



Strategic Plan 2011 – 2015

Texas Youth Commission

INDIVIDUAL *Treatment.*

PUBLIC *Protection.*

STRONGER *Texas Communities.*

This plan was prepared under the direction of the Legislative Budget Board and the Governor's Office of Budget, Policy, and Planning to comply with Texas Government Code Sec. 2056



“TYC can be the beginning of something good.
You gotta make up your mind to be positive!”

– *Youth D.P. (Crockett State School)*

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2011-2015 PERIOD

BY

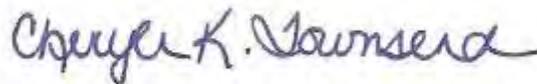
TEXAS YOUTH COMMISSION

Board Member	Term Expires	Hometown
SCOTT W. FISHER, CHAIRMAN	9/01/2011	EULESS
DAVID TEUCSHER, M.D.	9/01/2011	BEAUMONT
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JOSEPH D. BROWN	9/01/2011	SHERMAN
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HONORABLE ROLANDO OLVERA	9/01/2011	BROWNSVILLE
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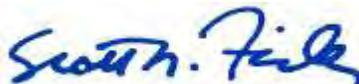
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July 2, 2010



SIGNED: _____
Cheryl K. Townsend, TYC Executive Director



APPROVED: _____
Scott W. Fisher, TYC Board Chairman

“TYC is a chance. They are preparing you for the free. Once you get to be 18, there are no more chances, so you better do good here.”

– Youth J.M. (San Antonio Parole)



The Texas Youth Commission (TYC) has undergone a significant transformation during the past biennium. However, our primary mission remains unchanged: promote public safety by improving outcomes for youth who have been placed in the agency for committing the most serious and violent crimes. The way in which the agency accomplishes this mission has changed dramatically. This strategic plan covering the 2011 through 2015 time period presents the framework of services and strategies to ensure individual treatment, public protection, and stronger Texas communities. Building on new youth programming and recent achievements, TYC is rebuilding its services to improve rehabilitation opportunities for Texas' most serious and violent youth offenders and to increase their success upon re-entry.

The foundation of the TYC program includes the following strategic priorities: **quality, individualized treatment** to improve the physical and mental health of our youth; **improved re-entry and re-integration services** to ensure continuity of care from commitment through discharge; a **strengthened education system** to overcome significant academic deficiencies of youth on commitment; **reduced turnover** of juvenile correctional officers to maintain a stable and well-trained staff; and **reduced youth and staff injuries** to ensure the safety and security of all.

TYC youth today are far different from those committed three years ago. TYC has a smaller youth population now but it represents a higher percentage of violent offenders. All TYC youth have committed felony offences. Nearly all have substantial academic deficiencies. Nearly 40% of new commitments report having experienced prior trauma, and more specifically sexual abuse. At the beginning of FY 2010, 90% of new commitments were assessed as needing specialized treatment (capital or serious violent offense, chemical dependency, mental health related issue, or sexual offense).

It is critical that the agency take into consideration the characteristics of TYC youth, since a key to effective treatment and rehabilitation programs is a shared feeling of safety among youth and staff. The agency's ability to monitor and maintain a safe environment for youth has greatly improved in recent years. Enhancements in dormitory configurations, video monitoring and recording systems, and the presence of law enforcement officers provides greater safeguards for youth and staff than in previous years. Upgrades to training requirements for newly hired staff, coupled with an experienced and professional workforce, also contribute to an environment conducive to treatment and rehabilitation. Finally, professional development and the implementation of evidence-based programs that focus on trauma-informed care, Aggression Replacement Training[®], and positive behavior have provided more balance to the safety continuum.

The vast majority of youth committed to TYC have had multiple previous encounters with the juvenile justice system. Often, the youth have been failed by their parents, the education system, their peers, and their communities. For many, TYC is the last opportunity at rehabilitation before entering the adult correctional system. TYC's challenge is to re-engage youth, inspire them, restore their hope, and teach them to believe in themselves – a monumental task for youth who have grown accustomed to failure.

Rehabilitating youth at this level is a costly and time-consuming effort. Nationally recognized best practices indicate that best results are realized when youth are treated in small-group settings close to their homes. However, given the variety of intensive and specialized service needs of TYC youth, this type of approach quickly becomes cost prohibitive.

To maximize quality and cost of services, TYC has developed a regionalized approach to youth placement, putting youth as close to their home and family as possible. At the same time, the most specialized services are delivered at selected facilities in an effort to control cost. The tension between best practices and cost effectiveness will continue into the foreseeable future as the agency balances the delivery of treatment and programming in the most cost-effective manner.

Specialized services and juvenile rehabilitation programs will continue to evolve as funding opportunities and best practices change. Despite external factors, TYC's mission will continue to be focused on youth outcomes. With stable leadership and skilled professional staff, the agency is positioned to anticipate and respond to the challenges and opportunities that may occur during this FY 2011-2015 strategic plan timeframe.

TYC & Me Profile



DOMINICK

Diesel Mechanic Student



Dominick met with his college counselor and picked courses for his Diesel Mechanics degree. His full time job as a campus grill cook helps him reach this dream. He was committed to TYC twice and had parole revoked four times. His parole team did not give up. Neither did he.

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SECTION ONE: GUIDING PRINCIPLES



Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high . . .we are not here to achieve inconsequential things!

Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

State-level Priority Goals and Benchmarks¹

Statewide Goals are the general ends toward which the state directs its efforts. They address the primary issues facing the state within broad groupings of interrelated functions. State Level Benchmarks are indicators used for assessing state government progress in meeting its goals. They are indicators of success and statewide targets for future performance. They address the primary performance issues facing the state within broad groupings of interrelated functions.

The following groupings of statewide goals and benchmarks apply to the Texas Youth Commission (TYC):

Public Safety and Criminal Justice

Priority Goal: To protect Texans by preventing and reducing terrorism and crime and confining, supervising, and rehabilitating offenders.

Benchmarks:

- Juvenile violent crime arrest rate per 100,000 population
- Average rate of juvenile re-incarceration within three years of initial release
- Number of juvenile correctional officer and juvenile correctional staff vacancies
- Number of GED, high school diplomas, and vocational certifications awarded to offenders
- Percentage reduction in felony probation revocations
- Percentage reduction in felony probation technical revocations
- Average annual incarceration cost per offender
- Total number of cameras in state correctional facilities
- Number of contraband items seized through the use of correctional security equipment

Economic Development

Priority Goal: To provide an attractive economic climate for current and emerging industries that fosters economic opportunity, job creation, capital investment, and infrastructure development by promoting a favorable and fair system to fund necessary state services; addressing transportation needs; and developing a well trained, educated, and productive workforce.

Benchmark:

- Number of Texans receiving job training services

¹ “Instructions for Preparing and Submitting Agency Strategic Plans: Fiscal Years 2011- 2015” (Appendix A) Governor’s Office of Budget, Planning, and Policy and the Legislative Budget Board. March 2010.

TYC & Me Profile



ROGER
Certified Nurse Assistant

Roger was inspired to study nursing at a career fair hosted by his TYC parole office. He passed the state exam and is a Certified Nurse Assistant (CNA). Currently, he is studying in a Renal Technology Program and plans to eventually become a Registered Nurse.

Education – Public Schools

Priority Goal: To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans by: ensuring students graduate from high school and have the skills necessary to pursue any option including attending a university, a two-year institution, other post-secondary training, military or enter the workforce; ensuring students learn English, math, science and social studies skills at the appropriate grade level through graduation; and demonstrating exemplary performance in foundation subjects.

Benchmarks:

- High school graduation rate
- Percentage of graduates earning recommended high school diploma
- Percentage of recent high school graduates enrolled at a Texas college or university
- Percentage of high school graduates receiving other post-secondary training
- Percentage of students who demonstrate satisfactory performance on the annual state assessments
- Percentage of students earning commended performance on the annual state assessments (90 percentage of test items answered correctly)
- Percentage of Texas high school students who need remediation
- Percentage of students from third grade and above who are able to read at or above grade level
- Percentage of students from third grade and above who perform at or above grade level in math
- Percentage of Texas high school students graduating with six hours or more of dual credit

Health and Human Services

Priority Goal: To promote the health, responsibility, and self-sufficiency of individuals and families by: making public assistance available to those most in need through an efficient and effective system while reducing fraud in the system; enhancing the infrastructure necessary to improve the quality and value of health care through better care management and performance improvement incentives; continuing to create partnerships with local communities, advocacy groups, and the private and not-for-profit sectors; addressing the root causes of social and human service needs to develop self-sufficiency of the client through contract standards with not-for-profit organizations; and facilitating the seamless exchange for health information among state agencies to support the quality, continuity, and efficiency of healthcare delivered to clients in multiple state programs.

Benchmarks:

- Percentage of Texas population enrolled in Medicaid, Children's Health Insurance, and the Health Insurance Premium Payment programs
- Percentage of eligible children enrolled in CHIP
- Incidence of confirmed cases of abuse, neglect, or death of children, the elderly, or spouses per 1,000 population
- Percentage of children in foster care who are adopted or reunited with their families
- Rate of substance abuse and alcoholism among Texans
- Number of methamphetamine prevention/awareness programs related to methamphetamine production and child welfare conducted by the Texas Department of State Health Services
- Percentage of people completing vocational rehabilitation services and remaining employed
- Number of people who receive mental health crisis services at community mental health centers

General Government

Priority Goal: To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by supporting effective, efficient, and accountable state government operations.

Benchmarks:

- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format

Agency Vision, Mission and Philosophy

TYC Vision

TYC strives to be a model juvenile corrections organization, providing protection for the public, a safe environment for youth and staff, and residential and parole services to the most serious juvenile delinquents in Texas. Public protection is enhanced as youth are held accountable for their behavior, and staff is held accountable for the effectiveness of services provided. TYC forms partnerships with other state and local agencies, community groups and individuals to develop and improve processes that reduce and prevent juvenile crime.

TYC Mission

TYC, the state's juvenile corrections agency, promotes public safety by operating juvenile correctional facilities and by partnering with youth, families, and communities to provide a safe and secure environment where youth in the agency's care and custody receive individualized education, treatment, life skills, employment training, and positive role models to facilitate successful community re-integration.

TYC Philosophy and Guiding Principles

TYC staff adhere to these principles:

- TYC will create an organization of which all Texans can be proud.
- TYC will value its employees as the agency's greatest asset.
- TYC will create an organization where teamwork and collaboration is paramount.
- TYC will create an organization that will care about the youth in its care and will strive to make a positive impact on their lives.
- TYC will ensure the public is protected by always maintaining safety, security, and control at its facilities.
- TYC will create an organization that will be accountable for its actions and that will admit its mistakes.
- TYC will create a culture of communication and cooperation throughout the organization.
- TYC will promote sound juvenile correctional techniques, best practices, and research.
- TYC will protect the fundamental rights of youth.

Parents' Bill of Rights

Parents are partners with correctional staff, educators, and treatment providers in their child's rehabilitation and shall be encouraged and assisted to actively participate in the design and implementation of their child's treatment, from intake through discharge. Parents of children who have been committed to the care, custody, or control of the Texas Youth Commission have the following rights:

1. As a parent, you have the right to know that you and your child will be treated fairly regardless of race, religion, national origin, language, economic status, disability, gender, sexual orientation, or age and that each child will be treated as an individual.
2. As a parent, you have the right to expect TYC to provide a safe, secure, and sanitary environment for your child.
3. As a parent, you have the right not to be judged, blamed or labeled because of your child's incarceration.
4. As a parent, you have the right to be a vocal and active advocate on behalf of your child.
5. As a parent, you have the right to be an active participant when decisions are made about your child.
6. As a parent, you have the right to be informed about matters related to your child's welfare.
7. As a parent, you have the right to access your child's records.
8. As a parent, you have the right to meaningful participation in your child's treatment, including medical treatment, behavioral health treatment, and education.
9. As a parent, you have the right to communicate with your child, including visitation, telephone, and mail.
10. As a parent, you have the right to be assured that all TYC staff are professional, courteous, and respectful.
11. As a parent, you have the right to know that TYC will take immediate corrective action to protect the rights of parents and youth.
12. As a parent, you have the right to meaningful participation in your child's transition-planning – from intake through community reentry, and eventual discharge.

TYC's Parents' Bill of Rights is a promise to parents to care for their children, an invitation for parents to be involved and vocal regarding the treatment process, and a guarantee that time spent at TYC will be meaningful for youth.

SECTION TWO: EXTERNAL INTERNAL ASSESSMENT



Chapter I: Strategic Priorities

The Texas Youth Commission (TYC) has one overarching goal for FY 2011–2015: Improve outcomes for youth who have been placed in the agency for committing the most serious and violent crimes.

TYC is challenged to make a difference in the life of each youth in its care. The youth who are committed to the agency arrive with serious challenges. They are all felons and many of them are violent, they have been both victims and perpetrators of abuse, they have failed in education and other settings, and they arrive with serious chemical dependencies and mental and psychological issues. Placement in TYC is often the last option for these youth as an alternative to entering the adult correctional system. TYC must help them heal, understand the consequences of their previous behavior, make amends to their community and their victims, and change their responses and life choices.

Improved outcomes for our youth are exemplified by:

- Achievement in academics, earning GEDs, high school diplomas, and college credit
- Improved family integration once youth are released from TYC
- Improved re-entry support systems to enable youth to break social patterns that caused them to commit their crimes
- Reduced recidivism demonstrating that youth are living as good and productive citizens within the community
- Improved employment potential, earning living wages that dissuade youth from returning to previous behaviors

The agency employs numerous interventions designed to rehabilitate youth and improve outcomes. These include accurate assessment and placement of youth within TYC; safe housing conducive to rehabilitation; general rehabilitation programming; education and workforce development; specialized treatment for youth with chemical or alcohol addictions; sex offender treatment; and treatment for mental health and mental retardation issues. Additionally, re-entry planning for each youth begins the day the youth enters TYC, with the agency working with families, tutors and mentors, and service providers in the community. This comprehensive approach ensures each youth receives the greatest opportunity to succeed when he or she is released.

FY 2011 – 2015 Strategies

Deliver High Quality, Individualized Treatment Designed to Improve the Physical and Mental Health of the Youth

TYC will continue to improve upon the spectrum of high quality, individualized treatment currently delivered to each youth. “Treatment” includes medical, dental, psychiatry, psychology, and intervention programs including the CoNEXTions[®] general rehabilitation program and specialized treatment programs. To be effective, treatment must not only inform but also engage families in the planning and delivery of these services.

The agency will develop and track appropriate outcomes and targets for intervention programs and determine the rate at which youth with treatment needs receive care. TYC will continually assess the extent to which current services align with recognized, applicable national standards, best practices, and TYC reforms (i.e. ACA, CDC, OJJDP, published studies, etc.).

Full Implementation of the Re-entry and Re-integration Plan

TYC’s re-entry and re-integration plan for each youth ensures continuity of care from commitment to discharge. The plan must include, as applicable, housing assistance, a step-down program, family counseling, academic and vocational mentoring, trauma counseling for youth who may have been a victim of abuse while in custody, and other specialized treatment.

The plan must provide for an assessment of the needs and strengths of each youth and family, programs that address the assessed needs, a comprehensive network of transition programs and supports to address the needs through discharge, the identification of providers of existing local programs and transitional services with whom the TYC may contract, and the sharing of information between local coordinators. When the family is not able to support the successful re-entry of youth to community, alternatives are identified and used to support youth.

The programs must be implemented for the youth by highly skilled staff and volunteers that are experienced in working with re-entry and re-integration programs, and be designed to build post-release and post-discharge support from the community. The programs must provide youth with individualized case management; life-skills training including information about budgeting, money management, nutrition and exercise; education; employment training; appropriate treatment programs; and parenting and relationship-building classes.

Strengthening Education

For many TYC youth, their inability to control their behavior and engage in the classroom was a significant factor leading to their criminal behavior. As part of its

“Agency leadership has developed and presented a service delivery program that, if implemented appropriately, will be beneficial to youth in custody.”

– A Chief Juvenile Probation Officer
(Anonymous/From 2010 Customer Service Survey)

education improvements, TYC is implementing the Positive Behavioral Interventions and Support (PBIS) program, a long-term multi-dimensional support system that teaches youth how to successfully manage their behavior both in and out of the classroom. PBIS will be a significant part of TYC’s education efforts. The agency is also developing a more robust curriculum that supports re-entry of youth back into the public school system (accelerating credits to overcome learning deficiencies and improve reading skills).

Reduce Juvenile Correctional Officer Turnover

Maintaining a safe and productive environment for youth requires a dedicated and well-trained staff. In recent years, the agency has experienced a high rate of turnover with its Juvenile Correctional Officers (JCOs), who are on the front line in the day-to-day care of youth. TYC’s JCO turnover has been trending downward from a high of 49.25% in FY 2007 and 40.39% in FY 2008, down to 37.09% in FY 2009. The agency has established a 25% turnover rate as its internal goal for FY 2011-2015. A more stable workforce will result in improved quality-of-life issues for our employees, and ultimately, improved success in youth outcomes.

Reduce Staff and Youth injuries

Reducing staff and youth injuries is part of an overall goal of operating safe and secure facilities. This issue more than any other impacts the agency’s ability to safely operate facilities for youth and staff while meeting staffing and budget demands. Reductions in use-of-force (physical handling) instances and reductions in security referrals are identified as key elements.

Chapter II: Overview and Scope

A. Statutory Basis

The Texas Human Resources Code, Chapter 61, is the enabling authority for the TYC. The Texas Family Code, (Chapters 51-53, 57-60, and 261) enacted by the Texas Legislature in 1973 and substantially revised in 1995 and again in 2007, is the basis for juvenile law in Texas. The Family Code allows local juvenile courts to commit youth to the care, custody, and control of the TYC only if there is an adjudication that the youth engaged in delinquent conduct that constitutes a felony offense. Such a commitment may be made with or without a determinate (set) sentence.

TYC underwent sunset review during the 81st Legislative Session in 2009. As a result, HB 3689 was passed continuing the agency until September 1, 2011. The agency will undergo a limited sunset review again during the 82nd Legislative Session in 2011.

B. Historical Perspective

Pre-TYC Years

The roots of the juvenile justice system in Texas go back to the middle of the 19th century. In the 1850's the Texas Legislature passed laws to exempt children under age 13 from criminal prosecution in certain situations and authorized a separate facility to house them. Building the facility was delayed by the Civil War, but Gatesville State School for Boys finally opened in 1889. A training school for girls, Gainesville State School, was established in 1916.

The 1913 Juvenile Act called for racial segregation, which resulted in separate youth facilities at the Gatesville State School. A separate dormitory was built to house African American boys; however, certain services for these youth were not provided.

African American girls were excluded entirely from juvenile facilities; their options were adult jail or release back into the community. In 1927, the legislature approved a separate school for the girls, but it was not funded for 20 years. In 1947, Camp Brady, northwest of Austin, became the first site for the reformatory school for delinquent African American girls, and in 1951, it was moved and became the Crockett State School for Negro Girls.

The idea that motivated the 19th Century reformers was that children who are in danger of maturing into adult criminals should be rescued, not by imposing disabilities that result from criminal conviction, but by placing youth in protective environments and teaching them about discipline, morality, values, and productive work. This fundamental idea that adjudication for delinquent conduct is not conviction of a crime is preserved today in the current Texas laws regarding juvenile justice. It is an idea that has produced tension

throughout the history of juvenile justice between the interests of individual welfare and public protection, and nurturing care or just punishment.

TYC Created

The TYC was originally established as the Texas Youth Development Council with the adoption of the Gilmer Aiken Act in 1949. The original purpose of the Youth Development Council was to coordinate the state's efforts to help communities strengthen youth services and to administer state juvenile training schools with the goal of rehabilitation and successful re-establishment of delinquent children in society. A reorganization in 1957 brought administration of the state's juvenile training schools and homes for dependent and neglected children (former orphanages) under a single state agency, the Texas Youth Council.

Reforms: 1960s – 1970s

From the mid-1960s through the 1970s, the emphasis of juvenile services shifted from the delivery of services in institutions toward more community-based programs. Following national trends, the Texas Youth Council increased use of foster care and community-based alternatives for dependent and neglected youth. The Council initiated a county juvenile probation subsidy program, which was subsequently transferred to the Texas Juvenile Probation Commission when it was created in 1981.

Two U.S. Supreme Court cases, *Kent v. U.S.* (1966) and *In Re Gault* (1967), fundamentally changed the character of the juvenile court by substituting basic due process guarantees (notification of charges, protection against self-incrimination, right to counsel, right to confront witnesses) for the more informal practices that had characterized these courts until that time. States were required to redraft their juvenile codes to conform with the Supreme Court's mandate. However, the leading case in the nation for reform of the juvenile justice system was *Morales v. Turman*, which originated in Texas.

A Landmark Lawsuit: Morales v. Turman

Alicia Morales was the oldest of eight children and, at 15, was forced to work and turn her earnings over to her father. She protested and her father had her committed to the Council for disobedience. Her commitment amounted to little more than an agreed judgment by the parents to send their child away to a state institution with no notice of charges, no court appearance, and no representation. Alicia hired an attorney and the federal court lawsuit, *Morales v. Turman*, was filed in 1971. Dr. James Turman was the Executive Director of Texas Youth Council at the time.

Judge William Wayne Justice sent a letter to all 2,500 Council youth asking whether they had a court hearing and an attorney before being sent to TYC. Most said they had a hearing, but over a third had not been represented by counsel. The state agreed to a declaratory judgment that allowed the Texas Legislature time during its 1973 session to

address these issues. That resulting bill incorporated the due process rights the Supreme Court had mandated in 1967 and was enacted as Title 3 of the Texas Family Code.

In 1972, Judge Justice granted the plaintiff's motion for an opportunity to interview all the youth confined in the Council institutions with the assistance of law students from the University of Texas and Southern Methodist University. The results of these interviews caused the plaintiffs to amend their pleadings to focus on the constitutional rights of incarcerated juveniles. The two original plaintiff's attorneys were joined by five from the Civil Rights Division of the U.S. Justice Department and two from the Mental Health Law Project, a public interest law firm that specialized in the rights of institutionalized persons.

Trial testimony revealed that 60% of the boys were committed for stealing, 19% for disobedience and immoral conduct, and only 9% for crimes of violence. Of girls, 68% were committed for disobedience or immoral conduct and 4% for crimes of violence.

After years of negotiations and various court proceedings rising to the U.S. Supreme Court, a Settlement Agreement was reached in 1984 and a monitoring committee finished its work in 1988.

The Morales decision established the first national standards for juvenile justice and corrections. In Texas, it prompted a number of changes, including the prohibition of corporal punishment, extended periods of isolation, and all forms of inhumane treatment.

The settlement agreement also required:

- establishment of an effective youth grievance and mistreatment investigation system
- minimum staff qualification and training requirements
- individualized, specialized, and community-based treatment programs
- TYC-operated halfway house programs
- county assistance programs to help reduce commitments to TYC by providing state funds for probation services for youth in their local communities

Reforms: 1980s, 1990s, and the Turn of the 21st Century

In 1983, the Texas Legislature changed the name of the Texas Youth Council to the Texas Youth Commission.

In the late-1980s there was a dramatic increase in the rate of juvenile crime. From 1988 to 1993, in Texas, there was a 69% increase in all referrals to juvenile probation for delinquent activity and a 161% increase in referrals for violent offenses. The Texas rate for homicides by juveniles was almost twice the national rate (12.8 per 100,000 vs. 6.6) and there was a 285% increase in youth committed to TYC for violent offenses.

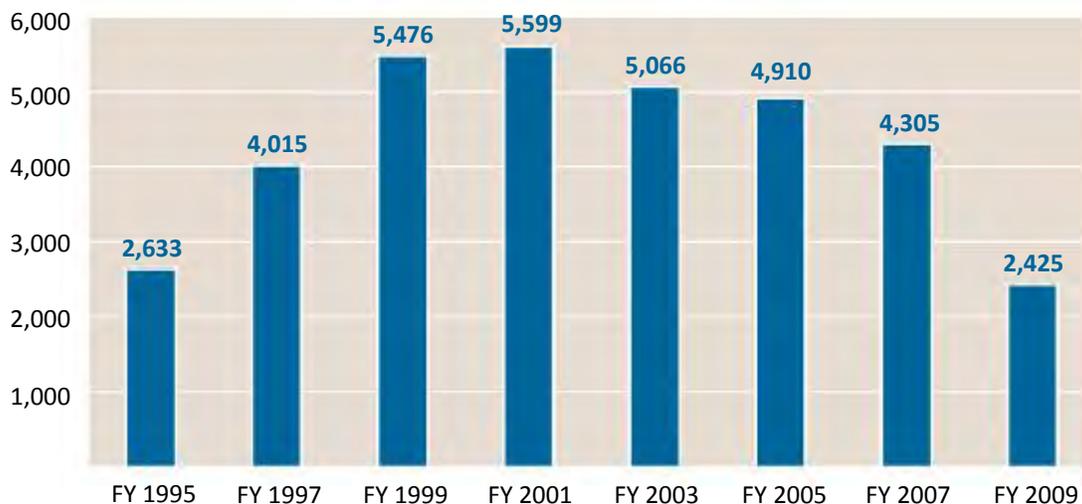
In 1987, in response to the increase in violent juvenile crime, Texas became one of the first states to adopt "blended sentencing," where a criminal sentence is blended with a more traditional juvenile court disposition for the most serious crimes. This allows youth to serve the first portion of the sentence in TYC with the possibility of being transferred to the adult system to complete the sentence.

Between 1990 and 1998, the juvenile proportion of total arrests in Texas increased from 23% to 35%. Juvenile violent crime arrests also increased. In response, the 74th Texas Legislature passed the most expansive juvenile reform legislation in more than 20 years. The legislation has been described as a "get tough, balanced approach" that reflected the public attitude of punishing youth in a meaningful way without abandoning rehabilitation as a principal aim.

In 1995, the Texas Legislature enacted the Progressive Sanctions Guidelines, which are a set of discretionary disposition guidelines for juvenile probation departments, juvenile prosecutors, and juvenile court judges. While the guidelines are not mandatory, they are encouraged for consistency in juvenile dispositions. Sanction levels are assigned based on the seriousness of the youth's conduct and/or history with juvenile authorities. The sanction levels range from requiring the youth to be counseled by local authorities (level one) or, at the other end of the spectrum, youth may be committed to TYC or certified to stand trial as adults (level seven).

During the 1990s and early 2000s, bed space and the youth population at TYC significantly increased. In 1991, the total number of TYC youth in residential care (institutions, halfway houses, or contract programs) exceeded 2,000 for the first time. Between 1995 and 2001, TYC's youth population more than doubled. At the same time, the agency struggled with the recruitment and retention of qualified and trained staff and with dramatic changes in institutional capacity, including the addition of the McLennan County State Juvenile Correction Facility (Mart) – which was one of the largest juvenile justice facilities in the nation.

TYC Average Daily Populations



2007 Reforms and Conservatorship

During the 80th Texas Legislature in 2007, TYC was the subject of much scrutiny. Allegations of abuse and flaws in the application of the agency's treatment programming led to sweeping reforms, primarily detailed in Senate Bill (SB) 103, 80th Texas Legislature, 2007.

In February 2007, several media reports brought to light the cases of two former senior TYC administrators from the West Texas State School in Pyote, Texas, who were accused of sexually abusing several youth in 2005. Legislative hearings were held amid numerous calls for reform of the agency. Questions arose about whether TYC youth and staff felt safe reporting allegations of abuse or kept quiet out of fear of retaliation.

The chief and most immediate concern was to ensure the safety of the youth in TYC's care. In March 2007, Texas Rangers, investigators from the Attorney General's Office, and law enforcement agents from the Office of Inspector General for the Texas Department of Criminal Justice were dispatched to every TYC facility. TYC also established an abuse reporting hotline. This 24-hour hotline recorded thousands of calls which resulted in as many investigations, and the hotline remains in operation today.

In March 2007 the TYC Board was disbanded and Texas Governor Rick Perry placed the agency in conservatorship. The agency spent 2007 and 2008 implementing reforms adopted by the Legislature in SB 103. Some of the most extensive reforms mandated by SB 103 included:

- Establishment of the Office of the Inspector General
- Creation of the Office of the Independent Ombudsman
- Formation of the Release Review Panel to ensure youth were not being held in TYC unnecessarily or longer than beneficial
- Reduction of the maximum age of confinement from 21 to 19
- Elimination of misdemeanor commitments to TYC
- Reduction of residential populations
- Adoption of a Parents' Bill of Rights
- Creation of a new general treatment program
- Development of a plan to achieve American Correctional Association (ACA) accreditation of all TYC facilities

On October 14, 2008, Governor Rick Perry removed TYC from conservatorship and named an executive commissioner to head the agency.

2009 - 2010 Progress at TYC

In September 2009, in accordance with SB 103, a new TYC governing board was established, and the agency was returned to the leadership of an executive director

appointed by the Board. By the end of 2009, all of the provisions of SB 103 had been implemented, the education component at TYC was expanded and improved, and the agency began implementation of its plan to achieve ACA accreditation at each facility. The first two TYC facilities to receive such recognition in nearly a decade were the Ron Jackson State Juvenile Correctional Facility in Brownwood and the Giddings State School, which were awarded ACA accreditation in 2010.

C. Key Populations and Functions

TYC serves youth who have been adjudicated delinquent of felony offenses and committed to the agency by a juvenile court. In order for a youth to be committed to the TYC, the delinquent act must occur when the youth is between 10 and 17 years of age. TYC may retain jurisdiction over a youth until his or her 19th birthday. The youth sent to TYC are the state's most serious or chronically delinquent offenders. In FY 2009, 48% of new arrivals had committed violent offenses, a 7% increase from FY 2008. Overall, 54% of new arrivals were categorized as high risk offenders, a 6% increase from FY 2008. Additional FY 2009 demographic features about TYC commitments:

- 91% were boys
- 9% were girls
- 45% were Hispanic
- 35% were African-American
- 20% were Anglo
- 43% admitted at intake that they are gang members
- Median age at commitment was 16
- Median reading achievement level was 6th grade (four years behind their peers)
- Median math achievement level was 5th grade (five years behind their peers)
- 36% were identified as eligible for special education services
- 85% had IQs below the mean score of 100
- 47% were chemically dependent
- 37% had serious mental health problems
- 77% had parents who never married, or parents who had divorced or separated
- 38% had a documented history of being abused or neglected
- 50% had families with histories of criminal behavior
- 31% had more than one felony adjudication

TYC serves youth in 10 high security residential facilities, 13 district offices, nine halfway houses, and 12 contract care residential placement settings.

TYC Population: On August 31, 2009, TYC’s youth population included:

TYC YOUTH POPULATION BY TYPE OF PROGRAM	
Secure Facilities: High security facilities in which youth are placed according to treatment need and as close to home as possible.	1,914
Halfway Houses: Medium security facilities serving youth reentering the community and participating in school and/or work activities.	169
Contract Care: Diverse array of services depending upon provider. Includes residential treatment centers for emotionally disturbed youth, young offenders program, and a program for youth with mental retardation.	176
Parole: Provides continuum of care as youth are returned to the community. Provides an initial intensive level of surveillance and includes regularly scheduled parole office visits and unannounced visits to home, work, and school. Parole is increasingly providing aftercare treatment to protect educational and treatment gains made in residential settings.	1,703
Grand Total:	3,962

TYC & Me Profile



SHANIQUE
Professional Educator

Shanique credits God and TYC staff for helping her recognize opportunities. She has earned two college degrees so far – a Bachelor’s in Psychology and a Master’s in Special Education. She is currently an Educational Diagnostician. Her dream is to earn a Ph.D. and open a school for at-risk youth.

Chapter III: Organizational Aspects

A. Size and Composition of Workforce

The agency's workforce as of March 2010 consisted of 3,381 employees, with the exclusion of Victory Field Correctional Academy and West Texas State School (staff affected by the RIF were excluded from this profile due to the impending reductions in force effective June 1, 2010 and closures effective August 31, 2010). Of the 3,381 employees, only the executive director and 240 education staff are in positions that are not subject to the State Classification Plan. The exempt education staff includes teacher aides hired prior to September 1, 1999, teachers, academic counselors, educational diagnosticians, lead reading instructors, licensed specialists in school psychology, physical education/recreational coordinators, principals, and assistant principals.

The TYC is committed to developing and maintaining a diverse workforce and routinely analyzes its workforce to determine whether underutilization of African-Americans, Hispanic-Americans, or females exists within the equal employment opportunity (EEO) job categories. The analysis compares the TYC workforce with the State Civilian Labor Force (CLF) data reported in the January 2009 *EEO and Minority Hiring Practices Report* published by the Texas Workforce Commission, Civil Rights Division (TWC-CRD), which is based on data extrapolated from the *Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment*.

EEO JOB CATEGORY	# OF TYC EMPLOYEES	% OF TYC WORKFORCE
Officials/Administration	57	1.7%
Professional	934	27.6%
Technical	40	1.2%
Administrative Support	240	7.1%
Skilled Craft	10	0.3%
Service and Maintenance *	2100	62.1%
Total Workforce	3381	100.0%

* The historically used Protective Services category (which includes juvenile correctional officers) and the Para-Professional job categories are not contained in the Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment. Therefore, both the State CLF data and the TYC utilization analysis combine these two categories with the Service and Maintenance category.

In accordance with the "four-fifths rule" established by the Code of Federal Regulations (CFR), Title 29, Part 1607 (Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection Procedures), underutilization exists if the TYC workforce percentage for African-Americans, Hispanic-Americans, or females within any EEO job category is less than four-fifths (or 80 percent) of the corresponding state CLF percentage.

The March 2010 TYC employment utilization analysis identified that the Technical occupational category (network specialists, system analysts, programmers) is the only EEO job category in which TYC has an underutilization of African Americans and females. African Americans are underutilized in the Technical category by 7.5% (3 employees), and females are underutilized by 29.5% (12 employees).

TYC has historically experienced an agency-wide underutilization of Hispanic-Americans compared to the available population in Texas. The March 2010 TYC employment utilization analysis continued to show an underutilization of Hispanics in every EEO job category except for the Technical category. The following reflects the degree of underutilization in the remaining EEO job categories:

- Officials/Administrators category by 8.4% (5 employees)
- Professional category by 1.7% (16 employees)
- Administrative Support category by 8.0% (19 employees)
- Skilled Craft category by 27.5% (3 employees)
- Service/Maintenance category by 15.9% (335 employees)

In compliance with the Texas Labor Code, Section 21.502 Recruitment Plan, TYC developed a Diversity Recruitment Plan to recruit qualified persons from underutilized workgroups for agency position vacancies. The plan includes several currently implemented and proposed recruitment strategies to increase the number of Hispanic-Americans in the TYC applicant pool, with a goal to reduce the underutilization of Hispanic-Americans in the TYC workforce. The TWC-CRD certified the plan and related TYC personnel policies and procedures as being compliant with statutes prohibiting employment discrimination.

Additional demographics and statistics regarding the TYC workforce are provided in the Agency Workforce Plan (Appendix E).

While you are in TYC don't worry about what people say and think about you. Do what you gotta do to better YOU."

– Youth J.G. (Houston Parole)

B. Organizational Structure

Youth Services Division

The Youth Services division manages and provides oversight of the delivery of services to youth served by TYC. Youth Services is composed of assessment and placement, general rehabilitation programming, specialized treatment, re-entry and parole services, and facility operations. Youth Services continuously monitors daily operations and provides direction for safe and secure practices in all facilities.

Program Descriptions:

► **Assessment and Placement:** TYC's assessment and placement processes are designed to evaluate each youth to determine needs and ensure that he or she is placed in the most effective setting for rehabilitation. During the four-week process, youth participate in a series of assessments structured to identify needs, such as mental health, education, medical and dental, safe housing vulnerability, and specialized treatment. Other assessments include educational, vocational and intelligence testing, and criminogenic needs (risk and protective factors). Youth with significant needs receive more detailed ancillary assessments. Youth arriving on psychotropic medications are evaluated by a psychiatrist for continued medication needs. All youth with an established minimum length of stay of 12 months or longer receive full psychiatric evaluations. A youth's minimum length of stay is also determined based on offense severity and assessment of risk factors related to past behavior.

Placement specialists use assessment information to choose the most appropriate program placements for youth. Youth are placed according to age and location of family, and factors such as gang affiliation, danger to others, and vulnerability to assault or predation are also considered in housing assignments. Because factors change over time, program placement assignment is an ongoing process.

Recent milestones completed in FY 2009/2010 include:

- Revised policy to base minimum length-of-stay for indeterminate sentence youth on the nature and seriousness of the conduct and the danger the youth poses to the community.
- Implemented vulnerability and safe housing assessments required by SB 103 and the Prison Rape Elimination Act (PREA) at all facilities and published governing policies
- Developed TYC assessment tools in consultation with national expert, Tom Grisso, Ph.D
- Implemented evidence-based specialized assessment or screening tools: J-SOAP II (sex offender); MAYSI-2 (mental health screening); ASAP (substance abuse screening); and the PACT (criminogenic needs) to improve evaluation accuracy

“Work on your Stages and you’ll go home. Time in security is wasted time.”

– Youth B.L. (Evins Regional Juvenile Center)

- Participated in interagency collaborative work groups regarding data sharing through the Juvenile Case Management System (JCMS) project, enhancement of the “common application” document, and tracking and providing services for Department of Family and Protective Services (DFPS)/TYC dual ward youth
- Entered into an agreement via MOU with the Texas Health and Human Services Commission to streamline Medicaid services to youth

► **General Rehabilitation Programming (CoNEXTions[®]):** A key reform element includes a general treatment system providing individual youth the assistance and tools they need for rehabilitation. Specifically, new treatment program requirements are:

- Youth-centered
- Evidence-based
- Flexible to allow for individual youth needs and strengths
- Implemented by appropriately experienced, trained and licensed staff
- Accountable for program effectiveness
- Fully integrative with other agency programs and community services

In response, TYC developed CoNEXTions[®], an integrated, system-wide rehabilitative strategy that offers various therapeutic techniques and tools to help individual TYC youth succeed by lowering risk factors and increasing protective factors. CoNEXTions[®] is founded on principles of evidence-based practices for effective correctional programs. TYC has adopted concepts that focus on the link between thoughts, values and behavior, requiring the youth to explore aspects of their thinking and behaviors. Youth attend structured skills groups that target risk factors and help them develop or improve the skills they need to be successful.

The behavioral component of CoNEXTions[®] is designed to bring out the best in youth, offering them incentives and positive reinforcement to behave in ways that contribute to a safe, therapeutic culture. As an integrated, cognitive behavioral approach, CoNEXTions[®] teaches the skills that help youth solve problems and manage their emotions.

The agency implemented the Positive Achievement Change Tool (PACT), an evidence-based tool to assess risk and protective factors. The PACT provides the foundation for designing individual case plans (ICP) targeting skill building. Through this system, the case manager is more efficient in targeting interventions.

The ICP provides youth, family, and staff with an assessment of the youth's progress and lays out goals and action steps to build on the skills learned. Every 90 days youth are re-assessed and a summary report is sent to parents and guardians. In this way, families are consistently engaged and connected to the youth's progress and better prepared to help them adjust to the community upon re-entry.

A multi-disciplinary team comprised of staff, the youth, and the youth's parent/guardian meet regularly to assess the youth's progress, determine next steps, and develop a re-entry plan. As youth near completion of their minimum lengths of stay, case managers, parole officers, youth, and their parents or guardians formalize individualized Community Re-entry Plans for transition. These plans include the elements required for the youth to be successful upon return to the community.

In adopting new treatment approaches, TYC has:

- Substantially completed training and implementation of the CoNEXTions[®] program at all TYC operated institutions and halfway houses
- Conducted outreach sessions on the CoNEXTions[®] program to families, youth, outside stakeholders, and all TYC staff to improve understanding and use of the program
- Implemented PACT and automated individualized case planning statewide
- Developed and implemented the Positive Behavioral Change System (PBCS) to promote positive behavior in TYC youth
- Implemented multi-disciplinary teams for youth reviews, increased family involvement, and refocused efforts on re-entry planning for youth from intake
- Collaborated with the Texas Juvenile Probation Commission to develop certified trainers of Motivational Interviewing to improve youth outcomes

► **Specialized Treatment:** Many youth arrive at TYC with specialized treatment needs that require more intensive and specialized care. Specialized residential treatment includes programs designed for youth with serious violent offenses, sex offenses, alcohol and other drug abuse or dependency, mental health and mental retardation issues, and medical problems. Treatment promotes successful youth re-entry and reduces risk to the community by addressing those specialized needs with programs that have demonstrated effectiveness to reduce the risk to re-offend. Each youth assessed with a specialized treatment need is provided specialized programming.

TYC's assessment and placement process is designed to ensure that youth with severe need and/or high risk for violent re-offending are assigned to intensive specialized residential treatment programs. Other youth may be best served by a short-term, supplemental or outpatient program or through an educational curriculum in addition to CoNEXTions[®].

Psycho-Educational Curriculum: This is a short-term education program delivered by trained staff to address youth with a low need for specialized treatment. This program is provided to youth while they are participating in the general rehabilitation program.

Moderate Intensity Treatment Programs: The program consists of treatment delivered by licensed or trained staff to address youth with a moderate need for specialized treatment. The treatment is provided to youth in the general rehabilitation program. For example, youth with a moderate need for treatment of violent behavior receive Aggression Replacement Training (ART[®]), a ten week curriculum-based program for chronically aggressive youth. This treatment would be in lieu of the more intensive capital and serious violent offender residential programs outlined below.

Residential Intensive Programs: TYC also operates several residential intensive programs for special needs offenders with a high need for these services. These programs serve the following treatment needs:

Capital and Serious Violent Offenders Treatment Programs (CSVOTP): A psychologist or associate psychologist determines the need for capital and serious violent offender treatment for any youth who was found to have engaged in conduct that resulted in the death of or serious bodily injury to a person, involved use of a deadly weapon, or upon referral by a psychologist.

The Giddings State School operates a high intensive need CSVOTP for male youth, and girls' services are available at the Ron Jackson State Juvenile Correctional Complex in Brownwood. The high intensive program is a 24- to 32-week program designed to help youth connect feelings associated with their violent behavior and to identify alternative ways to respond.

Intensive group sessions are conducted by trained psychologists and program specialists and include crime re-enactment and role-playing. The program includes follow-up processing, exploration of issues identified, and an opportunity to analyze treatment gains. It also allows for close coordination of treatment services between the program therapists, case workers, and dormitory staff members.

Sexual Offender or Sexual Misbehavior Treatment Programs: Youth adjudicated for a sex offense or that have a history of sexual misbehavior are assessed by a psychologist, associate psychologist, or licensed sex offender treatment provider (LSOTP) to determine their need for treatment. A clinical interview and an agency-approved juvenile sexual offender assessment instrument are used in this process. TYC provides intensive specialized residential treatment for sex offenders at three TYC institutions (Mart II, Giddings, and Ron Jackson), with moderate intensity programs available at several others. The intensive treatment program is a 12 to 18 month program for youth with a high risk to re-offend. The sexual behavior treatment program (SBTP) builds on the agency's rehabilitation program using cognitive-behavioral strategies and a relapse prevention

component. Youth receive individual and group counseling interventions that focus on the deviant sexuality and other issues, which contribute to the youth's sexual abusiveness.

Alcohol and Other Drugs (AOD) Treatment Programs: Youth identified as needing further alcohol or other drug (AOD) assessment are diagnosed by a psychologist or associate psychologist using the Diagnostic and Statistical Manual of Mental Disorders. Based on clinical interviews and the results of a comprehensive assessment, each youth is assigned a need level for AOD programming.

TYC offers AOD residential treatment programs at seven facilities. Outpatient and psycho-educational programs are available at other facilities. The AOD program is a six-month program based on the belief that dependency is a primary chronic and progressive disease influenced by biological, psychological, and social factors. The program addresses underlying emotional dynamics that fuel delinquent and criminal behaviors, and chemical dependency issues that impact youth, families, and victims. In FY 2008, TYC adopted a nationally recognized curriculum that is a research-based, cognitive-behavioral curriculum to address co-occurring problems with criminal conduct and substance abuse.

Mental Health Treatment: The number of youth committed to TYC with severe mental health problems has increased greatly in recent years. The severity of these problems also has increased. Youth who are diagnosed with severe mental health problems and/or illnesses may receive specialized treatment at Corsicana Residential Treatment Center and at Crockett State School. The mental health treatment program (MHTP) at those facilities provides enhanced psychiatric and psychological assistance, and smaller case manager-to-youth ratios. Having psychiatric and psychological staff focus on managing the symptoms associated with the youth's mental health issues allows the case managers to focus on risk reduction and protective enhancement strategies to reduce the risk of re-offending. This collaboration allows for holistic and individualized treatment for the youth in need of these services.

Youth with unstable mental illnesses who are also dangerous to themselves or others receive care at the Corsicana Stabilization Unit. The immediate goal is treating the unstable mental health issue and allowing the youth to regain control over his or her behavior. Once stabilized, the youth is better prepared to benefit from treatment that focuses on changing the delinquent and criminal patterns of behavior.

Many youth do not require a specialized residential MHTP, but have mental health problems that require psychiatric treatment and psychotropic medication or psychological intervention. This support may occur in individual or group sessions available at all TYC facilities.

Mental Retardation: The diagnosis of Mental Retardation is not traditionally addressed with treatment but rather with habilitation services. A small number of youth are committed to TYC with Moderate or Severe Mental Retardation. These youth cannot function in any of the traditional TYC institutions due to the impact the mental retardation has on their adaptive functioning and ability. These youth are assigned to the Corsicana Residential Treatment Center (CRTC) for special services. Staff at CRTC is able to make the necessary adjustments to general treatment goals and to handle risk and protective issues directly related to these youths' mental retardation. Special Education needs are also addressed at the facility due to the staff's greater experience and expertise in serving youth with special education needs.

A large number of youth are committed to TYC with Mild Mental Retardation. This group can be adequately served in the general population at any facility with support from special education and psychology staff. A sub-group of youth with mild mental retardation also experience co-occurring mental health disorders. This combination is often beyond the capacity of general programs at a campus, so a specialized set of services has been developed at the CRTC for these youth.

Specialized Aftercare: Youth who successfully complete a specialized treatment program will receive specialized aftercare on an outpatient basis as needed and as available in the community. The specific aftercare needs are identified and recommended by the youth's specialized treatment provider and the multidisciplinary team. Some youth may not complete specialized treatment before release from a high restriction facility. In these situations, linkages with specialized treatment are made in halfway houses or community placements. Efforts are made to match the needs of the youth with the services available in the community.

For General Treatment Programming, TYC has:

- Selected curricula for programs and services that represent nationally recognized and effective programs, including evidence-based and best-practice models
- Developed a more sophisticated system of initial assessment using empirically supported assessment tools to improve determinations on type and intensity of treatment needed by youth
- Implemented the Massachusetts Youth Screening Instrument-2 (MAYSI-2) to collect reliable information on youth upon their arrival in TYC and to determine the timing and focus of more formal assessments and interventions
- Developed and implemented new staffing patterns to enable licensed professionals to maximize the time spent delivering direct clinical services to youth
- Revised the agency's Suicide Alert policy through consultation with a national expert and using national best practices

For the Specialized Treatment Programming, TYC has:

- Developed and implemented new short term treatment programs for youth with less intense treatment needs in the areas of sexual behavior, alcohol and other drugs (AOD), and violent behavior
- Developed female-specific specialized treatments in the area of capital and violent offending, and AOD
- Continued improvements to services delivered in the MHTP's, including ART[®], SBTP, AOD, and trauma focused counseling

For the Sex Offender Treatment Programming, TYC has:

- Created a licensed sex offender treatment provider (LSOTP) development program to assist the agency with compliance with legislative mandates
- Collaborated with the Council on Sex Offender Treatment to develop an approved training curriculum for TYC's LSOTP development program to ensure that the agency continues to develop and sustain professional treatment providers
- Established a collaboration with national expert, John Hunter, Ph.D., to improve services to youth needing sex offense treatment
- Revised treatment manuals for the Sexual Behavior Treatment Programs (SBTP) to reflect new standards of care in this field
- Provided professional growth and development opportunity to SBTP treatment providers through the Association for the Treatment of Sexual Abusers (ATSA) national conference

For the Alcohol and Other Drugs Treatment Program, TYC has:

- Implemented AOD assessment tool, ASAP-II, and provided staff training by the author and national expert Dr. Kenneth Wanberg

For the Aggression Replacement Therapy Treatment Program, TYC has:

- Certified and trained staff to deliver ART[®] to youth with moderate needs for violent offending behaviors. Began service delivery in nine facilities

► **Re-Entry and Parole Services:** Re-Entry and Parole Services plays a significant role in TYC's continuum-of-care as it serves three primary customers: the youth, his or her family, and the community. TYC provides ongoing activities with youth and volunteers, victims, and faith-based services for youth who are re-integrating into their communities. Re-entry and Parole Services administers and directs programming and activities related to parole supervision and surveillance, family preservation and re-unification, encourages and promotes youths' involvement in constructive activities, and provides liaison activities related to sex offender registration. This department develops innovative initiatives and programs along with policies, programming, and operations designed to improve outcomes for youth as they re-enter their communities.

While on parole and as they re-enter the community, youth are held accountable for following their Community Re-integration Plan (CRP), which was developed during residential care.

The overall goals of Re-Entry and Parole Services are to:

- *Assist Successful Re-integration.* Parole Officers meet with youth and their families to monitor overall progress, determine implementation of the CRP, identify and resolve barriers, and assist with needs in the community. Parole officers and education liaisons are instrumental in helping youth develop education goals, workforce development re-entry specialists work with parolees to assist them in obtaining and maintaining employment, and re-entry specialists collaborate with local Workforce Development Boards to access employment assistance.
- *Monitor the Youth to Insure Public Safety.* TYC parole officers maintain a high level of contact with youth, family, and significant others to ensure that youth comply with parole conditions. Parole officers schedule regular visits with paroled youth, and they make unscheduled visits to the youth in their schools, work sites, and homes. In an effort to decrease recidivism rates, parole officers in the more populated areas of the state have recently increased contacts with youth and their family members. For those youth who do not adhere to their conditions of parole, sanctions hold them accountable for their behavior before a new offense is committed. Sanctions may include increase supervision levels, but they may also involve a revocation of parole and, after a hearing before a TYC administrative law judge, admission into the Accelerated Re-Entry Program (at the Ron Jackson II facility).
- *Family Preservation and Re-unification.* To assist youth success in the community, family must be active participants in rehabilitation efforts and re-entry planning. Re-entry and Parole Services assist families by organizing and involving them in various activities such as: Family Days at the facilities, staff meetings with families, parent orientation sessions, referrals to community resources, and parent support groups. Additionally, TYC has contracted for Functional Family Therapy (FFT[®]) in Dallas and Houston. FFT[®] is a highly successful family intervention strategy for at-risk youth with behavioral health

“It’s healthy to keep in contact with your family. They can help you get through this.”

– Youth B.M. (Gainesville State School)

concerns. The service is offered in the home, and it involves both the youth and family. TYC is also finalizing contracts for Multi-systemic Therapy (MST[®]), an evidence-based, clinical intervention for youth and families.

- *Encourage and Promote Involvement in Constructive Activity.* It is important that youth learn positive, pro-social leisure time activities. Youth on parole are required to participate in forty hours of constructive activity each week, such as employment, education, treatment, and community service.

Sex Offender Registration Liaisons: TYC supports public protection by ensuring juvenile sex offenders are registered with the Department of Public Safety (DPS) and local law enforcement in compliance with Chapter 62 of the Code of Criminal Procedure. Activities related to TYC's sex offender registration services include:

- Maintaining regular contact with DPS and local law enforcement to ensure compliance with Texas Registration Program
- Providing approved sex offender registration information to maintain accurate information on the DPS Sex Offender Registration websites, both public and secure
- Providing information and statistics to other state agencies and local law enforcement to show a true and accurate reflection of TYC registered sex offenders
- Providing accurate and timely information to district attorneys and judges to assist in their decisions

A number of enhancements to re-entry services have been initiated to increase accountability and efficiencies, including:

- Re-aligning parole offices and district contract areas with TYC's four regions and further modifying management areas to strengthen parole guidance and supervision
- Completing training and implementation of the youth assessment tool, the Positive Achievement Change Tool (PACT)
- Beginning implementation of TYC's enhanced Community Re-entry Plan
- Extending services with evening hours to increase accessibility for youth and families
- Increasing Parole Officers' face-to-face contacts with youth to improve accountability
- Beginning monthly facility visits to establish positive relationships with youth early in their commitments to TYC
- Increasing collaborative activities with federal, state, and local partners – which increased services to youth
- Initiating electronic monitoring in Dallas, San Antonio, and Houston parole offices

- Providing evidence-based program models for aftercare treatment
- Initiating pilot program in San Antonio to facilitate successful re-entry and success in education and work (Project CARE)

► **Support Services:** Throughout the youths' commitment to TYC supervision and treatment programs, Support Services administers and directs programming and activities related to families, victims, Chaplaincy and faith-based services, and volunteers. This department develops innovative initiatives and supports robust and meaningful community participation to improve outcomes for youth and families.

The Support Services staff has built key partnerships and collaborations with diverse public and private entities. Combining the resources of TYC with these external partners maximizes the strength of the contributions and benefits both the public and the private sectors.

Family Services: Family Liaisons promote family involvement in youth treatment. Liaisons coach, educate, support, and encourage family members to participate in and help administer the rehabilitation plan for their youth. Opportunities for family participation come during regularly scheduled campus activities, seminars, and forums. Family members also are encouraged to attend their youth's monthly multi-disciplinary team meeting.

Victims' Services: TYC is committed to ensuring that victims are informed, involved, and treated with dignity, fairness, and respect. Victims' Services customers include victims of juvenile crimes, district and county attorneys, local law enforcement, other victims' services providers, and advocates. Services include providing confidential victim notifications, information and referrals to support services, and liaison services with the Texas Department of Criminal Justice to ensure seamless transfer of services from juvenile to adult systems. TYC Victims' Services Staff also assist with the submission of victim impact statements, and information to parole review panels.

Faith-Based Services: The Chaplaincy staff fulfills requirements of federal and state law. This division was created by SB 103, and expanded in the 81st legislative session. The staff chaplains are the religious programs managers, insuring all youth are allowed to practice their faith, and coordinate the various activities of those faith groups. The chaplains provide pastoral counseling; clarify issues involving various faith practices, religious articles, diets, and standards; perform liturgical duties; and recruit, train, and supervise religious volunteers.

Volunteer Services: Volunteer Services works with the community to provide youth with meaningful activities and resources that promote emotional and spiritual growth and healthy family relationships. The use of volunteers expands on services provided by TYC staff. Volunteers are involved in youth initiatives such as mentoring, tutoring, chaplaincy, and community resource councils. There

“Many youth do not have healthy pro-social adult role models. Through the volunteers (program) they see that these people exist.”

– A TYC Volunteer

(Anonymous/From 2010 Customer Service Survey)

are currently 1,944 volunteers enrolled in local programs among all the TYC facilities.

In FY 2009:

- Volunteers contributed service hours valued at over \$1.7 million
- Over \$92 thousand in cash donations and fundraising revenue was earned by the 20 local community resource councils affiliated with TYC
- With the help of volunteers, over 103,000 hours of community service was performed by TYC youth
- 296 new mentor matches were made, 29 new tutors were recruited, and 218 new chaplaincy volunteers were enrolled

► **Facility Operations:** Youth Services Division oversees ten institutions (budgeted population of 1996 youth), nine halfway houses (budgeted population of 218 youth), and twelve contract care providers (budgeted population of 192 youth), including independent living opportunities. Facility Operations ensures safety at all campuses and promotes positive youth development. Through Facility Operations, youth are provided necessities such as food, clothing, hygiene, and school supplies; medical and dental care; and materials needed to maintain contact with family members. Other Facility Operations departments supporting the Youth Services mission include:

- The Operational Review Team ensures TYC facilities focus on safety and adhere to all rules, policies, practices, and standards by conducting operational reviews of facilities and providing technical assistance to management teams
- The Contract Care section develops and manages residential contracts with private providers. A residential contract monitoring system ensures that contractors consistently provide quality services and comply with contract terms
- The Interstate Compact on Juveniles section is the gateway in and out of Texas for juvenile probationers and parolees who will be residing in other states after release
- The Sentenced Offender section reviews sentenced offender discharge or transfer packets to ensure TYC policy and criteria have been met. This section includes the court liaison, who serves as the agency’s principle representative at disposition hearings, and the Texas Department of Criminal Justice (TDCJ)

liaison, who serves as the liaison between TYC, TDCJ, and the Texas Board of Pardons and Paroles to develop a continuum of care for sentenced offenders

TYC is in substantial compliance with the proposed standards for juvenile facilities recommended by the Prison Rape Elimination Act (PREA) Commission. TYC believes implementation, compliance, and leadership in this area is paramount. To this date, TYC has initiated three foundational strategies as a part of daily operations:

1. Safe Housing:

- Safe Housing Assessment Policy and Assessment/Re-assessment forms
- Dormitory census logs to track safe housing assignments at facilities down to dormitory, room, and risk levels of youths
- PREA training offered both in the classroom and on-line (nearing a goal of 97% by April of 2011)
- PREA compliance monitoring for secure facilities
- Surveillance-based compliance and monitoring programs
- Trauma aftercare

2. American Correctional Association Accreditation: As required by Texas statute in SB 103, TYC developed a plan to achieve American Correctional Association (ACA) accreditation of its high restriction institutions. As of June 2010, the Ron Jackson State Juvenile Correctional Complex, Units I and II, and Giddings State School have been accredited. The McLennan County State Juvenile Correctional Facility (Mart) is currently in candidate status for accreditation.

3. Performance-based Standards: TYC participates in Performance-based Standards (PbS), a nationally recognized program administered by the Council of Juvenile Court Administrators. PbS is a system to identify, monitor, and improve conditions and treatment services provided to incarcerated youth using national standards and outcome measures. PbS was launched in 1995 by the US Department of Justice and Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve facility conditions nationwide. PbS asks participants to collect and analyze data to target specific areas for improvement. To date, TYC has six facilities participating in PbS with plans to extend participation to all high restriction facilities by FY 2013.

Succession planning and leadership development of field executives is underway to strengthen TYC and improve youth services. Strategies include curriculum development, identification of staff readiness, and preparation of employees for advancement with training, coaching, and mentoring. This commitment will be supported by consistent and fair evaluation processes which promote career development.

Education Division

The Education Division operates a fully accredited program under rules and guidelines of the Texas Education Agency (TEA), offering high school diplomas, workforce

certifications, and GED certificates. Students in the education programs are instructed in core curricular courses and a wide array of vocational and elective courses. According to state and federal guidelines, the division provides English as a second language programming for eligible students as well as special education and related services to students with disabilities.

Workforce development programs provide a holistic and integrated approach to prepare youth to successfully enter the workforce and maintain employment. This comprehensive strategy includes CoNEXTions[®] programs, education, workforce development, and linkages with community-based organizations (CBOs) for additional training, transitional aftercare services, and employment assistance.

TYC & Me Profile



STEPHEN
Microsoft Master Certified

TYC convinced Stephen to set his sights on education. He earned all six of the Microsoft Office certifications, making him master certified – something that’s difficult for many professionals. He also earned his diploma, college credits, and two other trade certifications in TYC.

Program Descriptions:

► **Education Services:** The Education Division provides each youth the opportunity to learn the maximum educational skills possible during the time the youth is a student in a TYC school. Education staff and curriculum fully comply with state and federal law and nationally recognized best practices.

Upon arrival at TYC, youth are assessed to determine student educational needs and the proper course of study. As appropriate, youth also receive psychological and language proficiency evaluations. Students are placed according to education needs. Additional diagnostic assessments continue as students demonstrate their proficiency in the classroom.

Most youth entering TYC have considerable educational deficiencies. On average, they are four to five years behind their peers in reading and math achievement and over a third (36%) are eligible for special education services. Many have given up on the education system and do not believe that education is an achievable goal for them. TYC has a considerable challenge to re-engage these youth and to help them succeed in an educational setting.

The recently adopted comprehensive reading skills program will result in a projected outcome of a two to three year increase in reading comprehension. Reading teachers receive distinct professional development to teach and implement the program. As a support to the program and reading teachers, all other teaching staff received instructional training in reading.

► **Special Education Services:** This unit supports all programs designed by the Admission, Review, and Dismissal (ARD) committee to meet the individual needs of youth with disabilities.

Special Education Services include:

- Regular classrooms with accommodations and/or modifications
- In-class supports from a special education teacher or aide
- Out-of-class supplemental supports to students who need an alternative setting for additional services
- Resource classroom for direct instruction by a special education teacher

The Education Division will continue to improve additional assistance to students with disabilities through summer school, meaningful vocational opportunities, and educational support. In addition, Special Education Liaisons provide consultation and support to campus staff.

Limited English proficiency services are also available to accommodate students whose language severely impacts their educational performance. The division contracts with certified bilingual teachers to provide additional support, and interpreters are available for TYC staff to communicate with non-English speaking parents.

College programs are available through partnerships with colleges and universities. Certain youth may take the Accuplacer[®] college placement test or the ACT test for dual credit or college admission. Blended instruction and distance-learning college classes are provided through Navarro College. College courses with direct instruction are also offered at Al Price State Juvenile Correctional Facility through a partnership with Lamar University. Texas Tech University provides courses in a lesson format that can be completed within approximately six months. And credit-by-exam (CBE) tests are also offered at facilities to allow youth to gain test credit for classes.

Education Liaisons assist youth in halfway houses or on parole as they re-enter the community. Students are supported with returning to high school, enrollment in post-secondary courses, and linkages to other community resources for academic progression.

The division continues to implement facility-wide monitoring visits addressing performance measures in each program. For youth residing in contract care and halfway houses, the transition team members review education programs provided by non-TYC school districts to ensure TYC youth receive appropriate education services. In addition to hiring an internal special education monitor, the division has worked and will continue to work with outside agencies such as TEA and Advocacy, Inc. to ensure the quality of our special education services. All non-compliance matters are reported to the appropriate staff, and are followed up with Corrective Action Plans, which include training and/or new staffing assignments.

National experts, external behavior coaches, and TYC staff are overseeing the evaluation of the Positive Behavioral Interventions and Support (PBIS) program. Each facility is developing a leadership team charged with oversight and monitoring implementation, and instruments are in development to monitor facility-wide benchmarks of quality.

The division will be working with an educational testing and measurement services group from the University of Houston to monitor the Meadows Center Reading Program. Additionally, Quan-Qual Outcomes, a survey development company that focuses on organizational outcomes, has been contracted to analyze data and provide statistical models to improve education goals and procedures.

► **Workforce Development:** Workforce development programs offer opportunities in vocational and skills development through the career and technical education (CTE) program, employment preparation and career exploration through the Re-integration of Offenders–Youth (Project RIO-Y) program, and employment experience through Campus Work Programs and the Prison Industries Enhancement (PIE) program. All vocational programs are aligned with industry certification, where applicable. This provides youth with an opportunity to earn high school credits, develop occupationally specific skills, and obtain industry recognized certification that will increase the youths’ job competitiveness.

“You should take advantage of the educational opportunity, especially the vocational programs. I got two certifications – one in welding and one in mill and cabinet.”

– Youth R.H. (Abilene Parole)

Career and Technical Education (CTE) courses: CTE focuses on providing an introduction to career planning, an opportunity to learn entry-level to advanced skills in a particular occupation, and how to successfully gain and maintain employment. CTE programs are developed for instruction and training in high-demand occupations. TEA mandates that the Texas Essential Knowledge Skills (TEKS) developed for CTE courses are used for instruction, and all TYC schools are monitored for compliance. The use of TEKS in CTE curriculum development also allows for course credit in elective classes to aid students in earning a diploma.

Project RIO-Y (Re-Integration of Offenders – Youth): RIO-Y is a joint partnership between TYC and the Texas Workforce Commission. Within TYC, Project RIO-Y helps prepare youth for the world of work by completing an assessment of their interests and aptitudes, participating in career exploration, teaching them to complete job applications and interview with employers, and helping them develop good work habits to maintain employment. An individualized program plan is developed to identify a potential career path for the youth and to guide placement decisions. After a youth is released from TYC, Project RIO staff, who are located in local workforce centers statewide, provide the youth with individualized workforce development services, including job preparation and job search assistance.

Prison Industry Enhancement (PIE) programs: The PIE programs create partnerships between private sector employers and TYC facilities to enhance job training and employment experiences that will help youth transition back into the community. The participating youth who are employed are required to have deductions made from their wages for court-ordered restitution, child support payments, and victim restitution. The remainder of the youth's income is placed in their trust fund.

Campus Work Programs: These programs help youth learn the value of work, gain experience in employment, and successfully handle responsibility. The programs provide an opportunity for certain youth to apply for work as helpers to TYC facility staff in the areas of grounds keeping, maintenance, cafeteria, laundry, and some office assistance.

Workforce Development Re-entry Specialists (WDRS): These specialists assist youth in halfway houses or on parole as they reenter the community. Students prepared for career training or job searches are guided in accessing services from academic and vocational training institutions, community and faith-based programs, and state and federal employment assistance programs.

Workforce development works with the Youth Services Division's Re-Entry and Parole Services to bridge the gap between providing employment preparation and occupational skills training at the facility level and parole and re-entry needs of the youth. WDRS positions are established at six parole offices in major metropolitan areas to build

relationships with local workforce development boards and community-based organizations (CBOs). They also collaborate on providing a comprehensive array of employment and training services for successful transition back to the community. WDRS assist youth with obtaining and maintaining employment and accessing occupational skills training. WDRS work as a part of a re-entry team, providing linkages and referrals for youth with support service needs and building resource networks with community organizations.

Workforce development programs are monitored as a whole in conjunction with the Education Division's monitoring visits. Additionally, re-entry services and PIE programs are monitored on an annual basis using both desk audits and onsite review.

External assessments are conducted by the Texas Workforce Commission and the National Correctional Industry Association (NCIA). Monthly and end-of-year reports are provided to the Texas Workforce Commission regarding services provided within the Project RIO-Y program. PIE programs are assessed by NCIA on behalf of the US Department of Justice, Bureau of Justice Assistance (BJA) on an 18-month cycle.

During FY 2009/2010 the Education Division and workforce development reached several milestones for improving educational services to youth:

- Trained all campus teachers on CSCAPE scope and sequence, which aligned TYC curriculum with the Texas public school systems and allows for a seamless transfer of coursework
- Added licensed specialists in school psychology to help determine each youth's proper educational placement and provide counseling-related services to assist youth in successfully achieving their academic goals
- Incorporated needs of students with disabilities into transitional and four year graduation plans
- Installed new "state of the art" green welding booths with industry-compliant equipment to enhance current vocational training
- Expanded college course offerings with more advanced courses
- Provided professional development for teachers regarding Positive Behavior Interventions and began implementation of the program, which increases students' time in the classroom and allows teachers to address specific behavioral issues
- Provided professional development for teachers in Response to Intervention (RTI) which provides strategies and techniques for providing effective assistance to youth with learning difficulties
- Expanded vocational programming offered at three facilities
- Coordinated four additional vocational programs in the areas of horticulture, welding, and C-Tech Network Cabling
- Increased numbers of TYC youth participating in Summer Youth Employment Programs

Health Care Oversight Division

Access to comprehensive health care is a constitutional right of TYC youth, and healthy and well-nourished youth are more likely to succeed in TYC programs and become productive citizens. TYC is committed to addressing youths' medical and dental, mental health, and nutritional needs through policies and procedures that are ethical and meet professional standards of care. Since 1996, TYC has contracted with the University of Texas Medical Branch Correctional Managed Care (UTMB/CMC) to provide health care services for youth in TYC operated facilities. These services include medical, dental, psychiatry, pharmacy, and nursing. Most health care services are provided onsite at the facility, and specialty health care services or hospital care is generally provided through programs or facilities in the local community. Under the direction of the TYC medical director, the Health Care Oversight Division also provides administrative, clinical, and financial oversight for UTMB health care services and clinical/administrative oversight for all aspects of food and nutrition services.

Program Descriptions:

The Health Care Oversight Division provides direction and oversight for medical and food/nutrition services. The division is responsible for implementation of all standards as outlined by the American Correctional Association (ACA), the federal Prison Rape Elimination Act (PREA), and Performance-based Standards (PbS) related to health care. The Health Care Oversight Division is also responsible for ensuring that all aspects of the youths' health care is in compliance with SB 103 and other state and federal mandates, and for developing TYC policies and procedures for medical and nutrition services. A collaborative relationship and monthly Youth Health Services Leadership Council meetings with UTMB/CMC provide a framework for ensuring delivery of appropriate and necessary health care, resource utilization management, cost containment, and quality control.

► **Regional Nurse Managers:** Based upon a risk assessment, TYC regional nurse managers conduct routine annual reviews of all TYC-operated and contract care residential facilities to assess health care delivery using a standardized monitoring tool that is based upon ACA Standards. Areas of program strength and needed improvement are identified, and corrective action plans are tracked to ensure the effectiveness of health care quality improvement initiatives. Consultation is provided by the regional nurse managers regarding special health care needs of youth, youth safety, and disease prevention.

► **Child Psychiatric Consultants:** TYC child psychiatric consultants provide clinical oversight of mental health treatment and services provided by UTMB/CMC. The psychiatric consultants perform regular medical record reviews and play an active role in developing policies, procedures, and protocols related to psychiatric care. They routinely review psychotropic drug utilization and participate in the Pharmacy and Therapeutics Committee, making recommendations in collaboration with UTMB pharmacists and TYC/UTMB leadership.

TYC & Me Profile



YOUTH E.C. 

Nuclear Medicine Technologist

Youth E.C. (name confidential) earned a bachelor's degree in nuclear medicine from Incarnate Word University in San Antonio. He is currently working in the field as a nuclear medicine technologist. He makes a very comfortable living while helping to diagnose and treat various diseases.

► **Pharmacy and Therapeutics Committee:** The committee, consisting of UTMB psychiatrists and pharmacists along with TYC consulting psychiatrists and TYC medical director, introduced and implemented a drug formulary in February 2010 – starting with antipsychotic medications – consistent with cost-effective medical practice guidelines and after a careful review of evidence-based scientific literature. The next phase of the formulary development, which involved ADHD medications, went into effect in May 2010. The third phase, involving antidepressant medications, will be implemented in August 2010. It is expected that TYC will complete the formulary implementation process by the end of calendar year 2010.

► **Nutritionists:** Staff oversee the provision of medical diets, food safety and sanitation, and food quality in the TYC facilities to ensure compliance with federal and state requirements and ACA Standards. The nutritionists provide program consultation and perform annual training for food services managers. TYC food services meet all requirements for the National School Lunch/Breakfast Program, the USDA Food Commodities Distribution Program, and the Texas Department of Agriculture Food Establishment Regulations.

► **Financial Analyst:** A financial analyst provides health care cost analysis and financial oversight of the UTMB/CMC contract, and a performance accountability specialist analyzes and reports health care program data to facilitate evidence-based practice and quality improvement.

Under the direction of the TYC medical director, the Health Care Oversight Division ensures that:

- Youth have timely and appropriate access to health care and food services
- Staff providing health care and food services are qualified and adequately trained

- Health care resources are used efficiently and effectively
- Youth receive adequate re-entry support and information
- Facilitation of communication with a parent or a guardian encouraging their involvement in treatment of the youth
- Grievances and alleged mistreatment are resolved in a timely manner
- Youth injury and missed appointments are analyzed and reported to residential services for corrective actions to improve the processes of health care delivery to youths
- Mental health services provided by TYC and UTMB are integrated to achieve continuity
- Technology services are used to the extent possible to streamline health care delivery
- Communication with agency leadership and field staff regarding health care issues is effective

Although the average daily population of TYC youth has declined since 2008, it is noteworthy that the rate of health care encounters for both onsite and off-site care has increased. The Health Care Oversight Division tracks the number and rate of onsite youth encounters with nursing staff, physicians, dentists, and psychiatrists and off-site encounters with specialists, emergency rooms, and inpatient hospitalizations. Health care encounter data for selected indicators from FY 2008 through February 2010 is illustrated on the opposite page.

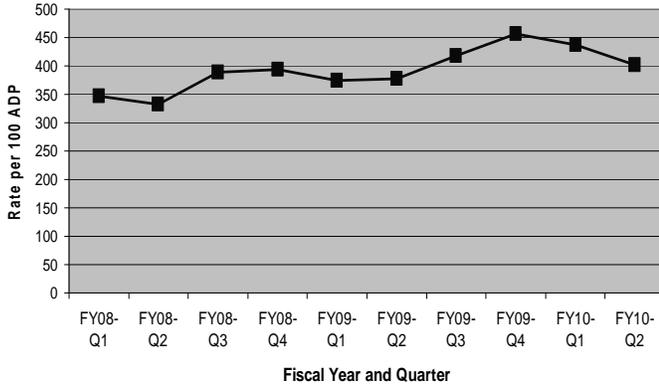
Among the initiatives successfully implemented by the Health Care Oversight Division during FY 2009/2010 are:

- Placing the schedules of health care providers online
- Developing improved communications strategies with families about the medications their youth are prescribed
- Coordinating mental health care information among various stakeholders
- Providing comprehensive documentation and reporting of all psychology services at TYC facilities
- Installing Durable Medical Equipment at TYC halfway houses

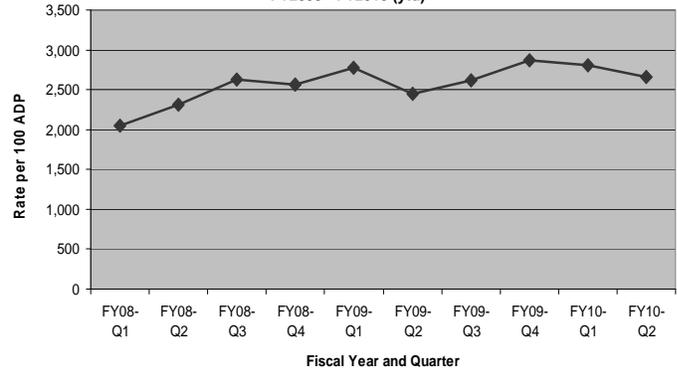
Office of Inspector General

The Office of Inspector General (OIG) provides the primary law enforcement functions for TYC, and monitors and reports to the TYC Board, the TYC Executive Director, and the Legislature regarding overall compliance with the applicable laws. The OIG investigates crimes committed by TYC employees including parole officers employed by or under contract with TYC, crimes committed at a facilities operated by the TYC or at residential facilities operated by another entity under contract with the TYC, crimes committed at any facility in which a youth committed to the custody of TYC is housed or receives medical or mental health treatment, and administrative violations.

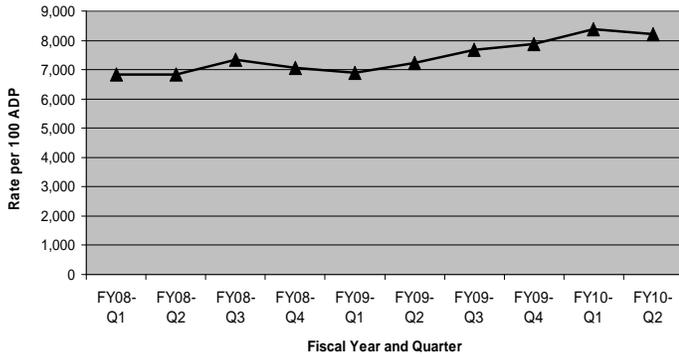
TYC Institutions: Medical, Psychiatry, and Dental Provider Appointments
 Quarterly Rate per 100 ADP
 FY2008 - FY2010 (ytd)



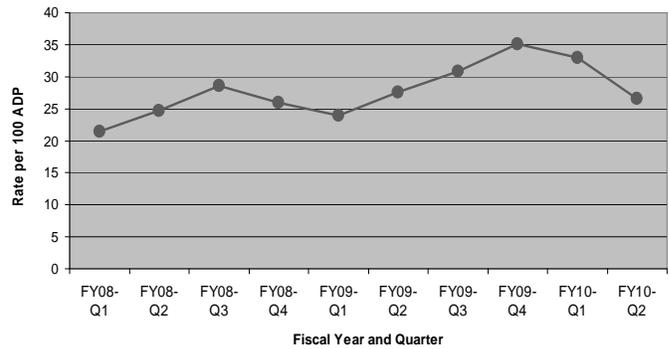
TYC Institutions: Nursing Appointments
 Quarterly Rates per 100 ADP
 FY2008 - FY2010 (ytd)



TYC Institutions: Medication Appointments
 Quarterly Rates per 100 ADP
 FY2008 - FY2010 (ytd)



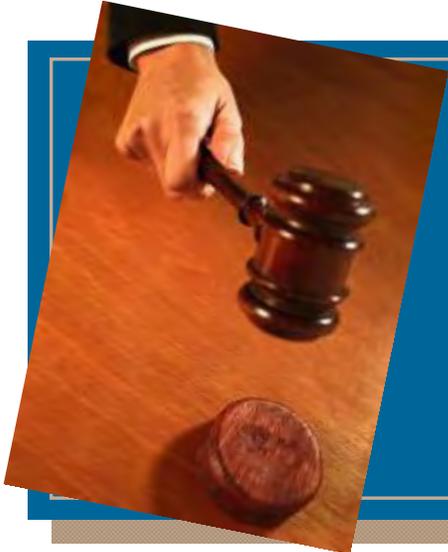
TYC Institutions: Free World Appointments
 Quarterly Rates per 100 ADP
 FY2008 - FY2010 (ytd)



“One should keep in mind that prior to his or her involvement with the Texas Youth Commission; a child has already demonstrated a resistance toward treatment and rehabilitation.”

– A Chief Juvenile Probation Officer
 (Anonymous/From 2010 Customer Service Survey)

TYC & Me Profile



YOUTH N.C.
Criminal Justice Student

Youth N.C. (name confidential) is nearly finished with her bachelor's degree in criminal justice from Texas State University. She plans to pursue a career as a juvenile justice professional, drawing on her own experiences in the system.

SB 103 and HB 914 (80th Texas Legislature, 2007) created the OIG to investigate violations of law and flagrant violations of TYC policies and procedures within all TYC facilities. In 2009, OIG's jurisdiction was extended to include any facility in which a youth committed to the custody of TYC is housed or receives medical or mental health treatment.

Program Descriptions:

- ▶ **Criminal Investigations:** These include youth assaults on staff; staff assaults on youth; staff and youth sexual relationships; sexual assaults; official oppression (unnecessary use of force); possession of weapons, drugs, or contraband in a correctional facility; waste, fraud, and abuse; falsifying government documents; and retaliation.
- ▶ **Administrative Investigations:** These include incidents, allegations, and complaints such as abuse, neglect, and exploitation that do not rise to the level of criminal activity and other administrative policy violations. The TYC Alleged Mistreatment Investigations (AMI) division was reorganized under OIG in 2008 to conduct investigations associated with allegations of administrative violations.
- ▶ **Incident Reporting Center (IRC):** The central reporting unit includes the TYC Abuse/Investigation Hotline. The hotline was established as a means for youth, family, staff, and others to report violations and/or crimes that occur in relation to TYC. The hotline is answered 24 hour-a-day, seven days-a-week. Calls are documented in the IRC complaint manager. Information received by the IRC is assigned by OIG for review, resolution, and/or investigation.
- ▶ **Quarterly Reports:** The OIG issues quarterly reports that describe the types and number of reports it received and the types and number of cases it opened, as required by

“Know your rights and how to enforce them.
Understand the grievance system because problems
can be resolved.”

- Youth N.D (Tyler Parole)

law. The quarterly reports are distributed to state and TYC leadership and are available on the TYC website.

In 2009, the duties and responsibilities associated with the entry of TYC Directives to Apprehend into the Texas and National Crime Information Centers (TCIC / NCIC) were reorganized under OIG within the IRC. Directives to Apprehend are issued for youth who have escaped or absconded from TYC or have violated a condition of release while under the supervision of TYC.

OIG currently employs 44 staff, 20 of which are commissioned peace officers as defined by Texas Code of Criminal Procedure, Article 2.12. These peace officers are commissioned by the Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE). OIG is responsible for conducting investigations at 48 facilities in 31 cities. The division currently operates three databases:

- The IRC (“hotline”) Complaint Manager
- The OIG (criminal violations) Complaint Manager
- The Administrative (administrative violations) Investigations Manager

Financial Services Division

The Financial Services Division provides financial and business services to internal and external customers. The division includes budget; accounting; facility business management; contracts, procurement, support services; and maintenance and construction.

Program Descriptions:

► **Budget Services:** Coordinates the Legislative Appropriations Request and agency operating budgets, monitors and controls agency budgets, provides reports and analyses of budget performance, administers financial requirements for federal grants, interagency contracts, and Title IV-E Foster Care, and analyzes pending legislation for fiscal impacts to agency programs.

► **Accounting Services:** Directs accounting and funds management for TYC; administers investments for private purpose trust funds; acts as fiscal liaison with the

State Comptroller; prepares the annual financial report; administers accounting of youth court-ordered child support; and administers claims payments to ensure compliance with prompt payment law, purchase rules and guidelines, and vendor tax reporting. Payroll staff ensures prompt, accurate salary and benefit payments to all employees and administers a comprehensive system of compensation reporting, including wage and tax reporting.

► **Facility Business Management:** Directs business services staff at institutions, halfway houses, district and regional offices for accounting, food service, vehicle fleet management, laundry, fixed asset inventory and warehouse functions, and purchasing and maintenance functions.

► **Contracts, Procurement and Support:** Coordinates development of all contracts, including food services, medical services, residential contract beds, youth and business services; and coordinates the agency’s Historically Underutilized Business (HUB) program.

► **Maintenance and Construction:** Implements physical plant repair and rehabilitation projects at every facility, develops Requests for Proposals for large architectural and engineering design contracts and for construction projects, manages new construction projects, reviews new construction for compliance with Life/Safety Codes and other building system standards, consults with facility staff for facility and infrastructure modifications, and monitors agency energy usage.

Human Resources

The Human Resources Division is responsible for recruiting applicants, performing criminal history and other background checks for applicants and current employees, coordinating the hiring process and various employee benefit programs, ensuring employees are appropriately classified and compensated, managing the TYC employee relations programs, developing and delivering employee training and staff development programs, and managing the human resources risk management program.

Program Descriptions:

► **Employee Relations Program:** The program is responsible for equal employment opportunity (EEO) compliance, and oversight and coordination of the employee

“Treat staff the way you want to be treated. Treat them with respect and they’ll treat you with respect.”

– Youth T.S. (Al Price State Juvenile Correctional Facility)

disciplinary and grievance systems. In addition, the employee relations program area coordinates employee awards programs, the education assistance program, performance evaluation system, and exit process. During FY 2009/2010, the program area:

- Initiated extensive changes to the employee disciplinary process to help ensure the consistent application of disciplinary actions throughout TYC
- Significantly revised performance evaluations to provide more relevant feedback to employees
- Implemented the JCO perfect attendance award program
- Revised the employee exit process to help ensure TYC obtains necessary information during the exit process

► **Employment Program:** The program manages the agency’s extensive juvenile correctional officer recruitment program, coordinates recruitment activities for difficult to fill positions, oversees TYC’s hiring and selection processes, and develops and monitors the diversity recruitment plan. In FY 2009, the program area revised the selection and hiring process. A “whole-application” approach was initiated that allows hiring authorities to select the best qualified applicant based on job-related experience, education, training, performance in the interview process, and background references. The revised process reduced human resources staff time and improved hiring outcomes.

► **Employee Services and Employee Classification Program:** This program coordinates TYC’s various employee leave programs and the benefit programs administered by the Employees Retirement System of Texas (ERS), develops employee job descriptions and ensures compliance with the State Position Classification Plan, and assists in coordinating payroll processing activities. During FY 2009/2010, the program area:

- Significantly enhanced the New Employee Orientation Session to ensure that all newly hired employees are provided consistent information and materials throughout TYC
- Implemented extensive changes to TYC salary groups and rates resulting from the FY 2010/2011 Position Classification Plan changes
- Coordinated revision of the FY 2010/2011 JCO career ladder based on percentage increases authorized by the 81st Legislature, changes to the position classification plan, and percentage increases to maintain parity between pay levels
- Developed and revised several policies relating to attendance and leave benefits to clarify the agency’s expectations for attendance and to ensure leave benefits were consistently applied throughout TYC
- Implemented position classification changes resulting from the State Auditor’s Office (SAO) Report No. 10-705, *A Classification Compliance Review Report on the State’s Program Specialist Positions at Selected Public Safety and Criminal Justice Agencies*

► **Criminal Records and Employee Records Program:** This program conducts a clearance process for TYC employees, including contract vendors and volunteers. The

clearance process consists of a review of the TYC human resources information system (HRIS) to ensure an internal background review is performed for all former TYC employees, a criminal history background check, and a driving record check. The program also conducts annual criminal history background checks for TYC employees, contract vendor employees, and TYC volunteers. It coordinates the agency's automated arrest notification system managed by the Texas Department of Public Safety and oversees the maintenance of employee records and files.

► **Field Operations:** This program consists of two human resources regional managers, eight local human resources administrators, and field staff. Field operations staff is responsible for the day-to-day employment-related interactions with TYC employees, ensuring employees receive the various services and benefits to which they are entitled and that human resources policies are consistently applied, answering employment-related questions, and providing direction to agency supervisors and managers.

► **Staff Development Department:** The department develops and publishes the annual Agency Training Plan and administers the TYC training program. Employee training needs are assessed through an ongoing training assessment process consisting of feedback from training advisory committees throughout TYC, assessment surveys, and evaluations from course participants. Training programs are developed and modified based on the assessment process, and training requirements are established to meet or exceed standards set by state and federal laws, the American Correctional Association (ACA) standards, and TYC policies. Trainers are assigned for each TYC secure facility, halfway house and district parole office. Trainers deliver the agency's extensive pre-service and in-service training programs for direct-care staff and deliver, or coordinate the delivery of, the agency's rehabilitation and supervisory/management training programs. In recent years, the division has greatly enhanced the training required for direct-care and other TYC staff. The current training requirements for priority job categories are identified in the Agency Workforce Plan (Appendix E).

► **Risk Management Department:** This department manages the agency's fitness-for-duty, drug-free workplace, workers' compensation, and return-to-work programs; reviews and coordinates requests for accommodation under the Americans with Disabilities Act; develops and implements emergency planning strategies; and conducts safety, fire, and sanitation inspections at TYC facilities. During FY 2009/2010, the risk management department:

- Implemented the commercial drivers' physical examination program to ensure TYC commercial drivers are physically qualified to operate the agency's recently acquired school buses used to transport TYC youth
- Expanded the agency's alcohol and drug testing program to meet federal regulations regarding testing requirements for commercial drivers
- Assisted in developing and implementing an injury prevention plan designed to reduce staff and youth injuries due to youth aggression

TYC & Me Profile



MARTIN
High School Athlete

Martin is excelling in high school. He is current with his credits, has discovered he loves track, has been selected for varsity football, and will also star in an upcoming school play. His parole team and mother have encouraged him to get involved in positive activities. Now, Martin is planning where he will go to college.

Research Department

The Research Department collects and analyzes both internal and external data to assist TYC in assessing trends, measuring performance, and preparing for future developments in the juvenile justice system.

Program Description:

- Leads the TYC performance measure system
- Coordinates the development of designated legislatively-mandated reports
- Provides population impact statements for the Legislative Budget Board and agency executives
- Evaluates certain agency programs
- Provides official agency statistics to external and internal customers
- Reviews and implements certain external research projects

Quality Assurance

The Quality Assurance (QA) Unit monitors and evaluates residential, parole, and some supplemental service providers under contract, as well as agency-operated halfway houses. The QA Unit assesses contract and policy compliance and promotes continuous improvement. The QA Unit provides technical assistance and imposes sanctions (e.g. corrective action plans) for non-compliance in order to ensure satisfactory services are delivered to TYC youth, and also oversees the implementation of Performance-based Standards (PbS) at TYC institutions.

The QA Unit consists of 10 staff that monitor and evaluate 12 contract residential programs, contract parole providers that service 30% of our youth population in the community, 40 supplemental services contracts, and nine halfway houses. Additionally, this unit oversees the implementation of PbS at five institutions (Evins, Gainesville, Giddings, Mart I, and Ron Jackson). Plans are underway to expand PbS to the remaining institutions and implement Community-based Standards (CbS) at TYC halfway houses.

Monitoring and Evaluation Methods: The methods used to assess contract and/or policy compliance include:

- Observation of programming provided to TYC youth
- Youth and staff interviews
- File reviews (e.g., youth files and staff personnel files)
- Data entry reviews of TYC Correctional Care System (CCS) and the TYC Youth Grievance System (TYGS)

Standard site visits occur at least six times a year for residential contract providers, two to four times a year for contract parole providers, and one desk/file review for supplemental services contracts. Additionally, a comprehensive review is conducted annually for all residential contracts and halfway house programs.

In FY 2010, QA has piloted three joint comprehensive reviews of halfway houses with TYC Health Care Oversight Division. In FY 2011, QA will implement joint comprehensive reviews for all halfway houses and eight contract residential programs. Finally, four residential providers who are certified under TYC Core Standards are evaluated annually for compliance with the Core Standards.

Continuous Improvement: The QA team supports continuous improvement by recommending performance improvement plans (PIPs) for areas of weakness, or requires corrective action plans (CAPs) for areas of non-compliance. Additionally, the evaluation team provides technical assistance as needed.

“Commitment to the Texas Youth Commission does not equate to giving up on the child; rather it gives the child one more opportunity in the juvenile justice system.”

– A Chief Juvenile Probation Officer
(Anonymous/From 2010 Customer Service Survey)

Performance-based Standards (PbS): The quality assurance manager serves as the state coordinator for PbS at five TYC institutions. PbS is a management system to improve conditions of confinement and the quality of life for youth and work environment for staff in secure facilities. Over 200 youth facilities across the United States participate in PbS, with all sites collecting data in April and October, analyzing the data, and developing facility improvement plans (FIPs) to improve outcomes for youth and staff.

In FY 2010, the TYC QA Unit was reorganized to improve the quality assurance practices of Youth Services. Contract Parole monitoring was transferred to the QA Unit to improve the continuity of QA oversight. QA also assumed responsibility for comprehensive reviews of TYC halfway houses.

Information Resources Division

The Information Resources Division (IRD) supports all TYC Information Resources (IR) goals and initiatives. IRD provides a secure and effective statewide information infrastructure to TYC. IRD is responsible for applications development and support, data storage, computer hardware and software, statewide voice and data networking, radio communications, telephone systems, and digital surveillance systems. These responsibilities include multiple types of computer platforms including web, server, and mainframe-based services. IRD provides these services to each TYC facility.

Program Descriptions:

► **Application Services Department (ASD):** This department is responsible for leveraging information application technology to deliver high quality, cost-effective service to its customers. ASD meets user needs by evaluating, implementing, and maintaining internal applications as well as third-party commercial-off-the-shelf (COTS) and hosted third party solutions. ASD develops applications, interfaces, and reporting tools in many development languages including Windows, SAS, and M204 (mainframe). ASD also identifies and transforms all applicable internal applications to the IBM data center servers in correlation with HB 1516. ASD develops and maintains all Intranet and internet pages and data and is currently implementing and extending a new business intelligence, data integration, data validation, and data mining platform.

Customers of the ASD include most agency employees, open records requestors, legislators, other agencies, universities, the press, application vendors and consultants, contract developers, staff augmentation companies, and IBM's Team for Texas.

► **Internal Operations Department:** This department is responsible for providing and supporting statewide voice and data network infrastructure components, network security, and radio frequency communications to TYC facilities. This includes the management and maintenance of radio, telephone, video conferencing, surveillance, help desk, and PC support and security. Internal operations is also responsible for all applicable domain functions to the IBM data center servers in accordance with HB 1516,

maintaining licensing for all OS-related services and maintaining compliance with state and federal regulatory requirements.

Customers of the Internal Operations department include agency employees, interagency operations groups, legislators, the Office of the Inspector General at TYC, various universities and other educational entities, UTMB, and IBM's Team for Texas.

► **External Services and Information Security:** This department is responsible for contract management of the Department of Information Resources (DIR) sponsored data center services contract with IBM and IBM's business partners. External Services also works closely with TYC Information Security Officer in performing user logon provisioning and administration in compliance with security standards. In addition, External Services provides the financial and planning services function of the division.

Information Security employs an Information Security Officer (ISO), who was hired in May 2009. The ISO implemented *Information Security Policy and Procedures Manual*, which established a formal information security program that includes monthly, quarterly, and annual information security incident reporting to agency management and the DIR; a biennial inspection cycle to routinely evaluate the information security posture of all TYC information resources, digital video access, and processing procedures; standards for securing all information resources; and processes for responding to information security incidents. The ISO visits TYC facilities to conduct security awareness briefings for staff and initial information security inspections to baseline the overall information security posture of the agency.

► **Information Resources (IR) Governance Structure:** Key participants in an effective IR governance structure include the executive director, executive management team, the chief information officer, and the IR steering committee.

- The executive director and executive management team are responsible for ensuring the operation of an effective governance structure for user participation in important IR decisions. The Chief Information Officer coordinates meetings for IR governance, with required attendance by the executive management team and the chairperson of the IR Steering Committee. Among other responsibilities, the executive management team will establish IR project priorities on an ongoing basis to guide effective resource management.
- The IR Steering Committee serves as the lead user group and is composed of director-level staff designated by the executive management team. The committee has representatives from all agency areas. It may recommend formation of special purpose user groups as needed and receives reports from each established user group.
- User groups are established by the executive management team for strategic or operational purposes and provide regular reports to the IR Steering Committee. Potential user areas include Help Desk Support, youth treatment and services

systems, financial systems, human resource systems, education systems, infrastructure needs and gaps, investigations, web support, and data integrity.

- The chief information officer facilitates activities for establishing and maintaining the IR user governance structure and collaborates in presentations to executive staff.

IRD Staffing Trends:

The IRD is budgeted for 72 FTE's statewide in FY 2010. Staff numbers are reduced from February 2007 staffing when major reforms resulted in a significant addition of IR projects, including new applications and the installation of 11,000 cameras with associated hardware. Although the legislature initially supplied some FTEs, departmental staffing has decreased by eight FTEs transferred to IBM's Team for Texas and five more staff reduced because of facility closures. There was an assumption that the transfers to IBM would reduce TYC workload; however, high IBM staff turnover resulted in TYC continuing to shoulder significant workload. Despite these challenges, TYC progress in server transformations was ahead of most agencies and the situation has improved with DIR renegotiation of the IBM contract.

The following technology initiatives and system enhancements enable the TYC to operate more efficiently and improve services:

- SB 103 initiatives resulted in major reform efforts for TYC. The agency revamped numerous programs and policies that resulted in major core system changes for IRD to schedule and implement
- Help Desk Ticketing System provides a unified system to track Information Resources support. TYC utilizes Footprints, an ITIL complaint ticketing system, for the identification of service requests and tracking of progress on project and repairs
- Digital surveillance system was implemented as provided for in SB103
- Investigation applications are new systems that were written to track the investigation of youth grievances, administrative investigations and criminal investigations, and the results of these processes
- Migration of servers involved moving the web server from Sun-Solaris (UNIX) to Windows Internet Information server
- Video conference system was implemented to provide improved communications, distance learning services for students, and remote access to health services. TYC is currently expanding the video conferencing system to all halfway houses to allow for increased distance learning and improved access to health services
- Positive Achievement Change Tool (PACT) was purchased as a hosted solution to identify and track the risk and protective factors of our youth. Integration of data to this system will reduce the duplication of entry and reduce errors on critical data needed to populate this system. This was accomplished and implemented in FY 2009

- Individual Case Plan and Community Re-entry Plan were customized additions to the PACT to document youth progress and identify goals and action steps for youth. Integration of data to this system will reduce the duplication of entry and populate critical performance data
- Statewide data center consolidation made significant progress in moving more than 25 servers and the TYC mainframe into the Austin and San Angelo data centers. Although TYC is not finished due to contract renegotiation delays, the agency plans to be among the first to restart transformation
- SAS Business Intelligence Platform was purchased and installed near the end of FY 2009. As this platform is implemented, it will allow TYC to integrate data from many different internal and external sources, share the data with other internal data applications and external entities, validate and automatically correct the source data, mine the source data to perform predictive analytics, and share the source data through an online portal that includes customizable dashboards, individualized portals, and business intelligence reports

TYC & Me Profile



ANTHONY 

Electrical Engineering Student

Anthony has his sights set on being an electrical engineer. While at a TYC halfway house, he got help with his federal financial aid forms and enrolled in college. He wants to design small electrical tools and gadgets like cell phones and computer components.

Office of General Counsel

The Office of General Counsel (OGC) provides in-house legal services for TYC. The OGC is also responsible for preparing responses to youth appeals, managing the youth grievance system, conducting administrative hearings, operating release review panels, handling youth records and requests for agency records, and administering the agency's policy/procedure manual system.

Program Descriptions:

► **Staff Attorneys:** Provide written and oral legal opinions on personnel matters, contract issues, construction matters, trust and estate questions, youth rights issues, open records requests, and administrative law matters. The staff attorney for litigation works directly with the Office of the Attorney General on agency litigation.

► **Appeals Section:** Logs, tracks, and processes youth appeals to the executive director regarding findings and decisions in due process hearings and facility responses to youth grievances. The attorneys review and evaluate reports and hearing records. They conduct additional inquiry, as necessary, and prepare proposed decisions for the executive director.

► **Youth Grievance Section:** Manages a confidential grievance system and advocates for the protection of youths' basic rights. This section includes a manager and administrative assistant located in central office, and youth rights specialists and data entry clerks located at facilities. Grievances received through the Incident Reporting Center, in writing, by telephone, or in person are entered into an automated system and assigned to an appropriate decision authority for resolution. The youth rights specialist reviews resolutions to ensure all issues are addressed appropriately and tracks each grievance from submission to completion.

► **Administrative Law Judges (ALJs):** Conduct administrative due process hearings for parole revocation. ALJs also resolve employee termination grievances, provide independent dismissal mediation, and train field staff in due process requirements. Support staff for the ALJs ensure that sufficient numbers of defense counsel are recruited and appointed to represent indigent youth in parole revocation hearings.

► **Release Review Panel:** Was created in 2007 by SB 103. Each Panel consists of an attorney, a mental health professional, and a staff member experienced in program delivery. The panel is responsible for determining whether youth who have completed their minimum length of stay will be released to parole, discharged from agency jurisdiction, or extended in a residential placement. The panel members gather information about each youth from the agency's data system, facility staff, the youth, the youth's family, and any advocates. The panel then meets to discuss each youth and make a determination concerning the youth's release.

► **Records Section:** Coordinates responses to all requests for records. These requests include public information requests, subpoenas, requests for education records, and requests for records relating to disability determinations. The Records section is responsible for complying with laws regarding confidentiality of youth records, and ensures youth records are restricted or sealed when ordered by a court. Additionally, this section is responsible for records management, records retention, and maintenance of all youth records in accordance with the state records retention schedule.

► **Policy Administration Section:** Manages the development, publishing, and record keeping processes for TYC policies, procedures, administrative directives, and forms. The policy administration section supports policy workgroups and provides technical writing services and form layout/design services to all agency divisions. This section also coordinates cross-divisional review of policy and procedure drafts, prepares and routes policy approval packets, serves as the agency's liaison with the Texas Register for agency rules, and publishes final policies, procedures, directives, and forms.

Internal Audit Department

The Internal Audit Department evaluates and assesses significant functions and new or changing services, processes, and operations. In addition, the department consults with management to advise and assist them in ensuring adequate designing and controls are built into processes, coordinating external audit activities, and following-up on recommendations issued as a result of audit work. The internal audit department reports functionally to the TYC Board and administratively to the executive director.

Program Description:

The Internal Audit Department is established as required by Section 2102 of the Texas Government Code. Internal audit adheres to the Institute of Internal Auditors (IIA) Professional Practices Framework, the U.S. Government Accountability Office (GAO) Government Auditing Standards, and the Texas Internal Auditing Act.

The department utilizes information obtained throughout the year through audit work, meetings, training, participation in ad hoc committees, and input from management to conduct a risk assessment and develop the annual audit plan. The resulting plan includes both mandatory and discretionary projects ranging in scope and complexity. The plan is approved by the board.

The Internal Audit Department ensures that financial and performance audits of TYC programs, functions, activities, and systems are accomplished. It performs sufficient audit work to determine whether:

- Corporate governance and risk management is effective
- Activities and programs being implemented are properly authorized and are conducted in a manner consistent with their objectives
- Resources are acquired, protected, and used economically and efficiently

- Programs, services, and activities are operated effectively
- Financial and performance reports are being provided that disclose fairly, fully, and accurately all required and necessary information to determine the scope of operations and the proper basis for measuring results
- Management has established operating and administrative systems to ensure accountability for public resources
- Risks of fraud, waste, and abuse in the agency have been identified and, to the extent possible, eliminated

The department also provides consultative and management assistance services to other TYC departments. Requests for these services are considered on an individual basis and must be approved by the executive director and the board if they will impact the completion of the annual audit plan.

During FY 2009/2010 the Internal Audit Department released several reports that identified areas for management to improve operations:

- Eight facility audits, (four institutions and four halfway houses), which identified issues related to safety, youth rights, and services to youth for management to address
- The Texas Administrative Code, Chapter 202, Compliance audit identified what TYC needed to gain compliance with information security requirements
- The Equipment Issued to Individuals audit identified weak controls and changes that could result in cost savings related to cell phones
- The Risk Management audit identified a lack of coordination, lapses, and duplication of efforts in monitoring activities conducted by management
- The Medical Services audit identified improvements that are needed in monitoring
- The Employee Grievance Process audit identified opportunities to strengthen controls and improve the effectiveness of the employee grievance process

The department works closely with management throughout the audit process and the development and implementation of recommendations to ensure that recommendations are feasible and address the concern identified in the audit report.

The Internal Audit Department is in compliance with the requirement to obtain an external quality assurance review at least every three years. The most recent review was completed in August 2009, and reported that the department fully complies with the IIA's Professional Practices Framework, the GAO's Government Auditing Standards, and the Texas Internal Auditing Act. This is the highest of the three possible ratings and shows that policies, procedures, and practices are in place to implement the standards and requirements necessary to ensure the independence, objectivity, and proficiency of the internal audit function.

Intergovernmental Relations, Planning, and Communications

Intergovernmental Relations, Planning, and Communications serves as the liaison between TYC and legislative and other governmental entities, provides guidance on internal planning and external reporting, and is the point of contact for communications both within the agency and to the public at large.

Program Descriptions:

► **Intergovernmental Relations (IGR):** Provides guidance and coordination for legislative inquiries; inter- and intra-agency legislative initiatives; and development, implementation, and monitoring of legislative initiatives.

Intergovernmental Relations staff respond to inquiries from federal and state legislative offices, government officials, other state agencies, and stakeholders regarding TYC issues and youth within its system. IGR identifies bills that impact TYC, tracks and monitors legislation, and participates in developing statutorily required legislative impact statements. Intergovernmental Relations coordinates the implementation of enacted legislation to ensure that the agency is responsive to legislative and statutory direction.

► **Planning:** Ensures agency alignment with state and federal strategic direction and provides integrated planning support to all business areas. Planning is responsible for coordinating and drafting required legislative reports such as the Coordinated Strategic Plan (with TJPC) and the biennial Agency Strategic Plan.

► **Communications and Public Affairs:** Administers the external and internal communications functions of TYC, as well as assists in strengthening community outreach to parents, local officials, partner organizations, civic clubs, and members of the public. Communications and public affairs is the initial contact for the media and the general public who have questions about agency operations, and its staff serves as the agency spokesperson to the media. Agency reports, brochures, handbooks, posters and other publications are typically designed, written, and published by this section. Communications staff compiles and publishes the agency newsletters, the *TYC Spotlight* and *TYC News Flash*, to keep all agency employees abreast of developments within and outside the agency that may impact agency operations or personnel.

Office of the Independent Ombudsman

The Office of the Independent Ombudsman (OIO) is an independent state agency established for the purpose of investigating, evaluating, and securing the rights of the youth committed to TYC, including youth released under supervision before final discharge. The Ombudsman is appointed by the governor.

The Ombudsman is an independent and impartial investigator for the public's complaints about the administration of government. The OIO for TYC is available to help support

transparent, open, and responsive services by TYC. It was established by SB 103 during the 80th Texas Legislative Session, 2007.

The OIO receives complaints, conducts investigations, and works to resolve disputes. It is the "last resort," which means complainants are expected to engage the services of the OIO Ombudsman only after trying resolve issues and grievances through the TYC grievance process and staff.

C. Geographic Location and Locations of Service Populations

The TYC provides services to youth throughout Texas at 10 residential facilities, nine halfway houses, and 13 district offices (including parole services). Information and services are also provided to parents and guardians throughout the state by caseworkers, physicians and mental health workers, and family liaisons at more than 34 facility locations, as well as personnel at central office (Austin). TYC maintains a website with information about facilities, programs, and information resources. Additionally, in FY 2007 TYC began operating a 24-hour hotline that may be used by youth, family, and staff to report allegations of wrongdoing or neglect.

The map on the following page shows service locations by type of facility, as well as the number of youth committed by county for FY 2009.

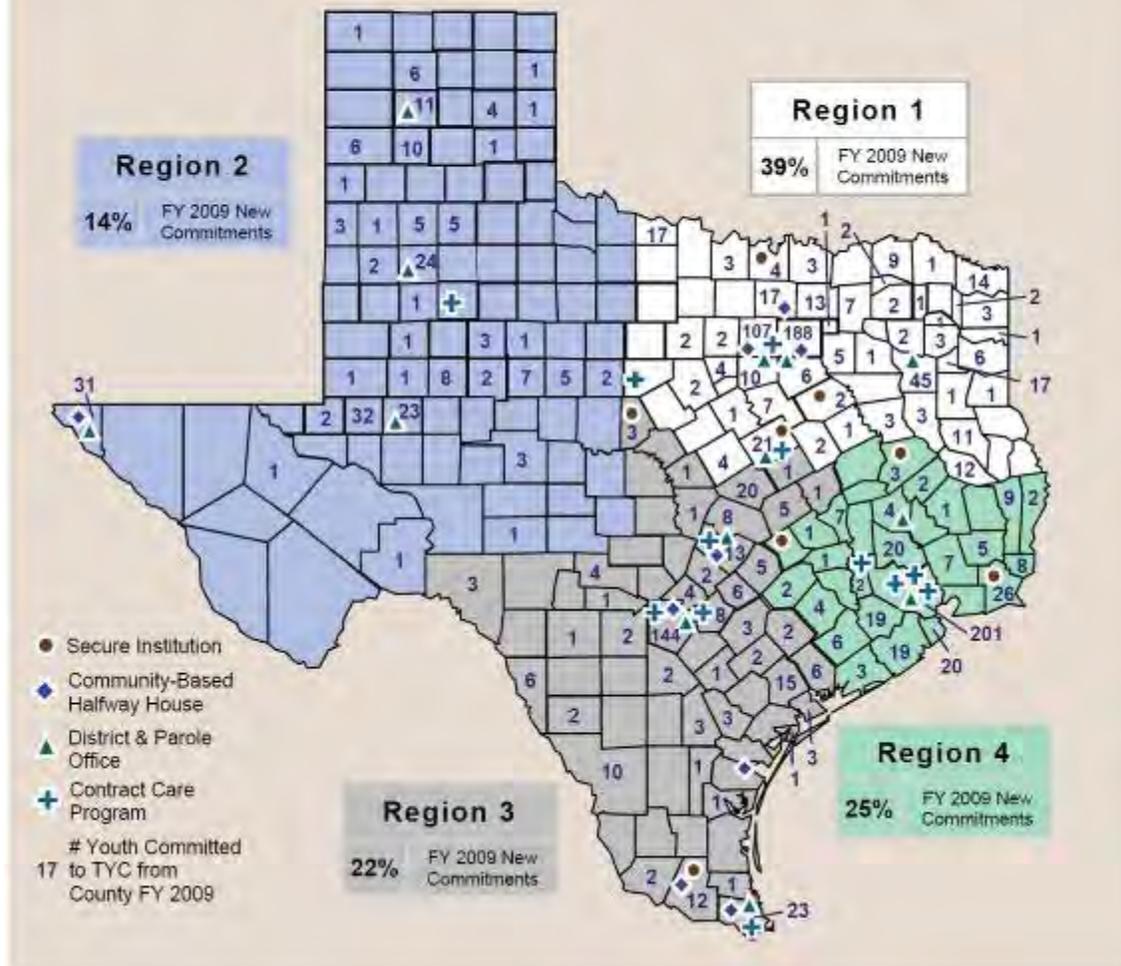
TYC & Me Profile



YOUTH F.X. 
Professional Welder

Youth F.X. (name confidential) is currently a professional welder in the Waco area earning more than \$70,000 a year. He is among several youth to earn welding certifications in TYC programs and go on to earn great salaries.

TYC REGIONAL SERVICE MAP 2010



Region 1		
<i>Secure Institutions (803 Beds)</i>	<i>City</i>	<i>Capacity</i>
Corsicana Residential Treatment Facility	Corsicana	145
Gainesville State School	Gainesville	288
McLennan County State Juvenile Correctional Facility Units I & II	Mart	156 (Unit I) 214 (Unit II)
<i>Community Based Halfway Houses (90 Beds)</i>		
Cottrell House	Dallas	23
McFadden Ranch (chemical dependency treatment)	Roanoke	48

Willoughby House (for girls)	Fort Worth	19
District & Parole Offices		
Dallas District Office	Dallas	--
Fort Worth District Office	Fort Worth	--
Tyler District Office	Tyler	--
Waco District Office	Waco	--
Contract Care Residential Programs (55 Beds)		
Brookhaven Youth Ranch, Inc.	West	10
Mel Matthews Vocational Center	Cisco	32
Specialized Alternatives for Youth (SAFY)	Arlington	13

Region 2

Community Based Halfway Houses (23 Beds)	City	Capacity
Schaeffer House	El Paso	23
District & Parole Offices		
Amarillo District Office	Amarillo	--
El Paso District Office	El Paso	--
Lubbock District Office	Lubbock	--
Midland District Office	Midland	--
Contract Care Residential Programs (24 Beds)		
Garza County Regional Juvenile Center	Post	24

Region 3

Secure Institutions (446 Beds)	City	Capacity
Evins Regional Juvenile Center	Edinburg	176
Ron Jackson State Juvenile Correctional Complex Units I & II	Brownwood	162 (Unit I) 108 (Unit II)
Community Based Halfway Houses (111 Beds)		
Ayres House	San Antonio	22
Beto House	McAllen	22
Edna Tamayo House	Harlingen	21
Turman House	Austin	23
York House	Corpus Christi	23
District & Parole Offices		
Austin District Office	Austin	--

Harlingen District Office	Harlingen	--
San Antonio District Office	San Antonio	--
Contract Care Residential Programs (57 Beds)		
Abraxas Youth and Family Services	San Antonio	16
Alliance Children Services, Inc.	Austin	1
Associated Marine Institutes, Inc.	Los Fresnos	30
W.I.N.G.S. for Life, Inc.	Marion	10

Region 4		
Secure Institutions (652 Beds)	City	Capacity
Al Price State Juvenile Correctional Facility	Beaumont	176
Crockett State School	Crockett	180
Giddings State School	Giddings	296
District & Parole Offices		
Houston District Office	Houston	--
New Waverly District Office	New Waverly	--
Contract Care Residential Programs (46 Beds)		
Alliance Children Services, Inc.	Houston	6
Byrd's Therapeutic Group Home	Houston	10
Gulf Coast Trades Center	New Waverly	20
Southwest Key Supervisory Apartments	Houston	10

“TYC serves as the institution for the State of Texas for youth who can not be rehabilitated within their own community”

– A Chief Juvenile Probation Officer
(Anonymous/From 2010 Customer Service Survey)

While TYC operates facilities in all TYC regions, commitments may be received from any county in the state. During the FY 2009, the counties with greatest number of commitments included:

New Commitments by County: FY 2009	
Counties with 20 or More Commitments	
County	Number
Harris	201
Dallas	188
Bexar	144
Tarrant	107
Smith	45
Ector	32
El Paso	31
Jefferson	26
Lubbock	24
Cameron	23
Midland	23
McLennan	21
Bell	20
Galveston	20
Montgomery	20
Total	925

Service Delivery

A primary goal of the TYC is to serve youth close to home. This goal must be balanced with the need to maximize expensive special services. TYC has delegated several of the higher cost services into specific facilities for funding efficiencies.

- Corsicana Residential Treatment Facility – a high security, crisis stabilization facility for youth with severe mental illness or emotional disturbance. Youth at this facility are given highly specialized and intensive treatment to stabilize their mental illnesses or emotional disorders before they can begin other treatment or education programs

- Giddings State School – a high security facility with specialized treatment for TYC’s highly regarded Capital and Serious Violent Offender Treatment Program
- Ron Jackson State Juvenile Correctional Complex, Unit 1 – a high security facility serving female youth for the duration of their stay in TYC. All services delivered throughout TYC are available at this location, in addition to programming specifically designed for female offenders
- Ron Jackson State Juvenile Correctional Complex, Unit 2 – a high security facility providing an accelerated re-entry program for youth with parole revocations for misdemeanor violations. The program allows youth to receive additional treatment with an emphasis on returning them to their home communities as soon as possible. This facility will also serve youth from the West Texas region following closure of other facilities

The majority of youth receiving care at TYC require specialized services. For FY 2009, the high cost of specialized care and other services led to an average cost-per-youth of approximately \$270 per day. To reduce these costs, TYC would need to reduce the number of residential facilities it operates and concentrate its youth population in larger facilities. However, this model would be contrary to current, nationally recognized best practices – which show the greatest beneficial outcomes for youth in smaller, regionalized placements as demonstrated by the Ohio and Missouri models.

Research shows that youth are most effectively served in small settings with family involvement in the treatment process. The 81st Texas Legislature (2009) provided funding to counties to use for diversion initiatives in an effort to serve adjudicated youth within their communities. As counties continue to serve more youth with more complex treatment needs, local costs are expected to increase; and as these efforts mature, TYC will work with state leadership and the counties to find a balance between appropriate and often expensive treatment and local services.

In accordance with Rider 23, General Appropriations Act, 81st Legislative Session (2009), the West Texas State School in Pyote and the Victory Field Correctional Academy in Vernon will be closed by August 31, 2010. The only remaining facilities in the region will be the Schaeffer Halfway House in El Paso, the Garza County Regional Juvenile Center, and a contract care facility in Post.

Service to Border Regions

The Texas Government Code, Section 2056.002(b)(8), requires TYC to describe its services to specific geographic service regions – the Texas-Mexico and the Texas-Louisiana border regions.

The Texas-Mexico border region encompasses 43 South and West Texas counties, which are part of TYC Regions 2 and 3. Facilities located in these counties include:

- Evins Regional Juvenile Center in Edinburg
- Edna Tamayo Halfway House in Harlingen

- Beto Halfway House in McAllen
- Schaeffer Halfway House in El Paso
- York Halfway House in Corpus Christi
- District offices in El Paso and Harlingen

The Texas-Louisiana border region encompasses 18 Northeast Texas counties, all of which are in TYC Region 1. The TYC Tyler District Office is located in Smith County.

D. Human Resource Strengths and Challenges

Strengths

The continuing decline in employee turnover, especially the significant decrease in the JCO turnover rate from 49.3% in FY 2007 to a projected FY 2010 turnover rate of 30.5% (as indicated in the Agency Workforce Plan, Appendix E), is a reflection of the agency's human resource strengths, which include:

- Exceptional training and staff development programs that provide employees with the knowledge and skills required for the agency's critical functions and provide supervisors the opportunity to enhance their effectiveness
- Availability of tools to help ensure employees understand their work responsibilities
- Consistently applied personnel policies and practices
- Efforts to attract qualified applicants and improve the agency's overall working environment

The agency's human resource services have been enhanced during the last two years through the following accomplishments:

- TYC has contracted with Navarro College to offer college credit to employees upon completion of pre-service and on-the-job training programs. Through this collaborative effort, TYC staff have the opportunity to expand their education and professional development
- A two-week Case Management Training module ensures newly hired case managers and supervisors receive in-depth training on all aspects of the CoNEXTions[®] integrated rehabilitative program. Current case managers and supervisors attend training to enhance their related skills and knowledge received through initial CoNEXTions[®] training. In addition, select courses within the training module are offered to parole officers, educators, and JCO supervisors
- Courses for newly promoted supervisors and experienced managers improve supervisory and management effectiveness

- A TYC Employee Handbook is provided to newly hired employees during orientation sessions, generally on the employee's first day of employment. The handbook provides an overview of the agency's personnel policies, describes the responsibilities of a TYC employee, and explains the agency's expectations regarding compliance with certain laws and policies. The handbook promotes best practices and reduces inappropriate conduct. In addition, the handbook provides an overview of the benefits and services available to TYC employees
- The employee disciplinary process was revised and clarified in FY 2009 to ensure disciplinary actions are consistently applied based on the severity of the violation and prior disciplinary history. In addition, the lowest level of supervisor that may act as a disciplinary decision authority was raised to a first-level manager
- The agency's Administrative Leave for Outstanding Performance award program was extended to JCOs and education staff. Extending this award program was an initiative to increase management's ability to formally recognize outstanding performance of all agency staff
- The agency implemented a JCO Perfect Attendance Awards Program beginning in FY 2010. The awards program reflects TYC's recognition that reliable attendance by JCOs is particularly important to the efficient and safe operation of secure facilities. In addition, reliable attendance by a JCO reduces the need for mandatory overtime and the related costs
- The agency's specialized treatment and education programs have been strengthened through the addition of positions that require specific licenses or certifications (e.g., licensed sex offender treatment providers, licensed specialists in school psychology, lead reading instructors). The additional positions help ensure TYC better serves youth with specialized needs, which improves youth outcomes and has a positive impact on the agency's working environment
- The agency continued to implement JCO career ladder placement enhancements (begun in FY 2008) that allow JCO applicants to be hired above the first JCO career ladder pay level based on college credit, military service, or prior related experience. These effective recruiting strategies not only help the agency hire highly qualified JCO staff, who generally demonstrate a strong work ethic and a proactive approach toward employment-related issues, they also help the agency retain experienced JCO staff by improving their working conditions

Challenges

The following human resource challenges have been identified as opportunities for improvements:

- The labor-intensive automated system for employee timekeeping and leave accounting is a significant challenge because it relies on the "honor system" and it

E. Historically Underutilized Business (HUB) Program

HUB Goal, Objective, and Assessment

TYC continues to be a proactive participant in the state HUB program. Its goal is to establish and implement policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of HUBs. TYC is committed to effectively promoting HUB economic opportunities and strives to increase HUB participation.

In FY 2009, TYC reported total expenditures of \$40.5 million. Of that amount, \$12.4 million (30.6%) were HUB expenditures. Additional performance detail for FY 2009 is listed in the chart below:

HUB Category	Goals	FY 2009	FY 2010 Semi- Annual
Heavy Construction Other Than Building Contracts	11.9%	42.0%	0.0%
Building Construction	26.1%	41.5%	7.91%
Special Trade Construction Contracts	57.2%	29.3%	13.3%
Professional Services Contracts	20.0%	5.59%	13.8%
Other Services Contracts	33.0%	5.69%	24.1%
Commodities Contracts	12.6%	38.0%	19.7%

Strategies

TYC is committed to promoting and increasing procurement opportunities with HUBs. Procurement staff is aware of the availability of HUBs and the importance of HUB participation. In support of the program, TYC has engaged in the following activities:

- Participated in the “Partners for a Better Texas” HUB Vendor Fair sponsored by Texas Health and Human Services Commission in October 2009
- Participated in the HUB Discussion Workgroup in January 2010 addressing topics such as the *Texas Disparity Study* and the Texas Procurement and Support Services division updates
- Participated as an exhibitor at the Construction HUB Forum sponsored by the University of Texas in March 2010. Information about the TYC and upcoming contracting opportunities was shared with contractors in attendance, including many HUBs from around the state. Interested contractors were asked to provide

their contact information so they could be notified when future contracting opportunities came available. As a result, direct contact was made with thirteen new HUB businesses

- Maintains an internal HUB policy supporting good faith effort by encouraging solicitation of HUB vendors for purchases under \$5,000 and solicitation of more than the required two HUB vendors for informal purchases of \$5,001 to \$25,000. Of the total number of bids solicited for purchases, approximately \$25,000 (56%) were HUBs
- Distributes procurement procedure information to HUB businesses to encourage participation in state contracts consistent with state laws and rules
- Provides direct, hands-on guidance to interested HUB vendors. Vendors are provided individual information sessions related to the Central Master Bidders List (CMBL), the Electronic State Business Daily (ESBD), and the National Institute of Governmental Purchasing codification system
- Meets with and provides ideas to interested HUB businesses to increase their opportunities to do business with TYC and other state agencies

F. Key Organizational Events and Impacts

While numerous key events are described previously in this report under *Section II, Chapter II, B. Historical Perspective*, this section describes recent events that had the greatest impact on the agency's current management and operations.

In February 2007, allegations of abuse by two administrators at the West Texas State School in 2005 increased public scrutiny on the TYC. Concern for the safety of all youth held by the agency led Texas Governor Rick Perry to place the agency into conservatorship in March 2007. That same month, the TYC Board resigned.

Numerous safety improvements were immediately implemented agency-wide. Officials from various state law enforcement agencies were dispatched to every TYC institution to investigate allegations of mistreatment or neglect. A hotline was established enabling youth, staff, parents, and others to report allegations of wrongdoing. And a command center was established in the TYC central office where these calls were received and assigned to investigators at the facilities.

In spring of 2007, nearly all of the executive management team at the agency were dismissed or resigned. The agency came under the complete management of the governor-appointed conservator, and other managers were brought into the agency from other state agencies. The agency began the process of procuring and installing video monitoring equipment in all facilities.

In June 2007, Governor Perry signed SB 103 (Hinojosa/Madden), 80th Legislative Session. SB 103 was an omnibus reform bill that significantly restructured TYC, reduced the age of majority for TYC youth to 19, eliminated the misdemeanor offender

population from the agency, and established the Offices of Inspector General and Independent Ombudsman to investigate, evaluate, and secure the rights of youth committed to TYC.

During FY 2008, the agency continued to implement the reforms of SB 103, began to transition to a new general treatment plan (CoNEXTions[®]), moved to a regionalized placement model, and saw the first significant declines in the youth population. In October 2008, the governor-appointed conservator hired an executive director. On October 15, 2008, Governor Perry removed the agency from conservatorship and appointed Ms. Cheryln Townsend as executive commissioner, the agency's chief executive.

In FY 2009, Commissioner Townsend continued leading the agency through the reform process, and implementation of SB 103 was completed. Also, the CoNEXTions[®] general treatment plan was implemented throughout all TYC facilities, cameras and digital recording systems became fully operational at all campuses, and numerous improvements were made to the agency's education and specialized treatment programming.

During the 81st Legislative Session, HB 3689 was enacted to build upon earlier reforms. Provisions in this legislation included strengthening collaborations with partners, implementing a new reading improvement program, and enhancing its youth re-entry program.

As specified by SB 103, in September 2009 the agency's leadership structure reverted to a governing board appointed by the governor, with a board-appointed executive director in charge of day-to-day operations. At its first meeting in September, the board hired Ms. Cheryln Townsend as the new executive director.

Significant changes were also made to the TYC staffing structure. Commensurate with reductions in youth populations, in January 2009 the executive director ordered a series of staffing reductions at facilities throughout the state and in the agency's central office. The agency continues to monitor youth population and staffing levels to ensure the safety and security of both staff and youth are maintained.

At this time, TYC continues implementing and conducting agency enhancements either specified by legislation or informed by nationally recognized best practices.

G. Use and Anticipated Use of Consultants

TYC is committed to continued agency improvements to conform with nationally recognized best practices, to improve youth outcomes, and to regain national recognition for excellence. The use of external consultants provides a source of dissociated expertise for program design, guidance, and evaluation. Some examples follow:

- The Moss Group, Inc., are providing a systemic review of the agency focusing on the effectiveness of strategies the agency has put in place to eliminate sexual

abuse in all TYC facilities. This project was pursued by TYC in response to the U.S. Department of Justice's Bureau of Justice Statistics (BJS) *Sexual Victimization in Juvenile Facilities Reported by Youth, 2009* report (January 2010). The report identified two TYC facilities as having high rates of alleged sexual victimization and one facility with very low rates. Because data for this report was anonymously self-reported and covers 2007 to mid-2008, it pre-dates many agency reforms. Agency leadership believes that a current review of conditions is warranted

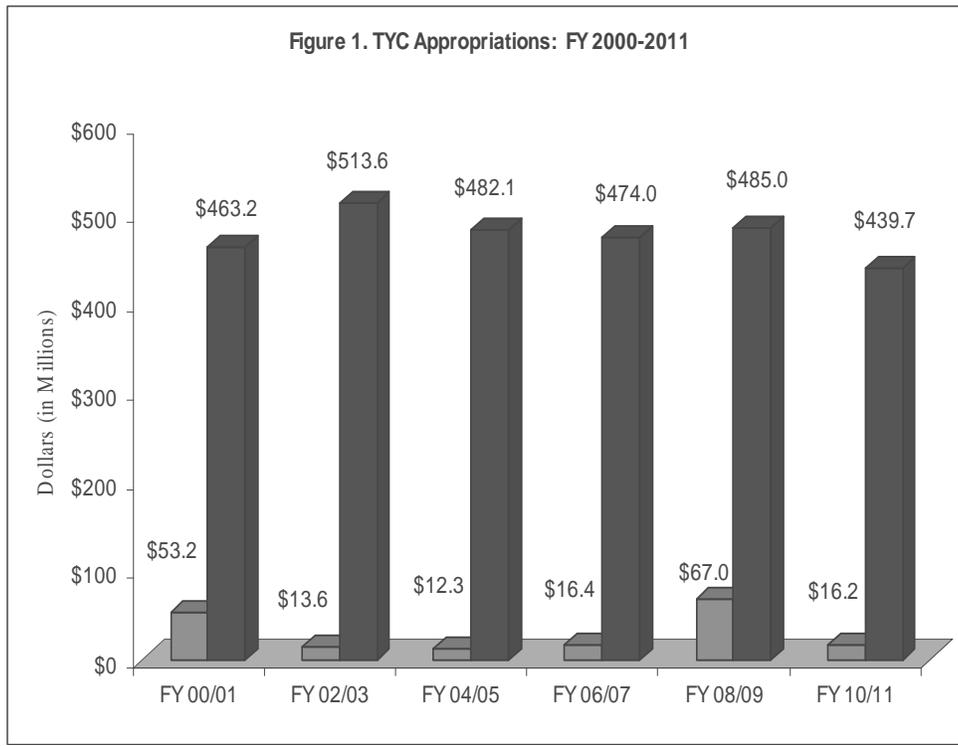
- Meadows Center consultants are assisting in implementing a mandated reading program. The Center is conducting video-conference training and on-site coaching for staff reading teachers, and will train all TYC teachers on this reading program. This program, designed to assist youth with reading deficits, will result in accelerated performance from the poorest readers
- Michael Nelson was engaged to provide program design and implementation technical assistance for the Positive Behavior and Supports (PBIS) program, which is designed to complement the mandated reading program above. With positive behavior support, youth classroom disturbances will be reduced and youth will be able to remain in the classroom
- Eugene Wang was engaged to support the PBIS program with data collection and analysis. He will use the data to evaluate program effectiveness, which will further inform the agency on program issues
- Texas State University will provide video-conference and on-site training for PBIS trainers, program implementation support, and program monitoring. This further supports the goals of the positive behavior program
- Analyses of gender specific programs are necessary to determine their effectiveness in providing positive outcomes for all youth. An external consultant will provide statistical analysis of outcomes from specific behavioral programs
- University of Texas Medical Branch (UTMB) provides consulting reviews of charts, assessments of implementation of formulary plans for psychotropic medications, and quality assurance

Chapter IV: Fiscal Aspects

A. Appropriations and Expenditure Trends

TYC was appropriated \$455.9 million for the FY 2010-2011 biennium, a net decrease of \$96.0 million or approximately 17.4 percent less than FY 2008-2009 appropriated levels (Figure 1). The agency received additional funding of \$14.0 million for salary increases for Juvenile Correctional Officers and direct care facility staff, \$12.9 million for increased contracted capacity, and \$5.6 million in general obligation bonds for repair

work on existing structures. At the same time, agency appropriations were decreased \$40 million for an expected population reduction of 392 beds in state-operated facilities.



	FY 00/01	FY 02/03	FY 04/05	FY 06/07	FY 08/09	FY 10/11
Capital Budget	\$53.2	\$13.6	\$12.3	\$16.4	\$67.0	\$16.2
Operating Budget	\$463.2	\$513.6	\$482.1	\$474.0	\$485.0	\$439.7
Total	\$516.4	\$527.2	\$494.4	\$490.4	\$551.9	\$455.9

The agency received \$11.5 million to operate the Victory Field Correctional Academy and West Texas State School during FY 2010. Rider 23 of TYC’s bill pattern prohibits using funds for the operation of the two facilities after August 31, 2010. Closure activities at those facilities are underway.

TYC received \$2 million for Automated Risk Assessment and Data Sharing Systems, \$2.1 million for Regional Specialized Treatment Facilities, and \$600,000 for a Regional Pilot Program for Community Re-entry and Specialized Aftercare. Also, TYC received \$2.2 million to replace 104 vehicles in FY 2010-2011 biennium.

In addition to Rider 23 mentioned above, TYC’s bill pattern includes three new riders. Rider 22 relates to Sunset by providing a contingency appropriation for FY 2011 in the event the agency was not continued. Sunset legislation was adopted to continue the agency and the appropriation will take effect for FY 2011. Rider 25 authorizes the shared use of a vehicle with the Juvenile Probation Commission. Rider 26 prohibits using appropriated funds to pay Youth Services International without the prior approval of the Legislative Budget Board and the Office of the Attorney General.

The agency received \$750,000 in supplemental appropriations under HB 4586 (81st Texas Legislature, 2009) after a determination by the Commissioner of Education that TYC had developed a research-based comprehensive plan to improve the reading skills and behavior of students served by TYC. The Texas Education Agency transferred the funds to the agency for use in implementing the comprehensive plan.

Agency employees who were not eligible for raises through HB 4586 received a single retention payment of \$800 paid in August 2009. In addition, in FY 2009 TYC received authority to transfer \$5.6 million from Strategy A.1.3., Contracted Capacity, to Strategy A.1.2., Institutional Services.

B. Method of Finance

The agency received \$415.1 million in General Revenue funding for FY 2010 and 2011 combined. This funding is allocated to all of the agency’s strategies in direct support of statewide priority goals. Appropriations included \$20.7 million in federal funds, which supplements state funding for nutritional and educational services for youth. In addition to general revenue funds and federal funds, TYC will receive interagency contracts totaling \$13.7 million. These funds are primarily School Foundation per Capita Apportionment funds, Project Rio funds received through the Texas Workforce Commission, and funds received from the Department of State Health Services. Article IX of the General Appropriations Act also provided unexpended balance authority and new General Obligation bonds (estimated at \$5.6 million in General Obligation bond proceeds) for the repair and rehabilitation of existing facilities.

Method of Finance FY 2010-2011	Biennial Totals	Percentage
General Revenue Funds	\$415,137,273	91.06%
Federal Funds	\$20,663,405	4.54%
Appropriated Receipts	\$794,661	0.17%
Interagency Contracts (including pass-through Federal)	\$13,732,032	3.01%
Bond Proceeds – General Obligation Bonds	\$5,556,651	1.22%
Total Method of Financing	\$455,884,022	100%

C. Comparison to Other State Budgets

The table below shows a comparison of states with the largest adult correctional and juvenile justice budgets. Texas ranks third in correctional budgets and fifth in juvenile justice budgets.

Ten States with Highest Adult Correctional Budgets*		Ten States with Highest Juvenile Justice Budgets*	
California**	\$10,356,399,000	Florida	\$627,718,953
New York	\$3,769,781,521	California	\$472,194,000
Texas	\$2,957,170,810	Georgia	\$364,857,351
Florida	\$2,460,339,030	Ohio	\$317,684,225
Michigan	\$2,013,264,200	Texas	\$283,883,020
Ohio	\$1,736,298,001	Michigan	\$274,541,000
Pennsylvania	\$1,602,313,000	Maryland	\$268,226,734
North Carolina	\$1,356,188,295	Virginia	\$252,987,157
Georgia	\$1,205,969,689	Wisconsin	\$196,160,500
Virginia	\$1,097,245,491	Louisiana	\$185,964,600

*For Year 2008 – This is the most current data as of May 2010.

**California did not report Capital Budget.

D. Budgetary Limitations

The TYC budget is primarily driven by youth populations for both general and specialized treatment. The agency’s youth population has been significantly reduced since FY 2007 due to statutory changes that eliminated misdemeanor commitments and reduced the maximum age of confinement. Population targets reflected in the agency’s performance measures in the General Appropriations Act are based on projections published by the Legislative Budget Board.

The 81st Texas Legislature appropriated funds for an average institutional population of 2,045 youth, compared to actual average total populations of 2,468 youth in FY 2008 and 2,027 youth in FY 2009. The projected population decrease for the 2010-11 biennium was accompanied by a reduction of agency appropriations by \$40 million for the biennium for the reduction of 392 beds.

The reduction in the youth population results in an increased cost per youth. There are fixed costs that remain even when the youth numbers decrease, and this impacts the cost per day per youth in TYC.

The agency was appropriated a total of \$5.6 million in General Obligation bond proceeds for the repair of existing facilities. These funds are allocated only for repair projects that include life and safety code compliance repairs, while other scheduled repairs are being deferred. The agency requested \$48 million for identified physical plant repair and maintenance needs. It is estimated that repair and maintenance request for FY 2012-13 will be \$51 million due to most of the previously identified needs being deferred and new issues developing.

In January 2010, all state agencies were asked to reduce 2010-11 biennial General Revenue (GR) and GR-Dedicated spending by 5 percent. TYC was notified by State leadership offices in May that the agency's GR and GR-Dedicated reduction target was reduced by \$2 million, for a total savings target of about 4.5 percent for the agency. The required budget cut in the amount of \$18,756,864 for the 2010-11 biennium will be absorbed in several areas across the agency.

Staff vacancy savings – Vacant positions have been filled at a slower than normal rate. That savings could approach \$9.8 million. Vacancy savings are typically used to pay down overtime balances, to make non-capital facility repairs, and to replace equipment.

Lease costs savings – This would reduce the amount of agency-leased space following central office downsizing in FY 2009, with a savings estimated at \$120,000.

Vehicle fleet replacement savings – TYC received funding to replace 104 vehicles, 82 of which exceed 100,000 odometer miles. The agency could save approximately \$223,000 by replacing 10 fewer vehicles, though it may impact maintenance and travel costs and the reliability of safe youth transportation.

Travel reduction savings – A reduction in travel will negatively impact staff training, parole supervision, quality assurance, and youth transportation. Estimated savings: \$148,000.

Operating reduction savings – TYC is operating as efficiently as possible with the pending budget cuts. The agency has determined that savings must be realized from normal operating functions. Savings are estimated to be at \$3.8 million.

Medical strategies savings – The reduction in the number of youth currently held within the TYC system has contributed to a reduction in the medical strategies expenditures. The medical cost reductions should result in savings estimated at \$2 million.

Contract care savings – The population reduction within TYC has resulted in a smaller number of specialized contract care beds being utilized. It is estimated that the agency will save \$1.6 million in unutilized bed capacity at contract care facilities.

Additional ISD savings – TYC received one-time additional ISD funding in November 2009. The additional ISD funding allowed the agency to utilize ISD funds where general revenue had originally been allocated for expenditures. Estimated savings is: \$877,000.

E. Current and Expected Budgetary Needs

The 81st Texas Legislature appropriated funding based on an optimal staffing plan for reduced bed capacities at 12 institutions in FY 2010 and 10 institutions in FY 2011. The optimal staffing plan included reductions related directly to population decreases, as well as reductions to bed capacity, infrastructure, administration, and support functions related to the overall reduced size of the agency. The mission and scope of the agency have not been reduced and, in fact, agency reforms implemented by the 80th Legislature require additional processes and functions that need continued funding to maintain, such as the digital video recording surveillance system.

Current budgetary needs are constrained due to the 5% Budget Savings Plan requested by state leadership in 2010 for all agencies. In recent years, TYC also implemented significant downsizing and reorganization strategies. As a result, identifying additional cuts following the severe efficiency cuts of the 81st Legislature has had a negative impact on the budget. In FY 2010, some of the budget reduction will be covered by savings related to residential populations that are below appropriated targets. However, agency programs and direct services will be negatively impacted if additional reductions are mandated or if the agency's youth population returns to appropriated levels in FY 2011 in a short period of time.

The expected budgetary needs for the agency are primarily driven by the expected population levels and the number and types of programs operated. The TYC residential population has been in a declining trend for over eight years, and as a result the agency is operating fewer and smaller facilities. To determine expected budgetary needs for optimal efficiency and effectiveness, an accurate forecast of the population, the number of facilities to be operated, and the level and types of needed specialized treatment services is required.

Lower economies of scale and the large fixed costs related to secure correctional care have increased agency costs per youth per day over the last few years. The average appropriated bed capacity for each institution in FY 2011 is 190 beds, compared to over 280 beds in FY 2007. If the average facility bed capacities are further reduced toward the American Correctional Association recommended size of 150 beds, the average costs per youth will increase. As the agency continues to receive increasing numbers of youth needing specialized and more expensive services, the costs per youth can also be expected to increase.

Budget, Contracts and Procurement System

TYC Contracts and Procurement supports the procurement of goods and services for 10 institutions (effective September 1, 2010), nine halfway houses and 16 district offices. At present, contracts and procurement operate a hard-copy manual system. An automated system would allow TYC purchasers across the state to expedite the procurement and delivery of goods and services and would facilitate the oversight of contracts and contract management across the agency. Without this purchase, agency staff will continue

expending a significant amount of time entering and maintaining data in two separate systems. An automated system would provide operational efficiencies in the form of enterprise-wide electronic approval authorizations, improved efficiencies with grant management processes, centralized data capture with improved reporting capabilities, and improved budget management.

Education Services

TYC has supported its educational and vocational programming with federal grant funds driven by high student populations. However, by FY2012, lower student populations and the depletion of all previous carry-over balances will result in federal grant budget reductions of nearly \$3 million compared to FY2010. This reduction of funds will negatively impact educational and vocational operations at TYC unless the agency receives funding for these critical services from another source. Further, in order to provide special education services equitable to those provided in mainline public schools, TYC will need to hire additional special education teachers and teacher aides. TYC is pursuing state funding for special education services commensurate with what is received by public schools from the Texas Education Agency for these needs. Finally, national experts in Positive Behavioral Interventions and Supports (PBIS) strongly advocate a three to five year commitment of additional resources for campus behavioral coaches at TYC to enhance the sustainability and fidelity of PBIS programming. PBIS is a critical rehabilitative component at TYC that helps ensure that these youth remain stabilized to enable classroom learning.

Re-Entry and Parole Services

The agency anticipates the need for additional funds to enhance re-entry and parole services, including the use of electronic monitoring and an increase in Functional Family Therapy and Multi-Systemic Therapy capacity. Additionally, TYC will be increasing the scope of work provided by contract parole providers which will result in increased costs to those providers. The agency also anticipates increased costs as it expands specialized treatment services into halfway houses and parole.

Salaries

Salary parity between TYC Juvenile Correctional Officers (JCO) and the Correctional Officers in the Texas Department of Criminal Justice will continue to be important. The 81st Texas Legislature (2009) appropriated salary increases for both juvenile and adult correctional workers. Additionally, parity for increased retirement eligibility benefits and hazardous duty pay increases for JCO staff are again anticipated as necessary TYC funding requests.

Cost Increases

The agency continues to experience significant cost increases for utilities, fuel, rent, food, clothing, and consumable items, all required to maintain 24-hour-a-day, 7-day-a-week

correctional operations. Additionally, increased health care services and cost escalations related to the agency contract with the University of Texas Medical Branch is an area that will potentially require additional funding.

Facility Repairs

The agency anticipates requesting capital budget funding for major repairs and deferred maintenance items identified by facility assessments. Continued funding will ensure compliance with life safety codes, reliable operation of critical security systems, preservation of state asset life-cycles, and energy efficiency. The agency was appropriated a total of \$5.6 million in General Obligation bond proceeds for the repair of existing facilities in FY 2008-2009. The agency requested \$48 million for identified physical plant repair and maintenance needs. It is estimated that repair and maintenance request for FY 2012-13 will be \$51 million due to most of the previously identified needs being deferred and new issues developing.

Information Resources

The agency anticipates requesting capital budget funding to maintain automated risk assessment and data sharing systems projects funded by the 81st Legislature (2009).

Another critical need is new scheduling and time-keeping software for JCOs which is critical for staff management, including improving staff retention and overtime usage. Appropriate tools for this element will improve agency operations and save significant funds in overtime payments. Other priority information resources needs include acquiring a procurement system that supports electronic transactions between the field locations and central office, and interconnection to the agency's accounting and budgeting systems. Currently the agency's procurement system, including contract development and oversight, is manual and paper-driven. Efficiencies in these areas can mean savings in salaries and staff time.

Office of Inspector General

Investigative caseloads have a direct impact on timeliness of completed investigations. Current caseloads are four to five times higher than the requested ratio for this item, which impacts the timeliness and efficiency of each investigation. To reduce these caseloads, OIG seeks to expand its investigative resources with three additional criminal and three additional administrative investigators.

Enhanced Therapeutic Environment

Culture and environment play a significant role in building the appropriate therapeutic living space for TYC youth. While many dorms underwent renovations during the past two years, youth living and common areas were not similarly addressed and may, in some instances, be a deterrent to creating an environment conducive to rehabilitation. The agency will be looking at ways to improve the therapeutic value of all youth settings.

F. Capital and Lease Needs

Institutional Facilities

At mid-FY 2010, TYC was operating 12 secure institutions at 10 locations around the state with a total of more than 2.3 million square feet and 308 buildings.

The Texas Human Resources Code, Section 61.048, gives TYC the authority to design, construct, equip, furnish, and maintain buildings and improvements at facilities in its jurisdiction. Construction management services for capital construction projects are no longer provided by the Texas Department of Criminal Justice. The services for construction project management, architect and engineer selection assistance, change orders, and project inspections are provided by TYC construction staff. Because of the constant use of buildings on each campus, propensity for damage by youth, and the age of physical plant assets, repair and rehabilitation of existing facilities are a critical budget need. Repairs and rehabilitation include general maintenance, replacements, improvements, and upgrades to existing buildings to maintain current building codes, standards, and operational levels.

The agency's mission to provide a safe and secure environment for youth and staff can only be accomplished when the infrastructure is well-maintained and supportive of the rehabilitative programs. The TYC facility infrastructures are assessed for condition at least every five years. The assessment includes consideration of the current and future business needs of each facility. The assessment is the driving force in defining necessary projects.

The agency's capital plan for physical plant structures and infrastructure, funded with general obligation bonds, is a detailed five-year plan submitted to the Bond Review Board in the same biennium as the strategic plan. Facility maintenance and construction costs are defined in three categories: new construction; repair and renovation; and operational costs. The first two categories are required by the Bond Review Board's Master Plan. The Master Plan provides scope of work, timeline, and cost information at the individual project level.

TYC received new funding of \$5.6 million in general obligation bonds for the 2010-2011 biennium. The table below provides general project information.

General Obligation Bond Projects for 2010-11 Biennium

Budget	Category	Location	Description
\$5,556,651	Repair and Renovation	Gainesville, Ron Jackson, McLennan, Giddings, Evins, Crockett, Corsicana, Al Price	Repair or rehabilitate facility infrastructure, roof repair/replacement, and building systems.

Leases: Halfway Houses, District Parole Offices, Central Annex

The total square footage of TYC leased spaced for 22 leased locations (halfway houses, parole offices, and central office annex) is 121,932 square feet at an annual cost of \$1,598,924 for the fiscal year ending August 31, 2009. Applying a 2.1% increase for the Consumer Price Index change for FY 2009, TYC expects to pay an additional \$33,577 in lease payments for FY 2010.

Schedule of Space Occupied

For the Fiscal Year Ended August 31, 2009

Location	Address	Lessor	Usable Square Feet	FTEs	Cost per Sq. Ft.	Cost per Month	Actual Annual Cost
Halfway Houses:							
Austin	7308 Cameron Road	M. G. Investments	6,385	20	\$0.71	\$4,550	\$54,600
Corpus Christi	422 S. Enterprise Pkwy	Devary Durrill Foundation	8,066	18	0.96	7,730	92,760
Dallas	7929 Military Parkway	W. O. Davis Realty, LP	7,203	18	0.91	6,587	79,044
El Paso	12451 Garment Road	BAM Joint Venture	8,497	23	1.44	12,251	147,012
Harlingen	1438 N. Sunshine Strip	Bill Burns	7,548	19	0.77	5,823	69,876
San Antonio	5806 Culebra	Reulas Management Svcs	6,461	9	1.22	7,880	94,560
Ft. Worth	8100 W. Elizabeth Lane	Willoughby Mgmt., LLC	6,363	18	0.95	6,072	72,864
Roanoke	3505 N. Haynes Road	Lena Pope Foundation	15,820	39	0.90	14,309	171,708
McAllen	4513 W. Bus. Hwy 83	WW McAllen Oaks	7,899	18	0.97	7,684	92,208
District Parole Offices:							
Austin	6400 FM 969	Austin 1825 Fortview	5,050	11	1.48	7,474	89,688
Ft. Worth	2462 E. Long Avenue	FSW Corp.	5,997	13	1.96	11,734	140,808
Houston	10165 Harwin Dr., #180	Mammoth Equities Prop.	8,412	32	0.96	8,740	104,880

Tyler	1417 W. Front Street	Smith County	1,293	3	0.75	970	11,640
Waco	717 Franklin	Maverick Investments	1,355	5	0.72	1,069	12,828
Dallas	1575 W. Mockingbird Ln.	Oakbrook Plaza Ltd.	8,287	21	1.21	10,064	120,768
Amarillo	7120 Interstate 40 West	Amarillo ISD	740	2	1.05	780	9,360
Harlingen	1810 W. Jefferson	Adam Daniec	2,135	7	0.93	1,986	23,832
Corpus Christi*	3649 Leopard Street	International LTD	1,038	3	0.83	862	3,446
Galveston**	6000 Broadway	Bayou Properties Co.	1,350	3	1.1	1,485	10,338
Midland	602 N. Baird	Jerry Lee and Patricia Jones	768	2	0.75	578	6,936
Lubbock	22 Briercroft Office Park	H. A. Sessions	1,734	4	0.73	1,258	15,096
Central Office Annex							
Austin	6400 Hwy. 290 East	Cheryl Ogle	15,978	35	1.58	25,306	303,672
			Total, Leased Space			\$ 45,192	\$1,742,304

* Corpus Christi lease terminated December 31, 2009

** Galveston lease terminated September 13, 2008

In FY 2009, the agency leased nine halfway house facilities with a total of 77,825 square feet of usable space at an annual cost of \$867,492 for youth residential services. TYC halfway houses are located in Austin, Corpus Christi, Dallas, El Paso, Harlingen, San Antonio, Ft. Worth, Roanoke, and McAllen. These halfway houses have a total budgeted capacity of 218 beds.

Leased office space for district parole offices is administered through the Texas Facilities Commission. In FY 2008, twelve district parole offices were being leased, with a total capacity of 38,159 square feet. The cost for this leased space was \$563,580 annually. The district parole offices are located in Austin, Fort Worth, Houston, Tyler, Waco, Dallas, Amarillo, Harlingen, Corpus Christi (lease terminated September 13, 2008), Galveston (lease terminated December 31, 2009), Midland, and Lubbock.

Due to insufficient space at the state-owned Brown-Heatly Building, where TYC's central office is located, TYC leases 15,978 square feet of office space at the Central Annex in Austin.

Information Resources

As a result of HB 1516 passed in 2005, TYC is one of 27 agencies participating in the DIR-sponsored outsourcing of data center operations to IBM Global Services. This includes consolidating multiple data centers into two physical locations. To achieve the economies of scale envisioned by the Texas Legislature, TYC's technology direction will align itself with the overall technology plan of the consolidation. This will include

application remediation to adhere to minimum release levels of hardware and software supported by the outsourcer. It may also include abandoning unique agency hardware/software platforms in favor of common platforms shared among multiple agencies.

TYC received \$2,093,296 for FY 2010 and \$1,981,464 for the funding of the data center services, hardware upgrades, as well as maintenance for the expanded SAS software, which was purchased in 2009. All of the Data Center Consolidation (DCS) agencies are challenged with management of their capital authority. DCS costs are based on past projections and also include unanticipated charges impacting the agency. Funding for purchases and/or leases has been reduced substantially in order to pay for the DCS project, which is negatively impacting operational service and will continue to be an issue with all the new initiatives that require more hardware and storage. For example, TYC has a six year computer replacement program but has not been able to keep up with the replacement cycle due to funding constraints. The unanticipated charges have also limited the agency's ability to fund needed upgrades for communication systems.

There is a need to upgrade software for the ColdFusion Server, PC imaging software and hardware, purchase a version control library to fulfill an audit recommendation, and maintenance fees for SAS PC software. In addition, TYC will need professional services funding to assist with staff augmentation. Other initiatives include automating a manual procurement/contracts system, upgrading the video conference equipment to provide distance education and telemedicine services, and data warehouse/integration.

Software and hardware refreshes relating to data and infrastructure systems such as data collection and reporting, networking, radio communication, telecommunications, video communications, surveillance, and end user computer equipment is also necessary for TYC to maintain effective and efficient operations. To maintain the technology systems for effective and efficient operations, funding will be needed over the next biennium.

The agency will continue modernizing its technology systems and applications to support mission critical operations that provide public access to information and services while maintaining an effective operating environment. And TYC will continue to maintain, review and update the current technology and computing environments to the best of its ability.

TYC will upgrade the infrastructure as necessary to support agency initiatives. These initiatives include, but are not limited to application service providers; KRONOS time keeping system; PC replacement; telephone upgrades; pc/printers/scanner purchases; and a change management module in our ticketing system to expand its use to cover all areas of information resource operations to improve services, reduce downtimes, and reduce service-related costs.

Transportation

Agency capital needs include the replacement of motor vehicles throughout the TYC system. Vehicles are used for youth transportation, security surveillance in and outside the fence, apprehension, maintenance, and staff training. TYC's managed health care contracts require the transportation of youth to hospitals located at The University of Texas Medical Branch in Galveston and to local health care providers. Youth transport vehicles also are used to transfer youth between TYC facilities and to the Texas Department of Criminal Justice, local restitution projects, and court hearings. To prevent the interruption of operations and unsafe conditions, and consistent with established state benchmarks, vehicles used to transport youth off-campus should be replaced when usage exceeds 100,000 miles, six years of age, or when the repair costs exceed the value of the asset or are no longer efficient in preserving the vehicle. Older and high-mileage vehicles are used on campuses where breakdowns do not jeopardize public, staff, or youth safety.

In FY 2010, the agency operated under a state fleet cap of 343 vehicles. For the 2010-11 biennium, the agency received appropriations of \$1.1 million in each fiscal year to replace a total of 104 passenger and cargo vehicles. The table below displays a snapshot of the state of the TYC fleet in early FY 2010:

TYC Fleet Snapshot (Early FY 2010)			
Type	Number	Average Mileage	Average Age (in years)
Sedans	56	55,965	5
SUVs	10	42,144	3
Vans (Passenger and Cargo)	180	63,014	5
Light Trucks	55	61,211	12
Medium Trucks	5	44,315	7
Heavy Trucks	9	55,965	22
Van Body Trucks	0	0	0
Minivans	21	101,657	9
Buses	3	5,398	2
Total	339	53,709	8.06

The TYC Executive Director and Board determined that changes were needed to adjust the number of vehicles to the current staffing levels and youth populations. In February 2010, the fleet was reduced by 35 vehicles. In FY 2011, the fleet will be further reduced by an estimated 24 vehicles due to the mandated closing of two secure institutions at Pyote and Vernon.

Chapter V: Population and Demographics

A. Population Characteristics and Demographics

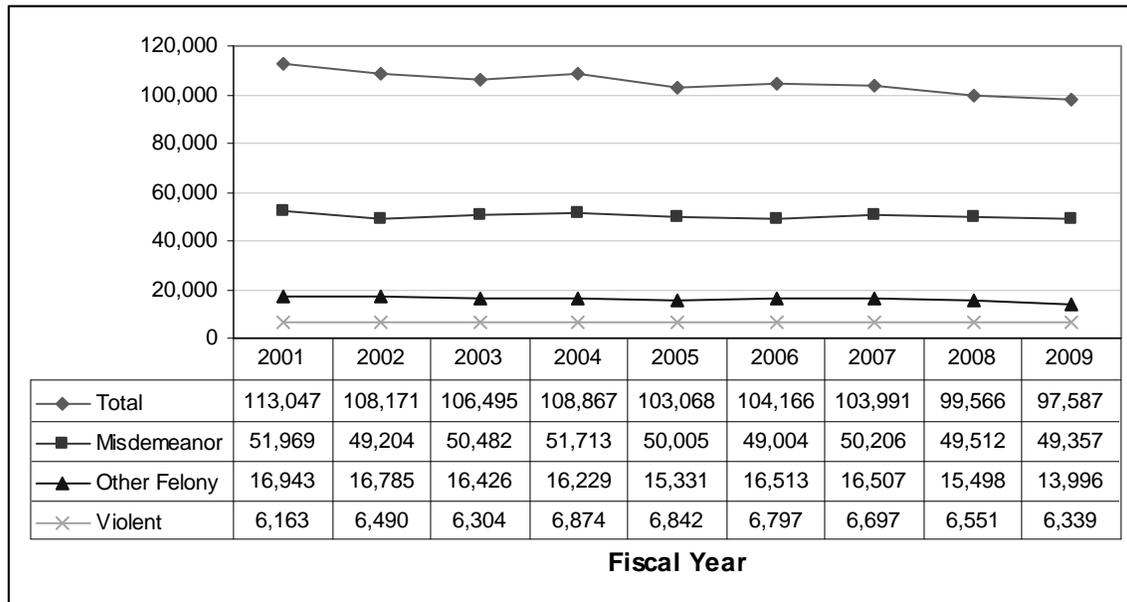
Description of Service Populations

TYC provides a range of services from secure institutions to community-based residential services. Youth can be committed to TYC for felony offenses, including violation of felony probation, occurring when the youth is at least 10 years old and under age 17. The 80th Texas Legislature, through SB 103, disallowed the commitment of youth for misdemeanor offenses and lowered the maximum age through which TYC may maintain supervision over a youth from age 21 to 19. Depending on the type of commitment and individual progress, youth may remain under the custody of the agency, in a residential or parole setting, until 19 years of age. In FY 2009, TYC provided residential or parole services to 6,034 youth who were committed by Texas juvenile courts.

TYC also serves youth through the Interstate Compact on Juveniles. These services include return of non-delinquent runaways, probation and parole absconders, escapees, and juveniles charged as delinquent; cooperative supervision of probationers and parolees; and provision of airport surveillance services to youth traveling unaccompanied through major airports in Texas. In FY 2009, TYC provided supervision and services to 2,673 youth through the Interstate Compact on Juveniles.

Youth Population

Juvenile Referrals to Probation

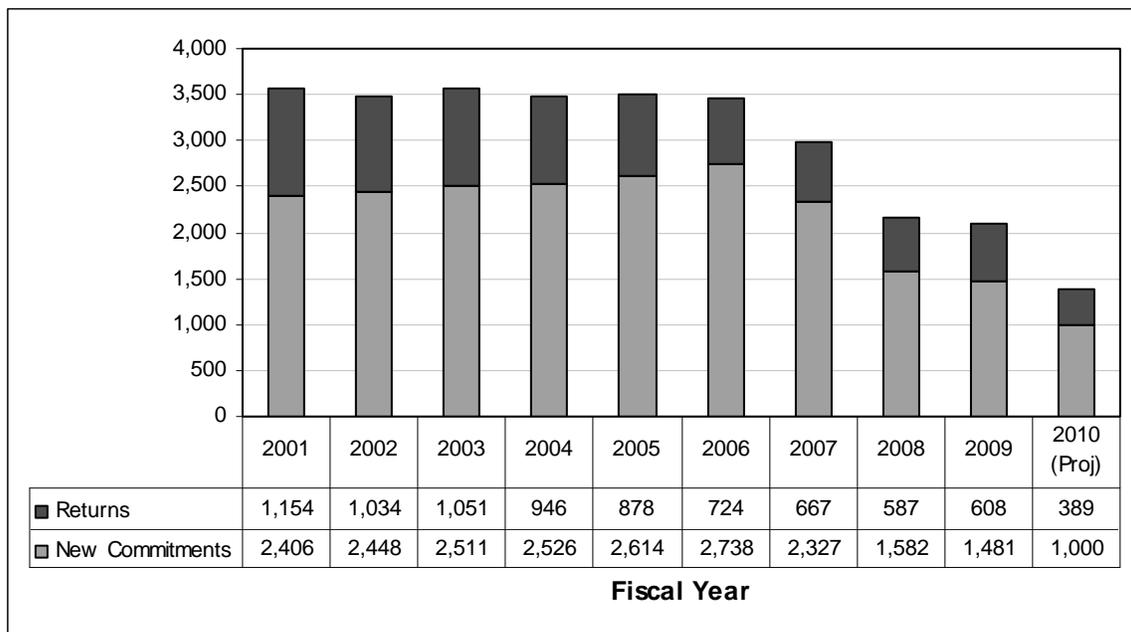


While total referrals to juvenile probation (delinquent, violation of probation, and children in need of assistance [CINS]) have declined 14% between FY 2001 and FY 2009, referrals are projected to increase.

Delinquent referrals (violent, other felony, and misdemeanor) have declined 7%; however, referrals for violent offenses have increased 3% while other felony and misdemeanor referrals have decreased.

Approximately 2% of delinquent referrals are committed to TYC. Approximately 1 in 9 felony referrals and 1 in 18 other felony referrals are committed to TYC.

Intakes/New Commitments FY 2001–2010

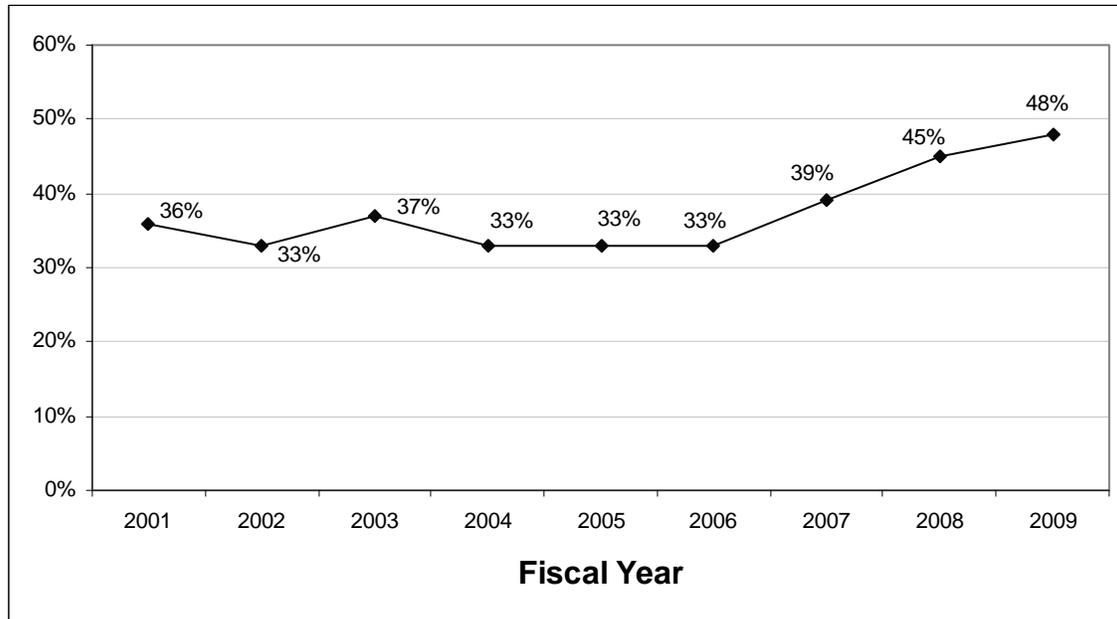


“TYC provides excellent counseling for youth in all areas. It gives the youth an opportunity for advancement in education and trade skills. TYC re-integrates youth into society in an efficient and healthy manner.”

– A Juvenile Court Judge
(Anonymous/From 2010 Customer Service Survey)

New commitments to TYC have decreased 46% since the peak in FY 2006 to FY 2009. Based on the first nine months of FY 2010, the number of new commitments is expected to be slightly more than one-third the number in FY 2006. This reflects the prohibition of commitment of misdemeanor youth by SB 103 and efforts by some counties to divert youth from TYC. The number of youth returning because of recommitment, parole revocation, or other negative movement has also decreased, contributing to the lowest number of intakes in many years.

New Commitments for Violent Offenses, FY 2001–2009



With the prohibition of commitment of misdemeanor youth by SB 103, the percentage of youth committed for violent offenses has increased.

TYC & Me Profile



YOUTH K.N. 

Studying Collision Repair

Youth K.N. (name confidential) is currently studying collision repair at Texas State Technical College. He has a full time job doing cabinetry and mill work and is active in extra curricular activities related to school. His Skills USA Club placed second in state and advanced to national competition.

Profile of New Commitments, FY 2009

GENDER	Male		Female	
	91%		9%	
AGE	10-14	15-16	17-18	
	15%	67%	19%	
ETHNICITY	African-American	Anglo	Hispanic	Other
	35%	20%	45%	1%
PARENTAL STATUS	Married	Never Married	Divorced or Separated	Parent Deceased
	18%	44%	33%	5%
METRO STATUS	Urban	Suburban	Rural	
	70%	14%	16%	
PROBATION STATUS	On Probation		Not on Probation	
	72%		28%	
EDUCATIONAL ACHIEVEMENT	Median Reading Level		Median Math Level	
	6 yr 2 mo		5 yr 1 mo	
SPECIALIZED POPULATION BY HISTORY OR CURRENT NEED	Capital and Serious Violent Offender	Chemical Dependency	Mental Health	Sexual Behavior
	7%	47%	37%	12%

Note: Percentages may not add to 100% due of rounding.

- Of youth committed in FY 2009, 31% had more than one felony adjudication
- A typical TYC youth is male, 16 years old, of minority race or ethnicity, has parents who were never married or are divorced, from an urban setting, on probation at commitment, and four to five years behind his peers in reading and math achievement

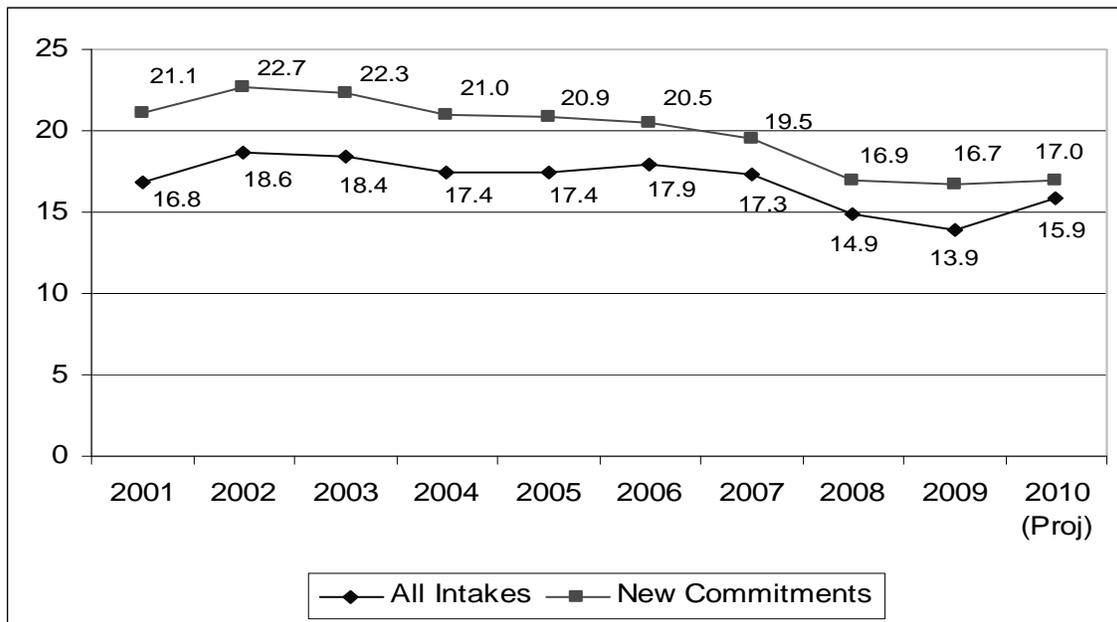
- In FY 2009, approximately 36% of TYC youth were identified as eligible for special education services
- In FY 2009, approximately 75% of new commitments made up a specialized population with high need for special programming for capital or serious violent offenses, chemical dependency, mental health related issue, or sexual offense

The table below indicates the percentage of all youth committed during the first nine months of FY 2010 with medium or high level specialized treatment needs:

Specialized Treatment Needs, FY 2010				
Capital and Serious Violent Offender	Chemical Dependency	Mental Health	Sexual Behavior	Any Need
42%	64%	48%	12%	91%

The average length of stay in residential programs decreased in FY 2008, a year of significant agency reform (release of misdemeanant youth, lower age of majority, release review panel), and has remained between 16½ to 17 months for new commitments since then.

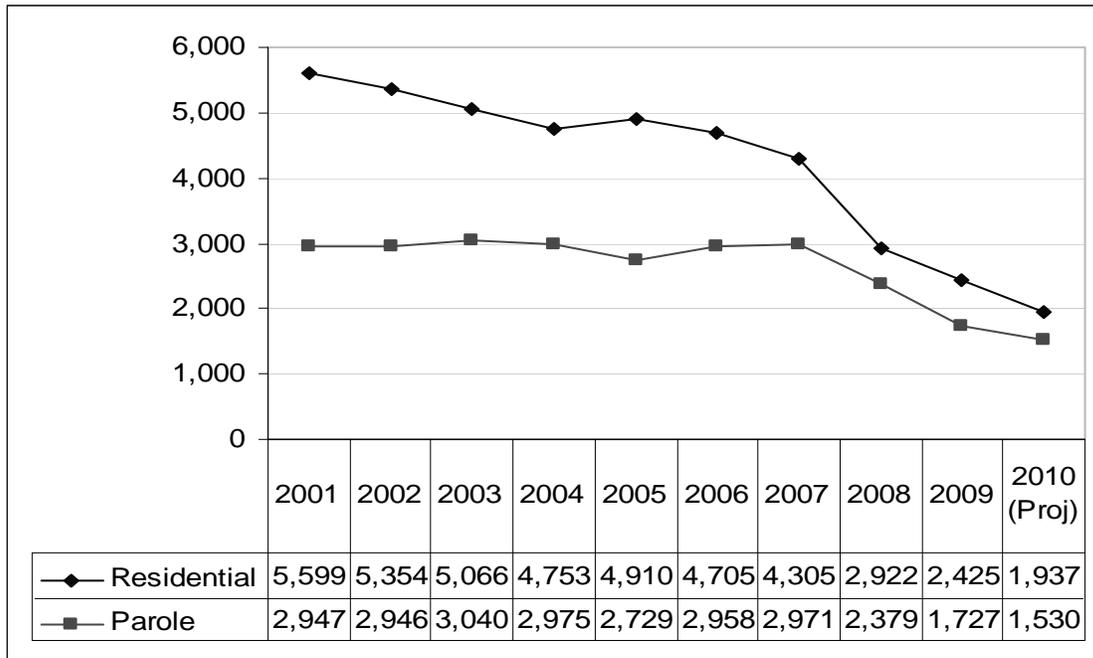
Average Length of Stay in Months, FY 2001-2010



- New policy for youth committed on or after February 1, 2009, bases the initial minimum length of stay for non-sentenced offenders on the severity of the committing offense and an assessment of the danger the youth poses to the

community. While the average length of stay for some offenders is different than what it would have been under the previous policy, the overall average length of stay is not expected to change significantly.

Average Daily Population, FY 2001-2009



- The agency’s average daily population decreased 48% from FY 2006 to FY 2009 due to decreases in the number of new commitments and other intakes and the average length of stay
- The total residential population continues to decrease and is projected to be 1,722 by the end of FY 2010 and 1,703 at the end of September, 2010

“One should keep in mind that prior to his or her involvement with the Texas Youth Commission; a child has already demonstrated a resistance toward treatment and rehabilitation.”

– A Chief Juvenile Probation Officer
(Anonymous/From 2010 Customer Service Survey)

TYC Customers

In addition to committed youth, the agency serves other customer groups. The TYC 2010 Customer Service Report identifies seven external customer groups: the general public, the judicial system (both courts and juvenile probation departments), families of committed youth, juvenile crime victims, volunteers, and youth.

TYC Customer Groups Services	
EXTERNAL CUSTOMER	PRIMARY SERVICES
General Public	Website Open Records Community Projects Newsletters & Press Releases
Juvenile Courts	Intake Processing Revocations Conferences/Training
Juvenile Probation Depts.	Intake Processing Revocations Statewide Initiatives Conferences/Training
Families	Liaison Services Visitation
Juvenile Crime Victims	Notifications Referrals Conferences/Training Impact Panels
Volunteers	Programs with Youth
Youth	All Programs Interstate Compact

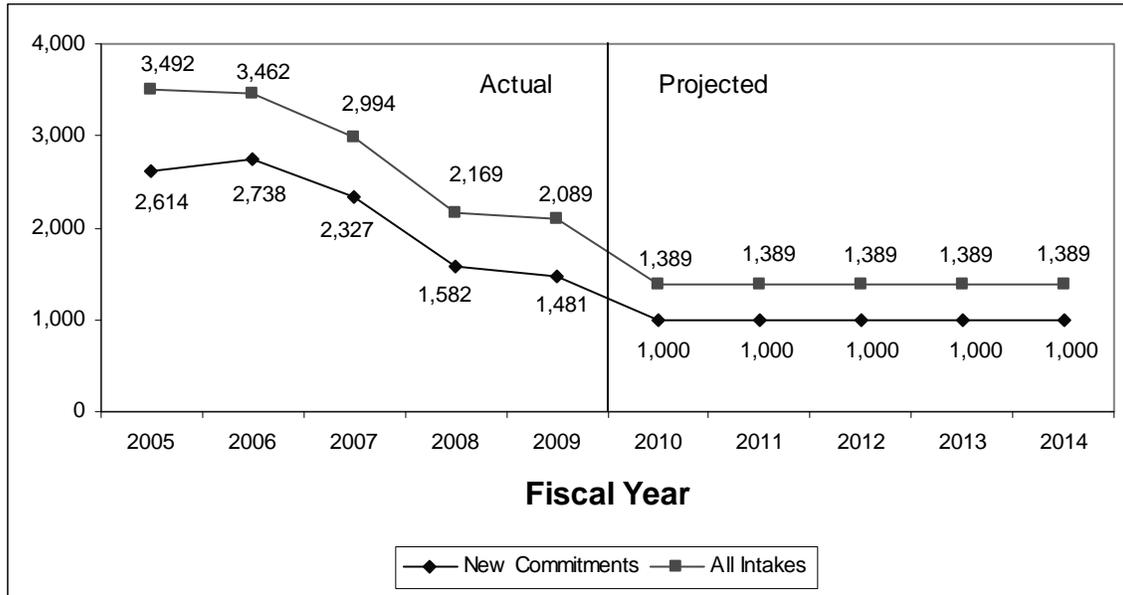
B. Future Trends and Impacts

Projections

The juvenile population in Texas is increasing, with the at-risk juvenile population of youth 10-16 years of age anticipated to grow by almost 10% from 2010 to 2015. The Texas State Data Center estimates that there will be 2,627,966 at-risk juveniles 10-16 years of age in July 2015.

The Texas Legislative Budget Board projects the residential population for the TYC. The projection is based on movement of youth into, through, and out of TYC taking into account age, offense type, historical average length of stay, and recent policy changes. Its June 2010 residential population projections are: 1,937 in 2010; 1,726 in 2011; 1,807 in 2012; and 1,832 in 2013.

Projected TYC Intakes (2009 Projections)



- Total intakes are projected by the Legislative Budget Board to be 1,389 for each year from 2010 through 2015
- New commitments are projected by the Legislative Budget Board to be 1,000 for each year from 2010 through 2015

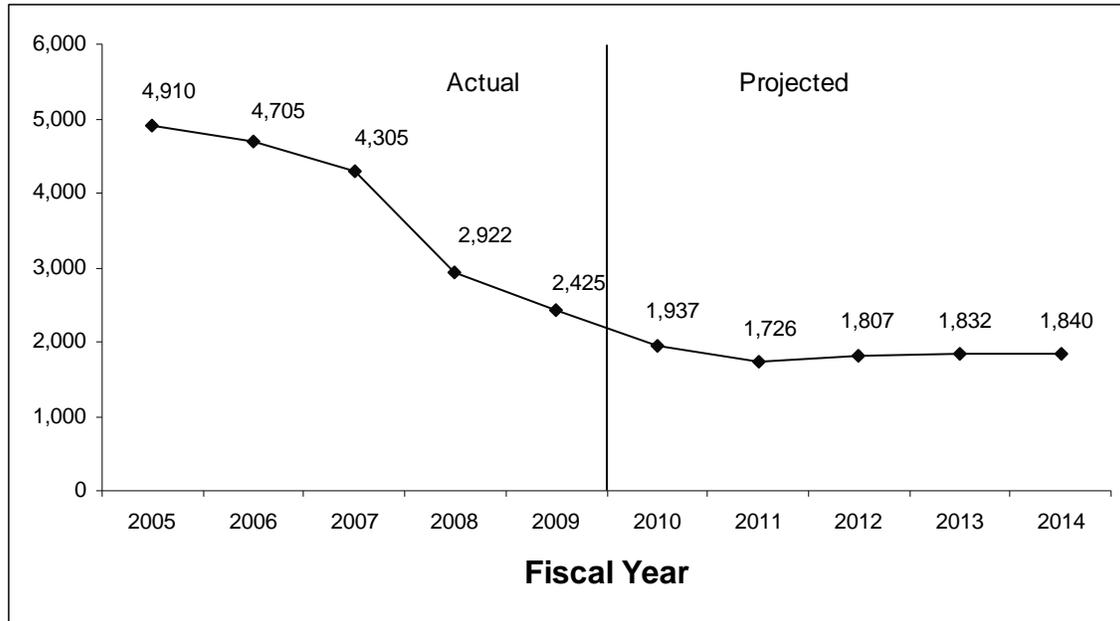
TYC & Me Profile



JERMAINE
Professional Athlete

Jermaine learned to play basketball with his parole officer in TYC. He went to college on a basketball scholarship, earned a bachelor's degree in broadcast communication, set a number of school basketball records, and now plays professionally. He has played in Eastern Europe, Italy, and South America.

Projected Average Daily Population (2009 Projections)



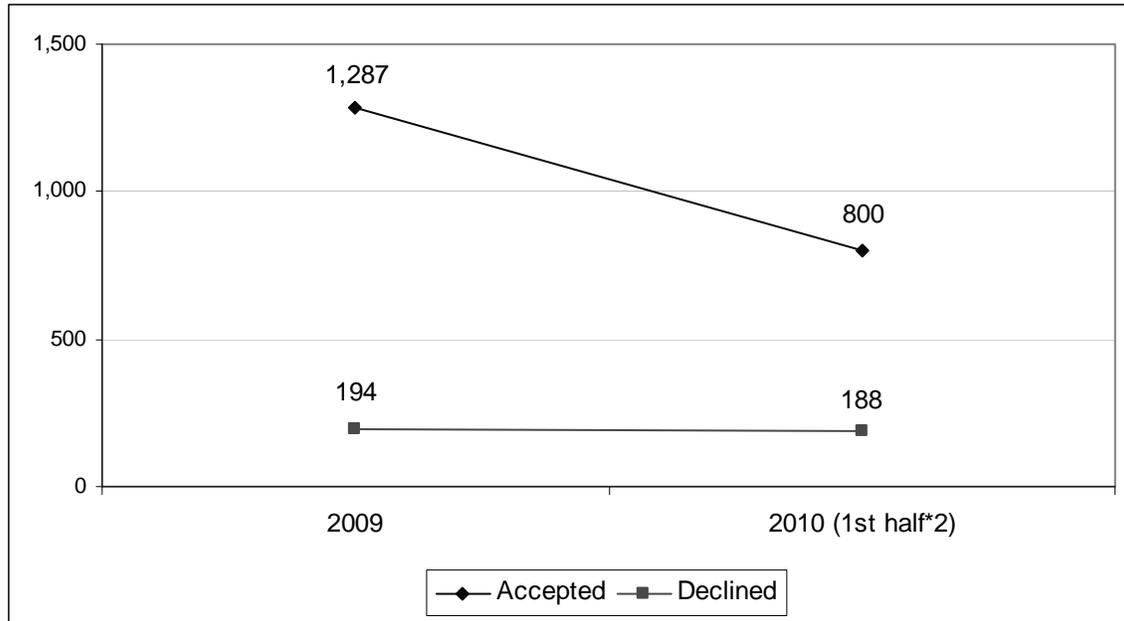
Average daily population is expected to be 1,937 in 2010; 1,726 in 2011; 1,807 in 2013; and 1,840 in 2014.

C. New Commitment Trends by County

One of the primary drivers of the agency's population is the number of commitments it receives. This number increased each year from 2001 (2,406) to 2006 (2,738), and then has decreased each year beginning in 2007 (2,327) through 2009 (1,481). TYC has received 494 new commitments for the first half of FY 2010. If this trend continues, TYC will receive 1,000 commitments for the year.

Rider 21 in the Appropriations Act for the Texas Juvenile Probation Commission (TJPC) provided \$50 million for the biennium to be paid to county probation departments to divert youth from TYC and retain them in the community. Probation departments that chose to enter into the diversion contract received funding from the TJPC. Counties that committed youth to TYC above their established baseline will reimburse the agency for each youth above its target. Of 254 counties in Texas, probation departments representing 232 counties (91%) signed a contract for this purpose and 22 counties (9%) did not. In 2009, the 22 counties declining the contract committed 194 youth (13% of the yearly total of 1,481), and 94 youth in the first half of 2010 (19% of the 494 new commitments received for this six month period).

New Commitments for Counties Accepting vs. Declining TJPC Diversion Contract



Only four of the 22 counties that declined signing the diversion contract committed at least 10 youth in 2009. Each of these counties is on track to commit close to the same number in 2010. There were 27 counties that accepted the contract and committed at least 10 youth in 2007. Of these counties, many may have an additional reduction in commitments for FY 2010, and 10 may experience a reduction of at least 10 commitments.

In its first year, much remains unknown about the success of the diversion program. While early indications are positive, a number of economic and resource factors could have a significant impact on county commitments.

Chapter VI: Technology Developments

A. Impact of Technology on Current Agency Operations

The agency relies on many aspects of technology for direct support of agency operations, programs, and business processes. Technology applications, delivered via a stable network infrastructure, are key components in the support of the agency mission; and specifically to the sharing of information. The continued development and use of a robust set of technologies allow automated and collaborative data collection with both internal and external systems. The secure, effective collection and storage of information, coupled with the ability to analyze collected data through reporting tools, are key services to TYC youth, staff, and the public. Sharing statistical data with other state agencies, as well as other governmental entities, is advantageous to the agency. Web-enabled applications are vital user interfaces to collected information. Web applications and other internet-related tools, such as e-mail and social networking, can be used to access agency

data. The agency is heavily research-focused and therefore relies on technology to continue to effectively deliver data in meaningful ways.

B. Impact of Anticipated Technological Advances

As technologies continue to develop at a rapid pace, TYC will continue to seek the correct applications and systems to support business needs and, ultimately, the overall mission of the agency. In order to maximize its funding, TYC continues to support technology advances that allow it to operate more effectively and efficiently. All technology upgrades will be dependent upon the availability of state funds, and cost and return on investment will continue to guide technology purchases.

As a result of HB 1516 (79th Legislature, 2005), TYC is one of 27 agencies participating in the Department of Information Resources (DIR) sponsored outsourcing of data center operations to the private sector. This included consolidating multiple data centers into two physical locations. As a result of poor contract performance and consolidation difficulties from the vendor, TYC's technology direction has been uncertain. The contract is currently being renegotiated with the possibility of adding multiple vendors. Some technology decisions will be delayed until these issues are resolved.

C. Degree of Agency Automation

SB 103 identified and funded some reform needs in the areas of automation and telecommunications. Video surveillance systems have been greatly enhanced to ensure youth and staff safety and security. Distance-based psychiatric, medical, and educational services have been planned and implemented to serve remote areas. A new SAS platform will be expanded to assist partners (i.e., juvenile probation departments, courts, and health service providers) in reporting data. These collaborations will streamline the sharing of youth data and improve the continuum of care provided to the youth by juvenile justice partners.

New systems have increased the requirement for additional telecommunications bandwidth. The agency may face financial difficulties funding the necessary network infrastructure required to effectively maintain these new systems.

D. Anticipated Need for Automation

As a Data Center Consolidation (DCS) agency, TYC is challenged with the management of its capital authority. DCS costs are based on past projections and include unanticipated charges to the agency. Funding for purchases and or leases has been reduced substantially in order to pay for the DCS project, negatively impacting operational services. As a result of funding constraints, the agency is unable to maintain its six-year computer replacement cycle and needed upgrades to its communication systems.

The agency has a need for a change management module in its ticketing system to improve services, reduce downtimes, and reduce service-related costs. Other needs include software upgrades for the ColdFusion Server, PC imaging software and hardware, a version-control library to fulfill audit recommendations, and maintenance fees for SAS PC software. In addition, funding for professional services is required to assist with technical staff recruitment and retention.

Software and hardware refresh relating to data and infrastructure systems (data collection and reporting, networking, radio communication, telecommunications, video communications, and surveillance) is necessary for TYC to maintain effective and efficient operations. Continued funding will be required to maintain the technology systems and operations over the next biennium.

TYC will continue to enhance and update its technology systems and applications to support mission-critical operations that provide public access to information and services while maintaining an effective operating environment. The agency reviews and maintains its current technology and computing environment while evaluating purchases to ensure best value for TYC and the state.

TYC is committed to identifying and taking advantage of technological innovations and ways of using automation to increase the value of our services to youth, while decreasing overall operational and service delivery costs. TYC recognizes that by taking advantage of these new technologies the agency can improve its ability to communicate and share data with its partners and provide information to policy makers, the agency's governing board, executive management, and the public.

Chapter VII: Economic Variables

The Unemployment Rate for the State of Texas in December 2000 was 4.2%. Since that time, it has slowly but steadily increased to 8.3% in April 2010. National juvenile justice literature demonstrates a positive relationship between local unemployment rates and juvenile crime, even when statistically controlling for other socio-economic factors. Thus, as unemployment rises, one would expect juvenile crime to also increase. Although the juvenile crime rate in Texas has generally decreased recently in Texas, if unemployment in Texas continues to rise and the state economy declines, the juvenile crime rate could increase once again.

The unemployment rate in Texas varies by locality, as does the number of youth committed to TYC. The range of unemployment in Texas Standard Metropolitan Statistical Areas (SMSAs) is from 5.6% in the Amarillo area to 11.6% in the McAllen-Edinburg-Pharr area. The four counties contributing the most commitments to TYC in FY 2009 are Harris (14%), Dallas (13%), Bexar (10 %) and Tarrant (7%). The April 2010 unemployment rates in the SMSAs for these counties are: Houston (8.5%), Dallas-Fort Worth (8.3%), and San Antonio (7.3%).

A potential larger problem is that commitments to TYC are partially dependent upon the local probation departments' economic ability to provide or contract for costly services instead of committing youth to TYC, which results in no cost to the counties. The Texas Juvenile Probation Commission (TJPC) has identified reduced funding to local probation departments as a major portion of possible budget cuts. Therefore, if there is a deficit in the state budget, and budget cuts are required of state agencies, not only could there be less funding for TYC to provide services, but TYC could receive more youth from the juvenile courts and thus require more services to be provided.

Changes in health care provisions may also impact services. Tightening restrictions for Medicaid eligibility, and possibly reduced reimbursements to providers, will very likely result in diminishing access to health care, especially for mental health issues, and for follow-up after a youth is discharged – which may result in increased recidivism. It may also impact TYC's health care budget negatively because the agency will be compelled to expand access to health care services to meet basic needs of the youth that should have been provided to them prior to TYC commitment. It will also result in increased TYC health care costs related to unaddressed chronic illnesses health care needs.

Chapter VIII: Impact of State and Federal Regulations

Federal Court Considerations

The federal courts have a substantial impact on agency operations. Several Supreme Court decisions, beginning in the late 1960's, accorded juveniles most of the legal protection of adults and set the tone nationally for attention to due process for youth deprived of their liberty.

Settled in 1984, a major federal court case involving TYC was *Morales v. Turman*, 383 F. Supp. 53 (E.D. Tex. 1974). The major issues were:

- The constitutional right to treatment for juveniles deprived of liberty
- Adequate qualified staff; standards for treatment and discipline
- The right to voice complaints through a youth grievance system
- A youth's right to due process prior to major disciplinary consequences
- A youth's right of access to counsel and the courts
- Standards for a youth's access to visitation, mail, and phones

In 2008, TYC entered into a settlement agreement in federal court with the United States Department of Justice. Under the agreed order dated May 5, 2008, TYC has assigned an experienced staff person to serve as an internal monitor and has taken remedial measures including:

- Developing of revised policies and training regarding the use of force
- Updating a system to report and track allegations of staff misconduct and serious incidents
- Increasing the number of adequately trained staff per youth

- Conducting criminal background checks on TYC employees and contract employees
- Developing facility placement criteria to promote safety between youth
- Updating the grievance system for youth
- Ensuring adequate due process for youth confined to the security unit

The United States Department of Justice has completed three monitoring visits at the Evins Regional Juvenile Center and determined that TYC is in compliance with 20 of 26 measures and in partial compliance with the remaining six measures monitored, pursuant to the agreed order.

Federal Law Considerations

With regard to federal legislation, below are laws that generally apply to TYC as a state juvenile correctional agency and guide TYC policy:

- Youth may bring lawsuits alleging violations of their constitutional rights under 42 U.S.C. §1983. The United States Department of Justice may conduct investigations and initiate litigation relating to violations of constitutional rights under 42 U.S.C. §1997a, the Civil Rights of Institutionalized Persons Act (CRIPA).
- The Prison Rape Elimination Act (PREA) of 2003, 42 U.S.C. §15601, et seq., addresses the problem of sexual abuse of juveniles in the custody of a public or private institution and sets a zero tolerance for rape and sexual assault of juveniles while in custody.

TYC has a zero-tolerance policy for sexual conduct. To meet PREA standards for juvenile correctional facilities, the agency strengthened policy and procedures, revised staff training curriculum, and completed planned facility reconstruction and surveillance camera installations. Reports of sexual conduct between youth and between staff and youth are aggressively investigated by TYC and its Office of Inspector General. TYC complies with all PREA requirements related to reporting allegations and confirmations of sexual abuse.

- The Individuals with Disabilities Education Act and the Americans with Disabilities Act require reasonable accommodations to disabled youth, including providing special education where appropriate, in order to allow those youth to benefit from TYC programs to the same extent as all youth.

TYC has established policies and procedures that address youth rights in these areas.

- The Sex Offender and Registration Notification Act (SORNA), 42 U.S.C. §16911 et. seq., otherwise known as Title I of the Adam Walsh Act, established new

baseline sex offender registration requirements for state-level sex offender registration programs and created a federal felony offense for failing to register as a sex offender as required by SORNA.

To date, Texas has not passed legislation related to the adoption of the requirements in SORNA.

State Law Considerations

In addition to the Texas Human Resources code, agency operations are influenced by several provisions of state law. The Texas Family Code defines the process for judicial hearings, recognizes the rights of victims of crime, governs youth records and information systems, and establishes a recommended system of progressive sanctions and interstate compact agreements.

The Texas Education Code, Chapters 21.402 and 30.101, et. seq., sets minimum salary levels for teaching staff; provides for school fund apportionment for youth committed to TYC; and requires TYC, the Texas Workforce Commission, and the Texas Workforce Investment Council to adopt a memorandum of understanding that establishes the responsibility of those entities' job training and employment assistance programs to TYC youth. The Texas Government Code, Chapter 531.055, which also establishes the Community Resource Coordination Groups (CRCGs), requires that the CRCGs have a memorandum of understanding with TYC to assist the agency in providing community-based services to youth transitioning from institutions or parole.

In accordance with the Texas Internal Auditing Act (Chapter 2102, Texas Government Code), the TYC has established an Internal Audit Department, whose director is appointed by and reports to the governing board, charged with developing and executing audit plans and programs designed to assess TYC's operations, consistent with Internal Auditing Standards.

Recent State Legislation Affecting the Agency

80th Texas Legislature:

Numerous changes were made to the provisions affecting TYC in the Texas Human Resources Code and Texas Family Code during the 80th Legislature in 2007 by the passage of SB 103. TYC has implemented all SB 103 mandates including:

- The Office of Inspector General investigates criminal activity at TYC facilities. It also conducts administrative investigations of policy violations by staff and operates a toll-free phone center for youth and others to report abuse, neglect, or exploitation.
- SB 103 required the agency to develop a plan to obtain American Correctional Association (ACA) accreditation for all facilities. Development of the plan was completed in FY 2009. TYC began implementing the plan in 2009, and the Ron

Jackson State Juvenile Correctional Complex in Brownwood and the Giddings State School were accredited in 2010. The McLennan County State Juvenile Correctional Facility Unit I in Mart is preparing for accreditation, with an official audit scheduled for July 2010. The Gainesville State School will follow the Mart facility in seeking accreditation status.

- TYC continues to (1) maintain a staff-to-youth ratio of 1-to-12 or better; (2) provide 300 hours of training to direct care staff; (3) annually review the criminal history of employees, contractors, volunteers, ombudsman employees, and advocates; (4) provide periodic comprehensive assessments of youth; (5) establish indeterminate minimum lengths of stay based upon the seriousness of the youth's offense history and the danger the youth poses to the community; (6) operate a Release Review Panel in its central office to determine if continued confinement of a youth is needed; and (7) plan for each youth's treatment and re-integration into the community.

81st Texas Legislature:

- TYC underwent sunset review during the 81st Legislative Session in 2009. As a result, HB 3689 was passed continuing the agency until September 1, 2011. The agency will be undergoing sunset review again during the 82nd Legislative Session in 2011. That review will focus on TYC's compliance with SB 103 and any requirements placed on TYC by the 81st Legislature, including implementation of programs for diverting youth from TYC, and initiatives between TYC and TJPC in coordinating activities and services to better integrate the functions of TYC, TJPC, and county juvenile justice departments, including joint strategic planning and sharing of data.
- Major requirements imposed on TYC by the 81st Legislature include developing a comprehensive plan to reduce recidivism and ensure the successful re-entry and re-integration of youth in the community following release or discharge from TYC. Part of this plan includes providing courts, upon request, with youth progress updates. Prior to a youth's release his or her court is provided a copy of his or her re-entry and re-integration plan and a progress report.
- TYC has started using an evidence-based assessment tool, Positive Achievement Change Tool (PACT). PACT will evaluate each youth's rehabilitative needs based upon recognized risk and protective factors, to guide a re-entry and re-integration plan, and to continually update the youth's progress to ensure the plan is meeting the youth's needs.

Additional legislation passed by the 81st Legislature impacting TYC operations include:

- HB 2086 allows Juvenile Court Judges to require youth sent to TYC who have engaged in gang-related conduct to complete a criminal street gang intervention program before being released. The program must include at least 12 hours of instruction and may include voluntary tattoo removal. The bill also allows conditions of TYC parole to include staying away from gang members, electronic monitoring of gang members, and restrictions on the use of motor vehicles
- SB 379 and SB 418 which, together, require TYC to compile criminal information into an intelligence database for the purpose of investigating and prosecuting the criminal activities of “criminal combinations” or criminal street gangs. The TYC intelligence database, Youth Security Intelligence System, complies with this bill and is maintained by Youth Services and Parole Services. It may be accessed by TYC OIG. The database captures gang information such as tattoos and other body markings, status of the youth, and county of conviction
- SB 727 requires TYC to collect a DNA sample from certain qualified individuals from another state or jurisdiction under an interstate compact or reciprocal agreement when the agency accepts custody or supervision of that individual
- HB 704 allows an individual between 18 and 21 who was under DFPS conservatorship prior to commitment to TYC to request the court to extend DFPS’ jurisdiction. This would give DFPS continued involvement and may provide TYC alternative placement options for this group of released or discharged youth. TYC will establish procedures to monitor, inform, and assist these youth in such requests to extend conservatorship
- HB 1630 requires the Health and Human Services Commission (HHSC) to develop a memorandum of understanding with both TYC and TJPC to eliminate gaps in Medicaid and CHIP coverage for youth who are released from the juvenile justice system. TYC entered into an MOU with HHSC in October 2009 to comply with this legislation. TYC continues to pursue increased communication and cooperation to accomplish the agency’s goal to have Medicaid or CHIP available when eligible youth are released to parole supervision
- HB 4451 allows youth with mental illness or mental retardation discharged or paroled from TYC to be eligible to receive continuity of care services from the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI). It also authorizes TYC to petition the juvenile court to begin mental health commitment proceedings for determinate sentenced youth, and it allows youth with mental illness discharged from TYC to continue to receive mental health services for a minimum of 90 days after discharge. The statute does not include a provision for continued supervision or sanctions for failure to follow

a continuity of service plan. In FY 2010, these were identified as needed to insure compliance with treatment and public safety

- HB 4586 provides supplemental appropriations by authorizing the Texas education commissioner to transfer \$750,000 to TYC over two years once the commissioner determines that TYC has developed a comprehensive, research-based plan to improve the reading skills and behavior of students within TYC. The bill also restores TYC's authority to transfer up to \$5,589,975 from contract capacity to institutional services in FY 2009
- HB 3646 provides youth access to advanced online courses offered through the state virtual school network. State school districts, including TYC's educational program, receiving services for electronic courses through the Texas Virtual School Network would receive an administrative allotment of \$80 per student. Additionally, the Commissioner of Education could set aside funds to pay for some of the costs of providing courses to students in alternative educational settings, including TYC. These funds may cover some of the tuition costs for the students enrolled in these courses
- HB 3391 requires the Texas Parks and Wildlife Department (TPWD) and TYC to jointly seek representation by the Attorney General to change the terms and purposes of the Parrie Haynes Trust, expressing the legislature's intent for TPWD to be designated as the state agency responsible for the trust. Proceeds from the Parrie Haynes Trust are currently used to fund an educational assistance program for TYC youth who are orphans
- HB 3316 expands venues to prosecute offenses against youth committed to TYC and allows the Travis County District Attorney's Office to prosecute these offenses in Travis County regardless of the county in which the offense occurred. The bill also allows the local prosecuting attorney to request the Special Prosecution Unit (SPU) to assist in prosecution

Pending Lawsuits

TYC's pending lawsuits can be divided into three primary categories:

1. Youth Rights: This category includes lawsuits filed by youth advocacy groups concerning policy matters, as well as lawsuits including allegations of abuse, neglect, or exploitation of youth by TYC staff
2. Employment: The employment category includes claims by former employees for wrongful termination and whistleblower actions, as well as charges filed with the EEOC or the Texas Workforce Commission's Civil Rights Division
3. Tort Claims: These claims are generally related to incidents such as motor vehicle accidents and premises liability assertions (e.g. slip-and-fall claims). Typically, these claims are small and are resolved prior to the actual filing of a lawsuit

When notified of a lawsuit, TYC engages the Office of the Attorney General (OAG) for representation. The OAG and TYC attorneys actively work together on litigation matters.

The actual amount of monetary damages for which TYC may be held liable related to these categories of lawsuits is dependent upon the final outcome of individual lawsuits. Generally speaking, defenses such as sovereign immunity and dollar limits on damages provided in the Texas Government Code or Texas Labor Code are applicable.

Chapter IX: Self Evaluation

Agency self-evaluation is an ongoing process at TYC as the agency continually evaluates the efficacy and cost effectiveness of its reform efforts. Three years after passage of SB 103, many of the reforms implemented during this time can now be more accurately evaluated as data becomes available. Stakeholder and staff feedback is also a valuable source in determining how newly implemented systems are operating.

During the past two years, TYC has sought input from various internal and external stakeholders. The agency has received feedback from TYC youth, families, and staff; juvenile courts and probation departments; and victims, volunteers, advocates, and the public. Numerous evaluation activities have been conducted including program reviews, satisfaction surveys, focus groups by agency business areas, and other feedback tools.

This information collection process captured feedback from the agency's first and second years after reform. Electronic and paper surveys were used to ensure that all stakeholders were able to participate. The purpose of the surveys was to gain a broad perspective of agency operations and to assess improvements on an ongoing basis. Across the board, survey and evaluation tools showed strong improvements and satisfaction with TYC programs and services.

The following is a discussion of selected significant and frequently raised issues:

Youth Programming

Youth programming was recognized as a strength as partners note improved services. The expanded availability of specialized treatment was also identified as a strength. The TYC Board decision to address concerns related to mental health (1550) discharges was viewed positively.

Concerns were noted regarding the agency's re-entry services, with only 54.4% of survey respondents satisfied with parole supervision. Recommendations included working with legislative staff on the problems with continued community supervision following mental health (1550) discharges, expanding parole programs, and continue coordination with TJPC. Recent agency restructuring focused on strengthening parole services and extending hours of operation, re-entry services have been revisited with additional

planning, new legislative tools have been implemented, and processes strengthened for better community engagement.

Volunteer services received high marks as greatly benefitting youth and being well-supported by TYC.

Coordination and Collaboration

Many stakeholders were complementary of the progress TYC and TJPC have made on collaborations in training and information sharing. However, respondents believe more work is needed. Continuing to improve communication is a shared goal and both agencies are building on successful collaborations. This will increase efficiencies and improve services to youth.

Collaboration is a critical component to any successful operation and especially important in the juvenile justice system. Implementing systemic change to improve outcomes for all Texas youth requires ongoing coordination and cooperation among a complex web of health, social services, education, and public safety agencies; community service programs; private enterprises; and various other entities. While TYC is guided by a number of statutory collaboration provisions, many more are in place on an informal basis and, as a result, opportunities for additional collaborative relationships have been enhanced.

Examples of recent re-integration collaborative efforts include:

HB 1629 required a memorandum of understanding (MOU) with the Texas Department of Family Services (DFPS) to ensure that the legal guardians of Child Protective Services (CPS) and foster care youth are included in youth decisions and have continued involvement with the youth while at TYC through notifications and inclusion in critical meetings.

Upon completion of the MOU, the agencies expanded their collaboration:

- Created a co-location system whereby the DFPS contact is housed at the TYC intake facility to help with CPS youth under conservatorship of DFPS.
- TYC conferences, such as the Community Connections Conference, were expanded to include child welfare boards and advocacy groups. Certain TYC planning functions now regularly include these experts.
- DFPS Executive Director Anne Heiligenstein provided welcoming remarks at the TYC conference and hosted TYC staff at DFPS events.

The Council on Children and Families, created by SB 1646, is expanding how agencies are communicating and providing additional opportunities to serve youth within the social services/juvenile justice continuum. With many partners and a shared vision, state resources can be more efficiently used, a more viable continuum of care is established with a broader array of services, and our youths' chances of success are increased.

TYC Organization

An agency strength mentioned often by the TYC Board and staff is the commitment, talent, and experience of tenured employees who are dedicated to improving outcomes for the youth in our care and improving programs to deliver that care. Staff cite strong management, leadership, and supervision as positive agency attributes. TYC was ranked high for accurate feedback and recognition for outstanding work from supervisors.

Loss of FTEs through the 2009 “right-sizing” effort continues to challenge administrative staff as they are required to do more with fewer resources. Staff indicated dissatisfaction with pay, believing that it is not keeping up with the cost of living and unfair for the work performed.

Staff request changes to the overtime system so that they may be paid immediately for those hours worked. While the agency is within federal guidelines for overtime payment policies, TYC hopes to pay down all overtime by the end of this fiscal year. Proposed budget cuts will likely reduce funding available for these more timely payments in the future.

Although TYC JCOs, case managers, and parole officers supervise and interact with youth with felony convictions, their state service is excluded from the additional retirement benefits provided to other Texas law enforcement and correctional officers. Similarly employed state employees at five other state agencies including the Department of Public Safety, Department of Criminal Justice, Board of Pardons and Paroles, Alcoholic Beverage Commission, Parks and Wildlife Department, and the Office of the Inspector General at TYC are all eligible for the supplemental Law Enforcement and Custodial Officer Supplemental Retirement Program (LESCOSRP). The expansion of this supplemental retirement program to include TYC JCOs, case managers, and parole officers would demonstrate the state’s appreciation for their service and would be a significant recruitment and retention incentive.

State Funding and Budget Issues

With state budget shortfalls, there is uncertainty regarding the state’s ability to continue to fund agency reforms. Reductions in state funding will likely have a negative impact on youth outcomes. Staff and other stakeholders have expressed uncertainty related to whether TYC youth programming will continue.

Data Sharing and Technology

Because the care of TYC youth is intertwined with the efforts of numerous other state agencies (e.g., HHSC, DFPS, TEA, TJPC), the ability to share information is critical to improved youth outcomes and operational efficiencies. Federal and state privacy requirements and differing technology platforms have made data sharing a complex and arduous process for many agencies. Many improvements are underway. Tools to share youth information will result in better information being available during the youth intake

process and reduced costs due to fewer repetitive screening and testing activities. Work with HHSC now allows eligible TYC youth to be restored to Medicaid roles upon re-entry. This ensures they receive needed services once they leave TYC. More challenges remain, including federal privacy rules that impair the ability to freely share information between TYC and TEA. This information can provide insight into youth needs, alert school districts regarding special needs, and allow the state to examine program effectiveness by monitoring educational progress after our youth reenter the community.

TYC is also committed to exploring technological innovations and new ways of using automation to improve its services and reduce costs to taxpayers. By expanding our use of cost-effective technologies, we may improve our ability to communicate with our partners and stakeholders, decrease business costs, and improve outcomes for youth.

Communications

TYC staff indicated a desire overwhelmingly for improved internal communication. Additionally, improving information sharing between agencies will better support existing resources, especially in smaller counties. Additional meetings at the local level and the release of pre-release reports to communities were cited as beneficial.

Conclusion

Overall, we have seen a marked improvement in both internal and external satisfaction with the agency's performance. TYC will continue to work on its challenges and build on the strengths identified in these surveys. TYC has created a management response plan regarding the Survey of Employee Engagement (SEE), which includes executive staff members visiting each facility to discuss survey results for the particular facility and gain staff input for changes.

TYC & Me Profile



JOHN
Author & Motivational Speaker

John Borgstedt has written a book about his childhood. His dream is to use the proceeds from the book (*I Love You Mom, Please Don't Break My Heart*) to build a boy's ranch to help troubled youth. He credits staff at TYC for helping him beat the odds.

UNDERSTANDING

THE TEXAS YOUTH COMMISSION & THE PARENTS' BILL OF RIGHTS



THE TYC FAMILY HANDBOOK

LOOKING AHEAD

TAKING RESPONSIBILITY & DEFINING YOUR FUTURE



THE TYC YOUTH HANDBOOK

TYC provides each new youth and family with comprehensive guidebooks at intake. These books provide detailed information about treatment and expectations, along with information designed to help and motivate youth and families – even after leaving TYC.

SECTION THREE: AGENCY GOALS, OBJECTIVES STRATEGIES



Goals, Objectives, and Strategies for FY 2012-2013

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

To protect the public by providing a safe and secure correctional environment for youth.²

OBJECTIVE A.1: Reduce Crimes and Increase Safety

To prevent, through physical security, offenses which would have led to arrests for over 6,000 offenses per year through FY 2015.

- Outcome Measure:
 - 1.1.1 Turnover Rate of Juvenile Correctional Officers

STRATEGY A.1.1: Assessment, Orientation & Placement

Provide a system of assessment and orientation which is culturally competent and accurately determines the relative security risk and treatment needs of committed youth so they are placed in appropriate programs.

- Output Measure:
 - 1.1.1.1 Average Daily Population: Assessment and Orientation
- Efficiency Measure:
 - 1.1.1.1 Assessment and Orientation Cost Per Youth Day
- Explanatory/Input Measure:
 - 1.1.1.1 New Commitments
 - 1.1.1.2 Total Residential Intakes

STRATEGY A.1.2: Institutional Services

Provide TYC-operated secure correctional programs under conditions that promote the youth's positive development and the interests and safety of the public, youth, and staff.

- Output Measure:
 - 1.1.2.1 Average Daily Population: Institutional Programs

² Texas Family Code, Section 51.01(1),(2), (3), and (4) and Human Resources Code, Sections 61.0356, 61.0451(a), and 61.076(a)(3)

- Efficiency Measure:
 - 1.1.2.1 Capacity Cost in Institutional Programs Per Youth Day

- Explanatory/Input Measure:
 - 1.1.2.1 Youth Per Direct Supervision JCO Staff Per Shift
 - 1.1.2.2 Youth Per Paid JCO Per Shift

STRATEGY A.1.3: Contracted Capacity

Provide additional secure and nonsecure residential capacity through contracts with private service providers that promote the youth's positive development and the interests and safety of the public and youth.

- Output Measure:
 - 1.1.3.1 Average Daily Population: Contract Programs
- Efficiency Measure:
 - 1.1.3.1 Capacity Cost in Contract Programs Per Youth Day

STRATEGY A.1.4: Halfway House Services

Provide TYC-operated nonsecure correctional programs under conditions that promote the youth's positive development and the interests and safety of the public and youth.

- Output Measure:
 - 1.1.4.1 Average Daily Population: Halfway House Programs
- Efficiency Measure:
 - 1.1.4.1 Capacity Cost in Halfway Houses Per Youth Day

STRATEGY A.1.5: Health Care Services

Provide health care to address a youth's medical and dental needs while in residential care.

- Output Measure:
 - 1.1.5.1 Average Daily Population: Managed Health Care
- Efficiency Measure:
 - 1.1.5.1 Cost of Health Care Services Per Youth Day

STRATEGY A.1.6: Mental Health (Psychiatric) Services

Provide psychiatric services to address a youth's mental health psychiatric needs while in residential care.

- Output Measure:
 - 1.1.6.1 Average Daily Population: Managed Mental Health Services
- Efficiency Measure:
 - 1.1.6.1 Cost of Mental Health (Psychiatric) Services Per Youth Day
 - 1.1.6.2 Cost of Managed Mental Health (Psychiatric) Services Per Youth Day

STRATEGY A.1.7: Health Care Oversight

Provide administrative oversight of health and mental health services.

STRATEGY A.1.8: Office of Inspector General

Conduct criminal investigations related to allegations of crime committed by TYC employees and crimes at TYC-operated and contracted facilities. Conduct administrative investigations related to allegations of Abuse, Neglect, Exploitation, and TYC policy violations committed by TYC employees at TYC-operated and contracted facilities. Locate and apprehend TYC youth who have escaped or absconded from TYC-operated or contracted facilities, or who have violated a condition of TYC parole.

- Output Measure:
 - 1.1.8.1 Number of Completed Criminal Investigative Cases
 - 1.1.8.2 Number of Completed Administrative Investigative Cases
 - 1.1.8.3 Number of Apprehended TYC Youth
- Explanatory/Input Measure:
 - 1.1.8.1 Number of Allegations Reported to the Office of Inspector General
 - 1.1.8.2 Allegations Per 100 Average Daily Population

STRATEGY A.1.9: Office of Independent Ombudsman

Investigate, evaluate, and secure the rights of youth committed to TYC, including youth on parole.

- Output Measure:
 - 1.1.9.1 Number of Youth Directly Served through the Office of Independent Ombudsman

STRATEGY A.1.10: Construct and Renovate Facilities

Construct and renovate TYC facilities to provide proper conditions and sufficient capacity.

- Efficiency Measure:
 - 1.1.10.1 Change Orders & Add-ons as % of Budgeted Construction Costs

GOAL B: EDUCATION AND WORKFORCE

To provide all TYC youth individualized opportunities to progress in their education, complete a diploma or GED, and/or develop marketable workplace skills.³

OBJECTIVE B.1: Education and Workforce Activities

To increase to 70 percent by the end of FY 2015 the percentage of youth who have been on parole for at least 30 days and who are employed at least part-time; attending school, college, GED preparation; or participating in vocational or technical training.

- Outcome Measures:

- 2.1.1 Personal Activity Rate
- 2.1.2 Diploma or GED Rate (TYC-operated Schools)
- 2.1.3 Percent Reading at Grade Level at Release
- 2.1.4 Industrial Certification Rate in (TYC-operated Schools)

STRATEGY B.1.1: Education and Workforce Programs

Provide or facilitate year-round preparation programs for GED, high school diploma, post-secondary education, and workforce opportunities that support successful transition to communities after release from institutions.

- Output Measures:

- 2.1.1.1 Average Daily Attendance in TYC-operated Schools
- 2.1.1.2 Percent of Math Level Gain
- 2.1.1.3 Median Math Gain Per Month of Instruction
- 2.1.1.4 Percent of Reading Level Gain
- 2.1.1.5 Median Reading Gain Per Month of Instruction
- 2.1.1.6 Average Daily Attendance in Career and Technical Education Courses
- 2.1.1.7 Student Enrollment in Texas Education Agency Secondary Courses
- 2.1.1.8 Student Enrollment in Career and Technical Education Courses
- 2.1.1.9 Number of Industrial Certifications Earned by Youth in CTE Courses

- Efficiency Measure:

- 2.1.1.1 Education and Workforce Cost in TYC-Operated Schools Per Youth Day

- Explanatory/Input Measures:

- 2.1.1.1 Percent Reading at Grade Level at Commitment
- 2.1.1.2 Median Years Reading Under Grade Level at Commitment

³ Texas Human Resources Code, Sections 61.034(b) and 61.076(a)(1)

GOAL C: REHABILITATION AND REINTEGRATION

To deliver a continuum of needs-based services that reduce delinquent or criminal behavior and facilitate successful community reintegration.⁴

OBJECTIVE C.1: Decrease Recidivism

To reduce the one year rearrest rate to 40 percent by the end of FY 2015.

- Outcome Measures:

- 3.1.1 Rearrest Rate
- 3.1.2 One-year Rearrest Rate for Violent Felony Offenses
- 3.1.3 Reincarceration Rate Within One Year
- 3.1.4 Reincarceration Rate Within Three Years
- 3.1.5 Reincarceration Rate: Felonies or Misdemeanors
- 3.1.6 One-year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses
- 3.1.7 Rearrest Rate: Specialized Treatment

STRATEGY C.1.1: General Rehabilitation Treatment

Provide, through individualized, evidenced-based interventions, a competency-based, general rehabilitative treatment program appropriate to youth of all cultures.

- Output Measure:

- 3.1.1.1 Average Daily Population: General Rehabilitative Treatment

- Efficiency Measure:

- 3.1.1.1 General Rehabilitative Treatment Cost Per Youth Day

STRATEGY C.1.2: Specialized Treatment

Provide a system of culturally competent, individualized, and evidence-based specialized treatment programs for youth with needs, to include capital or serious violent offense history, sexual offense history, alcohol or other drug abuse or dependency history, or mental health related issues.

- Output Measures:

- 3.1.2.1 Average Daily Population: Specialized Treatment
- 3.1.2.2 Average Daily Population: Capital & Serious Violent Offender Treatment
- 3.1.2.3 Average Daily Population: Sexual Behavior Treatment
- 3.1.2.4 Average Daily Population: Alcohol and Other Drug Treatment
- 3.1.2.5 Average Daily Population: Mental Health Treatment
- 3.1.2.6 Specialized Treatment Equity Ratio

⁴ Texas Human Resources Code, Sections 61.002, 61.071(a), 61.072, 61.076(a)(1)(2), 61.0761, and 61.0814(a)

TYC & Me Profile



YOUTH H.H.
Named University Scholar

Youth H.H. (name confidential) is currently pursuing a bachelor's degree at the University of Texas. In December 2009, he was named a University Scholar because his grades place him in the top 1% of the student body.

- Efficiency Measure:
 - 3.1.2.1 Specialized Treatment Cost Per Youth Day

STRATEGY C.1.3: Parole Services

Provide a system of re-entry services to youth on parole who are placed at home and remaining under TYC jurisdiction.

- Output Measures:
 - 3.1.3.1 Average Daily Population: Parole
 - 3.1.3.2 Average Daily Population: Contract Parole
 - 3.1.3.3 Average Daily Population: Specialized Aftercare Services
- Efficiency Measure:
 - 3.1.3.1 Parole Cost Per Youth Day
- Explanatory/Input Measure:
 - 3.1.3.1 Parole Revocation Intakes to Residential Programs
 - 3.1.3.2 Youth Released from Residential Programs to Parole
 - 3.1.3.3 Parole Discharges

STRATEGY C.1.4: Interstate Agreement

Implement the interstate cooperative agreement regarding the return and supervision of runaways and the supervision of juvenile probationers and parolees.

- Output Measure:
 - 3.1.4.1 Youth Served through Interstate Compact

SECTION FOUR: TECHNOLOGY RESOURCE PLANNING



Part 1: Technology Assessment Summary

Goal 1 - Strengthen and Expand the Use of Enterprise Services and Infrastructure

Strategy	Initiatives	Going Forward
1.1 Enhance Capabilities of the Shared Infrastructure	Data Center Infrastructure	TYC is one of 27 agencies participating in the Data Center Services Consolidation initiative. TYC remains committed to the success of the effort.
	Communications Technology Infrastructure	TYC continues to make advancements in improving communications infrastructure in compliance with DIR standards and practices.
	Statewide Portal	TYC currently does not have any portal-type.
	Infrastructure	Information needs but will continue to seek any opportunities that may arise in the future regarding portal services.
1.2 Leverage Shared Applications	Enterprise Resource Planning (ERP)	TYC plans to participate fully in this effort when agency resources are called upon for input.
	Email Messaging	TYC is open to possible use of statewide email systems providing that our security and confidentiality requirements are met.
1.3 Leverage the State's Purchasing Power	Product and Services Portfolio Expansion	TYC is an active participant in use of DIR's contracts and procurement. TYC will assist DIR in any effort to expand the portfolio of services.

Goal 2 - Secure and Safeguard Technology Assets and Information

2.1 Align the State's Approach To Enterprise Security with Other State and National Strategies	State Enterprise Security Plan	TYC has recognized the importance of full-time security staff and has added FTE's in the last biennium. ISO staff work closely with DIR and have aligned agency policies and procedures with DIR and state goals.
	Vulnerability to Cyber Attacks	TYC has added a number of security devices in the past biennium and works closely with DIR in reporting and assisting with identifying security threats.

	Response and Recovery Capabilities	TYC follows DIR best practices in minimizing attacks by utilizing DIR recommendations in recovering from security incidents.
2.2 Integrate Identity Management, Credentialing, And Access Privileges	Identity Management Services	Since this is an exploratory effort TYC will participate if needed in this research initiative.

Goal 3 - Serve Citizens Anytime, Anywhere

3.1 Expand and Enhance Access to Agency Services	Multi-Channel Access	TYC is already using social media technologies but will continue to expand upon these as they continue to emerge in tandem with DIR standards. The agency will seek opportunities to utilize the portal for public information needs.
	Rural Broadband Expansion	TYC is highly interested in this effort as clients and parents are negatively impacted in the receipt of TYC services and information due to lack of broadband access.
3.2 Facilitate Open and Transparent Government	Best Practices for Information Assets	Due to the nature of TYC’s mission and client base security and confidentiality information is always a consideration. Currently TYC posts what limited public information it can based on current state law.

Goal 4 - Pursue Excellence and Foster Innovation across the Enterprise

4.1 Link Technology Solutions to Workplace Innovations	Workplace Productivity and Collaboration	TYC is currently utilizing many mobile computing technologies and based on funding is motivated to expand upon the base. Due to TYC’s statewide locations the agency is keenly interested in conferencing technologies for staff, clients and families.
4.2 Pursue Leading-Edge Strategies for Application Deployment	Cloud Computing	TYC will explore opportunities in cloud computing for the desktop. The server environment will be driven by the DCS contract.
	Specifications, Toolkits, and the Application Marketplace	TYC will consider compatibility with other state data sharing systems when planning and developing the application suite.

	Legacy Systems Modernization	Currently, TYC’s only legacy system is the Human Resources application suite. Due to the statewide ERP effort this legacy system is in a static status until it can be replaced by the enterprise product.
4.3 Optimize Information Asset Management	Best Practices for Managing Digital Information	TYC has a number of mandated records that it must retain and will work closely with the records management interagency coordinating council in implementing common practices resulting from this effort.
4.4 Promote the Use and Sharing of Information	Health Information Exchange	TYC will likely be an active participant in the Health Information Exchange effort led by HHSC. The agency is committed to providing any assistance as our youth are impacted by the quality of the healthcare information passed between TYC and HHSC agencies.
	Statewide Communications Interoperability	TYC is already a participant in the Texas Radio Coalition and has been involved in an active project over the last few years ensuring that our radio infrastructure is in compliance with interoperability standards.
	Justice Information System Integration	TYC will be a participant as projects and tasks are needed and identified.
	Enterprise Geospatial Services	TYC has no current or future needs in the area of enterprise geospatial services.

“Make yourself a goal, whether it be to get out for your family or to get out for yourself. No matter what happens, you keep that goal. DON’T give up hope!”

– Youth M.M. (Ron Jackson State Juvenile Correctional Facility)

Part 2: Technology Initiative Alignment

TECHNOLOGY INITIATIVE	AGENCY OBJECTIVE	SSP STRATEGY	CURRENT OR PLANNED	ANTICIPATED BENEFIT	INNOVATION, BEST PRACTICE, BENCHMARKING
1. Transformation and consolidation of agency data center operations into the State Data Center.	All Objectives	1-1	Current	Replacement of outdated mainframe and servers, enhanced disaster recovery capabilities.	Statewide Initiative
2. Implement Human Resources Scheduling System to manage staff.	All Objectives	1-2	Planned	Ability to better track staffing ratios at the facilities. Monetary savings on management of overtime expenses.	Innovation: Track staffing ratios
3. Increase reporting Capabilities with data warehousing	All Objectives	4-4	Current	Produce more meaningful , trending and specific reports. Allow end users to design and create their own reports. Reduce time to process requested reporting.	Innovation: Increase agency reporting.
4. Implement a digital surveillance system to monitor youth and staff.	All Objectives	4-1	Current	This will make for a safer workplace and reduce incidents.	Ongoing innovation

5. Upgrade Video Conference equipment in order to provide distance education and tele-medicine services.	All Objectives	4-1 1-2	Current	To offer individualized educational opportunities to students. Increased opportunities to provide more timely and higher quality medical and specialized treatment.	Innovation: Future advancement in education and telemedicine.
6. Enhancement of Office of Inspector General suite of applications and addition of 5th module which will include tracking of employee discipline incidents.	All Objectives	1-2	Current	To better tie the findings of the incident or grievance to any discipline the staff was assessed and to ensure the discipline was enforced.	On going innovation
7. Implement a formalized IT governance process.	All Objectives	1-1	Planned	To organize, prioritize and allocate resources in alignment with agency priorities.	Best Practices: IT Governance Institute
8. Automation of Re-entry data collection, forms and reporting.	All Objectives	1-2	Current	To be able to track the youth's progress from admission through his release back into the community.	Ongoing innovation
9. Cost benefit analysis and possible in sourcing of currently outsourced Assessments.Com applications.	All Objectives	1-2	Current	Cost savings and in-state security of data.	Best Practices

10. Replacement and upgrades of older radio technologies.	All Objectives	1-1	Planned	A Texas DPS grant to improve interoperability between agencies is funding this effort.	Best Practices
11. Replacement of aging telephone systems to bring all telephone infrastructure to a common standard.	All Objectives	1-1	Planned	A common toolset and standard for all TYC telephone systems.	Best Practice
12. Network security and monitoring enhancements through hardware and staff training expenditures.	All Objectives	2-1	Planned	Improvement of network security and safeguarding of confidential information.	Best Practices: TAC 202
13. Addition of an automated procurement system to the applications portfolio.	All Objectives	1-2	Planned	Higher productivity and timeliness of the procurement process.	Innovation
14. Purchase and installation of a separate telephone system for the OIG Incident Reporting Center.	All Objectives	2-1	Planned	Greater uptime and ability to for 100 percent recording capability to assist with investigations.	Best Practice

SECTION FIVE: APPENDICES & ATTACHMENTS



Appendix A: Agency Planning Process

Strategic Plan Development

TYC developed its biennial Strategic Plan with participation from TYC's Executive Management Team and staff representing all business and program areas of the agency. The agency division of Intergovernmental Relations, Planning, and Communications was responsible for coordinating strategic planning materials and activities and developing and drafting the final documents.

Staff throughout the agency participated in identifying agency strengths and challenges and conducting internal needs assessments. Areas of progress, constraints to effectiveness, and recommendations addressing constraints were developed to guide the agency's strategic plan and legislative appropriations request. Internal and external assessments were also conducted and analyzed, including various surveys to staff, families, volunteers, and stakeholders (courts, probation departments, and advocates) and the Survey of Employee Engagement (administered by the University of Texas School of Social Work).

As part of the strategic planning process, TYC conducted a Customer Service Survey to receive input from various stakeholders, including families, youth, courts and probation departments, victims, volunteers, advocates, and the public. The largest number of responses was received by families.

Overall, 72.4% of respondents were satisfied with TYC services, a marked improvement from 2008 (61.7%) data. In addition, over 73% responded positively that TYC is meeting the needs of its youth, over 96% found TYC staff courteous, and over 80% believe that youth are safe at TYC. The Customer Service Survey report can be found on TYC's website. (Also see Appendix K, Customer Service Report)

The draft strategic plan was completed and submitted to the agency Board for review and consideration for approval. Following Board approval of the plan, it was distributed to the Governor's Office of Budget, Planning, and Policy, the Legislative Budget Board, and other designated legislative leadership offices.

Coordinated Planning with TJPC

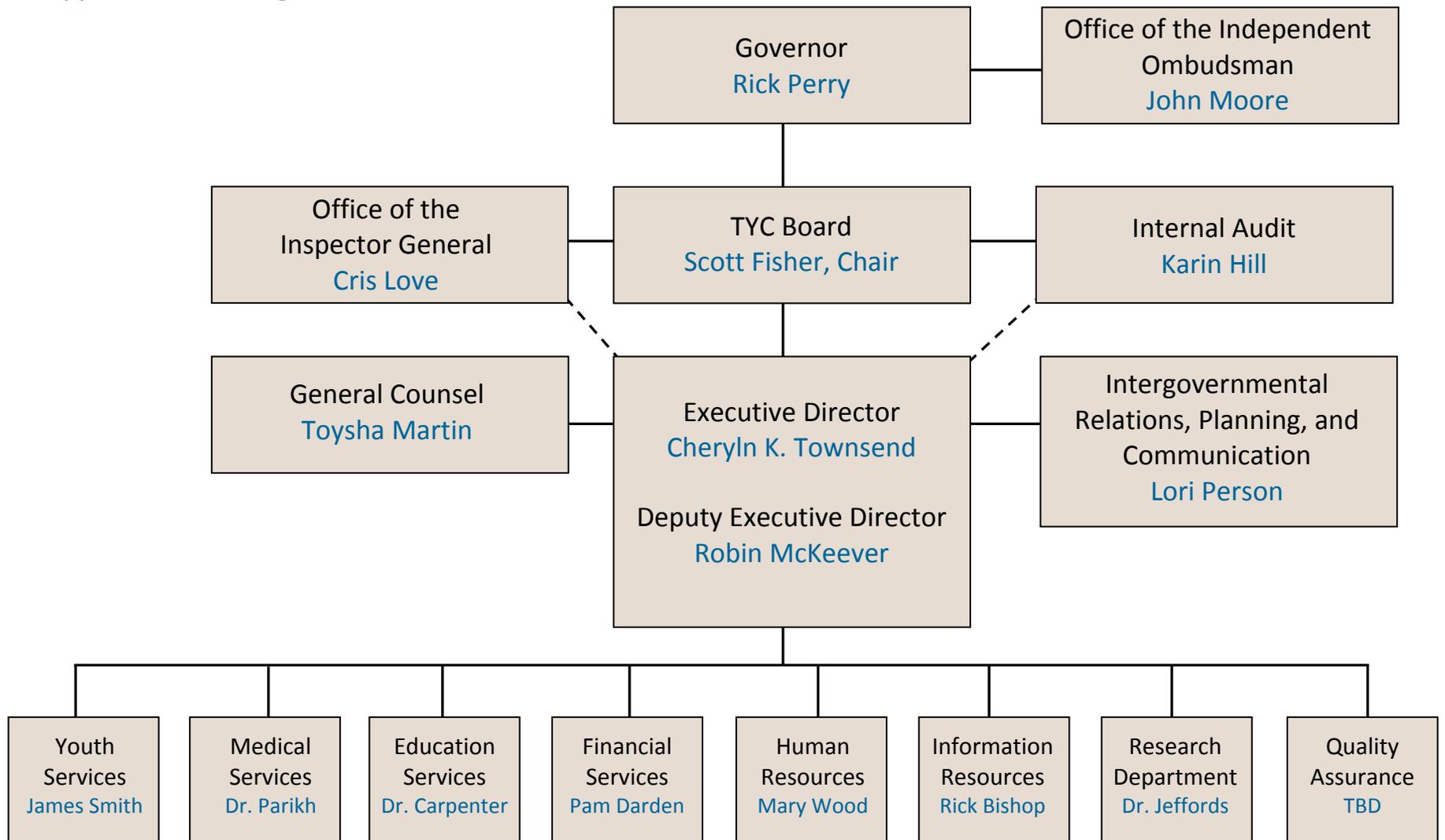
For TYC and the Texas Juvenile Probation Commission (TJPC), the strategic planning process begins early with coordinated planning. As a statutory requirement, the Coordinated Strategic Plan is submitted in December of odd-numbered years, and it serves as a preliminary step in the agency's strategic planning process. Joint planning activities begin in the fall with ongoing collaborations and progress reviews throughout the year to ensure the agencies remain on track. The FY 2010 Coordinated Strategic Plan can be found on TYC's website. The coordinated planning process is designed to

facilitate coordination between the agencies as they work through common issues, evaluate barriers, and identify opportunities to improve outcomes for youth.

The Coordinated Strategic Plan not only represents the work of TYC and TJPC, but also reflects the efforts of subject matter experts designated in HB 3689 – specifically, experts in the areas of education, mental health, youth and family advocacy, local juvenile probation, and victims’ services. These representatives formed the statutorily required Executive Strategic Planning Committee that worked with the agencies to explore and respond to the various challenges discussed therein.

The Coordinated Strategic Plan identified three goals, eight key issues, and 23 strategies for implementation over two and five year timelines. These issues are included in this strategic plan (see Appendix I. Coordinated Strategic Planning Goals).

Appendix B: TYC Organizational Chart



Appendix C: Five-Year Outcome Projections

The projections in this table are based on the primary assumption that TYC will be funded during the planning period at FY 2009 current services levels. Additional or less funding requested or provided during the appropriations processes could cause targets to change. TYC anticipates additional improvement in outcomes if exceptional items are funded.

Measure	2011	2012	2013	2014	2015
JCO Turnover Rate	30%	28.5%	28.5%	25%	25%
Constructive Activity Rate	59%	62.5%	65%	67.5%	70%
Diploma or GED Rate	40%	42%	44%	47%	50%
Percent Reading at Grade Level at Release	12%	15%	18%	21%	24%
Rearrest Rate	51%	50%	48%	45%	42%
One-Year Rearrest Rate for Violent Felony Offenses	12%	11%	10%	9%	8%
Reincarceration Rate: Within One Year	25%	24%	23%	22%	21%
Reincarceration Rate: Within Three Years	40%	40%	40%	37.5%	35%
Reincarceration Rate: Felonies or Misdemeanors	15%	14%	13%	12%	11%
One-Year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses	0%	0%	0%	0%	0%
Rearrest Rate: Specialized Treatment	77%	75%	73%	71%	65%

** Caution should be used in comparing rates among agencies due to definition, methodology and youth population differences.*

Appendix D: Performance Measure Definitions

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Outcome No. 1

Title: *Turnover Rate of Juvenile Correctional Officers*

Definition: The number of terminations during the fiscal year divided by the average number of juvenile correctional officers during the fiscal year expressed as a percentage (x100).

Data Limitations: The State Auditor's turnover data has traditionally not been available until after the ABEST due date. If the figures initially reported do not equal those reported by the State Auditor's Office (SAO), they will be changed to that of the SAO.

Data Source: Employment information is collected through Personnel Action Requests, and maintained on the Uniform Statewide Payroll System. The rate will be calculated and initially entered into ABEST by TYC staff, but if available, the final figure will be taken from the State Auditor's Office Electronic Classification Analysis System.

Methodology: The number of full and part time juvenile correctional officer terminations during the fiscal year divided by the average number of full and part time juvenile correctional officers during the fiscal year. The average number of juvenile correctional officers during the fiscal year equals the average quarterly count of juvenile correctional officers employed at any time during the quarter. The result is expressed as a percentage (multiplied by 100).

Purpose: Juvenile Correctional Officers (JCO's) maintain order in TYC facilities and ensure a safe environment. The safety of youth and staff depend on a low ratio of youth per JCO, and that the JCO's be experienced and adequately trained. This can only be maintained if there is a low turnover rate.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Assessment and Orientation*

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

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth at the assessment and orientation unit.

Data Source: Assignments and releases into assessment and orientation programs, as well as off campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in assessment and orientation is summarized from this automated data system.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in assessment and orientation programs less days absent due to off-campus statuses are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of TYC assessment and orientation resources. It is an indicator of the correspondence between the number of youth actually served in assessment and orientation and the system's capacity to provide assessment and orientation services. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 1

Measure Type Efficiency

Measure No. 1

Title: *Assessment and Orientation Cost Per Youth Day*

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

Data Limitations: The Texas Youth Commission accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the timing and number of youth who enter the assessment and orientation unit, consequent efficiencies of scale, and costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Assessment and Orientation Program assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in assessment and orientation is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Orientation and assessment cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the assessment, orientation and placement strategy during the reporting period are divided by Average Daily Population of Assessment and Orientation, and then divided by the number of days in the reporting period.

Purpose: The measure provides average per-day cost of providing orientation and assessment services for TYC youth. The measure presentation facilitates period-to-period cost comparisons.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

Justification: Modify: Non-substantive change. This clarifies that the agency uses accrual accounting.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 1

Measure Type Explanatory

Measure No. 1

Title: *New Commitments*

Definition: The annual number of first-time commitments.

Data Limitations: The Texas Youth Commission accepts all youth legally committed by Texas courts. This number is outside of the agency's control.

Data Source: Assessment and orientation personnel identify youth committed to TYC for the first time. Data entry clerks enter this information into the TYC Correctional Care System.

Methodology: The number of youth received at TYC assessment and orientation centers during the reporting period for the first time ever for a commitment to the agency from the juvenile court are counted.

Purpose: This measure counts the number of youth committed to TYC for the first time. The number of youth committed to TYC is the primary factor affecting program populations and therefore the necessary budgets.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Not applicable for explanatory measures.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 1

Measure Type Explanatory

Measure No. 2

Title: *Total Residential Intakes*

Definition: The annual number of intakes into residential programs from either outside of the agency or from parole. Total residential intakes include: new commitments, recommitments, revocations, and negative movements.

Data Limitations: The Texas Youth Commission accepts all youth legally committed by Texas courts. This number is outside of the agency's control.

Data Source: Assessment and orientation personnel identify youth committed to TYC from the juvenile court. Data entry clerks enter this information into the TYC Correctional Care System. Facility movement of youth into residential programs from parole is entered into TYC's Correctional Care System by data clerks.

Methodology: The number of youth receiving an assignment to a residential program who prior to the assignment were either not assigned to a TYC program or were assigned to parole.

Purpose: This measure shows the total number of youths entering the TYC residential population. This measure is one indicator of the movement of youth within the juvenile justice system.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Not applicable for explanatory measures.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Institutional Programs*

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

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

Data Source: Institutional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in institutional programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of TYC institutional program resources. It is an indicator of the degree of correspondence between the number of youth in TYC-operated secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 2

Measure Type Efficiency

Measure No. 1

Title: *Capacity Cost in Institutional Programs Per Youth Day*

Definition: Institutional program cost per youth per day.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and institutional strategy costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations. Average Daily Population: Assessment and Orientation is included in Average Daily Population: Institutional Programs.

Data Source: Institutional program assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in institutional programs is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Institutional Program cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Institutional Services strategy during the reporting period are divided by Average Daily Population in Institutional Programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing TYC-operated institutional services, including room, board, and security for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 2

Measure Type Explanatory

Measure No. 1

Title: *Youth Per Direct Supervision JCO Staff Per Shift*

Definition: The number of youth in TYC-operated institutions per Juvenile Correctional Officer staff (JCO) providing direct supervision per shift.

Data Limitations: The measure presents a system-wide average. Physical layouts of institutions and characteristics of populations of youth served affect local ratios required for safe operations. The ratios also differ among the shifts within each institution. The

calculation uses specific days and variance for other days is not accounted for. The report is currently manual, however, the agency is investigating an automated system for staffing.

Data Source: The number of youth and JCOs per shift is recorded by each TYC-operated institution each day on a daily shift log. The number of JCOs per shift includes JCOs providing direct supervision on the dorm and does not include JCO supervisors (JCO VI), security and gatehouse staff, pickets and posts, and those in training. The number of youth and JCOs is reported to TYC's central office for one day each week.

Methodology: Youth per JCO per shift is calculated by summing the number of youth on the dorm for all facilities and shifts for the designated day and dividing by the total number of direct supervision JCOs for all facilities and shifts. Quarterly information contains data for the designated days occurring during the quarter.

Purpose: Juvenile Correctional Officers maintain order in TYC facilities and ensure a safe environment. The average number of youth per Juvenile Correctional Officer per shift impacts institutional safety and security. The safety of youth and staff depend on a low ratio.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Not applicable for explanatory measures.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 2

Measure Type Explanatory

Measure No. 2

Title: *Youth Per Paid JCO Per Shift*

Definition: The number of youth in TYC-operated institutions per paid Juvenile Correctional Officer (JCO) per shift.

Data Limitations: The measure presents a system-wide average. Physical layouts of institutions and characteristics of populations of youth served affect local ratios required for safe operations. The ratios also differ among the shifts within each institution.

Data Source: Institutional assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention and jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in institutions is summarized from this automated data system by a monthly report produced by the Research Department. The number of paid JCO staff is taken from

an automated report generated by the Information Resources Department using data from the Uniform Statewide Payroll System and employee time sheets.

Methodology: Youth per paid JCO per shift is calculated by dividing the average daily population (ADP) in TYC-operated institutions by the number of paid JCO staff per shift. The ADP in TYC-operated institutions is calculated by summing the total number of days youth are assigned to institutions operated by TYC (excluding days absent due to off-campus statuses), and then dividing by the number of days in the reporting period. The number of paid JCOs per shift is calculated by dividing the number of paid days for JCOs, including supervisors and those in training, per day by three to reflect that three shifts per day are required for 24-hour coverage; this result is then divided by 1.4 to account for each 8 hour shift having 56 hours in a week rather than 40.

Purpose: Juvenile Correctional Officers maintain order in TYC facilities and ensure a safe environment. The average number of youth per Juvenile Correctional Officer per shift impacts institutional safety and security. JCO supervisors contribute through management and support of their staff. The safety of youth and staff depend on a low ratio.

Calculation Type: Non-Cumulative.

New Measure: No.

Desired Performance: Not applicable for explanatory measure.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 3

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Contract Programs*

Definition: The average number of youth served daily by contracted residential programs. The programs may be high, medium, or minimum restriction programs.

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

Data Source: Contracted program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in contracted residential programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of contracted program resources. It is an indicator of the degree of correspondence between the number of youth in contracted secure and non-secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 3

Measure Type Efficiency

Measure No. 1

Title: *Capacity Cost in Contract Programs Per Youth Day*

Definition: Contract program cost per youth per day.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and contract strategy costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Contract program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in contract programs is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Contract Program cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Contracted Capacity strategy during the reporting period are divided by the Average Daily Population in Contract Programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing contracted correctional services, including room, board, and security for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.
New Measure: No.
Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 4

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Halfway House Programs*

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

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

Data Source: Halfway house program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in halfway house programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of halfway house program resources. It is an indicator of the degree of correspondence between the number of youth in TYC-operated non-secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.
New Measure: No.
Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 4

Measure Type Efficiency

Measure No. 1

Title: *Capacity Cost in Halfway Houses Per Youth Day*

Definition: Halfway House program cost per youth per day.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and halfway house strategy costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Halfway house program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in the halfway house programs is summarized from this automated data system. Expenditures are classified and entered onto the TYC financial accounting system. Halfway House Program cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Halfway House Services strategy during the reporting period are divided by the Average Daily Population in Halfway House Programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing TYC-operated halfway house services, including room, board, and security for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 5

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Managed Health Care*

Definition: The average daily number of youth served by managed health care contract providers.

Data Limitations: The Texas Youth Commission accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in institutions, halfway houses, or contract programs served by managed health care providers less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of managed health care services. It is an indicator of the population served through contracts with managed health care providers.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 5

Measure Type Efficiency

Measure No. 1

Title: *Cost of Health Care Services Per Youth Day*

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

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and health care services strategy costs per youth per day. This measure includes the costs expended in the strategy for health care services. Expenditures may increase because of additional appropriations.

Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in residential programs is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Health Care Services cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Health Care

Services strategy during the reporting period are divided by the Average Daily Population in residential programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing health care services for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 6

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Managed Mental Health Services*

Definition: The average daily number of youth residing in TYC-operated secure correctional facilities, halfway houses, and contract programs served by managed mental health services contract providers.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC.

Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data sources are automated from the TYC Correctional Care System. Total youth days in institutions, halfway houses, or contract programs served by managed mental health care providers, less days absent due to off-campus statuses, are divided by the number of days in the reporting period.

Purpose: This is a measure of utilization of managed mental health services. It is an indicator of the population served through contracts with managed mental health services providers.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 6

Measure Type Efficiency

Measure No. 1

Title: *Cost of Mental Health (Psychiatric) Services Per Youth Day*

Definition: Mental Health (Psychiatric) Services cost per youth per day in residential programs.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and mental health services strategy costs per youth per day. This measure includes the costs expended in the strategy for mental health services. Expenditures may increase because of additional appropriations.

Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in residential programs is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Mental Health Services cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Mental Health Services during the reporting period are divided by the Average Daily Population in residential programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing mental health services for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 6

Measure Type Efficiency

Measure No. 2

Title: *Cost of Managed Mental Health (Psychiatric) Services Per Youth Day*

Definition: Managed mental health services cost per day per youth served by managed mental health providers in TYC-operated secure correctional facilities, halfway houses, and contract programs.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and managed mental health services costs per youth per day. This measure only includes the costs expended through contracts with mental health providers. Expenditures may increase because of additional appropriations.

Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth served by managed mental health providers is summarized from this automated data system. Expenditures are classified and entered in the TYC financial accounting system. Managed Mental Health Services cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Managed Mental Health Services during the reporting period are divided by the Average Daily Population in Managed Mental Health Services, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average cost per day of providing managed mental health services for TYC youth. The measure presentation facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 8

Measure Type Output

Measure No. 1

Title: *Number of Completed Criminal Investigative Cases*

Definitions: The number of completed investigations of criminal allegations involving TYC employees or at TYC-operated or contracted facilities. A completed investigation is defined as a case which has been presented to Prosecution for review or closed with a conclusion.

Data Limitations: Prosecution dispositions, arrests and adjudications may occur in fiscal years subsequent to the completion of the investigation. Investigations may have multiple suspects with varied outcomes.

Data Source: Case conclusions are entered into the Office of Inspector General (OIG) database for analyzing, statistical reporting, tracking, and performance measures management.

Methodology: Data source is automated within the OIG database to provide cumulative totals by outcome for investigations completed during the reporting period. The number of completed investigations are measured and calculated.

Purpose: Allegations that meet the elements of a crime will be thoroughly investigated. Upon case completion and determination of the criminal offense, the case will be referred to Prosecution for review.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 8

Measure Type Output

Measure No. 2

Title: *The Number of Completed Administrative Investigative Cases*

Definitions: The number of completed investigations of administrative allegations involving TYC employees or at TYC-operated or contracted facilities. A completed investigation is defined as a case which has been presented to the TYC Administrative

Investigation Decision Authority for review and a determination of finding or closed with a conclusion.

Data Limitations: Decision Authority findings and TYC disciplinary action may occur in fiscal years subsequent to the completed investigation. Investigations may have multiple suspects with varied outcomes.

Data Source: Decision Authority findings are entered into the Office of Inspector General (OIG) database for analysis, statistical reporting, tracking, and performance measures management.

Methodology: Data source is automated within the OIG database to provide cumulative totals by outcome for investigations completed during the reporting period. The number of completed investigations are measured and calculated.

Purpose: Allegations of abuse, neglect, exploitation, and TYC policy violations will be thoroughly investigated. Upon case completion and determination of the administrative offense, the case will be referred to the TYC Decision Authority for review.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 8

Measure Type Output

Measure No. 1

Title: *Number of Apprehended TYC Youth*

Definitions: An Apprehended TYC Youth is defined as a TYC Youth that has been taken into custody following the issuance of a TYC Directive to Apprehend for escape or abscond from a TYC-operated or contracted facility, or a violation of TYC parole.

Data Limitations: An apprehension may occur in fiscal years subsequent to the issuance of the Directive to Apprehend.

Data Source: Apprehensions are entered into the Office of Inspector General (OIG) database for analysis, statistical reporting, tracking, and performance measures management.

Methodology: Data source is automated within the OIG database to provide cumulative totals by outcome for apprehensions that occurred during the reporting period. The number of apprehensions are measured and calculated.

Purpose: Information related to TYC Youth who have escaped, absconded, or violated a condition of parole will be entered into the Texas Crime Information Center (TCIC) and the National Crime Information Center (NCIC) databases through the OIG Incident Reporting Center, and a thorough investigation associated with the escape, abscond, or parole violation will occur.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 8

Measure Type Explanatory/Input

Measure No. 1

Title: *Number of Allegations Reported to the Office of Inspector General*

Definition: The number of allegations of abuse, criminal activity, serious incidents, and emergency operations reported through the Incident Reporting Center.

Data Limitations: False and/or duplicate reports can provide a false indication of actual conditions or situations.

Data Source: The Hotline is operated through the Incident Reporting Center (IRC) as a means for youth, family, employees, and facilities to report allegations of abuse, criminal activity, incidents, and emergency operations arising out of TYC and/or TYC interest. Source of hotline calls, category of the reported incident, date call was received, date incident occurred and incident summary are entered into the IRC database by the IRC Specialist.

Methodology: Data source is automated in the IRC database to provide the number of allegations during the reporting period.

Purpose: To ensure that allegations of abuse, criminal activity, serious incidents, and emergency operations are received by the appropriate division for documentation and/or investigation in an accurate and timely manner.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Not applicable to explanatory measures.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 8

Measure Type Explanatory/Input

Measure No. 2

Title: *Allegations Per 100 Average Daily Population*

Definitions: The number of allegations of abuse, criminal activity, serious incidents, and emergency operations reported through the Incident Reporting Center per 100 Average Daily Population in residential programs.

Data Limitations: False and/or duplicate reports can provide a false indication of actual conditions or situations.

Data Source: The hotline is operated through the Incident Reporting Center (IRC) as a means for youth, family, employees, and facilities to report allegations of abuse, criminal activity, incidents, and emergency operations arising out of TYC, and/or TYC interest. Source of hotline call, category of the reported incident, date call was received, date incident occurred and incident summary are entered into the IRC database by the IRC Specialist. Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements in to local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in the residential programs is summarized from this automated data system.

Methodology: Data source is automated in the IRC database to provide the number of allegations documented during the reporting period. Allegations per 100 ADP is calculated by dividing the number of reports by the average daily population in residential programs, and then multiplying this by 100.

Purpose: To ensure that allegations of abuse, criminal activity, serious incidents, and emergency operations are received by the appropriate division for documentation and/or investigation in an accurate and timely manner.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Not applicable to explanatory measures.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 9

Measure Type Output

Measure No. 1

Title: *Number of Youth Directly Served Through the Office of Independent Ombudsman*

Definition: The number of youth directly served is the total number of youth interviewed by the Office of Independent Ombudsman (OIO) during the reporting period as part of facility visits, evaluations derived from the monitoring of different types of youth services, and individual case referrals.

Data Limitations: Some data is not automated and a database is being developed. The measure is dependent upon the scope of future evaluations of specific youth services undertaken by the department and the number of youth impacted by those projects.

Data Source: Information about all youth interviewed as part of facility site visits, youth services evaluations, and individual cases referred to the office is maintained by the OIO.

Methodology: The number of youth directly served is the total number of youth interviewed by the OIO during the reporting period. This does not include orientation sessions and mailings to families that inform youth and their families of the services offered by the OIO.

Purpose: This measure ensures that the basic rights of TYC youth are protected and that the agency is acting in a manner that is consistent with the best interests of the youth. Youth who are not directly interviewed during a site visit or during a services evaluation, but who have the same characteristics are also often impacted because changes to policies and/or procedures suggested by the office have at times resulted in changes affecting programming that is done for youth in general throughout the agency, including those on supervision in the community. Additionally, it assists the agency by providing opportunities to address and mitigate areas of redress resulting from lawsuits brought by parties representing the interests of the youth under the jurisdiction of TYC.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

Goal No. 1

Objective No. 1

Strategy No. 10

Measure Type Efficiency

Measure No. 1

Title: *Change Orders & Add-ons as % of Budgeted Construction Costs*

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

Data Limitations: Some change-orders or add-ons may improve the operational efficiency and safety of facilities and be justified in terms of long-term operating costs.

Data Source: Construction-related expenditures are classified and entered in the TYC financial accounting system.

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

Purpose: Change orders or add-ons may affect the overall cost of building a facility. This measure reflects the extent to which projects are completed within budgeted levels.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Outcome No. 1

Title: *Personal Productivity Rate*

Definition: The percentage of youth who have been on parole for at least 30 days who are employed; attending school, college, or GED preparation; or participating in vocational or technical training.

Data Limitations: Data is only entered at the point of contact between parole officers and parolees. A measurement taken at a single point in time may not reflect performance over the entire period. General economic conditions may affect employment opportunities. Parole officers lack access to enrollment databases from Universities, other state agencies, and local school districts as a means to verify enrollment information, and must rely on other methods for verification.

Data Source: Each youth under TYC jurisdiction has an Individual Case Plan. Part of the case plan on parole is education and/or employment. TYC parole officers update compliance with the case plan onto the TYC Correctional Care System or Assessments.Com.

Methodology: Data sources are automated. Constructive activity participation is measured the day of a youth's last contact with their parole officer prior to the end of the measurement period. Youth constructively engaged at that reporting date are counted as participating in a constructive activity. The denominator for the measure is the number of youth who at the last day of the quarter have been on parole for at least 30 days. Youth in jail, detention, or abscond status the last day of the quarter are considered to not be constructively active. Youth on Interstate Compact are excluded.

Purpose: This measure is an indicator of successful community re-integration for youth under TYC parole supervision.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Outcome No. 2

Title: *Diploma or GED Rate (TYC-Operated Schools)*

Definition: The percentage of youth age 16 or above who have earned a high school diploma or general equivalency diploma (GED) within 90 days after their release from institutions with TYC operated schools.

Data Limitations: TYC has a large percentage of special education youth. The average youth committed functions at the 5th grade level at admission. It is very difficult for many youth to achieve a diploma within the short time they are at TYC.

Data Source: When youth achieve a high school diploma, the completion date is recorded in the TYC computer system by TYC personnel. When youth achieve a GED, the completion data is recorded by automated import of GED scores from the University of Texas Scoring Center. Information concerning age, release date, and discharge status are maintained on the TYC computer system.

Methodology: Data sources are automated. Measurement extends 90 days after release from institutions with TYC teachers. The denominator of "Diploma or GED population" is the number of youth who, during the reporting period, reach the tracking end point of 90 days since release from an institution with TYC teachers, and were age 16 or older when released. Youth are only included at their first release for any fiscal year reported.

The numerator is the number of these youth who had obtained their high school diploma or GED by the end of that 90-day period. The result is expressed as a percentage.

Purpose: Achievement of educational objectives is associated with improved job and educational prospects after release. This measure addresses the extent to which TYC youth achieve a high school diploma or GED either before or just after release from institutions with TYC teachers, where most of the money in the strategy is expended.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Outcome No. 3

Title: *Percent Reading at Grade Level at Release*

Definition: The percentage of youth released to parole or discharged without parole who, at their last time tested, have a reading skill level at or above the average skill of a child of the same age.

Data Limitations: TYC has a large percentage of youth eligible for special education services. The average youth committed to TYC is 4-5 years behind reading grade level at admission. It is difficult to get most youth to read at grade level within the short time they are at TYC. The test only goes to the 12th grade, ninth month level.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test prior to release. The test measures reading and math skills expressed in terms of standard grade-level equivalents. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

Methodology: Data sources are automated. Age is computed from data maintained on the TYC Correctional Care System. Youth are considered “reading at grade level” if, when last tested, they demonstrate reading skill at or above a level equivalent to the average skill of a child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one year of schooling earlier. Youth reading at the 12th grade, 9th month level are considered reading at grade level, regardless of age. The denominator is youth released to parole or discharged without parole during the reporting period. Youth are only included if placed in an institution that has TYC-employed teachers, and other than an assessment and orientation center. Youth are only included at the time of their first release to parole or agency discharge for any fiscal year reported. Tests given less than 180 days from the previous test will be excluded.

Purpose: Most youth committed to TYC enter with serious educational challenges. Providing effective remedial instruction is an important agency activity. This measure addresses the extent to which TYC-provided instruction raises reading skills of TYC youth to the average of same-aged children in the community.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Outcome No. 4

Title: *Industrial Certification Rate in TYC-Operated Schools*

Definition: The percentage of youth enrolled in the 9th grade or above who have earned an industrial certification upon release from institutions with TYC-operated schools.

Data Limitations: The measure excludes recognition of student work that “nearly meets” standards for industrial certification, such as when youth transfer between programs or are released to parole while short of completion criteria for certification. The measure also excludes recognition of “course completion certificates” as these lack qualifications for industry recognition.

Data Source: Certifications are awarded locally, generally by career and technical education teachers. When youth achieve industrial certifications, the industrial certification type and completion date is recorded in the TYC computer system by TYC personnel. Students at TYC-operated schools are scheduled into grades with automated databases. Information concerning release date and discharge status is maintained on the TYC computer system.

Methodology: Data sources are automated. The denominator is the number of youth who are released from an institution with a TYC-operated school, other than Orientation and Assessment, and had ever been enrolled in the 9th grade or above at TYC when released. Youth are only included at their first release for any fiscal year reported. The numerator is youth who earn an industrial certification prior to release from an institution with TYC teachers. Youth who earn more than one industrial certification are counted once. The result is expressed as a percentage.

Purpose: Youth who re-enter the community with marketable education and workforce skills are more likely to be successful. This measure assesses the rate of industrial certification achievement among students enrolled in TYC-operated schools.

Calculation Type: Non-Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 1

Title: *Average Daily Attendance in TYC-Operated Schools*

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

Data Limitations: Per TEA requirements, the measure only measures attendance at one designated period of the day for each youth. The Public Education Information Management System (PEIMS) data includes only the first 180 instructional days of school. This number excludes youth attending school in TYC who already have high school diplomas, as they are ineligible for inclusion in Average Daily Attendance in the PEIMS attendance system.

Data Source: TYC education personnel record school attendance in accordance with Texas Education Agency (TEA) standards. Data is stored in a database designed to meet requirements of the Public Education Information Management System (PEIMS) maintained by the Texas Education Agency, and calculates student attendance days accordingly. Education department personnel enter daily attendance information onto the computer system used by the TYC Education Department.

Methodology: Data sources are automated. Student attendance days are accumulated per PEIMS protocols. PEIMS data includes only the first 180 instructional days of school, and may exclude days exempted by TEA for purposes of calculating ADA due to low attendance from health, safety, or weather constraints. PEIMS protocols also count students who are scheduled between two (2) and four (4) hours daily as half-time students for ADA purposes. Students scheduled less than two (2) hours daily are excluded from the ADA count. Total number of student attendance days is tallied excluding any days students were absent from school. Total student attendance days are divided by the number of school days in the reporting period. Quarterly information contains data for the six-week school periods completed during the quarter.

Purpose: This is a measure of utilization of TYC education program resources. It is an indicator of the correspondence between the number of youth in education programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 2

Title: *Percent of Math Level Gain*

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

Data Limitations: The measure includes only youth retested at institutions with TYC-employed teachers after at least 180 days since the previous test, which has the effect of excluding youth who transfer to halfway houses or contract care if their transfer occurs less than 180 days since the previous test.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level equivalents. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

Methodology: Data sources are automated. Youth are only included if they are retested at an institution that has TYC-employed teachers, and they were either discharged from the agency or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. Months of instruction and difference in math scores are calculated from data in the TYC Correctional Care System. Youth are considered to have achieved 1.0 math gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12th grade, 9th month on the retest and sufficiently high on the 1st test such that there is no opportunity for 1.0 math gain per month of instruction are excluded. For youth placed outside of an institution with a TYC-operated school for at least 30 days, the next test will be considered a pretest. Any tests given less than 180 days since the previous test will be excluded. Youth are included no more than once per fiscal year.

Purpose: Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises math skills of TYC-committed students to comparable skill levels expected of children in the community.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than Target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 3

Title: *Median Math Gain Per Month of Instruction*

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

Data Limitations: The measure only includes youth retested at TYC-operated schools. Both the pretest and the post-test are highly dependent upon youth motivation. The test used only goes to the 12th grade, ninth month level.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level equivalents. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

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

Purpose: Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises math skills of TYC-committed students to comparable skill levels expected of children in the community.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 4

Title: *Percent of Reading Level Gain*

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

Data Limitations: The measure includes only youth retested at institutions with TYC-employed teachers after at least 180 days since the previous test, which has the effect of excluding youth who transfer to halfway houses or contract care if their transfer occurs less than 180 days since the previous test.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level equivalents. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

Methodology: Data sources are automated. Youth are only included if they are retested at an institution that has TYC-employed teachers, and were either discharged or placed as a permanent assignment into a program other than an institution with TYC-employed teachers. Months of instruction and difference in reading scores are calculated from data in the TYC Correctional Care System. Youth are considered to have achieved 1.0 reading gain per month of instruction if months gain divided by months of instruction is at least 1.0. Youth who score 12th grade, 9th month on the retest and sufficiently high on the 1st test such that there is no opportunity for 1.0 reading gain per month of instruction are excluded. For youth placed outside of an institution with a TYC-operated school for at least 30 days, the next test will be considered a pre-test. Any tests given less than 180 days since the previous test will be excluded. Youth are included no more than once per fiscal year.

Purpose: Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises reading skills of TYC-committed students to comparable skill levels expected of children in the community.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than Target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 5

Title: *Median Reading Gain per Month of Instruction*

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

Data Limitations: The measure only includes youth retested at TYC-operated schools. Both the pretest and the post-test are highly dependent upon youth motivation. The test used only goes to the 12th grade, ninth month level.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at the assessment and orientation center. The test measures skills expressed in terms of standard grade-level. Youth are retested prior to release from an institution. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

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

Purpose: Nearly all youth committed to TYC enter with serious educational challenges. Providing effective instruction is an important agency goal. This measure addresses the extent to which TYC-provided instruction raises reading skills of TYC-committed students to comparable skill levels expected of children in the community.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 6

Title: *Average Daily Attendance in Career and Technical Education Courses*

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

Data Limitations: This measure only measures for each school day the number of youth attending career and technical education (CTE) classes, regardless of the number of hours for each class.

Data Source: TYC education personnel record career and technical education attendance in accordance with Texas Education Agency (TEA) standards. Education department personnel enter daily attendance records onto the computers used by the TYC Education Department. Data is stored in a database designed to meet requirements of the Public Education Information Management System (PEIMS) maintained by the Texas Education Agency, and calculates student attendance accordingly.

Methodology: Total number of student-attendance days is tallied by summing the number of youth per career and technical education courses per day, excluding days students were absent from career and technical education courses. Total student attendance days are divided by the number of school days in the reporting period. To be consistent with other education measures, this measure only counts attendance during the first 180 instructional days of school. The sum includes youth with high school diplomas who enroll in CTE courses, which provides a more accurate indicator of actual CTE instruction than PEIMS protocols provide. Quarterly information contains data for the six week periods completed during the quarter.

Purpose: This is a measure of utilization of TYC education and career and technical education resources.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 7

Title: *Student Enrollment in Texas Education Agency Secondary Courses*

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

Data Limitations: Enrollment data is dependent on current student schedules being recorded in automated databases. The number of enrollments does not reflect the duration of each student's enrollment.

Data Source: Students at TYC-operated schools are scheduled into classes with automated databases. Data reflects courses approved by TEA.

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

Purpose: To count the number of students served in secondary classes in Texas Youth Commission.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 8

Title: *Student Enrollment in Career and Technical Education Courses*

Definition: The number of youth in institutions with TYC teachers who were enrolled in Career and Technical Education (CTE) courses approved by the Texas Education Agency (TEA) during a given fiscal year. Enrollments for each course and for total enrollments include unduplicated students, regardless of whether a given student is enrolled in the

same course at multiple schools, enrolls in the same CTE course more than once, or enrolls in multiple courses.

Data Limitations: Enrollment data is dependent on current student schedules being recorded in databases. The number of enrollments does not reflect the duration of each student's enrollment in a CTE course. Students may be scheduled in multiple CTE courses in a reporting period, and may or may not complete them.

Data Source: Students at TYC-operated schools are scheduled into classes with automated databases. Data reflects TEA-approved course enrollments.

Methodology: Data sources are automated. Programs count the total enrollments for each course in institutions with TYC teachers, and eliminate duplicated students in the same reporting time period. Data reflects only enrollments in TEA-approved courses.

Purpose: To count the number of students enrolled in CTE courses.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Output No. 9

Title: *Number of Industrial Certifications Earned by Youth*

Definition: The number of industrial certifications earned by youth in TYC-operated schools.

Data Limitations: The measure excludes recognition of student work that “nearly meets” standards for industrial certification, such as when youth transfer between programs or are released to parole while short of completion criteria for certification. The measure also excludes recognition of “course completion certificates” as these lack qualifications for industry recognition. Certifications are awarded locally, generally by career and technical education teachers.

Data Source: When youth achieve industrial certifications, the industrial certification type and completion date is recorded in the TYC computer system by TYC personnel.

Methodology: Data sources are automated. The total number of industrial certifications awarded during the time period is counted.

Purpose: To assess the extent of industrial certification achievement among students at TYC-operated schools.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Efficiency

Measure No. 1

Title: *Education and Workforce Cost in TYC-Operated Schools Per Youth Day*

Definition: Educational and workforce program cost per youth per day.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the timing and number of youth who enter the TYC education and workforce system, consequent efficiencies of scale, and costs per youth per day. This measure includes only the costs expended in the strategy. The small percentage of youth served who are not in TYC-operated schools is included in the cost, but not the population. Expenditures may increase because of additional appropriations.

Data Source: Education and Workforce department personnel enter daily attendance records onto computers used by the TYC Education Department. Data is stored in a database designed to meet requirements of the Public Education Information Management System (PEIMS) maintained by the Texas Education Agency, and calculates student attendance accordingly. Education and workforce expenditures are classified and entered on the TYC financial accounting system. Education and workforce cost data for the reporting period is retrieved from this automated data system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations in the Education and Workforce Programs strategy during the reporting period are divided by the total number of youth instructional days in TYC-operated schools during the reporting period, regardless of whether the days were counted in the agency's Average daily Attendance measure. Youth instructional days exclude any youth enrolled for fewer than 2 hours of instruction daily, include students who have earned a high school diploma and are continuing to attend school for additional academic, college or workforce programs, include low attendance days waived by TEA due to health, safety or weather constraints, and include summer instructional days.

Purpose: The measure provides average per-day cost of providing educational and workforce services for TYC youth. The measure facilitates year-to-year cost comparisons by controlling for number of youth.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Explanatory

Measure No. 1

Title: *Percent Reading at Grade Level at Commitment*

Definition: The percentage of youth committed to the agency during the reporting period and for the first time, who, at their first time tested, have a reading skill level at or above the average skill of a child of the same age.

Data Limitations: This measure is dependent upon the educational skills of the youth committed by the juvenile courts and thus is beyond the agency's control.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at an assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

Methodology: Data sources are automated. Age at testing is computed from data maintained on the TYC Correctional Care system. Youth are considered reading at grade level if, when first tested, they demonstrate reading skill at or above a level equivalent to the skill of an average child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one year of schooling earlier. Youth reading at the 12th grade, ninth month level are considered reading at grade level, regardless of age. The denominator for this measure is the number of youth entering TYC for the first time during the reporting period.

Purpose: Most youth committed to TYC enter with serious educational challenges. This measure greatly impacts the outcome measure of Percent Reading at Grade Level at Release.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Not applicable to explanatory measures.

GOAL B: EDUCATION AND WORKFORCE

Goal No. 2

Objective No. 1

Strategy No. 1

Measure Type Explanatory

Measure No. 2

Title: *Median Years Reading under Grade Level at Commitment*

Definition: The number of years difference between the average reading skill of youth at commitment and the actual reading skill level of children of the same age, for youth at the 50th percentile of years difference of all youth committed to the agency for the first time and during the reporting period.

Data Limitations: This measure is dependent upon the educational skills of youth committed by the juvenile courts and thus is beyond the agency's control.

Data Source: Youth committed to TYC are administered a standard basic educational achievement test at an assessment and orientation center. The test measures skills expressed in terms of standard grade-level attainment. Data entry clerks or education department personnel enter test results onto the TYC Correctional Care System.

Methodology: Data sources are automated. Age at testing is computed from data maintained on the TYC Correctional Care System. For each youth entering TYC for the first time during the reporting period, the number of years difference is calculated between actual reading skill level and a level equivalent to the skill of an average child of the same age in the community. Youth in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one year of schooling earlier. The results are rank ordered and the median difference between expected and actual reading scores is identified as follows: 50 percent of the differences in scores are greater and 50 of the differences in scores are smaller.

Purpose: Nearly all youth committed to TYC enter with serious educational challenges. This measure greatly impacts the outcome measure of Percent Reading at Grade Level at Release.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Not applicable to explanatory measures.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 1

Title: *Rearrest Rate*

Definition: The percentage of youth released from secure programs to non-secure correctional programs, parole or agency discharge who, within one (1) year, are known to be rearrested. This measure includes felonies and class A and B misdemeanors.

Data Limitations: The measure is dependent upon the completeness of arrest information available on the Department of Public Safety (DPS) and TYC databases, and the correct matching of TYC youth and individuals entered onto the DPS system. An information exchange with DPS is done at least annually and historically there has been a substantial time lag in some data entry. The measure will be recalculated with updated data allowing a 2 month lag for late data entry. If the figure does not equal the one initially reported, it will be changed. The measure does not include arrests occurring later than a year after release. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, including parole.

Data Source: Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through an information exchange with the Department of Public Safety (DPS) Career Criminal History database.

Methodology: The population measured is youth released from a secure program to a non-secure correctional program, parole or agency discharge the fiscal year prior to any day in the reporting period. These youth are checked for 365 days from the date of release for arrests recorded in either the TYC or the DPS databases. The result is divided by number of youth in the population measure, and expressed as a percentage. Arrests for which the level of offense can not be determined will be included, whereas arrests known to be for a class C misdemeanor or less serious offense will not be included. Reincarcerations and convictions into the adult system where there is no arrest recorded are considered to have been arrested on the day of reincarceration or conviction, respectively. Youth transferred directly to the Texas Department of Criminal Justice-Institutions Division without being released. Youth are only included at their first release for any fiscal year reported.

Purpose: One of the primary goals of TYC rehabilitation efforts is to reduce future delinquent or criminal behavior and facilitate community reintegration. This measure provides an indication of the extent to which this goal is met.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 2

Title: *One-Year Rearrest Rate for Violent Felony Offenses*

Definition: The percentage of youth released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year, were rearrested for any violent felony offense.

Data Limitations: The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the Department of Public Safety (DPS) system. An information exchange with DPS is done at least annually and historically there has been a time lag in some data entry. The measure will be recalculated with updated data allowing a 2 month lag for late data entry. If the figure does not equal the one initially reported, it will be changed. It is not always recorded whether an arrest listed in the sections above is or is not a felony. The measure does not include arrests occurring later than a year after release. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, including parole.

Data Source: Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through an information exchange with the Department of Public Safety (DPS) Career Criminal History database.

Methodology: All of the methodology from one-year rearrest rate applies. Additionally, a violent felony offense is defined as a felony against person as listed in TYC's Information Resources Department Offense Code Table. In general, these are felonies in the Texas Penal Code in Title 5 (Crimes Against Person), Chapter 29 (Robbery) or section 28.02 (Arson).

Purpose: One of the primary goals of TYC rehabilitation efforts is to reduce future delinquent or criminal behavior and facilitate community reintegration. This measure provides an indication of the extent to which the goal of reducing serious criminal behaviors among released youth is met.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 3

Title: *Reincarceration Rate: Within One Year*

Definition: The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within one (1) year, are known to be reincarcerated to a secure juvenile or adult prison facility for a disciplinary purpose, and other than through a

temporary placement. This measure includes felonies, misdemeanors and technical violations.

Data Limitations: The measure is dependent upon the completeness of reincarceration information available on the Texas Department of Criminal Justice (TDCJ) and TYC databases, and the correct matching of TYC youth and individuals entered onto the TDCJ system. An information exchange with TDCJ is done at least annually. The measure does not include reincarcerations occurring later than a year after release.

Data Source: Data sources are automated. Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through an information exchange with the Texas Department of Criminal Justice (TDCJ) database.

Methodology: The population measured is youth released from a secure program to a non-secure correctional program, parole or agency discharge one fiscal year prior to any day in the reporting period for a disciplinary reason, including a recommitment to TYC by a juvenile court, a TYC level I hearing, a TYC level II hearing, or admission to the Texas Department of Criminal Justice Institution Division (TDCJ:ID) or a Texas State Jail. These youth are checked for 365 days from the date of release for reincarceration into either a secure Texas Youth Commission facility or TDCJ:ID or Texas State Jail. The result is divided by number of youth in the population measured, and expressed as a percentage. Youth transferred directly to TDCJ:ID or a Texas State Jail without being released are excluded from analysis. Temporary admissions into TYC secure programs are not considered as reincarceration. No TYC assignment for at least 30 days is considered temporary. Youth are only included at their first release.

Purpose: This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration within one year of release.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 4

Title: *Reincarceration Rate: Within Three Years*

Definition: The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within three (3) years, are known to be reincarcerated to a secure juvenile or adult prison facility for a disciplinary purpose other than through a temporary placement. This measure includes felonies, misdemeanors and technical violations.

Data Limitations: The measure is dependent upon the completeness of reincarceration information available on the Texas Department of Criminal Justice (TDCJ) and TYC databases, and the correct matching of TYC youth and individuals entered onto the TDCJ system. An information exchange with TDCJ is done at least annually.

Data Source: Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through an information exchange with the Texas Department of Criminal Justice (TDCJ) database.

Methodology: The population measured is youth released from a secure program to a non-secure program, parole or agency discharge 36 months prior to any day in the reporting period. These youth are checked for a three-year period (365 days times 3) from the date of release for reincarceration for a disciplinary purpose into either a secure Texas Youth Commission facility or the Texas Department of Criminal Justice-Institutional Division (TDCJ:ID) or Texas State Jail. The result is divided by number of youth in the population measured, and expressed as a percentage. Youth transferred directly to TDCJ-ID or Texas State Jail without being released are excluded from analysis. Temporary admissions into TYC secure programs are not considered as reincarceration. No TYC assignment for at least 30 days is considered temporary. Youth are only included at their first release during the reporting period.

Purpose: This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 5

Title: *Reincarceration Rate: Felonies or Misdemeanors*

Definition: The percentage of youth released from secure to non-secure programs, parole or agency discharge who, within one (1) year, are known to be reincarcerated to a secure juvenile or adult prison facility, other than through a temporary placement, because of a felony or misdemeanor.

Data Limitations: The measure is dependent upon the completeness of reincarceration information available on the Texas Department of Criminal Justice (TDCJ) and TYC databases, and the correct matching of TYC youth and individuals entered onto the TDCJ system. An information exchange with TDCJ is done at least annually. The reason for

reincarceration is not always recorded. The measure does not include reincarcerations occurring later than a year after release.

Data Source: Data sources are automated. Reincarceration sources are the Youth Movement Form and the Discharge Summary of TYC's Correctional Care System, and computer matching through an information exchange with the Texas Department of Criminal Justice database.

Methodology: All of the methodology from one-year reincarceration rate applies. Additionally, reincarcerations into TYC secure programs are checked against recommitment and TYC due process hearing information to determine if the reason was a felony or misdemeanor. Reincarceration into a state prison or state jail is considered to be a felony.

Purpose: This measure indicates the extent to which TYC rehabilitation programs are effective in reducing reincarceration for felony or misdemeanor offenses within one year of release.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 6

Title: *One-Year Rearrest Rate: Treated Sex Offenders for Violent Sex Offenses*

Definition: The percentage of youth successfully completing sex offender correctional treatment programs and subsequently released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year, are known to be rearrested for a violent sex offense.

Data Limitations: The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the Department of Public Safety (DPS) system. An information exchange with DPS is done at least annually and historically there has been a time lag in some data entry. It is not always recorded whether an arrest listed in the sections above is or is not a felony. The measure does not include arrests occurring later than a year after release.

Data Source: Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form.

Placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

Methodology: All of the methodology from one-year rearrest rate applies, with the following exceptions: 1) the population is additionally restricted to youth successfully completing the sex offender treatment program prior to the release for which tracked, and 2) a violent sex offense is defined as a felony for which an offender would need to register as a sex offender per Chapter 62 of the Texas Code of Criminal Procedure.

Purpose: The measure indicates the extent to which the sex offender treatment program is effective in reducing subsequent violent sex offenses.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Outcome No. 7

Title: *Rearrest Rate: Specialized Treatment*

Definition: The percentage of youth successfully completing a specialized correctional treatment program and subsequently released from a secure program to a non-secure program, parole or agency discharge who, within three (3) years, are known to be rearrested for a felony or class A or B misdemeanor.

Data Limitations: The measure is dependent upon the completeness of arrest information available on the DPS and TYC databases, and the correct matching of TYC youth and individuals entered onto the Department of Public Safety (DPS) system. An information exchange with DPS is done at least annually and historically there has been a time lag in some data entry. The measure will be recalculated with updated data allowing a 2 month lag for late data entry. If the figure does not equal the one initially reported, it will be changed. It is not always recorded whether an arrest listed in the sections above is or is not a felony. The measure does not include arrests occurring later than three (3) years after release.

Data Source: Data sources are automated. Arrest sources are the Incident Report and the Discharge Summary of TYC's Correctional Care System, and computer matching through tape exchange with the Department of Public Safety (DPS) Career Criminal History database. Successful program completion is taken from the Supplemental Services Form or the Youth Movement Form, placement information is taken from the Youth Movement Form, and discharge information is taken from the Discharge Report.

Methodology: The population measured is youth successfully completing a specialized treatment program listed in the specialized treatment strategy prior to being released from a secure program to a non-secure correctional program, parole or agency discharge 36 months prior to any day in the reporting period. These youth are checked for a three-year period (365 times 3) from the date of release for arrests recorded in either the TYC or the DPS databases. The result is divided by the number of youth in the population measured, and expressed as a percentage. Arrests for which the level of offense can not be determined will be included. Reincarcerations into and convictions in the adult system where there is no arrest recorded are considered to have been arrested on the day of reincarceration or conviction, respectively. Youth transferred directly to the TDCJ-Institutions Division or Texas State Jail without being released are excluded. Youth are only included at their first release.

Purpose: The measure indicates the extent to which the specialized treatment programs are effective in reducing subsequent offenses.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 1

Measure Type Output

Measure No. 1

Title: *Average Daily Population: General Rehabilitation Treatment*

Definition: The average number of youth served daily in general rehabilitative treatment programs. A general rehabilitation treatment program is any state-operated institution, halfway house, or contract residential program for which case management services are funded by Strategy C.1.1, General Rehabilitation Treatment. Program services funded from other strategies (assessment, orientation and placement and programs and services designated as totally specialized treatment) are excluded from this measure.

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence the population size of its treatment programs.

Data Source: General rehabilitation program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

Methodology: Data source is automated. Total reporting period youth days in general rehabilitation treatment programs is computed by excluding days absent due to off-

campus statuses. Total youth days are then divided by the number of days in the reporting period to compute average daily population.

Purpose: This is a measure of utilization of TYC General Rehabilitation Treatment resources. It is an indicator of the correspondence between the number of youth actually served in general rehabilitation treatment and system capacity. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 1

Measure Type Efficiency

Measure No. 1

Title: *General Rehabilitation Treatment Cost Per Youth Day*

Definition: The average cost per youth day for all youth days in general rehabilitation treatment as defined in the measure Average Daily Population: General Rehabilitation Treatment.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and general rehabilitation treatment costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Program assignments and releases as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in general rehabilitation treatment is summarized from this automated data system. Expenditures for general rehabilitation treatment are classified and entered in the TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the General Rehabilitation Treatment Strategy during the reporting period are divided by the Average Daily Population in General Rehabilitation Programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average per-day cost of providing general rehabilitation treatment for TYC-committed youth.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Specialized Treatment*

Definition: The average number of youth served daily in specialized treatment programs for youth specialized needs to include capital or other serious violent offense history, sex offense history, alcohol or other drug abuse or dependence history, or mental health problems. The reported number represents youth in both high and medium need programs. The majority of these services are provided by staff who are either licensed or certified, or are working under the supervision of licensed or certified providers.

Data Limitations: The data reflects the average number of youth assigned to specialized treatment programs each day, regardless of whether the program meets that day. Many youth have concurrent needs for other specialized treatment programs. Youth who receive multiple treatments simultaneously will be represented only once per day, thus the actual number of services provided will tend to be greater than the number reported.

Data Source: Specialized treatment program assignments, removals, and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

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

Purpose: This is a measure of utilization of TYC specialized treatment program resources. It is an indicator of the degree of correspondence between the number of youth in specialized treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization or represent staffing vacancies.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 2

Title: *Average Daily Population: Capital & Serious Violent Offender Treatment*

Definition: The average number of youth served daily in specialized capital and serious violent offender treatment programs during the reporting period. The reported number represents youth in both high and medium need programs.

Data Limitations: The data reflects the average number of youth assigned to a specialized capital and serious violent offender treatment program each day, regardless of whether the program meets that day.

Data Source: Capital and serious violent offender treatment program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

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

Purpose: This is a measure of utilization of TYC's capital and serious violent offender treatment program resources. It is an indicator of the degree of correspondence between the number of youth in serious violent offender treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 3

Title: *Average Daily Population: Sexual Behavior Treatment*

Definition: The average number of youth served daily in specialized sexual behavior treatment programs during the reporting period. The reported number represents youth in both high and medium need programs.

Data Limitations: The data reflects the average number of youth assigned to a specialized sexual behavior treatment program each day, regardless of whether the program meets that day.

Data Source: Sex offender treatment program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

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

Purpose: This is a measure of utilization of TYC sex offender treatment resources. It is an indicator of the correspondence between the number of youth in sex offender treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 4

Title: *Average Daily Population: Alcohol and Other Drug Treatment*

Definition: The average number of youth served daily in alcohol and other drug treatment programs during the reporting period. The number represents youth in both high and medium need programs.

Data Limitations: The data reflects the average number of youth assigned to an alcohol and other drug treatment program each day, regardless of whether the program meets that day.

Data Source: Alcohol and other drug treatment program assignments and releases, as well as off campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

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

Purpose: This is a measure of utilization of TYC alcohol and other drug treatment program resources. It is an indicator of the correspondence between the number of youth in alcohol and other drug treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization or staff vacancies.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 5

Title: *Average Daily Population: Mental Health Treatment*

Definition: The average number of youth served daily in mental health treatment programs during the reporting period. The reported number represents youth in both high and medium need programs.

Data Limitations: The data reflects the average number of youth assigned to a mental health treatment program each day, regardless of whether the program meets that day.

Data Source: Mental health treatment program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks.

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

Purpose: This is a measure of utilization of TYC mental health treatment program resources. It is an indicator of the correspondence between the number of youth in mental health treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Output

Measure No. 6

Title: *Specialized Treatment Equity Ratio*

Definition: The percentage of non-Anglo youth with a high or medium need for specialized treatment who successfully complete a specialized treatment program prior to release from residential programs to parole or discharge, divided by the percentage of Anglo youth with a high or medium need for specialized treatment who successfully complete a specialized treatment program prior to release from residential programs to parole or agency discharge, multiplied by 100.

Data Limitations: Even within the categories of high and medium need, most of the specialized treatment programs have priorities for placement of youth, such that youth with the very highest needs and most likely to benefit from treatment are placed first. This measure does not control for the priorities of highest need and treatment amenability within need level.

Data Source: During assessment and orientation, youth receive a battery of tests and clinical interviews to initially assess needs for specialized treatment. Additional youth may subsequently be identified by psychiatrists or psychologists based on additional information. Ethnicity, specialized treatment needs assessment results, program and treatment assignments, and reason for leaving treatment programs are entered into TYC Correctional Care system by data entry clerks or treatment personnel depending on the program.

Methodology: All data sources are automated. The measure is calculated based on youth assessed a high or medium need for one of the specialized treatments listed in the specialized treatment strategy definition who are released to parole or agency discharge during the reporting period. The number of non-Anglo youth who have completed a specialized treatment program is divided by the number of released non-Anglo youth with a high or medium need. A corresponding calculation is made for Anglo youth. The ratio for non-Anglo youth is then divided by the ratio for Anglo youth and the result multiplied by 100.

Purpose: TYC does not currently have resources to provide specialized treatment for all youth assessed at high or medium need of such services. This measure compares access to specialized treatment services between non-Anglo and Anglo youth with high or medium need. The measure is intended to promote equal access to services and ensure that ethnic considerations have no role in treatment placements.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 2

Measure Type Efficiency

Measure No. 1

Title: *Specialized Treatment Cost Per Youth Day*

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

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control may affect the number of youth committed to TYC, consequent efficiencies of scale, and specialized treatment costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Residential program assignments and releases as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in specialized treatment is summarized from this automated data system. Expenditures for specialized treatment are classified and entered in the TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Specialized Treatment Strategy during the reporting period are divided by the Average Daily Population in Specialized Programs, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average per-day cost of providing specialized treatment for TYC-committed youth.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Output

Measure No. 1

Title: *Average Daily Population: Parole*

Definition: Total youth days in parole programs during the reporting period, including youth assigned to parole who are in detention or jail, less days absent due to absconding, divided by the number of days in the reporting period.

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence the number of youth in programs, including parole.

Data Source: TYC data entry clerks or parole officers enter assignments and discharges, as well as other parole statuses (absconds, and placements into local detention or jail) and placements (deportation verification) into the TYC Correctional Care System. The average daily population of youth in parole programs is summarized from this automated data system.

Methodology: Data sources are automated. Parole includes all youth living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Youth referred via Interstate Compact from Texas to other states are not included. Youth who are undocumented foreign nationals and picked up by United States Immigration and Customs Enforcement (ICE) for deportation or voluntarily deported through the US Border Patrol are not included. Total parole youth days is computed by counting all days youth were in a parole status, excluding those days when youth were on abscond status. Total parole youth days are divided by the number of days in the reporting period to compute average daily parole population.

Purpose: This is a measure of utilization of TYC parole program resources. It is an indicator of the correspondence between the number of youth in parole and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Output

Measure No. 2

Title: *Average Daily Population: Contract Parole*

Definition: Average number of youth in parole programs operated by entities other than by TYC-employed parole officers during the reporting period.

Data Limitations: TYC accepts all youth legally committed by Texas courts, which ultimately affects the number of youth in contract parole.

Data Source: Placement of youth onto parole from residential programs is entered into TYC's Correctional Care System by data clerks in the parole office.

Methodology: Data sources are automated. Contract parole includes all youth paroled to a county with which TYC contracts for parole services, and living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Youth referred via Interstate Compact from Texas to other states are not included. Total contract parole youth days is computed by counting all days youth were on contract parole, excluding those days when youth were on abscond status. Total contract parole youth days are divided by the number of days in the reporting period to compute average daily parole population.

Purpose: This is a measure of utilization of TYC contract parole resources. It is an indication of the correspondence between the number of youth in contract parole and system capacity.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Output

Measure No. 3

Title: *Average Daily Population: Specialized Aftercare Services*

Definition: Total youth days in specialized aftercare programs while on parole during the reporting period, less days absent due to absconding, divided by the number of days in the reporting period. Youth referred via Interstate Compact to or from Texas are not included. Specialized aftercare programs are parole programs specifically designated to treat the needs identified in the specialized treatment strategy.

Data Limitations: TYC accepts all youth legally committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's control affect the number of youth committed to TYC, and hence its populations, including parole and specialized aftercare. The data reflects the average number of youth assigned to a specialized aftercare program each day, regardless of whether the program meets that day.

Data Source: TYC data entry clerks or parole officers enter specialized aftercare assignments and releases, as well as other statuses (abscond, detention or jail) and placement into specialized aftercare into the TYC Correctional Care System.

Methodology: Data sources are automated. Total specialized aftercare youth days are computed by counting all days youth were in specialized aftercare programs while on parole excluding those days when youth were on abscond status, in jail or in detention. Total youth days in specialized aftercare are divided by the number of days in the reporting period to compute average daily specialized aftercare population.

Purpose: This is a measure of utilization of TYC specialized aftercare program resources for youth on parole. It is an indicator of the correspondence between the number of youth in specialized aftercare programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Efficiency

Measure No. 1

Title: *Parole Cost Per Youth Day*

Definition: Parole cost per youth served per day.

Data Limitations: The Texas Youth Commission accepts all youth committed by Texas courts. Societal, law enforcement, and juvenile justice factors beyond the agency's

control may affect the timing and number of youth committed to TYC, consequent efficiencies of scale, and parole costs per youth per day. This measure only includes the costs expended in the strategy. Expenditures may increase because of additional appropriations.

Data Source: Parole program assignments and releases as well as statuses (absconds and placements into local detention or jail) are entered into the TYC Correctional Care System by TYC data entry clerks. The average daily population of youth in parole is summarized from this automated data system. Expenditures for parole are classified and entered on the TYC financial accounting system. Cost data for the reporting period is retrieved from this system.

Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Parole Strategy during the reporting period are divided by the Average Daily Population in Parole, and then divided by the number of days in the reporting period.

Purpose: This measure provides the average per-day cost of providing parole for TYC youth. The measure facilitates period-to-period cost comparison.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Lower than target.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Explanatory

Measure No. 1

Title: *Parole Revocation Intakes to Residential Programs*

Definition: The annual number of intakes into residential programs as a result of a parole revocation.

Data Limitations: There is a time lag between revocation hearings, data entry and year end therefore only partial data is available at the end of the state fiscal year. Parole revocation is used as an intervention to manage behavior and may therefore have a positive impact on recidivism by preventing more serious offenses in the community.

Data Source: Facility movement of youth into residential programs from parole is entered into TYC's Correctional Care System by data clerks in the field. Revocation information is entered into TYC's Correctional Care System by Legal Department staff.

Methodology: The number of intakes receiving an assignment to a residential program who prior to the assignment were either not assigned to a TYC program or were assigned to parole, and who were placed in a residential program because of a parole revocation.

Purpose: This measure shows the number of youths revoked from parole who are returning to TYC residential programs. This measure is one indicator of the movement of youth within the juvenile justice system.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Not applicable for explanatory measures.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Explanatory

Measure No. 2

Title: *Youth Released From Residential Programs to Parole*

Definition: The number of youth released from TYC residential programs to parole.

Data Limitations: TYC accepts all youth legally committed by Texas courts, which ultimately affects the number of youth released to parole. TYC releases are determined according to release criteria.

Data Source: Placement of youth onto parole from residential programs is entered into TYC's Correctional Care System by data clerks in the field.

Methodology: Data sources are automated. Parole releases include all youth placed onto parole from a residential program, and living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living. Youth referred to another state through Interstate Compact either to or from Texas are not included.

Purpose: This measure shows the number of youths leaving residential placement and entering into the parole system. This measure is one indicator of the movement of youth within the juvenile justice system.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Not applicable to explanatory measures.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 3

Measure Type Explanatory

Measure No. 3

Title: *Parole Discharges*

Definition: The number of youth discharged from the agency from parole services.

Data Limitations: TYC accepts all youth legally committed by Texas courts, which ultimately affects the number of youth discharged from parole. TYC releases are determined by discharge criteria.

Data Source: Discharges of youth from parole is entered into TYC's Correctional Care System by parole or quality assurance staff.

Methodology: Data sources are automated. Parole discharges include all youth assigned to parole who are discharged from the agency for whatever reason, and are not recommitted to the agency the same day. Youth referred to another state through Interstate Compact either to or from Texas are not included.

Purpose: This measure shows the number of youths discharged from TYC parole for any reason other than return to TYC. This measure is one indicator of the movement of youth within the juvenile system.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Not applicable to explanatory measures.

GOAL C: REHABILITATION AND REINTEGRATION

Goal No. 3

Objective No. 1

Strategy No. 4

Measure Type Output

Measure No. 1

Title: *Youth Served through Interstate Compact*

Definition: The number of youth served during the reporting period through the interstate compact law, including interstate runaways returned, juvenile probationers and parolees from other states who are supervised by Texas juvenile probation officers and TYC parole officers, surveillance of youth in transit, and Texas juvenile probationers and TYC parolees being supervised out-of-state.

Data Limitations: The number does not differentiate between youth receiving extensive vs. youth receiving minimal services. The cumulative number does not divide evenly between quarters, because the first quarter contains all youth under interstate supervision carried over from the previous year.

Data Source: The M204 ICJ database has limited fields for data collection and is used for supervision cases only. ICJ youth who are returned and/or provided airport supervision services are maintained on another database.

Methodology: Number of youth served on interstate is counted by adding together youth from the two data sources for the reporting period.

Purpose: This measure counts youth served through the Interstate Compact agreement. It is an indicator of TYC Interstate Compact workload.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

Appendix E: Workforce Plan

TYC Workforce Plan Contents

INTRODUCTION

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INTRODUCTION

The TYC Agency Workforce Plan is developed in compliance with the Texas Government Code, Section 2056.0021. The statute requires state agencies to conduct a strategic staffing analysis and develop a workforce plan, according to guidelines developed by the state auditor, to address critical staffing and training needs of the agency. In addition to being included in the Agency Strategic Plan, the Agency Workforce Plan is submitted to the State Classification Office as a stand-alone document.

AGENCY OVERVIEW

The Texas Youth Commission (TYC) is the state's juvenile corrections agency. TYC provides for the care, custody, rehabilitation, and reestablishment in society of Texas' most serious or chronically delinquent juvenile offenders. Texas judges commit these youth to TYC for felony-level offenses committed when they are at least age 10 and less than age 17. TYC can maintain jurisdiction over these offenders until their 19th birthdays. (A small group of identified youth, however, who were committed to TYC prior to June 6, 2007, and were classified as sentenced offenders, can remain under TYC jurisdiction until their 21st birthdays.)

TYC operates a system of 10 secure institutions and nine residential halfway house programs. The agency also contracts with private or local government providers for a wide range of services to TYC offenders. Approximately 80 percent of offenders are assigned to a TYC secure correctional facility, and 20 percent go into facilities and programs run by contract providers. Halfway houses are used for some youth as a transitional assignment after they have completed their stay in a secure setting.

Specialized residential treatment includes programs designed specifically for the treatment of serious violent offenders, sex offenders, chemically dependent offenders, and offenders with mental health impairments. In addition, TYC operates year-round educational programs within each of its secure facilities. The principals and teachers for TYC schools are state employees who are members of the Employees Retirement System of Texas (ERS) rather than independent school district employees who are members of the Teachers Retirement System of Texas (TRS). At TYC halfway houses and some contract facilities, TYC has memorandums of understanding with local independent school districts to provide education services. Youth under the agency's jurisdiction in residential programs are also provided care for their basic needs, such as food, clothing, shelter, safety, medical care, legal rights, parenting, and spiritual needs.

Agency Mission

The Texas Youth Commission, the state's juvenile corrections agency, promotes public safety by operating juvenile correctional facilities and by partnering with youth, families, and communities to provide a safe and secure environment where youth in the agency's care and custody receive individualized education, treatment, life skills, and employment training and positive role models to facilitate successful community reintegration.

Strategic Goals and Objectives

GOAL A: SECURE CORRECTIONAL ENVIRONMENT

To protect the public by providing a safe and secure correctional environment for youth.

OBJECTIVE A.1: Reduce Crimes and Increase Safety

To prevent, through physical security, offenses which would have led to arrests for over 6,000 offenses per year through FY 2015.

GOAL B: EDUCATION AND WORKFORCE

To provide all TYC youth individualized opportunities to progress in their education, complete a diploma or GED, and/or develop marketable workplace skills.

OBJECTIVE B.1: EDUCATION AND WORKFORCE ACTIVITIES

To increase to 70 percent by the end of fiscal year 2015 the percentage of youth who have been on parole for at least 30 days who are employed at least part-time; attending school, college, GED preparation; or participating in vocational or technical training.

GOAL C: REHABILITATION AND REINTEGRATION

To deliver a continuum of needs-based services that reduce delinquent or criminal behavior and facilitate successful community.

OBJECTIVE C.1: Decrease Recidivism

To reduce the one year rearrest rate to 40 percent by the end of FY 2015.

Organizational Structure

The Texas Youth Commission is governed by a seven-member Board appointed by the Governor with the advice and consent of the Texas Senate. In addition, the Governor appoints a TYC Independent Ombudsman that reports directly to the Governor.

The Executive Director, who is selected by and reports to the TYC Board, is the administrative head of the agency. The Office of Inspector General and Internal Audit also report directly to the TYC Board.

The following staff report directly to the Executive Director.

- The Deputy Executive Director oversees all areas of agency operations in coordination with the Executive Director.
- The Director of Youth Services oversees facility operations, interstate compact and sentenced offenders, parole and re-entry services, and community and victim services. In addition, this position oversees agency assessment and treatment services including rehabilitation programming, orientation and assessment, the CoNEXTions[®] treatment program, specialized treatment, and community re-entry and parole.
- The Superintendent of Education oversees the fully accredited education program operated by TYC, which offers high school diplomas, workforce certifications, and GED certificates, and includes an extensive special education program. In addition, this position oversees re-entry education services.
- The Medical Director provides administrative oversight of the medical and psychiatric direct care services provided by the University of Texas Medical Branch (UTMB). In addition, this position oversees all psychiatric services for youth provided by TYC staff and all aspects of food and nutrition services at facilities.

- The Director of Intergovernmental Relations, Planning, and Coordination serves as the liaison between TYC and legislative and other governmental entities, assists TYC divisions with the implementation of legislation passed, and oversees strategic planning and public affairs.
- The General Counsel oversees the Office of General Counsel (OGC), which provides in-house legal services for TYC. In addition, the OGC is responsible for reviewing and preparing responses to youth appeals; tracking and coordinating youth grievances; conducting administrative due process hearings for youth and employees; determining whether to release to parole, discharge from TYC custody, or extend length of stay for youth who have reached their minimum length of stay; and handling youth records and all public information requests.
- The Director of Financial Services oversees financial and business services, as well as maintenance and construction services.
- The Director of Human Resources is responsible for recruiting applicants, performing criminal history and other background checks for applicants and current employees, coordinating the hiring process and various employee benefit programs, ensuring employees are appropriately classified and compensated, managing the agency's employee relations programs, developing and delivering employee training and staff development programs, and managing the human resources risk management program.
- The Director of Information Resources Division (IRD) oversees all Information Resources (IR) goals and initiatives to ensure a secure statewide information infrastructure for the agency. IRD is responsible for applications development and support, data storage, computer hardware and software, statewide voice and data networking, radio communications, telephone systems, and digital surveillance systems on various types of computer platforms including web, server, and mainframe-based systems.
- The Director of Research manages collection and analysis of both internal and external data to assess trends and measure performance of the agency for executive management and policymakers.
- The Director of Quality Assurance (QA) is responsible for monitoring and evaluating contract and policy compliance in residential facilities, parole, supplemental service providers under contract, and agency-operated halfway houses and providing technical assistance and imposing sanctions (e.g. corrective action plans) for non-compliance. QA also oversees the implementation of Performance-based Standards (PbS) at TYC institutions.

The agency's organizational structure supports effective implementation of the agency's vision and philosophy through proper oversight of the agency's juvenile correctional facilities; treatment, education, and parole programs; medical services; and monitoring and administrative operations.

Impact of Agency’s Mission, Goals, and Objectives on Workforce Initiatives

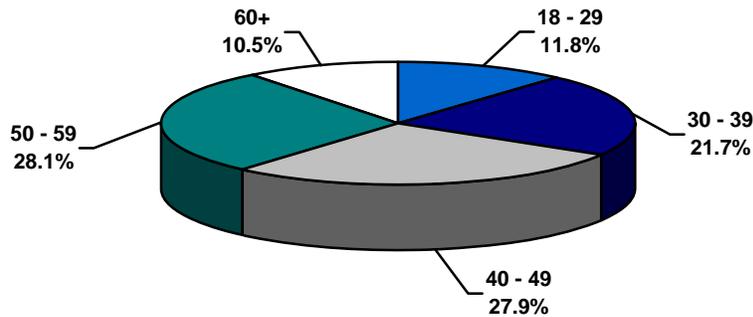
The agency does not anticipate future significant changes to the TYC mission, goals, or objectives. However, workforce initiatives will continue to be impacted by the extensive changes to the agency’s treatment program and teaching curriculum that were implemented in FY 2009 and early FY 2010 to achieve the agency’s current mission, goals, and objectives. The changes reflected the agency’s shift from a “culture of custody” to one that provides an appropriate balanced approach of incentives and consequences, meets the unique changing needs of each individual youth, and allows for a seamless transfer of coursework within TYC schools and into the communities. The shift in culture necessitated changes to the critical skills and functions required of the agency’s workforce, and it will be necessary for the agency to continue implementing workforce initiatives to reinforce these changes. In addition, the agency’s workforce initiatives could be affected by external factors such as an increased emphasis on the use of community-based services to address delinquency, further reduction of the TYC youth population, and budgetary constraints resulting from the economic climate.

CURRENT WORKFORCE PROFILE (Supply Analysis)

Demographics and Statistics⁵

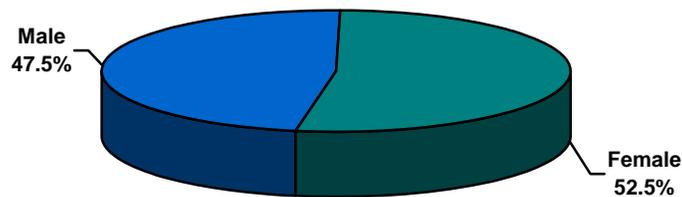
TYC Workforce by Age

Approximately 40% of the TYC workforce is in the 50+ age range, slightly more than 25% of TYC employees are in the 40-49 age range, and one-third of the workforce is under 40 years of age.



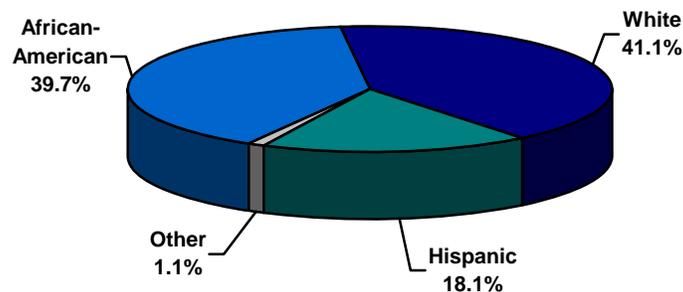
TYC Workforce by Gender

The TYC workforce has a slightly higher percentage of female employees than male employees, and this is comparable to the overall State of Texas workforce.



TYC Workforce by Ethnicity

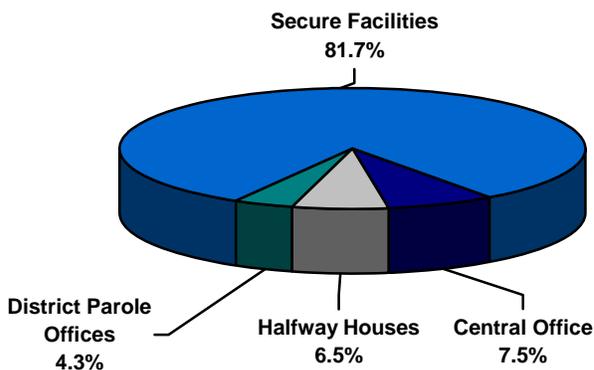
When compared to the overall State of Texas workforce, TYC has a higher percentage of African-American employees and a lower percentage of employees in other racial groups.



⁵ Source: Uniform Statewide Payroll System; queries run March 2010
(Positions and employees assigned to Victory Field Correctional Academy and West Texas State School were excluded from the demographics and statistics due to impending reductions in force and closures.)

TYC Workforce by Location

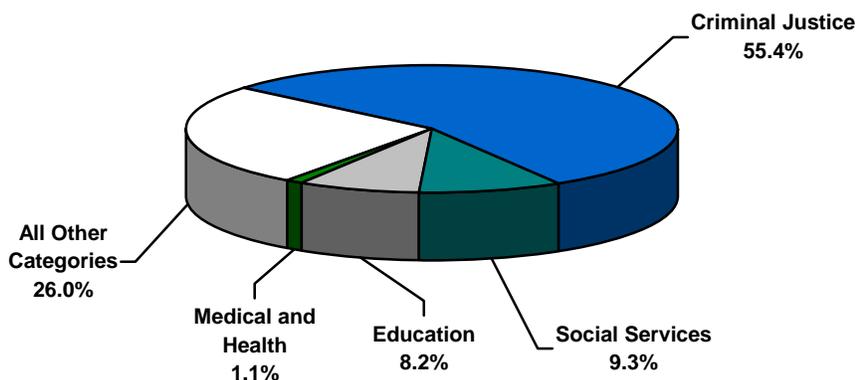
More than 80% of TYC employees are assigned to the agency’s 10 secure facilities [2760 full-time employees (FTEs) and 4 part-time employees (PTEs)]. Approximately 10% of TYC employees are assigned to the nine halfway houses (217 FTEs and 3 PTEs) or 13 district parole offices (144 FTEs). Less than 8% of employees are assigned to the two TYC central office locations in Austin (247 FTEs and 6 PTEs).



TYC Workforce by State Classification Office (SCO) Occupational Categories

The occupational categories identified in the FY 2010 - 11 SCO Job Classification Index are used for the purpose of profiling the TYC workforce by occupational category.

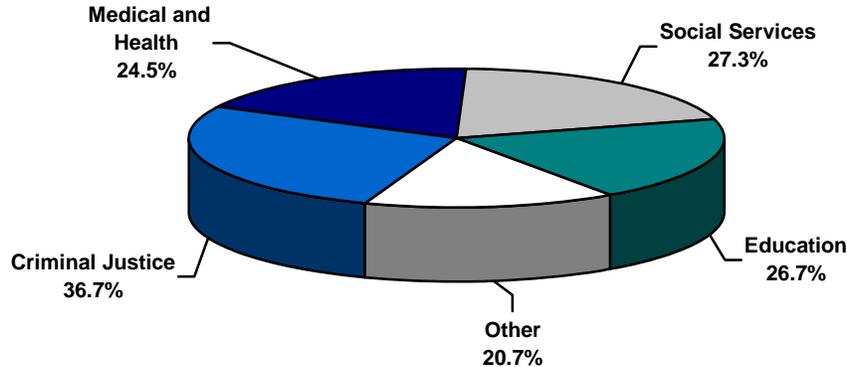
- Specific job titles included in the criminal justice, social services, and education categories are identified in the table on the following page. The majority of these positions involve the direct care of youth.
- The medical and health occupational category does not include the University of Texas Medical Branch (UTMB) nurses assigned to TYC facilities as TYC contract employees.
- The specific SCO occupational categories included in the “all other categories” group are identified in the table on the following page. These categories include managers of direct-care staff (e.g., superintendents, assistant superintendents, program managers and supervisors), custodial and maintenance positions necessary for the operation of TYC facilities, and indirect administrative staff.



SCO Occupational Category	Job Titles	# Employees ¹ (as of 3/17/10)
Criminal Justice	JCO I – VI	1805 FTEs
	Dorm Supervisor	22 FTEs
	Parole Officer I – IV	43 FTEs
	Counsel Substitute	2 FTEs
Social Services	Case Manager	193 FTEs
	Chaplain	9 FTEs
	Human Services Specialist	44 FTEs
	Recreation Program Specialist	29 FTEs
	Social Worker	4 FTEs
	Vocational Rehab Counselor	8 FTEs
	Volunteer Service Coordinator	13 FTEs
	Quality Assurance Specialist	14 FTEs
Education	Teacher ²	223 FTEs
	Teacher Aide	55 FTEs, 1 PTE
Medical and Health	Physician III ³	1 FTEs
	Nutritionist ³	2 FTEs
	Nurse ³	3 FTEs
	Associate Psychologist	24 FTEs
	Psychologist	7 FTEs
“All Other” SCO Occupational Categories		
Accounting, Auditing & Finance		27 FTEs; 3 PTEs
Administrative Support		228 FTEs; 3 PTEs
Custodial & Domestic		89 FTEs; 4 PTEs
Human Resources (includes Trainers)		70 FTEs
Information Technology		56 FTEs; 1 PTE
Investigators		38 FTEs
Legal		13 FTEs
Maintenance		74 FTEs
Program Management ⁴		212 FTEs; 2 PTEs
Property Management and Purchasing		25 FTEs
Public Safety (Police Communications Operators, Security Officers)		12 FTEs
Other ⁵		22 FTEs
¹ Reflects changes to job classes resulting from the State Auditor’s Office review of program specialist positions (SAO Report No. 10-705). Excludes Victory Field Correctional Academy and West Texas State School.		
² Includes academic counselors, educational diagnosticians, lead reading instructors, licensed specialists in school psychology, physical education/recreational coordinators, principals, and assistant principals.		
³ Oversight positions.		
⁴ Includes superintendents, assistant superintendents, and case manager supervisors.		
⁵ Includes categories with fewer than 10 positions.		

TYC FY 2009 Turnover by SCO Occupational Category

The chart below indicates the FY 2009 turnover by the previously referenced SCO occupational categories.



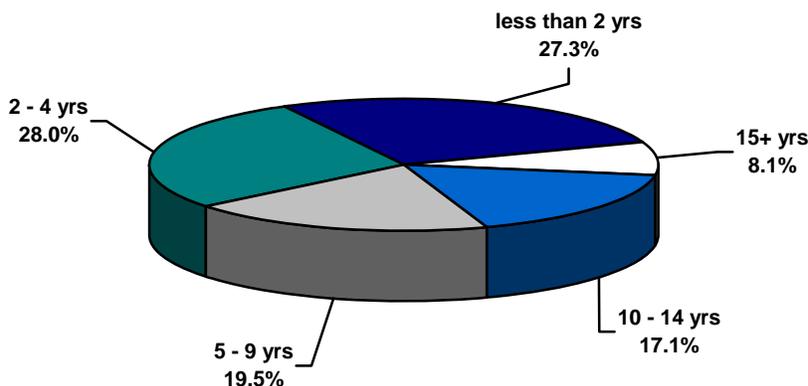
- Even though the agency experienced reductions in force due to lower youth populations and the agency’s right-sizing efforts in FY 2009, the Education occupational category was the only occupational category that experienced a slight increase in turnover rate from 25.4% in FY 2007 to 26.7% in FY 2009.
- The Medical and Health occupational category experienced the most significant turnover rate decrease from 40.7% in FY 2007 to 24.5% in FY 2009.
- A significant factor in the turnover rate decrease for the Criminal Justice occupational category was the decrease in the JCO turnover rate from 49.3% in FY 2007 to 37.1% in FY 2009.

Projected FY 2010 JCO and Case Manager Turnover Rate

The projected FY 2010 JCO and Case Manager turnover rates indicate that the agency will achieve the key performance measure goal of a 35% JCO turnover rate. The anticipated continued decline in the turnover rates for these two job classes is a reflection of increased salary rates approved by the 81st Legislature, the agency’s successful efforts to improve the TYC working environment, as well as a generally tight job market.

- The projected FY 2010 turnover rate for JCOs is 30.5%, a decrease of 17.8% from the FY 2009 turnover rate of 37.1%. $[(37.1\% - 30.5\%) / 37.1\% = 17.8\%]$
- The projected FY 2010 turnover rate for Case Managers is 23.2%, a decrease of 22.7% from the FY 2009 turnover rate of 30.0%. $[(30.0\% - 23.2\%) / 30.0\% = 22.7\%]$

TYC Workforce by TYC Tenure



Critical Workforce Skills

The majority of the agency's positions require essential functions involving direct interactions with the youth assigned to the agency, their families, and other agencies within the community. The classification of youth in TYC is increasingly more severe as the agency now serves only youth committed for felony offenses. The percent of youth in TYC who are not general offenders (sentenced, violent, or other high risk) increased from 39% in FY 2006 to 54% in FY 2009. Therefore, one of the most critical workforce skills is the ability to perform job duties in a correctional setting with potentially aggressive/combative youth who have a wide variety of temperaments (volatile, aggressive, suicidal) and specialized needs (capital and serious violent offenses, alcohol and other drug treatment, mental health treatment, or sexual behavior treatment).

Additional critical workforce skills, some of which reflect the agency's recent shift in culture, include the abilities to:

- work with youth in an empathetic and understanding demeanor
- foster the cooperation of youth in the treatment process
- communicate effectively with youth and explain their progress to family members and other treatment staff
- intervene and correct behavior and facilitate group discussions and counseling sessions
- perform verbal and physical crisis intervention/de-escalation techniques
- develop and implement case plans
- analyze and solve problems
- interpret and apply rules and regulations
- perform and interpret assessments
- develop and evaluate policies and programs
- maintain adequate and correct records
- conduct reading intervention and other learning needs intervention
- direct and facilitate individual and group activities
- maintain order and discipline
- act quickly in emergencies
- implement specialized treatment programs (e.g., sex offender, substance abuse)
- supervise/train employees

FUTURE WORKFORCE PROFILE (Outlook Analysis)

Critical Functions

The following critical functions reflect the internal goals established by the agency for FY 2010. The agency anticipates that these functions will continue to be critical over the next five years.

Provide each Youth with Access to a Spectrum of High Quality and Individualized Treatment

- Implementation of the CoNEXTions[®] rehabilitative program as the agency's basic treatment program has been one of the most significant steps that the agency has taken to perform this critical function. The CoNEXTions[®] rehabilitative program is a youth-centered, evidence-based, flexible treatment program that allows the agency to modify treatment to fit the unique changing needs of each individual youth and establish specific individualized goals. The program emphasizes general rehabilitative and specialized treatment programs, leisure skill building groups, greater family involvement, education and vocational training, a multidisciplinary and case planning team, and a progressive system from entry to parole. The multidisciplinary team evaluates each youth monthly and consists of the youth's case manager, an assigned educator, and JCOs who work with the youth on a regular basis. Medical input is also provided to ensure any medical issues are properly addressed in daily living and in case planning.
- Specialized treatment is provided for youth identified with a significant need in a specific area. The agency's specialized treatment programs are: Capital and Serious Violent Offender Treatment (C&SVO) Program, Alcohol and Other Drug Treatment, Mental Health Treatment Program, and Sexual Behavior Treatment Program. Youth entering TYC for the first time or returning to TYC present increasingly complex and intense needs for a range of specialized treatment. Recent legislative changes have reshaped the juvenile justice system allowing only the most serious juvenile offenders to be sent to the agency. These offenders are often characterized by multiple severe needs for sex offender treatment, alcohol and drug treatment, mental health services, treatment for violent behavior, and special education services. The agency anticipates that it will continue to receive the most serious offenders with more intense, complex, and longer-term needs for specialized services. As a result, the agency will need to continue building and expanding specialized treatment programs to fulfill this critical function, such as the expansion of the C&SVO Program in 2009 to provide treatment for girls at the Ron Jackson State Juvenile Correctional Complex, Unit I, and the introduction in November 2009 of the Aggression Replacement Training[®] program for medium need violent offenders.

Prepare Youth for Effective Re-entry into Schools and Communities at their Maximum Potential

The agency's education services are a crucial element in the successful performance of this critical function. Education services within TYC have undergone dramatic enhancements, including the following changes to TYC curriculum to allow for a seamless transfer of coursework within TYC schools and into the communities:

- Implementation of a comprehensive reading skills program to significantly increase reading comprehension

- Additional opportunities for youth to receive advanced diplomas and enter college programs
- Expansion of vocational certification programs
- Improved special education initiatives
- Use of education liaisons for youth at halfway houses or on parole to increase the percentage of TYC youth that enroll in local schools, industry programs, or college upon return to the community
- An emphasis on teacher professional development relating to intervention skills to help ensure early, effective assistance to youth with learning difficulties

Maintain the Safety of TYC Youth and Employees

When youth feel safe, they will engage in treatment and educational services. When employees feel safe, they increase their effectiveness, and job satisfaction is reflected in higher employee retention rates. This, in turn, benefits youth by establishing an atmosphere of stability with familiar role models.

- The agency demonstrated its commitment to successfully fulfill this critical function with the recent implementation of an injury prevention plan and enhanced monitoring system. The goal is to reduce staff and youth injuries due to youth aggression. Development of the injury prevention plan involved surveying employees who were injured from November 1, 2008 through April 30, 2009 to help identify the various aspects that contributed to the injuries and common factors (e.g., types of injuries, demographics). The plan's main initiative is the Applying Behavioral Intervention (ABI) training module. In May 2009, this training module was presented to all current staff assigned to secure facilities and added to the agency's pre-service training program (replacing *Use of Force: Verbal Intervention and De-escalation*). In addition, secure facilities have initiated local plans to assist in lowering staff injuries, which consist of improving incentives and privileges for youth for good behavior, holding youth accountable for inappropriate behavior, and emphasizing verbal intervention.
- Another factor that has strengthened the agency's ability to fulfill this critical function is elimination of the JCO shortage. This critical function is always a challenge due to the potentially aggressive/combatative youth assigned to TYC custody, but it becomes even more of a challenge when the agency is experiencing a shortage of JCO staff.

Expected Workforce Changes

Enhanced training programs and an increase in the number of specialized positions have played a vital role in the implementation of the recent reforms to the agency's treatment and educational programs and in the overall shift in culture. It is anticipated that the agency's workforce will continue to progressively reflect the shift in culture as newly acquired skills are reinforced through ongoing training programs. In addition, the importance of managing increasingly complex youth needs in a rapidly changing correctional environment will require an even greater emphasis on staff development programs.

Anticipated Decrease/Increase in Required Number of Employees

Since 2007, the agency has experienced a significant decrease in the required number of employees due to reduction in the youth population and facility transfers and closures. At this time, it is difficult to predict further changes in the required number of employees as the number is largely dependent on the youth population and the use of community-based services to address delinquency.

Future Workforce Skills Needed

It is anticipated that the agency will continue to need the critical skills previously identified in the supply analysis section of this plan. In addition, a greater emphasis may be placed on skills related to specialized treatment programs and advanced information technology skills due to increased automation of operational processes.

GAP ANALYSIS

Anticipated Surplus or Shortage in Full-time Employees

Specially Certified or Licensed Staff

The previously discussed need for the agency to continue building and expanding specialized treatment programs could potentially result in a need for a greater number of specially trained or licensed staff to provide the specialized treatment services. The agency has experienced some difficulty in filling staff positions that require specific certifications or licenses. An example is the difficulty the agency experienced in FY 2009 in filling positions that provide sex offender counseling. The difficulty was in part due to the Texas Occupations Code requirement for these employees to be Licensed Sex Offender Treatment Providers (LSOTP) by October 2010. To meet this need, the agency implemented an LSOTP development program in January 2009 to begin licensing internal staff and attracting external LSOTP candidates for these hard-to-fill positions.

Specially certified or licensed employees are also critical to the agency's enhanced education program. The agency recently added nine licensed specialists in school psychology positions to better serve the diagnostic needs of students with disabilities and special needs. In addition, nine lead reading instructor positions were established to oversee the local implementation of the newly developed TYC Reading Program, which provides intervention for TYC youth who are struggling readers. The lead reading instruction position requires a Reading Specialist, Master Reading Teacher, Secondary Reading or Secondary English Language Arts and Reading certification. It is difficult to fill education positions that become vacant during the school year due to potential applicants being under contract with school districts.

As previously indicated, the agency anticipates that the percentage of youth in TYC who will require specialized treatment and education will possibly continue to increase. This will result in a need to fill these positions in a timely manner and maintain a low turnover rate for the filled positions.

Juvenile Correctional Officers

The Agency Workforce Plan for FY 2009 – 2013 identified the JCO shortage as the agency's greatest workforce challenge, which was partly due to the statutory requirement to achieve a 12:1 youth-to-staff ratio and a key performance measure to reduce the JCO turnover rate to 35%. The JCO shortage has been eliminated, and it is anticipated that the agency will achieve the goal of a 35% JCO turnover rate in FY 2010 (including the closures of the Victory Field

Correctional Academy and the West Texas State School). The elimination of the JCO shortage and reduction in the JCO turnover rate reflects the agency's commitment to develop innovative JCO recruitment strategies and improve the quality of the JCO working environment. However, the agency is aware that the economic climate has also been a significant factor in meeting this workforce challenge. The re-emergence of a JCO shortage would have a negative impact on the agency's ability to fulfill the critical function of maintaining the safety of TYC employees and youth. Therefore, the agency must continue to implement strategies to help ensure that it will not experience a JCO workforce shortage again after the economy strengthens and more jobs become available in the labor market.

An external obstacle to the agency's continued maintenance of a sufficient JCO workforce is the exclusion of JCO state service from the additional retirement benefits provided by the State of Texas to law enforcement officers and custodial officers. This exclusion is despite the fact that, as previously stated, the agency now serves only youth committed for felony offenses and the percent of youth in TYC who are not general offenders (sentenced, violent, or other high risk) increased from 39% in FY 2006 to 54% in FY 2009. State employees who are eligible for the supplemental Law Enforcement and Custodial Officer Supplemental Retirement Program (LESCOSRP) include law enforcement officers commissioned by the Department of Public Safety, Alcoholic Beverage Commission, Parks and Wildlife Department, and the Office of Inspector General at TYC, custodial officers employed by the Department of Criminal Justice (TDCJ) who are certified as having direct contact with inmates, and parole officer or caseworkers employed and certified by the Board of Pardons and Paroles or the TDCJ. The expansion of this supplemental retirement program to include TYC JCOs, case managers, and parole officers would demonstrate the state's appreciation for their service and would be a significant recruitment and retention incentive.

Anticipated Surplus or Shortage of Skills

Other than the previously identified potential shortage of skills associated with difficulty in hiring and retaining certain certified and licensed staff, the agency does not anticipate a future surplus or shortage of skills. In recent years, the agency has greatly enhanced the training required for direct-care and other TYC staff. In addition, the agency has implemented an ongoing training assessment process consisting of feedback from training advisory committees throughout the agency, assessment surveys, and evaluations from course participants. This assessment process helps ensure the agency develops or modifies training programs to meet current training needs in a timely manner. As a result, employees are obtaining and reinforcing the knowledge and skills required for performance of the agency's critical functions, and potential gaps in skill levels are averted. Current training requirements for priority job categories are identified below.

JCO Training Requirements

All JCO staff must complete 320-hours of training prior to being certified for sole supervision of TYC youth. This training includes two weeks of classroom and four weeks of on-the-job training conducted at the JCO's assigned facility and two additional weeks of classroom training conducted in collaboration with Navarro College at the TYC Pre-Service Training Academy in Corsicana, Texas. In addition to training modules on ethics and confidentiality, incident report writing, interpersonal communication skills, Understanding TYC Youth, Texas juvenile justice system, juvenile

health, suicide prevention, and the Prison Rape Elimination Act (PREA), there are other training modules that include the following:

- Behavior Management Training. The 24-hour course entitled Positive Behavior Change System (PBCS) is closely aligned with the CoNEXTions[®] rehabilitation strategies. Direct care staff are provided instruction in the use of cognitive behavioral approaches to assist youth to learn skills which will help them solve problems and manage emotions leading to negative behaviors. Participants learn the common language and general philosophy of the CoNEXTions[®] treatment approach, the mechanics of processing a thinking report, and how to conduct check-ins and behavior groups. Other topics include the characteristics of effective staff and basic approaches to managing undesirable behaviors within a residential setting.
- Juvenile Rights. This 8-hour course explains the constitutional youth legal rights and various related factors to help ensure that youth are provided the rights to which they are entitled and to assist staff in avoiding civil and criminal liability.
- Use of Force Modules. The Use of Force training includes five modules totaling 28 hours. The Policy Training module includes an overview of the TYC use of force policy and plan. The Handle with Care module is designed to give participants an overview and understanding of the self-defense tactics that can be used for self-protection during an altercation with a youth. The Applying Behavior Intervention module is a specific curriculum for verbal intervention and de-escalation, which includes threat assessment techniques, rapid assessment, effective communication, active listening, and diffusion techniques. The other two Use of Force modules relate to use of mechanical restraints and OC Spray.
- Preventing Sexual Misconduct. This 8-hour course covers TYC policies and Texas laws relating to sexual misconduct and inappropriate relations. Topics include staff professionalism, characteristics of vulnerable staff, the manipulations techniques used by youth to obtain things they may desire, and how staff and youth can protect themselves.

Case Manager Training Requirements

Case managers receive a minimum of 380-hours training upon hire, which includes many of the same courses required for JCOs. These courses include ethics and confidentiality, incident report writing, juvenile health, juvenile rights, PREA, preventing sexual misconduct, and suicide prevention. Also included is extensive training on all elements of the CoNEXTions[®] integrated rehabilitative program.

Parole Officer Training Requirements

Parole officers are required to complete a minimum 116 hours of TYC training courses upon hire, which includes the juvenile rights, PREA, and preventing sexual misconduct training courses. Other courses include due process hearing, safety during office and field visits, sex offender registration, and working with sentenced offenders on parole.

Teacher Training Requirements

Teachers are required to complete a minimum 76 hours of TYC training courses upon hire, which includes several of the same courses required for JCOs. These courses include ethics and confidentiality, incident report writing, juvenile health, juvenile rights, PREA, preventing sexual misconduct, and suicide prevention.

Supervisory/Manager Training-Required and Optional

In addition to training that ensures the agency's employees have the necessary knowledge and skills to perform their job duties, training that promotes supervisory effectiveness is a key component to lower employee turnover rates and maintaining a skilled workforce. The Survey of Employee Engagement (SEE) identified supervision as a relative strength for TYC, and a comparison of the 2010 scores with the 2008 scores for the items relating to supervision indicated a substantial improvement in this area. The higher scores for the Supervision Survey Construct may have been influenced by the agency's efforts during the last two years to increase supervisory effectiveness through enhanced supervisory training.

The following supervisory and management training courses are available to TYC supervisors and managers.

- **Introduction to TYC Supervision.** This 40-hour course is required for all newly hired or promoted TYC supervisors. The course covers both the administrative requirements of a TYC supervisor along with an introduction to performance management, communication, teamwork, cultural diversity, and time management. Certified in-house trainers deliver this course.
- **Staff Supervision for Correctional Professionals.** This 32-hour course is required for all new TYC supervisors and was developed by the National Institute of Corrections. The course covers supervisory styles, problem solving, effective communication, encouraging performance, and other supervisory competencies. Certified in-house trainers deliver this course.
- **Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program.** In an effort to assist agencies in succession planning and to prepare personnel in supervisory and mid-management positions for greater responsibility, the Correctional Management Institute of Texas offers a week-long Mid-Management Leadership Program, five times a year, for criminal justice professionals at the George J. Beto Criminal Justice Center.

Classes consist of employees selected, by nomination only, from adult and juvenile probation departments, the Texas Youth Commission, divisions of the Texas Department of Criminal Justice and Texas Sheriff's Departments. Agency Directors may nominate, as program candidates, employees in a supervisory position with potential for promotion or who possess the potential to be promoted into a supervisory position.

- **Governor's Center for Management Development (GCMD) Courses.** The GCMD is a combined effort in state government to provide effective training courses for various levels of managers in Texas state agencies. TYC mid- and

executive-level managers and supervisors may be approved to attend one or more of the courses offered by the GCMD

- **7 Habits of Highly Effective People®**. This 24-hour course is designed to empower people to increase performance capabilities in their personal and professional lives. It teaches participants how to build a future on solid foundations of unchanging principles. The habits include: proactive initiative, results planning, managing time, collaboration, empathic listening, creative problem solving, and personal renewal. The Seven Habits apply at all four levels of leadership. A 360-degree feedback profile instrument is available for managers and supervisors to secure feedback from superiors, peers, and staff. Certified in-house trainers deliver the course.
- **7 Habits for Managers®**. This 16-hour course is a unique, new approach to management development that helps management teams move from getting good results to getting great and enduring results. This workshop gives both new and experienced managers a set of tools that will help them meet all of today's management challenges, including conflict resolution, prioritization, performance management, accountability and trust, execution, team and employee development, and collaboration. Certified in-house trainers deliver the course.

TYC management recognizes the importance of providing TYC employees with knowledge and skills to perform the agency's critical functions. The agency demonstrated its ability to meet current training needs in a timely manner by delivering the training curriculum for the CoNEXTions® program in FY 2009 to approximately 4,000 TYC employees consisting of direct-care staff and caseworkers, administrative staff, parole officers, and parole service assistants. The successful delivery of the training curriculum was one of several factors that allowed the agency to fully implement the reformed treatment program by November 2009. The agency's commitment to the ongoing process of developing, evaluating, and enhancing various curricula and training modules will help ensure that employees continue to acquire and maintain the skills necessary to achieve the agency's critical functions.

Succession Planning

The significant leadership turnover experienced by TYC in recent years underscored the gap in succession planning within the agency. The agency's enhanced supervisory, management, and leadership training programs (described in connection with anticipated surplus or shortage of skills) are a vital factor in the agency's efforts to reduce this gap. The programs help ensure TYC supervisors and mid-management personnel have the skills and knowledge required to assume greater responsibilities when vacancies occur through normal attrition. In addition, the establishment of additional oversight positions to enhance and monitor the delivery of basic functions and services has resulted in a greater applicant pool when vacancies occur in upper and mid-management positions. When employees compete for promotion to the additional oversight positions, their leadership, teambuilding, and program development skills are critical components in the selection process.

GAP ELIMINATION STRATEGIES

Based on the agency’s critical functions and anticipated future staffing requirements, the agency will need to implement strategies to avoid the following potential gaps:

- Gap in the number of required and filled positions requiring specific certifications and licenses
- A shortage of JCOs after the economy recovers and jobs become more available in the labor market

Gap 1	Certified and Licensed Employees
Goal	Increase the agency’s ability to hire certified and licensed staff in a timely manner and retain such staff after hire
Rationale	Enhancements to the agency’s treatment and educational programs have created a greater need for staff with specific certifications and licenses.
Action Steps	<ul style="list-style-type: none"> • Coordinate efforts with the Texas Juvenile Probation Commission to explore solutions with academic institutions and professional associations regarding the shortage of licensed/certified treatment professionals available to work with juvenile offenders. • Ensure that positions having an applicant pool affected by public school contracts are filled prior to the general effective date of such contracts. • Provide recruiters with resources to develop and hire pools of highly-qualified applicants in these positions. • Increase the number of recruiting activities that are focused primarily on these positions. • Increase advertising for these positions in professional publications and on professional websites. • Continue emphasizing the agency’s shift in culture and how this shift enables professional employees to effectively perform their duties. • Continue to recruit interns working toward obtaining a specific license or certification with the understanding that continued employment after hire is contingent upon obtaining the license or certification. • Enhance opportunities to recognize and reward professional development.

Gap 2	Potential Re-emergence of JCO Shortage
Goals	Continue to maintain a JCO applicant pool and further reduce JCO attrition.
Rationale	The agency must continue to implement strategies to help ensure that it will not experience a JCO workforce shortage again after the economy strengthens and more jobs become available in the labor market.
Action Steps	<ul style="list-style-type: none"> • Update recruitment materials emphasizing the agency’s change in culture, the state employee benefits package, and the 3.5% increase in pay to be effective September 1, 2010. • Ongoing identification and reinforcement of strategies to improve the quality of the work environment (e.g., consistent and fair application of HR policies and practices, reduction of staff injuries, reduced need for mandatory overtime, more consistent work schedule). • Continued assessment of the JCO training curriculum to ensure that newly hired JCOs have the necessary skills to perform their duties. • Reinforcement of skills critical to the agency’s change in culture. • Continued enhancement of supervisory training to increase supervisor effectiveness.

CONCLUSION

During the past three years, the agency’s workforce has undergone substantial changes. A significant number of positions were eliminated as part of the agency’s right-sizing efforts. On the other hand, several positions were added that require licenses and certifications necessary for the delivery of specialized treatment programs and enhanced education services. In addition, the JCO shortage, which was previously identified as the agency’s greatest workforce challenge, was eliminated through implementation of innovative recruitment and retention strategies and the impact of the weakened economy on the job market.

The current workforce challenges include recruiting and retaining licensed and certified staff, being prepared to avoid the re-emergence of high turnover rates when the job market becomes more favorable, reinforcing newly acquired skills reflective of the agency’s change in culture, and ensuring staff development programs continue to provide employees with the knowledge and skills required to manage increasingly complex youth needs.

Workforce challenges may change, but they will always exist. External factors such as an increased emphasis on the use of community-based services to address delinquency, variations in TYC’s youth population, and budgetary constraints resulting from the economic climate could significantly change the agency’s current workforce challenges. However, the agency’s outstanding progress in creating a workplace environment that attracts employees who have the necessary skills, ability, and resilience to meet changing workforce challenges will ensure the agency continues to achieve its mission, goals, and objectives.

Appendix F: Survey of Employee Engagement



Survey of Employee Engagement

Texas Youth Commission



Executive Summary

2010

ID: 694

Executive Summary

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694-Texas Youth Commission

Introduction

Thank you for your participation in the Survey of Employee Engagement (SEE). We trust that you will find the information helpful in your leadership planning and organizational development efforts. As an organizational climate assessment, the SEE represents an employee engagement measurement tool based on modern organizational and managerial practice and sound theoretical foundations. In short, the SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Participation in the SEE indicates the willingness of leadership and the readiness of all employees to engage in meaningful measurement and organizational improvement efforts. The process is best utilized when leadership builds on the momentum initiated through the surveying process and begins engagement interventions using the SEE data as a guide. Contained within these reports are specific areas of organizational strengths and of organizational concern.

The SEE framework initially consists of a series of items to ascertain the demography of the respondents. The purpose is to measure whether or not a representative group of respondents participated. The second section contains 71 primary items. These are used to assess essential and fundamental aspects of how the organization functions, the climate, potential barriers to improvement, and internal organizational strengths. The items are all scored on a five-point scale from Strongly Disagree(1) to Strongly Agree(5) and are averaged to produce various summary measures - Constructs, Climate indicators, and the Synthesis Score.

The SEE has 14 Constructs which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Supervision, Team, Quality, Pay, Benefits, Physical Environment, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development, and Job Satisfaction. In the Climate section of the reports are the Climate indicators: Atmosphere, Ethics, Fairness, Feedback, and Management.

The overall survey score, or Synthesis score, is a broad indicator for overall comparison with other entities and when available, over time.

Survey Administration Profile:

Collection Period:

01-11-2010 through 02-08-2010

Collection Method:

1217 online surveys and 242 paper surveys

Additional Items and Categories (if applicable) may be used to target areas specific to the organization. Refer to the Appendix of the Data Report for a complete listing.

- 16 additional items
- Category 1 (20 codes)
- Category 2 (12 codes)

Survey Liaison:

Mary Wood (512) 459-2574
Director
6400 Hwy 290 East Ste 200
Austin, TX 78723

mary.wood@tyc.state.tx.us



Organization Profile

Texas Youth Commission

Organizational Leadership:

ID: 694

- Cheryl Townsend, Executive Director



Synthesis Score:

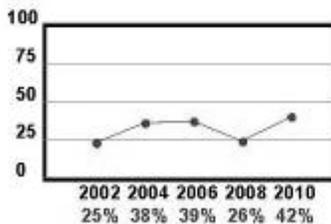
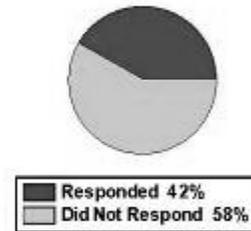
3.32

The Synthesis Score is an average of all survey items and represents the overall score for the organization. For comparison purposes, Synthesis scores typically range from 3.25 to 3.75.

Response Rates

Overall Response Rate

Out of the 3478 employees who were invited to take the survey, 1459 responded. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate problems. At 42%, your response rate is considered average. Average rates mean that many employees have a reasonable investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Other employees may suffer from feelings of alienation or indifference.



Response Rate Over Time

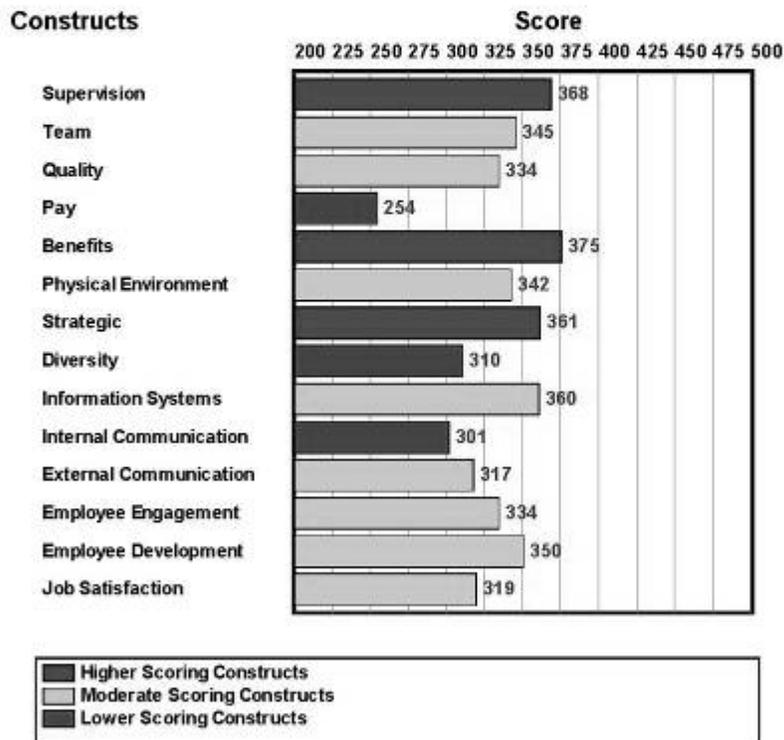
One of the values of participating in multiple iterations of the survey is the opportunity to measure organizational change over time. In general, response rates should rise from the first to the second and succeeding iterations. If organizational health is sound and the online administration option is used, rates tend to plateau around the 60 to 65 percent level. A sharp decline in your response rate over time can be a significant indicator of a current or potential developing organizational problem.



Construct Analysis

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 3 highest scoring constructs are blue, the 3 lowest scoring constructs are red, and the remaining 8 constructs are yellow.

Each construct is displayed below with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



Organizational Typology: Areas of Strength

The following Constructs are relative strengths for the organization:

Benefits

Score: 375

The Benefits construct provides a good indication of the role the benefit package plays in attracting and retaining employees in the organization. It reflects employees' perceptions of how well their benefits package compares to those of other organizations.

High scores indicate that employees view the benefits package positively. The benefits package (health care, vacation, retirement, etc.) is seen as appealing and providing appropriate flexibility. Important benefit items are available at a fair cost. To maintain these scores, it is important to regularly check benefits provided by competing organizations, as well as, examine environment factors that may make existing benefits less desirable.

Supervision

Score: 368

The Supervision construct provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves.

No area in an organization is more important and often more resistant to change than the middle areas of the organization. Improving average Supervision scores requires careful study to determine the correct causative factors, which may include the supervisory selection process, availability of support services, and opportunities for leadership and professional training. A frequent problem with supervisors is that those tasks a person may be successful with are not the same tasks that are required when one is promoted to supervision. Use feedback sessions to discuss the results with employees to make a more complete determination of the factors that influence your Supervision score.

Strategic

Score: 361

The Strategic construct reflects employees' thinking about how the organization responds to external influences that should play a role in defining the organization's mission, vision, services, and products. Implied in this construct is the ability of the organization to seek out and work with relevant external entities.

Average scores suggest that employees feel there is room for improvement in how the organization interprets and understands the environment. Likely there is a concern that some programs are less relevant than in the past and that some processes do not seem knit into an overall vision. In general problems with Strategic stem from these factors: employees having a limited grasp of the goals of the organization, high levels of "silos", organizational components that function in isolation from other organizational processes, and the nature of the specific work being performed. Remedying Strategic requires careful study to determine the correct causative factors but assessing environmental understandings is the starting point. Conduct and compile customer assessments and review findings with staff at all levels. Benchmark processes with similar and competitive organizations. Use the employee feedback sessions to make a more complete determination for the causes of low Strategic scores.



Organizational Typology: Areas of Concern

The following Constructs are relative concerns for the organization:

Pay

Score: 254

The Pay construct addresses perceptions of the overall compensation package offered by the organization. It describes how well the compensation package 'holds up' when employees compare it to similar jobs in other organizations.

Low scores suggest that pay is a central concern or reason for satisfaction or discontent. In some situations pay does not meet comparables in similar organizations. In other cases individuals may feel that pay levels are not appropriately set to work demands, experience and ability. Cost of living increases may cause sharp drops in purchasing power, and as a result, employees will view pay levels as unfair. Remedying Pay problems requires a determination of which of the above factors are serving to create the concerns. Triangulate low scores in Pay by reviewing comparable positions in other organizations and cost of living information. Use the employee feedback sessions to make a more complete determination for the causes of low Pay scores.

Internal Communication

Score: 301

The Internal Communication construct captures the organization's communications flow from the top-down, bottom-up, and across divisions/departments. It addresses the extent to which communication exchanges are open, candid, and move the organization toward goal achievement.

Low scores suggest that employees feel information does not arrive in a timely fashion and often it is difficult to find needed facts. In general, Internal Communication problems stem from these factors: an organization that has outgrown an older verbal culture based upon a few people knowing "how to work the system", lack of investment and training in modern communication technology and, perhaps, vested interests that seek to control needed information. Triangulate low scores in Internal Communication by reviewing existing policy and procedural manuals to determine their availability. Assess how well telephone systems are articulated and if e-mail, faxing, and Internet modalities are developed and in full use.

Diversity

Score: 310

The Diversity construct addresses the extent to which employees feel personal differences, such as ethnicity, social class or lifestyle, may result in alienation from the larger organization and missed opportunities for learning or advancement. It examines how the organization understands and uses creativity coming from individual differences to improve organizational effectiveness.

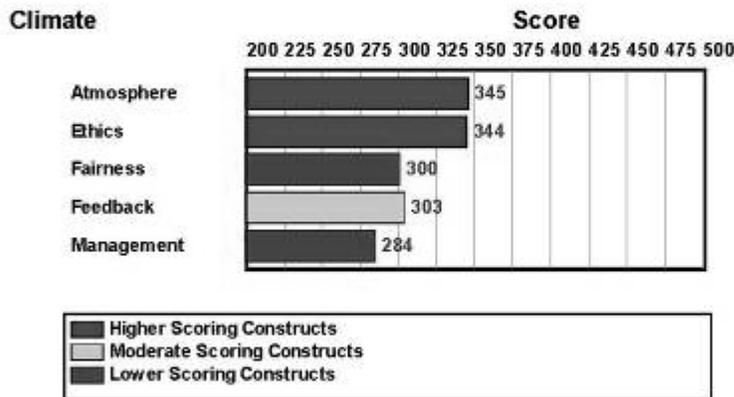
Remedying Diversity problems requires careful review of the organization's demographic numbers as well as how representative various groups are within the hierarchy of the organization. Consider recruitment procedures and training programs for persons that are underrepresented to improve size of candidacy pools for hiring and promotion; conduct community outreach, including recruitment programs with high schools and colleges; establish mentor programs to encourage the development of opportunities for underrepresented groups. Failure to successfully remedy diversity concerns is one of the more serious mistakes leadership can make.



Climate Analysis

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Climate Areas have been color coded to highlight the organization's areas of strength and areas of concern. The 2 highest scoring climate areas are blue (Atmosphere, Ethics), the 2 lowest scoring climate areas are red (Management, Fairness), and the remaining climate area is yellow (Feedback).

Each Climate Area is displayed below with its corresponding score. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



Climate Definitions:

Atmosphere: The aspect of climate and positive Atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.

Ethics: An Ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but that ethical violations are appropriately handled.

Fairness: Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

Feedback: Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.

Management: The climate presented by Management as being accessible, visible, and an effective communicator of information is a basic tenant of successful leadership.



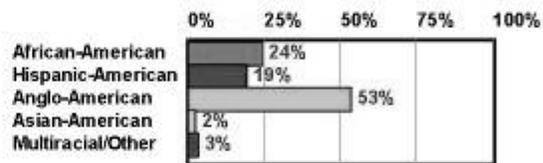
Participant Profile

Demography data help one to see if the Survey response rate matches the general features of all employees in the organization. It is also an important factor in being able to determine the level of consensus and shared viewpoints across the organization. It may also help to indicate the extent to which the membership of the organization is representative of the local community and those persons that use the services and products of the organization. Charts and percentages are based on valid responses.

***Please note that there may be a slight variation between the percentages presented here and those found in the Data Report. This is due to respondents who chose not to answer particular demographic items. All available demographic responses are reported in your Data Report.**

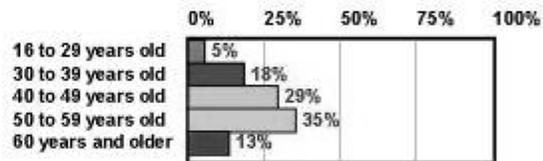
Race/Ethnic Identification

Racial/Ethnic diversity within the workplace provides resources for innovation. A diverse workforce helps ensure that different ideas are understood, and that the community sees the organization as representative of the community.



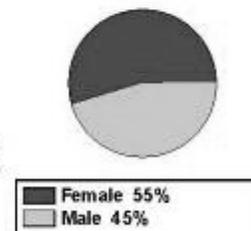
Age

Age diversity brings different experiences and perspectives to the organization, since people have different challenges and resources at various age levels. Large percentages of older individuals may be a cause of concern if a number of key employees are nearing retirement age.



Gender

The ratio of males to females within an organization can vary among different organizations. However, extreme imbalances in the gender ratio when compared to actual gender diversity within your organization should be a source of concern and may require immediate attention as to why one group is responding at different than anticipated rates.



Benchmark Data and Other Resources

Benchmark Categories:

Benchmark Data composed of the organizations participating in the survey are provided in your reports. Benchmarks are used to provide a unit of comparison of organizations of similar mission and size. If you selected to use organizational categories, internal benchmarks between categories as well as over time data illustrate differences and changes along item and construct scores. Our benchmark data are updated every two years and are available from our website at www.survey.utexas.edu. The most current benchmark data are provided in your report. To get a better idea of how this organization compares to others like it, we provide three types of benchmark data: organizations with a similar size, similar mission, and organizations belonging to a special grouping. **The Benchmark Categories for this organization are:**

Organization Size: Size category 5 includes organizations with 1001 to 10,000 employees.

Mission Category: Mission 5 (Public Safety/Criminal Justice)

The Public Safety/Criminal Justice category includes organizations involved in providing public protection and service, and the supervision of adult and juvenile offenders.

Special Grouping: None

Reporting and Other Resources:

A Data Report accompanies this summary. The data report provides greater detail than the executive summary. The data report is largely a quantitative report of the survey responses. Demographic data are presented in percentages and real numbers. Construct means and benchmark comparison numbers are provided on all variables. Item data are broken into mean, frequency counts, standard deviations, and number of respondents. Item benchmark data are also displayed.

Electronic Reports are provided in two formats. First, all executive and data reports are included in pdf files for ease in distribution and for clear printability. This file format is widely used, and a free pdf reader called Adobe Acrobat reader is available from www.adobe.com. The second type of electronic reports are in Microsoft Excel format. These reports are construct and item survey data in a flat spreadsheet format. This allows the user to sort highs and lows, search for individual items, or create custom reports from the survey data.

Using the Survey as a Catalyst for organizational improvement is essential to the survey process. The survey creates momentum and interest. At the end of the executive summary report is a series of suggested next steps to assist in these efforts. Also, we have captured several presentations from other organizations that have used the data in strategic planning, organizational improvement, and employee engagement initiatives. Please visit us at www.survey.utexas.edu for additional survey resources.

Additional Services are available from our group. We conduct 360-Degree leadership and supervisory evaluations, special leadership assessments, customer and client satisfaction surveys along with the ability to create and administer a variety of custom hardcopy and online survey instruments. Consultation time for large presentations, focus groups, or individual meetings is available as well. For additional information, please contact us at anytime.



Next Steps: Interpretation and Intervention

After the survey data has been compiled, the results are returned to the survey liaison, executive director, and board or commission chair approximately one to two months after data collection stops. These individuals are strongly encouraged to share results with all survey participants in the organization. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.

The Executive Summary provides a graphical depiction of the data. Graphical data can easily be reproduced in a company newsletter or website. For additional detailed data, the Data Report is useful for examining survey data on the individual item level. Response counts, averages, standard deviations, and response distributions are provided for each item. Excel files provide electronic access to scores. Scores can be sorted in various ways to help determine strengths and areas of concern. The electronic data can also be used by Excel or other software to create additional graphs or charts. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.

Benchmark data provide an opportunity to get a true feel of the organization's performance. Comparing the organization's score to scores outside of the organization can unearth unique strengths and areas of concern. Several groups of benchmarks are provided to allow the freedom to choose which comparisons are most relevant. If organizational categories were used, then internal comparisons can be made between different functional areas of the organization. By using these comparisons, functional areas can be identified for star performance in a particular construct, and a set of "best practices" can be created to replicate their success throughout the organization.

These Survey Data provide a unique perspective of the average view of all that took the Survey. It is important to examine these findings and take them back to the employees for interpretation and to select priority areas for improvement. This also provides an opportunity for the organization to recognize and celebrate areas that members have judged to be areas of relative strength. By seeking participation and engaging people on how the organization functions, you have taken a specific step in increasing organizational capital. High organizational capital means high trust among employees and a greater likelihood of improved efforts and good working relationships with clients and customers.

Ideas for getting employees involved in the change process:

- Hold small focus groups to find out how the employees would interpret the results
- Conduct small customized follow-up surveys to collect additional information including comments
- Provide employees with questionnaires/comment cards to express their ideas

Ideas for sharing data with the organization:

- Publish results in an organizational newsletter or intranet site
- Discuss results in departmental meetings
- Create a PowerPoint presentation of the results and display them on kiosks



Timeline

March and April: Interpreting the Data

- Data are returned to survey liaisons, executive directors and board members
- Review Survey data including the Executive Summary with executive staff
- Develop plans for circulating all the data sequentially and provide interpretations for all staff

May: Distributing Results to the Entire Organization

- Implement the plans for circulating the data to all staff
- Create 3 to 4 weekly or monthly reports or organization newsletters
- Report a portion of the constructs and items, providing the data along with illustrations pertinent to the organization
- Select a time to have employees participate in a work unit group to review the reports as they are distributed to all staff, with one group leader assigned to every group. The size of the groups should be limited to about a dozen people at a time. A time limit should be set not to exceed two hours.

June: Planning for Change

- Designate the Change Team composed of a diagonal slice across the organization that will guide the effort
- Identify Work Unit Groups around actual organizational work units and start each meeting by reviewing strengths as indicated in the data report. Brainstorm on how to best address weaknesses
- Establish Procedures for recording the deliberations of the Work Unit Group and returning those data to the Change Team
- Decide upon the Top Priority Change Topic and Methods necessary for making the change. Web-based Discussion Groups and Mini-Surveys are convenient technologies
- First change effort begins
- Repeat for the next change target

July and Beyond: Implementation and Interventions

- Have the Change Team compile the Priority Change Topics and Methods necessary for making the change and present them to the executive staff
- Discuss the administrative protocols necessary for implementing the changes
- Determine the plan of action and set up a reasonable timeline for implementation
- Keep employees informed about changes as they occur through meetings, newsletters, or intranet publications
- Resurvey to document the effectiveness of the change



Appendix G: Workforce Development System Strategic Planning

In October 2009, Governor Perry approved *Advancing Texas: Strategic Plan for the Texas Workforce Development System FY2010-FY2015* to support a single strategic plan for Texas' workforce.

System partner agencies include:

- Economic Development and Tourism (EDT)
- Texas Department of Criminal Justice – Windham School District (TDCJ)
- Texas Education Agency (TEA)
- Texas Health and Human Services Commission – Department of Assistive and Rehabilitative Services (HHSC DARS)
- Texas Higher Education Coordinating Board (THECB)
- Texas Veterans Commission (TVC)
- Texas Workforce Commission (TWC)
- Texas Youth Commission (TYC)

Part 1: Long Term Objectives

TYC is responsible for the Long Term Objective (LTO) listed below along with related key actions and strategies the agency will undertake and the anticipated outcomes to be achieved during this strategic plan period (FY 2011-2015).

Responsible Agencies	LTO Ref. No.	Long Term Objective
HHSC (DARS), TDCJ, THECB, TVC, TYC	P5	Partner agencies will gather data from employer customers at appropriate intervals to determine employer needs and satisfaction.

Two agency surveys are responsive to TYC's Long Term Objective:

- Employers participating in the Prison Industry Enhancement (PIE) program are surveyed annually to determine their workforce needs and satisfaction
- An employer re-entry survey is under development to gather data from employers that work with TYC youth on parole. This survey will determine their needs and satisfaction with the referral process, preparedness of youth for employment, and services provided by the Workforce Development Re-entry Specialists (WDRS)

Once the employer re-entry survey is completed, a timeline for implementation will be developed. Methods of distribution and collection will also be assessed. Targeted launch of the survey is August 2010. Data provided by employers will be evaluated for overall experience with WDRS and to identify areas of strengths and weaknesses regarding the referral process and job readiness of youth.

Part 2: Narrative Description

To enhance the agency's initiative to align career and technical education (CTE) courses (approved by the Texas Education Agency) with industry-recognized certifications, TYC will:

- Incorporate green industry equipment into current vocational programs
- Finalize planning for additional vocational programs in the areas of horticulture, welding, and C-Tech Network Cabling
- Continue to ensure that vocational endeavors are aligned with industry certification, where applicable. Collaboration with national or state certifying or licensing entities is ongoing to ensure the quality of programs and instructor training

TYC's WDRS staff help to expand and enhance re-entry assistance for its youth in the areas of employment and vocational training. The responsibility of staff is to work closely with youth on parole to provide assistance with obtaining and maintaining employment and accessing occupational skills training. Staff also work as a part of a re-entry team providing contacts and referrals for youth with support service needs and with community organizations to build resource networks for more comprehensive services. WDRS collaborates with local workforce centers around the state to coordinate employment and training services using Project RIO, summer youth employment, and other federally and state funded programs. WDRS also seek additional collaborations with community and faith-based programs such as:

- Arbor Education and Training
- Service, Deployment and Redevelopment (SER) Jobs for Progress
- Houston and Galveston community colleges
- Good Samaritan
- YouthBuild programs

During the 79th Legislative Session, HB 2837 required data connectivity between TWC, TYC, and TDCJ regarding the workforce development needs of youth and adult offenders who may benefit from assistance through local workforce centers. TYC continues to work with TWC and TDCJ to improve the quality of data that is shared and analyzed to best use captured data for programming and monitoring purposes. Cooperative data-sharing arrangements, strategies, and outcomes are important elements of the state Project RIO Strategic Plan, which is a collaboration of TYC, TWC and TDCJ.

TEXAS YOUTH COMMISSION REFORM

SB 103* & Other Key Measures Implemented

- Abuse Hotline Operated 24/7
- Office of Inspector General Operational
- Office of Independent Ombudsman Operational
- Extensive Criminal Background Checks on Employees
- Zero Tolerance for Sexual Abuse
- Installation and Upgrade of 12,000 Cameras at TYC Secure Facilities
- Release of Non-Sentenced Youth 19 or Older
- 300-Hours of Training for Direct Care Staff
- Plan to Achieve ACA Accreditation, First Three Facilities Accredited
- Advocacy and Support Groups Have Access to Facilities
- Parents' Bill of Rights Governs Family Engagement, Promotes Involvement
- Complying with U.S. DOJ Agreed Order Regarding Evins Facility
- Release Review Panel Operational
- Establishment of Regular Internal Audits
- Creation of a Special Prosecution Unit for TYC
- TYC Youth Handbook Distributed to All Youth at Intake
- TYC Family Handbook Mailed to All Parents From Intake
- New TYC Governance Board
- Release of All Misdemeanant Youth
- Implementation of New Treatment Program - CoNEXTions[®]
- Placing Youth As Close to Home As Possible
- Creation of Equal Programming for Female Offenders
- Improved Staff-to-Youth Ratios to at Least 1:12
- Medical Care Oversight Department Monitors Youth Care
- Alleged Mistreatment Database Alignment with Other TYC Information Systems
- Open-Bay Dorm Reconfiguration Plan Operational
- Overall Youth Population Reduction
- Classification and Assessment Criteria Established
- Enhanced Educational Opportunities for Youth
- Reading Improvement Intervention Program Implemented
- Expansion of Specialized Treatment Opportunities
- Community Justice and Reentry Programs Serving Youth
- Juvenile Justice Systems Coordination and Strengthening Community Partnerships

*80th Texas Legislature, 2007



Appendix I: Coordinated Strategic Plan Elements

GOALS, STRATEGIC ELEMENTS, & TIMELINES BY LEAD AGENCY

The tables below present the three coordinated goals and their associated strategic elements (i.e., key strategic issues and strategies) that resulted from the planning process. Each strategy is assigned a timeline of 2 years (short-term) or 5 years (long-term). In addition, a project was also considered “Ongoing” if there was not a clear ending to the project.

The section following this table discusses selected strategic elements in more detail.

Recommendation	Lead Agency		Timeline		
	TYC	TJPC	2 years	5 years	Ongoing
GOAL A: INCREASE THE CAPACITY OF PROGRAMS TO MEET THE UNIQUE NEEDS OF JUVENILE JUSTICE YOUTH.					
Key Strategic Issue A.1. Promote best practices with special focus on: victim services, family engagement, mental health and substance abuse treatment, and transition services for youth with few or no familial supports.					
Strategy A.1.1. Develop a compendium of existing state-funded juvenile justice services and programs in Texas. – CURRENT INITIATIVE		✓	✓		
Strategy A.1.2. Define and share existing best practices, to include research-driven, statistically proven, and evidence-based programs within state-run and local juvenile justice systems.	✓	✓		✓	✓
Strategy A.1.3. Evaluate the CARE pilot project designed to reintegrate youth back into the community. – CURRENT INITIATIVE	✓	✓	✓	✓	
Key Strategic Issue A.2. Address workforce issues impacting the system.					
Strategy A.2.1. Conduct joint training on youth-related issues for juvenile justice personnel, including best practices and/or research-driven programs and services. – CURRENT INITIATIVE	✓	✓	✓		✓
Strategy A.2.2. Jointly pursue opportunities for increasing the availability of licensed and/or certified professionals to serve juvenile offender populations and their families by working with academic institutions and professional associations.	✓	✓	✓		✓

Recommendation	Lead Agency		Timeline		
	TYC	TJPC	2 years	5 years	Ongoing
– CURRENT TYC INITIATIVE (LSOTP Counselors)					
Strategy A.2.3. Expand cross system participation in co-sponsored conferences with topics related to victims' services, family engagement, mental health and substance abuse treatment, and transition services.	✓	✓		✓	✓
Key Strategic Issue A.3. Strengthen transition support services for youth returning to communities, with special focus on youth with few or no familial supports.					
Strategy A.3.1. Provide every child released from secure care with a robust and realistic transition plan that properly prepares them for the environment to which they are returning.	✓		✓	✓	✓
Strategy A.3.2. Develop systems, including strong and realistic transition planning, for meeting the needs of youth who require more intensive supports for transition to adulthood.	✓		✓		✓
Strategy A.3.3. Explore ways to use the Department of Family and Protective Services' Preparation for Adult Living Program (PAL Program) and locally operated Transition Centers for youth and families in the juvenile justice system.	✓		✓		✓
Strategy A.3.4. Share aftercare providers and resource information.	✓	✓	✓		✓
Strategy A.3.5. Improve the preparation of local education systems to successfully transition juvenile justice youth.	✓			✓	
Strategy A.3.6. Coordinate activities with the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) to enhance access to and availability of appropriate aftercare services.	✓	✓	✓		✓
– CURRENT INITIATIVE					
Key Strategic Issue A.4. Strengthen the diversion of juveniles with mental health needs from the juvenile justice system.					
Strategy A.4.1. Develop protocols for information sharing across agencies to strengthen early diversion.		✓		✓	✓

Recommendation	Lead Agency		Timeline		
	TYC	TJPC	2 years	5 years	Ongoing
Strategy A.4.2. Base decisions regarding youth placements on research-driven risk and needs assessments. – CURRENT INITIATIVE	✓	✓	✓		✓
Strategy A.4.3. Collaborate on the development of culturally competent programs and services.	✓	✓	✓		✓
Key Strategic Issue A.5. Identify the gap between the need for and the availability of mental health and substance abuse programs and services.					
Strategy A.5.1. Assess the degree of need for and the availability of mental health and substance abuse services.	✓	✓		✓	
GOAL B: DEVELOP REALISTIC AND APPROPRIATE MEASURES FOR THE JUVENILE JUSTICE SYSTEM.					
Key Strategic Issue B.1. Use programmatic best practices for developing indicators of success.					
Strategy B.1.1. Establish indicators for measuring programmatic success based on best practices.	✓	✓		✓	
Key Strategic Issue B.2. Expand the definitions of success beyond “recidivism” and other criminogenic measures.					
Strategy B.2.1. Develop common operational definitions of recidivism and success.	✓	✓		✓	
Strategy B.2.2. Develop a methodology to focus on costs and benefits for selected juvenile justice programs.	✓	✓		✓	
Strategy B.2.3. Work with the Legislative Budget Board to develop meaningful and comparable outcome and efficiency measures where appropriate.	✓	✓		✓	
GOAL C: PROMOTE COMMUNICATION AND COLLABORATION THROUGH EXISTING AND FUTURE CROSS-AGENCY AND CROSS-SYSTEM DATA SHARING EFFORTS.					
Key Strategic Issue C.1. Improve the sharing of data and information within the juvenile justice system as well as collaboration with other child-serving agencies.					
Strategy C.1.1. Promote the electronic sharing of youth information between the local juvenile probation departments and TYC. – CURRENT INITIATIVE	✓		✓		✓

Recommendation	Lead Agency		Timeline		
	TYC	TJPC	2 years	5 years	Ongoing
Strategy C.1.2. Continue to explore opportunities to collaborate with other agencies to share information across systems. – CURRENT INITIATIVE	✓	✓	✓	✓	✓
Strategy C.1.3. Improve communication between TYC and local juvenile probation departments on individual youth.	✓		✓	✓	✓

Selected Strategic Elements

This section discusses selected strategic elements from the previous table in more detail.

Goal A: Increase the capacity of programs to meet the unique needs of juvenile justice youth.

Transition and Family Supports (Key Strategic Issue A.3.)

Transition supports are essential for youth returning from secure confinement or other residential treatment, especially for those with few or no family supports. The quality of transition planning and service provision can determine the success of many youth at this stage of the system. Programmatic pre-release stages must prepare youth for realistic obstacles they may confront as they transition back to the community. In fact, it assists youth in developing specific supports and options for solutions as those obstacles arise. Case managers, probation officers, parole officers, multi-disciplinary teams, and others involved in case planning – including the youth – must develop individualized transition plans that are realistic and honest in regard to the youth’s support systems, skill sets, and available services. Plans must include educational attainment, workforce skills, basic living, problem solving, and genuine connections with caring adults.

Texas CARES

Based on a model of collaborative partnerships that include the Bexar County Juvenile Probation Department, Baptist Children and Family Services, Center for Health Care Services, Christian Hope Resource Center, Gary Job Corps, Project QUEST, San Antonio Independent School District, St. Philip’s College, Texas Federation of Families, and the Texas Juvenile Probation Commission, the U.S. Department of Labor recently awarded approximately \$2.8 million in grant funds to the Texas Youth Commission for a comprehensive reentry program for Bexar County juvenile offenders called the Children’s Aftercare Reentry Experience (CARE).

Using a multidisciplinary treatment team approach, CARE will leverage services such as employment counseling and support, education support, and community service opportunities to assist about 450 youth who are transitioning from secure residential facilities in building stable and productive lives in the Bexar County community. Program results will be shared and, as appropriate, replicated in other communities.

The public education system’s

readiness to accept juvenile justice youth is another important aspect of transition success. Educational environments should be receptive to youth who are making efforts to succeed in their transition. The juvenile justice system can assist youth reintegrating back into public school by communicating information about youth transition plans and by working with established programs on campuses that serve as safe places for youth.

Mental Health and Substance Abuse Treatment (Key Strategic Issues A.1., A.3., A.4., A.5)

The highest areas of need for youth in the juvenile justice system are mental health and substance abuse treatment. As explained under “Juvenile Justice System Issues,” the capacity of these systems for inpatient and outpatient services that serve juvenile justice system youth is inadequate for the level of need.

Juvenile Justice Workforce (Key Strategic Issue A.2.)

There continues to be a shortage of licensed and/or certified treatment professionals to work with juvenile offenders. To increase the availability of licensed and/or certified professionals, the agencies will explore solutions with academic institutions and professional associations.

The agencies currently collaborate on joint workforce training and professional conferences. These venues can reflect the coordinated strategic priorities by addressing topics such as victims of juvenile crime, best practices in the juvenile justice system, mental health and substance abuse treatment, risk assessment and diversion, transition supports, family engagement, information sharing and technology, and developing common frameworks for positive youth development.

Victim Services (Key Strategic Issues A.1. and A.2.)

Sharing best practices in the juvenile justice system for victims of juvenile crime and for juvenile offenders, allows for the prevention of future crime, assists in the positive development of youth, and aids in the healing of crime victims. TYC and local probation departments operate widely recognized and successful programs such as Victim Impact Panels, mediation, notification, and others. TYC programs, especially those for serious and violent offenders, aim specifically to build the capacity for empathy in the youth it serves as part of the treatment program. Expanding this treatment element, recognized as an effective intervention, could be beneficial in other treatment settings.

Victim Services: Bridges To Life Program

Bridges To Life (BTL) brings healing to victims of crime, reduces recidivism among offender graduates of the program, and helps make our community a safer place. Using principles of restorative justice, this faith-based nonprofit program brings offenders face-to-face with victims of crime with the goal of empowering victims and rehabilitating inmates by educating offenders about the impact that their actions have had, not only on their families, but also on the families of the victims, their friends, and the community at large. While most of their work takes place in adult prisons, Bridges to Life’s proven and award winning program recently expanded into the juvenile justice service system through a program in the Houston area.

-- Excerpts from BTL website at
[www. Bridgestolife.org](http://www.Bridgestolife.org)

Texas Youth Commission Victims' Bill of Rights

Victims of Juvenile Crime in Texas Have the Right to:

- Protection from harm and threats of harm arising from cooperation with prosecution efforts
- Have the court take the safety of the victim into consideration in determining whether the child should be detained before adjudication.
- Information about relevant court proceedings
- Information concerning the procedures of the juvenile justice system, including preliminary investigation and deferred prosecution; and appeal of the case.
- Provide information to a juvenile court conducting the disposition hearing.
- Information regarding compensation to victims.
- Information about procedures for transfer to parole supervision or transfer to the pardons and paroles division of the Texas Department of Criminal Justice.
- Participate in the transfer process.
- Provide to the Texas Youth Commission information to be considered by the commission before the transfer to parole.
- Information about the transfer to parole supervision or the Texas Department of Criminal Justice.
- Be provided with a separate or secure waiting area from other witnesses, including the child, before testifying at any proceedings.
- Prompt return of any property that is held as evidence, when the property is no longer needed for that purpose.
- Have the attorney for the state notify the employer of the victim, if requested, when the victim needs to be away from work for testimony or cooperation in court proceedings.
- Be present at all public court proceedings.
- Any other right appropriated to the victim of an adult offender.

Intensive Supervision Programs and Services (Statutorily Required Strategic Element)

The Executive Strategic Planning Committee and Workgroups distinguished between intensive treatment and intensive supervision or surveillance programs serving juvenile offender populations.

Due to the cost and a shortage of licensed providers, evidence-based intensive treatment for juvenile offender populations is not available in most local probation departments. In a few counties, Family Functional Therapy (FFT) programs, operated by independent contractors, are provided by local juvenile probation departments (e.g., Tarrant and Potter Counties). Likewise, some local juvenile probation departments provide for Multi-Systemic Therapy (MST) programs (e.g., Harris, Tarrant, Nueces, and Dallas Counties).

TYC Regional Pilot Program

The 81st Texas Legislature provided funding for TYC to implement a regional pilot program for Family Functional Therapy (FFT) and Multi-Systemic Therapy (MST) during Fiscal Years 2009-2010. The Request for Proposal process began in November 2009.

Most local juvenile probation departments provide intensive supervision services; however, many local juvenile probation departments, and TYC in certain locations, contract for electronic monitoring equipment and/or community supervision services.

Agency staff workgroup recommendations for joint intensive services included:

- a) on-going coordination and planning with other joint agency workgroups regarding data-sharing, parole, effective programs and aftercare;
- b) agreement on definitions and outcome measures for the entire continuum of juvenile justice; and
- c) evaluation of the collaborative pilot program between Jefferson County Juvenile Probation Department and TYC.

Goal B: Develop realistic and appropriate measures for the juvenile justice system.

Standard Outcome Measures (Key Strategic Issues B.1. and B.2.)

Using some standard measures for local probation and TYC can provide a baseline from which to compare programmatic success. Currently, TJPC and TYC use agency-level outcomes that are based on their legislative mandates and individual mission statements. Each agency's outcome measures, including recidivism, consider continuity in methodology and capabilities of individual data systems.

The staff workgroup on cross-agency measures recommended the following be considered for standard outcome measures:

- One Year Rearrest Rate for Felony and Misdemeanant Youth
- One Year Reincarceration Rate for Felony and Misdemeanant Youth
- Juvenile Violent Crime Arrest Rate per 100,000

To meet this goal, the agencies will need to jointly develop operational definitions for success and methodology for calculating results.

Positive Youth Outcome Measures (Key Strategic Issue B.1.)

Measuring success goes beyond traditional measures of criminal or delinquent behavior (i.e., recidivism) to developing indicators that are based on the successes of the youth who leave the juvenile justice system. Positive youth outcome measures focus on subsequent quality of life indicators and the practical application of skills (e.g., improved school attendance, reduced disciplinary referrals, reduced inpatient hospitalizations, decreased family conflicts, and identified stress management strategies). Further, positive outcomes incorporate family-focused outcomes such as family stability and conflict management skills.

Costs, Benefits, and Return-on Investment (Key Strategic Issue B. 2.)

The approach of analyzing the overall costs and benefits of juvenile justice programs to strategically address needs of youth in the juvenile justice system was also recommended by the workgroup and Executive Strategic Planning Committee. This type of approach, when produced in conjunction with rigorous program evaluation results, can determine whether the benefits exceed its costs.

"Since all programs cost money, (the process of calculating return on investment) seeks to determine whether the amount of crime reduction justifies the program's expenditures. A program may have demonstrated an ability to reduce crime but, if the program costs too much, it may not be a good investment – especially when compared with alternatives including incarceration."

-- Victims and Offenders, Vol. 4, No. 1, November 2008: pp. 1-35 Evidence-Based Public Policy Options to Reduce Crime and Criminal Justice Costs: Implications in Washington State

Goal C: Promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts.

Juvenile Case Management System (JCMS) (Key Strategic Issue C.1.)

The JCMS is a comprehensive juvenile justice information and case management system that will provide for common data collection, reporting, and management needs of Texas juvenile probation departments, as well as the flexibility to accommodate individualized requirements. JCMS will provide statewide data sharing between the 166 local juvenile probation departments, the Texas Juvenile Probation Commission, and the Texas Youth Commission.

Data Sharing Among Youth-Serving Agencies (Key Strategic Issue C.1.)

Coordination and data sharing discussions and planning should include all known youth-serving agencies. Currently, local juvenile probation departments, TYC, and TJPC have partnerships with other state and local agencies that provide multiple benefits to the efficient operation and delivery of services to youth. Some of these partnerships and goals are:

Texas Correctional Office on Offenders with Medical or Mental Impairments(TCOOMMI) – To identify and provide services to juvenile justice youth both in and transitioning from the juvenile justice system who require continued treatment for medical or mental impairments.

Department of Family and Protective Services (DFPS) – To maximize services and ensure proper custodial oversight of youth served in both the juvenile justice and protective services systems.

Department of State Health Services (DSHS) – To maximize resources and ensure proper care of youth who are eligible for Children’s Health Insurance Program (CHIP) and Medicaid programs.

Department of Public Safety (DPS) – To exchange data and calculate juvenile justice recidivism outcome measures.

Representation on state councils and boards including: the Governor’s Juvenile Justice Advisory Board, Council on Children and Families, Interagency Task Force for Children with Special Needs, Task Force on the Integration of Health and Behavioral Health, Community Resource Coordination Groups, and more.

Areas on which to focus future expansion of data sharing to benefit youth and families include: state and local education, health and human services, and workforce systems.

2010 REPORT ON
**CUSTOMER
SERVICE** 
TEXAS YOUTH COMMISSION

June 2010

Submitted in compliance with Section 2114 of the Texas Government Code, which requires state agencies to develop customer service standards and implement customer satisfaction assessment plans.

Introduction

This report is submitted in compliance with Section 2114 of the Texas Government Code which requires state agencies and institutions of higher education to develop customer service standards and implement customer satisfaction assessment plans. The agency's activities and reporting under this statute were guided by the Governor's Office of Budget, Planning and Policy / Legislative Budget Board Instructions for Preparing Agency Strategic Plans for FY 2011-2015.

This biennium, the agency identified seven external customer groups and surveyed or collected feedback data from six of them. The seven groups are the general public, juvenile courts, juvenile probation departments, families, volunteers, youth, and victims. Formal data collection for this report was conducted using a variety of methods including: individual questionnaires, a web-based survey tool, and analysis of summary results from other feedback vehicles such as the youth complaint system.

In addition to the formal customer satisfaction measures surveyed each biennium for this report, the Texas Youth Commission (TYC) also employs other mechanisms for customer feedback. Many customers utilize these channels, such as talking to staff directly, writing correspondence to various facility and agency management, emailing the TYC mailbox (a general e-mail available to anyone visiting the TYC website), and using the anonymous "Have a Question?" section on the electronic TYC Employee Bulletin Board. All of the feedback gathered through these methods, though often subjective and difficult to measure statistically, are important and considered by management during policymaking and administering services.

The formal customer service surveys for 2010 include the same key elements as in the past in order to measure progress on a common baseline. The agency's priorities for customer service broadly include communication, staff development, safety, organizational infrastructure, and making a difference in the lives of youth.

The agency's Compact with Texans (Appendix A) also aligns with customer service groups and its survey measures. Standards for customer service are presented for each customer group. It is the goal of TYC to provide exemplary customer service on every level and to every person.

Inventory of External Customers by Budget Strategy

The Texas Youth Commission defined external customers as individuals or groups that were directly affected by activities under the agency’s strategies. Customers are: the general public, the judicial system (both courts and juvenile probation departments), families of committed youth, juvenile crime victims, volunteers, and committed youth. The agency distinguished between “external customers” and “resources.” For example, volunteers are external customers under Goal A, as they were protected while working in TYC-operated facilities. In contrast, volunteers are resources under Goals B and C, because they provide services for the benefit of youth and staff.

TYC Goals and Strategies	Primary External Customers					
	Public	Courts & Probation	Families	Victims	Volunteers	Youth
A. Protect the public and provide for TYC youth while in residential care	•	•	•	•	•	•
A.1.1. Assessment and Orientation: Assess and orient youth for appropriate treatment and placement		•	•			•
A.1.2. Institutional Services: Provide TYC-operated secure correctional programs.	•	•	•	•	•	•
A.1.3. Contracted Capacity: Provide additional secure and non-secure residential capacity.	•	•	•	•		•
A.1.4. Halfway House Services: Provide TYC-operated non-secure correctional programs.	•	•	•	•	•	•
A.1.5. Health Care Services: Provide a system of health care.						•
A.1.6. Psychiatric Services: Provide a system of psychiatric services.	•	•	•	•		•
A.1.7. Construct and Renovate Facilities: Construct & renovate TYC facilities for sufficient capacity.	•	•		•		•
	Public	Courts & Probation	Families	Victims	Volunteers	Youth
B. Enable TYC Youth to become productive and responsible citizens.	•	•				•
B.1.1. Education and Workforce Programs: Provide academic, GED, and Workforce Preparation Programs.	•	•				•
	Public	Courts & Probation	Families	Victims	Volunteers	Youth
C. Provide Rehabilitation	•	•	•	•		•
C.1.1. Correctional Treatment: Provide correctional treatment programs.	•	•	•	•		•
C.1.2. Specialized Correctional Treatment: Treatment for capitol/sex crimes, drug abuse, emotional and mental problems.	•	•	•	•		•
C.1.3. Parole Services: Provide a system of parole services	•	•	•	•		•
C.1.4. Interstate Agreement: Interstate agreement on supervision of runaways, probationers and parolees.	•	•	•	•		•
	Public	Courts & Probation	Families	Victims	Volunteers	Youth
D. Indirect Administration	•	•	•	•	•	•
D.1.1. Central Administration	•	•	•	•	•	•
D.1.2. Information Resources	•	•	•	•	•	•
D.1.3. Other Support Services	•	•	•	•	•	•

General Services by External Customer Group

Customers	Services Provided by TYC	
General Public	Case management Community Service Secure Confinement Criminal and Administrative Investigations Education Parole Supervision	Rehabilitation Residential Community-Based Programs Trained Workforce Treatment Programs Toll-free Hotline
Juvenile Courts	Case Management Education Interstate Compact Services Parole Supervision Rehabilitation Residential Community-Based Programs	Secure Confinement Toll-free Hotline Treatment Programs Workforce Training Workshops and Training
Juvenile Probation Departments	Case Management Education Parole Supervision Rehabilitation Residential Community-Based Programs	Secure Confinement Toll-free Hotline Treatment Programs Workforce Training Workshops and Training
Families	Case Management Grievance Process Family Liaisons Parole Supervision Residential Community-Based Programs	Referrals Secure Confinement Toll-free Hotline Treatment Programs Visitation Workshops and Education
Victims of Juvenile Crime	Criminal and Administrative Investigations Conference Participation Notification Referrals	Secure Confinement Toll-free Hotline Victim Liaisons Victim Impact Panels
Volunteers	Annual Awards Recognition Opportunities for Working with Youth	Volunteer Liaisons Workshops and Training
Youth	Assessment Basic Rights Case Management Cognitive-Behavioral Programs Criminal and Administrative Investigations Education Family Services Grievance Process Individual Counseling Managed Health Care Mental Health Services Mentoring Parole Supervision Peer Group Counseling	Positive Behavioral Interventions and Supports (PBIS) Reading Improvement Initiative Rehabilitation Residential Community-Based Programs Secure Confinement Sex Offender Treatment Spiritual Programs Substance Abuse Treatment and Education Toll-free Hotline Treatment Programs Workforce Training Volunteer Opportunities Violent Offender Program

Information Gathering Methods

General Public

As a state agency, the Texas Youth Commission belongs to the general public. This group was included using a survey on the agency's website, but with low response. Additional outreach was not feasible due to costs associated with marketing. The agency will continue to improve its general public survey outreach over time.

Juvenile Courts

TYC surveyed all Criminal District Court Judges using an online survey tool. The items in the survey were designed to measure overall satisfaction with the agency, staff customer service, and specific areas of agency service. The survey elements were consistent with 2008 elements in order to establish a baseline for performance and agency progress. This survey will serve as a model for future customer satisfaction surveys from the agency.

Chief Probation Officers

TYC surveyed all Chief Probation Officers using an online survey tool. The items in the survey were designed to measure overall satisfaction with the agency, staff customer service, and specific areas of agency service. The survey elements were consistent with 2008 elements in order to establish a baseline for performance and agency progress. This survey will serve as a model for future customer satisfaction surveys from the agency.

Families

Parents/Guardians were invited to participate using paper and online survey tools. The items in the survey were designed to measure overall satisfaction with the agency, staff customer service, and specific areas of agency service. This survey will serve as a model for future customer satisfaction surveys from the agency.

Volunteers

Volunteers were invited to participate using paper and online survey tools. The items in the survey were designed to measure overall satisfaction with the agency, staff customer service, and specific areas of agency service. This survey will serve as a model for future customer satisfaction surveys from the agency.

Victims of Juvenile Crime

While the agency has always provided services to victims of juvenile crime, the Texas Youth Commission has not always identified them as direct customers. Services include partnering with the Texas Juvenile Probation Commission to produce an informational brochure for victims of juvenile crime explaining the judicial process and highlighting services and rights. The agency is in the process of developing a cost-effective survey process for victims for the next survey cycle.

Youth

Youth are the primary customer of agency services. A key vehicle for youth feedback is the Youth Grievance System, which, by default, measures youth satisfaction with services provided. Youth may file grievances on any matter. It is important to note that any grievance indicating alleged abuse, mistreatment, neglect, or a potential criminal violation by another youth or staff member is automatically forwarded to the TYC Office of Inspector General (OIG) for investigation.

Customer Service Performance Measures

The following tables list the total number included in each external customer group, the level of response from each group, and the results for required standard performance measures. More specific information for each customer group can be found in the Customer Service Survey Results section of this report.

Required Performance Measures by Customer Group 2010

External Customer	Total in Group	Survey Responses
General Public	N/A	10
Juvenile Courts	442	68
Juvenile Probation Depts.	254	49
Families	3,157*	329
Victims of Juvenile Crime	3,157*	N/A
Volunteers	1,900	237
Youth	3,157	8426**
TOTAL	12,067	9,119

* Estimates based on total number of new youth committed to TYC FY 2009 and FY 2010 through May.

** FY 2010 Year-to-date total number of complaints filed with Youth Grievance System

Agency Customer Service Performance Measures and Results 2000-2010

EXPLANATORY & OUTPUT MEASURES	2000	2002	2004	2006	2008	2010
Total Customers Identified	12,371	11,938	11,567	12,917	18,024	12,067
Total Customer Groups Inventoried	5	3	3	3	7	7
Total Customers Surveyed	Not Available			1,824	1,876	5,282*
Total Customers Served	12,371	11,938	11,567	12,917	18,024	12,067
<i>* Includes the total population because all youth have access to the grievance system to express their thoughts and concerns.</i>						
OUTCOME MEASURES						
Percentage of Juvenile Justice Professionals Expressing Overall Satisfaction with Services Received	80%	89%	86%	82%	62%	72%
Percentage of Juvenile Justice Professionals Identifying Ways to Improve Service Delivery	31%	24%	33%	30%	63%	50%
Percentage of Parents Expressing Overall Satisfaction with Services Received	67%	66%	65%	59%	74%	76%
Percentage of Parents Identifying Ways to Improve Service Delivery	31%	24%	33%	30%	20%	36%
EFFICIENCY MEASURES						
Cost per Survey	\$6.79	\$5.97	\$8.13	\$9.21	\$1.60	<\$1.00*
<i>* TYC has achieved significant cost reduction in administering surveys by utilizing free, web-based survey tools.</i>						

Agency Improvements for Information Gathering

The following items were identified as areas of improvement for the agency's future customer satisfaction assessments:

- Create and automate survey tool for victims of juvenile crime
- Standardize items related to overall agency performance
- Routinely maintain secure electronic files with updated email addresses for each customer group
- Systematically capture parent/guardian information for each youth in electronic files. Implement a data collection and maintenance process for parent/guardian email addresses
- Develop a tool and process for surveying youth
- Increase accessibility to surveys through distribution of paper copies at all TYC locations, the agency's web site, and regular mail
- Maintain a subscription to an online survey tool
- Improve coordination of the administration of various survey tools.

Customer Service Survey Results

Juvenile Justice Professionals: The following is a combination of responses from the chief juvenile probation officers and juvenile court judges. This year more judges responded compared with 2008 when more chiefs responded. Overall, there were fewer respondents in this category (130 in 2008 to 104 in 2010). The percentages reflect only those who answered a question, and exclude those who said they didn't know or that it was not applicable.

Positive Results:

- There has been an overall improvement in customer satisfaction in TYC, increasing from 61.7% positive responses in 2008 to 72.4% in 2010.
- Regarding the question of whether TYC is meeting the needs of youth committed from their jurisdiction, the response has improved from 58.3% to 73.2%
- The respondents were very positive about TYC staff: 96.8% believe staff are courteous, 94.6% think staff care about youth, 83.4% think staff are knowledgeable
- 80.4% of the respondents said they believe youth are safe at TYC, 78.4% think TYC facilities are safe

Areas Needing Improvement:

- 71.1% of respondents indicated TYC provides quality treatment options for youth, 65.9% thought TYC provides appropriate treatment options for youth
- Respondents expressed concern with TYC parole and transitional (re-entry) opportunities: 54.4% are satisfied with TYC's parole supervision (the only question with less satisfaction in 2010 than 2008, decreasing from 56.1% to 54.4%), 50.7% believe TYC provides quality transitional (re-entry) opportunities for youth

- Respondents do not believe institutions are a reasonable distance away from their jurisdictions (this question received the lowest positive response rate in 2010): 49.7% believe TYC's secure institutional facilities are a reasonable distance

The survey's narrative section allowed juvenile justice officials to make these recommendations:

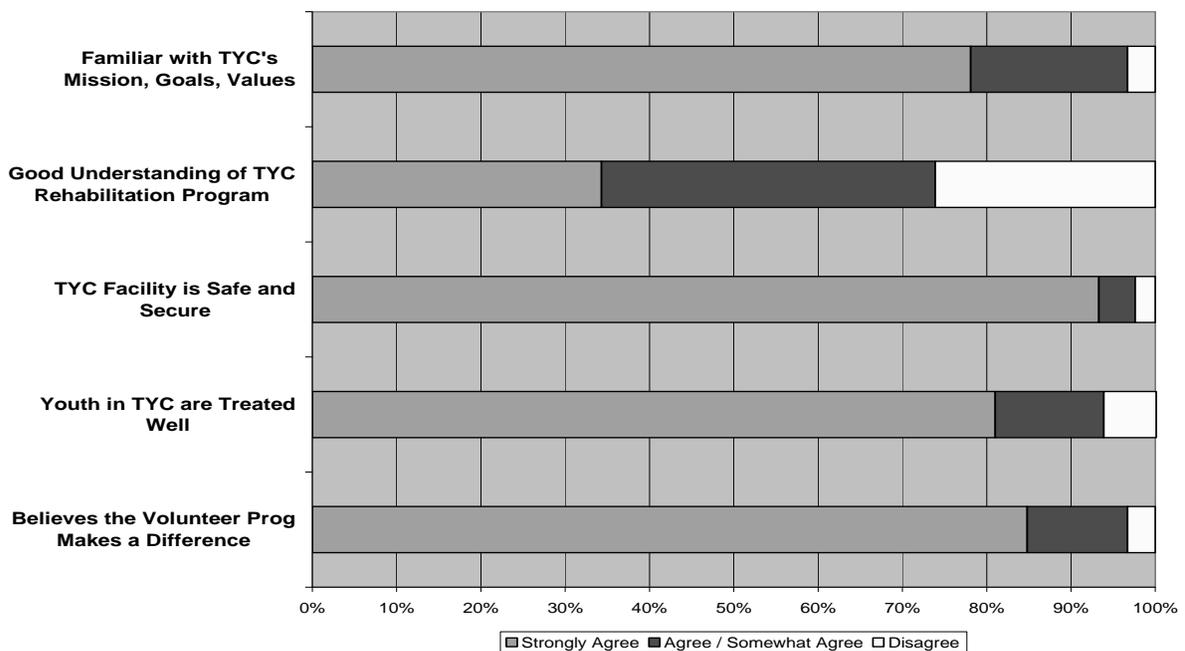
- Coordinate with juvenile probation on standards for case management and correctional staff, updating parole statuses, and cross-training staff.
- Expand parole and treatment programs while on parole.
- Place more emphasis on 'earning parole' by completing treatment programs than on minimum lengths of stay.
- For the most serious offenders, emphasize treatment program completion and increase coordination with local communities.
- Regionalize services and staff training.
- Increase and improve the sex offender treatment program.
- Align case plans with individual needs.

Opinion Change from 2008 to 2010 Juvenile Justice Professionals

Question	Avg. 2010 Agree	Avg. 2008 Agree	Avg. Change
TYC provides families an opportunity for involvement	86.4%	57.6%	28.8%
Youth are safe at TYC	80.4%	60.4%	20.0%
I am satisfied with overall communication with TYC.	77.1%	58.1%	19.0%
TYC provides services for victims of crime	73.3%	58.1%	15.2%
TYC provides volunteers with opportunities for involvement	64.0%	49.1%	14.9%
TYC meets the needs of youth committed from my jurisdiction	73.2%	58.3%	14.9%
TYC provides quality treatment options for youth	71.1%	56.8%	14.3%
TYC's complaint process is simple and timely	69.0%	55.0%	14.0%
TYC facilities are safe	78.4%	64.7%	13.7%
TYC staff are courteous	96.8%	84.8%	12.0%
TYC staff care about youth	94.6%	84.7%	9.9%
TYC provides volunteers an opportunity for involvement	95.0%	85.8%	9.2%
TYC provides accurate information	78.6%	70.4%	8.1%

TYC's parole and transitional centers are located at a reasonable distance from/within my jurisdiction	65.1%	58.2%	6.9%
TYC staff are knowledgeable	83.4%	76.9%	6.5%
TYC provides appropriate treatment options for youth	65.9%	60.9%	4.9%
TYC provides quality transitional (re-entry) opportunities for youth.	50.7%	45.9%	4.8%
TYC's secure institutional facilities are located at a reasonable distance from/within my jurisdiction	49.7%	46.8%	2.8%
I am satisfied with TYC's parole supervision	<u>54.4%</u>	<u>56.1%</u>	<u>-1.6%</u>
Total	72.4%	61.7%	10.7%

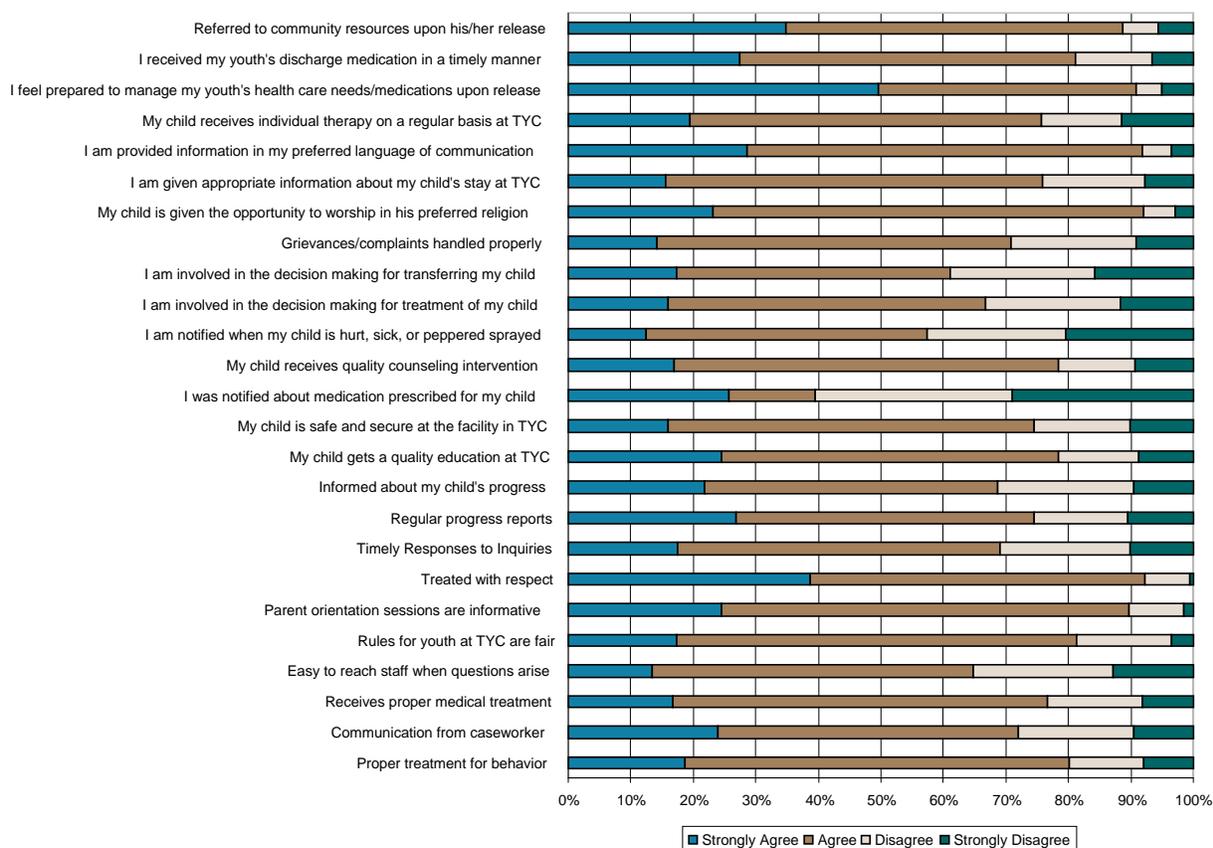
Volunteers: Each enrolled volunteer was invited to evaluate their experience. Satisfaction surveys were emailed to more than 1,100 volunteers, with 237 – or 22% - completing their surveys online utilizing surveymonkey.com. The survey responses were carefully reviewed and the following highlights recorded:



- Of the volunteers responding to the survey, 38% are mentors, 36% are chaplaincy volunteers, 27% are Epiphany Ministry volunteers, 20% are council members, 8% are tutors, and 6% provide skills groups to youth.
- 96% believe the volunteer program makes a positive difference in the lives of TYC youth

- 97% strongly agree or agree that they are making a meaningful contribution to the youth of TYC, and their time volunteering is well-spent.
- 90% strongly agree or agree that they are fulfilling their volunteer commitment to TYC.
- 94% strongly agree or agree that they feel respected, appreciated, and recognized by staff.
- 12% complained that they were not alerted to schedule and policy changes.
- 97% feel the local community relations coordinator is available to them for guidance, information, assistance, and input.
- 91% of volunteer respondents strongly agree or agree they are provided adequate time, space, and equipment to do their jobs.
- 95% of volunteer respondents feel adequately trained to do their volunteer job; however, a large number have not yet become familiar with the agency's new rehabilitation program.
- 93% of volunteers surveyed believe the TYC facility in which they work is safe and secure for everyone. Only 5 of the 209 respondents expressed a safety concern, and those statements regarded the safety of the employees.
- 96% of the respondents would refer a friend or family member to volunteer at TYC.

Families: Customer service surveys were made available to family members of TYC youth during February 21, 2010 through March 13, 2010. The survey was made available at family visitation sessions and all family events held at facilities during this time span. It was also available electronically to a small number of parents for which the agency had email addresses, and a few facilities mailed out the survey to all their families. The survey was available in English and Spanish. A total of 329 surveys were collected.



The narrative section of the survey allowed families the opportunity to make these recommendations:

- Allow families to bring cameras to graduation ceremonies and other special events
- Allow families to bring family pictures to share with their youth at visitation sessions
- Provide vending machines with healthy snacks and keep vending machines well stocked
- Bring TYC youth to visitation sessions and other events in a timely manner
- Overall, the responses from families were favorable (agree or strongly agree). The most favorable responses continue to be for respectful treatment of families, religious services for youth, and language specific communication with families.
- The most unfavorable responses were related to family notification youth who are hurt, sick, or pepper sprayed.

Youth: One way to monitor youth satisfaction in terms of customer service is through the agency's youth grievance system. These are complaints that typically relate to conditions and the provision of services and are separate from allegations of abuse, neglect, mistreatment, or criminal violations. Those types of cases are investigated through the TYC Office of Inspector General (OIG). If a youth uses the grievance system to file an allegation of abuse, neglect, mistreatment, or criminal violation, the case is automatically forwarded to the OIG. The following chart presents the number of total allegations filed and investigated for FY 2010-to-date.

Youth Grievances Filed for FY 2010-To-Date									
Category Name	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	YTD totals
Total Filed	1282	1228	950	984	848	1070	1087	977	8426
Basic Rights Violation	321	316	246	276	196	253	304	274	2186
Discipline	191	204	163	171	131	159	157	115	1291
Local Authority	104	134	67	67	67	88	95	105	727
Staff Conduct	232	215	169	154	146	169	162	167	1414
Medical Issues	70	59	57	38	52	57	52	54	439
Rule or Policy	21	7	7	8	4	5	5	5	62
Lost or Destroyed Form	5	2	14	52	64	149	120	79	485
Education	21	11	16	13	8	18	21	27	135
Security	13	8	8	8	5	4	11	6	63
Transfer Request/Furlough/Parole	93	94	63	80	66	49	54	62	561
Specialized and Other Treatment Programs	15	9	8	10	12	11	14	10	89
Facility Conditions	21	17	20	22	17	18	23	11	149
Recreation	4	2	1	1	3	3	7	2	23
Personal Property	44	46	26	29	19	27	16	27	234
Hygiene	25	22	17	10	20	17	12	15	138

Direct Appeal to Executive Commissioner	0	0	1	2	2	2	4	3	14
Other: Parole, 24 Hr Emergency, Conference Request, Void/Issued not used, etc.	8	82	67	43	36	41	30	15	322

General Public: The following table represents the average response rate from people who identified themselves as members of the general public by participating in the general public survey available on TYC's website. Though the response rate in this category was low, only ten respondents, this feedback is important. It represents the opinions of people who care enough about TYC to take the time to make their voices known, whether they agree or disagree with the statements posed to them in the survey.

2010 Survey Responses from the General Public		
	Agree	Disagree
TYC Meets Needs	66.7%	33.3%
TYC Meets Expectations	50.0%	50.0%
Satisfied With Communication	33.3%	66.7%
TYC Provides Accurate Information	77.8%	22.2%
Staff Knowledgeable	66.7%	33.3%
Youth Are Safe	60.0%	40.0%
Staff Care About Youth	88.9%	11.1%
Staff Are Courteous	80.0%	20.0%
Complaint Process Simple and Timely	50.0%	50.0%
Family Involvement	88.9%	11.1%
Volunteers	87.5%	12.5%
Appropriate Treatment	55.6%	44.4%
Quality Treatment	66.7%	33.3%
Services For Victims	50.0%	50.0%
Quality Re-entry	57.1%	42.9%
Satisfied With Parole	<u>28.6%</u>	<u>71.4%</u>
Total	63.5%	36.5%

Conclusion

The contributions of each customer group are essential to developing and implementing effective and responsive programs at TYC. TYC incorporates feedback as a regular part of management decision-making. For initiatives to be successful, staff and youth must have their concerns addressed. Additionally, areas of service that are well-received must be recognized.

TYC has improved its overall position regarding customer service since the report in 2008 among juvenile justice professionals and family members. Particularly noteworthy are the high

marks for staff members being courteous and respectful. This is evident among juvenile justice professionals, volunteers, family members, and the general public.

There are also key areas identified for improvement. This report has been helpful in determining that on-whole, stakeholders wish to have a better understanding of the new TYC CoNEXTions[®] Treatment Program and expect better results from TYC parole services. Family members also expressed concerns about whether they would be, or are being properly notified if their child is sick, has a prescription medication change.

As a state agency, TYC must be ultimately responsive to its largest customer group – the tax payers. The agency must provide effective services that are also efficient. This biennial report and survey process provides valuable information toward achieving that objective.

“Try to stick with the positive peers and they’ll help you stay out of trouble.”

– Youth A.G. (Dallas Parole)