

# MASSACHUSETTS DEPARTMENT OF YOUTH SERVICES



## FISCAL YEAR 2021 ANNUAL REPORT





# INTRODUCTION FROM COMMISSIONER FORBES

The enclosed report covers Fiscal Year 2021 which took place against the backdrop of the COVID 19 global pandemic. Our top priority in this timeframe was to keep youth and staff as safe as possible. We were very fortunate to have strategic and effective relationships with the Massachusetts Department of Public Health (DPH) and the Executive Office of Health and Human Services (EOHHS). Our contracted health services staff were invaluable in leading the health and safety efforts throughout our residential continuum.

During FY 21 our caseload remained flat which was helpful as we organized our efforts to implement screening, enhanced cleaning, quarantining, social distancing and testing. Delivering our core services including education, clinical support, recreation, family engagement and others became more complex.

I'm proud of the innovation that has taken place in response to the pandemic that included the use of virtual visits, virtual court hearings, hybrid training, increased technology in the classroom and telehealth options. We've also revamped our meeting strategy with staff at various levels and effectively shifted to a partial telework approach for our administrative central office staff.

We continued to prioritize education as a key rehabilitative activity in our work with young people. One indication of our success related to education is the percentage of youth on our caseload who have achieved either their high school diploma or HiSet has continued to increase. (41% of the youth on our committed caseload and 53% of the young people on voluntary status with the agency have achieved that attainment). We also increased the number of youth who took and completed post-secondary courses.

We have continued our work supported by a "Second Chance Act" grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Areas of focus included but were not limited to: family engagement, increased use of risk screening in youth related decision making, and a developmentally appropriate community supervision strategy that balances accountability with incentives.

During FY 21 we have prioritized fairness as a core concept in our work and have continued our commitment to identify and eliminate any disparate practices. This effort involves the diversity of our staff throughout the ranks of the agency and decision making related to DYS involved young people.

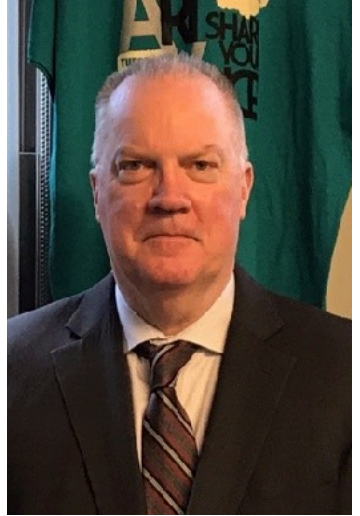
We remain committed to the development of our workforce of which 80% are in direct care positions. We've done this through rebranding our staff in our secure programs as Juvenile Justice Youth Development Specialists (JJYDS), training, mentoring and strengthening the on-boarding process for newly hired staff. We have also expanded the shift toward 4 / 10 hour day work weeks.

Throughout FY 21 we have experienced the consistent and high level support from the Baker-Polito administration and the legislature.

Lastly, I wanted to announce that after 39 years I will be stepping down and retiring from state government effective on December 31, 2021. Our General Council, Cecely Reardon, has been appointed Acting Commissioner.

It's been a pleasure serving as your Commissioner.

Sincerely,  
Peter Forbes, DYS Commissioner



## MESSAGE FROM ACTING COMMISSIONER REARDON

On December 31st, 2021, we said goodbye to Commissioner Peter Forbes after 39 years of service with the Department.



He left behind an incredible legacy of hard work and commitment to ensure that youth and staff are treated fairly and receive the support and training needed for maximum success. He saw these as the cornerstones of successful programs and public safety. I am honored to have the opportunity to continue the work he started.

Commissioner Forbes did not shy away from difficult conversations about race, equity, and the impact of current and historical events on youth and staff. He confronted the challenges posed by the COVID-19 pandemic head on, doing all he could to navigate these uncharted waters. He was always concerned about challenges faced by staff and youth and devoted significant agency resources to understanding the issues and implemented strategies to address them.

I am committed to building on the solid foundations he established for ongoing work and ensuring no traction is lost in this time of transition.

Best Regards,

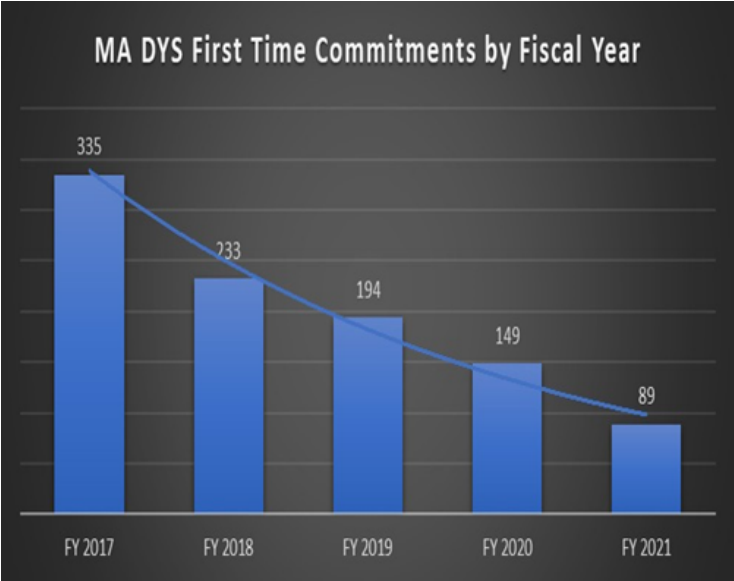
Cecely Reardon  
Acting Commissioner



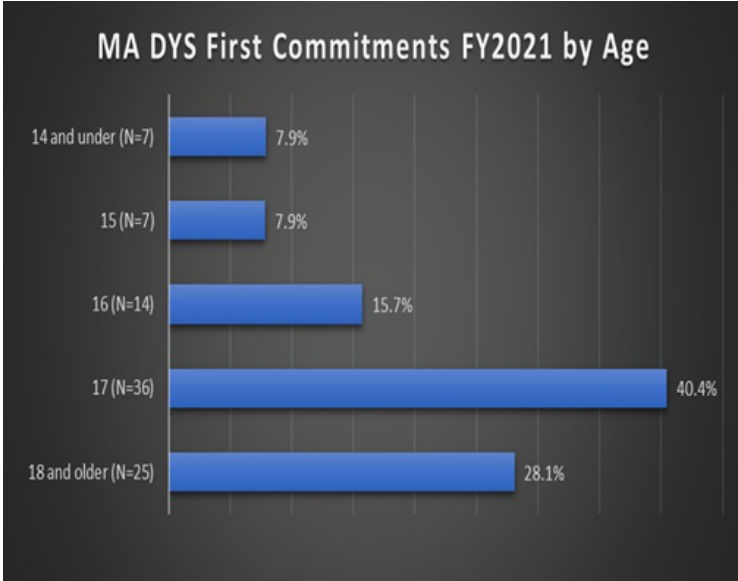
# WHO WE SERVE

## Committed Youth

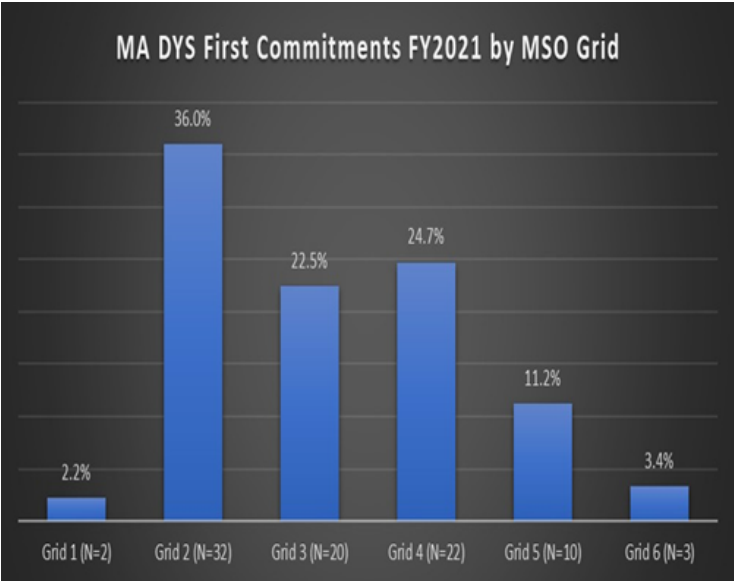
Most youth who are adjudicated delinquent are committed to the custody of the Department of Youth Services (DYS) until the age of 18 for committing a felony, misdemeanor, or violating city ordinance or town by law. In some cases, youth may be committed until they are 19, 20 or 21. A youth may be committed to DYS custody each time the youth is adjudicated a delinquent.



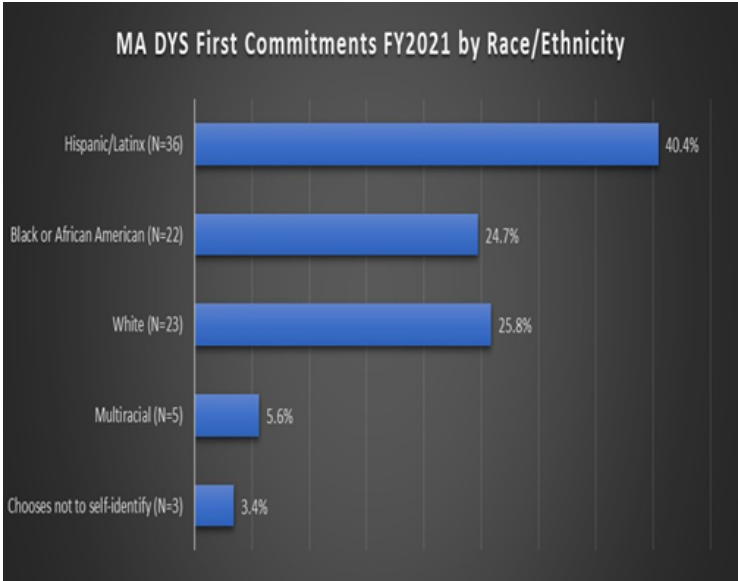
In FY21, there was a 73% decrease in first commitments from FY17. Of the 89 first time commitments in FY21, 15% were females compared to 85% who were males.



The average age of a first commitment in FY21 was 16.6 years. The median age was 17.0 years.



DYS uses a grid system which categorize the severity of offenses to determine initial time assignments for placement. Offenses are categorized into one of these six levels.<sup>1</sup> The majority of youth was for offenses in Grids 2, 3 and 4.

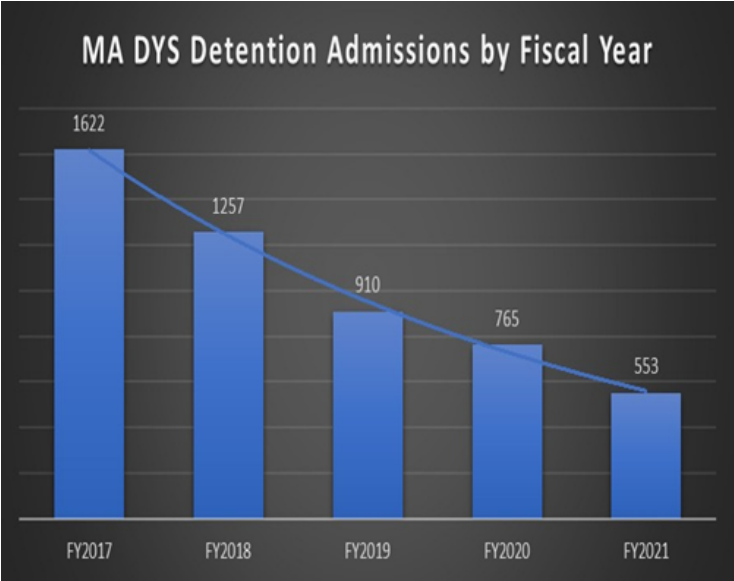


In FY 21, about 33% of youth under the age of 18 in MA were youth of color. In comparison, youth of color represent 70% of the DYS committed population.

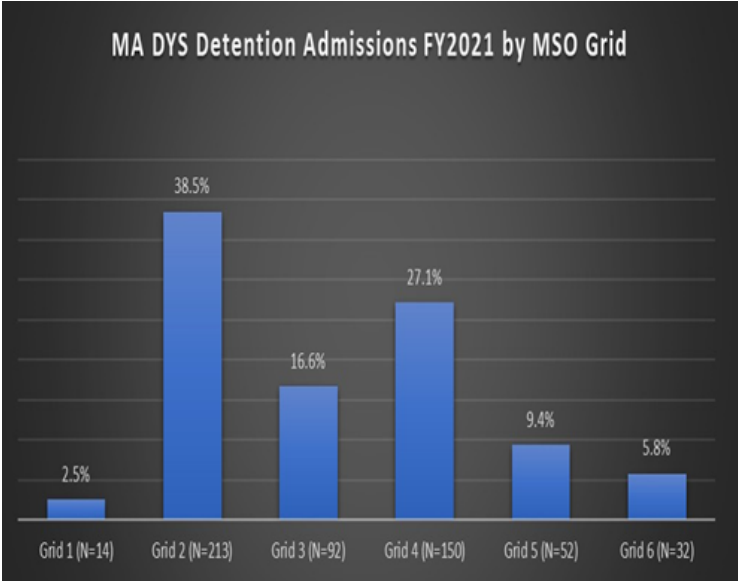
<sup>1</sup>Grid 1: Operating a motor vehicle with a suspended license, marijuana possession (over 1 ounce), shoplifting, disorderly conduct, trespass. Grid 2: OUI liquor or drugs, possession of heroin, assault, assault & battery, tagging, breaking & entering. Grid 3: Robbery, stalking, burning buildings (arson).Grid 4: Indecent assault & battery on a child, assault to murder or maim, assault & battery with a dangerous weapon with significant injury, armed robbery, carjacking, kidnapping. Grid 5: Involuntary manslaughter, assault & battery on a child with substantial injury, attempted murder, armed robbery with firearm, assault to murder (armed), armed carjacking. Grid 6: Voluntary manslaughter, home invasion, rape of a child under 16 with force, trafficking firearms (20+ weapons)

# Detained Youth

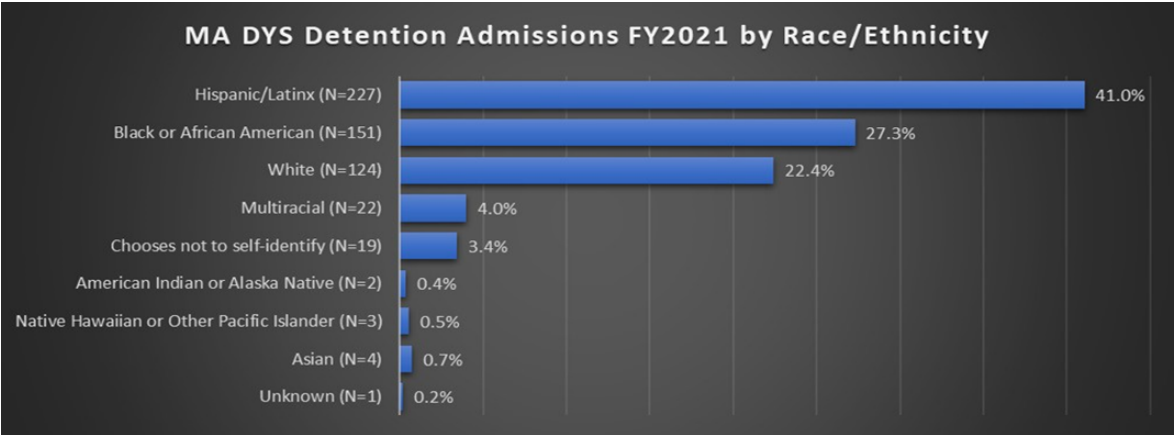
Detained youth are committed to the care of the Department of Youth Services during the pendency of their juvenile court cases.



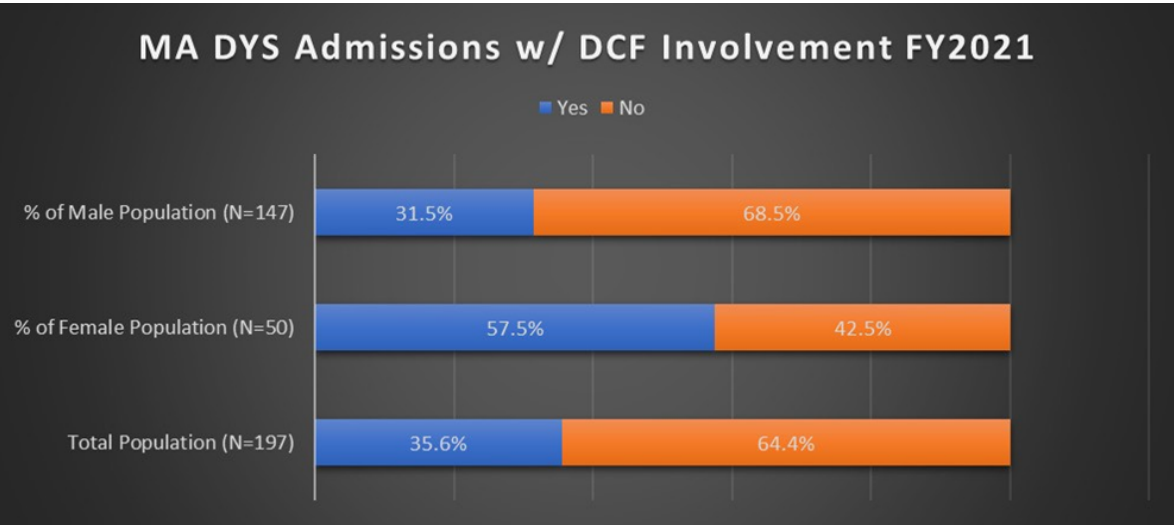
In FY21, there was a 66% decrease in detention admissions from FY17. Of the 553 detention admissions in FY21, 16% were females compared to 84% who were males.



The majority of youth held in detention in FY21 was in Grid 2 followed by Grid 4.



Seventy-four percent (74%) of the detention admissions in FY21 were youth of color.



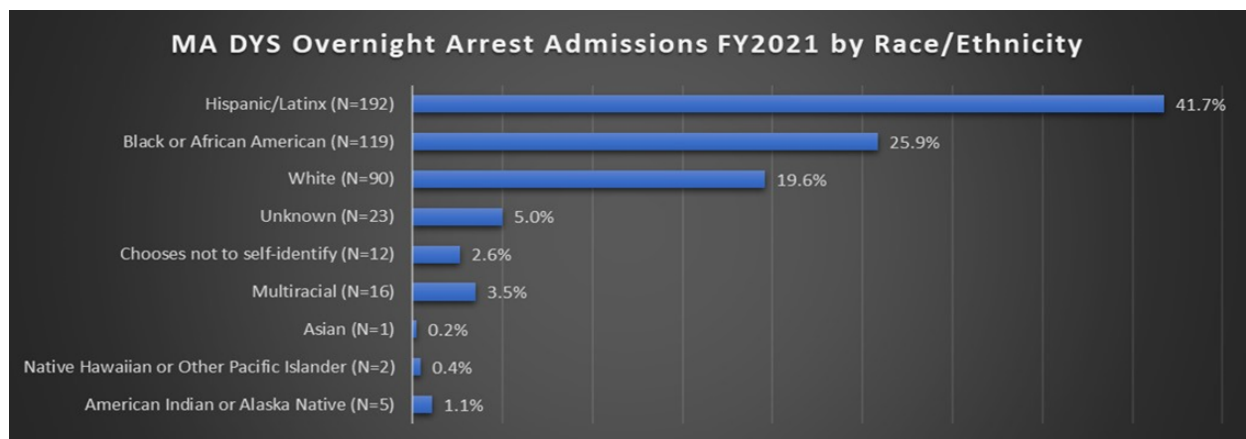
DCF-involved youth represented 35% of all detention admissions in FY21.



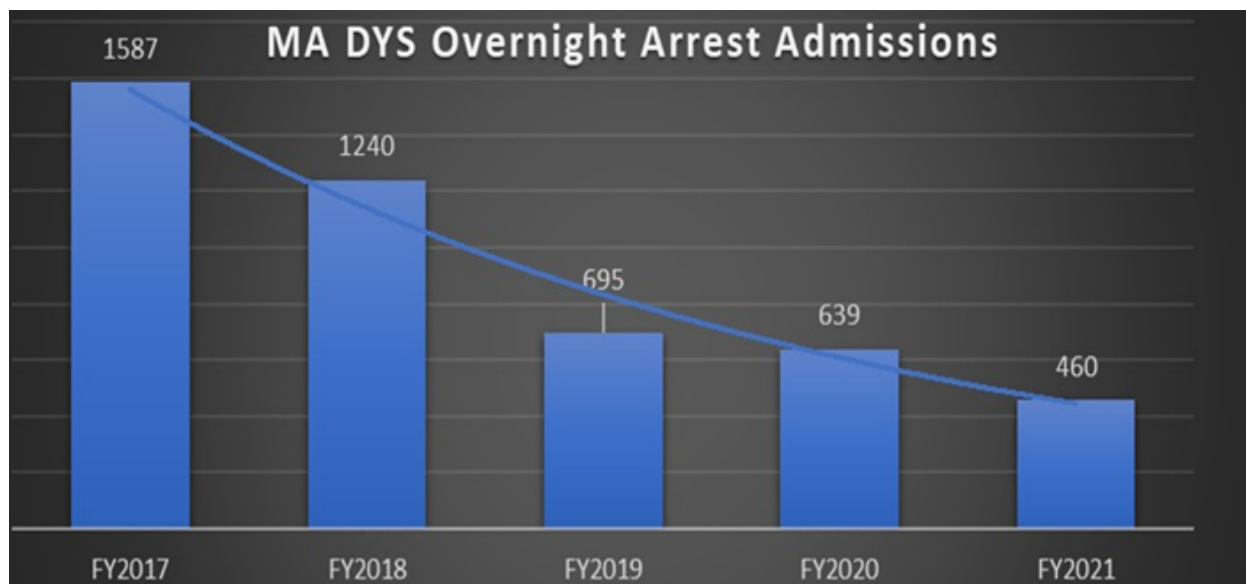
# Overnight Arrests

DYS operates a network of juvenile overnight arrest programs (ONAs) as a resource to local police departments by providing both a safe placement for youth and the means to be compliant with the Juvenile Justice Delinquency Protection Act, which prohibits youth from being held in adult jail or police lockup for 6 or more hours after arrest.

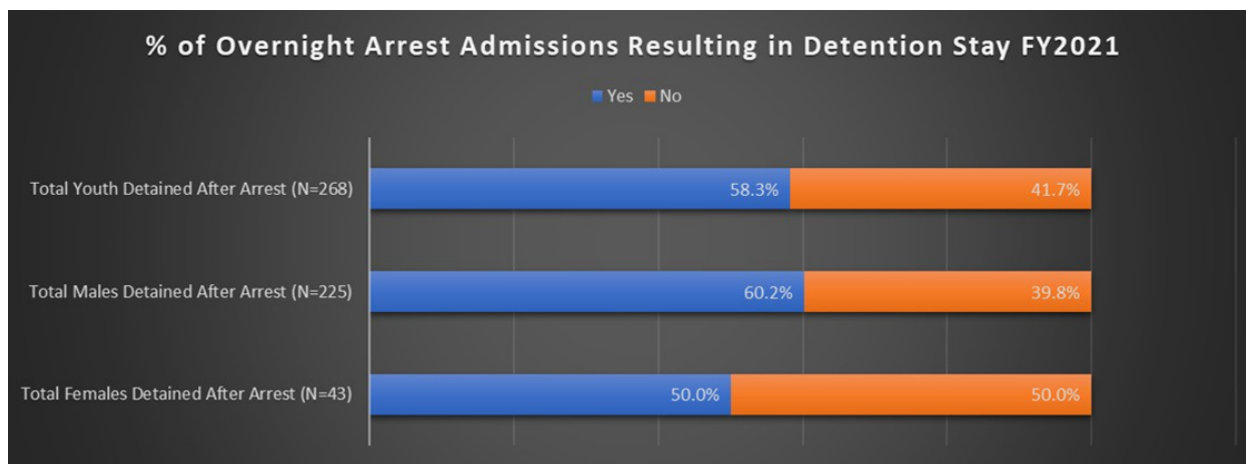
In July 2017, the ONA service model was changed from ONA beds in stand-alone site to ONA beds in both stand-alone and in detention programs. This change allowed DYS to right size the ONA network to align with the decline in the number of youths coming to the overnight arrest system.



Seventy-four percent (74%) of overnight arrest admissions in FY21 were youth of color.



In FY21, there was a 71% decrease in overnight arrest admissions from FY17. Of the 460 overnight arrest admissions in FY21, 19% were females compared to 81% who were males.

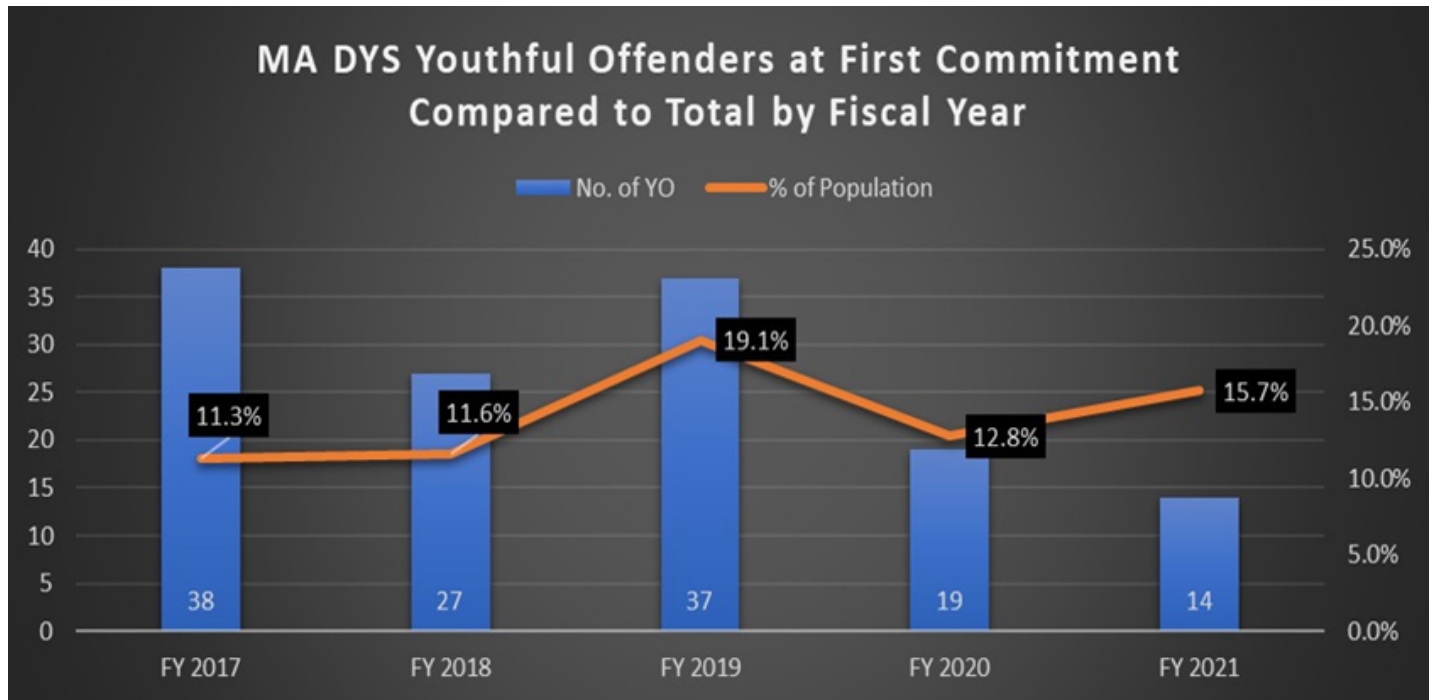


Of the 460 overnight arrest admissions in FY21, 58.3% (268) resulted in a detention. Fifty percent (50.0%) of the female overnight arrest admissions resulted in detention. Sixty percent (60.0%) of the male overnight arrest admissions resulted in detention.

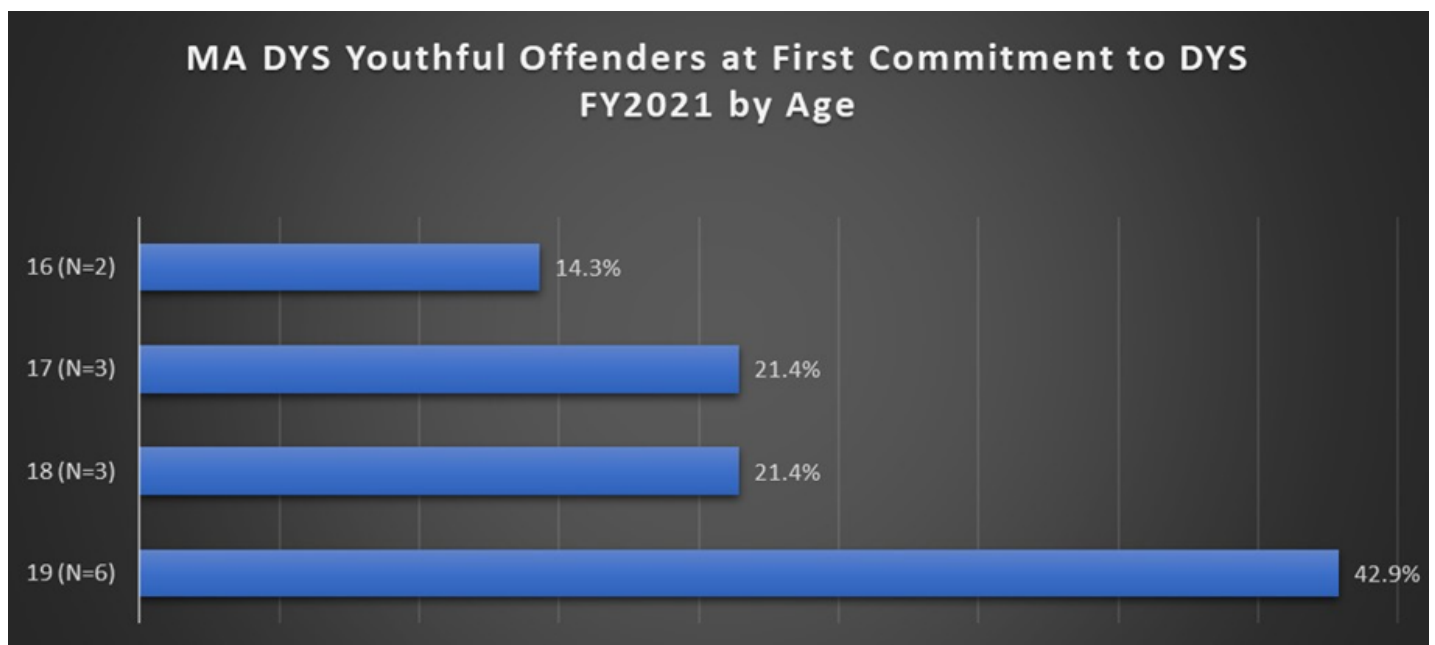
# Youthful Offenders

A youth between the ages of 14 and 17 who commits an offense may be indicted as a youthful offender when the youth:

1. has previously been committed to DYS and is accused of committing a felony under Massachusetts law
2. is accused of committing an offense which involves the infliction or threat of serious bodily harm in violation of law
3. is accused of certain violations of MA gun laws. A youth indicted as a youthful offender can be sentenced the same maximum penalty as an adult facing the same charges.



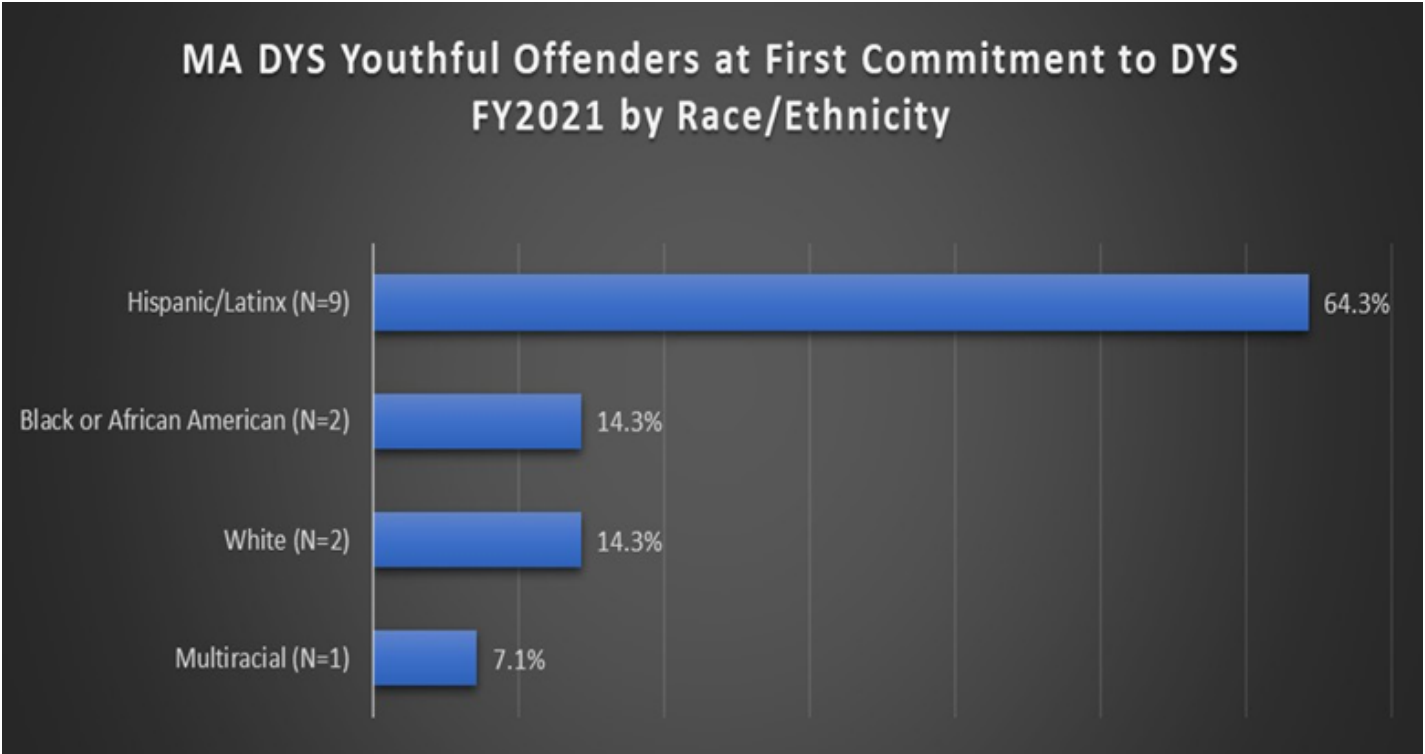
Of the 89 first commitments in FY21, 14 (16%) were youthful offenders. All 14 youthful offenders at first commitment were male.



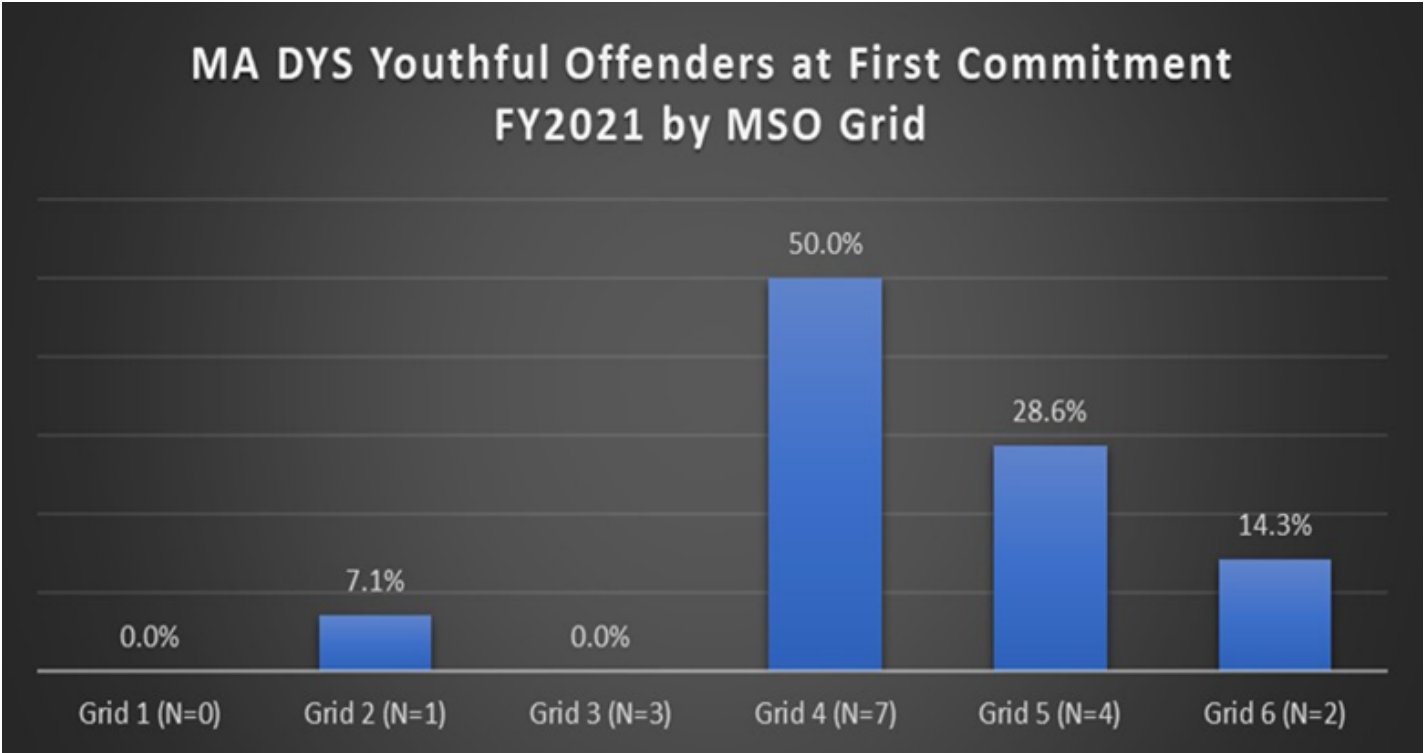
In FY21, the average age of youthful offenders at first commitment was 17.9 years. The median age was 18.0 years.



# Youthful Offenders



Seventy-nine percent (79%) of the youthful offenders were youth of color in FY21.



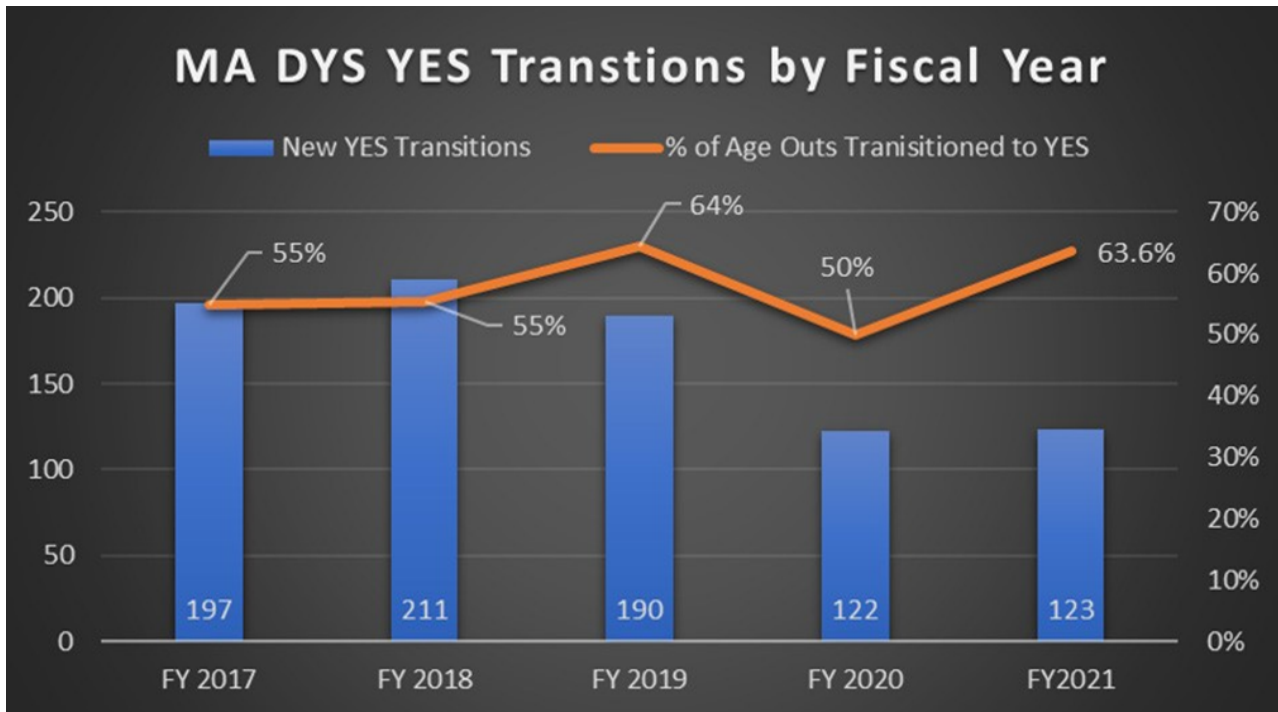
Fifty percent (50%) of the youthful offenders at first commitment to DYS was for Grid 4 level offenses.

## Youth Engaged in Services (YES)

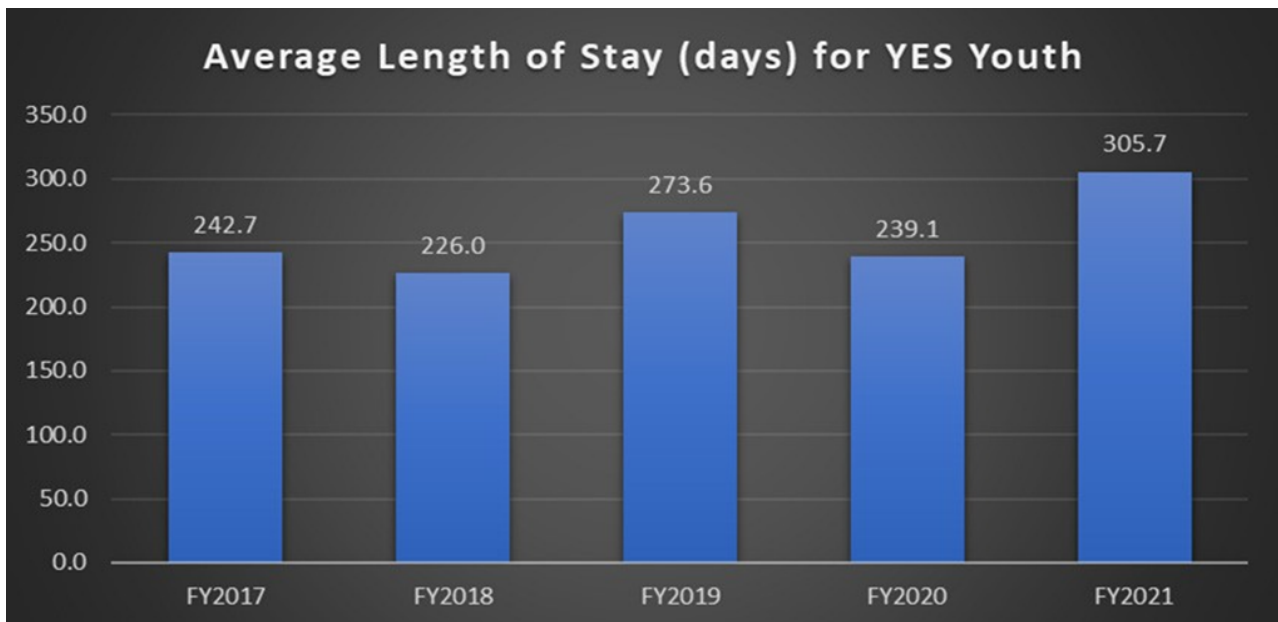
DYS offers voluntary, post-discharge services to all youth committed as delinquents and as youthful offenders until the age of 22. The program, known as Youth Engaged in Services (YES), provides transitional supports and services to youth when they are at the highest risk of recidivism. Research has found that the time of highest risk of recidivism to be the first 6 months post discharge.

Through YES, youth work with their caseworker and enters into a voluntary agreement for transitional services to meet agreed upon goals, such as High School or Hi-Set attainment, taking college courses, or getting a paying job.

A youth's progress in meeting their YES goals is reviewed every three (3) months. The youth or DYS may terminate the agreement at any time. All youth approaching the age of mandatory discharge from DYS are offered YES as part of the discharge planning process. Youth who do not enroll in YES at discharge are eligible to enroll within 90 days of discharge.



Youth who initially decline YES services have a 90-day window post discharge to change their minds and enroll in YES. The percentage of discharged youth choosing to opt-in to YES continues to rise. The slight decrease in FY20 may be attributed to the pandemic.

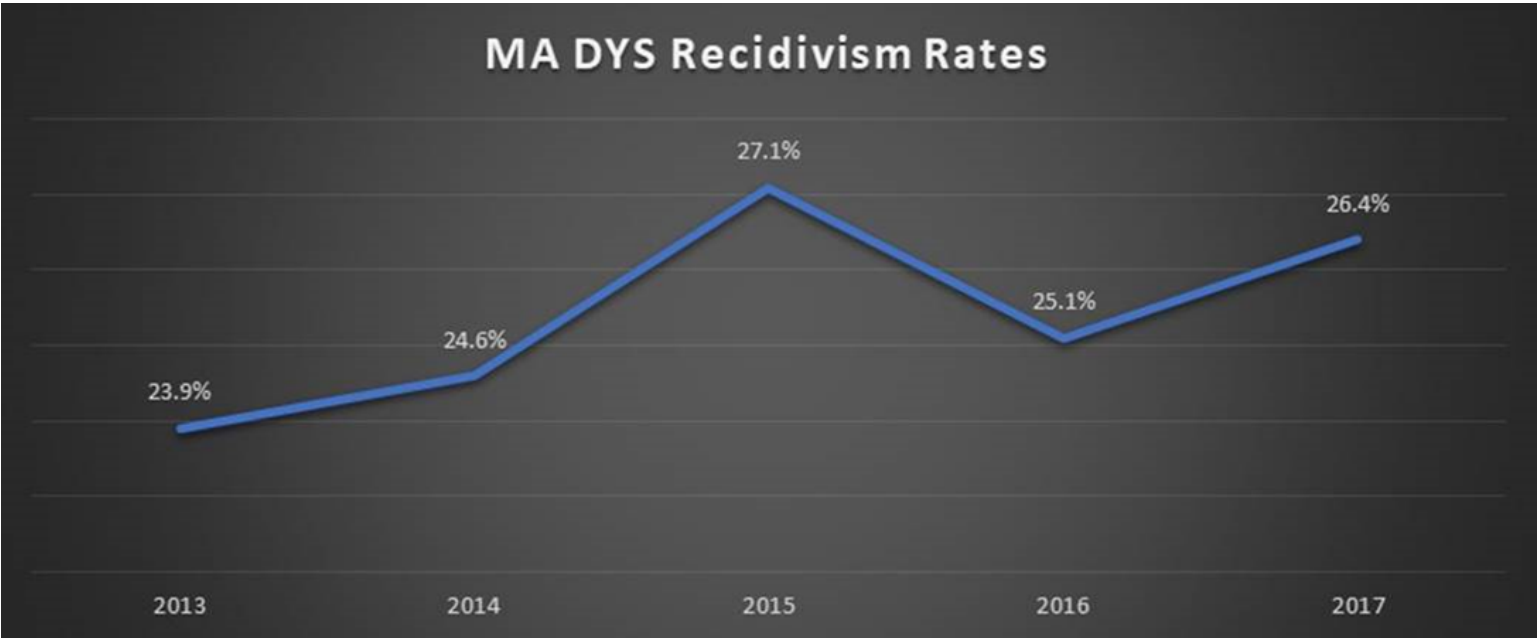


In FY17, the average length of time that a youth participates in YES was about 8 months. In FY21, the average length of participation was 10 months. In 5 years, the average YES duration increased by 2 months.



# Recidivism Study

Every year, the Department of Youth Services conducts a juvenile recidivism study which examines different metrics on the impact that policies, strategies, and practices have on interrupting the criminal trajectory of DYS youth. DYS defines recidivism as conviction in the adult system for an offense committed within one year of discharge from DYS.



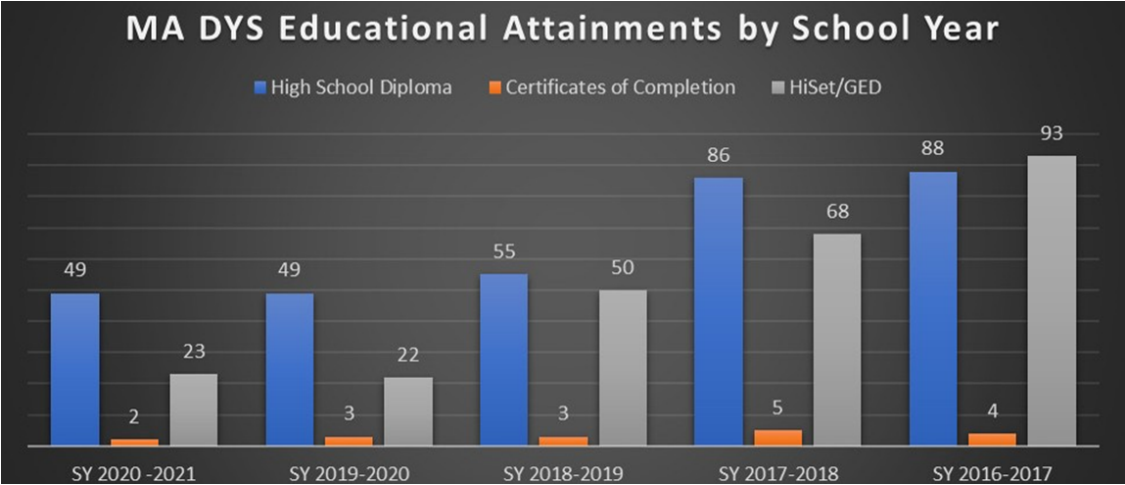
In the 2021 Recidivism Study, youth discharged in 2017 had a slightly higher recidivism rate (26.4%) as compared to 2016 when the rate was 25.1%. The 2017 cohort of youth discharged from DYS was selected for the 2021 report to allow the study to track the offense histories of all youth in the sample for at least two years following DYS discharge with an additional year for all the court cases to be closed before the study would begin.

From 2012 to 2017, 1 in 4 discharged youth found themselves back in a judicial court within one-year of leaving DYS supervision. Of those, the majority were male and youth of color, 39% being Hispanic/Latinx and 50% Black or African American youth. In 2017, 30.2% of the youth had their first commitment at 17 years old. Youth who recidivated were mostly from major urban centers, and these areas have experienced the largest recidivism rate during the period under study (over 50%).

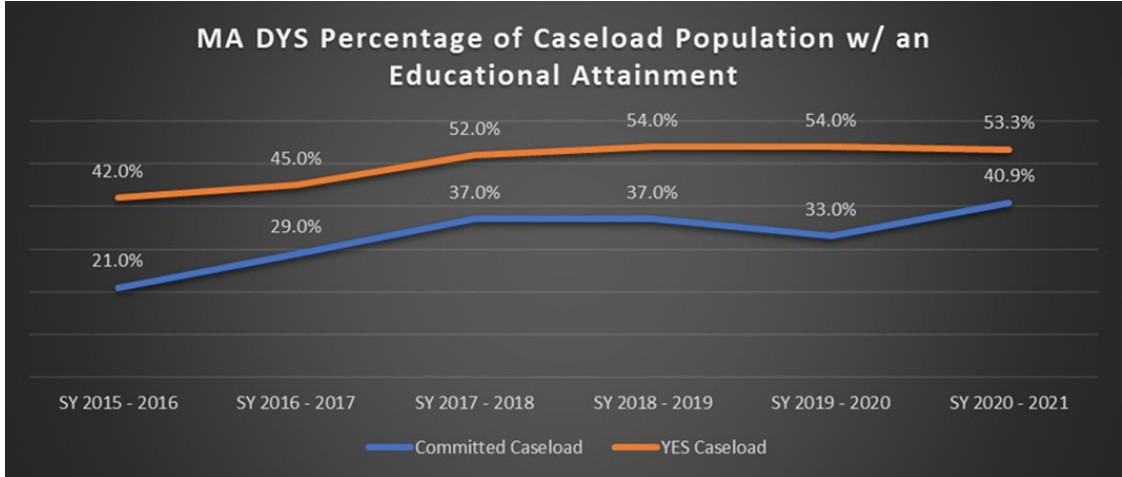
Additionally, the report found the time spent in the voluntary Youth Engaged in Services (Y.E.S.) program to be a protective factor. Those who spent more than six months in the Y.E.S. program had a lower recidivism rate (14.2 %) compared to those who spent less (27.3%).

# EDUCATION

Since 2003, DYS has collaborated with Commonwealth Corporation (CommCorp) and the Collaborative for Educational Services (CES) to deliver quality educational services through the Comprehensive Education Partnership. Understanding that education improves life outcomes for youth in our care, DYS provides educational services in all our residential programs. Educational services are provided year-round, five days a week, with 5.5 hours of instructional services daily.



Youth who received their High School Certificate of Attainment fulfilled all graduation requirements but have not passed MCAS. These youth have the ability to receive a full diploma once they pass their MCAS.



In the last 5 years, the percentage of DYS youth who have an educational attainment has steadily increased.

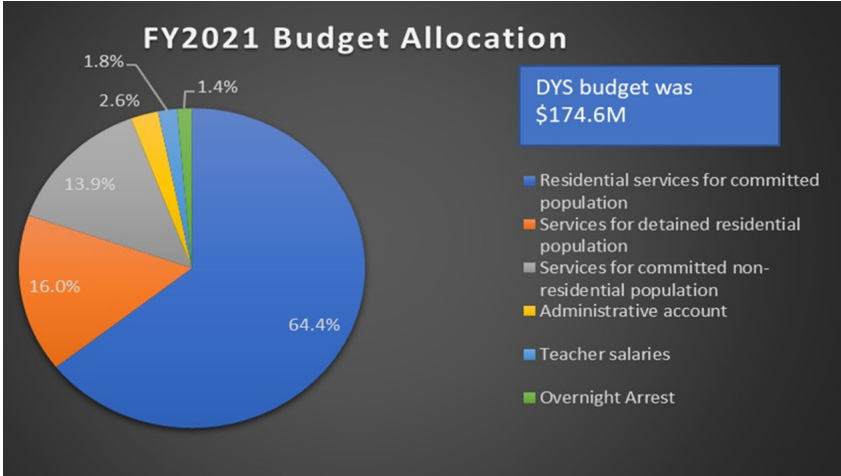




# FY21 BUDGET

## FY21 Budget Allocation

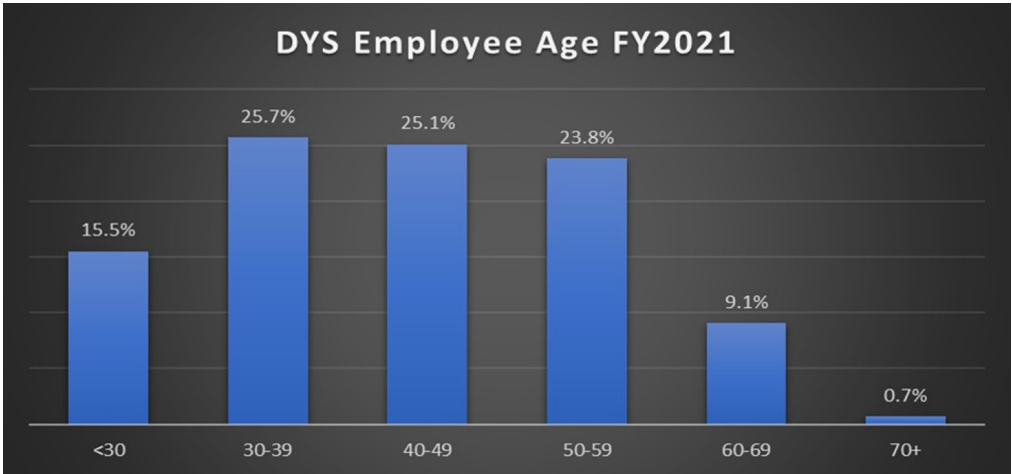
In Fiscal year 2021 the Department of Youth Services Budget was \$174.6M. This was broken down into:



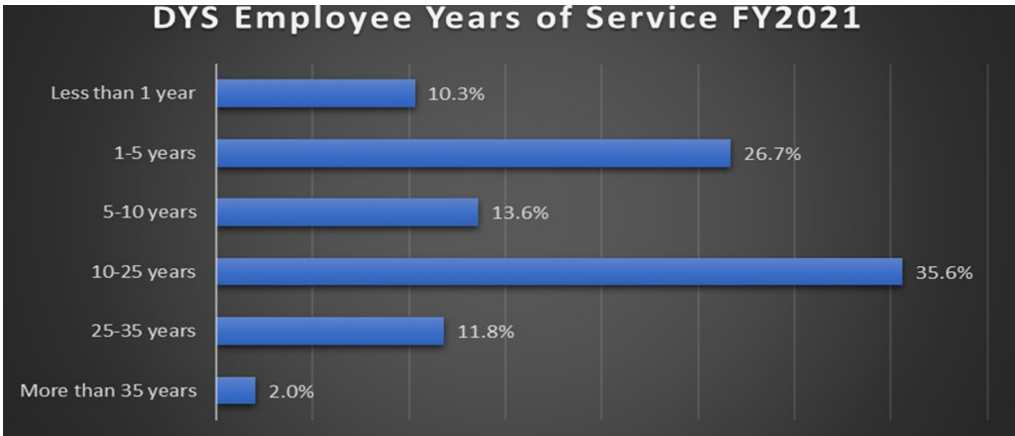
- 64.4% for Residential Services for Committed Youth (\$112.4M)
- 16% for Residential Services for Detained Youth (\$27.9M)
- 13.9% for Community-based Services for Committed Youth (\$24.3M)
- 2.6% for Administration and Operations (\$4.5M)
- 1.8% for Teacher Salaries(\$3.1M)
- 1.4% for Alternative Lockup (\$2.4M)

## DYS WORKFORCE AND TRAINING

More than 80% of the DYS workforce was employed in a direct care role which consist of Juvenile Justice Youth Development Specialists, Youth Services Caseworker Clinicians, Institutional Security Officers, Detention Coordinators, Transportation Officers and Apprehension Officers.



The average age of DYS employees was 44 years old, the minimum age was 22 and the maximum age was 75.

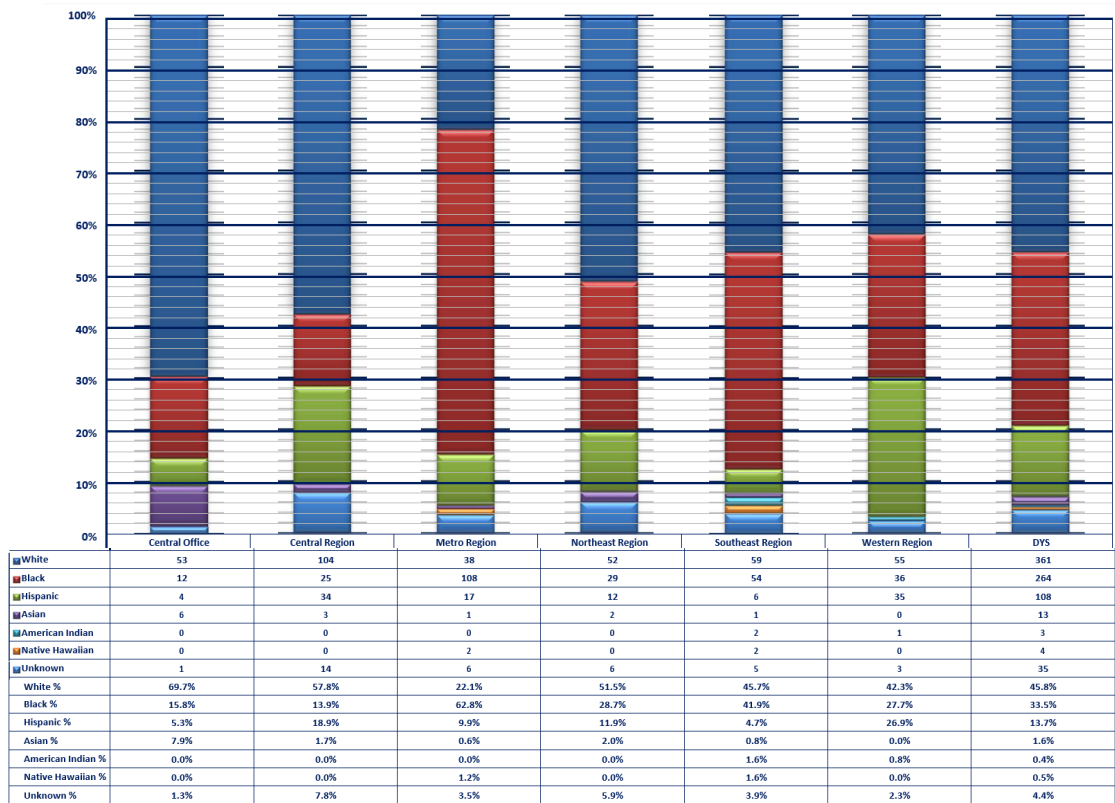


The average Years of Service was 12.2 years and the maximum was 40.8 years.

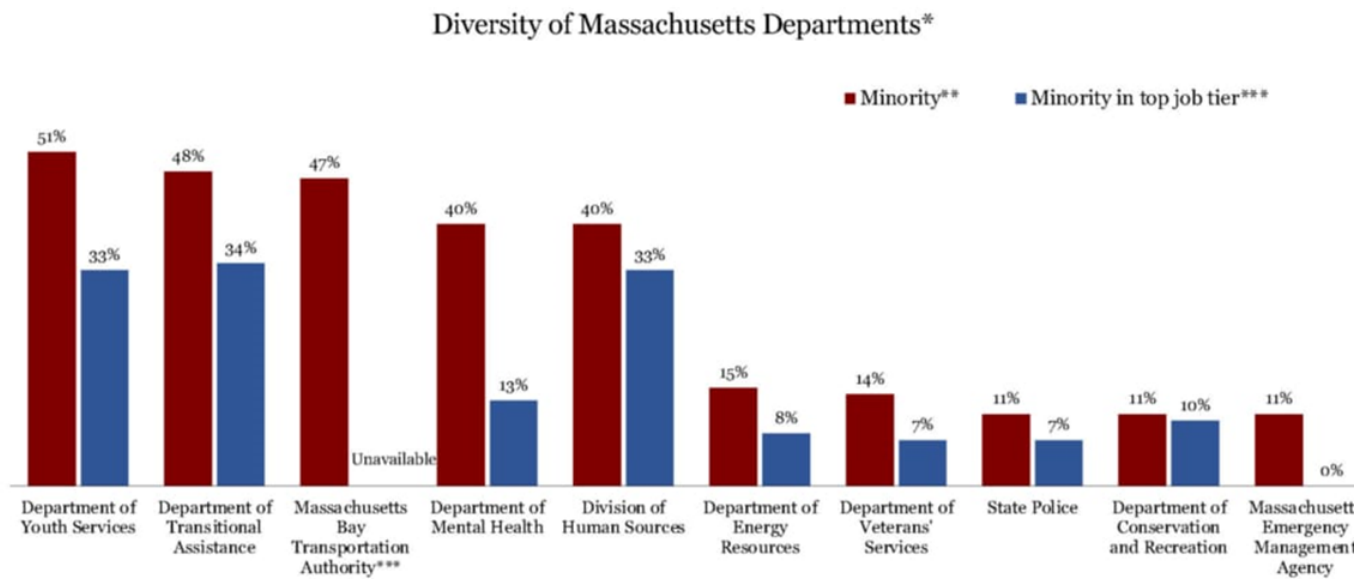
# DYS WORKFORCE AND TRAINING

## Diversity in Our Workforce

The Department of Youth Services has continuously made it a priority to foster diversity and inclusion in the workplace. Out of the agency's workforce, 33.5% of staff are black and 13.7% are Hispanic.



In February 2021, Commonwealth Magazine highlighted the latest data on diversity in state government as reflected in it's chart below. The Department of Youth Services led the agencies, with the highest percentage of diversity in the workforce at 51%, 33% of persons of color in the top job tier.



\*Data obtained from Baker Administration  
\*\*Massachusetts Minority Benchmark = 28.9%  
\*\*\*Officials and Administrators



# DYS WORKFORCE AND TRAINING

## Connecting the Teams Training

1. In FY21, the training team began a pilot for a training called “Connecting the Teams.” The idea to develop this training began in 2019 when DYS shifted the job title and job focus of a Group Worker to take on a more prominent role in activities and programming that would promote positive youth development. With the new title of Juvenile Justice Youth Development Specialist (JJYDS) and a commensurate salary upgrade, “Connecting the Teams” training would not only serve as professional development opportunity for JJYDS but also for program administration, clinical, education and others to connect better and work as a team towards enhancing residential programming. The training emphasized the important JJYDS role as not only responsible for safety and security but one engaged in actively supporting educational, clinical and other residential programming. A major takeaway for each staff attending the “Connecting the Teams” training is to think of themselves as a “coach” and not just a “referee” that stands on the sidelines to enforce infractions.

When the pilot ended in June of 2021, a total of 14 trainings were offered with 137 staff participating. From the 98 evaluations that were submitted, an overwhelmingly majority of the JJYDS staff responded that they were appreciative of a training that was focused on their professional growth and development.

Training to the remainder of the State programs will take place in FY22 after making minor adjustments and finalizing the curriculum. The Department will continue to offer these opportunities for investment in the professionalism of the workforce.

## Hybrid Training

Starting in FY20 and through FY21, the Training Academy developed a model in response to the COVID pandemic to provide the most effective training in the safest way possible.

Instead of having one centralized training location where all staff would come for training, the hybrid model developed (combination of virtual and in-person) was premised on having several local training spaces in the regions where staff could maintain social distancing and safely attend training. This model called for the training curricula to be broadcasted on a large screen while one trainer at the training site would help to engage the groups in activities and discussions.

The training team quickly adapted virtual training methods which broke down larger groups who met in person to small groups that communicated with each other through WebEx across the state. This innovative approach has allowed new employees the opportunity to learn, live and remote, with and from their local colleagues as well as others from across the Commonwealth during a training that maintains integrity of the new employee training that was occurring before the pandemic.

DYS Training Team offered its Hybrid Basic Training through February 2021 while getting back to regular business. Because annual review training was halted from March – May 2020, the Training Team doubled the number of Annual Review trainings offered in person statewide with COVID-19 precautions in place to ensure that staff complete the mandatory annual training required of direct service staff.

# COVID-19 IN DYS

Since March of 2020 and the declaration of a state of emergency due to the COVID pandemic, DYS has been presented with considerable challenges. It's been difficult for staff to balance concerns for our own personal safety with our obligation to serve the young people in our custody. Many of our state staff, provider partners, and youth had been infected with the virus.

COVID-19 has made a great impact on the world and people's lives. People not only adapt to safety guidelines from their health authorities, but they also embrace the changes in daily routines, and this is no different in DYS. DYS has implemented a series of safety procedures to keep youth and staff safe. Both staff and youth are taking on the safety practices and adjusting to new routines.

Changes to DYS practices and procedures have been in place for almost 2 years. We have since convened a group of key staff from the Department and have identified those protocols put in place that not only helped to manage the risk of infection in our programs but also improved services and programming for DYS involved youth and their families. As a result, DYS will continue to:

- Keep cleaning protocols for program settings that are shared by staff and youth
- Offer Outdoor visits permanently
- Keep the protocol for wellness checks as a good practice during shift changes
- Advocate for virtual court hearings to continue
- Offer virtual statewide informational sessions, training, and professional development opportunities.
- Offer telehealth services for youths that would include mental health
- Provide nutrition counseling and meal planning with youth, health services, clinical and programs staff through virtual and in-person sessions.
- Build on existing relationships with school tutoring programs throughout the regions to make 1:1 tutoring available to youth.

## COVID-19 Vaccine Update

In November 2020, DYS contracted health services providers started an ongoing COVID vaccine education campaign to increase vaccine acceptance and reduce vaccine skepticism in DYS involved youth and their families. This work resulted in an increase in vaccine confidence among DYS youth and many youths were vaccinated during onsite vaccine clinics.

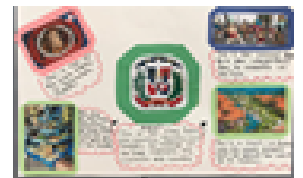
DYS administration and DYS contracted health services providers conducted a vaccine readiness assessment in DYS programs, worked together to identify gaps and developed and implemented a vaccination plan for youth and staff in DYS regions.

To reduce barriers to vaccination and to improve access to vaccine, DYS hosted over 75 on site vaccine clinics in DYS residential facilities statewide as part of the vaccination plan. Some were held by DYS contracted health services providers and by a partnering pharmacy.

### COVID-19 Friendly Activities

The Department of Youth Services needed to pause daily recreational activities that were offered in order to follow social distancing guidelines in order to keep our staff and youth safe. Each region saw this challenge and came up with innovative activities that would keep our residential and community youth entertained, safely.

For example, during FY21 the Northeast Region recently celebrated the completion of the Identity Development in Youth Project which focused on giving juvenile justice involved youth a voice as a contributor exercising self-determination within the juvenile justice system. This project placed a focus on positive youth development with the goal of reducing ethnic and racial disparities in the juvenile justice system. As part of this project, youth created posters reflecting their heritage and culture.



# GRANTS & INITIATIVES

## OJJDP Second Chance Act (SCA) Grant

The Second Chance Act Youth Offender Reentry Program supports states, local governments, and tribal governments in partnership with interested persons (including Federal corrections and supervision agencies), service providers, and nonprofit organizations to provide comprehensive reentry services for moderate to high-risk youthful offenders before, during, and after release from confinement.

In October 2019, OJJDP awarded DYS a \$1.5 million Second Chance grant for 3 years.

In FY21, DYS used the grant to focus on the Employer Outreach Services (EOS) to build employment partnerships and training/pre-apprentice opportunities for youth in DYS custody and remove the stigma around youth committed to DYS.

Starting with the Metro Region in 2017, one Employer Outreach Specialist (EOS) position was established to begin the work of building relationships with local employers. In FY21, the project expanded by adding 2 more positions to cover all five DYS regions and to implement strategies that would meet the unique needs of each region. The efforts of the EOS team have resulted in adding employer partners that included Bikes Not Bombs, Amazon, and CVS.

### VIRTUAL EVENTS

- **Amazon Statewide Hiring Event** - 12 youth participated to learn what jobs, positions, and career paths are available at Amazon.
- **Amazon Southeast Hiring Event** - 9 youth participated to learn what jobs and positions are available specifically in the Southeast and learned how to apply.
- **COMCAST Telecommunications Information Session** - 47 youth in the Southeast participated in an information session to learn how to enter into the telecommunications field.
- **EOS conducts PCA training for youth and adult sponsors**- 5 youth and adult sponsors participated in a Personal Care Attendant Training. 3 youth received a certificate of completion.

EOS also provided youth with the opportunity to participate in a Personal Care Attendant (PCA) Training Series with their adult sponsors that has led to 3 youth receiving a certificate of completion. Finally, EOS has re-energized the Employer Advisory Committee by bringing together a group of 15+ companies and organizations to help promote and facilitate access to employment opportunities for DYS youth. The Employer Advisory Committee (EAC), created in January of 2017, was reconvened to ensure that youth workforce development strategies and programs adapted with the demands of the labor market. The EAC informs EOS strategies with knowledge of how companies and industries are changing in terms of staffing structure, skills, and the hiring process.

### INTERNSHIPS AND EMPLOYMENT

Through the formalized partnerships that EOS has developed we have been able to place youth in internships, apprenticeships, and market employment;

#### Internships and Apprenticeships

- 4 youth received internships with CVS
- 1 youth received internship with Nutrishop
- 2 youth are in Bike Training that will lead to an apprenticeship with Bikes Not Bombs

#### Market Employment

- 3 youth hired at Market Basket Warehouse full-time
- 1 youth hired at Pizzeria UNO & Grill

## Lookout Foundation, Inc. Emergency Response Grant

In FY21, The Lookout Foundation, Inc. awarded the Department of Youth Services funding. The \$50,000 emergency fund grant was used to support four local JDAI county programs to address immediate needs arising as a result of the COVID-19 virus. UMass Memorial Health Community Healthlink, Inc, Community Teamwork YouthBuild Lowell, North Shore CDC, and Parent Professional Advocacy League (PPAL) were each awarded \$12,500 and used the funds to assist their clients in getting better technology and more reliable internet.



# RACIAL AND ETHNIC DIVERSITY

## Diversity, Equity, and Inclusion (DEI) practices are embedded in many aspects of the work DYS does.

There are data and quarterly reports DYS submits to the state Office of Diversity and Equal Employment that examine goals, efforts and results. Practices, such as the Equity and Fairness Group, Juvenile Diversion Alternatives Initiative (JDAI) listening sessions, Southeast Region's Diversity Book Club, Regional Veterans events, regularly updating subjects of Basic Training to promote DEI, Weekly/Monthly Newsletters to highlight awareness months (i.e. Black History Month, Disability Awareness Month, etc.), the DYS Education Team's Racial Trauma conference, evaluating hiring practices through a DEI lens, are a few examples of what DYS offered to staff and youth in FY21.

Hiring practices are continually evaluated to keep a focus on diversity and equity. With the DYS Human Resources Unit and our Workforce Planning and Development work group, DYS looks at efforts to improve the work experience from start to career's end – hiring practices, diverse candidate pools, diverse interview panels, evaluating on-boarding and trainings, new hire transitions/mentorships, professional development opportunities, to name a few. In FY21, more than half of all promotions within DYS have been of staff of colors.

The last quarterly report submitted in FY21 to the Office of Diversity and Equal Employment showed continued progress in our hiring and promotion for persons of color and women. Of note, persons of color represented 40% and women represented 20% of new hires; persons of color and women each represented 25% of promotions. And persons of color represented 66.2% of all hires in FY21 with the percentage of women continuing to trend above 20% (from 22.9% in FY 19 to 21.8% in FY20 to 29.2% in FY21).

### Celebrating Black History Month through the Arts in the Southeast Region



In honor of Black History Month, the Brockton Girls worked on a number of art projects which included an African sunset landscape and 3D Hair Art.

The 3D art features portraits of Black Women wearing a variety of hairstyles with box braids and locs accentuated with African hair pieces. One of the youth stated she created her portrait in honor of her grandmother.

### The Department of Youth Services' celebrated Juneteenth in their own unique ways, following COVID-19 protocol.

In the Western Region, the South Hadley Girls Treatment Program celebrated Juneteenth with the youth, staff and teachers. The youth presented posters that they worked on during school and expressed what Juneteenth meant to them.



Staff and youth sat around the community room and sang several spirituals and songs that slaves sang to express their feelings and communicate with one another along their journey.

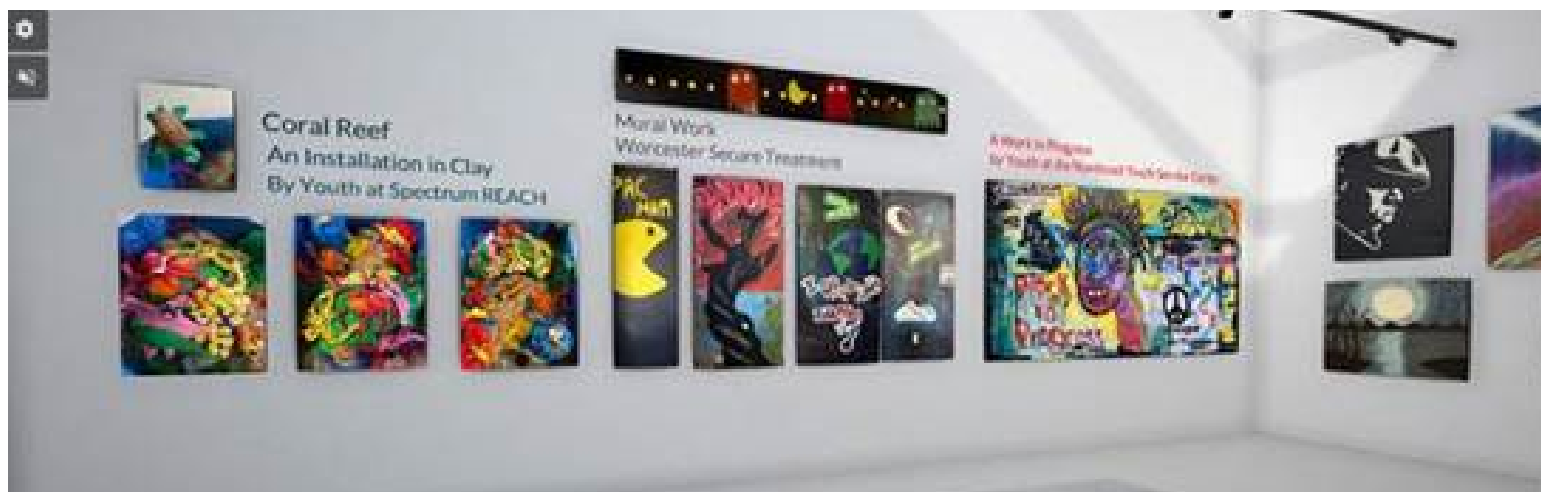
# DYS ART SHOWCASE

On Wednesday May 19th, the Department of Youth Services (DYS) held our 8th annual “Share Your Art, Share Your Voice” Youth Arts Showcase.

The event was held virtually and live streamed from the WGBH Studios in Boston, MA. More than 400 people, including DYS staff, youth, families, Massachusetts state legislators, community partners and state agency officials, attended the virtual event.



The event live-stream featured a youth interview with the Commissioner of DYS, performances from youth across the Commonwealth, and special guest Jerome Allen, Assistant Coach of the Boston Celtics (pictured right). The event included a virtual art gallery and sale that exhibited over 200 pieces of art. All proceeds from the sales go directly back to the youth artists.



This statewide celebration illustrates the power of the arts used as a tool for healing, self-expression, community building as well as youth engagement in positive youth development practices. The annual Showcase is a culmination of DYS’s year-round arts programming that includes the arts education, arts mentorships, and arts-based employment opportunities. In partnership with DYS, Commonwealth Corporation operates the DYS Arts Initiative, managing independent artists and arts organizations working with DYS youth in residential and community settings. The DYS Art Teachers, employed by education provider The Collaborative for Educational Services, provide year-round arts education and is the foundation for DYS’ high quality, visual arts program.

This year’s performances featured rapping, singing, original song-writing, dancing and drumming from across the state. DYS had Five Visual Arts Leaders, one from each region, who have shown a deep commitment to the arts over the course of the year - their work was highlighted and were featured in the gallery.





**DEPARTMENT OF YOUTH SERVICES**  
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