

Comprehensive Report

Youth Reentry and Reintegration



December 1, 2012

TEXAS
JUVENILE JUSTICE
DEPARTMENT

INTRODUCTION **1**

OVERVIEW **1**

 ASSESSMENTS 1

 PROGRAMS 2

 NETWORK OF TRANSITION PROGRAMS 5

 IDENTIFICATION OF LOCAL PROVIDERS AND TRANSITIONAL SERVICES 7

 Children’s Aftercare Reentry Experience (CARE) 9

 Gang Intervention Treatment: Reentry Development for Youth (GitRedy) 9

 SHARING OF INFORMATION 10

OUTCOMES **10**

CONCLUSIONS **14**

APPENDICES **15**

The Reentry and Reintegration of TJJ A

Texas Human Resources Code, Section 245.0535 B

Children’s Aftercare Reentry Experience (CARE) C

Gang Intervention Treatment: Reentry Development for Youth (GitRedy) D

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INTRODUCTION

The Texas Juvenile Justice Department (TJJD) was created as a new state agency on December 1, 2011 pursuant to Senate Bill 653 passed by the 82nd Texas Legislature. Simultaneous to the creation of TJJD, the legislation abolished the two previous juvenile justice agencies in Texas, the Texas Juvenile Probation Commission (TJPC) and the Texas Youth Commission (TYC) and transferred all functions, duties and responsibilities of these former agencies to TJJD.

In 2009, the 81st Texas Legislature required TYC to develop a comprehensive reentry and reintegration plan (Texas Human Resource Code, Section 245.0535) to reduce recidivism and ensure the successful reentry and reintegration of children into the community following a child's release under supervision or final discharge, as applicable, from the commission. TYC's comprehensive plan known as "Cultivating Success: The Reentry & Reintegration of TYC Youth" was finalized in June 2010. As a result, a comprehensive community reentry plan is developed for each youth during their time in TJJD.

TJJD's research department has conducted an evaluation to determine whether the comprehensive reentry and reintegration plan reduces recidivism. Subsequently, a report is required no later than December 1 during even-numbered years to determine if recidivism has been reduced. This report focuses on the implementation of Texas Human Resource Code, Section 245.0535 and the results of the current outcome measures.

The youth population trend, noted in *Cultivating Success: The Reentry & Reintegration of TYC Youth*, continues with an increase in commitment of youth with higher risk assessment scores, specialized treatment needs, violent behaviors and below grade level achievement. To address the on-going changes in population, TJJD continues to evaluate and update its reentry and rehabilitation practices and procedures. This report highlights the requirements of Texas Human Resource Code, Section 245.0535 and describes TJJDs compliance with each section.

OVERVIEW

ASSESSMENT

Reentry planning begins at the time of admission to a TJJD facility. To ensure an effective plan is developed to address a youth's rehabilitation and community reentry needs, a comprehensive and accurate assessment is completed at the Orientation and Assessment Unit (O&A) and continues at regular intervals during the youth's time in TJJD.

During the four-week O&A process, youth participate in a series of assessments structured to identify needs, such as mental health, education, medical and dental, safe housing vulnerability, and specialized treatment. Other assessments include educational, vocational and intelligence testing and criminogenic needs (risk and protective factors). Youth with significant needs receive more detailed ancillary

assessments. Youth arriving with psychotropic medications are evaluated by a psychiatrist for continued medication needs and receive a full psychiatric evaluation. In addition, all youth referred for an evaluation as a result of a mental health screening, appraisal or evaluation also receive a full psychiatric evaluation.

TJJD uses an objective system to assess the threat of harm posed by a youth to others and a youth's potential vulnerabilities to make housing and supervision assignments. The Safe Housing Assessment is an instrument designed to determine the level of supervision and appropriate housing assignment at a youth's assigned facility. The assessment considers factors including, but not limited to, the following: evidence-based criminogenic factors in a youth's history that indicate level of risk to others; age and physical stature of youth; potential vulnerability to sexual victimization or likelihood of sexually aggressive behavior; and special needs including medical needs, suicide risk, disabilities, or mental health needs.

Development of an individual placement and treatment plan occurs at the O&A unit in coordination with the multi-disciplinary team, youth and parent. Placement specialists use assessment information to choose the most appropriate program placements for youth. Youth are placed according to age and location of family, and factors such as: gang affiliation, danger to others, and vulnerability to assault or predation. Because factors change over time, program placement assignment is an ongoing process. TJJD has policies that allow youth the flexibility to move through the continuum of state-operated programs efficiently to the least restrictive program setting able to meet the youth's individual treatment needs while protecting public safety. Youth with eligible offense severity and initial risk levels are eligible to be placed directly into medium restriction facilities.

TJJD utilizes an evidence based risk and need assessment tool at the O&A Unit, and thereafter at 90-day regular intervals or after significant events. This tool is utilized in both residential and community settings until final discharge. It identifies the youth's static and variable risk and protective factors and guides the development of the community reentry plan to address the youth's needs prior to release and/or discharge.

In 2009 TJJD, the Mt. Sinai School of Medicine, and the Health and Human Services Commission, Office of Acquired Brain Injury partnered together and received a grant from the Health Resources Services Administration. This grant has enabled all youth committed to TJJD to be screened for the presence of a possible traumatic brain injury at intake and for staff to learn techniques to best modify the treatment curriculum to serve the needs of youth with a possible traumatic brain injury (TBI). TJJD's Correctional Care System has been modified to capture data related to brain injury screenings. These screenings began in March 2011.

PROGRAMS

TJJD's rehabilitative strategy, CoNEXTions[®], established in 2007, incorporates individual and group components which positively impact a youth's behavior. CoNEXTions[®] is an integrated, system-wide rehabilitative strategy that offers various therapeutic techniques and tools that are used to help

individual TJJD youth lower risk factors and increase protective factors to be successful in the community. Evidence-based approaches of the CoNEXTions[®] rehabilitation strategy include: Motivational Interviewing, Cognitive Life Skills[®], Thinking for a Change[®], Aggression Replacement Training[®], Why Try[®], Seeking Safety, Functional Family Therapy[®] and Parenting with Love and Limits[®]. Additional treatment components include gang intervention curriculum, gender specific curriculum such as Girls Circle and Boys Council, daily behavior groups, leisure groups, individual counseling, and specialized treatment for alcohol and other drugs; capital, serious and violent offenders; mental health and sexual behavior.

The case management tools used by staff, youth and families include the Individual Case Plan (ICP), Community Reentry Plan (CRP) and the Multi-Disciplinary Team (MDT). The MDT is a group of people familiar with the youth that determine how to best meet the youth's treatment needs based on the youth's risk and protective factors and recommend changes in the treatment plan as needed. Families are extended an invitation to participate via phone, in person or through video conferencing where available.

Implementation of a standardized letter inviting families to participate in the Multi-disciplinary Team (MDT) occurred in April 2010. The standardized letter ensures all families receive the same information. The letter explains the purpose of the MDT, who attends and the importance of family participation. Implementation of the MDT process to include community partners began September 2009. Family liaisons and community relation coordinators assist in connecting the community with the members of the MDT. As of September 2009, policy changes established the monthly review of a youth's treatment progress by the MDT. Families are contacted by the case manager monthly by phone and provided 90-day written case plan updates. As of December 2009, a reporting process with accompanying documentation was implemented ensuring notification of a youth's progress to the committing court 30 days prior to release. This process continues and is monitored monthly.

At a minimum, members of the MDT must include the case manager, education representative, dorm staff and the youth. Attendance may also include the family liaison, nurse, psychologist, facility leadership, parole officer, and reentry teams in Dallas, Houston or San Antonio. The ICP and CRP include information and progress on housing assistance, step-down programs, family counseling, academic and vocational mentoring, trauma counseling, and other specialized treatment services as needed.

TJJD has established several program options for youth with aggressive and assaultive behaviors. The Redirect program, established in June 2008 and modified in September 2012, functions as a means for delivering intensive interventions in a structured environment for youth who have engaged in certain serious rule violations. The program is designed to promote violence reduction and skills building as a means of increasing safety in state-operated institutional campuses. The Phoenix program, established in July 2012, is located at the McLennan County Juvenile Justice facility and is designed to assist youth exhibiting assaultive behavior. It is an independent program located in one building of the campus. To qualify for placement in the Phoenix program it must be proven in an administrative hearing that the youth committed one of the following rule violations: assault causing moderate or serious bodily injury to another youth, assault causing substantial bodily injury to staff, chunking bodily fluids at staff, fighting causing moderate or serious bodily injury to another youth, a major rule violation when the entire incident justifies the placement in the program and the placement is directed by the executive director

or designee, or assault causing bodily injury on three separate occasions within a 90-day period. The Phoenix program utilizes the principle components of Aggression Replacement Training® to teach youth alternate ways to handle their anger.

Since implementation of Positive Behavior and Incentive Support (PBIS), a comprehensive behavior plan mandated in §30.106 of the Texas Education Code, TJJJ has seen a decline in behavioral incidents during school hours and an increase in academic achievement. A key component of implementing PBIS was the addition of internal coaches funded by the Education Job Grant, which expired on September 30, 2012. Establishing these positions permanently increased the fidelity of implementing PBIS and continuing the upward trend in positive results. In addition to PBIS, all youth are required to participate in a fully accredited education program under rules and guidelines of the Texas Education Agency (TEA) including credit recovery, GED preparation, reading improvement programs, high school courses and college classes.

Many of the youth committed to TJJJ have experienced trauma in their lives. To assist these youth, the department trained staff members in December 2009 in the delivery of Trauma-Focused Cognitive Behavioral Therapy® (TF-CBT). All six state-operated TJJJ secure facilities and two halfway houses with Associate Psychologists have staff members trained in TF-CBT. These employees provide services to youth who are exhibiting extensive trauma symptoms or who have been identified as having been previously abused. In addition, appropriate referrals for trauma counseling are identified on the youth's Community Reentry Plan prior to release and/or discharge. As a part of a joint project with the University of Texas and a grant funded project from the National Institute of Mental Health, TJJJ staff is provided on-going training, consultation and curriculum to support their work with youth in need of trauma care. This offers TJJJ staff a valuable and unique opportunity to receive supervision from a nationally renowned expert in the field.

TJJJ contracts with the University of Texas Medical Branch (UTMB) for the provision of medical, dental and psychiatric care for all youth in state-operated residential programs. The contract ensures youth access to medical professionals at each residential location.

Vocational and workforce development programs are currently established throughout the state in both residential and community settings. Students are provided instruction in a wide array of vocational training opportunities such as building trades, welding, auto repair, mill and cabinetry, horticulture, food management, OSHA, network cabling, desktop publishing, computer maintenance I & II, *Microsoft A+* certification, customer service specialist, and ServSafe training. Combining academic advancement with vocational skill and workforce development training provides youth the opportunity to increase their chances for employment, marketable skills and success upon release to the community. To further assist in this effort, TJJJ entered into a Memorandum Of Understanding (MOU) in June 2012 with Western Texas College and Texas State Technical College (WTC/TSTC) allowing TJJJ youth access to the ACHIEVE program, an internet based workforce development and life skills software used for adult probationers. WTC/TSTC has agreed to modify the program with TJJJ input for juvenile users. Piloting of the project is currently underway with youth on parole.

TJJD offers several options for the development of life skills. All youth participate in Cognitive Life Skills[®] with many older youth participating in life skills training offered through the use of TJJD's independent living preparation modules, volunteers and other free resources obtained in the community. Volunteers at McLennan County and Ron Jackson facilities assist in ensuring crossover (TJJD/CPS) youth have an opportunity to complete Preparation for Adult Living (PAL) curriculum. After the completion of PAL, these youth become eligible to receive up to \$1,000 of transitional living assistance through the Department of Family and Protective Services (DFPS) when aging out of the foster care system. TJJD is collaborating with DFPS to continue to expand the opportunities available for PAL training in other locations. TJJD also uses a curriculum in the state-operated facilities called Parenting and Paternity Awareness (p.a.p.a.). This curriculum was developed by the Office of the Attorney General Child Support Division and introduced in the facilities in 2010. The curriculum, endorsed by the Texas PTA and all teacher organizations, teaches responsible parenting, a basic understanding of paternity and child support laws, skills for healthy relationships, financial implications of becoming a parent, impact of father involvement, benefits of stable family relationships on children, and relationship violence prevention. It should be noted that p.a.p.a. is not a sex education curriculum.

NETWORK OF TRANSITION PROGRAMS

Research related to reentry practices indicates that youth who are released from secure facilities are more likely to succeed if they have access to services that can help them thrive in a non-institutional environment. When high-quality reentry and aftercare services are available, youth need to spend less time in secure placement, and the overall cost of juvenile corrections can be reduced. To ensure a comprehensive network of transition services is available for all youth, TJJD utilizes a variety of resources.

Prior to release from residential programming, referrals are made for youth with special needs to the local Community Resource Coordination Groups (CRCGs) and the Texas Correctional Office on Offenders with Medical or Mental Impairment (TCOOMMI). Additional resources utilized with youth upon release include the Texas Workforce Commission, and the Texas Health and Human Services Commission (HHSC). To ensure youth have access to medical care upon release, TJJD entered in an MOU with HHSC in October 2009 to assist youth in reestablishing Medicaid eligibility prior to release from a state-operated facility. This process, which began in March 2010, allows TJJD to share family contact information with HHSC 30 days prior to a youth's release. HHSC sends the family a Medicaid application to complete and when processed allows youth to receive Medicaid benefits the day of arrival in the community. The parole officer, case manager and family liaison follow up with the family to encourage completion of the application. Documentation of the referral process is made in the Juvenile Medicaid Tracker System. TJJD youth currently on medication are released with a 30-day supply and a scheduled follow-up appointment in the community to ensure a continuum of care.

In January 2009, TJJD entered into a MOU with DFPS to enhance communication and reentry planning for youth with dual supervision by Child Protective Services. The MOU established procedures related to data exchanges and information sharing to ensure DFPS and TJJD receive the necessary information to provide services to care and protect the youth.



TJJD takes many steps to provide protection for the person victimized or a potential victim of documented sex offenders who are returning home where the person victimized or potential victim lives in the home. The parole officer visits the family to complete a home evaluation and checklist of risk factors associated with sexual re-offending. The parole officer works with the Licensed Sex Offender Treatment Provider (LSOTP), case manager, youth and family to ensure a detailed plan is in place to address risks that a youth may encounter when released.

In 2009, TJJD initiated the concept of a portable portfolio that travels with each youth and is accessible upon release. The portfolio contains documents useful to a youth upon community reentry such as copies of a birth certificate or social security card, important educational test results, and industry certifications. This practice continues to be reviewed for improvements to the process.

TJJD employs three Workforce Development Reentry Specialists located in the district offices in Houston, San Antonio and Dallas. The reentry specialists prepare youth to enter the workforce and assist them in accessing local workforce and training resources. In addition, they promote the Work Opportunity Tax Credit and Fidelity Bonding programs available to qualified employers.

TJJD partners with volunteers and mentors who provide valuable services to youth. There are nearly 2,000 individual volunteers across the state of Texas that spend time with TJJD youth building relationships, tutoring, instilling spiritual values, character development and advocating on their behalf. TJJD also continues to develop and maintain partnerships with faith-based and community-based organizations. These groups offer support services and resources to TJJD youth through reentry and post-discharge. Among current community partnerships are the special mentoring initiatives Big Brothers, Big Sisters of North Texas; Big Brothers, Big Sisters of South Texas; and Goodwill Industries of Central Texas and of South Texas. Partnerships with other organizations, such as Cornerstone Financial Education, Learning for Life[®], Boy & Girl Scouts, and Epiphany Ministries, have led to an extensive array of services that enhance the rehabilitation and reentry of TJJD youth.

IDENTIFICATION OF LOCAL PROVIDERS AND TRANSITIONAL SERVICES

Successful reentry is enhanced by collaboratively developing the community reintegration plan prior to release and implementing appropriate levels of supervision and services after institutional placement while following the plan upon release.

Reentry Educational Liaisons are located at each state-operated secure facility and provide consultation and technical support to the parole locations related to youth reentering the local school communities, and applying for higher education and vocational programs.

Routine contact with the parole officer occurs throughout the youth's residential placement; however, a more intense process begins 120 days prior to completion of the minimum length of stay (MLOS). Development of the community reentry plan - transition (CRP-T) by the MDT begins in coordination with the youth, parent, reentry educational liaison, parole officer and/or case manager in a step-down program if applicable, and any necessary community partners. The plan is finalized by the case manager

40 days prior to the end of the youth's MLOS. The case manager reviews the plan with the youth who then signs the CRP-T and conditions of placement or parole as applicable prior to release. After the youth completes transition planning and meets movement criteria defined in policy, he or she will be released from state-operated residential care and returned to the community.

Youth and their parent(s) are scheduled to meet with a parole officer for a face-to-face intake to parole services the day of the youth's release. In addition to the conditions of parole being reviewed, a focus is placed on discussing the reentry plan objectives to include the youth's risk and protective factors and the plans in place to address them. Specific referrals, which include dates and times of appointments, are reviewed as well as identifying potential challenges and solutions. In rural areas where locating services is challenging, the parole officer partners with local churches and community organizations for support and community service opportunities. In many cases, the parole officer works with the local probation department to allow TJJD youth to attend classes/services offered through the probation department.

TJJD contracts with approximately 60 specialized aftercare providers in local communities throughout the state. These services include mental health, sexual behavior and alcohol or other drug dependency counseling. In addition, halfway house and parole programs utilize no cost services when available. In March 2010, TJJD awarded contracts for the provision of Functional Family Therapy[®] (FFT[®]) to youth and families in the Dallas/Fort Worth and Houston areas to Lena Pope and VisionQuest. FFT[®] is an evidence-based practice that uses very small caseloads to actively engage youth with a history of substance abuse and/or diagnosis of conduct disorder and their families in an intensive home-based treatment process. In addition, contracts for electronic monitoring services for youth on parole in San Antonio, Austin and Dallas were finalized in November 2009. Services were expanded to Harris County in April 2010.

TJJD may also place youth in step-down programs prior to parole based on their rehabilitation progress, risk to reoffend and treatment needs. To serve this population, TJJD operates nine state-funded halfway houses and contracts with additional residential programs throughout the state. These programs allow for rehabilitation in a less restrictive setting. TJJD currently utilizes nine contract residential programs to provide 88 rehabilitation beds: three contracts for the provision of therapeutic foster care, one contract for secure male residential services and four contracts for non-secure male residential programs. A residential vocational contract was issued to Gulf Coast Trade Center in 2010 and continues through August 31, 2013. TJJD includes performance measures for residential and specialized aftercare contracts issued. Residential contract providers are evaluated annually and are required to meet a minimum Acceptable Quality Level (AQL). The AQL is defined as the level of service at which the program will operate as agreed upon in the contract, and below which the contract payment will be withheld until corrective actions are taken. Additionally, TJJD's Information Resources Department generates a quarterly performance measure report for these contract residential programs and state-operated halfway houses that include the percent of positive releases, percent of negative releases, escapes per year per 10 students, percent escapes, felony arrests per year per 10 students, misdemeanor arrests per year per 10 students, confirmed mistreatment per year per 10 students, and percent of early movement. Specialized aftercare providers are also required to meet a minimum AQL at all times during the contracting period.

Children’s Aftercare Reentry Experience (CARE)

In March 2010, the Children’s Aftercare Reentry Experience (CARE) began to administer services to San Antonio youth released from both secure and non-secure residential facilities. The Department was awarded a total of \$5,811,664 through the United States Department of Labor. TJJJ partnered in this endeavor with the Bexar County Juvenile Probation Department and Baptist Children and Family Services to provide 450 juvenile offenders returning to Bexar County (probation and TJJJ youth) intensive wraparound services. Services began on March 1, 2010 and ended on August 2012. To continue the goal of successful reentry, service providers are now given access to TJJJ youth and space for service provision at the San Antonio District Office location.

Appendix C is a report of the first year outcomes for the CARE project.

Gang Intervention Treatment: Reentry Development for Youth (GitRedy)

In October 2010, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) awarded TJJJ a grant totaling \$1,048,827, which was financially matched by TJJJ to develop and implement the Gang Intervention Treatment: Reentry Development for Youth (GitRedy) initiative. The purpose of the GitRedy initiative is to provide culturally competent, family-focused, reentry services to gang-involved youth between ages 13 and 19 who will be returning to Harris County from TJJJ state-operated facilities. The process-oriented goals and objectives of the GitRedy initiative focus on ensuring early identification of the target population, preparing youth for reentry while incarcerated in TJJJ facilities, and providing youth with services both pre-release and post-release. Based on the program’s protocol youth are eligible to participate in a variety of services, depending upon their priority, including: Aggression Replacement Training®, Intensive Therapeutic Case Management, Functional Family Therapy®, mental health and substance abuse services, counseling, gang education and intervention programming, workforce development, employability assistance, mentoring, and tattoo removal.

Appendix D is a report of the first year recidivism evaluation for the GitRedy Program.

SHARING OF INFORMATION

Routine communication with youth, family, case managers, teachers, service providers, parole officers, the committing court and other juvenile justice entities increases the opportunities for a seamless reentry plan. Information sharing between agencies additionally enhances the services available to youth.

Family Liaison positions located at each state-operated secure facility and in the Houston District Office were created in 2008 and remain active at each location. Family liaisons encourage positive family involvement through the organization of quarterly family days, monthly facility orientation sessions, parent support groups, and educational seminars. In 2009, TJJJ in collaboration with families that have youth placed in secure facilities developed a parent survey. The survey is conducted annually and the results are posted on the TJJJ website.

TJJJ, in partnership with parents, youth, and advocates developed, published and distributed *Understanding the Texas Juvenile Justice Department & the Parents' Bill of Rights: The TJJJ Family Handbook*, also available in Spanish, to parents across the state in May 2009. The youth's caseworker at the orientation and assessment unit mails a copy to all parents within 24 hours of their child's admission. For families with internet access, the handbook is also available on the TJJJ website. The handbook provides valuable information including the parents' bill of rights, contact numbers, as well as policies regarding visitation, mail and the grievance system. It provides parents with clear information on what to expect regarding their child's care and how to actively participate in their child's treatment.

OUTCOMES

Reentry and reintegration planning is designed to facilitate a smooth transition from facility to the community through aftercare and specialized treatment services. Reentry and reintegration services, implemented beginning in fiscal year 2009, are now provided to all youth entering state operated facilities. The impact of reentry planning and the services provided to youth after release is measured by tracking the re-arrest and incarceration rates of juveniles receiving these services. All juveniles released from a residential facility to parole or discharged from the agency were tracked from the date of release to identify subsequent arrests and incarcerations. Juveniles who are arrested and/or incarcerated for a subsequent felony or misdemeanor A or B offense are considered recidivists.

The outcomes of juveniles paroled or discharged from state residential facilities during fiscal year 2007, 2009 and 2011 were calculated to determine the one year recidivism rates for each group. Juveniles released in fiscal year 2009 received reentry and reintegration services during the first year of implementation while juvenile released in fiscal year 2011 received established services. Juveniles released in fiscal year 2007 provide a comparison.

Table 1 presents the one year rearrest and reincarceration rates of youth paroled or discharged from residential facilities. Juveniles released in fiscal year 2011 had lower recidivism rates than youth released prior to and during the implementation of reentry and reintegration planning services. The one

year rearrest rate for juveniles released in fiscal year 2011 was 49.5% compared to 55.6% for juvenile released in 2007 and 51.4% for those released in 2009. Similarly, the one year reincarceration rate of juveniles receiving reentry and reintegration services was lower than the rate for juveniles that did not receive fully implemented services.

Table 1: One Year Rearrest and Reincarceration Rates for Juveniles Paroled or Discharged from a State Residential Facility

Release Fiscal Year	One Year Rearrested	One Year Re-incarcerated
2007	55.6%	22.0%
2009	51.4%	26.5%
2011	49.5%	21.2%

Outcomes were also tracked for the specific re-entry services provided to youth while on parole. This analysis includes youth committed to a state facility on or after February 1, 2009 and released prior to January 1, 2012. Only juveniles paroled were included in the analysis; youth discharged directly from a residential facility were excluded.

Parole programs and services that had served at least 75 youth were included in the analysis. Juveniles were tracked for a six month period beginning from the date of release from the facility. Services included were:

- Alcohol and other drug aftercare services
- Texas Council on Offenders with Medical and Mental Impairment (TCOOMMI)
- Workforce and Development Reentry
- GitRedy Gang Intervention Grant Services
- Functional Family Therapy
- Electronic Monitoring

Table 2 provides data on the number of youth served by each of the parole services analyzed as well as expected and actual rearrest and reincarceration rates for youth participating in these services. The expected rearrest and reincarceration rates are calculated using regression analysis and provide a comparison based on juvenile characteristics and the recidivism rates associated with those characteristics.

With the exception of Electronic Monitoring, all of the actual rearrest rates were lower than expected for youth participating in the parole services analyzed. Workforce and Development Reentry program had the greatest impact in reducing the six month rearrest of youth (from 38.4% predicted to 27.0% actual) followed by GitRedy Gang Intervention Services which reduced rearrests for a felony or misdemeanor from a predicted rate of 45.5% to an actual rate of 36.0%. Workforce Development and GitRedy Gang Intervention services also greatly impacted the reincarceration rates of participating



youth. Juveniles participating in Functional Family Therapy® also had reductions in rearrest and reincarceration though not as large as those associated with Workforce Development and the Alcohol and other drug aftercare services and TCOOMMI services had mixed results, with a slight improvement in rearrest for a felony or misdemeanor, but a slight increase in rearrest for a violent offense. Alcohol and other drug aftercare had a slight reduction in reincarceration, while TCOOMMI services had a slight increase. Youth placed on electronic monitoring were significantly more likely to be rearrested and reincarcerated than predicted. This increase in rearrests and reincarceration is likely due to an increased rate of apprehension associated with the monitoring, rather than an increase in delinquent or criminal behavior. For all of measures, small differences in either direction could well have been a result of chance rather than an actual effect due to the services.

Table 2: Six Month Rearrest and Reincarceration Rates for Juveniles Released to Parole Supervision

REARREST-FELONY OR MISDEMEANOR	YOUTH ENROLLED	PREDICTED RATE IF NO SERVICE RECEIVED	ACTUAL RATE IF COMPLETED
AOD Aftercare	399	39.4%	39.3%
TCOOMMI Services	161	39.3%	37.3%
Workforce Development	237	38.4%	27.0%
GitRedy (Gang Intervention)	86	45.5%	36.0%
Functional Family Therapy®	87	42.1%	36.8%
Electronic Monitoring	75	39.0%	57.3%
REARREST FOR A VIOLENT OFFENSE	YOUTH ENROLLED	PREDICTED RATE IF NO TREATMENT	ACTUAL RATE IF COMPLETED
AOD Aftercare	399	6.1%	6.5%
TCOOMMI Services	161	7.5%	8.1%
Workforce Development	237	6.2%	5.9%
GitRedy (Gang Intervention)	86	11.0%	7.0%
Functional Family Therapy®	87	9.3%	9.2%
Electronic Monitoring	75	7.6%	6.7%
REINCARCERATION	YOUTH ENROLLED	PREDICTED RATE IF NO TREATMENT	ACTUAL RATE IF COMPLETED
AOD Aftercare	399	10.1%	8.5%
TCOOMMI Services	161	9.2%	12.4%
Workforce Development	237	9.3%	3.8%
GitRedy (Gang Intervention)	86	12.3%	9.3%
Functional Family Therapy®	87	11.1%	9.2%
Electronic Monitoring	75	9.6%	16.0%

CONCLUSIONS

The implementation of TJJJ Reentry and Reintegration Planning and Services appears to have had an impact on the outcomes of youth committed to state facilities. Juveniles leaving state residential services since the implementation of reentry and reintegration planning have lower rearrest and reincarceration rates than juveniles released prior to implementation. Youth participating in select parole services also have lower rearrest and reincarceration rates than expected. Time will provide a more complete picture of the benefits of reentry and reintegration as TJJJ continues to track the outcomes of youth served.

For further information about TJJJ's treatment services please see the annual Treatment Effectiveness Reports available on the agency's website. The report for 2012 will be published to the website this December 31st.



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APPENDICES	15
The Reentry and Reintegration of TJJD.....	A
Texas Human Resources Code, Section 245.0535	B
Children’s Aftercare Reentry Experience (CARE)	C
Gang Intervention Treatment: Reentry Development for Youth (GitRedy)	D



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THE REENTRY & REINTEGRATION OF TJJD YOUTH



*Typical Minimum Length of Stay (MLOS) based on calculations for indeterminate sentenced youth. Some sentenced offenders may be required to serve a longer Minimum Period of Confinement (MPC).

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HUMAN RESOURCES CODE

TITLE 12. JUVENILE JUSTICE SERVICES AND FACILITIES

SUBTITLE C. SECURE FACILITIES

CHAPTER 245. RELEASE

Sec. 245.0535. COMPREHENSIVE REENTRY AND REINTEGRATION PLAN FOR CHILDREN; STUDY AND REPORT. (a) The department shall develop a comprehensive plan for each child committed to the custody of the department to reduce recidivism and ensure the successful reentry and reintegration of the child into the community following the child's release under supervision or final discharge, as applicable, from the department. The plan for a child must be designed to ensure that the child receives an extensive continuity of care in services from the time the child is committed to the department to the time of the child's final discharge from the department. The plan for a child must include, as applicable:

- (1) housing assistance;
- (2) a step-down program, such as placement in a halfway house;
- (3) family counseling;
- (4) academic and vocational mentoring;
- (5) trauma counseling for a child who is a victim of abuse while in the custody of the department; and
- (6) other specialized treatment services appropriate for the child.

(b) The comprehensive reentry and reintegration plan developed under this section must provide for:

- (1) an assessment of each child committed to the department to determine which skills the child needs to develop to be successful in the community following release under supervision or final discharge;
- (2) programs that address the assessed needs of each child;

(3) a comprehensive network of transition programs to address the needs of children released under supervision or finally discharged from the department;

(4) the identification of providers of existing local programs and transitional services with whom the department may contract under this section to implement the reentry and reintegration plan; and

(5) subject to Subsection (c), the sharing of information between local coordinators, persons with whom the department contracts under this section, and other providers of services as necessary to adequately assess and address the needs of each child.

(c) A child's personal health information may be disclosed under Subsection (b) (5) only in the manner authorized by Section 244.051 or other state or federal law, provided that the disclosure does not violate the Health Insurance Portability and Accountability Act of 1996 (Pub. L. No. 104-191).

(d) The programs provided under Subsections (b) (2) and (3) must:

(1) be implemented by highly skilled staff who are experienced in working with reentry and reintegration programs for children;

(2) provide children with:

(A) individualized case management and a full continuum of care;

(B) life-skills training, including information about budgeting, money management, nutrition, and exercise;

(C) education and, if a child has a learning disability, special education;

(D) employment training;

(E) appropriate treatment programs, including substance abuse and mental health treatment programs; and

(F) parenting and relationship-building classes;

and

(3) be designed to build for children post-release and post-discharge support from the community into which the child is released under supervision or finally discharged,

including support from agencies and organizations within that community.

(e) The department may contract and coordinate with private vendors, units of local government, or other entities to implement the comprehensive reentry and reintegration plan developed under this section, including contracting to:

(1) coordinate the supervision and services provided to children during the time children are in the custody of the department with any supervision or services provided children who have been released under supervision or finally discharged from the department;

(2) provide children awaiting release under supervision or final discharge with documents that are necessary after release or discharge, including identification papers, medical prescriptions, job training certificates, and referrals to services; and

(3) provide housing and structured programs, including programs for recovering substance abusers, through which children are provided services immediately following release under supervision or final discharge.

(f) To ensure accountability, any contract entered into under this section must contain specific performance measures that the department shall use to evaluate compliance with the terms of the contract.

(h) The department shall conduct and coordinate research to determine whether the comprehensive reentry and reintegration plan developed under this section reduces recidivism rates.

(i) Not later than December 1 of each even-numbered year, the department shall deliver a report of the results of research conducted or coordinated under Subsection (h) to the lieutenant governor, the speaker of the house of representatives, and the standing committees of each house of the legislature with primary jurisdiction over juvenile justice and corrections.

(j) If a program or service in the child's comprehensive reentry and reintegration plan is not available at the time the child is to be released, the department shall find a suitable

alternative program or service so that the child's release is not postponed.

(k) The department shall:

(1) clearly explain the comprehensive reentry and reintegration plan and any conditions of supervision to a child who will be released on supervision; and

(2) require each child committed to the department that is to be released on supervision to acknowledge and sign a document containing any conditions of supervision.

Transferred, redesignated and amended from Human Resources Code, Subchapter F, Chapter 61 by Acts 2011, 82nd Leg., R.S., Ch. 85, Sec. 1.007, eff. September 1, 2011.

Running Head: EVALUATION OF CARE

EVALUATION OF CHILDREN'S AFTERCARE RE-ENTRY EXPERIENCE (CARE)
FOR THE TEXAS DEPARTMENT OF JUVENILE JUSTICE

May, 2012

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EXECUTIVE SUMMARY

EVALUATION OF CHILDREN'S AFTERCARE RE-ENTRY EXPERIENCE (CARE)
FOR THE TEXAS DEPARTMENT OF JUVENILE JUSTICE

In March, 2010, the Children's Aftercare Re-Entry Experience (CARE) began to administer services to San Antonio youth released from both secure and non-secure residential facilities of the Texas Youth Commission (now the Texas Juvenile Justice Department or TJJD) and from the Bexar County Juvenile Probation Department (BCJP). A central goal of the program, and the most important goal for TJJD, was the reduction of recidivism.

The purposes of this evaluation are to: (1) provide a brief overview of CARE and how the program came into existence; (2) report descriptive statistics on youth admitted to the program from the time of its inception through the end of December, 2011; (3) report the results of multiple logistic regression analyses comparing the odds of recidivism over the course of one year for youth enrolled in CARE with the recidivism odds for the control group; (4) estimate various survival models to compare the recidivism rates of youth in CARE with the recidivism rates of the control group; and (5) provide an overview of the results and implications derived from the evaluation.

The data used in this evaluation were generated by four sources: CARE, the Texas Department of Public Safety (DPS), BCJP, and TJJD. The data from these sources were then supplied to the evaluators by TJJD.

The crux of the evaluation is a one-year recidivism analysis. For a youth to be considered in this analysis, a number of criteria were agreed upon by the evaluators and TJJD to determine which youth should be considered recidivists. These criteria are:

- A youth must have been enrolled in CARE within 90 days of release from a residential facility, either secure or non-secure.
 - TJJD youth must have been enrolled in CARE within three months of release from a residential facility (whether secure or non-secure).
 - BCJP youth must have been enrolled in CARE within three months of release from detention or residential placement.
- The start date for tracking recidivism over a one-year period of time begins on the day that a youth was enrolled in CARE. However, if a youth was enrolled in CARE while in a residential facility (whether secure or non-secure), the start date for tracking those enrollees begins on the date of that youth's release from the facility. This holds for youth who began CARE programming while in either a residential facility (TJJD youth), or while in detention or residential placement (BCJP youth).
- Any documented criminal event classified as a Class B Misdemeanor or greater is counted as recidivism.
- Any reincarceration, be that the result of a technical violation of community supervision terms, or for any other reason, is also counted as a recidivating incident.
- Youth who are re-enrolled in CARE after a recidivating event are only eligible to be counted one time as a recidivist, and this is based upon the youth's first enrollment into the program.

Three different logistic regression models were estimated to determine the odds of recidivism. The first model was based on all CARE and control youth and estimated the odds of recidivism for youth in the control sample against the CARE youth. Models 2 and 3 disaggregated the samples by referral source. The logistic regression model in the TJJD

disaggregate (Model 2) estimated the odds of recidivism for TJJD youth in the control sample against TJJD youth in CARE. Model 3 compared the odds of recidivism for BCJP youth in the control sample versus those in CARE.

The logistic regression analysis of Model 2 revealed significantly greater recidivism among TJJD controls than TJJD referrals to CARE, suggesting that CARE effectively reduced recidivism for TJJD youth. However, this was not the case with BCJP youth. There was no significant difference in recidivism between BCJP and control youth.

Similar findings were generated by survival analyses. While the CARE youth referred by TJJD had a one-year survival rate of 51 percent (a 49 percent recidivism rate), the survival rate for youth in the control group was only 36 percent (a recidivism rate of 64 percent). Other survival analyses revealed no significant differences between youth in the CARE and control samples.

EVALUATION OF CHILDREN'S AFTERCARE RE-ENTRY EXPERIENCE (CARE)
FOR THE TEXAS DEPARTMENT OF JUVENILE JUSTICE

In March, 2010, the Children's Aftercare Re-Entry Experience (CARE) began to administer services to San Antonio youth released from both secure and non-secure residential facilities of the Texas Youth Commission (now the Texas Juvenile Justice Department or TJJD) and from the Bexar County Juvenile Probation Department (BCJP). A central goal of the program, and the most important goal for TJJD, was the reduction of recidivism. In order to estimate CARE's effectiveness in achieving that goal, TJJD contracted with the current evaluators to compare the recidivism rates of youth admitted to CARE with the recidivism rates of a matched control group.

The purposes of this evaluation are to: (1) provide a brief overview of CARE and how the program came into existence; (2) report descriptive statistics on youth admitted to the program from the time of its inception through the end of December, 2011; (3) report the results of multiple logistic regression analyses comparing the odds of recidivism over the course of one year for youth enrolled in CARE with the recidivism odds for the control group; (4) estimate various survival models to compare the recidivism rates of youth in CARE with the recidivism rates of the control group; and (5) provide an overview of the results and implications derived from the evaluation.

The Establishment of CARE

As outlined in CARE's grant proposal, Baptist Child and Family Services (BCFS) contacted BCJP in November, 2008 about joining with TJJD to provide services for delinquent youth in San Antonio. These agencies came together and applied for the funding necessary to initiate the "CARE project" through a grant made available by the U.S. Department of Labor

(USDOL). BCFS previously had been involved in providing services to youth through other programs, and they indicated that through CARE they could meet the needs of delinquent youth in San Antonio by delivering such services as case management, employment strategies, career exploration, educational strategies, mentoring, restorative justice, and community-wide violence reduction.

In adhering to the terms outlined in the grant proposal, all of the services provided by BCFS were to originate with CARE, which would provide the necessary space for the “critical partners” in the delivery of services. Delinquent youth residing in Bexar County would be admitted to the program from both TJJD (parolees) and BCJP (probationers). Services would be administered to every enrollee in CARE prior to discharge from the TJJD facility in which he or she was housed. A three-person case management team (a family therapist, case manager, and a family assistant) was to be assigned to each youth. The suggested goal for the team was to establish an individualized transition plan that targeted the enrollee’s needs/goals. Once a youth was released from a facility, a schedule was to be established for achieving the goals set forth by both the case-management team and the youth.

The USDOL established a variety of performance objectives/goals that the grantees (CARE) were expected to achieve to maintain funding. The *MIS User Manual for Quarterly and Narrative Reports* (2011) produced by USDOL offered a guide for CARE’s performance objectives/goals, as well as the reporting requirements expected to be fulfilled by the grantees. The objectives and goals outlined in the MIS user manual included:

- Objective: Reduce the recidivism rates of youth returning from out-of-home placements.
 - Goal: A recidivism rate for enrollees of 20 percent or less.

- Objective: Increase the placement rate of youth ages 18 or older who are out-of-school at the time of arrest into a position of employment, the military, post-secondary education, or occupational skills program.
 - Goal: A placement rate of 60 percent.
- Objective: Decrease the number of offenders who drop out of high school.
 - Goal: A 20 percent increase in the school retention rate of returning youth under the age of 18.
- Objective: Increase the rate at which returning offenders under the age of 18 achieve a high school diploma.
 - Goal: 50 percent by the end of the project performance period.

Along with the performance objectives/goals proposed by USDOL, CARE also was expected to provide quarterly reports for USDOL as outlined in the MIS user manual. The quarterly reports were to build on preceding reports and deliver a statistical overview of the program. Along with these performance goals and objectives, and taking into consideration the various logistical requirements of the program, CARE officially opened on March 1, 2010, and began enrolling youth from both TJJD and BCJP into the program. From March 1, 2010, to December 31, 2011, CARE completed the program's ninth quarter. The current evaluation uses data on the youth admitted into the program during this timeframe.

Data for the Evaluation

The data used in this evaluation were generated by four sources: CARE, the Texas Department of Public Safety (DPS), BCJP, and TJJD. The data from these sources were then supplied to the evaluators by TJJD.

Data generated by CARE consists of enrollment files for every youth enrolled in the program. For this evaluation, the enrollment files were used solely for determining the demographic characteristics of the youth entering the program (i.e., race/ethnicity, gender, age), along with the program start date for each youth.

The data generated by DPS constitute the majority of the information utilized in the current evaluation, given that it includes the criminal histories of all youth enrolled in CARE, as well as all youth in the control group. The DPS data also are the primary source for determining the number of prior arrests of each youth (in both CARE and the control group), in distinguishing the instant offense dates and instant offense types (which are the offenses that resulted in a youth's enrollment in the program), and in determining the recidivating event dates and types of recidivating events.

In calculating the number of prior arrests for each youth, the offense dates documented in the DPS report prior to the determined instant offense date were used. If multiple offenses were documented on a single date, only one criminal incident was counted for that date.

To determine the offense type for both the instant offenses and the recidivating offenses, TJJJ provided an offense-coding scheme constructed by the Texas Legislative Budget Board (LBB), which uses citation offense codes to distinguish between four offense types (violent, property, drug, and residual "other" offenses). This scheme was applied to each of the documented instant and recidivating offenses to determine the type of criminal offense committed. If more than one offense was documented on an instant or recidivating offense date, the greatest statutory infraction was applied to that youth. Likewise, if a youth was charged with multiple offenses on a given date, and those offenses were weighted as the same classification of infraction (e.g., two Class A Misdemeanors), the offense type applied to that youth was coded as

violent, property, drug, or other offense, which is consistent with the LBB offense-coding scheme.

The recidivating offense dates for youth were determined by identifying the first offense date listed on the DPS data set that followed the instant offense date and/or occurred after a youth's enrollment into CARE. The classification procedure for identifying the offense type for recidivating events was determined in the same manner as the instant offense categories by using the LBB criteria. It is important to note that not all of the offenses (both for instant and recidivating offenses) had a document citation number in the DPS files. When this was the case, the date on the DPS data set was counted as an offending event, which is presumably a reincarcerating incident, and these event types were classified as unknown in this evaluation.

The last data source was BCJP. Several datasets were provided by BCJP to determine the recidivism rates for the control group of BCJP offenders. However, only the data sets containing the release dates from detention and placement were used for the BCJP control group. Adjudication and placement data were discarded because equivalent data sets were not provided for BCJP youth enrolled in CARE.

Descriptive Statistics for CARE Youth

This portion of the evaluation provides descriptive statistics on CARE youth from the time of the program's inception (March 1, 2010) through the program's ninth quarter (December 31, 2011). During this period, 612 youth were admitted to CARE. As shown in Table 1, the majority (73.5 percent) of the youth enrolled in CARE were male, and 26.5 percent were female. The majority of the enrollees were Hispanic (71.5 percent), followed by African Americans (14.6 percent) and Caucasians (11.1 percent). Most of the referrals to CARE (73.5 percent) came into the program by way of BCJP, while the remaining 26.5 percent were admitted via TJJD.

Table 1: Demographic Characteristics of CARE Enrollees through December, 2011

	Percentage	Number of Cases (N)	Total N
<i>Gender</i>			
Male	73.5%	450	612
Female	26.5%	162	
<i>Race/Ethnicity</i>			
Hispanic	71.5%	437	611*
African American	14.6%	89	
Caucasian	11.1%	68	
Other	2.8%	17	
<i>Referral Source</i>			
BCJPD	73.5%	450	612
TJJD	26.5%	162	

*1 missing value

Table 2 reports criminal histories of youth enrolled in CARE, specifically prior arrests along with the different types of instant offenses for these youth.

Table 2: Criminal Histories for Youth Enrolled in CARE

Prior Arrests	Instant Offense Type					Total
	Violent	Property	Drug	Other	Unknown	
0-1	78	83	56	43	10	270 (45.0%)
2-3	66	67	54	47	0	234 (39.0%)
4-5	19	20	13	22	0	74 (12.3%)
6-7	5	5	4	4	0	18 (3.0%)
8-9	1	1	0	2	0	4 (0.67%)
Total	169 (28.2%)	176 (29.3%)	127 (21.2%)	118 (19.7%)	10 (1.7%)	600*

*12 missing case values

According to Table 2, roughly 28 percent of the youth were admitted to CARE for a violent instant offense, 29.3 percent for a property offense, 21.2 percent for a drug offense, and 19.7 percent for an offense in the residual "other" category. Less than two percent of the youth in CARE were found to have an unknown instant offense. Forty five percent of the CARE youth

had no or only one prior arrest, while 39 percent had 2 to 3 prior arrests. Only 16 percent of the youth in CARE through the program's ninth quarter had more than three prior arrests.

One-Year Recidivism Analysis

This portion of the evaluation gauges the effectiveness of CARE by comparing the recidivism rates of youth admitted to CARE with the recidivism rates of the control group over one year. Because this requires a youth to have surpassed a period of one year to be included in the evaluation, the number of CARE youth (N = 612) was reduced substantially from the previous analysis. Likewise, to be considered in the one-year evaluation, a number of criteria were agreed upon by the evaluators and TJJD to determine which youth should be considered recidivists. These criteria are:

- A youth must have been enrolled in CARE within 90 days of release from a residential facility, either secure or non-secure.
 - TJJD youth must have been enrolled in CARE within three months of release from a residential facility (whether secure or non-secure).
 - BCJP youth must have been enrolled in CARE within three months of release from detention or residential placement.
- The start date for tracking recidivism over a one-year period of time begins on the day that a youth was enrolled in CARE. However, if a youth was enrolled in CARE while in a residential facility (whether secure or non-secure), the start date for tracking those enrollees begins on the date of that youth's release from the facility. This holds for youth who began CARE programming while in either a residential facility (TJJD youth) or while in detention or residential placement (BCJP youth).

- Any documented criminal event classified as a Class B Misdemeanor or greater is counted as recidivism.
- Any reincarceration, be that the result of a technical violation of community supervision terms, or for any other reason, is also counted as a recidivating incident.
- Youth who are re-enrolled in CARE after a recidivating event are only eligible to be counted one time as a recidivist, and this is based upon the youth's first enrollment into the program.

Taking these criteria into account, 317 CARE youth enrolled in the program within 90 days of release from a residential facility (secure or non-secure) and surpassed 365 days from enrollment in CARE and/or date of release from a residential facility (whichever came later).

The Texas Juvenile Justice Department (TJJD) produced a sample of youth ($N = 433$) to be used as a control group for youth referred by TJJD. This sample included all youth released from a residential facility to parole in Bexar County between July 1, 2007 and December 31, 2009. The control group provided by BCJP ($N = 3,765$) included youth released from detention or a residential facility in Bexar County between July 1, 2008 and December 31, 2009.

Because of the large control groups provided by TJJD and BCJP, the evaluators decided to generate a smaller random sample for the analyses. SPSS (version 20) was used to generate the random sample, which was weighted proportionately to the CARE sample based upon the referring agency (BCJP or TJJD). A total control sample of 600 was used to ensure sufficient power for the analysis. A total of 150 (25 percent) of the youth were extracted from the TJJD sample, and 450 (75 percent) subjects were included from the group provided by BCJP.

After generating the random sample, duplicate cases were found to exist within the sample. When duplicate subject numbers were encountered, only the first documented subject

number (based upon release date) was used. Subsequent subject numbers for youth in the random sample were removed from the control-group data. In generating the random sample, the TJJD control group had eight such incidents, while the sample taken from the BCJP data set had 29 cases. Additionally, cases in the random sample that were found to consist of youth released after November 31, 2009 were removed due to the potential for overlap with youth admitted to CARE. In the random sample of TJJD youth, five cases were removed, while 19 cases from the BCJP control were purged. There were six cases in the BCJP control sample with missing DPS data. These cases were removed from the final control sample.

After making the various adjustments, 137 (25.7 percent) TJJD youth and 396 (74.3 percent) BCJP youth were included in the final control sample. Thus, there were 533 youth in the total control sample. Table 3 provides a descriptive overview of both the CARE and control groups in the one-year portion of the evaluation.

Table 3: Demographics of CARE and Control Youth in the One-Year Analysis

		Percentage	Number of Cases	Total
<i>One-year analysis</i>				
	CARE sample	37.3%	317	
	Control sample	62.7%	533	
				850
<i>Referral Source (CARE)</i>				
	TJJD	29.7%	94	
	BCJP	70.3%	223	
				317
<i>Referral Source (Control)</i>				
	TJJD	25.7%	137	
	BCJP	74.3%	396	
				533
<i>Gender (CARE)</i>				
	Male	78.2%	248	
	Female	21.7%	69	
				317

(continued)

Table 3 (continued): Demographics of CARE and Control Youth in the One-Year Analysis

		Percentage	Number of Cases	Total
<i>Gender (Control)</i>				
	Male	81.6%	435	
	Female	18.4%	98	
				533
<i>Race/Ethnicity (CARE)</i>				
	Hispanic	75.4%	239	
	African American	12.3%	39	
	Caucasian	9.5%	30	
	Other	2.8%	9	
				317
<i>Race/Ethnicity (Control)</i>				
	Hispanic	71.5%	381	
	African American	17.6%	94	
	Caucasian	10.5%	56	
	Other	0.4%	2	
				533
<i>Age (CARE)</i>				
	Mean (<i>SD</i>)	16.5 (1.061)		
<i>Age (Control)</i>				
	Mean (<i>SD</i>)	16.2 (1.382)		

Table 3 shows that the CARE and control groups are relatively similar in referral source, gender, race/ethnicity, and age. As shown in Table 4, the types of instant offenses for the CARE and control groups are roughly similar as well. However, CARE youth had slightly more instant property offending (a difference of 5.4 percent) and drug offending (a difference of 1.3 percent) than the control group, while the control group had slightly more instant violent offending (a difference of 3.3 percent) and “other” offending (a difference of 4.7 percent).

Table 4: Instant Offense Types for CARE and Control Groups

	Violent	Property	Drug	Other	Unknown	Total
<i>CARE</i>	88 (27.8%)	100 (31.5%)	66 (20.8%)	59 (18.6%)	4 (1.3%)	317
<i>Control</i>	166 (31.1%)	139 (26.1%)	104 (19.5%)	124 (23.3%)	0 (0%)	533

As presented in Table 5, the youth in the CARE sample have a proportionately greater number of prior arrests than the youth in the control group. The control group has proportionately more first-time or one-time offenders than the CARE group. The CARE sample has proportionately more offenders with 2-5 prior arrests.

Table 5: Number of Prior Arrests for CARE and Control Groups

	0-1	2-3	4-5	6-7	8-9	Total
<i>CARE</i>	142 (44.8%)	122 (38.5%)	41 (12.9%)	9 (2.8%)	3 (1.0%)	317
<i>Control</i>	300 (56.3%)	172 (32.3%)	44 (8.3%)	14 (2.6%)	3 (0.5%)	533

One-Year Multiple Logistic Regression Analyses of Differences in Recidivism

Taking into account the relatively similar demographic composition of the CARE and control samples, and the differences in criminal histories, the evaluation turns next to a series of multiple logistic regression models that were estimated to compare the differences in the odds of recidivism between the two samples. The outcome measure of recidivism is dichotomous (0 = no recidivism and 1 = recidivism). The primary predictor variable is also dichotomous (0 = CARE youth and 1 = control youth). Other predictor variables that might be associated with recidivism include: gender, age, race/ethnicity, prior arrests, and type of instant offense (see e.g., Hiller, Knight, & Simpson, 1999). Gender was dummy coded with 0's for females and 1's for males. Race/ethnicity was coded 0 for non-Hispanic and 1 for Hispanic. Three dummy

variables were constructed for type of instant offense (violent, property, and drug offending with 0 = no and 1 = yes). "Other" offending was the omitted instant offense. Age is a continuous variable with its calculation based upon the date that a youth was admitted to the program (CARE sample) and/or the youth's date of release (control sample). The number of prior arrests is also a continuous variable, and the intercept in the models is the expected value for the outcome variable when all of the predictor variables are equal to zero. Multiple logistic regression analysis is ideal for this evaluation, since other analytical techniques tend to impose questionable assumptions when estimating dichotomous outcomes (Peng & So, 2002).

As shown in Table 6, three different logistic regression models were estimated to determine the odds of recidivism. The first model was based on all CARE and control youth and estimated the odds of recidivism for youth in the control sample against the CARE youth. Models 2 and 3 disaggregated the samples by referral source. The logistic regression model in the TJJD disaggregate (Model 2) estimates the odds of recidivism for TJJD youth in the control sample against TJJD youth in CARE. Model 3 compared the odds of recidivism for BCJP youth in the control sample versus those in the CARE group.

The odds ratios in Table 6 offer an intuitive interpretation of the relative likelihood that a CARE youth will recidivate as compared to a control youth. An odds ratio of 1 for "Control Group" would suggest that the likelihood (odds) of recidivism is equal for the CARE and control samples. Since "Control Group" is dummy coded as 1, and youth in the CARE sample are coded as 0, an odds ratio greater than 1 would suggest that there is a greater likelihood of recidivism among youth in the control sample. An odds ratio value of less than 1 would suggest the opposite, that there is a greater likelihood of recidivism among youth in CARE.

Table 6: Logistic Regression Models of Recidivism

Predictor	Model 1 Full Model for CARE and Control Group (n=850)				Model 2 Disaggregated Model of TJJ Youth (n=231)				Model 3 Disaggregated Model of BCJP Youth (n=619)			
	B	SE	Odds Ratio	p	B	SE	Odds Ratio	p	B	SE	Odds Ratio	p
Intercept	-2.093	.987	1.23	.034								
Control Group	.053	.149	1.054	.723								
Gender (Males)	.580	.187	1.787	.002								
Age	.082	.058	1.086	.157								
Race/Eth. (Hispanic)	.002	.160	1.002	.990								
Prior Arrest	.189	.047	1.208	<.001								
Violent	-.355	.200	.701	.077								
Property	.106	.201	1.112	.597								
Drug	-.302	.218	.739	.167								
$\chi^2_{df=3}$		50.073		<.001								
Intercept					.286	2.788	1.331	.918				
Control Group					.628	.296	1.874	.034				
Gender (Males)					1.111	.494	3.038	.024				
Age					-.118	.154	.888	.442				
Race/Eth. (Hispanic)					.663	.327	1.941	.043				
Prior Arrest					.202	.087	1.224	.021				
Violent					-.735	.402	.480	.068				
Property					.027	.391	1.028	.945				
Drug					-.280	.449	.756	.534				
$\chi^2_{df=3}$				28.627 <.001								
Intercept									-1.859	1.212	.156	.125
Control Group									-.171	.175	.843	.328
Gender (Males)									.483	.206	1.621	.019
Age									.087	.072	1.090	.230
Race/Eth. (Hispanic)									-.211	.186	.810	.257
Prior Arrest									.174	.058	1.190	.003
Violent									-.212	.236	.809	.368
Property									.109	.240	1.115	.649
Drug									-.278	.257	.757	.279
$\chi^2_{df=3}$				28.137 <.001								

The results for Model 1 in Table 6 suggest that there is a slightly greater likelihood of recidivism for youth in the control sample. Specifically, the odds of recidivism for youth in the control sample increase by a factor of 1.054 (relative to the odds of the CARE sample, holding constant the other variables in the model). However, the odds ratio in Model 1 for “Control Group” is not statistically significant when the alpha level is set at .05. As a result, the null hypothesis cannot be rejected, since the difference in the odds of recidivism between the control and CARE samples is not significantly different from zero.

Although the other predictor variables in Model 1 are much less important to this evaluation than the “Control Group” variable, it warrants mentioning that males have a significantly greater likelihood of recidivism than females (odds ratio 1.787; $p = .002$), and the number of prior arrests is positively related to the likelihood of recidivism (odds ratio 1.208; $p < .001$). For every unit increase in the number of prior arrests, the odds of recidivism increases by a factor of 1.208 or 20.8 percent.

The estimated values in Model 2 (CARE and control youth referred by TJJD) provide some interesting results not revealed in the logistic regression analysis for Model 1. The most notable statistic is the estimated value for “Control Group.” The odds ratio of 1.874 indicates that youth in the control sample are 1.874 (or about 2) times more likely to recidivate than CARE youth, and the difference in the odds is statistically significant. Observe that the coefficients for “Gender,” “Hispanic,” and “Prior Arrest” also are significant and greater than 1, suggesting that the odds of recidivism are greater for males (than females), and Hispanics (than non-Hispanics). The coefficient for “Prior Arrest” suggests that for every one unit increase in the number of prior arrests, the odds of recidivism increase by a factor of 1.224 or 22.4 percent.

The final estimated multiple logistic regression model (Model 3) pertains to the effects of the various predictor variables for youth in the CARE and control samples who came from BCJP. Unlike the results for Model 2, the odds of recidivism for youth in the control sample are not significantly different from the odds for youth in the CARE group. However, there are still significant effects for “Gender” and “Prior Arrest.”

Survival Analysis for the CARE and Control Groups

This section reports the results of survival analyses to highlight recidivism differences between the CARE and control groups (Cox, 1972). It is important to note that the tables in this section treat one year as 360 days, unlike the previous analysis where one year equaled 365 days. This was done to simplify the intervals in the survival models so they represent 30-day periods (approximately one month) over the course of one year.

Table 7 shows that there are 317 youth from CARE and 533 youth in the control sample entering the first 30-day interval. A total of 14 juveniles from CARE and 15 control youth recidivated during that interval. This resulted in survival rates of 96 percent and 97 percent for the respective samples after the first month. A total of 166 CARE youth and 294 control juveniles entered the final 30-day interval without having recidivated. The CARE sample had four recidivists during this period, while the control sample had 15. Hence, there was a 51 percent one-year survival rate for the CARE youth and virtually the same one-year survival rate for the control youth (52 percent). Consequently, when referral source is ignored, there is virtually no difference in the recidivism rates of the two samples.

Table 7: Survival Rates for Youth in CARE and Control Group Over One Year

Time in Days	CARE Youth			Control Youth		
	Number of Youth	Number of Recidivists	Portion Surviving	Number of Youth	Number of Recidivists	Portion Surviving
0-30	317	14	96%	533	15	97%
31-60	303	16	91%	518	39	90%
61-90	287	13	86%	479	29	84%
91-120	274	20	80%	450	20	81%
121-150	254	22	73%	430	24	76%
151-180	232	13	69%	406	27	71%
181-210	219	15	64%	379	19	68%
211-240	204	11	61%	360	24	63%
241-270	193	9	58%	336	13	61%
271-300	184	13	54%	323	11	59%
301-330	171	5	52%	312	18	55%
331-360	166	4	51%	294	15	52%

The logistic regression analysis revealed that there was a significant effect of group membership (control group versus CARE group) on the likelihood of recidivism among youth who had been referred by TJJD. The findings in Table 8 are consistent with that analysis.

Table 8: Survival Rates for TJJD Youth in CARE and Control Over One Year

Time in Days	CARE Youth			Control		
	Number of Youth	Number of Recidivists	Portion Surviving	Number of Youth	Number of Recidivists	Portion Surviving
0-30	94	4	96%	137	5	96%
31-60	90	3	93%	132	16	85%
61-90	87	5	87%	116	10	77%
91-120	82	4	83%	106	5	74%
121-150	78	6	77%	101	7	69%
151-180	72	3	73%	94	11	61%
181-210	69	8	65%	83	3	58%
211-240	61	2	63%	80	6	54%
241-270	59	5	57%	74	5	50%
271-300	54	4	53%	69	5	47%
301-330	50	0	53%	64	7	42%
331-360	50	2	51%	57	7	36%

The overall results in Table 8 demonstrate that while the CARE youth referred by TJJD had a one-year survival rate of 51 percent (a 49 percent recidivism rate), the survival rate for youth in the control group was only 36 percent (a recidivism rate of 64 percent).

The final survival analysis reported in Table 9 pertains to youth from BCJP. At the end of 360 days, the control sample of BCJP youth had a 58 percent survival rate (a 42 percent recidivism rate) and the CARE youth referred by BCJP had a survival rate of 51 percent (recidivism rate of 49 percent). As revealed in the multiple logistic regression analysis, the difference between the two samples was not statistically significant.

Table 9: Survival Rates for BCJP Youth in CARE and Control Over One Year

Time in Days	CARE Youth			Control		
	Number of Youth	Number of Recidivists	Portion Surviving	Number of Youth	Number of Recidivists	Portion Surviving
0-30	223	10	96%	396	10	97%
31-60	213	13	90%	386	23	92%
61-90	200	8	86%	363	19	87%
91-120	192	16	79%	344	15	83%
121-150	176	16	72%	329	17	79%
151-180	160	10	67%	312	16	75%
181-210	150	7	64%	296	16	71%
211-240	143	9	60%	280	18	66%
241-270	134	4	58%	262	8	64%
271-300	130	9	54%	254	6	63%
301-330	121	5	52%	248	11	60%
331-360	116	2	51%	237	8	58%

Six-Month Recidivism Comparison

In discussions involving the evaluators and TJJD officials concerning the criteria to be used in determining recidivism, it was agreed that an in-group analysis would be conducted to estimate if CARE was more effective in reducing recidivism after the program had been in operation for some period of time, as compared to when it first began providing services. This

analysis involves two cohorts of youth admitted to CARE and their respective rates of reoffending over two separate six-month periods.

The first cohort was comprised of all youth admitted to the program between March 1, 2010 and September 1, 2010. The second cohort was made up of all youth admitted to CARE between January 1, 2011 and June 1, 2011. The recidivism rates for the youth in both samples were examined over a 180-day period starting from individual enrollment dates. Table 10 reports the results from a survival analyses for the first and second cohorts over a 180 day timeframe.

Table 10: Comparison of First and Second Cohorts of Youth

Days from Enrollment	Total Number of Youth	Number of Recidivist	Portion Recidivating	Cumulative Surviving
<i>First 6 Months</i>				
0-30	231	9	3.9%	96.1%
31-60	222	13	5.6%	90.5%
61-90	209	9	3.9%	86.6%
91-120	200	14	6.1%	80.5%
121-150	186	18	7.8%	72.7%
151-180	168	11	4.8%	67.9%
<i>Last 6 Months</i>				
0-30	109	5	4.6%	95.4%
31-60	104	5	4.6%	90.8%
61-90	99	7	6.4%	84.4%
91-120	92	7	6.4%	78.0%
121-150	85	5	4.6%	73.4%
151-180	80	4	3.7%	69.7%

As shown in Table 10, 231 youth met the criteria for inclusion in the first six-month cohort, while 109 youth were eligible for the second cohort. After 180 days, 67.9 percent of the first cohort of youth, and 69.7 percent of the last cohort had yet to recidivate. There is less than a two percent difference in the recidivism rates of the two cohorts, suggesting that CARE did not become more effective in reducing recidivism over time.

Discussion

The current evaluation provides an outside objective assessment of the Children's Aftercare Re-Entry Experience (CARE). Its main purpose was to analyze the overall effectiveness of CARE by comparing the recidivism rates of youth enrolled in the program over the course of a year with a control group supplied to the evaluators by TJJJ and BCJP. A variety of descriptive statistics were reported, and several statistical models were estimated to gauge the differences between the recidivism rates of the youth in CARE and the control group. Several interesting and useful conclusions were derived through the evaluation.

The first pertains to the results from the combined model of the CARE and control youth. The logistic regression analysis suggests that there is no significant difference in the rates of recidivism for the control and CARE offenders. This finding is supported by the survival analysis which found that approximately 51 percent of the youth from CARE and 52 percent of the control group had not recidivated by the end of the one-year evaluation. These findings, if viewed singularly, do little to suggest that the treatment provided by CARE was working to reduce recidivism.

When breaking the full model apart to evaluate the youth admitted into CARE via BCJP, interesting results for these youth were identified as well. Youth in the BCJP control sample had lower rates of recidivism over the course of one year (42%) when compared to the CARE group of offenders (49%). However, the differences in recidivism were not statistically significant in the logistic regression model.

Perhaps the most interesting finding from this evaluation relates to the results from the disaggregated model that examined the TJJJ youth in both the CARE and control groups. The logistic regression model used to estimate differences between the treatment and control groups

for these offenders produced an odds ratio value of 1.874, which suggests that the odds of recidivating for youth in the control group were roughly 87.4 percent higher than the odds of recidivism for TJJD youth from CARE. This finding is further substantiated by the results from the survival analysis where 51 percent of the youth in the CARE sample had not reoffended over the course of one year, while only 36 percent of the control sample had not. Taking the totality of these values into account, it would be justified to conclude that CARE reduced recidivism for youth admitted into the program by TJJD.

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GANG INTERVENTION TREATMENT RE-ENTRY DEVELOPMENT FOR YOUTH (GITREDY)

A REPORT ON THE FIRST YEAR OF IMPLEMENTATION



Kathleen A. Fox, Ph.D.
Vincent J. Webb, Ph.D.
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A Report Prepared by the
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March 2012

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Table of Contents

EXECUTIVE SUMMARY.....	v
INTRODUCTION	1
PROGRAM BACKGROUND	1
THE GITREDY PROGRAM MODEL	2
Comprehensive Assessments.....	2
Individualized Case Planning.....	2
GitRedy Program Services.....	3
Project Management	4
GOALS AND OBJECTIVES OF THE GITREDY PROGRAM MODEL	4
EVALUATION DESIGN	6
Comprehensive re-entry plan data	6
Treatment plan data	7
Official arrest records.....	7
Design Limitations	7
PROCESS EVALUATION FINDINGS	8
Implementation of Services	8
Program Successes, Challenges, and Recommendations of Key Personnel.....	17
Program Successes	18
Program Challenges.....	19
Youth-Specific Challenges.....	20
Key Personnel Recommendations	21
IMPACT EVALUATION.....	22
SUMMARY AND CONCLUSIONS.....	23
NEXT STEPS FOR FUTURE GITREADY LIKE GANG PROGRAMS	24
REFERENCES	25
APPENDIX A: Key Personnel Interview Questions	26
APPENDIX B: TJJJ Services and Included Service Codes.....	27
APPENDIX C: Service Dosage Among Incarcerated and Released GitRedy and Comparison Youth	29

List of Tables and Figures

Table 1. Descriptive Statistics for Priority 1 and 2 youth	8
Table 2. Special re-entry needs among GitRedy and comparison youth	9
Table 3. Number of GitRedy and comparison youth incarcerated and re-entered community	11
Table 4. Mean weeks incarcerated among GitRedy and comparison youth.....	11
Table 5. Summary of objective goals and outcomes	12
Table 7. Number of types of services received among Priority 1 and 2 youth.	14
Table 8. Mean weeks of vocational service by incarceration and gang status.....	14
Table 9. Mean weeks of substance abuse treatment by incarceration and gang status	14
Table 10. Mean weeks of educational services by incarceration and gang status.....	15
Table 11. Mean weeks of mental health treatment services by incarceration and gang status....	15
Table 12. Mean weeks of sex offender treatment by incarceration and gang status	15
Table 13. Mean weeks of violent behavior treatment by incarceration and gang status.....	15
Table 14. Mean weeks of Aggression Replacement Training (ART [®]) by incarceration and gang status	16
Table 15. Mean weeks of anti-gang training by incarceration and gang status	16
Table 16. Mean weeks of Intensive Therapeutic Case Management (ITCM) services by incarceration and gang status	16
Table 17. Mean weeks of mentoring services by incarceration and gang status.....	17
Table 18. Mean weeks of Functional Family Therapy (FFT [®]) services by incarceration and gang status	17
Table 19. Percent of youth receiving vocational services	29
Table 20. Number of youth used to calculate percent receiving vocational services.....	29
Table 21. Mean number of weeks among only youth receiving vocational services.....	29
Table 22. Number of youth used to calculate the mean number of weeks for vocational services	29
Table 23. Percent of youth receiving substance abuse treatment	30
Table 24. Number of youth used to calculate percent receiving substance abuse treatment	30
Table 25. Mean number of weeks among only youth receiving substance abuse treatment	30
Table 26. Number of youth used to calculate the mean number of weeks for substance abuse treatment.....	30
Table 27. Percent of youth receiving educational services.....	31
Table 28. Number of youth used to calculate percent receiving educational services	31
Table 29. Mean number of weeks among only youth receiving educational services	31
Table 30. Number of youth used to calculate the mean number of weeks for educational services.....	31
Table 31. Percent of youth receiving mental health treatment.....	32
Table 32. Number of youth used to calculate percent receiving mental health treatment	32

Table 33. Mean number of weeks among only youth receiving mental health treatment	32
Table 34. Number of youth used to calculate the mean number of weeks for mental health treatment.....	32
Table 35. Percent of youth receiving sex offender treatment	33
Table 36. Number of youth used to calculate percent receiving sex offender treatment.....	33
Table 37. Mean number of weeks among only youth receiving sex offender treatment.....	33
Table 38. Number of youth used to calculate the mean number of weeks for sex offender treatment	33
Table 39. Percent of youth receiving violent behavior treatment.....	34
Table 40. Number of youth used to calculate percent receiving violent behavior treatment.....	34
Table 41. Mean number of weeks among only youth receiving violent behavior treatment.....	34
Table 42. Number of youth used to calculate the mean number of weeks for violent behavior treatment	34
Table 43. Percent of youth receiving ART®	35
Table 44. Number of youth used to calculate percent receiving ART®	35
Table 45. Mean number of weeks among only youth receiving ART®	35
Table 46. Number of youth used to calculate the mean number of weeks for ART®	35
Table 47. Percent of youth receiving anti-gang training.....	36
Table 48. Number of youth used to calculate percent receiving anti-gang training.....	36
Table 49. Mean number of weeks among only youth receiving anti-gang training.....	36
Table 50. Number of youth used to calculate the mean number of weeks for anti-gang training	36
Table 51. Percent of youth receiving ITCM.....	37
Table 52. Number of youth used to calculate percent receiving ITCM.....	37
Table 53. Mean number of weeks among only youth receiving ITCM	37
Table 54. Number of youth used to calculate the mean number of weeks for ITCM.....	37
Table 55. Percent of youth receiving mentoring services.....	38
Table 56. Number of youth used to calculate percent receiving mentoring services.....	38
Table 57. Mean number of weeks among only youth receiving mentoring services	38
Table 58. Number of youth used to calculate the mean number of weeks for mentoring services.....	38
Table 59. Percent of youth receiving FFT®	39
Table 60. Number of youth used to calculate percent receiving FFT®	39
Table 61. Mean number of weeks among only youth receiving FFT®	39
Table 62. Number of youth used to calculate the mean number of weeks for FFT®	39
Figure 1. Survival analysis showing rearrests among GitRedy and comparison gang youth	23

EXECUTIVE SUMMARY

In October 2010, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) awarded the Texas Juvenile Justice Department (TJJD) a grant, which was financially matched by TJJD to develop and implement the Gang Intervention Treatment: Re-Entry Development for Youth (GitRedy) initiative. This document serves as the evaluation report of the first year of the GitRedy initiative, which began January 2011.

The purpose of the GitRedy initiative is to provide culturally competent, family-focused, re-entry services to gang-involved youth between ages 13 and 19 who will be returning to Harris County (e.g., Houston, Texas) from TJJD facilities. The design called for eligible youth to be identified at intake for the purpose of developing community reintegration plans for youth and their families. GitRedy services were designed to target the individual treatment needs for each youth; and were based on each individual's "priority." Based on the program's protocol youth would be eligible to participate in a variety of services, depending upon their priority, including: Aggression Replacement Training[®], Intensive Therapeutic Case Management, Functional Family Therapy[®], mental health and substance abuse services, counseling, gang education and intervention programming, workforce development, employability assistance, mentoring, and tattoo removal.

The process-oriented goals and objectives of the GitRedy initiative focus on ensuring early identification of the target population (Goal 1), preparing youth for re-entry while incarcerated in TJJD facilities (Goal 2), and providing youth with services both pre-release and post-release (Goals 3, 4, and 5). The impact-oriented goal of the GitRedy initiative aimed to reduce recidivism among participants (Goal 6).

For the purposes of this evaluation goals and objectives were examined using TJJD official data for each youth. Additionally, interviews with key personnel were conducted in an effort to gain a better understanding of the successes, challenges, and recommendations from those on the "front lines" of the initiative.

Although TJJD staff faced many obstacles (including restructuring from the original Texas Youth Commission agency to the Texas Juvenile Justice Department), the agency met or exceeded most of its process-oriented goals. The results also suggest a successful impact on the rearrest rates for program youth. Our evaluation results showed that GitRedy youth were significantly less likely to be rearrested than the comparison gang youth. Details regarding the process implementation of the GitRedy initiative are provided, along with a discussion of the program's successes, challenges, and recommendations for future gang-related programs.

INTRODUCTION

The purpose of this report is to present the results of an evaluation of the Gang Intervention Treatment: Re-Entry Development for Youth (GitRedy) initiative. The program was established in October 2010 after the Texas Juvenile Justice Department (TJJD) was the recipient of a grant by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The project was created with the intent that culturally competent, family-focused, re-entry services be provided to gang-involved youth between ages 13 and 19 who will be returning to Harris County (e.g., Houston, Texas) from TJJD facilities. This report examines the organizational structure and operational strategies used by the TJJD to implement GitRedy during its first year of operation. It also provides information on recidivism rates among program youth during this period.

This report is divided into four sections. The first section provides details on the background of the GitRedy program including, an overview of the program and the proposed services that were to be offered to youth and their families through the program. The second section of the report provides findings with respect to the process evaluation, which includes a thorough description of participants, services provided to participants, and program fidelity for the first year of the program. The third section of the report provides findings with respect to the impact evaluation, which includes a description of rearrests among GitRedy youth who have been released from custody. The fourth section presents recommendations for the future of the GitRedy initiative, based on the process and impact evaluation results.

PROGRAM BACKGROUND

Over the past several years the Texas Legislature and the TJJD have emphasized the importance of the transition from confinement, to parole, and then release from supervision and their impact on rehabilitation and recidivism (Houston District Office, 2010: p. 3). There are several important reasons for policymaker's interest in prisoner re-entry. One important reason is that the price of incarceration is high. For example, the Vera Institute recently estimated that in fiscal year 2010 incarceration cost the citizens of Texas about \$3.3 billion a year. This amounted to about \$21,390 a year per inmate (Vera Institute, 2012). Another important reason policymaker's interest in prisoner re-entry has increased is that a burgeoning body of literature has shown that offenders in general, and gang members in particular, who return to their neighborhoods after confinement are at especially high risk of re-offending. By increasing attention on those who re-enter, and those who are at especially high risk for re-offending, such as gang members, might not only reduce the costs of prisons, but might also increase public safety.

Gang member re-entry, however, poses special challenges to practitioners and policymakers. First, when compared to other offenders gang members are exposed to a larger number of risk factors that are associated with recidivism. Examples of these risk factors include lack of education, family instability, poor employment and/or vocational skills, and lack of housing. Second, many gang members are embedded in a social structure that is more committed to criminality, and perhaps provides more opportunity for illicit sources of income, when compared to other offenders (Bureau of Justice Assistance, 2012). As a means of addressing this issue the TJJD applied for, and was subsequently awarded, a grant as part of the Second Chance Act, from

the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to develop and implement the Gang Intervention Treatment: Re-Entry Development for Youth (GitRedy) initiative.

THE GITREDY PROGRAM MODEL

The GitRedy program model called for gang involved eligible youth to be identified at intake into residential facilities. Staff worked with gang involved youth and their families to develop community reintegration plans based on the individual needs of each youth. GitRedy services were designed to target the treatment needs and service intensity for each gang involved youth based on their institutionally defined status. All gang involved youth who were incarcerated in TJJJ facilities beginning in January 2011 were eligible to participate in the GitRedy initiative.

Comprehensive Assessments

The program called for the case manager to develop the first assessment at least seven days after the initial Multi-Disciplinary Team meeting for each youth. The assessment identifies the risk and protective factors of the youth and their risk for re-offending post release. It also identifies their service needs related to education, vocation, physical health, mental health, substance use, and trauma. At this time staff are to contact each individual's family and orient them about the program. The model called for each youth to be re-assessed every 90 days (or following a significant event) during their commitment to TJJJ (Houston District Office, 2010: p. 6).

In addition to the comprehensive assessments, youth were identified as either Priority 1 or Priority 2. Those youth who were required by a TJJJ internal release review panel to extend their minimum length of stay were classified as Priority 1. All other youth (e.g., those who earned their release on time) were classified as Priority 2. Youth sentences were extended by an internal review panel for a number of reasons, which must be based upon "clear and convincing evidence" that the youth is in need of additional rehabilitation and that keeping the youth incarcerated is the most appropriate environment for receiving additional treatment (TJJJ §§245.101 - 245.104). Some of these reasons included aggressive/assaultive behavior, additional treatment needs, and involvement in illegal behavior.

Individualized Case Planning

The program model also called for GitRedy staff to incorporate the risk and protective factors identified through the comprehensive assessment into an individual case plan. The case plan is to be updated approximately every 30 days while the youth is institutionalized, and is to take into consideration the development of the youth within the institution. Approximately 120 days prior to the youth's release, a Community Re-Entry Plan for Transition (CRP-T) is to be developed by the case manager along with the multi-disciplinary team. This plan is based on risk and protective factors, as well as services needed, that can influence the youth's return to the community. It often includes planning related to housing assistance, family counseling, educational and vocational training, trauma counseling, and drug treatment (Houston District Office, 2010: p. 6). Additionally, each plan includes a strategy to minimize the risks associated with gang membership and gang related activities upon reintegration into the community. Post-release, the individual was re-assessed approximately every 30 days.

GitRedy Program Services

Pre-Release Services. For the purposes of the GitRedy initiative, both Priority 1 and Priority 2 youth were to receive pre-release services that included Aggression Replacement Training® (ART®) and programming that relied on the state's gang intervention and education curriculum. Those who did not receive ART® or the gang intervention curriculum prior to release were required to receive these services post-release.

Aggression Replacement Training® (ART®) is a 10 week program designed to modify the behavior of aggressive youth. It is formed by three primary components: (1) "Skillstreaming," or "Structured Learning Training" that encourages youth to understand and embrace socialization skills that will replace their aggressive responses to external impulses; (2) "Anger Control Training" aims to help identify the triggers of anger; and (3) "Moral Education" which promotes the adoption of moral standards embraced by the community (Glick & Goldstein, 1987). Priority 1 and Priority 2 youth are eligible for ART® if they have committed at least three assaults (based on their behavior in TJJD).

Gang intervention programming encourages youth to understand the reasons why they joined a gang, analyze the costs and benefits of being a member of a gang, and develop a support network outside of the gang which will work as their support within the community if they decide to leave the gang. Components of the eight week program include cognitive life skills training and individual counseling sessions. Completion of the program requires attendance, homework submission, completion of pre- and post-testing and participation in the scheduled activities, but it does not require public renunciation of the gang.

Additionally, based on the individual needs of each youth, the GitRedy program provides a number of other services including: educational and vocational training, medical treatment, mental health services, gang intervention, and sex offender treatment.

Post-Release Services. Post release both Priority 1 and 2 youth are eligible to receive Functional Family Therapy®. Functional Family Therapy (FFT®) is an intervention and prevention program that incorporates clinical theory and experience into a family-based treatment model (Sexton & Alexander, 2000). By encouraging the participation of family members into the program, FFT® aims to enhance the youth's self-respect within the family nucleus, focusing on the understanding that positive and negative behaviors influence and are influenced by family relations (Sexton & Alexander, 2000). FFT® is divided into three intervention phases. First, the engagement and motivation phase focuses on establishing credibility with the youth by creating a sense of interest and hope within the family. Second, the behavior change phase aims at creating coping mechanisms to avoid specific negative behavior. Finally, the generalization phase promotes applying the knowledge acquired in therapy to specific situations in hopes of modifying deteriorated family relationships (Barnoski, 2004). On average, FFT® includes between eight to twelve sessions for Priority 1 and 2 youth.

Once again, based on the individual needs of each youth, the GitRedy program offers a variety of miscellaneous services including: mentoring, tattoo removal, vocational training, educational training, anti-gang programming, mental health services, and sex offender treatment.

The only difference in service provision between Priority 1 and 2 youth was that Priority 1 youth were eligible to participate in Intensive Therapeutic Case Management (ITCM). ITCM aims to provide individualized case planning to help youth address special needs that have been identified through evaluations. While ITCM is designed to help youth develop alternate methods of problem resolution, it is also intended to help families create support structures for the youth. Examples of specific services offered via ITCM include intensive therapeutic care, services for behavioral health that include alcohol and substance abuse, academic counseling, mentoring, gang intervention, and workforce development.

Project Management

The OJJDP award project period began October 2010, and GitRedy services were initiated in January 2011. TJJD provided the overall project coordination, coordinated re-entry services and support, and the administrative infrastructure for the project. A gang intervention team project coordinator was hired for the purpose of managing the project and monitoring daily activities. They were responsible for client care and personnel and budget issues. They were also responsible for grant related reports, and worked with all of the contractors to ensure quality of services provided to clients. A gang intervention specialist was also hired for the purpose of leading the re-entry team. They were responsible for coordinating services with the family, serving as a liaison between the institutions and the re-entry team, and ensuring that services were in place for the youth prior to the release to the community. The gang intervention team project coordinator and the gang intervention specialist were responsible for implementing and maintaining an early identification system to determine the youth eligible for GitRedy services and to track youths' progress with specified services.

Two independent service providers were contracted to provide specific services for the GitRedy youth. VisionQuest provided FFT[®] services and Youth Advocate Program, Inc. provided ART[®] and ITCM services to GitRedy youth. After youth were released they were assigned a TJJD parole officer who was responsible for ensuring the youth participated in the needed services (e.g., ART[®], ITCM, FFT[®]).

GOALS AND OBJECTIVES OF THE GITREDEY PROGRAM MODEL

The Texas Juvenile Justice Department (TJJD) proposed that the GitRedy initiative provide "culturally competent, family focused re-entry services to youths ages 13-19 with documented, self-reported, or suspected gang involvement returning to Harris County from secure correctional facilities" (Houston District Office, 2010: p10). The proposed project outlined the following goals and objectives.

Goal 1 Ensure early identification of the target population.

- Objective 1.1 Provide each youth with a valid comprehensive, culturally competent assessment at intake that identifies their risk and protective factors.
- Objective 1.2 Begin re-entry planning at intake, taking into special consideration any special needs the youth and family may have.

Goal 2 Provide incarcerated youth and their families comprehensive and coordinated re-entry planning.

- Objective 2.1 In partnership with the youth, youth's family, TJJD staff, and others selected by the family, design the youth's treatment plan based on youth's risk, needs, and protective factors.
- Objective 2.2 Identify, resolve, and regularly review special re-entry-related concerns.
- Objective 2.3 Throughout the youth's placement, empower youth with the needed skills and supports to develop a personal reintegration plan at intake and to continually review and modify that plan from entry to re-entry.

Goal 3 Provide targeted gang involved juvenile parolees returning to Harris County comprehensive, culturally competent, gang intervention treatment and support services needed to reduce the risk of recidivism.

- Objective 3.1 The Gang Intervention Specialist, Project Coordinator, Re-entry Team members, and parole officers will be trained in the intensive case management approach of System of Care.
- Objective 3.2 The parole officers will be trained in Aggression Replacement Training® curriculum.
- Objective 3.3 Approximately 240 youth annually returning to Harris County will participate in the TJJD GitRedy program.
- Objective 3.4 Approximately 67 youth returning to Harris County and their families will receive care coordination through the intensive case management services model.
- Objective 3.5 Approximately 60 youth will receive TJJD funded evidence-based Functional Family Therapy®.
- Objective 3.6 Approximately 180 youth will receive Aggression Replacement Training® annually.

Goal 4 Provide youth and families with the skills, strengths, and resources to sustain their success.

- Objective 4.1 TJJD will help families access and use a variety of traditional and non-traditional services, supports, and resources to assist in sustaining their success after participation and completion of the GitRedy program.
- Objective 4.2 The proposed service delivery approach will be permeable and will allow families to access follow-up services for "booster shots" if needed to sustain their success.

Goal 5 TJJD and community partners will develop and enhance the collaborative relationships necessary to sustain the GitRedy program.

- Objective 5.1 Parole staff trained in systems of care and cultural competency will continue to use those skills in coordinating services for target population youth.

Objective 5.2 Data will be collected and analyzed to assess the quality of services provided.

Goal 6 Participation in GitRedy will lower youths' involvement with crime.

Objective 6.1 Youth who participate in GitRedy will recidivate less than gang youth who did not participate in the initiative.

EVALUATION DESIGN

We relied on the following evaluation strategy for the first year of the GitRedy program. First, a process evaluation was used to assess the implementation of the program and its fidelity to the original program design. The process evaluation was largely focused on whether the program was meeting its goals and objectives as outlined above. The types of data collected for the process evaluation included: (1) interview data, (2) re-entry plan data, and (3) treatment plan data. Second, an impact evaluation was used to examine the effectiveness of the program on desired outcomes. Specifically, we examine recidivism among program participants following re-entry.

Interviews

Interviews with nine key personnel were conducted toward the conclusion of the first year of the initiative (February, 2012). A series of open-ended questions were asked of TJJJ staff who were substantially involved with the GitRedy initiative, including parole officers, family liaisons, and other administrative staff (see Appendix A for a list of the interview questions). These individuals were handpicked by a TJJJ point of contact to answer a series of questions regarding the implementation of GitRedy and its services. The interviews allowed key personnel to provide information about the functioning of GitRedy and their perceptions of its efficacy. As a result of the interview process, it was possible to identify the primary components of the program that were considered successful by the staff, while also allowing the identification of challenges GitRedy has faced. The participants shared information referent to the challenges the youth encounter when participating in the program and obstacles they come upon when they completed the program, as well as recommendations on how to improve GitRedy.

Each interviewee was contacted individually initially via e-mail and then via phone call by the research team, who explained the purpose of the interview and invited the respondent to participate. Respondents were assured that their participation was voluntary, that they would receive no penalties or rewards for participation or nonparticipation, and that their responses would remain confidential. Key personnel who agreed to participate in the interview signed and returned an informed consent form to the research team prior to the interview. Each interview typically lasted between 30 to 60 minutes. In the end, we approached 11 key stakeholders and nine agreed to be interviewed. Each respondent held a strategic position within TJJJ, and was directly involved in the GitRedy program either as a parole supervisor, dormitory supervisor, area specialist, or served in an administrative capacity.

Comprehensive re-entry plan data

Data were collected from each program youth's comprehensive re-entry plan by staff. At intake, youth were asked by staff to answer a series of questions related to their behavior and

beliefs on several domains (e.g., topical areas), including school status, vocational training, alcohol/drug history, etc. Within the risk and protective factors, TJJD captured both static domains (constant risk and protective factors) and dynamic domains (variable risk and protective factors). Given that the static domains do not change, analyses were restricted to the dynamic domains in an effort to examine changes over time.

Treatment plan data

Originally, we had planned on examining a statistically representative sample of treatment plans for program youth. However, we were unable to do so given the large amount of qualitative data within each file (each file was typically 15-20 pages of notes), and the large number of program participants. In addition because of the sensitive information contained in each plan, human subject protection required that TJJD staff redact sensitive information which was extremely labor intensive and time consuming, and edacting a statistically robust sample was beyond the scope of the evaluation budget. So to gather some information on the contents of treatment plans the plans for 15 GitRedy youth were randomly selected to be examined by the research team. Readers are cautioned to keep in mind that findings from the review of treatment plans are not based on a statistically robust sample and are not necessarily representative of the larger population of GitRedy youth.

The treatment plans identified specific risk and protective factors for each youth based on seven domains related to (1) self, (2) attitudes, behaviors, aggression, and skills, (3) family, (4) school, (5) peers/community, (6) leisure activities, and (7) work/vocational development. One of the 15 youth treatment plans examined was a unique case given that the youth was in a private program due to a brain injury.

Official arrest records

We examined recidivism through official arrest data. These data were obtained from TJJD and featured all arrest dates (through January 2012) for each youth who had been released from custody. After re-entry from TJJD facilities, we examine rearrests among GitRedy youth and a comparison group of youth.

Design Limitations

Although we believe that the evaluation design utilized for the first year of GitRedy is sufficiently robust, it does have limitations. First, with regard to impact findings, since the design does not meet the criteria of a Randomized Control Trial, we are unable to completely rule out rival explanations for impact evaluation findings. A stronger design would have randomly assigned youth to the GitRedy (treatment) and control groups. Second, our impact findings were limited to the analysis of official data. As a consequence, we were unable to determine the degree to which individual change was the result of changes in official reporting behavior. A stronger research design would have included self-report data Third, and as previously noted, we were only able to review a small sample of treatment plans, which limits the ability to make inferences to the larger population of GitRedy program youth. However, this limitation will be addressed in the evaluation of the second year of the GitRedy program operation.

PROCESS EVALUATION FINDINGS

A process evaluation offers an assessment of the way in which the program has been implemented, and it assesses the fidelity of the program implementation relative to the program as originally planned. In addition it assesses the extent to which a program is meeting its goals and objective relative to delivering intended services. The process evaluation described in this report gauges the extent to which the GitRedy initiative is reaching its intended target population and meeting its service/treatment goals.

Implementation of Services

In total, 289 youth participated in the GitRedy program (see Table 1) between January 2011 and January 2012. Among the 289 GitRedy participants, 100 (35%) were classified as Priority 1 (meaning the length of stay was extended by the review board) and 189 (65%) were Priority 2 (meaning youth earned their release on-time). The vast majority of the program participants were male (95%), with Priority 1 youth being significantly less likely to be male (92%) than Priority 2 youth (97%). In terms of ethnic composition, 51% of participants were black, 43% were Hispanic, 5% were white, and 1% was from another ethnic group. As seen in Table 1, while Priority 1 youth were more likely to be black, Priority 2 youth were more likely to be Hispanic. About 12% of program participants were not U.S. citizens. This varied slightly by youth classification with 8% of Priority 1 youth not being U.S. citizens, and 15% of Priority 2 youth not being U.S. citizens. Few of the youth in the program had received their high school diploma or general educational development (GED). About 20% of youth in the GitRedy program were incarcerated for a violent offense. This varied, however, by classification. Priority 2 youth (26%) were significantly more likely to be incarcerated for a violent offense compared to Priority 1 youth (8%).

Table 1. Descriptive Statistics for Priority 1 and 2 youth

	All GitRedy youth (n = 289; 100%)	Priority 1 youth (n = 100; 35%)	Priority 2 youth (n = 189; 65%)
Sex**			
Male	275 (95%)	92 (92%)	183 (97%)
Female	14 (5%)	8 (8%)	6 (3%)
Race***			
White	14 (5%)	4 (4%)	10 (5%)
Black	148 (51%)	65 (65%)	83 (44%)
Hispanic	123 (43%)	30 (30%)	93 (49%)
Other	4 (1%)	1 (1%)	3 (2%)
Citizenship			
United States	253 (88%)	92 (92%)	161 (85%)
Mexico	24 (8%)	6 (6%)	18 (10%)
Other	12 (4%)	2 (2%)	10 (5%)
Earned high school diploma	3 (1%)	1 (1%)	2 (2%)
Earned general educational development (GED)*	59 (20%)	16 (16%)	43 (23%)
Incarcerated for violent offense***	57 (20%)	8 (8%)	49 (26%)

Note: Asterisks indicate significant differences between Priority 1 and 2 youth.

*** p < .001; ** p < .01; * p < .05

The following section examines the various program outcomes resulting from program implementation efforts.

Goal 1. Ensure early identification of the target population

Objective 1.1. Provide each youth with an assessment at intake

Examination of the comprehensive re-entry plans (R-PACT) for all GitRedy youth revealed that all GitRedy youth were assessed and risk and protective factors were identified. For example, GitRedy youth comprehensive re-entry plans contained measures of a variety of risk and protective factors, including: employability, alcohol and drug abuse, aggression, performance on program supervised tasks, mental health, behaviors and attitudes, and techniques for controlling aggression. Based on the data contained in the comprehensive re-entry plans among GitRedy youth, we conclude successful completion of this objective.

Objective 1.2. Re-entry planning should take special needs into consideration

The analysis of the R-PACT data indicated that special re-entry related concerns were identified at intake (see Table 2). We found that very few GitRedy youth required sex offender registration (about 2%); similarly, few comparison gang youth required sex offender registration (4%). Only one program youth was determined to be mentally retarded (which was less than 1% of the GitRedy youth) and only 1% of the comparison group was administratively defined as mentally retarded. Citizenship concerns were among the most prevalent special issues related to re-entry. While 253 program youth were US citizens, 36 (12%) were non-US citizens (e.g., 24 youth were Mexico citizens and another 12 youth were citizens of other countries). Similarly, 50 of the comparison gang youth (8%) were non-US citizens. This impacted the initiative given that non-US citizens were ineligible for some of the GitRedy services (e.g., employment-related). Overall, relatively few of these specific special needs were observed among GitRedy youth, and there were no significant differences between the program and comparison youth.

Table 2. Special re-entry needs among GitRedy and comparison youth

	GitRedy youth (n = 289)	Comparison youth (n = 659)
Sex offender registration required	7 (2%)	29 (4%)
Mental retardation	1 (.3%)	4 (1%)
Non-US citizens	36 (12%)	50 (8%)

Note: No significant differences emerged between GitRedy and comparison youth.

Goal 2. Provide comprehensive and coordinated re-entry planning

Objective 2.1. Design treatment plans

The GitRedy initiative called for treatment plans to be completed for all GitRedy youth. Our review of a small sample of the treatment plans indicated that they were created based on the youth's comprehensive re-entry plan which featured their youth's unique needs, risk factors, and protective factors. We found that among the treatment plans examined most of them

featured an impressive number of risk and protective factors, which indicated that the staff went to great effort to create thorough treatment plans. Among the 14 youth treatment plans reviewed (excluding the special case file, mentioned earlier), the number of protective factors listed on treatment plans ranged from 2 to 86 and the average number of protective factors per youth was 37. Furthermore, risk factors ranged from 3 to 51 and the average number of risk factors identified per youth was 19. Within each domain, specific goals were listed in addition to a description of how the goal was to be achieved and how often the youth was to engage in the action to reach the goal. For example, one youth listed a personal goal to maintain a drug-free and alcohol-free lifestyle. To achieve this goal, the youth agreed to play basketball when experiencing temptation to use drugs or alcohol on an "as needed" basis. Furthermore, the youth agreed to avoid situations on a daily basis where drinking and substance abuse occurs.

Objective 2.2. Identify, resolve, and regularly review special re-entry-related concerns

Youth treatment plans were examined for special re-entry-related concerns that might impact their successful re-entry into the community. Special re-entry-related concerns were relatively rare among the GitRedy youth. As noted earlier, only seven youth required sex offender registration and one youth was determined to be mentally retarded. Given that these special re-entry concerns were such rare events, none of these issues were observed in the 15 youth treatment files examined. Although we were unable to conduct a more direct examination of this objective, the qualitative information provided in the treatment plans outlines specific goals and methods of reaching goals for each specific re-entry-related concern. The comprehensive attention to all other risk and protective factors in the treatment plans suggests similar treatment when special re-entry-related concerns do arise.

Objective 2.3. Continually review and modify the plan from entry to re-entry

This objective was measured by examining the extent to which the youths' treatment plans were regularly updated from entry to re-entry. Among the 15 treatment plans randomly selected, updates occurred frequently and were updated between 2 and 24 times, with an average of 15 updates for each youth. Based on the relatively high number of updates to the youths' treatment plans, we concluded that staff have been continuously reviewing and modifying plans throughout the youth's placement.

Goal 3. Upon re-entry provide treatment and support services

Table 3 presents the number of GitRedy and comparison youth who were incarcerated and who had re-entered the Houston community as of January 2012. Of the 289 program youth who had entered into GitRedy program, 93 (32%) have re-entered their community and 196 youth were still incarcerated. The comparison youth reflect four groups of youth, including those who had re-entered the community and were non-gang members ($n = 298$) and gang members ($n = 130$), and youth who were still incarcerated and were non-gang members ($n = 200$) and gang members ($n = 31$). Dropouts represent youth who were enrolled in the GitRedy initiative, but was unavailable to receive any program services (e.g., generally due to being classified as "absconded" status). Table 4 shows the mean number of weeks GitRedy and comparison youth were incarcerated in TJJ facilities. On average, GitRedy youth who had re-entered the community were incarcerated two weeks less than the gang comparison youth who had re-

entered the community (133.87 versus 135.66 weeks, respectively). Among youth who were still incarcerated, GitRedy youth were in custody for an average of 106.4 weeks compared to 270 weeks among the gang comparison youth. Below we discuss the extent to which TJJJ has met objectives they set for the first year of programming.

Table 3. Number of GitRedy and comparison youth incarcerated and re-entered community

	Re-entered community		Still Incarcerated		Total
	Non-gang member	Gang member	Non-gang member	Gang member	
GitRedy youth	0	93	0	196	289
Comparison youth	298	130	200	31	659
Dropouts	2	17	0	13	32
Total	300	240	200	240	980

Table 4. Mean weeks incarcerated among GitRedy and comparison youth

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	133.87	0	106.4	0	115.23
Comparison Youth	133.33	135.66	132.5	270	133	161.53
Dropouts	28.5	167.29	0	224.5	28.5	192.1
Total	132.6	137.19	132.5	133.94	132.58	135.56

Objective 3.1. Staff trained on the intensive case management approach of Systems of Care.

An attendance sheet with participant signatures served as documentation that staff received Systems of Care training. The documentation confirmed that the Gang Intervention Specialist, Project Coordinator/Re-entry Specialist, Houston District Office Re-entry Team members, and parole officers received Systems of Care training on March 30, 2011 (7 hour session) and March 31, 2011 (4 hour session) through Harris County Systems of Hope. Among the 24 staff members who were the intended recipients of Systems of Care training, 22 staff members participated and completed the training.

Objective 3.2. Parole officers trained in Aggression Replacement Training® curriculum.

Official records documenting the attendance (including participant signatures) of the Aggression Replacement Training® curriculum were examined, which confirmed completion of this objective. Personal communication with TJJJ project staff (February 3, 2012), also confirmed that the remaining three parole officers and the gang intervention specialist received the 40-hour ART® training in January 2011. Additionally, four intensive therapeutic case manager contract employees providing ITCM services received ART® training.

Objective 3.3. Approximately 240 youth participate in the TJJG GitRedy program.

Official data were obtained to assess the number of youth participating in the GitRedy program. As previously noted, a total of 289 youth participated in the GitRedy program. Among the GitRedy participants, 100 (35%) were classified as Priority 1 (e.g., review panel extended the youth's length of stay in residential facilities) and 189 (65%) were classified as Priority 2 (e.g., youth who earned their release on-time). Of the 289 program youth, 93 (32%) were released from the facilities and on parole.

Objective 3.4. Approximately 67 youth and their families receive care coordination through the Intensive Case Management Services Model.

Among the 289 GitRedy youth, 49 youth (17%) participated in ITCM. All participants in ITCM were Priority 1 youth. The number of GitRedy youth enrolled in ITCM (n = 49) is a close approximation to the anticipated number of participants (n = 67). Of the 49 program participants, 24 (49%) successfully completed ITCM services.

Objective 3.5. Approximately 60 youth will receive TJJG funded evidence-based Functional Family Therapy^o.

Among the 289 GitRedy youth, 66 youth (23%) participated in FFT^o. Of the 66 FFT^o participants, 21 youth (32%) were Priority 1 and 45 youth (68%) were Priority 2. Of the 66 program participants, 28 (42%) successfully completed FFT^o services.

Objective 3.6. Approximately 180 youth will receive Aggression Replacement Training[®] annually.

Among the 289 GitRedy youth, 128 youth (44%) participated in ART[®]. Of the 128 ART[®] participants, 61 youth (48%) were Priority 1 and 67 youth (52%) were Priority 2. Fewer GitRedy youth participated in ART[®] (n = 128) than expected (n = 180) due to service-related challenges discussed below, including the requirement of a minimum number of participants needed to host sessions and program youth obtaining transportation to attend sessions. Of the 128 program participants, 89 (70%) successfully completed ART[®] services.

Table 5. Summary of objective goals and outcomes

Objective	Program Goal	# Participated	# Completed
3.1: # staff trained in Systems of Care	24	22	22
3.2: Parole officers trained in ART [®]	12	12	12
3.3: # youth participating in GitRedy	240	289	Ongoing
3.4: # youth receiving ITCM	67	49	24
3.5: # youth receiving FFT ^o	60	66	28
3.6: # youth receiving ART [®]	180	128	89

Goal 4. Provide youth and families with the skills, strengths, and resources to sustain their success.

Objective 4.1. TJJG will help families access and use a variety of traditional and non-traditional services, supports, and resources to assist in sustaining their success after participation and completion of the GitRedy program.

Table 6 shows the results of the analysis on services received by the GitRedy program. GitRedy youth received a wide variety of services, including substance abuse treatment (n = 184; 64%), vocational training (n = 116; 40%), educational training (n = 171; 59%), mental health counseling (n = 156; 54%), sex offender treatment (n = 25; 9%), mentoring (n = 121; 42%), tattoo removal (n = 3; 1%), anti-gang programming (n = 289; 100%), and violent behavior treatment (n = 47; 16%). As expected, Priority 1 youth were more likely to receive various services than Priority 2 youth. Specifically, the analysis showed that Priority 1 youth were significantly more likely to receive the following services: ITCM, ART[®], substance abuse treatment, mental health counseling, sex offender treatment, mentoring, and violent behavior treatment.

Table 6. Participation in services among Priority 1 and 2 youth

Service	All GitRedy youth (n = 289; 100%)	Priority 1 youth (n = 100; 35%)	Priority 2 youth (n = 189; 65%)
ITCM***	49 (17%)	49 (49%)	0 (0%)
FFT [®]	66 (23%)	21 (21%)	45 (24%)
ART****	128 (44%)	61 (61%)	67 (35%)
Substance abuse treatment*	184 (64%)	68 (68%)	116 (61%)
Vocational training	116 (40%)	36 (36%)	80 (42%)
Educational training	171 (59%)	63 (63%)	108 (57%)
Mental health counseling***	156 (54%)	71 (71%)	85 (45%)
Sex offender treatment***	25 (9%)	17 (17%)	8 (4%)
Mentoring***	121 (42%)	63 (63%)	58 (31%)
Tattoo removal	3 (1%)	1 (1%)	2 (1%)
Anti-gang programming	289 (100%)	100 (100%)	189 (100%)
Violent behavior treatment**	47 (16%)	21 (21%)	26 (14%)

Note: Asterisks indicate significant differences between Priority 1 and 2 youth.
 *** p < .001; ** p < .01; * p < .05

Objective 4.2. The proposed service delivery approach will be permeable and will allow families to access follow-up services for “booster shots” if needed to sustain their success.

The majority of Priority 1 and Priority 2 youth participated in multiple follow-up services (see Table 7). In fact, participating in only one or two types of services was rare for GitRedy youth (see Appendix B for the types of service categories). On average, program youth participated in a mean (average) of nearly 5 types of services (median of 5 and mode of 4 services). Among all GitRedy youth, 74% participated in four or more types of services. Table 7 shows that there were substantial differences between the number of types of services provided to Priority 1 and 2 youth. Specifically, 91% of Priority 1 youth received four or more services compared to 76% of Priority 2 participants.

Table 7. Number of types of services received among Priority 1 and 2 youth.

Number of service	All GitRedy youth (n = 289; 100%)	Priority 1 youth (n = 100; 35%)	Priority 2 youth (n = 189; 65%)
1 service	10 (4%)	0 (0%)	10 (5%)
2 services	24 (8%)	2 (2%)	22 (2%)
3 services	40 (14%)	7 (7%)	33 (17%)
4 services	64 (22%)	19 (19%)	45 (24%)
5 services	52 (18%)	14 (14%)	38 (20%)
6 services	54 (19%)	25 (25%)	29 (15%)
7 services	27 (9%)	18 (18%)	9 (5%)
8 services	14 (5%)	11 (11%)	3 (2%)
9 services	4 (1%)	4 (4%)	0 (0%)

The amount of time that each type of service was delivered is presented in Tables 8 through 18 below. The tables provide the mean number of weeks that each group received each type of service (e.g., incarcerated GitRedy youth, released GitRedy youth, incarcerated comparison gang and non-gang youth, and released comparison gang and non-gang youth). GitRedy youth received more weeks of service for many types of services compared to the other groups of youth, including vocational services, educational services, ART®, anti-gang training, ITCM (exclusively provided to GitRedy youth), and mentoring.

Table 8. Mean weeks of vocational service by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	21.70	0	17.00	0	18.51
Comparison Youth	10.59	12.32	13.41	11.16	11.73	12.10
Dropouts	0	20.59	0	19.69	0	20.20
Total	10.52	16.54	13.41	16.39	11.68	16.47

Table 9. Mean weeks of substance abuse treatment by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	10.20	0	7.62	0	8.45
Comparison Youth	7.35	4.35	10.18	4.03	8.49	4.29
Dropouts	0	4.00	0	9.38	0	6.33
Total	7.30	6.60	10.18	8.58	8.45	6.93

Table 10. Mean weeks of educational services by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	10.33	0	14.98	0	13.48
Comparison youth	7.10	6.22	13.28	3.65	9.58	5.72
Dropouts	14.50	1.82	0	4.62	14.50	3.03
Total	7.15	7.50	13.28	12.95	9.60	10.23

Table 11. Mean weeks of mental health treatment services by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	25.24	0	25.70	0	25.55
Comparison youth	20.02	11.82	26.47	23.92	22.61	10.98
Dropouts	0	8.41	0	20.31	0	13.57
Total	19.89	16.77	26.47	23.05	22.52	19.91

Table 12. Mean weeks of sex offender treatment by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	3.83	0	3.21	0	3.41
Comparison youth	10.45	1.40	8.11	0.13	9.51	1.16
Dropouts	6.50	0.06	0	0.38	6.50	0.20
Total	10.42	2.25	8.11	2.66	9.50	2.45

Table 13. Mean weeks of violent behavior treatment by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	8.38	0	1.79	0	3.91
Comparison youth	2.37	3.45	4.47	3.61	3.21	3.54
Dropouts	0	0	0	6.77	0	2.93
Total	2.35	5.12	4.47	2.29	3.20	3.70

Table 14. Mean weeks of Aggression Replacement Training (ART®) by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	4.34	0	5.51	0	5.13
Comparison youth	1.30	0.45	3.81	0	2.31	0.36
Dropouts	0	0.82	0	2.08	0	1.37
Total	1.29	1.98	3.81	4.61	2.30	3.30

Table 15. Mean weeks of anti-gang training by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	1.28	0	1.27	0	1.27
Comparison youth	0.24	0.08	0.25	0	0.24	0.07
Dropouts	0	0	0	0	0	0
Total	0.24	0.54	0.25	1.04	0.24	0.79

Table 16. Mean weeks of Intensive Therapeutic Case Management (ITCM) services by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	3.19	0	2.17	0	2.50
Comparison youth	0	0	0	0	0	0
Dropouts	0	0	0	0	0	0
Total	0	1.24	0	1.77	0	1.51

Table 17. Mean weeks of mentoring services by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	11.53	0	9.34	0	10.04
Comparison youth	7.92	4.12	6.71	2.68	7.43	3.84
Dropouts	0	8.29	0	9.23	0	8.70
Total	7.86	7.29	6.71	8.48	7.40	7.88

Table 18. Mean weeks of Functional Family Therapy (FFT[®]) services by incarceration and gang status

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	3.99	0	2.34	0	2.87
Comparison youth	1.09	0.17	2.50	0.68	1.65	0.27
Dropouts	0	0.18	0	0	0	0.10
Total	1.08	1.65	2.50	2.00	1.65	1.82

Appendix C presents additional information regarding mean weeks of service among incarcerated and released gang and non-gang youth. For each type of service, additional tables in Appendix C feature the (1) percentage of youth receiving each service type, (2) number of youth used to calculate percent receiving each service type, (3) mean number of weeks among only youth receiving each service type, and (4) number of youth used to calculate the mean number of weeks for each service type.

Goal 5. TJJD and community partners will develop and enhance the collaborative relationships necessary to sustain the GitRedy program.

Objective 5.1. Parole staff trained in systems of care and cultural competency will continue to use those skills in coordinating services for target population youth.

Assessment of this objective indicated that a continuation of services were offered to youth based on their specific risk and protective factors post-release. Examining youth files (C-PACT database) indicated successful completion of this objective, given that youth participated in a variety of services (see Objective 4.2 above) based on the risk and protective factors that were assessed and considered by TJJD after youth reentered the community.

Program Successes, Challenges, and Recommendations of Key Personnel

The following provides the results of our analyses with respect to the GitRedy successes and challenges as experienced by TJJD key personnel, as well as their recommendations for

future related programming. The successes, challenges, and recommendations described here represent many of the “lessons learned” from the first year of program implementation. The information provided below consists of the qualitative data collected based on interviews with key personnel.

Program Successes

Key personnel were asked a series of questions in reference to what they considered to be the most successful aspects of the GitRedy program (See Appendix A for the list of interview questions). Each participant was able to identify specific achievements of the program, as well as areas that have already been improved (e.g., virtual education program). The majority of the respondents expressed their satisfaction with the planning of GitRedy and praised the accomplishments and success of the program and staff. The general perception among the key personnel was that the components of the GitRedy program work. Many of the key personnel explained that each service included in the original grant proposal has been implemented and has resulted in beneficial outcomes, mostly because each component addressed “real identified problems.” One individual stated that “there really hasn’t been any piece of the program that we sat back and thought ‘we really need to snuff this off.’” This sentiment was representative of the majority of the key personnel, who also agreed that the clearest successes of the GitRedy program centered on tattoo removal, ITCM, and FFT[®].

As part of the GitRedy grant, tattoo removal became a priority for the staff. The grant allowed for the establishment of a tattoo clinic for the GitRedy youth that allowed for the removal of all tattoos, but was primarily aimed at eliminating gang identifiers. The team was able to purchase a tattoo removal machine, which is currently operated by trained volunteers. Key personnel were optimistic that if the funding for this service was cut in the future the service would continue to be provided because this aspect of the program had been institutionalized and volunteers could operate the tattoo removal. Although some staff indicated that it was sometimes difficult for some of the youth to show up for their scheduled appointments, the staff believed that the tattoo removal clinic was a major success.

Key personnel also believed that ITCM was a crucial component of the GitRedy program. Respondents stated that one of the many benefits of ITCM was that many agencies do not necessarily have the resources to continue with intensive care independently, and ITCM provided individual care based on “hands-on experience.” Key personnel acknowledged that parole officers often cannot afford the time needed to care for each youth on an individual basis. ITCM aided parole officers by assigning case managers to monitor each youth, thus having been identified as a “key resource” for the GitRedy program. By assigning case managers, ITCM helped the youth “get back into school [and] helps them with their principals, peers, and family members.”

FFT[®] was also recognized as a successful component of GitRedy by key personnel. The respondents appreciated that FFT[®] engaged entire families, and not just the individual youth. One of the participants stated that “if you want to create change, you have to create it beyond the individual youth; you need everybody on board when the kid is transitioning into the community.” One of interviewees explained how a youth with many behavioral problems

transitioned from almost unmanageable rebellion into a respectful student as a result of participating on FFT[®] and other GitRedy services. Multiple key personnel stated that FFT[®] worked very well when combined with ART[®], but “one cannot do well without the other” and there has to be accountability and communication from management for the program to work.

Program Challenges

Although almost every interviewee expressed satisfaction with the program, a variety of obstacles were identified as challenges for the GitRedy program. The lack of available means of transportation to and from the centers, employment eligibility, support from the facilities, and some administrative issues were recognized as difficulties.

Employment eligibility was noted by some key personnel as a program challenge. The number of youth who are successfully employed only reflects a percentage of the youths who are eligible for employment, so the number of employed youth will be a conservative estimation of the youths reaching the goal. One key stakeholder suggested that a way of measuring this in the future would be to gauge participation in activities other than employment (e.g., attending school, vocational training, attending therapy sessions, or enrollment in GED courses).

The elimination of TJJD positions during the transition from TYC to TJJD also resulted in some challenges to program deliverables. For example, the community relations coordinator position was eliminated, and this position was instrumental for recruiting the mentors for the GitRedy youth. Key personnel believed that the position eliminations were due to budget cuts (and the merger of TYC to TJJD), which has negatively impacted the delivery of program services.

Although the tattoo removal system garnered much support from the key personnel, they also identified challenges related to this service. When the GitRedy grant application was written, the team had planned on purchasing an infrared coagulator for tattoo removal purposes. The operation of that device required specialized training, available in only one location in Texas. From the time of the grant application the individual responsible for instruction had stopped conducting training on the use of infrared coagulators and no other qualified replacements within the state were available. At that time, laser tattoo removal was too expensive and was not a cost-effective option. However, a staff member who had worked with the agency was able to find laser tattoo removal equipment and TJJD was able to purchase it at an affordable price. Interviewees indicated that as a consequence of these setbacks, as well as the need for youth to return multiple times to complete the removal of one tattoo, the full potential of this service has not yet been realized.

Transportation was also identified by many of the key personnel as a primary concern for the success of GitRedy. Communication with the youth revealed that their lack of transportation often prevented them from participating in services. One interviewee said: “if they [youth] don’t have a vehicle of their own it can take them hours to get to the office; if they have a vehicle they need to pay for gas.” Given the transportation challenges, TJJD later recognized the problem and offered youth bus passes during the second phase of the program.

Buy-in among staff (e.g., parole officers, case managers) was also identified as a challenge for the GitRedy initiative. Some key personnel believed that the lack of participation from the

officers was due to their unfamiliarity with the program. By extension, key personnel noted a lack of communication between the case managers and the youth, which created a "horrible cycle, because they get transferred [to a different case manager] each time they get into trouble, so it leads to more negative behavior. The kids should be assigned to a specific case manager instead of just the dorm."

In addition to the lack of interest from some staff, key personnel also recognized a lack of interest in GitRedy services among the youth. According to these key personnel, some of the program youth were frustrated by their involvement with the criminal justice system and exhibited no desire to participate in the program. As one key personnel pointed out, some services cannot "hook the kids" because the services require effort and motivation on behalf of youth. Although TJJJ offers services designed to help youth, some youth view the services as punishment rather than as opportunities to improve their lives.

Related, buy-in among families of the youth in GitRedy presented obstacles for the program. Many of the families did not have the time or the means to support the youths who were receiving services. One interviewee explained that "sometimes we have a little overkill because we provide so many services" and numerous services can present challenges for scheduling the services around the family's agenda. One key personnel stated, "you give a dysfunctional family so many things to do that they don't do them as well as you would like them to." Given the many responsibilities and requirements assigned to the youth and their families, some key personnel recognized the importance of not overwhelming the participants. Although efforts have been made to schedule all the services in a manner that allows the families and the youths to travel as little as possible, transportation remains a major challenge for GitRedy youth and families.

For some services, such as ART®, a minimum number of youth were required to attend for the session to take place. Some youth received ART® at the institutional level whereas others enrolled after release. As a result, it became difficult to enroll enough youths to conduct the ART® sessions in the community.

The citizenship status of program youth was an issue repeatedly identified by key personnel as a challenge for the GitRedy initiative. Due to their immigration status, some youth were ineligible for certain services such as receiving birth certificates or state identification cards. Because these youth cannot obtain a social security card, they were ineligible to become lawfully employed. One participant mentioned that efforts had been made to link the families of some youth with immigration attorneys for consultation in hopes of finding a solution to their problem; however, the respondent acknowledged that "there's a lot of red tape and a lot of times the families can't get through it."

Youth-Specific Challenges

Despite the services offered by the GitRedy initiative, the youth continued to face challenges when they returned to their community. Many of the youth faced difficult situations when they returned to their neighborhood. Some of their family members were members of a gang, some of their peers continued to participate in delinquency, sometimes they struggled to find lawful employment, and sometimes they encountered difficulties attending the services. The following

highlights some of the additional challenges faced by the GitRedy youth when returning to their community, as noted by key personnel.

Returning to school was identified as one of the primary problems faced by youth upon release from TJJD. Key personnel acknowledged that returning to the academic environment was difficult because it often re-exposed youth to gang activity. Additionally, transportation to school was a challenge for many youth. One key stakeholder said: “it’s a matter of time and transportation, getting where they need to be when they need to be there.” Also youth had to take the bus and travel through rival gang neighborhoods to arrive at school. As noted by key personnel, this places youth at risk of victimization and may have lead some participants to lose interest in school or even dropout. In an effort to encourage youth to attend school, program youth were provided incentives for attendance, such as reducing their parole time. Key personnel reported noticeable differences in the amount of youth attending the sessions as a result of these incentives.

Youth face additional challenges upon re-entry as a result of returning to the environment where they lived prior to incarceration. As one interviewee pointed out, youth who return to their neighborhoods face an “identity crisis” because they need to “figure out who they are and what they’re gonna be known as” in their neighborhood. Although they have attended the GitRedy program, the youth return to their neighborhood where they socialize with peers that might be a negative influence. While the GitRedy program attempts to steer the youth away from those groups, it is likely that youth resocialize with their friends or “homeboys.” An interviewee emphasized this challenge by stating:

“How do you get away from a gang that has protected you from other bad guys? You get locked up for a year and you come out, you’re supposed to be tougher, how can you get away from your boys? In other words, the streets claim them.”

Family interaction was also discussed by stakeholders as a major challenge to the program youth returning to their community. Youth’s family, friends, and the gang culture do not necessarily change while the youth is in the program, and family gang involvement was identified as one of the many challenges for GitRedy youth. Often times if the family had ties to a gang, they refused to participate in GitRedy services, thus making re-entry more challenging for the youth. Even if the family did not have ties to a gang, many families did not provide support for the youth. Since the youths have a history of negative behavior, convincing the family to give them another chance has been a significant obstacle. Some family members did not believe that the youth had changed, or that the youth was capable of changing, and therefore some parents refused to participate in counseling, FFT[®], and other GitRedy services.

Key Personnel Recommendations

Based on their exposure to the GitRedy program, key personnel identified specific suggestions for improving services in the future. The following recommendations highlight the importance of increasing focus on certain services (e.g., mentoring), improving relationships with the family of the youth, and modifying some of the services provided in the GitRedy program. While some of the suggestions presented below require minor modifications to existing programming, others would entail a substantial amount of change.

Many of the key personnel recommended improvements to the mentoring program to make it more effective. One participant recommended hiring paid mentors rather than relying upon volunteers. Additional funding for mentoring would allow mentors to engage youth in beneficial activities, such as attending movies, exploring museums, or eating at restaurants. If paid mentors are not a viable option, then key personnel recommended that a stipend for the mentors be available to promote a wider variety of activities with the youth and to cover simple expenses like gas or bus fares. As a last resort, if additional funding is unavailable for mentoring, key personnel suggested partnering with an agency that already engaged in mentoring. This would reduce the amount of work required by TJJD's screening process for approving mentors. For example, TJJD prevents individuals with criminal records from working with the youth, and many who volunteer to mentor youth have criminal records. Working with another agency to find mentors would offer pre-screening.

Key personnel recommended beginning FFT[®] services prior to community re-entry. As a result of the challenges youth face when returning home, interviewees believed that beginning FFT[®] at the facility would diminish the stress to both the youth and the family. Because some of the FFT[®] facilities are at a distance from the place of residence of the youth's family, one key personnel pointed out that video conferencing has recently been utilized to "connect the kids with their families before they are released." Beginning FFT[®] before release would promote family reintegration at the facility and, from the staffs' perspective, doing so would have more positive outcomes for improving family relationships and reintegration.

Another recommendation by key personnel consisted of offering tattoo removal for youth incarcerated in TJJD instead of waiting until youth are released. Youth are typically incarcerated in TJJD facilities for an average of 12 months, which one key personnel said is "plenty of time to get the tattoos taken off [because] they are a captive audience." Key personnel pointed out that offering this service only after the youth is released on parole will considerably diminish the possibility of youth returning each month to have their tattoo removed. This may be especially true if youth are released from parole and have not completed the tattoo removal process. One interviewee stated: "If the kid didn't get the tattoo removed before, once they meet with their friends they won't do it."

IMPACT EVALUATION

The impact evaluation is an assessment of the changes or the effect of the program on clients' behavior. More specifically the GitRedy impact evaluation focuses on the effect of GitRedy on criminogenic behavior and whether gang youth who receive GitRedy services recidivate less than gang youth who did not.

Goal 6. Participation in GitRedy will lower youths' involvement with crime.

Objective 6.1. Youth who participate in GitRedy will recidivate less than gang youth who do not participate in the initiative.

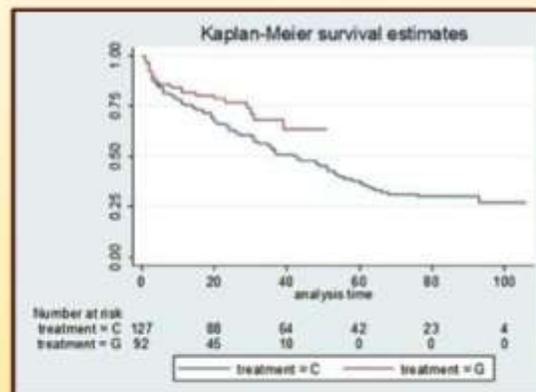
We examined official arrest data to compare GitRedy youth to the gang comparison youth. Results indicated that the proportion of released GitRedy youth who were rearrested (.26) was about 2.5 times less than the proportion of released gang youth in the comparison group

(.69). Similarly, GitRedy youths' mean number of rearrests (.55) was 4.3 times less than the gang comparison youth (2.38). However, those GitRedy youth who were rearrested, they were arrested within a shorter period of time after their release. On average, the time to arrest for those GitRedy youth who were rearrested was approximately 10 weeks (median = 4 weeks) whereas average time to arrest for the gang comparison youth was about 26 weeks post-release (median = 20.5 weeks).

However, the more important question relates to the rate of arrest at any time point while on the street. For example, if GitRedy youth are compared to the gang comparison youth four weeks post-release, how many of them will be rearrested? The following analysis presents the results using hazard models.

Figure 1 displays the survival analysis (Cox Hazard Model) for the time to rearrest among GitRedy and gang comparison youth who have re-entered the community. Controlling for the effects of age, length of incarceration, and number of prior arrests, the results indicated that GitRedy youth were significantly less likely to be rearrested. In fact, GitRedy youth were 50% less likely to be rearrested compared to the gang comparison youth. According to these estimates, within approximately 20 weeks approximately 70% of the gang comparison youth have not been arrested compared to about 80% of the GitRedy youth. Essentially, 20 weeks post-release, more GitRedy youth have "survived" the risk of arrest.

Figure 1. Survival analysis showing rearrests among GitRedy and comparison gang youth



SUMMARY AND CONCLUSIONS

During the first year of operation the GitRedy program appears to be providing the amount and types of services based on its original program goals. This report provides information on the extent to which the TJJD program met each of its goals and objectives. The goals and objectives primarily focused on ensuring early identification of the target population (Goal 1), preparing youth for re-entry while incarcerated in TJJD facilities (Goal 2), providing youth with services both pre-release and post-release (Goals 3, 4, and 5), and reducing recidivism (Goal 6).

Despite facing major organizational challenges (including complete restructuring of the agency), those who designed and implemented the GitRedy program succeeded in reaching almost all of its process-oriented goals. Although a more thorough evaluation of the impact of the GitRedy initiative over a longer period of time and with more youth was beyond the scope of this report, the results of the evaluation are promising for the future of the program.

Key personnel interviewed for this evaluation also believed that the GitRedy program had accomplished the majority of its original objectives. Some issues that arose throughout this first year of the initiative were resolved (e.g., tattoo removal). However, other challenges identified by the members of the staff continued to be an obstacle for the program and youth. After release, the presence of gangs in youths' neighborhood, school, and – perhaps most importantly – in the home, remain challenging for GitRedy youth. As one stakeholder pointed out, the program's goal is not to "rehabilitate the kids out of the gang," but to provide the youth with the necessary tools to understand that "the gang is not the only way."

NEXT STEPS FOR FUTURE GITREADY LIKE GANG PROGRAMS

The first year of the GitRedy initiative was an ambitious undertaking for TJJJ and offered many positive services designed to help gang-involved youth. As expected with the beginning of any program, the GitRedy initiative had some limitations in its design and implementation. Based on the lessons learned from the first year of the program, the following are offered as future recommendations for similar programs:

1. Standardize as many GitRedy services as possible to enable evaluation to determine whether services (collectively) work to assist gang youth with reintegration.
2. Develop additional resources needed to encourage and maintain family involvement in youth services.
3. Employ paid mentors or collaborate with an agency who can provide pre-screened and trained mentors for youth (per key personnel recommendation).
4. Begin FFT^o while youth are incarcerated to promote stronger family relationships upon release (per key personnel recommendation).
5. Begin tattoo removal services while youth are incarcerated to enable the removal of unwanted tattoos before seeking employment once released (per key personnel recommendation).
6. Focus on increasing completion rates among the goals and objectives that were not met.
7. Obtain funding for larger-scale evaluation of GitRedy to enable research team to conduct interviews with youth.
8. Examine the effects of GitRedy on specific outcomes related to desistance from delinquency/crime and departure from the gang.

9. Expand the GitRedy initiative services to include other facilities/locations within TJJD to examine the large-scale program effects.
10. Given that many of the program participants were non-US citizens, policymakers should consider the provision of alternative prosocial opportunities for these youth.

Overall, the evaluation of GitRedy indicates that the program has generally been successful and holds promise as a major strategy for the effective re-entry of gang-involved youth. Evaluation of GitRedy over a longer time period of operation will provide more robust outcomes and impact evidence that can be used in program related decision-making. It will also provide richer data for identifying characteristics of GitRedy youth are rearrested that can be used to make appropriate program placement and service adjustment for "higher risk" program participants.

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APPENDIX A: Key Personnel Interview Questions

INTRODUCTION: WE ARE INTERESTED IN YOUR EXPERIENCES WORKING WITH YOUTHS AND THE GANG INTERVENTION TREATMENT: RE-ENTRY DEVELOPMENT FOR YOUTH (GITREDY) PROGRAM. THE INFORMATION YOU PROVIDE WILL REMAIN CONFIDENTIAL, AND NO INFORMATION WILL BE GIVEN TO ANYONE THAT WILL IDENTIFY YOU.

1. From your perspective, can you explain to me what the GitRedy project is about?
2. What specific services do you spend time on that are related to the GitRedy program? About how many hours a day do you spend on each of the services? Can you describe a little about what you do related to these services? [e.g., Aggression Replacement Training, Functional Family Therapy, Gang Intervention Curriculum, Intensive Therapeutic Case Management, etc.]
3. Do you think the objectives of these services are being met for the GitRedy youth? What are the objectives? How are they being met, or not?
4. How many of the youth are completing the program/services? How many are successes and how many have failed? How do you measure success/failure in your programs?
5. How family-focused do you think the GitRedy services are? How much family involvement is there for the services you described?
6. If another organization were to start a GitRedy program and implement the services you provided, what would you recommend that they keep doing? In other words, what services do you think worked well for the GitRedy youth?
7. What changes would you recommend to the GitRedy program or services? What services were not as effective? What presented challenges to the success of the GitRedy services?
8. Overall, how effective do you think the GitRedy program and services have been?
9. Do you think that the services have resulted in the youth getting out of gangs, or reducing their gang ties? Why or why not?
10. Do you think that the services have helped the youth to stop committing crimes? Have the services prevented the youth from being rearrested and reincarcerated?
11. What are some problems or challenges that the GitRedy youth still face?
12. Is there anything else that you would like to share with me regarding the GitRedy program or services?

APPENDIX B: TJJD Services and Included Service Codes

Coding category	Included codes
Substance abuse treatment	Substance abuse-I10; Alcohol/other drug residential treatment; CDTP follow-up; CADAC counselor; Pretreatment; Alcohol/other drug short-term treatment; Alcohol/other drug intensive short-term; Supportive outpatient cd services; Alcohol/other drug aftercare; Alcohol/other drug psycho-educational support; Alcohol/other drug supportive services; Chemical dependency treatment orientation; RSAT funded program; Alcohol/other drug remediation program; Alcohol/other drug supportive residential; Alcohol/other drug contract treatment program; AOD individual counseling; Dallas DAYTOP; AOD court-ordered treatment; AOD alumni
Vocational training	Vocational training-o10; Vocational training; Job placement; Youth offender entry service welding program; Prison industry enhancement; American weld society; Automotive service excellence; Texas nursery association; Microsoft office specialist Servsafe certification; OSHA - 30 hours; C-tech; OSHA - 10 hours; Workforce development re-entry services; Care employment services; NCCER - core curriculum; NCCR carpentry level 1; NCCR carpentry level 2; NCCR welding level 1; NCCR mill & cabinet; American weld society (AWS); Automotive service excellence (ASE) a/c s; ASE suspension & alignment; ASE brakes; OSHA - 30 hrs; Texas nursery association (tnla); Microsoft word core; Microsoft word expert; Microsoft excel core; Microsoft excel expert; Microsoft powerpoint; Microsoft access; Microsoft office specialist; Servsafe certification (food protection); OSHA - 10hours; C-tech telecommunications; C-tech – copper; C-tech fiber optics; CSS computer service specialist; CST - computer service technician; MACS - mobile air conditioning service; A+ computer repair technician
Educational training	College program; Other educational services; College (non-residential); Technical institute; Project RIO; Navarro college courses; Specialized reading program; Care - education services

Coding category	Included codes
Mental health services	Pschiatric-p10; Emotional disturb aftercare; Emotional disturb residential; Emotionally disturbed treatment assessment; TCOMI services; Mental health support; North region general counseling; Court order application mental health services; Court ordered inpatient mental health services; Court ordered outpatient mental health services; Corsicana acute care unit; Psychological/psychiatric services; MHMR contracts; Trauma resolution treatment services; Trauma focused – cognitive behavioral therapy; Self-calm group; Psychiatric services; Psychological services; Mental health court-ordered treatment; Abuse/trauma treatment received – parole
Sex offender treatment	Sexual behavior individual counseling; Sex offender residential treatment program; SOTP follow-up; Sex offender short-term treatment service; Sex offender aftercare treatment services; Psycho-sexual educational supplemental services; Deviant arousal group; Sex offender treatment orientation; Sex offender remediation program; Sex offender contract residential treatment; Sex offender court-ordered treatment; SBTP alumni
Violent behavior treatment	Capital offender residential treatment program; COTP – caseworker; Capital offender short-term treatment services; Capital offender aftercare treatment services; Capital offender treatment orientation; Capital offender treatment assessment; Capital/serious viol offender remediation; Capital offender post - treatment service; Anger management supplemental group; Aggression management program; C&SVOTP/ART® alumni
Anti-gang services	Gang member program; Gang residential treatment; Gang supplemental treatment; GitRedy re-entry gang intervention; Gang program; Gang court-ordered treatment; Gang treatment residential; Gang treatment intervention
Tattoo removal	Voluntary tattoo removal
Mentoring	PACE mentoring services; Youth advocacy; Youth advisors; Basic mentoring; Faith-based mentoring; PACE mentoring; Sponsorship mentoring; Volunteer led group services; AMACHI mentoring; Girls circle; Boys council; Peer mentoring/BBBSST project; CARE - mentoring

APPENDIX C: Service Dosage Among Incarcerated and Released GitRedy and Comparison Youth

Table 19. Percent of youth receiving vocational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	32.89	40.00	50.00	38.71	39.76	39.75
Dropouts	0	58.82	0	61.54	0	60.00
GitRedy youth	0	54.84	0	67.86	0	63.67
Total	32.67	47.08	50.00	63.75	39.60	55.42

Table 20. Number of youth used to calculate percent receiving vocational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 21. Mean number of weeks among only youth receiving vocational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	32.21	30.81	26.83	28.83	29.49	30.44
Dropouts	0	35.00	0	32.00	0	33.67
GitRedy youth	0	39.57	0	25.05	0	29.08
Total	32.21	35.13	26.83	25.71	29.49	29.71

Table 22. Number of youth used to calculate the mean number of weeks for vocational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	98	52	100	12	198	64
Dropouts	0	10	0	8	0	18
GitRedy youth	0	51	0	133	0	184
Total	98	113	100	153	198	266

Table 23. Percent of youth receiving substance abuse treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	38.59	28.46	43.50	25.81	40.56	27.95
Dropouts	0	23.53	0	38.46	0	30.00
GitRedy youth	0	47.31	0	36.73	0	40.14
Total	38.33	35.42	43.50	35.42	40.40	35.42

Table 24. Number of youth used to calculate percent receiving substance abuse treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 25. Mean number of weeks among only youth receiving substance abuse treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	19.04	15.30	23.40	15.62	20.92	15.36
Dropouts	0	17.00	0	24.40	0	21.11
GitRedy youth	0	21.57	0	20.75	0	21.06
Total	19.04	18.62	23.40	20.48	20.92	19.55

Table 26. Number of youth used to calculate the mean number of weeks for substance abuse treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	115	37	87	8	202	45
Dropouts	0	4	0	5	0	9
GitRedy youth	0	44	0	72	0	116
Total	115	85	87	85	202	170

Table 27. Percent of youth receiving educational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	48.66	43.85	54.00	38.71	50.80	42.86
Dropouts	50.00	23.53	0	46.15	50.00	33.33
GitRedy youth	0	59.14	0	59.18	0	59.17
Total	48.67	48.33	54.00	55.83	50.80	52.08

Table 28. Number of youth used to calculate percent receiving educational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	440

Table 29. Mean number of weeks among only youth receiving educational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	14.59	14.18	24.60	9.42	18.87	13.35
Dropouts	29.00	7.75	0	10.00	29.00	9.10
GitRedy youth	0	17.47	0	25.31	0	22.79
Total	14.69	15.52	24.60	23.20	18.91	19.64

Table 30. Number of youth used to calculate the mean number of weeks for educational services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	145	57	108	12	253	69
Dropouts	1	4	0	6	1	10
GitRedy youth	0	55	0	116	0	171
Total	146	116	108	134	254	250

Table 31. Percent of youth receiving mental health treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	45.64	36.15	52.50	25.81	48.39	34.16
Dropouts	0	35.29	0	46.15	0	40.00
GitRedy youth	0	45.16	0	57.14	0	53.29
Total	45.33	39.58	52.50	52.50	48.20	46.04

Table 32. Number of youth used to calculate percent receiving mental health treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 33. Mean number of weeks among only youth receiving mental health treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	43.88	32.68	50.42	29.00	46.73	32.15
Dropouts	0	23.83	0	44.00	0	33.92
GitRedy youth	0	55.88	0	44.97	0	47.95
Total	43.88	42.38	50.42	43.91	46.73	43.25

Table 34. Number of youth used to calculate the mean number of weeks for mental health treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	136	47	105	8	241	55
Dropouts	0	6	0	6	0	12
GitRedy youth	0	42	0	112	0	154
Total	136	95	105	126	241	221

Table 35. Percent of youth receiving sex offender treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	13.42	2.31	13.50	3.23	13.45	2.48
Dropouts	50.00	5.88	0	7.69	50.00	6.67
GitRedy youth	0	8.60	0	8.67	0	8.65
Total	13.67	5.00	13.50	7.92	13.60	6.46

Table 36. Number of youth used to calculate percent receiving sex offender treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 37. Mean number of weeks among only youth receiving sex offender treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	77.85	60.67	60.07	4.00	70.69	46.50
Dropouts	13.00	1.00	0	5.00	13.00	3.00
GitRedy youth	0	44.50	0	37.06	0	39.44
Total	76.27	44.92	60.07	33.63	69.84	38.00

Table 38. Number of youth used to calculate the mean number of weeks for sex offender treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	40	3	27	1	67	4
Dropouts	1	1	0	1	1	2
GitRedy youth	0	8	0	17	0	25
Total	41	12	27	19	68	31

Table 39. Percent of youth receiving violent behavior treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	14.77	25.38	15.50	16.13	15.06	23.60
Dropouts	0	0	0	23.08	0	10.00
GitRedy youth	0	21.51	0	13.78	0	16.26
Total	14.67	22.08	15.50	14.58	15.00	18.33

Table 40. Number of youth used to calculate percent receiving violent behavior treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 41. Mean number of weeks among only youth receiving violent behavior treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	16.05	13.61	28.84	22.40	21.33	14.76
Dropouts	0	0	0	29.33	0	29.33
GitRedy youth	0	38.95	0	12.96	0	24.02
Total	16.05	23.17	28.84	15.71	21.33	20.20

Table 42. Number of youth used to calculate the mean number of weeks for violent behavior treatment

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	44	33	31	5	75	38
Dropouts	0	0	0	3	0	3
GitRedy youth	0	20	0	27	0	47
Total	44	53	31	35	75	88

Table 43. Percent of youth receiving ART*

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	10.07	3.85	28.50	0	17.47	3.11
Dropouts	0	5.88	0	15.38	0	10.00
GitRedy youth	0	38.71	0	46.94	0	44.29
Total	10.00	17.50	28.50	39.17	17.40	28.33

Table 44. Number of youth used to calculate percent receiving ART*

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 45. Mean number of weeks among only youth receiving ART*

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	12.90	11.60	13.37	0	13.21	11.60
Dropouts	0	14.00	0	13.50	0	13.67
GitRedy youth	0	11.22	0	11.73	0	11.59
Total	12.90	11.33	13.37	11.77	13.21	11.63

Table 46. Number of youth used to calculate the mean number of weeks for ART*

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	30	5	57	0	87	5
Dropouts	0	1	0	2	0	3
GitRedy youth	0	36	0	92	0	128
Total	30	42	57	94	87	136

Table 47. Percent of youth receiving anti-gang training

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	1.68	0.77	1.50	0	1.61	0.62
Dropouts	0	0	0	0	0	0
GitRedy youth	0	12.90	0	13.78	0	13.49
Total	1.67	5.42	1.50	11.25	1.60	8.33

Table 48. Number of youth used to calculate percent receiving anti-gang training

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 49. Mean number of weeks among only youth receiving anti-gang training

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	14.40	11.00	16.33	0	15.12	11.00
GitRedy youth	0	9.92	0	9.22	0	9.44
Total	14.40	10.00	16.33	9.22	15.12	9.48

Table 50. Number of youth used to calculate the mean number of weeks for anti-gang training

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	5	1	3	0	8	1
GitRedy youth	0	12	0	27	0	39
Total	5	13	3	27	8	40

Table 51. Percent of youth receiving ITCM

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	0	0	0	0	0	0
Dropouts	0	0	0	0	0	0
GitRedy youth	0	21.51	0	14.80	0	16.96
Total	0	8.33	0	12.08	0	10.21

Table 52. Number of youth used to calculate percent receiving ITCM

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 53. Mean number of weeks among only youth receiving ITCM

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	14.85	0	14.69	0	14.76
Total	0	14.85	0	14.69	0	14.76

Table 54. Number of youth used to calculate the mean number of weeks for ITCM

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
GitRedy youth	0	20	0	29	0	49
Total	0	20	0	29	0	49

Table 55. Percent of youth receiving mentoring services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	26.51	17.69	27.00	19.35	26.71	18.01
Dropouts	0	29.41	0	23.08	0	26.67
GitRedy youth	0	49.46	0	38.27	0	41.87
Total	26.33	30.83	27.00	35.00	26.60	32.92

Table 56. Number of youth used to calculate percent receiving mentoring services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 57. Mean number of weeks among only youth receiving mentoring services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	29.86	23.30	24.85	13.83	27.83	21.34
Dropouts	0	28.20	0	40.00	0	32.62
GitRedy youth	0	23.30	0	24.41	0	23.99
Total	29.86	23.64	24.85	24.21	27.83	23.94

Table 58. Number of youth used to calculate the mean number of weeks for mentoring services

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	79	23	54	6	133	29
Dropouts	0	5	0	0	0	8
GitRedy youth	0	46	0	75	0	121
Total	79	74	54	84	133	158

Table 59. Percent of youth receiving FFT^o

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	9.06	0.77	16.50	3.23	12.05	1.24
Dropouts	0	5.88	0	0	0	3.33
GitRedy youth	0	33.33	0	17.86	0	22.84
Total	9.00	13.75	16.50	15.00	12.00	14.38

Table 60. Number of youth used to calculate percent receiving FFT^o

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	298	130	200	31	498	161
Dropouts	2	17	0	13	2	30
GitRedy youth	0	93	0	196	0	289
Total	300	240	200	240	500	480

Table 61. Mean number of weeks among only youth receiving FFT^o

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	12.00	22.00	15.15	21.00	13.73	21.50
Dropouts	0	3.00	0	0	0	3.00
GitRedy youth	0	11.97	0	13.09	0	12.56
Total	12.00	12.00	15.15	13.31	13.73	12.68

Table 62. Number of youth used to calculate the mean number of weeks for FFT^o

	Re-entered community		Still Incarcerated		Total	
	Non-gang member	Gang member	Non-gang member	Gang member	Non-gang member	Gang member
Comparison youth	27	1	33	1	60	2
Dropouts	0	1	0	0	0	1
GitRedy youth	0	31	0	35	0	66
Total	27	33	33	36	60	69

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