

Charles D. Baker
Governor

Karyn Polito
Lieutenant Governor



Marylou Sudders
Secretary

Peter J. Forbes
Commissioner

The Department of Youth Services



2015 Annual Report

December 2016

Massachusetts Department of Youth Services



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**MASSACHUSETTS DEPARTMENT OF YOUTH SERVICES
CALENDAR YEAR 2015 EXECUTIVE HIGHLIGHTS**

- 2243 youth served by DYS during Calendar Year 2015
 - 836 youth on commitment until 18
 - 180 youth on commitment as youthful offenders until 21
 - 1,543 youth in DYS detention pending future court date
 - 316 youth who were in detention and later on commitment
 - 1,491 youth in overnight arrest
- 88% of committed youth were male; 12% were female.
- 79% of detained youth were male; 21% were female.
- Average age: 16.7 years for committed youth & 15.8 years for detained youth.
- 44% of youth were committed for most serious felonies (e.g. A & B with dangerous weapon, manslaughter, armed robbery, carjacking, and home invasion).
- Race/ethnicity of youth

Committed Youth

- 1% Asian
- 30% Black
- 39% Hispanic
- 25% White
- 5% Other

Detained Youth

- 1% Asian
- 28% Black
- 39% Hispanic
- 29% White
- 4% Other

- 2015 Youth Academic Performance – 10th Grade MCAS Pass Rate

General Education Students

- 96.4% English Language Arts
- 74.2% Math
- 61.8% Science

Students with Disabilities

- 90.9% English Language Arts
- 51.9% Math
- 32.9% Science

- High School Equivalency Assessment Test (HiSET/GED)
 - 76% of DYS youth passed v. 71% of DYS and non-DYS Massachusetts students who passed
- FY 2015 Youth Workforce Development and Career Readiness Training
 - 73% completed orientation training
 - 62% completed certification training
 - 53% completed subsidized employment
- 351 discharged youth signed up for voluntary services from DYS between 10/1/14 to 9/30/15

MASSACHUSETTS DEPARTMENT OF YOUTH SERVICES

The Department of Youth Services, under the Executive Office of Health and Human Services, is charged with providing a comprehensive and coordinated program of delinquency prevention and services to youth detained or committed to the Department by the courts.

The Department of Youth Services was created in 1846 as the nation's first juvenile correctional system with the opening of the Massachusetts State Reform School in Westborough.

MISSION

As the juvenile justice agency for the Commonwealth of Massachusetts, the Department of Youth Services promotes positive change in the youth in our care and custody. Our mission is to make communities safer by improving the life outcomes for youth in our care. We achieve our mission through investing in highly qualified staff and a service continuum that engages youth, families and communities in strategies that support positive youth development.

VISION

Every young person served by the Department of Youth Services (DYS) will become a valued, productive member of their community and lead a fulfilling life.

VALUES

- We are unwavering and persistent in the pursuit of the positive development of youth in our care.
- We promote safer communities by providing prevention, intervention and rehabilitation services.
- We actively engage and support youth, families and communities as our partners.
- We actively support a safe and healthy environment for our diversified and highly skilled workforce.
- We work collaboratively with our public and private partners.
- We adhere to the highest ethical and professional standards in all our work.
- We respect and embrace diversity.



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Dear Colleagues:

I am pleased to present this 2015 annual report from the Department of Youth Services (DYS). This report reflects the hard work of the entire team at DHS which includes direct care staff, managers, licensed professionals and a rich network of human service non-profit providers.

As the juvenile justice agency of the Commonwealth, it is our mission to protect the public and prevent crime by promoting positive change in the lives of the youth that we serve. We accomplish this mission by partnering with communities, families, our sister agencies within the Executive Office of Health and Human Services, other public agency partners, and our non-profit providers. This report reflects the strategic effort by a wide-range of professional and dedicated staff.

Our priority initiatives in 2015 included:

- Continuing to integrate Positive Youth Development in all DHS services
- Improving safety for youth and staff throughout the DHS continuum
- Using best practices and evidence based practices
- Advancing as a data driven agency

I recognize that our agency's accomplishments in 2015 would not be possible without the sustained and committed effort of our staff and the support of a wide range of public and private agency partners. We are committed to improving public safety through engaging youth in a constructive process that results in skills attainment, academic achievement, increased personal insight, better decision making and to supporting youth to enter adulthood prepared to contribute to the communities of the Commonwealth.

I am honored to have the privilege of being the Commissioner of DHS and look forward to continuing in this work with your support.

Sincerely,



Peter J. Forbes
DYS Commissioner

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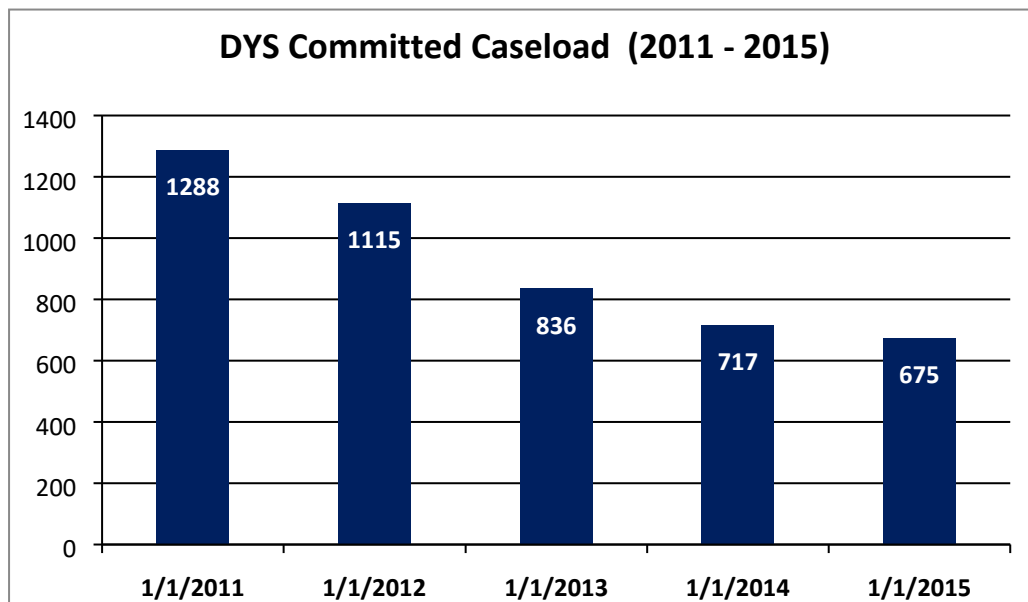
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DYS YOUTH DEMOGRAPHIC TRENDS

Committed Youth

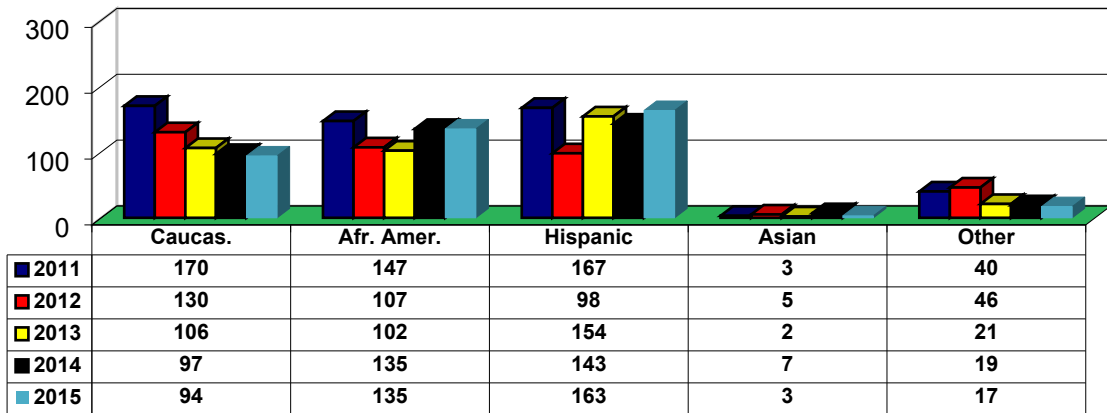
The graphs below present data on the age, race, gender, and grid level of the youth who were committed to the Department of Youth Services (“DYS”) from 2011-2015. The majority of these youth was between the ages of 16 and 17, male, and fell in DYS Offense GRID Levels: 2 and 3.

In CY 2015, there were 1,016 committed youth served by DYS, 316 of whom had been detained earlier in the year.



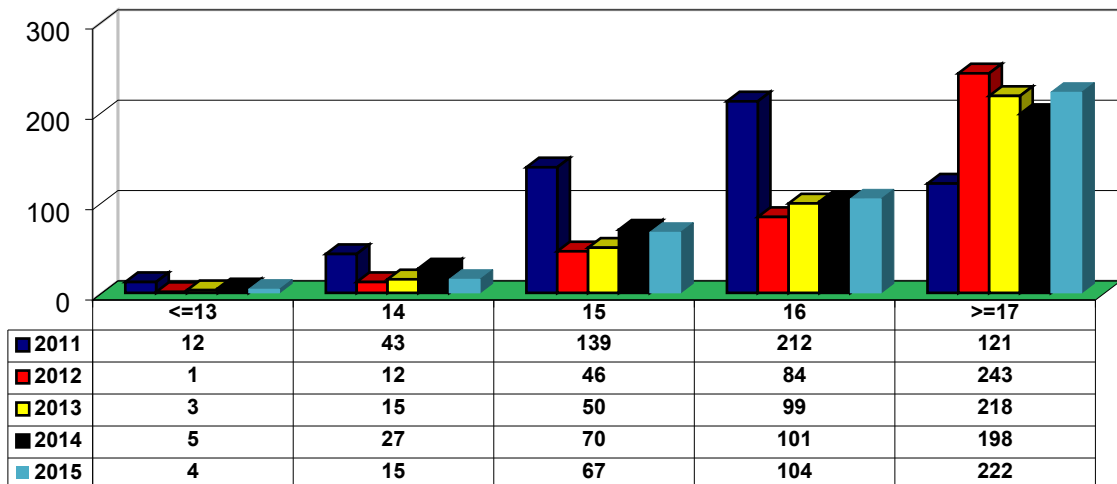
The DYS daily average commitment caseload continued to trend downward in CY 2015.

DYS Commitments By Race (2011 - 2015)

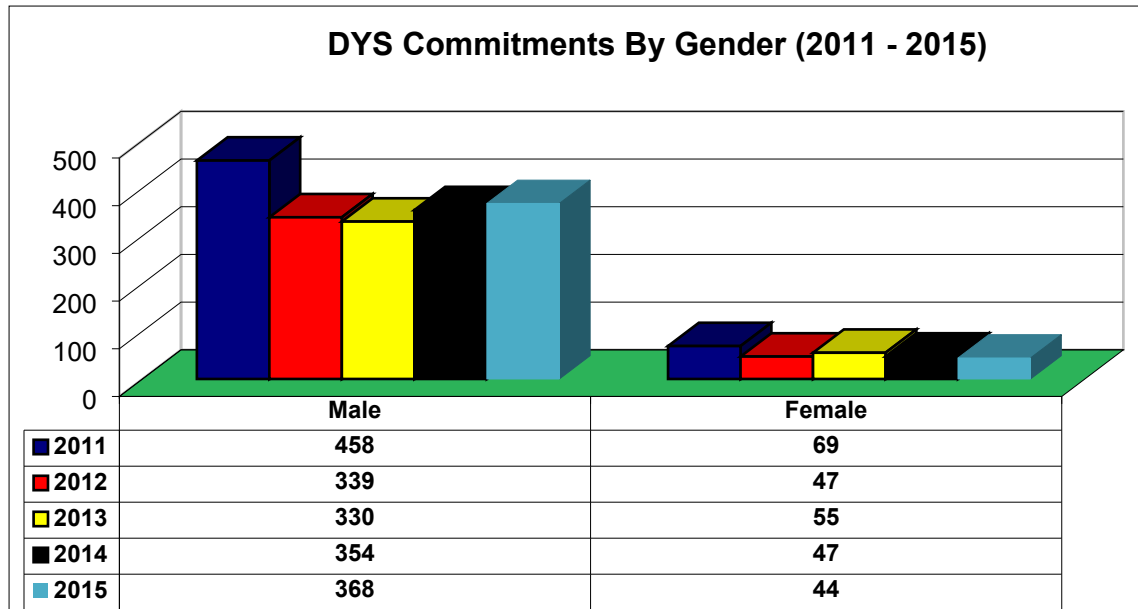


In this five year period, DYS has seen the racial composition of the number of youth committed during the year shift from a majority of Caucasian youth to more youth of color.

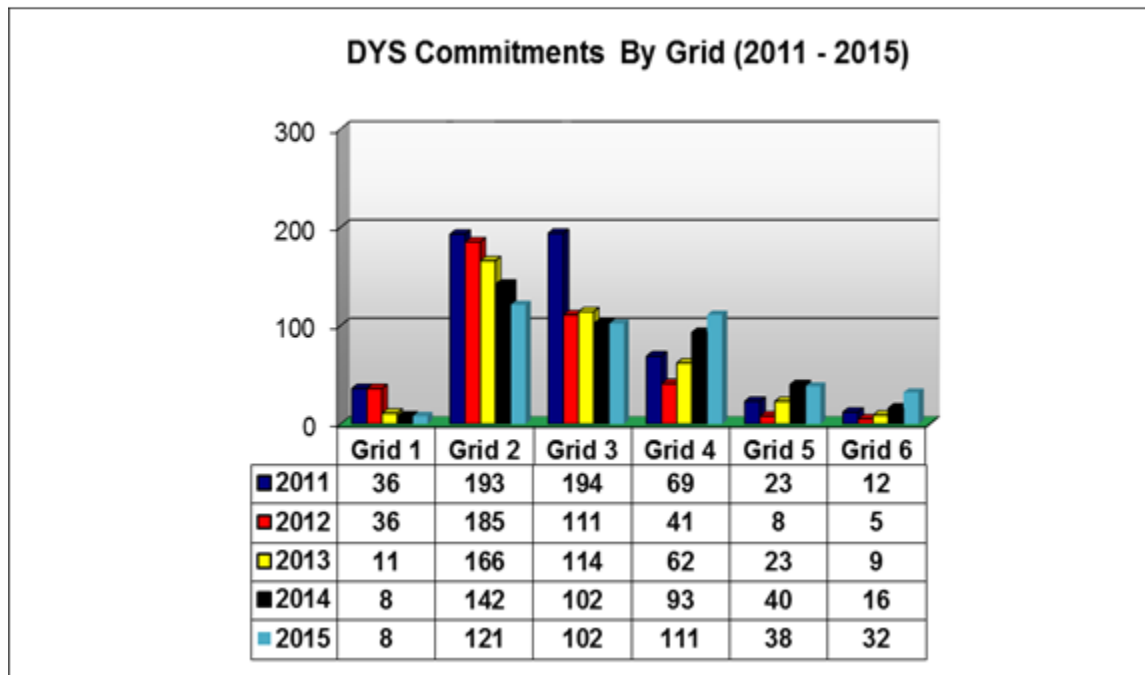
DYS Commitments By Age (2011 - 2015)



The average age of a youth at the time of initial commitment to DYS was 16 years. The average age of the population of committed youth was 16.7 years. For youth adjudicated delinquent, the average was 16.4 years. For youth adjudicated as youthful offenders, the average age was 18.1 years.



The percentage of committed females served by DYS has remained fairly constant at 11 to 13 percent over the past 5 years.



A committed youth is assigned by DYS an Offense GRID level that corresponds with the severity of their committing offense. DYS uses a grid comprised of six levels of severity in its classification process to determine initial time assignments in a residential program and whether the assignment is to a community based or secure setting.

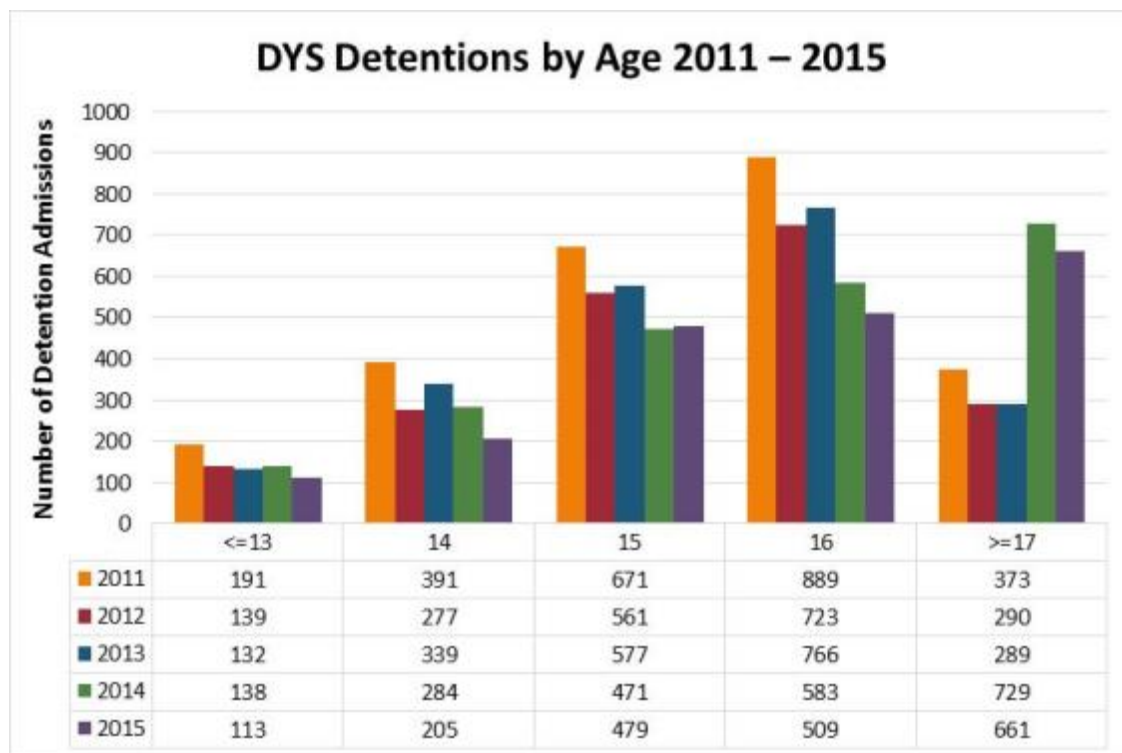
The DYS offense grid level system is a 1 to 6 scale that represents the severity of an offense. The grids and typical corresponding offenses are as follows:

- Grid 1: Operating a MV with a suspended license, drug possession, shoplifting, disorderly conduct, trespass
- Grid 2: OUI liquor or drugs, possession of heroin, assault, assault & battery, tagging, breaking & entering
- Grid 3: Indecent A&B on a child, robbery, stalking, burning buildings
- Grid 4: Involuntary manslaughter, assault to murder, A&B with dangerous weapon, armed robbery, carjacking, kidnapping
- Grid 5: A&B on a child with substantial injury, attempted murder, armed robbery, assault to murder, armed carjacking
- Grid 6: Murder, manslaughter, home invasion, rape, trafficking firearms

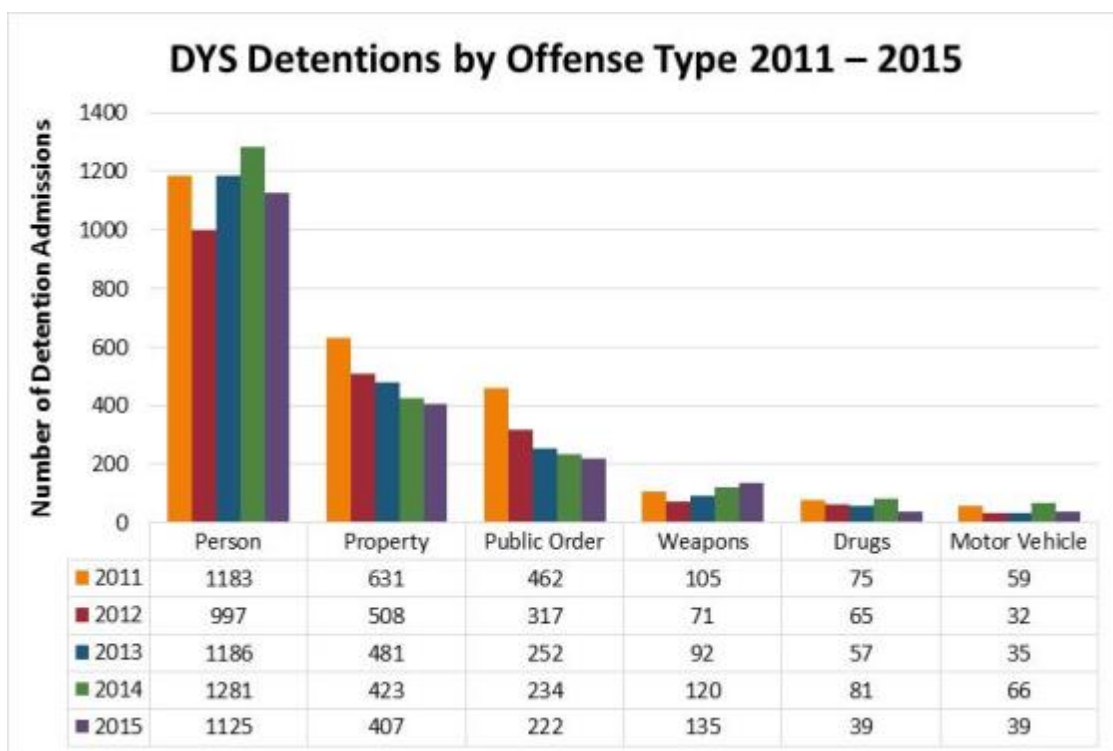
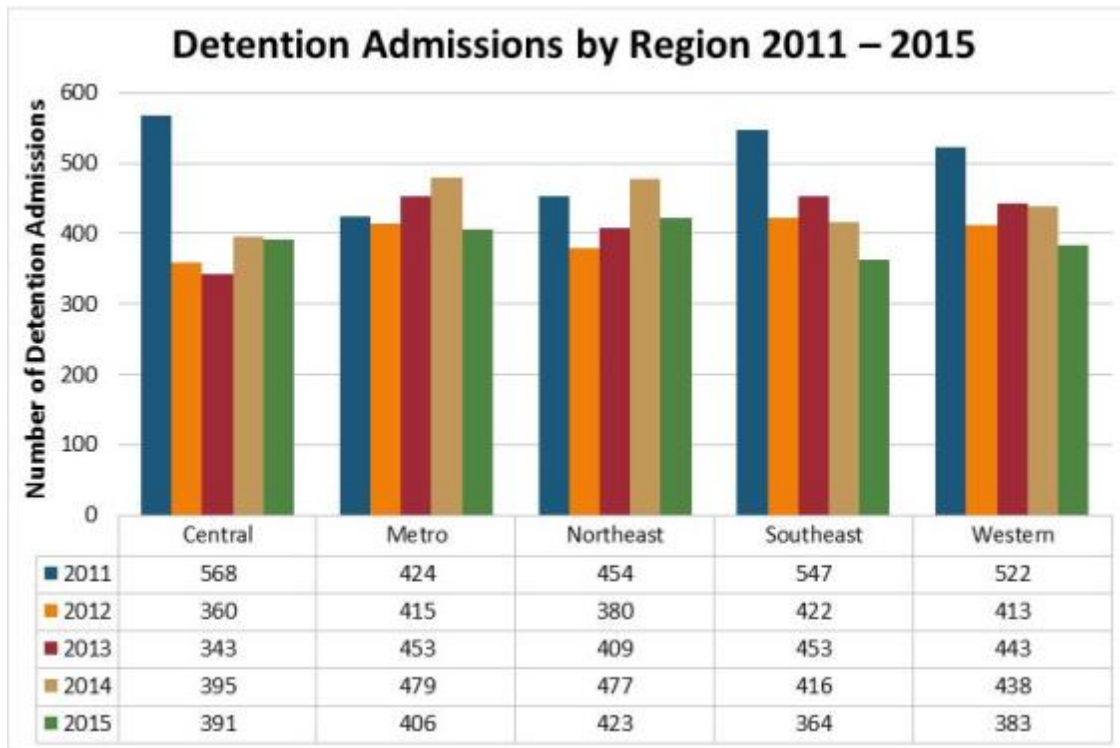
The majority of the committed youth are in DYS Offense GRID Levels: 2 and 3.

Detained Youth

In CY 2015, there were a total of 1,919 detention admissions. Approximately 46% of juvenile arraignments resulted in a DYS detention. [Source: Massachusetts JDAI: Decision-Specific Relative Rate Index (RRI) Dashboard. Juveniles Arraigned = 2730, Youth Detained = 1261]

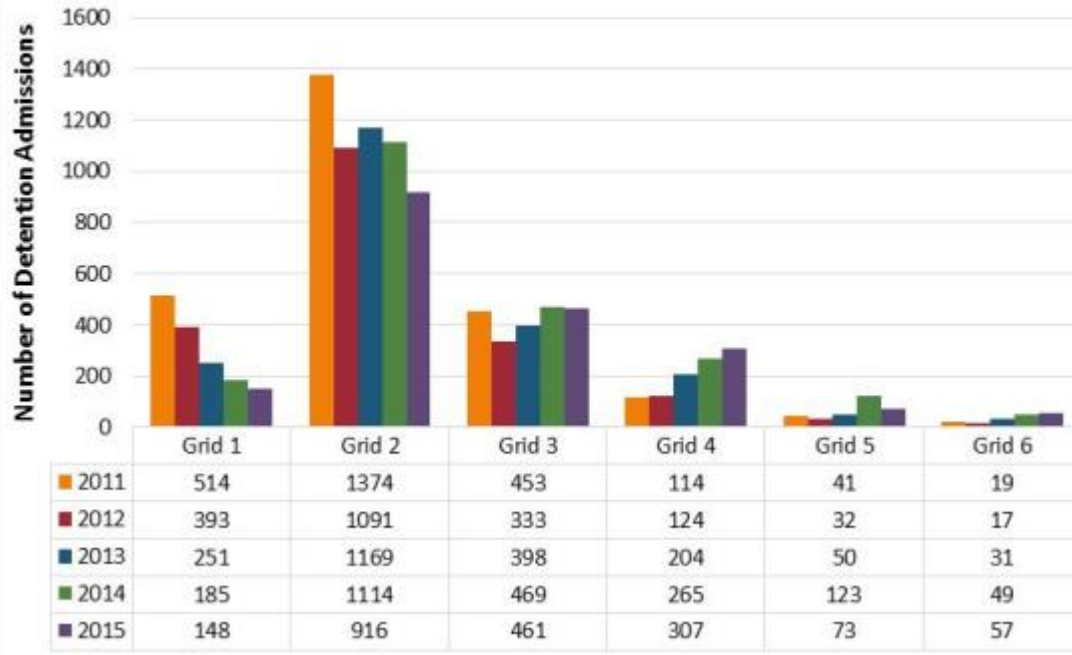


In CY 2015, the average age of a DYS detained youth was 15.8 years.



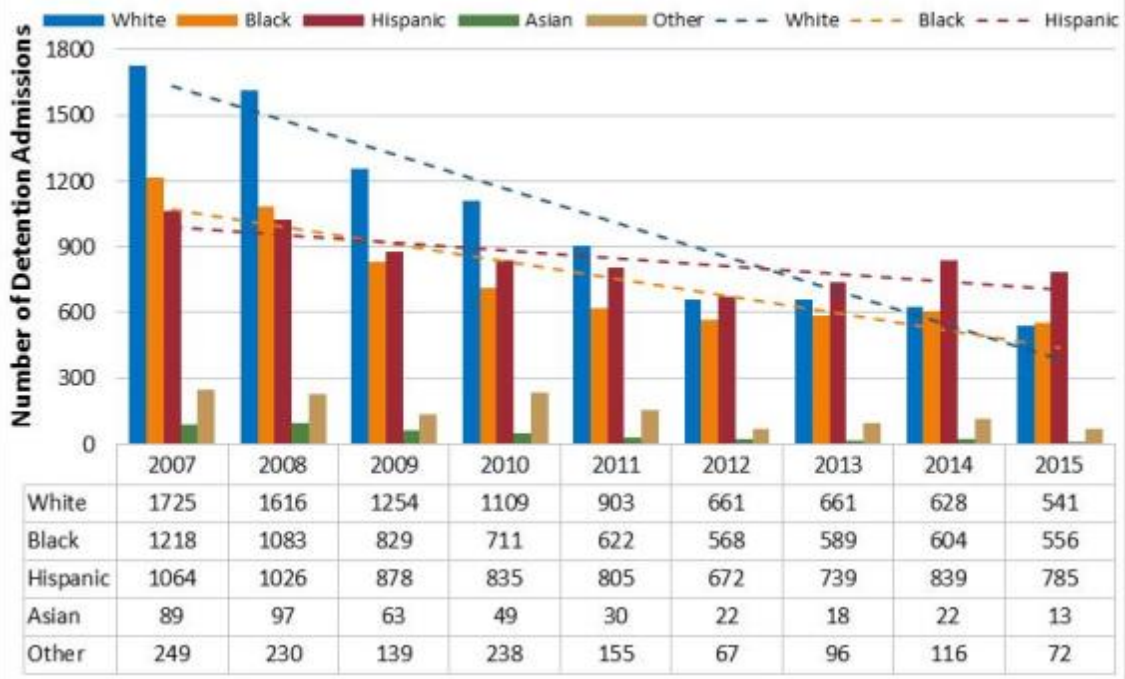
More than half of the DYS detention admissions were for offenses against the person.

DYS Detentions by Grid Level 2011 – 2015

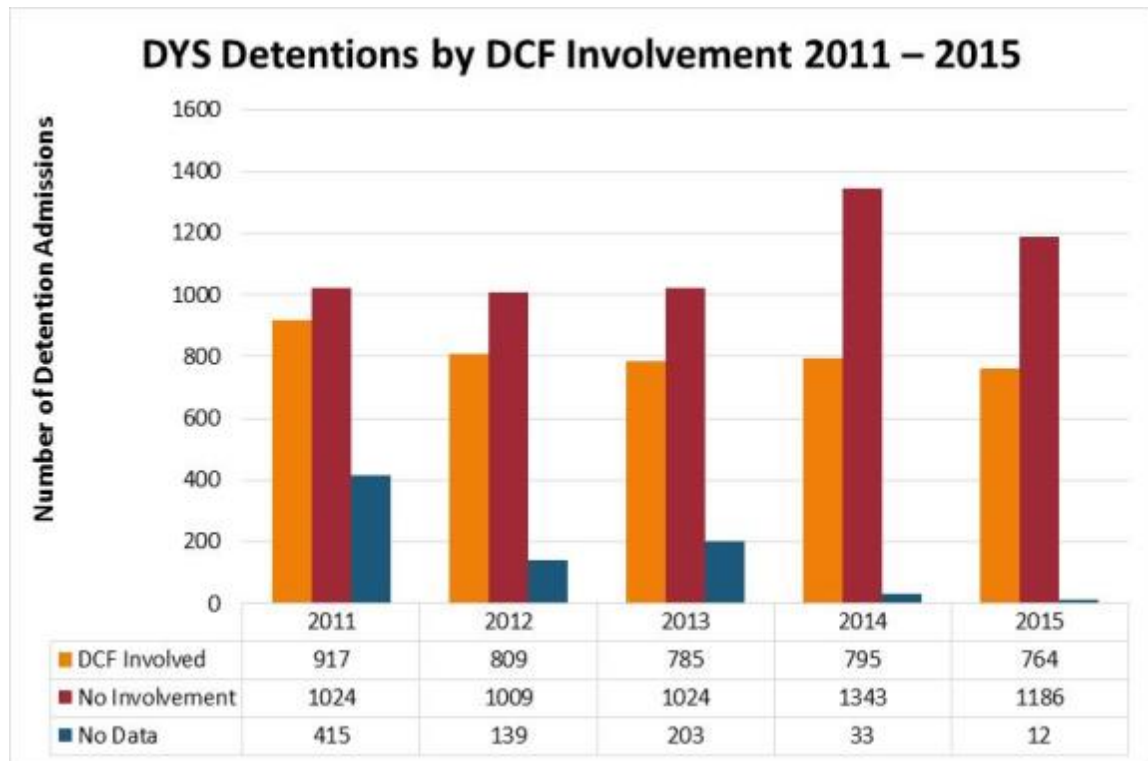


In CY 2015, most of the youth in detention were assigned GRID level 2 for committing offenses such as OUI liquor or drugs, possession of heroin, assault, assault & battery, tagging, and breaking & entering.

DYS Detention Admissions by Race/Ethnicity



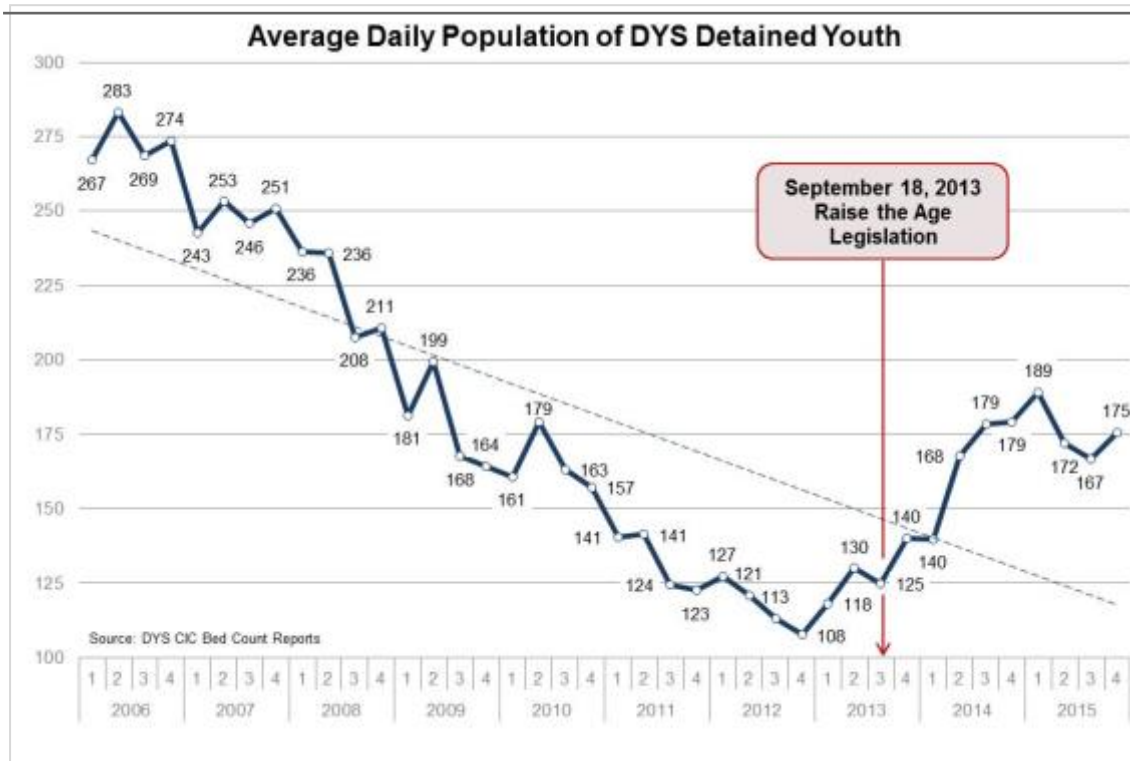
Since 2012, Hispanic youth accounted for a larger proportion of the youth in detention as the number of Caucasian and Afro-American youth in detention had dropped. In CY 2015, there were 602 Hispanic youth in detention compared to 442 Caucasian youth.



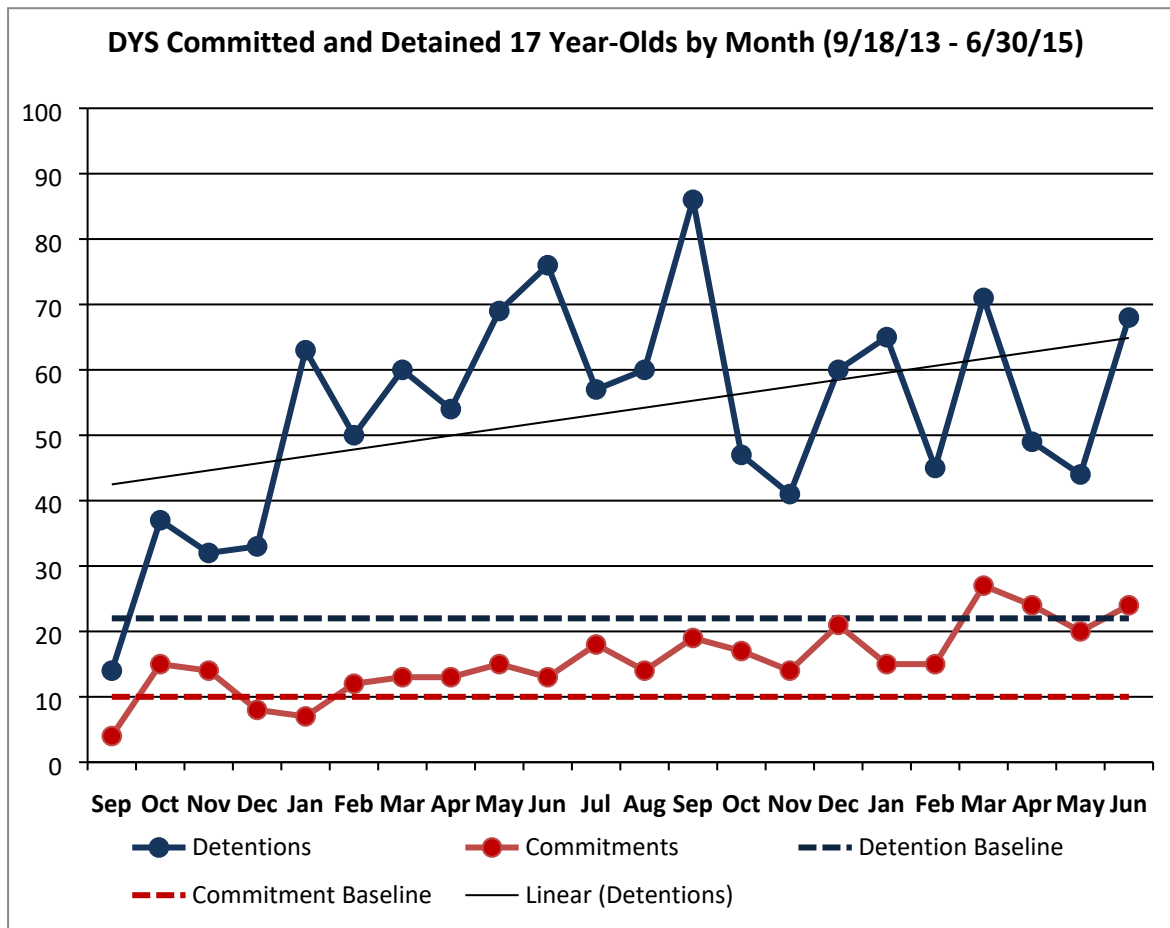
In CY 2015, the percentage of DYS youth who had DCF involvement was 38.9%. Over the course of the 5 year period between CY 2011 and CY 2015, the percentage of DYS youth with DCF involvement has ranged between 37% and 41%.

Raise-the-Age: Impact on DYS Commitment and Detention

In 2013, the Raise-the-Age legislation was passed in Massachusetts which increased the age of juvenile court jurisdiction from 17 to 18 for delinquency cases and youthful offender matters



Since the enactment of the Raise-the-Age law, DYS has seen upward trend in the statewide average daily detention population rate. In CY 2015, the statewide average daily detained population was 175 youth..



The numbers of youth age 17 who were committed or detained since Raise the Age have continued to trend upward.

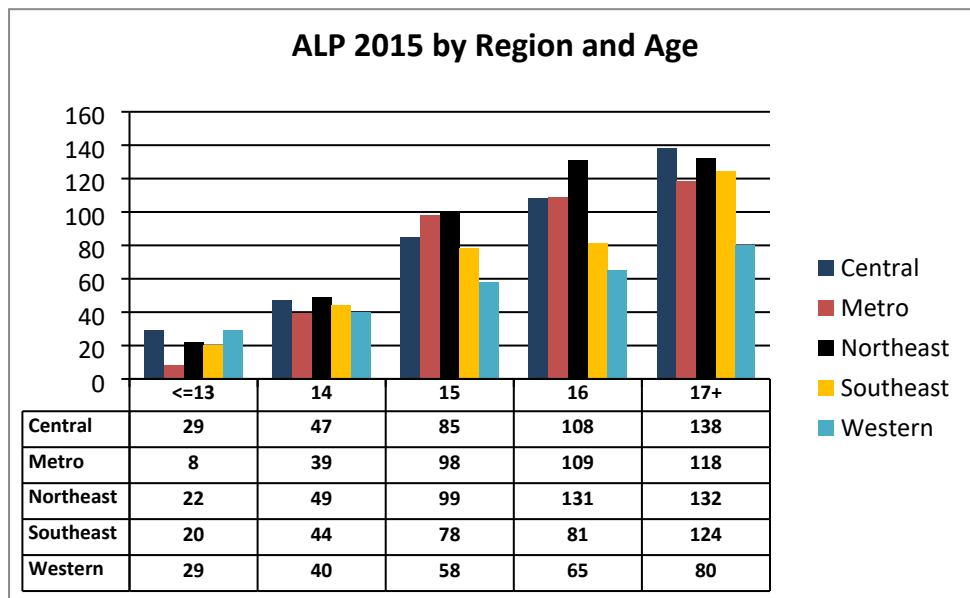
DYS Alternative Lockup Programs

The Department of Youth Services administers the Alternative Lockup Programs to find secure placements for youth arrested when courts are not in session. The program is designed to provide a safe, non-police environment for youth who are awaiting a court appearance.

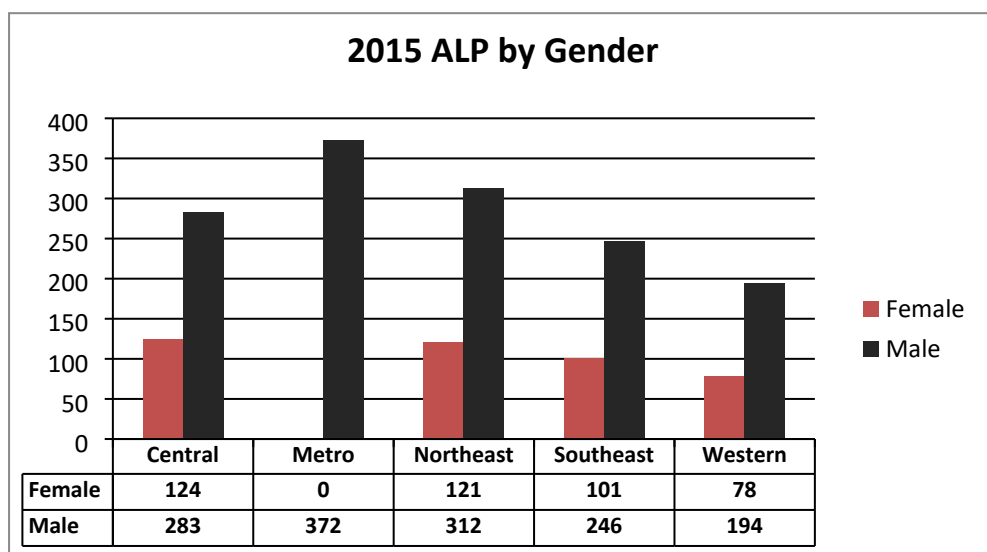
The alternative placement of youth awaiting arraignment follows both state and federal requirements that include:

- Youth who commit a status offense (an offense that is only prohibited for minors) may not be securely detained for any length of time
- Juveniles charged with a non-status offense may be securely detained for no longer than 6 hours in a local police station
- Youth must be sight and sound separated from adults
- No juvenile under the age of 14 may be held in a police lockup

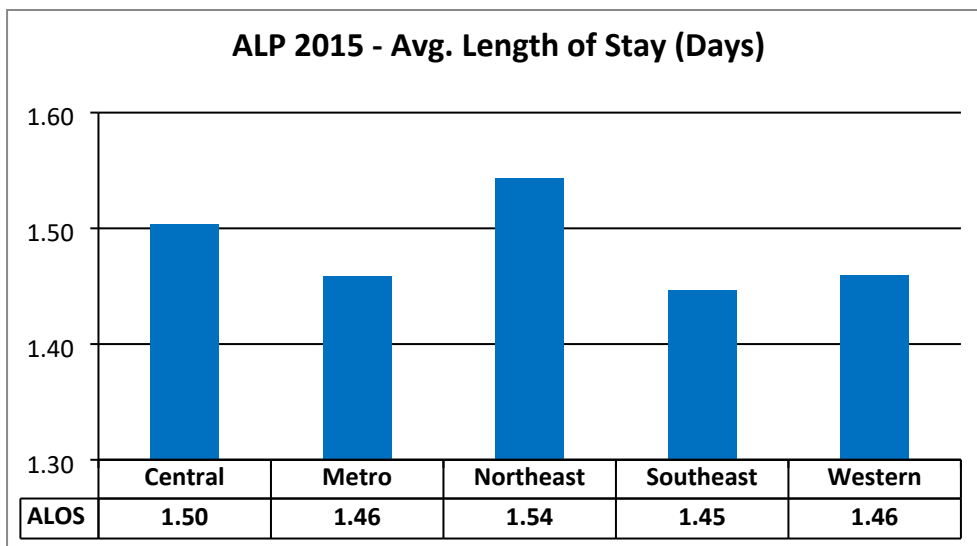
DYS had 1830 overnight arrest admissions (placement for youth arrested overnight or during the weekend until arraignment or court date) in CY 2015.



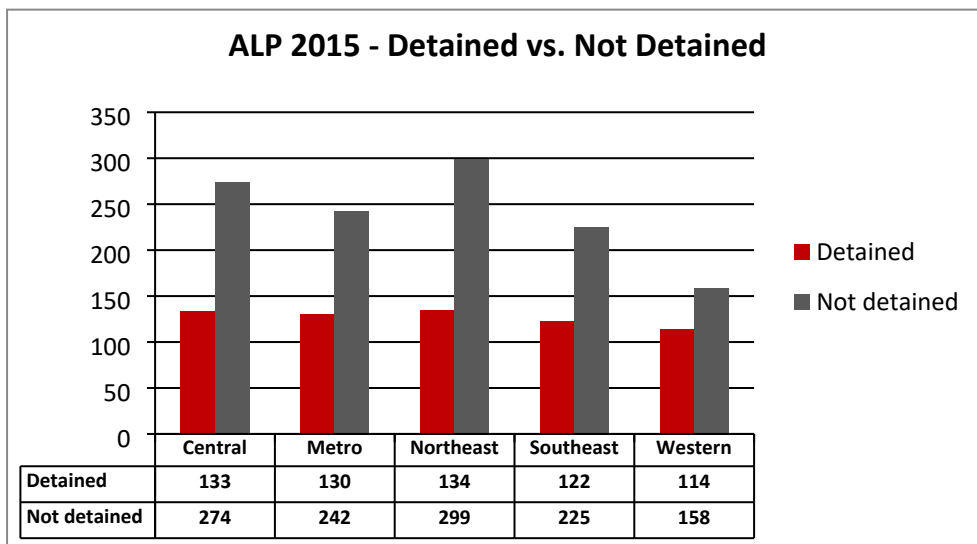
In CY 2015, the trend continued with the number of youth placed in a DYS Alternative Lock-Up programs increasing with the age of the youth.



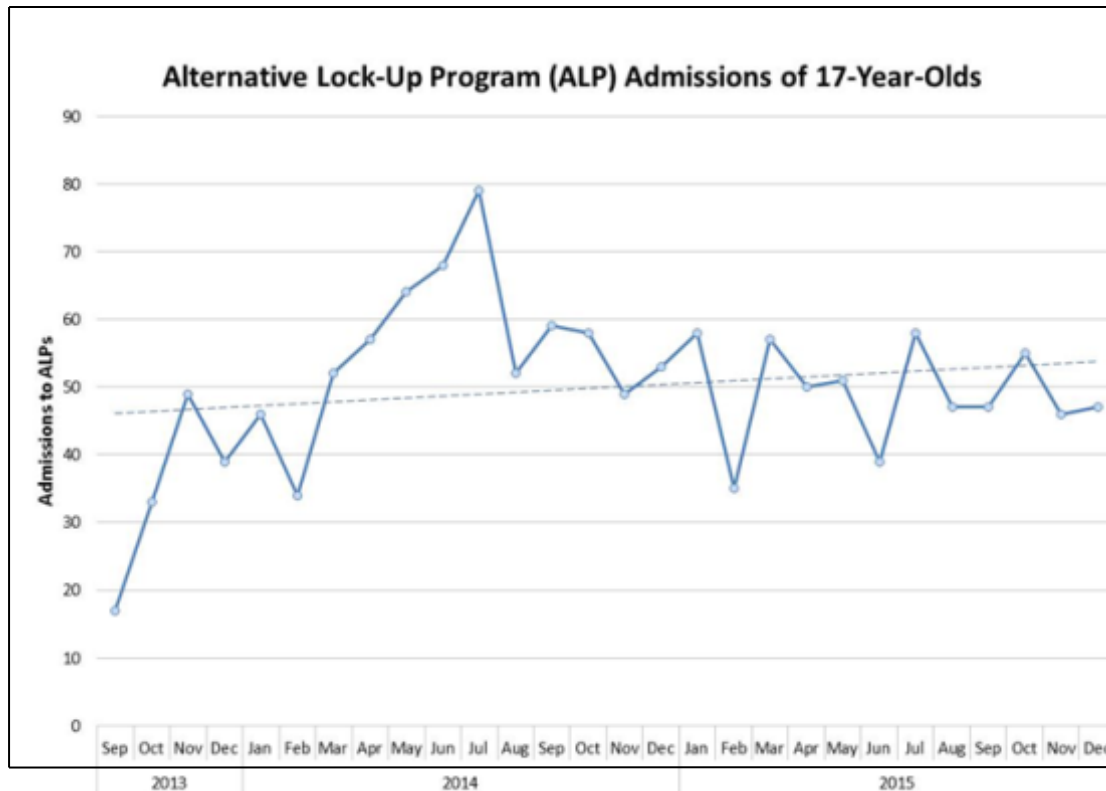
Young female represented 29% of the youth who were placed in a DYS Alternative Lock-Up Program in CY 2015.



The average length of stay in a DYS Alternative Lock-Up Program was 1.5 days.



Approximately 35% of the youth placed in the DYS Alternative Lock-Up programs were placed in detention in CY 2015.



The number of 17-year olds referred to DYS for overnight arrest had steadily increased from an average of 40 youth in the first quarter of the Raise the Age law (enacted on September 18, 2013), to 148 youth in the last quarter of 2015.

DYS Revocation

After youth are committed by the court to DYS and complete their residential or secure treatment requirement, they are then released into the community under an agreement similar to a parole agreement which is called the Grant of Conditional Liberty, or GCL.

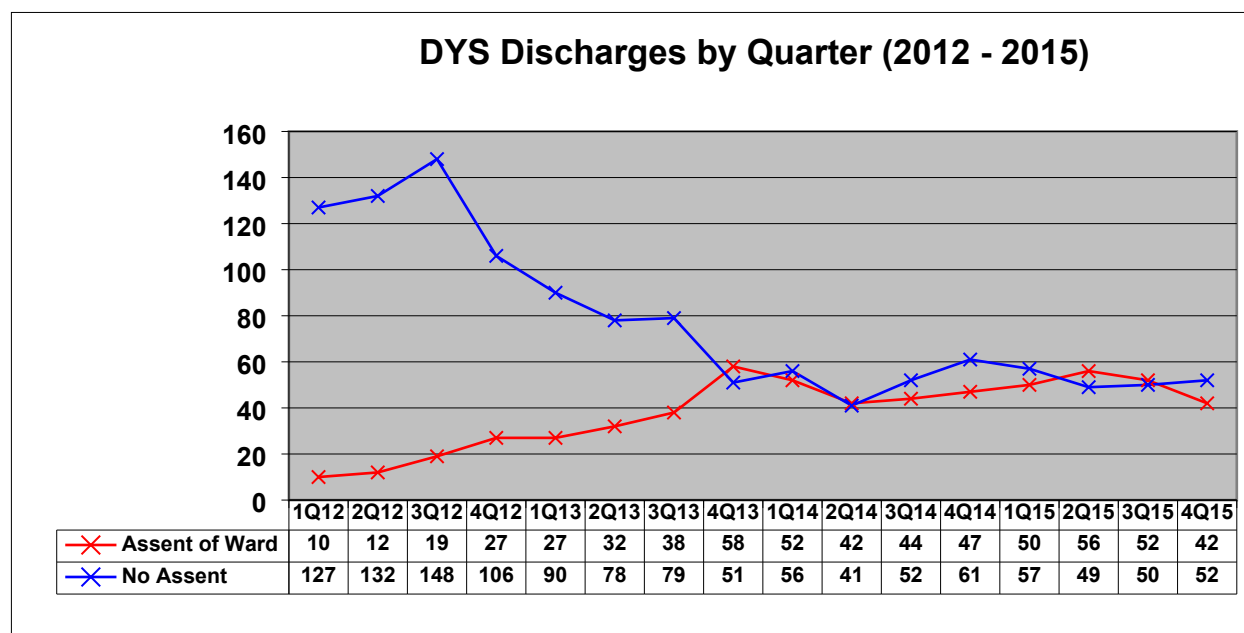
The GCL is a document signed by youth and their DYS caseworkers that lists the conditions that the youth must follow, such as attending school regularly and staying in contact with the DYS caseworker. When DYS caseworkers believe that a youth is not following the conditions of their GCL, they may decide to return the youth to custody to face a revocation hearing.

In CY 2015, there were 610 revocations involving 365 youth. In comparison, there were 717 revocations involving 405 youth in CY 2014 and 755 revocations involving 426 youth in CY. 2013.

Assent of Ward

In 2013, DYS began offering voluntary community support services to every youth discharging from DYS custody. Through the Assent of Ward voluntary agreement, a youth agrees to abide by the conditions of the agreement following discharge in exchange for continuing case

management and other transitional supports such as housing, continued education, treatment and/or job training. The Assent of Ward is a strategic DYS service strategy that is directed to reduce recidivism through increasing skill attainment and supporting other positive youth outcomes.



The Assent of Ward supports the Department's goal of ensuring that youth sustain the gains they made while in DYS custody through improved discharge planning and continuing community supportive partnerships. The duration of the transition supports provided has averaged 6 months. The Assent of Ward voluntary agreements have increased almost four-fold since the inception of the program in 2012 from 12% to 47%. This trend reflects another positive step taken by youth in planning for their future post discharge.

Recidivism

In CY 2015, DYS evaluated the criminal history of 406 former DYS youth who were discharged in 2011 to find the rate of recidivism for the entire cohort. Of the 406 individuals in the study, 22% were convicted of an offense committed within 1 year of discharge from DYS. This compared with a 25% rate for the 2010 discharges; a 28% rate for the 2009 discharges; and a 37% rate for the 2008 discharges. Former clients at high risk for reconviction tended to be males who were high-level offenders who had been committed to DYS on property offenses or public order offenses.

	One-Year
Gender	Reconviction Rate
Males	26.1%

Females	3.9%
Ethnicity	
Caucasian	22.9%
Afr. American	20.2%
Hispanic	22.0%
Other	22.7%
DYS Committing Offense Type	
Person	21.9%
Property	23.4%
Drug	20.7%
Motor Vehicle	7.7%
Weapons	19.4%
Public Order	24.1%
Grid Level	
<= Grid 2	22.2%
Grid 3	20.6%
Grid 4	27.0%
>= Grid 5	15.4%

- In the CY 2015 study, the one-year reconviction rate was lower for the 2011 cohort (22%) compared to the 2010 cohort (25%) studied in CY 2014.
- Of the 22% of youth reconvicted for offenses committed within one year of DYS discharge, 66% were reconvicted within the first six months.
- The recidivism rate for males was 26% while the rate for females was only 4%.
- Recidivism rates were highest for youth whose juvenile offenses involved public order (24%), or property (23%). The lowest rates were for those committed for motor vehicle offenses (8%).
- High recidivism rates were associated with youth previously committed for larceny (36% convictions). Low recidivism rates were associated with youth previously committed for destruction of property (14% convictions).
- Of the five DYS Regions, the Western Region had the lowest recidivism rate (15%).
- Among the major Massachusetts cities, Brockton youth had the highest reconviction rates (35%), while Lawrence youth had the lowest (15%).

Recidivism Rates - Misdemeanors vs. Felonies

DYS Offense	# Convicted	Total in Sample	Recidivism Rate
Misdemeanors	45	200	22.5%
Felonies	44	206	21.4%

The DYS SERVICE CONTINUUM

The Department of Youth Services employs a “continuum model” of services and supervision. This continuum includes residential programs, reception centers/foster care, and community-based sites. DYS divides its services into five geographic regions. While each region has its own continuum of services and supervision in order to serve youth as close to their home communities and families, all DYS residential and community programs provide positive youth development opportunities for DYS youth.

DYS Placement Services

In CY 2015, DYS operated 63 residential programs for youth, ranging from staff-secure programs to hardware-secure programs. Bed placement is determined by the youth’s status on the DYS continuum, which includes detention, assessment, commitment, and revocation. There are separate programs for girls and boys. Each residential program has a capacity of 8 to 20 beds. Residential programming services include clinical intervention, education, structured recreation and, health services.

	Total Programs		Security Level		Total
	Provider	State	Staff	Hardware	
Girls	7	1	3	5	8
Boys	31	19	27	23	50
Alternate Lock Up Program	4	1	4	1	5
Total	42	21	34	29	63

As of January 1, 2016, forty three percent (43%) of the committed population had completed a residential placement with DYS and were under supervision in the community. Fifty five percent (55%) of the committed population were placed in DYS residential programs for periods ranging from three months to several years; and two percent (2%) were placed with other agencies.

Community Services

The Community Services Network is part of the DYS service continuum that recognizes and complements work completed by youth in the residential phase through the support of families,

and the collaboration with communities and locally based provider agencies to access and

develop resources. Through 22 district offices that are strategically located across Massachusetts, DYS has caseworkers who provide supervision and support to committed youth living in their home communities. The caseworkers work with youth by connecting them with education and vocational services, job readiness training, employment, behavioral health, medical services, mentoring, and arts related services.

The Community Re-entry Initiative provides supports for the successful transition and re-entry of youth through mentoring, arts and cultural programming, GED/Hi-Set and adult basic education services, and workforce development opportunities that foster career readiness and employment. In 2015, DYS created program options with detailed requirements and measurable outcomes that increased opportunities for youth to participate in a variety of programs that matched their interests.



DYS-Southeast hosts a well-attended college and career fair for DYS youth

Framingham Juvenile Court Art Inspiration Project: In 2015, the Department of Youth Services collaborated with state legislators, the juvenile court judges and administrators and the probation department on beautifying the juvenile court while showcasing youth art at the Framingham Juvenile Court.

“The Framingham Juvenile Court Art Inspiration Project” featured the work of young artists, who shared their work with members of the judiciary, the court system, and the legislature. The Art Inspiration project invites young artists to give back to the community by beautifying the Framingham Juvenile courthouse, and creating a more hopeful environment. Joining DYS Commissioner Forbes at the Art Inspiration opening event were Trial Court Chief Justice Paula Carey, Juvenile Court Chief Justice Amy Nechtem, Framingham Juvenile Court First Justice Jay Blitzman, Judge Gloria Tan, State Representatives Carolyn Dykema and Chris Walsh and State Senator Eldridge.



Council of Juvenile Correctional Administrators – Performance based Standards: In 2015, the Robert F. Kennedy South Hadley Girls Program was awarded the Barbara Allen Hagen Award for their work on shifting incentive systems and programming to a trauma informed and positive youth development based gender responsive system. The new system at South Hadley consists of “Think + Learn + Contribute” to focus on positive development as opposed to negative actions. It allows the staff to be able to help and support instead of further punishment, and it translates into better outcomes in the community.

Safe and Successful Youth Initiative: In 2015, youth from the DYS District Offices, including Lowell, Lawrence, and Worcester, were actively engaged in the MA Executive Office of Health and Human Services' Safe and Successful Youth Initiative (SSYI). Each District Office collaborated with the local SSYI grantees including UTEC, the Lowell Career Center, Straight Ahead Ministries and Worcester Youth Center – to identify youth appropriate for SSYI involvement and partnered with the grantees to best ensure effective coordination of services and participation by those referred. The goal of SSYI is to ensure that a full continuum of services - case management, intensive supervision, workforce development and employment support, educational opportunities and support, and behavioral health are available and coordinated.

Education and Career-Readiness

In partnership with the Commonwealth Corporation and the Collaborative for Educational Services, the Department of Youth Services provides a comprehensive education and workforce development program that gives all youth in DYS custody the knowledge, tools, and confidence they need to build a better future. In 2015, these initiatives included:

- Engaging Teaching and Learning supported by High Quality Professional Development
- Multiple Pathways to Educational Attainment and Student Outcomes
- Understanding how special education contributes to the educational environment
- Bridging the Opportunity Gap, Career Development and Employability Initiative
- Positive Youth Development and Culturally Responsive Practices for Educators and Staff
- College and Career Readiness
- Arts Integration
- Family engagement

Blended Learning: In 2015, DYS was one of six state juvenile justice agencies selected to participate in a national Blended Learning Initiative sponsored by the Center for Educational Excellence in Alternative Settings for states interested in using blended learning technologies to greater personalize education and career readiness opportunities for youth in secure care settings. This included developing online digital portfolios, providing opportunities for multiple means of expression and collaboration among students (e.g. wikis), increasing exposure to on-line post-secondary learning, providing career exploration, and advancing self-efficacy. Students in 8 secure treatment facilities have been enjoying the benefits of a blended classroom.

Student Performance Data: The DYS educational model provides students with multiple pathways to academic and vocational growth, including opportunities for youth to pursue and obtain a high school equivalency diploma (formerly the GED, now HiSET), earn credits towards a high-school diploma, achieve success in MCAS, and gain 21st century skills and knowledge.

In examining the performance data described below, the following factors regarding the DYS

committed youth should be noted: (1) Over the past decade, DYS has experienced a significant decrease in the committed population; (2) DYS adheres to the regulations set forth for participation in the MCAS as determined by Department of Elementary and Secondary Education which drives the number of students who participate in each subject area test differs; and (3) the sending school district is responsible for determining eligibility of students for special education resulting in the population of students with disabilities also fluctuates from year to year.

MCAS PERFORMANCE OUTCOMES (2014-2015)

Student Academic Performance 2015 Results (General and Special Education)	
10th Grade English Language Arts	In the spring of 2015, 72 students completed the 10 th grade MCAS ELA competency exam while in the care and custody of DYS. 67 of these students (93.1%) scored in the Needs Improvement, Proficient and Advanced categories, a 3.1 percentage point increase to the passing rate over the 2014 results for 80 students.
10th Grade Mathematics	In the spring of 2015, 85 students completed the 10 th grade MCAS Mathematics competency exam while in the care and custody of DYS. 51 of these students (60%) scored in the Needs Improvement, Proficient and Advanced categories, a 1.2 percentage point increase to the passing rate over the 2014 results for 85 students.
10th Grade Science	In the spring of 2015, 104 students completed an MCAS science competency exam (Biology or Physics), while in the care and custody of DYS. 44 of these students (42.3%) scored in the Needs Improvement, Proficient and Advanced categories, an 18.9 percentage point decrease to the passing rate from the 2014 results for 98 students.

ENGLISH LANGUAGE ARTS

2015 Student Academic Performance Overview	
Results: General Education	28 general education students took the 10th grade MCAS in English Language Arts in the spring of 2015. 96.4% of these youth scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 2.1 percentage point increase to the passing rate over the 2014 results for 35 students.
Results: Students with Disabilities	44 students with disabilities took the 10th grade MCAS in English Language Arts in the spring of 2015. 90.9% of these youth scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 4.2 percentage point increase to the passing rate over the 2014 results for 45 students.

MATHEMATICS

2015 Student Academic Performance Overview	
Results: General Education	31 general education students took the 10th grade MCAS in Mathematics in the spring of 2015. 74.2% of these youth scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 0.7 percentage point increase to the passing rate over the 2014 results for 34 students.
Results: Students with Disabilities	54 students with disabilities took the 10th grade MCAS in Mathematics in the spring of 2015. 51.9% of these youth scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 2.9 percentage point increase to the passing rate over the 2014 results for 51 students.

SCIENCE/TECHNOLOGY/ENGINEERING

2015 Student Academic Performance Overview	
Results: General Education	34 general education students took the 10th grade MCAS in Science (Biology or Physics) in the spring of 2015. 61.8% of these youth scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 7.9 percentage point decrease to the passing rate from the 2014 results for 33 students.
Results: Students with Disabilities	70 students with disabilities took the 10th grade MCAS in Science (Biology or Physics) in the spring of 2015. 32.9% of these youth passed, including those who scored in the Needs Improvement, Proficient, and Advanced categories. This reflects a 24.0 percentage point decrease to the passing rate from the 2014 results for 65 students.

HIGH SCHOOL EQUIVALENCY ASSESSMENT TEST (HiSET/GED) AND HIGH SCHOOL DIPLOMA

Hiset Pass Rate 2014-2015			
	Test Completed	Pass	Pass Rate
DYS	121	89	74%
Massachusetts	2621	1877	72%
All HiSet States	19,619	14,730	75%

HiSET Average Scores by Subject 2014–2015					
	Math	Social Studies	Science	ELA Reading	ELA Writing
DYS	10.07	11.02	12.08	10.94	11.89
MA	9.7	11.5	11.6	11	11.7
All HiSet States	10.2	12	12.1	11.5	12.1

The chart below displays the HiSet/GED attainment and High School Diploma data from the past four (4) years. In 2015, DYS, in collaboration with the Department of Elementary and Secondary Education, was able to set up 3 HiSet testing sites for youth in secure residential treatment who are unable to test at a community-based HiSet testing site.

GED Attainment and High School Diploma Data for the Past 4 Years		
	High School Diplomas	HiSet/GED
2014-2015	73	72
2013-2014	69	73
2012-2013	63	80
2011-2012	79	90

While the overall population of youth in DYS has declined over the past several years, DYS youth students continue to attain success in this indicator.

In 2015, the Department continued the tradition of recognizing youth accomplishment by hosting graduation ceremonies for the youth across the state. For many families, the graduation ceremonies provided recognition and validation of youth achieving a critical developmental milestone. Students were honored with certificates for receiving their high school or HiSet diplomas. Some youth were also honored for receiving their associate degree while in DYS custody. All the regions celebrated the strong bonds and connections that exist between our community team and the families. That bond helped foster this learning environment for the youth.



Connecticut.

Education Highlight: *In the Central Region an annual graduation ceremony celebrated graduates who received their high school diploma or GED attainment while in DYS custody. The theme of the 2015 DYS Central Region graduation was "Life is a Marathon, Not a Sprint". One graduate recently achieved his high school diploma from a local high school where he was a member of both the varsity football and baseball teams. He was accepted to St. Thomas More Prep School in*

Post-Secondary Enrollment: During the 2014-2015 academic year, thirty-five (35) students enrolled in post-secondary courses. DYS continues to partner with institutions throughout the Commonwealth who are dedicated to providing access to higher education.

Industry-Recognized Credentials: During the 2014-2015 academic year, industry recognized credentials were earned by students in residential settings. One hundred and forty six (146) students earned their CPR/First Aid Certificate and learned critical skills on how to respond to and manage a first aid, choking or sudden cardiac arrest emergency, including CPR and AED use. Eight (8) students earned their Copper Wiring C-Tech Certificate which is an industry recognized credential. This program employs curriculum materials purchased from C-Tech, a nationally recognized company that has developed programs used by other states that provide vocational training in institutional schools.

The Bridging the Opportunity Gap (BOG) Initiative is a combination employability and re-entry program that provides career readiness, work-based learning opportunities and connections to employment. The BOG initiative is based on a positive youth development model that is asset-based, culturally responsive, and delivered by personnel with experience in operating youth employability programs. Programming is interactive and engaging to youth, and is delivered in a way that addresses a variety of learning styles. Human services agencies, community and faith-based organizations, workforce investment boards, career centers, and vocational technical high schools across the state participate in the BOG initiative. These organizations work with Commonwealth Corporation staff to build and expand program services and resources that result in access to a variety of employment and educational opportunities for DYS youth.

In FY 2015, 107 youth participated in BOG summer programming and 268 in year round programming. Out of the 107 youth that participated in summer programming a total of 63 youth continued to participate in year-round programming.

YEAR ROUND BOG

Below is a breakdown of enrollments by program option for summer and year-round programming.

BOG Year Round FY15		
BOG Program Option	Youth Enrollments	Percentage
Arts and Cultural	63	22%
HiSET	33	11%
Vocational	47	16%
Work Based Learning	147	51%

Youth enrolled in the Year Round BOG were most successful at completing arts and cultural activities (78%), certification training (62%), and orientation training (73%).

SUMMER BOG

BOG Summer FY15		
BOG Program Option	Youth Enrollments	Percentage
Arts and Cultural	33	29%
HiSET	11	10%
Vocational	17	15%
Work Based Learning	51	46%

Youth enrolled in the Summer BOG were most successful at completing career readiness training (63.2%), obtaining their HiSet (100%), and orientation training (76%).

The table below lists the services provided to youth participating in the 2015 Year Round BOG program session. Youth are often served by more than one program and are given separate enrollments for each program enrolled which result in multiple enrollments during a program session. The first column shows the total number of youth that were trained in specific workforce development areas; the second column shows the percent of total youth participants who received each service. Overall 55% of youth received services towards orientation training, and 41% of youth received services towards ongoing career readiness. Orientation training and ongoing career readiness training are both part of the overall Career Readiness training youth receive in BOG programming.

Services	Total Count Participants	% of Youth Participants
VOCATIONAL		
Carpentry	26	10%
Automotive	50	19%
CAREER READINESS TRAINING		
Workplace Etiquette	51	19%
Preparing youth Portfolio	87	32%
Program Expectations/Workplace documentation	77	29%
Field Trips	65	24%
Searching and obtaining a Job	88	33%
Maintaining Employment	59	22%
Orientation Training	147	55%
Ongoing Career Readiness	109	41%
Subsidized Employment	104	39%
Certifications	18	7%
HiSet	37	14%
Arts	107	40%


Initiatives and Partnerships

The Juvenile Detention Alternatives Initiative (“JDAI”) is a national systems-reform initiative working to improve the detention component of the juvenile justice system. It is a public safety partnership, led by DYS, that focuses on reducing the unnecessary and potentially harmful use of secure detention for low-risk juveniles. JDAI ensures that “the right youth, is in the right place, for the right reasons” through strategies that engage public, private, community and family partners.

JDAI Partners include:

- Department of Youth Services
- Massachusetts Chiefs of Police Association
- Department of Children & Families
- The Office of the Commissioner of Probation
- Massachusetts Juvenile Court Department
- Executive Office of Public Safety & Security
- Department of Mental Health
- Non-profit Partners

The 2015 JDAI Statewide Conference, attended by more than 250 juvenile justice professionals and advocates from across Massachusetts, focused on where the theme focused on the JDAI Core Strategy of Reducing Racial and Ethnic Disparities. Nationally-renowned lecturer on the neuroscience and psychology of legal and judicial decision-making, Kimberly Papillon, Esq., talked about “Implicit Bias” and the challenges and solutions to increasing sound decision-making and fairness in working with youth. Below is the Detention Data Summary presented at the 2015 JDAI Statewide Conference.



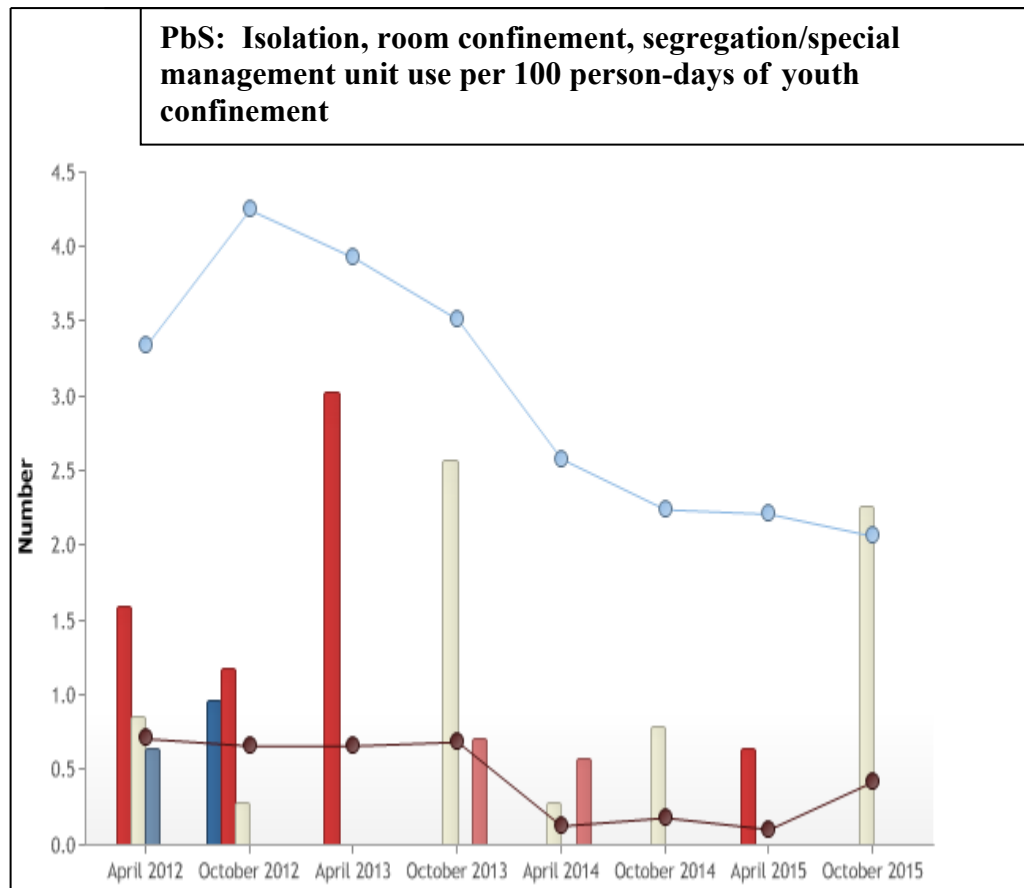
Detention Data Summary 2007/2013

- Approximately 27% of all 2013 juvenile arraignments have resulted in a DYS detention.
- Hispanic youth have accounted for a larger and larger proportion of all detentions, as large reductions have occurred in detentions of Caucasian and African American youth.
- Statewide average daily population has increased from 125 to 179 (up 43%) since the 3rd Quarter of 2013.
- The percent of detained youth who were DCF-involved decreased from 41% to 38% from FY 2013 to FY 2014.
- For Fiscal Year 2014, 33% of all DYS detained youth were placed in non-hardware secure programs.
- For 2014 so far, DYS is averaging 42 additional detained 17 year-olds per month compared to the months leading up to Raise-the-Age legislation.

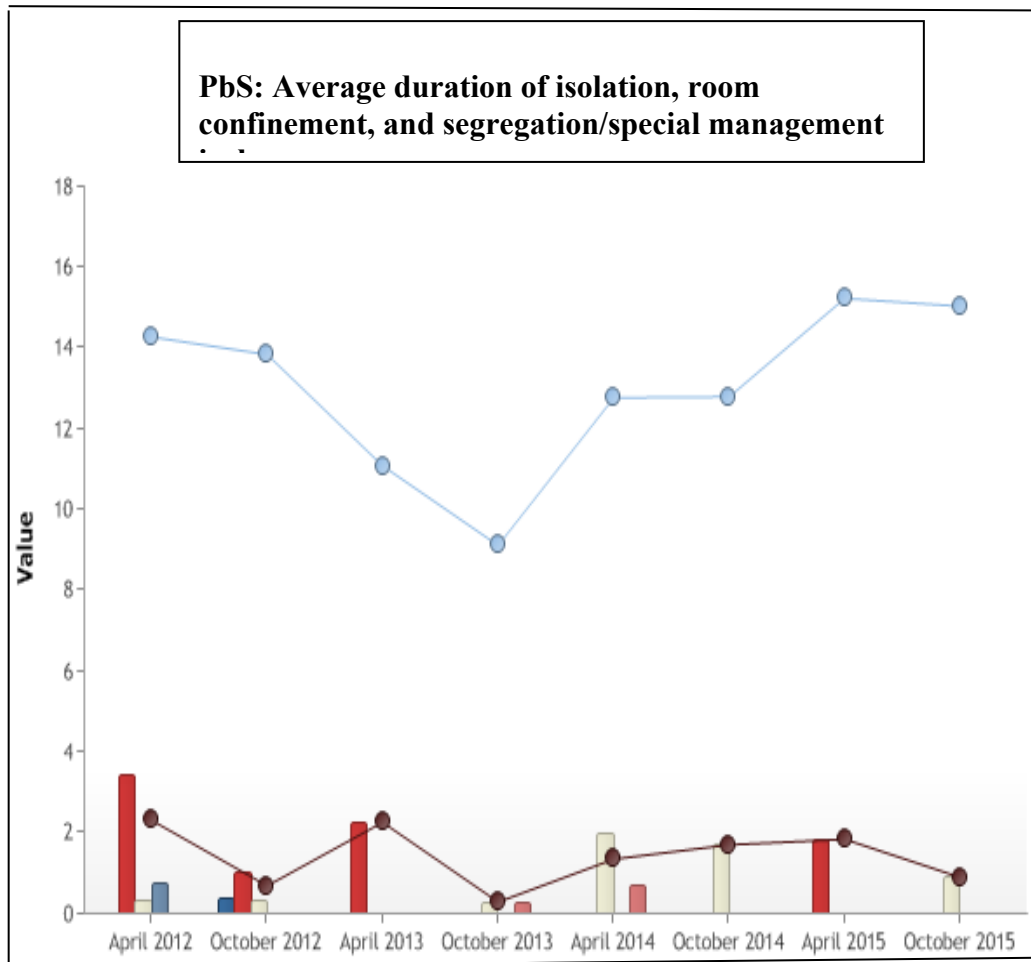
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DYS Leadership Training for External Stakeholders: The Department of Youth Services, the Office of the Commissioner of Probation, the Administrative Office of the Juvenile Court, the Youth Advocacy Division, the Department of Children and Families and the Governor’s Juvenile Justice Advisory Council collaborated to create a high-impact training series for senior field based managers from the child welfare and juvenile justice systems to learn more about cutting edge concepts that included trauma, positive youth justice and the impact of chronic marijuana use on adolescent development. A primary goal of the trainings was to coalesce leadership across agencies on Positive Youth Development, “what works” with at risk and high risk adolescents and provide the opportunity to exchange ideas, network across agencies, and share meaningful learning opportunities to improve collective impact.

Performance based Standards (PbS) is a data-driven improvement model grounded in research that holds juvenile justice agencies, facilities and residential care providers to the highest standards for operations, programs and services. PbS was launched in 1995 by the Office of Juvenile Justice and Delinquency Prevention to improve the deplorable conditions reported in the 1994 Conditions of Confinement Study. Since 2001, DYS and its programs have been active participants in the national PbS initiative which promotes facility based practices that support quality standards of care and enhanced safety for youth and staff. Data is collected and evaluated twice per year in April and October. The graph below depicts one of the metrics tracked. This graph compares room confinement utilization nationally (blue trend line) to utilization in DYS programs (black trend line).



The graph below shows the nation average room confinement duration to be over 13 hours (blue trend line) whereas the average room confinement duration for the DYS programs to be under 2 hours.



Prison Rape Elimination Act (PREA) is a federal law passed in 2012 that required states to come into compliance with a comprehensive set of standards focused on safety from sexual assault for all people confined in correctional settings, including youths in DYS residential programs.

In 2015, DYS completed the second round of PREA audits and achieved the highest rating of “compliance” in all programs reviewed. As a part of the auditing process, more than 200 staff members and 200 youth from 34 residential programs were interviewed about their experiences and knowledge of PREA policies and trainings. In a follow-up letter, the PREA auditor opined that the

“DYS commitment to PREA ...to implement PREA compliance across the full spectrum of services providers (state operated programs and contract vendor providers) was second to none... All used the same language, knew the same policies and procedures, received the same high quality training and had the same commitment to keeping youth safe. These outstanding efforts are, in my professional opinion, making youth committed to DYS some of the safest youth in the country in terms of protection from sexual violence.”

3rd Annual Statewide Youth Showcase: “Share Your Art- Share Your Voice”

is an annual event where the positive achievements of DYS youth are on display. The Showcase brings together DYS youth, teachers, clinicians; community programs, and DYS community staff and caseworkers, and illustrates how the Department supports youth towards achieving educational, social, and vocational goals.

The Department’s executive staff shared the podium with many youth performers and a youth Master of Ceremonies. Lieutenant Governor Karyn Polito gave the keynote address. Additional words of support and encouragement were provided by Tina Chery, Executive Director of the Louis D. Brown Peace Institute.



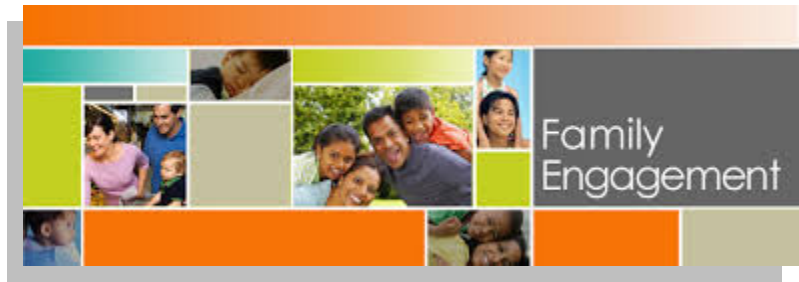
2015 DYS Showcase highlights included:



- 260 youth visual artists submitted 350 pieces of art and 23 youth performed.
- Over 320 pieces of youth visual art were on display including: 2D paintings, drawings, and prints; 3D sculptures, and wearable arts.
- Youth artists experienced selling their work, making connections between the value of completing and presenting their work.
- 3 DYS residential programs created table displays with their youth participants.
- 8 programs with youth and staff represented their Bridging the Opportunity Gap (BOG) work in the community at table displays including some items for sale.
- DYS residential programs and BOG programs collectively sold 160 items connected to their programming that included youth grown plants, youth decorated planters, and youth operated pop-up book store.
- Over 100 youth attendees from residential programs and the community including:
 - 15 residential programs in attendance with youth
 - 7 District Offices in attendance with youth
- Over 300 statewide attendees, including youth supporters, case workers, teachers, legislators, clinicians, program directors, provider partners, community organizations, families, and direct care staff attendees from the DYS System.

Family Engagement is a Department priority that is practiced throughout DYS programs statewide.

The Department of Youth Services recognizes that an effective intervention for youth in the juvenile justice system is the engagement of families in a strength-based partnership.



2015 Highlights of DYS Family Engagement Activities

- **Parent Time:** In collaboration with the Department of Public Health and the Bureau of Substance Abuse Services, DYS offered psycho-educational groups, called Parent Time, to families of youth with substance abuse issues. These groups offered information on substance abuse services available to youth and provide support to the family.
- **Parenting with Love and Limits:** DYS piloted an evidence based practice, Parenting with Love and Limits, in the Southeast Region. This family-focused therapy for the youth and family begins when the youth is in residential care and continues for approximately three months after the youth returns home. In national studies, this therapy has been found to help families apply skills and concepts to real-life situations and result in positive outcomes for youth including reducing drug and alcohol relapse.
- **Dialectical Behavior Therapy (DBT)** strategies were expanded to include youth, their families, the youth's caseworker and clinicians from the youth's residential program to ensure that the DBT skills gained by youth while in residential care are also taught to the youth's families to support and prepare them for when their child returns home. DBT is a behavior management tool used to increase skill-development in youth, improve relationships between youth and staff, youth and family and create a positive pro-social learning environment.
- **Family Engagement in the Community:** DYS worked with youth and families to develop possible responses to challenges that the youth might face when s/he returns to the community.
- **Family Orientation Initiative** was piloted with families invited to an informational session soon after their child was committed to DYS, and given an orientation on the DYS service continuum with particular focus on the Assessment and Residential phases.
- **Partnership with Mental Health Legal Advisors** to update publication of an extensive guide of the Juvenile Justice System for parents, practitioners and youth.
- **DYS Central Region pilot program with Parent/Professional Advocacy League (PPAL)** that target youth and families that are DCF involved and at risk of entering the juvenile justice

system or are already being held in detention and to provide them with information, support and family partners as needed. The pilot also included PPAL training of parents as Professional Parent Partners to work and assist families at court and through the arrest process.

- The Community Clinical Coordinator and Family Intervention Specialist were invited by the **DYS Northeast Region to participate in the home study** process with the caseworkers. The goal of these home studies was to use the clinical expertise of these two key support positions to assist in making a positive and lasting connection with the family, as well as to promote open, honest, and more direct communication that will help our parents build trust and rapport with the casework teams.

OJJDP Grant: In 2015, DYS was one of six applicants to receive a grant from the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention to develop and measure strategies for providing youth who return to the community with the supports needed to stay on the path to success in the community.

This one-year federal grant, called "Second Chance Act Smart on Juvenile Justice: Community Supervision" provided DYS with \$190,000 to develop a strategic plan and recommend improvements to the practice of re-introducing youth into society and connecting them with resources to support education, employment, positive relationships, family stability and behavioral health services, and help deter youth from committing future offenses. The goals of the plan were to reduce recidivism by 50 percent, increase education and employment activities, reduce violation of conditions on supervised release, and identify youth in need of substance abuse and mental health services who are at an increased risk for repeat offenses

Perkins IV Correctional Institutions Grant: Two DYS facilities, the Springfield Residential Treatment Center in the Western Region and the Central Region's Zara Cisco Brough Center were each awarded a Perkins IV grant. This grant is a competitive federal grant focused on improving career and technical education for residents, and provides professional development opportunities to instructional staff in correctional facilities.

DYS Staff, Infrastructure & Finance

The DYS Workforce at a Glance

Human capital is the Department of Youth Services' greatest asset. In 2015, DYS had 851 employees: 26.9% were female, 44.6% were persons of color; and 6.0% were veterans. DYS had 118 new hires and promoted 35 employees. Below is the 2015 breakdown of DYS staff by job categories used in the Commonwealth's affirmative action reporting.

Officials/Administrators	45
Professional	260
Technician	12
Protective Service - Sworn	41
Protective Services - Non-sworn	401
Office/Clerical	48
Skilled Craft	35
Service Maintenance	9
Total Number of Employees	851

Training and Staff Development

Training Academy: In 2015, the DYS F. Robert Brown Training Center provided Basic training to 673 state and vendor staff. Basic training is a 3 week course that is an essential element to the on-boarding of new employees. Basic training consists of 23 classroom modules, 6 e-Learnings, and an on the job training component. In addition, the Training Academy facilitated and supported 114 Annual Review trainings where 2,033 state and provider staff was trained. In 2015, the Annual Review consisted of two full day's training for veteran staff. In 2015, the Annual Review covered the DYS Strategic Plan, De-escalation, Adolescent Brain Development, PREA, Safety & Searches, DYS Restraint Technique, CPR/First Aid, and Defensive & Disengagement Techniques.

Staff Development in 2015

- The 7th Annual Community Services Professional Development day was attended by close to 200 community staff. The day's sessions included discussion on the importance of connecting outcomes with youth by recording and using data rather than relying on anecdotes to make policy, programmatic decisions. A presentation on youth development and looking at the risk-needs-assessment tools were also shared with provided to staff. Youth performers from the Everett Company gave a very creative impromptu theatre performance and provided insightful responses to an open Q&A with the audience.
- The Clinical Services Staff Conference in 2015, sponsored by the DYS Clinical Services Department and the Justice Resource Institute, looked at the hidden wounds of trauma that often underpin the acting out behaviors of troubled youth. In a day long workshop titled "Unmasking Trauma: Strategies for Working with Troubled Youth" and led by Dr. Kenneth Hardy, the

participants were directed to pay particular attention to working with youth from a variety of cultural backgrounds and using specific strategies for providing effective intervention.

- The Secure Treatment Conference for State Residential Programs, attended by more than 200 residential program staff, covered topics that included ways for residential staff to build positive relationships with youth and help them develop strategies and tools for handling tough situations. Youth speakers shared their ideas for best approaches in working with youth. Residential staff were also recognized for their hard work, and received public acknowledgement, including the team from the Worcester Secure Treatment Unit which received the PbS Certificate for excellence in programming.

Workforce Planning

In November of 2015, DYS engaged Right Management to evaluate and make recommendations to improve efficiency and effectiveness in the recruitment, hiring and retention of qualified candidates to work as group workers in its residential and detention programs. This undertaking was selected by the Department as its business process redesign improvement initiative. The Department recognized that these improvements, particularly with respect to retention, are mission critical to achieving its strategic goal of improving safety for youth and staff throughout the DYS service continuum. Recruitment, training and retention of quality front line staff are critical to DYS' ability to meet its mission. As part of this initiative, surveys and focus groups were used to get input and feedback from the DYS group workers regarding their work related needs.

Commonwealth Equity in Governance Award

The DYS LGBTQI-GNC Policy and Practice Working Group was the 2015 recipient of the inaugural Commonwealth Equity in Governance Award. This award is given to state employees who have demonstrated commitment to the principle of equity (non-discrimination, equal opportunity, and diversity and inclusion), shown leadership in promoting the principle of equity, and has achieved significant outcomes in promoting equity in governance in agency operations. The Working Group worked on policy and training around the prohibition of harassment and discrimination of youth who identify as lesbian, gay, bisexual, transgender, queer, question, intersex and/or gender nonconforming (LGBTQI-GNC). Governor Charlie Baker presented the group with their award at a ceremony held in the Fall of 2015 at the State House



Highlights of DYS Capital Projects

The physical environment of our facilities is important to helping DYS execute on the various strategies efficiently and effectively in order to achieve the agency's operational goals and mission.

In 2015, the DYS buildings where state residential programs operated were the Judge John Connelly Youth Center in Roslindale, the Metro Youth Service Center in Dorchester, Chelmsford Cares in Chelmsford, Goss Building in Taunton, Zara Cisco Brough, Sharp, and Allen Hall buildings in Westboro, Leahy Center in Worcester, Tinkham Road Building in Springfield and the Westfield Detention in Westfield. Major capital projects completed in 2015 included the state of the art surveillance camera system at the Metro Youth Service Center, upgrade of ventilation system at the Metro Youth Service Center, replacement/upgrade of back-up generator at the Brewster facility. Funding for the following capital projects was approved in 2015: roof replacement and bathroom upgrades for the Metro Youth Service Center, upgrade surveillance camera system at the Connelly Youth Center, design and upgrade of the electrical distribution system at the Brewster facility, replacement of back-up generators for the Tinkham Road Building and Sharp Building, and replacement parking lot for Allen Hall.

DYS Fiscal Year 2015 Budget at a Glance

The DYS appropriation for Fiscal Year 2015 was \$175,992,791 that funded the six categories of services listed below. The appropriation has enabled DYS to continue to fund evidence based programming, provide comprehensive staff training, as well as reallocate and reconfigure programs to better serve the changing demographics and profiles of the youth coming to DYS,

ACCOUNTS	TOTAL
Administration	\$4,179,008
Community Services	\$22,617,744
Pre-Trial Detention	\$25,966,365
Residential Services	\$118,064,994
Teachers' Salaries	\$3,062,317
Alternative Lock-Up	\$2,102,363
TOTAL	\$175,992,791

Charles D. Baker, Governor
Karyn Polito, Lieutenant Governor
Marylou Sudders, Secretary
Peter J. Forbes, Commissioner



Massachusetts Department of Youth Services

2015 Annual Report