



# TEXAS YOUTH COMMISSION

## Self-Evaluation Report

August 24, 2007

Provided to

Sunset Advisory Commission

*Chair: The Honorable Kenneth "Kim" Brimer*

*Vice-Chair: The Honorable Vicki Truitt*

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## I. Agency Contact Information

Texas Youth Commission Exhibit 1: Agency Contacts				
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## II. Key Functions and Performance

### A. Provide an overview of your agency's mission, objectives, and key functions.

#### MISSION

As described in Chapter 61 of the *Texas Human Resources Code*, the Texas Youth Commission's mission is to provide for the care, custody, rehabilitation, and reestablishment in society of youth who are committed by the courts for having engaged in delinquent conduct under Title 3 of the *Texas Family Code*. Delinquent conduct is defined under the *Texas Family Code* as a violation of a penal law punishable by imprisonment or confinement in jail.

Senate Bill 103 (80<sup>th</sup> Texas Legislature; Section 61.0345 of the *Texas Human Resources Code*) requires TYC to adopt a new mission statement by October 2007.

#### OBJECTIVES

The *Texas Human Resources Code* and the *Texas Family Code* delineate four specific objectives for the Texas Youth Commission.

1. To protect the public and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that ensure their basic healthcare and emphasize their positive development, accountability for their conduct and discipline training. (*Texas Family Code, Section 51.01(1), (2) and (4) and Texas Human Resources Code, Section 61.101(c)*);
2. To habilitate youth committed to the agency to become productive and responsible citizens who are prepared for honorable employment through ongoing education and workforce development programs (*Texas Human Resources Code, Section 61.034(b) and 61.076(a)(1)*);
3. To rehabilitate youth committed to the agency and re-establish them in society through a competency-based program of Resocialization (*Texas Human Resources Code, Section 61.002, 61.047, 61.071, 61.072, 61.076(a)(1)(2) and 61.0761*); and

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4. To study problems of juvenile delinquency, focus public attention on special solutions for problems, and assist in developing, strengthening, and coordinating programs aimed at preventing delinquency (*Texas Human Resources Code*, Section 61.031, 61.036 and 61.081 (c)).

### KEY FUNCTIONS

#### *Public Protection*

The commission provides or contracts for the provision of institutional and community-based residential programs and provides supervision for youth upon their release to the community. The public is protected from delinquent youth by holding them in custody in facilities that have appropriate levels of physical and procedural security systems and processes, commensurate with the risk level of the assigned population.

#### *Comprehensive Assessments*

While committed to TYC, youth receive a comprehensive assessment, individualized treatment, year-round education, and workforce development. Since approximately 1995, the assessment and orientation services for all youth have been located at the Marlin Orientation and Assessment Unit. During the 45-60 days the youth were there, staff conducted medical, educational and psychological testing, psychiatric evaluations (when needed), completed social summaries, and recommended initial assignment.

Effective September 1, 2007, boys will receive their orientation and assessment at the McClennan County State Juvenile Correctional Facility in Mart, Texas; girls will receive their orientation and assessment at the Ron Jackson State Juvenile Correctional Facility in Brownwood, Texas. It is anticipated that the 45 to 60 day assessment period will decrease to approximately 10 to 15 days.

#### *Individualized Treatment*

Primary treatment is conducted throughout the array of residential placement options, including TYC operated institutions and community-based programs, contracted institutions and community-based programs, and parole programs. Major functions of this area include individual and group counseling, case management, and specialized treatment (e.g., sexual behavior treatment, chemical dependency treatment, treatment for youth with intensive mental health issues, treatment for serious and violent offenders). Aftercare services are typically provided through interagency agreements or contract treatment professionals.

TYC's treatment programming is under revision. It is anticipated that the new treatment program will have philosophical underpinnings rooted in evidence-based practices, but will be flexible enough to ensure individualized application of treatment procedures.

#### *Education and Workforce Programs*

TYC provides academic and vocational education programs with certified instructors, administration and support personnel, instructional equipment and materials. TYC educational programs are designed to help youth make steady academic progress, and provide basic educational levels that improve the youth's academic performance and competency, and facilitate achievement of a GED or a high school diploma.

The Project RIO (Reintegration of Offender) program offers students the workforce development skills, services, and resources to learn how to find, obtain, and retain employment.

#### *Parole Programs*

TYC operates a parole system for the supervision of youth released from a residential program. TYC employs parole officers in the major metropolitan areas and contracts with providers (often county probation officers) to provide supervision in the more rural communities. A youth who violates the conditions of his or her parole may receive one or more sanctions, including increased supervision or surveillance, increased community service, or revocation of his or her parole.

TYC's Parole Program is also being redesigned.

**B. Do each of your key functions continue to serve a clear and ongoing objective? Explain why each of these functions is still needed. What harm would come from no longer performing these functions?**

The comprehensive continuum of care, including public protection, comprehensive assessments, psychiatric care, healthcare, correctional treatment, transition and specialized treatment, remains an essential component of rehabilitating troubled youth. Undoing years of antisocial influences would be near impossible without the ability to provide a safe, secure, and therapeutically rich environment.

**C. What evidence can your agency provide to show your overall effectiveness and efficiency in meeting your objectives?**

TYC measures its effectiveness and efficiency primarily through two means: 1) Key performance measures reported quarterly and annually, and 2) Annual review of treatment programs mandated in Section 61.0315 of the *Texas Human Resources Code*. For FY 2006, TYC exceeded the target for two measures, met the target for 14 measures, and missed the target for 10 measures. The 2006 annual review of treatment effectiveness showed that 50% of youth were reincarcerated within three years of release. The study also showed that youth receiving intensive specialized treatment had significantly lower recidivism rates than high need youth who did not receive treatment for two programs: capital and serious violent offenders and youth with mental health problems.

**D. Does your agency's enabling law continue to correctly reflect your mission, objectives, and approach to performing your functions? Have you recommended changes to the Legislature in the past to improve your agency's operations? If so, explain. Were the changes adopted?**

TYC's enabling statute continues to correctly reflect its mission, objectives, and approach to perform its functions.

Each legislative session, the commission proposes legislative changes to improve the agency's operations and delivery of services to youth. During the 80th Regular Legislative Session, the legislature passed an omnibus bill, Senate Bill 103, which greatly affected the commission's operations and functions. The commission is in the process of implementing and evaluating the impact of these changes.

**E. Do any of your agency's functions overlap or duplicate those of another state or federal agency? Explain if, and why, each of your key functions is most appropriately placed within your agency. How do you ensure against duplication with other related agencies?**

While there are some areas within the agency's functions which touch areas of other agencies, the functions of the Texas Youth Commission are not duplicated in any other state or federal agency. TYC maintains very close working relationships with the Texas Juvenile Probation Commission, the Texas Department of Criminal Justice, and the Texas Department of State Health Services to ensure services to youth and their families are coordinated, complementary, and unduplicated.

There are some areas of possible confusion. Local probation departments provide some correctional-type services for youth (not yet committed to TYC) through community-based post-adjudication facilities. Additionally, TYC contracts with some local probation departments for the provision of parole services to

## Key Functions and Performance

TYC youth in rural areas. Those local probation departments adhere to TYC processes and rules in providing parole services.

Pursuant to SB 103, needed parole services for all youth age 19 and older are provided by the Texas Department of Criminal Justice.

TYC coordinates the provision of mental health services for TYC youth and young adults through three primary, complementary mechanisms. For some TYC youth and young adults, services are coordinated through the Texas Correctional Office for Offenders with Medical or Mental Impairments (TCOOMMI). For others, services are provided directly by the local mental health authorities. For those youth who do not qualify for services provided through TCOOMMI or local mental health authorities, TYC may also contract with other providers for aftercare mental health services.

Through formal mechanisms such as interagency agreements and memoranda of understanding and informal mechanisms such as participation in interagency workgroups and collaborative efforts, services are closely coordinated to prevent gaps in services and/or duplication of services.

### **F. In general, how do other states carry out similar functions?**

State agencies, plus the District of Columbia, responsible for youth correctional services fall into four categories within state government: 1) free-standing agency in the executive branch (21 or 41%, including Texas), 2) district agency under a human service umbrella (11 or 22%), 3) division within the child welfare/social services system (11 or 22%), and 4) division of adult corrections (8 or 15%). The majority of states, including Texas, operate secure facilities (100%), community programs/aftercare (86%), and parole/aftercare (63%).

Some states, not including Texas, have expanded their responsibilities to include court intake (31%), detention (43%), diversion programs (55%), and probation (45%). Source: Loughran, E.J., Godfrey, K., Holyoke, S., & Scott, L. 2007. CJCA yearbook 2006: A national perspective of juvenile corrections. Braintree, MA: Council of Juvenile Correctional Administrators.

### **G. What key obstacles impair your agency's ability to achieve its objectives?**

The agency is currently experiencing a complete restructuring as a result of recent legislation. Operationally, recruitment and retention of qualified and credentialed staff continues to be challenging. In addition, maintaining staff at locations identified for potential closure further exacerbates staffing issues.

### **H. Discuss any changes that could impact your agency's key functions in the future (e.g., changes in federal law or outstanding court cases).**

The main functions of TYC are to protect the public, habilitate committed youths to become productive citizens, provide rehabilitative treatment, and assist in delinquency prevention.

1. Senate Bill 103, which was passed during the 80<sup>th</sup> Regular Legislative Session, created numerous changes to TYC's operations, including a change in the jurisdictional age (from 21 to 19), removal of the ability of the court to commit youth adjudicated of misdemeanors, a requirement that the agency separate youth younger than 15 from those older than 17, and the creation of the Offices of Inspector General, Independent Ombudsman, and a Special Prosecution Unit.

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Additionally, SB 103 mandated a requirement that the agency establish a minimum length of stay based upon the nature and seriousness of the youth's conduct and the danger the youth poses to the community. It also mandated the creation of a panel of TYC staff to determine when youth will be released from high-restriction placements. These requirements will impact the length of time individual youth remain in high-restriction facilities and therefore, affect the agency's average daily population.

2. *Galloway, Joseph, individually and on behalf of all those similarly situated v. TYC*

Plaintiffs are former TYC youth who allege that TYC and its current and former staff routinely and daily violated their federal and statutory constitutional rights while they were incarcerated in TYC facilities.

Many of the issues presented by Plaintiffs are substantially similar to those addressed by the DOJ investigation. If Plaintiffs are successful on their claims, TYC will be required to restructure its rehabilitation plan, its release plan, and address issues affecting staff safety. Many of these issues have already been addressed by legislative changes made during the 80<sup>th</sup> Regular Legislative Session and recent changes to policy and procedure.

3. The Department of Justice (DOJ) Civil Rights Division notified Governor Rick Perry on June 9, 2006 of its intent to conduct an investigation of the commissions Evins Regional Juvenile Center (ERJC) facility. The DOJ conducted on-site inspections of ERJC on September 12-15, 2006 and issued its findings on March 15, 2007. The DOJ found that ERJC failed to adequately protect youth in its care from youth and staff violence and recommended that TYC make changes in the areas of staffing, programming, classification, grievance systems, staff training, housing, and policies on use of force. In order to respond to the findings made by the DOJ, TYC requested legislative appropriations that would assist in remedying these issues. TYC also began overhauling its policies to directly address problems with the grievance system, the classification system, staff training, and the use of force protocol.

<b>I. What are your agency's biggest opportunities for improvement in the future?</b>
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The Texas Youth Commission (TYC) is undertaking a major reform initiative. The reform has been prompted by legislative and public mandates for the agency to change the way it addresses the needs of the youth entrusted to it by the juvenile courts of Texas. Before the Governor placed TYC under conservatorship, the agency lacked a centralized, clear chain of command, resulting in local fiefdoms at the juvenile corrections facility level and inadequate checks and balances. Failure and mismanagement were the inevitable result.

Due to the sweeping changes imposed on TYC through Senate Bill 103, the agency has begun major changes in the following areas:

- Conducted criminal background checks on all new and existing TYC employees.
- Performed surprise inspections of all facilities by central office staff.
- Established the Office of Inspector General (OIG).
- Reorganized the agency structure with an emphasis on regionalization requiring central office staff to go out to the field on a regular basis to learn first hand about agency operations, problems and proposed solutions to problems.
- Created a hotline for youth and staff to report incidents of abuse, neglect or mistreatment.
- Released, per SB 103, all misdemeanants committed to TYC.
- Revised and updated the juvenile corrections officer (JCO) training curriculum.
- Commenced a JCO recruitment effort to hire additional JCOs as authorized by SB 103.
- Filled the position of the independent ombudsman.
- Planned for vulnerability assessments of all juvenile corrections facilities.

## Key Functions and Performance

- Developed a plan for all facilities to go through the process of accreditation by the American Correctional Association (ACA).
- Initiated a study of the orientation and intake process so that it can be automated and streamlined.
- Began a review and study of the risks-needs assessment process for youth committed to TYC.
- Conducted a series of State of the Agency public forums throughout Texas.
- Commenced a series of Family Forums to allow parents and concerned family members the opportunity to make suggestions for TYC reform.

The bulleted items merely scratch the surface of the reform initiatives underway at TYC. Opportunities for further improvement include the following:

- Change an ingrained agency culture from one of incarceration and control to one of rehabilitation and reintegration.
- Select staff with appropriate experience, training and credentials.
- Identify and implement evidence-based core programming for youth (i.e., education, chemical dependency, sexual behavior therapy, gender specific issues and mental health).
- Increase the use of community resources and interagency resources for youth re-entering the community.
- Involve the youth's family or guardian in the re-entry process.
- Work with the Texas Juvenile Probation Commission to develop a Coordinated Strategic Plan for the juvenile justice system.
- Form relationships with child advocacy and support groups to encourage on-site distribution of information, services and support to TYC youth and families.
- Reduce the staff-to-youth ratios in the facilities operated or contracted for operation by TYC.
- Recruit additional JCOs as required by SB 103 to insure adequate supervision of the youth entrusted to TYC.
- Continue the implementation of strategies related to the Prison Rape Elimination Act (PREA).
- Revise and continually update the TYC website.
- Develop technology to revise the youth classification system.
- Develop performance measures for the agency and its employees.
- Implement a recruiting program for licensed sex offender counselors.
- Establish alternative reporting sites for parole in metropolitan areas to improve accessibility for youth on community supervision.
- Create an agency that operates in a transparent manner without jeopardizing youth and/or staff confidentiality.
- Develop an agency philosophy that promotes a youth-first mentality.
- Reduce staff-on-youth, youth-on-staff and youth-on-youth aggression.

While these are lofty future improvement goals, these and more will be achieved with the dedication and energy of TYC staff.



Key Functions and Performance

**J. In the following chart, provide information regarding your agency's key performance measures included in your appropriations bill pattern, including outcome, input, efficiency, and explanatory measures.**

<b>Texas Youth Commission</b>			
<b>Exhibit 2: Performance Measures Fiscal Year 2006</b>			
<b>Performance Measures</b>	<b>FY 2006 Target</b>	<b>FY 2006 Actual Performance</b>	<b>FY 2006 % of Annual Target</b>
Arrests Prevented Through Custody in Correctional Programs (OC)	22,500	21,217	94.3%
Turnover Rate of Juvenile Correctional Officers (OC)	25.00%	47.97%	191.88%
Average Daily Population: Assessment and Orientation (OP)	436	438.68	100.61%
Assessment and Orientation Cost Per Youth Day (E)	\$21.03	\$21.12	100.4%
New Commitments (EX)	2,526	2,738	108.4%
Average Daily Population: Institutional Programs (OP)	4,244	4,058.75	95.64%
Capacity Cost in Institutional Programs Per Youth Day	\$79.37	\$85.42	107.62%
Youth Per On-Duty Dormitory JCO Staff Per Shift (EX)	10.40	11.36	109.2%
Average Daily Population: Contract Programs (OP)	539	426.77	79.18%
Capacity Cost in Contract Programs Per Youth Day (E)	\$87.57	\$104.07	118.84%
Average Daily Population: Halfway House Programs (OP)	218	219	100.46%
Capacity Cost in Halfway Houses Per Youth Day (E)	\$93.76	\$96.03	102.42%
Cost of Health Care Services Per Youth Day (E)	\$6.93	\$8.25	119.05%
Cost of Psychiatric Care Services Per Youth Day (E)	\$0.91	\$0.84	92.31%
Change Orders & Add-ons as % of Budgeted Construction Costs (E)	6.00%	1.49%	24.8%
Constructive Activity Rate (OC)	60.00%	56.96%	94.9%
Diploma or GED Rate (TYC-operated Schools) (OC)	49.00%	47.98%	97.92%
Percent Reading at Grade Level at Release (OC)	19.00%	20.34%	107.05%
Average Daily Attendance in TYC-operated Schools (OP)	4,018	3,738.11	93.03%
Percent of Math Level Gain (OP)	67.00%	61.66%	92.03%
Median Math Gain Per Month of Instruction (OP)	1.60	1.31	81.9%
Percent of Reading Level Gain (OP)	69.00%	65.77%	95.32%

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Median Reading Gain Per Month of Instruction (OP)	1.65	1.57	95.2%
Average Daily Attendance in Career and Technology Education Courses (OP)	1,943	1,834.38	94.41%
Total Number of Contact Hours: Career and Technology Education Courses (OP)	444,260	454,010	102.2%
Student Enrollment in Texas Education Agency Secondary Courses (OP)	6,260	6,093	97.3%
Student Enrollment in Career and Technology Education Courses (OP)	4,470	4,421	98.9%
Education and Workforce Cost in TYC-Operated Schools Per Youth Day (E)	\$21.02	\$21.26	101.1%
Percent Reading at Grade Level at Commitment (EX)	8.80%	10.04%	114.1%
Median Years Reading Under Grade Level at Commitment (EX)	4.60	4.60	100%
One-year Re-arrest Rate (OC)	54.00%	56.12%	103.93%
One-year Re-arrest Rate for Violent Offenses (OC)	8.60%	8.62%	100.23%
One-year Reincarceration Rate: Total (OC)	26.00%	26.21%	100.81%
Three-year Reincarceration Rate: Total (OC)	48.00%	50.12%	104.42%
One-Year Reincarceration Rate: Felonies or Misdemeanors (OC)	15.00%	15.86%	105.7%
One-Year Re-arrest Rate: Treated Capital or Serious Offenders for Violent Offenses (OC)	0	0	100%
One-Year Re-arrest Rate: Treated Sex Offenders for Violent Offenses (OC)	0	0	100%
One-Year Re-arrest Rate: Treated Chemically Dependent Youth (OC)	60.00%	63.77%	106.3%
One-Year Re-arrest Rate: Treated Youth with Mental Health Needs (OC)	40.00%	42.61%	106.5%
Three-Year Re-arrest Rate: Youth Receiving Specialized Treatment (OC)	76.00%	80.06%	105.3%
Positive Discharge Rate (OC)	40.00%	46.69%	116.7%
Average Daily Population: Correctional Treatment (OP)	4,367	4,068.12	93.16%
Correctional Treatment Cost Per Youth Day (E)	\$9.68	\$10.00	103.31%
Percentage of Commitments Known to be Gang Members (EX)	35.00%	33.46%	95.6%
Average Daily Population: Specialized Correctional Treatment (OP)	998	904.55	90.64%

Key Functions and Performance

Average Daily Population: Capital and Serious Violent Offender Treatment (OP)	36	31.66	87.9%
Average Daily Population: Sex Offender Treatment (OP)	188	182.88	97.3%
Average Daily Population: Chemical Dependency Treatment (OP)	412	336.77	81.7%
Average Daily Population: Emotional Disturbance Treatment (OP)	337	341.92	101.5%
Average Daily Population: Mental Retardation Treatment (OP)	15	11.32	75.5%
Specialized Correctional Treatment Equity Ratio (OP)	100%	85.85%	85.9%
Specialized Correctional Treatment Cost Per Youth Day (E)	\$14.78	\$15.47	104.67%
Average Daily Population: Parole (OP)	2,882	2,957.91	102.63%
Average Daily Population: Contract Parole (OP)	833	815.20	97.9%
Parole Cost Per Youth Day (E)	8.96	8.54	95.31%
Parole Revocation Intakes to Residential Programs (EX)	500	520	104%
Release from Residential Programs to Parole (EX)	3,000	3,089	103%
Parole Discharges (EX)	2,273	2,440	107.3%
Youth Served Through Interstate Compact (OP)	3,000	3,162	105.4%

Output = OP  
 Outcome = OC  
 Efficiency = E  
 Explanatory = EX

### III. History and Major Events

#### Creation and Powers

The Texas Youth Commission (TYC) was originally established as the Texas Youth Development Council with the adoption of the Gilmer Aiken Act in 1949. In 1957, the legislature replaced the Texas Youth Development Council with the Texas Youth Council. The Texas Youth Council was re-named the Texas Youth Commission in 1983.

The original purpose of the Texas Youth Development Council was to coordinate the state's efforts to help communities develop and strengthen all child services and secondly, to administer the state's correctional facilities by providing a program of constructive training aimed at the rehabilitation and successful re-establishment of delinquent children in society. (Until 1920, all state facilities had been supervised independently and reported to the governor. From 1920 to 1949, state facilities were managed by the Board of Control.)

With the creation of the Texas Youth Council, the agency was further authorized to provide parole supervision for certain delinquent children until their discharge. The legislature also added the responsibility for the operation of certain existing institutions for dependent and neglected children.

In the 1970's, the emphasis shifted significantly from delivery of services solely in institutions toward community-based programs (such as residential contract care, agency-operated halfway houses, etc.) as alternatives to correctional facilities, and the increased use of foster care and community-based alternatives for dependent and neglected youth. There was also the initiation of a county juvenile probation subsidy program (which was subsequently transferred to the Texas Juvenile Probation Commission in 1981).

From 1974 to 1982, as the state moved toward more foster care and community-based alternatives, TYC transferred the Waco Center for Youth to the Texas Department of Mental Health and Mental Retardation and converted the West Texas Children's Home and the Corsicana State Home to facilities for delinquent youth. In 1974, the Mountain View State School for Boys was transferred to the Texas Department of Criminal Justice. In 1979, the Gatesville State School for Boys was also transferred to the adult system. In 1983, the agency was renamed the Texas Youth Commission to reflect its principal function of juvenile corrections.

The explosive increase in juvenile crime, especially violent crime, guided legislative initiatives since 1985 to focus the purpose and responsibility of the agency on the control and rehabilitation of the state's most violent and chronic juvenile delinquents.

In 1995, the 74th Texas Legislature passed the most expansive juvenile reform legislation since 1973. This legislation which took effect in January 1996, has been described as a "get tough, balanced approach" that reflected the public attitude of wanting to punish youth in a meaningful way, yet not abandon rehabilitation as a principal aim for children.

The get-tough theme of the reform legislation was unmistakable:

- Promotion of the concept of punishment for criminal acts was added as a purpose of the newly named "Juvenile Justice Code." The certification age was lowered from 15 to 14 for capital and first degree felonies; and once a youth is certified, transfer to criminal court is automatic for all subsequent felonies.
- Determinate sentencing was expanded by adding 11 offenses to the original five (all violent offenses against persons, including attempts, criminal solicitation, serious drug offenses, and three-time felons).

## History and Major Events

- The range of possible sentences was increased to a maximum of 40 years for first degree felonies. Minimum confinement periods were established for sentenced youth from three years to one year. The minimum confinement period for capital murder became ten years.
- TYC was authorized to request the juvenile court to transfer a sentenced youth after age 16 to adult prison to complete his or her sentence. All sentenced youth were required to complete their sentences after age 21 (or age 19 in some cases) on adult parole.
- All referrals to the juvenile court for felony offenses and misdemeanors involving violence or use of a weapon were required to be reviewed by the prosecuting attorney for possible prosecution. For a second felony referral after adjudication for a felony, the prosecutor must consent in writing to any deferred prosecution.

During the mid to late 1990s, the agency experienced significant growth as the number of youth committed to TYC increased. In FY 2000, the end-of-year residential population totaled 5,646 youth compared to 3,467 youth in FY 1996. By 2000, TYC had completed construction of the McLennan County State Juvenile Correctional facility, the largest juvenile facility in the State of Texas with a bed capacity of 656.

Over the next few years, TYC began to struggle with recruiting and retaining juvenile correctional officers to properly staff its facilities. Increases in youth and staff injuries as well as concerns about mistreatment and abuse of youth led to increased parent and staff involvement with the media and legislature. Advocacy groups became increasingly active in calling for changes in the troubled agency.

During the 80<sup>th</sup> Regular Legislative Session, legislators responded to reports of a cover-up of sexual abuse at the West Texas State School by demanding a major overhaul of the agency. TYC was placed under conservatorship to allow for swift action in investigating the agency and instituting immediate change. At the end of the session, the legislature passed the TYC reform bill, Senate Bill 103, with overwhelming bi-partisan support. The governor signed the historic legislation on June 8, 2007. It became effective immediately.

Under the leadership of TYC Conservator Ed Owens and Acting Executive Director Dimitria D. Pope, TYC is working to institute the changes mandated in SB 103 to rebuild the agency and regain the trust of the public. Ms. Pope has engaged advocacy groups, parents, and TYC youth to solicit their input in making the agency child-centered and family-friendly. The Joint Select Committee continues to actively monitor the agency's progress and provide support during this challenging transition.

### **Key events in the development of the agency include:**

- 1887 – The Texas Legislature authorized funds to establish a House of Corrections and Reformatory at Gatesville and the State Orphans' Home in Corsicana.
- 1916 – The state training school for girls at Gainesville became operational.
- 1949 – The Texas Youth Development Council was established and was composed of 14 members, including six citizens and representatives of eight state agencies.
- 1950 – The Crockett State School for Negro Girls was established and later integrated in 1964.
- 1957 – The Texas Youth Council was authorized with three citizen members.
- 1961 – The Texas legislature established parole services as a responsibility of the Texas Youth Council.
- 1962 – The Mountain View School for Boys opened.

## History and Major Events

- 1967 – The West Texas Children’s Home in Pyote was opened for dependent and neglected children and two halfway houses were opened in Houston.
- 1970 – The Reception Center and State School opened in Brownwood.
- 1971- The *Morales v. Turman* class action law suit filed with the United States District Court prompted vast changes in personnel, agency policies and procedures, due process requirements and program services.
- 1972 – The Giddings State School opened.
- 1973 – Title 3 of the *Texas Family Code* was enacted, establishing the jurisdiction of courts over juvenile offenders to conform with Supreme Court decisions and restricting the commitment of status and misdemeanor offenders to TYC; other legislation lowered the agency’s jurisdiction from age 21 to age 18.
- 1974 – The Federal Juvenile Justice and Delinquency Prevention Act was adopted and required deinstitutionalization of status offenders and promoted the development of community-based corrections as alternatives to correctional facilities. The Mountain View State School for Boys was transferred to the adult prison system as a result of the *Morales v. Turman* case.
- 1975 – The Texas Youth Council was expanded from three to six members; the legislature authorized community-based care and expanded the number of halfway house programs.
- 1976- TYC implemented a county juvenile probation assistance program.
- 1978- 1982 – The Gatesville State School for Boys was closed and transferred to the adult prison system; Waco State Home was transferred to Department of Mental Health and Mental Retardation; and, Corsicana and West Texas Children’s Homes were converted to facilities for delinquent children.
- 1981 – The Texas Juvenile Probation Commission assumed responsibility for the TYC Community Assistance Program.
- 1983 – The Texas Youth Council was renamed the Texas Youth Commission
- 1984 – The *Morales v. Turman* settlement agreement was signed calling for a three-member committee to inspect the agency’s operation and determine compliance for four years.
- 1985 – The legislature extended the agency’s jurisdiction from age 18 to 21.
- 1987 – The legislature enacted a “Determinate Sentencing” statute enabling courts to sentence adjudicated youth to TYC for six enumerated violent offenses.
- 1989 – TYC opened the Evins Regional Center in Edinburg to serve the most serious offenders in the South Texas Region. Also, the legislature provided funding to the Juvenile Probation Commission expressly to divert offenders from commitment to TYC.
- 1989 - The Texas Family Code (Chapter 57) was amended to include rights of victims of juvenile crime. TYC provides information to victims through a notification system. When an offender is transferred to Texas Department of Criminal Justice (TDCJ), the victim receives notification of the transfer and information regarding TDCJ’s victim services. TYC also forwards the victim’s information to TDCJ Victim Services in order for the victim to continue to receive services after the offender’s transfer.
- 1991 – The legislature placed the Texas Youth Commission under the purview of the newly created Health and Human Services Commission coordinating agency.

## History and Major Events

- 1993 – The legislature removed the Texas Youth Commission from under the oversight of the Health and Human Services Commission.
- 1995 – TYC opened its first boot camp facility at Sheffield; a new Assessment and Orientation unit at the converted Marlin adult prison; a new Jefferson County State School in Beaumont; and, converted the former State Reception Center at Brownwood as a sanction unit.
- 1995 – TYC introduced Resocialization©, a new rehabilitation program which assessed youth progress through achievement of phases for three separate areas: academic, behavioral and correctional therapy.
- 1996 – In February, TYC opened the San Saba State School as a juvenile correctional facility. It had previously been an adult facility.
- 1999 - The 76th Legislature authorized TYC to establish a program that would prepare teen mothers committed to TYC to become good parents. TYC issued a Request for Proposal to provide a residential program for female juvenile offenders with an infant care and parenting component. A contract was awarded to Associated Marine Institutes, Inc. (AMI) to provide the services. The program name is Women In Need of Greater Strengths (WINGS) and is located in Marion, Texas, north of San Antonio.
- 1999 – On December 28, a lawsuit was filed by Cathy Cason against TYC and Theodore Shorten alleging sexual harassment by Mr. Shorten. The plaintiff alleged that her employment with TYC was terminated for filing sexual harassment complaints against Mr. Shorten. TYC settled the case with Mr. Shorten. While this case was pending, TYC changed its policies on sexual harassment to require supervisors to take steps to prevent any further harassment while an investigation is pending, up to and including re-assigning the accused or the accuser to a different shift, admonishing the accused that TYC prohibits retaliation, giving the accuser paid leave of absence pending the outcome of the investigation, or suspending the accused pending the outcome of the investigation. TYC also required that all information gathered during an investigation of sexual harassment would remain confidential.
- 2003 – In response to the Governor's requirements to immediately reduce FY 2003 spending by an amount equal to at least 7%, TYC transferred Hamilton State School to TDCJ, resulting in a \$35.4 million savings for the state. The facility was originally an adult prison that was transferred to TYC and converted into a juvenile facility in 1997.
- 2004 – State-owned institutional bed capacity reached 4,358 in comparison to 2,278 in FY 1996.
- 2004 – In September, the House Juvenile Justice and Family Issues committee held the first hearing on abuse in TYC.
- 2004 – In October, staff members at the Evins facility successfully quelled a riot of 22 students with no injuries to students or staff.
- 2004 – In November, allegations of excessive force emerged from actions of the West Texas and San Saba Special Tactics and Response (STAR) Teams sent to Evins to help stabilize the campus following the October riot.
- 2005 – In January, approximately 45 members of the Texas Coalition Advocating Justice for Juveniles attended the January meeting of the TYC Board. Eight TCAJJ members, including three parents, provided public comments.
- 2005 – In March, TYC provided invited testimony to the Senate Criminal Justice Committee in response to concerns related to the handling of the Evins riot and allegations of abuse.

## History and Major Events

- 2005 – In July, parents filed a lawsuit (Barefield et. al. v. TYC et.al.) against TYC on behalf of youth affected by incidents that occurred in November 2004 at Evins.
- 2005 – In September, Rider 21 mandated a reduction of contract care beds for the agency, stipulating 97.5% of institutional beds must be filled before contracted care beds can be used.
- 2005 – In September, Hurricane Rita resulted in the evacuation of 320 youth from the Al Price facility in Beaumont. Damage from the hurricane forced the closure of the facility for five months and a loss of 320 beds from state-operated capacity.
- 2006 – In January, a petition was circulated in the San Saba community; alleged inability to manage youth discipline and employee fears of safety.
- 2006 – In March, several Rio Grande Valley newspapers published a 5-part series on an increase in the confirmations of incidents of abuse and neglect within TYC dating back to 2000.
- 2006 - In March, simultaneous hearings of the House Corrections and House Juvenile Justice and Family Issues addressed abuse and neglect issues at TYC. The staff at the newly renamed John Shero State Juvenile Correctional Facility (formerly San Saba State School) publicly call for a change in leadership at TYC.
- 2006 – In March, TYC requested technical assistance from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to review ways in which the agency can reduce the number of cases of abuse and neglect in TYC facilities.
- 2006- In June, the US Department of Justice Civil Rights Division (DOJ) sent a letter to Governor Rick Perry announcing the initiation of an investigation into the conditions of confinement at the Evins facility.
- 2006 – From September 12 -15, The US DOJ conducted on-site inspections of the Evins Regional Juvenile Center.
- 2007 – In February, the *Dallas Morning News* and the *Texas Observer* featured articles reporting a cover up by agency leadership of sexual abuse by the assistant superintendent and principal of the West Texas State School. Executive Director Dwight Harris retired shortly thereafter. General Counsel Neil Nichols assumed duties as Acting Interim Executive Director.
- 2007 – On February 28, the Texas Senate voted unanimously for Senate Resolution 384, which cited evidence of gross fiscal mismanagement and called for TYC to be placed under conservatorship.
- 2007 – On March 1, the entire TYC Board met in an emergency meeting to name Ed Owens as Acting Executive Director.
- 2007 – On March 2, Governor Rick Perry appointed Jay Kimbrough as Special Master to TYC. Lieutenant Governor David Dewhurst and House Speaker Tom Craddick announced House and Senate appointments to the newly formed Joint Select Committee on the Texas Youth Commission.
- 2007 –On March 15, the DOJ issued its findings that the Evins Regional Juvenile Center failed to adequately protect youth in its care from youth and staff violence and recommended that TYC make changes in the areas of staffing, programming, classification, grievance systems, staff training, housing, and policies on use of force. In response to these findings, TYC requested legislative appropriations that would assist in remedying these issues. TYC also began overhauling its policies to address problems with the grievance system, the classification system, staff training, and the use of force protocol.



## History and Major Events

- 2007 – On March 16, the TYC Board resigned, transferring the powers of the Board to Acting Executive Director Ed Owens.
- 2007 – On March 28, Jay Kimbrough officially became TYC Conservator. Kimbrough called for employees with felonies to be fired. Other employees were asked to re-apply for their jobs.
- 2007 – In April, 473 youth who had completed their minimum lengths of stay and whose cases had been reviewed were ordered released by Conservator Jay Kimbrough.
- 2007 – In May, TYC reform bill SB 103 authored by Sen. Juan Hinojosa and sponsored by Rep. Jerry Madden was approved by the legislature and sent to Governor Rick Perry. The legislation restricted judges from sending misdemeanants to TYC, changed the age of discharge for youth from 21 to 19, required 300 hours of training for juvenile correctional officers before they assume supervision of youth, established an Office of Inspector General, established an Independent Ombudsman, required a 1:12 JCO to youth ratio, required development of a Parent's Bill of Rights, and allowed advocate groups access to youth in TYC facilities.
- 2007 – In June, the General Appropriations Act (2007) reduced funding for youth populations from an average of 5,001 youth per year to 3,151 youth. The change will result in a 37% decrease in residential populations in 2008-09 compared to 2006-07, requiring the closure of 1,496 institutional beds.
- 2007 – On June 8, Governor Rick Perry signed SB 103, making it effective immediately. He named Ed Owens as the new TYC Conservator. Dimitria D. Pope was named Acting Executive Director.

## IV. Policymaking Structure

**A. Complete the following chart providing information on your policymaking body members.**

<b>Texas Youth Commission Exhibit 3: Policymaking Body</b>			
<b>Member Name</b>	<b>Term/ Appointment Dates/ Appointed by ____ (e.g., Governor, Lt. Governor, Speaker)</b>	<b>Qualification (e.g., public member, industry representative)</b>	<b>City</b>
Edward Owens	Term is not defined. Appointed on June 8, 2007 by Governor.	Conservator	Austin
Dimitria D. Pope	Term is not defined. Appointed on June 8, 2007, by Governor.	Acting Executive Director	Austin

**B. Primary roles and responsibilities of the policymaking body.**

On March 16, 2007, the TYC Board transferred its powers to the acting executive director. Subsequent legislative action put TYC under conservatorship. Pursuant to state law, the conservator assumes all the powers and duties of the officers responsible for policy direction. The conservator holds rulemaking authority for the agency. Responsibility for policymaking related to management functions is shared by the conservator, the acting executive director, and their designees.

**C. How is the chair selected?**

Not applicable.

**D. Special circumstances or unique features about the policymaking body or its responsibilities.**

TYC does not currently have a policymaking body. Rule and policymaking responsibilities rest with the conservator and acting executive director. Pursuant to Senate Bill (SB) 103, 80th Legislature, the governor is required to appoint an executive commissioner, who will hold rulemaking and policymaking authority. SB 103 also requires the governor, lieutenant governor, and speaker of house to appoint members of an advisory board, which will assist the executive commissioner in rulemaking activities. As of the date of this report, the executive commissioner and advisory board appointments have not been made.

Policymaking Structure

**E. In general, how often does the policymaking body meet? How many times did it meet in FY 2006? In FY 2007?**

The conservator is not required to hold public meetings. SB 103 requires the executive commissioner to hold public meetings. The TYC Board met seven times in FY 2006. The Board met five times in FY 2007 before all members resigned in March 2007.

**F. What type of training do members of the agency’s policymaking body receive?**

Not applicable.

**G. Policies describing the respective roles of the policymaking body and agency staff in running the TYC.**

The conservator issued a directive establishing the delegation of certain policy and management functions to the acting executive director. TYC also had a policy separating the policymaking responsibilities of the Board from the management responsibilities of the executive director. This policy is not applicable to TYC’s current leadership structure, but may be modified for use in the event that TYC returns to oversight by a governing board. The policy states that policies which have a significant impact on agency operations may only be adopted with the approval of the Board, and lists certain budgetary, contractual, and administrative actions which may proceed only with Board approval.

**H. What information is regularly presented to your policymaking body to keep them informed of the agency’s performance?**

All units of the TYC organization report directly to the executive director. Information and reports concerning all aspects of the agency’s operations are regularly reported to the executive director and conservator.

**I. How does the policymaking body obtain input from the public regarding issues under the jurisdiction of the agency? How is this input incorporated into the operations of the agency?**

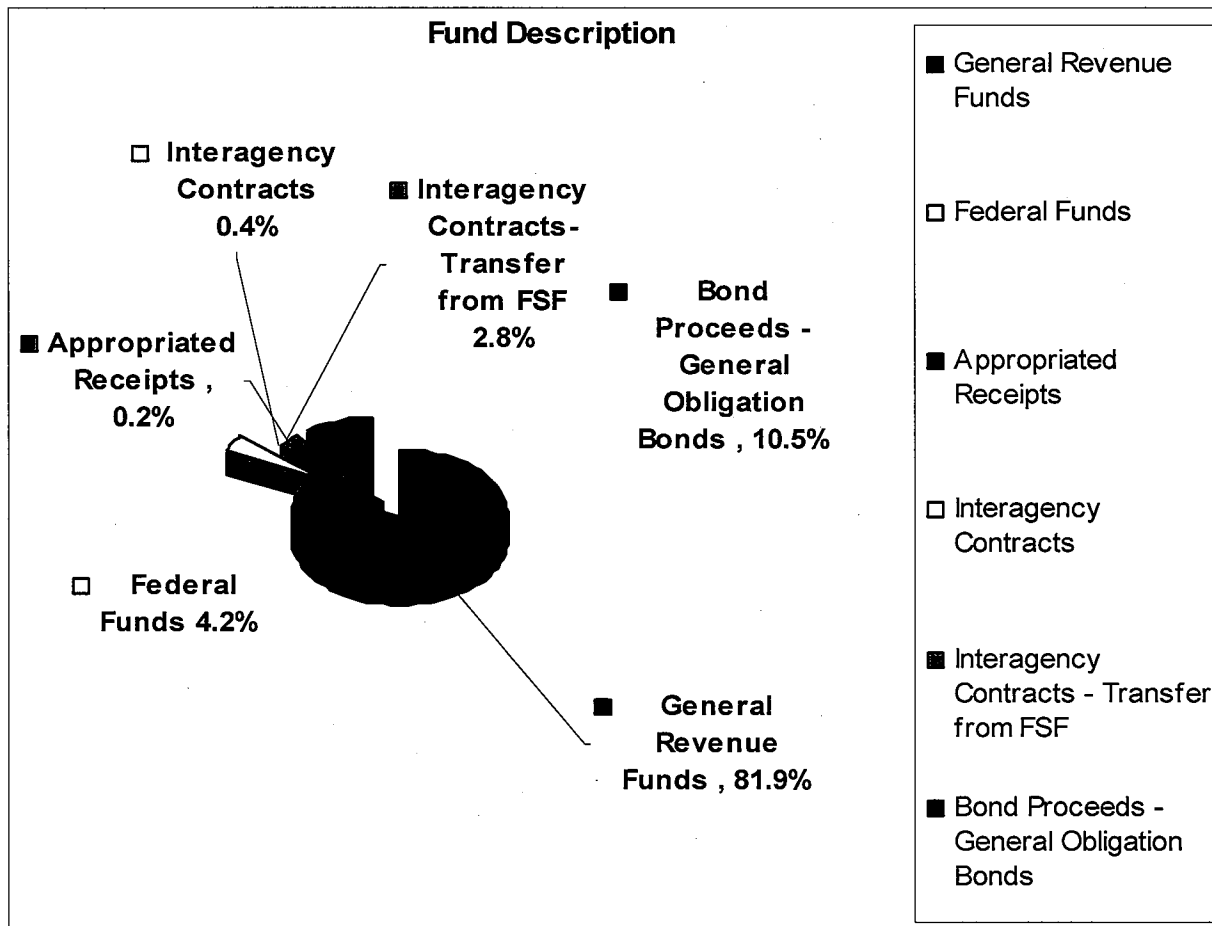
TYC complies with the Administrative Procedures Act in publishing its rules for public review and comment. TYC reviews and considers such comments in its final adoption decision. The conservator and executive director have directed agency staff to hold public forums across the state to solicit input from parents and advocates as the agency redesigns its programs.

<b>Texas Youth Commission</b>			
<b>Exhibit 4: Subcommittees and Advisory Committees</b>			
<b>Name of Subcommittee or Advisory Committee</b>	<b>Size/Composition/How are members appointed?</b>	<b>Purpose/Duties</b>	<b>Legal Basis for Committee</b>
Not applicable.			

## V. Funding

### A. Description of agency funding.

Funds	Biennial Totals	Percentage
General Revenue Funds	\$447,481,350	81.9%
Federal Funds	\$23,092,487	4.2%
Appropriated Receipts	\$862,494	0.2%
Interagency Contracts	\$2,344,500	0.4%
Interagency Contracts - Transfer from FSF	\$15,211,386	2.8%
Bond Proceeds - General Obligation Bonds	\$57,678,735	10.5%
<b>Total Method of Financing</b>	<b>\$546,670,952</b>	<b>100.0%</b>



Funding

**B. Riders that significantly impact the agency's budget.**

<b>Rider Number</b>	<b>Page Number in 2006-2007 GAA</b>	<b>Title</b>
1	V-56-57	Performance Measures
2	V-57-58	Capital Budget
4	V-58	Appropriation of Other Agency Funds
13	V-59	Salaries, Education, Professionals
15	V-60	Appropriation Transfers Between Fiscal Years
16	V-60	Project RIO
20	V-60	Unexpended Balances
21	V-61	Utilization of Existing Youth Commission Facilities

## C. Expenditures by Strategy

<b>Texas Youth Commission Exhibit 5: Expenditures by Strategy Fiscal Year 2006 (Actual)</b>		
<b>Goal/Strategy</b>	<b>Total Amount</b>	<b>Contract Expenditures Included in Total Amount</b>
Goal 1.1 Assess & Orient Youth for Appropriate Treatment and Placement	\$ 3,385,136	\$124,945
Goal 1.2 Provide TYC-operated Secure Correctional Programs	\$126,517,619	\$8,484,625
Goal 1.3 Provide Additional Secure and Non-secure Residential Capacity	\$16,206,654	\$12,718,139
Goal 1.4 Provide TYC-operated Non-secure Correctional Programs	\$7,663,975	\$1,033,723
Goal 1.5 Provide a System of Health Care	\$14,158,896	\$13,326,002
Goal 1.6 Provide a System of Psychiatric Services	\$1,438,443	\$1,206,462
Goal 1.7 Construct & Renovate TYC Facilities for Sufficient Capacity	\$3,880,933	\$420,167
Goal 2.1 Provide Academic, GED, and Workforce Preparation Programs	\$29,013,000	\$626,820
Goal 3.1 Provide Correctional Treatment Programs	\$14,851,558	\$1,472,320
Goal 3.2 Treatment for Capital/Sex Crimes, Drug Abuse, Emotional & Mental Problems	\$5,108,305	\$217,105
Goal 3.3 Provide A System of Parole Services	\$9,217,158	\$3,736,617
Goal 3.4 Interstate Agreement on Supervision of Runaways, Probationers, and Parolees	\$242,775	\$3,312
Goal 4.1 Central Administration	\$6,206,171	\$371,200
Goal 4.2 Information Resources	\$3,905,569	\$537,672
Goal 4.3 Other Support Services	\$1,388,625	\$467,615
<b>GRAND TOTAL:</b>	<b>\$243,184,815</b>	<b>\$44,746,724</b>

Funding

**D. Show your agency's objects of expense for each category of expense listed for your agency in the General Appropriations Act FY 2006-2007.**

Columns 1-5

FY 2006 Object of expense	Assessment and Orientation	Institutional Services	Contracted Capacity	Halfway House Services	Health Care Services
Salaries & Wages	\$2,876,886	\$93,613,423	\$1,722,219	\$4,879,434	\$389,990
Other Personnel Cost	\$109,213	\$3,449,556	\$72,456	\$230,342	\$10,942
Professional Fees & Services	\$13,200	\$485,950	\$167	\$24,056	\$11,812,581
Fuels & Lubricants	\$100,039	\$487,451	\$1,720	\$76,554	-
Consumable Supplies	\$45,992	\$2,253,745	\$45,868	\$157,005	\$3,524
Utilities	\$6,901	\$6,089,062	\$66,740	\$379,272	\$51
Travel	\$94,220	\$774,529	\$199,361	\$53,710	\$5,409
Rent - Building	\$55	\$100,555	\$131,610	\$848,929	-
Rent - Machine and Other	\$13,247	\$396,253	\$21,223	\$24,347	\$100
Other Operating Expense	\$115,705	\$12,533,755	\$13,904,166	\$495,522	\$1,893,789
Client Services	\$9,659	\$1,919,353	\$41,056	\$149,625	\$41,848
Food For Persons - Ward of State	\$20	\$3,672,911	\$67	\$344,235	\$663
Capital Expenditures		\$741,076		\$944	
Totals	\$3,385,136	\$126,517,619	\$16,206,653	\$7,663,975	\$14,158,897

Funding

Columns 6-11

Object of expense	Psychiatric	Construct and Renovate Facilities	Education and Workforce Programs	Correctional Treatment	Specialized Correctional Treatment	Parole Services
Salaries & Wages	-	-	\$24,628,059	\$12,254,167	\$4,470,790	\$4,038,509
Other Personnel Cost	-	-	\$491,740	\$449,391	\$132,864	\$191,735
Professional Fees & Services	\$1,374,561	\$1,988,016	\$530,504	\$35,875	\$105,263	\$407,542
Fuels & Lubricants	-	-	\$313	\$15	-	\$19,203
Consumable Supplies	(\$517)	-	\$317,018	\$10,721	\$6,279	\$14,442
Utilities	-	-	\$5,713	\$9,379	\$2,417	\$110,799
Travel	-	-	\$437,234	\$130,099	\$38,777	\$248,507
Rent - Building	-	-	\$7,824	\$652	\$144	\$426,833
Rent - Machine and Other	\$657	-	\$93,430	\$33,164	\$19,571	\$27,245
Other Operating Expense	\$63,741	\$3,890	\$2,130,338	\$1,925,403	\$332,076	\$2,840,739
Client Services	-	-	\$255,121	\$2,692	\$124	\$815,340
Food For Persons - Ward of State	-	-	\$980	-	-	\$76,265
Capital Expenditures	-	\$1,889,027	\$114,727	-	-	-
<b>Totals</b>	<b>\$1,438,442</b>	<b>\$3,880,933</b>	<b>\$29,013,001</b>	<b>\$14,851,558</b>	<b>\$5,108,305</b>	<b>\$9,217,159</b>



Funding

Columns 12-17

Object of expense	Interstate Agreement	Central Administration	Information Resources	Other Support Services	Line Totals
Salaries & Wages	\$205,639	\$5,205,736	\$2,666,353	\$620,763	\$157,571,968
Other Personnel Cost	\$10,163	\$174,768	\$82,046	\$34,993	\$5,440,209
Professional Fees & Services	-	\$245,713	\$77,493	\$8,385	\$17,109,306
Fuels & Lubricants	-	-	-	\$50,562	\$735,857
Consumable Supplies	\$482	\$27,784	\$2,194	\$2,280	\$2,886,817
Utilities	\$431	\$15,189	\$59,021	\$24,468	\$6,769,443
Travel	\$2,667	\$119,877	\$26,617	\$24,518	\$2,155,525
Rent - Building	-	\$21,588	-	\$176,928	\$1,715,118
Rent - Machine and Other	-	\$6,846	-	\$57,962	\$694,045
Other Operating Expense	\$8,094	\$381,335	\$920,512	\$386,281	\$37,935,346
Client Services	\$15,299	-	-	-	\$3,250,117
Food For Persons - Ward of State	-	-	-	-	\$4,095,141
Capital Expenditures	-	\$7,335	\$71,333	\$1,485	\$2,825,927
Totals	\$242,775	\$6,206,171	\$3,905,569	\$1,388,625	\$243,184,818

Funding

**E. Show your agency's sources of revenue. Include all local, state, and federal appropriations, all professional and operating fees, and all other sources of revenue collected by the agency, including taxes and fines.**

<b>Texas Youth Commission                      Exhibit 7: Sources of Revenue                      Fiscal Year 2006 (Actual)</b>	
Source	Amount
General Revenue Fund	\$215,313,836
Interagency Contracts	\$1,067,464
Federal Funds	\$11,648,396
Appropriated Receipts	\$580,040
Bond Proceeds – General Obligation Bonds	\$3,880,933
Interagency Contracts-Transfer	\$10,694,146
<b>TOTAL</b>	<b>\$243,184,815</b>

Funding

**F. If you receive funds from multiple federal programs, show the types of federal funding sources.**

**Texas Youth Commission  
Exhibit 8: Federal Funds Fiscal Year 2006 (Actual)**

Type of Fund	State/Federal Match Ratio	State Share	Federal Share	Total Funding
ESEA - TITLE I, Part D U.S. Department of Education	100%	-	\$1,627,838	\$1,627,838
ESEA - TITLE II Teacher and Principal Trng U.S. Department of Education	100%	-	\$207,595	\$207,595
ESEA - TITLE III, Part A – LEP U.S. Department of Education	100%	-	\$25,994	\$25,994
IDEA-B Formula (Special Education) U.S. Department of Education	100%	-	\$1,326,069	\$1,326,069
ESEA - TITLE IV - Safe Drug Free Schools U.S. Department of Education	100%	-	\$13,312	\$13,312
ESEA - TITLE V - Innovative Education U.S. Department of Education	100%	-	\$18,309	\$18,309
Career and Technology (Carl Perkins) U.S. Department of Education	100%	-	\$176,080	\$176,080
PROJECT RIO-Y U.S. Department of Labor	100%	-	\$404,157	\$404,157
Academic and Workforce Preparation U.S. Department of Labor	100%	-	\$309,278	\$309,278
Foster Care Title IV-E U.S. Department of Health and Human Services	100%	-	\$1,707,289	\$1,707,289
Violent Offender Incarceration U.S. Department of Justice	10/90	\$57,523	\$575,229	\$632,752
Federal Equitable Sharing U.S. Department of the Treasury	100%	-	\$7,674	\$7,674
National School Breakfast Program/ National School Lunch Program U.S. Department of Agriculture	100%	-	\$5,653,729	\$5,653,729
	<b>TOTAL</b>	<b>\$57,523</b>	<b>\$12,052,553</b>	<b>\$12,110,076</b>

Funding

**G. If applicable, provide detailed information on fees collected by your agency.**

Texas Youth Commission Exhibit 9: Fee Revenue Fiscal Year 2006				
Fee Description/ Program/ Statutory Citation	Current Fee/ Statutory maximum	Number of persons or entities paying fee	Fee Revenue	Where Fee Revenue is Deposited (e.g., General Revenue Fund)
TYC does not collect fees	Not applicable	Not applicable	Not applicable	Not applicable

## VI. Organization

**A. Provide an organizational chart that includes major programs and divisions, and shows the number of FTEs in each program or division.**

The Legislative Progress Report of August 13, 2007 provides the agency's current organizational chart.

**B. If applicable, fill in the chart below listing field or regional offices.**

<b>Texas Youth Commission</b>			
<b>Exhibit 10: FTEs by Location</b>			
<b>Fiscal Year 2006</b>			
<b>Headquarters, Region, or Field Office</b>	<b>Location</b>	<b>Number of Budgeted FTEs, FY 2006</b>	<b>Number of Actual FTEs As of August 31, 2006</b>
Central Office	11	286	288.03
Ron Jackson State Juv Corr Fac I	21	336	325.01
Ron Jackson State Juv Corr II	22	143	144.51
Crockett State School	23	286	281.82
Gainesville State School	24	322	321.57
Giddings State School	25	368	362.84
West Texas State School	26	244	244.68
Evins Regional Juvenile Center	27	268	265.28
Al Price State Juvenile Facility	28	297	289.43
Marlin Orientation/Assessment Unit	29	375	368.3
Vernon Victory Field	30	305	294.2
Corsicana State School	31	310	309.23
John Shero State Juv Corr Fac	32	273	259.61
McLennan County Phase I	34	608	585.77
Sheffield Boot Camp	36	105	104.32

Organization

Texas Youth Commission			
Exhibit 10: FTEs by Location Fiscal Year 2006			
Headquarters, Region, or Field Office	Location	Number of Budgeted FTEs, FY 2006	Number of Actual FTEs As of August 31, 2006
Aftercare-Contract Administration	41	64	62.79
Aftercare-Contract Admin Eastern Svc	42	45	45.60
Aftercare-Contract Admin Southern Svc	43	58	58.65
Ayres House	51	16	17.84
Cottrell House	52	17	21.03
Schaeffer House	53	19	19.75
York House	55	15	16.57
Turman House	56	13	16.5
Tamayo House	57	18	18.5
Beto House	58	17	17.02
Willoughby House	59	15	15.69
McFadden Ranch	60	36	35.77
<b>TOTAL</b>		<b>4,859</b>	<b>4,790.31</b>

**C. What are your agency's FTE caps for fiscal years 2006 - 2009?**

FY 2006 – 4,859.8  
 FY 2007 – 4,859.8  
 FY 2008 – 4,262.9  
 FY 2009 – 4,262.9

**D. How many temporary or contract employees did your agency have as of August 31, 2006?**

**Contract employees:**

Organization

- Based on information reported to the SAO for FY 2006, TYC had two (2) employees that fit the criteria (regarding number of days worked in the FY) to be considered contract employees.

**E. List each of your agency's key programs or functions, along with expenditures and FTEs by program.**

Program	FTEs as of August 31, 2006	Actual Expenditures
Assessment and Orientation	80.6	\$3,385,136
Institutional Services	3159.8	\$126,517,618
Contracted Capacity	46.5	\$16,206,654
Halfway House Services	154.5	\$7,663,975
Health Care Services	7	\$14,158,896
Psychiatric	0	\$1,438,443
Construct and Renovate Facilities	0	\$3,880,933
Education and Workforce Programs	530.2	\$29,013,000
Correctional Treatment	376.5	\$14,851,558
Specialized Correctional Treatment	136.4	\$5,108,305
Parole Services	119.3	\$9,217,158
Interstate Agreement	6	\$242,775
Central Administration	107.2	\$6,206,171
Information Resources	50.5	\$3,905,569
Other Support Services	15.8	\$1,388,625
<b>TOTAL</b>	<b>4790.3</b>	<b>\$243,184,815</b>

## VII. Guide to Agency Programs

### ***Assessment and Orientation***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Assessment and Orientation
<b>Location/Division</b>	Marlin Orientation and Assessment Unit <i>(until August 31, 2007)</i>
<b>Contact Name</b>	Stan DeGerolami
<b>Actual Expenditures, FY 2006</b>	\$3,385,136
<b>Number of FTEs as of August 31, 2006</b>	80.6

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

#### **Comprehensive Assessments**

Since 1995, youth committed to TYC have been transferred from their committing counties to the Marlin Orientation and Assessment Unit in Marlin, Texas. On average, each youth spends between 45 and 60 days at Marlin. The objective during that time is to provide a comprehensive evaluation of the students' needs to inform the placement process. The major activities include medical, educational and psychological testing, psychiatric evaluations (when needed), completion of social summaries, and recommendations related to initial assignments.

Based on the outcome of these evaluations, youth are assigned to a residential placement, usually a secure program. Secure programs include 15 TYC-operated institutions (effective September 1, 2007 the total will decrease to 13 secure programs) as well as some secure contract institutions.

Since March 2007, strategies have been identified to streamline the assessment process, resulting in a current average length of stay at Marlin of 45 to 60 days. On August 31, 2007, TYC will transfer two facilities (Marlin and the John Shero State Juvenile Correctional Facility in San Saba Texas) to the Texas Department of Criminal Justice. Effective September 1, 2007, male students will receive their orientation and assessment at the McLennan County State Juvenile Correctional Facility in Mart, Texas; female students will receive their orientation and assessment at the Ron Jackson State Juvenile Correctional Facility in Brownwood, Texas. It is anticipated that the 45-60 day assessment period will be decreased to approximately 10-15 days.



**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Population: Assessment and Orientation (Key)**

Definition: The average number of youth served daily in assessment and orientation programs.

Methodology: Total youth days in assessment and orientation programs less days absent due to off-campus statuses are divided by the number of days in the reporting period.

FY 2006 Target: 436                      Performance: 438.68                      % of Target: 100.61%

**Assessment and Orientation Cost Per Youth Day (Non-Key)**

Definition: Assessment and orientation program cost per youth per day.

Methodology: Total dollars expended for the assessment and orientation strategy, divided by Average Daily Population of the Assessment and Orientation Unit, divided by the number of days in the reporting period.

FY 2006 Target: \$21.03                      Performance: \$21.12                      % of Target: 100.4%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

As discussed previously, the average length of stay for youth in the co-ed Marlin Orientation and Assessment Unit has typically been between 45 and 60 days. Effective September 1, 2007, female students will be transferred to the Ron Jackson State Juvenile Correctional Complex for orientation and assessment services; male students will be transferred to the McLennan County State Juvenile Correctional Complex in Mart, Texas. TYC is in the preliminary process of implementing several initiatives to sharply decrease the number of days youth stay in orientation and assessment units and more closely align the testing to identify the individual needs and risks of each youth.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

This program affects every youth who enters the Texas Youth Commission, between 2,500 and 2,700 youth each year. In FY 2006, 2,738 youth were processed through the Assessment and Orientation unit. A breakdown of this population by committing county, offense classification, gender and ethnicity are included in the tables below.

COUNTY	% OF YOUTH COMMITTED
Large Counties	49.3%
Bexar	9.1%
Dallas	11.7%
Harris	23.0%
Tarrant	5.6%
Other	50.7%

CLASSIFICATION	% OF YOUTH COMMITTED
Violent	32.8%
Sentenced	6.3%
Type A Violent	3.9%
Type B Violent	22.6%
Other High Risk	5.9%
Chronic Serious Offender	1.0%
Controlled Substances Dealer	1.4%
Firearms Offender	3.5%
General Offender	61.3%

GENDER	% OF YOUTH COMMITTED
Male	89.2%
Female	10.8%

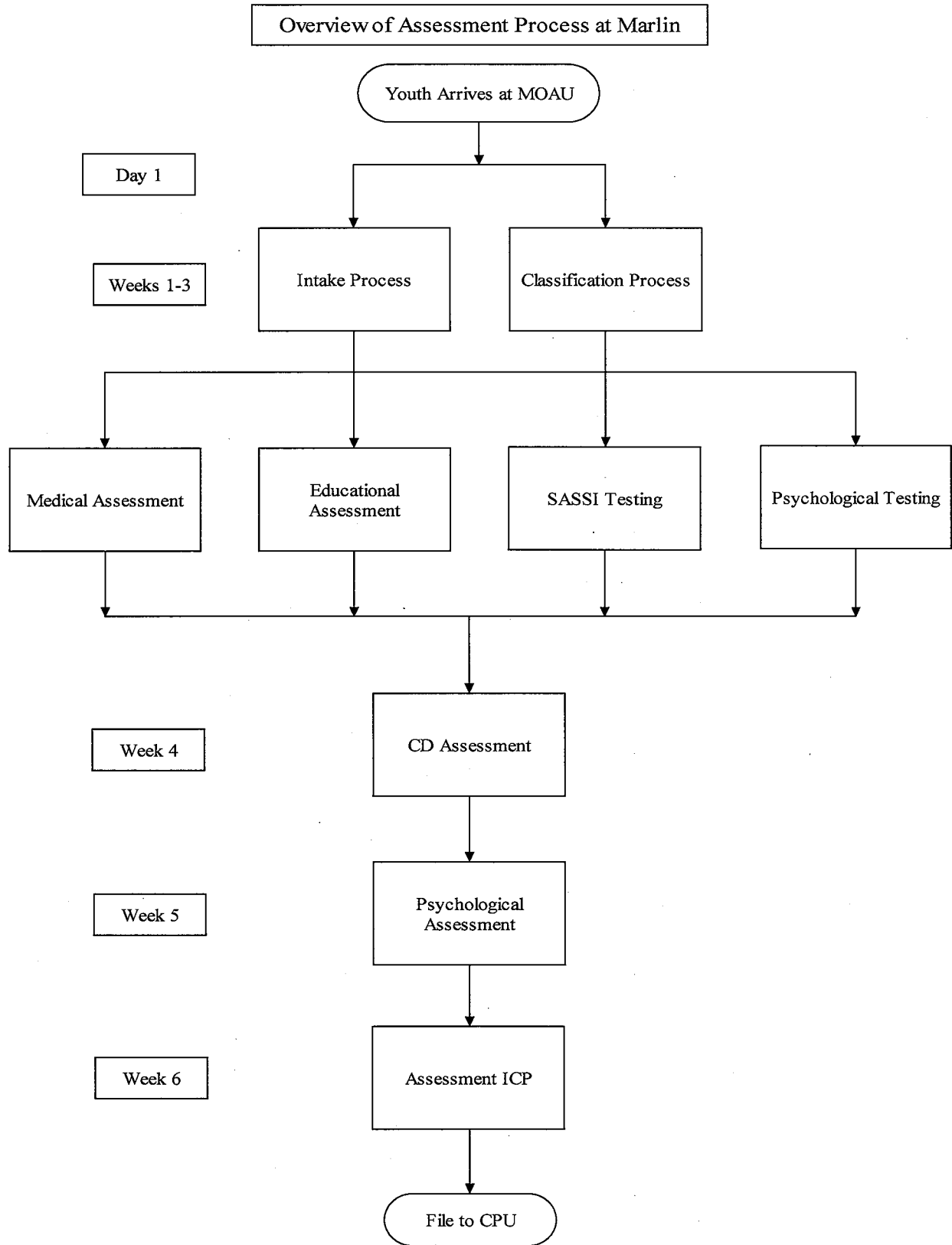
ETHNICITY	% OF YOUTH COMMITTED
African-American	33.9%
Anglo	21.6%
Hispanic	43.8%
Other	0.7%

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The Marlin Orientation and Assessment Unit is administered by a superintendent located at the facility. The superintendent is ultimately responsible for the operation of the facility as well as the services that are provided to the youth assigned to that facility. The superintendent is supervised by a juvenile corrections director who is located in the Central Office.

Effective September 1, 2007, orientation and assessment will be conducted at the McLennan County State Juvenile Correction Facility for the boys and the Ron Jackson State Juvenile Correctional Complex for girls.

Youth go through a six week process that includes a variety of assessments to determine their needs. Upon completion of the assessment process, the Centralized Placement Unit identifies the facility each youth will be assigned to. The sequence of assessments is depicted in the chart below.



In addition to the change in where orientation will be conducted, the process is being streamlined and the youth will be assigned to their permanent assignment within two to three weeks of commitment.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Funding for Assessment and Evaluation is entirely General Revenue. In FY 2006 this amounted to \$3,385,135.79

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no other statewide orientation and assessment services for adjudicated youth.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Assessment and Evaluation works with a number of governmental units, including committing courts, juvenile probation departments, local school districts, and local mental health authorities to ensure the agency receives the necessary information to appropriately identify and treat the youth.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Contract expenditures for FY 2006 were \$124,945. Contracts are used for individualized youth care needs such as interpreter services and personal care products.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

There are no statutory changes identified at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

Effective and efficient rehabilitation of youth begins with comprehensive, accurate, and timely intake and assessment systems. TYC continues to work to identify ways to improve the orientation and assessment processes.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

## ***Institutional Services***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Institutional Services
<b>Location/Division</b>	Central Office - Austin
<b>Contact Name</b>	Stan DeGerolami
<b>Actual Expenditures, FY 2006</b>	\$126,517,619
<b>Number of FTEs as of August 31, 2006</b>	3,159.8

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The purpose of the Residential Services Division (previously known as the Institutional Services Division) is to protect the public and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that ensure their basic healthcare and emphasizes their positive development, accountability for their conduct, and discipline training. TYC Residential Services provides for the care and custody of Texas' most chronically delinquent or serious juvenile offenders.

This function is responsible for the operation of the residential facilities. Most services for the youth are provided through other functions of the agency while institutional services provides for the safety and security of the youth through adequate staff to youth supervision ratios.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Population: Institutional Programs (Key)**

**Definition:** The average number of youth served daily by TYC institutional programs. This measure included youth in Assessment and Orientation, does not include youth in Contract Care or Halfway Houses.

**Methodology:** Total youth days in institutional programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

FY 2006 Target: 4,244

Performance: 4,058.75

% of Target: 95.64%

**Capacity Cost in Institutional Programs Per Youth Day (Key)**

Definition: Institutional program cost per youth per day.

Methodology: Total dollars expended for the Institutional Services strategy during the reporting period are divided by Average Daily Population in Institutional Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$79.37      Performance: \$85.42      % of Target: 107.62%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Until the recent reorganization of the agency, institutional services was responsible for the programs (rehabilitation, education, etc.) provided to the youth as part of the operation of the facilities. The reorganization has moved program responsibility and supervision to the appropriate departments allowing institutional services to focus on safety and security.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Residential Services affects every youth who is placed in a TYC operated residential location. In FY 2006, the budgeted and actual average daily populations for each location were as follows:

<b>Texas Youth Commission Bed Capacity at Year End and Average Daily Population Fiscal Year 2006</b>		
<b>Facility</b>	<b>Capacity</b>	<b>ADP</b>
Al Price State Juvenile Correctional Facility	312	128.88
Corsicana Residential Treatment Center	198	197.73
Crockett State School	264	276.93
Evins Regional Juvenile Center	240	253.59
Gainesville State School	340	365.22
Giddings State School	375	400.52
John Shero State Juvenile Correctional Facility	356	312.35
Marlin Orientation & Assessment Unit	436	438.68
McLennan County State Juvenile Correctional Facility	672	527.17
Ron Jackson State Juvenile Correctional Complex Unit I	348	375.24
Ron Jackson State Juvenile Correctional Complex Unit II	112	116.91
Sheffield Boot Camp	128	107.45
Victory Field Correctional Academy	336	302.78
West Texas State School	240	255.33
<b>Total</b>	<b>4,358</b>	<b>4,058.75</b>



**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

TYC operates 15 secure institutions (effective September 1, 2007, that number will decrease to 13) and nine residential halfway houses. As stated in the previous program description, all offenders are sent to the Marlin Orientation and Assessment Unit (until September 1, 2007, at which time males will go to the McLennan County State Juvenile Correctional Facility and females to the Ron Jackson State School) for an initial assessment. This assessment helps staff determine the youth's placement. Approximately 80 percent of offenders are assigned to a TYC secure facility with the remaining 20 percent are assigned to contract providers.

While in a TYC institution, youth receive education, treatment and for those that are eligible, workforce development. They are assigned a case manager who guides their progress and, with develops individualized treatment measures for every youth. Recreation is offered with the goal being to develop pro-social values.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

FUNDING SOURCE	AMOUNT
General Revenue	\$120,648,636.46
Appropriated Receipts	\$456,300.00
Federal Funds: School Breakfast Program	\$2,140,383.17
Federal Funds: National School Lunch Program	\$3,264,624.83
Federal Funds: Asset Seizures	\$7,674.00
<b>Total</b>	<b>\$126,517,618.46</b>

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no other statewide secure correctional facilities for adjudicated youth.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Institutional facilities work in partnership with local district attorneys when staff or youth misconduct rises to the level of criminal wrongdoing. Institutional services may also work closely with local chambers of commerce, police departments, benefits providers (including the Social Security Administration), the Office of the Attorney General, Immigration and Customs Enforcement, treatment providers, and others to ensure services to the youth are provided appropriately.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

In FY 2006, contract expenditures for all TYC institutions totaled approximately \$8.5 million.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

There are no statutory changes identified at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

The agency is in the process of transferring the Marlin Orientation and Assessment Unit and the John Shero State School to the Texas Department of Criminal Justice and may be required to close other facilities in the next fiscal year. Closing facilities requires systematic reassignment of youth as well as working with staff to maintain safe and secure facilities throughout the process.

Additionally, TYC no longer has jurisdiction over youth once they turn 19 years of age nor is it receiving misdemeanants, both of which will affect the facility population levels. Populations are being realigned to be based more on age and, with the exception of those with mental health treatment needs, all females are being placed at the Ron Jackson State Juvenile Correctional Complex in Brownwood, Texas.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Contract Capacity***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Contract Capacity
<b>Location/Division</b>	San Antonio, Texas
<b>Contact Name</b>	Elizabeth Lee
<b>Actual Expenditures, FY 2006</b>	\$16,206,654
<b>Number of FTEs as of August 31, 2006</b>	46.5

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The contract care programs within the Texas Youth Commission have historically been utilized as diversionary programs to institutional placements and for those youth with identified special needs. Periodically, TYC obtains secure contract beds to provide additional capacity when overcrowded, or when natural disasters or other construction issues required evacuation of a TYC facility.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Population: Contract Programs (Key)**

Definition: The average number of youth served daily by contracted residential programs.

Methodology: Total youth days in contracted residential programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

FY 2006 Target: 539

Performance: 426.77

% of Target: 79.18%

**Capacity Cost in Contract Programs Per Youth Day (Key)**

Definition: Contract program cost per youth per day.

Methodology: Total dollars expended for the Contracted Capacity strategy during the reporting period are divided by Average Daily Population in Contract Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$87.57      Performance: \$104.07      % of Target: 118.84%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Since the 1970's, the Texas Youth Commission has placed youth in programs operated by other entities (referred to as service providers). Initially these programs were mainly foster care and community based alternatives to traditional correctional facilities. In the 1990's as the juvenile justice system moved to operating in a more secure correctional environment, the mix of service providers also changed.

Contract development has focused on being creative and innovative in finding quality resources for TYC youth. For example, in 1999 the 76th Legislature created the authority for TYC to establish an infant care and parenting program for some females who are mothers. In July 2000 TYC awarded a contract to the Associated Marine Institute to operate the mother-baby program. The program is open and serving certain TYC mothers with their babies.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Each contract care program is approved to address the needs of a specific population of TYC youth. Examples include: youth with emotional disturbance treatment needs, youth with vocational training needs, youth in need of a home substitute, youth with children, transitional housing needs.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

Currently TYC has field staff who are responsible for the day-to-day management and monitoring of youth residential contract programs. These staff are as follows:

**Quality Assurance Administrators.** These are the staff who are responsible for the planning, coordinating and implementation of a monitoring system for contract programs in their service areas to ensure that agency missions, mandates and directives are met. These staff supervise all other staff working with residential contract programs. They are the administrators that ensure that all monitoring and contract requirements are met. They assist with rate negotiation. All significant actions and concerns with each individual program is facilitated through the administrators. Generally, these staff serve as the TYC liaison with judges, chief probation officers, county officials and corporate representatives. There are currently three of these positions across the state; they are housed in Fort Worth, Houston and San Antonio.

**Quality Assurance Supervisors.** These are the staff that supervise and manage the Quality Assurance Specialists. They also complete the actual monitoring for youth grievances, basic services, program implementation, and training requirements. There are currently three supervisors. They provide training for TYC specific requirements for contract programs. These staff provide technical assistance as needed.

**TYC Quality Assurance (QA) Specialists.** These staff are located in the three TYC service areas (Northern, Southern, and Eastern) and monitor case management services to youth placed in residential contract programs. They provide data entry for contractors since contractors do not have access to TYC's network as well as continual TYC staff contact, coordination of disciplinary hearings and assistance in monitoring private sector providers where youth are in placement. There are currently four of these positions in the North, two in the South and two in the East.

**Contract specialists-** These staff coordinate all of the monthly monitoring completed by all QA staff . They track corrective action plans for residential programs and are responsible for ensuring all required documentation is submitted for residential, parole and specialized aftercare contract renewals, including annual reviews. They ensure contract programs are in compliance with the requirements of TYC's *General Administrative Policy* and with the requirements of any other licenses such as Texas Department of Family and Protective Services or the Texas Juvenile Probation Commission and provide technical assistance as needed. There are currently four of these positions across the state.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

FUNDING SOURCE	AMOUNT
General Revenue	\$14,514,549.60
Appropriated Receipts	\$5.00
Federal Funds: Foster Care Title IV-E	\$1,692,099.00
<b>Total</b>	<b>\$16,206,653.60</b>

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

Secure contract beds provide a similar service as institutional beds, but on a much smaller scale. These beds have often been utilized when TYC has been overcrowded or when a natural disaster required major construction to an institution. All other contract beds serve a specific population and are therefore not similar to other TYC run programs.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Executive agency staff identify specific population needs before awarding any new contracts to ensure there is not unnecessary duplication of services.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

From time to time, TYC has contracted with a local county to provide contract beds. This process is standardized and therefore not any different because the contractor is a county instead of a private provider.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

- In FY 2006, \$15,067,943 was expended in 19 contracts for the Contract Capacity strategy.
- The purpose of these contracts was to provide residential care and treatment for TYC youth.
- Methods used to ensure accountability for funding and performance are as follows:
  - A formal process is in place for monitoring the quality of service delivery based on an annual schedule of monitoring visits that review the following areas: youth rights; services; grievances/alleged mistreatments; security and plant operations; case management; program; staffing and training; and special programs (if applicable). Unannounced monitoring visits are also conducted.
  - The contract for residential services include performance measures.
  - A formal process is in place for reconciling invoices from contractors with information in TYC's Correctional Care System.
- There are currently two areas of difficulty in contracting for residential services:
  - Getting contractors up-to-date on the recent agency reforms; and
  - Ability to provide fair and reasonable rate increases to reflect the contractors' increased cost of doing business (e.g. higher wages and benefits).

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes have been identified at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

The major function of the QA area is the monitoring of contract programs. The following is a brief description of that monitoring:

**Annual Monitoring**

The Business Manager for Contract Care develops, at the beginning of each fiscal year, the annual monitoring schedule for each service area incorporating the results of the annual risk assessment. The schedules show, for each month, the monitoring to be performed and the responsible staff. In addition, each program receives at least two unannounced site visits per year. These are coordinated through each Quality Assurance Administrator.

The monitoring areas, along with the frequency they are scheduled, are shown in the following table. All providers are scheduled for monitoring in ten areas, with some areas scheduled more frequently than others.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Not applicable.

## Halfway House Services

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Halfway House Services
<b>Location/Division</b>	San Antonio
<b>Contact Name</b>	Karen Chalkley Lashbrook
<b>Actual Expenditures, FY 2006</b>	\$7,663,975
<b>Number of FTEs as of August 31, 2006</b>	154.5

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The mission of the Texas Youth Commission (TYC) halfway houses is to ensure public protection by providing TYC youth with community-based correctional facilities and programs which emphasize youth's positive development, discipline training, and accountability for their conduct; habilitate youth to become productive and responsible citizens through education, vocational training, and work opportunities; and rehabilitate and reestablish youth in society through a competency-based treatment program. Each halfway house provides the following services: education, cognitive behavioral treatment, family reintegration, physical training, employment opportunities, and community service opportunities. Higher education opportunities are also available. The McFadden Ranch program in Roanoke, Texas is a primary chemical dependency program for TYC.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Population: Halfway House Programs (Key)**

Definition: The average number of youth served daily by halfway house programs, which are TYC-operated residential non-secure programs.

Methodology: Total youth days in halfway house programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

FY 2006 Target: 218

Performance: 219

% of Target: 100.46%

**Capacity Cost in Halfway Houses Per Youth Day (Key)**

Definition: Halfway House program cost per youth per day.



**Methodology:** Total dollars expended for the Halfway House Services strategy during the reporting period are divided by Average Daily Population in Halfway House Programs, and then divided by the number of days in the reporting period.

**FY 2006 Target:** \$93.76

**Performance:** \$96.03

**% of Target:** 102.42%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

The Halfway Houses are monitored by TYC Quality Assurance employees annually with additional follow-up within six months.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Halfway houses provide community transition, vocational training, education, and independent living preparation for approximately 200 youth every day.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

Nine houses are operated in Texas by the Youth Commission. Youth are placed in the halfway houses as initial placements and as transitions from high restriction programs. Once they have met criteria for release they are released home on parole status or live in a home substitute until they meet discharge criteria.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

FUNDING SOURCE	AMOUNT
General Revenue	\$7,396,602.23
Appropriated Receipts	\$3,462.00
Federal Funds: School Breakfast Program	\$98,493.52
Federal Funds: National School Lunch Program	\$150,227.48
Federal Funds: Foster Care Title IV-E	\$15,190.00
<b>Total</b>	<b>\$7,663,975.23</b>

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

Not applicable. Youth adjudicated to TYC are placed in TYC programs or TYC contract programs. Contract programs serve specialized populations for TYC.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Halfway houses collaborate with a number of different partners to ensure appropriate services to youth are provided. Potential partners may include benefits providers (including the Social Security Administration), the Office of the Attorney General, Immigration and Customs Enforcement, treatment providers. Halfway houses also work with local law enforcement to ensure youth who are required to register as sex offenders do so in compliance with court orders and local ordinances.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

On-site performance monitoring by the superintendent and case managers ensures the accountability and performance provided by the counseling contracts. Billing statements, original patient sign in sheets and written reports by the providers are cross referenced by the business coordinator and clerk for check in balances that all services were provided and accounted for. The central office finance department audits vouchers and contracts to ensure facilities remain within budget.

Contracts are for basic living items for the youth (food, clothing, personal hygiene, etc.), youth services, equipment and building rental, and administrative needs for the operation of the house. The use of HUB vendors slows down the purchasing process.

The number of contracts and total dollar amount expended in FY 2006 for each halfway house is in the following table.

Statutory Authority and Recent Legislation

<b>Facility</b>	<b># of Contracts</b>	<b>\$ Expended in FY 2006</b>
Ayres House	26	\$122,499.98
Beto House	13	\$160,415.54
Cottrell House	14	\$131,829.46
McFadden Ranch	29	\$344,910.48
Schaeffer House	9	\$186,322.12
Tamayo House	14	\$121,203.00
Turman House	17	\$120,596.05
Willoughby House	15	\$124,336.91
York House	17	\$148,217.61
<b>Total</b>	<b>154</b>	<b>\$1,460,331.15</b>

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are identified at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

None.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

## Health Care Services

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Health Care Services
<b>Location/Division</b>	Central Office and TYC Operated Residential Locations
<b>Contact Name</b>	Nancy Slott
<b>Actual Expenditures, FY 2006</b>	\$14,158,896
<b>Number of FTEs as of August 31, 2006</b>	7.0

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

Provide UTMB contract oversight to ensure appropriate health services are delivered to youth at TYC. The major activities performed by this function include:

- Contract Monitoring – monitoring documentation and activities to ensure the requirements detailed in the contract are being met.
- Facility Reviews – visiting facilities to observe the operation of the infirmary, medication lines, and other medical related activities. These reviews also include documentation reviews – both written and in the Electronic Medical Records.
- Abuse/Neglect Investigations – reviewing any abuse or neglect allegation that is related to medical. The function reviews these investigations to ensure they are appropriately handled.
- Youth Grievances – as with abuse/neglect investigations, review any grievance related to medical services. This review is conducted to ensure the resolution is appropriate as well as to identify and address trends or systemic areas of concern.
- Policy/Procedure Development and Implementation – responsible for developing health related policies and ensuring they are properly implemented.
- Health Education – works in concert with UTMB to ensure youth are provided information and education on health related issues.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Cost of Health Care Services Per Youth Day (Key)**

Definition: Health care services cost per youth per day in residential programs.

Methodology: Total dollars expended for the Health Care Services strategy during the reporting period are divided by the Average Daily Population in Residential Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$6.93                      Performance: \$8.25                      % of Target: 119.05%

**Capacity Cost in Halfway Houses Per Youth Day (Key)**

Definition: Halfway House program cost per youth per day.

Methodology: Total dollars expended for the Halfway House Services strategy during the reporting period are divided by Average Daily Population in Halfway House Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$93.76                      Performance: \$96.03                      % of Target: 102.42%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Prior to awarding contracts to UTMB and Texas Tech in the 1980s, TYC provided its own medical services. Beginning FY 2008, UTMB will assume sole responsibility for medical services for all youth in TYC facilities.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Health Services affects every youth in a residential facility.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The program is administered through UTMB with TYC providing oversight through contract monitoring.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Funding for health care services is entirely General Revenue. In FY 2006 this amounted to \$14,158,896.13.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no internal or external programs that provide identical services.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

UTMB sub-contracts with local and regional medical providers to deliver services. TYC contracts with UTMB.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

The contract amount for health services in FY 2006 was \$13,326,002. This was spread between contracts with UTMB and Texas Tech. These entities were responsible for the medical and dental care for TYC youth assigned to a residential facility. TYC staff conducted documentation reviews and field visits throughout the year and each program is required to submit periodic reports.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are needed at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

In the Halfway Houses, UTMB nurses provide consultative services, at least monthly, in which system issues are identified and corrected. UTMB does not provide hands on assessment/treatment of individual youth in this setting. JCO staff administer medications and offer treatment for common illnesses through treatment protocols per GAP policy.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

## ***Psychiatric Services***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Psychiatric Services
<b>Location/Division</b>	Central Office and TYC Operated Residential Locations
<b>Contact Name</b>	Nancy Slott
<b>Actual Expenditures, FY 2006</b>	\$1,438,443
<b>Number of FTEs as of August 31, 2006</b>	0

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

Provide contract oversight of psychiatric services to ensure appropriate services are delivered to youth at TYC. The major activities performed by this function include:

- Contract Monitoring – monitoring documentation and activities to ensure the requirements detailed in the contracts are being met.
- Facility Reviews – visiting facilities to review documentation – both written and in the Electronic Medical Records.

- Abuse/Neglect Investigations – reviewing any abuse or neglect allegation that is related to psychiatric services, to include suicide attempts. Health Services staff members review these investigations to ensure they are appropriately handled.
- Youth Grievances – as with abuse/neglect investigations, review any grievance related to psychiatric services. This review is conducted to ensure the resolution is appropriate as well as to identify and address trends or systemic areas of concern.
- Policy/Procedure Development and Implementation – responsible for developing psychiatric related policies, such as suicide prevention, and ensuring they are properly implemented.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Cost of Psychiatric Care Services Per Youth Day (Key)**

Definition: Psychiatric care services cost per youth per day in Residential Programs.

Methodology: Total dollars expended for the Psychiatric Care Services strategy during the reporting period are divided by the Average Daily Population in Institutional Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$0.91

Performance: \$0.84

% of Target: 92.31%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Not applicable.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Psychiatric Services potentially affects every youth in a residential facility. Youth who are prescribed psychotropic medication – approximately 25% of the youth population – receive regular services from this area.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

TYC contracts with local providers to deliver psychiatric services.



**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Funding for health care services is entirely General Revenue. In FY 2006 this amounted to \$1,438,442.73.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no programs that provide identical services.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Not applicable.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

In FY 2006, there were approximately 18 contracts for a total of \$1,206,462. Contracts are monitored as discussed in Part B of this section. TYC continues to struggle to recruit and retain qualified and credentialed psychiatrists for these contracts due to the rural location of most TYC facilities and the lower state compensation levels for psychiatric time.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

Not applicable.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

Not applicable.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Construct and Renovate Facilities***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Construct and Renovate Facilities
<b>Location/Division</b>	Central Office
<b>Contact Name</b>	Art Hinojosa
<b>Actual Expenditures, FY 2006</b>	\$3,880,933
<b>Number of FTEs as of August 31, 2006</b>	

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The Maintenance & Construction Department is responsible for oversight of facility maintenance, renovations/repairs, facility planning and construction, energy management, Americans with Disabilities

Act (ADA) compliance, Asbestos Hazardous Emergency Response Act (AHERA) management, physical plant disaster recovery, capital planning, computer-aided design and drafts (CADD) documentation and oversight of in-house construction projects.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

The performance measure for this program is:

**Change Orders & Add-ons as % of Budgeted Construction Costs (Non-key)**

Definition: Change orders and add-ons as a percentage of budgeted construction costs.

Methodology: Construction expenditures for change orders or add-ons are divided by total construction dollars expended in the Construction strategy for the reporting period. The result is expressed as a percentage.

FY 2006 Target: 6%

Performance: 1.49%

% of Target: 24.8%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

TYC expanded from six facilities in 1995 to 13 separate facilities in 2004. This tremendous growth stressed a number of support services, including the Maintenance and Construction Department, which provided design and construction expertise for each of the seven new or converted facilities.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

This program affects the condition of the physical plants at each of the TYC facilities by providing the expertise to keep the agency within legal and statutory requirements associated with facility conditions. The department requires licensed architects and engineers to assure life safety, security of youth, and proper operation and maintenance of all facilities. National, state, and local codes must be adhered to and this department provides assurance that these are met.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

In 2006, the maintenance and construction department was composed of four staff: a director for maintenance and construction, a project manager, a draftsman and an administrative technician. Staff liaisons work with representatives from the Texas Department of Criminal Justice who are the construction managers on large repair projects. TYC monitors and directs the decisions made regarding design issues, construction needs, and execution of contracts for the construction and renovation of TYC properties. All work is completed in compliance with TYC General Administrative Policies and

procedures. This department also assists with the design and acquisition of leased properties, space planning, request for bids, and oversight of construction for field district offices and halfway house design.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Funding for construction and renovation of facilities is entirely Bond Proceeds – General Obligations. In FY 2006 this amounted to \$3,880,932.73.

This department was instrumental in the organization of a user group for the design and construction of the Mart facility in Mart, Texas. This facility was constructed in two phases and this department attended all necessary planning, design, and construction meetings. Federal funding in the amount of approximately \$50,000,000 was budgeted for these projects. Legislative appropriations for construction and repairs of approximately \$10,000,000 million dollars per biennium have been overseen by this department over the past 20 years. Of these funds, about 25% have been used for acquisition of outside professional services for the preparation of construction documents for the repair and rehabilitation of all TYC facilities. This department negotiates fees, approves change orders, completes in-house projects and manages the timely expenditure of these funds to give the state the most for its money.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

The services provided by this department are also provided by private construction management agencies, architects, engineers, consultants, testing laboratories, etc. Cost comparisons consistently demonstrate that having a small in-house group of knowledgeable professionals is far more cost effective than hiring outside consultants.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

There is no duplication of effort because outside entities handle the larger projects while this department handles the smaller ones. Through an interagency agreement for construction management services, we use Texas Department of Criminal Justice (TDCJ) as construction project managers for large construction projects, taking advantage of their far greater resources to assure standards are met and followed. Space planning is done expeditiously; user groups are efficiently assembled; and the result is efficient use of the state's time and money to get its physical plant needs met.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

This department works with the Texas Department of Licensing and Regulation, the Texas Commission on Environmental Quality, the Texas Department of Health regarding the Asbestos Hazardous Emergency Response Act, the federal government with ADA, state and local building code authorities, the state fire marshal and any other governing authority involved in maintenance and construction of state owned facilities.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

- In FY 2006 \$5,185,562 were expended for construction and building repairs in 34 contracts.
- All contracts are for repair and rehabilitation of buildings except for the Mart facility which was undergoing phase II new construction.
- Contracts are monitored through weekly construction meetings at the TYC central office along with bi-monthly board meetings assured accountability of funds and performance.
- TYC has not been in any litigation involving construction projects. Most of the larger construction projects were initiated using partnering sessions to assure outstanding communication and cooperation of the team members with a stake in the projects.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

Existing statutes and procedures have proved to be both efficient and successful. I recommend no changes.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

This department is quite small but operates with a group of dedicated and responsible staff. All are tenured employees who know their positions well. They all have over 20 years experience in their respective fields and work well together through frequent communication. From assisting with investigating sewer problems, mold remediation issues, hurricane damage assessments, to planning small in-house projects or coordinating multi-million construction projects, this department does what it takes.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Education and Workforce Programs***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Education and Workforce Programs
<b>Location/Division</b>	14 Campuses and Central Office Support
<b>Contact Name</b>	Michael Turner
<b>Actual Expenditures, FY 2006</b>	\$29,013,000
<b>Number of FTEs as of August 31, 2006</b>	530.2

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

Education and Workforce Development's objective is described by the agency's strategic objective, B.1.1, to habilitate youth committed to the agency to become productive and responsible citizens who are prepared for honorable employment through ongoing education and workforce development programs (Human Resources Code, Section 61.034(b) and 61.076(a)(1)).

Major activities under this function include:

- Year-round school with 330 minutes of daily instruction
- Delivery of TEKS-based curriculum with certified instructors
- Participation in state assessments for diplomas
- Award of high school diplomas in accordance with state's minimum graduation plan
- Provision of special education services for 40-43% of youth, in compliance with state and federal regulations
- Provision of English language learner accommodations for 7-9% of youth
- Preparation of youth age 16 and above for GED, if youth is capable
- Prison Industry Enhancement (PIE) programs for employment training and experience
- Reintegration of Offenders – Youth (RIO-Y) for employability skills development

- Career and Technology Education (CATE) courses (e.g., Business Computer Information Systems; Welding; Building Trades; Mill & Cabinetmaking; Home Maintenance & Improvement; Automotive Technician; Automotive Collision Repair; Computer Maintenance; Desktop Publishing; Computer Cabling and Design; Horticulture; Landscape Design; Agricultural Mechanics; Food Production, Management & Services; Introduction to Business; Personal and Family Development; Preparation for Parenting; Diversified Career Preparation (work-based learning), and many more.
- Program Monitoring schedule for TYC-operated schools at 14 campuses and also for public school operations serving TYC youth in contract care facilities and halfway houses.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Attendance in TYC-Operated Schools (Key)**

Definition: The average daily number of youth attending school taught by TYC-employed teachers.

Methodology: Data sources are automated. Student attendance days are accumulated per PEIMS protocols. PEIMS data includes only the first 180 instructional days of school. Total number of student-attendance days is tallied excluding any days students were absent from school. Total youth days are divided by the number of school days in the reporting period. Quarterly information contains data for the six-week school periods completed during the quarter.

FY 2006 Target: 4,018 Performance: 3,738.11 % of Target: 93.03%

**Percent of Math Level Gain (Key)**

Definition: The percentage of youth leaving a TYC institution who achieve at least 1.0 month gain in Math on a standardized test for each month of instruction.

Methodology: Data sources are automated. Youth are only included if they leave and are retested at an institution that has TYC-employed teachers, and they were either discharged from the agency or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. Months of instruction and difference in math scores are calculated from data in the TYC Correctional Care System. Youth are considered to have achieved 1.0 math gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12<sup>th</sup> grade, 9<sup>th</sup> month on the retest and sufficiently high on the 1<sup>st</sup> test such that there is not opportunity for 1.0 math gain per month of instruction are excluded. For youth placed outside of an institution with a TYC-operated school for at least 30 days, the next test will be considered a pretest. Any tests given less than 180 days since the previous test will be excluded. Youth are included no more than once per fiscal year.

FY 2006 Target: 67% Performance: 61.66% % of Target: 92.03%

**Median Math Gain Per Month of Instruction (Non-Key)**

Definition: The median (50<sup>th</sup> percentile) Math gain per month of instruction for youth leaving an institution with TYC-operated schools.

Methodology: Data sources are automated. Since the funds in this strategy are expended in TYC-operated schools youth are only included if they leave and are retested at a TYC-operated school and

they are either discharged from the agency or placed as a permanent assignment into a program other than a TYC-operated school. The number of months of instruction and difference in math scores are calculated from data maintained on the TYC Correctional Care System. The number of months of math gain per month of instruction is calculated for each youth released and post-tested by dividing the difference between their individual pre-test and post-test math test scores by the number of months between tests. For youth placed outside of an institution with a TYC-operated school for at least 30 days, their next test will be considered a pre-test. Any tests given less than 180 days apart will be considered invalid and excluded.

FY 2006 Target: 1.6    Performance: 1.31    % of Target: 81.9%

**Percent of Reading Level Gain (Key)**

Definition: The percentage of youth leaving a TYC institution who achieve at least 1.0 month gain in Reading on a standardized test for each month of instruction.

Methodology: Data sources are automated. Youth are only included if they leave and are retested at an institution that has TYC-employed teachers, and they were either discharged from the agency or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. Months of instruction and difference in reading scores are calculated from data in the TYC Correctional Care System. Youth are considered to have achieved 1.0 reading gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12<sup>th</sup> grade, 9<sup>th</sup> month on the retest and sufficiently high on the 1<sup>st</sup> test such that there is not opportunity for 1.0 reading gain per month of instruction are excluded. For youth placed outside of an institution with a TYC-operated school for at least 30 days, the next test will be considered a pretest. Any tests given less than 180 days since the previous test will be excluded. Youth are included no more than once per fiscal year.

FY 2006 Target: 69%    Performance: 65.77%    % of Target: 95.32%

**Median Reading Gain Per Month of Instruction (Non-Key)**

Definition: The median (50<sup>th</sup> percentile) Reading gain per month of instruction for youth leaving an institution with TYC-operated schools.

Methodology: Data sources are automated. Since the funds in this strategy are expended in TYC-operated schools youth are only included if they leave and are retested at a TYC-operated school and they are either discharged from the agency or placed as a permanent assignment into a program other than a TYC-operated school. The number of months of instruction and difference in reading scores are calculated from data maintained on the TYC Correctional Care System. The number of months of reading gain per month of instruction is calculated for each youth released and post-tested by dividing the difference between their individual pre-test and post-test reading test scores by the number of months between tests. For youth placed outside of an institution with a TYC-operated school for at least 30 days, their next test will be considered a pre-test. Any tests given less than 180 days apart will be considered invalid and excluded.

FY 2006 Target: 1.65    Performance: 1.57    % of Target: 95.2%

**Average Daily Attendance in Career and Technology Education Courses (Key)**

Definition: The average daily number of youth attending career and technology education courses taught by TYC-employed teachers.

Methodology: Total number of student-attendance days is tallied by summing the number of youth per career and technology class per day, excluding days students were absent from career and technology classes. Total youth days are divided by the number of school days in the reporting period. The Public Education Information Management System (PEIMS) stores and calculated student attendance days for



the Texas Education Agency. to be consistent with other education measures, this measure only counts attendance during the first 180 instructional days of school. The sum includes youth with high school diplomas who enroll in CATE courses, which provide more accurate indicator of actual CATE instruction than PEIMS protocols provide. Quarterly information contains data for the six week periods completed during the quarter.

FY 2006 Target: 1,943 Performance: 1,834.38 % of Target: 94.41%

**Total Number of Contact Hours: Career and Technology Courses (Non-Key)**

Definition: Total number of student contact hours in career and technology education courses during the reporting period.

Methodology: Contact hours are defined as the sum for all school days in the reporting period of the total number of career and technology instructional hours for all students in attendance for the day. The Public Education Information Management System (PEIMS) stores and calculated student attendance days for the Texas Education Agency. to be consistent with the number reported to TEA, this measure only counts contact hours during the first 180 instructional days of school. The sum includes youth with high school diplomas who enroll in CATE courses, which provides more accurate indicator of actual CATE instruction than PEIMS protocols provide. Quarterly information contains data for the six-week school periods completed during the quarter.

FY 2006 Target: 444,260 Performance: 454,010 % of Target: 102.2%

**Student Enrollment in Texas Education Agency Secondary Courses (Non-Key)**

Definition: The number of students enrolled in one or more secondary education courses from institutions with TYC teachers during a given fiscal year. Enrollments are unduplicated, regardless of whether a given student has been enrolled in one or more TYC-operated schools. A secondary education course is defined as one that serves students in 9<sup>th</sup> grade and above.

Methodology: Data sources are automated. Programs count all students in institutions with TYC teachers who were enrolled in secondary courses approved by TEA during the reporting period.

FY 2006 Target: 6,260 Performance: 6,093 % of Target: 97.3%

**Student Enrollment in Career and Technology Education Courses (Non-Key)**

Definition: The number of youth in institutions with TYC teachers who were enrolled in Career and Technology Education (CATE) courses approved by the Texas Education Agency (TEA) during a given fiscal year. Enrollments for each course and for total enrollments include unduplicated students, regardless of whether a given student is enrolled in the same course at multiple schools, enrolls in the same CATE course more than once, or enrolls in multiple courses.

Methodology: Data sources are automated. Programs count the total enrollments for each course in institutions with TYC teachers, and eliminate duplicated students in the same course. Courses are reported by each TEA-approved vocational/technology training area per each course.

FY 2006 Target: 4,470 Performance: 4,421 % of Target: 98.9%

**Education and Workforce Cost in TYC-Operated Schools Per Youth Day (Non-Key)**

Definition: Educational program cost per youth per day.

Methodology: The measure is calculated by dividing the total dollars expended in the Education and Workforce Programs strategy for the reporting period by the Average Daily Attendance in TYC-Operated

Schools, and then dividing by the number of days in the reporting period.

FY 2006 Target: \$21.02      Performance: \$21.26      % of Target: 101.1%

Youth committed to TYC steadily have been four to five years behind their counterparts in public schools in reading and math functioning levels. Youth qualified to receive special education services (which comprise more than 40% of the TYC population) are typically seven years behind in reading and math functioning levels.

**Median (50th Percentile) IQ, Age, Last Grade Completed,  
Reading and Math Grade Level at Time of Commitment for New Commitments**

Fiscal Year	IQ at Commitment	Age at Commitment	Last Grade Completed	Reading Grade Level at Commitment	Math Grade Level at Commitment
2002	90	16yr 1mo	8	5 <sup>th</sup> grade, 8mo	5 <sup>th</sup> grade, 3mo
2003	91	16yr 2mo	8	5 <sup>th</sup> grade, 9mo	5 <sup>th</sup> grade, 4mo
2004	90	16yr 2mo	8	5 <sup>th</sup> grade, 8mo	5 <sup>th</sup> grade, 3mo
2005	89	16yr 2mo	8	5 <sup>th</sup> grade, 8mo	5 <sup>th</sup> grade, 4mo
2006	88	16yr 2mo	8	6 <sup>th</sup> grade, 0mo	5 <sup>th</sup> grade, 2mo

The percentage of youth who achieved a high school diploma or high school equivalency certificate (GED) within 90 days of release are posted below, along with other related performance measures for the agency.

Fiscal Year	Percent of Youth who Achieved High School Diploma of GED within 90 Days of Release	Percent of Youth Reading at Grade Level	Percent of Youth who Achieved One Month's Gain in Reading per Month of Instruction	Percent of Youth who Achieved One Month's Gain in Math per Month of Instruction
2002	46.95%	16.71%	66.92%	61.26%
2003	46.99%	19.24%	64.77%	59.09%
2004	48.85%	19.01%	67.49%	65.42%
2005	47.66%	21.36%	72.15%	70.53%
2006	47.98%	20.34%	65.77%	61.66%
2007 thru 3 <sup>rd</sup> Qtr	50.14%	19.24%	66.21%	59.92%

Educational attainment is the highest correlate with low recidivism rates, and serves as a high value protective factor to reduce the likelihood of reincarceration.

A study published in Spring 2006 in *Perspectivas Sociales - Social Perspectives* (see attached, a periodical jointly produced by the University of Texas at Austin, University of Texas at Arlington, Our Lady of the Lake University, University of Tennessee, Universidad Autonoma de Neuvo Leon, and Universidad Jaurez de Estado de Durango) found that incarcerated juveniles with disabilities in TYC demonstrated a mean reading gain of 1.71 months per month of instruction. This rate of gain demonstrates a capacity of

youth with disabilities to actually catch up with their peers without disabilities. The achievement becomes possible with structured learning opportunities individualized to the way each student learns.

The achievement runs contrary to accepted school lore in which "Second grade is broadly viewed as children's last chance, in that those who are not on track by third grade have little chance of ever catching up" (Snow Burns and Griffin, 1998). The achievement also runs contrary to testimony of a lead researcher at the National Institute of Child Health and Human Development, who observed that "remediation of learning difficulties is minimally effective after second grade."

**Project RIO-Y**

Project RIO-Y successfully reintegrates adjudicated TYC youth into the community by offering a linkage system between Project RIO-Y, TYC's educational, training, and treatment services while youth are incarcerated. RIO-Y also provides youth with job placement and training programs after they are released on parole or to a transitional placement facility.

	Youth Served in Project RIO-Y		Constructive Activity Rate (%) *	Work Rate (%)
	TYC	TWC Grant		
FY 2003	1140	1200	68.9	53.9
FY 2004	947	900	74.5	54.5
FY 2005	835	1,000	69.3	57.4
FY 2006	853	900	80.2	63.9
FY 2007	1059	900	74.6	56.9

*Constructive activity rate is defined as the percentage of youth who have been on parole for at least 30 days who are employed, attending school, college, GED preparation, or participating in vocational or technical training.*

Parole Constructive Activity

(for youth who attended Project RIO-Y and are released to aftercare)

Percent of Youth with Constructive Activity (%)	
FY 2003	73.7
FY 2004	74.6
FY 2005	69.3
FY 2006	79.7
FY 2007	75.7

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

During the 78<sup>th</sup> Regular Legislative Session, agency budget cuts translated to the loss of 31 education FTEs, including nine vocational education teachers. The impact included higher student/teacher ratios and fewer opportunities for vocational instruction.

During the 80<sup>th</sup> Regular Legislative Session, the agency received approval for seven FTEs to serve as academic counselors, eight FTEs to serve as physical education teachers, along with eight FTEs to serve as aides and seven workforce development FTEs. Academic counselors are sorely needed, and will be used to ensure individualized counseling regarding education planning with students, as well as quality

control to ensure students are placed in the most appropriate classes and have transcripts that accurately reflect their educational achievement. Physical education teachers will be used to ensure TYC has highly qualified teachers to issue credits appropriately in compliance with expectations set by "No Child Left Behind." Aides will be used for educational and recreational support to provide meaningful activities for youth. Workforce development specialists will be used to serve more youth with employability skills. Workforce development specialists will also be placed in various parole offices to assist youth with employment and training needs after their release from residential facilities.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

TYC youth are affected directly by skill sets and TEKS-based curricula delivered from correctional educators, who are uniquely qualified to motivate and accelerate learning for this population so far behind in reading and math functioning levels. Similarly, TYC expectations are that each course delivered to students will be taught by a certified instructor in that course area.

Career and Technology Education (CATE) programs are available to youth at all TYC schools, and provide an opportunity to explore specific occupational skill sets, become familiar with the world of work and employment expectations. Youth need to be in 9<sup>th</sup> grade or above to be eligible for placement in a CATE course. Youth exhibiting unsafe behavior toward themselves or others may be removed temporarily or permanently from a particular CATE program.

**CATE Enrollment**

'05-'06 program year = 4,287

'06-'07 program year = 4,421

Project RIO-Y programs are available only to youth who are 16 years of age or older, who have no existing employment or training opportunities available after release, who have expressed a willingness to participate and follow program expectations, and are consistently demonstrating safe behavior.

**Project RIO-Y Enrollment**

'05-'06 program year = 853

'06-'07 program year = 1,059

Where Prison Industry Enhancement (PIE) programs are in operation, youth are allowed to apply for work if they are 16 years of age or older, have completed the basic vocational and safety skill requirements through a designated CATE course, and are consistently demonstrating safe behavior.

**PIE Participants**

'05-'06 program year = 181

'06-'07 program year = 105.6

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

There is an expectation by TYC that all educators, including teachers, principals, assistant principals, diagnosticians, and academic counselors, must be appropriately certified. The "No Child Left Behind" (NCLB) monitoring programs are moving from a focus on teacher certifications to certification at the classroom level. Many teachers have been certified using NCLB requirements for "highly qualified" educators that use a formula of years of experience; course work completed, and staff development

hours to gain certifications. While this has historically been an acceptable method, in the future, teachers will be required to have subject and grade level certifications to match all courses taught.

Similarly, instructional aides must also be certified using a formula similar to the teachers except the instructional aide is required to pass a test if the appropriate standards are not met by college course work.

Youth meet with the principal to prepare a four year plan regarding academic and elective classes needed to obtain a high school diploma. (Beginning in FY 2008, academic counselors will fill this role.) Youth (and parents for youth under 18) receive report cards with educational progress quarterly.

Vocational operations function as follows:

*CATE* – As part of the four-year planning meeting with the principal, the principal shares with each youth CATE opportunities available on campus and the expectations for participation. Youth can be enrolled in CATE courses once he/she has obtained the appropriate level of academic achievement.

*Project RIO-Y* – Youth can apply or express interest regarding participation to either their case manager, the principal or directly to the workforce development counselor (WDC). Once the WDC has confirmed that a youth meets eligibility criteria and the availability of an opening, he/she will contact the youth's case manager and principal with the start date. The youth's school schedule will be changed and remain so until the youth completes the RIO-Y class and returns to his/her regular schedule. Class sessions last for approximately six weeks, and youth attend the class approximately twice a week for about 1 ½ hours. Schedules will vary from facility to facility. The WDC tracks each youth's vocational and academic achievements. Prior to his/her transfer to parole, the WDC visits with the youth to confirm workforce development plans and referrals and provides information electronically to the parole officer and to the local workforce development center for continued services upon re-entry.

*Prison Industries Enhancement (PIE Program)* – A private sector employer and TYC negotiate a working relationship whereby the employer brings a portion or all of his/her business on site to employ TYC youth. Youth must be 16 years of age or older and must have completed their GED or high school diploma. Work experience can be used to assist youth in obtaining their high school diploma under particular circumstances. Youth must apply and interview for positions with the employer. As part of the federal/state requirements for PIE, youth must agree to deductions from their wages for victim's compensation, court ordered restitution and child support, if applicable. The money earned by a youth employed in a PIE program is placed in his/her trust fund and available to the youth upon release.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

<b>FUNDING SOURCE</b>	<b>AMOUNT</b>
General Revenue	\$14,169,338.57
Appropriated Receipts	\$33,923.00
Interagency Contracts	\$411,117.00
Int Contracts-Transfer	\$10,694,146.00
Federal Funds: Empl Pilots/Demos/Research Proj.	\$309,278.00
Federal Funds: Title I Part D	\$1,627,837.00
Federal Funds: Special Education Grants	\$1,326,069.00
Federal Funds: Voc Educ – Basic Grant	\$176,080.00
Federal Funds: Safe and Drug-Free Schools	\$13,312.00
Federal Funds: Innovative Education Prog.	\$18,309.00
Federal Funds: English Language Acquisition Grant	\$25,994.00
Federal Funds: Improving Teacher Quality	\$207,595.00
<b>Total</b>	<b>\$29,012,999.57</b>

The Finance section provides specific information about funding sources for Education and Workforce Development. Aside from state funds, the following federal grants funds are also available to TYC schools.

Type of Fund	State/Federal Match Ratio	State Share	Federal Share	Total Funding
ESEA - TITLE I, Part D U.S. Department of Education	100%	-	\$1,627,838	\$1,627,838
ESEA - TITLE II Teacher and Principal Trng U.S. Department of Education	100%	-	\$207,595	\$207,595
ESEA - TITLE III, Part A - LEP U.S. Department of Education	100%	-	\$25,994	\$25,994
IDEA-B Formula (Special Education) U.S. Department of Education	100%	-	\$1,326,069	\$1,326,069
ESEA - TITLE IV - Safe Drug Free Schools U.S. Department of Education	100%	-	\$13,312	\$13,312
ESEA - TITLE V - Innovative Education U.S. Department of Education	100%	-	\$18,309	\$18,309
Career and Technology (Carl Perkins) U.S. Department of Education	100%	-	\$176,080	\$176,080
PROJECT RIO-Y U.S. Department of Labor	100%	-	\$404,157	\$404,157
Academic and Workforce Preparation U.S. Department of Labor	100%	-	\$309,278	\$309,278

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

Local independent school districts (ISDs) also deliver a TEKS-based curriculum with certified educators and the aim of awarding credits toward graduation. Ironically, TYC youth who are far behind in their educational achievement come from such schools. Quality of educational opportunities for at-risk populations varies across Texas school districts.

Correctional education brings added value to delivery of instruction for at-risk populations. First, benefits of working through a single school district such as TYC rather than multiple school districts include:

- Higher levels of quality control
- Standardized expectations, policies and procedures
- Economies of scale for operations, including staff development
- High quality skill sets for educators are easier to achieve

Second, correctional educators specialize in motivational skills to capture the imaginations of at-risk students, engage at-risk students in learning, and assist them to recapture academic credits and gain functional reading and math skills. Public schools might develop such skill sets, but the process would

take a cultural shift in many widely dispersed locations. The task is sizeable, and TYC educators are on their own growth curve learning to improve the process. However, correctional educators have a wealth of experience on which to draw and base improvement efforts for engaging at-risk students.

Third, correctional educators have access to grant funds that enable higher levels of instructional technology than are often available for at-risk students in public school districts. Many TYC classrooms offer ACTIVBoard (interactive whiteboard) technology to stimulate student interest in learning.

Public schools also administer many of the same CATE programs as TYC schools, and make efforts to select and implement CATE programs that provide training in high-demand occupations. In some cases, public schools' CATE classes are aligned with industry certification. A key difference is that TYC has to work carefully to provide CATE courses that will provide occupational skill development in areas of employment that will likely hire a person with a criminal history, giving special considerations to certain offenses. TYC workforce staff must keep up-to-date on requirements and restrictions on licensing and certifications as they pertain to the likelihood of a TYC youth being successful in gaining employment.

Local Workforce Centers provide Reintegration of Offender (RIO) services such as job readiness training, employability skills and assistance with obtaining employment or vocational training. The RIO program at the local workforce centers is the same for adult ex-offenders and youth ex-offenders. Curriculum and instruction are not tailored to a person's age or specific circumstances. The RIO-Y program within TYC is customized for youth and provides a foundation of the world of work and labor market expectations that assist the youth in accessing continued programming once released on parole. The classes are small and youth are able to obtain one-on-one instruction and assistance.

The Texas Department of Criminal Justice (TDCJ) also administers RIO services and PIE programs. However, TDCJ programs are designed and developed for adult participants. RIO-Y and PIE programs within TYC work in conjunction with education and treatment needs, and are designed to address the workforce development needs of youth. PIE programs operate within the child labor laws and can be aligned with educational requirements that assist youth in obtaining credit toward their high school diploma.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Local school districts provide education services for TYC youth in contract care facilities and halfway houses. Some districts have initiated an MOU with local halfway houses, but this is not a standardized practice.

TYC collaborates with the Texas Workforce Commission (TWC) and TDCJ to implement RIO services with specific program requirements and expectations that apply while a person is incarcerated and when released on parole. The three agencies develop a strategic plan for implementing services and working with Workforce Development Boards (WDB) and local workforce centers, and operate under a non-financial MOU that specifies responsibilities. MOUs are also developed between TYC and local workforce development boards to address RIO-Y and other program service provisions for youth on parole.

PIE programs within TYC and TDCJ are different from one another due to the educational requirements of participants, space available to offer such programs, and the difference in labor laws applicable to youth versus adults. Both TYC and TDCJ follow the same federal/state guidelines for implementing and operating PIE programs, however.



**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

**Local school districts:** TYC requests student education records upon admission of new youth. Local school districts request TYC's student education records upon re-entry to the local public school. In addition, for those public school districts serving TYC youth in contract care facilities and halfway houses, TYC staff monitoring such programs annually to ensure TYC youth are receiving services mandated by state and federal law.

**Regional Education Service Centers:** TYC schools often receive training from Education Service Centers (ESCs) in their local region. Moreover, TYC contracts with Region XI ESC in Fort Worth, Texas to license database software that tracks student education data and compiles it in a format acceptable to the Texas Education Agency's Public Education Information Management System (PEIMS). Region XI ESC also provides technical assistance to support the education database and PEIMS data submissions to TEA.

**Texas Education Agency (TEA):** TEA sets standards for educational services and administers state and federal grant funds used by TYC. TEA also administers state assessment programs, including GED operations, and provides administrative guidance on testing protocols.

TYC works with the Texas Education Association (TEA) regarding application and award of Carl Perkins Federal Funds for the provision of CATE programs. TYC uses TEA's CATE Division for technical support regarding curriculum requirements, teacher certification, and application for permission to use innovative courses.

**US Department of Education (USDE):** USDE administers federal grant funds, including standards for participation in grant fund programs.

**Texas Workforce Commission (TWC):** TYC works with TWC regarding grant funding and technical support for the provision of RIO-Y services to youth while incarcerated.

**Bureau of Justice Assistance (BJA):** TYC works with the Bureau of Justice Assistance (BJA) through the National Correctional Industry Association (NCIA) regarding application and approval for PIE certified programs and for technical support on programmatic issues.

**Texas Workforce Investment Council (TWIC):** TYC, along with other state agency partners, works with the Texas Workforce Investment Council (TWIC) to develop a statewide workforce development strategic plan. TYC is represented on the System Integration Technical Advisory Committee (SITAC), which is responsible for ensuring achievement of long-term objectives in the strategic plan, solving cross-agency issues, and reporting to the Council on progress of the achievement of long-term objectives. The SITAC is also responsible for the development of a system-wide universal information gateway designed to provide a consistent and universal framework for all system customers, and provide information on system projects, services and solutions.

**K. If contracted expenditures are made through this program please provide:**

- **the amount of those expenditures in fiscal year 2006;**
- **the number of contracts accounting for those expenditures;**
- **a short summary of the general purpose of those contracts overall;**
- **the methods used to ensure accountability for funding and performance; and**
- **a short description of any current contracting problems.**

***Special Education Services***

Special education uses federal funds through IDEA-B to contract for related services to youth who are eligible for special education services and are in need of contracted services in order to benefit from specialized services. Related services to our youth consisted of speech therapy, counseling, sign language interpreting, and diagnostics.

Twenty professionals provided related services directly to our youth in FY 2006. One company provided contracted services for the maintenance of special education student accounting software.

The amount of IDEA-B funds expended for special education services for contracted services was \$361,499.70

Central office approved all contracts. Individual Education Plans, Admission Review, and Dismissal committee, and progress reports were monitored by Central Office staff for accountability purposes. Campus principals and educational diagnosticians verified the presence or absence of contracted personnel.

The biggest challenge for TYC is in finding appropriately certified contract personnel in the more rural areas.

***Education Data-Related Contracts***

Region XI Education Service Center – One \$118,274 contract for license and technical support related to WinSchool/Open District database software to track student Education data and compile it in a form acceptable to TEA's Public Education Information Management System (PEIMS).

Region XI Education Service Center - One \$3000 contract for "PEIMS Data Quality Services" to train and facilitate PEIMS data submissions to TEA.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

Nearly \$15 million of annual funding to TYC Education has been driven by state ISD funds and federal grant funds that in turn are supported by Average Daily Attendance (ADA) in TYC schools. ADA-supported funds provide for a half to two-thirds of teacher salaries, and approximately 90% of Central Office support staff. Precipitous declines in student population mandated by the 80<sup>th</sup> Legislature will result in significantly less funding for TYC Educator and support personnel.

Without replacement funds, TYC cannot continue the level of services currently provided to the neediest students. With the addition of state funding allowed to other public schools, TYC would be able to continue current levels of service to benefit these youth.

The budgetary rider that authorizes TEA to disperse funds to TYC should be expanded to allow disbursement of state funds for Special Education, English Language Learner, Career and Technology Education, and Compensatory Education services that other public schools are allowed.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

While much information requested in this document relates to the end of FY 2006, one should note that many changes in agency operations have occurred since that time, primarily driven by the adoption of Senate Bill 103 during the 80<sup>th</sup> Legislature.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

### ***Correctional Treatment***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Correctional Treatment
<b>Location/Division</b>	Provided by staff in 13-15 facilities Administered by Central Office Division of Youth Services
<b>Contact Name</b>	David Walenta Director, Treatment and Case Management Services
<b>Actual Expenditures, FY 2006</b>	\$14,851,558
<b>Number of FTEs as of August 31, 2006</b>	376.5

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The primary objective of this program is to assist delinquent youth in understanding the developmental and social experiences that contributed to their delinquent self-identity and criminal behavior and to accept personal responsibility for change. The core element of the TYC treatment program has been a comprehensive, phase-progressive and competency-based rehabilitation program. Youth complete their

minimum lengths of stay and demonstrate mastery of objectives in their academics, in controlling their behavior, and in their correctional therapy.

Youth learn to recognize the thoughts and feelings they used to excuse or justify offending behaviors and to develop methods to interrupt negative behavior patterns. TYC's treatment program helps youth learn to replace criminal values and behaviors with those that are socially-acceptable by understanding themselves, recognizing and changing negative behavior patterns, and developing goals and plans for their future. Other critical components of treatment include the development of empathy, self-discipline, vocational skills development, and opportunities for community service. Youth are assessed each month by a multidisciplinary team on their progress in each of the three components of the program.

Case Managers are responsible for daily, essential elements of the treatment program. Their job duties include conducting daily therapy groups, monthly individual counseling, family contacts, and case management duties.

Juvenile Correctional Officers (JCOs) serve two critical functions: facility security and control, and youth supervision and management. In addition to direct care, JCOs are trained in treatment programming and are responsible for conducting behavior groups in which youth discuss behaviors and provide feedback to each other.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measures for this program include the following:

**Average Daily Population: Correctional Treatment (Key)**

Definition: The average number of youth served daily in correctional treatment programs. A correctional treatment program is any program other than parole, assessment and orientation, or a program for which no funds are expended from the correctional treatment strategy.

Methodology: Data source is automated. Total reporting period youth days in correctional treatment programs is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

FY 2006 Target: 4,367                      Performance: 4,068.12                      % of Target: 93.16%

**Correctional Treatment Cost Per Youth Day (Key)**

Definition: The average cost per youth day for all youth days in correctional treatment as defined in the measure Average Daily Population: Correctional Treatment.

Methodology: Correctional treatment cost per youth are computed as the total dollars expended for the Correctional Treatment Strategy during the reporting period, divided by Average Daily Population in Correctional Programs, and then divided by the number of days in the reporting period.

FY 2006 Target: \$9.68                      Performance: \$10.00                      % of Target: 103.31%

Throughout this section of the document, the authors will refer to the "study." The document in question is the Texas Youth Commission's *2006 Review of Agency Treatment Effectiveness*. A copy of that document will be provided along with all required information to Sunset Commission Staff.

**Performance Measures**

One goal of TYC rehabilitation programs is lowering rates of recidivism. However, participation in treatment programs is only one factor that can have an impact on lowering the probability of re-offending. In order to understand how much impact treatment has on recidivism, other factors that are known predictors of recidivism must be taken into account. TYC has developed a database with 20 years of empirical information regarding those factors that are most closely tied to recidivism. Some of the characteristics included in the empirical calculations are: age at commitment, age of first delinquent referral, classifying offense, county of commitment, escape history prior to TYC, ethnicity, gender, known gang membership, placements prior to TYC, previous felony adjudications, previous felony referrals, previous referrals for violent offenses, probation prior to TYC, program type to which released, referral for runaway prior to TYC, specialized treatment needs, documented incidents in the first 30 days at TYC, weapon used, and educational grade level achieved prior to TYC.

TYC uses the following four key rehabilitation outcome performance measures when looking at program effectiveness: one-year re-arrest rate for a violent offense; one-year re-arrest rate (for any offense); one-year re-incarceration rate (for any offense); and three-year re-incarceration rate (for any offense). Results indicate that agency recidivism rates have remained essentially unchanged during the last five years.

- The one-year re-arrest rate for a violent offense increased from 7.8% in 2002 to 8.6% in 2006, but there is no statistical evidence for a trend in this measure.
- The one-year re-arrest rate for any offense increased from 53.7% in 2002 to 56.1% in 2006, a statistically evident trend attributable to an increased rate of technical violations, but not of law violations, as explained in more detail below.
- The one-year re-incarceration rate for any offense decreased from 26.6% in 2002 to 26.2% in 2006, though there is no statistical evidence for a trend in this measure.
- The three-year re-incarceration rate for any offense decreased from 51.0% in 2002 to 50.1% in 2006, a minor though statistically significant trend.

**Recidivism Rates  
Fiscal Years 2002-2006**

<b>Fiscal Year</b>	<b>Re-arrest for Violent Offense 1 Year</b>	<b>Re-arrest for Any Offense 1 Year</b>
2002	7.8%	53.7%
2003	8.7%	52.8%
2004	7.4%	54.9%
2005	8.0%	55.8%
2006	8.6%	56.1%

<b>Fiscal Year</b>	<b>Re-incarceration Any Offense 1 Year</b>	<b>Re-incarceration Any Offense 3 Years</b>
2002	26.6%	51.0%
2003	24.7%	52.2%
2004	26.9%	47.6%
2005	26.1%	46.7%
2006	26.2%	50.1%

TYC recidivism rates compare favorably to rates reported by other states measuring recidivism in a similar way.

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Originally titled *Resocialization*®, TYC's treatment program was designed over ten years ago and was based on the four cornerstones of correctional therapy, education, work, and discipline training. These expectations were incorporated into the youth's 16-hour daily schedule. The treatment program received slight modifications over the years, but still represented a rather "one-size-fits-all" type of approach.

As with many other aspects of TYC, a number of changes related to treatment programming are pending or recently completed. These include:

- Philosophical change that reentry for youth begins at the point of commitment.
- All services designed to provide a continuity of treatment and care for youth and to assist the youth with successful reintegration to their communities are housed in one division. Education and workforce development will serve to enhance reentry initiatives.
- An integrated case management model that incorporates the bio-psychosocial needs of the youth within a correctional environment will be instituted.
- Evidenced-based programming will be structured based on recommendations of a 'Blue Ribbon' panel of juvenile justice experts who met in mid May 2007.
- Interim transitional treatment programs will remain in effect until new programs are fully developed.
- Additional educational/workforce staff and monetary enhancements for case managers are intended to enhance the delivery of service to youth.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

TYC served 7,504 unduplicated youth during FY 2006. Characteristics of youth served through TYC included the following:

89% boys; 11% girls	52% family history of criminal behavior
44% Hispanic; 34% African American; 22% Anglo	57% prior out of home placements
34% known gang members	36% documented history of abuse or neglect
91% prior felony referrals	46% chemically dependent
80% committed for felonies	41% serious mental health problems
75% on probation at commitment	40% eligible for special education services
48% in juvenile court on two or more felonies before commitment	Median Reading/Math abilities 4-5 years behind peers
76% unmarried/divorced/separated parents	82% IQs below the score of 100
60% from low-income homes	

The median age of youth at commitment is 16. Data from 2006 showed that 1% of the youth committed to TYC were 12 years of age or under; 4% were age 13; 13% were age 14; 26% were age 15; 37% were age 16; 19% were age 17; and 1% were age 18. TYC serves youth of various ages and from a variety of backgrounds. (Source: *2006 Review of Agency Treatment Effectiveness and TYC Commitment Profile* from <http://www.tyc.state.tx.us/research/profile.html> )

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

As discussed, after youth are committed to TYC, they begin their stay at the orientation and assessment unit. On average, each youth spends between 45 to 60 days in orientation and assessment. During this time, youth are introduced to a variety of assessment and intake procedures, including:

- a physical evaluation and medical history
- educational testing and assessment
- psychological evaluation
- social summary
- introduction to TYC's treatment program
- specialized needs assessment (i.e., sex offender treatment needs, chemical dependency needs, etc.)

Based on the outcomes of these evaluations, youth are then assigned to a residential placement. While most youth are assigned to a secure program, some may be assigned to a residential contract care program or less frequently, directly to a halfway house. Secure programs include TYC-operated institutions as well as some secure contract institutions. During FY 2006, there were 15 secure TYC institutions and nine halfway houses.

Youth are sent to TYC with either a **determinate** or an **indeterminate** sentence. Youth who receive a determinate sentence from the court are given an actual set amount of time that they must serve, or an actual **sentence**. Their progress through TYC differs from those who have an indeterminate sentence.

Most offenders arrive at TYC with an **indeterminate** sentence. By policy, they are assigned a **minimum length of stay**, which is the **minimum** amount of time they must spend in a residential program, and it is calculated based on their classification:

- Type A violent offenders - 24 months
- Type B violent offenders - 12 months
- Chronic serious offenders, controlled substance dealers, firearms offenders - 12 months
- General offenders - 9 months

Once youth have completed the majority of their minimum length of stay in a secure facility, they may move to a variety of other placements. They may be moved to a halfway house, a residential contract program, or be released directly to parole. At any of these locations, if a youth commits a major rule violation, or commits a new offense, he or she may be returned to a more secure program. Additionally, youth who commit another criminal offense while under TYC jurisdiction, may be arrested and charged as adults.

Youth on parole are supervised by a parole officer, and may receive some other services, such as specialized aftercare treatment.

Ultimately, if a youth continues to do well on parole by completing required community service hours, attending school regularly or working, attending required counseling, following parole rules and reporting to a parole officer on schedule, her or she will be discharged from the Texas Youth Commission. TYC authority over offenders ends at age 19 (previously age 21).

Services provided to youth are administered by facility staff except for medical and psychiatric needs. Medical services that are non-emergency are provided by telemedicine and UTMB nurses. Most facilities provide psychiatric services via contract psychiatrists to monitor those youth who require psychiatric pharmaceutical interventions and assess those who have deteriorated in their ability to take care of tasks of daily functioning due to mental health reasons. The psychiatrists work closely with the psychologists assigned to each facility.

Youth receive programming by means of staff involvement/engagement on all levels from the JCO to the case manager. Each youth receives a **Changing Course** workbook. This workbook is a valuable guide designed to help youth successfully complete the treatment program.

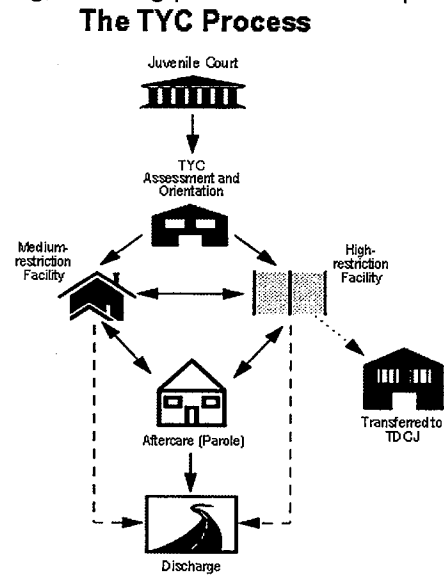
Youth behavior and participation in the treatment program affects the specific privileges that he/she may or may not receive while in the facility. All youth are afforded 15 basic privileges, which are expanded as the youth progresses through programming. Extended privileges are chosen by each facility's superintendent as extra incentives for motivated youth. The Dorm Incentive Program is a "group-based" privilege system in which all youth must work together in order to earn a predetermined privilege based on a pre-set performance criteria: for example, the dorm with the least number of security referrals for a particular period of time might receive a popcorn and movie night.

Youth **have** certain basic rights within TYC. These include the right to food, clothing, shelter, and protection from physical injury or abuse. Youth **earn** privileges by following the rules and participating in treatment.

When youth enter TYC, they begin earning phases in each component of programming. Every month, the youth's Phase Assessment Team (PAT) meets to determine a youth's progress in each of the three areas. This group consists of the youth's case manager, a juvenile correctional officer supervisor, and a representative from the school. After the meeting, the case manager informs the youth of the decisions of this group.

The following describes the three components of TYC's treatment program.

1. **Academic and Workforce Development** - This covers school and work progress. In TYC, youth are expected to participate in education. This may mean working toward a high school diploma or a GED. Some students will have the ability to do college level work while in TYC. Some youth may be able to have paid jobs either on a campus or in the community. Youth must earn and continue to earn the privilege of working while in TYC. It is possible to progress from Phase A0 to Phase A4 in the first four months of a youth's stay in TYC.
2. **Behavior** – Youth are responsible for following rules while in TYC. Too many rule violations, or committing violations of a serious nature, may impede a youth's ability to earn his or her phases, and delay possible release. As youth move up in phase, the expectation for appropriate behavior increases. Youth are eligible for promotion in this area every month. If youth work hard they may advance from Phase B0 to Phase B4 in a four month period of time.





3. **Correctional Therapy** – Correctional therapy includes participation in core groups and demonstrating an understanding of an offense cycle, unmet needs, and development of values. The *Changing Course* workbook was designed to help youth complete the work of correctional therapy. Youth are expected to complete assigned exercises in the workbook and give those exercises to their case manager. The case manager checks the youth’s work, gives feedback, and provides new assignments.

Each correctional therapy phase has a specific area that is emphasized. The main objectives at each phase of Correctional therapy are:

- **Phase I** – This the *Orientation* phase because youth learn the rules, language and expectations of TYC. Youth complete several exercises to learn to identify and define major treatment components like Life Story, Offense Cycle and Success Plan.
- **Phase II** – The *Life Story* phase. Youth present their personal life story to core group.
- **Phase III** – The *Offense Cycle* phase. Youth learn to use an Offense Cycle to explain the offense that got the youth committed to TYC. Youth are expected to use the Offense Cycle to help develop more self-control on an ongoing basis.
- **Phase IV** – The *Success Plan* phase. Youth develop and present to their core group a very detailed plan on what they need to do to succeed.
- **Parole Phase** – After completing a stay in one of TYC’s residential facilities, most youth will spend some time on parole. There are phase requirements that youth must meet while on parole. Meeting these requirements will allow youth to remain at home as well as earn final discharge from TYC.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

FUNDING SOURCE	AMOUNT
General Revenue	\$14,851,513.32
Appropriated Receipts	\$45.00
<b>Total</b>	<b>\$14,851,558.32</b>

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no other secure correctional facilities providing comprehensive treatment to adjudicated youth in Texas.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Treatment providers may contact community-based mental health providers for treatment records. Occasionally, treatment providers will testify in court regarding a youth's progress in treatment.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not applicable.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are needed at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

Structured treatment that provides for individual assessment of adjudicated youth in secure facilities has been shown to reduce criminal recidivism. The TYC general treatment program provides a foundation on which all other specialized programs are based. This program is designed to direct staff and youth to the ultimate goal of successful treatment completion in order to promote public safety after a youth is released.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Specialized Correctional Treatment***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Specialized Correctional Treatment
<b>Location/Division</b>	Department of Treatment and Case Management, Rehabilitation Services
<b>Actual Expenditures, FY 2006</b>	\$5,108,305
<b>Number of FTEs as of August 31, 2006</b>	136.4

<b>FUNDING SOURCE</b>	<b>AMOUNT</b>
General Revenue	\$3,876,728.57
Interagency Contracts	\$656,347.00
Federal Funds: Violent Offender Incarc	\$575,229.00
<b>Total</b>	<b>\$5,108,304.57</b>

## ***Specialized Correctional Treatment - Chemical Dependency***

<b>Name of Program or Function</b>	Chemical Dependency Treatment Program
<b>Location/Division</b>	Department of Treatment and Case Management, Rehabilitation Services
<b>Contact Name</b>	Forrest Novy, Ph.D. Phyllis Giambrone

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The Texas Youth Commission Chemical Dependency Treatment Program (CDTP) is based on the philosophy that dependence on alcohol and other drugs is a primary, chronic disease, which is progressive, and influenced by genetic, environmental and psychosocial factors. If left untreated, it will be fatal. Chemical dependency is characterized by loss of control, poor choices related to the use of chemicals of abuse, preoccupation with chemicals of abuse, continued use despite negative consequences, and distortions in thinking. Chemical dependency is not a symptom of something else, but rather has its own set of pathological and physiological symptoms and is considered an involuntary disability. Adverse consequences due to the abuse will cause deterioration in all life areas including spiritual, moral, physical, emotional, intellectual and social functioning.

The approach to treatment is holistic and focuses on repairing the damage done by this disease to the youth's physical well-being and mental health. Part of our philosophy also deals with the external environment beyond the institution. We believe that addiction is a family disease, which affects everyone in contact with the chemically addicted youth. It is therefore essential that, whenever possible, the family be involved in some form of treatment at the same time the youth is receiving treatment. We believe that it is then more likely; that the youth being released from the CDTP will return to a positive environment where he will find the support he needs in the critical early stages of his recovery.

Chemical Dependency Treatment programs are offered within secure institutions, on dorms dedicated to the purpose of treating the chemically dependent youth. The CDTP treats sentenced offenders, non-sentenced offenders and general offenders who meet the criteria for chemical dependency. Chemical dependency treatment occurs within the context of the overall treatment program. TYC's transitional treatment program provides youth new norms, rules and expectations for behavior that allow them to get their needs met without violating the rights of others. The treatment program is phase-based: youth must demonstrate specific competencies in treatment-related skills and behaviors. The youth must also demonstrate accountability for the prevention and relapse of his/her chemical addiction before he/she is considered to be ready for release to a less restrictive setting.

The Chemical Dependency Treatment Program seeks to address not only underlying emotional dynamics that fuel delinquent behaviors, but also addresses the youths chemical dependency issues as they relate to his behavior, effects on his family, his victim and his criminal activity.

Chemical Dependency Treatment Programs operate at eight secure state facilities and at one non-secure facility. Six of the eight programs listed below receive grant funding from the Department of State Health Services, Substance Abuse Division and the United States Department of Justice, Corrections Programs Office. These grants provide enhancements to the staffing patterns and allow for program operational costs.

The facilities are:

- Giddings State School: 36 beds for males and 16 beds for females;
- Ron Jackson State Juvenile Correctional Facility: 20 beds for females;
- John Shero State Juvenile Correctional Facility: 44 beds for males (until August 2007);
- Evins Regional Juvenile Center: 24 beds for males;
- Al Price State Juvenile Correctional Facility: 72 beds for males;
- Gainesville State School: 36 beds for males;
- McLennan County State Juvenile Correctional Facility: 96 beds for males; and,
- McFadden Ranch Treatment Facility (non-secure) in Roanoke, Texas: 48 beds for males.

The programs served an average daily population of 337 youth in the FY 2006.

At intake, all youth are given the Adolescent Substance Abuse Subtle Screening and Assessment Inventory. This instrument suggests the severity of the youth's substance abuse problem. As space is available, those youth whose scores reflect a high probability of substance dependence, have a substance-dependence diagnosis, and are marked as high risk for violent recidivism are placed into specialized treatment. In tandem with the overall treatment program, the CDTP includes an educational component that emphasizes the genetic, environmental, and psychosocial factors that lead to addiction; communication styles; parenting skills; social skills; and conflict management. The youth receive chemical dependency specific group (five hours per week), individual counseling (one hour per week), and substance abuse education (five hours per week), and are involved in weekly self-help recovery meetings.

The largest challenge faced by the Texas Youth Commission in providing chemical dependency treatment for the youth is in recruiting and retaining credentialed staff. Hiring and retaining credentialed staff directly impacts the quality of treatment, the stability of the program, and continued funding through grants. Another challenge faced by TYC is limited aftercare funds available for follow-up CD treatment when youth are transitioned to communities.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measure for this program is:

**Average Daily Population: Chemical Dependency Treatment (Non-Key)**

Definition: The average number of youth served daily in correctional chemical dependency treatment programs during the reporting period.

Methodology: Data source is automated. Total reporting period youth days in the specialized correctional treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

FY 2006 Target: 412

Performance: 336.77

% of Target: 81.7%

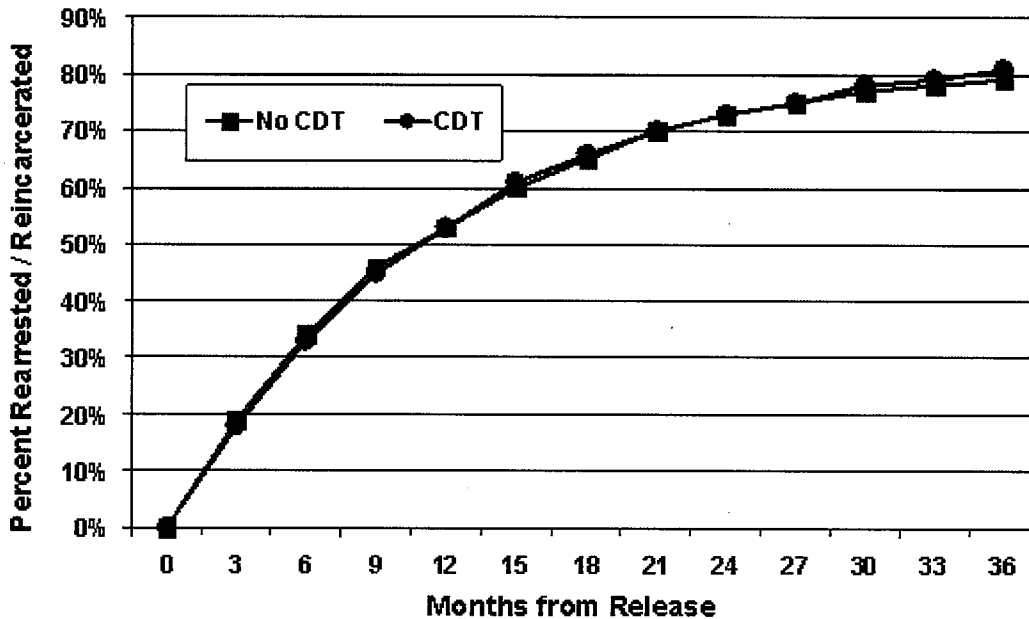
**Outcome Measures**

The treatment effectiveness study (*Review of Agency Treatment Effectiveness*, Texas Youth Commission, 2006) examined recidivism and treatment data for youth either arrested for a drug offense or re-arrested or re-incarcerated for a felony. Felonies were examined in addition to drug offenses because they are serious offenses often resulting from the dependency. Data for the CDTP tracked youth for up to three years post-release. (As TYC operates several CD programs, and there is a

difference in overall effectiveness among programs, the analysis only included youth released from an institution operating one of the current CD programs. Youth placed in a CD program that was a contract site or a site now closed were excluded from both the treatment and the control group.)

Chemically dependent youth who received specialized treatment recidivated at almost the exact same rate as chemically dependent youth not receiving specialized treatment. At any given point in time, chemically dependent youth receiving specialized treatment were 2% more likely than offenders not receiving specialized treatment to have been re-arrested or re-incarcerated for a felony offense, or re-arrested for any drug offense ( $p=ns$ ). When differences in baseline probabilities were considered, chemically dependent youth receiving specialized treatment were 7% more likely to have been re-arrested or re-incarcerated for a felony offense, or re-arrested for any drug offense at any given point in time ( $p<.15$ )

**Chemically Dependent Offenders Re-incarceration/Re-arrest Rates for Felony or Any Drug Offense by Specialized Treatment (CDT)**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No CDT	0%	19%	34%	46%	53%	60%	65%	70%	73%	75%	77%	78%	79%
CDT	0%	18%	33%	45%	53%	61%	66%	70%	73%	75%	78%	79%	81%

To further explore the recidivism data, characteristics of treatment amenability were identified for youth in the chemical dependency treatment program. Youth with a high number of the following ten characteristics were found to be especially amenable to receiving specialized treatment. These characteristics were:

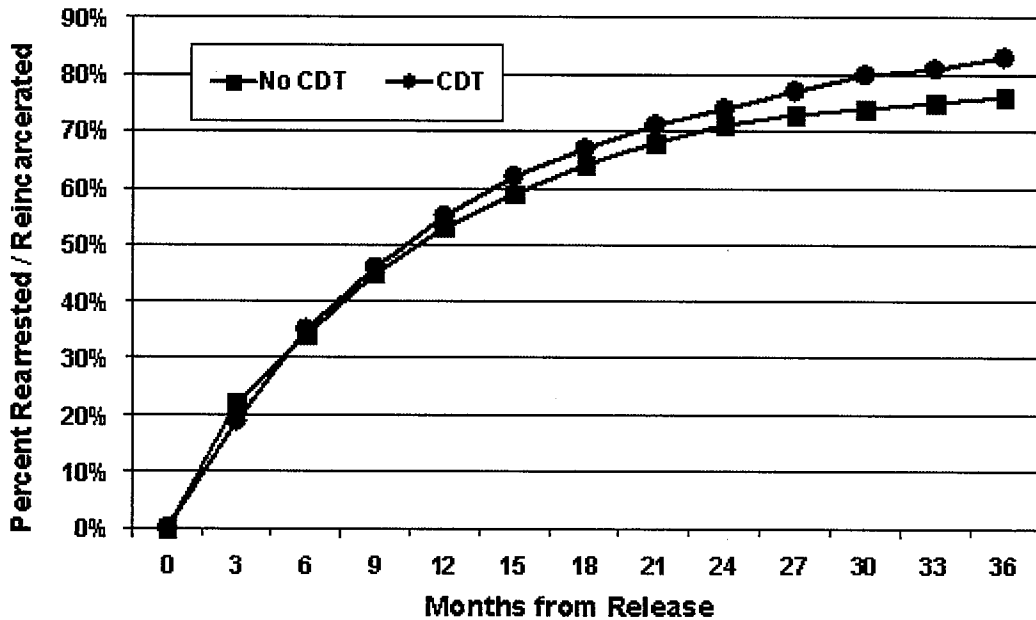
- no escape from a residential placement prior to commitment to TYC;
- not a severe marijuana user as reported by juvenile probation officer at time of initial commitment;
- initial classifying offense not in Penal Code Chapter 28 (Arson);
- not a sentenced offender;
- no documented behavioral incidents during the first 30 days in TYC;
- a sex offender;

- a gang member;
- initial classifying offense in Penal Code Chapter 22 (Assault);
- not even a mild user of cocaine; and,
- no referrals to juvenile probation for a violent offense.

To demonstrate the effect of these ten variables, an index was created dividing each of the variables into as close to half of the population as possible, with a score of zero given to youth without the characteristic and a score of one to youth possessing the characteristic. The individual scores were added together for each youth, with a possible total score of from 0 to 10. Forty-six percent of the youth had scores from 6 to 10, and 54% had a score of 0 to 5.

The following table demonstrates that youth in the lower 54% of the Chemical Treatment Amenability Index who received specialized treatment were actually more likely to be re-arrested or re-incarcerated for a felony or re-arrested for a drug offense than chemically dependent youth not receiving this treatment. For example, within three years 83% of the youth receiving chemical dependency treatment and amenability scores of five or less recidivated for a felony or drug offense, compared to 76% of the chemically dependent youth not receiving this treatment.

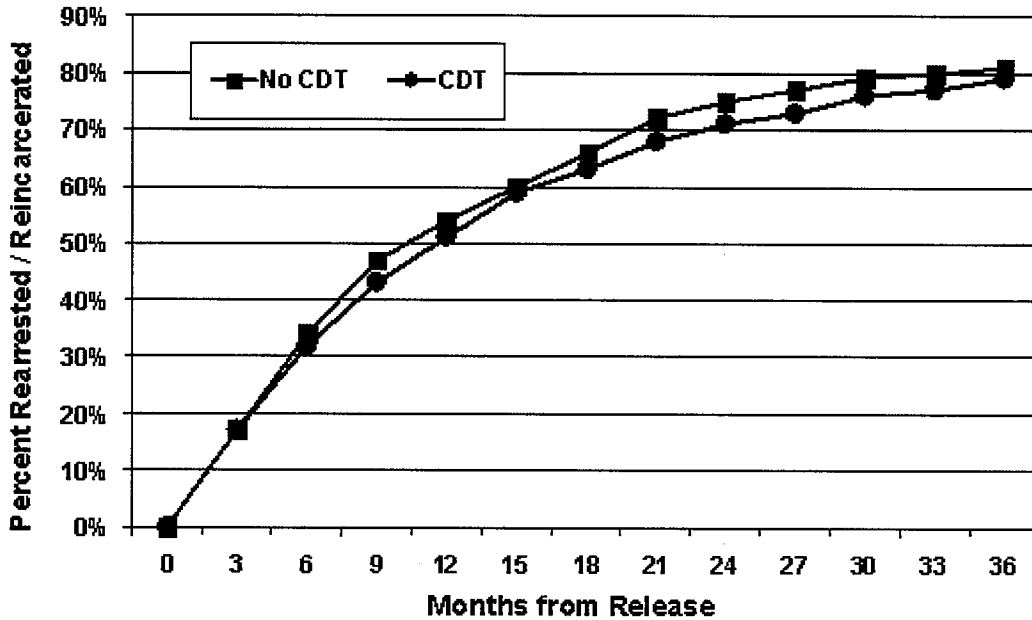
**Chemically Dependent Offenders Re-incarceration/Re-arrest Rates for Felony or Any Drug Offense by Specialized Treatment (CDT): Offenders Not Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No CDT	0%	22%	34%	45%	53%	59%	64%	68%	71%	73%	74%	75%	76%
CDT	0%	19%	35%	46%	55%	62%	67%	71%	74%	77%	80%	81%	83%

However, youth having six or more of the treatment amenability characteristics (the top 46%), were *less* likely to recidivate for a felony or drug offense if they received Chemical Dependency Treatment. For example, 79% of the chemically dependent youth receiving specialized treatment recidivated within 3 years compared to 81% who did not receive specialized treatment

**Chemically Dependent Offenders Re-arrest/Re-incarceration Rates for Felony or Any Drug Offense by Specialized Treatment (CDT): Offenders Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No CDT	0%	17%	34%	47%	54%	60%	66%	72%	75%	77%	79%	80%	81%
CDT	0%	17%	32%	43%	51%	59%	63%	68%	71%	73%	76%	77%	79%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

In the early 1990s, the Texas Youth Commission was legislatively mandated back to begin providing treatment for chemically dependent (CD) youth committed to the agency. The implementation of services began at three schools offering to provide treatment that was geared towards community based chemical dependency programs. In an effort to staff the program with qualified treatment counselors, the commission funded many staff to pursue their chemical dependency licensure (Licensed Chemical Dependency Counselor).

To satisfy the mandate, the commission began expanding services. As the program grew, the provision of services went from a traditional approach of chemical dependency treatment to treating chemically dependent youth within the existing treatment framework, a practice that fell short of effective CD treatment. Soon, the agency began to treat youth in the specialized CD treatment program using the same programmatic approach as with youth in the general population. Acquiring professionals to work in this modality became even more challenging. Moving into present day, it has become increasingly



difficult to see any traditional component of a chemical dependency treatment program within TYC services. Most facilities do not incorporate into their CD program any traditional CD language, self-help groups, 12 step work or basic process group to cope with CD issues. The only group experience these youth have is focused on completing the required elements of their correctional therapy. Youth in both the general and specialized programs having CD issues use the same program components to address their CD issue.

One of the agency's most effective CD treatment programs is at McFadden Ranch. This facility is an intensive residential, medium restriction, CD treatment program. This self-contained program uses the transitional treatment programming, but incorporates traditional CD treatment elements into the curriculum. They include traditional meeting, groups, CD language and 12-step work. This program is more of a traditional approach than correctional therapy, and has better results in reducing recidivism.

There has been virtually no difference in programming from youth receiving CD treatment and those who do not, supporting the research indicating there is little impact youth receive from CD treatment at TYC.

The agency is currently exploring evidence-based practices in chemical dependency treatment to incorporate into the redesign of the overall treatment programming.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

This program was designed to treat incarcerated youth who have been identified as chemically dependent and who would benefit from receiving intensive CD treatment. The program operates within the guidelines established by the Department of State Health Services, Substance Abuse Division. Under these guidelines, this program is required to employ professionals that are Licensed Chemical Dependency Counselors, Counselor Interns or are a Qualified Credentialed Counselor. This agency struggles with hiring and retaining credentialed staff. TYC operates nine CD treatment programs at eight facilities, requiring 50 qualified counselors to work directly with the program.

During FY 2006, there was an average staff shortage of nine counselors per month. In some of the smaller sized programs this represents half of their needed counseling professionals. The agency also had an average vacancy rate of two program specialists, those who oversee the daily treatment program functions, within any given month during FY 2006.

TYC received a total of 2,738 youth committed during FY 2006. Of these 2,738 youth 1,907 (65.6%) were identified as chemically dependent. Of those 1,907 identified 582 (30.8%) were admitted into CD treatment. Of the 582 admitted, 382 successfully completed the program requirements. The CD program is designed for the average youth to complete in six to nine months. In FY 2006, the average length of stay for those successfully completing the program was 14 months and 22 days.

The effectiveness of TYC's specialized treatment services has been primarily affected by three issues: (1) difficulty recruiting and retaining qualified, credentialed staff; (2) treatment professionals being called upon to perform non-treatment tasks; and (3) limited amount of aftercare funds available to provide follow-up CD treatment when youth transition to the communities.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The CD program offers treatment at seven institutions and one halfway house. Each program has one program specialist who is responsible for maintaining standards at the facility level and for managing the daily treatment activities. Additionally, each program has one substance abuse treatment counselor (case manager) for every eight youth in treatment, supervised by the program specialist.

Treatment programs have historically been managed at the institutional level by correctional managers, rather than by treatment managers. Treatment program oversight is provided by a manager in central office who does not have a direct line of supervision or authority. There is one Manager IV, and three Regional CD Treatment Specialists that assist facility staff with treatment services. While communication between the facilities' correctional managers and the oversight staff has been tenuous in the past, staff members at Central Office are accountable for ensuring that treatment programming on the facility level is maintained as outlined in program standards. Historically, each treatment program has been operated independently, creating difficulty when striving for consistent and standard provision of services across the agency.

As mentioned previously, the agency is currently undergoing reorganization, regionalization, and is redesigning the overall and specialized treatment programming.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

The Chemical Dependency Treatment Program(s) receive funding from three sources: the Texas Department of State Health Services (DSHS) Substance Abuse Division, the U.S. Department of Justice (USDJ) Corrections Program Office and from Texas Youth Commission General Revenue (GR).

The programs receiving DSHS grant funding are: AL Price State Juvenile, John Shero State School, Giddings State School (boys programs), Gainesville State School and three Central Office administrative/support staff.

Those receiving USDJ funding are: McFadden Ranch, Giddings State School (girls program), Evins Regional, Marlin Assessment and Orientation Unit and one Central Office support staff. For FY 2007, the Department of State Health Services granted \$691,000.00 and the US Department of Justice awarded TYC \$773,805.00. These external grants provide for staff enhancement and some operational cost specific to treatment needs, such as – treatment materials and supplies, staff training and travel.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

The Chemical Dependency Treatment Programs are structured in accordance with the Department of State Health Services (DSHS) – facility licensure rules outlined in the Texas Administrative Code (TAC) 25, Chapter §448. These licensure standards are required by all chemical dependency treatment

programs operating in the state of Texas. In comparison to other adolescent programs within the state, our programs are designed as adolescent intensive residential treatment. The treatment program provides an average of at least 20 hours of services per week for each client, comprised of at least six hours of chemical dependency counseling, (one hour of which shall be individual counseling); ten hours of additional counseling, chemical dependency education, life skills training, relapse prevention education; and five hours of planned, structured activities monitored by staff.

There are no other statewide residential substance abuse treatment programs available for youth adjudicated of felony-level offenses.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Youth who are sentenced to the Texas Youth Commission are done so through the legal system. When identified and selected as candidates for the Chemical Dependency Treatment Program (CDTP), they are enrolled and moved into a specialized treatment unit. Within the organization, there are no other programs that duplicate this service. If a youth is identified as having a need for chemical dependency treatment, but did not receive this service for a variety of reasons, they will be connected with a community resource upon release from the institution.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Youth released from TYC institutions are often connected to other programs or services provided through local or regional governments. Many discharged youth continue to receive service for chemical dependency and/or ancillary services connected with these entities.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not applicable.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are needed at the present time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

TYC's Chemical Dependency Treatment programs have faced difficulty recruiting and retaining qualified, credentialed staff and have competed with other institutional requirements for youth's time.

Given that 69.6% of TYC youth are chemically dependent and that many of their offenses were committed while the youth were under the influence of drugs or alcohol, it is imperative that TYC provide quality, evidence-based chemical dependency treatment.

As mentioned previously, TYC is currently redesigning its overall and specialized treatment programs to ensure their effectiveness and efficiency.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- **why the regulation is needed;**
- **the scope of, and procedures for, inspections or audits of regulated entities;**
- **follow-up activities conducted when non-compliance is identified;**
- **sanctions available to the agency to ensure compliance; and**
- **procedures for handling consumer/public complaints against regulated entities.**

Not applicable.

**Specialized Correctional Treatment - Capital and Serious Violent Offender**

<b>Program</b>	Capital and Serious Violent Offender Treatment
<b>Location/Division</b>	Department of Treatment and Case Management, Rehabilitation Services
<b>Contact Name</b>	Forrest Novy, Ph.D. Belinda Castillo

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

TYC does not provide specialized residential treatment for all youth with identified specialized treatment needs, however these issues are identified in youth's individual case plans. Adjunct clinical services are also available to youth who need it in order to participate successfully in the general treatment program. TYC's assessment and placement process is designed to ensure that youth with the most severe need and/or high risk for violent reoffending are assigned to specialized residential treatment programs.

The Giddings State School operates a program for capital and serious violent offenders, serving an average daily population of 32 youth in FY 2006. Initially this program was exclusively for youth who had committed homicide, but was expanded in FY 1999 to include some youth committed for other violent offenses, such as aggravated assault and aggravated robbery. The program is designed to help these youth understand and self-correct the cognitive distortions that trigger violent aggression. The program helps them identify their emotional unmet needs and developmental traumas that resulted in empathic detachment and serious aggression. Youth are required to re-enact their crimes through role-playing as both the perpetrator and the victim. They learn to interrupt and self-correct thoughts and feelings that contribute to victimization.

The Giddings Capital and Serious Violent Offender Treatment Program is described through the experiences of two offenders in John Hubner's (2005) acclaimed book, *Last Chance in Texas: The Redemption of Criminal Youth*. Hubner wrote, "Texas puts kids through intense treatment programs, and those programs produce results" (p. xxiii).

In all of the specialized treatment programs, youth typically benefit from lower staff-to-youth ratios and access to additional clinical providers with more expertise.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Performance measure for this program is:

**Average Daily Population: Capital and Serious Violent Offender Treatment (Non-Key)**

Definition: The average number of youth served daily in correctional capital and serious violent offender treatment programs during the reporting period.

Methodology: Data source is automated. Total reporting period youth days in capital and serious violent offender treatment programs is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

FY 2006 Target: 36

Performance: 31.66

% of Target: 87.9%

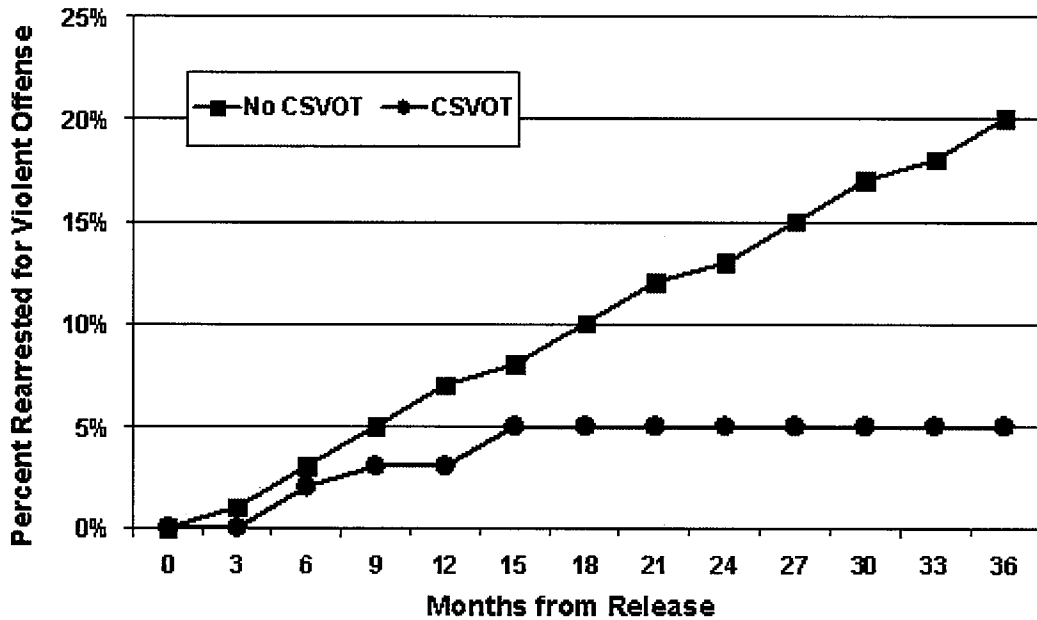
The *2006 Review of Agency Treatment Effectiveness* reported that youth who received capital and serious violent offender treatment had significantly lower recidivism rates than youth with a high need who did not receive treatment. Youth receiving specialized treatment in the capital and serious violent offender program were 57.3% less likely to be re-arrested for a violent offense.

As discussed previously, TYC provides offense-specific treatment to all youth and more intensive treatment for youth with specialized needs. These youth require more intensive services to progress through the treatment program. The difference in recidivism rates between youth who have received intensive specialized treatment and those with high needs but who did not receive it indicates that intensive specialized treatment programs can reduce recidivism even more than the treatment program that is provided to all TYC youth.

According to the *2006 Review of Agency Treatment Effectiveness*, within three years from release, 20% of the capital and serious violent (C&SV) offenders who did not receive specialized treatment were re-arrested for a violent offense compared to only 5% of the C&SV offenders who did receive specialized treatment. In other words, only 5 out of 100 youth receiving CSVOT recidivated within 3 years compared to 20 youth -- four times as many —not receiving the specialized treatment.

At any given point in time, C&SV offenders receiving specialized treatment were 74% less likely than offenders not receiving specialized treatment to have been re-arrested for a violent offense ( $p < .05$ ). When differences in baseline probabilities were considered, C&SV offenders receiving specialized treatment were 57% less likely to have been re-arrested for a violent offense at any given point in time ( $p < .15$ ).

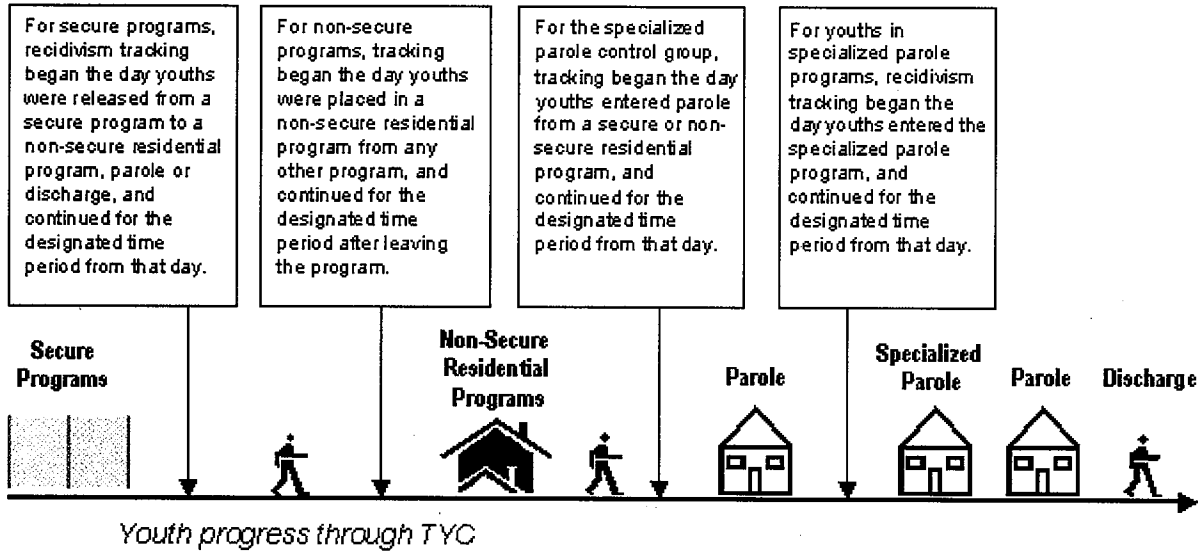
**Capitol and Serious Violent Offender Re-arrest Rates for Violent Offense by Specialized Treatment**



(CSVOT)

Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No CSVOT	0%	1%	3%	5%	7%	8%	10%	12%	13%	15%	17%	18%	20%
CSVOT	0%	0%	2%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%

As the Capital and Serious Violent Offender Treatment Program (CSVOTP) treats youth who have committed violent offenses, the study measured re-arrests for a violent offense, where a violent offense included all felony offenses against persons, as defined in the Texas Penal Code, as well as the felony offenses of aggravated robbery, robbery, arson, burglary with intent to commit a violent offense, intoxication manslaughter, and intoxication assault. Each youth was tracked up to three years post-release from a secure program to a non-secure program (halfway houses, non-secure contract residential programs or parole) or agency discharge.



**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

The Capital and Serious Violent Offender Treatment Program (C&SVOTP) originated in 1990 as a specialized treatment program to address the treatment needs of homicidal offenders. Initially, the group was designed for youth who had killed a parent or caretaker. It expanded to include youth who were involved in other types of homicidal offenses, and most recently, to youth who were involved in offenses involving the use a weapon in which risk of serious injury to the victim or death was a distinct possibility.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

The Giddings State School operates a CSVOTP for youth that are committed for murder, capital murder, and if the offense involved the use of a weapon or deadly force. Youth are selected for participation in the program based on 1) committing offense; 2) age; 3) sentence; 4) minimum period of confinement (MPOC); 5) phase appropriateness (i.e., appropriate progression through generalized treatment); 6) youth is not diagnosed with a mental illness, mental retardation, or organic brain damage; and 7) youth is not eligible for transfer to TDCJ.

During FY 2006, 225 released youth met criteria to receive services in the CSVOTP. Thirty-three youth (14.7%) received treatment during their placement at TYC. Of those, 22 youth (66.7%) successfully completed the program. The CSVOTP helps these young people connect feelings associated with their violent behavior and to identify alternative ways to respond when faced with risky situations in the future. Participants in this program are required to reenact their crimes and to play the role of both perpetrator and victim.

The Giddings Capital and Serious Violent Offender Program has gained worldwide attention and been featured on several national news programs. It is one of TYC's most promising specialized treatment programs. Research shows that participation in this program reduced the likelihood of being incarcerated for any offense by 55%, and for a felony offense, by 43%.



**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The CSVOTP is a 24-week specialized treatment program unique to the Giddings campus. Youth who are committed to TYC are assigned a priority need for specialized care, based on their offense and static factors regarding their history of juvenile delinquency. A Priority 1 need for CSVOTP indicates that this youth has been committed for murder, capital murder, aggravated robbery, aggravated assault, or aggravated kidnapping where deadly force was used against the victim. These youth are generally housed at the Giddings facility where they participate in the general treatment program in preparation for transition to the more intensive and specialized CSVOTP.

Group sizes range from eight to ten members, with eight members being considered as the optimum. The group is served by a minimum of two qualified CSVOTP therapists and meets twice a week for three to three and a half hours at each session. Each youth presents a Life Story (two sessions each) and a Crime Story (two sessions each). Youth participate in a Victim Impact Panel between the completion of all life stories and the initiation of crime stories. Following the completion of the crime stories component, youth watch a video on victims and their families, and participate in a group discussion regarding values clarification and future relationships.

Post group, the youth remain on the assigned CSVOTP dorm and continue integrating and solidifying treatment gains into their daily behaviors. Focus is on reintegration to their communities and high risk situations they may encounter.

Treatment is provided by credentialed and qualified treatment staff. The program is administered by the facility superintendent and the treatment oversight is provided by central office based treatment specialists and managers.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Summarized in overall Specialized Correctional Treatment.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

There are no other secure correctional facilities which provide specialized intensive treatment to youth adjudicated for violent offenses in Texas.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Does not apply to this program.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Occasionally, treatment staff provide testimony in court hearings about a youth's progress in treatment.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not applicable.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are needed at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

This is one of the most unique programs in the country treating this type of juvenile offender. The very specialized work completed in this intensive and lengthy program is very powerful and is an emotionally taxing experience on both youth and staff.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
  - the scope of, and procedures for, inspections or audits of regulated entities;
  - follow-up activities conducted when non-compliance is identified;
  - sanctions available to the agency to ensure compliance; and
  - procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Specialized Correctional Treatment - Mental Health***

<b>Name of Program or Function</b>	Specialized Correctional Treatment <i>Mental Health Treatment Program (MHTP)</i>
<b>Location/Division</b>	Division of Youth Services Central Office
<b>Contact Name</b>	David Walenta

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

TYC provides specialized treatment through the Mental Health Treatment Program (MHTP) to youth who are clinically diagnosed with severe mental health problems and/or illnesses. The primary goal of the MHTP is to treat a youth's mental health issues to allow them to more fully benefit from the agency's treatment program. These youth receive specialized treatment at:

- Corsicana Residential Treatment Center: 183 beds
- Crockett State School: 144 beds.

TYC's Mental Health Treatment Programs (MHTP) provide youth with additional psychiatric services, smaller case manager caseloads, increased individual psychological and casework interventions, and more specially trained case management staff. Direct care staff receive additional training in working with the special needs of this population. The dormitory environments and expectations are modified to address the unique needs of youth with mental health problems. The MHTP served an average daily population of 342 youth in FY 2006.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

The performance measure for this program is:

**Average Daily Population: Mental Health Treatment (Non-key)**

Definition: The average daily number of youth served daily in mental health treatment programs during the reporting period.

Methodology: Data source is automated. Total reporting period youth days in mental health treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

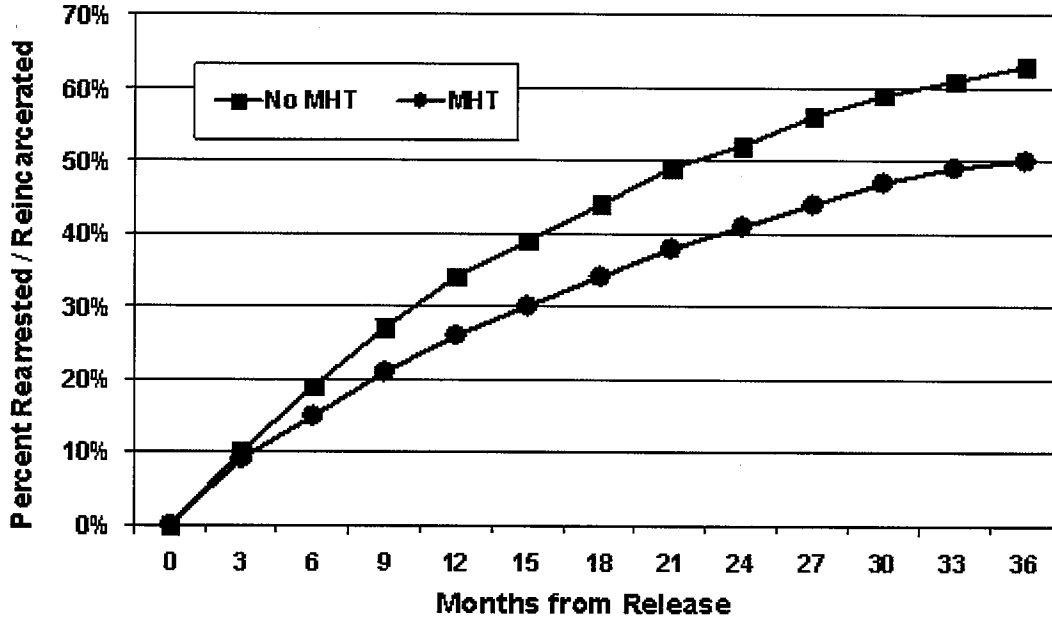
<u>FY 2006 Target:</u>	4,018	<u>Performance:</u> 3,738.11	<u>% of Target:</u> 93.03%
Emotional Disturbance	337	341.92	101.5%
Mental Retardation	15	11.32	75.5%

The Texas Youth Commission's *2006 Review of Agency Treatment Effectiveness* study measured re-arrest or re-incarceration for a felony offense over a three year period from release. Although TYC currently contracts with one private provider for Mental Health Treatment and has contracted with others in the past, the analysis only looked at youth served by TYC programs in Corsicana or Crockett. Youth served in other mental health programs were excluded from both the treatment and the control groups.

For youth with mental health problems, 50% of the youth who received specialized treatment had been re-arrested or re-incarcerated for a felony within 3 years, compared to 63% of youth with mental health problems who did not receive specialized treatment.

At any given point in time, youth receiving Mental Health Treatment were 25% less likely than offenders not receiving specialized treatment to have been re-arrested or re-incarcerated for a felony offense ( $p<.01$ ). When differences in baseline probabilities were considered, this difference was reduced to 21% ( $p<.01$ )

**Mental Health Impaired Re-incarceration/Re-arrest Rates  
for Felony Offense by Specialized Treatment (MHT)**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No MHT	0%	10%	19%	27%	34%	39%	44%	49%	52%	56%	59%	61%	63%
MHT	0%	9%	15%	21%	26%	30%	34%	38%	41%	44%	47%	49%	50%

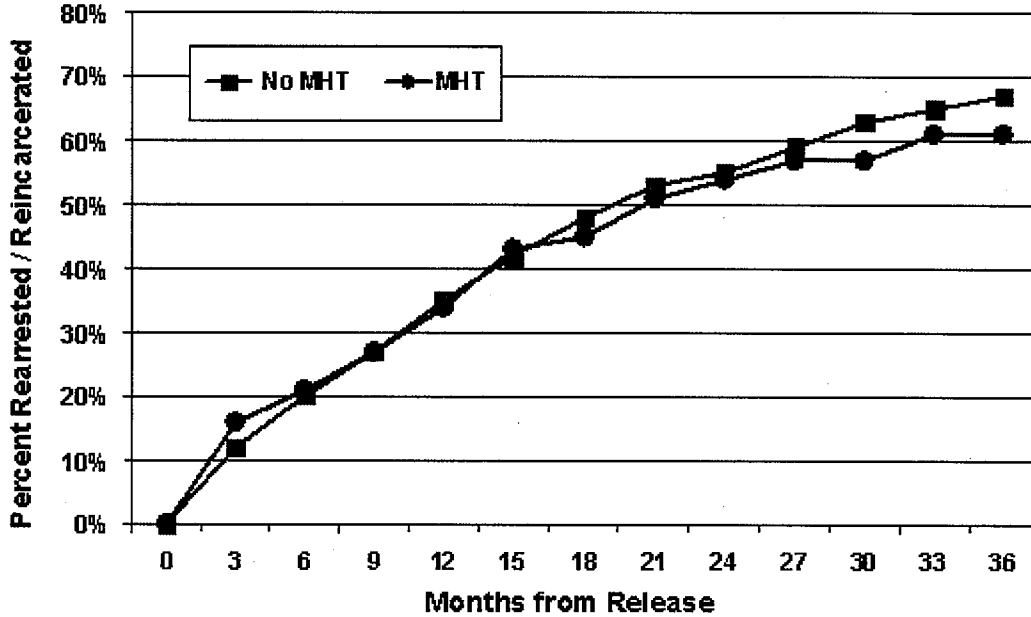
In further analysis of the data, youth with a high number of the following eight characteristics were found to be especially amenable to receiving Mental Health Treatment. These characteristics were:

- a diagnosis on Axis I that was not parent-child relational problem, neglect/physical/sexual abuse of child, or polysubstance dependence;
- no documented incident of assault on other youth within the first 30 days TYC;
- first educational assessment at TYC indicated youth's academic performance was below grade level;
- referral to juvenile probation at least one time for a non-sexual violent offense;
- low IQ;
- not classified in TYC for a drug offense;
- not classified in TYC as any of the following: sentenced offender, chronic serious offender, firearms offender, controlled substances dealer; and
- classified in TYC as a B violent offender.

To demonstrate the effect of these eight variables, an index was created dividing each of the variables into as close to half of the population as possible, with a score of 0 given to youth without the characteristic and a score of 1 to youth possessing the characteristic. The individual scores were added together for each youth, with a possible total score of from 0 to 8. Ninety percent (90%) of the youth had scores from 4 to 8, and 10% had a score of 0 to 3.

The graph below shows that youth in the lower 10% of the Mental Health Amenable Index who received specialized treatment were only slightly less likely to be re-arrested or reincarcerated for a felony offense than youth with mental health problems not receiving this treatment. For example, within three years post-release, 61% of the youth receiving Mental Health Treatment and amenability scores of 3 or less recidivated for a felony, compared to 67% of the youth with mental health problems not receiving this treatment.

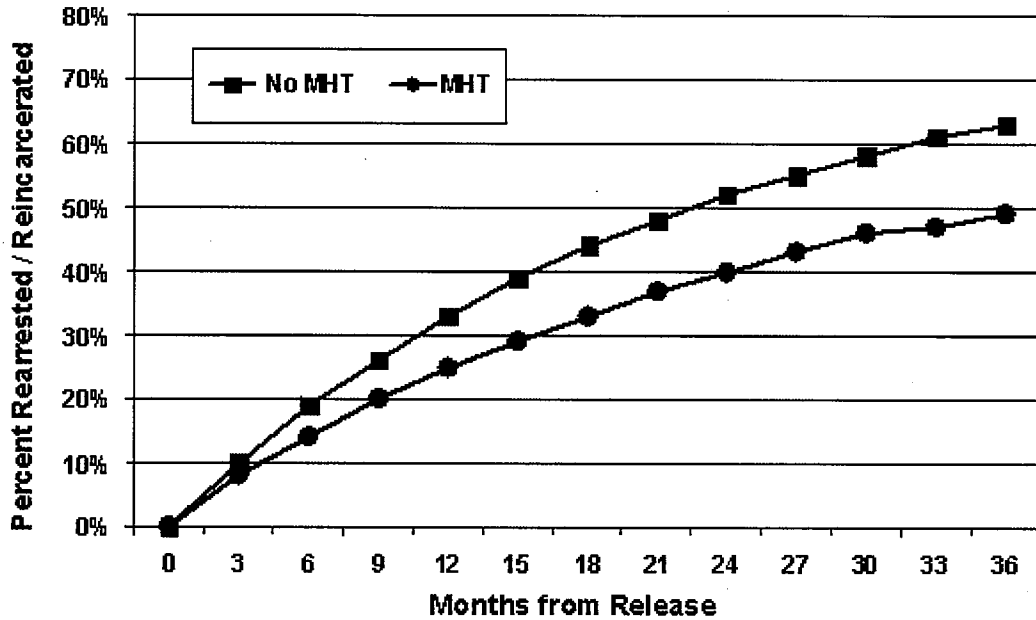
**Mental Health Impaired Offender Re-arrest/Reincarceration Rates for Felony Offense by Specialized Treatment (MHT): Offenders Not Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No MHT	0%	12%	20%	27%	35%	42%	48%	53%	55%	59%	63%	65%	67%
MHT	0%	16%	21%	27%	34%	43%	45%	51%	54%	57%	57%	61%	61%

However, youth having four or more of the treatment amenability characteristics (the top 90%), were much less likely to recidivate for a felony offense if they received Mental Health Treatment. For example, 49% of the youth receiving specialized treatment and with four or more amenability characteristics recidivated within three years compared to 63% who did not receive specialized treatment.

**Mental Health Impaired Offender Re-arrest/Reincarceration Rates  
for Felony Offense by Specialized Treatment (MHT):  
Offenders Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No MHT	0%	10%	19%	26%	33%	39%	44%	48%	52%	55%	58%	61%	63%
MHTT	0%	8%	14%	20%	25%	29%	33%	37%	40%	43%	46%	47%	49%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

In May 1995, the 74th Legislature specifically authorized TYC to serve offenders with mental retardation. TYC contracted with a private program to treat these youth until FY 2003, at which point the youth started receiving treatment at the Corsicana Residential Treatment Center in a self-contained unit. Beginning in calendar year 2006, programming modifications for mentally retarded youth were no longer limited to a self-contained unit. Those with a high priority need are placed at Corsicana but are mainstreamed into the rest of the campus to meet any additional treatment needs they may have. The specialized treatment program for offenders with mental retardation served an average daily population of 11 youth in FY 2006.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

Youth diagnosed with serious mental health needs may be assigned directly from the Orientation and Assessment Unit. Youth must have an Axis I diagnosis other than or including a diagnosed conduct or

other behavior disorder or substance use disorder and a score below 50 on Axis V, Global Assessment Functioning (GAF) as part of their DSM VI diagnostic assessment. Youth may be admitted to this program at any time during their stay in the TYC.

During FY 2006, 642 youth received services through the MHTP.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

Youth are received at either of the MHTP sites and undergo a 30-day assessment period in which a clear diagnostic formulation and plan of treatment is developed. This period may be extended if necessary to arrive at a valid and functional assessment of their strengths and needs. At the conclusion of the assessment period a youth may be admitted to the MHTP or referred to one of the other general treatment sites. If the mental health problem can be managed with general supportive services (psychiatric, psychological and general casework) a plan of suggested treatment and intervention is provided to the facility receiving the youth. Those requiring more support because the mental disorder is more difficult to stabilize and manage will remain in the MHTP. A small number of youth will be so dysfunctional because of their mental disorder that they become a danger to themselves or to others. These are treated at the Corsicana Stabilization Unit (CSU), which is structured very similarly to a state mental health hospital. A smaller number will be referred to a state mental hospital for short term stabilization.

When treated in the MHTP, a combination of mental health and correctional therapy interventions are coordinated. The goal is to stabilize the mental disorder and allow the staff to deal with the issues that relate to their incarceration. The mental health issue is one of several risk factors that are addressed in an attempt to modify delinquent behaviors and prevent return to the criminal justice system. Identified protective factors are also included in the treatment program.

An interdisciplinary clinical staffing team composed of a psychiatrist, psychologist, case manager and other relevant staff direct the mental health treatment of the youth with an emphasis on identification and management of target symptoms that are associated with the mental disorder and impairment in daily functioning. This group coordinates with the Phase Assessment Team (PAT), to ensure that the academic, behavior and correctional therapy aspects of treatment are addressed. The PAT coordinates the overall treatment of the youth and measures progress towards release or discharge.

As youth make progress in treatment they complete a plan for transition to their community that takes advantage of protective factors and incorporates plans to minimize risk factors after release. Multiple risks are addressed. Education or work goals, personal and social goals are included. Family goals are also a major part of the transition planning. Specialized services to deal with chemical dependency, sex offender treatment or other specialized needs are included in the plan. It is developed with the input of both the youth's family and the assigned parole officer or individual who will be the next manager of the youth's care and treatment.

A major component of the release planning is the provision of ongoing mental health services to the youth. Since they tend to function better in the highly structured setting of the MHTP, a major concern is relapse or exacerbation of symptoms when this structure is reduced at release. There is close coordination with the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) to link with MH providers after release. This process begins prior to release and a provider is identified and assigned to the youth before release. Relevant referral information is provided to the parent, parole officer and others involved with the ongoing care of the youth after release.

Some youth, by virtue of the severity of their illness and its resistance to treatment, are never able to be stabilized in a manner that allows them to progress in treatment. For this small number of youth, the



legislature has created an avenue of discharge that allows youth to be discharged before completing the treatment program. There are several administrative criteria the youth must meet to be eligible for this method of release.

In these cases, a youth is assessed by the facility and a recommendation for discharge is made to the Department of Treatment and Case Management in the Division of Youth Services. Staff in this program review the youth's file and make recommendations for release if the conditions of policy are met. They may be discharged to a state mental health facility (inpatient treatment) or to an outpatient treatment program depending upon their degree of impairment.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Summarized in overall Specialized Correctional Treatment.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

The North Texas State Hospital in Vernon Texas, operates an adolescent forensic unit that provides psychiatric services for approximately 78 youth. While the various TYC state schools have the option of committing mentally ill youth to any appropriate state mental hospital as needed, there are no other secure facilities providing treatment to adjudicated youth in Texas.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The target populations for the adolescent forensic unit of the North Texas State Hospital and TYC's specialized mental health treatment programs are different. TYC provides intensive and ongoing mental health services to youth who have been adjudicated and committed for an offense committed between their 10<sup>th</sup> and 17<sup>th</sup> birthday. State hospitals provide short-term care for youth to stabilize those mental health needs that cannot be addressed outside of a hospital setting.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Occasionally, treatment staff may be called upon to testify in court regarding a youth's progress in treatment.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Contracts for psychiatric are included in the psychiatric services section of the document.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

Current statutes require the discharge of certain youth whose mental illness or mental retardation impedes their ability to make progress in TYC. Changing the statute to allow the youth a period of community transition and support under TYC supervision and support before being discharged outright would increase the likelihood that youth transition successfully.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Not applicable.

## ***Specialized Correctional Treatment - Sexual Behavior***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	<b>Specialized Correctional Treatment</b> <i>Sexual Behavior Treatment Program</i>
<b>Location/Division</b>	Department of Treatment and Case Management, Rehabilitation Services
<b>Contact Name</b>	David Walenta

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

Prior to FY 2004, treatment was also provided at a private, contract care program. The Sexual Behavior Treatment Program (SBTP) served an average daily population of 183 youth in FY 2006.

The SBTP has a more intensive, offense-specific focus due to an increased number of hours of group and individual counseling provided by staff who have received a minimum of 40 hours of specialized sex offender training. The program enables youth with similar offense needs to disclose sensitive family and offense-related issues. SBTP also provides adjunct treatment of psychosocial education, anger management, trauma resolution, empathy development through victim impact panels and deviant sexual arousal reduction skills when needed by the youth. The program utilizes treatment techniques to teach youth to self-monitor and interrupt thoughts, emotions, and stressors that result in inappropriate fantasies and behaviors. Replacement behaviors are taught including coping, social, problem solving, and relaxation skills.

Four times a year, the families of the youth in SBT are invited to a "Multi-Family Conference" where educational topics and peer support are offered. This aspect of the program is designed to engage families in treatment. The program works with the families to prepare home safety plans for transition that address risk management and supervision strategies. All youth receiving sexual behavior treatment are eligible to receive six months of specialized sex offender aftercare to ensure the continuity of services. Not all of the youth receive the specialized aftercare, largely due to a lack of local providers. The SBTP continues to upgrade the services provided as new research reveals what is effective in treating juvenile sex offenders.

Specialized treatment for sexual behavior is provided at four facilities within TYC:

- Giddings State School: 72 beds;
- Ron Jackson State Juvenile Correctional Facility: 40 beds;
- John Shero State Juvenile Correctional Facility: 44 beds (until August 2007); and,
- McLennan County State Juvenile Correctional Facility: 32 beds.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

The performance measure for this program is:

**Average Daily Population: Sex Offender Treatment (Non-key)**

Definition: The average number of youth served daily in correctional sex offender treatment programs during the period.

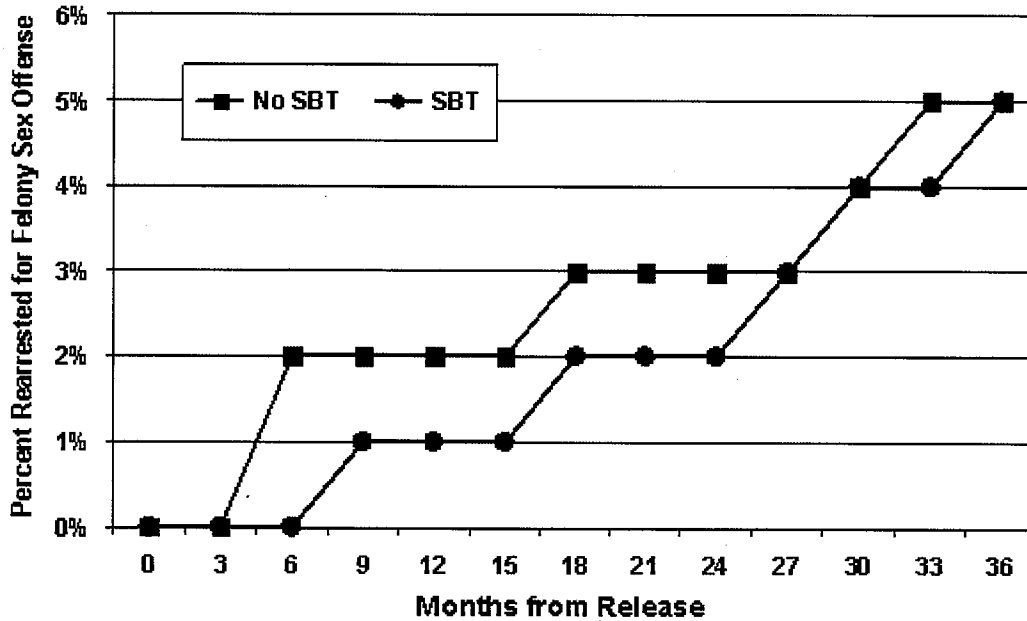
Methodology: Data source is automated. Total reporting period youth days in sex offender treatment is computed by excluding days absent due to off-campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

FY 2006 Target: 188                      Performance: 182.88                      % of Target: 97.3%

While youth receiving specialized sexual behavior treatment started out better than those who had not, within three years from the date of release, 5% of the sex offenders were re-arrested for a felony sex offense, both for those who received Sexual Behavior Treatment and those who did not.

At any given point in time, sex offenders receiving specialized treatment were 8% less likely than offenders not receiving specialized treatment to have been re-arrested for a felony sex offense. When differences in baseline probabilities were considered, sex offenders receiving specialized treatment were 35% less likely to have been re-arrested for a sex offense. Due to the small sample size, neither result was statistically significant.

**Sex Offender Re-arrest Rates for Sex Offense  
by Specialized Treatment (SBT)**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No SBT	0%	0%	2%	2%	2%	2%	3%	3%	3%	3%	4%	5%	5%
SBT	0%	0%	0%	1%	1%	1%	2%	2%	2%	3%	4%	4%	5%

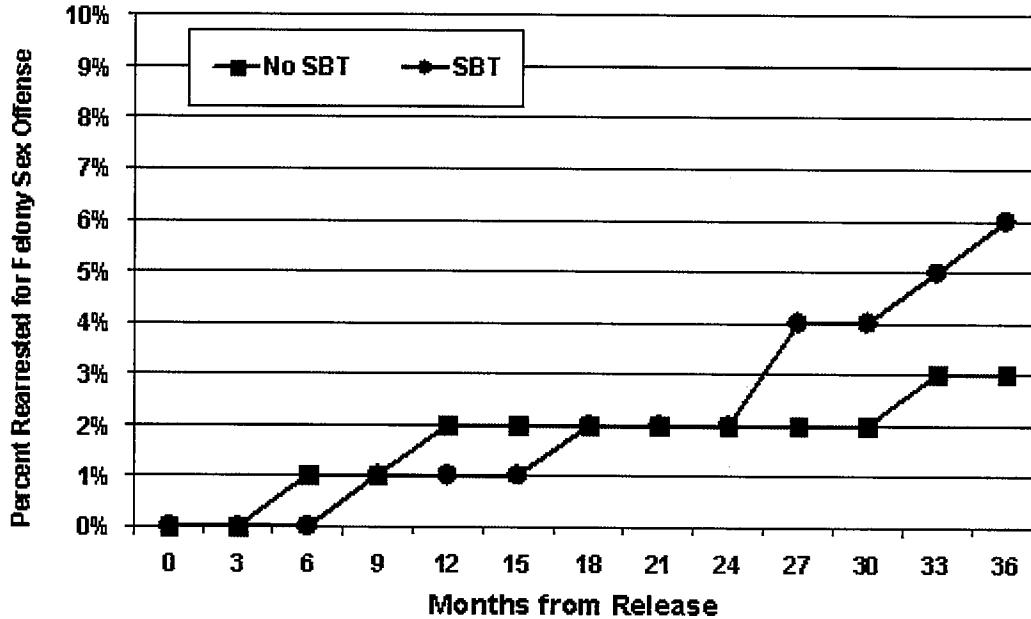
For the Sexual Behavior Treatment Program, sex offenders with the following three characteristics were found to be especially amenable to receiving Sexual Behavior Treatment. These characteristics are:

- high risk on the Texas Juvenile Sex Offender Risk Assessment Instrument;
- no placement in a residential program prior to commitment to TYC; and
- a designation that the family had provided neglectful supervision as either legally found by the family court or judged by juvenile probation upon commitment to TYC.

To demonstrate the effect of these three variables, an index was created dividing each of the variables into as close to half of the population as possible, with a score of 0 given to youth without the characteristic and a score of 1 to youth possessing the characteristic. The individual scores were added together for each youth, with a possible total score from 0 to 3. Thirty percent of the youth had scores of 2 or 3, and 70% had a score of 0 or 1.

The following graph shows that youth in the lower 70% of the Sexual Behavior Amenity Index who received specialized treatment started out better than youth in this group who did not receive specialized treatment, but after about 15 months actually were more likely to be arrested for a felony sex offense, with 6% of those receiving specialized treatment re-arrested within 3 years, compared to 3% of those not receiving specialized sexual behavior treatment.

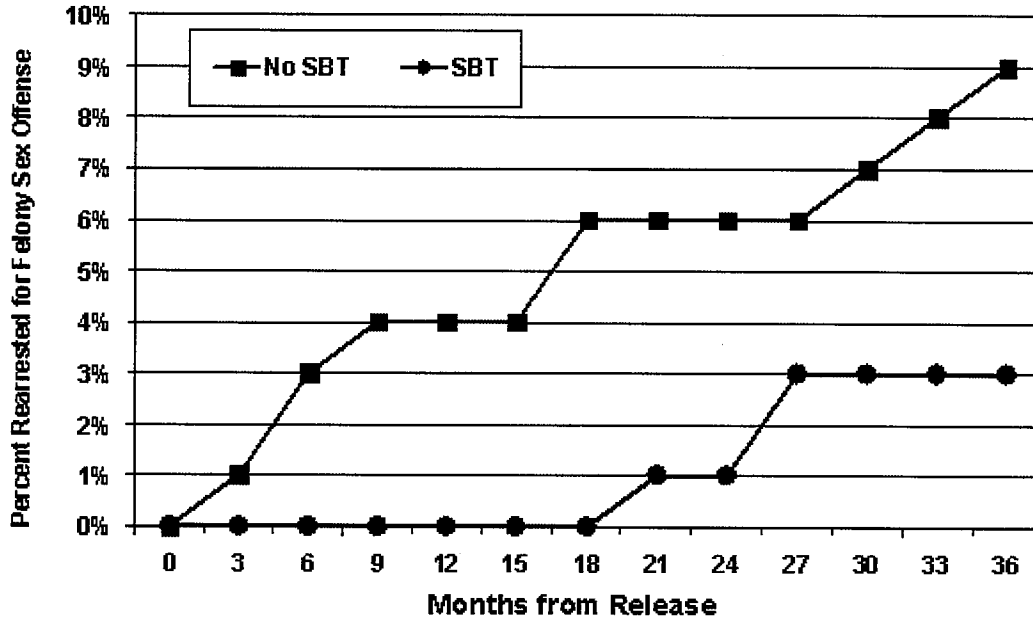
**Sex Offender Re-arrest Rates for Felony Sex Offense  
by Specialized Treatment (SBT):  
Offenders Not Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No SBT	0%	0%	1%	1%	2%	2%	2%	2%	2%	2%	2%	3%	3%
SBT	0%	0%	0%	1%	1%	1%	2%	2%	2%	4%	4%	5%	6%

However, youth having two or more of the treatment amenability characteristics (the top 30%), were much less likely to recidivate for a sex offense if they received Sexual Behavior Treatment, with only 3% re-arrested for such an offense within 3 years compared to 9% of the youth who did not receive specialized Sexual Behavior Treatment.

**Sex Offender Re-arrest Rates for Felony Sex Offense  
by Specialized Treatment (SBT):  
Offenders Amenable to Treatment**



Mos	0	3	6	9	12	15	18	21	24	27	30	33	36
No SBT	0%	1%	3%	4%	4%	4%	6%	6%	6%	6%	7%	8%	9%
SBT	0%	0%	0%	0%	0%	0%	0%	1%	1%	3%	3%	3%	3%

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

**Brief Historical Background**

October 1985	Giddings program opened with 16 beds.
October 1988	Giddings Program expanded to 32 beds
October 1992	Ron Jackson Program opened with 40 beds
October 1997	Giddings Program expanded to 72 beds
October 1999	John Shero Program opened with 44 beds
October 2004	McLennan County Program opened with 40 beds

Outpatient sex offender treatment services are provided in halfway houses for those who may or may not have received residential treatment services. Aftercare services are provided in the community for those who have received services in TYC residential juvenile sex offender programs by local contracted LSOTP's. The goal of the treatment program is to reduce the risk of sexual re-offending.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

The SBTP is for any youth committed for a sexual offense and identified as a Priority One Specialized Treatment Need.

**Commitments to TYC  
For Aggravated Sexual Assault; Sexual Assault and Indecency with a Child**

Offense	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Aggravated Sexual Assault Sexual Assault	136 (6%)*	174 (7%)*	156 (6%)*	177 (7%)*	146 (5%)*
Indecency With a Child	73 (3%)*	71 (3%)*	91 (4%)*	91 (3%)*	94 (3%)*

(\*) = the percent of the total youth committed to TYC

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

Like all youth committed to TYC, youth committed to TYC for sexual crimes are first admitted to the orientation and assessment facility. While at the orientation and assessment facility, the youth are screened for possible specialized sexual behavior and other treatment needs. Depending upon the outcomes of the assessment process, the Centralized Placement Unit of TYC then places the youth in an appropriate facility.

Suitable youth are placed into a Sexual Behavior Treatment Program. They progress through the program, completing an autobiography where a detailed sexual history is disclosed, learn about their patterns of offending behavior (including grooming techniques), and finally complete a comprehensive relapse prevention plan that addresses the issues identified during treatment. When the youth is released from the secure program, they are assessed and registered if required by law. They receive up to six months of follow-up services from treatment providers in the community.

Currently the program is undergoing changes in the program as well as in the qualifications of the staff that provide the treatment.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Summarized in overall Specialized Correctional Treatment.



**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

While there are other sexual behavior treatment providers in the state, there are no other statewide secure correctional facilities providing intensive sex offender treatment to adjudicated youth. Residential facilities that provide sexual behavior treatment are similar to TYC in that they provide offense specific treatment, but different in that the treatment is not provided in a high-restriction environment.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Sex offender treatment providers may occasionally be asked to provide testimony to courts related to a youth's progress in treatment.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not applicable.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

The needs of the youth would be better served if statutes were changed to require mandatory sex offender treatment to be provided to all youth adjudicated for a sex offense. Additionally, TYC would need to be provided adequate funding to be able to recruit and retain the necessary number of credentialed and qualified sex offender treatment providers.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

Juvenile sex offenders have the lowest sexual re-offense recidivism rate of any sex offenders. Structured cognitive behavior treatment provided by specially trained and licensed staff increases the chances that youth will not re-offend sexually. Success in this program and with these youth will enhance public safety and address victim concerns.

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Not applicable.

### ***Specialized Correctional Treatment - Aggression Management***

<b>Name of Program or Function</b>	<b>Specialized Correctional Treatment</b> <i>Aggression Management Program</i>
<b>Location/Division</b>	<i>McClennan County State Juvenile Correctional Facility, Mart Texas</i>
<b>Contact Name</b>	Forrest Novy, Ph.D.

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

A disproportionate number of assaults against staff and students in TYC are committed by a small percentage of youth (4%) who do not respond to traditional treatment interventions. The Aggression Management Program (AMP) is a specialized treatment dorm which houses the most aggressive youth committed to the Texas Youth Commission and provides this treatment.

The AMP is a specialized unit that provides the structure and interventions required to manage this population. The AMP provides environmental controls to protect youth and staff who are the targets of aggressive behaviors and employs interventions designed to give youth an opportunity to develop motivation and methods for controlling their aggressive behavior, thus allowing him to make progress in the TYC treatment program.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

From October 2000 through June 2007, 168 youth were enrolled in AMP and released to a non-secure residential program, parole, or discharged. To date, 120 (71%) have been released to a non-secure program or discharged and either have not returned to AMP after their first successful completion (108), successfully completed a second time (7), successfully completed on the second enrollment (2), or completed sufficient requirements to safely leave the program for population management reasons (3).

To examine the effectiveness of the program, both the assault rate prior to release and recidivism rate after release to a non-secure residential program, parole, or discharged were calculated. The assault rate was defined as assaults on staff, youth, or by threat while in a secure facility. The mean and median assault rates per month are shown in the table below.

**ASSAULT RATE PER MONTH BEFORE AND AFTER COMPLETING AMP**

	Before	After		
	120 Days	30 Days	120 Days	All Secure Days
Mean Rate	0.96	0.48	0.62	0.38
Median Rate	0.75	0	0.25	0.24

For youth successfully completing the program, both the mean and median assault rates per month were lower at all time periods after AMP compared to the 120 days before AMP. The median rate was always lower than the mean rate because 71% of the youth did not have a documented assault in the first 30 days and 36% did not have any assaults after AMP while in a secure facility. Comparing the 120 days before and after AMP, 73% of youth had a lower assault rate per month after completing AMP.

The ultimate measure of success is recidivism. Of the 168 youth released to parole or discharge, 90 had been released prior to July 1, 2005 and thus were able to be tracked for a year through the last agency recidivism cohort, which ended on June 30, 2006.

Of the 90, 66 successfully completed the AMP program and 24 had not. As described in the following table, there were differences in the one-year re-arrest rates and the one-year reincarceration rates between youth who completed AMP treatment and those who did not.

Program Completion	1 year Re-arrest Rate	1 Year Reincarceration Rate
Yes (N= 66)	69.7 %	33.3 %
No (N=24)	87.5 %	54.2 %

The difference between these groups is statistically significant for the 1-year re-arrest rate, but not for the 1-year re-incarceration rate.

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

Nationally, three to five percent of the juvenile justice population exhibit aggressive and predatory behaviors that are unresponsive to routine interventions. In FY 2002, 3% of TYC youth accounted for

33% of assaults on staff; 4% accounted for 23% of assaults on other students; a total of 22% of all assaults (against staff and students combined) were committed by 4% (162 students) of the total population.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

The AMP is designed as a last resort intervention for those youth who engage in:

1. assault resulting in substantial bodily injury (involving more than a passing discomfort or fleeting pain); or
2. an assault causing bodily injury on three separate occasions over a 90-day period and the second and third assaults were each committed after a Level I or II hearing disposition had been made for the previous assault; or
3. intentionally participated in a riot that caused bodily injury or property damage of over \$500.00; or
4. used or attempted to use either an object defined as a weapon by the *Penal Code* or an object that could be used as a weapon, which placed the victim in fear of imminent bodily injury; and,
5. when all other interventions have been attempted without successfully reducing the behavior.

It is estimated that 4% of youth committed to TYC account for at least 22% of all assaults against staff or youth.

Youth who are excluded from participating in the AMP are: 1) females; 2) youth in non-secure contract facilities; 3) youth who are eligible for transfer to the Institutions Division of the Texas Department of Criminal Justice; 4) youth who are suffering from a major emotional disturbance and/or psychiatric disorder that contraindicates admission to AMP; and 5) youth with current diagnoses of mental retardation that contraindicate admission to the AMP.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The AMP is staffed with a juvenile correctional officer staff ratio of 1:4 during the day and evening shifts, and 1:8 overnight. The 24-bed unit provides a 1:8 case manager to youth ratio and is staffed by one Ph.D. psychologist, a minimum of two teachers, one teacher's aide, at least one JCO VI, and one Program Administrator.

Youth are engaged in a 16-hour structured daily schedule, tailored for each of five stages that the youth progresses through as he demonstrates an ability and willingness to curb his aggressive behaviors. For safety reasons, no more than four (4) youth in each pod are allowed out of their rooms at a time. This practice, however, never overrides the youth's participation in scheduled activities. While in the AMP program youth are provided medical and psychiatric services, counseling, opportunities for exercise, and

education. Youth attend classes for a minimum of four hours per day with an additional two hours of individual school work provided for completion in the youths' room when safety concerns permit.

As the youth progresses in treatment and demonstrates the ability to interact with others safely, he participates in group treatment therapy, as well as specialized groups focusing on anger management, impulse control, problem-solving, and/or conflict resolution. Scheduled behavior groups are also conducted daily by juvenile correctional officers.

Family involvement and visitation is encouraged.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

Summarized in overall Specialized Correctional Treatment.

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

No other programs provide the level and intensity of aggression management treatment for youth in a secure facility.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Not applicable.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Not applicable.

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not applicable.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are required at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

**N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Not applicable.

## ***Parole Supervision***

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Parole Supervision
<b>Location/Division</b>	Central Office / Parole Division / Division of Youth Services
<b>Contact Name</b>	Gerald Garrett
<b>Actual Expenditures, FY 2006</b>	\$9,217,158
<b>Number of FTEs as of August 31, 2006</b>	119.3

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The Texas Youth Commission Parole Program plays a significant role in the Commission's correctional treatment program and continuum of care. The program is designed to:

- Increase accountability for youths returned to the community;
- Include community service activities; and to
- Enhance public, private, state, and local services for the youths and their families

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

The performance measures for this program are as follows:

**Average Daily Population: Parole (Key)**

Definition: Total youth days in parole programs during the reporting period, including youth assigned to parole who are in detention or jail, less days absent due to absconding, divided by the number of days in the reporting period.

Methodology: Data sources are automated. Parole includes all youth living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Youth referred via Interstate Compact from Texas to other states are not included. Total parole youth days is computed by counting all days youth were in a parole status, excluding those days when youth were on abscond status. Total parole youth days are divided by the number of days in the reporting period to compute average daily parole population.

FY 2006 Target: 2,882 Performance: 2,957.91 % of Target: 102.63%

**Average Daily Population: Contract Parole (Non-key)**

Definition: Average number of youth in parole programs operated by entities other than by TYC-employed parole officers during the reporting period.

Methodology: Data sources are automated. Contract parole includes all youth paroled to a county with which TYC contracts for parole services, and living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Youth referred via Interstate Compact from Texas to other states are not included. Total contract parole youth days is computed by counting all days youth were on contract parole, excluding those days when youth were on abscond status. Total contract parole youth days are divided by the number of days in the reporting period to compute average daily parole population.

FY 2006 Target: 833    Performance: 815.2                      % of Target: 97.9%

**Parole Cost Per Youth Day (Key)**

Definition: Parole cost per youth served per day.

Methodology: Parole cost per youth are computed by dividing total dollars expended for the Parole Strategy during the reporting period by Average Daily Population in Parole, and then dividing by the number of days in the reporting period.

FY 2006 Target: \$8.96    Performance: \$8.54                      % of Target: 95.31%

In addition, the effectiveness of Parole is measured by recidivism measures. Although the agency reports 4 key recidivism performance measures, these agency measures include not only youth that are released to parole, but also youth released to non-secure residential programs (such as halfway houses and non-secure contract programs) and youth discharged directly from the agency without being placed in a non-secure program. Furthermore, in looking at recidivism of youth on parole, one should include all youth placed on parole, not just those released from a secure program to parole, but also those transitioned through a non-secure residential program to parole, with the recidivism tracking starting at the time of placement to parole.

The FY 2006 recidivism rates for **all offenses** youth placed on parole were:

One-year re-arrest rate for a violent offense:	10.0%
One-year re-arrest rate for any offense:	63.6%
One-year reincarceration rate:	24.3%
Three-year reincarceration rate:	49.2%

It is important to realize that the agency measures include recidivism due to technical offenses (offenses which are parole rules but not law violations).

The FY 2006 recidivism rates for **only law violations** were:

One-year re-arrest rate for a violent offense:	10.0%
One-year re-arrest rate for any offense:	55.0%
One-year reincarceration rate:	14.4%
Three-year reincarceration rate:	39.2%

**Internal Performance Measures:**

The following performance measures were developed by the Parole Division to be used for internal performance assessments and evaluation:

- 75% of youth on parole will be engaged in constructive activity on a monthly basis. (FY 06 - 89.5%)
- Constructive Activity is defined as youth being engaged in school and / or work.



- 75% of youth on parole will complete their assigned (non-sanctioned) community service within 180 days of assignment (Official tracking system in development - tracking being completed at the local level).
- The abscond status, per location, will not exceed 5%. (FY 06 – 8.6%) Abscond is defined youth assigned to a minimum or home level restriction leaves any TYC-designated location without permission of staff and his/her whereabouts are unknown to supervising staff.
- 65% of all youth terminated from parole will complete the parole program. (FY 06 – 65.7% includes majority age)

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

1961 – The Texas Legislature established parole services as a responsibility of the Texas Youth Commission

1997 – The Administrator of Parole position was established.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

This program serves all youth released from a residential program to their home or home substitute who is still under TYC's jurisdiction, including youth placed on parole in Texas through Interstate Compact. Since these youth have come to the agency for serious offenses and many are still dangerous youth, the program affects all of the citizens and visitors to Texas, who are at-risk of being victimized by the youth placed on parole.

Of the Average Daily Population of 2,958 on Parole in 2006, 2,885 was for youth committed to TYC through the Texas juvenile courts, and 73 was from youth placed onto parole in Texas through Interstate Compact.

Parole served 6,173 unique youth at some time during the FY 06, including 5,952 committed from Texas juvenile courts and 221 placed in Texas through interstate compact. Of the 6,173 youth, 5,545 (89.8%) were male and 628 (10.2%) were female; 2,781 (45.1%) were Hispanic, 1,986 (32.2%) were African-American, 1,370 (22.2%) were Anglo, and 36 (0.6%) had other ethnicities.

Of the youth committed from Texas, 4,099 (68.9%) were General Offenders when last placed on parole, 1,201 (20.2%) were B Violent Offenders, 194 (3.3%) were A Violent Offenders, 180 (3.0%) were Firearms Offenders, 119 (2.0%) were Chronic Serious Offenders, 91 (1.5%) were Sentenced Offenders, and 68 (1.1%) were Controlled Substances Dealers. Youth transferred into Texas through Interstate Compact do not receive these classifications.

Over 50% of the parolees were released to five counties: 1,262 (20.4%) to Harris County, 674 (10.9%) to Dallas County, 545 (8.8%) to Bexar County, 418 (6.8%) to Tarrant County and 254 (4.1%) to Travis County. Nearly 50% of the interstate transfer parolees were transferred from five states: 43 (19.5%) were from Louisiana, 20 (9.0%) were from Kansas, 16 (7.2%) were from Missouri, and 15 each (6.8% each) were from California and Illinois.

TYC operates parole with TYC-employed parole officers in 22 counties, which had 4,298 (69.6% of the parolees), contracts for parole in the remaining 232 counties serving 1,763 parolees (28.6%), transferred 112 (1.8%) through Interstate Compact to another state; interstate transfers are not included in the Average Daily Population count.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

**Organizational Structure:**

The Parole Division is administered through the centrally located TYC headquarters in Austin. The Division is headed by the Director of Parole position and a Deputy Director position. The Director supervises the Interstate Compact Administrator, the Department of Sentenced Offenders (DSO), and the Project Specialist.

All communication, written and verbal, regarding youth on cooperative supervision, non-delinquent runaways, absconders, and escapees must be conducted with the Texas Interstate Compact on Juveniles (ICJ) office. The DSO department is responsible for tracking the sentenced offenders who remain in the TYC system and to liaison with the Texas Department of Criminal Justice (TDCJ) on the transfer of TYC sentenced offender youth to either TDCJ Institutional or Parole Division. The Project Specialist is responsible for the Parole Division's accountability with system processes, measurement of outcomes, and investigations of staff / public complaints.

The Deputy Director supervises the five Parole Supervisor positions who are responsible for supervising TYC parole staff in three statewide Service Areas. The Service Areas are currently being changed to regions and eventually will be supervised by Parole Regional Director positions. Contract parole is presently being supervised by the Quality Assurance Department, but will be transferred to the Parole Division on September 1, 2007. Each of the three Contract Parole Supervisor positions will be supervised by a respective Parole Regional Director. These positions supervise the staff who monitor the provisions of parole services being delivered by the contract providers. As a result of Senate Bill 103, these changes, along with others, in the organizational structure of the agency and subsequently the Parole Division will continue through FY 2008.

**Parole Function:**

Upon a youth's commitment to TYC, a parole officer is assigned to the youth. Within 20 days of the commitment, a working file is forwarded to the assigned parole officer. The parole officer is to conduct a home evaluation within 90 days of the commitment date and either approves, disapproves, or approves with objections the home placement. "Approved with objections" is used when the family or guardian refuses placement of the youth. If the youth is under age 18, this is reported to the Department of Family and Protective Services (DFPS). While the youth is in residential placement, the institutional case manager, with assistance from the parole officer, works with the family to reconsider their decision. If unsuccessful, other relatives will be sought out and if that is unsuccessful, the youth will be referred to one of TYC's contract foster care programs. If the youth is 18 or older, the youth can no longer be legally bound to be placed in the parent's home and the youth can assist with determining other placement options. All recommended placements are evaluated by the parole officer.

While the youth is in residential placement, the parole officer primarily communicates with the residential case manager in regards to the home placement. In the larger offices, periodic TYC orientations are conducted with the parents and guardians.

Unless the youth is being released on parole because of population management or legislative mandates, transition planning to parole is to begin approximately 90 days from the youth's minimum length of stay in the residential program. The case manager develops a transitional individual case plan (ICP-T ) for which the parole officer provides input in regards to referrals, services, resources, and objectives. The case manager develops the Conditions of Parole and appropriate addendums, if needed, and the parole officer provides input and any special requirements. The youth signs both documents.

When released, the youth is to contact the parole office within 24 hours to set the intake/orientation appointment. The appointment is to be scheduled within five days of the release date. During the intake process, the youth and family receive a complete orientation of the TYC Parole Program, the Grievance System, and an initial assessment. The ICP-T is again reviewed, the Conditions of Parole is updated if needed, a picture is taken, the community service site is arranged, and the contact requirements and schedule are established. If the youth is eligible for specialized aftercare or counseling, those appointments are arranged.

Youth report as required and the parole officer also conducts field visits at the school, job, home, and community service sites. After the first 30 days of placement, the youth is assessed by the parole officer and an ICP-P (Parole) is developed. Based on the youth's performance on the ICP-T objectives and compliance with the Conditions of Parole, the youth may be moved to a lower surveillance level which will decrease the number of minimally required contacts. Even though the youth are routinely in contact with the parole officer, once off of the intensive surveillance level, the youth are formally assessed every 90 days or as needed.

If the youth violates the Conditions of Parole, the parole officer conducts a due process Level III hearing. The hearing is documented and an approved sanction is levied based on the severity of the violation. The youth has the right to appeal. If the youth's actions and behavior do not change, a parole officer may call a due process Level II hearing which could result in the youth being placed in a medium restriction facility. The youth is represented by an advocate and has the right to appeal. If the violations are evaluated as chronic and places the youth and/or the public at risk, a due process Level I (revocation) hearing is conducted which could result in the youth being placed in a high restriction, secure facility. This hearing is conducted by a Hearing Examiner (TYC attorney) and the youth is represented by an outside defense attorney. The youth has the right to appeal the decision, which is reviewed by a TYC appeals attorney.

If the youth commits a law violation and the violation falls within the juvenile jurisdiction, the youth may be revoked by TYC or recommitted to TYC by the county. If the violation falls with the adult jurisdiction, TYC defers to the adult system until there is a final disposition.

Once the youth meets all of the following criteria for discharge from TYC: minimum length of time; minimum surveillance level; engaged in constructive activity; achieved ICP and assessment objectives; and, has no pending law violations, the parole officer will recommend discharge to the supervisor. The supervisor may request a staffing if the youth is a high risk/profile case to insure all areas have been addressed. Once approved, the official notification is forwarded to the committing court within ten days of the projected discharge date. Once the youth is discharged, it is entered into the TYC Correctional Care System and a Discharge Certification is forwarded to the youth.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

FUNDING SOURCE	AMOUNT
General Revenue	\$9,216,791.72
Appropriated Receipts	\$366.00
<b>Total</b>	<b>\$9,217,157.72</b>

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

**Texas Juvenile Probation** – probation officers provide field supervision, surveillance and service delivery for youth involved in the juvenile justice system on probation status until the majority age of 18. Probation is a sanction that is available to the county through the local juvenile court which mandates community supervision.

**Texas Youth Commission (TYC) Parole** – parole officers provide field supervision, surveillance and service delivery for youth involved in the juvenile justice system on parole status until the majority age of 19. Youth are adjudicated through the juvenile courts as delinquent and committed to the care, custody and supervision of the state of Texas through the TYC. TYC provides parole supervision as noted in the Human Resource Code: *The commission may employ parole officers to investigate, place, supervise, and direct the activities of a parolee to ensure the parolee's adjustment to society in accordance with the rules adopted by the commission.*

**Texas Department of Criminal Justice (TDCJ) Parole Division** – parole officers provide field supervision, surveillance and service delivery for adults involved in the criminal justice system on parole status until the expiration of their sentence. More responsibility is placed on the parolee for accessing services and resources. The adult parolees are more accountable for their personal care and well being than with systems serving youth.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Historically, when a youth is committed to TYC, any existing juvenile probation status is deferred to the care, custody and supervision of TYC. While on TYC parole, youth may commit a new offense, and if the county chooses, it can recommit the youth to TYC on the new offense. The youth follows the process of a new commitment, but his/her delinquent history remains in tact and the most serious offense is used when conducting evaluations and assessments on the youth.

If a TYC youth on parole commits a new law offense and is either sentenced to adult prison or placed on adult probation, the youth is discharged from TYC.

The Texas Youth Commission's Workforce Development Programs (WDP) division has, since its inception in 1996, worked with partner state agencies and community-based organizations to enhance re-entry/transition services to our youth once released to parole status in an effort to ensure a positive and successful transition into their communities.

Project RIO-Y funds are received through the Texas Workforce Commission (TWC) annually in the form of a grant award. These funds are for the provision of the Project RIO-Y program and related workforce services to TYC youth who are 16 years of age or older and who volunteer to participate in the program.

In addition, the Texas Youth Commission enters into a non-financial agreement, annually, that is between TYC, TWC, TDCJ and Windham Schools. This agreement defines the responsibilities of the participating parties and includes the development of a comprehensive strategic plan to further encourage the agencies to work together to provide services to all ex-offenders while incarcerated and once transferred to parole.

### **Memorandums of Understanding (MOU)**

The MOUs with the local workforce boards, 28 state-wide, are to define the responsibilities of both parties and those of the contractor's utilized by the local workforce boards in the daily operations of their workforce centers for the provision of Project RIO and related employment and or training services to TYC youth released to parole status or placed in a halfway house.

#### **Active:**

- Capital Area Workforce Development Board (City of Austin & Travis County)
- Lower Rio Grande Valley Workforce Development Board (Hidalgo, Starr & Willacy Counties)

#### **Pending Renewal:**

- Alamo Workforce Development Board (Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, and Wilson Counties)
- Cameron County Workforce Development Board (City of Brownsville & Cameron County)

#### **In Negotiation/Process:**

Panhandle Workforce Development Board (Armstrong, Briscoe, Carson, Castro, Childress, Collingsworth, Dallam, Deaf Smith, Donley, Gray, Hall, Hansford, Hartley, Hemphill, Hutchinson, Lipscomb, Moore, Ochiltree, Oldham, Parmer, Potter, Randall, Roberts, Sherman, Swisher, and Wheeler Counties)  
Coastal Bend Workforce Development Board (Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, McMullen, Nueces, Refugio, and San Patricio Counties)  
East Texas Workforce Development Board (Anderson, Camp, Cherokee, Gregg, Harrison, Henderson, Marion, Panola, Rains, Rusk, Smith, Upshur, Van Zandt, and Wood Counties)  
South East Texas Workforce Development Board (Hardin, Jefferson and Orange Counties)  
Gulf Coast Workforce Development Board (City of Houston and Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, Walker, Waller, and Wharton Counties)  
Golden Crescent Workforce Development Board (Calhoun, DeWitt, Goliad, Gonzales, Jackson, Lavaca, and Victoria Counties)

Additional Workforce Development Program (WDP) initiatives include an MOU with the Austin based SkillPoint Alliance organization for assistance in the provision of transportation for youth on parole at the Austin District Office (ADO). SkillPoint Alliance is a 501(c)3 nonprofit organization that builds partnerships among industry, education and the community, leading to college and career success for Central Texans, while meeting employers' needs for a qualified workforce.

Another effective MOU is with the George Gervin Youth Center, Inc., a 501(c)3 nonprofit organization, (pending renewal) in San Antonio for the provision of building trades training, GED and/or a high school diploma and supportive services to youth assigned to parole supervision and or the Ayers Halfway House in San Antonio. The building trades courses consist of long-term and short-term certificate programs. Youth assigned to the long-term program will be enrolled in Youth Build. Youth assigned to the short-term training will be enrolled in the Future Builders Program.

### **Collaboration and Involvement**

WDP staffs interact with TYC Halfway Houses, Parole and contract parole as liaisons between the parole offices and the local workforce centers to ensure that the needs of TYC youth transitioning back into their communities are met. WDP staffs regularly attend meetings of the Parole Supervisors and Halfway House Administrators.

This collaboration includes the establishment of connectivity with TWC as mandated in House Bill 2837 (Regular Session, 79<sup>th</sup> Regular Legislative Session). TYC Workforce Development Programs (WDP) and Information Resource Development (IRD) staffs worked with TWC to develop and implement data sharing activities between our agencies. Data entered into the web-based system by the Workforce Development Counselors within the facilities and the Parole Officers in the District Offices are sent via FTP (File Transfer Protocol) files on a daily basis to TWC. That data is then imported into their TWIST system and made available to local Workforce Center's staffs around the state.

In addition, there is a Workforce Development Transition Specialist (WDTS) stationed at the Austin District Office. This position works to ensure that the needs of youth who need employment or training assistance are referred to the local workforce centers and or community based organizations for those services. Six additional WDTS FTEs, funded as an exceptional line item request in the 80<sup>th</sup> Regular Legislative Session, will allow for the expansion of this position into TYCs major metropolitan Parole District Offices.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

**Local Law Enforcement:** Local law enforcement agencies assist parole by picking up and detaining youth on TYC Directives to Apprehend. They provide emergency aid if a youth becomes violent or out of control while in the presence of a parole officer and will assist with secure transports when needed and available.

Parole staff partner with law enforcement through participation in local gang initiatives and information sharing. Several locations participate on the Mayor's Gang Task Force.

**Juvenile Probation:** TYC currently has 38 contracts with **county** juvenile probation departments to provide parole supervision for TYC youth in rural and outlying areas across the state. TYC parole has several satellite offices and alternative reporting sites in local juvenile probation offices statewide. TYC parole participates on the Joint Strategic Planning Committee with the Texas Juvenile Probation Commission. Annually, TYC parole staff present at trainings and conferences conducted to Juvenile Probation staff.

**Other State Agencies:** TYC parole collaborates with other state agencies to identify and provide services and resources to youth on parole and to their families. Collaborative agencies include:

Department of Family and Protective Services (DFPS)  
Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)  
Texas Workforce Commission (TWC)  
Texas Education Agency (TEA)  
Department of Assistive and Rehabilitative Services (DARS)  
Texas Department of Mental Health Services (TDHS)  
Department of Health and Human Services (DHHS)  
Texas Juvenile Probation Commission (TJPC)

Statewide, the Community Resource Coordination Groups (CRCG) are the primary method used to staff cases and designate agencies to provide specific services.

**K. If contracted expenditures are made through this program please provide:**

- **the amount of those expenditures in fiscal year 2006;**
- **the number of contracts accounting for those expenditures;**
- **a short summary of the general purpose of those contracts overall;**
- **the methods used to ensure accountability for funding and performance; and**
- **a short description of any current contracting problems.**

**Parole Contracts: Purpose is to have the contracted provide conduct the parole supervision of youth in rural areas which is more cost effective in travel, time, and funding then having a TYC parole officer provide the supervision.**

- A formal process is in place for monitoring the quality of service delivery based on a schedule of monitoring visits throughout the year which review the following areas: Intake Assessment, Chronological Records, Individual Case Plans, Conditions of Parole, Phase Assessments, Constructive Activity, Home Evaluations and Discharge packets. An annual review is also conducted to review the overall quality of delivery for the year.
- Quality Assurance Specialists are assigned certain contractors and must approve or participate in significant decisions regarding TYC youth on parole.
- A formal process is in place for reconciling invoices from contractors with information in TYC's Correctional Care System

One primary issue: The counties and the private provider under current contract state that the reimbursement rate is too low for what is being required; however, TYC has budget constraints.

**Counseling Contracts for TYC youth on Parole: Purpose is to providing treatment services to eligible youth on parole**

- Desk reviews and site visits are conducted to monitor the quality of service delivery
- Contractors are required to provide sign in sheets and other information to parole officers at least monthly
- A formal process is in place for reconciling invoices from contractors with information in TYC's computer system

In regards to the counseling contracts, there is a challenge in attracting and keeping qualified contractors who will work with TYC youth in rural areas of the state. In urban areas, while there are a larger number of qualified contractors, the difficulty is to find qualified contractors who are willing to work with TYC youth and whose location is convenient for TYC youth to attend counseling.

**Intensive Surveillance and Supervision (ISS) Contract: Purpose is to provide additional surveillance and supervision to high risk/profile offenders primarily after hours, holidays, and weekends.**

- Contractor provides documentation to the parole officer regarding the status of their youth and routinely present in staff meetings to report on the status of each youth assigned to the respective location(s).
- Desk reviews and site visits are conducted to monitor the quality of service delivery
- A formal process is in place for reconciling invoices from contractors with information in TYC's computer system

One problem is the ISS program has been reduced to primarily only providing surveillance and minimal supervision. Assisting youth with brokering services and conducting groups was dropped due to the quality of the service and the budget constraints to continue to fund these services.

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

During the 80<sup>th</sup> Regular Legislative Session, Senate Bill 103 significantly changed the operations and structure of the Texas Youth Commission. In concert with these changes, parole is also currently under review and revision. A Parole Redesign Project has been established and is in the initial stages of being implemented.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

The Parole Redesign Project was initiated on August 31, 2007. The Project includes initiatives that will be addressed by separate teams and work plans. The initiatives currently include but are not limited to:

- *Parole Risk Assessment* – Initial / Follow-up
- *Youth in Placement/Transition* – Referrals / Reentry issues / Transition Planning / Conditions of Parole / Parole Officer Contacts and Involvement / Family Involvement / Step Down Programming (Release Program)
- *Intake* - Youth Orientation / Parent Orientation and Support Groups / Interfacing with Family Involvement Coordinators / Youth with Special Needs / Assessment
- *Surveillance and Supervision* - Reporting Requirements / Alternative Reporting Sites / Requirements / Types of Surveillance / Minimum Length of Time on Parole / Levels / Electronic Monitoring or GPS / Intensive Surveillance and Supervision (ISS)
- *Community Reintegration* - Treatment and Case Management – Constructive Activity – Education and Workforce / Community Service / Volunteers and Mentors Assessments / Incentives and Disincentives / Assessment and Case Plan development / Brokering and Tracking Services / Specialized Caseloads (Note: This team should work directly with Cris Burton to interface with the currently approved Interim Treatment Program)
- *Sanctions / Due Process* – Progressive / Technical Violators / Hearings/ Intermediate Sanction Programs



- *Discharge* – Criteria / Process / Review / Notification
- *Accountability* - Performance Measures / Management Indicators / Parole Activity Reports / Data and Document Verification / Program Evaluations / Contracted Services Monitoring

## Youth Rights Division

**A. Provide the following information at the beginning of each program description.**

<b>Name of Program or Function</b>	Youth Rights Division, Texas Youth Commission
<b>Location/Division</b>	Administrative offices and permanent record storage are located within 4900 N. Lamar in Austin, TX. Field staff, including Youth Care Investigators and Youth Rights Specialists are located within TYC facilities and district offices.
<b>Contact Name</b>	Mary Strong
<b>Actual Expenditures, FY 2006</b>	
<b>Number of FTEs as of August 31, 2006</b>	30

**B. What is the objective of this program or function? Describe the major activities performed under this program.**

The Youth Rights Division advocates for the constitutional and statutory rights of children and parents or guardians served by the Texas Youth Commission (TYC) It provides administrative investigation of youth grievances submitted primarily through the TYC Hotline or facility located grievance forms, and additionally through any other source (Youth Advocacy groups, letters from parents/families of TYC students, inquiries from governmental authorities, etc.). The Youth Rights Division immediately refers allegations of mistreatment of TYC students and potential criminal activity to local law enforcement and the Office of Inspector General's office for priority follow-up.

**C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.**

Since its implementation, the TYC Hotline as well as procedural changes in the youth grievance system has resulted in an unprecedented volume of reports from student and other sources, which indicate the program has accomplished its goal of accessibility and greater utilization for those desiring to make their grievances known. Because the volume has been so great, the Youth Rights Division now struggles with a case backlog and consequently is currently exploring methods to streamline and expedite case processing, to include job-task analyses and a time study to identify the possible need for increased staffing. Performance measures are in the early stages of development at the present time.

**D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.**

There are two significant changes impacting how the Youth Rights Division (allegations of mistreatment and other grievances) operates as opposed to previous years. First, the Governor appointed conservator and acting Executive Director of the Texas Youth Commission have implemented wide-ranging policies and procedures to make internal operations, including the processing of youth grievances and allegations of abuse or mistreatment, transparent to all its stakeholders. Secondly, TYC now has in place an internal and independent law enforcement (Office of Inspector General) function which has identification, investigative and interdiction authority in grievances and incidents involving criminal offenses. Together, these changes reflect the agency's operational openness, and nonexistent tolerance for any neglect, mistreatment or malfeasance with regard to the care of youth in TYC.

**E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.**

The Youth Rights Division is a primary advocate in the juvenile justice process for youth and for their parents/guardians. Disposition of administrative investigations of grievances can and do affect decisions regarding the minimum length of stay for youth, how behavior of both students and staff is managed, and can initiate improvements in both facility and procedural operations. Although the pertinent job descriptions along with their required minimum qualifications are currently under review, investigative staff, youth rights specialists and all members of the management team have the knowledge, skills and abilities to perform the essential functions of the division. In nearly every instance, this includes an undergraduate degree, or higher, in a related field of expertise and extensive experience.

**F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.**

The Youth Rights Division organizational chart, which can be found within the Legislative Progress report of August 13, 2007, reflects the line of authority for the division to be within just two steps of the office of the Executive Director itself. This facilitates greater visibility and involvement of the executive level of management in the day-to-day operations of the division. Field staff are located within the state schools and regional offices of TYC and are in close, visible contact with students and staff. The activities of field staff (Youth Care Investigators and Youth Rights Specialists) are managed through one supervisory level between them and the division director. The division's services are both direct on the facility level and coordinated with all other agency functions on the centralized managerial level in order to provide swift, professional grievance case investigation and disposition.

**G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

**H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.**

Senate Bill 103 established the Offices of the Inspector General and Ombudsman, both of which provide additional services to protect the rights of the youth.

**I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Youth Rights Division works in cooperation with these offices.

**J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.**

Not Applicable

**K. If contracted expenditures are made through this program please provide:**

- the amount of those expenditures in fiscal year 2006;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Not Applicable

**L. What statutory changes could be made to assist this program in performing its functions? Explain.**

No statutory changes are identified at this time.

**M. Provide any additional information needed to gain a preliminary understanding of the program or function.**

None.

### VIII. Statutory Authority and Recent Legislation

**A. Fill in the following chart, listing citations for all state and federal statutes that grant authority to or otherwise significantly impact your agency. Do not include general state statutes that apply to all agencies, such as the Public Information Act, the Open Meetings Act, or the Administrative Procedure Act. Provide information on Attorney General opinions from FY 2003 - 2007, or earlier significant Attorney General opinions, that affect your agency's operations.**

TEXAS YOUTH COMMISSION EXHIBIT 13.1: STATUTES	
Citation/Title	Authority/Impact on Agency
Texas Human Resources Code, Chapter 61	Enabling authority for TYC
Texas Family Code, Chapter 51	General provisions of the juvenile justice code
Texas Family Code, Chapter 52	Referrals to juvenile courts
Texas Family Code, Chapter 53	Judicial proceedings, including adjudication to TYC
Texas Family Code, Chapter 57	Rights of victims
Texas Family Code, Chapter 58	Youth records, sealing, photographs, fingerprints, juvenile justice information system
Texas Family Code, Chapter 59	Progressive sanctions
Texas Family Code, Chapter 60	Interstate Compact on Juveniles
Texas Family Code, Chapter 261	Investigation or report of child abuse or neglect
Texas Government Code, Chapter 531.055	Establishes the Community Resource Coordination Groups and requires memorandum of understanding

<b>TEXAS YOUTH COMMISSION EXHIBIT 13.1: STATUTES</b>	
<b>Citation/Title</b>	<b>Authority/Impact on Agency</b>
Texas Education Code, Chapter 21.402	Minimum salary schedule for certain teachers.
Texas Education Code, Chapter 30.101	Provides the state the available school fund apportionment to children committed to the Texas Youth Commission.
Texas Education Code, Chapter 30.102	Provides TYC the available school fund apportionment based on average daily attendance.
Texas Education Code, Chapter 30.103	Requires TYC, Texas Workforce Commission and and the Texas Workforce Investment Council to adopt a memorandum of understanding that establishes the respective responsibility of those entities job training and employment assistance programs to TYC youth.

<b>TEXAS YOUTH COMMISSION EXHIBIT 13.2: ATTORNEY GENERAL OPINIONS</b>	
<b>Attorney General Opinion Number</b>	<b>Impact on Agency</b>
During the time period specified, TYC sought and received 64 opinions from the Attorney General; all related to various Open Records Requests.	

**B. Provide a summary of recent legislation regarding your agency by filling in the chart below or attaching information already available in an agency-developed format. Briefly summarize the key provisions. For bills that did not pass, briefly explain the key provisions and issues that resulted in failure of the bill to pass (e.g., opposition to a new fee, or high cost of implementation).**

**HB 280 (Rep. Jerry Madden) Effective 6/15/07**  
Amends the Government Code to make juvenile correctional officers employed by the Texas Youth Commission eligible for the firefighter and law enforcement or security officer home loan program.

**HB 425 (Rep. Jerry Madden) Effective 6/15/07**  
Amends the Education Code to require the commissioner of education, in coordination with the Texas Juvenile Probation Commission and the Texas Youth Commission, to determine the instructional requirements for educational services provided by a school district or open-enrollment charter school in certain secure juvenile detention or correctional facilities. The requirements must ensure that courses are offered to enable a student to complete high school graduation requirements. The bill also requires that standards be established for ensuring security in the provision of education services in the facilities and access to education services for the children.

**HB 914 (Rep. Jerry Madden) Effective 6/15/07**  
Establishes Office of Inspector General (OIG) within TYC. Authorizes the OIG to employ and commission

TCLEOSE certified peace officers to serve as inspectors general to investigate fraud committed by TYC employees, including contracted parole officers, and crimes committed in TYC-operated facilities or in contracted residential facilities.

**HB 921 (Rep. Dianne Delisi)**

**Effective 6/15/07**

Requires the Department of Information Resources (DIR) and the Texas Health Policy Council to establish standards for secure electronic sharing of information among state agencies. Provides initial focus of the interagency information sharing system on the continuity of care for youth being admitted to or discharged from TYC facilities.

**HB 1111 (Rep. Sylvester Turner)**

**Effective 6/15/07**

Amends Sec. 61.0763, Human Resources Code, to require TYC to maintain records regarding research programs or studies to include the number of youth participating, the type of research or study in which each youth is participating, the name of the principal investigator conducting the research or study, and the entity sponsoring the research or study. TYC would submit a public report of this information to the Governor, the Lieutenant Governor, the Speaker of the House of Representatives, and members of the legislature periodically.

**HB 1960 (Rep. Solomon Ortiz, Jr.)**

**Effective 9/01/07**

Includes the youth and youth's parents or guardian to the list of persons who can inspect or copy a youth's files. In cases where there are multiple juvenile offenders, the youth or youth's parent or guardian is authorized to have access to the record or file only after the names of other juvenile offenders have been redacted.

**HB 2034 (Rep. Kirk England)**

**Effective 9/01/07**

Relates to the regulation of sex offender treatment providers. This bill clarifies and tightens language from HB 2036 from the 79<sup>th</sup> Regular Legislative Session, which created a protected practice for sex offender treatment providers. Only licensed persons can provide sex offender treatment.

**HB 2884 (Rep. Harold Dutton)**

**Effective 9/01/07**

While this bill pertains mostly to new requirements of Texas Juvenile Probation Commission, of interest is the requirement for juvenile court judges to post on the county website in which they are located certain information about youth committed to TYC without personally identifying youth information. This bill impacts TYC operations by eliminating the 36 months age limit on infants in our WINGS program, limiting the amount of time a child can be in the program to no more than six months.

**HB 2918 (Rep. Carl Isett)**

**Effective 9/01/07**

Relates to state information technology contracting and procurement practices. Eliminates redundancies in authority for information technology purchases. Streamlines and clarifies information technology purchase methods.

**HB 3295 (Rep. Joe Driver)**

**Effective 6/15/07**

Relates to the DNA samples taken from certain offenders. This bill requires TYC to notify the director that a youth who is held in a facility operated by or under contract with TYC as a felon should be released from custody not earlier than the 120<sup>th</sup> day before the individual's release.

**HB 3309 (Rep. Valinda Bolton)**

**Effective 6/15/07**

Adds advocacy and support groups for victims of sexual assault to the list of individuals, groups, and organizations that TYC shall allow to provide services in its facilities. This bill requires TYC to adopt certain procedures and standards to ensure confidential correspondence between children confined in TYC and advocacy and support groups.

**HB 3430 (Rep. Mark Strama)**

**Effective 10/01/07**

Creates a single searchable central database on Texas Online containing information on all state expenditures.

**SB 9 (Sen. Florence Shapiro)**

**Effective 6/15/07**

Relates to the dissemination of criminal history record information for certain purposes, including the certification and employment of educators and other public school employees who engage in certain misconduct.

**SB 12 (Sen. Kip Averitt)**

**Effective 6/08/07**

Relates to programs for the enhancement of air quality, including energy efficiency standards in state purchasing and energy consumption.

**SB 103 (Sen. Juan Hinojosa)**

**Effective 6/08/07**

This legislation provides for major reforms for the agency, requiring TYC to:

- Discharge all 19 year olds, as soon as practicable. 19 year old sentenced offenders will be discharged to TDCJ parole or institutional division
- Discharge non-sentenced offenders 19 years or over. Most of these youth will be discharged to their homes. For those youth who are 19 but who have been abandoned or have no home to go home to, we are working hard to find other options, including shelters, friends, extended family, etc.,
- Become an at-will agency. That means employees are employed on an at-will basis and do not require a reason to be terminated
- Provide at least 300 hours of training, including on-the-job training before juvenile correctional officers begin the independent oversight of the youth
- Maintain a ratio of not less than one juvenile correctional officer performing direct supervisory duties for every 12 persons committed to the facility
- Rotate the assignment of each JCO at an interval determined by TYC
- Allow certain advocacy and support groups on campus to provide on-site information, support, and other services to the youth
- Establish a permanent, toll-free number for the purpose of receiving any information concerning the abuse, neglect, or exploitation of children in the custody of the commission
- Consider the proximity of the residence of the child's family in determining the appropriate commission facility in which to place the child
- Establish a minimum length of stay for each child committed to the commission without a determinate sentence
- Adopt a zero-tolerance policy concerning the detection, prevention, and punishment of the sexual abuse, including consensual sexual contact of children in the custody of the commission
- Integrate the provision of medical care and behavioral health care in a comprehensive delivery system
- Develop a parent's bill of rights for distribution to the parent or guardian of a child who is committed to TYC
- Develop an extensive reentry and reintegration plan for each child
- Establish a panel whose function is to review and determine whether the child who has completed his MLOS should be discharged, released under supervision, or remain in TYC custody.

**SB 230 (Sen. Chris Harris)**

**Effective 6/16/07**

This bill requires a juvenile probation or parole officer to notify the superintendent or his designee when a student transfers to a school other than the one he was enrolled in at the time of his arrest, referral to juvenile court, conviction, or adjudication. The superintendent of a public school or principal would promptly notify teachers and support staff who have regular contact with the student.

**SB 608 (Sen. Rodney Ellis)**

**Effective 9/01/07**

Prohibits a state agency from accepting bids or awarding contracts to persons or businesses that have been involved in contract violations or have been assessed penalties with regard to federal contracts awarded for restoration efforts with regard to Hurricane Katrina, Hurricane Rita, or any other natural disaster occurring after September 24, 2005.

**SB 737 (Sen. Thomas Williams)**

**Effective 09/01/07**

Removes the \$300 a month cap on hazardous duty pay for employees who have served the State of Texas for more than 30 years, allowing them \$10 a month per year served.

LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION			
Bill Number	Author	Summary of Key Provisions	Reason the Bill Did Not Pass
HB 62	Leibowitz	The bill would amend the Code of Criminal Procedure by prohibiting a registered sex offender whose victim was younger than 14 years of age, or a registered sex offender who is civilly committed, from residing within 1,000 feet of a public or private school campus.	Left pending in House Criminal Jurisprudence.
HB 105	Riddle	Requires DPS to maintain a computerized central database containing information regarding persons who: 1) have been convicted or received deferred adjudication for certain aggravated violent offenses under the Code of Criminal Procedure, Article 42.12, Section 3g and 2) under the parameters of the deferred adjudication were discharged, paroled, placed in a non secure juvenile community program, or placed on juvenile probation, community supervision or mandatory supervision.	Withdrawn from schedule.
HB 138	Strama	Upon enrollment, would require the superintendent or designee to immediately place registered sex offenders disciplinary alternative education programs. .	Referred, but not heard in House Public Education.
HB 165	Raymond	Would prohibit sex offenders from entering the premises of a public park without immediately notifying a law enforcement agency with jurisdiction over the park.	Left pending in House Criminal Jurisprudence.
HB 173	Raymond	Would allow, but not compel, a judge to order screening for chemical dependency in juveniles in the juvenile justices system. If the juvenile was found to suffer from a chemical dependency, C.S.H.B.173 would require the probation department to refer the juvenile to the appropriate mental health agency.	Left in House Calendars.
HB 279	Madden	The bill would amend the Occupations Code to expand the continuing education requirements for a licensed chemical dependency counselor.	Referred, but never heard in Public Health.
HB 289	Delisi	The bill would have enhanced the role of faith- and community-based organizations in forming partnerships with state agencies.	Left in Senate Health and Human Services.
HB 427	Madden	This bill would require the Department of Criminal Justice (TDCJ) and the Youth Commission (TYC) to	Left in House. (Certain



Statutory Authority and Recent Legislation

<b>LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION</b>			
<b>Bill Number</b>	<b>Author</b>	<b>Summary of Key Provisions</b>	<b>Reason the Bill Did Not Pass</b>
		reimburse certain expenses incurred by counties when prosecuting criminal offenses committed on property owned or operated by TDCJ or TYC, or committed by or against a person in the custody of TDCJ or TYC while the person is performing a duty away from TDCJ or TYC property	components were rolled into SB 103.)
HB 509	Harless	Would prohibit certain registered sex offenders from enrolling in public school and require them to attend disciplinary alternative education programs or juvenile justice alternative education programs.	Referred but never heard in House Public Education.
HB 775	Dutton	Bill would require that for each quarter, a juvenile court judge post a report on their county internet website, the total number of youth committed to the Texas Youth Commission by judge, including the youth's year of commitment, age, race and gender.	Left on House general state calendar.
HB 777	Dutton	Bill would allow a judge to dictate the youth's length of stay at the TYC by ensuring that a youth committed to the TYC is given a date specific on or before the youth's 21 <sup>st</sup> birthday by which the child must be discharged from TYC custody. Additionally, H.B.777 would ensure that an independent and impartial state agency would conduct investigations of reports of abuse in TYC facilities to create a safe environment for youth and staff of the Texas Youth Commission.	Referred, but not heard in Senate Criminal Justice. Many of the bill's components were rolled into SB 103.
HB 920	Eissler	This bill was intended to clarify and strengthen the law relating to placement by public schools of students who are registered sex offenders and the notification requirements concerning certain offenses committed by students.	Left in House Calendars.
HB 940	Delisi	Relating to providing behavioral health services and the Mental Health Transformation Project.	Referred, but not heard in House Public Health.
HB 958	Bonnen	This bill would require sex offenders entering school premises during standard operating hours to provide notification of their registration status and allow the school to provide a chaperon to accompany them.	Referred, but not heard in Senate Criminal Justice.
HB 1546	Laubenberg	Relating to the authority of a psychologist to delegate certain acts to a person under the psychologist's supervision.	Referred, but not heard in House Public Health.
HB 1756	Madden	C.S.H.B.1756 would have removed the ability of counties to commit youth to the Texas Youth Commission for misdemeanor law violations. Moreover, C.S.H.B.1756 would require the removal of all youth once they have reached the age of 19, from the Texas Youth Commission custody. Furthermore, the youth would either be discharged from the custody of the Texas Youth Commission or	Postponed on the second reading in the House; most elements of the bill were rolled into SB 103.

Statutory Authority and Recent Legislation

LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION			
Bill Number	Author	Summary of Key Provisions	Reason the Bill Did Not Pass
		placed in the custody of the Texas Department of Criminal Justice.	
HB 1814	Macias	C.S.H.B. 1814 establishes a character education and training pilot program in two commission facilities and requires the commission to conduct a study on the program's effect.	Left in House Calendars.
HB 2152	Bohac	The substitute for House Bill No. 2152 requires chemical dependency treatment facilities operating within 1,000 feet of residential property, a primary or secondary school, a public park, public recreation areas, a church or synagogue, or any other place of worship, to provide certain forms notification.	Left on House general state calendar.
HB 2335	Castro	Relating to the operations of the Texas Youth Commission.	Referred, but not heard in House Corrections. Many of the bill's elements were rolled into SB 103.
HB 2340	Dunnam	The bill would amend Title 3, Human Resources Code by placing TYC under conservatorship and directing the governor to appoint a permanent conservator not later than the tenth day after the effective date of the bill.	Left pending in House Corrections.
HB 2512	Dutton	The bill would limit the maximum capacity of TYC to 3,000 youth, including youth housed in TYC-operated facilities, halfway houses, and contract programs, unless the governor provides approval to exceed the maximum capacity. TYC would be required to confine no more than 100 youth in each community-based facility, would be required to operate community-based facilities in counties with a population of at least 600,000, and could operate a community-based facility in any other county. A youth would be required to be confined in a TYC facility in the county in which he resides, or if no TYC facility exists in the county in which the youth resides, he must be confined in the facility nearest the county in which the youth resides. TYC would be required to transfer to the Department of Criminal Justice (TDCJ) any facility designed to house more than 100 youth not later than September 1, 2008.	Left pending in House Corrections.
HB 2686	Haggerty	The bill would amend Title 3, Human Resources Code by placing TYC under conservatorship and directing the governor to appoint a permanent conservator not later than the tenth day after the effective date of the bill.	Reported favorably from committee.
HB 2688	Haggerty	The bill would amend the Occupations Code as it relates to the requirement to be licensed as a sex	Left pending in House

Statutory Authority and Recent Legislation

LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION			
Bill Number	Author	Summary of Key Provisions	Reason the Bill Did Not Pass
		offender treatment provider.	Corrections.
HB 2807	Madden	<p>CSHB 2807 adds TYC inspectors general to the list of persons considered peace officers and requires the TYC to establish an office of inspector general. The bill also requires the state to reimburse counties for expenses related to the prosecution of crimes committed on property owned or operated by or under contract with the TYC, gives counties the authority to request that the Special Prosecution Unit prosecute offenses that are committed on TYC property, and establishes an Office of Independent Ombudsman to make available third party, confidential reporting for TYC youth and employees. This bill also aims to reduce the number of youth committed to the TYC by prohibiting placement of misdemeanants in the TYC and reducing the age limitation from 21 to 19 years of age.</p> <p>This bill provides that Juvenile Correctional Officers shall receive 300 hours of training before they undertake guarding duties and will face more rigorous criminal background checks before employment. The TYC will have one guard supervising every 12 youths, and age will be a significant factor when assigning officers to supervise youths.</p> <p>Under CSHB 2807, courts will no longer send children to the TYC for misdemeanors. A minimum length of stay shall be given to each youth admitted to the TYC with an indeterminate sentence. Long-term rehabilitation plans, reviewed at least every six months, will be created for each youth and a quarterly report will be sent to the youths' parents or guardians. For the first time, the TYC will be required to create a Parent's Bill of Rights.</p>	SB 103 considered in lieu of HB 2807; HB 2807 laid on the table. Many of the elements of the bill were rolled into SB 103.
HB 3034	Turner	This bill would require the executive director of TYC to adopt policy to provide merit pay for an employee who is a licensed chemical dependency counselor or who has at least two years of experience in chemical dependency counseling and is a licensed social worker, professional counselor, physician, or psychologist and has repaid a student loan owed by the person.	Left pending in House Appropriations Subcommittee on Criminal Justice.
HB 3206	Turner	The bill would establish an advisory committee to develop a plan to move the Texas Youth Commission toward a regionalized structure of smaller facilities and more diversified treatment and placement options.	Left pending in House Corrections.
HB 3330	Haggerty	The bill would provide for benefit provisions under the	Left pending in

<b>LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION</b>			
<b>Bill Number</b>	<b>Author</b>	<b>Summary of Key Provisions</b>	<b>Reason the Bill Did Not Pass</b>
		Law Enforcement and Custodial Officers Supplemental (LECOS) Retirement plan to include certain juvenile correctional officers employed at the Texas Youth Commission.	House Pensions and Investments.
HB 3521	Bolton	CSHB 3521 addresses the need for increased safety of the children committed to TYC facilities by protecting employees who choose to speak out; establishing guidelines by which youth are supervised; allowing TYC to access the criminal history record information of employees; and requiring the posting of signs with information about the committed children's rights at all TYC facilities.	Referred, but not heard in Senate Criminal Justice.
HB 3625	Bolton	Relating to background and criminal history checks and for certain state employees who interact with children or supervise persons who interact with children.	Referred, but not heard in House Law Enforcement.
HB 3637	Turner	The bill would revise the Government Code and require TDCJ, TWC and the Texas Youth Commission (TYC) to adopt a memorandum of understanding that establishes the respective responsibilities of each agency and of the divisions within TDCJ. The memorandum of understanding between TDCJ and TWC requires establishing the roles of TDCJ's correctional institutions, community justice assistance and the parole divisions in the reintegration of offenders into the labor force. The memorandum of understanding between TYC and TDCJ also requires establishing the roles of the institutional and community services division of the TYC and the role of TDCJ.	Left pending in House Corrections.
HB 3639	Turner	The bill would add Chapter 512 to the Government Code, which would create an independent Office of Inspector General for the purpose of conducting audits of policies and procedures and investigating allegations of sexual abuse, physical and psychological abuse within facilities controlled or contracted by the Department of Criminal Justice (TDCJ) and the Youth Commission (TYC).	Left pending in House Corrections.
HB 3701	Miles	The bill would add Chapter 64 to Title 3 of the Human Resources Code, which would establish an office of independent ombudsman in the Youth Commission (TYC) for the purpose of investigating and securing the rights of youth in TYC.	Reported favorably as substituted, not scheduled for floor.
HB 3952	Van Arsdale	The bill would repeal Section 61.012 (a), Human Resources Code, eliminating language that allows the governor to appoint a seven-member governing board for the Youth Commission (TYC).	No action was taken in committee.

Statutory Authority and Recent Legislation

<b>LEGISLATION NOT PASSED - 80TH REGULAR LEGISLATIVE SESSION</b>			
<b>Bill Number</b>	<b>Author</b>	<b>Summary of Key Provisions</b>	<b>Reason the Bill Did Not Pass</b>
HB 3983	Merritt	Relating to the powers, duties, and composition of the governing board of the Texas Youth Commission	Left in House Corrections.
HCR 8	Madden	Concurrent resolution providing for the operation and funding of the Joint Select Committee on the Operation and Management of the Texas Youth Commission	Left in the Senate.
SB 200	Nelson	The bill would have enhanced the role of faith- and community-based organizations in forming partnerships with state agencies.	Referred, but not heard in Senate Health and Human Services.
SB 845	Hinojosa	Relating to the grade of offense for which a person may be committed to the Texas Youth Commission and the termination of control of persons committed to the Texas Youth Commission.	Referred, but not heard in Senate Criminal Justice. (Many of these elements were rolled into SB 103.)
SB 1067	Shapiro	This bill is intended to clarify and strengthen the law relating to placement by public schools of students who are registered sex offenders and the notification requirements concerning certain offenses committed by students.	Placed, but not heard on general state calendars.
SB 1347	Patrick	Relating to a mandatory DNA record for individuals convicted of certain offenses or adjudicated as having engaged in conduct constituting the commission of certain offenses	Left on the House Calendar.
SB 1579	Hinojosa	Relating to registration as a sex offender as a consequence of a conviction of and to the statute of limitations for certain sexual offenses committed against victims who are younger than 21 years of age	Referred, but not heard in Senate Criminal Justice.
SB 1702	Harris	Relating to the age at which juvenile records may be sealed.	Referred, but not heard in Senate Criminal Justice.
SB 1717	West	Relating to the imposition of fees on sexually oriented businesses to provide funding for certain purposes, including funding of the sexual assault program fund and certain services through TYC.	Left in Senate Finance.
SB 1921	Harris	The bill would repeal Section 61.012, Subsection (a), Human Resources Code, eliminating language that allows the governor to appoint a seven-member governing board for the Youth Commission (TYC).	Referred, but not heard in House Corrections.

## **IX. Policy Issues**

### **A. Brief Description of Issue**

As part of the agency reform, every policy is being scrutinized to ensure compliance with legislative mandates and best practice.

### **B. Discussion**

See above.

### **C. Possible Solutions and Impact**

See above.

## X. Other Contacts

A. Fill in the following chart with updated information on people with an interest in your agency, and be sure to include the most recent e-mail address.

<b>Texas Youth Commission Exhibit 15: Contacts</b>			
<b>INTEREST GROUPS</b> (groups affected by agency actions or that represent others served by or affected by agency actions)			
<b>Group or Association Name/ Contact Person</b>	<b>Address</b>	<b>Telephone</b>	<b>E-mail Address</b>
Isela Gutierrez Texas Criminal Justice Coalition	Texas Criminal Justice Coalition P.O. Box 301587 Austin, TX 78703-0027	(512) 441- 8123 x 111	gutierrez@criminal justicecoalition.org
Richard Lavallo Monica Thyssen Rosa Torres Advocacy, Inc.	Advocacy, Inc. 7800 Shoal Creek Blvd. #171-E Austin, TX 78757-1024	(512) 454- 4816	<a href="mailto:rlavallo@advocacyinc.org">rlavallo@advocacyinc.org</a> <a href="mailto:mthyssen@advocacyinc.org">mthyssen@advocacyinc.org</a> <a href="mailto:rtorres@advocacyinc.org">rtorres@advocacyinc.org</a>
Susan Cravens Texans Care for Children	Texans Care For Children 814 San Jacinto, Suite 201 Austin, Texas, 78701	(512) 473- 2274	scravens@texanscarefo rchildren.org
Jon "Bucky" Halt Texas Families of Incarcerated Youth	Texas Families of Incarcerated Youth 19011 Vivian Court Spring, TX 77379.	(281) 374- 7699	cdfishingred@sbcglobal. net

Other Contacts

<b>INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS</b> (that serve as an information clearinghouse or regularly interact with your agency)			
<b>Group or Association Name/ Contact Person</b>	<b>Address</b>	<b>Telephone</b>	<b>E-mail Address</b>
Department of Family & Protective Services/ Henry Darrington	P.O. Box 49030 MCW – 157 Austin, Texas 78714-9030	(512) 438-3412	<a href="mailto:henry.darrington@dfps.state.tx.us">henry.darrington@dfps.state.tx.us</a>
Department of State Health Service (DSHS) Linda Valdez, Contact Manager	900 West 45 <sup>th</sup> Street Austin, Texas 78751	(512) 206-5984	<a href="mailto:Linda.valdez@dshs.state.tx.us">Linda.valdez@dshs.state.tx.us</a>
Program Office, Bureau of Justice  Esmeralda Womack, State Policy Advisor	US Department of Justice 810 Seventh Street NW Washington, DC 20531	(202) 353-3450	<a href="mailto:Esmeralda.Womack@sdoj.gov">Esmeralda.Womack@sdoj.gov</a>
Texas Health and Human Services Commission Special Nutrition Programs, Austin Field Office/Kitty Walch, NSLP/SBP Contract Manager	P.O. Box 149030, MC Y-906 Austin, Texas 78714-9030	Ester Serna (512) 420-2429 Patsy Haralson (512) 420-2422	<a href="mailto:Ester.serna@hhsc.state.tx.us">Ester.serna@hhsc.state.tx.us</a>  <a href="mailto:Patsy.haralson@hhsc.state.tx.us">Patsy.haralson@hhsc.state.tx.us</a>
Texas Health and Human Services Commission Special Nutrition Programs, Austin Field Office/Kitty Walch, NSLP/SBP Contract Manager	P.O. Box 149030, MC 17-3 Austin, Texas 78714-9030	(512) 420-2542	<a href="mailto:kitty.walch@hhsc.state.tx.us">kitty.walch@hhsc.state.tx.us</a>
Texas Health and Human Services Commission Texas Commodity Distribution Program/Ester Serna and Patsy Haralson, Commodity Contract Technicians	P.O. Box 149030, MC Y-906 Austin, Texas 78714-9262	Ester Serna (512) 420-2429 Patsy Haralson (512) 420-2422	<a href="mailto:Ester.servan@hhsc.state.tx.us">Ester.servan@hhsc.state.tx.us</a>  <a href="mailto:Patsy.haralson@hhsc.state.tx.us">Patsy.haralson@hhsc.state.tx.us</a>
Texas Health and Human Services Commission State CRCG Program & TIFI Program Sherri Hammack	4900 North Lamar Austin, Texas 78751	(512) 424-6964	<a href="mailto:Sherri.hammack@hhsc.state.tx.us">Sherri.hammack@hhsc.state.tx.us</a>



Other Contacts

<b>INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS</b> (that serve as an information clearinghouse or regularly interact with your agency)			
<b>Group or Association Name/                      Contact Person</b>	<b>Address</b>	<b>Telephone</b>	<b>E-mail Address</b>
Elvis Shoaf Title I, Part D Subpart 1 Title IV, Part A Title V, Part A NCLB (No Child Left Behind) Program Coordination Texas Education Agency	1701 North Congress Ave Austin, Texas 78701	(512) 463- 9374	<a href="mailto:Elvis.Shoaf@tea.state.tx.us">Elvis.Shoaf@tea.state.tx.us</a>
Scott Lewis Title II, Part A NCLB (No Child Left Behind) Program Coordination Texas Education Agency	1701 North Congress Ave Austin, Texas 78701	(512) 463- 9374	<a href="mailto:Scott.Lewis@tea.state.tx.us">Scott.Lewis@tea.state.tx.us</a>
Christina Villarreal Title II, Part A NCLB (No Child Left Behind) Program Coordination Texas Education Agency	1701 North Congress Ave Austin, Texas 78701	(512) 463- 9374	<a href="mailto:Christina.villarreal@tea.state.tx.us">Christina.villarreal@tea.state.tx.us</a>
David Lah U.S. Department of Labor Frances Perkins Building	200 Constitution Avenue, NW Washington, DC 20210	(202) 219- 5782 ext. 105	<a href="mailto:Lah.david@dol.gov">Lah.david@dol.gov</a>
Cynthia Joseph U.S. Department of Labor	525 Griffin Street Room 317 Dallas, Texas 75202	(972) 850- 4645	<a href="mailto:Joseph.cynthia@dol.gov">Joseph.cynthia@dol.gov</a>
Bobby Pounds Texas Workforce Commission	101 East 15 Street, Room, 506-T Austin, Texas 78778-0001	(512) 936- 3103	<a href="mailto:Bobby.pounds@twc.state.tx.us">Bobby.pounds@twc.state.tx.us</a>
David Eudaly Texas Education Agency	1701 North Congress Ave. Austin, Texas 78701	(512) 305- 9420	<a href="mailto:David.eudaly@tea.state.tx.us">David.eudaly@tea.state.tx.us</a>
Rebecca Patterson Division of Formula Funding	1701 North Congress Ave. Austin, Texas 78701	512-463-8525	<a href="mailto:Rebecca.patterson@tea.state.tx.us">Rebecca.patterson@tea.state.tx.us</a>
Vijay Ganju Project Lead Mental Health Transformation Workgroup	Texas Mental Health Transformation Robert D. Moreton Building M-751 Mail Code 1911 Austin, Texas 78756-3199	(512) 279- 3910	c/o <a href="mailto:Ellen.trevino@dshs.state.tx.us">Ellen.trevino@dshs.state.tx.us</a>

Other Contacts

<b>LIAISONS AT OTHER STATE AGENCIES</b> (with which your agency maintains an ongoing relationship, e.g., the agency=s assigned analyst at the Legislative Budget Board, or attorney at the Attorney General=s office)			
<b>Agency Name/Relationship/ Contact Person</b>	<b>Address</b>	<b>Telephone</b>	<b>E-mail Address</b>
Alfonso Royal Budget, Planning, and Policy Analyst Office of the Governor	Office of the Governor P.O. Box 12428 Austin, TX 78711	(512) 463-1778	<a href="mailto:Alfonso.royal@governor.state.tx.us">Alfonso.royal@governor.state.tx.us</a>
Angela Isaack Analyst Legislative Budget Board	Legislative Budget Board P.O. Box 12666 Capitol Station Austin, Texas 78711	(512) 463-1037	<a href="mailto:Angela.isaack@lbb.state.tx.us">Angela.isaack@lbb.state.tx.us</a>
Texas Juvenile Probation Commission Vicki Spriggs, Executive Director	Texas Juvenile Probation Commission 4900 North Lamar Blvd, 5 <sup>th</sup> floor Austin, Texas 78765	(512) 424-6670	<a href="mailto:Vicki.spriggs@tjpc.state.tx.us">Vicki.spriggs@tjpc.state.tx.us</a>
Health and Human Services Commission Office of Program Coordination for Children and Youth Sherri Hammack	Health and Human Services Commission 4900 North Lamar Blvd Austin, Texas 78765	(512) 424-6964	<a href="mailto:Sherri.hammack@hhsc.state.tx.us">Sherri.hammack@hhsc.state.tx.us</a>
Texas Correctional Office On Offenders with Medical or Mental Impairments Dee Wilson	TCOOMMI 8610 Shoal Creek Blvd. Austin, Texas 78757	(512) 406-5406	<a href="mailto:Dee.wilson@tdcj.state.tx.us">Dee.wilson@tdcj.state.tx.us</a>
Department of Family and Protective Services Carolyn Francis/ Prevention and Early Intervention Marsha Stone/Child Protective Services	TDFPS P.O. Box 149030 Austin, Texas 78714-9030	(512) 438-4800	<a href="mailto:Carolyn.francis@dfps.state.tx.us">Carolyn.francis@dfps.state.tx.us</a>  <a href="mailto:Marsha.stone@dfps.state.tx.us">Marsha.stone@dfps.state.tx.us</a>
Department of State Health Services Mike Maples	Texas Department of State Health Services 1100 West 49th Street Austin, TX 78756	(512) 206-5968	<a href="mailto:Mike.maples@dshs.state.tx.us">Mike.maples@dshs.state.tx.us</a>
Texas Education Agency Robert Vitela and Kandis Ream	Texas Education Agency 1701 North Congress Ave. Austin, TX 78701	(512) 463-9283	<a href="mailto:Robert.vitela@tea.state.tx.us">Robert.vitela@tea.state.tx.us</a> <a href="mailto:Kandis.ream@tea.state.tx.us">Kandis.ream@tea.state.tx.us</a>

## XI. Additional Information

- A. Fill in the following chart detailing information on complaints regarding your agency. Do not include complaints received against people or entities you regulate. The chart headings may be changed if needed to better reflect your agency's practices.

Texas Youth Commission Exhibit 16: Complaints Against the Agency Fiscal Years 2005 and 2006		
	FY 2005	FY 2006
+ Number of complaints received	28757	27301
Number of complaints resolved	27553	27042
Number of complaints dropped/found to be without merit	n/a	n/a
Number of complaints pending from prior years	202	205
* Average time period for resolution of a complaint	33.6 calendar days	29.16 calendar days

+ Includes complaints from four (4) systems: Alleged Mistreatment, Youth Grievance, Employee Grievance, Public Complaints

\* Weighted Average based on volume of complaints in various systems.

- B. Fill in the following chart detailing your agency's Historically Underutilized Business (HUB) purchases. See Exhibit 17 Example or [click here to link directly to the example](#).

Texas Youth Commission Exhibit 17: Purchases from HUBs				
FISCAL YEAR 2004				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$36,714	\$3,524	9.59%	11.9%
Building Construction	\$6,726,565	\$751,890	11.1%	26.1%
Special Trade	\$603,748	\$107,448	17.7%	57.2%
Professional Services	\$2,913,123	\$51,578	1.77%	20.0%
Other Services	\$11,240,340	\$439,168	3.90%	33.0%
Commodities	\$9,245,962	\$1,391,501	15.9%	12.6%
<b>TOTAL</b>	<b>\$30,766,455</b>	<b>\$2,745,111</b>	<b>8.92%</b>	

Additional Information

<b>FISCAL YEAR 2005</b>				
<b>Category</b>	<b>Total \$ Spent</b>	<b>Total HUB \$ Spent</b>	<b>Percent</b>	<b>Statewide Goal</b>
Heavy Construction	\$35,892	\$19,592	54.5%	11.9%
Building Construction	\$5,961,780	\$969,538	16.2%	26.1%
Special Trade	\$790,120	\$161,485	20.4%	57.2%
Professional Services	\$2,394,879	\$55,292	2.30%	20.0%
Other Services	\$10,298,762	\$536,536	5.20%	33.0%
Commodities	\$9,859,362	\$1,676,989	17.0%	12.6%
<b>TOTAL</b>	<b>\$29,340,797</b>	<b>\$3,419,434</b>	<b>11.6%</b>	
<b>FISCAL YEAR 2006</b>				
<b>Category</b>	<b>Total \$ Spent</b>	<b>Total HUB \$ Spent</b>	<b>Percent</b>	<b>Statewide Goal</b>
Heavy Construction	\$14,284	\$533	3.73%	11.9%
Building Construction	\$4,514,349	\$918,253	20.3%	26.1%
Special Trade	\$773,078	\$194,666	25.1%	57.2%
Professional Services	\$2,143,577	\$0.00	0%	20.0%
Other Services	\$11,199,602	\$955,931	8.53%	33.0%
Commodities	\$9,631,224	\$2,348,469	24.3%	12.6%
<b>TOTAL</b>	<b>\$28,276,117</b>	<b>\$4,417,854</b>	<b>15.6%</b>	

**C. Does your agency have a HUB policy? How does your agency address performance shortfalls related to the policy?**

Yes, General Administrative Policy (GAP) 111.81.

Executive Management provides the HUB coordinator with active support, which includes sufficient resources from its current operations and budget to effectively promote the achievement of all the responsibilities of the HUB coordinator to meet or exceed the state HUB goals.

Additional Information

**D. For agencies with contracts valued at \$100,000 or more: Does your agency follow a HUB subcontracting plan to solicit bids, proposals, offers, or other applicable expressions of interest for subcontracting opportunities available for contracts of \$100,000 or more? (Tex. Government Code, Sec. 2161.252; TAC 111.14)**

Yes, TYC complies with Texas Government Code Sec. 2161.252; TAC 111.14. in every bid solicitation.

**E. For agencies with biennial appropriations exceeding \$10 million, answer the following HUB questions.**

	Response / Agency Contact
1. Do you have a HUB coordinator? (Tex. Government Code, Sec. 2161.062; TAC 111.126)	Yes Lisa Maldonado HUB Coordinator 512-424-6268
2. Has your agency designed a program of HUB forums in which businesses are invited to deliver presentations that demonstrate their capability to do business with your agency? (Tex. Government Code, Sec. 2161.066; TAC 111.127)	Yes, Central Office and the Field offices Purchaser invite HUB vendors to the agencies internal forums. Each Purchaser documents their participation on a monthly basis (due the 10 <sup>th</sup> of every month).
3. Has your agency developed a mentor-protege program to foster long-term relationships between prime contractors and HUBs and to increase the ability of HUBs to contract with the state or to receive subcontracts under a state contract? (Tex. Government Code, Sec. 2161.065; TAC 111.128)	Yes, the agency currently holds one agreement and continues to enhance the program with current contract and bid solicitations.

Additional Information

**F. Fill in the chart below detailing your agency's Equal Employment Opportunity (EEO) statistics. See Exhibit 18 Example or [click here to link directly to the example.](#)**

Texas Youth Commission Exhibit 18: Equal Employment Opportunity Statistics							
FISCAL YEAR 2004							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/ Administration	79	17.7%	7%	6.3%	11%	39.2%	31%
Professional	1303	22.6%	9%	14.4%	10%	52.6%	47%
Technical	2	0.0%	14%	50.0%	18%	0.0%	39%
Protective Services	2556	48.7%	18%	19.5%	21%	39.8%	21%
Para-Professionals	175	32.6%	18%	24.0%	31%	68.6%	56%
Administrative Support	377	11.9%	19%	18.0%	27%	92.8%	80%
Skilled Craft	16	0.0%	10%	18.8%	28%	0.0%	10%
Service/Maintenance	212	19.3%	18%	25.9%	44%	47.2%	26%

FISCAL YEAR 2005							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	93	16.1%	7%	8.6%	11%	35.5%	31%
Professional	1284	23.9%	9%	13.6%	10%	54.9%	47%
Technical	2	0.0%	14%	50.0%	18%	0.0%	39%
Protective Services	2550	50.1%	18%	18.9%	21%	41.2%	21%
Para-Professionals	186	34.9%	18%	20.4%	31%	70.4%	56%
Administrative Support	351	12.0%	19%	19.9%	27%	92.9%	80%
Skilled Craft	15	6.7%	10%	20.0%	28%	0.0%	10%
Service/Maintenance	210	20.5%	18%	27.6%	44%	47.6%	26%

Additional Information

FISCAL YEAR 2006							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	97	17.5%	7%	8.2%	11%	39.2%	31%
Professional	1328	24.3%	9%	13.6%	10%	53.4%	47%
Technical	1	0.0%	14%	0.0%	18%	0.0%	39%
Protective Services	2720	51.0%	18%	18.4%	21%	44.0%	21%
Para-Professionals	189	34.9%	18%	18.5%	31%	71.4%	56%
Administrative Support	364	12.4%	19%	18.1%	27%	91.8%	80%
Skilled Craft	17	5.9%	10%	23.5%	28%	5.9%	10%
Service/Maintenance	196	24.0%	18%	28.6%	44%	51.0%	26%

**G. Does your agency have an equal employment opportunity policy? How does your agency address performance shortfalls related to the policy?**

The Texas Youth Commission has an equal employment opportunity policy identified as PRS.01.01.

The Texas Youth Commission (TYC) is an equal opportunity employer and promotes a workforce recruitment plan. All employees should be able to enjoy a work environment free from all forms of discrimination.

TYC practices assure that all facets of employment (such as recruitment, selection, assignment, training, promotion and compensation benefits), reduction in force, separations, are based solely upon an employee's individual qualifications, ability, and job performance. All applicants and employees receive equal opportunity for employment and advancement without regard to race, color, religion, sex, national origin, age, disability, or political belief.

If a deficiency exists in regard to the utilization of minority groups and women, the workforce recruitment plan will be reviewed and updated. The plan, approved by the Executive Director, will be reviewed and updated annually until any deficiency is corrected. The status will be continuously monitored by the Assistant Deputy Executive Director for Human Resources, whether or not a deficiency exists.

## **XII. Agency Comments**

None.