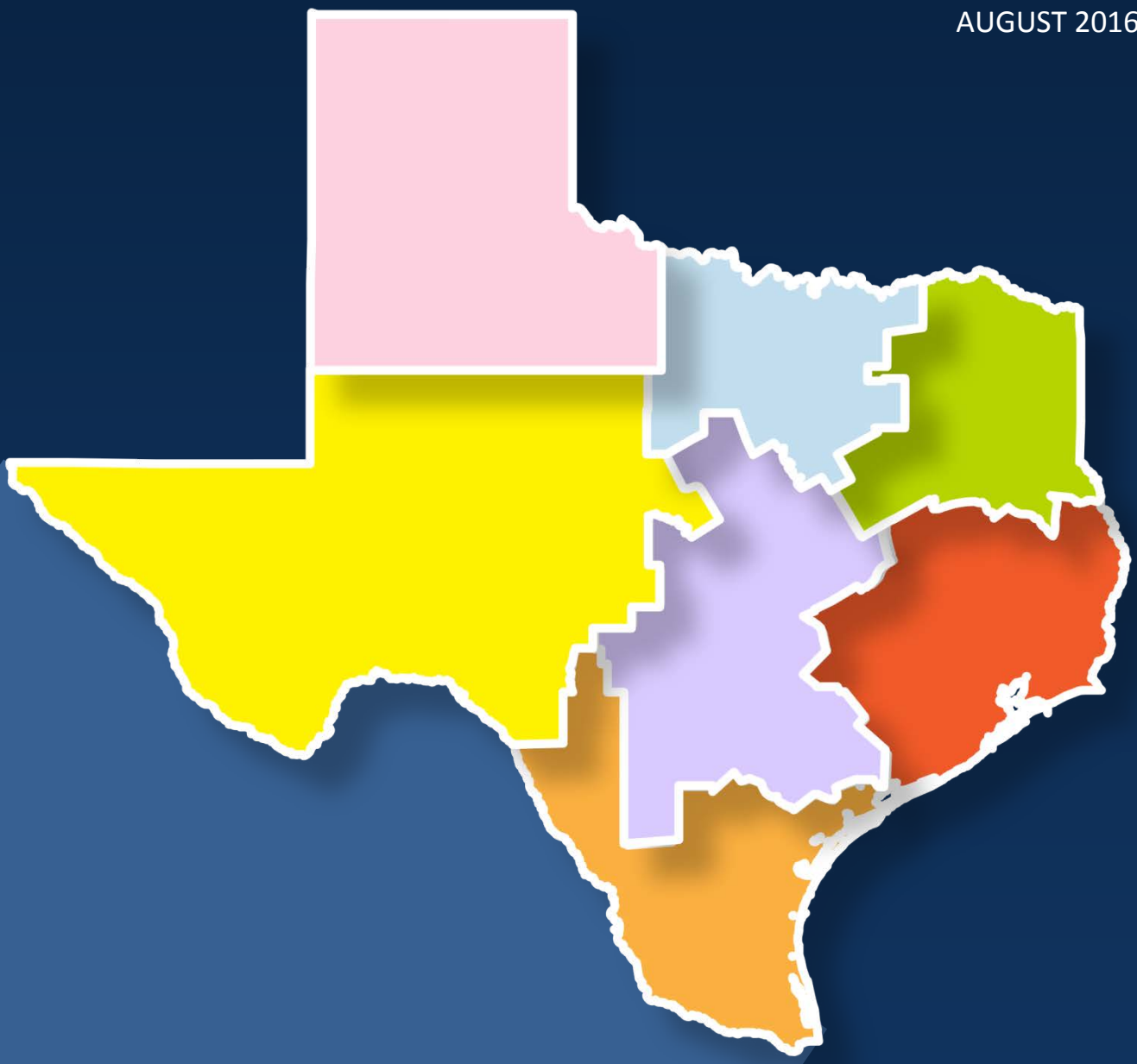
TEXAS JUVENILE JUSTICE DEPARTMENT

REGIONALIZATION PLAN

AUGUST 2016



TEXAS JUVENILE JUSTICE DEPARTMENT

TRANSFORMING YOUNG LIVES AND CREATING SAFER COMMUNITIES

TABLE OF CONTENTS

BACKGROUND AND SUMMARY 2
TARGET POPULATION FOR DIVERSION 4
REVIEW OF THE SEVEN REGIONS 6
REGIONALIZATION FUNDING SOURCES 16
FUNDING STREAMS 16
USE OF START-UP FUNDS 17
REGIONAL SERVICE AND TREATMENT AVAILABILITY ASSESSMENT 20
SERVICE GAPS 23
ASSIST THE REGIONS IN THE DEVELOPMENT OF RESEARCH-BASED SERVICES AND TREATMENT 27
INDIVIDUAL DIVERSION PROCESS 28
NEXT STEPS 29
REGIONALIZATION TASK FORCE GROUP ..... APPENDIX A
POST-ADJUDICATION FACILITY CAPACITY CHART ..... APPENDIX B
RISK AND NEEDS LEVEL INDETERMINATE VERSUS DETERMINATE COMMITMENTS ..... APPENDIX C
TJJD COMMITMENT PROFILES FOR POTENTIAL 1630 DIVERSTION POPULATION ..... APPENDIX D
TJJD REGIONAL DIVERSION APPLICATION ..... APPENDIX E
JUVENILE PROBATION DEPARTMENT RESOURCE INVENTORY ..... APPENDIX F
REGIONAL RESOURCE INVENTORY AND PLAN ..... APPENDIX G
PRIVATE PROVIDER PLACEMENTS ..... APPENDIX H

BACKGROUND AND SUMMARY

In 2015, the 84th Texas Legislature passed Senate Bill (SB) 1630, requiring the Texas Juvenile Justice Department (TJJD) to finalize a regionalization plan by August 31, 2016 that would keep more adjudicated youth within their home regions, by accessing available local post-adjudication facility capacity. The regionalization plan must include sufficient mechanisms to divert 30 juveniles from TJJD commitment in fiscal year 2016 and another 150 in fiscal year 2017. SB 1630 also requires TJJD to establish a new division to administer the regionalization plan and monitor program quality and accountability. Current regional associations, lines of communication and collaboration, and programmatic resources exist to facilitate this initiative; however, significant planning efforts utilizing the regional association started immediately after the bill was passed.

In August 2015, a Regionalization Task Force[1] was established as a mechanism to consult with juvenile probation departments and other stakeholders in the development of the plan. The Task Force includes representatives[2] from the seven Texas juvenile probation chiefs' associations, the Juvenile Justice Association of Texas and the Texas Probation Association, members of the Advisory Council on Juvenile Services, a juvenile prosecutor, a juvenile court judge, a representative of a coalition of youth advocacy groups, and a representative from the provider community. Additionally, internal TJJD subject matter experts support the Task Force.

The Regionalization Task Force, staff of the regionalization division, and others within TJJD together established the regionalization program details, which are outlined in this plan, including:

(1) defining the target population and eligibility requirements;

(2) identifying and profiling regions to utilize for regionalization;

(3) establishing funding protocols for individual diversions and start-up funding establishment for expanding programing;

(4) assessing current and future regionalization capacity, in terms of available resources and identifiable needs; and

(5) outlining the individual diversion process.

TJJD has long-term goals for regionalization. These goals include:

(1) selecting and implementing a single validated risk and needs assessment across the state to improve treatment plans and interventions;

(2) modernizing the program registry;

[1] All Task Force meeting dates, agendas and notes can be found at http://www.tjjd.texas.gov/aboutus/regionalization.aspx

[2] Addendum A includes a list of all Regional Task Force Members

(3) developing and expanding opportunities to advance and support the integration of research into practice;

(4) improving and expanding collaborations with other youth-serving agencies to promote positive youth outcomes and continuity of care; and

(5) developing and sustaining a highly skilled and qualified juvenile justice workforce.

Regionalization Division at TJJD

In accordance with SB 1630, TJJD created a regionalization division to:

(1) approve plans and related protocols to administer the developed regional model;

(2) provide training on best practices for all local probation departments affected by the regionalization plan;

(3) assist in research-based program development;

(4) monitor contract and program measures for the Regionalization plan;

(5) analyze department data to provide clear guidance to local probation departments on outcome measures; and

(6) report on performance of specific programs and placements to assist in implementing best practices and maximize the impact of state funds.

Within existing resources, TJJD created four new positions to support the Regionalization Division: three regional administrators assigned to support and carry out the mission of the division and one regional planner to assist in monitoring contracts, tracking and processing regionalization diversion applications (Appendix E), and general support services for the division.

Staff of the Regionalization Division reports to the Senior Director of Probation and Community Services. The Director of Community Mental Health Services and the Research Division provide additional support.

TARGET POPULATION FOR DIVERSION

The goal of regionalization is to reduce the number of TJJD commitments and, at the same time, ensure that the most severe juvenile justice dispositions are limited to youth with the highest risk of recidivism. From a research-informed perspective, the appropriate target population for TJJD commitments is youth with high risk of recidivism for which less restrictive alternatives have been utilized prior to TJJD commitment. Consequently, an important focus of regionalization is to divert youth with a risk of recidivism assessed as low and medium from TJJD commitment.

The Risk-Needs-Responsivity principle guided discussions and analyses of the target population for regionalization. An initial analysis of the risk levels of youth receiving an indeterminate commitment in fiscal year 2014 showed that 28 percent (n=203) had a risk level of "medium" on the community risk assessment tools and another 7 percent (n=49) had a "low" risk of recidivism. A similar pattern of committing low or medium risk level youth was evident in the fiscal year to date 2015 data.

Additional analyses of youth committed to TJJD made it clear that medium and low risk youth for which less restrictive options had not been used, but with high levels of service needs, should be the initial target population for regionalization. For example, of youth committed to TJJD in fiscal year 2014, 30 percent had not been receiving a residential placement option prior to TJJD commitment. Also, more than 30 percent of youth committed to TJJD had less than two prior adjudications. These proportions were similar for large, medium, and small counties and across regions.

At the same time, the low and medium risk youth showed a high need for specialized treatment and other services. Of 385 youth committed in fiscal year 2014 and scoring low or medium on the TJJD risk assessment, 98 percent had at least one specialized treatment need and 70 percent had two or more specialized treatment needs. Specifically, close to half of the youth had a high need for alcohol or other drug treatment, and 50 percent had a need for some level of mental health treatment. Almost two-thirds had a high or moderate need for capital, serious, violent offending treatment and about 16 percent needed some level of sexual behavior treatment.

Furthermore, the 385 youths scoring low or medium on risk to recidivate had need for trauma-informed care and extensive educational services. Close to 40 percent of the youth were indicated as victims of abuse or neglect, 28 percent were special education eligible, and on average, they were five grade levels behind in math and close to four grade levels behind in reading. Overall, the data analyses and input from probation leaders pointed to service gaps and lack of resources locally as important contributing factors to commitments of youth with low or moderate risk for recidivism. The regionalization task force therefore decided that improving services and directing diversion efforts to youth with low and moderate risk levels had to be the priority during the initial implementation of regionalization.

The task force acknowledged the variability of resources and treatment options available to each department across the state and agreed that every department must demonstrate efforts to rehabilitate youth consistent with their current practices and aligned with available resources. The target population was designed to accommodate all departments, allowing for the consideration of the unique needs of each rather than be driven by region or department size.

The unique characteristics of youth were also considered. Certain youth may best be served outside a restrictive correctional setting. Young children have developmental needs that differ from older

adolescents and respond best to curriculum designed with these needs in mind, delivered by staff that have specialized training, along with same-aged peers. Similarly, youth with complex mental health needs and developmental or intellectual disabilities may benefit most from treatment in a setting that can best accommodate their unique needs. Non-violent youth who do not pose a threat to their homes and communities should be prioritized for remaining in their homes when suitable treatment is available. And finally, research supports the notion that low to moderate risk youth are best served at lower levels of the juvenile justice continuum.

After careful consideration of the above mentioned variables, the Task Force defined the initial target population of youth appropriate for regionalization diversion as all youth who are eligible, and under consideration, for commitment to TJJD. In order to qualify, the juvenile probation department must demonstrate a prior effort to provide appropriate intervention with priority given to the treatment needs of the youth. Interventions should be commensurate with county resources. Youth who may be especially appropriate for diversion include:

- younger offenders (those between the ages of 10-12);
- youth with a serious mental illness;
- youth with a developmental or intellectual disability;
- youth with non-violent offenses; and
- youth with low to moderate risk levels for re-offense.

As the requirements for commitment to TJJD are changed, risk and needs assessments improve placement, and programming decisions for youth and local programming and services are developed and improved, TJJD expects to see a change in the youth counties are committing to state facilities and those they are seeking to divert through regionalization diversion. As these changes occur, TJJD will reevaluate the target population and application parameters for regionalization diversion to include more high and moderate high risk youth.

All departments in Texas were asked to complete a *Juvenile Probation Department Resource Inventory* (Appendix F). Using the department inventories, the presidents of each region then developed a *Regional Resource Inventory and Plan* (Appendix G). One key component of the plan was for the region to establish:

- which youth within the target population may be best served given the current availability of resources; and
- which additional portion of youth within the target population the region could serve next if provided additional resources within this biennium and future biennia.

The task force acknowledged the variability of resources and treatment options available to each of the 166 departments across the state and agreed that every department must demonstrate efforts to rehabilitate youth consistent with their current practices and aligned with available resources. The target population was designed in an effort to accommodate all departments, allowing for the consideration of the unique needs of each youth rather than be driven by region or department size.

REVIEW OF THE SEVEN REGIONS

Regional Profiles

Regionalization brings neighboring counties together to share resources and services to better serve youth close to their homes. Historically, the 166 juvenile probation departments have divided into seven regional associations. These regional associations are the basis for the seven regions used for the Regionalization Plan. The leadership within each region plays a vital role in successfully implementing the regionalization effort.

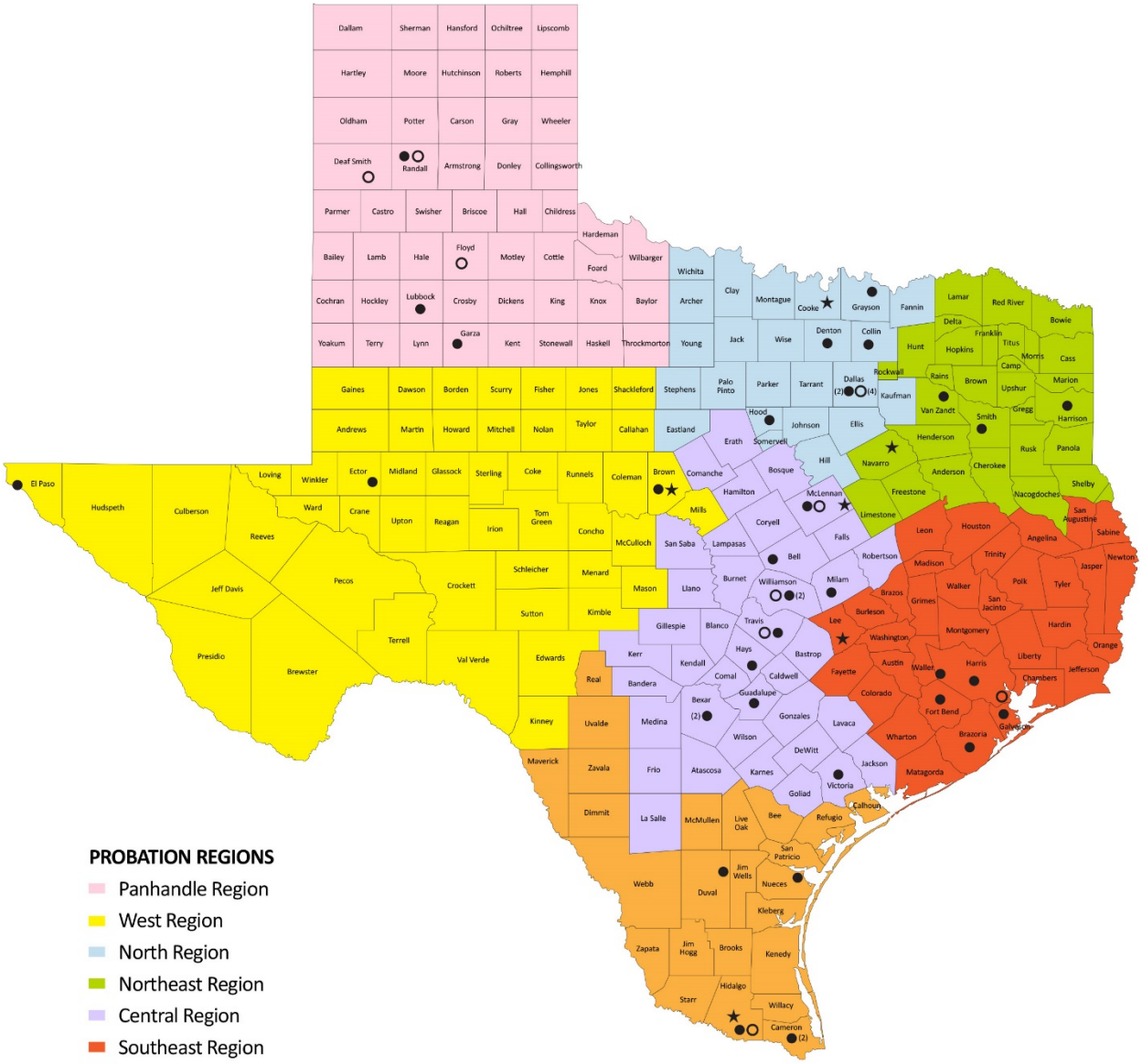
Each region contains considerable diversity. In more populated areas, juvenile probation departments often can offer more robust and varied programs and services while smaller departments often have fewer program and service options.

Post-adjudication correctional facilities within each region all offer some form of behavioral intervention or therapeutic programming; however, the availability of specialized treatment services or programs varies amongst facilities. Specialized programming may include substance abuse, sexual behavior or mental health treatment, or programming for special populations such as female or young offenders, and youth with intellectual or developmental disabilities. Determining the types of programming, and the intensity of the services provided, is an important distinction to make to appropriately match a youth's treatment needs with a program.

The region's juvenile probation departments provide various community programs and services, operated by the departments, or through service provider contracts. Community programs or services vary greatly within departments and regions and may include: specialized treatment for substance abuse, mental health, and sexual behavior treatment, and programs for female offenders, violent offenders, and various psychoeducational and skills building services for general offenders.

Profiles of each of the seven regions are reflected below. Staffed capacity for facilities located in the regions can be found in Appendix B.

Probation and State Operated Facilities Reference Map



Central Texas

The Central Texas Region is made up of 28 jurisdictions covering 44 counties. There are two large counties (Bexar and Travis), eighteen medium counties (Williamson, Bell, McLennan, Hays, Guadalupe, Bastrop, Burleson, Lee, Washington, Comal, Victoria, Goliad, Burnet, Blanco, Gillespie, Llano, San Saba, and Coryell), and there are 23 small counties (Karnes, Wilson, Lavaca, Colorado, Gonzales, Milam, Falls, Robertson, Atascosa, Medina, Caldwell, Kerr, Comanche, Bosque, Hamilton, Kendall, Erath, Frio, LaSalle, Fayette, Lampasas, Bandera, Dewitt and Jackson). The total juvenile population of the region is 620,552 or 19.5 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 14,196. The total number of felony referrals for this region was 2,788. The number of felony adjudications for this region was 925. The region committed 117 youth to TJJD; 28 of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 29.9 percent of the youth committed had no prior out of home placement; and
- 65.0 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Bexar	31
McLennan	16
Bell	9

The region hosts nine post-adjudication correctional facilities:

- Bell County Juvenile Services Center (male/female);
- Mission Road Center - Bexar County (male);
- Cyndi Taylor Krier Juvenile Correctional Treatment - Bexar County (male/female);
- Guadalupe County Post Adjudication Center (PAC) (male);
- Hays County Juvenile Post-Detention Center (male/female);
- Bill Logue Juvenile Justice Center - McLennan County (male);
- Meurer Intermediate Sanctions Center - Travis County (male/female);
- Victoria Regional Juvenile Justice Facility (male/female); and
- Williamson County (Triad Program and Trinity Program) (male/female).

The region also hosts three non-secure correctional facilities:

- McLennan County Juvenile Alternative Shelter;
- Travis County Halfway House; and
- Williamson County Academy.

The post-adjudication correctional facilities are spread between two large and five medium county departments. In fiscal year 2015, the Central Texas Region placed 1,009 youth in post-adjudication correctional facilities and non-secure placement programs.

North Texas

The North Texas Region is made up of 20 jurisdictions covering 24 counties. There are four large counties (Dallas, Tarrant, Collin and Denton), eight medium jurisdictions (Ellis, Johnson, Kaufman, Parker, Wichita, Grayson, Wise, and Jack) and 12 small counties (Hood, Cooke, Montague, Archer, Clay, Hill, Fannin, Palo Pinto, Young, Stephens, Eastland and Somerville). The total juvenile population of the region is 874,452[3] or 27.44 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 12,043. The total number of felony referrals for this region was 3,225. The number of felony adjudications for this region was 1,589. The region committed 158 youth to TJJD; 25 of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 36.1 percent of the youth committed had no prior out of home placement; and
- 70.9 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Dallas	51
Tarrant	47
Collin	13

The north region hosts five post-adjudication correctional facilities:

- Lyle B. Medlock Treatment Facility - Dallas County (male);
- Dallas County Juvenile Service LETOT (female);
- Denton County Secure Correctional Facility (male/female);
- Grayson County Post-Adjudication Center (male); and
- John R. Roach Juvenile Detention Center - Collin County (male).

The region also hosts two non-secure correctional facilities:

- Dallas County Youth Village; and
- Marzelle Hill Transition Center.

The post-adjudication correctional facilities are spread between three large county departments, one medium, and one small county department. In fiscal year 2015, the North Texas Region placed 2,894

[3] Calendar Year 2015 TJJD projections ***HQ County***

youth in post-adjudication correctional facilities, substance abuse treatment programs, and non-secure placement programs.

Northeast Texas

The Northeast Texas Region is made up of 23 jurisdictions covering 30 counties. There are eleven medium counties (Smith, Gregg, Rockwall, Hunt, Bowie, Henderson, Titus, Camp, Marion, Morris, and Harrison) and 19 small counties (Nacogdoches, Hopkins, Cherokee, Navarro, Van Zandt, Rusk, Lamar, Anderson, Limestone, Freestone, Upshur, Wood, Cass, Shelby, Panola, Delta, Franklin, Rains, and Red River). The total juvenile population of the region is 168,683[4] or 5.23 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 2,680. The total number of felony referrals for this region was 665. The number of felony adjudications for this region was 312. The number of TJJD commitments from this region during fiscal year 2015 was 49; 10 of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 36.7 percent of the youth committed had no prior out of home placement; and
- 77.6 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Smith	15
Bowie	7
Hunt	3

The northeast region hosts three post-adjudication correctional facilities:

- H.O.P.E. Academy Post-Adjudication Facility – Smith County (male);
- Van Zandt County Youth Multi-Service Center (male); and
- Willoughby Juvenile Services – Harrison County (male/female).

The post-adjudication correctional facilities are spread between two medium county departments, and one small county department. In fiscal year 2015, the Northeast Texas Region placed 255 youth in post-adjudication correctional facilities, substance abuse treatment programs, and non-secure placement programs.

Panhandle

The Panhandle Region is made up of 26 jurisdictions covering 51 counties. There are four medium counties (Lubbock, Potter, Armstrong and Randall) and forty-seven small counties (Hale, Moore, Deaf Smith, Oldham, Hockley, Hutchinson, Gray, Bailey, Parmer, Childress, Carson, Collinsworth, Donley, Hall, Ochiltree, Hansford, Wilbarger, Hardeman, Foard, Swisher, Castro, Dallam, Hartley, Sherman, Lamb,

[4] Calendar Year 2015 TJJD projections ***HQ County***

Wheeler, Hemphill, Lipscomb, Roberts, Terry, Floyd, Brisco, Dickens, Motley, Yoakum, Baylor, Cottle, King, Knox, Haskell, Kent, Stonewall, Throckmorton, Crosby, Lynn, Garza and Cochran). The total juvenile population of the region is 103, 870[5] or 3.25 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 2,523. The total number of felony referrals for this region was 843. The number of felony adjudications for this region was 409. The number of TJJD commitments from this region during fiscal year 2015 was 54; four of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 35.2 percent of the youth committed had no prior out of home placement; and
- 81.5 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Lubbock	17
Potter	10
Deaf Smith	6

The region hosts two post-adjudication correctional facilities:

- Lubbock County Juvenile Justice Center (male/female); and
- The Youth Center of the High Plains – Randall County (male/female).

The region also hosts Parent Adolescent Center – Floyd County, a non-secure facility.

The post-adjudication correctional facilities are spread between two medium county departments. In fiscal year 2015, the Panhandle Region placed 414 youth in post-adjudication facilities, substance abuse treatment programs, and non-secure placement programs.

South Texas

The South Texas Region is made up of 16 jurisdictions covering 25 counties. There is one large county (Hidalgo), twelve medium counties (Cameron, Webb, Nueces, San Patricio, Aransas, Bee, Live Oak, McMullin, Maverick, Dimmit, Zavala, and Starr) and twelve small counties (Jim Wells, Uvalde, Real, Kleberg, Kenedy, Willacy, Calhoun, Zapata, Duval, Brooks, Jim Hogg, and Refugio). The total juvenile population of the region is 329,591[6] or 10.34 percent of the State of Texas juvenile population.

[5] Calendar Year 2015 TJJD projections ***HQ County***
[6] Calendar Year 2015 TJJD projections ***HQ County***

In fiscal year 2015, the total number of referrals in this region was 9,618. The total number of felony referrals for this region was 1,761. The number of felony adjudications for this region was 887. The number of TJJD commitments from this region during fiscal year 2015 was 98; three of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 24.5 percent of the youth committed had no prior out of home placement; and
- 84.7 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Hidalgo	52
Cameron	25
Nueces	5

The region hosts five post-adjudication correctional facilities:

- Amador R. Rodriguez Boot Camp – Cameron County (male);
- L.I.F.E & B.R.A.V.E. Residential Program – Cameron County (male/female);
- Judge Ricardo H. Garcia Regional Juvenile Detention Facility – Duval County (male);
- Judge Mario E. Ramirez, Jr. Juvenile Justice Center– Hidalgo County (male); and
- Robert N. Barnes Regional Juvenile Facility – Nueces County (male/female).

The post-adjudication correctional facilities are spread between one large county department, two medium and one small county department. In fiscal year 2015, the South Texas Region placed 827 youth in post-adjudication correctional facilities, substance abuse treatment programs, and non-secure placement programs.

The region's juvenile probation departments provide various community programs and services, operated by the department or through service provider contracts. Many of the departments within the South region use "short-term" residential substance abuse treatment programs run by private providers. These providers operate with state and federal funds and services are often at no cost to the department.

Southeast Texas

The Southeast Texas Region is made up of 24 jurisdictions covering 29 counties. There are two large counties, (Harris, and Fort Bend), eleven medium counties, (Montgomery, Brazoria, Galveston, Jefferson, Brazos, Angelina, Orange, Liberty, Polk, San Jacinto, and Trinity) and sixteen small counties (Jasper, Newton, Sabine, San Augustine, Hardin, Waller, Chambers, Wharton, Walker, Matagorda, Austin, Grimes, Houston, Tyler, Leon, and Madison). The total juvenile population of the region is 878,165 or 27.6 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 19,930. The total number of felony referrals for this region was 3,789. The number of felony adjudications for this region was 1,786. The number of TJJD commitments from this region during fiscal year 2015 was 247; 46 of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

- 34.0 percent of the youth committed had no prior out of home placement; and
- 70.9 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
Harris	144
Fort Bend	23
Montgomery	20

The region hosts five post-adjudication correctional facilities:

- Brazoria County Residential Treatment Facility (male/female);
- Fort Bend County Juvenile Leadership Academy - Secure (males);
- Galveston County Post-Adjudication Center (males/female);
- Burnett Bayland Rehabilitation Center - Harris County (males); and
- Harris County Youth Village (male/female).

The post-adjudication correctional facilities are spread between one large and three medium county departments. In fiscal year 2015, the Southeast Texas Region placed 4,238 youth in post-adjudication correctional facilities and non-secure placement programs.

West Texas

The West Texas Region is made up of 23 jurisdictions covering 51 counties. There is one large county (El Paso), twelve medium counties (Ector, Midland Taylor, Callahan, Coleman, Tom Green, Coke, Concho, Irion, Runnels, Schleicher, and Sterling) and thirty-eight small counties (Val Verde, Kinny, Terrell, Brown, Mills, Howard, Glasscock, Martin, Nolan, Fisher, Mitchell, Gaines, Pecos, Upton, Reagan, Jones, Shackelford, McCulloch, Mason, Menard, Edwards, Kimble, Brewster, Presidio, Jeff Davis, Andrews, Scurry, Borden, Dawson, Reeves, Loving, Ward, Sutton, Crockett, Winkler, Culberson, Hudspeth, and Crane). The total juvenile population of the region is 216,151[7] or 6.78 percent of the State of Texas juvenile population.

In fiscal year 2015, the total number of referrals in this region was 4,477. The total number of felony referrals for this region was 1,025. The number of felony adjudications for this region was 405. The number of TJJD commitments from this region during fiscal year 2015 was 85; four of which are determinate sentences. The fiscal year 2015 commitment data reflected the following:

[7] Calendar Year 2015 TJJD projections ***HQ County***

- 36.5 percent of the youth committed had no prior out of home placement; and
- 74.1 percent of the youth committed were on probation at the time of commitment.

The following top three counties that committed youth to TJJD during fiscal year 2015 are listed below:

COUNTY	FISCAL YEAR 2015
El Paso	35
Ector	17
Midland	11

The region hosts two post-adjudication correctional facilities:

- Ector County Youth Center (male/female); and
- Samuel F. Santana Challenge Academy - El Paso County (male/female).

The post-adjudication correctional facilities are spread between one large and one medium county department. In fiscal year 2015, the West Texas Region placed 321 youth in post-adjudication facilities, substance abuse treatment programs, and non-secure placement programs.

Many of the residential and community based services are found in the large and four medium jurisdictions; smaller rural departments indicate it has been difficult to secure treatment services. As with other regions across the state, services decline as the juvenile population decreases.

County Facility Capacity

TJJD staff conducted initial regional surveys and regional facility visits to assess capacity resources and programmatic needs.

Currently, program capacity and residential beds are limited in a significant part of the state including the West, Panhandle, Northeast, Southeast, and South regions. The Central and North regions offer the most county-operated residential capacity at present.

Distinction should be made between the staffed capacity of a facility and the physical capacity. A number of post-adjudication facilities have physical space but have mothballed dorms due to the reduced population of youth within the juvenile justice continuum. If there were a need, several post-adjudication facilities have indicated a willingness to open bed space provided additional resources for hiring and training staff was made available, and would further like assurance that these positions will be sustained for the foreseeable future before engaging in the hiring process.

The Task Force also invited members of the Texas Juvenile Justice Providers Association (TJJPA) to present information about their willingness to participate in the regionalization effort. TJJPA is an association of private service providers who work within the juvenile justice system in Texas. Several

providers presented information regarding location and specifics of private service availability. This informed each region when establishing specifics for each region's plans for implementation.

In the long term, regionalization can be better supported through the creation of a modern registry of facility and program options throughout the state. Departments would benefit from accessing a single portal to identify appropriate research-based programs. Programs should identify which type of youth is best served within their program or facility. Identifying programs as most appropriate for a youth with a specified level of risk and treatment need will serve to eliminate poorly matched placements and increase the efficacy of necessary placements.

TJJD will continue to monitor regional bed capacity to identify gaps and support the creation of additional capacity where necessary. This can be accomplished through the use of additional private providers, "un-mothballing" currently available physical space, and by seeking funding opportunities to support expansion of post-adjudication facilities.

Additionally, regions are strongly encouraged to develop and use research- and evidence-based alternatives to placement. Implementing and developing new and innovative rehabilitation programs that are adequately intense for youth with moderate and high needs will enable more youth to remain in their homes with their families. The Regionalization Division will work with regions and counties to identify supports and develop alternatives to placement programming. Examples of alternatives to placement may include intensive day treatment programs which include educational and vocational services and weekend programs.

Private Contract Placements

In addition to county-operated facilities, individual county departments also place youth in privately operated facilities. These placements offer a wide range of treatments and programs that may not be available in the county post-adjudication correctional facilities. A list of these placements can be found on Appendix H. The private contract placements are subject to contractual relationships between a county and a provider. As such, they are subject to change at any time. These placements would also be included in an updated facility registry.

REGIONALIZATION FUNDING SOURCES

To support regional efforts to address service gaps, and to facilitate the distribution of available state funds toward youth diversion from commitment, TJJD created two new funding streams within the existing *State Aid and Targeted Grant Contract*. Protocols in each area were developed in collaboration with the Regionalization Task Force and other stakeholders. Start-up funding is available to expand programs and services at the regional/multi-department level, thereby improving capacity to treat more youth in or near their home communities. The "Regional Diversion Alternatives Program," or Grant R, is available to support individual youth diversion plans, with funding awarded to probation departments via an application process. This section summarizes key information regarding these two funding streams, as well as each region's planned use of start-up funding

Total Regionalization Funding, Fiscal Years 2016 and 2017

SOURCE	FISCAL YEAR 2016	FISCAL YEAR 2017	TOTAL
Regional Start-up Funds	Up to $875,000	Up to $875,000	Up to $1,750,000
Regional Diversion Alternatives Program ("Grant R")	$435,490	$9,139,405	$9,574,895
TOTAL	Up to $1,310,490	Up to $10,014,405	Up to $11,324,895

FUNDING STREAMS

To develop regional plans, departments identified local gaps in availability of services through county "inventories" surveys created by TJJD. Counties and regions have also expressed concern about their ability to expand research-based programming within regions without supplemental funds. These funds would be separate and apart from those available for individual youth regionalization diversion. To address this need TJJD staff designated "start-up" funds of up to $125,000 per region from within existing non-formula funding streams (primarily the Supplemental and Emergent Needs program) to be dispersed beginning in fiscal year 2016 and continuing up to four years contingent on continued appropriations and an ongoing positive review by TJJD staff.

Each region was asked to identify a core programmatic, placement, or aftercare need that, if addressed, would improve the region's ability to treat more youth locally, improve outcomes, and decrease the likelihood of commitment to the state. The regions were asked to focus on the needs of the Regionalization target population, but not to the exclusion of youth not eligible for individual diversion as such youth may also benefit from programs or services created with start-up funds. Each of the seven regional plans includes details for use of the startup funds, described in detail below.

The majority of Regionalization funding will be associated with individual youth diversion plans. A department will apply for funds to support the diversion of specific youth, including describing prior interventions and the programs and services proposed. Applications will be reviewed from a programmatic and clinical perspective, within the context of regional resources and needs. Approved diversions will include a not-to-exceed budget, and departments will request reimbursement of expenses against the approved plan. TJJD will process reimbursements within 15 and 45 business days based on the timing of submission to TJJD and the accuracy of the request. Any unused funds within an individual diversion plan will be made available to support other diversions. Data reporting and fiscal monitoring will model current practices for general State Aid.

USE OF START-UP FUNDS

Central Texas

The Central Region will use start-up funding to establish tele-counseling services to improve and support programs, and to provide technical support, such as purchase of software and hardware to enable counties to participate. Tele-counseling services will allow youth and their families to receive individual and family counseling, as well as specialized services such as psychological and psychiatric interventions. Feedback received from mental health professionals indicate that ongoing treatment services are needed in the region. Local mental health authorities (LMHAs) are available but may take two to three months for an initial counseling visit. If a counseling visit requires a psychiatric assessment, timelines are often longer. Having services available in house through tele-counseling provides easy accessibility to on line counselors thus providing services to youth more quickly.

Bexar and Travis counties have agreed to support the tele-counseling service in an effort to support smaller counties that need the service.

North Texas

The North Texas Chief's Association has elected to "piggy back" onto the *Treatment, Re-Entry and Aftercare Services* request for proposal that TJJD has issued to increase available services to the region including a variety of services such as substance abuse, sexual behavior, and mental health treatment, and programming for female and general offenders. Services pursuant to the contracts are expected to begin by September 1, 2016. The larger departments in the region have identified counties in greater need and designated them as the beneficiary of the startup funds. Counties to receive funds include: Fannin, Hill, Montague, Archer, Clay, Young, Stephens, Cooke, Palo Pinto, Eastland, and Grayson.

Northeast Texas

The Northeast Texas Chief's Association elected to focus funds on the small and medium county service delivery system to provide strong services to its least populated areas. For the first two quarters of the grant funding, Next Step Counseling services and Gulf Coast Trade Center will provide pre-placement and aftercare intensive counseling and case management (education, job placement, etc.) services. Counties to receive funds include: Anderson, Bowie, Camp, Harrison, Henderson, Marrion, Morris,

Nacogdoches, Navarro, Panola, Red River, Rockwall, Rusk, Shelby, Titus, Upshur, Van Zandt, and Wood. An estimated 77 youth will be served within the region.

Panhandle and West Texas Regions (jointly)

The Panhandle Region will implement a tele-counseling program provided by G4S Youth Services, LLC. This project will be a joint project with the West Texas Region. It will include individual and family therapy sessions delivered according to each youth's individual treatment plan. Treatment planning will include measureable and achievable goals and objectives to develop or increase coping skills, healthy boundaries, self-efficacy, improved communication skills, and cognitive processing as a front end component leading into the family therapy session.

Delivery of care (i.e. individual and family treatment sessions) is effected through use of internet online tele-conferencing technology that is compatible with multiple platforms and is Health Insurance Portability and Accountability Act (HIPAA) and HiTech compliant. It is anticipated that approximately 175 youth and families will be served annually.

The counties that will participate in the Panhandle Region are: Lubbock, Potter, Dallam, Floyd, Childress, Deaf Smith, Lamb, Baylor, Hutchinson, Yoakum, Swisher, Cochran, Hockley, Ochiltree, Garza, Terry, Wilbarger, Lynn, Crosby, and Bailey.

The counties that will participate in the West Region are: Andrews, Brewster, Brown, Coke, Crane, Dawson, Gaines, Howard, Nolan, Pecos, Scurry, Sutton, Val Verde, Winkler, Ward, and Culberson.

South Texas

The South Texas Region will implement a Case Management and Tele-Counseling (CMAT) Program provided by Southwest Key Programs.

Youth and their families will be served by this program for a four-month period, with one month of aftercare service. Service delivery will include a combination of immediate intervention, comprehensive assessments, case management, curriculum supported counseling, therapeutic support services, youth and family service planning, discharge planning and aftercare. Program services are designed to enhance communication and build relationships between youth and families and improve decision making skills. The program has the flexibility to be provided as an intervention to support a struggling youth in the home, or for youth returning home after a placement in a residential treatment program. It is anticipated that approximately 21 youth and families will be served with fiscal year 2016 funding, and 35 youth and families will be served in fiscal year 2017.

The counties that will be participating in the CMAT are: Starr, Calhoun, Refugio, Uvalde, Real, Willacy, and Zapata. Duval and Jim Hogg counties will be participating in the tele-counseling program only.

Southeast Texas

The Southeast Texas Chiefs Association will use JSA Health Telepsychiatry to provide mental health assessments, case management, medication services and crisis intervention. The region requests funds in the amount of $4,840.00 per county for a total of $77, 440. The funds will provide basic equipment that's needed to build the infrastructure required for JSA to coordinate services to the participating counties.

The counties participating in the program are: Angelina, Matagorda, Montgomery, Jefferson, Walker, Austin, Polk, Hardin, Jasper, Madison, Orange, Liberty, Brazos, Tyler, Wharton, and Leon.

REGIONAL SERVICE AND TREATMENT AVAILABILITY ASSESSMENT

Through the implementation of regionalization, treatment and services provided in the post-adjudication facilities that will be used for regionalization were reviewed by TJJD staff. Programs and services were not evaluated for quality, but rather to learn about available programs and services and gain information from the facilities as to their strengths, needs, and interests in expanding treatment opportunities for youth.

Prior to facility tours, TJJD staff sent surveys to each of the post adjudication facilities. Facility administrators, clinical staff and/or chief juvenile probation officers provided survey responses. Survey responses were discussed in further detail during the facility tours. Survey items were designed to examine variables such as each facility's use of assessments and referral information to determine appropriateness for placement, types of services offered, and resource allocation; the curriculum type and use of family and community centric approaches; the program's incorporation of other important systems in a youth's life; the inclusion of family; and the developmental appropriateness of the service for the youth.

Departments often reported concerns with the availability of qualified treatment providers and lack of sufficient funding needed to compete with higher paying employers. More than 80 percent of the counties in Texas are designated as Mental Health Professional Shortage Areas, and 172 of the 254 counties are identified as rural[8]. As such, the ability to recruit, train, and retain qualified treatment staff is limited. Often facilities experience vacancies for extended periods of time resulting in treatment delays, wait times, or overly large caseload sizes for existing providers.

Psychiatry

While individual accounts of psychiatric services varied, the shortage of service providers often extended wait times for appointments, resulting in difficulties accessing care and offering timely appointments to youth in potential crisis. Most facilities report transporting youth to the nearest local mental health authority for psychiatric services resulting in staff and youth time away from the facility, programming and educational services, transportation costs, and the necessity to secure youth for transport. According to a report published in February of 2015 by the journal of the Texas Medical Association only "228 licensed Texas physicians in direct patient care designated their specialty as child and adolescent psychiatry and 1,933 as general psychiatry."

Psychology

All facilities reported that they either employ or contract with a psychologist. Psychologists are generally utilized to provide psychological evaluations; in areas with greater resources, psychologists may be utilized to provide supervision and consultation, and other treatment related services. Psychologists are not regularly available in most areas to participate in multidisciplinary treatment teams, provide direct clinical services, including on-call and after hour's crisis services, or offer oversight, support, and training

[8]http://www.hhsc.state.tx.us/reports/2016/050216-statewide-behavioral-health-strategic-plan.pdf

to master's level clinicians and other direct service providers. The lack of available supervisors for staff training and development can negatively impact the skill acquisition of more novice clinicians who are often the providers of the bulk of direct service delivery to youth and families. Oversight of programs can greatly enhance the quality of service delivery and fidelity of the implementation of programs as designed.

Therapists

Most departments report difficulty recruiting and retaining licensed and appropriately trained master's level clinicians. Feedback received from departments generally suggests that when they are able to hire a clinician, the person is usually an intern and thus a novice clinician. Hiring interns often includes the added expense and responsibilities of providing clinical supervision and training. The situation is compounded by the fact that many schools offer curriculum that is not geared towards a delinquent population, and may utilize professionals who have not previously focused specifically on child and adolescents, those with specialized needs for trauma treatment, family therapy or offense specific interventions. The majority of small departments contract for services and schedule providers regularly to deliver services to youth. The frequency and types of services vary depending on provider availability, funds, youth needs, etc.

Treatment Curriculum

When asked about the curriculum used for treatment programs, most all departments report utilizing research-based curriculum that incorporates the theoretical underpinnings of Cognitive Behavioral Therapy. Some report that they use well-known evidence-based programs, but struggle to implement programs as designed. Ongoing training, clinical support and supervision and program evaluation is key to ensure departments use research based curriculum with fidelity. Often curriculum is integrated from various sources and standardization across groups may be difficult to measure.

It is noteworthy that post adjudication facilities are not alone in their struggle to implement evidenced based treatment programs; this is also evident in residential treatment facilities, state operated facilities, and outpatient programs. Curriculum and training for evidence-based programs is cost prohibitive for many, aggravated by required initial and ongoing training and travel expenses resulting in absences from staffs' primary job duties.

Specialized Treatment Services and Programs

Treatment needs amongst youth within the juvenile justice continuum vary greatly as does a department's or facilities' ability to offer services.

Currently specialized services are offered to youth in several ways. Some departments and facilities rely on contracted providers to deliver services as needed. Often contracted providers work in multiple locations and may only be available to facilities on a limited basis. As a result, the intensity of services delivered is lessened. In programs with less intensive services, youth typically reside on general

treatment units, rather than being housed with other youth with similar offenses or needs. Facility staff may or may not have training regarding the specialized population they serve.

Other post adjudication facilities offer specialized treatment programs which include components of a more traditional therapeutic milieu. These programs house only youth with similar offenses and treatment needs, tend to offer more frequent services, may offer multiple services, and are typically supported by both clinical and professional case management and correctional staff with training specific to the population. These treatment programs are generally preferable for youth with moderately high to high needs.

One goal of regionalization is to work collaboratively to develop stronger specialized programs and services for youth within each region. Programs should identify which types of youth are most appropriate for their program so that youth may be placed accordingly. The establishment of well supported, staffed, funded, and researched programs eliminates the need for youth placement in residential programs far from families and communities. Such programs reduce the likelihood that youth are placed in programs that do not best serve their level of need. Creating a strong infrastructure and availability of services that reliably and consistently produce positive outcomes is needed.

SERVICE GAPS

As a means to ensure that each region has appropriate research-based programs for youth within the target population, the regionalization task force worked to first identify service gaps and regional needs. The *Juvenile Probation Department Resource Inventory* and the *Regional Resource Inventory and Plan* were developed as a way for the task force to look at what services and treatments were currently being provided, and begin to look at what services and treatments could be provided or improved upon to assist in diverting youth from state secure facilities.

Each *Regional Resource Inventory and Plan* was completed by regional leadership with data provided by departments within the region. The departments identified service and treatment gaps that needed to be addressed to divert youth from state secure facilities. The regions responses included programming, staffing, training/technical assistance, financial and other needed items and are as follows:

Central Region

The Central Region hosts multi-layers of specialized treatment for each of the areas related to substance abuse, mental health needs, sexual behavior problems, and specialized treatment for females. However, what was found within the region is that mental health treatment of offenders varies greatly based on location, local mental health authorities (LMHA), community resources and funding. Urban departments have unmet mental health needs that differ slightly from non-urban departments. Basic mental health services (therapy, medication management, and parenting support) are not consistent across the region. Departments have reported different levels of basic services, wait time for appointments, crisis intervention services, respite care and therapeutic interventions. Additional needs include:

- Programming - Prevention services, transitional and independent living, reentry and aftercare programs, young offender (10-12 years of age) programs, and long-term comprehensive treatment for the following population: violent offenders, youth with severe mental health/mental impairment disorders, victimized juvenile offenders and sex offenders.
- Staffing – licensed chemical dependency counselor (LCDC), licensed sex offender treatment provider (LSOTP), Re-Entry Specialist, family liaisons, care coordinators to support tele-psychiatry services, and staff to assist with ongoing research and data analysis.
- Training/Technical Assistance - Risk assessment tool, gang intervention, motivational interviewing, and research informed and evidence based programming.
- Other Needs - Drug testing, GPS tracking systems, and information sharing amongst Teachers Education Association (TEA), TJJD, and Department of Public Safety (DPS) to address early intervention strategies to accurately assess the risk and needs of younger youth.

North Region

- Programming - Locally based programs and a regional intensive home program can be better utilized for pre-placement intervention and aftercare services as youth return from placement with more flexible funding.

- Staffing - Mental health practitioners, Spanish speaking clinical staff and staff trained to assist in data collection, data coordination and program evaluation.
- Training/Technical Assistance - Training on specific juvenile population needs (mental health and aggressive youth).
- Financial - For local services, the regions' financial needs focus on intensive home-based therapeutic services which are evidence/research based for all county departments in the region that desire the level of service.
- Other Needs - Aftercare, prevention and early intervention services, flexibility, direct services into schools and community outreach, and basic funding for transporting and secretarial support.

Northeast Region

With 23 unique Northeast Texas counties, the regional chief's association identified diversion needs which include: mental health services, sexual behavior treatment, substance abuse counseling, aftercare/placement services, parenting intervention, as well as GED/adult living training.

- Programming – sexual behavior treatment, vocational/career training, parent accountability, in home counseling - individual and parent, mentoring, aftercare, substance abuse, adult living skills, psychiatric, psychological, medical to treat mental illness, and cognitive behavior treatment.
- Staffing – Program staff, professional counselors (e.g., LCDC and LSOTP), and specialized staff (intensive supervision).
- Training/Technical Assistance - parenting and life skills groups, anger management, risk and needs assessment and intervention, motivational interviewing, and social media monitoring.
- Financial - Funding for placement services and various community treatment programs.
- Other Needs – Basic funding for transportation for families (i.e., many areas do not have public transportation; therefore, making a scheduled treatment session can be difficult for many families), community Involvement, mental health, a halfway house for older youth transitioning into the community before entering back home with family, physical plant upkeep, and renovation.

South Region

- Programming - Behavior Intervention/Modification, Family/Parenting, and Relapse Prevention.
- Staffing – Specialized Staff, in-house mental health professionals, and increased pay for juvenile justice professionals.
- Training/Technical Assistance – De-escalation, grant writing, program implementation and evaluation, mental health, substance abuse, gender specific and transgender youth.

- Financial - Lack of funding in the following areas: secure and non-secure facilities, intervention and rehabilitation services, technology training for tele-med/video conferencing, purchase and maintenance of risk and needs assessment software, and funding for specialized professionals.
- Other Needs – Specialized placement for human trafficking, youth with sexual behavior treatment needs, flexibility in TJJD funding, hardware and software for video conferencing and counseling, maintenance and upgrade of the regions facilities.

Southeast Region

- Programming - Specialized treatment programming such as residential drug treatment facilities, sexual behavior treatment facilities, stronger aftercare programs, and sexual behavior treatment for the younger youth ranging from the age of 10- 13.
- Staffing – Increase staffing to capacity at three post-adjudicated correctional facilities that are currently under staffed and hiring more contract LSOTPs for community based treatment and supervision of sex offenders.
- Training/Technical Assistance - Train the courts, prosecutors, and defense attorneys on the regionalization plan/TJJD diversion, and regional training for mental health and substance abuse programs. The region would like to add more Aggression Replacement Training facilitators and provide officer safety and social media training.
- Financial - Funds for higher rated placements that would cover the daily cost rather than a portion of the daily rate for inpatient mental health treatment, aftercare programs, and tele-psychiatry. For local services, the regions financial needs focus on mental health and substance abuse providers that will service multiple rural counties. Additional funds for evidence based programs (such as Functional Family Therapy) to help the whole family while keeping the child in the community.
- Other Needs - Aftercare for youth returning home from a facility, more flexible funding to provide evidence-based community programs, and presence of high-quality residential treatment centers (RTC) to Texas and closer to urban areas.

Panhandle Region

- Programming – Increase access to sexual behavior and substance abuse treatment, life skills, female offender program, and mentoring programs.
- Staffing – supervision staff due to increased caseloads and possible increase in post-adjudication beds being used.
- Training/Technical Assistance – Overall training and technical assistance to local leaders (county judges and commissioners), training for local law enforcement concerning diversion.
- Financial – Increase funding to smaller departments to increase services.
- Other Needs – Post-adjudication bed space in Panhandle is low, capacity is a concern. Will need access to more bed space.

West Texas Region

- Programming – Increase access to substance abuse and sexual behavior treatment, psychiatric services, and ability to secure the services of bilingual counselors.
- Staffing – Additional staff to provide intensive supervision strategies and/or evidence based programs within the region.
- Training/Technical Assistance – Smaller departments request training specific to regionalization, and in-house training opportunities for departments with limited travel budgets.
- Financial – Increase funding to departments for programming in identified areas.
- Other Needs – Post-adjudication bed space is low, and residential substance abuse treatment is needed in the region.

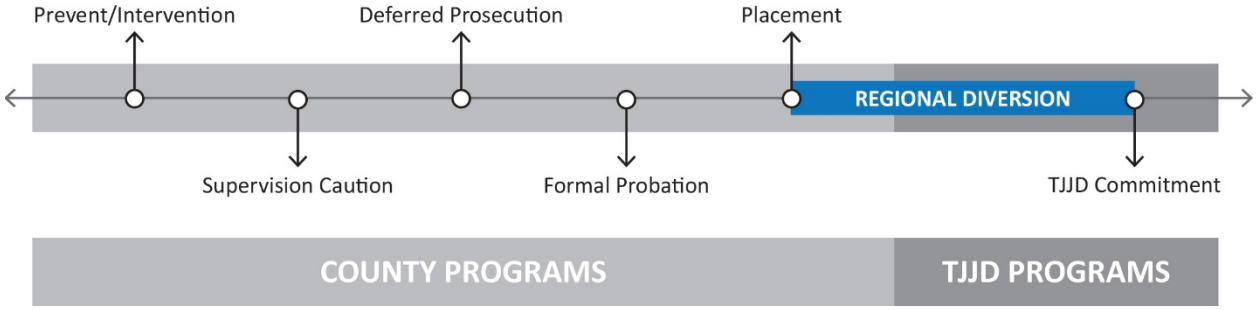
ASSIST THE REGIONS IN THE DEVELOPMENT OF RESEARCH-BASED SERVICES AND TREATMENT

Once the needs of departments and regions were identified, TJJD and various stakeholders worked to find ways to address the gaps. Currently, the following is occurring:

- Working with the Texas Juvenile Justice Providers Association to give regions and departments information on service providers, their programs, areas served, and opportunities for contracting to expand available programs and services.
- Developing a request for proposal (RFP) in collaboration with probation departments. The RFP was issued by TJJD in May 2016 and allows for individual juvenile probation departments to "piggy-back" on TJJD contracts thus saving departments' time and effort towards issuing multiple RFPs. The RFP focused on adjudicated youth at risk for out of home placement or youth returning home from residential placement. The RFP solicits treatment, reentry, and aftercare programs and services. TJJD and probation department staff are currently working to review and award contracts. Contracts will be executed in mid-August 2016 with an expected start date of September 1, 2016.
- Creating funding mechanisms to support the regional plans. Information regarding these efforts is provided on page 12.
- Logic model training on program development. The TJJD research division began conducting logic model training throughout the state to assist departments with the development of programs. The TJJD research division has participated in the development of a training curriculum and has worked with juvenile probation departments to provide webinars and conduct department specific conference calls to provide guidance, information, and responses to requests for data. This training is broader than the regionalization effort but complements it soundly.
- Providing consultation to juvenile probation departments in need of clinical assistance. Consultation may include help locating treatment services for hard-to-place youth, guidance on the development of aftercare treatment upon a youth's return to the community, locating clinical professionals who provide services not found within an area or region, and finding research-based programs and curriculum that best match the department's needs and resources.

INDIVIDUAL DIVERSION PROCESS

Any youth eligible, and not already ordered for commitment, is considered a potential diversion.



A youth is considered a viable candidate for regionalization diversion when:

- the youth has failed to benefit from interventions offered;
- progresses along the juvenile justice continuum (see above) to the point that he or she is eligible and under consideration for commitment to TJJD; and
- has exhausted the resources available within the county department.

A regional diversion allows a youth additional opportunity for success prior to commitment.
To apply for funds, a juvenile probation department completes an application and submits it to TJJD for review. The application asks the department to outline the referral and adjudication history of the youth; identify prior treatment services offered and the outcomes of the services; detail the specific request for treatment including: placement if needed, the specialized treatment and/or criminogenic needs to be addressed, the aftercare plan and estimated cost. The application includes certification that without the regional diversion funding the department would recommend commitment to TJJD. Departments can provide additional documentation to support the application such as psychological assessments and treatment discharge summaries. TJJD provides departments a five-day response on applications, and an attempt at an expedited response if required.

TJJD staff will monitor the process and make adjustments as needed to ensure the success of the program. Training regarding the process will be offered as needed and departments are encouraged to apply when appropriate.

As the regionalization program matures, TJJD will review the target population for diversion and determine whether modifications are necessary to encourage additional diversions. It is expected that as community based programs and services become available many youth will not rise to the eligibility level for commitment to TJJD state secure facilities, especially low and moderate risk and needs youth. TJJD will continue to monitor the characteristics of youth for whom diversion applications are received and awarded and analyze in relation to patterns and trends for youth committed.

NEXT STEPS

Regionalization will continue to evolve as more youth are served through the collaboration of county regions. While SB 1630 focused Regionalization on diversion from TJJD state facilities this biennium, it is clear that coordination among regions to improve services for youth long before they are being considered for commitment is necessary to keep more kids out of state facilities in their communities, where research shows they have the best outcomes.

The regions have identified current capacity, current programs to support the effort, and service gaps and regional needs to be addressed in the future and, with necessary funding, TJJD will work to ensure regional needs are met and research-based programming is available to provide youth the supports and rehabilitation in the least restrictive, most appropriate settings. Next steps include better matching a youth's identified levels of risk and need with programs and services, developing additional clearly defined programs, delineating appropriate intensity, dosage and duration of specialized programs for youth at various levels of risk and need, and filling service gaps and capacity.

Adopt and Implement Use of a Uniform, Validated Risk and Needs Assessment Statewide, Including Training

Appropriately matching a youth's treatment needs to services results in better quality care and improved outcomes. Put simply, youth will not benefit from treatment that is designed and delivered for needs they do not have; nor will they benefit from ineffective interventions. Currently the state lacks a single validated risk and needs assessment; the lack of this critical instrument significantly inhibits the ability to assess, plan treatment, and deliver interventions consistently across the system. The use of one risk and needs assessment statewide will not only benefit each individual youth but will allow for the collection of data to evaluate program performance on positive youth outcomes (which impact recidivism) such as improved family functioning, employability, and overall increases in protective factors and decreases in risk factors. The calculation and comparison of outcomes is essential to making research-informed and data-driven decisions. The use of one risk and needs assessment tool statewide would also allow for more streamlined training. A tool is only as good as the use of it; by providing cohesive, consistent training statewide, the analysis of a youth's risk and needs can better be utilized as a youth moves throughout the system.

Modernizing the Program and Placement Registry

TJJD will create a new updated portal that probation staff can use to search for appropriate programming or placements in or near a youth's community based on the results of the risk and needs assessments and ensure counties know all available resources to best meet the needs of youth. The registry would be an online, easily accessible portal with a robust list of research and evidence-based programming and placements and would include available programming, including components of the programming, locations available, types of needs the programming addresses and research/data showing the success and outcomes of youth who have gone through the program.

Development and Expansion of Research-Based Programming Across State

The development of additional research-based programming across the state is a key to the success of regionalization effort and success of youth involved in the juvenile justice system. To do so effectively requires a multifaceted approach that begins with educating the Texas Juvenile Justice System on best practices, the value of research-based programing and the establishment of program measures and outcomes, and a central database of available programs. The state must also incentivize use of effective programming to ensure probation departments opt for using effective, research-based programming for youth. This effort is beginning through the Discretionary State Aid Program. Starting on September 1, 2016, TJJD will offer discretionary grants in compliance with Human Resources Code Section 223.002(c) to support probation programs and services with a clearly defined target population that use research-based practices and have well-defined recidivism reduction goals. The focus of the grant is intensive, community-based programs and aftercare, with preference given to programs for moderate to high-risk youth with corresponding treatment needs. The grant program is much broader than the diversion from state secure facilities, but helps begin the effort to focus regionalization on coordinating services and resources in regions and keeping youth closer to home.

In some more rural areas of the state, youths' treatment needs can be a challenge to address due to lack of available service providers and inadequate resources to serve a youth's individualized need. In these instances, youth may receive less than optimal services, be sent to placement far from home, or are committed to a state facility. TJJD will continue to work with departments and other agencies to develop solutions to these challenges to best meet the needs of all youth.

Finally, TJJD will continue to provide training on the use of research- and evidence-based programming to probation staff to ensure it is implemented to maximize youth outcomes.

Build Meaningful Collaborations with Other Youth Serving Agencies

Research supports the notion that outcomes are best when youth remain in lower levels of juvenile justice involvement. Decreased immersion in the juvenile justice continuum leads to a shorter duration of involvement and a decreased likelihood of recidivism. Long term planning must ensure that adequate resources are in place to create services where gaps exist. Additionally, the coordination of services for youth and families across programs, departments, and state agencies is an especially important component for creating positive youth outcomes, sustainability and continuity of care. When community-based support systems pool knowledge and resources they build a more efficient and effective network of care. TJJD and juvenile probation departments will actively work to sustain, improve, or build meaningful collaborations with other youth-serving agencies.

Through regionalization planning, TJJD collaborated with juvenile probation departments about programs and resources outside the juvenile justice system that can get youth the treatment they need in appropriate settings. Stakeholders shared information with Taskforce members about the YES and 1915i Medicaid Waiver programs that provide funding and supports to keep youth with serious mental health needs out of confinement and in their community and may provide reentry supports to youth with serious mental health needs. Regionalization Division staff will continue to participate in

interagency collaborations and remain knowledgeable of available resources for youth and will continue to provide assistance to probation departments ensuring that information and tools are available to support youth in the least restrictive setting while providing research and evidence based programming.

A number of youth involved in the juvenile justice system are also involved with the Department of Family and Protective Services and with the local mental health authorities. TJJD Regionalization staff will work with state and county staff to further develop relationships and coordination of services to improve the outcomes of youth involved in multiple systems. Ideally, systems develop a data sharing system to ensure that probation departments know when youth are served in other systems.

Growing Qualified Workforce

Additionally, a highly qualified workforce is essential to the provision of effective service delivery for youth with multiple, complex treatment needs. The juvenile justice workforce must adequately integrate the developmental needs of youth, partner with families who present with a range of strengths and needs, incorporate other systems such as schools, and intervene in ways that quickly and efficiently address behavioral problems, mental health needs, and frequently long histories of trauma, loss, substance abuse, and poor academic achievement. The development and sustainability of this highly skilled workforce requires ongoing efforts at the local and state level. TJJD will continue to partner with juvenile probation departments to further develop the juvenile justice workforce by offering quality training and professional development opportunities.

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APPENDIX B — POST-ADJUDICATION FACILITY CAPACITY CHART

FACILITY NAME	COUNTY	CURRENT STAFFED CAPACITY*	WILL CONTRACT WITH OTHER COUNTIES	NUMBER OF POTENTIAL BEDS FOR CONTRACT*	REGION
Bell County Juvenile Services Center	Bell County	24	Yes	18	Central
Cyndi Taylor Krier Juvenile Correctional Treatment	Bexar County	64	Yes	22	Central
Mission Road Center	Bexar County	16	Yes	7	Central
Brazoria County Residential Treatment Facility	Brazoria County	23	No	N/A	Southeast
Amador R. Rodriguez Boot Camp	Cameron County	32	Yes	5 to 8	South
L.I.F.E. & B.R.A.V.E. Residential Program	Cameron County	16	Yes	5 to 8	South
John R. Roach Juvenile Detention Center	Collin County	60	Yes	any vacant	North
Lyle B. Medlock Treatment Facility	Dallas County	96	No	N/A	North
LETOT Residential Treatment Center	Dallas County	96	Yes	12 females	North
Dallas County Youth Village	Dallas County	72	No	N/A	North
Marzelle Hill Transition Center	Dallas County	48	No	N/A	North
Denton County Secure Correctional Facility	Denton County	32	Yes	6 females/2 males	North
Judge Ricardo H. Garcia Regional Juvenile Detention Facility	Duval County	36	Yes	50	South
Ector County Youth Center	Ector County	28	Yes	4	West
Samuel F. Santana Challenge Program	El Paso County	40	Yes	8	West
Parent Adolescent Center	Floyd County	24	Yes	24	Panhandle
Fort Bend County Juvenile Leadership Academy - Secure	Fort Bend County	8	No	N/A	Southeast
Jerry J. Esmond Juvenile Justice Center	Galveston County	10	No	N/A	Southeast
Grayson County Post-Adjudication Center	Grayson County	61	Yes	24	North
Guadalupe County Post Adjudication Center (PAC)	Guadalupe County	16	Yes	16	Central
Burnett Bayland Rehabilitation Center	Harris County	120	Yes	12 males	Southeast
Harris County Youth Village	Harris County	104	Yes	4 females	Southeast
Willoughby Juvenile Services	Harrison County	8	Yes	12	Northeast
Hays County Juvenile Post-Detention Center	Hays County	124	Yes	40 to 48	Central
Judge Mario E. Ramirez, Jr. Juvenile Justice Center	Hidalgo County	40	No	N/A	South
Lubbock County Juvenile Justice Center	Lubbock County	48	Yes	16	Panhandle
Bill Logue Juvenile Justice Center	McLennan County	15	No	N/A	Central
McLennan County Juvenile Alternative Shelter	McLennan County	10	No	N/A	Central
Robert N. Barnes Regional Juvenile Facility	Nueces County	60	Yes	10	South
The Youth Center of the High Plains	Randall County	38	Yes	any vacant	Panhandle
H.O.P.E. Academy	Smith County	8	Yes	8	Northeast
Meurer Intermediate Sanctions Center	Travis County	92	Yes	5 to 8	Central
Travis County Halfway House	Travis County	10	No	N/A	Central
Van Zandt County Youth Multi-Service Center	Van Zandt County	16	Yes	8	Northeast
Victoria Regional Juvenile Justice Facility	Victoria County	36	Yes	30	Central
Williamson County Academy	Williamson County	36	No	N/A	Central
Williamson County (Triad Program and Trinity Program)	Williamson County	22	No	N/A	Central

***Current staffed capacity could change in the future.**

APPENDIX C — RISK AND NEEDS LEVEL
INDETERMINATE VERSUS DETERMINATE COMMITMENTS FY 2012-FYTD 2015

	FY 2012				FY 2013				FY 2014				FYTD 2015			
	Indeterminate		Determinate		Indeterminate		Determinate		Indeterminate		Determinate		Indeterminate		Determinate	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
MISSING	160	21%	26	23%	106	14%	12	15%	73	10%	6	8%	50	9%	13	12%
NOT ADMINISTERED	1	0%	0	0%	0	0%	0	0%	7	1%	0	0%	17	3%	3	3%
LOW RISK	40	5%	18	16%	40	5%	11	14%	49	7%	9	12%	39	7%	10	9%
MEDIUM-LOW RISK	4	1%	1	1%	3	0%	1	1%	0	0%	0	0%	0	0%	0	0%
MEDIUM RISK	198	26%	33	29%	190	26%	20	25%	203	28%	31	41%	173	30%	46	43%
MEDIUM-HIGH RISK	17	2%	5	4%	27	4%	1	1%	15	2%	3	4%	21	4%	4	4%
HIGH RISK	330	44%	30	26%	366	50%	33	42%	370	52%	27	36%	272	47%	30	28%
VERY HIGH RISK	7	1%	1	1%	8	1%	1	1%	2	0%	0	0%	6	1%	0	0%
TOTAL RISK	**757**	**100%**	**114**	**100%**	**740**	**100%**	**79**	**100%**	**719**	**100%**	**76**	**100%**	**578**	**100%**	**106**	**100%**
MISSING	160	21%	26	23%	106	14%	12	15%	75	10%	6	8%	53	9%	16	15%
NOT ADMINISTERED	1	0%	0	0%	0	0%	0	0%	7	1%	1	1%	18	3%	3	3%
LOW NEED	26	3%	10	9%	31	4%	2	3%	33	5%	5	7%	13	2%	6	6%
MEDIUM NEED	136	18%	23	20%	141	19%	14	18%	147	20%	19	25%	125	22%	22	21%
HIGH NEED	434	57%	55	48%	462	62%	51	65%	457	64%	45	59%	369	64%	59	56%
TOTAL NEED	757	100%	114	100%	740	100%	79	100%	719	100%	76	100%	578	100%	106	100%

APPENDIX D — TJJD COMMITMENT PROFILES FOR POTENTIAL 1630-DIVERSION POPULATION FY 2014

		POTENTIAL TARGET POPULATION	LOW RISK SCORE/LOW SEVERITY OFFENSE	MODERATE RISK SCORE/LOW SEVERITY OFFENSE	LOW RISK SCORE/ MODERATE SEVERITY OFFENSE
		385	95	189	101
TWO OR MORE FELONY OR MISD ADJUDICATIONS	No	36.9%	53.7%	8.5%	74.3%
	Yes	63.1%	46.3%	91.5%	25.7%
THREE OR MORE FELONY OR MISD REFERRALS	No	35.8%	54.7%	0.5%	84.2%
	Yes	64.2%	45.3%	99.5%	15.8%
TJJD RISK ASSESSMENT SCORE	High	0.0%	0.0%	0.0%	0.0%
	Moderate	49.1%	0.0%	100.0%	0.0%
	Low	50.9%	100.0%	0.0%	100.0%
SEVERITY OF COMMITTING OFFENSE	High	0.0%	0.0%	0.0%	0.0%
	Moderate	26.2%	0.0%	0.0%	100.0%
	Low	73.8%	100.0%	100.0%	0.0%
SEX	Female	10.1%	10.5%	4.8%	19.8%
	Male	89.9%	89.5%	95.2%	80.2%
IQ OF 100 OR MORE	No	80.5%	75.6%	82.1%	82.0%
	Yes	19.5%	24.4%	17.9%	18.0%
PARENTS TOGETHER	No	83.5%	74.2%	85.0%	89.6%
	Yes	16.5%	25.8%	15.0%	10.4%
ON PROBATION AT COMMITMENT (Y/N)	No	22.6%	20.0%	17.5%	34.7%
	Yes	77.4%	80.0%	82.5%	65.3%
PRIOR OUT OF HOME PLACEMENT	No	27.5%	27.4%	19.6%	42.6%
	Yes	72.5%	72.6%	80.4%	57.4%
FAMILY HISTORY OF CRIMINAL INVOLVEMENT	No	49.9%	49.5%	51.3%	47.5%
	Yes	50.1%	50.5%	48.7%	52.5%
ANY SPECIALIZED TRT NEED	No	2.3%	3.2%	2.1%	2.0%
	Yes	97.7%	96.8%	97.9%	98.0%
HI/MOD NEED FOR CAPITAL SERIOUS VIOLENT TRT	Missing	0.5%		0.5%	1.0%
	High Need	0.8%	0.0%	0.0%	3.0%
	Moderate Need	56.9%	38.9%	63.5%	61.4%
	Low Need	36.4%	51.6%	35.4%	23.8%
	No Need	5.5%	9.5%	0.5%	10.9%
HI/MOD NEED FOR SEXUAL BEHAVIOR TRT	Missing	0.5%		0.5%	1.0%
	High Need	4.9%	1.1%	0.0%	17.8%
	Moderate Need	1.8%	0.0%	0.0%	6.9%
	Low Need	9.1%	8.4%	9.0%	9.9%
	No Need	83.6%	90.5%	90.5%	64.4%
HI/MOD NEED FOR ALCOHOL OR OTHER DRUG TRT	Missing	0.5%		0.5%	1.0%
	High Need	49.4%	63.2%	51.9%	31.7%
	Moderate Need	36.9%	30.5%	37.6%	41.6%
	Low Need	9.4%	5.3%	6.9%	17.8%
	No Need	3.9%	1.1%	3.2%	7.9%
HI/MOD/LO NEED FOR MENTAL HEALTH TRT	Missing	0.5%		0.5%	1.0%
	High Need	2.6%	1.1%	1.6%	5.9%
	Moderate Need	17.4%	22.1%	13.2%	20.8%
	Low Need	29.4%	31.6%	28.0%	29.7%
	No Need	50.1%	45.3%	56.6%	42.6%
2 OR MORE SPECIALIZED TREATMENT NEEDS	Missing	0.5%		0.5%	1.0%
	Yes	72.5%	69.5%	68.8%	82.2%
	No	27.0%	30.5%	30.7%	16.8%
KNOWN HISTORY OF ABUSE OR NEGLECT	No	61.6%	66.3%	66.7%	47.5%
	Yes	38.4%	33.7%	33.3%	52.5%
SPECIAL EDUCATION ELIGIBLE	Yes	28.1%	23.2%	30.7%	27.7%
	No	71.9%	76.8%	69.3%	72.3%
MEDIAN READING GR LVL DIFF INTAKE	#	-3.70	-3.85	-3.05	-4.20
MEDIAN MATH GR LVL DIFF INTAKE	#	-5.00	-4.50	-4.80	-5.50

APPENDIX E

TJJD REGIONAL DIVERSION APPLICATION

TEXAS JUVENILE JUSTICE DEPARTMENT

I. YOUTH OVERVIEW

Youth's Name	*County Where Youth Was Adjudicated*	*Department's Recommendation Deadline or Court Date*

Youth's Date of Birth	*Youth's PID Number*

II. RISK AND NEEDS ASSESSMENT

Name of Risk Assessment Tool Used

Risk Assessment	*Needs Assessment*
High ☐ Moderate ☐ Low ☐	High ☐ Moderate ☐ Low ☐

III. PRIOR MISDEMEANOR REFERRAL AND ADJUDICATIONS

Date	*Offense*	*Disposition*	*Outcome*

IV. PRIOR FELONY REFERRALS AND ADJUDICATIONS

Date	*Offense*	*Disposition*	*Outcome*

V. SEVERITY OF FELONY THAT WOULD HAVE RESULTED IN A RECOMMENDATION FOR COMMITMENT TO TJJD

Felony Level:

☐ 1st Degree/Capital ☐ 3rd Degree
☐ 2nd Degree ☐ State Jail

Presence of:

Felony Sex Offense: ☐ Yes ☐ No
Felony against Person*: ☐ Yes ☐ No
Weapon or Firearm: ☐ Yes ☐ No

* See TJJD-REG-007i for a list of offenses against person

VI. PRIOR INTERVENTIONS

Enter the number of times the youth received each type of intervention at each type of placement. Check successful or unsuccessful for the most recent outcome for placement.

SBT- Sexual Behavior Treatment *AOD- Alcohol/Other Drug* *AM/VO- Anger Management/Violent Offender*
FC- Family Counseling *MH/PS- Mental Health/Psychiatric Services (e.g., psychiatric hospital)* *MHC- Mental Health Counseling (e.g., treatment for depression/anxiety)*

Prior Interventions	*SBT*	*AOD*	*MH/PS*	*MHC*	*AM/VO*	*FC*	*Successful*	*Unseccessful*
Community Services							☐	☐
Kinship Placement							☐	☐
Residential Treatment							☐	☐
Psychiatric Hospital							☐	☐
Placement by CPS							☐	☐
County Operated Post Adj. Facility							☐	☐
TJJD Commitment/Treatment Type							☐	☐
Other							☐	☐

Please include any additional relevant information regarding prior interventions and/or modifications:

VII. SUPPORTING DOCUMENTATION

☐ Psychological Evaluation ☐ Inter-Agency Application for Placement ☐ Other

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APPENDIX E

VIII. JUVENILE PROBATION DEPARTMENT REQUEST FOR ASSISTANCE

Please indicate what type of assistance the juvenile probation department is requesting for the youth, including the recommendation for what treatment or intervention is needed (i.e., criminogenic need), needs to be addressed, and plans for aftercare.

IX. PROPOSED PLACEMENT/SERVICE/PROGRAM

Placement/Service/Program	*Estimated Length of Service*	*Cost Per Day (Estimated)*

X. PROPOSED AFTERCARE PLAN

Service/Program	*Estimated Length of Service*	*Cost Per Day (Estimated)*

CERTIFICATION

I certify that if not for the Regionalization Diversion program, the disposition recommendation would be commitment to TJJD.

Printed First and Last Name	*Chief Juvenile Probation Officer Signature*	*Date*
	X	

TJJD REVIEW AND COMMENT

TJJD has five workdays to respond to a juvenile probation department's request. TJJD will make reasonable efforts to expedite responses upon request.

Printed First and Last Name	*Director of Community Mental Health Services Signature*	*Date*
	X	

☐ Recommend for Diversion ☐ Do Not Recommend for Diversion

Printed First and Last Name	*Senior Director of Probation & Community Services Signature*	*Date*
	X	

☐ Recommend for Diversion ☐ Do Not Recommend for Diversion ☐ Authorization Granted

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APPENDIX F

JUVENILE PROBATION DEPARTMENT RESOURCE INVENTORY

TEXAS JUVENILE JUSTICE DEPARTMENT

Each local juvenile probation department is asked to complete an inventory that includes details related to probation services and programming, referrals, dispositions, available resources, and departmental needs. These inventories will be forwarded, reviewed, and compiled at the regional level and used in the development of a regional plan. Please contact the president of your regional association or TJJD staff if you need assistance completing this form. For general information, contact James Williams at (512) 490-7991 or james.williams@tjjd.texas.gov. For information regarding referrals, contact Amanda Zamarron at (512) 490-7244 or amanda.zamarron@tjjd.texas.gov.

I. PROBATION DEPARTMENT OVERVIEW

Juvenile Probation Department	*Chief*	*Phone #*	*Date Submitted to Regional Association*

Counties Served	*Number of Certified JPOs*	*Average Caseload*	*Total # of Referrals in Fiscal Year (FY) 15*

Felony Referrals in FY 15	*Felony Adjudications in FY 15*	*Misdemeanor Referrals in FY 15*	*Misdemeanor Adjudications in FY 15*

CINS Referrals in FY 15	*CINS Adjudications in FY 15*	*TJJD Commitments in FY 15*

II. PROBATION DEPARTMENT PROGRAMMING

Include services provided by both probation department staff and contracted providers. (Use additional sheet if needed.)

Program	*Provider (Licensing/Certifications)*	*# of Youth Served in FY 15*

III. LOCAL MENTAL HEALTH AUTHORITY PROGRAMMING

Programs available to youth ages 10-17 (Use additional sheet if needed.)

Name of Local Mental Health Authority	*Executive Director*	*Phone #*

Counties Served

Programs Available	*Available to JPD Youth?*	*# of JPD Youth Served FY 15*
	Yes ☐ No ☐	
	Yes ☐ No ☐	
	Yes ☐ No ☐	
	Yes ☐ No ☐	
	Yes ☐ No ☐	

IV. COMMUNITY RESOURCES / OTHER LOCAL SERVICES AVAILABLE TO THE PROBATION DEPARTMENT

(Use additional sheet if needed.)

Name of Provider/Agency	*Program or Service*	*# of JPD Youth Served FY 15*

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APPENDIX F

V. COUNTY PLACEMENT

List all county placements used or contracted with in the last 36 months. Include placements to the department's post-adjudication program, as applicable, and out-of-county placements. (Use additional sheet if needed.)

Name of Provider/Agency	*Program or Service*	*Location*	*# of JPD Youth Placed FY 15*

VI. AFTERCARE SERVICES

Include services provided by both probation department staff and contracted providers. (Use additional sheet if needed.)

Name of Provider/Agency	*Program or Service*	*Location*	*# of JPD Youth Served FY 15*

VII. JUVENILE PROBATION DEPARTMENT NEEDS

List needs in the order of priority for the areas below.

Briefly describe your juvenile probation department's fiscal needs related to diversion of youth from TJJD secure facilities.

Briefly describe your juvenile probation department's training/technical assistance needs related to diversion of youth from TJJD secure facilities.

Briefly describe your juvenile probation department's programming needs related to diversion of youth from TJJD secure facilities.

Briefly describe any staffing needs your juvenile probation department has related to diversion of youth from TJJD secure facilites.

Briefly describe any other needs your juvenile probation department has related to diverion of youth from TJJD secure facilities.

VIII. TARGET POPULATION FOR DIVERSION

Based on the responses provided above, describe which youth within the target population may be best served given the current availability of resources. Please include the approximate number of youth by county in the target population, average age, offense histories, level of risk, and information related to specialized treatment needs. (Use additional sheets as necessary).

Identify which additional portion of youth within the target population the region could serve next if provided additional resources within this biennium and future biennia. (Use additional sheets as necessary).

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APPENDIX G

REGIONAL RESOURCE INVENTORY AND PLAN

TEXAS JUVENILE JUSTICE DEPARTMENT

Each region is asked to complete an inventory which includes details related to probation services and programming, including referrals, dispositions, available resources, and needs across the region. These inventories will be forwarded, reviewed, and compiled at the state level and used in the development of the statewide regionalization plan.

I. Regional Overview *(add rows or use additional sheets as necessary)*

Juvenile Probation Department	**Counties Served**

Total # of Caseload Carrying Certified JPO's in Region	*Average Caseload*	*Total Number of Referrals in Region in FY 15*

Number of felony referrals in Region in FY 15	*Number of felony adjudications in Region in FY 15*
Number of misdemeanor referrals in Region in FY 15	*Number of misdemeanor adjudications in Region in FY 15*
Number of CINS referrals in Region in FY 15	*Number of CINS adjudications in Region in FY 15*
Number of TJJD Commitments from Region in FY 15	

II. Total County-Operated Post-Adjudication Capacity in Region

(add rows or use additional sheets as necessary)

Name of Program	Location	Facility Capacity	Staffed Capacity	Type of Program

III. Total Private Contracting Capacity for Post-Adjudication Placements in Region

(add rows or use additional sheets as necessary)

Name of Program	Location	Facility Capacity	Type of Program

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REGIONAL RESOURCE INVENTORY AND PLAN

TEXAS JUVENILE JUSTICE DEPARTMENT

IV. Specialized Treatment Available in Region *(add rows or use additional sheets as necessary)*

Name of Provider/Program	Capacity
Treatment for Youth with Substance Use Disorders	
Treatment for Youth with Intensive Mental Health Needs	
Treatment for Youth with Sexual Behavior Problems	
Treatment for Violent Offenders	
Treatment for Female Offenders	
Treatment for Young Offenders	
Treatment for Offenders with Intellectual and/or Developmental Disabilities	

V. Using the information provided in each department's Resource Inventory, summarize the mental health services available to juvenile probationers in the region not previously addressed.

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REGIONAL RESOURCE INVENTORY AND PLAN

TEXAS JUVENILE JUSTICE DEPARTMENT

VI. Summarize any additional services available in the region that are not already included on the Juvenile Probation Department Resource Inventory

(add rows or use additional sheets as necessary)

Name of Provider/Agency	Program or Service	# of JPD Youth Served in FY 15

VII. Regional Needs -- Please identify and describe current gaps in your region's ability to provide needed services, supports, and resources to divert youth from state secure facilities.

Briefly describe your region's financial needs related to diversion of youth from TJJD secure facilities.

Briefly describe your region's training/technical assistance needs related to diversion of youth from TJJD secure facilities.

Briefly describe your region's programming and treatment needs related to diversion of youth from TJJD secure facilities.

Briefly describe your region's staffing needs related to diversion of youth from TJJD secure facilities.

Briefly describe any other needs your region has related to diversion of youth from TJJD secure facilities.

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REGIONAL RESOURCE INVENTORY AND PLAN

TEXAS JUVENILE JUSTICE DEPARTMENT

VIII. Target Population for Diversion

Based on the responses provided above, describe which youth within the target population may be best served given the current availability of resources. Please include the approximate number of youth by county in the target population, average age, offense histories, level of risk, and information related to specialized treatment needs. (Use additional sheets as necessary.)

Identify which additional portion of youth within the target population the region could serve next if provided additional resources within this biennium and future biennia. (Use additional sheets as necessary).

IX. Funds

Describe how the region proposes to use the start-up funds for the current biennium.

What additional funding does the region need to successfully divert additional youth within the target population?

What additional funding does the region need to increase local/community services?

X. Regional Plan for Diversion

Describe how the region will ensure the provision of services, including research-based services, to meet the needs of youth who otherwise would be committed to TJJD secure facilities. Please include your timeline for diversion readiness.

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APPENDIX H – PRIVATE PROVIDER PLACEMENTS

PROVIDER	CENTRAL	NORTH	NORTHEAST	PANHANDLE	SOUTH	SOUTHEAST	WEST
3H Youth Ranch	*						*
A World for Children	*				*		
Abraxas Youth and Family Services			*		*	*	
ACADIA Healthcare				*			
AMIKids, Inc. dba AMIKids Rio Grande Valley	*				*		
Annunciation Maternity Home	*						
Arrow Child & Family Ministries						*	
Association for The Advancement Of Mexican Americans						*	
Athletes for Change		*				*	
Austin Recovery				*			
Austin State Hospital						*	
Azleway Inc.	*	*	*	*	*		
Bayview Behavioral Hospital					*		
Behavioral Health Solutions of South Texas					*		
Behavioral Hospital of Bellaire						*	
Boysville, Inc.	*			*		*	
Brookhaven Youth Ranch	*		*			*	*
Cal Farley's Family Resource – Boys Ranch				*			
Casa Phoenix	*						
Cedar Ridge		*					
Center for Success and Independence	*	*				*	
Cherokee Home for Children	*						
Children's Hope							*
Choices Adolescent Treatment Center, Inc.	*					*	
Cornerstone Programs Corporation – Garza County Regional Juvenile Center	*	*	*	*	*	*	*
Concho Valley Home for Girls		*		*			*
Cypress Creek Hospital						*	
Devereux School					*		
East Texas Open Door			*				
Embracing Destiny Foundation						*	
Everyday Life Inc.	*	*			*	*	*
Forest Ridge Youth Services		*					
G4S Youth Services, LLC	*	*	*	*	*	*	*
George Gervin Youth Center	*						
Good Shepherd Services							*
Gulf Coast Trades Center	*	*	*	*	*	*	*
Gulf Winds Rtc						*	
Hearts with Hope Foundation						*	

APPENDIX H – PRIVATE PROVIDER PLACEMENTS

PROVIDER	CENTRAL	NORTH	NORTHEAST	PANHANDLE	SOUTH	SOUTHEAST	WEST
Hector Garza Center	*	*	*	*	*	*	*
High Plains Children's Home and Family Services, Inc.				*			
High Plains Retreat Center				*			
High Sky Children's Ranch				*			*
Hill Country Youth Ranch				*			*
Holy Highway			*				
Houston We Care Shelter, Inc.	*					*	
Intracare North Hospital						*	
Job Corp						*	
Joyful Hands GRO	*						
La Esperanza Home for Boys: Southwest Keys Program		*					
Lake Granbury Youth Services	*	*	*	*	*	*	*
Lakeside Academy						*	
L'Amor Village Residential							*
Laurel Ridge Treatment Center: Psychiatric Hospital						*	*
Lighthouse Family Network				*			
Medina Children's Home							*
Memorial Hermann Prevention and Intervention Center						*	
Meridell Achievement Center							*
Methodist Children's Home	*		*				
Mexia State School			*			*	
Miracle Farm, Inc.			*				
Mountain Home Academy						*	
New Encounters Residential Treatment Center	*	*					
New Horizons Ranch Residential		*		*			*
Next Step Home		*		*			*
Nexus Recovery Center, Inc.	*	*	*	*	*	*	*
North Texas State Hospital	*	*	*	*		*	*
Odyssey House Texas Inc.	*				*	*	
Pathways Youth And Family Services				*	*		*
Pegasus Schools, Inc.	*	*	*	*	*	*	*
Phoenix House of Texas, Inc.	*	*	*	*	*	*	*
Positive Steps, Inc.							*
Presbyterian Children's Home and Services					*		*
Reed Adolescent Center				*			*
Renewed Strength, Inc.	*						
Rite of Passage, Inc.				*	*	*	*
River Crest Hospital							*
Riverside General Hospital					*		
Rockdale Regional Juvenile Justice Center	*	*	*	*	*	*	*

APPENDIX H – PRIVATE PROVIDER PLACEMENTS

PROVIDER	CENTRAL	NORTH	NORTHEAST	PANHANDLE	SOUTH	SOUTHEAST	WEST
Roy Maas Youth Alternatives	*					*	
San Antonio State Hospital					*		
San Marcos Treatment Center	*						
Serving Children and Adolescence (SCAN) Inc. RGV Youth Recovery Home Treatment Center					*	*	
Selena Center for Youth Potential	*			*			*
Seton Home	*			*			
Shamar Hope Haven	*						
Sheltering Harbor						*	
Shoreline	*		*	*	*	*	*
St. Jude Ranch for Children	*						
Starry Emergency Shelter	*						
Texas Baptist Children's Home	*						
Texas Challenge Academy				*			
The Bair Foundation	*				*		
The Burke Center for Youth					*		
The Children's Home				*			
The Esperanza Home for Youth					*		
The Treehouse Center, Inc.					*	*	
Therapeutic Family Life	*				*		
Transforming Lives Cooperative						*	
Turning Point Children's Social Services	*	*					
(Upbring) Lutheran Social Services (various placement options)	*			*	*		*
Unlimited Visions Aftercare	*			*	*	*	*
Waco Center for Youth	*						*
West Texas Boys Ranch							*

***Some county probation departments additionally use out of state private placements, which are not included in this list.**