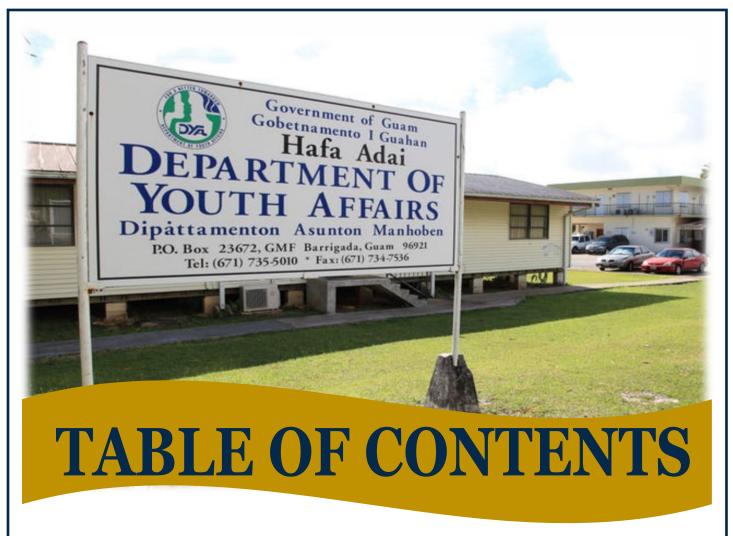
DEPARTMENT OF YOUTH AFFAIRS



CITIZEN CENTRIC REPORT 2018

P.O. BOX 23672 GMF BARRIGADA, GUAM 96921 (671)735-5010/ (671) 734-7536 (FAX)



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LEADERSHIP

MELANIE W. BRENNAN
Director

KRISINDA C. AGUON

Deputy Director

DAVID AFAISENYCF Superintendent

CORRINE BUENDICHO
Acting YD Administrator

JEANNETTE C. TOVES

ASU Administrator

MISSION AND GOALS

The mission of the Department of Youth Affairs (DYA) is to improve the quality of life on Guam for all people by the development and implementation of programs and services that promote youth development, decrease juvenile delinquency and status offenses, strengthen the family unit, protect the public from juvenile delinquents, ensure that offenders are held accountable for their actions and are provided with appropriate treatment, and provide restitution to the victims.

As per Public Law 14-110, the purpose for DYA is to plan, coordinate and/or implement programs, services and activities geared toward youth development, rehabilitation and involvement in the community.

Goals

- Reduce the recidivism rate of youth remanded to the Youth Correctional Facility (YCF) by 5% a year;
- ♦ Increase the quantity and quality of youth programs and services for youth within the YCF and Cottage Homes; and
- ♦ Increase programs that promote community oriented programs for youth to divert away from criminal / status offenses via the three Resource Centers.

Objectives

- Ensure staff are qualified and well trained;
- Maintain proper facilities and equipment; and
- Develop and implement effective and efficient programs/services.

DYA's three divisions are:

I. Vocational Rehabilitation and Support Services

- Administrative Services Unit oversees all budgetary and administrative duties, including personnel, procurement and accounting;
- Maintenance Section manages vehicle, building maintenance and custodial service;
- Culinary Unit provides meals for all clients;

II. Special Services

- Youth Correctional Facility
- Cottage Homes: provide 24-hour care and custody of juveniles; and

III. Youth Development

- Counseling Case Management Unit provides case work, treatment and rehabilitation services to clients remanded/adjudicated to YCF, establish, update and maintain data collection and statistical information;
- Community Social Development Unit, Resource Centers provide case work, treatment and rehabilitation services to juvenile offenders remanded/adjudicated to YCF and Cottage Homes' status offenders and non-offenders, including community-based skills-building activities for children and youth at-risk and their families.



Division of Youth Development

- ♦ Lagu (North) Youth Resource Center
- ♦ Kattan (Central) Youth Center
- ♦ Haya (South) Youth Center

Community Kids Program: Provides after-school activities including case management services that support early childhood, academic, and social development to children who are at risk of becoming involved in crime, are victims of crime, or at-risk of engaging in dangerous behaviors.

Jumpstart: A treatment-oriented program designed to integrate and reunify clients with their families, schools and community through an extended furlough concept and reducing the confinement time period in the Youth Correctional Facility (YCF).

Aftercare: A community-oriented outreach program that provides intensive monitoring and an array of services including case management, school shadowing mentoring and other services for clients released from the YCF and Cottage Homes.

Chansa: A three-hour workshop consisting of Youth Laws, Realities of Institutional Living and Department of Corrections Parolees' Testimonies to divert at-risk children and youth from entering the juvenile justice system.

SCORE: School presentations on the realities of institutional living in a correctional institution and the process of the juvenile justice system.

Other Services: Computer Labs; Homework Assistance; Outreach Counseling Crisis Intervention

Counseling Case Management Unit

Client Assessments/Drug and Alcohol Screening; Case Management; Crisis Intervention; Individual and Family Counseling; Clientele Database; Support Groups

Division of Special Services

- **♦** Youth Correctional Facility
- ♦ Cottage Homes

Intake Processing

Juvenile Reform Site Tour

Client Vocational Program

DOE Liheng Famagu'on School

Client Activities/Visitations

Faith-based Organizations





The total number of client admissions in 2018, mirrored that of 2017, however, the Recidivism Rate slightly decreased by 1.38%. (Table 1).

Year	2016	2017	2018
Total Admission	475	361	361
1st contact	187	128	133
2nd or more contacts	288	233	228
Recidivism	60.63%	64.54%	63.16%

Top offenses by admissions are illustrated in the following chart.

		CY 2018			CY 20	017
Type of Offense	Total	Male	Female	Total	Male	Female
Violation Related						
Violation of Court Order	153	121	32	58	46	12
Beyond Control	36	27	9	30	21	9
Failure to Appear (FTA)	1	1	0	15	13	2
Criminal Related						
Theft of a Motor Vehicle	16	16	0	24	22	2
Burglary	25	25	0	25	25	0
Assault	30	22	8	22	17	5

DYA continues its support to implement the Judiciary of Guam's Juvenile Justice Comprehensive Community Supervision Strategic Plan (e.g. implementing evidence-based practices, collaborating on service planning and preventing duplication of efforts). Reform efforts include the use of assessment tools during intake processing such as SAVRY (Structured Assessment of Violence Risk in Youth) which is designed to strengthen re-entry by immediately identifying risk-level, determine risks of reoffending and supervision services, which better assists to formulate clinical/rehabilitative treatment plans, case management, and further programs and services inclusive of supportive assistance from DYA's partner agencies and organizations (i.e. JPO, Sanctuary, GBHWC, GDOE, etc.) whenever deemed necessary.



Early reunification or reintegration into the community while still under the legal auspices of DYA through the Extended Authorize Leave (EAL) or the Jumpstart Programs, is one option, and consists of intensive monitoring via frequent visitations and random spot checks by DYA staff to ensure compliance of court conditions, and continued support and guidance of the juvenile client as they transition and work toward a more positive and productive life within their home, school and community. Continued follow-up care also includes therapeutic counseling and other supportive services. In an effort to support court-involved youth released from DYA, another option to incarceration is the Aftercare Program which was established years back and remains a positive and highly viable option to help prevent juveniles from returning to the Youth Correctional Facility and/ or Cottage Homes. The one difference between this program and the EAL or Jumpstart Programs, is that the juvenile is considered officially released from DYA.

Within the community, DYA's Youth Resource Centers in Dededo, Mangilao, and Agat continue to offer an array of positive activities, programs, and services for all the island's children, youth, and families, including at-risk youth and youth involved in the juvenile justice system. In addition to all the proactive preventive activities, programs and services offered within these centers, they also oversee all juveniles court-ordered to participate in the AfterCare Programs.

In line with the JJDPA core protection regarding the Deinstitutionalization of Status Offenders (DSO), and reform efforts against simply locking up juvenile offenders, 2018 experienced an increase in the number of AfterCare Referrals which proves that as a community we are slowly embracing what the research has shown for many years, which is the fact that incarceration should be the practice of the past, and prevention and intensive therapeutic outreach programs is the wave of the future. DYA's community reintegration of juvenile clientele through the EAL/ Jumpstart and/ or the AfterCare Programs have truly been impactful in lowering the overall admissions into our correctional facilities. (Table 2).

Table 2.DYA Aftercare CY 2016 - 2018

Program	2016	2017	2018
Aftercare	70	78	115



The breakdown of DYA client admissions by ethnicity in 2018, was nearly the same as that of 2017, insofar as the four (4) largest ethnicity groups. Chuukese made up the largest single ethnic group at 57.89% followed by CHamorus at 30.47% of 361 admissions in DYA. Other FSM Ethnicities and Filipino populations have remained low in admission numbers and extremely under represented.

Table 3. DYA Admissions by Ethnicity

	2016	2017		2018	}
Total Admissions	475	361		361	
Chuukese	252	Chuukese	212	Chuukese	209
CHamorus	150	CHamorus	111	CHamorus	110
Filipino	9	Pohnpeian	15	Pohnpeian	13
Other FSM	9	Palauan	8	Palauan	11

DYA's primary focus continues to be on addressing the Disproportionate Minority Contact (DMC) relative to Chuukese youth as required under the Juvenile Justice Delinquency Prevention Act. In collaboration with other partner agencies within the Juvenile Justice System on Guam, we are trying to gather more information to better assess the reason for this disproportionate minority contact of the Chuukese youth, as well as to come up with ways to engage the entire Chuukese Community inclusive of their political and religious leaders, their elders and all citizen stakeholders. DYA will continue to work diligently to address the DMC relative to the Chuukese population during weekly Case Reviews, including outreach events and providing additional resources for them within our community.

During weekly case reviews, we continue to address treatment/rehabilitative programs and individualized care by clinical staff, correctional staff, social workers, and an education representative; yet each case varies in complexity. Clinical Assessments and Diagnoses identify contributing factors for the current crime trends to include drug and alcohol abuse, poor parent/ child relationships, lack of positive role models, gang/ peer group influences because of acceptance into the gang or group, physical abuse/ neglect, mental health issues, school academic failures and poverty.

Government leaders are working diligently to implement initiatives such as correcting Medicaid deficiencies for the medically indigent, looking into affordable housing options available, and improving the education environment for the youth through new opportunities, to include making pre-school and pre-K education free and compulsory, as well as opening up charter schools, but the problems remain so much more complex. Success will be so much more realized if all community stakeholders actively engage and are more proactive in the process of reform.

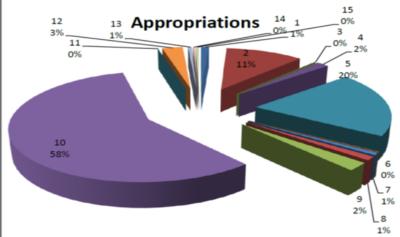


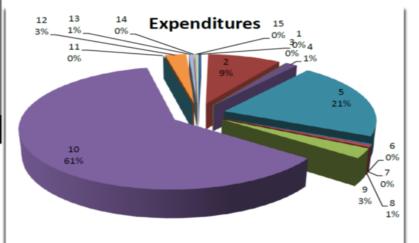
OUR FINANCIAL OUTLOOK

FINANCIAL INFORMATION

Q4 ENDING 9/30/2018

	Object Category	Appropriations	Expenditures
1	CAPITAL	75,953.00	21,975.00
2	CONTRACT	753,834.65	534,768.38
3	DRUG TESTING	3,800.00	400.00
4	EQUIPMENT	121,361.06	82,616.57
5	FRINGE	1,368,279.92	1,246,353.37
6	INDIRECT COST - FEDERAL	9,179.34	0.00
7	MISC.	50,012.00	13,050.00
8	OVERTIME SALARY	79,667.00	31,538.06
9	POWER	165,000.00	157,724.44
10	REGULAR SALARY SUB-	3,950,792.10	3,645,129.48
11	RECIPIENT/GRAN TS	0.00	0.00
12	SUPPLIES	201,651.24	154,330.12
13	TELEPHONE	36,779.35	33,805.62
	TRAVEL	16,998.46	6,746.00
15	WATER	28,800.00	18,457.92
	Totals	6,862,108.12	5,946,894.96



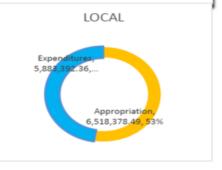






FUND	Appropriation	Expenditures
LOCAL	6,518,378.49	5,883,392.36
FEDERAL	343,729.63	63,502.60
	6,862,108.12	5,946,894.96







OUR FINANCIAL OUTLOOK

		For Appropriat	ion/Expenditure Rep Government		GCA §10306		
CONTRACTOR T	F (4 10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	FY 2018 4th Qtr A	ppropriation/Expend		ng 09/30/2018		
DEPARTMENT OF	YOUTH AFFAIRS						
Fund 5100A1820	Object Category	Appropriations	YTD Allotment	Expenditures	Outstanding Encumbrances	Funds Available	Unalloted Balance
GENERAL FUND	REGULAR SALARY	3.841.278.00	3,621,278.00	3,588,418.95	0.00	32,859.05	220,000.0
	OVERTIME SALARY	79,667.00	79,667.00	31,538.06	0.00	48,128.94	0.0
	FRINGE	1,328,658.00	1,328,658.00	1,225,105.97	0.00	103,552.03	0.0
	CONTRACT	541,469.00	541,469.00	486,215.88	0.00	55,253.12	0.0
	SUPPLIES	163,112.00	163,112.00	148,714.02	0.00	14,397.98	0.0
	EQUIPMENT	18.554.00	18,554.00	16,690.00	0.00	1.864.00	0.0
	DRUG TESTING	3,800.00	3,800.00	400.00	0.00	3,400.00	0.
	MISC	12,500.00	12,500.00	11,550.00	0.00	950.00	0.
	POWER UTILITY	165,000.00	165,000.00	157,724.44	0.00	7,275.56	0.
		28,800.00					
	WATER UTILITY		28,800.00	18457.92	0.00	10,342.08 894.38	0.
	TELEPHONE	34,700.00	34,700.00	33,805.62			0.1
con.	CAPITAL OUTLAY	22,000.00	22,000.00	21,975.00	0.00	25.00	0.0
GEN Fund 5100A1720	CONTRACT CONTRACT	6,239,538.00 41,620.83	6,019,538.00 41,620.83	5,740,595.86 727.50	0.00	278,942.14 40,893.33	220,000.
GENERAL FUND	SUPPLIES	18.828.12	18,828.12	244.50	0.00	18,583.62	0.0
	EQUIPMENT	43,239.38	43,239,38	37.601.40	0.00	5,637.98	0.
	TELEPHONE	2.079.35	2.079.35	0.00	0.00	2.079.35	0.
GEN	IERAL FUND Fund Totals:	105,767.68	105,767.68	38,573.40	0.00	67,194.28	0.
und 5602A1820	REGULAR SALARY	58,133.00	58,133.00	37,645.13	0.00	20,487.87	0.
	FRINGE	20,269.00	20,269.00	13,884.63	0.00	6,384.37	0.
	EQUIPMENT	3,917.00	3.917.00	3.885.00	2.340.00	-2.308.00	0.
GEN	ERAL FUND Fund Totals:	82,319.00	82,319.00	55,414.76	2,340.00	24,564.24	0.
und 5602C1620	REGULAR SALARY	20.091.87	20.091.87	19.065.40	0.00	1.026.47	0.
and societies	FRINGE	8.055.31	8.055.31	7,362.77	0.00	692.54	0.
	CONTRACT	16,457.00	16,457.00	1,725.00	2,800.00	11.932.00	0.
	SUPPLIES	18.00	18.00	0.00	0.00	18.00	0.
	EQUIPMENT	21,106.91	21,106.91	20,655.17	0.00	451.74	0.0
GEN	ERAL FUND Fund Totals:	65,729.09	65,729.09	48,808.34	2,800.00	14,120.75	0.0
und 5101 20							
	Object Category	Appropriations	YTD Allotment	Fmenditures	Outstanding	Funds Available	
	Object Category	Appropriations	YTD Allotment	Expenditures	Encumbrances	Funds Available	Unalloted Balan
	REGULAR SALARY	31,289.23	31,289.23	0.00	Encumbrances 0.00	31,289.23	Unalloted Balan
	REGULAR SALARY OVERTIME SALARY	31,289.23 0.00	31,289.23 0.00	0.00	Encumbrances 0.00 0.00	31,289.23 0.00	Unalloted Balan 0. 0.
	REGULAR SALARY OVERTIME SALARY FRINGE	31,289.23 0.00 11,297.61	31,289.23 0.00 11,297.61	0.00 0.00 0.00	0.00 0.00 0.00	31,289.23 0.00 11,297.61	Unalloted Balan 0. 0.
	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL	31,289.23 0.00 11,297.61 16,998.46	31,289.23 0.00 11,297.61 16,998.46	0.00 0.00 0.00 6,746.00	0.00 0.00 0.00 0.00	31,289.23 0.00 11,297.61 10,252.46	Unalloted Balan 0. 0. 0.
	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT	31,289.23 0.00 11,297.61 16,998.46 129,263.10	31,289.23 0.00 11,297.61 16,996.46 129,263.10	0.00 0.00 0.00 6,746.00 46,100.00	0.00 0.00 0.00 0.00 0.00 0.00	31,289.23 0.00 11,297.61 10,252.46 83,163.10	Unalloted Balan 0. 0. 0. 0. 0. 0. 0.
	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,693.12	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,561.30	0.00 0.00 0.00 6,746.00 46,100.00 5,371.60	0.00 0.00 0.00 0.00 0.00 0.00 0.00 103.84	31,289.23 0.00 11,297.61 10,252.46 83,163.10 14,105.86	Unalloted Balan 0. 0. 0. 0. 111.
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	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB-	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,693.12 34,543.77	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,561.30 34,543.77	0.00 0.00 0.00 6,745.00 46,100.00 5,371.60 3,785.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 103.64	31,289.23 0.00 11,297.61 10,252.46 83,163.10 14,105.86 30,758.77	Unalloted Balan 0.0 0.0 0.0 0.0 1111:
	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,693.12 34,543.77 0.00	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,561.30 34,543.77 0.00	0.00 0.00 0.00 6,745.00 46,100.00 5,371.60 3,785.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	31,289.23 0.00 11,297.61 10,252.46 83,163.10 14,105.86 30,758.77 0.00	Unalloted Balan 0.0 0.0 0.0 0.0 1111.0 0.0 0.0
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FEDERAL GRANT	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS MISCELLANEOUS CAPITAL OUTLAY INDIRECT COST - FEDERAL RANT FUND Fund Totals:	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,693.12 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,729.63	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,581.30 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,617.81	0.00 0.00 6,745.00 46,100.00 5,371.60 3,785.00 0.00 1,500.00 0.00 63,502.60	Encumbrances 0.00 0.00 0.00 0.00 0.00 0.00 103.84 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	31,289.23 0.00 11,297.61 10,252.46 83,163.10 14,105.86 30,758.77 0.00 36,012.00 53,953.00 9,179.34 280,011.37	Unalloted Balan 0. 0. 0. 0. 111. 0. 0. 0. 111. 0. 111. 1.
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FEDERAL GRANT FEDERAL GI Fund 5100A1620 GENERAL FUND GEN	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS MISCELLANEOUS CAPITAL OUTLAY INDIRECT COST - FEDERAL RANT FUND Fund Totals: Object Category CONTRACT IERAL FUND Fund Totals:	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,693.12 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,729.63	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,581.30 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,617.81	0.00 0.00 6,745.00 46,100.00 5,371.60 3,785.00 0.00 1,500.00 0.00 63,502.60	Encumbrances 0.00 0.00 0.00 0.00 0.00 0.00 103.84 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	31,289.23 0.00 11,297.61 10,252.46 83,163.10 14,105.86 30,758.77 0.00 36,012.00 53,953.00 9,179.34 280,011.37	Unalloted Balan 0.0 0.1 0.1 0.1 111. 0.1 0.1 0
FEDERAL GRANT FEDERAL GI Fund 5100A1620 GENERAL FUND GEN Closed Z account	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS MISCELLANEOUS CAPITAL OUTLAY INDIRECT COST - FEDERAL RANT FUND Fund Totals: Object Category CONTRACT EERAL FUND Fund Totals:	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,693.12 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,729.63 Appropriations 25,024.72	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,581.30 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,617.81 YTD Allotment 25,024.72 25,024.72	0.00 0.00 0.00 6,746.00 46,100.00 5,371.60 3,785.00 0.00 1,500.00 0.00 63,502.60 Expenditures 0.00	Encumbrances 0.00 0.00 0.00 0.00 0.00 103.84 0.00 0.00 0.00 0.00 0.00 0.00 103.84 Outstanding Encumbrances 0.00 0.00	31,289,23 0.00 11,297.61 10,252.46 83,163.10 14,105.86 30,758.77 0.00 36,012.00 53,953.00 9,179.34 280,011.37 Funds Available 25,024.72 25,024.72	Unalloted Balan 0.0 0.0 0.0 0.0 111.1 0.0 0.0
FEDERAL GRANT FEDERAL GI Fund 5100A1620 GENERAL FUND GEN Closed Z account 5100Z142000WR40	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS MISCELLANEOUS CAPITAL OUTLAY INDIRECT COST - FEDERAL RANT FUND Fund Totals: Object Category CONTRACT EERAL FUND Fund Totals:	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,693.12 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,729.63 Appropriations 25,024.72	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,581.30 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,617.81 YTD Allotment 25,024.72	0.00 0.00 0.00 6,746.00 46,100.00 5,371.60 3,785.00 0.00 1,500.00 0.00 63,502.60 Expenditures 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	31,289,23 0.00 11,297.61 10,252,46 83,163,10 14,105.86 30,758.77 0.00 36,012.00 53,953.00 9,179.34 280,011.37 Funds Available 25,024.72	Unalloted Balance 0.6 0.6 0.6 0.6 0.6 0.6 0.6 0.6 0.6 0.6
FEDERAL GRANT FEDERAL GI Fund 5100A1620 GENERAL FUND GEN Closed Z account 5100Z142000WR40	REGULAR SALARY OVERTIME SALARY FRINGE TRAVEL CONTRACT SUPPLIES EQUIPMENT SUB- RECIPIENT/GRANTS MISCELLANEOUS CAPITAL OUTLAY INDIRECT COST - FEDERAL RANT FUND Fund Totals: Object Category CONTRACT ERAL FUND Fund Totals:	31,289.23 0.00 11,297.61 16,998.46 129,263.10 19,693.12 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,729.63 Appropriations 25,024.72	31,289.23 0.00 11,297.61 16,996.46 129,263.10 19,581.30 34,543.77 0.00 37,512.00 53,953.00 9,179.34 343,617.81 YTD Allotment 25,024.72 25,024.72	0.00 0.00 0.00 6,746.00 46,100.00 5,371.60 3,785.00 0.00 1,500.00 0.00 63,502.60 Expenditures 0.00	Encumbrances 0.00 0.00 0.00 0.00 0.00 103.84 0.00 0.00 0.00 0.00 0.00 0.00 103.84 Outstanding Encumbrances 0.00 0.00	31,289,23 0.00 11,297,61 10,252,46 83,163,10 14,105,86 30,758,77 0.00 36,012,00 53,953,00 9,179,34 280,011,37 Funds Available 25,024,72 25,024,72	Unalloted Balance 0.6 0.6 0.6 0.6 0.6 0.6 0.6 0.



FORECAST & OTHER PROJECTS

Forecast/Other Projects:

- Receipt of the DOI's Capital Improvement Project Monies for renovations of the Talofofo Cottage homes and the construction of the DYA Administration Building in Mangilao.
- DYA plans to submit a CDBG Application in March 2020 to compete for grant money to expand the Haya (Southern) Youth Resource Center in Agat.



Michele Brillante <mbrillante@guamopa.com>

DYA Citizen Centric Report

Krisinda Aguon < krisinda.aguon@dya.guam.gov> To: clerks@guamlegislature.org, mbrillante@guamopa.com

Mon, Sep 30, 2019 at 10:17 AM

Hafa Adai!

Attached is DYA's Citizen Centric Report. Should you need additional information, please do not hesitate to contact us via email or at 735-5010.



CCR 2018.pdf

with sincere regards, Krisinda Calvo Aguon **Deputy Director**



Department of Youth Affairs P.O. Box 23672 Barrigada, Guam 96921

Email: krisinda.aguon@dya.guam.gov Office: (671) 735-5002 Fax: (671) 734-7536

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