



TEXAS  
JUVENILE ★ JUSTICE  
DEPARTMENT

## **Texas Juvenile Justice Department**

### **Board Informational Packet May 30-31, 2013**

This packet includes materials for agenda items that do not require action by the board. For that reason, the page numbers on these documents do not correspond with the packet the board is reviewing.



Texas Juvenile Justice Department  
Board Meeting

11209 Metric Boulevard – Lone Star Conference Room  
Austin, TX 78758  
Friday, May 31, 2013 – 9:00 a.m.

1. Call to order
2. Prayer
3. Pledge
4. Excuse absences
5. Public comments
6. March 22, 2013 board meeting minutes (Action)
7. Report from the Chairman
8. Report from the Executive Director
9. Legislative updates
10. Independent Ombudsman comments
11. Report from the Inspector General
12. Report from the Advisory Council
13. Finance and Audit Committee report
14. Programs Committee report
15. Safety and Security Committee report
16. Audit of alleged mistreatment investigations (Action)
17. Audit of student use pcs and flash drives (Action)
18. Audit of York House (Action)
19. Repurposing closed facilities: Crockett State School (Action)

20. Secure Residential Specialized Program Services (Action)
21. Appropriations update and proposed agency budget methodology for FY 2014-2015 (Action)
22. Acknowledgement of gifts (Action)
23. Discussion and possible adoption of proposed amendments to administrative rule 380.9561, relating to Detention for Youth Pending Level I or II Hearing (Action)
24. Discussion and possible adoption of proposed amendments to the following sections of 37 TAC Chapter 343 (Secure Pre-Adjudication Detention and Post-Adjudication Correctional Facilities) (Action)
 

a. 343.100	l. 343.350
b. 343.212	m. 343.400
c. 343.224	n. 343.404
d. 343.240	o. 343.446
e. 343.288	p. 343.600
f. 343.302	q. 343.602
g. 343.332	r. 343.604
h. 343.340	s. 343.638
i. 343.342	t. 343.810
j. 343.346	u. 343.812
k. 343.348	
25. Discipline of Certified Officers – Default Judgment Orders (Action)
  - a. Marcus Carter, DH-13-24045
  - b. John Groneman, DH-13-23064-120192
  - c. Aubrey Higgins, DH-13-26403-130018
  - d. Steven Mojica, DH-13-26874-120374
  - e. Thomas Clayton, DH-15514-130013
  - f. Reginald Carter, DH 13-0348-130013
26. Discipline of certified officer - Agreed Order (Action)
  - a. Martina Fowler, DH-13-17838-120188
27. Discussion and possible approval to publish the proposed repeal of 37 TAC §380.8761 (Substance Abuse Services) in the Texas Register for a 30-day public comment period. (Action)
28. Discussion and possible adoption of proposed amendments to 37 TAC §380.9503 (Rules and Consequences for Residential Facilities), approval of responses to public comments, and approval of expedited effective date. (Action)
29. Discussion and possible approval of new Texas Administrative Code Chapter 355 (relating to Non-Secure Correctional Facility) for immediate adoption on an emergency basis. (Action)
30. Closed Session – Executive Session
  - a) §551.072 deliberation regarding real property
  - b) Discussion of current litigation

c) Discussion of personnel matters

31. Reconvene in open session, discussion and possible action regarding matters deliberated in closed Executive Session (Action)

32. Adjourn

- The Texas Juvenile Justice Department Board reserves the right to limit the time and scope of public comments as deemed appropriate by the Board.
- The Board of the Texas Juvenile Justice Department reserves the right to take formal board action on any posted agenda item if necessary.
- Items may not necessarily be considered in the order in which they appear on the agenda.
- The Board of the Texas Juvenile Justice Department may go into closed session as authorized by the Texas Open Meetings Act as codified in Texas Government Code Section 551.071 with respect to any item.

## Legislative Bill Tracking Update

<b>Texas Juvenile Justice Department</b>		
HB 1318	Author:	Turner, Sylvester
	Last Action:	05/23/2013 Sent to the Governor
	Caption:	Relating to modify the duration of a youth's detention following a detention hearing and the appointment of counsel. This bill authorizes the court entering each subsequent detention order to determine the duration of the detention, but in no event may the detention period specified in a subsequent detention order extend for [no] more than 10 working days, except in a county that does not have a certified juvenile detention facility, as described by Section 51.12(a) (3), each subsequent detention order may not exceed 15 working days.
HB 1968	Author:	Deshotel
	Last Action:	05/18/2013 Signed by the Governor
	Caption:	Relating to the transfer of Al Price property from the Texas Juvenile Justice Department to Jefferson County.
**HB 2733	Author:	White
	Last Action:	05/27/2013 Sent to the Governor
		Statutory provisions giving authority to the former TYC and TJPC to obtain criminal history records information from the Texas Department of Public Safety (DPS) is combined into one statute; information regarding public servant will be kept confidential; TJJD board would have the authority to delegate to the executive director or any employee of TJJD to adopt rules; the director of state programs and facilities is included as a member of the advisory council; Human Resources Code provisions referring to detention officers would reference supervision officers; due date for providing certain reports is changed from a yearly to even-numbered year; and requirement to conduct criminal history records checks on contractors or employees of contractors are limited to those individuals who have direct access to youth.
SB 157	Author:	Hegar
	Last Action:	04/24/2013 Signed by the Governor
	Caption:	Repeals Section 17, Chapter 952 (HB 3391) Acts of the 81st Legislature, Regular Session, 2009, requiring TPWD and TYC to seek Attorney General representation to modify the terms of the Parrie Haynes Trust to designate TPWD as trustee.

## Legislative Bill Tracking Update

SB 511	Author:	Whitmire
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to the commitment of certain juveniles to local post-adjudication secure correctional facilities in certain counties and to the release under supervision of those juveniles.
SB 1003	Author:	Carona
	Sponsor:	Guillen
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to creating a new task force that would conduct a review of administrative segregation and seclusion policies of facilities in Texas and develop methods to reduce the number of inmates and juveniles housed in administrative segregation or restrictive confinement, and provide inmates and juveniles housed in administrative segregation with increased access to programs, services, and mental health treatment. The task force would be abolished 8/31/2015.
SB 1769	Author:	Rodríguez
	Last Action:	05/26/2013 Sent to the Governor
	Caption:	Relating to the creation of an advisory committee to examine the fingerprinting practices of the Texas Juvenile Justice Department. Requires review of fingerprinting practice for misdemeanor offenders.
<b>Juvenile Justice/Family Issues</b>		
HB 144	Author:	Raymond
	Last Action:	05/16/2013 Sent to the Governor
	Caption:	Relates to amending Family Code Section 51.20, Physical or Mental Examination. As proposed, Subsection (a) expands the scope of the court-ordered physical or mental examination used to determine whether a child under the jurisdiction of the juvenile court has a mental illness or suffers from mental retardation. Under the new provision, the court order under Section 51.20, Family Code would also be utilized to ascertain whether a child suffers from chemical dependency as defined in statute. Current law requires these examinations to be performed by a disinterested expert (e.g., physician, psychiatrist, psychologist, etc.)—this bill would not change that requirement.

## Legislative Bill Tracking Update

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HB 528	Author:	Turner, Sylvester   Giddings   Miles   Wu
	Sponsor:	Whitmire
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to the restriction of access to the records and files of a child charged with or convicted of certain fine-only misdemeanor offenses.
HB 694	Author:	Phillips
	Sponsor:	Whitmire
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to access by certain military personnel to juvenile and criminal history information.
HB 1227	Author:	Dukes
	Sponsor:	Williams
	Last Action:	05/22/2013 Sent to the Governor
	Caption:	Relating to the use of an Internet application to allow access by court-appointed volunteer advocates to child protective services case information.
HB 1366	Author:	Lucio III
	Sponsor:	Rodríguez
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to certain procedures in family or juvenile law proceedings.
**HB 2862	Author:	McClendon
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to makes technical and corrective amendments to various provisions of Title 3 of the Family Code and related statutes. Section 54.02 (s), Family Code as added, clarifies the public status of certain records transferred from juvenile court to the district court relating to determinate sentence proceedings.
SB 92	Author:	Van de Putte
	Last Action:	05/14/2013 Sent to the Governor
	Caption:	Relating to the designation of a juvenile court and a pre-adjudication diversion program for certain juveniles alleged to have engaged in conduct that violates certain penal laws regarding prostitution.

## Legislative Bill Tracking Update

SB 393	Author:	West
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to the deferral of prosecution of children accused of certain Class C misdemeanors for referrals by school districts. The bill authorizes the hiring of a juvenile case manager to provide supervision and early intervention services to juvenile-aged youth in justice or municipal court that have been referred by the school district for certain Class C school offenses.
SB 670	Author:	Whitmire
	Last Action:	05/13/2013 Sent to the Governor
	Caption:	This provision outlines the exceptions to disclosure under 58.007 of the Family Code regarding physical files and records. This new language clarifies that the physical files and records may be inspected and copied by the enumerated persons and entities.
<b>Code of Criminal Procedure</b>		
SB 394	Author:	West
	Last Action:	05/20/2013 Sent to the Governor
	Caption:	Relating to restricting access to records of children convicted of or receiving deferred disposition for certain misdemeanors. The records shall be closed and kept confidential.
SB 395	Author:	West
	Last Action:	05/20/2013 Sent to the Governor
	Caption:	Relating to a defendant child to choose between paying a fine and court costs or performing community service. It also allows for the waiver of payment and fines for indigent defendant children.
<b>Education</b>		
SB 831	Author:	Taylor
	Sponsor:	Coleman   Márquez   Rose   Burkett   Davis, John
	Last Action:	05/27/2013 05/20/2013 Sent to the Governor
	Caption:	Relating to a list of mental health, substance abuse, and suicide prevention programs that may be selected for implementation by public schools.
<b>Health and Human Services</b>		
HB 748	Author:	Raymond
	Sponsor:	Nelson
	Last Action:	05/16/2013 Sent to the Governor
	Caption:	Relating to a waiver allowing the Department of Family and Protective Services to use certain federal funds to test innovation strategies in child welfare programs.

## Legislative Bill Tracking Update

HB 915	Author:	Kolkhorst   Gonzalez, Naomi   Burkett   Naishtat   Dukes
	Sponsor:	Nelson
	Last Action:	05/20/2013 Sent to the Governor
	Caption:	Relating to the administration and monitoring of health care provided to foster children.
HB 1648	Author:	Raymond
	Sponsor:	Nelson
	Last Action:	05/16/2013 Sent to the Governor
	Caption:	Relating to the confidentiality of certain information held by the Department of Family and Protective Services.
SB 7	Author:	Nelson
	Sponsor:	Raymond
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to improving the delivery and quality of certain health and human services, including the delivery and quality of Medicaid acute care services and long-term services and supports.
SB 8	Author:	Nelson
	Sponsor:	Kolkhorst   Bonnen, Greg   Zerwas   Sheffield, J. D.
	Last Action:	05/27/13 Signed by the House and Senate
	Caption:	Relating to the provision and delivery of certain health and human services in this state, including the provision of those services through the Medicaid program and the prevention of fraud, waste, and abuse in that program and other programs.
SB 66	Author:	Nelson
	Sponsor:	Laubenberg
	Last Action:	05/27/2013 Signed in the House and Senate
	Caption:	Relating to the child fatality review team committee.
SB 330	Author:	Huffman
	Sponsor:	Thompson, Senfronia
	Last Action:	05/18/2013 Signed the Governor
	Caption:	Relating to certain information to which a social study evaluator is entitled in a suit affecting the parent-child relationship; providing a criminal penalty.
SB 717	Author:	West
	Sponsor:	Naishtat
	Last Action:	05/22/2013 Sent to the Governor
	Caption:	Relating to consent by a minor to housing or care provided through a transitional living program.

## Legislative Bill Tracking Update

SB 886	Author:	Uresti
	Sponsor:	Lewis
	Last Action:	05/12/2013 Sent to the Governor
	Caption:	Relating to extended foster care for certain young adults and the extended jurisdiction of a court in a suit affecting the parent-child relationship involving those young adults.
SB 1589	Author:	Zaffirini
	Sponsor:	Dukes
	Last Action:	05/13/2013 Sent to the Governor
	Caption:	Relating to assistance and education regarding personal finance for certain children in foster care.
<b>Health and Safety Code</b>		
HB 124	Author:	Anderson   Stephenson   Price   Flynn
	Sponsor:	Campbell
	Last Action:	05/23/13 Sent to the Governor
	Caption:	Relating to the addition of Salvia divinorum and its derivatives and extracts to Penalty Group 3 of the Texas Controlled Substances Act.
<b>Human Resources Code</b>		
SB 428	Author:	Nelson
	Sponsor:	Raymond
	Last Action:	05/22/2013 Sent to the Governor
	Caption:	Relating to background and criminal history checks for parents or other relatives of children in residential child-care facilities.
SB 1356	Author:	Van de Putte
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to requiring trauma-informed care training for county and state juvenile probation and correctional officers.
<b>Municipal Court/Truancy</b>		
HB 1479	Author:	Villarreal
	Sponsor:	Van de Putte
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to establishing a committee in certain counties to recommend a uniform truancy policy.
SB 1114	Author:	Whitmire   West
	Sponsor:	Herrero
	Last Action:	05/25/2013 Sent to the Governor
	Caption:	Relating to the prosecution of certain misdemeanor offenses committed by children and to school district law enforcement.

## Legislative Bill Tracking Update

SB 1234	Author:	Whitmire
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to the establishment of progressive sanctions for students who fail to attend school and to the repeal of the offenses of failure to attend school and parent contributing to nonattendance.
SB 1419	Author:	West
	Last Action:	05/28/2013 Signed by the House and Senate
	Caption:	Relating to funding for juvenile case managers through certain fees and court costs and to the establishment of the truancy prevention and diversion fund in county court, justice court, municipal court, school districts, juvenile probation departments, or other appropriate governmental entity.
<b>Mental Health</b>		
HB 808	Author:	Zerwas
	Sponsor:	Deuell
	Last Action:	05/20/2013 Sent to the Governor
	Caption:	Relating to the authority of a psychologist to delegate the provision of certain care to a person under the psychologist's supervision, including a person training to become a psychologist.
HB 1191	Author:	Burkett
	Sponsor:	Zaffirini
	Last Action:	05/20/2013 Sent to the Governor
	Caption:	Relating to certain information about housing for persons with mental illness provided through the Texas Information and Referral Network Internet site.
SB 34	Author:	Zaffirini
	Sponsor:	Naishtat
	Last Action:	05/25/2013 Sent to the Governor
	Caption:	Relating to the administration of psychoactive medications to persons receiving services in certain facilities.
SB 294	Author:	Van de Putte
	Sponsor:	Menéndez
	Last Action:	05/14/2013 Signed by the Governor
	Caption:	Relating to extending a local behavioral health intervention pilot project.

## Legislative Bill Tracking Update

SB 421	Author:	Zaffirini
	Sponsor:	Naishtat
	Last Action:	05/27/2013 Signed by the House and Senate
	Caption:	Relating to the Texas System of Care and the development of local mental health systems of care for certain children.
<b>Penal Code</b>		
HB 1228	Author:	Dukes   Thompson, Senfronia   Raymond   Harless   Zerwas
	Sponsor:	Davis
	Last Action:	05/23/2013 Sent to the Governor
	Caption:	Relating to consideration by the court of sexual abuse and conduct that constitutes sexual assault in certain suits affecting the parent-child relationship.
HB 1606	Author:	Moody
	Sponsor:	Carona
	Last Action:	05/27/13 Sent to the Governor
	Caption:	Relating to the prosecution of the offenses of harassment and stalking.
HB 1862	Author:	Dutton
	Sponsor:	Hinojosa
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to the criminal consequences of engaging in certain conduct with respect to a switchblade knife.
HB 2637	Author:	Frullo
	Sponsor:	Whitmire
	Last Action:	05/16/2013 Sent to the Governor
	Caption:	Relating to the fraudulent use of identifying information by certain sex offenders; providing criminal penalties.
SB 727	Author:	Taylor
	Sponsor:	Bonnen, Greg
	Last Action:	05/13/2013 Sent to the Governor
	Caption:	Relating to the eligibility for judge-ordered community supervision or for release on parole of certain defendants convicted of burglary with the intent to commit a sex offense.

## Legislative Bill Tracking Update

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<b>Sex Offender</b>		
HB 1302	Author:	Clardy   Springer   Paddie   King, Ken
	Last Action:	05/26/2013 Sent to the Governor
	Caption:	Relating to Requires TJJJ to add the information about prohibited employment to the info currently required to be given to a TJJJ committed juvenile upon release from TJJJ if he/she is required to register as a Sex Offender.
HB 2825	Author:	King, Ken
	Sponsor:	Seliger
	Last Action:	05/27/2013 Sent to the Governor
	Caption:	Relating to the authority of a county to establish a centralized sex offender registration authority.

\*\* indicates TJJJ Omnibus Bills

Office of Inspector General  
Investigative Analysis

Summary Indicators for FY 13	FY 2012 Aggregates	FY 12 Comparison	FY 2013 Year to Date	% Change
<b>Incident Reporting Center (IRC) reports</b>	<b>11,154</b>	<b>7,104</b>	<b>7,871</b>	<b>11</b>
<b>OIG Criminal Investigations Opened</b>	<b>1,160</b>	<b>712</b>	<b>1,041</b>	<b>46</b>
Opened Assaultive	534	277	606	119
Opened Sexual Offense	175	110	207	88
Opened Property Damage	13	10	21	110
Opened Contraband	284	206	105	-49
<b>OIG Criminal Investigations closed</b>	<b>980</b>	<b>605</b>	<b>912</b>	<b>51</b>
Closed Assaultive	502	266	306	15
Closed Sexual Offense	167	106	101	-5
Closed Property Damage	15	10	7	-30
Closed Contraband	265	196	57	-71
<b>OIG Criminal Investigations Submitted to Prosecution</b>	<b>322</b>	<b>220</b>	<b>293</b>	<b>33</b>
Submitted to Prosecution Assaultive	221	139	217	56
Submitted to Prosecution Sexual Offense	25	22	18	-18
Submitted to Prosecution Property Damage	1	1	5	400
Submitted to Prosecution Contraband	17	13	20	54
<b>TJJD Active Directives to Apprehend Issued</b>	<b>746</b>	<b>526</b>	<b>355</b>	<b>-33</b>
<b>OIG Apprehensions</b>	<b>114</b>	<b>86</b>	<b>46</b>	<b>-47</b>

Office of Inspector General  
Investigative Life Cycle

Date Range	REA Receive, Evaluate, Assign	Average # of Investigative Days	Average # of days for Intake Decision	Average # of Days for Final Disposition	Total Days
FY 13 9-1-12 to 4-30-13	1	100	16	62	178
FY 12 9-1-11 to 4-30-12	1	207	17	187	411



## Advisory Council on Juvenile Services

TO: Texas Juvenile Justice Department Board

Mr. Scott W. Fischer, Chairman

Board Members

Mr. Calvin Stephens

Judge Laura Parker

Dr. Rene Olvera

Ms. Melissa Weiss

Mr. Joseph Brown

Ms. Jane Anderson King

Mr. Jimmy Smith

Judge Becky Gregory

Judge John Briedman, III

Judge Carol Bush

Ms. Mary Lou Mendoza

Mr. Scott Mathews

FROM: Estela P. Medina

Chair, Advisory Council on Juvenile Services

Chief Juvenile Probation Officer, Travis County

Doug Vance

Vice-Chair, Advisory Council on Juvenile Services

Chief Juvenile Probation Officer, Brazos County

DATE: May 31, 2013

RE: Advisory Council on Juvenile Services

Update to Board of the Texas Juvenile Justice Department

On behalf of the Advisory Council on Juvenile Services, the following information is provided to the Board of the Texas Juvenile Justice Department regarding the ongoing initiatives and priorities of the Advisory Council on Juvenile Services.

The Advisory Council met on May 9, 2013 in Austin at the new offices of the Texas Juvenile Justice Department, located at located at 11209 Metric Blvd. (Agenda attached as part of this update).

## **Standards Sub-Committee**

The standards sub-committee met in Austin on April 18<sup>th</sup> and 19<sup>th</sup>; and again on May 15<sup>th</sup> and 16<sup>th</sup>. At the request of Mike Griffiths, the Advisory Council worked with TJJD staff to develop a set of “emergency standards” or interim standards to guide the operations of the current non secure programs. Meeting minutes of the May meeting are included in this update.

The Sub Committee completed the work and a set of the emergency standards will be presented and recommended to the TJJD Board on May 31<sup>st</sup>, 2013 that can be implemented on an immediate basis. We appreciate the work of all county representatives and TJJD staff on this effort.

The Standards Sub Committee has continued to meet to develop the set of standards that will be adopted as the standards that will guide the operations of the non-secure programs and facilities. A follow up meeting has been scheduled for June 3<sup>rd</sup> and 4<sup>th</sup>, 2013 in Austin at the Travis County Juvenile Probation Department.

The Advisory Council appointed Doug Vance to work with TJJD staff on developing a joint training opportunity for Juvenile Probation Department staff and TJJD staff, on the use and monitoring of Disciplinary Seclusion. It appears that in conversations with TJJD staff, that this training may be presented as early as the upcoming Quality Assurance Training and Conference, August 2013.

## **Sub Committee on Mental Health Funding**

At the request of TJJD staff, Mr. Griffiths and Linda Brooke, the sub-committee on Mental Health Funding, of the Advisory Council met on May 8, 2013 in Austin, to have preliminary discussion regarding the distribution of the proposed mental health funding. The amount requested was approximately \$15.2 million for the 2014-15 biennium, and both the House Appropriations and the Senate Finance Committee have included approval of these funds, pending final approval of SB 1. The sub-committee includes, Doug Vance, Randy Turner, Mark Williams, Carrie Barden and Estela P. Medina. After discussion, recommendations were provided to Mr. Mike Griffith for discussion. The request for mental health funding was a priority of the Advisory Council members.

The discussion included some requirements that had already been indicated for these funds; and they included funding for mental health professionals for facilities; but also funding for counties not operating facilities that also have a need for mental health services. The recommendations presented to Mike Griffiths, provided for the funding for two mental health

professionals for facilities that have population capacity of more than 80; funding for a mental health professional for facilities with facility populations less than 80; and a third level of funding that provides the same amount for all counties who do not operate facilities. The Sub Committee presented these recommendations to the Advisory Council on May 9, 2013 for review by all members of the Advisory Council.

It was recommended that the determination of the mental health funds and services be “flexible” to allow for counties to determine the type of mental health service most needed by each county and region. Additionally a recommendation was discussed that would allow counties within a region to “pool funding”. This would allow counties to collaboratively develop resources and better leverage services.

### **Sub Committee on Parole Services**

The Advisory Council subcommittee on Parole Services includes Homer Flores, James Williams, Carrie Barden, Phil Hays and Estela P. Medina. James Williams advised that he will be convening a workgroup of two representatives from the each of the Regional Associations to begin to review recommendations regarding parole services. He presented some initial steps that have been taken by TJJJ regarding parole services and will be discussing these with the workgroup and to the Advisory Council for further discussion.

### **Legislative Update**

Advisory Council members, Mike Griffiths and TJJJ staff have continued to review and track various pieces of legislation affecting Juvenile Justice.

The discussion and updates have included continuous follow up of SB 1 and appropriations. The Conference Committee on SB 1 met on Monday, May 13, 2013 regarding Article V funding. Mike Griffiths will provide more of an update regarding appropriations to the TJJJ Board.

### **Next Advisory Council Meeting**

The next meeting of the Advisory Council is scheduled for Thursday, July 11, 2013 in Austin, Texas at the offices of the Texas Juvenile Justice Department.

CC: Mike Griffiths  
Executive Director

Advisory Council Members



## **Advisory Council on Juvenile Services**

### **Agenda**

**Thursday, May 9, 2013**

**10:00a.m.**

**11209 Metric Boulevard (Bldg. H)**

**Austin, Texas 78758**

- I. Call to order/Introductions
- II. Review of Minutes: March 7, 2013
- III. Texas Juvenile Justice Department Updates
  - Mike Griffiths, Executive Director
- IV. TJJJ Legislative Appropriations Request Updates
- V. Update: TJJJ Board Meeting March 22, 2013
  - Doug Vance
- VI. Sub-Committee Report(s)
  - Standards: D. Vance
  - Mental Health Funding: D. Vance
  - Parole Discussion: Committee Members
- VII. Legislative Updates and Information
  - Updates on Bills
  - Potential Interim Workgroups & Topics
- VIII. Discussion and Request for a "Cost of Probation Study"
- IX. Old Business
- X. Public Comment
- XI. Advisory Council Member Updates & Announcements
- XII. Adjourn

*Advisory Council Members may take agenda items and public comment out of order*

## **TAC 355 Meeting Minutes** **May 15-16, 2013**

### **Background**

The committee met at the Travis County Juvenile Department for our 3<sup>rd</sup> meeting.

### **Attendance**

May 15 – D. Vance, D. Beatty, V. Line, S. Friedman, T. Dollar, S. Roman, T. Hough, L. Torres, J. Murillo, S. Lopez, R. Garza, J. Vines, P. Hayes, L. Probst, R. Moore, K. Gupta, R. Worley, K. Davidson

May 16 - D. Vance, R. Moore, L. Probst, P. Hayes, R. Worley, J. Vines, R. Garza, S. Lopez, J. Murillo, E. Medina, L. Torres, T. Hough, S. Roman, T. Dollar, V. Line, D. Beatty, J. Williams, S. Friedman, K. Gupta.

### **Meeting Notes**

We reviewed & edited the working draft of "**TAC 355 Emergency Standards**" and gave it our final blessing to be presented to the TJJD Board later this month.

We discussed an accelerated time-line for this project indicating that our goal is to complete our work in time for initial presentation of TAC 355 Standards to the TJJD Board at their July 2013 meeting.

We reviewed Representative McClendon's House Bill CSHB 2862 which contains language regarding eligibility and requirement of youth admitted into a Non-Secure Juvenile Facility. Much discussion revolved around this topic prompting a call to Nydia Thomas – TJJD Attorney – to help clarify. Our understanding is that this bill will allow for a juvenile to be placed into a Non-Secure Facility under the following three conditions:

- (1) A Detention Order – placing a child otherwise not on probation, into a Non-Secure Facility as a "condition of release" from Detention.
- (2) As a condition of "Court-Ordered" Deferred Prosecution
- (3) As a condition of Juvenile Probation.

Emphasis was made that if a child otherwise not on probation is to be placed into a Non-Secure Facility as "condition of release" from detention, it will be important that the Judge make a finding as to the suitability of the placement, perhaps we can attach to the Detention order "Exhibit B" that we currently use. Karol and Kavita are reviewing this proposed language in the law, and will email the group ASAP with their written interpretation to ensure our understanding is correct.

Finally, we continued our work regarding drafting of TAC 355 Standards using the 343 standards & addendum as well as the newly drafted TAC 355 Emergency Standards as a guide. We began with 343.214 and completed through 343.312.

### **Homework**

1. **Kavita** will review the proposed law on placement of youth into a non-secure facility and email the group with her findings.
2. **Kavita** will research standard 343.249 (5) dealing with provisions for coordination with law enforcement authorities in the case of an escape. We are not sure escape is a law violation if it occurs from a non-secure facility. She will email us her findings.
3. **Kavita** will research standards 343.260 (4) dealing with anal and genital body cavity searches to see if it is legal to do so in a non-secure facility. She will email the group here findings.
4. **Steve** will email the group his draft of our work thus far so group members can review before our next meeting.

### **Next Meeting**

Monday - Tuesday, June 03--04, 2013 - to be held in Austin at the Travis County Juvenile Department. Monday we will meet from 10:00 AM – 5:00 PM.. **Tuesday we will also meet all day - from 9:00 AM – 5:00 PM.**



Texas Juvenile Justice Department  
**Finance and Audit Committee Meeting**

11209 Metric Boulevard – Lone Star Conference Room  
Austin, TX 78758  
Thursday, May 30, 2013 – 3:30 p.m.

1. Call to order
2. March 21, 2013 meeting minutes
3. Alleged Mistreatment Investigations Audit
4. Student Use PCs and Flash Drives Audit
5. York House Audit
6. Repurposing closed facilities: Crockett State School
7. Secure Residential Specialized Program Services (Action)
8. Appropriations update and proposed agency budget review methodology - FY 2014-2015
9. Acknowledgement of gifts
10. Monthly budget update and construction status report
11. FY 2013 semi-annual HUB report
12. Adjourn

- Items may not necessarily be considered in the order in which they appear on the agenda.
- Committee meetings may include a quorum of the Board in attendance.

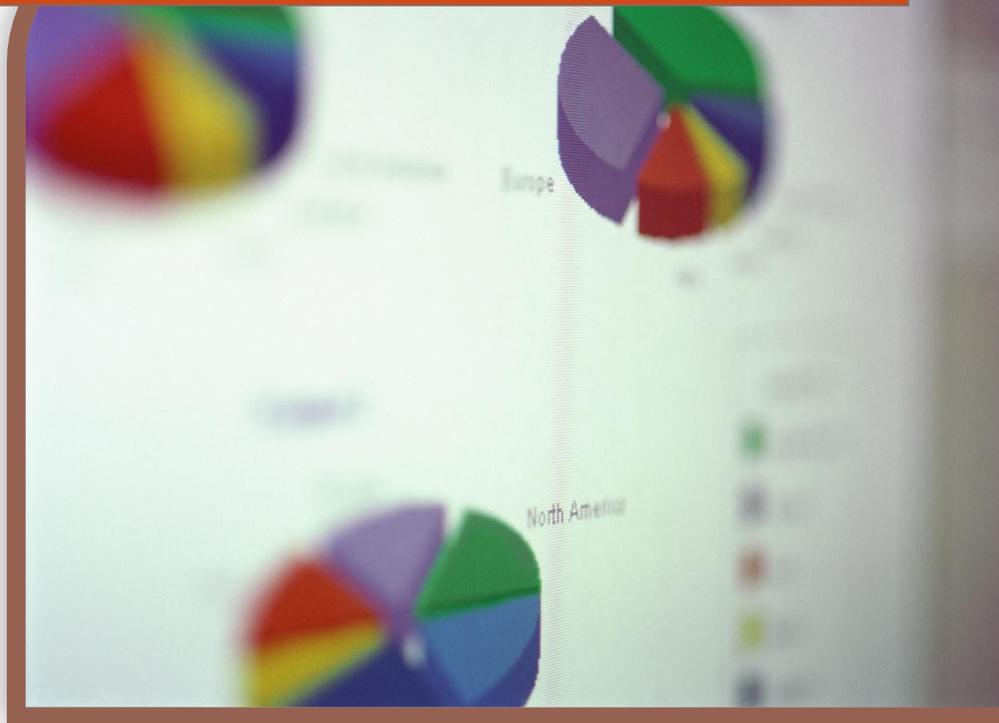
# Texas Juvenile Justice Department

## Monthly Financial Report

### FY 2013 through April 30, 2013

**Finance Department**

May 17, 2013





# Texas Juvenile Justice Department

## Executive Summary

### FY 2013 TJJD Budget Status through April 30, 2013

◆ **Population:**

- TJJD's state-operated Average Daily Population (ADP) information reflects the following: secure facilities, halfway houses and contract care ADP as of the end of April was 1,161, 148 and 58 respectively for a total of 1,367. This provides a variance of (332) from the appropriated ADP of 1,699.
- Pages A3-A6 contains Juvenile Correctional population indicators published by the Legislative Budget Board.
- Fiscal Year commitments in state services and facilities through April, 2013 were 515---512 new commitments and 3 recommitments.

◆ **Overall Spending:**

\$ 334.6M	Budgeted for FY 2013
\$ 214.3M	Less: Expended
<u>\$ 117.1M</u>	Less: Projected Expenditures
\$ 3.1M	Subtotal – Projected Year-End Balance – All Funds

Agency spending through April was 66.7%. The Goal A grants will be through 9/12 as of April because they pay 2 months in September and then 1/12 every month thereafter with the exception of August which a payment will not be sent out. They are over the 66.7% because technically they have paid 9/12 or 75% because of how the distributions are made. While the forecast reflects excess funding for the year totaling \$3.1M, \$833K is GO bonds and reserved for construction projects. Assuming appropriation authorization is granted this session, excess funds from this source will be transferred into FY 2014. With half of the fiscal year remaining, all expenditure budgets are undergoing a thorough evaluation to reassess priorities. Revenue budgets are being confirmed against final award notices. For revenue sources with direct correlations to population, anticipate reducing available funding which will decrease the anticipated year-end balance.

- ◆ **Salary Lapse:** On average, authorized staffing is budgeted at 91.9% which equates to a salary lapse budget of \$10.2M. Through the month of April, budgeted lapse totaled \$6.7M; however, lapse earnings totaled \$8.7M providing excess earnings of \$2M.
- ◆ **FTEs:** TJJD's appropriated and budgeted FTE caps are 3,060.9 and 2,797.10, respectively. Actual FTEs as of April 30th were 2,704.60; which is 356.30 FTEs below the GAA cap and 92.50 FTEs below the budgeted FTE cap.
- ◆ **Overtime:** With an annual overtime budget of \$2.0M, the agency expended \$2.5M in overtime (124.7% of the budget) through April. All state-operated facilities with the exception of Ron Jackson exceeded the straight-line projection of 66.7%. JCOs account for 92% of the overtime spent. YTD Overtime cost is exceeding the projection by \$1.1M which is partially offset by the excess salary lapse noted above.
- ◆ **Construction Projects:** Out of \$6.4M budgeted for 81<sup>st</sup> session projects; \$4.2M was expended/encumbered through April which leaves a balance of \$2.2M.

# Texas Juvenile Justice Department

## Financial Report FY 2013 through April 30, 2013

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**TEXAS JUVENILE JUSTICE DEPARTMENT**  
**State - Operated Residential**  
**AVERAGE DAILY POPULATION (ADP)**  
**FY 2013**

Facility	Actual								Budgeted Populations				Annual Average	GAA Targets
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		
Corsicana State Home	118	107	105	94	85	83	90	92	115	114	114	114	102	148
Evins Regional Center	146	144	141	139	141	137	141	135	122	120	120	120	134	152
Gainesville State School	273	263	262	265	262	264	275	274	254	252	252	252	262	300
Giddings State School	248	252	248	250	251	252	244	242	252	252	252	252	250	300
McLennan County SJCF	293	308	317	309	290	300	302	320	312	310	310	310	307	324
Ron Jackson Unit I	107	106	103	96	96	95	94	97	101	100	100	100	99	132
Total, Institutions	1,184	1179	1,175	1,153	1,125	1,130	1,146	1,161	1,156	1,148	1,148	1,148	1154	1,356
Halfway Houses	159	172	173	174	169	162	152	148	218	218	218	218	182	218
Total, TJJD Operated Facilities	1,342	1351	1,348	1,327	1,293	1,292	1,298	1,309	1,374	1,366	1,366	1,366	1,336	1,574
Contract Care ADP	74	70	70	66	59	54	53	58	78	78	78	78	68	125
<b>TOTAL ADP</b>	<b>1,416</b>	<b>1421</b>	<b>1,418</b>	<b>1,393</b>	<b>1,352</b>	<b>1,345</b>	<b>1,352</b>	<b>1,367</b>	<b>1,452</b>	<b>1,444</b>	<b>1,444</b>	<b>1,444</b>	<b>1404</b>	<b>1,699</b>
<b>GAA Population Targets</b>	1,699	1699	1,699	1,699	1,699	1,699	1,699	1,699	1,699	1,699	1,699	1,699	1,699	1,699
Over (Under)	<b>-283</b>	<b>-278</b>	<b>-281</b>	<b>-306</b>	<b>-347</b>	<b>-354</b>	<b>-347</b>	<b>-332</b>					<b>-316</b>	
<b>LBB Population Projections</b>	1,466	1,445	1,440	1,438	1,440	1,424	1,432	1,443	1,444	1,466	1,455	1,439	1,444	1,699
Over (Under)	<b>-50</b>	<b>-24</b>	<b>-22</b>	<b>-45</b>	<b>-88</b>	<b>-79</b>	<b>-80</b>	<b>-76</b>					<b>-58</b>	
<b>Parole Services ADP</b>	672	642	626	617	616	614	584	567	675	675	675	675	636	
<b>GAA Population Targets</b>	852	852	852	852	852	852	852	852	852	852	852	852	852	
Over (Under)	<b>-180</b>	<b>-210</b>	<b>-226</b>	<b>-235</b>	<b>-236</b>	<b>-238</b>	<b>-268</b>	<b>-285</b>					<b>-235</b>	

**Juvenile Justice Monthly Monitoring - FY2013 - State Services and Facilities - New Commitments**

		Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Yr Total	
<b>New Commitments</b>	<b>Total<sup>1</sup></b>	<b>56</b>	<b>81</b>	<b>59</b>	<b>52</b>	<b>64</b>	<b>63</b>	<b>57</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>515</b>	
	<b>Sentenced Offenders</b>	<b>CA</b>	0	0	0	2	0	0	0	0	0	0	0	2	
	<i>Probation</i>		0	0	0	0	0	0	0	0				0	
	<i>Direct Court</i>		0	0	0	2	0	0	0	0				2	
	<b>Sentenced Offenders</b>	<b>F1</b>	4	4	2	4	7	4	6	4	0	0	0	0	35
	<i>Probation</i>		0	0	0	1	2	1	1	1					6
	<i>Direct Court</i>		4	4	2	3	5	3	5	3					29
	<b>Sentenced Offenders</b>	<b>F2</b>	1	3	1	1	1	2	2	1	0	0	0	0	12
	<i>Probation</i>		0	1	0	0	0	1	0	1					3
	<i>Direct Court</i>		1	2	1	1	1	1	2	0					9
	<b>Sentenced Offenders</b>	<b>F3</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
	<i>Probation</i>		0	0	0	0	0	0	0	0					0
	<i>Direct Court</i>		0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>CA</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
	<i>Probation</i>		0	0	0	0	0	0	0	0					0
	<i>Direct Court</i>		0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>F1</b>	9	10	7	7	5	11	7	14	0	0	0	0	70
	<i>Probation</i>		6	3	4	3	3	4	2	9					34
	<i>Direct Court</i>		3	7	3	4	2	7	5	5					36
	<b>Non-Sentenced Offenders</b>	<b>F2</b>	15	25	18	22	22	18	22	28	0	0	0	0	170
	<i>Probation</i>		5	18	12	14	13	10	15	20					107
	<i>Direct Court</i>		10	7	6	8	9	8	7	8					63
	<b>Non-Sentenced Offenders</b>	<b>F3</b>	6	16	18	6	19	14	11	21	0	0	0	0	111
	<i>Probation</i>		4	10	12	4	10	4	5	10					59
	<i>Direct Court</i>		2	6	6	2	9	10	6	11					52
	<b>Non-Sentenced Offenders</b>	<b>SJ</b>	21	23	13	10	10	14	9	15	0	0	0	0	115
	<i>Probation</i>		13	15	8	8	9	10	6	11					80
	<i>Direct Court</i>		8	8	5	2	1	4	3	4					35

<sup>1</sup>TJJD changed the method for determining minimum length of stay for youth committed on or after February 1, 2009 who are non-sentenced offenders and for youth whose parole is revoked on or after February 1, 2009, regardless of the commitment date. This does not apply to youth who move back to a residential program from parole as a negative movement. The initial minimum length of stay is calculated based on the severity of the committing offense and an assessment of the danger the youth poses to the community. For youth whose parole is revoked, the minimum length of stay is based on the most serious of the relevant offenses proven at the hearing. As of September 1, 2009, the previous classification system was discontinued for new intakes.

**Juvenile Justice Monthly Monitoring - FY2013 - State Total - Recommitments**

		Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Yr Total	
<b>R e c o m m i t m e n t s</b>	<b>Total<sup>1</sup></b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	
	<b>Sentenced Offenders</b>	<b>CA</b>	0	0	0	0	0	0	0					0	
	<b>Sentenced Offenders</b>	<b>F1</b>	0	0	0	0	0	0	0	0					0
	<b>Sentenced Offenders</b>	<b>F2</b>	0	0	0	0	0	0	0	0					0
	<b>Sentenced Offenders</b>	<b>F3</b>	0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>CA</b>	0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>F1</b>	0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>F2</b>	0	0	0	0	1	0	0	0					1
	<b>Non-Sentenced Offenders</b>	<b>F3</b>	0	0	0	0	0	0	0	0					0
	<b>Non-Sentenced Offenders</b>	<b>SJ</b>	0	1	0	0	0	1	0	0					2

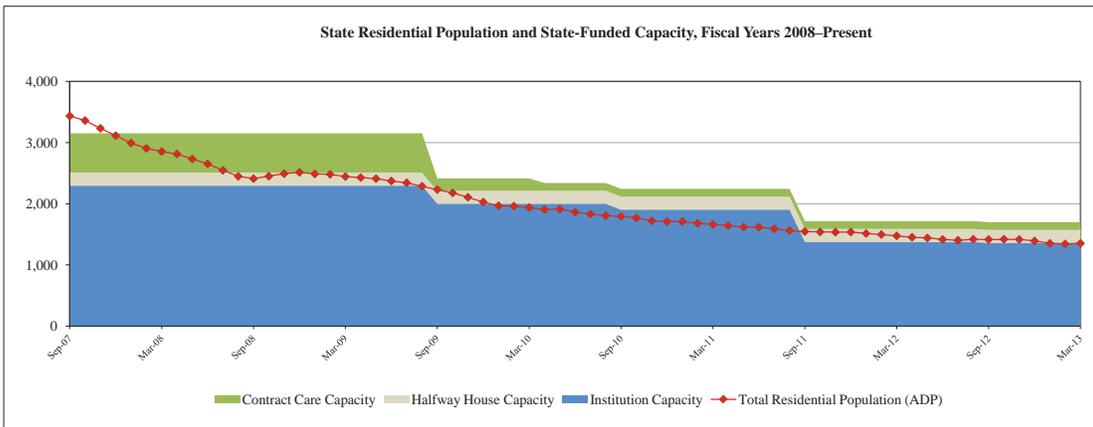
<sup>1</sup>TJJD changed the method for determining minimum length of stay for youth committed on or after February 1, 2009 who are non-sentenced offenders and for youth whose parole is revoked on or after February 1, 2009, regardless of the commitment date. This does not apply to youth who move back to a residential program from parole as a negative movement. The initial minimum length of stay is calculated based on the severity of the committing offense and an assessment of the danger the youth poses to the community. For youth whose parole is revoked, the minimum length of stay is based on the most serious of the relevant offenses proven at the hearing. As of September 1, 2009, the previous classification system was discontinued for new intakes.

Monthly Tracking of Juvenile Correctional Population Indicators (April 2013)

Texas Juvenile Justice Department: State Correctional Populations and Capacity<sup>1</sup>

Residential Populations (Average Daily Population)				
Month/ Year	Institutions	Halfway Houses	Contract Care	Total Residential Population
Apr-12	1,158	203	91	1,452
May-12	1,161	190	90	1,441
Jun-12	1,161	172	83	1,416
Jul-12	1,169	162	72	1,403
Aug-12	1,185	156	78	1,419
Sep-12	1,184	158	74	1,416
Oct-12	1,178	172	70	1,420
Nov-12	1,174	173	69	1,416
Dec-12	1,152	174	66	1,392
Jan-13	1,124	168	59	1,351
Feb-13	1,129	161	54	1,344
Mar-13	1,146	152	54	1,352

State-Funded Capacity and Utilization Rates					
Institutions		Halfway House		Contract Care	
Capacity	Utilization Rate	Capacity	Utilization Rate	Capacity	Utilization Rate
1,372	84%	218	93%	125	73%
1,372	85%	218	87%	125	72%
1,372	85%	218	79%	125	67%
1,372	85%	218	74%	125	57%
1,372	86%	218	72%	125	62%
1,356	87%	218	72%	125	59%
1,356	87%	218	79%	125	56%
1,356	87%	218	79%	125	56%
1,356	85%	218	80%	125	53%
1,356	83%	218	77%	125	47%
1,356	83%	218	74%	125	43%
1,356	85%	218	70%	125	43%



State Residential Admissions by Admission Type									
Month/ Year	New Commitments <sup>2</sup>		Recommitments		Parole Revocations <sup>5</sup>			Other <sup>6</sup>	Total Admissions
	Determinate Sentence <sup>3</sup>	Indeterminate Sentence <sup>4</sup>	Determinate Sentence	Indeterminate Sentence	Felony Offense	Misdemeanor Offense	Technical Violation		
Apr-12	11	54	0	1	3	4	4	4	81
May-12	11	70	1	0	1	3	6	4	96
Jun-12	4	69	1	0	2	7	8	1	91
Jul-12	5	67	0	0	1	4	10	4	92
Aug-12	9	76	0	1	2	2	7	3	100
Sep-12	5	51	0	0	0	6	5	2	69
Oct-12	7	74	0	1	1	3	7	7	100
Nov-12	3	56	0	0	2	6	5	2	74
Dec-12	7	45	0	0	2	9	1	3	67
Jan-13	8	56	0	1	1	0	4	4	74
Feb-13	6	57	0	1	1	5	7	4	81
Mar-13	8	49	0	0	1	5	10	2	75
FY '12 thru Mar	69	415	4	11	6	27	51	30	613
FY '13 thru Mar	44	388	0	3	8	34	39	24	540
# change '12 to '13	-25	-27	-4	-8	2	7	-12	-6	-73
% change '12 to '13	-36.2%	-6.5%	-100.0%	-72.7%	33.3%	25.9%	-23.5%	-20.0%	-11.9%

Average Length of Stay for State Residential Releases (In Months)							
Month/ Year	New Commitments	ReCommitments	Parole Revocations			Other	Total Average Length of Stay
			Felony Offense	Misdemeanor Offense	Technical Violation		
Apr-12	20.1	59.6 <sup>7</sup>	10.8	7.5	8.0	4.0	18.2
May-12	18.3	18.6	N/A (No Releases)	9.8	4.9	2.7	16.8
Jun-12	18.1	14.0	1.4	10.6	8.8	2.2	15.9
Jul-12	18.8	27.0	N/A (No Releases)	6.5	7.8	11.2	17.7
Aug-12	18.9	14.8	11.1	9.8	9.2	9.0	17.3
Sep-12	18.0	20.1	N/A (No Releases)	8.6	15.0	4.2	16.4
Oct-12	17.5	23.4	4.2	15.9	1.2	0.1	16.6
Nov-12	18.9	14.0	13.0	10.9	8.0	1.9	17.2
Dec-12	20.1	19.1	10.6	6.2	8.7	2.1	18.5
Jan-13	19.8	12.0	2.2	9.3	7.6	0.7	16.4
Feb-13	17.2	43.5 <sup>8</sup>	17.7	9.4	7.9	3.5	16.1
Mar-13	19.2	22.5	N/A (No Releases)	9.0	10.9	4.2	17.5

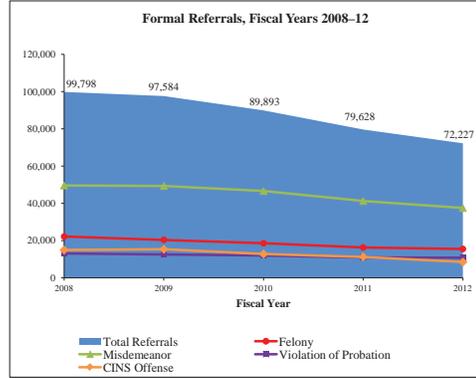
State Parole Populations (Average Daily Population)		
Texas Juvenile Justice Dept.	Interstate Compact (transfer-ins)	Total Parole Population
713	21	734
700	21	721
676	23	698
669	28	697
654	25	679
635	31	666
612	33	645
596	32	628
587	30	617
585	26	611
585	22	607
556	23	579

<sup>1-8</sup> All footnotes are detailed on page 5.

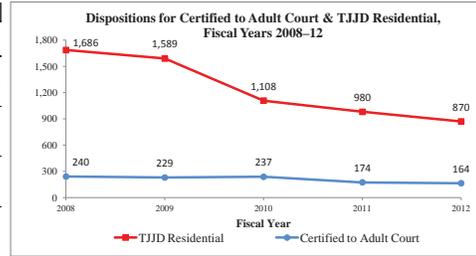
Juvenile Probation Department Supervision Population Indicators (April 2013)

Texas Juvenile Justice Department: Juvenile Probation Department Supervision Populations

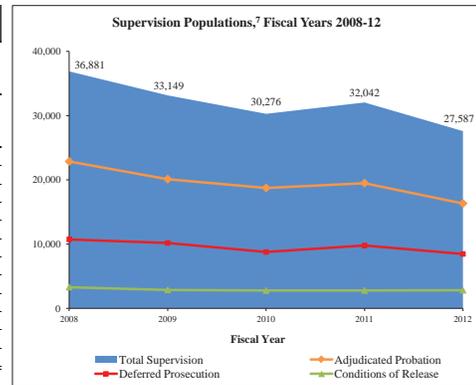
Formal Referrals to Juvenile Probation Department by Offense Type <sup>1</sup>					
Month/Year	Felony Offense	Misdemeanor Offense <sup>2</sup>	Violation of Probation	Conduct in Need of Supervision <sup>3</sup>	Total Referrals
Mar-12	1,337	3,578	987	837	6,739
Apr-12	1,365	3,691	983	818	6,857
May-12	1,467	3,908	1,138	919	7,432
Jun-12	1,080	2,627	785	675	5,167
Jul-12	1,087	2,315	746	552	4,700
Aug-12	1,150	2,166	798	577	4,691
Sep-12	1,080	2,578	856	481	4,995
Oct-12	1,302	3,330	1,092	654	6,378
Nov-12	1,125	2,932	850	646	5,553
Dec-12	1,116	2,806	784	594	5,300
Jan-13	1,224	3,148	901	771	6,044
Feb-13	1,291	3,337	875	650	6,153
FY '12 thru Feb	8,023	19,194	5,328	4,096	36,641
FY '13 thru Feb	7,138	18,131	5,358	3,796	34,423
# change '12 to '13	-885	-1,063	30	-300	-2,218
% change '12 to '13	-11.0%	-5.5%	0.6%	-7.3%	-6.1%



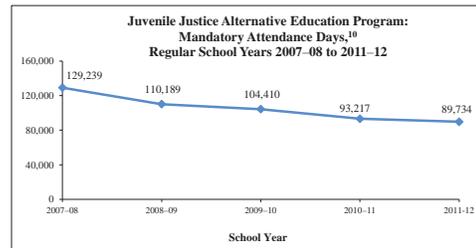
Dispositions by Disposition Type <sup>4</sup>							
Quarter/Year	Certified to Adult	TJJD Residential	Adjudicated Probation	Deferred Prosecution	Supervisory Caution	Dismissed	Total Disposition
Quarter 3, FY12 (Mar-2012 - May 2012)	49	221	5,337	5,662	4,240	3,901	19,410
Quarter 4, FY12 (June 2012 - Aug 2012)	42	238	4,821	4,843	3,857	3,786	17,587
Quarter 1, FY13 (Sep 2012 - Nov 2012)	50	191	4,510	4,099	3,309	3,440	15,599
Quarter 2, FY13 (Dec 2012 - Feb 2013)	34	175	4,243	4,475	3,223	3,293	15,443



Supervision Populations by Supervision Type End of Month/ Average Daily Population <sup>5</sup>							
Month/Year	Supervisions				Accompanying Conditions of Supervision <sup>6</sup>		Other
	Conditions of Release	Deferred Prosecution	Adjudicated Probation	Total Supervisions	Intensive Supervision	Residential Placement	Temporary Supervision
Mar-12	2,914	8,487	16,043	27,444	2,114	2,445	2,755
Apr-12	3,076	8,832	16,183	28,091	2,219	2,478	2,918
May-12	3,107	9,160	16,240	28,507	2,268	2,522	2,879
Jun-12	2,918	9,233	16,138	28,289	2,324	2,473	2,826
Jul-12	2,727	9,290	16,196	28,213	2,296	2,457	2,632
Aug-12	2,475	9,105	16,220	27,800	2,269	2,396	2,699
Sep-12	2,421	8,726	15,279	26,426	2,209	2,352	2,360
Oct-12	2,499	8,391	15,352	26,242	2,225	2,444	2,310
Nov-12	2,652	7,714	15,168	25,534	2,120	2,413	2,206
Dec-12	2,751	7,486	15,071	25,308	2,176	2,363	2,141
Jan-13	2,841	7,381	14,826	25,048	2,192	2,267	2,813
Feb-13	2,882	7,442	14,725	25,049	2,169	2,316	2,843
Average	2,772	8,437	15,620	26,829	2,215	2,411	2,615



Juvenile Justice Alternative Education Program (JJAEP): Mandatory Students <sup>8</sup>				
Month/Year	Total Participants (End of Month)	Additions	Exits	Mandatory Attendance Days <sup>9</sup>
Mar-12	645	108	88	9,034
Apr-12	667	135	121	10,783
May-12	593	143	230	12,679
Jun-12	331	8	52	1,121
Jul-12 (summer school)	120	0	43	445
Aug-12	465	51	105	2,037
Sep-12	469	63	67	6,898
Oct-12	493	139	113	8,227
Nov-12	491	113	93	6,894
Dec-12	492	81	99	5,877
Jan-13	506	135	107	6,710
Feb-13	527	110	89	8,002



<sup>1-10</sup> All footnotes are detailed on page 5.

**Supplemental Definition and Classification**

**Texas Department of Criminal Justice Community Supervision (Adult Probation) Populations**

<sup>1</sup> During fiscal year 2010, the Texas Department of Criminal Justice – Community Justice Assistance Division (CJAD) transitioned from compiling aggregate population data from counties through the Monthly Community Supervision and Corrections Report (MCSCR) to generating monthly population reports based on detailed case-based data collected through the Community Supervision Tracking System / Intermediate System (CSTS Intermediate System). Community supervision data through fiscal year 2009 are based on population counts reported to the MCSCR, and fiscal years 2010 to 2012 data are based on monthly reports generated from the CSTS Intermediate System. Community supervision data will be updated on a quarterly basis.

<sup>2</sup> Supervision placements include adjudicated probation, deferred adjudication, return from shock incarceration, and return from state boot camp.

<sup>3</sup> Successful supervision terminations include early termination, and expired term.

<sup>4</sup> Unsuccessful supervision terminations include revocation to county jail, state jail, prison, state boot camp, and other revocations.

**Texas Juvenile Justice Department: State Correctional Populations and Capacity**

<sup>1</sup> Historical numbers reflected in this report may be updated to reflect current information. The 16 bed reduction between fiscal year 2012 and fiscal year 2013 came from the McLennan County State Juvenile Correctional Facility.

<sup>2</sup> A new commitment is a juvenile committed to the Texas Juvenile Justice Department (TJJD) for the first time, and a recommitment is a juvenile who had been committed to TJJD at least once prior to the current commitment.

<sup>3</sup> A determinate sentence is a commitment for a specified period of time that is set by the juvenile court and can last up to 40 years in length; youth who have not completed their sentence length by their 19th birthday are transferred to the adult system to complete the sentence.

<sup>4</sup> An indeterminate sentence is a commitment for an unspecified length of time up to the child's 19th birthday; TJJD has sole discretion over the commitment length.

<sup>5</sup> The parole revocation information in this table presents the offense category that initiated the parole revocation.

<sup>6</sup> Other commitments (also referred to as negative movements) are juveniles returned to a secure facility for medical care, mental health care, and other non-disciplinary reasons. It also includes juveniles moved to a secure facility for a court hearing that does not result in a revocation.

<sup>7</sup> This involved only one case.

<sup>8</sup> This involved only one case.

**Texas Juvenile Justice Department: Juvenile Probation Department Supervision Populations**

<sup>1</sup> A formal referral occurs when: 1) delinquent conduct, conduct indicating a need for supervision (CINS), or violation of probation was allegedly committed; 2) the juvenile probation department has jurisdiction and venue; and 3) face-to-face contact occurs with the department or official designated by the juvenile board. Juveniles are typically referred to juvenile probation departments by schools and police but may also be referred by social workers, parents, and others. Historical numbers reflected in this report may be updated to reflect current information.

<sup>2</sup> Misdemeanor Offenses include contempt of magistrate orders in addition to class A and B misdemeanor offenses.

<sup>3</sup> Conduct in Need of Supervision (CINS) is a non-criminal offense for a juvenile and includes public intoxication, truancy, running away from home, fineable-only offenses that have been transferred to a juvenile court from a municipal or justice court, inhalant abuse, and expulsion from an alternative school setting for persistent misconduct.

<sup>4</sup> Dispositions reflect the outcomes of referrals to juvenile probation departments. The dispositions listed above do not include consolidated or transferred cases. Adjudicated probation includes all adjudicated dispositions of probation and modification of probation. Dismissed dispositions include dismissals, findings of not guilty, and findings of no probable cause. Supervisory caution is a non-judicial disposition that may involve such actions as referring the child to a social service agency or a community-based first offender program operated by law enforcement, contacting parents to inform them of the child's activities, or simply warning the child about his or her activities. Historical numbers reflected in this report may be updated to reflect current information.

<sup>5</sup> Counts for December 2011 through August 2012 represent the end of month population, while counts for September 2012 through December 2012 represent the average daily population.

<sup>6</sup> Juveniles under pre-disposition, deferred prosecution, or adjudicated probation supervision may also be on Intensive Supervision (ISP) and/or placed in a residential facility. ISP is a form of supervision that typically involves smaller caseloads supervised by specially trained probation officers and more frequent contacts between the juvenile and his or her probation officer. Juveniles under deferred prosecution or adjudicated probation supervision may be placed in a secure or nonsecure residential facility that is administered by a juvenile probation department or a contracted organization.

<sup>7</sup> Average of each fiscal year's end-of-month supervision populations.

<sup>8</sup> The Juvenile Justice Alternative Education Program (JJAEP) table and graph only captures information about students expelled for mandatory reasons because the state only provides funding for these JJAEP students though JJAEPs may accept students referred for discretionary reasons. In the 2010–11 school year, 27 JJAEPs were in operation and 7 of these JJAEPs provided summer school. Notably, the number of mandatory attendance days in June is low because many schools close in May and others only operate for part of June. The counts in summer school are also typically low because operating a summer school is optional. Historical numbers reflected in this report may be updated to reflect current information.

<sup>9</sup> Mandatory Attendance Days reflect the sum of the number of days each mandatory student attends JJAEPs within the month.

<sup>10</sup> The Juvenile Justice Alternative Education Program graph reflects mandatory attendance days accrued during the regular school year and does not include those accrued during summer school. Since summer school is optional and only available when sufficient funding exists, including only the regular school year renders year-to-year results that are comparable over time.

# Texas Juvenile Justice Department

## Executive Summary by Strategy AY 2013 through April 30, 2013

	General Appropriations Act	Amended Budget	Expended/ Disbursed <sup>2</sup> YTD	% Expended
<b><u>Strategies:</u></b>				
A.1.1. Prevention & Intervention	-	2,696,469	1,973,729	73.2%
A.1.2. Community Supervision / A.1.4. Post-Adjudication Facilities	127,241,695	125,531,367	79,241,494	63.1%
A.1.3. Diversion Programs	19,492,500	19,858,554	14,820,805	74.6%
A.1.5. Juvenile Justice Alternative Ed. Pgm.	8,614,302	9,949,804	3,930,643	39.5%
A.1.6. Harris County Boot Camp	1,000,000	1,000,000	750,000	75.0%
A.2.1. Training & Certification	411,101	591,801	388,628	65.7%
A.2.2. Monitoring & Inspections	2,187,557	3,109,418	1,993,183	64.1%
B.1.1. Assessment & Orientation	2,751,087	3,078,434	1,634,259	53.1%
B.1.2. Facility Operations	81,281,857	84,123,564	56,614,108	67.3%
B.1.3. Education	19,448,103	18,703,489	12,287,433	65.7%
B.1.4. Halfway House Operations	10,221,432	11,002,513	7,436,447	67.6%
B.1.5. Health Care	12,067,568	10,755,677	6,740,820	62.7%
B.1.6. Mental Health (Psychiatric) Care	1,242,204	924,702	573,268	62.0%
B.1.7. General Rehabilitation Treatment	8,681,710	8,567,930	5,605,217	65.4%
B.1.8. Specialized Rehabilitation Treatment	5,430,875	5,501,874	3,353,687	61.0%
B.1.9. Contract Capacity	6,489,236	4,001,914	2,065,092	51.6%
B.1.10. Parole Services	4,775,843	5,263,998	3,483,506	66.2%
B.2.1. Office of the Inspector General	2,036,437	1,784,605	1,135,073	63.6%
B.2.2. Health Care Oversight	1,410,466	979,083	628,177	64.2%
B.2.3. Interstate Agreement	310,939	245,728	144,245	58.7%
B.3.1. Construct & Renovate Facilities	-	2,287,710	196,097	8.6%
C.1.1. Office of the Independent Ombudsman	275,018	397,290	254,096	64.0%
D.1.1. Central Administration	10,097,081	7,886,149	4,999,810	63.4%
D.1.2. Information Resources	4,933,006	6,357,381	4,134,273	65.0%
<b>TOTAL - Strategy Budget</b>	<b>\$330,400,017</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>64.1%</b>
<b><u>Method of Finance:</u></b>				
General Revenue	300,576,348	300,576,348	201,627,670	67.1%
Federal Funds	13,354,861	15,290,429	5,086,139	33.3%
Criminal Justice Grants	-	116,837	71,102	60.9%
General Obligation Bonds	-	1,463,741	196,097	13.4%
Appropriated Receipts	1,628,913	1,628,913	45,547	2.8%
Interagency Contracts	14,839,895	15,523,186	7,357,535	47.4%
<b>TOTAL - Method of Finance</b>	<b>\$330,400,017</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>64.1%</b>

**Notes:**

1. The normal range is +/- 5% of the straight-line projection of 66.7% for April.
2. Amounts reflect grant funds disbursed to the counties.
3. Red represents areas ≥ (greater than or equal to) 70%.

# Texas Juvenile Justice Department

## Budget by Strategy/Program FY 2013 through April 30, 2013

Strategy/Program	Amended Budget	Expended/ Disbursed YTD	Projected Thru Yr End	Projected YE Balance	% Expended
<b>A.1.1. Prevention &amp; Intervention</b>	2,696,469	1,973,729	722,740	-	73.2%
<b>A.1.2. Community Supervision / A.1.4 Post-Adjudication Facilities</b>	125,531,367	79,241,494	46,289,873	-	63.1%
<b>A.1.3. Diversion Programs</b>	19,858,554	14,820,805	5,037,749	-	74.6%
<b>A.1.5. Juvenile Justice Alternative Ed. Pgm.</b>	9,949,804	3,930,643	6,019,161	-	39.5%
<b>A.1.6. Harris County Boot Camp</b>	1,000,000	750,000	250,000	-	75.0%
<b>A.2.1. Training &amp; Certification</b>					
Training and Certification	567,764	369,683	193,001	5,080	65.1%
SORM / Unemployment/1% ERS Cont.	24,037	18,945	5,092	-	78.8%
<b>Subtotal - Strategy</b>	591,801	388,628	198,093	5,080	65.7%
<b>A.2.2. Monitoring &amp; Inspections</b>					
Monitoring and Inspection	2,730,536	1,791,715	940,330	(1,509)	65.6%
Placement Services - Title IV-E	232,908	72,974	159,934	-	31.3%
SORM / Unemployment/1% ERS Cont.	145,974	128,494	17,480	-	88.0%
<b>Subtotal - Strategy</b>	3,109,418	1,993,183	1,117,744	(1,509)	64.1%
<b>B.1.1. Assessment &amp; Orientation</b>					
Ron Jackson Unit I	867,649	598,329	282,026	(12,706)	69.0%
Mart Complex	1,238,536	821,576	411,217	5,743	66.3%
Automated Assessment - Assessment.com	827,000	114,840	-	712,160	13.9%
SORM / Unemployment/ 1% ERS Cont.	145,249	99,514	45,735	-	68.5%
<b>Subtotal - Strategy</b>	3,078,434	1,634,259	738,979	705,196	53.1%
<b>B.1.2. Facility Operations</b>					
Ron Jackson Unit I	9,215,511	6,092,807	3,319,207	(196,503)	66.1%
Gainesville State School	13,058,482	8,243,728	4,418,836	395,918	63.1%
Giddings State School	13,770,820	9,365,724	4,518,889	(113,793)	68.0%
Evins Regional Juvenile Center	9,467,557	6,569,412	3,092,555	(194,410)	69.4%
Corsicana Treatment Center	9,977,608	6,706,657	3,374,252	(103,301)	67.2%
Mart Complex	17,659,511	12,142,034	5,776,658	(259,181)	68.8%
Phoenix Program	1,399,174	916,966	475,435	6,773	65.5%
Administration and Support	3,054,328	1,947,486	1,119,769	(12,927)	63.8%
Student Phone Services	305,351	218,091	87,260	-	71.4%
Other Funds - Rider 3	383,913	45,547	338,366	-	11.9%
PREA Grant	337,313	221,605	115,708	-	65.7%
Ongoing Closed Facilities	455,122	272,095	183,027	-	59.8%
Data Center Services	418,030	418,030	-	-	100.0%
SORM / Unemployment / SWCAP/1% ERS Cont.	4,620,844	3,453,926	1,166,918	-	74.7%
<b>Subtotal - Strategy</b>	84,123,564	56,614,108	27,986,881	(477,425)	67.3%

# Texas Juvenile Justice Department

## Budget by Strategy/Program FY 2013 through April 30, 2013

Strategy/Program	Amended Budget	Expended/ Disbursed YTD	Projected Thru Yr End	Projected YE Balance	% Expended
<b>B.1.3. Education</b>					
Ron Jackson Unit I	1,638,144	1,098,349	561,056	(21,261)	67.0%
Gainesville State School	2,489,690	1,675,946	847,478	(33,734)	67.3%
Giddings State School	2,777,448	1,806,675	894,257	76,516	65.0%
Evins Regional Juvenile Center	1,706,895	1,057,555	583,257	66,083	62.0%
Corsicana Treatment Center	2,123,229	1,242,216	704,093	176,920	58.5%
Mart Complex	3,099,431	2,050,612	1,029,032	19,787	66.2%
ISD - CO	70,000	36,313	33,687	-	51.9%
Technology ISD Funds	33,000	-	33,000	-	0.0%
Federal Education Grants	1,743,703	1,435,267	308,436	-	82.3%
Federal Education Grants - Computers	838,000	352,140	485,860	-	42.0%
TEA (21663)	12,575	12,183	392	-	0.0%
Halfway House Services	101,500	95,873	12,407	(6,780)	94.5%
Phoenix Program	204,734	113,460	92,989	(1,715)	55.4%
Parole	120,651	85,939	40,180	(5,468)	71.2%
Administration and Support	707,371	458,568	212,153	36,650	64.8%
SORM / Unemployment/1% ERS Cont.	1,037,118	766,337	270,781	-	73.9%
<b>Subtotal - Strategy</b>	<b>18,703,489</b>	<b>12,287,433</b>	<b>6,109,057</b>	<b>306,999</b>	<b>65.7%</b>
<b>B.1.4. Halfway House Operations</b>					
Halfway House Services	10,495,075	7,061,972	3,438,345	(5,242)	67.3%
SORM / Unemployment/1% ERS Cont.	507,438	374,475	132,963	-	73.8%
<b>Subtotal - Strategy</b>	<b>11,002,513</b>	<b>7,436,447</b>	<b>3,571,308</b>	<b>(5,242)</b>	<b>67.6%</b>
<b>B.1.5. Health Care</b>					
Ron Jackson Unit I	1,675,175	1,040,930	484,245	150,000	62.1%
Gainesville State School	1,658,827	950,595	508,232	200,000	57.3%
Giddings State School	1,585,903	988,665	547,238	50,000	62.3%
Evins Regional Juvenile Center	1,296,775	909,273	452,502	(65,000)	70.1%
Corsicana Treatment Center	1,715,439	1,054,113	536,326	125,000	61.4%
Mart Complex	2,473,877	1,554,294	819,583	100,000	62.8%
Halfway House Services	274,520	199,627	74,893	-	72.7%
Contract Care Services	75,161	43,323	31,838	-	57.6%
<b>Subtotal - Strategy</b>	<b>10,755,677</b>	<b>6,740,820</b>	<b>3,454,857</b>	<b>560,000</b>	<b>62.7%</b>
<b>B.1.6. Mental Health (Psychiatric) Care</b>					
Ron Jackson Unit I	111,120	112,899	(1,779)	-	101.6%
Gainesville State School	73,508	51,731	21,777	-	70.4%
Giddings State School	40,099	7,972	32,127	-	19.9%
Evins Regional Juvenile Center	52,877	13,964	38,913	-	26.4%
Corsicana Treatment Center	178,512	188,227	(9,715)	-	105.4%
Mart Complex	355,671	129,820	225,851	-	36.5%
Halfway House Services	55,975	35,631	20,344	-	63.7%
Contract Care Services	56,940	33,024	23,916	-	58.0%
<b>Subtotal - Strategy</b>	<b>924,702</b>	<b>573,268</b>	<b>351,434</b>	<b>-</b>	<b>62.0%</b>

# Texas Juvenile Justice Department

## Budget by Strategy/Program FY 2013 through April 30, 2013

Strategy/Program	Amended Budget	Expended/ Disbursed YTD	Projected Thru Yr End	Projected YE Balance	% Expended
<b>B.1.7. General Rehabilitation</b>					
Ron Jackson Unit I	961,112	607,119	322,308	31,685	63.2%
Gainesville State School	1,412,464	948,645	479,505	(15,686)	67.2%
Giddings State School	1,230,572	783,878	427,604	19,090	63.7%
Evins Regional Juvenile Center	941,896	622,850	320,459	(1,413)	66.1%
Corsicana Treatment Center	401,456	277,173	140,421	(16,138)	69.0%
Mart Complex	1,252,007	751,182	414,626	86,199	60.0%
Contract Care Services	478,011	279,619	198,392	-	58.5%
Halfway House Services	605,736	395,992	206,890	2,854	65.4%
Phoenix Program	190,780	143,487	47,150	143	75.2%
Administration and Support	582,887	425,145	181,022	(23,280)	72.9%
SORM / Unemployment/1% ERS Cont.	511,009	370,127	140,882	-	72.4%
<b>Subtotal - Strategy</b>	<b>8,567,930</b>	<b>5,605,217</b>	<b>2,879,260</b>	<b>83,453</b>	<b>65.4%</b>
<b>B.1.8. Specialized Rehab Treatment</b>					
Ron Jackson Unit I	388,941	263,172	133,909	(8,140)	67.7%
Gainesville State School	171,795	126,331	57,560	(12,096)	73.5%
Giddings State School	970,702	593,083	319,895	57,724	61.1%
Evins Regional Juvenile Center	164,825	121,993	55,475	(12,643)	74.0%
Corsicana Treatment Center	1,398,300	766,520	433,265	198,515	54.8%
Mart Complex	628,992	416,740	212,970	(718)	66.3%
Contract Care Services	24,966	4,003	7,928	13,035	16.0%
Halfway House Services	713,243	409,987	220,481	82,775	57.5%
DSHS	691,000	408,015	282,985	-	59.0%
SORM / Unemployment/1% ERS Cont.	349,110	243,843	105,267	-	69.8%
<b>Subtotal - Strategy</b>	<b>5,501,874</b>	<b>3,353,687</b>	<b>1,829,735</b>	<b>318,452</b>	<b>61.0%</b>
<b>B.1.9. Contract Capacity</b>					
Contract Care Administration	587,296	393,974	224,137	(30,815)	67.1%
Contract Care-Residential	1,621,173	1,080,358	368,391	172,424	66.6%
Title IV-E Contract Care	1,618,798	520,201	1,098,597	-	32.1%
Title IV-E - CO Direct	139,202	46,699	92,503	-	33.5%
SORM / Unemployment/1% ERS Cont.	35,445	23,860	11,585	-	67.3%
<b>Subtotal - Strategy</b>	<b>4,001,914</b>	<b>2,065,092</b>	<b>1,795,213</b>	<b>141,609</b>	<b>51.6%</b>
<b>B.1.10. Parole Services</b>					
Parole	4,287,894	2,967,106	1,278,672	42,116	69.2%
GitRedy Grant - OJJDP	360,783	142,117	218,666	-	39.4%
Regional Pilot - MST/FFT	200,000	87,101	112,899	-	43.6%
Administration and Support	271,406	159,770	92,512	19,124	58.9%
SORM / Unemployment/1% ERS Cont.	143,915	127,412	16,503	-	88.5%
<b>Subtotal - Strategy</b>	<b>5,263,998</b>	<b>3,483,506</b>	<b>1,719,252</b>	<b>61,240</b>	<b>66.2%</b>

# Texas Juvenile Justice Department

## Budget by Strategy/Program FY 2013 through April 30, 2013

Strategy/Program	Amended Budget	Expended/ Disbursed YTD	Projected Thru Yr End	Projected YE Balance	% Expended
<b>B.2.1. Office of the Inspector General</b>					
Office of Inspector General	1,262,355	800,401	438,184	23,770	63.4%
Incident Calling Center	423,622	260,987	158,230	4,405	61.6%
SORM / Unemployment/1% ERS Cont.	98,628	73,685	24,943	-	74.7%
<b>Subtotal - Strategy</b>	<b>1,784,605</b>	<b>1,135,073</b>	<b>621,356</b>	<b>28,176</b>	<b>63.6%</b>
<b>B.2.2. Health Care Oversight</b>					
Central Office Direct	922,242	582,954	318,809	20,479	63.2%
SORM / Unemployment/1% ERS Cont.	56,841	45,223	11,618	-	79.6%
<b>Subtotal - Strategy</b>	<b>979,083</b>	<b>628,177</b>	<b>330,427</b>	<b>20,479</b>	<b>64.2%</b>
<b>B.2.3. Interstate Agreement</b>					
Interstate Compact	229,630	135,151	79,384	15,095	58.9%
SORM / Unemployment/1% ERS Cont.	16,098	9,094	7,004	-	56.5%
<b>Subtotal - Strategy</b>	<b>245,728</b>	<b>144,245</b>	<b>86,388</b>	<b>15,095</b>	<b>58.7%</b>
<b>B.3.1. Construct &amp; Renovate Facilities</b>					
Repair and Rehab	2,287,710	196,097	1,259,017	832,596	8.6%
<b>Subtotal - Strategy</b>	<b>2,287,710</b>	<b>196,097</b>	<b>1,259,017</b>	<b>832,596</b>	<b>8.6%</b>
<b>C.1.1. Office of the Independent Ombudsman</b>					
Administration and Support	259,320	166,806	88,104	4,410	64.3%
CJD - OIO Expanded Services	116,837	71,102	45,735	-	60.9%
SORM / Unemployment/1% ERS Cont.	21,133	16,188	4,945	-	76.6%
<b>Subtotal - Strategy</b>	<b>397,290</b>	<b>254,096</b>	<b>138,784</b>	<b>4,410</b>	<b>64.0%</b>
<b>D.1.1 Central Administration</b>					
Central Administration	7,425,320	4,647,661	2,405,718	371,941	62.6%
Indirect Cost	59,060	41,400	17,660	-	70.1%
SORM / Unemployment/1% ERS Cont.	401,769	310,749	91,020	-	77.3%
<b>Subtotal - Strategy</b>	<b>7,886,149</b>	<b>4,999,810</b>	<b>2,514,398</b>	<b>371,941</b>	<b>63.4%</b>
<b>D.1.2. Information Resources</b>					
Management Information Resources	3,914,129	2,288,125	1,543,539	82,465	58.5%
Time MGMT (58003)	807,595	807,596	(1)	-	100.0%
Data Center Services	1,321,728	888,665	433,063	-	67.2%
JCMS	141,842	-	-	141,842	0.0%
SORM / Unemployment/1% ERS Cont.	172,087	149,887	22,200	-	87.1%
<b>Subtotal - Strategy</b>	<b>6,357,381</b>	<b>4,134,273</b>	<b>1,998,801</b>	<b>224,307</b>	<b>65.0%</b>
<b>TOTAL - TJJD</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>\$117,020,509</b>	<b>\$3,194,855</b>	<b>64.1%</b>

# Texas Juvenile Justice Department

## Budget by Strategy/Program FY 2013 through April 30, 2013

Strategy/Program	Amended Budget	Expended/ Disbursed YTD	Projected Thru Yr End	Projected YE Balance	% Expended
<b><i>Method of Finance:</i></b>					
General Revenue	300,576,348	201,627,670	96,586,419	2,362,259	67.1%
Federal Funds	15,290,429	5,086,139	10,204,290	-	33.3%
Criminal Justice Grants	116,837	71,102	45,735	-	60.9%
General Obligation Bonds	1,463,741	196,097	435,048	832,596	13.4%
Appropriated Receipts	1,628,913	45,547	1,583,366	-	2.8%
Interagency Contracts	15,523,186	7,357,535	8,165,651	-	47.4%
<b>TOTAL - Method of Finance</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>\$117,020,509</b>	<b>\$3,194,855</b>	<b>64.1%</b>

	Amended Budget	Expended/ Disbursed YTD *	Projected Thru Yr End	Projected YE Balance	% Expended
Goal A: Community Juvenile Justice	162,737,413	103,098,482	59,635,360	3,571	63.4%
Goal B: State Services and Facilities	157,221,221	101,897,429	52,733,165	2,590,627	64.8%
Goal C: Office of the Independent Ombudsman	397,290	254,096	138,784	4,410	64.0%
Goal D: Indirect Administration	14,243,530	9,134,083	4,513,200	596,247	64.1%
<b>TOTAL - Goal Summary</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>\$117,020,509</b>	<b>\$3,194,855</b>	<b>64.1%</b>

1. The normal range is +/- 5% of the straight-line projection of 66.7% for April.

2. Red represents areas greater than or equal to 70%

# Texas Juvenile Justice Department

## Summary by Location/Program

AY 2013 through April 30, 2013

<u>Location/Program:</u>	<u>Amended Budget</u>	<u>Expended/ Disbursed YTD</u>	<u>% Expended</u>
Corsicana Residential Treatment Center	15,794,544	10,234,906	64.8%
Evins Regional Juvenile Center	13,630,825	9,295,047	68.2%
Gainesville State School	18,864,766	11,996,976	63.6%
Giddings State School	20,375,544	13,545,997	66.5%
McLennan Cnty State Juv Corr Facility	28,502,713	19,040,171	66.8%
Ron Jackson State Juvenile Corr Complex	14,857,652	9,813,605	66.1%
<b>Subtotal - State-Operated Secure Facilities</b>	<b>\$112,026,044</b>	<b>\$73,926,702</b>	<b>66.0%</b>
Halfway House Operations	12,246,049	8,199,082	67.0%
Contract Care	4,462,345	2,354,502	52.8%
Parole	4,969,328	3,282,263	66.1%
County Disbursements	158,938,793	100,651,701	63.3%
Central Office <sup>3</sup>	41,956,895	25,969,840	61.9%
<b>TOTAL</b>	<b>\$334,599,454</b>	<b>\$214,384,090</b>	<b>64.1%</b>

**Notes:**

1. The normal range is +/- 5% of the straight-line projection of 66.7% for April.

2. Red represents areas  $\geq$  (greater than or equal to) 70%.

3. Central Office includes expenses related to direct and indirect administrative functions, construction and capital projects, closed facilities, and other statewide administrative costs such as unemployment and worker's compensation.

# Texas Juvenile Justice Department

## Lapse Report Summary

### FY 2013 Through April 30, 2013

Facility	Budgeted	%	Lapse	%	Remaining Earnings	
	Lapse <sup>1</sup>	Budgeted <sup>2</sup>	YTD	Earned	\$	%
Corsicana Treatment Ctr.	1,123,955	9.09%	952,263	84.7%	171,692	15.3%
Evins Regional Juv. Ctr.	1,006,306	8.97%	589,575	58.6%	416,731	41.4%
Gainesville State School	1,407,519	8.99%	1,564,935	111.2%	(157,416)	-11.2%
Giddings State School	1,535,676	9.00%	1,314,745	85.6%	220,931	14.4%
Ron Jackson Unit I	1,073,218	9.01%	633,193	59.0%	440,025	41.0%
McLennan Cnty Juv. Fac.	2,138,060	9.04%	1,433,191	67.0%	704,869	33.0%
Contract Care	26,911	7.00%	(11,906)	-44.2%	38,817	144.2%
Halfway Houses	715,122	8.06%	447,921	62.6%	267,201	37.4%
Parole	158,894	6.99%	121,174	76.3%	37,720	23.7%
Administration	969,033	5.11%	1,732,254	178.8%	(763,221)	-78.8%
<b>TOTAL</b>	<b>\$10,154,694</b>	<b>8.13%</b>	<b>\$8,777,345</b>	<b>86.4%</b>	<b>\$1,377,349</b>	<b>13.6%</b>

1. Budget Amendments for temporary positions that are funded from lapse are reflected in the Budgeted Lapse amount.

Original Authorized Salaries	124,617,432
Amendments	(234,101)
Revised Authorized Salaries	<u>\$124,383,331</u>

2. Beginning budgeted lapse percent: Institutions: 9%; HWH: 8%; Parole & Contract Care: 7%; Administration: 5%

3. The normal range is - 5% of the straight-line projection.

4. Red represents areas earning less than 63.3%

#### Year-to-Date

#### Summary by Month:

	Authorized Salaries	Budgeted Lapse	Budgeted Salaries	Expended YTD	Lapse Earned	Lapse Rate	Excess/(Deficit) Balance
September	10,384,791	846,229	9,538,562	9,325,526	1,059,265	10.2%	213,036
October	10,383,722	846,231	9,537,491	9,251,424	1,132,298	10.9%	286,067
November	10,369,119	846,230	9,522,889	9,339,921	1,029,198	9.9%	182,968
December	10,386,741	846,230	9,540,511	9,288,767	1,097,974	10.6%	251,744
January	10,385,025	846,230	9,538,795	9,235,791	1,149,234	11.1%	303,004
February	10,182,047	846,230	9,335,817	9,232,106	949,941	9.3%	103,711
March	10,575,110	846,230	9,728,880	9,212,930	1,362,180	12.9%	515,950
April	10,343,544	846,230	9,497,314	9,346,289	997,255	9.6%	151,025
May							
June							
July							
August							
<b>TOTAL</b>	<b>\$83,010,099</b>	<b>\$6,769,840</b>	<b>\$76,240,259</b>	<b>\$74,232,754</b>	<b>\$8,777,345</b>	<b>10.6%</b>	<b>\$2,007,505</b>

TEXAS JUVENILE JUSTICE DEPARTMENT  
Salary Budget Status and Lapse Report - GR & ISD Funds

April

Facility / Program	Budget Totals - Fiscal Year			Actual Year to Date Cumulative Totals						
	Authorized Salaries	Budgeted Lapse	Budgeted Salaries	Authorized Salaries	Budgeted Lapse	Budgeted Salaries	Expended YTD	Lapse Earned	Lapse Rate	Excess/(Deficit) Balance
<b>Corsicana - 31</b>										
Facility Operations	8,432,715	765,703	7,667,012	5,774,368	510,472	5,263,896	5,328,966	445,402	7.7%	(65,070)
Education & Workforce	2,201,312	198,118	2,003,194	1,467,544	132,080	1,335,464	1,165,390	302,154	20.6%	170,074
General Rehabilitation	402,373	38,827	363,546	270,170	25,888	244,282	255,968	14,202	5.3%	(11,686)
Specialized Treatment	1,327,537	121,307	1,206,230	891,794	80,872	810,922	701,289	190,505	21.4%	109,633
<b>Total</b>	<b>12,363,937</b>	<b>1,123,955</b>	<b>11,239,982</b>	<b>8,403,876</b>	<b>749,312</b>	<b>7,654,564</b>	<b>7,451,613</b>	<b>952,263</b>	<b>11.3%</b>	<b>202,951</b>
		9.09%								
<b>Evins - 27</b>										
Facility Operations	8,284,216	746,195	7,538,021	5,679,492	497,464	5,182,028	5,333,973	345,519	6.1%	(151,945)
Education & Workforce	1,818,504	163,665	1,654,839	1,212,336	109,112	1,103,224	1,007,624	204,712	16.9%	95,600
General Rehabilitation	943,821	80,495	863,326	620,496	53,664	566,832	579,891	40,605	6.5%	(13,059)
Specialized Treatment	177,226	15,951	161,275	118,152	10,632	107,520	119,413	(1,261)	-1.1%	(11,893)
<b>Total</b>	<b>11,223,767</b>	<b>1,006,306</b>	<b>10,217,461</b>	<b>7,630,476</b>	<b>670,872</b>	<b>6,959,604</b>	<b>7,040,901</b>	<b>589,575</b>	<b>7.7%</b>	<b>(81,297)</b>
		8.97%								
<b>Gainesville - 24</b>										
Facility Operations	11,350,661	1,020,348	10,330,313	7,782,604	680,232	7,102,372	6,459,031	1,323,573	17.0%	643,341
Education & Workforce	2,636,339	237,271	2,399,068	1,757,560	158,184	1,599,376	1,610,730	146,830	8.4%	(11,354)
General Rehabilitation	1,479,802	133,182	1,346,620	986,536	88,792	897,744	891,132	95,404	9.7%	6,612
Specialized Treatment	185,754	16,718	169,036	123,840	11,144	112,696	124,712	(872)	-0.7%	(12,016)
<b>Total</b>	<b>15,652,556</b>	<b>1,407,519</b>	<b>14,245,037</b>	<b>10,650,540</b>	<b>938,352</b>	<b>9,712,188</b>	<b>9,085,605</b>	<b>1,564,935</b>	<b>14.7%</b>	<b>626,583</b>
		8.99%								
<b>Giddings - 25</b>										
Facility Operations	11,855,353	1,066,032	10,789,321	8,128,196	710,688	7,417,508	7,303,947	824,249	10.1%	113,561
Education & Workforce	2,929,991	263,699	2,666,292	1,953,328	175,800	1,777,528	1,690,628	262,700	13.4%	86,900
General Rehabilitation	1,238,250	102,703	1,135,547	808,867	68,472	740,395	738,511	70,356	8.7%	1,884
Specialized Treatment	1,038,465	103,242	935,223	710,823	68,832	641,991	553,383	157,440	22.1%	88,608
<b>Total</b>	<b>17,062,059</b>	<b>1,535,676</b>	<b>15,526,383</b>	<b>11,601,214</b>	<b>1,023,792</b>	<b>10,577,422</b>	<b>10,286,469</b>	<b>1,314,745</b>	<b>11.3%</b>	<b>290,953</b>
		9.00%								
<b>Ron Jackson I - 21</b>										
Assessment	799,674	71,971	727,703	533,120	47,984	485,136	523,290	9,830	1.8%	(38,154)
Facility Operations	8,001,498	721,068	7,280,430	5,484,694	480,712	5,003,982	5,048,961	435,733	7.9%	(44,979)
Education & Workforce	1,698,715	152,884	1,545,831	1,132,480	101,920	1,030,560	1,056,269	76,211	6.7%	(25,709)
General Rehabilitation	1,000,268	90,024	910,244	666,848	60,016	606,832	579,080	87,768	13.2%	27,752
Specialized Treatment	414,117	37,271	376,846	276,080	24,848	251,232	252,429	23,651	8.6%	(1,197)
<b>Total</b>	<b>11,914,272</b>	<b>1,073,218</b>	<b>10,841,054</b>	<b>8,093,222</b>	<b>715,480</b>	<b>7,377,742</b>	<b>7,460,029</b>	<b>633,193</b>	<b>7.8%</b>	<b>(82,287)</b>
		9.01%								
<b>McLennan Co.Phx - 34.80</b>										
Assessment	1,308,375	117,754	1,190,621	872,248	78,504	793,744	787,634	84,614	9.7%	6,110
Facility Operations	16,726,877	1,514,219	15,212,658	11,484,736	1,009,480	10,475,256	10,630,480	854,256	7.4%	(155,224)
Education & Workforce	3,472,544	312,529	3,160,015	2,315,032	208,352	2,106,680	2,068,024	247,008	10.7%	38,656
General Rehabilitation	1,490,681	134,037	1,356,644	993,458	89,360	904,098	789,854	203,604	20.5%	114,244
Specialized Treatment	661,343	59,521	601,822	440,896	39,680	401,216	397,187	43,709	0.0%	4,029
<b>Total</b>	<b>23,659,820</b>	<b>2,138,060</b>	<b>21,521,760</b>	<b>16,106,370</b>	<b>1,425,376</b>	<b>14,680,994</b>	<b>14,673,179</b>	<b>1,433,191</b>	<b>8.9%</b>	<b>7,815</b>
		9.04%								
<b>Contract Care</b>										
Contracted Capacity	384,440	26,911	357,529	256,296	17,944	238,352	268,202	-11,906	-4.6%	(29,850)
		7.00%								

TEXAS JUVENILE JUSTICE DEPARTMENT  
Salary Budget Status and Lapse Report - GR & ISD Funds

April

FY 2013 Facility / Program	Budget Totals - Fiscal Year			Actual Year to Date Cumulative Totals						
	Authorized Salaries	Budgeted Lapse	Budgeted Salaries	Authorized Salaries	Budgeted Lapse	Budgeted Salaries	Expended YTD	Lapse Earned	Lapse Rate	Excess/(Deficit) Balance
<b>Halfway Houses</b>										
Halfway House Services	7,673,668	619,093	7,054,575	5,229,905	412,728	4,817,177	4,881,425	348,480	6.7%	(64,248)
Education & Workforce	35,085	2,807	32,278	23,392	1,872	21,520	23,390	2	0.0%	(1,870)
General Rehabilitation	632,134	50,571	581,563	421,424	33,712	387,712	375,589	45,835	10.9%	12,123
Specialized Treatment	533,139	42,651	490,488	355,424	28,432	326,992	301,820	53,604	15.1%	25,172
<b>Total</b>	<b>8,874,026</b>	<b>715,122</b>	<b>8,158,904</b>	<b>6,030,145</b>	<b>476,744</b>	<b>5,553,401</b>	<b>5,582,224</b>	<b>447,921</b>	<b>7.4%</b>	<b>(28,823)</b>
		8.06%								
<b>Parole</b>										
Parole Services	2,149,541	150,312	1,999,229	1,432,498	100,208	1,332,290	1,313,184	119,314	8.3%	19,106
Education & Workforce	122,588	8,582	114,006	81,728	5,720	76,008	79,868	1,860	2.3%	(3,860)
<b>Total</b>	<b>2,272,129</b>	<b>158,894</b>	<b>2,113,235</b>	<b>1,514,226</b>	<b>105,928</b>	<b>1,408,298</b>	<b>1,393,052</b>	<b>121,174</b>	<b>8.0%</b>	<b>15,246</b>
		6.99%								
<b>Administration</b>										
Prevention & Intervention	85,603	-	85,603	57,072	-	57,072	57,069	3	0.0%	3
Training & Certification	352,331	19,460	332,871	259,213	12,976	246,237	210,714	48,499	18.7%	35,523
Monitoring & Inspections	2,800,388	132,485	2,667,903	1,795,585	88,320	1,707,265	1,672,058	123,527	6.9%	35,207
Facility Operations	2,615,067	131,336	2,483,731	1,736,989	87,560	1,649,429	1,479,886	257,103	14.8%	169,543
Health Care Oversight	853,379	36,186	817,193	570,129	24,128	546,001	515,406	54,723	9.6%	30,595
OIG	1,543,027	76,209	1,466,818	1,019,890	50,808	969,082	909,685	110,205	10.8%	59,397
OIO	252,505	12,625	239,880	168,336	8,416	159,920	152,883	15,453	9.2%	7,037
Education & Workforce	540,566	58,315	482,251	361,671	38,880	322,791	315,500	46,171	12.8%	7,291
General Rehabilitation	505,901	24,043	481,858	327,223	16,032	311,191	325,031	2,192	0.7%	(13,840)
Parole Services	252,432	17,670	234,762	168,288	11,784	156,504	137,480	30,808	18.3%	19,024
Interstate Agreement	185,222	11,532	173,690	124,864	7,688	117,176	119,156	5,708	4.6%	(1,980)
Central Administration	5,946,157	302,311	5,643,846	4,117,202	201,544	3,915,658	3,490,190	627,012	15.2%	425,468
Information Resources	3,043,747	146,861	2,896,886	2,017,272	97,904	1,919,368	1,606,422	410,850	20.4%	312,946
<b>Total</b>	<b>18,976,325</b>	<b>969,033</b>	<b>18,007,292</b>	<b>12,723,734</b>	<b>646,040</b>	<b>12,077,694</b>	<b>10,991,480</b>	<b>1,732,254</b>	<b>13.6%</b>	<b>1,086,214</b>
		5.11%								
<b>TJJD Total</b>	<b>124,383,331</b>	<b>10,154,694</b>	<b>114,228,637</b>	<b>83,010,099</b>	<b>6,769,840</b>	<b>76,240,259</b>	<b>74,232,754</b>	<b>8,777,345</b>	<b>10.6%</b>	<b>2,007,505</b>
		8.16%								
Original Budgeted	124,617,432	10,154,694	114,462,738							
Amendments	(234,101)	-	(234,101)							
Revised Budgeted	124,383,331	10,154,694	114,228,637							

Reconciliation to Expenditure Report 742:

Report 742 Totals	75,191,127
Less: Grants	1,019,732
Report 742 - GR & ISD	74,171,395
Add: Supplemental	140,185
<b>Total</b>	<b>74,311,580</b>

TEXAS JUVENILE JUSTICE DEPARTMENT  
Salary Budget Status and Lapse Report - GR & ISD Funds - Summary by Strategy

FY 2013

Strategy	Budget Totals - Fiscal Year			Actual Year to Date Cumulative Totals						
	Authorized	Budgeted	Budgeted	Authorized	Budgeted	Budgeted	Expended	Lapse	Lapse	Excess/(Deficit)
	Salaries	Lapse	Salaries	Salaries	Lapse	Salaries	YTD	Earned	Rate	Balance
A.1.1 Prevention and Intervention	85,603	-	85,603	57,072	-	57,072	57,069	3	0.0%	3
A.2.1 Training and Certification	352,331	19,460	332,871	259,213	12,976	246,237	210,714	48,499	18.7%	35,523
A.2.2 Monitoring and Inspections	2,800,388	132,485	2,667,903	1,795,585	88,320	1,707,265	1,672,058	123,527	6.9%	35,207
B.1.1 Assessment and Orientation	2,108,049	189,725	1,918,324	1,405,368	126,488	1,278,880	1,310,924	94,444	6.7%	(32,044)
B.1.2 Facility Operations	67,266,387	5,964,901	61,301,486	46,071,079	3,976,608	42,094,471	41,585,244	4,485,835	9.7%	509,227
B.1.3 Education	15,455,644	1,397,870	14,057,774	10,305,071	931,920	9,373,151	9,017,423	1,287,648	12.5%	355,728
B.1.4 Halfway House Operations	7,673,668	619,093	7,054,575	5,229,905	412,728	4,817,177	4,881,425	348,480	6.7%	(64,248)
B.1.7 General Rehabilitation Treatment	7,693,230	653,882	7,039,348	5,095,022	435,936	4,659,086	4,535,056	559,966	11.0%	124,030
B.1.8 Specialized Rehabilitation Treatment	4,337,581	396,661	3,940,920	2,917,009	264,440	2,652,569	2,450,233	466,776	16.0%	202,336
B.1.9 Contracted Capacity	384,440	26,911	357,529	256,296	17,944	238,352	268,202	(11,906)	-4.6%	(29,850)
B.1.10 Parole Services	2,401,973	167,982	2,233,991	1,600,786	111,992	1,488,794	1,450,664	150,122	9.4%	38,130
B.2.1 Office of the Inspector General	1,543,027	76,209	1,466,818	1,019,890	50,808	969,082	909,685	110,205	10.8%	59,397
B.2.2 Health Care Oversight	853,379	36,186	817,193	570,129	24,128	546,001	515,406	54,723	9.6%	30,595
B.2.3 Interstate Agreement	185,222	11,532	173,690	124,864	7,688	117,176	119,156	5,708	4.6%	(1,980)
C.1.1 Office of the Independent Ombudsman	252,505	12,625	239,880	168,336	8,416	159,920	152,883	15,453	9.2%	7,037
D.1.1 Central Administration	5,946,157	302,311	5,643,846	4,117,202	201,544	3,915,658	3,490,190	627,012	15.2%	425,468
D.1.2 Information Resources	3,043,747	146,861	2,896,886	2,017,272	97,904	1,919,368	1,606,422	410,850	20.4%	312,946
<b>TJJD Total</b>	<b>124,383,331</b>	<b>10,154,694</b>	<b>114,228,637</b>	<b>83,010,099</b>	<b>6,769,840</b>	<b>76,240,259</b>	<b>74,232,754</b>	<b>8,777,345</b>	<b>10.6%</b>	<b>2,007,505</b>

**TJJD Staffing  
All Funds  
FY 2013 as of April 30, 2013**

Facility	JCOs and SOs			Case Managers			Education			All Other			TOTAL TJJD		
	USPS	Actual	Vacant	USPS	Actual	Vacant	USPS	Actual	Vacant	USPS	Actual	Vacant	USPS	Actual	Vacant
Ron Jackson I	170.00	167.58	2.42	18.00	17.00	1.00	28.00	26.00	2.00	92.00	86.82	5.18	308.00	297.40	10.60
Al Price	-	-	-	-	-	-	-	-	-	2.00	2.00	-	2.00	2.00	-
Gainesville	263.00	196.34	66.66	27.00	24.79	2.21	45.00	42.00	3.00	88.50	78.44	10.06	423.50	341.57	81.93
Giddings	272.80	210.62	62.18	30.00	22.43	7.57	50.00	43.62	6.38	95.50	90.55	4.95	448.30	367.22	81.08
Evins	185.40	169.93	15.47	15.00	15.00	-	29.00	22.41	6.59	70.00	65.00	5.00	299.40	272.34	27.06
Crockett	-	-	-	-	-	-	-	-	-	2.00	2.00	-	2.00	2.00	-
Corsicana	183.60	169.24	14.36	21.00	17.41	3.59	38.00	30.47	7.53	81.00	70.65	10.35	323.60	287.77	35.83
McLennan	384.00	347.00	37.00	41.00	38.00	3.00	54.00	49.55	4.45	136.00	119.95	16.05	615.00	554.50	60.50
Halfway Houses	143.00	134.50	8.50	24.00	22.00	2.00	1.00	1.00	-	70.50	64.00	6.50	238.50	221.50	17.00
Contract Care	-	-	-	-	-	-	-	-	-	9.00	5.00	4.00	9.00	5.00	4.00
Parole	-	-	-	-	-	-	-	-	-	56.00	52.00	4.00	56.00	52.00	4.00
Inspector General Regions	-	-	-	-	-	-	-	-	-	19.00	17.00	2.00	19.00	17.00	2.00
Central Office Regions	-	-	-	1.00	1.00	-	-	-	-	30.00	26.45	3.55	31.00	27.45	3.55
Central Office	-	-	-	-	-	-	-	-	-	291.75	256.85	34.90	291.75	256.85	34.90
<b>TOTAL</b>	<b>1,601.80</b>	<b>1,395.21</b>	206.59	<b>177.00</b>	<b>157.63</b>	19.37	<b>245.00</b>	<b>215.05</b>	29.95	<b>1,043.25</b>	<b>936.71</b>	106.54	<b>3,067.05</b>	<b>2,704.60</b>	<b>362.45</b>

Summary by Month:	USPS	Actual	Vacant
September	3,086.75	2,675.91	410.84
October	3,086.75	2,665.38	421.37
November	3,084.75	2,693.82	390.93
December	3,080.20	2,686.85	393.35
January	3,071.55	2,724.00	347.55
February	3,073.05	2,725.81	347.24
March	3,075.05	2,711.51	363.54
April	3,067.05	2,704.60	362.45
May			
June			
July			
August			

General Appropriations Act (GAA) FTE CAP	3,060.90
Under/(Over) GAA FTE CAP	<b>356.30</b>

Budgeted FTE CAP	2,797.10
Under/(Over) Budgeted FTE CAP	<b>92.50</b>

# Texas Juvenile Justice Department

## Overtime Report by Facility

### FY 2013 through April 30, 2013

Facility	Current Budget	Expended JCOs	Expended Non-JCOs	Total Expended	Balance	% Expended
Corsicana Treatment Center (31)	222,942	499,253	34,651	533,904	(310,962)	239.5%
Al Price State Juvenile Facility	-	-	960	960	(960)	
Crockett	-	-	672	672	(672)	
Evins Regional Juvenile Center (27)	233,312	338,986	16,779	355,765	(122,453)	152.5%
Gainesville State School (24)	325,340	241,499	18,867	260,366	64,974	80.0%
Giddings State School (25)	338,302	559,811	48,143	607,954	(269,652)	179.7%
McLennan Cnty State Juv Corr Facility (34)	483,474	513,024	33,196	546,220	(62,746)	113.0%
Ron Jackson Unit I (21)	220,350	33,867	5,538	39,405	180,945	17.9%
Halfway Houses (51-60)	176,280	106,061	17,576	123,637	52,643	70.1%
Central Office (11)	-	-	7,073	7,073	(7,073)	
Service Regions (41-44)	-	-	2,187	2,187	(2,187)	
Office of Inspector General (81)	-	-	15,900	15,900	(15,900)	
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$2,292,501</b>	<b>\$201,542</b>	<b>\$2,494,043</b>	<b>(\$494,043)</b>	<b>124.7%</b>

**NOTES:**

1. The normal range is +/- 5% of the straight-line projection of April.
2. Red represents areas greater than 70%
3. Overtime does not count against FTE cap.

**Grants To Be Expended by TJJD / Interagency Contracts Status Report \***  
**FY 2013**  
**Through April 30, 2013**

**FEDERAL FUNDS**

<u>Program</u>	<u>Federal CFDA Number</u>	<u>Grantor / Pass Through Agency</u>	<u>Award Period</u>	<u>% of Time Expired</u>	<u>Award Amount</u>	<sup>[6]</sup> <u>Expended YTD</u>	<u>% of Award Expended</u>	<u>Balance</u>
Title I - Delinquent Children	[CFDA #84.013A]	US Dept of Educ / TEA	7/1/11 - 9/30/12	100%	1,568,952	1,159,025	74%	409,927
Title I - Delinquent Children	[CFDA #84.013A]	US Dept of Educ / TEA	7/1/12 - 9/30/13	67%	1,341,180	826,449	62%	514,731
IDEA-B Formula	[CFDA #84.027]	US Dept of Educ / TEA	7/1/11 - 9/30/12	100%	1,498,652	1,076,046	72%	422,606
IDEA-B Formula	[CFDA #84.027]	US Dept of Educ / TEA	7/1/12 - 9/30/13	67%	1,208,779	634,016	52%	574,763
Career and Technology - Carl Perkins	[CFDA #84.048A]	US Dept of Educ / TEA	7/1/12 - 6/30/13	83%	207,493	78,893	38%	128,600
Title II - Teacher/Principal Training	[CFDA #84.367A]	US Dept of Educ / TEA	7/1/11 - 9/30/12	100%	508,331	317,041	62%	191,290
Title II - Teacher/Principal Training	[CFDA #84.367A]	US Dept of Educ	7/1/12 - 9/30/13	67%	460,147	309,930	67%	150,217
Education Jobs Fund (ARRA)	[CFDA #84.410]	US Dept of Ed / TEA	7/1/11 - 9/30/12	100%	249,611	181,844	73%	67,767
<sup>[1]</sup> Food Distribution (USDA Commodities)	[CFDA #10.555]	US Dept of Ag / TDA	7/1/12 - 6/30/13	67%	Formula	NA	NA	NA
<sup>[2]</sup> National School Breakfast Program	[CFDA #10.553]	US Dept of Ag / TDA	7/1/12 - 6/30/13	67%	971,464	903,764	93%	67,701
<sup>[3]</sup> National School Lunch Program	[CFDA #10.555]	US Dept of Ag / TDA	7/1/12 - 6/30/13	67%	1,457,197	1,355,645	93%	101,551
Title IV-E Foster Care - Community Svcs.	[CFDA #93.658]	US Dept of HHS / DFPS	9/1/12 - 8/31/13	67%	7,000,000	-	0%	7,000,000
<sup>[4]</sup> Title IV-E Foster Care - State Svcs.	[CFDA #93.658]	US Dept of HHS / DFPS	9/1/12 - 8/31/13	67%	1,758,000	574,269	33%	1,183,731
PREA CAPSSY Project	[CFDA #16.735]	US Dept of Justice OJP/BJA	10/1/11 - 12/31/13	70%	599,963	477,497	80%	122,466
DOJ - Git Redy	[CFDA #16.541]	US Dept of Justice OJJDP	10/1/10 - 9/30/14	65%	1,048,827	569,320	54%	479,507
FEMA - Public Assistance Grants (Rita)	[CFDA #97.036]	US Dept of HS / DPS			816,613	122,837	15%	693,776
FEMA - Public Assistance Grants (Ike)	[CFDA #97.036]	US Dept of HS / DPS			54,415	-	0%	54,415
FEMA - Public Assistance Grant (Alex)	[CFDA #97.036]	US Dept of HS / DPS			17,573	-	0%	17,573

**INTERAGENCY CONTRACTS**

<u>Program</u>	<u>Grantor / Pass Through Agency</u>	<u>Contract Period</u>	<u>% of Time Expired</u>	<u>Operating Budget</u>	<sup>[6]</sup> <u>Expended YTD</u>	<u>% of Budget Expended</u>	<u>Balance</u>
<sup>[5]</sup> Independent School District Funds	TEA FSP/ASF	9/1/12 - 8/31/13	67%	4,836,807	3,064,916	63%	1,771,891
Instructional Materials Allotment	TEA	9/1/12 - 8/31/13	67%	12,575	12,113	96%	462
DSHS Substance Abuse Programs	DSHS	9/1/12 - 8/31/13	67%	691,000	407,924	59%	283,076
CJD - OIO Expanded Services	Office of the Governor	4/1/12 - 3/31/13	100%	154,063	107,820	70%	46,243

<sup>[1]</sup> Allocations are made based on population put into a formula. Then commodities are requested in the amount of the allocation.

<sup>[2]</sup> NSBP is population driven by reimbursable meals @ \$1.85 each meal.

<sup>[3]</sup> NSLP is population driven by reimbursable meals @ \$2.94 each meal.

<sup>[4]</sup> Title IV-E funding is driven by eligible youth put into a formula.

<sup>[5]</sup> ISD funding is driven by population put into a formula.

<sup>[6]</sup> Expended YTD includes payables, encumbrances, and estimates of indirect and fringe expenditures through the month of April

Available Grant Roll Forward Funds  
 No Grant Roll Forward Funds

\* Figures exclude grants disbursed to counties.

**Texas Juvenile Justice Department**  
**Construction Status Report**  
 April 30, 2013

Capital Construction Projects 80th Legislative Session	Operating Budget					Total	Expended & Enc.	Balance
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012			
<u>#1 - Repair and Rehabilitation of Existing Facilities</u>								
Appropriation Authority - GAA, Art. IX, Sec. 19.70, Proposition 8 Expires August 31, 2012								
TPFA Approval		December 2007						
BRB Approval		January 2008						
A&E Contracts		June 2009 & February 2010						
Construction Contract								
Group I		Contract date: 06/10 - 100% complete.						
Group II		Contract date: 03/11 - On-going 99% complete.						
Group III		Contract date: 01/11 - 100% complete.						
Budget								
Professional Fees - Design		389,561	421,299			810,860	810,860	0
Salaries & Personnel Costs				180,130		180,130	180,130	0
Travel				0		0	0	0
Construction Contracts	144,743	201,850	3,186,981	4,823,103	468,349	8,825,026	8,825,026	0
Total	144,743	591,411	3,608,280	5,003,233	468,349	9,816,016	9,816,016	0
<u>#2 - Remodel Existing Dormitories in TYC Facilities</u>								
Appropriation Authority - GAA, Art. IX, Sec. 19.70, Proposition 8 Expires August 31, 2012								
TPFA Approval		December 2007						
BRB Approval		January 2008						
A&E Contract		June 2007						
Construction Contract								
Phase I (large dorms)		Contract date: 02/08. 100% complete.						
Phase II (small dorms)		App'v'd 04/12 Board. Contract date 06/12. 80% complete.						
Budget								
Professional Fees - Design	45,496		180,189			225,685	225,685	0
Professional Fees - TDCJ Management	360,290					360,290	360,290	0
Salaries & Personnel Costs			126,726			126,726	126,726	0
Travel			1,895	6,285		8,180	8,180	0
Construction Contracts	15,973,132	522,371	34,236		2,749,380	19,279,119	19,279,119	0
Total	16,378,918	522,371	343,046	6,285	2,749,380	20,000,000	20,000,000	0
<u>#3a - Construct New Recreation Building at Ron Jackson</u>								
Appropriation Authority - GAA, Art. IX, Sec. 19.71, SJR 65, SB 2033 Expires August 31, 2012								
TPFA Approval		November 2008						
BRB Approval		November 2009						
A&E Contract		January 2010						
Construction Contract		Alternate A/E firm selected 11/10. On Hold. Project Cancelled.						
Budget								
Professional Fees - Design			6,300			6,300	6,300	0
Construction Contracts		\$1,069,208 Budget transferred to McLennan on 8/16/12.				0	0	0
Total			6,300	0	0	6,300	6,300	0

**Texas Juvenile Justice Department**  
**Construction Status Report**  
 April 30, 2013

Capital Construction Projects 80th Legislative Session - continued	Operating Budget					Total	Expended & Enc.	Balance
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012			
<a href="#">#3b - Construct Addition to Existing Recreation Building at McLennan</a>								
Appropriation Authority - GAA, Art. IX, Sec. 19.71, SJR 65, SB 2033								
Expires August 31, 2012								
LBB Approval Letter received on August 16,2012, regarding request to repurpose Ron Jackson budget for use at Mart.								
TPFA Approval								
BRB Approval								
A&E Contract August 2012								
Construction Contract August 2012								
Budget								
Professional Fees - Design					82,000	82,000	82,000	0
Construction Contracts					987,208	987,208	987,208	0
Total			0	0	1,069,208	1,069,208	1,069,208	0

Capital Construction Projects 81st Legislative Session	Operating Budget					Total	Expended & Enc.	Balance
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			
<a href="#">#4 - Construct New Education Building at Crockett</a>								
Appropriation Authority - GAA, Art. IX, Sec. 19.71, SJR 65, SB 2033								
Expires August 31, 2012								
TPFA Approval November 2008								
BRB Approval January 2009								
A&E Contract January 2010								
Construction Contract Alternate A/E firm selected 11/10. On Hold. Project Cancelled.								
Budget								
Professional Fees - Design			10,191			10,191	10,191	0
Construction Contracts						0	0	0
Total			10,191	0	0	10,191	10,191	0

Capital Construction Projects 81st Legislative Session	Operating Budget					Total	Expended & Enc.	Balance
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			
<a href="#">#5 - Repair and Rehabilitation of Existing TYC Facilities</a>								
Appropriation Authority - GAA, Art. IX, Sec. 17.11, Proposition 4								
Expires August 31, 2013 contingent on Rider UB authority								
TPFA Approval December 2009								
BRB Approval January 2010								
A&E Contract May 2010								
Construction Contract Contracts combined 80th and 81st projects								
Group I On-going.								
Group II On-going.								
Group III On-going.								
Budget								
Professional Fees - Design	359,012					359,012	359,012	0
Salaries & Personnel Costs			21,909			21,909	21,909	0
Travel						0	0	0
Construction Contracts - FEMA		43,632	20,514	824,455		888,601	122,837	765,764
Construction Contracts	500,909	2,369,636	623,145	629,652	1,052,388	5,175,730	3,714,960	1,460,770
Total	859,921	2,413,268	665,568	1,454,107	1,052,388	6,445,252	4,218,718	2,226,534

\* Group I: Gainesville  
 Group II: Evins, Giddings, and Mart  
 Group III: Corsicana, and Ron Jackson

# TEXAS JUVENILE JUSTICE DEPARTMENT

Monthly Construction Program Status Report  
FY 2008 - 2010  
April 2013

## Distribution

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**Scott W. Fisher, Chair**  
**The Honorable John Brieden III**  
**Joseph Brown**  
**The Honorable Carol Bush**  
**Becky Gregory**  
**Jane Anderson King**  
**David Scott Matthew**  
**Mary Lou Mendoza**  
**Dr. Rene Olvera**  
**The Honorable Laura Parker**  
**The Honorable Jimmy Smith**  
**Calvin Stephens**  
**Melissa Weiss**

**Mike Griffiths**  
**Eleazar Garcia**  
**Teresa Stroud**  
**Thomas Adamski**  
**Rebecca Thomas**  
**Art Hinojosa**  
**Roger Smith**  
**Ken Ming**  
**Mike Waggoner**  
**Kevin Niemeyer**



**Texas Juvenile Justice Department**  
**Construction & Finance Departments**

# TEXAS JUVENILE JUSTICE DEPARTMENT

## Monthly Construction Program Status Report

April 2013

Executive Summary	Page i
Monthly Change Order Summary	Page ii
FY 08-09 Construction Program Update	
A. Project Budgets/Status	Page 1.1 - 1.3
B. Program Budget Summary	Page 1.4
FY 2010-11 Construction Program Update	
A. Project Budgets/Status	Page 2.1 - 2.7
B. Program Budget Summary	Page 2.8

Published 5-15-2013

**Executive Summary**  
**Construction Projects Monthly Report**  
**April 2013**

This summary will explain current project activities or cost considerations. Projects without activity or cost items to consider are not listed in this summary. All projects are open for discussion during scheduled Board Meetings as requested.

**The Gainesville State School renovations projects are complete.**

**The Ron Jackson State Juvenile Correctional Facility projects are complete.**

**The Corsicana RTC facility is complete with all base bid renovation work. The door replacement project is progressing well and expected to be complete by May 31.**

**The Giddings State School base bid project is complete. The renovations project to convert 5 open bay dorms to single bedrooms is progressing well. Two dormitories are complete and operational. The renovation of the third dorm is complete and expected to be occupied mid-May. The fourth dormitory is underway and progressing well with expected completion by the end of May. The fifth and final dormitory will start in June of 2013. All dormitory work will complete by August 31, 2013. Design for additional site lighting is complete and the acquisition process to award a construction contract will be part of the spot bidding activity in Irving in early May. Hub participation is being encouraged.**

**The Mart Facility is complete with base bid work. The Recreational Improvements Project started March 29<sup>th</sup> and expected to complete by August 31, 2013.**

**Base bid work at the Evins facility is complete. The design for additional site lighting is complete and the acquisition process to award a construction contract will be part of the spot bidding activity in Irving in early May. Hub participation is being encouraged.**

**This summary of items and events is current as of April 30, 2013.**

**Texas Juvenile Justice Department  
Summary of Change Orders issued in April 2013**

Zimmerman Construction Co, Inc. Group 1  
Contract # C104, awarded in June 2010, for \$2,340,000  
Gainesville - Facility Improvements FY 08-09

Date	C/O #	Facility	Scope of Work	CAUSE OF CHANGE					Amended Contract Total	
				user group request	A/E error/omission	unforeseen condition	value engineering	TOTAL		
				Prior Change Orders	\$553,123	\$0	\$199,149	\$67,181	\$819,453	\$3,159,453
There were no Change Orders issued in April.									\$0	
Total change orders issued this month					\$0	\$0	\$0	\$0	\$0	
Total Change Orders					\$553,123	\$0	\$199,149	\$67,181	\$819,453	\$3,159,453

Zimmerman Construction Co, Inc. Group 3A  
Contract # C111, awarded in January 2011, for \$2,847,500  
Corsicana, Crockett & Ron Jackson - Facility Improvements FY 08-09 & 2010-11

Date	C/O#	Facility	Scope of Work	CAUSE OF CHANGE					Amended Contract Total	
				user group request	A/E error/omission	unforeseen condition	value engineering	TOTAL		
				Prior Change Orders	\$969,107	\$57,058	\$23,865	\$36,603	\$1,086,633	\$3,934,133
There were no Change Orders issued in April.									0	
Total change orders issued this month					\$0	\$0	\$0	\$0	\$0	
Total Change Orders					\$969,107	\$57,058	\$23,865	\$36,603	\$1,086,633	\$3,934,133

Gaeke Construction Co, Inc. Group 2  
Contract # C114, awarded in March 2011, for \$2,234,700  
Evins, Giddings & McLennan - Facility Improvements FY 08-09 & 2010-11

Date	C/O#	Facility	Scope of Work	CAUSE OF CHANGE					Amended Contract Total	
				user group request	A/E error/omission	unforeseen condition	value engineering	TOTAL		
				Prior Change Orders	\$390,374	\$1,666	\$19,549	\$8,316	\$419,905	\$2,654,605
There were no Change Orders issued in April.									0	
Total change orders issued this month					\$0	\$0	\$0	\$0	\$0	
Total Change Orders					\$390,374	\$1,666	\$19,549	\$8,316	\$419,905	\$2,654,605

<b>Total change orders issued this month for Groups 1, 2 &amp; 3</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Change Orders for Groups 1, 2 &amp; 3</b>					<b>\$1,912,604</b>	<b>\$58,724</b>	<b>\$242,563</b>	<b>\$112,100</b>	<b>\$2,325,991</b>	<b>\$9,748,191</b>

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2008-2009

McLennan County Juvenile Facility

ARCHITECT: T. Howard and Associates  
GENERAL CONTRACTOR: Gaeke Construction Co, Inc.

HUB % 30  
HUB % 8

NOTICE TO PROCEED: May 17, 2011

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE
		Beneficial Occupancy      Estimated Final Completion
Reseal Patrol Roads	100%	
Gym Floor Repairs	100%	
Install Tempered Air in Warehouse	100%	
Install additional Site Lighting	100%	

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	240 days			January 11, 2012
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	348	
		New	0	
		Subtotal	348	
TOTAL TIME EXTENSIONS		TOTAL	348	
ADJUSTED CONTRACT COMPLETION				December 24, 2012

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	715	of	588	122%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				100%

- NOTES:** 1) Notice to Proceed issued to General Contractor on May 17, 2011.  
2) Replace duct heaters in Central Services Bldg, and replace transformer at Dorm J.  
3) Installation of Perimeter Video System.  
4) Additional time extensions are pending.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	23,417	4,100	27,517	7,945	35,462		35,462	35,462
TYC ADMINISTRATION	18,250		18,250	2,000	20,250		20,250	20,250
OWNER FURNISHED ITEMS	0		0	201,462	201,462		201,462	201,462
RESERVED FOR ADDITIONAL WORK	0		0	0	0		0	
GENERAL CONTRACTOR	224,189	10,334	234,523	187,697	422,220	0	422,220	422,220
PROJECT CONTINGENCY	49,904	(14,434)	35,470	(35,470)	0	0	0	
<b>TOTAL PROJECT COST</b>	<b>315,760</b>	<b>0</b>	<b>315,760</b>	<b>363,634</b>	<b>679,394</b>	<b>0</b>	<b>679,394</b>	<b>679,394</b>
CONTINGENCY AS % OF G.C.	22%		15%		0%		0%	

**NOTES:**



**TEXAS JUVENILE JUSTICE DEPARTMENT**  
FY 2008-2009

Giddings State School  
Open Bay Dorm Alterations Phase II - 48 bed Dorms

ARCHITECT: T. Howard and Associates HUB % 30  
GENERAL CONTRACTOR: Gaeke Construction Co, Inc. HUB % 0

NOTICE TO PROCEED: August 6, 2012

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE	
		Beneficial Occupancy	Estimated Final Completion
Remodel Dorm #2	100%		
Remodel Dorm #4	100%		
Remodel Dorm #6	100%		
Remodel Dorm #8	99%		
Remodel Dorm #7	5%		

**SCHEDULE STATUS**

ORIGINAL CONTRACT COMPLETION		391 days		August 31, 2013	
EXTENSIONS FOR WEATHER	Previous	0			
	New	0			
	Subtotal	0			
EXTENSIONS FOR SCOPE CHANGES	Previous	0			
	New	0			
	Subtotal	0			
TOTAL TIME EXTENSIONS	TOTAL	0			
ADJUSTED CONTRACT COMPLETION				August 31, 2013	

**CONTRACT STATUS**

PERCENTAGE OF CONTRACT TIME EXPIRED	268	of	391	69%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				52%

NOTES: 1) This project was approved by the TJJD Board on April 6, 2012.

**BUDGET STATUS**

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT		48,000	48,000		48,000		48,000	30,560
TYC ADMINISTRATION			0		0		0	
OWNER FURNISHED ITEMS			0		0		0	
GENERAL CONTRACTOR		2,749,380	2,749,380		2,749,380		2,749,380	1,442,316
PROJECT CONTINGENCY		0	0	0	0		0	
<b>TOTAL PROJECT COST</b>		<b>2,797,380</b>	<b>2,797,380</b>		<b>2,797,380</b>		<b>2,797,380</b>	<b>1,472,876</b>

CONTINGENCY AS % OF G.C.

NOTES:

**Texas Juvenile Justice Department FY 2008-2009 Projects  
Project Cost Information Summary**

April 30, 2013											Invoiced as of 4/30/13	
LOCATION	Original Budget	Revised Budget	Revised Project Contingency	All Approved Changes	General Contractor Change Order Dollars	No. of G. C. Change Orders	% of C. O. Dollars to G. C. Contract Amount	All Pending Changes	Remaining Contingency	Invoiced Amount	% of Revised Budget	
<i>AI Price</i>	\$ 200,000	\$ 57,423	\$ 176,940	\$ 176,940	\$ -		0.00%	\$ -	\$ -	\$ 57,423	100.00%	
<i>Corsicana</i>	\$ 726,433	\$ 1,681,188	\$ 66,916	\$ 66,916	\$ 935,440	19	212.02%	\$ -	\$ -	\$ 1,638,498	97.46%	
<i>Crockett</i>	\$ 741,105	\$ 651,776	\$ 83,204	\$ 83,204	\$ -		0.00%	\$ -	\$ -	\$ 651,776	100.00%	
<i>Evins</i>	\$ 206,400	\$ 493,796	\$ 23,837	\$ 23,837	\$ 161,923	11	79.06%	\$ -	\$ -	\$ 404,911	82.00%	
<i>Gainesville</i>	\$ 4,987,657	\$ 3,847,266	\$ 365,846	\$ 365,846	\$ 779,896	30	33.33%	\$ -	\$ -	\$ 3,634,367	94.47%	
<i>Giddings</i>	\$ 1,901,571	\$ 1,670,294	\$ 231,165	\$ 231,165	\$ 25,960	4	2.27%	\$ -	\$ -	\$ 1,611,421	96.48%	
<i>McLennan County</i>	\$ 315,760	\$ 679,394	\$ 35,470	\$ 35,470	\$ 187,697	8	80.03%	\$ -	\$ -	\$ 679,394	100.00%	
<i>Ron Jackson</i>	\$ 737,090	\$ 734,879	\$ 99,012	\$ 99,012	\$ 50,866	8	8.84%	\$ -	\$ -	\$ 728,387	99.12%	
Construct Recreation Space at McLennan	\$ 1,075,508	\$ 1,075,508	\$ -	\$ -	\$ -		0.00%	\$ -	\$ -	\$ 70,296	6.54%	
<i>Construct Education Bldg at Crockett</i>	\$ 1,787,211	\$ 10,191	\$ -	\$ -	\$ -		0.00%	\$ -	\$ -	\$ 10,191	100.00%	
<i>Open Bay Dorm Alteration - AI Price</i>	\$ 5,152,000	\$ 3,658,920	\$ 384,000	\$ 384,000	\$ 255,685	27	7.99%	\$ -	\$ -	\$ 3,658,920	100.00%	
<i>Open Bay Dorm Alteration - AI Price #2</i>	\$ -	\$ 131,697	\$ -	\$ -	\$ -		0.00%	\$ -	\$ -	\$ 131,697	100.00%	
<i>Open Bay Dorm Alteration - Crockett</i>	\$ 2,700,000	\$ 2,507,863	\$ 260,600	\$ 260,600	\$ 195,924	20	9.03%	\$ -	\$ -	\$ 2,507,863	100.00%	
<i>Open Bay Dorm Alteration - Evins</i>	\$ 3,020,000	\$ 3,246,659	\$ 356,193	\$ 356,193	\$ 711,301	47	28.97%	\$ -	\$ -	\$ 3,246,659	100.00%	
<i>Open Bay Dorm Alteration - Giddings</i>	\$ 3,360,000	\$ 2,004,097	\$ 202,838	\$ 202,838	\$ 396,397	14	27.93%	\$ -	\$ -	\$ 2,004,097	100.00%	
Open Bay Dorm Alteration - Giddings #2	\$ -	\$ 2,797,380	\$ -	\$ -	\$ -		0.00%	\$ -	\$ -	\$ 1,472,876	52.65%	
<i>Open Bay Dorm Alteration - McLennan</i>	\$ 4,078,000	\$ 3,863,408	\$ 408,000	\$ 408,000	\$ 247,485	30	7.28%	\$ -	\$ -	\$ 3,863,408	100.00%	
<i>Open Bay Dorm Alteration - Ron Jackson</i>	\$ 1,690,000	\$ 1,789,976	\$ 155,000	\$ 155,000	\$ 416,633	21	32.94%	\$ -	\$ -	\$ 1,789,976	100.00%	
<b>TOTAL</b>	\$ 32,678,735	\$ 30,901,715	\$ 2,849,021	\$ 2,849,021	\$ 4,365,207	239		\$ -	\$ -	\$ 28,162,160	91.13%	

FY08-09 BOND FUNDS (Remodel Dorms) \$ 20,000,000  
 Rehabilitate Buildings and Systems 9,816,016  
 New Construction at Existing Facilities 2,862,719  
 Lapse budget for Crockett New Construction (1,777,020)  
**TOTAL BUDGET \$ 30,901,715**

COMPLETED PROJECTS IN ITALICS

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2010-11

Corsicana Residential Treatment Center

ARCHITECT: KGA Architecture  
GENERAL CONTRACTOR: Zimmerman Construction Co, Inc.

HUB % 44  
HUB % 15

NOTICE TO PROCEED: April 6, 2011

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE	
		Beneficial Occupancy	Estimated Final Completion
Facility Security Fence, Gates, Lighting	100%		
Building Electrical Systems	100%		
Building Fire Protection Systems	100%		
Install new 80kw Generator and Transfer Switch at Kitchen	100%		
Replace forty-nine doors throughout campus	35%		
Install new HVAC units in Education Building	100%		

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	330 days			March 1, 2012
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	518	
		New	0	
		Subtotal	518	
TOTAL TIME EXTENSIONS		TOTAL	518	
ADJUSTED CONTRACT COMPLETION				August 1, 2013

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	756	of	848	89%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				85%

NOTES: 1) Notice to Proceed issued to General Contractor on April 6, 2011.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	53,688		53,688	4,258	57,946		57,946	39,798
TYC ADMINISTRATION	57,500		57,500	(51,356)	6,144		6,144	6,144
OWNER FURNISHED ITEMS	0		0	290	290		290	290
RESERVED FOR ADDITIONAL WORK	0	170,000	170,000	(170,000)	0		0	
GENERAL CONTRACTOR	457,977	(151,407)	306,570	203,198	509,768		509,768	433,533
PROJECT CONTINGENCY	66,915	(18,593)	48,322	13,610	61,932	0	61,932	
<b>TOTAL PROJECT COST</b>	<b>636,080</b>	<b>0</b>	<b>636,080</b>	<b>0</b>	<b>636,080</b>	<b>0</b>	<b>636,080</b>	<b>479,765</b>
CONTINGENCY AS % OF G.C.	15%		16%		12%		12%	

NOTES:

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2010-11

Evins Regional Juvenile Center - Edinburg

ARCHITECT: T. Howard and Associates  
GENERAL CONTRACTOR: Gaeke Construction Co, Inc.

HUB % 30  
HUB % 8

NOTICE TO PROCEED: May 17, 2011

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE
		Beneficial Occupancy Estimated Final Completion
Repair & Replace Roofs	100%	
Building Plumbing Systems	100%	
Building HVAC Systems	100%	
Replace above-ceiling copper piping in Infirmary	100%	

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	240 days			January 11, 2012
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	353	
		New	0	
		Subtotal	353	
TOTAL TIME EXTENSIONS		TOTAL	353	
ADJUSTED CONTRACT COMPLETION				December 29, 2012

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	715	of	593	121%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				87%

NOTES: 1) Notice to Proceed issued to General Contractor on May 17, 2011.  
2) Replace rain gutters.  
3) Additional time extensions are pending.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	74,750		74,750	7,400	82,150		82,150	63,050
TYC ADMINISTRATION	87,000		87,000	(78,540)	8,460		8,460	8,460
OWNER FURNISHED ITEMS	0		0	33,425	33,425		33,425	33,425
RESERVED FOR ADDITIONAL WORK	0		0		0		0	
GENERAL CONTRACTOR	629,440	(75,992)	553,448	34,403	587,851	75,000	662,851	576,281
PROJECT CONTINGENCY	83,033	75,992	159,025	3,312	162,337	(75,000)	87,337	
TOTAL PROJECT COST	874,223	0	874,223	0	874,223	0	874,223	681,216
CONTINGENCY AS % OF G.C.	13%		29%		28%		13%	

NOTES:

**TEXAS JUVENILE JUSTICE DEPARTMENT**  
FY 2010-11

Gainesville State School

ARCHITECT: Halff Associates, Inc.  
GENERAL CONTRACTOR: Zimmerman Construction Co, Inc.

HUB % 23  
HUB % 0

NOTICE TO PROCEED: July 19, 2010

PROJECT DESCRIPTION: WORK IN PLACE COMPLETION DATE  
Beneficial Occupancy Estimated Final Completion

Retrofit doors identified as non-compliant in Fire Marshals report 100%

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	425 days			September 17, 2011
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	527	
		New	0	
		Subtotal	527	
TOTAL TIME EXTENSIONS		TOTAL	527	
ADJUSTED CONTRACT COMPLETION				February 25, 2013

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	1,017	of	952	107%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				0%

NOTES: 1) Repairs made to Campus Wide Fire Alarm System.  
2) Paint security cells and hallways in the Security Bldg.  
3) Additional design work for site lighting is underway.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	38,002		38,002		38,002		38,002	3,121
TYC ADMINISTRATION	24,500	(23,090)	1,410		1,410		1,410	1,410
OWNER FURNISHED ITEMS	0	53,395	53,395	47,803	101,198		101,198	91,618
RESERVED FOR ADDITIONAL WORK	0		0	245,000	245,000		245,000	
GENERAL CONTRACTOR	312,208	(312,208)	0	39,557	39,557		39,557	0
PROJECT CONTINGENCY	58,912	281,903	340,815	(332,360)	8,455	0	8,455	
<b>TOTAL PROJECT COST</b>	<b>433,622</b>	<b>0</b>	<b>433,622</b>	<b>0</b>	<b>433,622</b>	<b>0</b>	<b>433,622</b>	<b>96,149</b>
CONTINGENCY AS % OF G.C.	19%		0%		0%		21%	

NOTES:

**TEXAS JUVENILE JUSTICE DEPARTMENT**  
FY 2010-11

Giddings State School

ARCHITECT: T. Howard and Associates  
GENERAL CONTRACTOR: Gaeke Construction Co, Inc.

HUB % 30  
HUB % 8

NOTICE TO PROCEED: May 17, 2011

PROJECT DESCRIPTION: WORK IN PLACE COMPLETION DATE  
Beneficial Occupancy Estimated Final Completion

Building Plumbing Systems 100%

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	240 days		January 11, 2012
EXTENSIONS FOR WEATHER		Previous	0
		New	0
		Subtotal	0
EXTENSIONS FOR SCOPE CHANGES		Previous	353
		New	0
		Subtotal	353
TOTAL TIME EXTENSIONS		TOTAL	353
ADJUSTED CONTRACT COMPLETION			December 29, 2012

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	715	of	593	121%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				84%

NOTES: 1) Notice to Proceed issued to General Contractor on May 17, 2011.  
2) Additional time extensions are pending.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	7,687		7,687	15,832	23,519		23,519	15,188
TYC ADMINISTRATION	8,000		8,000	(7,121)	879		879	879
OWNER FURNISHED ITEMS	0		0	31,915	31,915		31,915	20,625
RESERVED FOR ADDITIONAL WORK	0	14,000	14,000	59,938	73,938		73,938	
GENERAL CONTRACTOR	64,584	(12,584)	52,000		52,000		52,000	43,425
PROJECT CONTINGENCY	9,429	(1,416)	8,013	(564)	7,449	0	7,449	
<b>TOTAL PROJECT COST</b>	<b>89,700</b>	<b>0</b>	<b>89,700</b>	<b>100,000</b>	<b>189,700</b>	<b>0</b>	<b>189,700</b>	<b>80,117</b>
CONTINGENCY AS % OF G.C.	15%		15%		14%		14%	

NOTES:

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2010-11

McLennan County Juvenile Facility

ARCHITECT: T. Howard and Associates  
GENERAL CONTRACTOR: Gaeke Construction Co, Inc.

HUB % 30  
HUB % 8

NOTICE TO PROCEED: May 17, 2011

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE	
		Beneficial Occupancy	Estimated Final Completion
Sewer Distribution Systems	100%		
Facility Security Fence, Gates, Lighting	100%		
Replace Gate 5 Operator Control	100%		

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	240 days			January 11, 2012
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	353	
		New	0	
		Subtotal	353	
TOTAL TIME EXTENSIONS		TOTAL	353	
ADJUSTED CONTRACT COMPLETION				December 29, 2012

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	715	of	593	121%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				90%

NOTES: 1) Notice to Proceed issued to General Contractor on May 17, 2011.  
2) Additional time extensions are pending.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	15,579		15,579	2,055	17,634		17,634	13,804
TYC ADMINISTRATION	13,500		13,500	(11,745)	1,755		1,755	1,755
OWNER FURNISHED ITEMS	0		0	5,348	5,348		5,348	5,348
RESERVED FOR ADDITIONAL WORK	0		0	95,000	95,000		95,000	
GENERAL CONTRACTOR	131,155	(87,155)	44,000	9,922	53,922		53,922	48,472
PROJECT CONTINGENCY	21,926	87,155	109,081	(100,580)	8,501	0	8,501	
TOTAL PROJECT COST	182,160	0	182,160	0	182,160	0	182,160	69,379
CONTINGENCY AS % OF G.C.	17%		248%		16%		16%	

NOTES:

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2010-11

Ron Jackson Unit I - Brownwood

ARCHITECT: KGA Architecture  
GENERAL CONTRACTOR: Zimmerman Construction Co, Inc.

HUB % 44  
HUB % 15

NOTICE TO PROCEED: April 6, 2011

PROJECT DESCRIPTION:	WORK IN PLACE	COMPLETION DATE
		Beneficial Occupancy      Estimated Final Completion
Facility Security Fence, Gates, Lighting	100%	
Building Structural Repairs	100%	
Building Security Systems	100%	

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION	330 days			March 1, 2012
EXTENSIONS FOR WEATHER		Previous	0	
		New	0	
		Subtotal	0	
EXTENSIONS FOR SCOPE CHANGES		Previous	518	
		New	0	
		Subtotal	518	
TOTAL TIME EXTENSIONS		TOTAL	518	
ADJUSTED CONTRACT COMPLETION				August 1, 2013

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	756	of	848	89%
PERCENTAGE OF CONTRACT FUNDS EXPENDED				100%

NOTES: 1) Notice to Proceed issued to General Contractor on April 6, 2011.

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT	53,840		53,840	5,100	58,940		58,940	53,022
TYC ADMINISTRATION	65,500	(10,000)	55,500	(52,239)	3,261		3,261	3,261
OWNER FURNISHED ITEMS	0		0		0		0	
RESERVED FOR ADDITIONAL WORK	0		0	42,500	42,500	367,115	409,615	
GENERAL CONTRACTOR	502,498	130,748	633,246	(11,000)	622,246		622,246	622,246
PROJECT CONTINGENCY	77,132	(120,748)	(43,616)	135,639	92,023	(52,115)	39,908	
<b>TOTAL PROJECT COST</b>	<b>698,970</b>	<b>0</b>	<b>698,970</b>	<b>120,000</b>	<b>818,970</b>	<b>315,000</b>	<b>1,133,970</b>	<b>678,529</b>
CONTINGENCY AS % OF G.C.	15%			-7%	15%		6%	

NOTES:

TEXAS JUVENILE JUSTICE DEPARTMENT  
FY 2010-11

Video Surveillance System Maintenance - All Facilities

ARCHITECT: HUB %  
GENERAL CONTRACTOR: HUB %

NOTICE TO PROCEED:

PROJECT DESCRIPTION: WORK IN PLACE COMPLETION DATE  
Beneficial Occupancy Estimated Final Completion

Video Surveillance System Maintenance 100%

SCHEDULE STATUS

ORIGINAL CONTRACT COMPLETION		
EXTENSIONS FOR WEATHER	Previous	0
	New	0
	Subtotal	0
EXTENSIONS FOR SCOPE CHANGES	Previous	0
	New	0
	Subtotal	0
TOTAL TIME EXTENSIONS	TOTAL	0
ADJUSTED CONTRACT COMPLETION		

CONTRACT STATUS

PERCENTAGE OF CONTRACT TIME EXPIRED	0	of	0
PERCENTAGE OF CONTRACT FUNDS EXPENDED	84%		

NOTES:

BUDGET STATUS

DESCRIPTION:	ORIGINAL PROJECT BUDGET	MANAGEMENT APPROVED CHANGES OR VARIANCES	REVISED PROJECT BUDGET	APPROVED CHANGES OR VARIANCES	CONTROL BUDGET	PENDING CHANGES OR VARIANCES	PROJECTED BUDGET	INVOICED THRU 4/30/13
ARCHITECT			0		0		0	
TYC ADMINISTRATION			0		0		0	
OWNER FURNISHED ITEMS	1,470,544		1,470,544		1,470,544		1,470,544	1,236,372
INDUSTRY FURNISHED ITEMS (TCI)			0		0		0	
GENERAL CONTRACTOR	0		0		0		0	
PROJECT CONTINGENCY	0	0	0	0	0	0	0	
<b>TOTAL PROJECT COST</b>	<b>1,470,544</b>	<b>0</b>	<b>1,470,544</b>	<b>0</b>	<b>1,470,544</b>	<b>0</b>	<b>1,470,544</b>	<b>1,236,372</b>

CONTINGENCY AS % OF G.C.

NOTES:

**Texas Juvenile Justice Department FY 2010-2011 Projects  
Project Cost Information Summary**

April 30, 2013											Invoiced as of 4/30/13
LOCATION	Original Budget	Revised Budget	Revised Project Contingency	All Approved Changes	General Contractor Change Order Dollars	No. of G. C. Change Orders	% of C. O. Dollars to G. C. Contract Amount	All Pending Changes	Remaining Contingency	Invoiced Amount	% of Revised Budget
<i>Al Price</i>	\$ 334,055	\$ 20,425	\$ 208,289	\$ 208,289	\$ -		0.00%	\$ -	\$ -	\$ 20,425	100.00%
Corsicana	\$ 636,080	\$ 636,080	\$ 48,322	\$ (13,610)	\$ 203,198	3	66.28%	\$ -	\$ 61,932	\$ 479,765	75.43%
<i>Crockett</i>	\$ 837,297	\$ 615,927	\$ 185,390	\$ (174,244)	\$ (126,918)	1	-38.02%	\$ -	\$ 359,634	\$ 256,293	41.61%
Evins	\$ 874,223	\$ 874,223	\$ 159,025	\$ (3,312)	\$ 34,403	1	6.22%	\$ 75,000	\$ 87,337	\$ 681,216	77.92%
Gainesville	\$ 433,622	\$ 433,622	\$ 340,815	\$ 332,360	\$ 39,557	1	1.69%	\$ -	\$ 253,455	\$ 96,149	22.17%
Giddings	\$ 89,700	\$ 189,700	\$ 8,013	\$ 564	\$ -		0.00%	\$ -	\$ 81,387	\$ 80,117	42.23%
McLennan County	\$ 182,160	\$ 182,160	\$ 109,081	\$ 100,580	\$ 9,922	1	22.55%	\$ -	\$ 103,501	\$ 69,379	38.09%
Ron Jackson	\$ 698,970	\$ 1,133,970	\$ (43,616)	\$ (135,639)	\$ (11,000)	1	-1.74%	\$ -	\$ 449,523	\$ 678,529	59.84%
<i>Maintenance for Video Surveillance Sys</i>	\$ 1,470,544	\$ 1,470,544	\$ -	\$ -	\$ -		0.00%	\$ -	\$ -	\$ 1,236,372	84.08%
*Deferred Projects	\$ -	\$ 888,601	\$ 888,601	\$ 122,837	\$ -		0.00%	\$ -	\$ 765,764	\$ 64,146	7.22%
<b>TOTAL</b>	<b>\$ 5,556,651</b>	<b>\$ 6,445,252</b>	<b>\$ 1,903,920</b>	<b>\$ 437,825</b>	<b>\$ 149,162</b>	<b>8</b>		<b>\$ 75,000</b>	<b>\$ 2,162,533</b>	<b>\$ 3,662,391</b>	<b>56.82%</b>

FY2010-11 BOND FUNDS \$ 5,556,651  
 GEN REV-FEMA Reimb-Receiveable 888,601  
 REVISED BUDGET \$ 6,445,252

**COMPLETED PROJECTS IN ITALICS**

\* Project work and contingency amounts deferred as a result of Hurricane Rita. Work to be reinstated when FEMA reimbursements are received.



TEXAS  
JUVENILE JUSTICE  
DEPARTMENT

## Memorandum

To: **Mike Griffiths, Executive Director**

From: **Kenneth Ming, HUB Coordinator/  
Director of Contracts Administration, Procurement & Facility Business Management**

Subject: **Supplemental Letter for Fiscal Year 2013 Semi-Annual HUB Report for Agency 644**

Date: **05/13/13**

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The Texas Juvenile Justice Department (TJJD) recognizes the importance of the Historically Underutilized Business (HUB) Program (Texas Government Code §2161). TJJD is committed to providing the maximum opportunity to Historically Under Utilized Business through a good faith effort of effectively promoting economic opportunities to HUB businesses. In support of the program, TJJD is pleased to report the following activities that demonstrate a good faith effort for the period of September 1, 2012 – March 15, 2013.

- Active member of the HUB Discussion Workgroup and SACC/Purchasing Subcommittee, actively participating in the ongoing monthly meetings, gaining knowledge of HUB rules, HUB events, and facilitating dissemination HUB information designed to increase HUB opportunity and participation.
- Attended HHSC Annual HUB Conference at the Capital Extension, at the State Capital Building on October 5, 2012. Met with various HUB vendors and discussed business opportunities with TJJD. Networked with other State Agencies on how their HUB programs operate.
- Conducted HUB Subcontracting Plan and Monthly Progress Report training with Prime Contractors for Construction Contracts on November 1, 2012. Provided training to Gaeke Construction and Zimmerman Construction staff on properly completing monthly PAR's, to receive proper credit for subcontracting opportunities with HUB subcontractors.
- Attended the 13th Annual Purchasing and HUB Connection forum on February 5, 2013 sponsored by the Teacher Retirement System, 1000 Red River, Austin, TX. Made contact with fifteen HUB vendors providing them information about doing business with our agency.
- On February 14, 2013, the HUB Discussion Workgroup held a special Legislative Committee Meeting. At this meeting a group of 10 different state agencies HUB Coordinators met to discuss pending legislation that affected the HUB rules and policies. The group drafted a response to the legislative committees sponsoring the legislation that it felt required comments on from the professionals involved with the HUB Program.

- Conducted regular Quarterly Procurement Training for agency procurement staff that included specific training on HUB procedures and participation in HUB activities.
- The Agency prepares and distributes information on procurement procedures to HUBs in a manner that encourages participation in state contracts by all businesses (TAC, Title 34, Part 1, Subchapter B, rule 20.13).
- Provided direct, hands on guidance to interested HUBs seeking information regarding opportunities with TJJD. Provided one-on-one information sessions related to the Central Bidders List (CMBL), the Electronic State Business Daily (ESBD), and the NIGP codification system.

The Texas Juvenile Justice Department supports the State of Texas HUB Program and will continue to be proactive in increasing HUB participation through good faith efforts. Should questions arise relating to this information, please contact Kenneth I. Ming, CPPB, CTCM, CTPM, Interim Director of Business Operations and Contracts at (512) 490-7261 or email [kenneth.i.ming@tjtd.texas.gov](mailto:kenneth.i.ming@tjtd.texas.gov).

Attachment



TEXAS  
JUVENILE JUSTICE  
DEPARTMENT

## Memorandum

To: **Mike Griffiths, Executive Director**

From: **Kenneth Ming, HUB Coordinator/  
Director of Contracts Administration, Procurement & Facility Business Management**

Subject: **Additional Agency HUB Outreach Efforts**

Date: **May 13, 2013**

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### **2013 Annual HUB Vendor Show**

- Held March 19, 2013
- Sponsored by Texas Department of Criminal Justice
- TJJD participated as an Exhibitor
- Made many HUB vendor contacts.

#### **Attendees:**

- Deb Baize, Purchaser, McLennan County SJCF; and
- Shande Vaughan, Purchaser, Corsicana RTC

### **2013 Arlington Small Business Fair**

- Held March 20, 2013
- Sponsored by Texas Department of Transportation
- TJJD participated as an Exhibitor
- Enlisted HUB vendor for radios and radio equipment

#### **Attendees:**

- Donna Miller, Facility Business Coordinator, Giddings SS; and
- Belma Salina, Facility Business Coordinator, Evins RJC

### **2013 Doing Business Texas Style- Spot Bid Fair**

- Held May 13 & 14, 2013
  - Sponsored by Senator Royce West
  - TJJD participated as an Exhibitor
- #### **HUB Opportunities Provided**
- 13 RFO's for commodities
  - 5 RFO's for services, Construction Projects
  - Total potential opportunities approximately \$200,000.00

#### **Attendees:**

- Donna Miller, Facility Business Coordinator, Giddings SS
- Mari Kubitzka, Facility Business Coordinator, McLennan County SJCF
- Sheree Case, Facility Business Coordinator, Gainesville SS
- Jackie Schmaltz, Purchaser, Gainesville SS
- Kenneth Ming, Director of Contracts Administration, Procurement & Facility Business Management /Agency HUB Coordinator
- Art Hinojosa, Manager of Engineering and Architecture

- Roger Smith, Construction and Administration Project Manager
- Steven Vargas, Construction and Energy Engineer

**2013 Construction and AE Services HUB Forum**

- Held May 22, 2013
- Sponsored by Texas State University
- TJJJ participated as an Exhibitor

**Attendees:**

- Elizabeth Alamo, HUB Program Specialist
- Connie Booker, Contract Administration Manager
- Art Hinojosa, Manager of Engineering and Architecture
- Roger Smith, Construction and Administration Project Manager
- Steven Vargas, Construction and Energy Engineer

# TJJD FY 13 Semi-Annual HUB Report

## Published Data

Procurement Category	TYC			TJJD			Statewide Goal
	Total Expenditure	HUB Expenditure	Actual %	Total Expenditures	HUB Expenditures	Actual Percentage	
Heavy Construction	\$0	\$0		\$0	\$0		11.20%
Building Construction	\$2,804,461	\$593,279	<b>21.15%</b>	\$9,582	\$2,795	<b>29.17%</b>	21.10%
Special Trade	\$20,514	\$0	<b>0.00%</b>	\$208,604	\$41,831	<b>20.05%</b>	32.70%
Professional Services	\$75,013	\$0	<b>0.00%</b>	\$187,451	\$1,299	<b>0.69%</b>	23.60%
Other Services	\$3,497	\$0	<b>0.00%</b>	\$3,782,557	\$268,799	<b>7.11%</b>	24.60%
Commodity Purchasing	\$18,047	\$17,757	<b>98.39%</b>	\$4,720,520	\$668,585	<b>14.16%</b>	21.00%
<b>Total</b>	<b>\$2,921,532</b>	<b>\$611,036</b>	<b>20.91%</b>	<b>\$8,908,714</b>	<b>\$983,309</b>	<b>11.04%</b>	

## Adjusted Data

Procurement Category	TJJD & TYC Combined			Adjusted Expenditure Data*			Statewide Goal	TJJD Adjusted Goal
	Total Expenditure	HUB Expenditure	Actual %	Total Expenditures	HUB Expenditures	Adjusted %		
Heavy Construction	\$0	\$0		\$0	\$0		11.20%	
Building Construction	\$2,814,043	\$596,074	21.18%				21.10%	
Special Trade	\$229,118	\$41,831	18.26%				32.70%	
Professional Services	\$262,464	\$1,299	0.49%				23.60%	
Other Services	\$3,786,054	\$268,799	7.10%	<b>\$3,782,557</b>	<b>\$638,782</b>	<b>16.89%</b>	24.60%	<b>8.90%</b>
Commodity Purchasing	\$4,738,567	\$686,342	14.48%	<b>\$4,720,520</b>	<b>\$1,011,398</b>	<b>21.43%</b>	21.00%	
<b>Total</b>				<b>\$11,808,702</b>	<b>\$2,289,384</b>	<b>19.39%</b>		

\* Upon review of the expenditure details, it was discovered that 3 vendors were shown to have duplicate VIN's, one as a registered HUB and one not. The adjustments made to the figures reflect requested changes to USAS to reflect payment was made to the correct VIN that would give the proper HUB expenditure credit. These changes were not made in time to be reflected in the Semi-Annual Report. They will be reflected in the year-end report.

## HUB Participation Comparison

Procurement Category	TJJD Percentage	Statewide Goal	All State Agencies	TJJD FY 12 Actual
Heavy Construction		11.20%	4.64%	0.00%
Building Construction	<b>21.18%</b>	21.10%	22.40%	8.30%
Special Trade	<b>18.26%</b>	32.70%	24.83%	31.40%
Professional Services	<b>0.49%</b>	23.60%	28.44%	8.10%
Other Services	<b>16.89%</b>	8.90%	17.04%	6.90%
Commodity Purchasing	<b>21.43%</b>	21.00%	11.55%	<b>27.25%</b>
<b>Total</b>	<b>19.39%</b>		<b>13.07%</b>	<b>14.90%</b>



Texas Juvenile Justice Department  
**Programs Committee Meeting**

11209 Metric Boulevard – General Council Conference Room  
Austin, TX 78758  
Thursday, May 30, 2013 – 4:00 p.m.

1. Call to order
2. March 21, 2013 meeting minutes
3. Program Assessment of the McClellan County State Juvenile Correctional Facility
- 4. Vocational career academy**
5. Adjourn

- Items may not necessarily be considered in the order in which they appear on the agenda.
- Committee meetings may include a quorum of the Board in attendance.

# ***Juvenile Justice Associates, LLC***

5 Locust Court Albion, MI 49224 517.629.8750

## **Program Assessment of the McLennan County State Juvenile Correctional Facility**

**Mart, Texas**

For:

Michael Griffiths  
Executive Director  
Texas Juvenile Justice Department  
4900 N. Lamar Blvd.  
Austin, Texas 78751

By:

David W. Roush, PhD  
Juvenile Justice Associates

and

Michael Umpierre, JD  
Program Co-Coordinator  
National Center for Youth in Custody

March 20, 2013

## **Program Assessment of the McLennan County State Juvenile Correctional Facility**

### **Mart, Texas**

#### **I. BACKGROUND**

In November of 2012, the Texas Juvenile Justice Department (TJJD) sought an assessment of the programs and operations at the Mart Facility. The scope of the proposed study by Juvenile Justice Associates (JJA) was to evaluate (a) behavior change programs, (b) relevant program materials, (c) programming and daily life data, and (d) the physical plant as it relates to program operations and daily life. The assessment would include individual and group interviews with administrative staff, special programs staff, direct care staff, and youth. Additionally, the assessment would focus on a structured social climate survey of youth selected cooperatively with the Mart staff. This type of assessment would provide TJJD with an independent, youth-centered perspective of the conditions of confinement and quality-of-life at the Mart Facility. The strategy seemed to be an appropriate and logical follow up to previous, excellent assessments of TJJD, which contained high-quality information about staff perspectives in conjunction with the observations of many highly reputable consultants. The findings and recommendations of the JJA assessment would be structured in a way to provide information that (a) augments current TJJD culture change strategies, (b) improves organizational stability and program efficacy, and (c) reduces disruptions and violence in daily living.

The increase in the proportion of Latino youth and the need to account for cultural differences in a quality-of-life assessment encounter a potential language barrier that needs to be addressed. Therefore, the Scope of Work included a second person who is fluent in Spanish and who conducted interviews in Spanish with youth who are monolingual Spanish speakers and/or bilingual with Spanish as the preferred language. Also, this individual would conduct interviews with bilingual staff.

Having performed numerous similar assessments for various state and local units of government, and based on the qualifications of JJA staff, the agency selected the JJA proposal to perform a detailed assessment and provide a report of findings.

The initial discussions about the assessment was that it should also include key elements of the evaluations conducted for Randall County's Youth Center of the High Plains (YCHP) over the past 15 years. These reports were evaluation tools for the cognitive behavior programs operated in the pre-and post-dispositional living units at YCHP. The programs were designed to improve critical thinking skills of youth in the attempt to improve behaviors. The YCHP assessment instruments included structured interviews of youth and staff and social climate surveys of youth to ascertain the youth's perceptions of the facility and its programs. Most facilities, those operated by TJJD included, have the capacity to track youth behaviors such as fights, physical restraints, room confinements, to name a few; but most facilities do not pay enough attention to the thoughts and feelings of youth about the institutional environment, programs, peers, and staff. In other words, assessments of the conditions of confinement or institutional climate are largely drawn

from staff and administration. These internal staff-generated assessments are often adjusted or redefined through competent external analyses, such as the ones commissioned previously by TJJD. As a result, agencies and institutions generally have a better idea of what staff think and feel about facilities and programs than they do about the same perspectives of youth. The success of the YCHP programs may have made the rationale for a youth-centered assessment a bit more compelling.

Many individuals from inside and outside the TJJD system contributed to the information in this report. From the beginning, Mr. Griffiths recommended soliciting information from various individuals, and he placed no restrictions with whom we could talk. Telephone interviews with key individuals provided a historical context for the present situation. This included multiple perspectives about changes in leadership and the transitions at the Mart facility. Each conversation ended with the same question, "What are you looking for from this report?" The most interesting response was, "Tell us something we do not already know." This, of course, presumes that TJJD does not know that youth believe the current approach is not doing what Central Office wants and that all of the very good information about the problems and challenges within TJJD does not include a sufficient youth perspective. It is in this context that this report attempts to provide additional information to TJJD about how to improve its correctional services to youth.

## **II. METHOD**

We believe this assessment report focuses more on process than content. In other words, youth perceptions provide a picture of "how" programs are or are not implemented effectively. They also provide a user-generated perspective of the nature and extent of interactions between youth and between youth and staff. These process factors can sometimes be very important. Several years ago, leaders in juvenile facilities in Michigan debated about which program philosophy was better, i.e., Positive Peer Culture, Guided Group Interaction, Behavior Modification, Reality Therapy, and Cognitive Behavioral Interventions, to name a few. The group finally concluded that since all facilities were experiencing success with similar populations of youth, perhaps something else was operating that needed to be explored. In shifting the focus away from content, the Michigan group focused on process-related similarities that appeared to be critical elements in program success, especially the establishment of safe conditions of confinement.

These factors have not changed, for the most part, over many years. For example, there needs to be an adequate number of well-trained and skilled staff members. Everyone needs to be on the same page or there needs to be a high level of consistency among staff. Positive, supportive, and caring relationships between youth and staff are essential. Program expectations need to be ordered, structured, consistent, and high. All program elements need to be developmentally and culturally appropriate, particularly sensitive to adolescent development. There needs to be a high level of activity and involvement in the daily program. Families, the community, and visitors need to be welcome and encouraged to participate in the life of the program. Strong leadership identifies a clear vision and mission for the program and promotes teamwork based on professionalism, communication, and accountability. These are the areas where youth perceptions will

inform this report, as opposed to time spent by us giving recommendations about program content to an already knowledgeable Central Office staff.

Between the agreement to conduct a program assessment and the actual on-site visit, we reviewed previous reports and conducted telephone interviews with various key individuals. Four sources of information were valuable to the orientation of this assessment. The Moss Group Report<sup>1</sup> was especially informative and thorough. It provided an excellent perspective on the perceptions of staff, and further allowed our assessment to verify that most of the perceptions remain largely in tact. Another resource was the Urban Institute Report,<sup>2</sup> which also provided a clear perspective on current operations. Additional resource information about violent behaviors and gang-involved youth came from a recent study completed by the University of Texas.<sup>3</sup> Finally, we had access to Executive Director Griffith's summary power point slides on his overview and assessment of TJJD and his plans for the future.

The format of the January 7-9, 2013 assessment followed typical monitoring visit protocols, starting with an entrance meeting or focus group with the administrative team to explain the nature of the assessment and to gather information and perceptions from facility leadership about their concerns and challenges. The entrance meeting was followed by a comprehensive tour of the physical plant. The scheduling of these activities was in consultation with Mart staff so as to minimize disruption in the daily schedule. The following describes the program review activities:

1. Entrance Interview. The Entrance Interview was a meeting with the TJJD Director of Secure Facility Operations, the Mart Superintendent, the Assistant Superintendent, the Program Specialist for Operations, and the Facility Business Coordinator to outline the assessment activities and to establish a schedule for these activities.
2. Agency Tour. An extensive walkthrough of the facilities followed. This provided a greater familiarity with the campus layout and the particular physical plant issues associated with each living unit.
3. Staff Interviews. Staff interviews were largely informal but used 11 prepared questions focusing on resident and staff safety. Because of the large portion of Hispanic youth, we made a special effort to identify and interview Hispanic staff members. The results are included in the text.

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<sup>1</sup> The Moss Group, Inc., *Systemic Assessment of the Texas Youth Commission's Sexual Safety Reform Strategies: Final Report*, Author, November 19, 2010.

<sup>2</sup> Darakshan Raja and Janine Zweig, *Summary of Baseline staff Focus Groups for the Comprehensive Approach to Promote Sexual Safety for Youth in the Juvenile Justice System*, Urban Institute, Justice Policy Center, Washington, DC, August 31, 2012. We note that the report did not include Mart but represents findings from three other TJJD facilities that were applicable to the situation at Mart.

<sup>3</sup> Michele Deitch, Amy Madore, Kate Vickery, Lauren Walters, Trevor Sharon, Antonia Paris-Hudson, Therese Edmiston, Stephanie Glover, Patrick Lopez, Stephanie Franco, and Alycia Welch, *Understanding and Addressing Violence in TJJD's Secure Facilities: Preliminary Findings Presented to the Office of the Independent Ombudsman*, Lyndon B. Johnson School of Public Affairs, University of Texas – Austin, December 12, 2012.

4. Resident Interviews. Residents' perceptions are also important in a program review because they provide the context and meaning that often is not captured by a social climate survey using dichotomous variables. Sixty-one male residents participated in group interviews.

Two groups consisted of Hispanic<sup>4</sup> youth. One group contained five youth who spoke primarily Spanish. The other and larger group was bilingual.

We prepared an abridged Social Climate Scales, translated it into Spanish, and conducted the survey process entirely in Spanish. The Spanish-speaking group responded to the abridged Social Climate Scales and then participated in an open-ended question-and-answer discussion about their perceptions of the living unit.

5. Social Climate Scales. The Social Climate Scales were used as the primary assessment instrument. The Social Climate Scales consist of a 130 item, true-false questionnaire with 13 subscales that comprise four dimensions of social climate within an institution (see appendix A). It was administered to groups of 5-10 residents with anonymity. Appendices A, B, and C contain more information about the Social Climate Scales.
6. Review, Observation & Analysis. The assessment also included brief reviews of policy, procedures, and practices related to behavior management policy, housing, staffing (number of staff per shift, qualifications of staff), staff training, internal communication, and external communication.
7. Exit Interview. I (DR) met with Executive Director Griffiths and Deputy Director Teresa Stroud to provide a general and initial summary of findings. There was time for questions, clarifications, and explanations of events, activities, and impressions before submitting a report of findings. Immediately following this meeting, the Mart Superintendent joined the discussion for a more operationally specific review of initial impressions and summary findings.

Throughout the process, the Mart staff were friendly, cooperative, hospitable, and very responsive. We appreciate the Mart leadership and staff for its professional behavior.

### **III. SOCIAL CLIMATE FINDINGS**

The materials in this section present social climate findings without much explanation about the social climate scales process and the rationale for its use. Additional explanation can be found in Appendix B.

#### **A. Orientation and Assessment (O&A)**

Just as there are two separate sides to Mart, so, too, are there two different social climates (see Figure 1). Generally, there is not much to recommend about the O&A social climate profile and item analysis. O&A looks like a typical institutional climate where youth

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<sup>4</sup> TJJD uses the word Hispanic as the ethnic equivalent of Chicano, Latino, Mexican-American or Mexican. The same applies to this report, even though the majority of the Hispanic youth used "Mejicano" or Mexican-American when describing themselves.

perceived 10 of 13 subscale scores as above average. In particular, youth perceived safety as generally acceptable.<sup>5</sup> The subscale score for Privacy was a bit of a concern. Without knowing all of the details of the O&A rules and regulations, it is difficult to recommend a specific strategy to improve the privacy scores. Privacy also is constrained by the physical plant, especially the bathroom, showers, and personal space arrangements. For example, here are some of the behavior-specific recommendations for staff through training, coaching, or mentoring to enhance residents' perceptions of privacy: designate a personal space for youth; provide privacy for letter writing; allow youth to be alone if necessary and where feasible; allow youth to explain why they feel they need to be alone; give youth a chance to talk to staff alone; provide designated seating arrangements; and inform youth at the beginning that there are few expectations of privacy.

## **B. Side 2**

Multiple programs operate simultaneously on Side 2 (see Figure 2) and include two General Population living units (Dorms H and J), one living unit (Dorm G) for a Sexual Behavior Treatment Program (SBTP), one living unit (Dorm F) for an Alcohol and Other Drug Treatment Program (AOD), and one living unit for a security program (Dorm K). Some of the youth from Side 2 have been referred to a special management unit on Side 1 called Phoenix. These are predominantly Side 2 youth, whereas the security program, which includes shorter lengths of stay, can include O&A youth. These distinctly different programs suggest the need for a profile and item analysis for each. As a result, this report is longer than anticipated.

### **1. General Population**

The General Population profile (see Figure 2) contains only two subscales scores at or above the national average. Of the subscales below the 50-line, 8 are in the 30 range, which should be cause for concern. When compared with a profile from severely crowded facilities (populations in excess of 150% of capacity) (see Table 2), the General Population profile shows a statistically significant ( $p < 0.01$ ) positive correlation with the severely crowded profile. Inconsistent discipline, lack of structure, lack of order and organization, minimal staff interaction with youth, group punishments, and excessive periods of time with nothing to do characterize the severely crowded profile. Likewise, the General Population profile shows a statistically significant positive correlation with an adult corrections profile taken from juvenile facilities that operate similarly to an adult correctional program.

Most notable among the Standard Scores are those that constitute the Systems Maintenance Dimension (Order and Organization, Clarity, and Staff Control). All three subscales scores are in the upper 30s, which identify a youth-perceived lack of order, organization, and structure in the General Population dorms. This lack of order and structure contributes to perceptions of chaos and tension (83% of General Population youth responded true to the statement, "Things are usually tense on this unit" and 96% responded true to the statement, "Residents fight with other residents"), which, according

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<sup>5</sup> See, Deitch *et al.*, *op cit*, p. 12, where 82% youth from across TJJD indicated feeling safe from peers. These perceptions of safety were not as high on Side 2.

to youth, adversely affect perceptions of safety and increase the attractiveness of gang membership as a means of protection.

There are two General Population dorms (Dorm H and Dorm J). H and J also have distinctly different social climate profiles, and this generates numerous questions about the differences in the youth population and staffing. For example, Dorm H has the highest positive correlation ( $p < 0.05$ ) with the Disturbed Behavior Profile, and it has the highest negative correlation ( $p < 0.05$ ) with the Relationship-Oriented Profile. Additionally, Dorm H is negatively correlated with the Therapeutic Profile. These results question the efficacy of incarceration in Dorm H if part of the mission is to change the youth's behavior as opposed to warehousing. With the exception of its score on the Safety subscale, Dorm H has a poorer profile than Phoenix, and youth perceive it as the most troubled living unit if not the most dangerous place on campus.<sup>6</sup>

Dorm J has similar characteristics, but its Standard Scores do not reflect the same level of anti-therapeutic and disturbed behavior qualities. Some of these differences can be seen in the item analysis. The item analysis for Dorms H and J continue the concerns but at a different level (See Table 3). Whereas six (6) response levels achieve consensus (80% agreement or disagreement with a statement) for Dorm H, only two do for Dorm J. The Dorm J responses indicate some ambivalence on the part of the youth, which is characteristic of an acknowledgement of more positive perceptions of staff and programs. Consensus exists in the two dorms that residents fight with other residents. Youth attribute much of the fighting to "hits" that are described as gang related.<sup>7</sup>

## 2. Treatment Programs

Dorms F and G house AOD and SBTP, respectively. These are specific programs intended to change behaviors that have resulted in harmful outcomes for these youth and others. Each housing unit contains youth with the designated classification, and the program in each housing unit is specifically designed to this particular population and its needs.

The profile analyses (see Figure 3) contain few Standard Score indicators of a therapeutic setting as described by youth. For example, of the three subscale scores in the Treatment Dimension, only one for each program is above the mean. In particular, youth in both Dorms describe the emphasis on Personal Problem Orientation (PPO) as below average. This is especially unusual. The PPO subscale score reflects youth perceptions about how concerned staff are about residents' feelings. For youth in a treatment program to rate staff concerns about feelings as below average raises questions about the treatment program strategy and its implementation.

Most practitioners agree that changes in juvenile offenders occur through healthy relationships with healthy adults. Therefore, the assumption is that the Relationship Dimension will also be a strength as perceived by youth in treatment dorms. Again, only

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<sup>6</sup> See, Deitch *et al.*, *op cit*, p. 12, where major rule violation data between 2009-2012 indicate that the overwhelming majority occur in the dorms at Mart.

<sup>7</sup> See, Deitch *et al.*, *op cit*, p. 20, where nearly 20% of youth at Mart reported having been involved in a gang-related assault.

one of the three subscales within the Relationship Dimension is above average for both Dorms. As with the Treatment Dimension, the elevated subscale score is the same on both Dorms (Expressiveness). As noted in Appendix B and the profile typologies, a high emphasis on Expressiveness with a low emphasis on System Maintenance is linked to elevations of assaultive and violent behaviors. Both dorm profiles also show a statistically significant ( $p < 0.01$ ) positive correlation with the Severe Crowding Profile and a statistically significant ( $p < 0.05$ ) positive correlation with an Adult Corrections Profile. Disappointing are the consistently below average perceptions of youth about Involvement and Support.

Using the profile typologies generated by the Stanford University Social Ecology Lab, youth perceptions in both dorms correlate negatively with the Therapeutic Profile; both dorms correlate *negatively* and more strongly with the Relationship Profile (the Dorm G correlation is statistically significant at the 0.05 level); Dorm F shows a statistically significant ( $p < 0.05$ ) positive correlation with the Disturbed Behavior Profile, while Dorm G has a strong positive correlation with the Disturbed Behavior Profile but it does not reach the level of statistical significance; and Dorm G shows a statistically significant ( $p < 0.05$ ) positive correlation with the Action Profile. Based on the Stanford research and the perceptions of youth in these two dorms, if one were making the argument of the existence of a therapeutic environment in one or both of these dorms as represented through youth perceptions, there is very little to support the argument.

The Item Analysis provides greater focus on the nature and extent of these profile scores. As stated earlier, the Item Analysis table provides so much information that it is a standing recommendation that staff review the table to acquire additional insights about youth perceptions and about behaviorally-specific actions that staff at all levels can do to strengthen the perceptions of treatment. Just looking at the statements where there is unanimous agreement within both groups, consider the following:

- No youth from Dorm G indicated that residents were proud of their dorm or that residents care about each other or that there is any group spirit on the dorm.
- No youth from Dorm F indicated that residents in the dorm care about each other.
- Every youth on Dorm F indicated that residents tend to hide their feelings from staff.
- No youth from Dorm G indicated that group activities emphasized personal problem-solving.
- No youth on F or G believed that staff are interested in learning about residents' feelings.

As mentioned earlier, the absence of an emphasis on increasing a troubled youth's understanding of his feelings and emotions is cause for concern. A distinct difference between a juvenile corrections and an adult corrections approach could be indicated here. From an adult corrections perspective, the facility offers a quality program for participation by the resident in such a way that staff do not hinder or impede his rehabilitation of

himself. The juvenile corrections model presents a different picture where the facility offers a program and the youth and staff work cooperatively to get the youth through the program successfully. Again, it is difficult to understand how treatment can be effective without involving a much more robust approach to dealing with residents' feelings and emotions.

### **3. Phoenix**

Many of the most challenging youth at Mart reside in the Phoenix program. This maximum-security unit enjoys a good staffing ratio and a good combination of motivated and involved staff at all levels. Many of the behavioral indicators associated with Phoenix support the program's continued existence. And, for the most part, resident perceptions support many of the underlying assumptions of Phoenix. For example, two of the three Relationship Dimension subscale scores are at or above the mean, suggesting greater involvement and interaction by staff. Additionally, the high score on Practical Orientation (PO) seems to reflect the good relationship with the teaching staff and the concern that they express to Phoenix youth about acquiring sufficient reading and math skills in order to continue their education or to achieve a GED. The greatest concern expressed by Phoenix youth is Safety, a concept driven by perceptions that Phoenix houses other dangerous residents.

## **IV. SUPPLEMENTAL FINDINGS**

The Social Climate Scales provide the bulk of the data for the youth-generated assessment of the institutional climate. However, additional assessment activities, such as youth interviews, staff interviews, document reviews, and direct observations, resulted in additional perceptions and initial impressions. When considered next to the social climate findings, several additional impressions are presented below.

### **A. Youth Interviews**

Youth interviews involved 63 youth in 10 different group interview sessions. The interviews occurred in rooms with no staff members present, with the exception of interviews on the Phoenix unit. Otherwise, staff were outside the room door, which provided an additional level of confidentiality for youth. At no time did we perceive the groups to be unusual or abnormal based on youth interviews conducted at other juvenile correctional facilities. The O&A group was younger and some youth appeared to have mental health and learning problems. This was attributed to the wider range of youth at O&A who were awaiting classification and program assignment. The Side 2 groups were more homogeneous.

The youth interviews used a few questions drawn from the PbS Youth Climate Survey. Additionally, the interview included an informal youth assessment of safety by asking each youth to rate their own safety on a scale of 1 to 10 with 10 being the highest. The average for the side to youth was 5.8, with the general population use averaging 7.7 and the treatment groups averaging 4.65.

O&A youth did not express many problems regarding their relationships with staff. Most of their complaints were about the quality of the food and not getting enough to eat.

Side 2 youth expressed distinctly different concerns. Youth spoke highly about the vocational programs, and they asked for more. Suggestions for expanded vocational offerings included barber training, music production, and music engineering. When asked what else they would change to make things better, every group mentioned the need for more structure, more activities, and more consistency from staff. Youth responses to questions about how staff treat them were decidedly mixed. The majority of youth complained about staff not doing their jobs well and behaving unprofessionally. A few youth accused staff of bringing in contraband, relying upon group punishments, not providing sufficient supervision that allowed other youth to steal property, and bringing in their personal problems. Complaints about having nothing to do came from every group.

Those youth who had been at other facilities rated Mart as one of the worst. When asked to give an example, youth noted that the commissary is too expensive and that youth have to “check” the behavior of other youth because staff are too slow to intervene.

One group described a specific situation where a staff member had received a disciplinary action, which should have been confidential. Evidently, other staff had communicated the personnel action to youth who relayed the situation to us during the interviews as evidence of both inappropriate and unprofessional staff behaviors. Follow-up with TJJD administration revealed that the youth-reported rumor was generally accurate. This serves as an example of staff not understanding professional boundaries and the inappropriateness of conversations that undermine the credibility of co-workers.

There is a substantial we-versus-they conflict between Side 2 youth and staff. The conflict is compounded by security, which youth used as an example of the double standard that exists in the facility. Youth became animated about what they called hypocrisy in accountability. In particular, they referenced the manner in which security investigates a problem or situation and accused security of (a) always taking staff’s word, (b) sometimes writing a false incident report (the “225”), (c) sometimes not using the camera video as evidence, and (d) not requiring a thinking report.

## **B. Cultural Competence and Language Services**

According to administrators, roughly one-third of the resident population at the facility is Hispanic (see Table 5). The staff demographics, however, do not correspond proportionately, and there is a noticeable lack of Spanish-speaking staff. One Spanish-speaking staff member estimated that of the 358 staff assigned to the housing units (i.e., Dorms C-K) on January 9, 2013, only 15 were able to communicate in Spanish (approximately 4%). While those 15 staff generally were dispersed throughout the facility, at least one housing unit had no Spanish-speaking staff assigned to it at all.

Administration should be commended for the good job in maintaining posted signs and written materials in Spanish for residents, including the youth handbook and grievance forms. Intake unit staff reported relying on Spanish speaking staff to interpret when available, but stated that telephonic and online translation services (e.g., Google Translate) are often used to communicate with newly admitted Spanish-speaking youth, which is insufficient. At Orientation and Assessment (O&A), those youth who do not speak English did not seem to have an adequate understanding of the facility expectations, despite access to good translations of the facility rules into Spanish. Does this result from an assumption

that monolingual Spanish speakers can also read Spanish? We did not address the question of literacy among monolingual Spanish speakers during our visit.

Two groups of youth represented the Hispanic perspectives on the social climate. One group included 10 General Population youth who were bilingual, and the other was a focus group with five youth who were either monolingual Spanish speakers or significantly more comfortable speaking Spanish than English. The interview with the latter group was conducted in Spanish; and while these residents generally reported feeling safe in the facility, they did express feelings of isolation and loneliness.

Both groups were hesitant to complain about staff; but in both groups, once one youth broached the subject, a lively discussion followed. They perceived many staff to be racist, and claimed that Hispanic residents are often treated differently than other residents. The residents said that Hispanic youth are more likely to “get in trouble with staff,” more likely to receive consequences when equally or less culpable than other residents, and less likely to receive second chances. They also reported that some staff address Hispanic residents with derogatory language and negative or dismissive attitudes. One young person stated that he just “wants to be treated as equal” to other youth. Youth in this focus group wished that there were more Hispanic and Spanish speaking staff with whom they could relate.

The General Population youth agreed that racism exists, and they identified “Black” (African-American) staff as the ones who express the most prejudicial attitudes and behaviors toward Hispanic youth. Eight (8) of 10 youth claimed that some of the African American staff use profanity, name-calling, and harsher discipline with Hispanic youth as compared to African American youth. Every youth in the bilingual group alleged a double standard where behaviors that get a Hispanic youth into trouble do not result in the same consequence for an African American youth when in the presence of African American staff.

These discussions about cultural diversity seemed, by comparison, similar to the race and ethnicity conversations in other juvenile correctional facilities where large numbers of urban African American youth found themselves in a remotely located facility staffed largely by rural White staff. These experiences with the Hispanic youth call attention to the need for more staff members at Mart who look like the Mart youth. This translates into the need for more Hispanic staff and more staff who speak Spanish fluently.

### **C. Access to Health Care Services**

In response to the questions about access to sick call, the majority of the youth in the interviews immediately agreed and supported any youth who raised a complaint. In the absence of a quick grievance system, access to medical staff can sometimes become a youth-perceived safeguard. Still, the policy and procedure governing sick call seems reasonable. Youth also complain about their difficulties in convincing line staff to convey their health concerns to medical. This issue requires greater attention by administration.

Youth and staff concerns about the difficulty in getting clinic staff to visit youth on the units are understandable, specifically when considering the safety of health care staff. Health care administrators and staff remarked about increases in menacing behaviors by youth toward health care providers. Similarly, Mart administration and line staff reported a higher level of inappropriate behavior by many of the residents toward the clinic staff,

including disrespectful behavior, profanity, threats of bodily harm, exposing genitals, and openly defiant statements that security staff would not do anything to them about their threats. The exposure behavior was described in one instance as specifically targeting the nursing staff. Within this context, it seems reasonable for medical to have concerns for the clinic staff safety and to adhere strictly to the guidelines in place to protect its staff.

#### **D. Family Engagement**

The facility provides residents with basic access to families and loved ones. The facility maintains a visitation room for visitors, hosts regular visitation hours, and permits residents to speak with family members on the telephone and receive mail. Copies of the agency's Parents' Bill of Rights are visible in several areas of the facility, including the education buildings and housing units.<sup>8</sup>

Many youth reported not seeing family members for months, and in a few cases, for over a year, primarily because their families lacked resources for transportation to the facility. Residents generally were not aware of transportation provided by the agency, facility or volunteers.

Residents stated that family members were also not involved in programming at the facility. Several youth in the "Yes Active" level, whose release was imminent, reported not recently seeing the family members with whom they would be placed. Additionally, some young people in the orientation and assessment unit reported having difficulty affording the costs associated with placing phone calls to family.

Many youth indicated that they have gone months between visits from family members. Because of the importance of family engagement to reentry or reintegration, the subject warrants additional evaluation by administration.

#### **E. Grievances**

The facility offers residents several avenues for informing agency staff of concerns and grievances. Housing units and common campus areas, such as the education buildings, maintain posted flyers with the contact information for the Office of the Independent Ombudsman (OIO). The OIO is an independent office established for the purpose of investigating, evaluating, and securing the rights of the children committed to TJJD.

Residents generally reported understanding the avenues available to them to raise concerns and complaints with staff regarding their care, treatment, services, or facility conditions. Youth were familiar with the role of the ombudsman, and how to contact the OIO if needed.<sup>9</sup> Residents reported few problems receiving grievance forms from their fellow "grievance clerks" as well as having regular access to grievance form drop boxes. Spanish speaking residents also largely understood the process and appreciated that the grievance forms are available in Spanish.

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<sup>8</sup> See TJJD Parents' Bill of Rights, available at [http://www.tjtd.texas.gov/programs/parents\\_billof\\_rights.aspx](http://www.tjtd.texas.gov/programs/parents_billof_rights.aspx)

<sup>9</sup> The OIO's Fourth Quarter Report for Fiscal Year 2012 indicates receipt of 26 complaints from McLennan County State Juvenile Correctional Facility during the year. See Office of the Independent Ombudsman of the Texas Youth Commission, Fourth Quarter Report FY 12, available at [http://www.tjtd.texas.gov/ombudsman/reports/rpt\\_FourthQuarter\\_12.pdf](http://www.tjtd.texas.gov/ombudsman/reports/rpt_FourthQuarter_12.pdf).

Residents may submit complaints verbally to staff, by phone to the TJJD Incident Report Center, or in writing on agency-provided grievance forms. The facility employs grievance coordinators who oversee the process, and selected residents on the housing units serve as “grievance clerks” responsible for distributing the grievance forms to their fellow residents upon request. Secure drop boxes for submission of the forms are posted in designated, accessible areas of the facility. Upon receipt of the form, facility staff members have 15 working days, per agency policy, to review and respond in writing.<sup>10</sup>

Most youth indicated that they understand the grievance procedure. They know how to get forms, they know where the boxes are, and they understand the role of the grievance clerks. A consistent major concern reported by residents was the facility’s response time to grievances. The problem is that it takes too long to respond. Many youth expressed frustration in having to wait weeks to receive resolution to their complaints. In fact, data indicate that staff members typically respond to grievances within the timeframe set by agency policy. A facility report entitled “Total TYGS Cases by Resolved Timeliness by Month by Due Date” indicates the following data for grievances from long-term treatment residents:

1. October 2012: 220 of 220 (100%) grievances resolved within 15 working days;
2. November 2012: 157 of 158 (99%) grievances resolved within 15 working days; and
3. December 2012: 179 of 189 (95%) grievances resolved within 15 working days.

Fifteen (15) working days as the window for response is far too long. The fast-track process or the conference request (five-day window) has not gotten enough attention. Residents were not as familiar with the conference request process; those who knew about the process stated that it was not used often. Residents may submit written “conference requests” with any staff member as an informal means of addressing issues. Shift supervisors (referred to as JCO VIs) are responsible for documenting and facilitating conference requests.<sup>11</sup>

## **F. Gangs**

Another asset at Mart is the gang intervention program. Searches for contraband occur daily with Daisy, a dog trained to sniff out narcotics and tobacco. Daisy does not interact with youth, and the regular searches have produced very little in the way of drugs and tobacco. If a youth possesses contraband, he most likely carries the illegal substances in his underwear according to staff. When contraband enters the facility, staff and youth express the belief that it is brought in by staff. Some staff mentioned the staff fired at the Giddings facility as an example.

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<sup>10</sup> See TJJD General Administrative Policy 380.9331, Effective Date: 11/1/11, available at: <http://www.tjjd.texas.gov/policies/gap/93/gap9331.htm>.

<sup>11</sup> Prior agency policy required staff members to meet with youth within five days of notification of the conference request (with few exceptions). See TJJD General Administrative Policy, 93-31, Effective Date: 7/1/08. Subsequent agency policy no longer contains the five-day time requirement. See TJJD General Administrative Policy 380.9331, Effective Date: 11/1/11.

Among the security threat groups under careful surveillance, there is growing concern and increasing information about Santa Muerte, Spanish for “Holy Death,” a folk saint venerated in Latin America and other parts of the world. The connection between Santa Muerte and gang activity or affiliation, if any, warrants continued monitoring and investigation.

Like other programs at Mart, the gang intervention approach is out of balance. While it offers a very robust approach to the identification, classification, and surveillance of gang-involved youth, it does not fully integrate evidence-based best practices, interventions, and strategies through the National Gang Center (see [www.nationalgangcenter.gov](http://www.nationalgangcenter.gov)). In other words, effective strategies for gang suppression and moving youth away from gang activities exist, but it could be more effective if these strategies were investigated and evaluated for use at Mart with the same commendable zeal, energy, and thoroughness as the law enforcement and security threat group elements of the program.

The 2010 OIO report on gang prevention<sup>12</sup> warrants reconsideration. The information in the report incorporates (a) perspectives from key TYC, now TJJD, staff, including the current gang specialist, and (b) research findings from the National Partnership for Youth Services, suggesting that many of the recommendations in the report could be effective at Mart today. The anti-gang challenge is captured in the opening quote in the report where a former gang member explains his transformation out of the gang. The Mart gang prevention program needs to strengthen ways of communicating these issues to youth. One possible program for additional investigation is the New Freedom gang intervention curriculum currently used by the Ohio Department of Youth Services.

### **G. Training**

Training Officers appear knowledgeable about JCO skill development. The training curriculum provides a basic list of appropriate courses similar to the list designated by the ACA standards. The challenge is to extend training beyond the boundaries of the classroom such that staff can apply the newly acquired skills. The substantial challenges to the progress at Mart is (a) the continued skill development of new and veteran line staff and (b) how to enlist talented staff and trainers as coaches and mentors to new and poorly performing line staff. A greater integration of the current training staff into this problem-solving process could be beneficial, but the training staff need up-to-date equipment as they spent far too much time on training logistics, such as photocopying.

Training needs a revitalization prompted by greater attention and use of the skills of the trainers in the training department. To change the culture, it will be important to have a strong and intensive staff training program that reflects new ideas and skills derived from the assets and deficits identified by youth in their assessments of the social climate.

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<sup>12</sup> See Will Harrell, *OIO Special Report: Gang Prevention and Intervention Best Practices and Recommendations to the Texas Youth Commission*, Austin, n.d. Harrell draws on a Michigan State University study that identifies five key elements in successful anti-gang initiatives and notes the good work of the Mart gang specialist and colleagues at the key element of information gathering. Missing are the “highly structured” environments and the “prompt and appropriate management of behaviors” (p. 7). These are the places where security and treatment should work together.

## **I. Education**

The facility operates educational programs for residents receiving long-term treatment as well as those placed in Orientation and Assessment. The Phoenix Program also operates its own school located adjacent to the unit. While we did not conduct an extensive evaluation of the educational services at the facility, data across key educational indicators include: Number of youth enrolled in school = 218; Number of youth with GEDs = 63; Number of youth with high school diplomas = 5; Number of youth receiving special education services = 100 ; Average number of hours youth are in school per day = 6.1 hours (371 minutes); Number of serious incidents (e.g., fights, assaults, major disruptions) during school hours this school year = 8.

Residents consistently reported delays in attending school in a timely manner. Youth stated that staff members often transport them to school late because breakfast and lunch meals do not arrive on the residential units on time. One youth, for example, reported that staff members regularly provide lunch on the unit at 1 p.m., which causes students to arrive tardy to the 1:08 p.m. class.

Many youth with GEDs or high school diplomas reported a desire to engage in additional vocational and job skills training programs. While the existing programs received high marks (including the automotive, welding, horticulture, woodshop, and computer maintenance programs), many residents specifically expressed interest in receiving training in barbering and music production and engineering. Residents also requested off-campus work opportunities to help them prepare for re-entry into the community.

## **J. Due Process Disciplinary Hearings**

The facility maintains a rigorous due process disciplinary hearing process for residents who allegedly commit rule violations. Per agency policy, staff members have seven (7) working days from the date of the alleged violation to conduct the fact-finding hearings, referred to as “Level II hearings.”<sup>13</sup> Staff members conduct Level II hearings when seeking to address behavior and impose particular sanctions, examples of which include:

1. Suspension of all privileges for 30 days: May be imposed on residents who have either committed a minor rule violation that resulted in a referral to a security unit or who have committed a major rule violation;
2. Placement in the “Redirect Program”: May be imposed on residents who have committed one of the following violations: assault or fighting; escape or attempted escape; vandalism (major rule violation only); sexual misconduct (excluding kissing); possessing or threatening others with a weapon or item which could be used as weapon; chunking bodily fluids; or tampering with safety equipment; and

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<sup>13</sup> There is an exception to the seven-day rule. If the reason the youth is admitted to security is potential interference with the investigation or hearing, then the Level II hearing must occur within five calendar days. See TJJD General Administrative Policy 380.9555, available at: <http://www.tjjd.texas.gov/policies/gap/95/gap9555.htm>

3. Placement in the “Phoenix Program:” May be imposed on residents who have committed one of the following violations: assault or fighting causing moderate or serious bodily injury to youth; assault causing substantial bodily injury to staff; chunking bodily fluids at staff (not saliva); three separate assaults proven true at hearings within a 90 day period; any other major rule violation justified by the totality of the circumstances directed by the executive director.

Several facility staff members participate in the hearing process. The Superintendent or designee is responsible for reviewing and approving hearing requests. If he determines that there is sufficient evidence to substantiate the violation and that the requested disposition is warranted, he must appoint a “staff representative” to gather and present evidence at the hearing, and a “hearing manager” to serve as the decision maker with respect to fact-finding and disposition.<sup>14</sup>

Agency policy affords residents with rights to notice, to present and challenge evidence, to be represented by an advocate, and to appeal.<sup>15</sup> Staff must provide youth with written notice of the hearing (including date and time of the hearing, alleged violations, proposed disposition, and evidence that will be introduced) at least 24 hours before the hearing. At the hearing, youth may be represented by a trained advocate of their choice, who may help challenge or offer a defense to the alleged conduct, or provide extenuating circumstances explaining the behavior. If the allegations are proven true, the hearing manager must inform the youth of his right to appeal.

Residents generally understood the disciplinary hearing process, as well as what constitutes rule violations and potential sanctions. However, some residents reported that the imposition of consequences varies greatly based on staff favoritism and race. See section above on “Cultural Competence and Language Services.”

#### **K. Staff Perspectives**

Some staff expressed frustration with the due process disciplinary hearing process. A few stated that the sanctions available are not severe enough and do not adequately impact youth behavior. When asked for alternative sanctions, staff recommended extended stays in the “security” unit or transferring the youth to another facility.

A few staff also reported that the sanctions issued at the Level II hearings are sometimes overridden by subsequent Multi-Disciplinary Teams (MDTs), which per agency policy, maintain the discretion to review and amend sanctions depending on recent youth behavior.<sup>16</sup> For example, a hearing manager may suspend a resident’s privileges for 30 days, but if the resident’s behavior improves before the end of those 30 days, the MDT may decide to restore all privileges. Some argued that this undermines the Level II hearing

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<sup>14</sup> In July 2012, the TJJD Interim Director issued “Administrative Directive #2” requiring superintendents of high restriction facilities to approve all Level II hearings for a subset of major rule violations. See Administrative Directive #2 FY12, available at: [http://www.tjtd.texas.gov/policies/directives/AD\\_2\\_FY12.html](http://www.tjtd.texas.gov/policies/directives/AD_2_FY12.html).

<sup>15</sup> See TJJD General Administrative Policy 380.9555, available at: <http://www.tjtd.texas.gov/policies/gap/95/gap9555.htm>

<sup>16</sup> See TJJD General Administrative Policy 380.9502, available at: <http://www.tjtd.texas.gov/policies/gap/95/gap952.htm>.

process and sends mixed messages to residents about the finality of imposed consequences.

A focus group with the Dorm Supervisors provided additional insights about the living unit profiles and item analyses. When asked to explain the lack of order and structure on the living units, the consensus among the Dorm Supervisors was that there is far too much inconsistency among staff and too much variation in documentation. When asked to describe how this inconsistency plays out on the units, one Dorm Supervisor captured it best by saying, "Some staff are lazy and do not confront. This creates problems for the next shift. You just cannot train for courage."

There was a certain irony in the comments of the Dorm Supervisors as they pleaded for more accountability for youth<sup>17</sup> while simultaneously describing situations where there was little or no accountability for staff. Near the end of the conversation, they focused on the policy and procedure for "at will" employees. Their recommendation to the new TJJD Executive Director was that he exercise the "at will" option and get rid of the bad staff. They were so passionate about this recommendation that they said they would be willing to work without complaint the extra hours and overtime that would result from the termination of staff by knowing that the system would change.

Dorm Supervisors believed that there is not enough connection, communication, and cooperation between security and treatment and that the organization at Mart is too compartmentalized or has too many silos. Dorm Supervisors recommended a greater emphasis on staff appreciation. While they believe that staff liked the gas cards, they believed that there needs to be something that has value for every staff member.

#### **L. Repair the Adult Protective Shield**

When community psychiatrist Carl Bell<sup>18</sup> was asked to be the primary architect of a violence reduction project in the Chicago Public Schools over 10 years ago, he drew heavily upon the research and best practices related to children and youth. His multidisciplinary approach included a wide array of protective factors that resulted in an exemplary plan for addressing the problems of violence. The results were impressive. Without being constrained by a particular discipline, Dr. Bell formulated an approach that incorporated many new and many long-standing principles of effectiveness. For example, University of Chicago criminologists Shaw and McKay<sup>19</sup> demonstrated years ago that when there are tears in the social fabric, problems occur, including crime, delinquency, and violence. The integrity of the social fabric was a common thread that ran through other research, including effectiveness studies with strengthening families and communities. One theme

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<sup>17</sup> See, Darakshan Raja and Janine Zweig, *Op Cit.*, pp 10-13, where they discuss the expressions of frustration by staff at what they perceive is a lack of accountability for youth. Even though the authors conducted focus groups at three TJJD facilities other than Mart, the responses were very similar to the ones we encountered from Mart staff. A noteworthy comment in the Urban Institute report was when one staff member noted that it felt like a youth has to have "333 strikes" before they receive a consequence for their behavior but a staff member only gets one strike.

<sup>18</sup> Carl Bell, Sue Gamm, Paul Vallas, & Philip Jackson, "Strategies for the Prevention of Youth Violence in the Chicago Public Schools," in M. Shafii and S. Shafii (Eds.), *School Violence: Contributing Factors, Management, and Prevention*, Washington, D.C.: American Psychological Association, pp 251-272, 2001.

<sup>19</sup> Clifford Shaw and Harold McKay, *Juvenile Delinquency and Urban Areas*, University of Chicago Press, 1942.

that emerged from the social fabric perspective was the role of the adult as a provider of order, structure, care, concern, and especially safety. The failure of bullying programs that rely upon youth as opposed to adults to work out ways of generating and using sufficient peer pressure to combat bullying, intimidation, and violence rarely show positive outcomes.<sup>20</sup> In public school settings where bullying programs work, the adults first protect vulnerable youth. In doing so, they communicate to others, especially bullies, that there are rules and limits that are enforceable, and there will be no tolerance for looking the other way regarding violent behavior. With this in mind, Dr. Bell began to mend the rips in the adult protective shield in the Chicago Public Schools.

Similarities apply here: There are gaps in the ability of staff to keep youth safe. Consider the General Population Item Analysis data in Table 4 related to youth perspectives of Safety and the role of staff:

- 87% of youth do not believe that staff will protect them if they believe they will be attacked,
- 70% of youth do not feel safe in a General Population dorm,
- 65% of youth indicate that staff threaten residents, and
- 78% of youth believe that they have to defend themselves in a General Population dorm.

Repairing the adult protective shield begins with efforts to change these perceptions. The recommendations below are intended to focus attention on the repair process.

## **V. RECOMMENDATIONS**

The meeting with Executive Director Griffiths and Deputy Director Stroud touched on several topics as key areas for improvement. The implications for culture change include recommendations derived from both the youth-generated perspectives and our interactions with youth, staff, administration, and programs.

We met many talented, capable, and committed staff members at all levels who likely share some or most of our perspectives on what needs to be done to improve the conditions of confinement or social climate using youth-generated information. Still, this might be the first concerted effort to incorporate youth-generated issues into an improvement strategy. So, if there are individuals who share this perspective, the hope is that this report can be a stimulus for action. While we did talk to several staff, this report primarily looks at what actions are needed to change and improve the perspectives of youth. As a starting point, these recommendations do not ask program and line staff to become something they are not, instead we suggest they stop being something they are not. For example, we are not asking staff to instantly show youth more respect, instead, we recommend that staff show less disrespect toward youth.

Again, our recommendations are not intended to prescribe or suggest which particular treatment program is best for Mart. There was not enough time to address these

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<sup>20</sup> Dorothy Espelage, Kris Bosworth, and Thomas Simon, "Examining the Social Context of Bullying Behaviors in Early Adolescence," *Journal of Counseling and Development*, 78, 326-333 (2000, Summer).

issues. Likewise, while there is considerable evidence-based information to support the use of a cognitive behavioral intervention (CBI),<sup>21</sup> like CoNEXTions, that discussion may be more relevant at another time. We concede at the outset that our assessment of staff perspectives needed more time, but the main purpose of this evaluation was to assess programs and social climates from the perspectives of the youth. In that regard, we found a pronounced we/they tension or conflict between youth and staff that likely taints the interactions between youth and staff. This conflict should be addressed before improvements in programs and services can occur.

***Recommendation: Increase Staff Accountability***

Youth and staff agree that one of the quickest ways to improve the conditions of confinement at Mart would be to get rid of the staff with unsatisfactory job performance. Youth and staff also agree that the problem gets worse because of the lack of holding staff at all levels accountable. While this sounds easy, it is a very challenging task especially when personnel practices emphasize the use of progressive discipline and retraining as measures to redeem the marginal. Yet, the removal of the wrong people is not impossible, particularly if leadership confronts staff at every misbehavior and adequately documents each element of progressive discipline. The issue is not that there is no vehicle to get rid of bad staff, but staff and youth suggest that supervisors and administration are not presently willing to hold others accountable.

***Recommendation: Restore Order, Structure, and Consistency to Facility Operations***

Structure is the enemy of chaos; order is the antithesis of inconsistency. The descriptions of youth that living units lack order, structure, and consistency should be a warning to Central Office and Mart Administration. Again, does the capacity for order, organization, and structure exist within TJJD? Of course, it does. Why it has eroded is beyond the scope of this report, but the imperative to bring it back has been articulated in the low Systems Maintenance Dimension scores on the Social Climate Scales on all Side 2 living units and in the pleas from youth and staff that it be restored as soon as possible.

***Recommendation: Create a Clear and Coherent Unifying Vision and Mission***

The American Correctional Association<sup>22</sup> holds that the effective leader defines the vision, mission, and goals of the agency. The Moss Group framed this in terms of strengthening the culture through team building, leadership development, and continuing to build confidence in the direction of the agency.<sup>23</sup>

Conversations with any facility superintendent should convey to the listener, whether a seasoned veteran of TJJD or member of the public, the vision and mission of the department and how it plays out in all aspects of the programs and services provided at

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<sup>21</sup> Barry Glick, (Ed.), *Cognitive Behavioral Interventions with At-Risk Youth*, Kingston, NJ: Civic Research Institute, (2006).

<sup>22</sup> Joseph Heinz, Theresa Wise, and Clemens Bartollas, *Successful Management of juvenile Residential Facilities: A Performance-Based Approach*, American Correctional Association 2010.

<sup>23</sup> See, Moss Group, Inc., *Op Cit.*, p. iii.

Mart. While this is something that is the primary responsibility of Central Office, there are valuable perspectives of youth and staff that can serve as core elements of the new vision and mission.

Mart would be better if there were an increased and renewed sense of professionalism on the part of staff at all levels to restore a sense of order, structure, and safety that both youth and staff indicate is necessary. However, if it is not clear where the facility is going, then any road will get it there. Therefore, the vision and mission are essential to administration, to line staff, and to youth as the correct answer to every question that starts, "So why are we doing this?"

We heard from youth and staff of a tension between security and treatment. While this is a typical conflict, it does serve as an indicator of dysfunction. When a juvenile correctional facility operates effectively, security and treatment are viewed as complementary vehicles to achieve the facility mission.

***Recommendation: Strengthen Leadership***

Most technical assistance reports recommend improved or strengthened leadership. Central Office understands this challenge. Whether Central Office seeks leaders (someone who does the right things) or managers (someone who does things right), the point is that the superintendent must have sufficient Central Office resources and support to do the job effectively. Support may take the form of more administrative support, or more staff, or more access to Central Office staff, or more training, coaching, and mentoring in leadership development. These are variables that were not directly a part of the program assessment but have a direct effect on the institutional climate.

***Recommendation: Humanize and Improve Living Conditions***

Youth-generated perspectives call for a humanizing of the physical and social environments. The facility environment is problematic. It looks like an adult prison. During the walkthrough, the effects of the "24-hour scrub" were impressive. Floors were polished and brilliant; the dayrooms were free from clutter; and the resident's rooms were clean and relatively neat. The living unit environments were also cold and sterile. Combined with the stainless steel furnishings, the hard interior conveyed a clear message that this is not a place for fun or frills.

The environment sometimes becomes part of the correctional calculus where each youth misbehavior has a consequence or cost. Problems arise when misbehavior continues. Professional standards and case law have placed restrictions on the range of acceptable punishers, so staff often seek other more subtle ways of increasing the consequences or costs by altering the environment. Hence, beds and chairs are hard and uncomfortable; mattresses are only permitted in room confinement during sleeping hours; some youth are showered in cages (two youth said that the shower cages made them feel like animals); and the interior temperature is low enough that most youth complain about being cold and chilled. According to one staff member, temperature in security becomes a tool in behavior management. Temperature related practices do not comply with standard 3-JTS-2C-03 of the American Correctional Association's *Standards for Juvenile Training Schools* (3rd edition), which states,

Each sleeping room has, at a minimum, the following facilities and conditions: sanitation facilities, including access to toilet for use without staff assistance 24 hours a day; wash basin with hot and cold running water; a bed, desk, hooks or closet space, chair or stool; natural light; and temperatures that are appropriate to the summer and winter comfort zones. (p. 38)

Nowhere in the standard is reference made to the use of uncomfortable temperatures for behavior management purposes. The deliberate lowering of a maximum secure living unit's temperature so that youth are chilled and uncomfortable seems a bit unnecessary, if not mean-spirited.

Humanizing the living conditions does not have to be restricted to physical plant issues. Take for example the consistently low subscale scores on Personal Problem Orientation across all Side 2 living units. This is, essentially, a proxy for how much staff express a concern or interest in how residents are feeling or doing. Increasing the level of concern has nothing to do with accountability, sanctions, discipline, or confinement. All of these elements can co-exist in a more humane approach to working with youth. It would be beneficial for administration and staff to visit a facility where accountability is at a high and consistent local level, as is caring and concern. An examination of the room check procedures might be instructive. The hope would be that each time the staff member went to a youth's room to conduct a routine check, the staff member would ask, "How are you doing?" Nothing in this behavior lessens the consequence, but it conveys increased humanity, which becomes a key ingredient of an improved relationship between youth and staff.

***Recommendation: Revise New and Veteran Staff Basic Skills Training Curricula***

The American Correctional Association's list of training topics for juvenile correctional officers is competent but allows too much drift in content and quality. Because Mart possesses good trainers, the immediate task should fall to them to revamp the juvenile correctional officers basic skill development training program. Specifically, trainers should focus on the development of a new curriculum for line staff skill development that incorporates (a) the findings of the University of Chicago<sup>24</sup> staff development curriculum for the cognitive behavioral program model at the Cook County Juvenile Temporary Detention Center and (b) the Ohio social climate findings regarding behaviorally-specific recommendations<sup>25</sup> for direct care staff skill development.

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<sup>24</sup> Sara Heller, Jens Ludwig, T. Miles, & Jon Guryan, "How Can We Know if Juvenile Justice Reforms Are Worth the Cost? *Models for Change: Knowledge Brief*, John D. and Catherine T. MacArthur Foundation, (2011, December).

<sup>25</sup> As an example, here is the list of behavior-specific recommendations for staff as generated by Ohio direct care staff to improve residents' perceptions of the Support subscale: listening; group discussions; positive role model; activities that require team effort; empathy; encourage education; point out skills; take responsibility; have a sense of humor; help resident feel secure; more understanding; offer encouragement; respect youth; become better listeners; become knowledgeable of law; encourage them to talk; give advice to residents; network with right group; share experiences; talk with residents; trusting relationship (staff-resident); be more empathetic; communicate with resident; consistent observations; list personal goals for themselves; use examples for positive and negative behavior; acknowledge/reward good work; be a shoulder to lean on; conduct group discussions; encourage group support of residents;

The final piece of a revised training curriculum should focus on cultural sensitivity, particularly a training curriculum for African-American staff. Youth-generated perspectives support the notion that African-American staff at Mart display culturally insensitive behaviors toward Hispanic youth.

***Recommendation: Strengthen Family Involvement and Engagement***

Administrators should take steps to implement a more comprehensive family-focused approach at the facility. Research shows that detained individuals who maintain relationships with family during their placement have better outcomes upon release. Accordingly, the agency should provide families and loved ones of residents with regular free or low-cost transportation to the facility. Video teleconferencing for those family members who cannot visit should also be explored. Staff should assess whether telephone fees are reasonable, and should not discourage frequent communication with loved ones. For an overview of practices that can be implemented at the facility level, read the Vera Institute's report "Why Ask about Family? A Guide for Corrections," available at: <http://www.vera.org/download?file=3181/Why-ask-about-family-Final.pdf>.

***Recommendation: Increase the Numbers of Hispanic and Spanish-speaking Staff***

Administrators should take steps to address the needs and concerns of Hispanic residents. As a starting point, the agency should increase the number of Hispanic and Spanish speaking staff at the facility. This may be achieved through recruiting and hiring bilingual staff, and potentially transferring TJJD staff from other facilities. Spanish-speaking staff should be assigned to every housing unit on which Spanish-speaking youth reside, and on the intake unit to assist with interpretation when necessary.

Youth reports of discriminatory treatment are troubling and should be investigated further. Administrators should consider conducting a facility-wide cultural competence self-assessment to gauge staff sensitivity and approaches to young people with differing cultural and ethnic backgrounds, practices, and worldviews. Several self-assessment tools exist, including one developed by Georgetown University's National Center for Cultural Competence (albeit targeted for behavioral health service providers), available at <http://nccc.georgetown.edu/documents/ChecklistBehavioralHealth.pdf>. Cultural competence training and policies should be explored, as well as partnerships with local organizations that may provide special services for the Hispanic population.

***Recommendation: Review Operational Practices regarding Education***

Administrators should review operational practices to determine the accuracy of resident reports of delayed school arrival. Additional vocational programs and local work opportunities should also be explored. The Center for Educational Excellence in Alternative Settings ([www.ceeas.org](http://www.ceeas.org)) may possibly serve as a resource in identifying promising educational programs. Nearby Baylor University programs may also provide opportunities for resident internships and employment experiences.

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ethnic sensitivity; inform them that it is ok to have bad days; make time for residents; point out how actions affect others; staff be more open minded; staff help residents; stay positive about education; tutoring (school/activity).

***Recommendation: Reduce the Time Required to Resolve Resident Grievances***

Facility staff members appear to be responding to grievances within policy timelines. However, there remains a belief among residents that staff members are slow to resolve youth complaints. Administrators should address this perception carefully as it may lead to feelings of hopelessness that negatively affect youth behavior. An effective grievance system is one that the grievant believes will address raised concerns fairly and promptly. For adolescents, timely resolution is especially important given research indicating that immature pre-frontal cortexes in the adolescent brain leads to present-oriented thinking and desire for immediate gratification.<sup>26</sup> Simply put, for many youth residents three weeks is an unacceptable response time.

While facility administrators may not be able to amend agency policy on grievance response time requirements, they can employ strategies to address residents' concerns. Administrators should encourage staff designated as "deciding authorities" to investigate and respond to youth grievances as soon as possible. While reviewing complicated allegations may in fact take fifteen working days, many simpler issues likely can and should be resolved sooner. Additionally, staff should emphasize with residents alternatives to the formal grievance process. Administrators should maintain a regular presence on the units to check in with youth, and staff should work to increase residents' awareness and use of the informal conference request process. A pattern of consistent and prompt resolutions of resident concerns will likely lead to increased confidence in the process, and potentially positively influence youth behavior.

***Recommendation: Safeguard and Strengthen the Disciplinary Hearing Process***

The facility should be commended for conducting a disciplinary hearing process that affords and protects residents' due process rights. We (MU) observed two hearings at the facility, both of which were attended by a hearing manager, staff representative, and youth advocate. At the hearings, the resident respondents were informed of their rights, offered an opportunity to be heard, and treated with respect by staff.

Administrators should take care to preserve the integrity of the hearing process. Staff reported that the facility averages approximately 30 to 50 hearings a week. With such a significant caseload, administrators should continue to dedicate adequate staffing of hearing managers and staff representatives. To address staff concerns about the process, administrators should review data to determine how often MDTs amend sanctions issued at the disciplinary hearings. If found to be a pervasive issue, administrators might consider setting guidelines for MDTs regarding amendment of sanctions, but should tread carefully

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<sup>26</sup> See, e.g., Laurence Steinberg, *Adolescent Development and Juvenile Justice*, Annual Review of Clinical Psychology, Volume 5, Pages 459 – 485, (April 2009) available at: [http://www.temple.edu/psychology/lds/documents/annual\\_review.pdf](http://www.temple.edu/psychology/lds/documents/annual_review.pdf); Scott, Elizabeth S. and Steinberg, Laurence, *Rethinking Juvenile Justice*, Columbia Public Law Research Paper No. 09-194 (December 2008), available at: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1315359](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1315359); Marty Beyer, *Recognizing the Child in the Delinquent*, 7 Kentucky Children's Rights Journal 16, 17 (Summer 1999), available at: <http://dgsearch.no-ip.biz/juvenile/Recognizing.pdf>

given that the MDTs play a key role in providing youth incentives and reinforcement for positive behavior.<sup>27</sup>

## VI. SUMMARY

We conclude with the premise by William Dahms<sup>28</sup> that:

It is a maxim in residential programs that effective treatment needs to be preceded by effective control; that no treatment is really possible until the disturbed, delinquent, or disorganized behavior of the client population can be made responsive to staff authority and control.

Part of the challenge is how this “effective control” is accomplished. So far, the evidence would suggest that Mart struggles with the implementation of effective control.

Most staff find it reassuring when confidential interviews with youth affirm the good job that they are doing and criticize the job performance of certain other colleagues that they know are the problem staff. At times like these, the perspectives of youth are evaluated as honest and reliable. The problem arises when these same youth express concerns, criticisms, and complaints about staff.

Achieving effective control as the precursor to treatment is difficult to do unilaterally. Cooperation is needed from youth, and this youth-generated perspective of the social climate provides staff with some insights as to how youth will cooperate in the development of effective control.

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<sup>27</sup> *Id.*

<sup>28</sup> William R. Dahms, “Authority vs. relationship?” *Child Care Quarterly*, 7, 1-13 (Winter 1978).

## Appendix A

### The Social Climate Scales

The Social Climate Scales consist of a 130 item, true/false questionnaire with 13 subscales that comprise the four dimensions of social climate within an institution. The first 90 questions are taken directly from the Correctional Institutions Environment Scales<sup>29</sup> (CIES), and the last 40 items provide a Contextual Dimension derived from research on the CIES and the Prison Environment Inventory<sup>30</sup>. Test-retest reliability coefficients and internal consistencies for the scales reveal strong levels of statistical significance. It is administered to groups of 8-10 residents with anonymity.

The first social climate dimension is the **Relationship Dimension**, which includes the following subscales:

- Involvement (I) or how active and energetic residents are in the day-to-day functioning of the program, i.e., interacting socially with other residents, doing things on their own initiative, and developing pride and group spirit in the program;
- Support (S) or the extent to which residents are encouraged to be helpful and supportive toward other residents, and how supportive the staff is towards residents; and
- Expressiveness (E) or the extent to which the program encourages the open expression of feelings, including angry feelings, by residents and staff.

The second is the **Treatment Dimension**, which includes the following subscales:

- Autonomy (A) or the extent to which residents are encouraged to take initiative in planning activities and take leadership on the unit;
- Practical Orientation (PO) or the extent to which the resident's environment orients him or her toward preparing for release from the facility, e.g., such things as thinking about new kinds of jobs, looking to the future, and setting and working toward goals are considered; and
- Personal Problem Orientation (PPO) or the extent to which residents are encouraged to be concerned with their personal problems and feelings and to seek to understand them.

The third dimension is the **Systems Maintenance Dimension**, which includes the following subscales:

- Order and Organization (OO) or how important Order and Organization are in the program, in terms of residents (how they look), staff (what they do to encourage order), and the facility itself (how well it is kept);
- Program Clarity (PC) or the extent to which the resident knows what to expect in the day-to-day routine of the program and how explicit the program rules and procedures are; and

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<sup>29</sup> Rudolf H. Moos, *Correctional institutions environment scales: Manual* (2nd edition). Consulting Psychologists Press, Palo Alto, CA (1987)

<sup>30</sup> Kevin N. Wright, "Developing the Prison Environment Inventory," *Journal of Research in Crime and Delinquency*, 22, pp. 257-278 (1985, August).

- Staff Control (SC) or the extent to which the staff uses measures to keep residents under necessary controls, i.e., in the formulation of rules, the scheduling of activities, and in the relationships between residents and staff.

The final dimension is the **Contextual Dimension**, which includes the following subscales:

- Activity (AC) or a concern about under-stimulation, a need for maximizing the opportunity to be occupied and to fulfill time, and a need for distraction;
- Emotional Feedback (EF) or the extent to which residents believe that they are loved, appreciated and cared for, also a desire for personal relationships that provide emotional sustenance and empathy;
- Privacy (P) or the extent of social and physical over-stimulation in relation to a resident's preference for isolation, peace and quiet, absence of environmental irritants such as noise and crowding; and
- Safety (SA) or the extent of a resident's physical safety as it relates to a preference for social and physical settings that provide protection and that minimize the chance of harm.

## Appendix B

### Social Climate Findings Background

This Appendix references the systematic presentation of youth perspectives on the social climate, and the section also contains references to tables with findings and comparisons of the Social Climate Scales scores. Table 1 contains the Standard Scores for the two sides of the campus (the Statewide Orientation and Assessment Program and Side 2). Figure 1 contains a comparison of the Social Climate Scale profiles on Side 2. Table 2 provides correctional comparisons of Side 2 living unit and program profiles with selected standard profiles from the Stanford University Social Ecology Lab research. This section also includes references to the appendices that contain information to augment the understanding and interpretation of Social Climate Scale scores.

#### A. Theory Driven and Evidence-Based

According to the National Council of Juvenile and Family Court Judges<sup>31</sup> is very clear about the organizing principle that weaves together evidence-based programs, and it is a relevant, understandable, and coherent theory. The unifying theory was not evident during our activities at Mart.

Mart's traditional view of delinquent behavior is what correctional psychology expert Dr. Craig Haney<sup>32</sup> describes as an outmoded form of psychological individualism in which delinquency is thought to be the exclusive product of defective personalities and their faulty choice making. The same applies to staff explanations of youth behaviors in juvenile correctional institutions. Haney maintains that deviant behaviors can be fully understood only by examining its past and present contexts. For example, the immediate social situation can overwhelm in importance the type of individual differences in personal traits or dispositions that people normally think of as being determinative of social behavior.

The social psychological foundation of this social climate approach is field theory<sup>33</sup> or the belief that human behavior is a function of the interaction of the person and the environment, including the immediate social situations mentioned earlier. The social climate explains human behavior (youth behavior) within the situations, contexts, and systems that make up the social-physical environment.<sup>34</sup> A youth's social climate perceptions influence his cognitions, affect, and meanings, and they become the images or constructs that he uses to define and understand his environment, which contributes directly to an evaluation or ordering of the values, preferences, and feelings regarding his

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<sup>31</sup> Shawn Marsh and Patricia Campie, "Words and Concepts Matter: Ten Commandments of Social Science Research," *Report: National Juvenile Court Services Association*, 13(2), 8-10, (Spring 2009).

<sup>32</sup> Craig Haney, *Reforming punishment: Psychological Limits to the Pains of Imprisonment*, Washington, D.C.: American Psychological Association, (2006a); and "The Wages of Prison Overcrowding: Harmful Psychological Consequences and Dysfunctional Correctional Reactions," *Journal of Law and Policy*, 22:145-154, (2006b).

<sup>33</sup> Kurt Lewin, *Field Theory in Social Science*, New York: Harper & Row, (1951).

<sup>34</sup> Craig Haney, *op cit*, 2006a and 2006b; Philip Zimbardo, *The Lucifer Effect: Understanding How Good People Turn Evil*, New York: Random House, 2007; and G. Murphy, *Personality: A Biosocial Approach to Origins and Structure*, New York: Harper & Row, 1947.

life in the facility.<sup>35</sup> Moreover, youth react differently to different social environments because of how they may either facilitate or obstruct the youth's ability to satisfy needs and/or expectations.<sup>36</sup>

The rationale for a youth-centered evaluation of a juvenile facility received increased importance when Dishion, McCord, and Poulin<sup>37</sup> reported their theory of iatrogenic effects in juvenile facilities. Practitioners reacted as if the research were critical of those who ran the facilities. Instead, much of this research<sup>38</sup> describes a phenomenon now known as peer deviance contagion and explains how the deviance of a few delinquent youth seems to spread throughout the group when they are housed in a congregant living arrangement. By articulating these processes, they outlined different strategies and techniques to moderate the contagion. The studies also pointed out a consistent lack of information on the part of agencies and institutions about peer group perceptions. Hence, it follows that agencies do not fully understand those phenomena that they do not systematically assess. These studies recommended an increased use of systematic assessments of peer group perceptions of the institutional environment or conditions of confinement, which resonates with the Performance-based Standards Project (PbS) that uses a Youth Climate Survey as a part of each semiannual data collection process. These PbS surveys provide information about youth perceptions of various elements of the program environment or conditions of confinement, including the structural components of order, justice, safety, and health.<sup>39</sup> Some of the topics in the PbS Youth Climate Survey parallel parts of the social climate assessment used at Mart.

### 1. Social Climate Scale Score Analysis

An essential component of the Social Climate Scales process is the selection of the youth to participate in the survey event. Because there is skepticism among most staff about the honesty of youth responses to questions about living conditions, programs, and staff, the attempt has always been to enhance the credibility of the responses by asking staff to select the youth to participate and by suggesting that staff identify those youth who they think are most likely to tell the truth. This rules out a random sample of the youth in the facility, but it tends to increase the amount of discussion that occurs about programs and conditions of confinement while simultaneously deflecting criticism that the outcomes are somehow skewed in a direction of making the facility look bad. Since the objective is to ascertain a youth-generated perspective, the process of gathering survey data and interview responses has been more productive using this strategy. Criteria for selecting

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<sup>35</sup> W. H. Ittelson, "Environmental Perception and Urban Experience," *Environment and Behavior*, 10:193-213, 1978.

<sup>36</sup> See Henry Murray, *Exploration in Personality*, New York: Oxford University Press, 1948, for the description of environmental press; also, Harold Raush, A. T. Dittman, and T. J. Taylor, "Person, Setting, and Change in Social Interaction," *Human Relations*, 12: 361-377, 1959.

<sup>37</sup> Thomas Dishion, Joan McCord, and François Poulin, "When interventions harm: Peer groups and problem behavior," *American Psychologist*, 54:755-764, 1999.

<sup>38</sup> Kenneth Dodge, Thomas Dishion and Jennifer Lansford (Eds.), *Deviant peer influences in programs for youth: Problems and solutions*, New York: Guilford Press, 2006.

<sup>39</sup> David Roush, "The Performance-based Standard: Implications for Juvenile Health Care," *Journal of Correctional Health Care*, 10:499-526, Winter 2004.

the youth to participate in the Social Climate Scales were fairly straightforward. Staff were asked to select youth who (a) have been in the facility for at least 4 days, (b) speak English, (c) have shown some adjustment to life on the dorm by an acceptable level of cooperation, and (d) do not have serious leaning disabilities or mental health problems. Administration approved the use of candy bars as a reward for participation; the delivery of candy followed the administration of the Social Climate Scales.

The Social Climate Scales findings take several forms. First is the Standard Score analysis (see Table 1). The mean or average raw scores for each of the 13 subscales in the Social Climate Scales are converted to Standard Scores in order to compare a living unit or program profile with each other and the larger national sample. Standard Scores are T-scores, meaning that a Standard Score of 50 represents the arithmetic mean of the national sample and each 10-point interval (plus or minus) is the equivalent to one standard deviation within the national sample. The national sample currently includes over 2000 survey responses from youth in various sized facilities across a geographic sample of facilities. The national sample is not random and contains more responses from youth in juvenile detention facilities than juvenile correctional facilities. Most subscale scores (68.2%) fall within one standard deviation above or below the mean or between Standard Scores of 40-60. Over nine out of 10 subscale scores fall within two standard deviations of the mean or between Standard Scores of 30-70. Standard Scores in the 30s and 20s are causes for follow-up attention.

## 2. Profile Comparisons

Social climate research at Stanford University<sup>40</sup> identified five juvenile correctional program types or profiles. They are the Therapeutic Community, the Relationship-Oriented Program, the Action-Oriented Program, the Control-Oriented Program, and the Disturbed Behavior Program. In addition, we (DR) conducted survey research with a national group of juvenile confinement experts to identify an Ideal Profile.<sup>41</sup> Each profile is described in Appendix B.

Using correlation data, the results in Table 2 indicate that the Mart Standard Scores show varying levels of similarity with several profile typologies as measured by Pearson product-moment correlations. Some correlations are statistically significant, suggesting a degree of profile similarity explained by something other than chance.

## 3. Item Analysis

The usefulness of the Item Analysis (see Table 3) stems from the statistical problem of averaging. Standard Scores are an average of the responses on each subscale, but they do not answer specific questions about the subscale. For example, the subscale for Safety contains statements about perceptions of safety and about fighting. Low Standard Scores on the Safety subscale do not indicate whether the problem is due to fighting, low

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<sup>40</sup> The first nine scales of the Social Climate Scales are the Correctional Institutions Environment Scales (CIES) [see: Rudolf H. Moos, *Correctional institutions environment scales: Manual* (2nd edition). Consulting Psychologists Press, Palo Alto, CA: (1987)]. Profile typologies come from R. H. Moos, *Evaluating correctional and community settings*. John Wiley & Sons, New York: (1975).

<sup>41</sup> David Roush & Mary B. Stelma, "Defining the ideal detention environment," *Journal of Juvenile Detention Services*, 3, pp. 25-36, (1986).

perceptions of safety independent of fighting, or both. Therefore, the Item Analysis presents response data on each of the 130 social climate statements.

The Item Analysis tables report the percentage of residents who responded to the statement in the designated scoring direction. There are two general ways to interpret item analysis scores. First, each individual and agency has an expectation of how it thinks its residents will respond to each of the statements. Therefore, each statement and its percentage of agreement can be evaluated quickly by any TJJD or Mart staff member based on how the percentage relates to their expectations.

Careful review of the Item Analysis tables permits Mart staff to generate lists of statements that contribute to the articulation of program strengths and weaknesses. It is recommended that staff become more fully involved in the development of solutions by using nominal group techniques to brainstorm activities, skills, and procedures to remedy program and staff deficits. For example, the social climate assessment process in Ohio's two largest detention facilities resulted in multiple groups of staff developing lists of behaviorally-specific recommendations for staff to improve residents' perceptions of well-being. These suggestions became part of (a) each facility's training program and (b) guidelines for shift supervisors in the evaluation of the line staff job performance. These outcomes apply here also. Therefore, a recommended strategy is for TJJD administration to review the Item Analysis results within the context of the Mart operations and programs. These contextual factors can prove to be helpful in explaining discrepancies, disagreements, or differences in the profile data.

The second approach uses consensus. For the sake of argument, we defined consensus at the 80% level of agreement or disagreement or at least 4 of 5 residents in the sample concur on their responses to a Social Climate Scale statement. Using this definition, the important social climate statements are those where resident agreement or disagreement meets or exceeds the consensus level of 80%. Disagreement indicates a response opposite of the designated scoring directions. In these situations, consensus disagreement would be at or below 20%. Therefore, the significant statements for the Mart Item Analysis are those with a percentage that is (a) equal to or less than 20% or (b) equal to or greater than 80%. These percentages appear in *italics* in Table 3. For easier interpretation, Table 4 presents the percentage of all "true" responses.

The Item Analysis data invite additional review by TJJD or Mart staff. There are multiple statements with endorsement levels that can be used to inform program and safety determinations. Similarly, there are statements that support a continued re-evaluation of program concepts and principles. This is the largest and most easily interpreted set of data produced by the Social Climate Scales Analysis, so it is the information most receptive to ongoing, independent interpretation by staff.

## Appendix C

### CIES Institutional Profile Typologies

**Therapeutic Community Program.** The Therapeutic Community profile shows above average emphasis on all three Relationship dimension subscales and on all three Treatment dimension subscales. This type of program emphasizes the open expression of personal problems and feelings. These programs are relatively highly structured, but not strictly controlled. They de-emphasize staff control; however, they are well organized and orderly and have clear rules and regulations. These programs are very highly active and treatment-oriented.

**Relationship-Oriented Program.** There is a strong emphasis on highly supportive relationships among residents and between residents and staff members. These programs are highly structured, having above average emphasis on Clarity and Order and Organization. This profile is characterized as "warm and clear." Many practitioners believe that this is the profile that most closely approximates a model preadjudicatory detention program based on the strong blending of supportive relationships and program structure.

**Action-Oriented Program.** There is an above average emphasis on Expressiveness and Autonomy and moderately above-average emphasis on both a practical and feeling orientation. The Relationship dimension subscale scores are about average. The subscale scores are average to below average on Order and Organization and Clarity. Activity is highly emphasized in these programs. The high emphasis on Expressiveness and Autonomy with a low emphasis on System Maintenance is linked to an elevation of assaultive and violent behavior.

**Insight-Oriented Program.** This type of program emphasizes Personal Problem Solving and Practical Orientation. It also stresses Clarity with a moderate emphasis on Order and Organization. The relationship dimension subscales are moderately emphasized.

**Control-Oriented Program.** Control is strongly emphasized in these programs with moderate emphasis on Order and Organization. All of the remaining Treatment and Relationship subscales receive below average emphasis. These programs tend to be highly regimented with close adherence to rules and with the clarity of these rules being well below average. In general, programs fitting in this type are relatively large and have a poor resident-staff ratio. These programs are relatively custodial.

**Disturbed Behavior Program.** These programs deal mainly with hard-to-manage youth. They are most prevalent among those programs dealing with residents who act-out. They emphasize Expressiveness with little stress on Involvement, Support, and Personal Problem Orientation; therefore, the Expressiveness refers to the open expression of anger, rather than the constructive expression of feelings. This program type is characterized by more disturbed and aggressive behavior than any of the other five program types.

The program having the greatest emphasis on Staff Control (the Control-Oriented program) and the program showing the greatest resident control (the Disturbed Behavior program) are the programs that show the least amount of constructive behavior from the

residents. The Control-Oriented programs are primarily custodial and do little to change behavior, while the Disturbed Behavior programs show a relatively high amount of destructive behavior from residents. These programs reveal a strong negative correlation with the Ideal program. Although detention is often thought of as being primarily custodial, the perception of an Ideal program is negatively correlated with those profiles most representative of custodial programs.

**Ideal Juvenile Confinement Program.** In response to the uncertainty about quality of life, social climate, and social order in juvenile confinement facilities, the National Partnership for Juvenile Services conducted survey research at one its annual meetings. It invited a select group of juvenile confinement superintendents and expert practitioners to complete the CIES (first three dimensions of the Social Climate Scales) based on their understanding of how juvenile facilities should ideally operate. Extremely high scores on Involvement, Support, Practical Orientation, Order and Organization, and Clarity characterize the Ideal profile. Subscale scores show depressions in Expressiveness, Autonomy, Personal Problem Orientation, and Staff Control. Comparisons to a particular program typology should include the Ideal profile.

We compared the Ideal profile with the aforementioned program types. Correlations between the Ideal and the program types were computed to determine how closely the profile scores covary. The results revealed statistically significant correlations with the Therapeutic Community program ( $r = .92$ ;  $p < .01$ ) and the Relationship-Oriented program ( $r = .74$ ;  $p < .05$ ).

Figure 1.

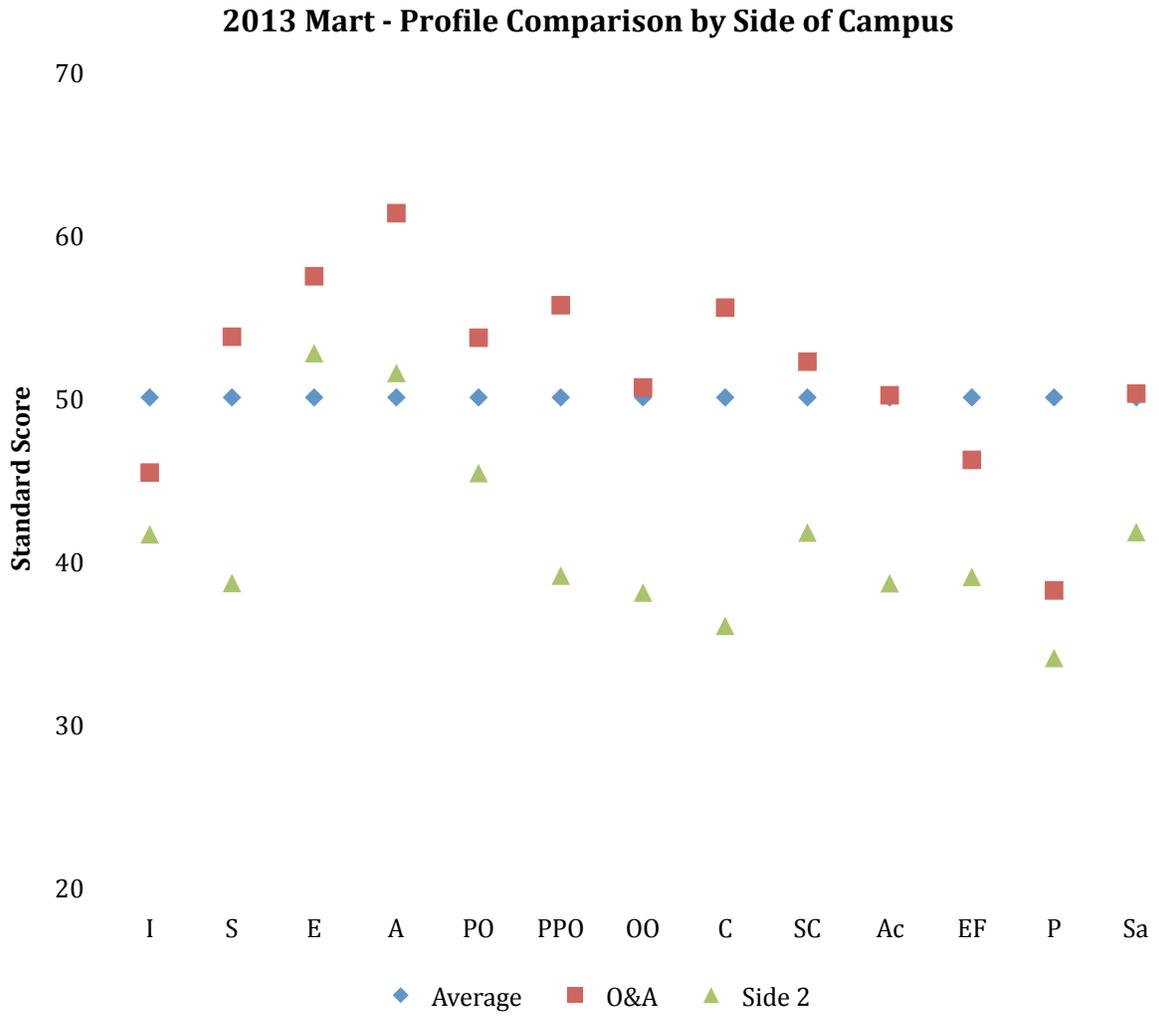


Figure 2.

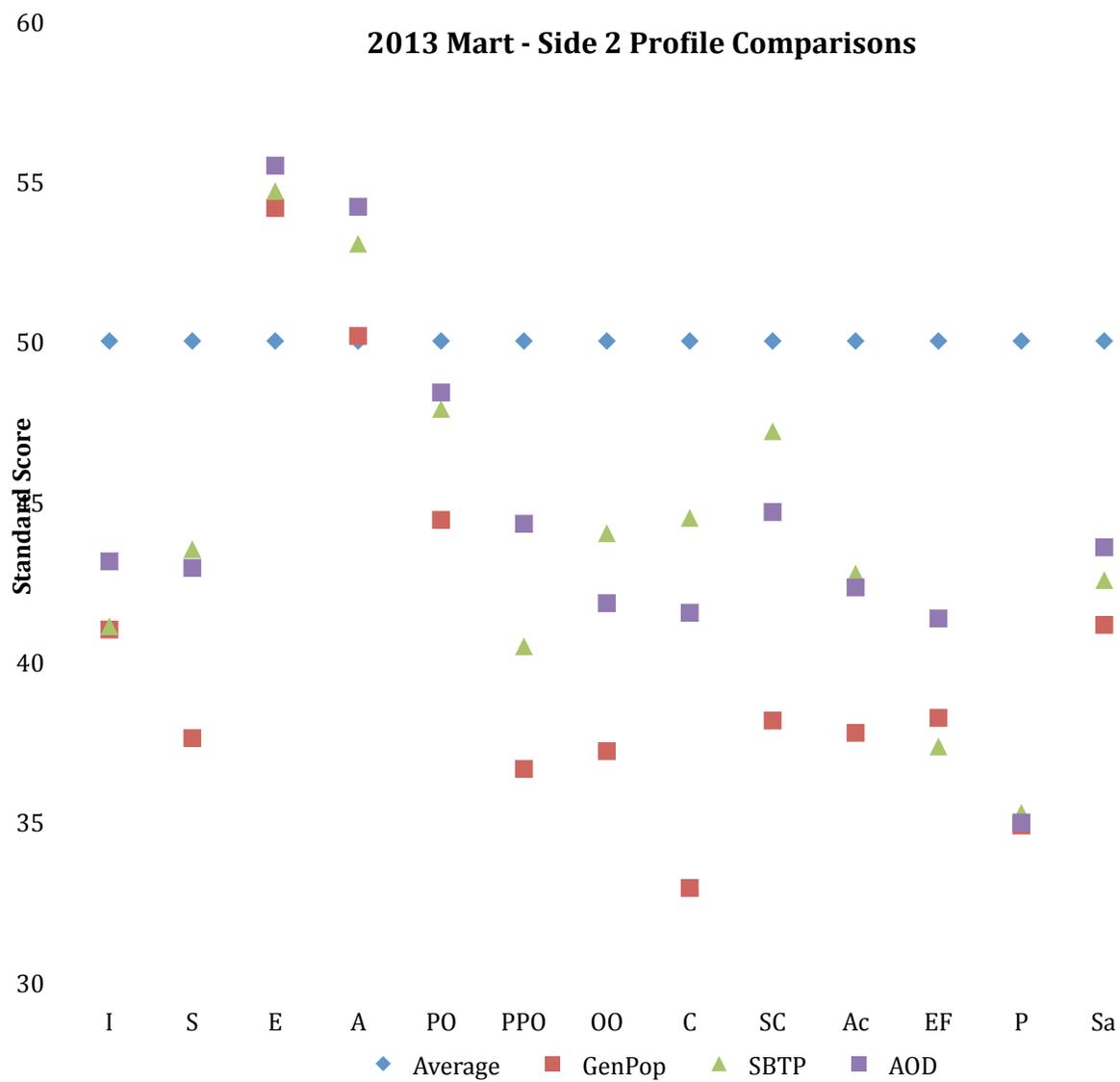
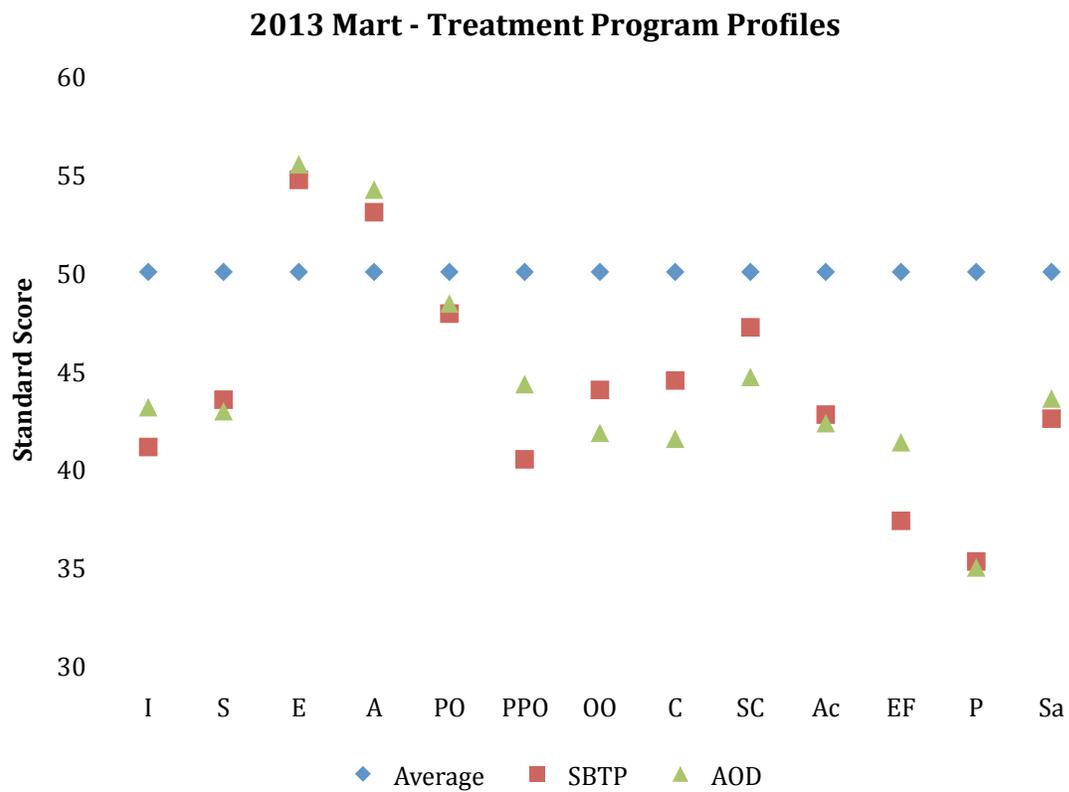


Figure 3.



**Table 1. Standard Scores**

	O&A	Side 2	General Population	Dorm H	Dorm J	SBTP	AOD	Phoenix
<b>I</b>	45.4	41.6	41.0	35.6	44.8	41.1	43.1	49.9
<b>S</b>	53.7	38.6	37.6	32.7	41.1	43.5	42.9	37.6
<b>E</b>	57.4	52.7	54.1	54.4	54.0	54.7	55.5	80.2
<b>A</b>	61.3	51.5	50.2	45.3	53.6	53.0	54.2	48.8
<b>PO</b>	53.7	45.4	44.4	38.8	48.4	47.9	48.4	58.0
<b>PPO</b>	55.7	39.1	36.6	35.4	37.6	40.5	44.3	47.8
<b>OO</b>	50.6	38.0	37.2	32.3	40.7	44.0	41.8	41.3
<b>C</b>	55.5	36.0	32.9	31.1	34.2	44.5	41.5	34.1
<b>SC</b>	52.2	41.7	38.2	39.1	37.5	47.2	44.7	40.4
<b>Ac</b>	50.1	38.6	37.8	32.2	41.7	42.7	42.3	46.2
<b>EF</b>	46.2	39.0	38.2	38.1	38.4	37.3	41.3	44.5
<b>P</b>	38.2	34.0	34.9	31.8	37.1	35.3	35.0	29.4
<b>Sa</b>	50.2	41.7	41.1	37.4	43.8	42.5	43.6	29.4

Note: The Relationship Dimension = I, S, E; the Treatment Dimension = A, PO, PPO; the Systems Maintenance Dimension = OO, C, SC; and the Contextual Dimension = Ac, EF, P, Sa.

**Table 2. Pearson Product-Moment Correlation Coefficients**

Profile Characteristic	O&A	Side 2	General Population	SBTP	AOD	Phoenix
Severe Crowding	0.57*	0.785**	0.725**	0.755**	0.786**	0.420
Adult Corrections	0.451	0.692**	0.622*	0.66*	0.673*	0.335
Relationship	-0.527	-0.596	-0.515	-0.567	-0.654*	-0.597
Action	0.620	0.613	0.627	0.430	0.688*	0.585
Disturbed Behavior	0.533	0.535	0.514	0.678*	0.616	0.644*
Therapeutic	-0.216	-0.266	-0.163	-0.461	-0.267	-0.112

\* =  $p < 0.05$

\*\* =  $p < 0.01$

**Table 3. Item Analysis**

Social Climate Scale Statements		O&A	General Pop	SBTP	AOD	Phoenix	
		n = 17	23	7	8	3	
No.	INVOLVEMENT	T/F					
1	The residents are proud of this unit.	T	11.76%	8.70%	42.86%	0%	66.67%
14	Residents here really try to improve and get better.	T	58.82%	52.17%	42.86%	62.50%	100%
27	Residents on this unit care about each other.	T	5.88%	30.43%	0%	0%	66.67%
40	There is very little group spirit on this unit.	F	52.94%	13.04%	57.14%	0%	33.33%
53	Residents put a lot of energy into what they do around here.	T	52.94%	39.13%	42.86%	62.50%	66.67%
66	The unit has very few social activities.	F	47.06%	17.39%	28.57%	25.00%	0%
79	Very few things around here ever get people excited.	F	11.76%	17.39%	14.29%	12.50%	0%
92	Discussions are pretty interesting on this unit.	T	52.94%	17.39%	28.57%	50%	0%
105	Residents don't do anything around here unless the staff ask them to.	F	35.29%	60.87%	14.29%	50%	33.33%
118	This is a friendly unit.	T	58.82%	56.52%	57.14%	100%	100%
No.	SUPPORT	T/F					
2	Staff have very little time to encourage residents.	F	82.35%	43.48%	57.14%	87.50%	66.67%
15	Staff are interested in following up residents once they leave.	T	29.41%	0%	28.57%	12.50%	0%
28	The staff help new residents get acquainted on the unit.	T	82.35%	47.83%	42.86%	0%	66.67%
41	The more mature residents on this unit help take care of the less mature ones.	T	88.24%	52.17%	85.71%	50%	66.67%
54	Residents rarely help each other.	F	58.82%	30.43%	42.86%	25.00%	0%
67	Staff go out of their way to help residents.	T	41.18%	4.35%	42.86%	12.50%	0%
80	Staff are involved in resident activities.	T	35.29%	17.39%	28.57%	12.50%	0%
93	Counselors have very little time to encourage residents.	F	47.06%	8.70%	14.29%	37.50%	33.33%
106	Staff encourage group activities among residents.	T	64.71%	17.39%	14.29%	12.50%	33.33%
119	The staff know what the residents want.	T	23.53%	34.78%	14.29%	25.00%	0%
No.	EXPRESSIVENESS	T/F					

3	Residents are encouraged to show their feelings.	T	70.59%	43.48%	71.43%	0%	100%
16	Residents tend to hide their feelings from the staff.	F	29.41%	21.74%	0%	12.50%	0%
29	Staff and residents say how they feel about each other.	T	47.06%	30.43%	71.43%	25.00%	100%
42	People say what they really think around here.	T	76.47%	60.87%	71.43%	87.50%	100%
55	Residents say anything they want to the counselors.	T	41.18%	43.48%	57.14%	37.50%	100%
68	Residents are careful about what they say when staff are around.	F	35.29%	47.83%	28.57%	25.00%	66.67%
81	When residents disagree with each other, they keep it to themselves.	F	82.35%	74%	57.14%	87.50%	100%
94	It is hard to tell how residents are feeling on this unit.	F	88.24%	47.83%	57.14%	37.50%	66.67%
107	On this unit staff think it is a healthy thing to argue.	T	5.88%	69.57%	14.29%	50%	66.67%
120	Residents on this unit rarely argue.	F	94.12%	95.65%	85.71%	75.00%	100%
No.	AUTONOMY	T/F					
4	The staff act on residents' suggestions.	T	58.82%	21.74%	28.57%	12.50%	0%
17	Residents are expected to take leadership on the unit.	T	82.35%	60.87%	85.71%	100%	100%
30	The staff give residents very little responsibility.	F	70.59%	47.83%	0%	12.50%	66.67%
43	Residents have a say about what goes on here.	T	23.53%	30.43%	14.29%	12.50%	0%
56	The staff discourage criticism.	F	29.41%	39.13%	57.14%	62.50%	0%
69	Staff encourage residents to start their own activities.	T	47.06%	30.43%	42.86%	12.50%	0%
82	Staff rarely give in to resident pressure.	F	58.82%	43.48%	57.14%	62.50%	33.33%
95	Residents here are encouraged to be independent.	T	76.47%	47.83%	71.43%	75.00%	100%
108	There is no resident government on this unit.	F	41.18%	26.09%	0%	50%	33.33%
121	Residents are encouraged to make their own decisions.	T	76.47%	56.52%	28.57%	50%	100%
No.	PRACTICAL ORIENTATION	T/F					
5	There is very little emphasis on making plans for getting out of here.	F	47.06%	34.78%	57.14%	37.50%	66.67%
18	Residents are encouraged to plan for the future.	T	82.35%	78.26%	85.71%	75%	100%
31	Residents are encouraged to learn new ways of doing things.	T	70.59%	56.52%	71.43%	37.50%	66.67%

44	There is very little emphasis on what residents will be doing after they leave the unit.	F	47.06%	43.48%	28.57%	37.50%	0%
57	Staff care more about how residents feel than about their practical problems.	F	82.35%	78.26%	71.43%	62.50%	100%
70	This unit emphasizes training for new kinds of jobs.	T	35.29%	13.04%	42.86%	50%	33.33%
83	Residents here are expected to work toward their goals.	T	82.35%	52.17%	42.86%	62.50%	66.67%
96	New treatment approaches are often tried on this unit.	T	35.29%	17.39%	42.86%	37.50%	66.67%
109	Residents must make plans before leaving the unit.	T	41.18%	30.43%	28.57%	37.50%	100%
122	There is very little emphasis on making residents me practical.	F	52.94%	39.13%	28.57%	37.50%	33.33%
No.	PERSONAL PROBLEM ORIENTATION	T/F					
6	Residents are expected to share their personal problems with each other.	T	17.65%	21.74%	28.57%	25.00%	33.33%
19	Residents rarely talk about their personal problems with other residents.	F	41.18%	21.74%	28.57%	37.50%	0%
32	Personal problems are openly talked about.	T	64.71%	0%	14.29%	12.50%	33.33%
45	Discussions on the unit emphasize understanding personal problems.	T	70.59%	21.74%	42.86%	0%	66.67%
58	Staff are mainly interested in learning about residents' feelings.	T	47.06%	4.35%	0%	0%	0%
71	Residents are rarely asked personal questions by the staff.	F	23.53%	43.48%	28.57%	37.50%	66.67%
84	The staff discourage talking about sex.	F	41.18%	39.13%	28.57%	75.00%	33.33%
97	Staff try to help residents understand themselves.	T	52.94%	17.39%	42.86%	25%	33.33%
110	Residents hardly ever discuss their sexual lives.	F	70.59%	30.43%	28.57%	87.50%	66.67%
123	Residents cannot openly discuss their personal problems here.	F	41.18%	21.74%	85.71%	50%	33.33%
No.	ORDER AND ORGANIZATION	T/F					
7	The staff make sure that the unit is always neat.	T	100%	43.48%	42.86%	13%	66.67%
20	The day room is often messy.	F	76.47%	47.83%	85.71%	62.50%	33.33%
33	The unit usually looks a little messy.	F	52.94%	47.83%	57.14%	25.00%	33.33%
46	This is a very well organized unit.	T	41.18%	13.04%	28.57%	0%	33.33%
59	Things are sometimes very disorganized around here.	F	41.18%	13.04%	42.86%	0%	66.67%
72	Many residents look messy.	F	29.41%	26.09%	28.57%	25.00%	0%

85	Residents' activities are carefully planned.	T	52.94%	26.09%	42.86%	25.00%	66.67%
98	Counselors sometimes don't show up for their appointments with residents.	F	41.18%	8.70%	14.29%	37.50%	0%
111	The staff set an example for neatness and orderliness.	T	64.71%	26.09%	42.86%	13%	0%
124	Residents are rarely kept waiting when they have appointments with the staff.	T	29.41%	30.43%	28.57%	62.50%	66.67%
No.	CLARITY	T/F					
8	Staff sometimes argue with each other.	F	52.94%	21.74%	14.29%	0%	33.33%
21	If a resident's program is changed, someone on the staff always tells him why.	T	76.47%	21.74%	42.86%	12.50%	0%
34	When residents first arrive on the unit, someone shows them around and explains	T	58.82%	17.39%	71.43%	12.50%	66.67%
47	Staff are always changing their minds here.	F	47.06%	4.35%	0%	0%	0%
60	Staff tell residents when they're doing well.	T	76.47%	17.39%	42.86%	50%	66.67%
73	If a resident breaks a rule, he knows what will happen to him.	T	82.35%	65.22%	71.43%	100%	33.33%
86	Residents are always changing their minds here.	F	35.29%	34.78%	28.57%	12.50%	33.33%
99	Residents never know when a counselor will ask to see them.	F	35.29%	4.35%	14.29%	12.50%	0%
112	Residents never know when they will be transferred from this unit.	F	35.29%	8.70%	42.86%	37.50%	0%
125	The residents know when counselors will be on the unit.	T	47.06%	8.70%	57.14%	50%	0%
No.	STAFF CONTROL	T/F					
9	Once a schedule is arranged for a resident, he must follow it.	T	94.12%	65.22%	85.71%	100%	33.33%
22	Residents may criticize staff members to their faces.	F	41.18%	4.35%	14.29%	12.50%	0%
35	Residents will be transferred from this unit if they don't obey the rules.	T	88.24%	47.83%	57.14%	50%	66.67%
48	All decisions about the unit are made by the staff and not by the residents.	T	76.47%	56.52%	57.14%	87.50%	100%
61	The staff very rarely punish residents by restricting them.	F	58.82%	78.26%	57.14%	62.50%	66.67%
74	Staff don't order the residents around.	F	52.94%	69.57%	71.43%	75.00%	100%
87	If one resident argues with another, he will get into trouble with the staff.	T	76.47%	43.48%	71.43%	50%	33.33%

100	The unit staff regularly check up on the residents.	T	47.06%	17.39%	28.57%	37.50%	33.33%
113	Residents call staff by their first names.	F	82.35%	56.52%	100%	87.50%	33.33%
126	The staff do not tolerate sexual behavior by residents.	*	0%	0%	0%	0%	0%
No.	ACTIVITY	T/F					
10	There is at least one movie each week.	T	82.35%	13.04%	28.57%	12.50%	0%
23	Residents are required to do some housekeeping chores each day.	T	94.12%	78.26%	85.71%	75.00%	100%
36	Residents have something to do every night.	T	47.06%	26.09%	42.86%	37.50%	66.67%
49	The daily schedule includes time in the gym.	T	58.82%	8.70%	28.57%	25.00%	33.33%
62	Residents keep busy with their hobbies.	T	41.18%	26.09%	85.71%	50%	100%
75	Residents are hardly ever bored on this unit.	T	5.88%	4.35%	0%	0%	0%
88	Residents keep busy by watching TV.	F	29.41%	69.57%	14.29%	25.00%	100%
101	Residents spend most of the day in school.	T	88.24%	69.57%	85.71%	75.00%	0%
114	On this unit, a lot of time is spent with nothing to do.	F	11.76%	0%	0%	12.50%	0%
127	Arts and crafts are a regular part of the activities on this unit.	T	29.41%	4.35%	14.29%	0%	33.33%
No.	EMOTIONAL FEEDBACK	T/F					
11	The staff tell residents when they do well.	T	100%	34.78%	42.86%	25.00%	100%
24	Residents have friends on this unit with whom they can share their problems.	T	58.82%	60.87%	42.86%	100%	100%
37	Staff often tease depressed residents.	F	76.47%	39.13%	28.57%	12.50%	33.33%
50	Residents let their friends know they care about them.	T	35.29%	30.43%	28.57%	25.00%	66.67%
63	I know that my family still loves me.	T	94.12%	95.65%	85.71%	100%	100%
76	Staff care about resident's feelings.	T	29.41%	8.70%	14.29%	12.50%	0%
89	Residents on this unit believe that no one loves them.	F	52.94%	56.52%	71.43%	87.50%	66.67%
102	Residents care about one another.	T	5.88%	26.09%	14.29%	12.50%	0%
115	My family visits me.	T	47.06%	60.87%	42.86%	62.50%	0%
128	Residents feel loved by other people in this facility.	T	23.53%	17.39%	28.57%	37.50%	33.33%
No.	PRIVACY	T/F					
12	Staff believe it is okay for residents to be alone.	T	23.53%	43.48%	14.29%	0%	33.33%
25	Residents respect one another's	T	64.71%	39.13%	28.57%	37.50%	66.67%

	privacy.						
38	This is a noisy unit.	F	23.53%	21.74%	28.57%	0%	0%
51	I feel crowded on this unit.	F	23.53%	17.39%	71.43%	25.00%	0%
64	It is not important to me to have time to be alone.	F	82.35%	91.30%	42.86%	100%	100%
77	This unit is quiet.	T	0%	8.70%	28.57%	0%	0%
90	Residents can stay in their rooms if they want.	T	5.88%	0%	0%	12.50%	0%
103	There is not enough privacy on this unit.	F	0%	4.35%	0%	0%	0%
116	If two residents are having a conversation, staff will walk up and listen.	F	52.94%	26.09%	14.29%	12.50%	0%
129	There are times on this unit when residents can be alone.	T	23.53%	8.70%	42.86%	25.00%	0%
No.	SAFETY	T/F					
13	Residents fight with other residents.	F	5.88%	4.35%	0%	0%	0%
26	It is dangerous on this unit when staff are not around.	F	52.94%	52.17%	28.57%	62.50%	66.67%
39	Staff threaten residents.	F	82.35%	34.78%	14.29%	37.50%	33.33%
52	If a resident believes he will be attacked, the staff protect him.	T	52.94%	13.04%	57.14%	0%	0%
65	Residents feel safe here.	T	35.29%	30.43%	14.29%	50%	0%
78	Things are usually tense on this unit.	F	23.53%	17.39%	42.86%	0%	0%
91	There are some real dangerous residents on this unit.	F	58.82%	34.78%	42.86%	75.00%	0%
104	Weaker residents are sexually attacked.	F	88.24%	95.65%	85.71%	87.50%	33%
117	Residents are beaten by the staff.	F	82.35%	35%	85.71%	50%	0%
130	Residents have to defend themselves on this unit.	F	11.76%	21.74%	0%	0%	0%

Note: Responses in *italics* represent consensus at the 80% level. Consensus identifies percentages that are equal to or greater than 80% and equal to or less than 20%.

**Table 4. True Responses to the Safety Subscale Statements by Side 2 Living Units**

Safety Subscale Statements	GenPop	Dorm H	Dorm J	SBTP	AOD	Phoenix
Residents fight with other residents.	95.65%	<i>100%</i>	92.31%	<i>100%</i>	<i>100%</i>	<i>100%</i>
It is dangerous on this unit when staff are not around.	47.83%	40.00%	53.85%	71.43%	37.50%	33.33%
Staff threaten residents.	65.22%	<i>80.00%</i>	53.85%	<i>85.71%</i>	62.50%	66.67%
If a resident believes he will be attacked, the staff protect him.	<i>13.04%</i>	<i>0.00%</i>	23.08%	57.14%	<i>0%</i>	<i>0%</i>
Residents feel safe here.	30.43%	40.00%	23.08%	<i>14.29%</i>	50.00%	<i>0%</i>
Things are usually tense on this unit.	<i>82.61%</i>	<i>90.00%</i>	76.92%	57.14%	<i>100%</i>	<i>100%</i>
There are some real dangerous residents on this unit.	65.22%	60.00%	69.23%	57.14%	25.00%	<i>100%</i>
Weaker residents are sexually attacked.	<i>4.35%</i>	<i>0%</i>	<i>7.69%</i>	<i>14.29%</i>	<i>13.50%</i>	66.67%
Residents are beaten by the staff.	65%	<i>90.00%</i>	46.35%	<i>14.29%</i>	50.00%	<i>100%</i>
Residents have to defend themselves on this unit.	78.26%	<i>100%</i>	61.54%	<i>100%</i>	<i>100%</i>	<i>100%</i>

Note: Responses in *italics* represent consensus at the 80% level. Consensus identifies percentages that are equal to or greater than 80% and equal to or less than 20%.

**Table 4. Ethnic Distribution of Youth by Program on January 7, 2013**

Program	African American	Hispanic	White	Asian	Other
Phoenix	53.85%	38.46%	7.69%	0.00%	0.00%
O&A	26.23%	55.74%	18.03%	0.00%	0.00%
Side 2	43.24%	31.53%	24.32%	0.45%	0.45%
Total Facility	40.20%	36.82%	22.30%	0.34%	0.34%



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<b>Project Title:</b>	Program Assessment of the McLennan County Juvenile Correctional Facility
<b>Project Description:</b>	Implementation Dr. Roush's recommendations, where practical, to improve youth and staff safety; increase youth and staff accountability; enhance youth and staff culture; enhance treatment effectiveness; eliminate youth perception of disparate treatment; and improve appropriate youth and staff relationships for the safety of all.
<b>Project Managers:</b>	Bill Parks, Interim Superintendent / Tony A. Stewart, Assistant Superintendent
<b>Project Team:</b>	McLennan County Management Team
<b>Project Support:</b>	Tom Adamski, Director of Director of Operations for Secure Facilities; Rebecca Thomas, Director of State-Operated Programs and Services; Lori Robinson, Director of Treatment Services; Debra Noles, Security Operations Specialist; Royce Myers, Director of Human Resources & Linda Green, Manager of Training and Professional Development
<b>Final Due Date:</b>	September 1, 2013
<b>Plan Approval/Date:</b>	April 19, 2013 (Updated 05-13-2013)

	Strategies/Action Steps	Person Responsible	Target Date	Date Completed
1	<p><b>Increase Staff Accountability</b> The following steps will be implemented to increase staff accountability at the facility:</p> <ul style="list-style-type: none"> <li>A. Utilizing demotions for progressive disciplines for the staff.</li> <li>B. Utilizing the disciplinary grid to maintain consistency with imposed sanctions from the supervisors.</li> <li>C. Reassigning staff to another shift in order to improve performance. <i>(HR has already approved this request and several staff that are currently on probation have been identified for prospective moves based upon poor job performance.)</i></li> <li>D. Evaluate all key staff positions (Right person/ right position) <i>(This is currently in the works with the appointment of the interim Superintendent.)</i></li> <li>E. Utilizing Video Review for accountability as well as for role-modeling best practices <i>(The eye in the sky doesn't lie or "I Caught U Doing Something Good!")</i></li> <li>F. Leadership by Visibility <i>(Walking Around) (Permanent ODS positions will implemented to allow for the other JCO VI's to be more available on their respective dorms.)</i></li> <li>G. Mentorship Program; Assist subordinates &amp; peers in the areas of Coaching, Training, Documentation, &amp; Discipline <i>(Mr. Porter is currently mentoring specific staff on the dorm for licensure.)</i></li> </ul>	<p>Bill Parks &amp; Tony A. Stewart <i>(A-D)</i></p> <p>Administrative Duty Officer (ADO) Team <i>Lead: William Johnson (E-F)</i></p> <p>Hector Navarro <i>(G)</i></p> <p>Tom Adamski <i>(H,I)</i></p>	<p>6/1/2013 <i>(C, D, &amp; F)</i></p> <p>7/1/2013 <i>(G)</i></p> <p>7/31/2013 <i>H,I</i></p>	<p>5/1/2013 <i>(A,B, E &amp; G)</i></p>



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	<p><b>Recommendations for Central Office:</b></p> <ul style="list-style-type: none"> <li>H. Recommend that the agency policy be revised to allow for punitive consequences in JCO pay as a result of disciplinary action.</li> <li>I. Provide pay incentives to motivate staff for better work performance.</li> </ul>			
2	<p><b>Restore Order, Structure and Consistency to Facility Operations</b></p> <p>The following steps will be implemented to restore order, structure &amp; consistency to facility operations;</p> <ul style="list-style-type: none"> <li>A. FIT Team Involvement</li> <li>B. Enforce the (5) Rules Consistently</li> <li>C. Empower Staff and hold them accountable; by requiring everyone to Live, Eat and Breathe: <b>Fair, Firm and Consistent.</b></li> <li>D. Promote Uniformity with operating procedures for all dorms.</li> <li>E. Strategic placement of veteran staff on the dorms</li> <li>F. Maintaining consistency with staff dorm assignments in order to promote a good rapport with youth</li> <li>G. Consistently enforce standard expectations for all functions and procedures of the campus such as:             <ul style="list-style-type: none"> <li>o Youth movement (<i>marching</i>)</li> <li>o Dress code (<i>including shaving</i>)</li> <li>o Shower Routine (<i>having only 2 youth out of their cells at one time</i>)</li> </ul> </li> <li>H. Social Contracts with all Youth/ Dorms</li> <li>I. Establish a dorm for youth transitioning to and from treatment programs</li> <li>J. Enhance Facility Entrance Searches and increase dorm searches campus wide</li> </ul>	<p>Vincent Hornsby (A)</p> <p>All Employees (B)</p> <p>ADO Team <i>Lead: Charles Johnson</i> (C-G)</p> <p>Team Rehab <i>Lead: Tamu Steptoe</i> (H-I)</p> <p><i>Director of Security</i> (D.O.S)/ <i>Thomas Brown</i> (J)</p>	<p>6/15/2013 (A, D &amp; G)</p> <p>6/1/2013 (H-I)</p>	<p>5/1/2013 (B, C, F. &amp; J)</p>
3	<p><b>Create a Clear &amp; Coherent Unifying Vision &amp; Mission</b></p> <p>In order to create a unifying vision &amp; mission for the facility we will:</p> <ul style="list-style-type: none"> <li>A. Develop a mission statement for the facility that clearly defines the way we conduct business in the interest of the youth on the campus.</li> <li>B. Reinforce the objectives that are presented to the youth when they arrive in the Orientation &amp; Assessment Program.</li> <li>C. Conduct Team Building Activities for all staff</li> <li>D. Explain to Staff "<i>Why We're Doing This</i>"</li> </ul>	<p>Tony A. Stewart (A)</p> <p>ALL EMPLOYEES (B)</p> <p>ADO Team  <i>Lead: Charles Johnson</i> (C-D)</p>	<p>6/1/2013 (A)</p> <p>7/1/2013 (B-D)</p>	



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	<p><b>Recommendations for Central Office:</b> E. A mission statement needs to be developed outlining the vision of TYC &amp; TJPC as a unified TJJD agency.</p>	<p>Tom Adamski and Behavior Management/Treatment Task Force (E)</p>	<p>6/15/2013 (E)</p>	
<p>4</p>	<p><b>Strengthen Leadership</b> In order to strengthen leadership we will: A. Assign more field agents to be on committees that are designing for restructuring policies &amp; procedures to get a more informed and accurate assessment of what is needed. B. Accept assistance from other facilities to help strengthen &amp; enforce agency practices for the campus when needed. C. Rely on Administration to convey issues of relevance to Central Office executives in order to represent our best interests with the legislature. D. Staff Development with MTM including, Team Building Exercises &amp; <i>"The 5 Dysfunctions of a Team Model"</i> E. CAPPSY Training F. Assign a member of the Mid-Level Management to attend the CMIT G. <i>"Just for Starters"</i> &amp; <i>"FISH"</i> Training for all JCO V &amp; JCO VI Supervisors H. Key Leader Visit to Youth Center of the High Plains</p>	<p>Behavior &amp; Treatment Task Force (A)  All Employees (B)  Management Team Meeting (MTM) (C)  Bill Parks (D-F)  <i>Tony Stewart &amp; William Johnson</i> (G-H)</p>	<p>5/1/2013 (A-D)  7/1/2013 (E-F)  8/1/2013 (G-H)</p>	<p>5/1/2013 (A-D)</p>



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5	<p><b>Humanize &amp; Improve Living Conditions</b></p> <p>Several cosmetic &amp; procedural modifications are in the works for the campus that include but are not limited to:</p> <ul style="list-style-type: none"> <li>A. Repainting certain common areas such as the Infirmary in order to provide for a calming effect with the youth.</li> <li>B. Landscaping (<i>adding some plants &amp; flowers, etc.</i>)</li> <li>C. Adding cement mounted garbage cans throughout the campus grounds to decrease litter and maintain cleanliness.</li> <li>D. Mount televisions on the walls of the dorms to provide easier viewing for youth during television &amp; movie time.</li> <li>E. Implementing a P.A.W.S. Program with the youth on the Sex offender Treatment Dorm. (Tentative proposal)</li> <li>F. The Gymnasium is currently being remodeled with the addition of central air &amp; heat for comfort.</li> <li>G. All staff will be scheduled to attend Cultural Diversity Trainings between during June 2013 as a directive from Mr. Adamski. (Contract with Dr. Ridley)</li> <li>H. Reinforce Politeness &amp; Courtesy Skills with all staff</li> <li>I. <i>"How Are You Doing Campaign"</i>- Encouraging staff to utilize the method of getting involved with what is going on with the youth every day.</li> </ul>	<p>Vincent Hornsby, Ron Porter, Robert Shirley, &amp; Kevin Carter (A-E)</p> <p>Contractor (F)</p> <p>Terry Williams, William Johnson, Hector Navarro (G)</p> <p>Tony Stewart, William Johnson, Carolyn Johnson, &amp; Tamu Steptoe (H-I)</p>	<p>6/1/2013 (A-F)</p> <p>8/1/2013 (F-G)</p> <p>6/1/2013 (H-I)</p>	
6	<p><b>Revise New &amp; Veteran Staff Basic Training Skills Curricula</b></p> <p>***Mr. Terry Williams explained that no modifications/ additions can be made to the current training curriculum without the expressed approval of Central Office.***</p> <p>However some training that can be implemented at the facility level are:</p> <ul style="list-style-type: none"> <li>A. Utilizing Free Information Webinars that are funded through the agency.</li> <li>B. Organizing for staff to attend different staff trainings that are offered through TJJJ as listed on the website.</li> <li>C. M.I (<i>Motivational Interviewing</i>) Training for all staff</li> </ul>	<p>Terry Williams (A-B)</p> <p>Team Rehab <i>Lead: Tamu Steptoe</i> (C)</p>	<p>6/1/2013 (A-B)</p> <p>7/1/2013 (C)</p>	
7	<p><b>Strengthen Family Involvement &amp; Engagement</b></p> <ul style="list-style-type: none"> <li>A. There is already a committee which includes a representative from the Mart Complex to address this issue agency</li> </ul>	<p>Team Rehab. &amp; Mary Garrity</p>	<p>7/1/2013 (A-G)</p>	



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	<p>wide.</p> <p>B. The Mart Complex Volunteer Resource Council also does an excellent job assisting families of youth in need by providing anything from gas cards for transportation to hotel &amp; lodging accommodations for visiting parents in need.</p> <p>C. There are also several activities planned by the Family Liaison such as "Family Day" which is hosted at least (3) times a year and allows for families to interact with the youth in a positive way.</p> <p>D. There are at least (2) graduation ceremonies that families are invited to attend through the year.</p> <p>E. The agency places (80) minutes on the C-Tel phone at the beginning of each month and the facility ensures that the youth receive ample time within the 16-hour schedule to utilize those minutes in order to contact family members.</p> <p>F. We approve requests for special visits from parents on a regular basis and have even added two extra days (Wed, &amp; Fri.) to the Visitation Schedule to allow the youth more opportunities to visit with family.</p> <p>G. In some cases special arrangements are made to reschedule the youth's MDT date at the convenience of the family in order to allow participation.</p> <p>H. We are in the process of implementing a system where the parents of the youth may interact in the youth's MDT through webcams at the parole offices.</p>		<p>6/1/2013 (H)</p>	
<p>8</p>	<p><b>Increase the Number of Hispanic &amp; Spanish Speaking Staff</b></p> <p>A. The recruiters will start seeking out potential employees through the Hispanic Chamber of Commerce.</p> <p>B. Utilize community contracts to assist with recruitment of Spanish speaking staff.</p> <p>C. Provide employees with Rosetta stone in order to understand and communicate with Spanish speaking parents &amp; youth.</p> <p><b>Recommendations for Central Office:</b></p> <p>D. Add a stipend to the salary for all staff with Spanish speaking capability. (Not possible under current policy-closed)</p>	<p>JCO VI's &amp; Sonya Guley (A-B)</p> <p>Mari Kubitz, Tamu Steptoe &amp; William Johnson (C)</p> <p>Tom Adamski (D)</p>	<p>6/1/2013 (A-C)</p> <p>7/1/2013 (D)</p>	<p>5/10/2013 (D)</p>



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9	<p><b>Review Operational Practices Regarding Education</b></p> <p>A. The School Schedule has been modified to compensate for a longer lunch hour to avoid the youth returning to school late.</p> <p>B. A system has been implemented in which the Superintendent &amp; Asst. Superintendent will be the only individuals that can approve a Dorm Restriction/ Campus Shutdown.</p> <p>C. Ensuring that Administrators are on in the school to monitor youth movement during Education</p> <p>D. Enhance the Vocational Programs for the youth</p>	<p>Principal (A)</p> <p>Administration (T. Stewart &amp; Bill Parks) (B-C)</p> <p>Principal/ Travis Waddell (D)</p>	<p>Completed (A)</p> <p>5/1/2013 (B-C)</p> <p>7/1/2013 (D)</p>	<p>3/18/2013 (A)</p> <p>5/1/2013 (B-C)</p>
10	<p><b>Reduce the Time Required to Resolve Resident Grievances</b></p> <p>(The (15) day time period is due to GAP Policy 380.9331 and therefore cannot be changed at the local level.)</p> <p>However there are some things that can be done within the current policy guidelines to assist with resolving youth grievances in a timely manner.</p> <p>A. The Youth Rights Specialist will assign to the Assistant Superintendent any youth grievance that contains issues of disparate treatment or racial inequality.</p> <p>B. The Youth Rights Department will develop and education module, in addition to their current youth rights /grievance training, that provides youth with greater understanding regarding steps taken by Decision Authorities to fully research and investigate complaints, implement action necessary to resolve or rectify areas of concern, and afford the best resolutions possible to youth regarding their issues.</p> <p>C. There will be a YRS Clerk starting on 5/15/2013 to assist with data entry &amp; assignment of youth grievances.</p> <p>D. Youth will be encouraged to use the Conference Requests appropriately to ensure that their issues are resolved in a timely manner.</p> <p>E. The facility will be sponsoring a Poster Contest with the Grievance Clerks for all of the dorms, with the goal of developing an outline informing all youth how to utilize the Conference Request Forms. The winning poster will then be mass produced, laminated &amp; posted in all of the common areas of the campus.</p> <p>F. Supervisors will ensure that they</p>	<p>Rachel Perry &amp; Charles Vickers (A-D)</p> <p>JCO VI, &amp; Dorm Supervisors &amp; All Decision Authorities (E-F)</p>	<p>6/1/2013 (A-E)</p> <p>6/1/2013 (F)</p>	



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	complete the initial grievances assigned to them within the allotted time frame in order to keep them from being escalated and prolong the resolution process.			
11	<p><b>Safeguard &amp; Strengthen the Disciplinary Hearing Process</b></p> <ul style="list-style-type: none"> <li>A. Review all pending Level II Hearings and ensure that they are conducted within the required timeframe</li> <li>B. Track all Level II Hearings for compliance with agency required mandates</li> <li>C. Allocate additional resources to assist with conducting the Level II Hearings if the need exists</li> <li>D. All staff will be provided with training during the next Town Hall Meeting on May 13<sup>th</sup>, regarding the role that the MDT plays in the process of reintegrating youth from loss of privileges received through a proven Level II Hearing.</li> </ul>	<p>Hearing Investigators (A-B)</p> <p>Team Rehab <i>Lead: Tamu Steptoe</i> (C-D)</p>	<p>5/1/2013 (A-B)</p> <p>6/1/2013 (C-D)</p>	<p>5/1/2013 (A-B)</p>

Comments:

**Team Rehab:** Tamu Steptoe, Carolyn Johnson, Darvis Gaines, Stefan Richards, Ron Porter & Wanda King

**ADOTeam:** William Johnson, Tamu Steptoe, Carolyn Johnson, Darvis Gaines, Kevin Carter, Vincent Hornsby, Thomas W. Brown, George Blake, Benny Dew, & Stefan Richards.

**Hearing Investigators:** Barbara Hamilton, Larry Blount, & Nicole Weatherspoon-Hoo

**MTM-** All department heads

# TEXAS JUVENILE JUSTICE DEPARTMENT

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## Secure Facility Career Academies & Weekend Supplemental Career Enhancements

### **CAREER ACADEMIES**

- For students with a GED or HS Diploma
- Students with a GED or HS Diploma with reading and math below 12.9 will still receive academic supports. Students with a GED enter the academy voluntarily and have the option to fully pursue their diploma at any time.
- Students attend treatment and large muscle exercise/recreation in the morning
- Students attend one of three career tracks offered through the academy starting in the afternoon that can extend till evening meal time
- Career Tracks – Industrial, Natural Resources, Technology
- Students attend Employability Skills/Independent Living Skills (if not already completed) and complete basic computer
- Students are housed on the same dorm
- Behavioral suspension procedure
- Full industry certification and college opportunities
- Additional instructors could be contracted

*\*Additional vocational space may be needed to accommodate full academy offerings*

### **WEEKEND SUPPLEMENTAL CAREER ENHANCEMENTS**

- For students to participate in weekend supplemental programming they must continuously meet all other treatment, behavior and academic requirements. Behavioral suspension procedure will be employed
- Non Career Academy participants may apply for participation spots and will be selected based on eligibility
- Classes offered three weekends per month
- Four classes offered twice on Saturdays, each within a 2-3 hour block of time (students attend morning or afternoon session)
- Supplemental industry certification opportunities (work on additional certification that will enhance current certification focus), OSHA, Computer Aided Design, Logistics, and Customer Service and employability soft skills curriculum, and college tutorials offered.
- Guest lectures, career fairs, community/industry partnerships, mentorships, etc...
- Instructors are contracted

*\*Additional vocational space may be needed*

## Re-Entry

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Re-entry services are proposed to

- assist students post-release with college or trade school application
- registration with Work in Texas
- orientation at local Workforce Center
- assistance with enrollment in WIA programs where appropriate
- employment assistance where appropriate

## Desired Outcomes

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- Reduction in length of stay
- Reduction in facility incidents
- Reduction in time on parole due to successful transition
- Lower recidivism
- Reduction in parole or community related incidents by successful completers
- Increase in number of diplomas, GED's and industry certifications
- Increase in number of students who return to public school at age appropriate level and on-track with their four year graduation plan
- Increased community involvement



Texas Juvenile Justice Department  
**Safety and Security Committee Meeting**

11209 Metric Boulevard – Lone Star Conference Room  
Austin, TX 78758  
Thursday, May 30, 2013 – 2:30 p.m.

1. Call to order
2. May 30, 2013 meeting minutes
3. Office of the Inspector General update
4. Administrative Investigations update
5. State Programs and Facilities update
6. Discussion and possible adoption of proposed amendments to administrative rule 380.9561, relating to Detention for Youth Pending Level I or II Hearing (Action)
7. Discussion and possible adoption of proposed amendments to the following sections of 37 TAC Chapter 343 (Secure Pre-Adjudication Detention and Post-Adjudication Correctional Facilities) (Action)
  - a. 343.100
  - b. 343.212
  - c. 343.224
  - d. 343.240
  - e. 343.288
  - f. 343.302
  - g. 343.332
  - h. 343.340
  - i. 343.342
  - j. 343.346
  - k. 343.348
  - l. 343.350
  - m. 343.400
  - n. 343.404
  - o. 343.446
  - p. 343.600
  - q. 343.602
  - r. 343.604
  - s. 343.638
  - t. 343.810
  - u. 343.812

8. Discipline of Certified Officers – Default Judgment Orders (Action)
  - a. Marcus Carter, DH-13-24045
  - b. John Groneman, DH-13-23064-120192
  - c. Aubrey Higgins, DH-13-26403-130018
  - a. Steven Mojica, DH-13-26874-120374
  - b. Thomas Clayton, DH-15514-130013
  - c. Reginald Carter, DH 13-0348-130013
  
9. Discipline of certified officer - Agreed Order (Action)
  - a. Martina Fowler, DH-13-17838-120188
  
10. Discussion and possible approval to publish the proposed repeal of 37 TAC §380.8761 (Substance Abuse Services) in the Texas Register for a 30-day public comment period. (Action)
  
11. Discussion and possible adoption of proposed amendments to 37 TAC §380.9503 (Rules and Consequences for Residential Facilities), approval of responses to public comments, and approval of expedited effective date. (Action)
  
12. Discussion and possible approval of new Texas Administrative Code Chapter 355 (relating to Non-Secure Correctional Facility) for immediate adoption on an emergency basis. (Action)
  
13. Adjourn

- Items may not necessarily be considered in the order in which they appear on the agenda.
- Committee meetings may include a quorum of the Board in attendance.

**Texas Juvenile Justice Department  
Administrative Investigations Division  
Summary Comparisons**

	FY12 Thru April	FY13 Thru April
<b>State Facilities (SIU)</b>		
Administrative Investigations Opened	807	591
Administrative Investigations Completed	793	575
Administrative Investigations Confirmed	233	315
Administratively Closed	1	40
Administratively Confirmed	0	10
<b>County Facilities and Programs (CIU)</b>		
Allegations of Abuse, Neglect & Exploitation	276	176
Serious Incidents	441	380
Complaints	24	32
Grievances	511	626
Non-Jurisdiction	30	26
Non-Reportable	375	336
Other Reports ( <i>Non-Jurisdiction, Standards Violation</i> )	11	33
<b>Total from County Facilities and Programs</b>	<b>1668</b>	<b>1609</b>

<b>Update on Dispositions for FY 12 CIU Investigations</b>	<b>As of 4-31-13</b>
Reason to Believe	14
Concur	47
Ruled Out	224
Does Not Meet the Definition of Abuse, Neglect or Exploitation	64
Baseless	6
Unable to Determine	13
Other	1
Pending	7

<b>Average Daily Populations in County Operated Facilities</b>	<b>February '13</b>	<b>March '13</b>
Pre-Adjudication	1725.45	1528.29
Post-Adjudication	2194.29	2191.13
Emergency	93	87.52
Non-Secure	987	985.65
Secure	1114.23	1117.97

**Definitions for the State Investigation Unit (SIU):**

**Administratively Closed:** The circumstances, facts, and/or evidence show there is no merit to the allegation, or the likelihood of solving the case is so negligible further investigation is unwarranted. However, if additional information is later received, the case may be re-opened for investigation.

**Administratively Confirmed:** The circumstances, facts, and/or evidence are sufficient that no additional investigation is needed to confirm that the allegation or violation did occur.

**Opened** - The report was received by the Incident Reporting Center (IRC), processed by Central Office and assigned to an AID investigator.

**Completed** – The investigator has concluded the investigation and the report has been submitted for the supervisor's review.

**Closed** - The investigation and all Supervisor Reviews have been completed.

**Confirmed** - Investigation established that the allegation is supported by a preponderance of evidence that the allegation did occur.

**Definitions for the County Investigation Unit (CIU):**

**Complaint** – A report submitted by a parent/guardian, staff or any other source, but not a juvenile/youth.

**Grievances** – When received by AID, these reports are reviewed to determine if TJJD's involvement is warranted. If TJJD's involvement is unwarranted, the report is forwarded to the county for processing at the local level.

**Non-Jurisdiction** –The TJJD does not have investigative authority or the matter is outside of the scope of the juvenile justice system.

**Non-Reportable** - In accordance with Texas Administrative, Code Chapter 358, the incident does not meet the definition for reporting to TJJD or local law enforcement.

**Serious Incident** - Attempted escape, attempted suicide, escape, reportable injury, youth-on youth physical assault or youth sexual conduct.

**Texas Juvenile Justice Department  
Administrative Investigations Division - County Investigations Unit  
Community Based Programs and Facilities  
Fiscal Year 2013 through April**

**Overall Year-To-Date Total by Report Type From All Sources (\*)**

<i>*Reports are received via fax, e-mail, phone and the Incident Reporting Center</i>	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Allegations of Abuse, Neglect, Exploitation	24	29	30	18	23	26	16	10	0	0	0	0	176
Complaints	4	11	2	5	4	1	3	2	0	0	0	0	32
Grievances	58	95	106	76	103	87	73	28	0	0	0	0	626
Non-Jurisdiction	6	5	4	7	2	0	2	0	0	0	0	0	26
Non-Reportable	45	47	49	37	55	33	49	21	0	0	0	0	336
Serious Incidents	40	64	50	48	60	55	36	27	0	0	0	0	380
Other (Contract, Standard Violations, Tech. Asst., PFI)	4	5	3	1	4	5	8	3	0	0	0	0	33
<b>Total Reports Received</b>	<b>181</b>	<b>256</b>	<b>244</b>	<b>192</b>	<b>251</b>	<b>207</b>	<b>187</b>	<b>91</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1609</b>

**Reports by Month to the Incident Reporting Center (IRC) Via the Toll-Free Number**

Allegations of Abuse, Neglect, Exploitation	5	6	7	4	2	5	8	1	0	0	0	0	38
Complaints	3	12	1	5	4	1	3	1	0	0	0	0	30
Grievances	54	88	92	67	94	76	67	27	0	0	0	0	565
Non-Jurisdiction	5	3	4	6	2	0	1	0	0	0	0	0	21
Non-Reportable	4	1	6	3	5	1	3	0	0	0	0	0	23
Serious Incidents	0	1	3	4	3	1	1	1	0	0	0	0	14
Other (Contract, Standards Violation, Tech Asst or PFI)	3	2	2	1	2	0	3	1	0	0	0	0	14

**Total by Program Type**

Day Reporting	0	0	0	0	1	0	0	0	0	0	0	0	1
Detention	56	70	68	52	74	57	50	28	0	0	0	0	455
JJAEP	0	0	2	0	2	0	0	0	0	0	0	0	4
Non-Secure Placement	0	0	1	1	9	5	8	1	0	0	0	0	25
Probation/Parole	2	3	1	1	4	2	1	1	0	0	0	0	15
Secure Placement	14	38	39	34	21	20	26	1	0	0	0	0	193
Other (i.e. Non-Jurisdiction Locations)	2	2	4	2	1	0	1	0	0	0	0	0	12
<b>Total Reports Received</b>	<b>74</b>	<b>113</b>	<b>115</b>	<b>90</b>	<b>112</b>	<b>84</b>	<b>86</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>705</b>

Administrative Investigations													
Total by Program Type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Day Reporting	0	0	0	2	0	0	1	0	0	0	0	0	3
Detention	15	17	17	4	12	13	10	6	0	0	0	0	94
JJAEP	0	1	1	0	0	1	1	0	0	0	0	0	4
Non-Secure Placement	3	4	2	2	2	3	0	0	0	0	0	0	16
Probation	0	0	2	0	0	2	0	2	0	0	0	0	6
Secure Placement	6	7	8	10	9	7	4	2	0	0	0	0	53
Allegation Type													
Emotional Abuse	0	1	0	0	0	0	0	1	0	0	0	0	2
Exploitation	0	0	0	0	0	0	0	0	0	0	0	0	0
Neglect - Medical	0	0	0	0	0	0	1	0	0	0	0	0	1
Neglect - Supervisory	2	2	5	2	1	1	1	0	0	0	0	0	14
Physical Abuse – Mechanical Restraint	1	1	1	0	0	0	2	0	0	0	0	0	5
Physical Abuse – Physical Restraint	15	13	11	7	10	9	8	2	0	0	0	0	75
Physical Abuse – Not Involving Restraint	4	9	6	8	8	11	2	3	0	0	0	0	51
Serious Physical Abuse	0	0	1	0	0	0	0	0	0	0	0	0	1
Sexual Abuse – Contact	1	1	3	0	2	2	1	1	0	0	0	0	11
Sexual Abuse – Non Contact	1	2	2	1	2	2	1	3	0	0	0	0	14
Verbal Abuse	0	0	1	0	0	1	0	0	0	0	0	0	2
<b>Total Cases Received</b>	<b>24</b>	<b>29</b>	<b>30</b>	<b>18</b>	<b>23</b>	<b>26</b>	<b>16</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>

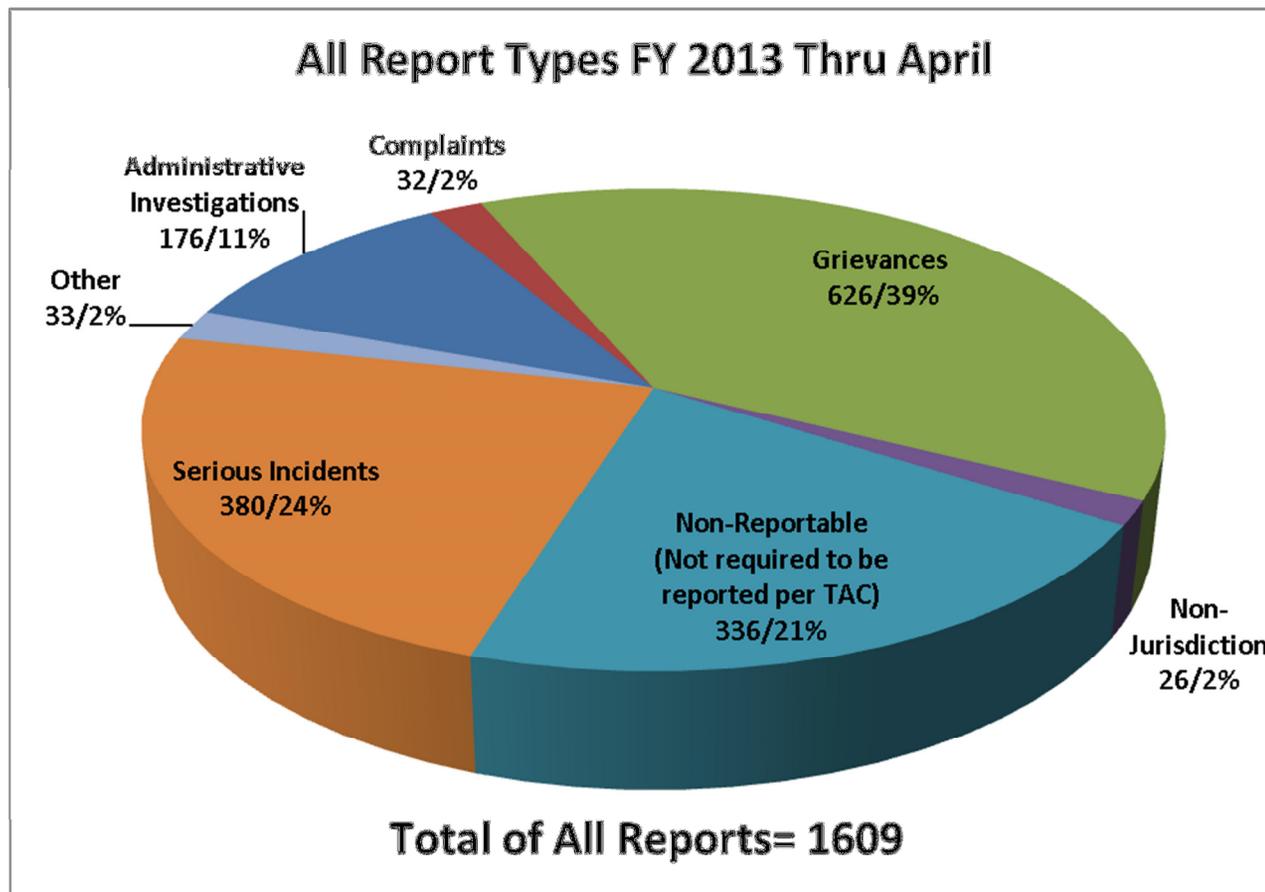
Summary of TJJD Dispositions													
<p><b>Total by Disposition</b> The dispositions will change every month as additional cases are closed. For example, the numbers listed in the disposition columns for February will change in March depending on how many cases were closed since the last report was run. <b>*Other dispositions may include:</b> Not Under TJJD Jurisdiction, Referred to DSHS, Referred to Law Enforcement for Investigation, Unable to Determine, and Unable to Investigate – No Information.</p>													
Reason to Believe	1	0	0	1	0	1	0	0	0	0	0	0	3
Concur	3	3	1	1	1	0	0	0	0	0	0	0	9
Ruled Out	15	16	6	3	5	5	0	0	0	0	0	0	50
Does Not Meet Definition of ANE	2	2	0	1	1	0	0	0	0	0	0	0	6
Baseless	1	1	0	0	0	1	0	0	0	0	0	0	3
Other Dispositions*	0	1	1	0	0	0	0	0	0	0	0	0	2
Pending	2	6	22	12	16	19	16	10	0	0	0	0	103

Disposition by Allegation Type	Baseless	Concur	Does Not Meet	Reason to Believe	Ruled Out	Unable to Determine	Pending
Emotional Abuse	0	0	0	0	1	0	1
Exploitation	0	0	0	0	0	0	0
Neglect - Medical	0	0	0	0	0	0	1
Neglect - Supervisory	0	4	1	0	0	0	9
Physical Abuse – Mechanical Restraint	0	0	0	0	1	0	4
Physical Abuse – Not Involving Restraint	3	2	2	1	16	1	27
Physical Abuse – Physical Restraint	0	3	3	2	26	0	40
Serious Physical Abuse	0	0	0	0	0	0	1
Sexual Abuse – Contact	0	0	0	0	2	1	8
Sexual Abuse – Non-Contact	0	0	0	0	3	0	11
Verbal Abuse	0	0	0	0	1	0	1
<b>Total by Disposition</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>50</b>	<b>2</b>	<b>103</b>

### Serious Incidents

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Year to Date
<b>Total by Program Type</b>													
Day Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0
Detention	24	39	34	20	35	30	14	16	0	0	0	0	212
JJAEP	0	0	0	0	0	0	2	0	0	0	0	0	2
Non-Secure Placement	2	2	2	3	6	2	0	2	0	0	0	0	19
Probation	0	0	0	1	0	0	0	0	0	0	0	0	1
Secure Placement	14	23	14	24	19	23	20	9	0	0	0	0	146
<b>Incident Type</b>													
Death – Suicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Death – Non-Suicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Attempted Suicide	22	35	24	24	34	21	13	11	0	0	0	0	184
Escape	0	2	2	0	1	0	0	0	0	0	0	0	5
Attempted Escape	0	1	2	0	1	3	0	0	0	0	0	0	7
Escape-Furlough	1	4	4	2	5	1	2	2	0	0	0	0	21
Reportable Injury	10	15	11	10	11	12	10	10	0	0	0	0	89
Youth on Youth Physical Assault	4	4	2	2	1	4	1	1	0	0	0	0	19
Youth Sexual Conduct	3	3	5	10	7	14	10	3	0	0	0	0	55
<b>Total Reports Received</b>	<b>40</b>	<b>64</b>	<b>50</b>	<b>48</b>	<b>60</b>	<b>55</b>	<b>36</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>380</b>

	FY 12 thru April	FY 13 thru April	% Change
<b>Administrative Investigations</b>	276	176	-36%
<b>Serious Incidents</b>	441	380	-14%
<b>Total Reports</b> (ANE, Grievances, Complaints, etc.)	1668	1609	-4%



**Texas Juvenile Justice Department  
Administrative Investigations Division - State Investigations Unit  
State Facilities/Halfway Houses/Contract Facilities  
Fiscal Year 2013 Through April**

TOTAL CASES OPENED BY LOCATION													
Secure Facilities													
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Corsicana	9	10	2	8	10	9	9	11					68
Evins	12	16	9	4	13	10	10	8					82
Gainesville	14	18	14	14	25	22	18	16					141
Giddings	12	12	8	5	18	20	14	20					109
McLennan	17	17	8	9	20	24	11	15					121
McLennan – O&A	1	3	2	0	3	1	0	2					12
Ron Jackson (Brownwood)	8	6	2	2	7	3	5	4					37
<b>Sub Total</b>	<b>73</b>	<b>82</b>	<b>45</b>	<b>42</b>	<b>96</b>	<b>89</b>	<b>67</b>	<b>76</b>					<b>570</b>
Halfway Houses													
Ayres House	1	0	0	0	0	0	1	0					2
Beto House	0	1	1	0	0	0	0	0					2
Cottrell House	0	0	0	0	0	1	1	2					4
Edna Tamayo House	0	0	0	0	0	0	0	0					0
McFadden Ranch	1	0	0	0	2	0	1	0					4
Schaeffer House	0	0	0	0	0	0	0	0					0
Turman House	0	0	0	1	0	0	0	0					1
Willoughby House	1	0	0	0	0	0	1	0					2
York House	0	0	1	0	1	0	0	0					2
<b>Sub Total</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>					<b>17</b>
Contract Care Facilities													
Abraxas Youth and Family Services	1	0	0	1	0	0	0	0					2
Brookhaven Youth Ranch	0	0	0	0	0	0	0	0					0
Garza County Regional Justice Center	0	0	0	0	0	0	0	0					0
Gulf Coast Trade Center	0	0	0	0	0	0	0	0					0
New Day Achievement Center	0	0	0	0	0	0	0	0					0
Specialized Alternatives for Youth	0	0	0	0	0	0	0	0					0
Unity Childrens Home	0	1	0	0	0	0	0	0					1
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					<b>3</b>
Parole Regions													
East	0	0	0	0	0	0	0	0					0
North	0	0	0	0	0	0	0	0					0
Region Central	0	0	0	1	0	0	0	0					1
<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					<b>1</b>
<b>Overall Total Opened</b>	<b>77</b>	<b>84</b>	<b>47</b>	<b>45</b>	<b>99</b>	<b>90</b>	<b>71</b>	<b>78</b>					<b>591</b>

**TOTAL INVESTIGATIONS COMPLETED BY LOCATION & DISPOSITION**

**Secure Facilities - Confirmed**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Corsicana	17	3	25	3	17	3	8	11					87
Evins	1	4	6	15	6	4	12	12					60
Gainesville	2	5	2	7	5	5	8	7					41
Giddings	0	2	8	7	6	14	1	2					40
McLennan	3	8	13	10	5	8	6	12					65
McLennan – O&A	0	0	0	0	0	0	0	0					0
Ron Jackson (Brownwood)	0	0	0	3	0	4	0	2					9
<b>Sub Total</b>	<b>23</b>	<b>22</b>	<b>54</b>	<b>45</b>	<b>39</b>	<b>38</b>	<b>35</b>	<b>46</b>					<b>302</b>

**Secure Facilities - Not Confirmed**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Corsicana	2	1	0	0	0	5	1	0					9
Evins	1	1	5	9	2	0	2	6					26
Gainesville	3	1	0	1	1	0	0	1					7
Giddings	1	0	16	1	4	3	3	3					31
McLennan	3	5	2	1	8	5	0	2					26
McLennan – O&A	0	0	0	0	0	0	0	0					0
Ron Jackson (Brownwood)	0	0	1	2	0	2	0	0					5
<b>Sub Total</b>	<b>10</b>	<b>8</b>	<b>24</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>6</b>	<b>12</b>					<b>104</b>

**Secure Facilities – Exonerated**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Corsicana	0	0	1	0	0	1	0	1					3
Evins	1	1	1	0	0	0	0	0					3
Gainesville	4	0	0	0	0	0	0	1					5
Giddings	0	0	0	0	0	0	0	0					0
McLennan	0	0	0	0	0	0	0	0					0
McLennan – O&A	0	0	0	0	0	0	0	0					0
Ron Jackson (Brownwood)	0	0	0	0	0	0	0	0					0
<b>Sub Total</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>					<b>11</b>

**Secure Facilities – Unfounded**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Total
Corsicana	3	3	7	0	4	13	1	11					42
Evins	3	0	4	5	8	3	2	9					34
Gainesville	8	2	2	5	26	10	7	35					95
Giddings	14	6	15	6	10	26	11	5					93
McLennan	9	3	9	2	23	8	3	11					68
McLennan – O&A	0	0	0	0	0	0	0	0					0
Ron Jackson (Brownwood)	2	1	0	0	20	3	1	12					39
<b>Sub Total</b>	<b>39</b>	<b>15</b>	<b>37</b>	<b>18</b>	<b>91</b>	<b>63</b>	<b>25</b>	<b>83</b>					<b>371</b>

<b>Halfway House</b>	<b>Confirmed</b>	<b>Not Confirmed</b>	<b>Exonerated</b>	<b>Unfounded</b>	<b>Total</b>
Ayres House	1	0	0	4	5
Beto House	0	1	0	0	1
Cottrell House	1	0	0	0	1
Edna Tamayo House	1	2	0	2	5
McFadden Ranch	5	0	0	2	7
Schaeffer House	0	0	0	0	0
Turman House	0	1	0	2	3
Willoughby House	0	1	0	4	5
York House	0	0	0	0	0
<b>Sub Total</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>14</b>	<b>27</b>
<b>Contract Care</b>	<b>Confirmed</b>	<b>Not Confirmed</b>	<b>Exonerated</b>	<b>Unfounded</b>	<b>Total</b>
Abraxas	1	0	0	2	3
Brookhaven	0	0	0	0	0
Garza County	0	0	0	0	0
Gulf Coast	2	0	0	3	5
Harris County Psychiatric Center	0	0	0	0	0
New Day Achievement	0	0	0	0	0
Specialized Alternatives For Youth	0	0	0	0	0
Therapeutic Family Life	0	0	0	0	0
Unity Children's Home	0	0	0	0	0
<b>Sub Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>8</b>
<b>Parole Facilities:</b>	<b>Confirmed</b>	<b>Not Confirmed</b>	<b>Exonerated</b>	<b>Unfounded</b>	<b>Total</b>
Region East	0	0	0	0	0
Region North	0	0	0	0	0
Central Office	2	0	0	1	3
<b>Sub Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>
<b>Overall Total By Disposition</b>	<b>315</b>	<b>109</b>	<b>11</b>	<b>391</b>	<b>826</b>

	<b>FY 12 Thru April</b>	<b>FY 13 Thru April</b>	<b>% Change</b>
<b>Administrative Investigations Opened</b>	807	591	-27%
<b>Administrative Investigations Completed</b>	793	575	-27%



TEXAS  
JUVENILE JUSTICE  
DEPARTMENT

## Safety and Security Report

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**Facility/Division:** State Programs and Facilities  
**Subject:** Safety and Security State Programs  
**Date:** May 21, 2013

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**Prepared By:** Teresa W. Stroud, Senior Director, State Programs & Facilities

**Population: (as of 5/21/13)**

Programs	Budgeted	Actual	Female Pop	Over Under	Percent
Corsicana	115	90	*	(-27)	(23.5%)
Evins	122	136	*	14	11.5%
Gainesville	254	275	*	21	8.3%
Phoenix	24	12	*	-12	(50%)
Mart O & A	96	118	*	22	22.9%
Mart	190	217	*	27	14.2%
Ron Jackson O & A	5	15	15	9	200%
Ron Jackson	96	88	88	-8	(8.3%)

\*TJJD Population Summary Report for 5/21/2013 attached

While commitments for the year remain down overall, there has been a spike in April 2013 commitments. Additionally, there has been an increase in the number of youth returned to high restriction as a result of parole revocations. An additional impact on population in high restriction facilities resulted from an increase in the number of youth receiving extensions to their minimum length of stay on review from the Release Review Panel and determined to be in further need of rehabilitation. The State Programs and Facilities division is conducting routine review of populations and coordinating with Institutional Placement Coordinators to ensure that youth eligible for transition to

medium restriction or parole are identified and moved from high restriction as soon as possible and as allowed by policy. The division has subsequently approved an increase in youth moving into contract care within budget limitations and we are working to identify all youth eligible for placement in contract care to provide relief to high restriction facilities currently operating over their budgeted capacity.

### **Phoenix Program**

As of May 22, 2013 a total of 45 youth have been admitted to the Phoenix program with 32 youth completing the program. There are currently 13 youth admitted to the program. Since its inception, a total of 14 youth have completed their GED in educational services while admitted to the program. Recently a youth admitted to Phoenix scored in the 99<sup>th</sup> percentile for his scores in reading and math on two of five sections of the GED. His reading score was 800 of 800 which is a rare accomplishment.

### **Turnover**

Overall, the agency turnover rate has decreased slightly. The attachment titled TJJD Turnover FY 2013 reflects statistics through April 30, 2013 with one month remaining in this quarter. The rates in completed quarters were down at four of six high restriction facilities and down at seven of 9 halfway houses. The agency will miss annual performance measures for turnover at several programs including performance measures for JCO Turnover. It should be noted however that turnover trends for JCO's are falling, even if slightly in some facilities.

\*JCO Turnover Key Performance Measure for FY 2013 attached

\*TJJD Turnover FY 2013 attached

### **Workman's Comp**

In April, there were 30 workers' compensation claims filed, slightly lower than the 31 filed last month. Of the 30 claims this month, 14 were due to aggression which is the lowest number this agency has ever had, and 16 due to industrial injuries. So far in FY 2013, the agency has averaged 36.4 claims per month, lower than the FY 2012 average of 49.7 per month. There has been a significant reduction in the average number of claims due to aggression. In FY 2013 there have been 24.8 per month compared to FY 2012 that averaged 37.1 per month, a 33% decrease.

The agency's FY2013 projected annual Injury Frequency Rate (IFR) is 16.12 and is a decrease from the FY2012 IFR of 21.69. The aggression IFR is 11.36, while the industrial IFR is 4.75.

## Overtime

Attached please find a report titled TJJJ Overtime Report which shows the cost of overtime per facility by month. Overall trends show a continued decrease in overtime costs. In the month of April there was an increase in cost at the Giddings Facility and Willoughby Halfway house. Significant reductions continue at Corsicana, Evins and Mart.

## New and Good

I am pleased to announce that **Mr. Paul Bartush** was selected as Superintendent of Gainesville State School in May 2013. He has been serving in the Interim Role assisting the agency since late February 2013. Paul graduated from Sam Houston State University in 1984 with a degree in Criminal Justice. Paul has spent 25 years in the field dating back to 1984 with the Texas Department of Corrections. We are thrilled to have him in this role.

I am pleased to announce **Mr. Herbert Vaughn "Herbie"** has accepted the K9 Handler position for the Giddings State School. Mr. Vaughn comes to us with a vast amount of experience. For the last seven years he has served as Constable for Milam County. Prior to his position as Constable, Mr. Vaughn was Chief of Police for the town of Thorndale. From 1975 through 2003 he worked for the Houston Fire Department and retired as Captain. Mr. Vaughn's partner, **Aruba** joined the agency on May 1<sup>st</sup>.

Aruba is a 4 year old German Shepherd certified as a passive indicator in Narcotics. They completed training through US Tactical K9 Law Enforcement Training Academy.

**Mr. Bill Parks** who was promoted in March to Manager of Specialized Treatment has graciously agreed to serve as Interim Superintendent at Mart since the resignation May 1<sup>st</sup> of the former Superintendent.

**TJJD POPULATION SUMMARY REPORT**  
**STATE PROGRAMS**  
**UPDATED ON: 05/21/2013**

PROGRAMS	DAILY POPULATION					FISCAL YEAR-TO-DATE POPULATION			
	BUDGETED	ACTUAL*	FEMALE POP	OVER UNDER	PERCENT	BUDGETED FYTD	ACTUAL FYTD*	OVER UNDER	PERCENT
<a href="#">CORNICANA RTC</a>	115	88	.	-27	( 23.5%)	118	96	-22	( 18.6%)
<a href="#">EVINS REG JUV CNTR</a>	122	136	.	14	11.5%	133	140	7	5.3%
<a href="#">GAINESVILLE</a>	254	275	.	21	8.3%	264	267	3	1.1%
<a href="#">GIDDINGS</a>	252	236	.	-16	( 6.3%)	252	248	-4	( 1.6%)
<a href="#">MCLENNAN PHOENIX</a>	24	12	.	-12	( 50.0%)	24	12	-12	( 50.0%)
<a href="#">MCLENNAN SHORT-TERM</a>	96	118	.	22	22.9%	96	83	-13	( 13.5%)
<a href="#">MCLENNAN LONG-TERM</a>	190	217	.	27	14.2%	190	212	22	11.6%
<a href="#">RON JACKSON SHORT-TERM</a>	5	15	15	10	200.0%	8	7	-1	( 12.5%)
<a href="#">RON JACKSON LONG-TERM</a>	96	88	88	-8	( 8.3%)	96	92	-4	( 4.2%)
<b>TOTAL INSTITUTIONS</b>	<b>1154</b>	<b>1185</b>	<b>103</b>	<b>31</b>	<b>2.7%</b>	<b>1181</b>	<b>1157</b>	<b>-24</b>	<b>( 2.0%)</b>
<a href="#">AYRES HOUSE</a>	23	15	.	-8	( 34.8%)	23	16	-7	( 30.4%)
<a href="#">BETO HOUSE</a>	22	18	.	-4	( 18.2%)	22	15	-7	( 31.8%)
<a href="#">COTTRELL HOUSE</a>	23	7	.	-16	( 69.6%)	23	17	-6	( 26.1%)
<a href="#">MCFADDEN</a>	48	38	.	-10	( 20.8%)	48	44	-4	( 8.3%)
<a href="#">SCHAEFFER HOUSE</a>	23	10	.	-13	( 56.5%)	23	16	-7	( 30.4%)
<a href="#">TAMAYO HOUSE</a>	20	9	.	-11	( 55.0%)	20	15	-5	( 25.0%)
<a href="#">TURMAN HOUSE</a>	19	20	.	1	5.3%	19	18	-1	( 5.3%)
<a href="#">WILLOUGHBY HOUSE</a>	18	8	8	-10	( 55.6%)	18	8	-10	( 55.6%)
<a href="#">YORK HOUSE</a>	22	17	.	-5	( 22.7%)	22	12	-10	( 45.5%)
<b>TOTAL HALFWAY HOUSES</b>	<b>218</b>	<b>142</b>	<b>8</b>	<b>-76</b>	<b>( 34.9%)</b>	<b>218</b>	<b>161</b>	<b>-57</b>	<b>( 26.1%)</b>
<a href="#">CONTRACT CARE</a>	78	62	.	-16	( 20.5%)	78	63	-15	( 19.2%)
<b>TOTAL RESIDENTIAL</b>	<b>1450</b>	<b>1389</b>	<b>111</b>	<b>-61</b>	<b>( 4.2%)</b>	<b>1477</b>	<b>1381</b>	<b>-96</b>	<b>( 6.5%)</b>
<a href="#">PAROLE</a>	.	531	37	.	.	.	583	.	.
<a href="#">ICJ</a>	.	18	.	.	.	.	37	.	.
<b>TOTAL PAROLE</b>	<b>675</b>	<b>549</b>	<b>37</b>	<b>-126</b>	<b>( 18.7%)</b>	<b>674</b>	<b>620</b>	<b>-54</b>	<b>( 8.0%)</b>
<b>TOTAL TJJD</b>	<b>2125</b>	<b>1938</b>	<b>148</b>	<b>-187</b>	<b>( 8.8%)</b>	<b>2151</b>	<b>2001</b>	<b>-150</b>	<b>( 7.0%)</b>

\* Excludes youth not counting toward agency ADP: Escapes, Furloughs, Absconds, Deported and residential Jail/Det youth.

**INTAKES TO ORIENTATION AND ASSESSMENT  
IF NEW, RECOMMIT, REVOKE NOT TA ONLY**

			FISCAL MONTH								All
			A. SEPT	B. OCT	C. NOV	D. DEC	E. JAN	F. FEB	G. MAR	H. APR	
			#	#	#	#	#	#	#	#	
FISCAL YEAR	LOCATION	INTAKE TYPE									
2012	MCLENNAN	1.NEW	58	77	52	84	44	66	68	61	510
		2.RECOMMIT	4	2	4	4	2	2	4	1	23
		3.REVOCATION	8	6	6	6	8	10	3	4	51
		All	70	85	62	94	54	78	75	66	584
	RON JACKSON	INTAKE TYPE									
		1.NEW	4	3	5	7	4	5	7	4	39
		2.RECOMMIT	.	.	.	.	.	.	1	.	1
		3.REVOCATION	1	1	.	1	.	1	1	1	6
		All	5	4	5	8	4	6	9	5	46
	All	INTAKE TYPE									
		1.NEW	62	80	57	91	48	71	75	65	549
		2.RECOMMIT	4	2	4	4	2	2	5	1	24
		3.REVOCATION	9	7	6	7	8	11	4	5	57
		All	75	89	67	102	58	84	84	71	630
	2013	LOCATION	INTAKE TYPE								
		MCLENNAN	1.NEW	52	74	55	48	57	56	53	76
2.RECOMMIT			.	2	2	2	2	1	1	1	11
3.REVOCATION			5	2	8	3	1	5	2	7	33
All			57	78	65	53	60	62	56	84	515
RON JACKSON		INTAKE TYPE									
		1.NEW	4	7	4	4	7	7	4	7	44
		2.RECOMMIT	.	.	.	.	.	1	.	4	5
		All	4	7	4	4	7	8	4	11	49
All		INTAKE TYPE									
		1.NEW	56	81	59	52	64	63	57	83	515
		2.RECOMMIT	.	2	2	2	2	2	1	5	16
		3.REVOCATION	5	2	8	3	1	5	2	7	33
		All	61	85	69	57	67	70	60	95	564

**JCO Turnover Key Performance Measure for FY 2013**

Reminder: Attained performance can be "OK" (less than 5% above or below target), Exceed (above target by 5 or more %), or "Missed" (below target by 5 or more %).

Performance Measure	Appropriated Target	Reporting Period												Projected Performance <sup>1</sup>	Attained Performance <sup>2</sup>				
		Q1			Q2			Q3 Thru April			Q4				YTD				
		Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate			
JCO Turnover	30%	1,596	171	10.71%	1,553	138	8.89%	1,487	98	6.59%	0	0	#####	1,553	407	26.21%	39.78%	75.41%	Missed
<b>TJJD INSTITUTIONS</b>	30%	1,443	163	11.30%	1,405	135	9.61%	1,338	94	7.03%	0	0	#####	1,403	392	27.95%	42.42%	70.73%	Missed
CORSICANA RTC	30%	174	19	10.92%	183	16	8.74%	182	15	8.24%	0	0	#####	179	50	27.87%	42.30%	70.92%	Missed
EVINS REG JUV CNTR	30%	188	20	10.64%	190	17	8.95%	183	11	6.01%	0	0	#####	188	48	25.60%	38.85%	77.22%	Missed
GAINESVILLE	30%	269	55	20.45%	239	37	15.48%	225	31	13.78%	0	0	#####	247	123	49.85%	75.65%	39.66%	Missed
GIDDINGS	30%	276	38	13.77%	253	31	12.25%	228	17	7.46%	0	0	#####	255	86	33.68%	51.10%	58.70%	Missed
MCLENNAN COUNTY SJCI	30%	379	25	6.60%	380	28	7.37%	362	18	4.97%	0	0	#####	375	71	18.93%	28.72%	104.45%	OK
RON JACKSON	30%	157	6	3.82%	160	6	3.75%	158	2	1.27%	0	0	#####	158	14	8.84%	13.41%	223.64%	Exceed
<b>HALFWAY HOUSES</b>	30%	142	8	5.63%	137	3	2.19%	138	4	2.90%	0	0	#####	139	15	10.78%	16.36%	183.36%	Exceed
AYRES HOUSE	30%	15	1	6.67%	14	0	0.00%	14	1	7.14%	0	0	#####	14	2	13.91%	21.11%	142.09%	Exceed
BETO HOUSE	30%	14	0	0.00%	14	0	0.00%	14	0	0.00%	0	0	#####	14	0	0.00%	0.00%		Exceed
COTTRELL HOUSE	30%	15	0	0.00%	14	1	7.14%	14	1	7.14%	0	0	#####	14	2	13.91%	21.11%	142.09%	Exceed
MCFADDEN	30%	30	0	0.00%	30	0	0.00%	30	0	0.00%	0	0	#####	30	0	0.00%	0.00%		Exceed
SCHAEFFER HOUSE	30%	13	2	15.38%	12	0	0.00%	14	0	0.00%	0	0	#####	13	2	15.53%	23.57%	127.26%	Exceed
TAMAYO HOUSE	30%	14	1	7.14%	13	0	0.00%	14	0	0.00%	0	0	#####	14	1	7.34%	11.14%	269.35%	Exceed
TURMAN HOUSE	30%	14	2	14.29%	14	0	0.00%	14	2	14.29%	0	0	#####	14	4	28.57%	43.36%	69.19%	Missed
WILLOUGHBY HOUSE	30%	13	2	15.38%	12	0	0.00%	12	0	0.00%	0	0	#####	12	2	16.16%	24.53%	122.32%	Exceed
YORK HOUSE	30%	14	0	0.00%	14	2	14.29%	12	0	0.00%	0	0	#####	14	2	14.81%	22.48%	133.44%	Exceed
CENTRAL TRANSPORTER	30%	11	0	0.00%	11	0	0.00%	11	0	0.00%	0	0	#####	11	0	0.00%	0.00%		Exceed

<sup>1</sup> Uses seasonality factor for FY2012.

<sup>2</sup> Compared to 30% agency target.

**TJJD Turnover FY 2013**  
Classified Regular Full Time and Part Time Employees

Performance Measure	Reporting Period															Projected Performance <sup>1</sup>
	Q1			Q2			Q3 Thru April			Q4			YTD			
	Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate	Emp	Terms	Rate	
TJJD Turnover	2,779	229	8.24%	2,733	190	6.95%	2,648	135	5.10%	0	0	#DIV/0!	2,730	554	20.29%	32.19%
<b>TJJD INSTITUTIONS</b>	2,179	199	9.13%	2,140	167	7.80%	2,061	117	5.68%	0	0	#DIV/0!	2,136	483	22.61%	35.87%
CORSICANA RTC	277	31	11.19%	281	21	7.47%	282	19	6.74%	0	0	#DIV/0!	280	71	25.38%	40.26%
EVINS REG JUV CNTR	279	23	8.24%	282	21	7.45%	272	12	4.41%	0	0	#DIV/0!	278	56	20.12%	31.91%
GAINESVILLE	390	61	15.64%	363	42	11.57%	347	37	10.66%	0	0	#DIV/0!	369	140	37.93%	60.16%
GIDDINGS	407	43	10.57%	382	41	10.73%	356	23	6.46%	0	0	#DIV/0!	385	107	27.80%	44.10%
MCLENNAN COUNTY SJCF	555	33	5.95%	555	32	5.77%	536	22	4.10%	0	0	#DIV/0!	550	87	15.81%	25.08%
RON JACKSON	267	8	3.00%	273	10	3.66%	268	4	1.49%	0	0	#DIV/0!	270	22	8.16%	12.95%
<b>HALFWAY HOUSES</b>	230	12	5.22%	225	4	1.78%	226	6	2.65%	0	0	#DIV/0!	227	22	9.69%	15.37%
AYRES HOUSE	23	2	8.70%	21	0	0.00%	21	1	4.76%	0	0	#DIV/0!	22	3	13.79%	21.88%
BETO HOUSE	25	1	4.00%	24	0	0.00%	24	1	4.17%	0	0	#DIV/0!	24	2	8.21%	13.02%
COTTRELL HOUSE	24	1	4.17%	22	1	4.55%	23	1	4.35%	0	0	#DIV/0!	23	3	13.04%	20.69%
MCFADDEN	45	1	2.22%	46	0	0.00%	45	0	0.00%	0	0	#DIV/0!	45	1	2.20%	3.50%
SCHAEFFER HOUSE	22	2	9.09%	21	1	4.76%	23	0	0.00%	0	0	#DIV/0!	22	3	13.71%	21.75%
TAMAYO HOUSE	22	1	4.55%	23	0	0.00%	24	0	0.00%	0	0	#DIV/0!	23	1	4.37%	6.93%
TURMAN HOUSE	24	2	8.33%	24	0	0.00%	24	2	8.33%	0	0	#DIV/0!	24	4	16.67%	26.44%
WILLOUGHBY HOUSE	22	2	9.09%	21	0	0.00%	21	0	0.00%	0	0	#DIV/0!	21	2	9.36%	14.84%
YORK HOUSE	23	0	0.00%	23	2	8.70%	21	1	4.76%	0	0	#DIV/0!	23	3	13.33%	21.15%
<b>DISTRICT OFFICES</b>	89	1	1.12%	89	0	0.00%	90	4	4.44%	0	0	#DIV/0!	89	5	5.60%	8.89%
Region North	25	0	0.00%	24	0	0.00%	25	2	8.00%	0	0	#DIV/0!	25	2	8.12%	12.88%
Region West	6	0	0.00%	7	0	0.00%	7	1	14.29%	0	0	#DIV/0!	7	1	15.09%	23.94%
Region Central/South	34	1	2.94%	34	0	0.00%	34	0	0.00%	0	0	#DIV/0!	34	1	2.94%	4.67%
Region East	24	0	0.00%	24	0	0.00%	24	1	4.17%	0	0	#DIV/0!	24	1	4.17%	6.61%
<b>CENTRAL OFFICE</b>	268	17	6.34%	266	19	7.14%	258	8	3.10%	0	0	#DIV/0!	265	44	16.62%	26.36%
<b>TRANSPORT/APPREHENSION</b>	13	0	0.00%	13	0	0.00%	13	0	0.00%	0	0	#DIV/0!	13	0	0.00%	0.00%

<sup>1</sup> Uses seasonality factor for FY2012.

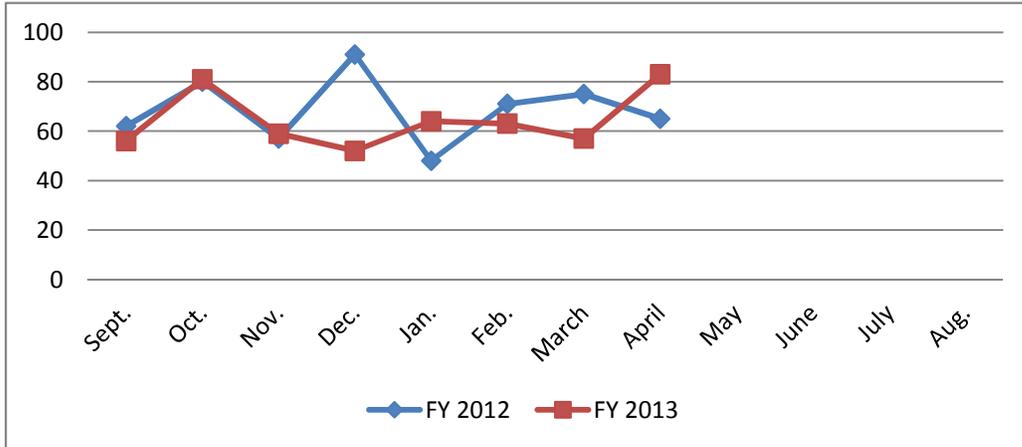
## Methodology for Developing the 2014 TJJJ Budget.

The Finance Department proposes that the TJJJ budget be developed according to the following methodology.

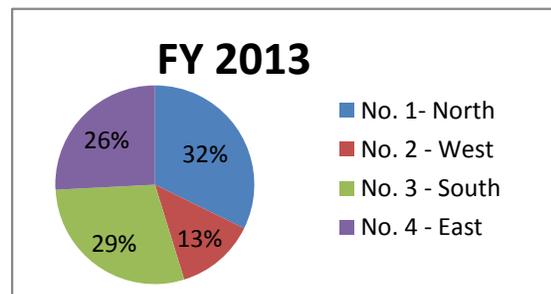
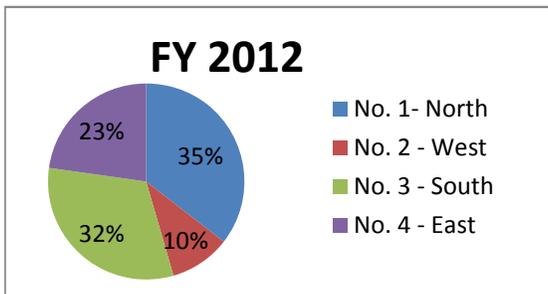
1. Review the funding of all current central office staff. Re-budget staff to the strategies and activities that appropriately reflect their functions and work. This review may result in central office staff being funded out of new strategies or mixed strategies for 2014.
2. Total all 2013 budgets with the addition or deletion of staff based on the analysis in Step 1.
3. Review all strategy, activity, and departmental 2013 budgets.
4. Based on those budgets, initially set all strategy, activity, and departmental budgets at 80% of the 2013 budgeted amounts. All object-of-expense lines will be reduced to 80% of the levels budgeted for 2013.
5. Allow TJJJ executive staff and departmental managers to build back the budgets they manage to the levels funded by the legislature in 2014. Managers can build their budgets back on a line-by-line basis, according to objects of expense.
6. Negotiations for amounts above the individual strategy levels funded by the legislature will occur with members of TJJJ executive management.

## Summary of Commitment Trends for FY 2013

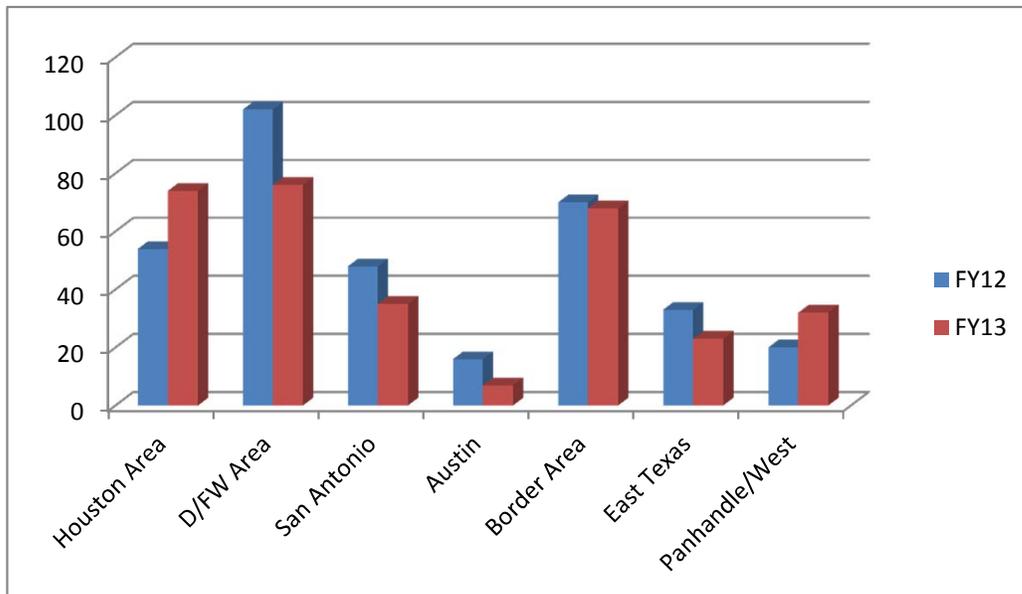
All Counties - FYTD change from FY 2012



TYC Regions - FYTD

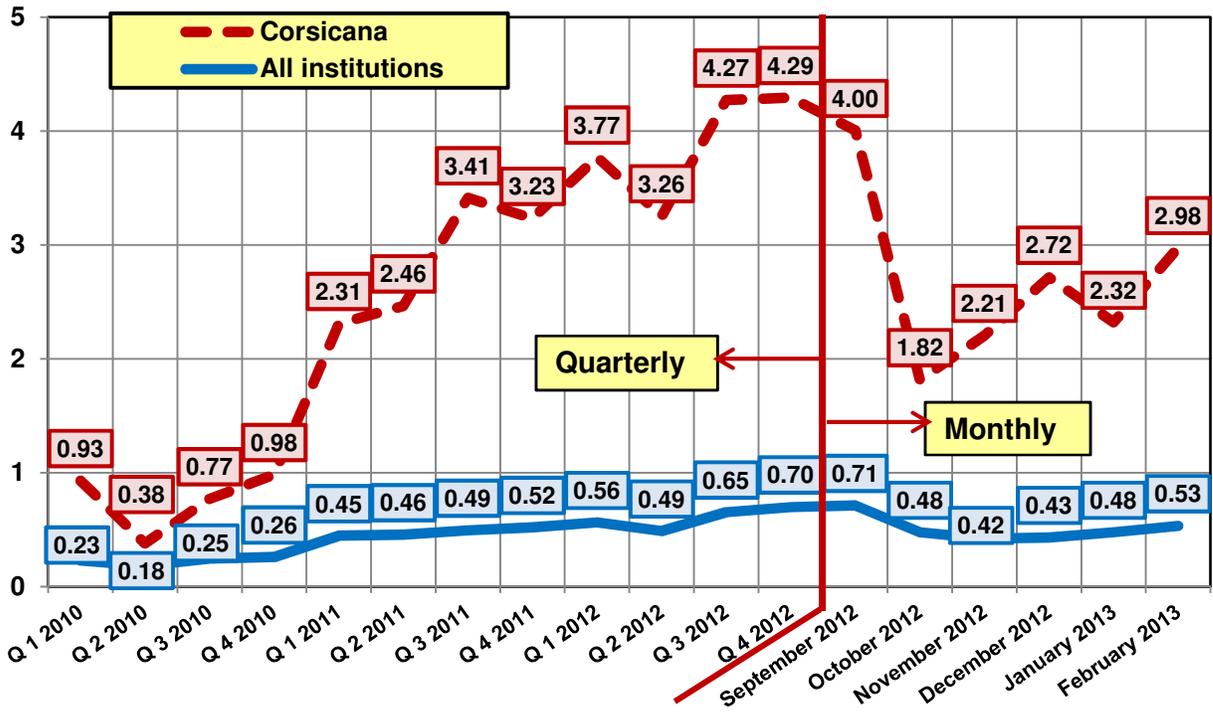


Areas of Texas - FYTD Changes from FY 2012

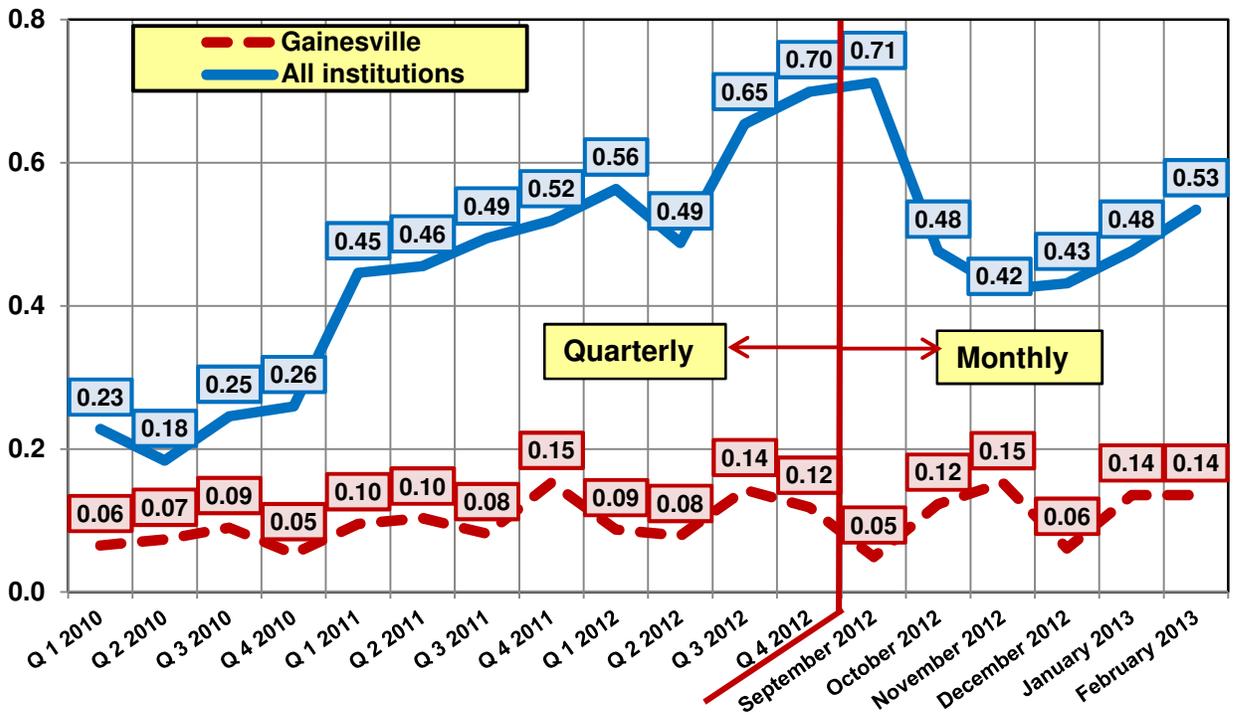


Note: All charts compare commitment data for the current fiscal year to date (FYTD) with the same timeframe from the previous fiscal year.

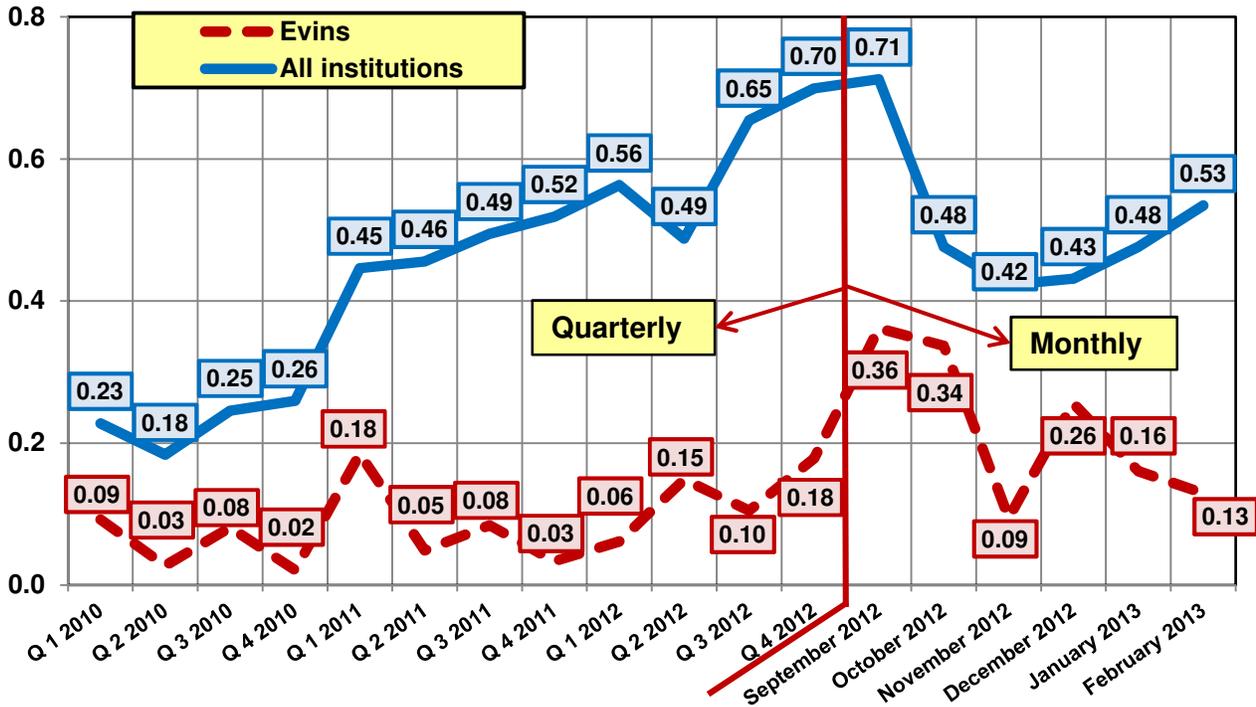
**Corsicana: Self-injuries treated per 100 youth-days**



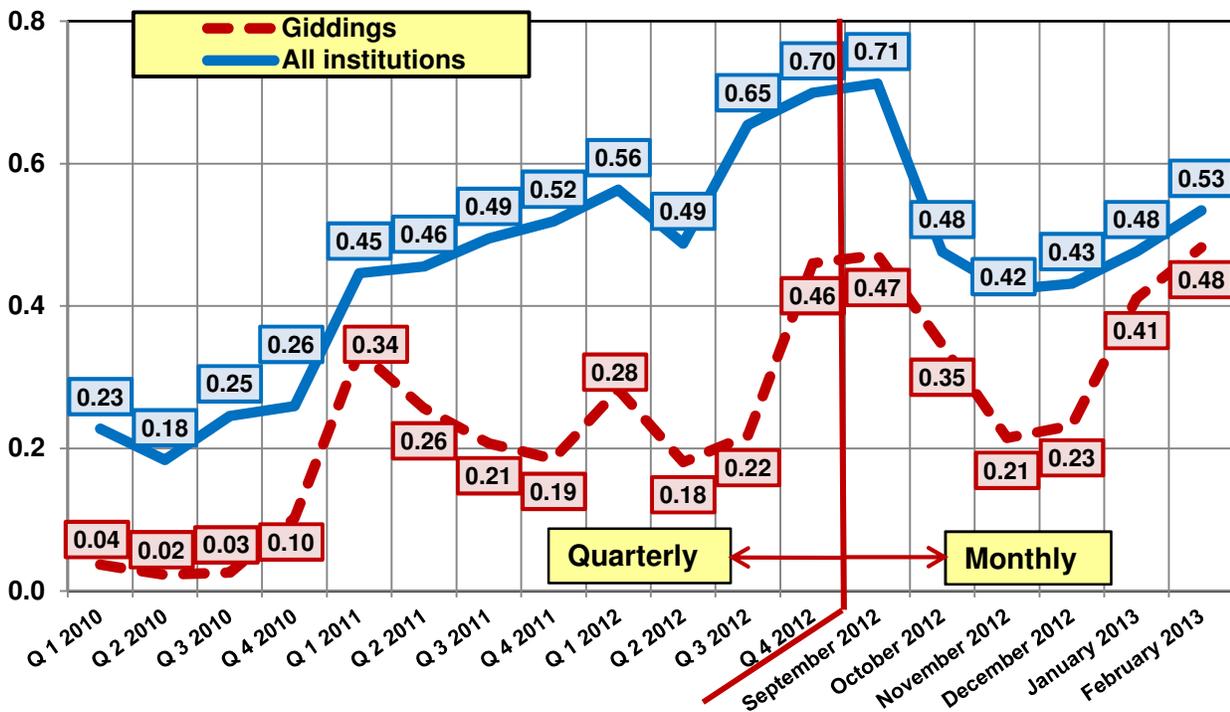
**Gainesville: Self-injuries treated per 100 youth-days**



**Evins: Self-injuries treated per 100 youth-days**



**Giddings: Self-injuries treated per 100 youth-days**





TEXAS  
JUVENILE ★ JUSTICE  
DEPARTMENT

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# Workers' Compensation Report April 2013

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## EXECUTIVE SUMMARY

The following statistical information contained within the report is derived from the State Office of Risk Management (SORM), the workers' compensation insurance carrier for state agencies. The claims in this report are shown in the month filed with SORM, which may differ from the date occurred. In addition to this report, administrators should review data on the online Human Resources Workers' Compensation Report for an in-depth assessment of their facility's workers' compensation experience.

In April, there were 30 workers' compensation claims filed, slightly lower than the 31 filed last month. Of the 30 claims this month, 14 were due to aggression which is the lowest number this agency has ever had. and 16 due to industrial injuries. So far in FY 2013, the agency has averaged 36.4 claims per month, lower than the FY 2012 average of 49.7 per month. There has been a significant reduction in the average number of claims due to aggression. In FY 2013 there have been 24.8 per month compared to FY 2012 that averaged 37.1 per month, a 33% decrease.

The agency's FY2013 projected annual Injury Frequency Rate (IFR) is 16.12 and is a decrease from the FY2012 IFR of 21.69. The aggression IFR is 11.36, while the industrial IFR is 4.75.

Included in this report is a further analysis of injury claims due to aggression; with these claims being characterized based on staff being injured as the result of an assault or during a restraint. So far this fiscal year, injuries occurring due to restraint account for 75.75% of the aggression claims; injuries due to youth assault account for the remaining 24.24%. In April, 3 of the 14 aggression claims occurred during an assault.

The workers' compensation expenditures for FY13 April Year-to-Date totals \$2,669,406.87; a 10.3% decrease compared to the same period last year (\$2,979,170.26). The average cost per FTE year-to-date is \$969.64 which projects to \$1,454.46 for the year. Previous year claims account for 78.01% of the cost.

**Workers' Compensation Claims Summary & Claims Injury Frequency Rate**

**FY '13 Year-to-Date**

Fiscal Year '13	Sep12		Oct12		Nov12		Dec12		Jan13		Feb13		Mar13		Apr13		May13		Jun13		Jul13		Aug13		FY '13 Total		FY '12 Total		FY '13	FY '12		
	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	I	A	IFR	IFR		
<b>Institutions</b>																																
Corsicana	2	9	0	3	0	1	1	1	2	3	1	1	2	0	0	0											8	18	22	76	13.58	34.23
Evins RJC	1	0	1	9	3	7	2	5	4	5	0	4	2	5	2	3											15	38	22	63	29.00	32.19
Gainesville	0	8	1	4	4	6	2	8	2	6	1	6	2	0	8	3											20	41	21	88	25.21	30.29
Giddings	2	5	3	1	1	4	1	4	2	6	3	3	3	4	3	4											18	31	32	90	18.65	29.74
McLennan	2	7	4	9	2	2	0	8	6	9	0	7	2	10	3	4											19	56	38	81	21.18	22.15
Phoenix Program	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0											0	1	-	-	3.54	-
Ron Jackson Unit I	2	5	0	2	2	1	0	1	1	1	0	0	0	0	0	0											5	10	10	30	7.64	13.5
<b>Halfway Houses</b>																																
Ayres	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	2	1	2	14.17	13.53
Beto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	0	0	0	0
Cottrell	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0											1	0	1	0	6.47	4.13
McFadden	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0											3	0	5	2	9.70	15.43
Schaeffer	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	1	2	1	7.44	12.94
Tamayo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	0	0	0	0
Turman	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	0	0	0	0
Willoughby	0	0	1	0	1	0	0	0	1	0	0	0	0	0	0	0											3	0	0	0	21.26	0
York	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	1	1	0	9.45
<b>CO/Service Areas</b>																																
Central Office	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0											1	0	4	0	0.58	1.61
East Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	2	0	0	7.09
North Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	0	0	0	0
South Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	1	0	0	2.76
West Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											0	0	0	0	0	0
<b>TOTALS</b>	10	37	11	29	15	21	6	27	18	30	5	21	12	19	16	14	0	0	0	0	0	0	0	0	0	0	93	198	162	434	15.72	21.69

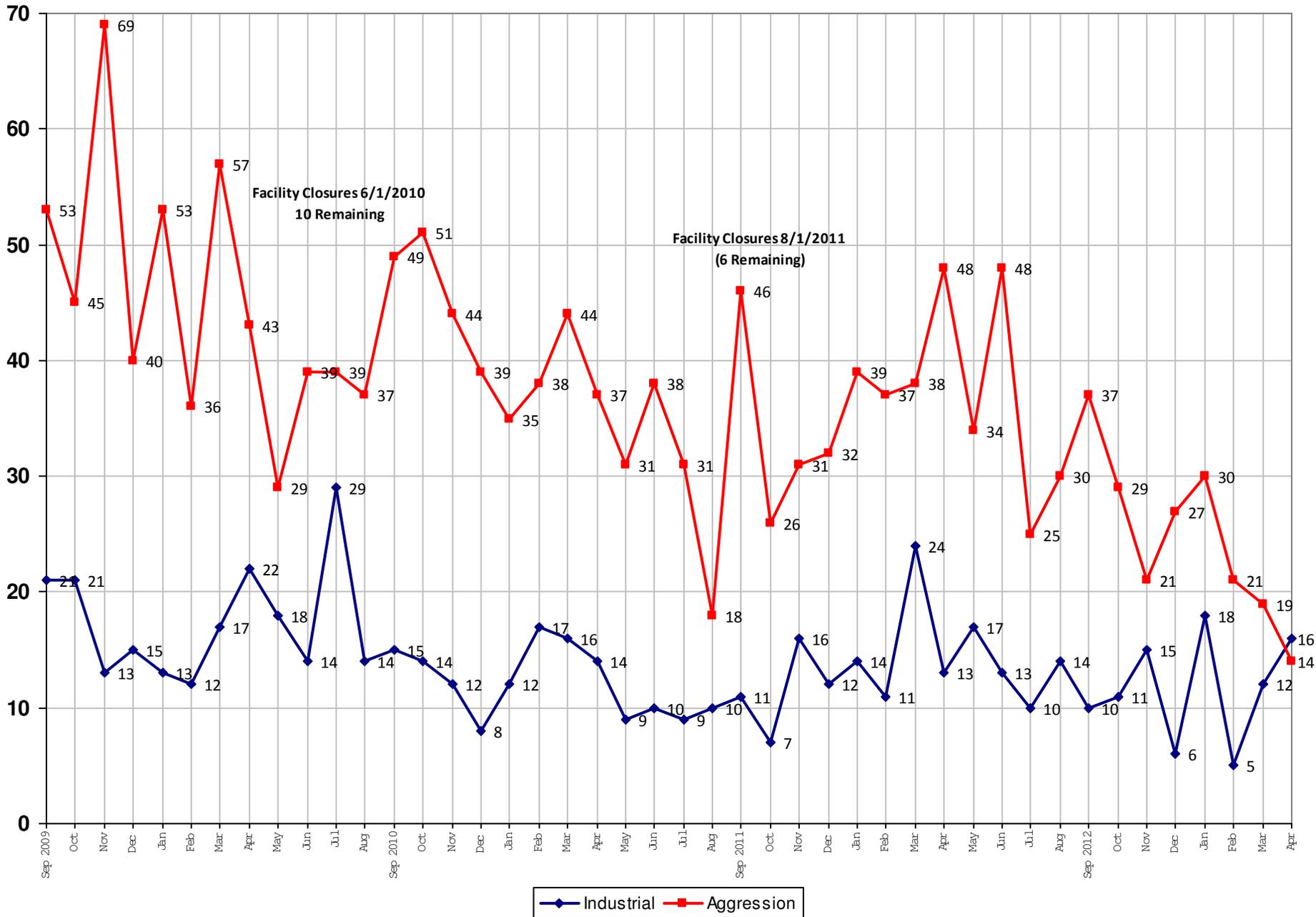
I Industrial Workers' comp claims due to slip, trip or fall type injuries or work related illness.  
 A Aggression Workers' comp claims due to youth aggression as the result of restraint or assault.  
 IFR Injury Frequency Rate Workers' comp rate based on the exposure of 100 full time employees and projected as an annual rate.

## Workers' Compensation Injury Data

FY '13 – April 2013

Facility	Aggression or Industrial	Date of Injury	Description of Injury	Body Part Injured	Incident Description
Evins	A	4/1/2013	Strain	Both Hands	Staff was performing PRT restraint on youth and fell to ground injuring knees, lower back, stiff neck, hands and right forearm.
Evins	A	4/4/2013	Strain	Middle Left Finger	Staff was attempting to restrain youth that were fighting and injured middle left finger.
Evins	A	4/23/2013	Strain	Both Wrists	Staff was shoved by a youth while attempting to restrain two youths; staff lost their balance and fell on buttocks, causing injury to back and both wrists.
Evins	I	3/31/2013	Strain	Right Ankle	Staff slipped and fell while walking into control center; stepped wrong on right foot causing ankle to twist.
Evins	I	4/12/2013	Strain	Lower Right Arm	As staff was stepping back out of Hygeia truck, staff missed the platform, fell to the ground and injured right arm, wrist, shoulder and lower back.
Gainesville	A	4/1/2013	Contusion	Multiple Injuries	While restraining youth, staff fell backwards and hit a chair, injuring back, neck and shoulders.
Gainesville	A	4/1/2013	Laceration	Head, Soft Tissue	Youth hit staff in the face with fist causing staff to get stitches in forehead.
Gainesville	A	4/2/2013	Contusion	Left Upper Arm Including Clavicle and Scapula	While restraining youth, staff hit left arm on wall injuring left arm, hand and middle finger.
Gainesville	I	4/2/2013	Laceration	Left Little Finger	Staff bent down to pick up an object, braced hand on door frame, not noticing the door was not completely closed, pinching and severely cutting left little finger.
Gainesville	I	4/8/2013	Sprain	Left Hand	Staff pulled gym door back at the same time a youth pushed the other door and caught staff's hand in between 2 doors.
Gainesville	I	4/10/2013	Puncture	Left Thumb	Staff was performing search of youth's desk and punctured left thumb with a hidden handmade tattoo needle concealed in youth's desk.
Gainesville	I	4/15/2013	Sprain	Multiple Trunk	Staff slipped on newly mopped floor; when staff planted left leg, knee went in opposite direction, popped, and twisted staff's back.
Gainesville	I	4/17/2013	Puncture	Left Index Finger	Staff was inspecting a box of cards that had a needle protruding from the box and punctured left index finger.
Gainesville	I	4/17/2013	Contusion	Finger	Staff was entering building and the door shut on staff's finger.
Gainesville	I	4/18/2013	Puncture	Right Ring Finger	Staff was performing a room search and stuck her right ring finger with a homemade tattoo needle.
Gainesville	I	4/29/2013	Contusion	Multiple Injuries	Staff tripped on uneven concrete, hitting both knees, left palm, right elbow and ribs, and back of head.
Giddings	A	4/3/2013	Sprain	Left Ankle	When staff moved to intervene between fighting youths, staff stepped wrong and popped left ankle.
Giddings	A	4/15/2013	Contusion	Left Upper Arm Including Clavicle and Scapula	While intervening between two fighting youths, staff hit the corner of the wall bruising left side and elbow.
Giddings	A	4/17/2013	Strain	Right Upper Arm Including Clavicle and Scapula	While intervening between two fighting youths, staff strained right arm attempting to restrain youth.
Giddings	A	4/22/2013	Inflammation	Nose	Youth attacked staff, hitting staff in face.
Giddings	I	4/10/2013	Strain	Right Knee	Staff stepped off of brick wall and popped knee.
Giddings	I	4/11/2013	Puncture	Finger	Staff's finger was slammed in closing door.
Giddings	I	4/16/2013	Puncture	Left Hand	Staff smashed left hand and middle index finger while moving a rack.
Mart	A	3/26/2013	Strain	Left Hand	While restraining youth, staff and youth fell and staff injured left hand.
Mart	A	4/1/2013	Contusion	Right Knee	While attempting PRT restraint between two fighting youth, staff fell.
Mart	A	4/6/2013	Sprain	Left Lower Arm	Staff's left arm and wrist were twisted by youth during a restraint.
Mart	A	4/26/2013	Strain	Shoulder	While intervening between two fighting youths, staff injured shoulder while restraint took place.
Mart	I	4/21/2013	Contusion	Left Wrist	Staff slipped on wet floor, injuring left shoulder, wrist and both knees.
Mart	I	4/21/2013	Sprain	Left Ankle	Staff was departing vehicle to report to work, stepped awkwardly on left foot and twisted it.
Mart	I	4/27/2013	Contusion	Upper Arm Including Clavicle and Scapula	Staff slipped on newly waxed floor; went up in air and hit concrete, injuring hip, neck, arm, leg, back and ankle. Caution signs had been put out but were gone at shift change.

# Aggression and Industrial Injuries



**Workers' Compensation Claims Analysis Staff Assaults vs. Restraints**

**FY '13 Year-to-Date**

Fiscal Year '13	Sep-12		Oct-12		Nov-12		Dec-12		Jan-13		Feb-13		Mar-13		Apr-13		May-13		Jun-13		Jul-13		Aug-13		FY '13 Total	
	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R
<b>Institutions</b>																										
Corsicana	2	7	2	1	0	1	0	1	1	2	0	1	0	0	0	0									5	13
Evins RJC	0	0	1	8	1	6	1	4	0	5	0	4	3	2	0	3									6	32
Gainesville	1	7	1	3	4	2	0	8	0	6	0	6	0	0	1	2									7	34
Giddings	0	5	0	1	0	4	0	4	3	3	0	3	2	2	2	2									7	24
McLennan	3	4	2	7	0	2	3	5	3	6	3	4	6	4	0	4									20	36
Phoenix Program	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0									1	0
Ron Jackson Unit I	0	5	0	2	1	0	1	0	0	1	0	0	0	0	0	0									2	8
<b>Halfway Houses</b>																										
Ayres	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	2
Beto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
Cottrell	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
McFadden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
Schaeffer	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	1
Tamayo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
Turman	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
Willoughby	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
York	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0
<b>TOTALS</b>	6	31	7	22	6	15	5	22	7	23	3	18	11	8	3	11	0	0	0	0	0	0	0	0	48	150

A = Assault

R = Restraint

**Workers' Compensation Expenditures**

**FY '13 Year-to-Date**

<b>Workers' Comp Expense</b>	<b>FY '13 Claims (Payments for claims submitted in FY'13)</b>	<b>FY '13 Prev. Yr. (Payments for claims submitted prior to FY'13)</b>	<b>FY '13 Total (FY'13+Previous Yr. Claims)</b>	<b>Cost Per FTE (YTD)</b>	<b>FY '12 Claims (Payments for claims submitted in FY'12)</b>	<b>FY '12 Prev. Yr. (Payments for claims submitted prior to FY'12)</b>	<b>FY '12 Total (FY'12+Previous Yr. Claims)</b>
<b>Institutions</b>							
Corsicana	\$96,284.84	\$380,570.02	\$476,854.86	\$1,877.38	\$385,746.22	\$339,914.46	\$725,660.68
Evins RJC	\$79,423.09	\$257,309.14	\$336,732.23	\$1,233.45	\$301,970.87	\$348,838.54	\$650,809.41
Gainesville	\$88,444.16	\$297,582.60	\$386,026.76	\$1,075.28	\$309,449.45	\$215,875.30	\$525,324.75
Giddings	\$41,472.52	\$412,665.08	\$454,137.60	\$1,164.46	\$333,593.43	\$329,716.72	\$663,310.15
McLennan	\$205,396.12	\$305,273.74	\$510,669.86	\$972.70	\$346,741.18	\$447,127.34	\$793,868.52
Phoenix Program	\$335.23	\$0.00	\$335.23	\$7.80	\$0.00	\$0.00	\$0.00
Ron Jackson Unit I	\$58,939.82	\$62,844.44	\$121,784.26	\$417.07	\$101,687.96	\$139,850.85	\$241,538.81
Al Price (closed)	-	\$37,472.94	\$37,472.94	-	-	\$269,288.37	\$269,288.37
Crockett (closed)	-	\$88,248.32	\$88,248.32	-	-	\$214,780.65	\$214,780.65
Hamilton (closed)	-	\$7.90	\$7.90	-	-	\$2,482.78	\$2,482.78
John Shero (closed)	-	\$56,996.99	\$56,996.99	-	-	\$75,739.15	\$75,739.15
Marlin (closed)	-	\$6,232.59	\$6,232.59	-	-	\$5,761.47	\$5,761.47
Ron Jackson Unit II (closed)	-	\$77,932.24	\$77,932.24	-	-	\$138,082.44	\$138,082.44
Sheffield Boot Camp (closed)	-	\$0.00	\$0.00	-	-	\$5,314.17	\$5,314.17
Victory Field (closed)	-	\$56,071.05	\$56,071.05	-	-	\$98,681.88	\$98,681.88
West Texas (closed)	-	\$1,722.97	\$1,722.97	-	-	\$55,021.82	\$55,021.82
<b>Halfway Houses</b>							
Ayres	\$2,338.00	\$15,306.64	\$17,644.64	\$840.22	\$248.04	\$26,826.76	\$27,074.80
Beto	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cottrell	\$5,852.09	\$0.00	\$5,852.09	\$254.44	\$2,420.09	\$0.00	\$2,420.09
McFadden	\$1,644.50	\$204.92	\$1,849.42	\$40.20	\$3,251.86	\$0.00	\$3,251.86
Schaeffer	\$2,399.31	\$0.00	\$2,399.31	\$114.25	\$799.33	\$0.00	\$799.33
Tamayo	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Turman	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,393.71	\$7,393.71
Willoughby	\$3,726.19	\$3,001.77	\$6,727.96	\$320.38	\$0.00	\$6,708.23	\$6,708.23
York	\$0.00	\$2,790.36	\$2,790.36	\$126.83	\$0.00	\$0.00	\$0.00
<b>Service Areas/CO</b>							
Central Office	\$644.03	\$14,333.10	\$14,977.13	\$55.06	\$3,748.53	\$2,335.25	\$6,083.78
East Service Area	\$0.00	\$0.00	\$0.00	\$0.00	\$986.76	\$0.00	\$986.76
North Service Area	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$89.00	\$89.00
South Service Area	\$0.00	\$5,940.16	\$5,940.16	\$185.63	\$77.52	\$3,894.02	\$3,971.54
West Service Area	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTALS</b>	<b>\$586,899.90</b>	<b>\$2,082,506.97</b>	<b>\$2,669,406.87</b>	<b>\$969.64 Agency Cost Per FTE</b>	<b>\$1,790,721.24</b>	<b>\$2,733,722.91</b>	<b>\$4,524,444.15</b>

**Workers' Compensation Lost Time Report (Days Lost from Work & Days Restricted)**

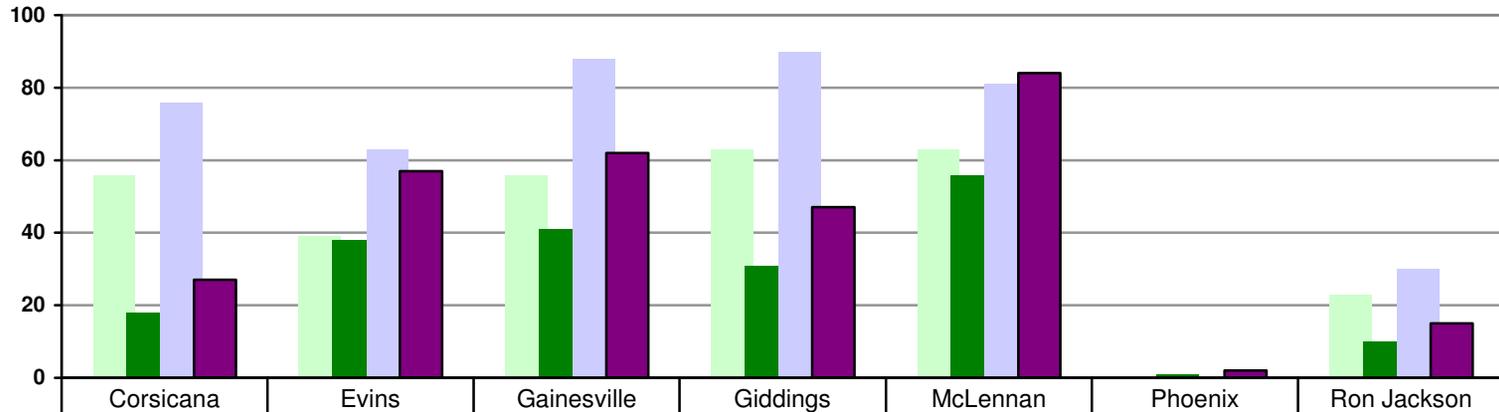
**FY '13 Year-to-Date**

	Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Jul		Aug		FY '13 Total		FY '12 Total		
	LD	RD	LD	RD	LD	RD	LD	RD	LD	RD	LD	RD	LD	RD															
<b>Institutions</b>																													
Corsicana	181	55	113	59	102	43	99	38	143	29	75	36	62	40	38	0									813	300	2141	699	
Evins RJC	16	72	24	99	53	53	81	80	60	43	66	19	81	35	111	52									492	453	1553	718	
Gainesville	66	73	29	35	30	50	48	63	40	83	39	82	57	57	57	42									366	485	973	697	
Giddings	91	48	55	50	80	19	65	60	40	103	12	87	13	80	79	61									435	508	1497	1273	
McLennan	74	130	139	96	114	93	155	84	198	141	165	80	174	103	127	154									1146	881	1638	1166	
Phoenix Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	-	-	
Ron Jackson Unit I	36	9	49	41	63	39	56	10	54	0	23	0	0	0	0	0									281	99	408	218	
<b>Halfway Houses</b>																													
Ayres	38	0	20	13	0	0	0	0	0	0	0	0	0	0	0	0									58	13	12	2	
Beto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	0	0	
Cottrell	0	0	0	0	18	10	0	0	0	0	0	0	0	0	0	0									18	10	92	61	
McFadden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	2	0	
Schaeffer	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									14	0	6	0	
Tamayo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	0	0	
Turman	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	0	41	
Willoughby	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0									8	0	0	8	
York	0	1	0	23	0	22	0	17	11	0	14	0	0	0	0	0									25	63	0	22	
<b>CO/Service Areas</b>																													
Central Office	0	0	0	0	2	14	0	21	0	21	1	19	2	21	0	0									5	96	14	8	
East Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	2	47	
North Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	0	0	
South Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	3	6	
West Service Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	0	0	0	
<b>TOTALS</b>	516	388	437	416	462	343	504	373	546	420	395	323	389	336	412	309	0	0	0	0	0	0	0	0	3661	2908	8341	4966	

Lost Days (LD) = Days away from work

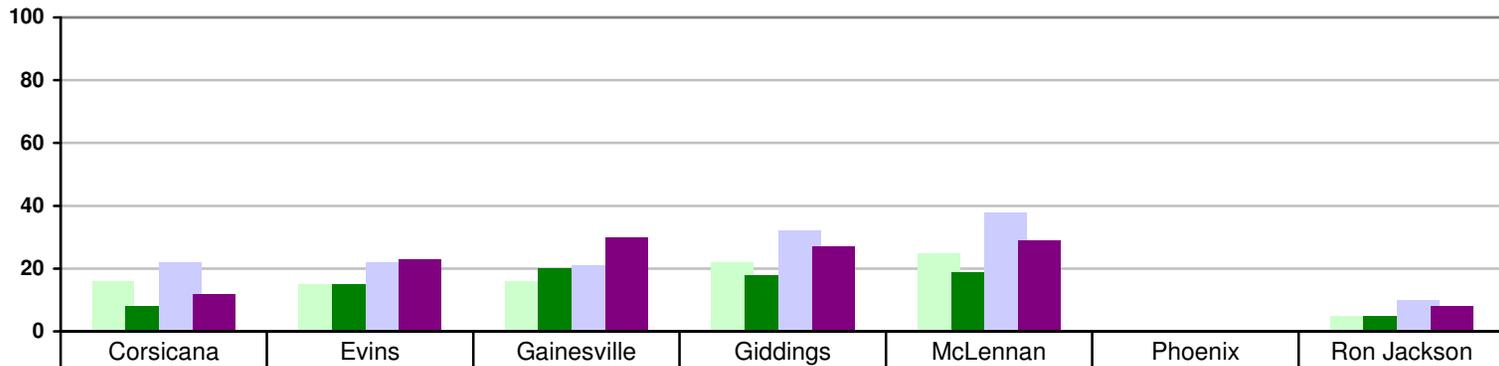
Restricted Days (RD) = Days working in an alternative work assignment

**Workers' Compensation Claims  
Aggression**



	Corsicana	Evins	Gainesville	Giddings	McLennan	Phoenix	Ron Jackson
FY '12 Sep-Apr	56	39	56	63	63	0	23
FY '13 Sep-Apr	18	38	41	31	56	1	10
FY '12 Total	76	63	88	90	81	0	30
FY '13 Projection	27	57	62	47	84	2	15

**Workers' Compensation Claims  
Industrial**



	Corsicana	Evins	Gainesville	Giddings	McLennan	Phoenix	Ron Jackson
FY '12 Sep-Apr	16	15	16	22	25	0	5
FY '13 Sep-Apr	8	15	20	18	19	0	5
FY '12 Total	22	22	21	32	38	0	10
FY '13 Projection	12	23	30	27	29	0	8

TJJD Overtime Status  
May 2013

Secure Facilities	Budgeted Capacity	OT Cost Sept 12	OT Cost Oct 12	OT Cost Nov2012	OT Cost Dec 2012	OT Cost Jan 2013	OT Cost Feb 2013	OT Cost Mar 2013	OT Cost April 2013	Change Sept - April
Corsicana	116	\$143,838	\$64,296	\$40,846	\$38,966	\$37,456	\$32,416	\$22,806	\$10,588	(\$133,250)
Evins	126	\$57,968	\$57,532	\$46,897	\$42,770	\$25,025	\$25,685	\$41,203	\$20,583	(\$37,385)
Gainesville	258	\$43,233	\$52,531	\$34,348	\$34,553	\$27,400	\$24,966	\$45,297	\$33,762	(\$9,471)
Giddings	252	\$81,371	\$61,871	\$64,746	\$90,384	\$68,679	\$64,578	\$98,032	\$90,099	\$8,728
Mart	286	\$79,830	\$69,201	\$65,492	\$76,305	\$53,959	\$35,455	\$48,928	\$32,198	(\$47,632)
Phoenix	24	\$7,317	\$4,480	\$4,084	\$7,967	\$7,781	\$7,075	\$4,106	\$1,436	(\$5,881)
Ron Jackson	102	\$10,497	\$3,736	\$5,301	\$4,220	\$2,987	\$2,305	\$6125	\$8,841	(\$1656)
Halfway Houses	Budgeted Capacity			OT Cost Nov 2012	OT Cost Dec 2012	OT Cost Jan 2013	OT Cost Feb 2013			
Ayres	23	\$2,836	\$1,403	\$700	\$469	\$574	\$637	\$1,290	\$524	(\$2,312)
Beto	22	\$628	\$334	\$438	\$688	\$234	\$203	\$0	\$12	(\$616)
Cottrell	23	\$919	\$1,441	\$657	\$1,388	\$1,027	\$2,662	\$2,402	\$905	(\$14)
McFadden	48	\$2,380	\$1,549	\$1,135	\$917	\$4,756	\$1,175	\$2,622	\$1,899	(\$481)
Schaeffer	23	\$3,208	\$2,753	\$797	\$2,786	\$2,621	\$2,812	\$3,217	\$877	(\$2331)
Tamayo	20	\$3,184	\$929	\$576	\$638	\$57	\$713	\$1249	\$279	(\$2905)
Turman	19	\$4,481	\$3,760	\$2,889	\$3,325	\$2,111	\$1,085	\$3127	\$1,845	(\$2636)
Willoughby	18	\$209	\$916	\$3,626	\$1,014	\$504	\$471	\$1,251	\$655	\$466
York	14	\$3,566	\$3,150	\$1,793	\$2,177	\$1,536	\$1,558	\$2,607	\$1878	(\$1688)