in the State of Alabama are located at the Department of Youth Services in the Screening and Placement Division. In 2008, states enacted a new compact. Under the new compact, improvements have been made in communication, technology, accountability, compliance, and dispute resolution.

The Juveniles Interstate Data System (JIDS) was launched in November 2012 and this technology has enabled Alabama Probation Offices quick access to information generated by the nationwide data base. The Alabama ICJ office continues to facilitate the training of ICJ users (JPO's) in the state with Ms. Kaki Sanford, DYS employee and ICJ Coordinator, performing a pivotal role. The Commission's Committee for Training, Education, and Public Relations developed self-paced training modules

using interactive software that offer a better and more engaging learning experience for understanding ICJ-Rules and JIDS.

The Commission reviews rules, policies and guidelines on a regular basis to insure safety and security of the client and the community. In the last year, a number of best practices were approved including protocols for Sex Offender Placements and responding to Human Trafficking Victims. The Commission also developed training curriculum and resources for judges and commissioners. These resources, to include Bench Books, are available for viewing and downloading on the ICJ web-site.

The Alabama State Council continues to meet and contribute to the kind of communication and systemic improvements observed throughout the country. This year was a transition year for the council in that Ms. Karen Trussell, the representative from the Administrative Office of Courts, retired. Ms. Trussell served as liaison to the 67 county courts and was extremely supportive of the ICJ office in Alabama. We are pleased to

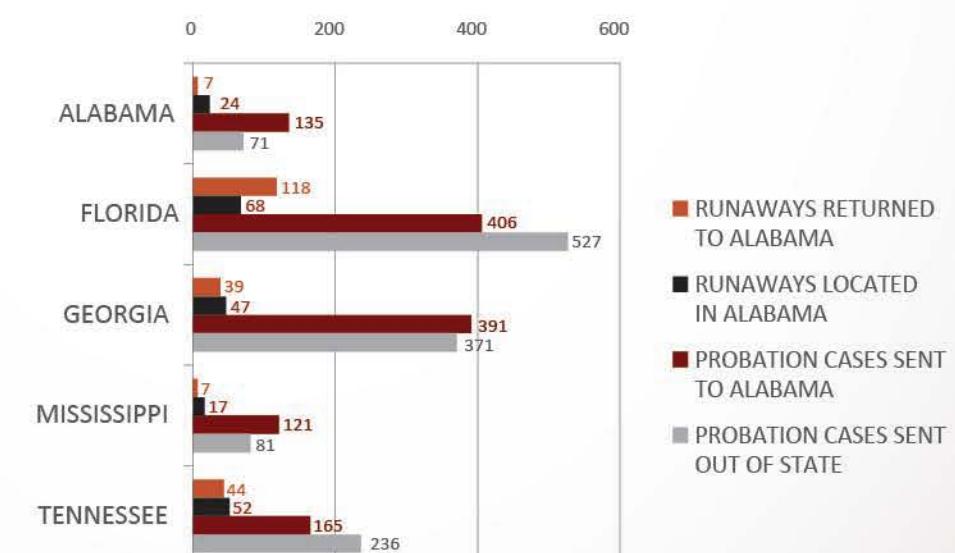
welcome Ms. Cary McMillan into that role and look forward to her assistance and expertise on the State Council. Victim Advocate Representative, Patty DeBortoli also retired after faithfully serving on the council for four years.

The workload for the Alabama ICJ office over the past year included the following:

- 7 Runaways were returned home to Alabama
- 24 Runaways were located in Alabama and returned to their home state
- 135 Probation/Aftercare cases were sent to Alabama (including 10 sex offenders)
- 71 Probation/ Aftercare cases were sent out of state (including 2 sex offenders)

County probation officers throughout the State of Alabama provide the supervision and coordinated efforts which are tantamount to the success of the Interstate Compact for Juveniles.

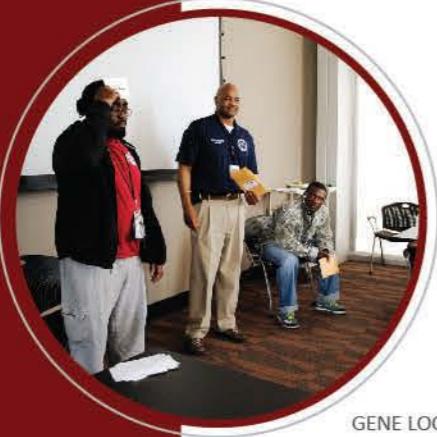
### 2015 REPORT FROM ICJ





FRED GRANT (TRAINER)  
NEW EMPLOYEE ORIENTATION

## DYS TAKES EMPLOYEE TRAINING TO THE NEXT LEVEL



GENE LOCKLEY (TRAINER)  
CARE TRAINING



REGINALD BOSWELL (TRAINER)  
CONTROL FORCE TACTICS TRAINING



EMPLOYEES WARMING UP AT  
CONTROL FORCE TACTICS TRAINING

Even though these training policies met national standards, Mr. Lafreniere and his senior staff recognized that the retirement of several of the training staff, presented a great opportunity to look for new and effective ways

to sharpen the focus of DYS's training efforts. Rather than replace the retiring DYS training staff with Departmental employees, it was determined that partnering with Auburn University to develop and provide employee training was the best approach for the Department.

One of Mr. Lafreniere's priorities when he became the DYS Executive Director was to enhance the training opportunities for agency staff. For a number of years, DYS had followed a training protocol originally developed by the University of Alabama's Youth Services Institute. The curriculum was modified as the needs of the Department changed, but it had not been completely reevaluated in several years.

It is the policy of the Department of Youth Services that all employees receive annual training in order to maintain their existing skills and to develop new ones. New employees receive 80 hours of classroom instruction and an additional 40 hours of on-the-job training. All employees receive 40 hours of training annually. The annual training hours may be obtained by attending conferences and seminars away from work, but also may be provided by activities within the facility. For example, treatment staff such as psychologists may train direct care staff in techniques to calm aggressive youth.

hours, who was assigned to attend, and documents those who attended. The System also assists in scheduling upcoming training events and recognizes which employees may need to attend the session.

Even though the new Office of Training and Staff Development did not become operational until January of 2015, the amount and quality of training offered to employees has been remarkable. Existing employees, including clinical/case management, medical, security, campus specialists, and administrators, who have direct contact with youth, were offered a minimum of 60 hours of training. DYS School District employees received a minimum of 40 hours of training on 26 American Correctional Association mandated standards for training. All staff were offered First Aid and CPR training. Controlled Force Tactics was provided for both security and clinical/case management staff.

New curriculum was developed for the *New Employee Orientation*. New and refreshed content was developed for the 26 ACA mandated topics and monthly refresher training was developed for the CARE/TCI program.



EMPLOYEES TRAINING PROGRAM  
COMPUTER LAB

A vital aspect of an effective employee training program is the ability to document the type and amount of training that an employee has received. When an incident occurs within a juvenile justice facility, one of the first questions asked is, "Were employees involved in the incident properly trained?" To better meet the documentation requirements, a new computer-based record keeping system was identified and acquired by the training office. The Intelex Training Management System records the training event, the number of training

From January through September, 47 new employees were trained by the Office of Training and Staff Development.



CARE/TCI PROGRAM- KELVIN THOMAS  
MT. MEIGS CAMPUS

In addition to developing and providing the new training program, the Office established a Training Advisory Committee represented by all disciplines of the Department. The Committee meets quarterly to assist in planning new training opportunities and evaluating ongoing activities. Because of these efforts, DYS was able to become a Continuing Education Unit (CEU) provider for the Alabama State Board of Social Work Examiners.

### EMPLOYEES PARTICIPATING IN TRAINING

JANUARY	328
FEBRUARY	347
MARCH	286
APRIL	326
MAY	263
JUNE	341
JULY	273
AUGUST	247
SEPTEMBER	255

## Data Analysis Helps to Inform Decision Making

The use of data in making juvenile justice management decisions is becoming more recognized as a valid and critical tool to achieve desired outcomes. National organizations such as the Council of Juvenile Correctional Administrators (CJCA) and the National Center for Juvenile Justice (NCJJ) are leading the way in educating juvenile correctional leaders in the value of data informed decision making.

Alabama DYS experience with these organizations helped the Department to recognize that even though a wealth of data was being collected within the agency, there was an opportunity to strengthen the analysis of the information. Since the Department's data collection crossed a number of areas within the Department, a Data Committee was established to evaluate what information was being collected and how that data could help the agency in management decision-making. Representatives from the Executive Office, legal, programming, and support services participated on the Data Committee.

The Department of Youth Services maintains two primary databases to collect information on youth served. The Student Information Management System (SIMS) is a repository of information on youth who are committed to the care and custody of the Department. The Grant Information Management System (GIMS) collects information on youth who participate in DYS funded community diversion grant programs.

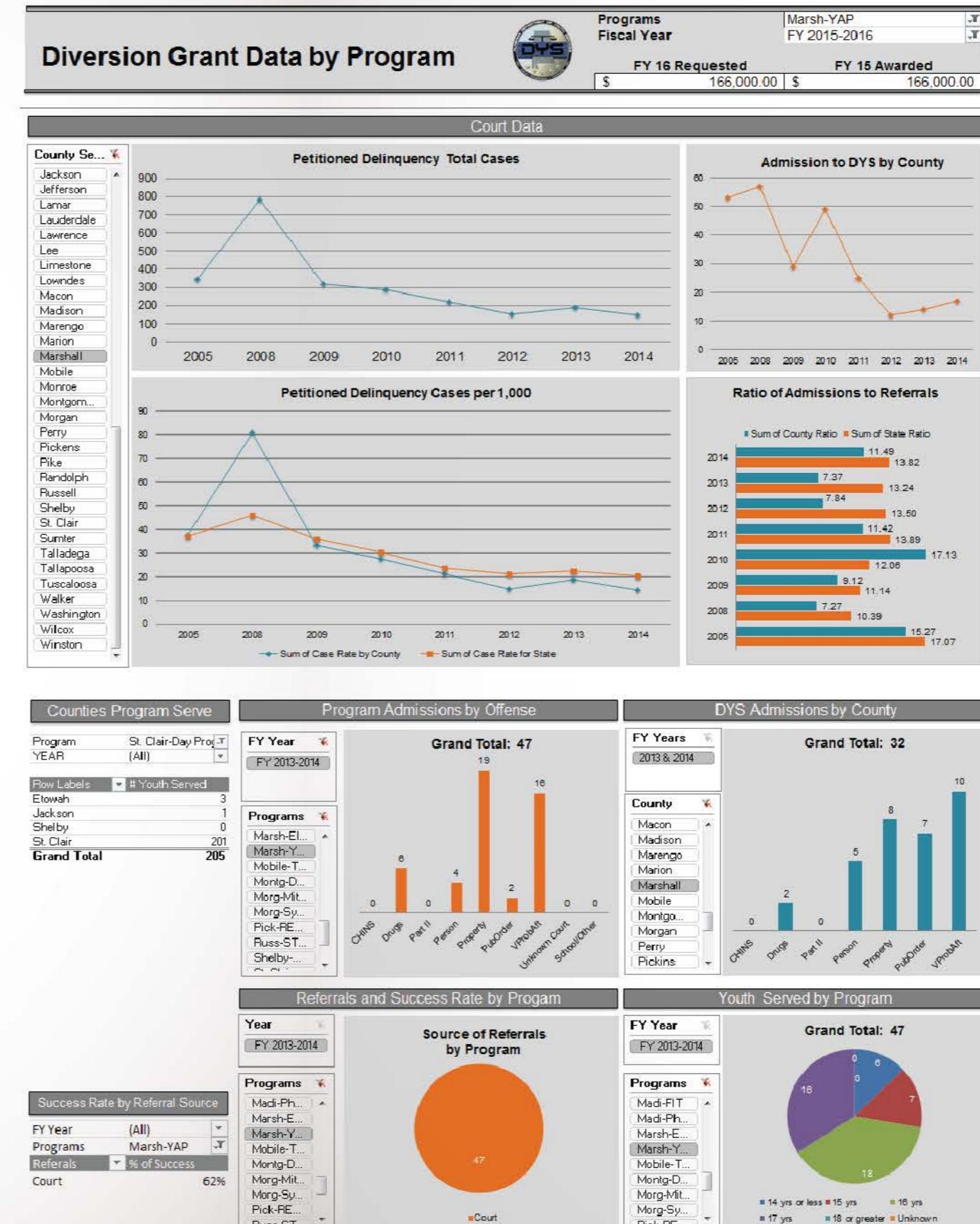
Fiscal year 2015 fell within the funding application cycle for the diversion grants.

Bi-annually, the Department accepts applications for the funding of community based diversion grants. These grants offer local jurisdictions the opportunity to create programs within their communities to serve delinquent youth who otherwise would be committed to DYS.

The Data Committee identified the diversion grant program as an ideal opportunity to enhance available data for decision-making. Previously, these grant applications were viewed and evaluated by agency staff using a grading system which considered the populations to be served and the program description provided in the application narrative. For the FY 2016 funding cycle, a data dashboard was developed to measure parameters that the Data Committee had established to identify grant programs that were achieving desired outcomes.

The Diversion Grant Data Dashboard was developed by the DYS Information Technology group using information contained in the GIMS database, juvenile court case data provided by the Administrative Office of Courts and NCJJ, and at risk population data from the University of Alabama and NCJJ.

Highlights of the dashboard were its ability to graphically illustrate data by county and the diversion grant programs available to that county. Line graphs, bar graphics, and pie charts indicated the number of juvenile delinquency cases over multiple years and the rate of cases per 1,000 at-risk



youth. A ratio of admissions to DYS compared to the court case ratio was illustrated by multiple years for both an individual county and the state as a whole.

In addition, individual grant programs could be illustrated showing the number of referred youth and the sources of referrals, number served and county of origin, youth offenses, and age of diverted youth.

The Department of Youth Services senior management staff were able to use the Dashboard to make funding decisions for the upcoming diversion grant funding cycle. Based upon the information, it was determined that some programs should be funded at the level requested, others were funded at a level reflecting their prior outcomes, and some were identified to not receive continued funding.

Overall, DYS management felt that the Data Committee had been quite successful in its mission to help the Department become more capable of utilizing data and analytics to make better-informed decisions. The work of the Data Committee is anticipated to expand in FY 2016.

# YOUTH SERVICES BOARD MEMBERS

Governor
<i>Honorable Robert Bentley State Capitol 600 Dexter Avenue Montgomery, Alabama 36130</i>

Term Expires
<i>Continuous as Governor</i>

Name and Address
<i>Senator Clyde Chambliss 11 S. Union Street Suite 733 Montgomery, Alabama 36130</i>
<i>Senator Paul Bussman State House Seventh Floor 11 S. Union Street Montgomery, Alabama 36130</i>
<i>Senator Linda Coleman-Madison 926 Chinchona Drive Birmingham, Alabama 35214</i>
<i>Representative K. L. Brown 1304 6th Avenue Northeast Jacksonville, Alabama 36265</i>
<i>Representative Barbara Boyd 2222 McDaniel Avenue Anniston, Alabama 36201</i>

## Legislative Appointments

<i>Alabama Senate 11 South Union Street Montgomery, Alabama 36130</i>
<i>Alabama Senate 11 South Union Street Montgomery, Alabama 36130</i>
<i>Alabama Senate 11 South Union Street Montgomery, Alabama 36130</i>
<i>Alabama House of Representatives 11 South Union Street Montgomery, Alabama 36130</i>
<i>Alabama House of Representatives 11 South Union Street Montgomery, Alabama 36130</i>

Term Expires
<i>Concurrent with Legislative Term (Appointed 9/17/15)</i>

Term Expires
<i>Concurrent with Legislative Term (Appointed 3/15/11)</i>

Term Expires
<i>Concurrent with Legislative Term (Appointed 3/15/11)</i>

Term Expires
<i>Concurrent with Legislative Term (Appointed 9/23/11)</i>

Term Expires
<i>Concurrent with Legislative Term (Appointed 9/23/11)</i>

Name and Address
<i>Nancy Buckner, Commissioner Ala. Dept. of Human Resources 50 North Ripley Street, Suite 2118 Montgomery, Alabama 36104</i>
<i>Jim Byard, Jr., Director Ala. Dept. of Economic &amp; Community Affairs 401 Adams Avenue P. O. Box 5690 Montgomery, Alabama 36103-5690</i>
<i>James Perdue, Commissioner Ala. Dept. of Mental Health 100 N. Union Street Montgomery, Alabama 36130</i>
<i>Jim Reddoch, Commissioner Ala. Dept. of Mental Health 100 N. Union Street Montgomery, Alabama 36130</i>

## State Department Heads

Proxies
<i>Ms. Carolyn Lapsley Ala. Department of Human Resources 50 North Ripley Street Montgomery, Alabama 36104</i>
<i>William M. Babington, Div. Chief Law Enforcement Traffic Safety Division 401 Adams Avenue PO Box 5690 Montgomery, Alabama 36103-5690</i>
<i>Vacant</i>
<i>Mark Lee Ala. Department of Mental Health 100 N. Union Street P.O. Box 3014140 Montgomery, Alabama 36130</i>

Term Expires
<i>Continuous as State Dept. Head (Appointed 9/16/08)</i>

Term Expires
<i>Continuous as State Dept. Head (Appointed 1/18/11)</i>

Term Expires
<i>Continuous as State Dept. Head (Appointed 7/1/15)</i>

Term Expires
<i>Continuous as State Dept. Head (Appointed 7/1/12)</i>

# YOUTH SERVICES BOARD MEMBERS

Name and Address
<i>Dr. Thomas Bice State Superintendent of Education Ala. State Department of Education P.O. Box 302101 Montgomery, Alabama 36130</i>

Proxies
<i>Dr. Dennis Coe Director, Office of Supporting Programs Ala. State Department of Education P.O. Box 302101 Montgomery, Alabama 36130-2101</i>

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

## State Department Heads

Proxies
<i>Dr. Jeffery E. Langham Ala. State Department of Education P.O. Box 302101 Montgomery, Alabama 36130</i>

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

## Congressional District Appointments

1st Congressional District
<i>Phillip Andy Wynne St. Mary's Home 4350 Moffat Road Mobile, Alabama 36618</i>

2nd Congressional District
<i>James Dupree, Jr. 6760 Jakefield Road Montgomery, Alabama 36117</i>

3rd Congressional District
<i>Charles Smith 1280 Sweetwood Court Auburn, Alabama 36830-2130</i>

4th Congressional District
<i>Stacie Jenkins 140 Max Graben Circle Albertville, Alabama 35950-0330</i>

5th Congressional District
<i>William A. McDowell Second Mile Development P. O. Box 2531 Huntsville, Alabama 35804</i>

6th Congressional District
<i>Buddy Aydelotte 788 Wynwood Road Trussville, Alabama 35173</i>

7th Congressional District
<i>Robert M. Duke 41121 AL Hwy 69 Gallion, Alabama 36742</i>

Term Expires
<i>Continuous as State Dept. Head (Appointed 11/10/11)</i>

Term Expires
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# YOUTH SERVICES BOARD MEMBERS

# 2015 LAND HOLDINGS

Name and Address	
Honorable John M. Mastin Marshall Co. Family Court P.O. Box 2256 Albertville, Alabama 35950	
Honorable Ryan Rumsey 400 North Norton Avenue Sylacauga, Alabama 35150	

## Alabama Juvenile Judges Association

**Term Expires**  
9/2/2021 (Appointed 9/3/2015)

9/2/2015 (Appointed 7/16/13)

Name and Address	
Mandi E. Hall Autauga Co. Juvenile Probation Office Autauga County Courthouse 134 North Court Street Suite 102 Prattville, Alabama 36067-3050	
Lawrence L. Battiste, IV Mobile Co. Probation Office Strickland Youth Center 2315 Costarides Street Mobile, Alabama 36617-2498	

## Alabama Chief Probation Officers Association

**Term Expires**  
9/2/2021 (Appointed 6/24/2015)

9/2/2015 (Appointed 12/13/12)

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

### Representative of the Governor

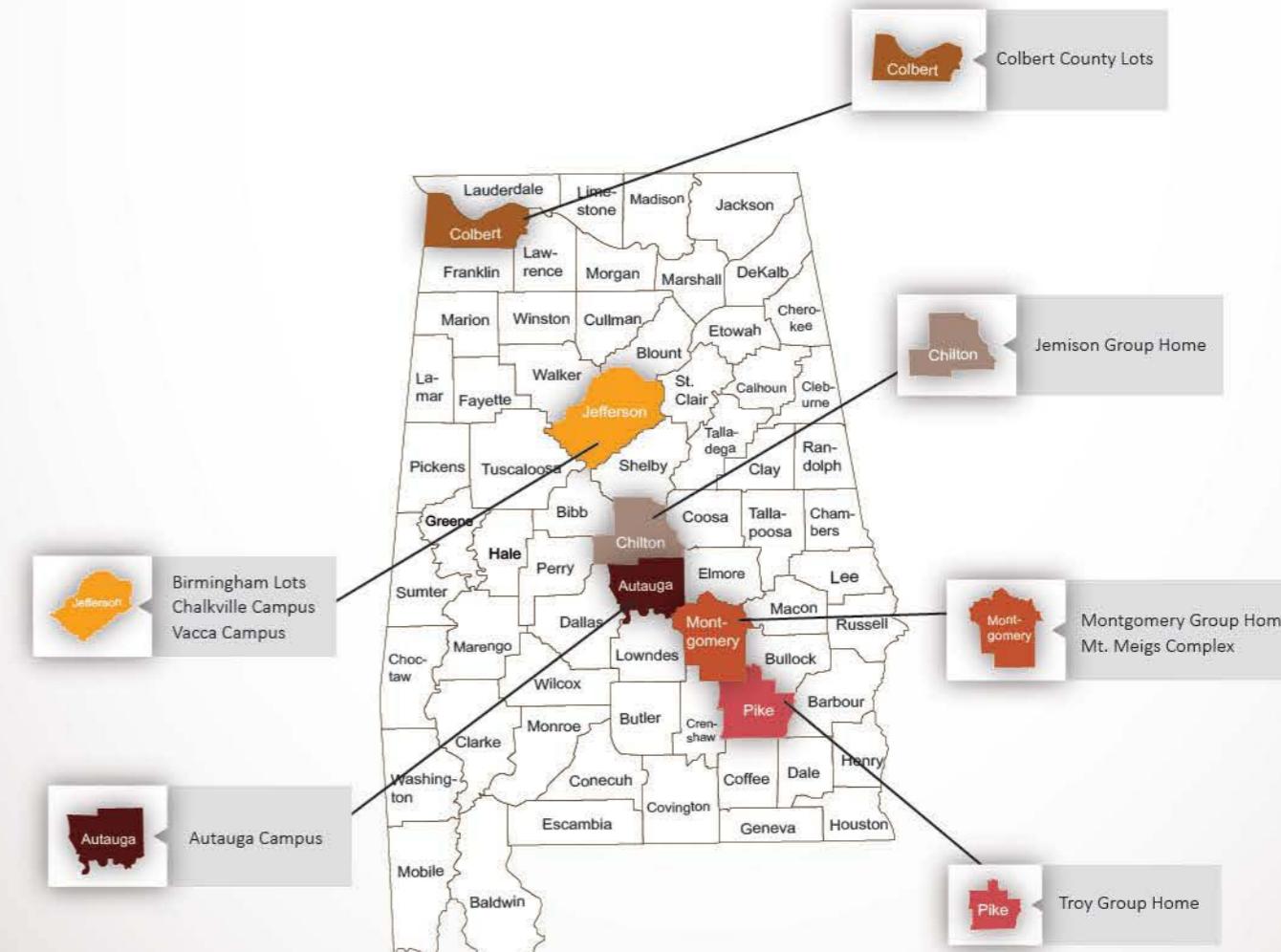
Franklin Johnson, Esquire  
Deputy Legal Advisor to the Governor  
600 Dexter Avenue (State Capitol)  
Montgomery, Alabama 36130-2751



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

**Total Acreage** 1,650.95 ±

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



# DIVERSION PROGRAMS

## Autauga County

- Perry Varner Educational and Treatment Facility

## Baldwin County

- Baldwin County Youth Advocate Program (YAP)

## Barbour County

- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

## Blount County

- Elk River Treatment Program

## Bullock County

- SAYLA Therapeutic Resources (STEPS)

## Calhoun County

- Robert E. Lewis Academy
- Calhoun County Success Academy

## Cherokee County

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

## Coffee County

- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

## Colbert County

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

## Covington County

- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

## Cullman County

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

## Dale County

- Regional Alliance 4 Children (Pathway)
- Regional Alliance 4 Children (The Bridges REACH)

## Dallas County

- Perry Varner Educational and Treatment Facility
- Compass Program

## DeKalb County

- DeKalb Youth Initiative
- Robert E. Lewis Academy

## Elmore County

- Elmore County Family Support Program

## Escambia County

- Project Turn Around

## Etowah County

- Robert E. Lewis Academy

## Fayette County

- Mitnick Wilderness Program

## Franklin County

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

## Geneva County

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

## Greene County

- Perry Varner Educational and Treatment Facility

## Hale County

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

## Henry County

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

## Houston County

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

## Jackson County

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

## Jefferson County

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



## Lamar County

- Mitnick Wilderness Program

## Lauderdale County

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

## Lawrence County

- Mitnick Wilderness Program

## Lee County

- Youth Villages Multisystemic Therapy Program

## Limestone County

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

## Lowndes County

- Perry Varner Educational and Treatment Facility

## Macon County

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

## Madison County

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

## Marengo County

- Perry Varner Educational and Treatment Facility

## Marion County

- Mitnick Wilderness Program

## Marshall County

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

## Mobile County

- Transitions Continuing Care

## Montgomery County

- Davis Treatment Program

## Morgan County

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

## Perry County

- Perry Varner Educational and Treatment Facility

## Pickens County

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

## Pike County

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

## Russell County

- STARS Program

## Shelby County

- Developing Alabama Youth, Inc. (DAY)

## St. Clair County

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

## Sumter County

- Perry Varner Educational and Treatment Facility

## Talladega County

- Robert E. Lewis Academy

## Tuscaloosa County

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

## Walker County

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

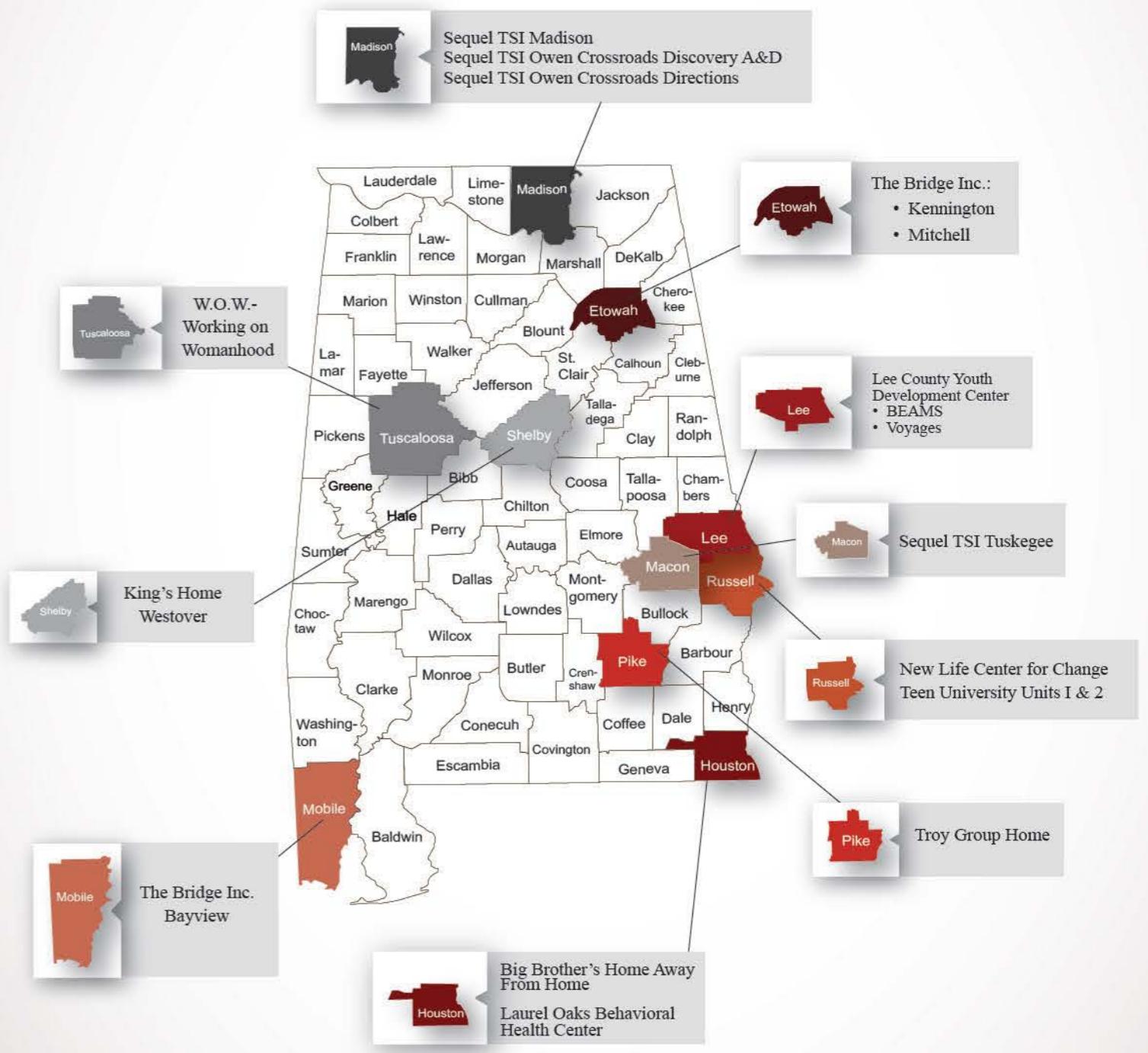
## Wilcox County

- Perry Varner Educational and Treatment Facility

## Winston County

- Mitnick Wilderness Program

# PRIVATE PROVIDERS



## YOUTH SERVICES FINANCIAL STATEMENT

	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013	FISCAL YEAR 2014	FISCAL YEAR 2015
<b>REVENUE</b>					
GENERAL FUND	12,312,971	9,787,240	7,240,234	7,240,234	7,264,635
CHILDREN FIRST TRUST FUND	7,208,990	9,420,415	7,918,105	7,822,305	7,433,262
EDUCATION TRUST FUND	58,669,738	53,900,841	50,475,336	50,348,126	50,412,596
SPECIAL REVENUE	15,398,150	21,138,633	29,093,700	24,481,350	29,522,237
PRIOR YEAR CARRY OVER	-	-	-	-	-
AMERICAN RECOVERY ACT	-	-	-	-	-
SPAN (SPECIAL PROGRAMMING FOR ACHIEVEMENT NETWORK)	4,683,140	4,448,983	3,965,732	3,565,732	3,565,732
<b>TOTAL FUNDS AVAILABLE</b>	<b>98,272,989</b>	<b>98,696,112</b>	<b>98,693,106</b>	<b>93,457,748</b>	<b>98,198,462</b>
<b>EXPENDITURES</b>					
PERSONNEL COSTS	25,687,972	24,156,657	21,461,250	19,377,496	18,614,825
EMPLOYEE BENEFITS	11,171,577	9,244,629	8,200,735	7,972,088	7,688,186
TRAVEL IN-STATE	203,053	176,061	154,823	144,395	53,318
TRAVEL OUT-OF-STATE	9,954	11,173	13,726	6,807	10,837
REPAIRS AND MAINTENANCE	690,744	838,838	1,199,957	1,577,390	1,576,653
RENTALS AND LEASES	307,674	304,078	276,313	310,270	291,799
UTILITIES AND COMMUNICATIONS	1,929,054	1,722,528	1,449,755	1,419,729	1,417,308
PROFESSIONAL SERVICES	16,345,888	15,105,581	14,303,755	13,444,734	14,643,286
OPERATING EXPENSES	2,357,919	2,164,982	2,037,804	2,205,685	2,145,625
TRANSPORTATION EQUIP OPERATIONS	293,296	345,715	301,920	289,365	277,138
GRANTS AND BENEFITS	31,160,750	38,740,011	41,612,759	41,346,706	44,291,337
GRANTS AND BENEFITS TRANSFERRED TO SPAN	4,683,140	4,448,983	3,965,732	3,565,732	3,565,732
CAPITAL OUTLAY	-	-	76,549	-	1,164,826
TRANSPORTATION EQUIP PURCHASES	83,510	32,496	2,995	64,010	38,648
OTHR EQUIPMENT PURCHASES	152,541	99,589	150,755	571,483	186,517
<b>TOTAL EXPENDITURES</b>	<b>95,077,072</b>	<b>97,391,319</b>	<b>95,208,827</b>	<b>95,295,891</b>	<b>95,966,037</b>
LESS REVENUE CARRIED OVER	3,195,917	1,166,856	3,271,584	976,522	2,153,889
LESS REVERSIONS	-	137,936	212,695	185,335	78,536
BALANCE UNENCUMBERED	-	-	-	-	-

## SCHOOL DISTRICT FINANCIAL STATEMENT

	FISCAL YEAR 2011	FISCAL YEAR 2012	FISCAL YEAR 2013	FISCAL YEAR 2014	FISCAL YEAR 2015
<b>REVENUE</b>					
GENERAL FUND					
EDUCATION TRUST FUND	6,890,015	6,581,226	6,115,088	6,215,088	6,204,235
SPECIAL REVENUE	422,269	374,963	390,284	391,661	352,802
<b>TOTAL FUNDS AVAILABLE</b>	<b>7,312,284</b>	<b>6,956,189</b>	<b>6,505,372</b>	<b>6,606,749</b>	<b>6,557,037</b>
<b>EXPENDITURES</b>					
PERSONNEL COSTS	4,564,794	4,212,710	3,932,095	3,705,582	3,857,948
EMPLOYEE BENEFITS	1,579,058	1,313,824	1,235,792	1,245,351	1,293,640
TRAVEL IN-STATE	24,298	23,572	22,303	28,231	14,794
TRAVEL OUT-OF-STATE				907	
REPAIRS AND MAINTENANCE			6,946	33,189	31,705
RENTALS AND LEASES	20,353	14,780	14,173	16,240	17,319
UTILITIES AND COMMUNICATIONS		50,000	20,000	100,553	142,442
PROFESSIONAL SERVICES	122,634	76,046	20,775	40,424	65,843
OPERATING EXPENSES	194,497	204,847	229,614	263,170	281,379
TRANSPORTATION EQUIP OPERATIONS	6,252	3,077	4,211	1,972	3,611
GRANTS AND BENEFITS	729,440	995,670	828,000	935,000	739,000
CAPITAL OUTLAY					
TRANSPORTATION EQUIP PURCHASES					
OTHER EQUIPMENT PURCHASES	20,234	21,772	110,506	89,513	52,894
<b>TOTAL EXPENDITURES</b>	<b>7,261,559</b>	<b>6,923,243</b>	<b>6,451,565</b>	<b>6,457,741</b>	<b>6,506,301</b>
LESS REVENUE CARRIED OVER	50,725	189	0	0	0
LESS REVERSIONS		32,757	53,808	149,008	50,736
BALANCE UNENCUMBERED	-	-	-	-	-

## DYS Directory

Executive Director  
Steven P. Lafreniere

Executive Assistant to the Director  
Marcia Calender

Deputy Director for Administration  
David Rogers

Deputy Director for  
Programs and Client Services  
Tim Davis

Treatment Coordinator  
Alesia Allen

General Counsel  
Dudley Perry, Esquire

Community Services Division  
Anita Boswell,  
Administrator

Institutional Services Division  
James V. Kent,  
Administrator

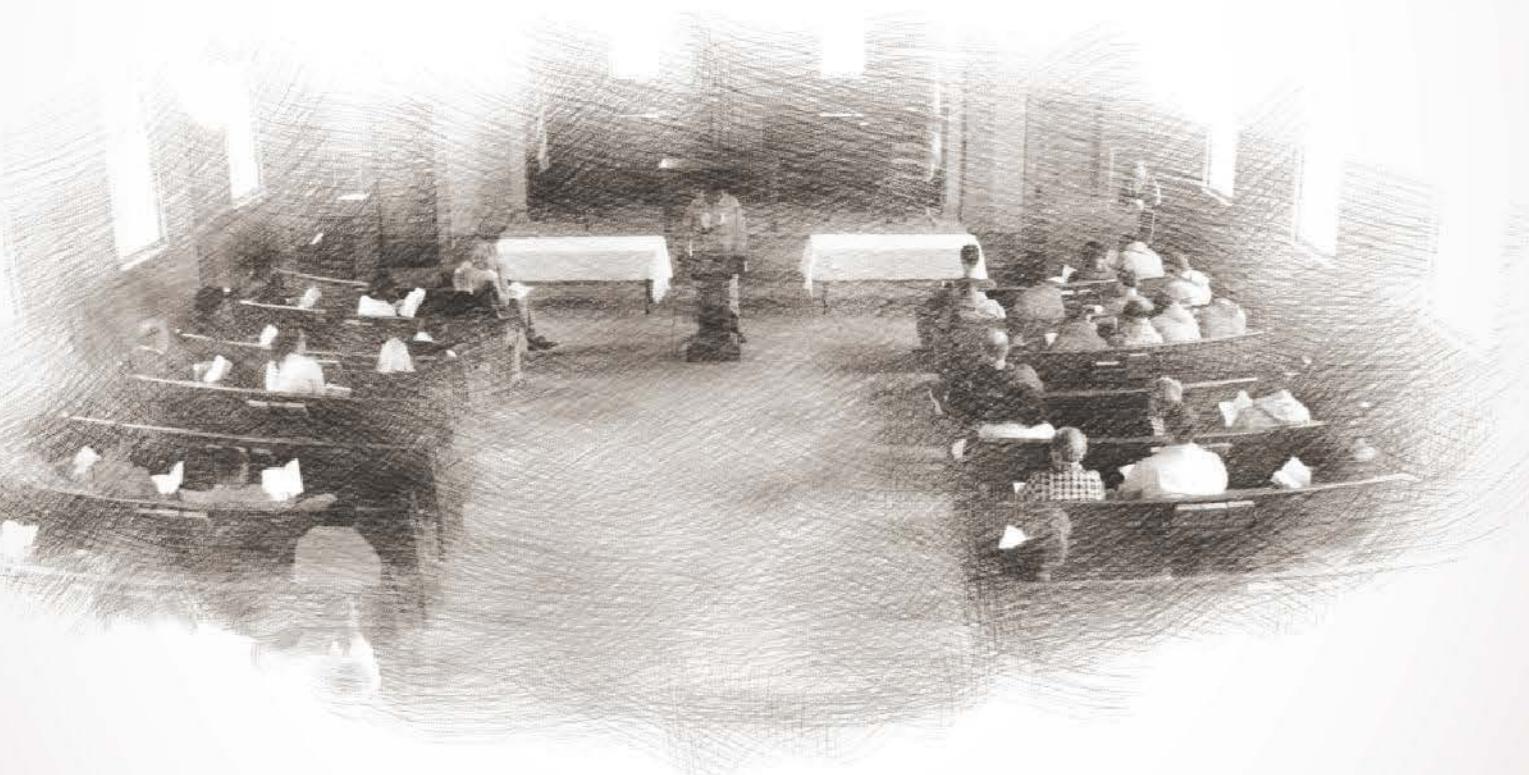
Superintendent of Education  
Rafael Richardson, Ed.D.

Licensing and Standards  
Robert Matthews,  
Administrator

Screening and Placement  
Patrick J. Pendergast,  
Administrator

## YOUTH SERVICES MISSION STATEMENT

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



## YOUTH SERVICES DEPARTMENTAL VISION

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

## DEPARTMENTAL GOALS

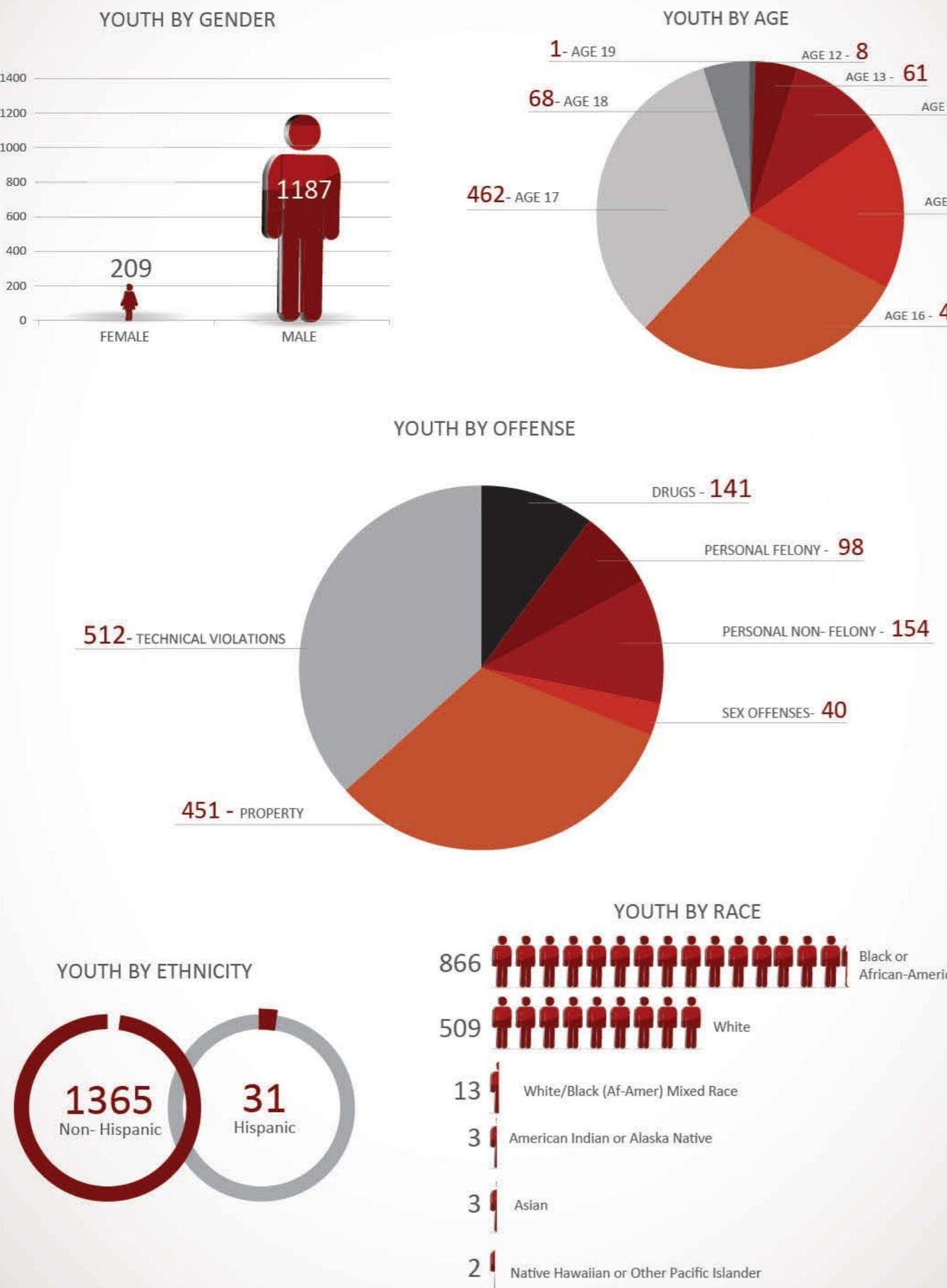
To provide continued financial support to local community diversion programs to effectively prevent youth from remaining in or returning to the juvenile justice system.

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

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

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

## YOUTH ADMISSIONS DEMOGRAPHICS



## ORGANIZATIONAL CHART

