

Texas Youth Commission Journal

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4900 N. Lamar, Austin, TX 78765

News and Information from throughout the Agency

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Edna Tamayo reappointed

Edna Tamayo of Harlingen has been reappointed to the Texas Youth Commission board by Governor Ann Richards for a full six-year term.

She had served the unexpired term of Kenn George of Dallas whose term expired August, 1993 and was originally appointed to the Board by Governor William P. Clements Jr.

Tamayo heads the Harlingen Consolidated Independent School District's Parental Involvement/Dropout Prevention programs.

She fully supports and will do everything in her power to implement TYC's proposal for Juvenile Justice initiatives, the principles of which are prevention, incarceration of serious chronic and violent offenders and rehabilitation of juvenile offenders, cost effectiveness, equity, and innovative partnership among state and local entities.

"All the initiatives are important, but unless we make sure that prevention is highlighted and get the local communities involved, we'll just be on a merry-go-round that never stops." ☉

New Director announces management team members

Steve Robinson, Executive Director, will direct agency activities through a newly appointed management team, composed of 14 members, rather than through what was formerly known as the "executive staff."

"Team members were selected based on my personal experience in working with them, or because they were highly recommended by someone else," Robinson said.

"Members were also selected in an effort to have full representation of the agency's functional areas and varied interests of the agency," he said. He noted that membership on the management team should not be considered permanent, and that he may be rotating membership from time to time. "One thing I have learned through the TQM training and process is that it is OK to try new approaches. This management team is a new approach, if it is successful, great; if not, I will make adjustments as needed," Robinson concluded.

The initial membership includes Jay Lindgren, Neil Nichols, Ed White, Gary Fuchs, Sandy Burnam, Helen George, Dwight Harris, Cherie Townsend, John Franks, Chuck Jeffords, Judy Briscoe, Eric Young, Sandra Ferrara and Cathy Negrel. ☉

Leverage team progresses

In July, 1993, twenty-six supervisors, managers and executives of the Texas Youth Commission reached a consensus on the agency's future vision and key priorities for the agency. As a result, four agency wide cross-functional leverage teams were created to address four key priorities or leverages: alliances, empowerment of individuals and teams, safety, and leadership.

On January 4-5, 1994, TYC's new executive director, Steve Robinson, met with the work group to hear progress reports from the four leverage teams. "At the same time," said Cathy Negrel, Quality Coordinator, "the group acknowledged today's realities: there is more political attention to juvenile justice, and crimes/violence are increasing. The group believes it is imperative that we become more focused on results, ensuring we are in a better position to meet our vision and mission." Negrel added.

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From the Executive Director

I recently shared the following statement with our board concerning my thoughts and expectations for the future direction of the Texas Youth Commission:

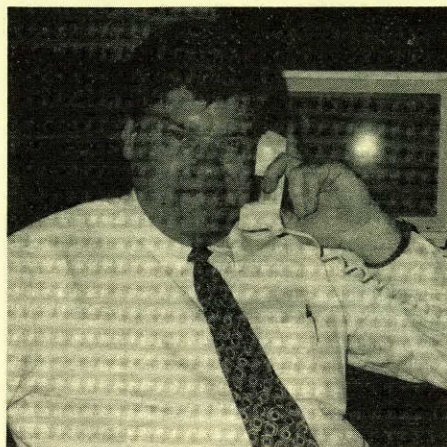
"As Executive Director of the Texas Youth Commission, it is my expectation that TYC will serve with distinction the citizens and communities of Texas, its primary constituency. TYC will discharge its statutory responsibility to protect the public by giving equal attention to the immediate control of serious youthful offenders through confinement and to long-term public protection through rehabilitation.

"Recognizing the importance of public protection, TYC will utilize a placement process to assign youth to the least restrictive environment that will still provide adequate restraint. This process will enable TYC to determine when a child is ready to participate responsibly in a community-based or non-secure facility. TYC will create an environment where the youth it serves and its staff will feel safe and be safe.

"Recognizing the importance of rehabilitation, TYC will provide programs that are designed not only to control inappropriate behavior, but also to empower youth to make positive changes in their own behavior. TYC will strive to provide individualized treatment opportunities and services to youth with the understanding that it will also provide swift and certain consequences for criminal, abusive, or destructive behavior on the part of the youth it serves.

"Recognizing the broad scope of the juvenile crime problem in Texas, TYC will form active partnerships with local agencies and communities in order to better serve Texas' juvenile offender population. In addition, TYC will maintain a highly professional, trained, and committed staff and will encourage their active involvement in agency operations by incorporating, wherever possible, their suggestions and input. Above all, TYC will maintain its commitment to excellence in serving both the youth and citizens of Texas in an effective and fiscally responsible manner."

You will all probably be aware that most of these "expectations" are not new. My emphasis on citizens and communities IS new, but our emphasis on control is sim-



Steve Robinson, Executive Director

ply reiterated! What is also NOT new is how we are going to treat youth in our custody; i.e., humanely and constitutionally. No youth should leave TYC worse off than when we got them.

I thought it was important to share my philosophy with all TYC employees, and with all our customers. While safety is of utmost importance, if we do not constantly strive to assist our youth to make changes in their lives which will benefit them personally, and society in general, then we will have failed in our mission.

Speaking of "customers," all of us are "customer service representatives,"

rude, abrupt reply; being put on 'hold' for long periods of time; 'passing the buck') which create ill will and more serious problems for everyone.

I hope I can count on all of you to provide positive, well-thought-out information and responses in a reasonable, considerate manner to our many customers, so that these "moments" result in positive encounters.

I am pleased at the skills and abilities which so many of our employees have developed through the Total Quality Management process during the past two years. It is gratifying to learn of the quality teamwork which is being undertaken by those who have mastered the method of solving problems systematically through TQM -- and of some of the changes which have come about without central office directives.

We have mastered many new skills during our two-year TQM initiative, and I believe many managers are implementing "PIT" groups as a matter of course, creating a climate of continuous improvement and learning.

Finally, I would like to let all of you know that juvenile crime and juvenile justice are in the forefront, and will continue to be in the forefront of publicity and statewide concern until we as a society have

TYC will provide programs that are designed not only to control inappropriate behavior, but also to empower youth to make positive changes in their own behavior.

- Steve Robinson, Executive Director

whether we consciously think about it, or unconsciously provide it. A corporation executive highlighted the fact that customers (in TYC's case, youth, judges, taxpayers, volunteers, parents, legislators, probation officers, local citizens) are far more likely to come in contact with workers than with supervisors, managers, or executives. He said that an organization's "moments of truth" occur when customers contact employees to get some problem resolved, or to seek information. These "moments of truth" determine the customers' impression of the agency -- usually when no administrator is around to make sure that the situation is handled in a positive manner.

I would like to think that no individual TYC employee EVER lets his own personal problems, or the agency's problems, interfere with his or her ability to be polite and helpful to those who seek our help. It's always those "moments of truth," (a

found some answers to this serious problem. And we at TYC are on the front lines.

A number of proposals are being offered to "solve" the problem, and one which is of major concern to me is that of designating TYC as an "institutional" agency, and transferring parole responsibility to another agency. I certainly think we should continue to develop parole contracts in rural areas where few TYC youth are on parole, but I do not support any proposal that calls for another agency to take over our parole responsibility. On the contrary, I see an immediate need to place more emphasis on TYC parole and its important link in our rehabilitative mandate, and to the community.

I welcome the opportunity to communicate with you through this regular column in the TYC JOURNAL, and hope you will feel comfortable in sharing your thoughts and concerns with me as we continue to serve Texas' youthful offenders and the citizens of this state. ☉

New assistant superintendent at West Texas

Kay Doebbeling, WTSS employee since 1983, has been named Assistant Superintendent at West Texas State School (WTSS), and assumed her duties officially in February. She replaces Dan Humeniuk who was named Superintendent of the Statewide Reception Center.

Doebbeling, who was nominated by TYC as "Woman of the Year" in 1993, has been a social service administrator since 1987. She began her career as WTSS Medical Psychiatric Caseworker.

She played a major role in developing four dormitories at WTSS which serve variously emotionally disturbed youth, long-term seniors, preindependent living students and orientation students. Since 1984, she has served on the faculty of Odessa College's Pyote Division, teaching evening classes in child psychology, sociology and chemical dependency. She holds degrees from Wichita (Kansas) State University and Florida State University, and is an MSW, ACSW, LCDC and a licensed Child Administrator. ☼

Central Office staff visiting nearby facilities

The central office V.O.I.C.E. Committee coordinates visits to nearby TYC facilities for central office employees whose job duties do not require travel.

A trip to Ayres House in San Antonio is slated for March 9. Participants will be able to visit with students and staff and learn about the Independent Living Program. They will also visit youth in independent living apartments.

From time to time, trips are slated to Giddings State School for new central office staff. ☼

Leverage teams *(continued from page 1)*

The four leverage teams reported on accomplishments to date and outlined future action items. "Robinson indicated his support for the teams and their future activities," said Negrel. "He also expressed an interest in a new openness, both internally and externally. All acknowledged a high level commitment to TQM, and acknowledged that there will still be skepticism because change is not easy and it takes time to find answers," Negrel concluded.

A summary of future actions to be taken by the leverage teams include:

Alliance Team

- Develop and actively participate in alliances at the community level
- Educate and empower staff to enable them to represent TYC in the community

Empowerment Team

- Develop and start up the Quality Enhancement Board (QEB) to support agency wide cross-functional team efforts by March 1

Leadership Team

- Administer leadership survey in which all agency employees rate their immediate supervisor in respect to validated leadership characteristics
- Development of leadership/management training program by Human Resources Department which incorporates leadership principles and addresses needs reflected in survey results

Safety Team

- Implement all safety team recommendations that do not cost money or require policy change in January, 1994
- Recommend to the legislative budget committee that the Giddings Resocialization Unit concept be established in all fenced facilities
- Work with the Quality Enhancement Board to implement recommendations with fiscal impact or which require changes in policy ☼

AROUND TYC

Title IV-E incentive award update

The North and West Regions have been the big overall winners during the first half of this year. All of the HWH facilities qualified for the \$2500 Title IV-E incentive award. Willoughby, Cottrell, and Schaeffer Houses are second time recipients. McFadden takes the record by qualifying in six months from the date its doors were opened.

Turman House also qualified in December and intends to use the funds to purchase counseling for youth with disapproved homes.

This incentive award was designed to reward HWH programs who maintained a 95% or better compliance rate over six months with the case management standards. The TYC standards are directly linked to maintaining federal compliance for receiving Title IV-E funds for eligible youth. "Overall, the programs participating in Title IV-E have made a commitment to comply with the case management standards," said Nancy Emmert, Title IV-E Coordinator. ☼

Corsicana hosts 15th annual tourney

James Houston, Corsicana State Home (CSH) varsity basketball team member, was named to the All-Tournament Team during the 15th annual Corsicana State Home Tournament January 22.

The tournament was won by the Carrollton Christian Academy, with Dallas County Youth Village coming in second. Waco's Methodist Children's Home beat Brookhaven Boys Ranch for the consolation crown.

The Corsicana State Home varsity team, junior varsity team, and Cottrell House team also participated in the tournament.

Corsicana Optimists Club sponsored the trophies and the CSH Boy Scout Troop #201 ran the concessions. ☼

Weekend of Champions at Gainesville

The Bill Glass Ministries provided a Weekend of Champions program for the Gainesville youth in December. Noted sports figures and musical groups offered a variety of programs throughout the weekend.

The Christian Motorcyclists of America brought eight motorcycles for the youth to see and hear. Joe Gibbs' Nascar Daytona 500 1993 Championship race car was also on display. ☼

Brownwood celebrates a "teddy bear" Christmas

Brownwood students painted teddy bear ornaments and wrapping boxes to decorate the "giving tree" at the Brownwood mall, resulting in donations for the Brownwood volunteer council's Christmas fund. Students, with staff assistance, strung lights and hung the ornaments on the tree.

A 20-foot Christmas tree, donated by Nations Bank, was the focal point for the campus, and was set up in the gymnasium and strung with 1,000 white lights and student-made decorations. Each student received several Christmas cards to send to family and friends.

Gifts for students at the school and the reception center included walkman-style radios, stockings stuffed with personal hygiene items and candies, hand-held computer games—and each girl on campus received a teddy bear made by local church members with individually stylized clothing.

Thirteen local and area churches and the volunteer council hosted holiday parties with homemade refreshments for the various dorms.

Dorm-decorating contests were held at both campuses, with winning dorms treated to special parties.

Volunteers who took part in stuffing Christmas stockings and bags included James Williamson, Vicki Horton Smith, Paula Harper-Wilhelm, Bonnie Belvin, Margaret Blackburn, Julia Taylor, Marianna Cole and Jamie Shawn Smith. Volunteer Keith Clark furnished the bags, courtesy of Citizens National Bank, and Jack Smith donated and cooked hamburgers for the "wrapping" volunteers.

Special religious Christmas services were conducted by My Father's House Ministries from San Antonio, and Father Benedict Zientek conducted Catholic Mass. ☼

YOUTH SPOTLIGHT

Valley youth finishes semester with 3-point grade average

Victor M. San Miguel, who was paroled from his TYC placement at a TYC contract program in December 1992, attended Laredo Community College during the fall 1993 semester and finished with a 3-point grade average.

He attended college on a \$1,200 Pell Grant and carried 12 hours, plus holding down a part-time job as a clerical assistant with the Department of Human Services.

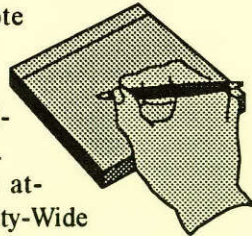
Victor is majoring in business administration and is again enrolled in 12 hours for the 1994 spring semester, and is again receiving funds through a Pell grant, according to South Region Director Joseph Martinez. "We are very proud of his accomplishments, and the fact that he is complying with his TYC requirements in a very responsible manner." ☼

El Paso student wins essay contest

Solomon Shorts, formerly a Schaeffer House resident in El Paso, was selected as the grand prize winner for an essay he wrote during an essay contest sponsored by Columbia Medical East Hospitals.

Solomon was attending the County-Wide Alternative High School in the Ysleta Independent School District.

West Region education liaison Joe Curry credits Lilia B. Limon, principal of the alternative school, for Solomon's success. She "goes the extra mile to accept students who are experiencing problems in their lives," Curry said. ☼



Ex-TYC student, now a nurse, continues education

Melanie Wybro, who was committed to TYC in 1990, credits the Texas Youth Commission for helping her turn her life around. Melanie attended nursing school with TYC financial assistance and received an LVN certification last December. She now works as a nurse with spinal cord injury patients.

"Knowing I can help others is the most rewarding part of nursing," she said. "I love my job and know without a doubt that the medical field is where God meant me to be."

So Melanie didn't stop there. She took night classes last year to fulfill requirements so she could enter an RN (Registered Nurse) program this year. And she is currently enrolled at Texas Women's University Nursing School in Houston.

"When I was sent to TYC, I had many problems that I needed to deal with," she said. "My life had gotten completely out of balance. Friends and parties took precedence over everything else in life. Through counseling that TYC made available to me and the help of many caring staff members, I was finally able to resolve the issues that brought me to TYC."

"I came to terms with the fact that if I ever wanted to achieve my dream of working in the medical field, I was going to have to make that goal my first priority."

"I was working at Pizza Hut for minimum wage and my mom didn't have the financial ability to help me," she added. "When I found out that TYC would pay for me to go to college if I made good grades, I was elated!"

Nursing school was hard, she admitted. "There were times I didn't think I'd make it. But there were great TYC staff people who kept encouraging me and my mom and grandfather were supportive, too."

"My hope is that I, too, will be able to make a difference in the lives of my patients, like so many TYC staff people did in MY life," she concluded. ☼



TYC COLLEGE STUDENT Melanie Wybro (left) was guest speaker at a Houston volunteer council recognition event. She is shown with JoAnn Jones (right), council member who presented her with a certificate of appreciation.

Beto House youth takes up coaching

Phillip Wynns, resident at Beto House, has been actively involved with the McAllen Boys and Girls Club. He is on a basketball team that placed first in a recent tournament.

Phillip is also coaching the kids at the Boys and Girls Club daily after school. ☼

Giddings valedictorian progressing in college

Michael Hillis, who graduated as the high school valedictorian at Giddings State School in January 1993, is currently enrolled for 12 hours during his second semester at the University of North Texas. He plans to major in psychology and business.

Michael completed 24 hours of college credit before leaving Giddings, and completed seven additional hours at community junior colleges before transferring to the University of North Texas last fall.

"This young man has shown a great deal of dedication and determination in overcoming a negative situation," said TYC Parole Officer Lisa Cooke. "Michael left Giddings with a plan for success, and every day, he moves closer to his goal." ☼

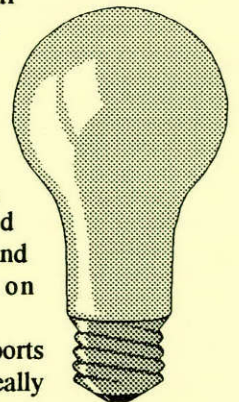
Giddings students participate in science fair

The Principles of Technology class lead by teacher Andy Masek, held its 4th annual Science Fair on the Campus of Giddings State School in January.

Students from the class designed experiments demonstrating various principles of technology. A team of judges, teacher Andra Latham and Walter Stevens, I.P.C., rated each experiment and awarded certificates of merit and student canteen food tickets to the winners.

The first place experiment demonstrated electrical resistance in the form of a hot dog cooker. Other experiments included a model rocket project, computerized weather station and an experiment on electrolysis.

Mr. Masek reports that his students really get excited about the Fair and it's gratifying to watch them having fun while learning some fairly difficult scientific concepts. ☼



Task Force focuses on cultural diversity

Trend analysts agree that in the coming years, organizations with the competitive advantage will be those that make the best use of their human resources. "Today's administrators, managers and employees must understand and be prepared to deal with the cultural changes occurring within our agency," said Steve Robinson, Executive Director. "These changes involve dealing with cultural diversity, which will require a great deal of self awareness, sensitivity, education and skills on the part of all personnel."

The Intercultural Awareness Task Force was formed three years ago to assist the agency in this area. "For these reasons I support this task force and encourage all personnel to support it," Robinson said. "We must realize that cultural diversity is a critical factor towards the success of our agency."

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PROGRAMS

"Zero Tolerance" brings negative implications

Public schools are experiencing increasing pressures from parents, teachers and community officials to formally establish a "zero tolerance" discipline policy. Basically, such a policy is intended to warn students and their parents that aggressive and assaultive acts, including possessing weapons, will not be tolerated at school.

The non-tolerance position results in consequences such as expulsion from school, refusing to re-enroll a previously assaultive student, and placement in a highly restrictive alternative school program. In regard to serious aggressive, assaultive acts, students are not afforded "second chances" nor progressive discipline.

A law was passed during the last legislative session which requires school personnel to notify law enforcement authorities of possible illegal acts committed on school grounds, and also requires justice officials to inform schools of adjudication/conviction of students who will be attending the school. This law has increased the awareness of public school officials of the severity of the student control problems which they might face.

"This concern about potential problems, coupled with the inferred reinforcement from the new law, seems to have

made some school officials bolder in taking the position that the schools have a right to deny admittance of a youth who has been in trouble with the law... or, at least, to deny admittance to a regular school program," said Byron Griffin, TYC Superintendent of Schools.

"All of this has negative implications for TYC community programs and paroled youth being accepted by public schools," Griffin added. "We are experiencing increased instances of paroled youth being denied or discouraged from enrolling in school, or of our youth being automatically assigned to an alternative school program."

"It also may be causing delayed entries into the schools by TYC youth because of schools employing special education procedural or 'insufficient data from previous school' delays," he explained.

"The 'attitude of the times' may cause public school personnel to generalize about TYC youth to an even greater degree than they previously have done," Griffin said.

He encouraged TYC personnel to advocate for youth to be treated individually, according to what the youth has done and what he needs as he re-enters the public school system.

"Education is so very important in the rehabilitative process for adjudicated youth, and for society in general," he concluded. ☼

Ayres House working with Habitat For Humanity

Ayres House youth will soon be helping Habitat for Humanity in San Antonio by joining with other youth to build a home for a low-income family. In fact, two Ayres House residents will receive specialized training as crew leaders in the building project.

Those building the house will include young people from schools, church groups and other youth organizations in San Antonio...all under 18 years of age.

All Ayres House residents will work on the house one weekend a month, receiving training in construction, electrical and plumbing work.

"We are looking forward to participating in this worthwhile project and maintaining a continuing relationship with Habitat For Humanity," said Superintendent Erika Olson. "We appreciate the opportunity this type of project generates for our youth." Ayres House is TYC's program for independent living preparedness. ☼

KUDOS

Helen George was presented the Community Service Award for Support of the Houston Minority Business Procurement Program. Helen was also honored by the Houston Business and Professional Men's Club with the Achievers Award for outstanding and exemplary service. ■

Carole Johnson has returned to TYC as a parole officer in the East Region. She previously served as a parole officer in the South Region and as a caseworker at Gainesville. ■ **Nancy Emmert** has been named Central Office Employee of the Quarter by the V.O.I.C.E. committee.

JTPA breaks down barriers at Giddings

The Job Training Partnership Act was designed for youth who face barriers to employment and gives them a chance to develop skills applicable to the labor force. By providing job training and other services, the goal is for our students to increase employment opportunities and earnings, increase educational and occupational skills, and become self-sufficient, thereby improving the quality of the work force and enhancing the productivity and competitiveness of the country. The JTPA program curriculum includes eligibility requirements which identify students as having been residents of the Texas Youth Commission for 6 months, possessing a reading level of 6.0 and being at least 16 years of age. This identifying criteria is received and processed by Ms. Yulanda Fletcher, JTPA Supervisor and Classroom Teacher. Over 75% of the students who are enrolled in her class are successful in the program and obtain their General Educational Development Diploma.

Ms. Fletcher uses a centralized intake system mandated by the Department of Commerce to record data for eligibility requirements, verify documents, and to define hard-to-serve criteria. After intake, the students are assessed and immediately begin a series of rigorous training programs in math, writing, social studies, literature, and science.

The students who are successful in receiving GEDs are offered job training skills which include resume writing, mock interviews, and practice in completing applications. Job Survival and Attitudes On-the-job have also been added to the curriculum. Because the program is so demanding, the Giddings State School Advisory Council established a \$5.00 canteen certificate as an incentive for students who exhibit positive behavior and scholastic achievements. Ms. Fletcher awards these certificates to students who excel academically in the JTPA program. Certificates are redeemable at the Student Canteen. Last year 80 students successfully completed the program, and this year 54 students have completed the program in the first quarter. ☼

Burnam named Giddings superintendent

On January 1, 1994 Sandy Burnam became the new superintendent at the Giddings State School. Her assignment to Giddings is seen as a natural progression in a long and distinguished career with TYC.

Sandy has spent over 25 years with the agency and served in a variety of job assignments, beginning as a caseworker at Gainesville State School in 1968. Sandy also served as parole officer, Ft. Worth; parole staff supervisor and administrator of technical programs, Central Office; superintendent at Reception Center, and superintendent at Corsicana State Home and School from June 16, 1983 to December 31, 1993.

Ms. Burnam says that "Over the years, my work with TYC. has been very rewarding. I didn't want to leave Corsicana but I see coming to Giddings as a rare opportunity."

Sandy sees many similarities between Giddings and Corsicana. "Treatment was at the core of what we did at Corsicana and it plays a very important role at



*Sandy Burnam, Superintendent
Giddings State School*

Giddings. There are many good things going on at Giddings and I'm glad to be a part of them," said Ms. Burnam.

Sandy's first priority at Giddings is to ensure safety for students, staff and visitors. She says, "As we improve on safety, we can continue to expand and improve upon the excellent treatment programs that already exist at Giddings."

Ms. Burnam relates that "in the short time I have been here, the staff and community have made me feel very welcome and I look forward to being a part of the Giddings team." ☼

Laurel Ridge provides special setting

One of the Texas Youth Commission's newest contract programs is Laurel Ridge Day Treatment in San Antonio. Laurel Ridge provides 12 hours a day of intensive supervision to our youth. The program provides an educational setting to help the youth make the transition back into public school or to attain their G.E.D. They can also participate in a more intensive vocational program. The program integrates life skills, sex education, chemical dependency group, anger control and Ropes into the educational mode of the program. Laurel Ridge works with the youth's family by providing ongoing family contact, support groups and home visits. What is impressive about Laurel Ridge is that the youth attending the program

enjoy being there. Many of them stated, "This program is really helping me. It is the first time I feel that I am learning something - and it's fun."

The program currently provides services to 17 TYC youth from different areas of San Antonio, many of whom belong to gangs. Through the success of Laurel Ridge these youth attend school regularly and want to be there. As one youth stated, "The people here care about us, what we learn and who we are. Do you know there are six different gangs in this room and we all get along?"

Laurel Ridge has a staff that is genuinely concerned about the well-being of youth. The program reflects this. They welcome visitors so if you are in the area stop by and see the program. ☼

QUALITY CORNER

In Tune with TQM

The Texas Youth Commission embarked on its "quest for excellence" in June, 1992. "Our efforts first focused on educating management and staff on total

quality management (TQM)," said Cathy Negrel, Quality Coordinator, "As we move forward, we can see the results of our total quality management efforts throughout the agency."

These include:

- Ten percent of TYC staff have received TQM training and forty percent of staff have been involved in process improvement teams (PITs);
- 160 local PITs have either implemented or are planning to implement improvements in the work they do;
- TYC is bringing TQM training on-line through pre-service, in-services, and a basic supervision course;
- The Management Team developed a vision the agency has embraced, and has identified four cross-functional leverage teams to work on management priorities, including: 1) safety for staff and students; 2) empowerment; 3) alliances with our partners; and, 4) leadership;
- The four leverage teams have developed action plans to meet their goals;
- Brownwood State School has created a Campus Improvement Team;
- Gainesville State School is in the process of creating several campus improvement teams on key campus issues; and
- A Quality Enhancement Board is being created to support agency wide cross-functional team efforts.

These and future changes will certainly help the Texas Youth Commission to become an organization that works cooperatively to provide individualized services to the most serious juvenile delinquents in Texas, a safe environment for youth and staff, and protection for the public.

In a recent interview with Steve Robinson, Executive Director, he noted, "TYC's staff is our most important resource, and staff input and involvement in how we operate our agency is critical to the success of the organization. I stand behind the principles of TQM and believe we can only continue to improve the way we do business by adhering to these principles."

"As we continue to move ahead with our quality effort, we will see more integration of quality in our day-to-day operations," Negrel explained, "Quality is no longer an extra job to do but is fast becoming our way of doing business."

TYC's total quality management and continuous quality improvement efforts initially focused on staff training. Over the past year and a half, approximately forty percent of TYC staff has been involved in a process improvement team. Staff participating in our most recent round of process improvement team training are sharing the results of team efforts at local expos across the state in February and March. Each team leader put together a team with members of varying perspectives to work

on an issue or problem related to their work. They used quality tools and techniques to improve their work process: interviewing customers, flow charting the current process, collecting data, analyzing and measuring to see if a problem truly exists, implementing an improvement plan, if necessary, and monitoring improvement to see if change makes the desired difference.

TYC began integrating TQM training into our agency's training curriculum last fall when the training department incorporated a TQM overview module into the new 80-hour pre-service. Feedback from staff indicates they have gained a better understanding of our TQM efforts. The training department will soon take over the responsibility of providing staff with training on TQM curriculum. In the summer of 1994, the training department will launch two in-service workshops on TQM and incorporate an 8-hour TQM module in a new basic supervisory course. The in-service training sessions will be offered by trainers at local sites and central office, and the basic supervisory course will be offered at the TYC training facility in Corsicana.

TQM encourages departments, facilities and regions to continually examine not only their operations, but also the way employees approach their jobs and deal with one another. ☉

CIT: Brownwood's vehicle for quality improvement

Quality improvement at Brownwood State School has been effected through the Campus Improvement Team (CIT) for the past ten months.

Meetings of the CIT are held to accommodate as many shift patterns as possible, since membership on the team includes every BSS employee.

Some employees attend every CIT meeting, but there are many employees who attend occasionally. Representatives of every department are present to provide insight and feedback.

CIT meetings are the forum for identifying problems (real or perceived), initiating process improvement teams to research and recommend solutions, building consensus, accepting/rejecting recommendations, communicating cross-functionally, and generating/receiving feedback.

There have been more than 40 PIT teams initiated through the CIT process at Brownwood State School, addressing such issues as visitation, student work program, dress code, group counseling, student release process and off-campus procedure, student code of conduct consequences, dormitory rules, student conferences, recreation program and medical appointments.

"It is the consensus of the employees that we are a team, and all one has to do 'to be a player' is attend the meetings!" said Superintendent Linda Steen. ☉

Escarcega named West Region director

Alex Escarcega was named West Region Director effective September 1, 1993, following the retirement of long time director Jesus Bonilla.

Escarcega was originally recruited at a TYC Job Fair in El Paso to work at Giddings as a YAS in October 1975. He transferred to the Reception Center as a caseworker in 1976, but returned to Giddings as a caseworker in 1977. He moved to El Paso as a parole officer in 1977.

Escarcega was TYC's first parole officer for the Mexican National Program in 1983 coordinating services in Mexico and providing the due process rights for this special population.

In 1985, he completed his Masters in Public Administration, and was the co-recipient with his colleague, Joe Curry, of the TYC Outstanding Child Care Worker in Community Services.

He became the regional volunteer coordinator in 1990. His ability to recruit, train, and sustain volunteers led to many honors being bestowed upon the West Regional Volunteer Program.

Escarcega also is the only instructor in



Alex Escarcega, West Region Director

the Criminal Justice Department at University of El Paso to teach a required course. From 120-140 students per semester must survive Introductions to Corrections taught by Instructor Escarcega before they can graduate. He also works closely with the Criminal Justice Internship Program. Many TYC employees are former volunteers, interns, and students of Alex Escarcega.

Escarcega has provided TYC national recognition through his consultant work with the Public Administration Service for the Serious Habitual Offender Comprehensive Action Program (SHOCAP). He is past chairperson of El Paso, SHOCAP.

He was also the chairperson of the West Regional Intercultural Awareness Task Force that won TYC's first award in 1993 as the Outstanding Intercultural Awareness Task Force. ☼

Eight PIT teams operating at Gainesville

Fourteen managers from Gainesville State School have completed the central TQM training course and 33 additional staff have completed an eight hour TQM course instructed by Cathy Negrel, Quality Coordinator, and Ted Shorten, Gainesville SSA.

Plans are being developed for these trainers to present a similar course to the academic school teachers.

Eight PIT teams operating on the Gainesville campus, and their team leaders are:

Campus Coalition: Ted Shorten

Gang Task Force: John Stutz

Merit Incentive: Jeff Overstreet

Security Referrals/Admissions:
Rhonda Moore

**Student Accounting (head count)
System:** Barry Wilson

Safety: Sharon Rodriguez

Selection/Hiring (staff): Christine Kemp

Staff Quality Improvement Group

(SQIG)*: Larry Hennesy

**(Addresses staff concerns/suggestions and coordinates employee recognition events)*

These PIT's were established to satisfy a need identified by management or by individual staff members. Each group meets at least twice monthly and submits minutes and recommendations to campus administration.

Recently created PIT groups, their team leaders and facilitators are:

Safety/Restraint: John Langley, Michele Schrank

Retaliation: Tollie Royal, Ron Harrell

Lack of Administrative Support: Rex Shelburne, Robyn Byars

Student Control: Phillip Cogan, Willard Lagrone



KUDOS

■ The North Region's "Outstanding In Your Field" award was presented to Mr. Horace Rodgers, Program Supervisor, for the Dallas/Fort Worth Texas Key Outreach and Tracking Program. Rogers also received the "Out On A Limb" award from Allen Wallace, Parole Supervisor. ■ Beverly McLester and Debby Ennis, Parole Officer III's, made an individual presentation to Mr. Kirk Baptiste, for his outstanding work with TYC kids in both the Outreach & Tracking and Day Treatment Programs since 1989. ■ Linda Ross, North Regional Director, was elected as treasurer of the Sexual Abuse Intervention Network of Dallas. Ross also served as a table host at a Community Leaders Forum luncheon in January focusing on the issue of "youth violence." ■ Octavia Cloman-Shaw, Contract Specialist and Allen Wallace, Parole Supervisor were presented with plaques from the Texas Key Day Treatment Program. They were recognized for their "support and invaluable assistance in establishing the new day treatment program in TYC's North Region."

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Bright red windbreaker jackets with the TYC logo were presented to tenured Gainesville Community Advisory Council members by superintendent Jerry Day and assistant superintendent Jack Patton. The presentation recognized these volunteers for their outstanding service to the youth and the school. Pictured left to right are Linda Lewis, Gin Henry, JoAnn Francis, Mary Sowder, Arline Grant, David Pruitt and Joe O'Dell. Also receiving the jackets, but not pictured, are Winford Sherrill, Danny Knight, Connie Cypert, Rod Tyler, Mary Wallace, Sam Winters and Paula Winters. New Gainesville council officers are O'Dell, chairman; Pruitt, co-chairman; and Grant, treasurer. Staff member Mitzie Brannan serves as council secretary.

VOLUNTEERS

Community contributes to Corsicana holidays

Nine groups sponsored cottage holiday parties at the Corsicana State Home. The Community Advisory Council raised \$9,368 through a holiday fundraising letter. More than \$5,000 was spent on gifts for the students, and \$657 was used by the Recreation Department for holiday activities.

Donated funds included \$3,000 from the Katherine C. Carmody Trust, \$1,000 from the Rena Fleming Foundation, \$500 from the Ex-Student Association, \$500 from Leroy Bell, \$300 from Wolens Foundation, \$300 from Collin Street Bakery, and \$368.93 from Guardian Industries (for cottage entertainment centers and hams).

Hams and turkeys (donated by H.E.B.) were given to each student cottage for holiday dinners.

Special campus ministry programs during Christmas were presented by Beckley Hills Baptist Church of Dallas youth choir, Reach Out and Touch Ministry, and Warriors for Christ.

Four students rode in the Christmas parade on the TYC 1950's truck: Fabian Salazar, Matthew Scheer, B.J. Tingle, and Greg Yarbrough. All cottages competed heavily in the Christmas decoration contest.

The campus Christmas dinner was held for all students, staff and volunteers. This included a farewell party for Superintendent Sandy Burnam, who is turn introduced new Superintendent, Chester Clay, Jr. ☼

Willoughby House Christmas activities

Residents collected canned goods for parole families, hosted a Christmas party for Nash Elementary students and made Christmas stockings for needy families. Residents volunteered at Salvation Army, Renaissance Nursing Center, Ridgmar Mall Angel Tree display, Tarrant County Hospital and in the Mayor's office at City Hall.

The Fort Worth Community Advisory Council (CAC) paid for Willoughby House to go on a Christmas tree hunt in Mineral Wells, Texas. The residents and staff drove to the tree farm, rode a tractor, pulled a wagon to the tree of their choice, then cut it down. This is the third year CAC has funded such an event.

Residents received gifts of Nintendo games, exercise equipment, personal towels, picture frames, curling irons, gift bags containing toiletry, hair care and make up items, stuffed animals, restaurant and music store gift certificates from local organizations and businesses including Aerospace Optimist Club, Lake Park Presbyterian Church, Kiwanis Club, Cash America, Corps. of Engineers, New Creation Baptist Church and Border's Books and Gifts.

Christmas parties hosted by the Corps. of Engineers, Carroll High School Student Council, New Creation Baptist Church and Covenant Baptist Church were a welcomed holiday treat for residents. ☼

7th annual golf tournament scheduled by Beto Council

The Seventh Annual Beto House Golf Open will be held at the Plantation Country Club, Saturday, March 26.

The annual golf tournament is sponsored by the Beto House Community Advisory Council and all proceeds go toward special activities for the Beto House youth.

This year an awards ceremony and luncheon will be held at the Plantation Country Club following the tournament. Prizes and gift certificates are donated.

The field will be limited to the first 100 paid players (amateurs only). The \$50 entry fee includes green fees, cart, bag, beverages and dinner. Interested persons should contact Edward Aguilar, Community Coordinator, Beto House. Entry fees are tax deductible. ☼

Christmas at Giddings

Twenty-one separate church groups or civic organizations comprised of 339 people presented 22 Christmas parties for 337 students at the Giddings State School during the month of December. These groups donated approximately \$4878.00 in gifts and food. \$1080.00 was contributed by the Giddings State School Community Advisory Council for student gifts. ☼

Southern Christmas

The youth at Schaeffer House and El Paso Parole had a busy holiday season. The El Paso Community Resource Council sponsored an "all you can eat" holiday party at Furrs Cafeteria. It was amazing to see what "all you can eat" means when thirty teenagers return to the serving line three or four times. Also, the El Paso Community Resource Council wrapped over 100 presents to distribute to Schaeffer House and El Paso Parole youth. The sport bags, sweat shirts and jeans were a big hit on tree night at Schaeffer House. The holiday season was filled with church groups providing complete meals to Schaeffer House, carol singing, and families opening their homes to our youth. We appreciate the generosity of all of our community support during the holiday season. ☼

Christmas in the North

The Dallas Community Advisory Council (DCAC) referred Cottrell House and Dallas Parole to the Salvation Army Angel Tree Program for Christmas gifts in December. Literally thousands of dollars worth of clothing, portable stereos, sports equipment, and toys were donated by generous Dallas citizens to our TYC youth and families.

Over 50 food baskets were put together by the Fort Worth and Dallas Community Advisory Councils for needy TYC parole families. Willoughby House residents, Andersen Consulting, former TYC intern - Mary Holsenbeck, Belinda Massey, DCAC members Dale Foster, Melinda Matthews and Rolfe Harden donated all the food, diapers, baby formula, and frozen turkeys for this annual project. ☼

Various groups sponsor abuse workshop

The Texas Youth Commission, the Society for the Prevention of Cruelty to Animals of Texas, and the Mental Health Association of Greater Dallas are co-sponsoring a workshop on April 22, 1994, entitled "Breaking the Cycle of Abuse and Violence: Child Abuse, Animal Abuse, Adult Violent Behavior." The workshop will be held at the Center For Community Cooperation in Dallas. Linda Ross and Beverly McLester are serving on the planning committee. The keynote speaker will be Dr. Randall Lockwood, psychologist with the Humane Society of the United States. ☼

Project examines recruitment practices

SMU's Edwin L. Cox School of Business has approved a proposal submitted by Kaycee Pollock, Volunteer Coordinator, to its MBA Community Partners Program to assist in revising the current recruitment practices of Hispanic/bilingual TYC job applicants. Linda Ross, Regional Director, is the project chairman who will be working with four graduate interns and project mentor, Jay Torres. Mr. Torres is a member of the Dallas Community Advisory Council and volunteered to serve as the required mentor from the business community. Paul Ruiz, local Intercultural Awareness Committee Chairman has provided valuable input into the identification of problem areas and Karen Collins serves as our central office representative and our vital link with agency policy and procedure. The students will be making a final presentation to the Dallas Community Advisory Council April 20 and Steve Robinson has been invited to attend. There will be a Community Awards Luncheon April 29, and a \$7500 cash award will be presented for the most exemplary project. ☼

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No returning lettermen, please

by Pat Benton

Coaching is the most rewarding career anyone could want. The ups and downs, the beautiful wins, the aggravating losses, the kid with no ability who comes through for the team because he has so much heart you can't keep him out of the lineup—are all part of the package.

Sometimes, when coaching in public schools, we tend to take little things for granted. We tend to become obsessed with winning. Too often, winning is what we, as coaches, are judged by, and if we don't win, we find ourselves looking for another job. I decided to get away from the the pressure of winning, and took a job at Gainesville State School as a teacher.

As I became involved with these young men in the classroom, I saw a huge need that was not being met by the system. They had no way to vent their pent-up hostilities. I also saw a great deal of talent being wasted because these kids had no idea what they could accomplish if they directed their energies in an athletic direction.

I didn't think there was any way possible that I could convince the superintendent to go along with an athletic program, but I kicked the possibilities around with other staff at the school. The majority did not think it would work very well with the students we had, primarily because most of our students had never played any organized sports.

One night I came across a movie called "The Gridiron Gang," about a correctional institute in California that started a successful football program. I taped the program and placed a copy on the superintendent's desk.

About two weeks later, the superintendent called me to his office, along with our recreational director, Robin Byars. As a result of our discussion, I developed an athletic program for Gainesville State School and presented it to every committee on campus with favorable response. We started our first football season in August of 1993.

We completed our first football season, very successfully at 2-4-1—successful in the sense that these kids learned so much about themselves. All the talking was over and they had to prove themselves on the field. The ones who stayed with the program learned more than they believed possible about football, discipline, teamwork and the positive aspects of being part of a group. The players were from all different walks of life, including gang members who did not necessarily get along.

Now, I am not saying that they learned to love one another, but they learned to depend on each other on the football field and they encouraged each other off the field to stay out of trouble in the dorms and at school so they would be able to play football.

Two good reasons this program was successful were my offensive and defensive coordinators, Larry Laray Wilson and Tollie Royal. Also helping with the program was Jack Redman, our trainer and equipment manager. More help came from Carl Mims, David Moore, Jeff McElrath, and Margie Harnett. We will compete next year in football, basketball, baseball, and track, and are hoping to be accepted next year into TAPPS.

As an individual and as a coach, I also measure success in the rewards of watching these young men come together, from not knowing the difference between offense and defense, to playing as a team. It was a new world to my guys. Watching all eleven men execute a play properly was a pleasure beyond salary.

I believe I was directed to Gainesville State School for a reason—not only to renew myself, but possibly to help in some small way with these kids.

The real success of our program will be determined by how many kids we DON'T receive back to play football for us the following year. Hence the title: **No Returning Lettermen, Please.** ☉

Culture *(continued from page 6)*

The mission of the Intercultural Awareness Task Force is:

"The Intercultural Awareness Task Force is committed to ensuring that all cultures represented in TYC are valued and appreciated. As society changes, TYC must recognize these changes and adapt if we are to be successful and be a leader in the American workplace. A major issue will be dealing with cultural diversity of personnel. As we learn about the different cultures represented in TYC, we must work towards an effective balance between helping individuals adapt to the agency culture to accommodate its personnel."

The objectives of the Intercultural Awareness Task Force are:

1. To increase cultural awareness through education and training.
2. To identify cultural deterrents.
3. To make recommendations for changes to the Executive Director.
4. To review agency policy, practices and procedures that are brought to the task force's attention and are identified as cultural deterrents.

Members of the task force are appointed by the Executive Director. They serve staggered terms of one to two years. The chairperson is appointed by the Executive Director. The vice-chair and secretary are elected by the committee members.

Officers for FY'94 are:

Joe Curry, West Region, Chair
Sharon Hambrick, North Region,
Vice-Chair

Members are:

Mary Ybarra, South Region,
Evens Regional Juvenile Center
Martin Rocha, East Region
Erica Olson, Central Region
Michael Wakefield, Reception Center
Floyd Hall, Corsicana
Eddie Hernandez, West Texas
Linda Holmes, Crockett
Ramon Campos, Giddings
Charles Mack, Gainesville
Sharon Owens, Brownwood
Sylvia Perez, Central Office

Employees with questions, concerns, recommendations in regards to intercultural awareness should express them either to their local task force or a representative of the agency task force. All employees will be updated about the work of the task force. The committee will meet quarterly at different sites. ☉

(Benton's original article has been excerpted for inclusion in this edition of the TYC JOURNAL. The full article will appear in the fall edition of Texas Coach magazine.)

Corsicana welcomes new superintendent

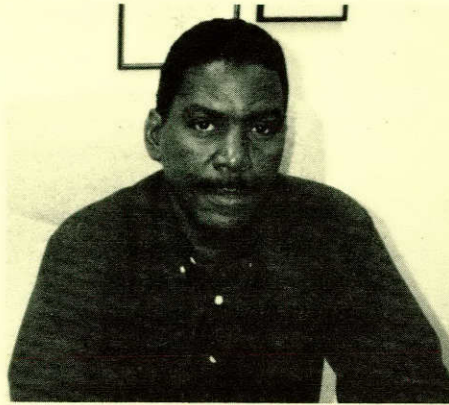
Chester Clay, Jr. has been named Superintendent of the Corsicana Residential Treatment Center (CRTC).

Clay began his work with the Texas Youth Commission in 1972 as a volunteer at Brownwood State School. Clay was employed as youth activity supervisor there in 1975, and was promoted to caseworker in 1977.

In 1981, Clay moved to Austin to become assistant superintendent of Salado (now Turman) House, and in 1982 became superintendent of Nueces House in Corpus Christi.

From Corpus, Clay moved to Houston to become regional director of the TYC East Region.

In 1989 he came to Corsicana as assistant superintendent. In June, 1993 he was transferred to Brownwood State School as



*Chester Clay, Superintendent,
Corsicana Residential Treatment Center*

assistant superintendent, from which he returned to Corsicana this year.

Clay stated he is very happy being back in Corsicana and working with students who are diagnosed as emotionally disturbed. "The people in the program and this community have the unique qualities to do this kind of work, to enjoy doing it, and to do it well."

Clay further remarked, "The staff and volunteers come from this community and they all make up the services provided in

CRTC. The Corsicana community accepts this program. We have a very good supporting cast."

"Look at the kids we are dealing with in juvenile crime in society and on the news," remarked Clay. "Corsicana, like all Texas Youth Commission programs, will be impacted by this." Clay sees three challenges in planning for the students and program; the first is to continue to provide quality services for our students. The second challenge involves providing a safe environment on the campus for the students, staff and volunteers. The third challenge is to carefully screen students who leave the campus, and to supervise and know where students are at all times in order to provide a safe environment for the people in the community.

"And we want to do this," stated Chester, "without compromising the quality of the Corsicana program which has the goal of returning the kids to normalcy through community involvement, reintegration, and socialization." ☼

State leadership focuses on prevention

TYC's Office of Prevention helped plan the Second Annual Clara Pope Willoughby Symposium on Innovations in Criminal Justice, with U.T. Austin, the Governor's Office, and Travis County Juvenile Court.

The Willoughby Conference, held January 25, focused the attention of leadership from the executive and legislative branches of state government upon feasible innovations to prevent and control juvenile crime.

Legislators, agency directors, Commission on Children and Youth members, Legislative Budget analysts, Comptrollers Office staff, and State Auditors, examined the three levels of prevention as represented by program participants, discussed potential replicability, and the need to rethink funding priorities.

Tertiary prevention programs, dealing with youth currently in the system, was represented by Linda Reyes, Chief of Mental Health Services, TYC, and students from Giddings Capitol Offender and Sex Offender groups.

Secondary prevention, dealing with programs seeking to redirect youth identified as high-risk, was represented by Carey Cockerell, Tarrant County Chief Juvenile Probation Officer, and youth, family members and advocates from the Tarrant County Youth Advocacy Program.

Travis County's Community Resource Coordination Group also discussed how agency collaboration facilitates the provision of resources to youth whose problems transcend agency jurisdiction.

Primary prevention (programs that begin with pre-natal care and follow along a continuum to deter children from ever getting into the system) was represented in two ways: John Walker, Primary Prevention Specialist at TYC, discussed his sta-

tistical study of the cost of child abuse and neglect and the potential years of life lost due to child abuse and neglect in Texas in 1993. Also, Beverly Watts-Davis, Executive Director, and Arlene Chalkley, Deputy Director of "San Antonio Fighting Back" discussed a delinquency prevention program which reinforces that entire communities need to be involved and have ownership.

"The reaction to the conference has been extremely positive," said Judy Briscoe, TYC Director of Prevention. "It showed that prevention can and does work, that prevention efforts cannot begin too early, that children cannot be dealt with in a vacuum but must be dealt with in the context of their families, community, and environment, and that building more prison beds is not the answer." ☼

Gainesville holds annual awards banquet

Gainesville State School held its annual awards banquet in December at the Stanford House. The event, sponsored by the institution's Staff Quality Improvement Group (SQIG), was attended by approximately 200 staff, retirees and guests. Chaplain John Stutz gave the invocation, Keith Gant was Master of Ceremonies, and Steve Robinson, newly appointed Executive Director of the Texas Youth Commission was the guest speaker.

Superintendent Jerry Day presented the following employee awards:

RETIREMENT

Sue Morgan, Donna Bass, Bill West, and Gertrude Holt.

YEARS OF SERVICE

15 years:

Gary Mack, and Willie Mae Wallace

10 years:

Karen Bates, Monty Womack, Carole Foster, Jeff Wheeler, Ken Elder, John Looye, Mark Thomas, Jerri Sanders, Ronnie Howser, and Suzette Young.

5 years:

Alice Shorten, Mary Long, Jerry Henderson, Narciso Renteria, Johnny Najera, Jeff McElrath, Scottie Roper, Shenda Tillman, and Marsha Goss.

Nell Bryant was named Employee of the Year. Employees of the Quarter were Kathy Mach, Sophie Wilson, and Sharon Rodriguez.

Also recognized were the SQIG Committee, Safety Committee, Gang Task Force, Football Coaches, Independent Living Program, and departments who achieved 100% contribution to United Way.

SQIG Chairman Larry Hennesy presented door prizes. ☼

YAS receives scholarship

Wayne Earl Petties, youth activities supervisor with the Texas Youth Commission, has been awarded the American Correctional Association's (ACA) Martin Luther King Jr. Scholarship. Petties was chosen to receive this scholarship because of his enthusiasm to continue his education and deep commitment to the field of corrections. The scholarship will be awarded at ACA's 1994 Winter Conference in Orlando, Florida, January 17-19.

As a child, Petties spent eight years in one of the Texas Youth Commission's homes for dependent and neglected children. He received a college scholarship for athletics from the University of Oklahoma, where he studied from 1975 to 1978. Later, he enrolled at Prairie View A&M University in Texas and went on to graduate in May 1993 with a 3.4 grade point average. Petties earned his bachelor's degree in social work and is a member of the Alpha Delta Mu Social Work Honor Society. He chose to devote his life to social work, especially working with juveniles, because of a commitment and desire to have an impact on the special issues and

concerns facing youthful offenders.

Petties worked as a youth activity supervisor at the Giddings State School in Giddings, Texas, from 1990 to spring 1993. In addition to maintaining his career and his university studies, he and his wife are raising three children. This year Petties was accepted into the University of Texas at Austin, where he is pursuing a master of science in social work. He has taken a leave of absence from his job at Giddings to devote himself to his studies full time.

Petties represents a beacon of light for all children who are in youth services systems throughout Texas and the United States.

The annual scholarship commemorates Dr. Martin Luther King's belief that progress is best achieved through cooperation rather than conflict, participation rather than partisanship, and compassion and understanding rather than hate and prejudice.

Founded in 1870, ACA is a professional organization that supports and educates corrections professionals in the United States and abroad. ☼

80 hour preservice training begins

The first three 80 hour preservice classes have been highly successful," said Dennis Payne, Director of Training. "According to feedback we've received, facilities appreciate the fact that staff can have sole supervision as soon as they return to the campus," he explained. "After the 40 hour preservice, staff still had to go through additional training at the facility." The training department has just mailed out the 1993 Annual Preservice Needs Assessment Survey.

The agency is switching from the Cornell method of restraint to the Handle With Care Behavior Management System developed by Bruce Chapman in New Jersey. For years, TYC line staff have dealt with injuries and difficulties with youth who are "too

familiar" with the Cornell restraint method for it to be effective. Four sessions of trainer training are being held in February and March, and then all field staff will be trained in the new method.

The training department is currently developing supervision management training. The training is intended to equip TYC staff with the skills to provide high level customer service, lead their people, and manage their resources to accomplish the TYC child care mission. The first level, Basic Supervision Course, is scheduled to begin in June. This 48 hour course will include such topics as leadership, communication, cultural diversity, sexual harassment, and TQM. It will also contain training on numerous human resource issues: hiring, timekeeping, employee relations, performance evaluations, policy and procedures, and payroll. This training will take place at the newly built training facility at Corsicana. ☼



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Five Giddings employees win marathon medals

It may not be as famous as the Boston Marathon, but the Dime Box Marathon's miles are just as long and the location is much more convenient.

One cool October morning almost 200 people lined up to race in Dime Box, Texas, a small community about 60 miles east of Austin on FM 141. Five of those participants were employees from Giddings State School. They made a vow to finish in the medal, and they kept that promise.

The winners are Charles Etta Francis, Johnnie Green, Velma Duvall, Raymond Kipp and John Robb. Giddings is proud of our champions and throws down the gauntlet to any other institution that has the courage to compete in Dime Box next October. ☼



PICTURED: Left to Right are Velma Duvall, Johnnie Green, Charles Etta Francis, John Robb and Raymond Kipp.

Spilman selected at Brownwood

Steve Spilman, case manager supervisor for the South Region since 1987, has been selected as assistant superintendent at Brownwood State School, replacing Chester Clay, who was named superintendent of Corsicana Residential Treatment Center.

Spilman began his employment with TYC in 1981 as a caseworker at Brownwood State School, and later was promoted to institutional placement coordinator. He joined the staff at Crockett State School in 1983 as medical psychiatric caseworker, and in 1984 returned to Brownwood as supervisor of intake, testing, and assessment at the reception center.

Spilman's work history includes positions with Central Texas MHMR, St. Benedict Hospital and Nursing Home in San Antonio, and an internship with the Harlandale Independent School District.

Spilman holds a BS from Howard Payne University, a Master of Education in counseling and human services from Boston University, and a MSW from Our Lady of the Lake University. ☼

HUMAN RESOURCES

Administrators, teachers relieve dorm staff for Christmas

Administrators, support staff members, teachers, caseworkers and volunteers at Crockett State School took over supervision in the dormitories December 9 to allow dorm staff members the afternoon off for a Christmas party free of interruptions and child care responsibilities.

During their stay in the dorms, they brought home-cooked food for a family-style meal with the students, to provide a different atmosphere and make the season special. Each dorm had a program coordinator who assigned other support staff to assist with the various activities, such as decorating the Christmas tree and dorm, singing Christmas carols, taking photographs with Santa, arts and crafts, games, stories or movies and distribution of candy

and goodies.

The visit from Santa was the highlight of the evening in each dorm, with each student having a picture taken with him. (His identity has not YET been revealed...)

Meanwhile, dorm staff members were given the opportunity to have a Christmas party free of interruptions and child care supervision, and were able to visit and network with other direct care staff members.

"This was our opportunity as administrators and support staff to recognize the important contributions child care workers make to our program and to our students," said Superintendent Rey Gomez. "We are looking at making it an annual event... it was a success because everyone worked together with true team spirit, as well as Christmas spirit." ☼

TYC minimum lengths of stay increased

Minimum lengths of stay in TYC programs have been increased, effective January 20, based on lower commitments from counties during the first four months of Fiscal Year 1994.

Last August, a letter was sent to juvenile judges and county probation officials explaining the importance of reducing TYC commitments, if the agency was to be able to retain youth for longer periods before they were paroled.

"We are appreciative of the counties

who have kept new commitments down," said Executive Director Steve Robinson, "and we're pleased to be able to reinstate the prior minimum lengths of stay."

Violent-B Offenders (youth who have committed involuntary manslaughter or non-homicidal violent offenses such as kidnapping, sexual assault, aggravated assault, aggravated robbery and burglary) will again be required to stay at least 12 months.

The required minimum length of stay will be nine months for Chronic Serious

Offenders (CSO) and Controlled Substances Dealers (CSD). CSO's are youth who are found to have committed at least one felony in each of at least three separate and distinct due process hearings. CSD's have committed a felony grade offense defined as a manufacture or delivery offense under Chapter 481 of the Texas Controlled Substances Act.

Minimum lengths of stay do not have to be completed at an institution. TYC policy allows for the stay to be completed in a community program.

The minimum criteria for the transition of youth from institutions to community programs are as follows:

1. Minimum length of stay has not been completed;
2. Youth has been in residential placement for:
 - A. four months if the minimum length of stay is more than six months, or;
 - B. three months if the minimum length of stay is six months;
3. There have been no major incidents within the last 30 days; and,
4. The youth has demonstrated positive progress in the level system.

The 24-month length of stay for youth committed for murder, capital murder, attempted capital murder, attempted murder and voluntary manslaughter has remained in effect since it was put into effect several years ago.

TYC JOURNAL

Texas Youth Commission

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