

Texas Youth Commission Journal

News and Information from throughout the Agency

December 1993, Winter Issue

4900 N. Lamar, Austin, TX 78765

TYC welcomes new Executive Director

Robinson's dream was to head Youth Commission

When he went to work for the Texas Youth Council in 1975 as a hearings examiner, he didn't "dream" he'd ever head up the state's juvenile corrections agency.

But the longer Steven Murray Robinson continued with the agency, the more a "dream" DID develop, and he began to envision a future as the agency's director.

TYC's new Executive Director, Steve Robinson, 42, recalls that about five years ago he interviewed for another position, and one of the questions during that interview was "Where do you see yourself in the next five years?" His answer: "Executive Director of the Texas Youth Commission."

On Tuesday, September 26, Robinson was appointed to the position by the TYC Board, replacing long-time director Ron Jackson, who retired September 30 after 20 years in the position.

Robinson, who assumed the position December 1, is a former administrator with TYC and, for the past seven years, was Chief Juvenile Probation Officer for Travis County. In addition to his first TYC job as a hearings examiner (before they were required to be attorneys), he served as an internal auditor, as superintendent of two Austin halfway houses, Travis House and Salado House (both forerunners of Turman House), as central office halfway house administrator, as assistant superintendent of the Giddings State School and as superintendent of Brownwood State School. He will earn \$80,204 a year and will oversee an \$85.6 million budget and supervise 2,144 employees.



Executive Director Steve Robinson

"Steve brings to the job a wealth of experience in the juvenile justice field," said Board chairman Gary Compton, in announcing the selection. "The Board is extremely fortunate to have someone of Steve's knowledge and experience lead the Youth Commission as the State of Texas focuses on measures to address the increasing number of crimes committed by juveniles."

"I look forward to returning to the Youth Commission and to working with the Board and the dedicated staff as we build on the tremendous successes the agency has achieved under Mr. Jackson's leadership," said Robinson.

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Odam named to TYC Board

John W. Odam Jr. of Houston has been appointed to a six-year term on the Texas Youth Commission Board by Governor Ann Richards. "I am honored and flattered to be named by Governor Richards to the Youth Commission Board," stated Odam.

He replaces Comer Cottrell of Dallas, whose term expired August 31, 1993.

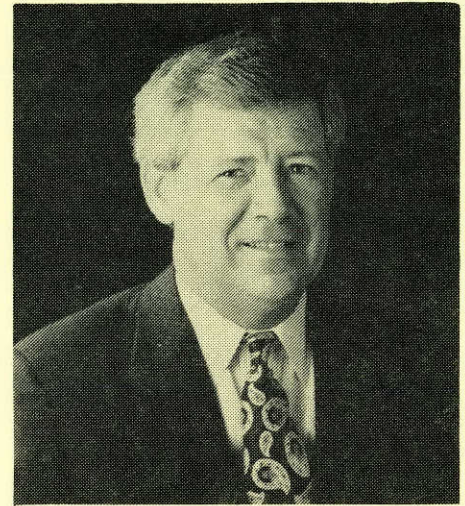
A native of Abilene, Odam received his BBA from the University of Texas and is a graduate of Baylor University School of Law. He is currently an attorney/shareholder with the Houston offices of Niewald, Waldeck and Brown.

Odam, who served in the Texas Attorney General's Office, was involved with the Morales v. Turman lawsuit,

which dealt with the treatment of juveniles in TYC.

He has also been involved in numerous professional associations including serving as Past Chair of the State Affairs Committee of the State Bar of Texas. He has also been involved in Democratic Party activities, and in 1990 ran in the Democratic Primary for Attorney General. As a statewide candidate, Odam visited all 254 counties and has become acutely aware of the many issues facing children and youth in Texas.

"I am impressed with the quality of staff and their dedication," added Odam, "As soon as possible, I plan to visit facilities and meet with staff to become familiar with the issues and community-based facilities." ❀



John W. Odam, Jr., TYC Board Member

AROUND TYC

Agency vision developed

Twenty-six supervisors, managers, and executives of the Texas Youth Commission met July 5-9, 1993, in Austin, Texas to reach consensus on the agency's future vision, the key priorities for the agency, and how to use the principles of total quality management in achieving both the vision and the priori-

ties, or leverages, with a letter from Ron Jackson regarding our future and the part each employee will have.

Four key priorities/leverages were adopted at the management work session: safety, empowerment of individuals and teams, alliances, and leadership. Teams were established for each of these areas.

The leverage team leaders met with executive staff during August and September to establish their charters, and have been working diligently since then to achieve the desired results within the parameters given them by the executive group. The emphasis of teams has been on short term action within current resources; however, they have also been developing longer term recommendations for action. Based on the charters that each team developed with executive management, they will be reporting their recommendations before the next work session.

The leverage teams will be presenting their recommendations to participants of a follow-up management work session in December. Steve Robinson, recently appointed executive director, will actively participate in this work session and views it as very important to the future of the Texas Youth Commission. The session will not only provide an opportunity for the leverage teams to present their recommendations, but will also focus on their implementation. The group will also identify additional leverage areas that will support the work of the existing teams, and the agency's vision and strategic planning.

❀

TYC AGENCY-WIDE LEVERAGE TEAMS

ALLIANCE TEAM

Roy Washington, Parole Supervisor, Team Leader
Judy Briscoe, Dir. Prevention
Alex Escarcega, West Region Director
Jules Franklin, Chief of Aftercare
Gary Fuchs, Executive Assistant
Daryl Hart, Casework Automation Analysis

EMPOWERMENT TEAM

Cherie Townsend, Dir. Comm. Svcs., Team Leader
Jim Cannedy, Management Audit Director
Sandra Ferrara, Health Services Administrator
John Franks, Director of Finance

SAFETY TEAM

Jerry Day, Gainesville Supt., Team Leader
Cheryl Adams, East Region Case Services Mgr.
Edward Aguillar, Beto House Comm. Coord.
Ed Bezner, Reception Center YAS
Judy Briscoe, Director of Prevention
Les Brown, West Region Parole Supervisor
Sandy Burnam, Corsicana Superintendent
Jim Burnet, Brownwood Teacher
Dennis Clay, Nueces House YAS
Randy Collins, Corsicana YAS
Mario Garcia, Risk Manager

LEADERSHIP TEAM

Jay Lindgren, Deputy Executive Director, Team Leader
Helen George, East Region Director
Byron Griffin, Superintendent of Education
Joseph Martinez, South Region Director
Jay Svinicki, Research Specialist
Ed White, Asst. Exec. Dir. Support Services

Terry Graham, Supervisor, General Accounting
Dwight Harris, Director of Institutions
Cathy Negrel, Quality Coordinator
Linda Steen, Brownwood Superintendent

Homer Gonzales, Evins YAS
Larry Isabell, Brownwood Primary Service Worker
Don McCullough, Budget Analyst
Daniel Miller, Brownwood YAS
Dave Morrison, Brownwood Trainer
Ron Quiros, Ayres House Asst. Superintendent
Sharon Rodriguez, Gainesville YAS
Linda Ross, North Region Director
David Williamson, Crockett Director of Security
Karen Wooding, Youth Rights Administrator

Robinson *continued*

He added that he feels fortunate to have Ron Jackson as a personal friend, as well as a mentor.

"He's provided me with advice, guidance and consultation over the last 18 years on how to be successful in the corrections field," said Robinson.

"I've got a strong work ethic," he said. "But I think my strongest attribute is my skill in dealing with people...I never meet a stranger...and I like to think I go out of my way to be fair to everyone. I think it is extremely important to treat people fairly."

Robinson said he is invested in the agency's total quality program—in bringing staff from all levels into the decision-making processes.

"I look forward to returning to the Youth Commission and to working with the Board and the dedicated staff as we build on the tremendous successes the agency has achieved under Mr. Jackson's leadership."

**- Steve Robinson
Executive Director**

"I am committed to developing a new level of cooperation with the juvenile probation system," he said. "We must have a system approach to juvenile problems. And I am confident that my experience with county probation will be seen as 'positive' among juvenile probation officials...They know I've run a large county probation department and that I KNOW what their problems are. I am very much aware that counties have very viable programs for kids.

"In that regard, I think any time there is a change at the executive level of an agency, the opportunity exists for working relationships to change, and I will strive for those changes to be positive ones," he added.

Robinson's tenure with Travis County Juvenile Probation included building a 100,000-square-foot detention complex which houses three courtrooms, 30 offices, 47 detention beds and two residential programs. He is anxious to work with counties to create facilities for ju-

veniles who violate probation. Currently, these teenagers end up flooding the Youth Commission's facilities.

While chief probation officer, Robinson helped develop several community-based programs that lessened the Youth Commission's load. He worked on behalf of the Texas Probation Association in support of the appropriation of funds to the Texas Juvenile Probation Commission for community corrections programs. He pushed for county programs to more closely monitor serious offenders who otherwise would have been sent to TYC.

He also brought to Travis County an innovative residential treatment program called Community Assessment, Treatment and Sanctions that tries to change juvenile behavior by teaching youths critical thinking skills before

they end up in TYC.

Robinson holds a Bachelor of Science Degree from Sam Houston State University and a Masters in Public Administration from Southwest Texas State University. He currently serves as chairman of the professional advisory board of CASA (Court-Appointed Special Advocates), chairman of the Community Justice Task Force and is a past president of the Texas Probation Association.

He also is chairman of the Austin-Travis County Community Management Team of the Texas Children's Mental Health plan and chairman of the Austin-Travis County Community Resource Coordinating Group.

Robinson was recently appointed by Lieutenant Governor Bob Bullock to serve on the newly-created Texas Commission on Children and Youth.

Robinson enjoys most outdoor activities including hunting. He spent two weeks in November elk hunting in Colorado.

Much of his "spare" time is spent watching son Grant (an 18-year-old senior at Anderson High School) play high school football and baseball. Grant made all-district in both sports last year as a junior, and is hoping to attend college on a sports scholarship.

Robinson is married to Laurie Shanblum, also a corrections professional, who is a criminal justice policy advisor in the Criminal Justice Division of the Governor's Office. Shanblum is also a former TYC staff member, having served as administrative assistant to Director Ron Jackson in the early 80's. She also worked for the Texas Department of Corrections and for Corrections Corporation of America.

The TYC Board received 400 applications from professionals who wished to be considered for the position. The finalists included Deputy Executive Director Jay Lindgren; Director of Community Services Cheryl Townsend; Assistant Executive Director for Support Services Ed White; John Arredondo, Director of the Arizona youth agency (a former TYC employee); and Bill Thompson, acting Chief Juvenile Probation Officer for Dallas County. ❀

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 4900 N. Lamar • P.O. Box 4260
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 (512) 483-5331

*Contributing information should be sent to the attention of
 Janice Longridge at the above address.*

Editorial Board:

Janice Longridge
 Karen Collins
 Joan Timmons
 Rita Torres
 Judy Meador

Reporters:

Beverly Rawlings, BSS
 Kim King, SRC
 Melanie Hardeman, Corsicana
 Thomas Phillips, Crockett
 Jo Lockhart, Gainesville
 Bill Bradbury, Giddings
 Rod Peacock, WTSS
 Trudie Asbury, W. Reg.
 Kaycee Pollock, N. Reg.
 Denise Kennedy, E. Reg.
 Doris Davila, S. Reg.

Desktop Publisher:

Cynthia Park

Executive Director:

Steve Robinson

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Violent offender commitments double

The percentage of youth committed to the Texas Youth Commission for violent offenses continues to increase.

36% of the youth committed to the state's custody were adjudicated for a violent offense during Fiscal Year 1993, up 8% over FY 1992.

Since FY 1990 violent offender commitments have risen 96% from 293 youth (either committed under a juvenile sentence or classified by TYC as violent offender) to 574 youth in FY 1993. While the number of violent offenders continues to increase, the total number of youth sent by counties to the state declined by 19% in FY 1993, from 1,926 in FY 1,992 1564 in FY 1993.

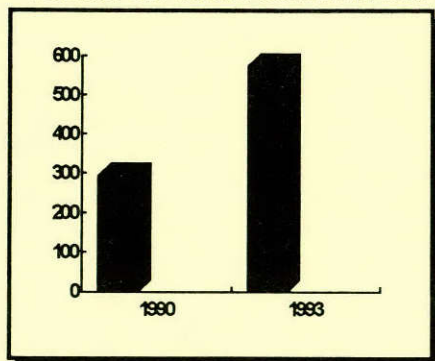
"The juvenile courts and probation officials should be commended for their efforts to reduce the number of youth committed to TYC," reported Jay Lindgren, Deputy Executive Director.

"During the last biennium, the legislature provided funding to local probation departments in order to reduce the number of youth sent to TYC," added Lindgren.

"Counties are increasingly sending only the most violent and chronic juvenile offender to the state's custody," stated Lindgren. As a result of the reduction in commitments, TYC was able to increase the overall length of stay of youth in a residential program prior to release, from 6.4 months in Fy 1992 to 8.2 months in FY 1993.

Youth committed for murder, capital murder, attempted capital murder and voluntary manslaughter are required to remain in a TYC facility for at least 24 months. In FY 1993, TYC received 111 youth for these four offenses, compared to 48 in FY 1990, a 131% increase.

VIOLENT OFFENDER COMMITMENTS



Continued on page 5.

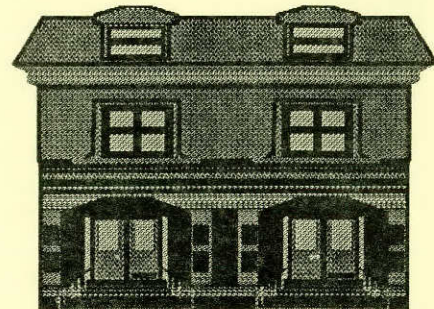
Cottrell House dedication

Dallas House, TYC's halfway house in Dallas, was renamed "Cottrell House" November 18 in honor of outgoing TYC board member Comer Cottrell.

Cottrell is owner and founder of the Proline Corporation (health and beauty aids and hair and skin care products), the largest African-American owned corporation in the Southwestern United States. He is well known for his advocacy for youth throughout the world.

Cottrell's service on boards and agencies include the U.S. Foreign Commerce Service Commission, U.S. Trade Commission Advisory Board, National Black Leaders for Bush, D/FW International Airport Board, University of Texas Board, Bishop College, trustee of City College in Los Angeles, NAACP Board Member, Boy Scout Circle Ten, and Big Brothers.

He holds honorary doctorate degrees from Bishop College, Alabama State University, Howard University, and University of Virginia.



The dedication of Cottrell House featured emcee Willis Johnson of KKDA Radio, student presentations by Jeremy Drobil and James Allen; welcoming speeches by TYC Board Chairman Gary Compton of Amarillo, Superintendent Travis Wortham and Dallas Mayor Steve Bartlett; and a special presentation by comedian Steve Harvey.

The African Boys Choir entertained, and keynote remarks were by State Senator Royce West. Comer Cottrell spoke shortly before the unveiling of his portrait, which will hang in a place of honor at the halfway house. ❀

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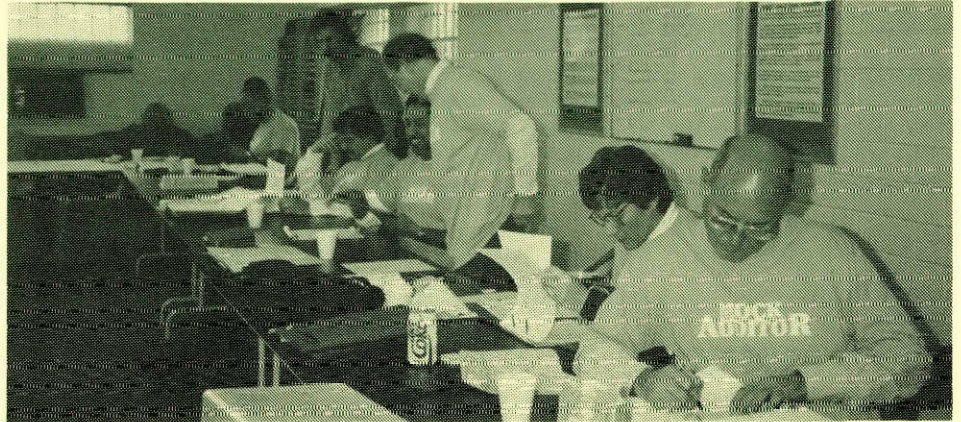
NOTE: TYC employees, contract programs, and juvenile probation departments are exempt from this requirement.

Mock audits make the difference

The most important part of the accreditation process is the "self evaluation phase," said Gail Graham, TYC Accreditation Coordinator. As staff, under the direction of the Accreditation Coordinator, compare their operations to the requirements of the ACA standards, they have the opportunity to improve areas that may not quite meet expectations and to applaud staff and programs that exceed expectations.

The institutional assistant superintendents, halfway house superintendents, and parole supervisors serve as Accreditation Coordinators for their programs. Their job is to evaluate the program, assign tasks and, with the superintendent or supervisor, make any changes needed.

"When they believe their programs and audit files are ready for the real thing we assemble a team of peers who conduct a mock audit," said Gail Graham. Thus far, teams have consisted of three to sixteen TYC staff from institutions, community services, and central office. The largest team was assembled to mock audit Gainesville State School because the campus was large. The team worked to ensure that most day



Mock Auditors help Crockett prepare for the "real thing".

shift staff were interviewed by mock auditors.

Following mock audits and intensive feedback to the host facility, there is ample time to add the final touches of perfection prior to the real audit. A core group of staff from Crockett State School, under the leadership of Marie Murdoch, Assistant Superintendent, has become a regular part of the evaluation process on institution campuses. This group of department directors helps a program begin the process to get a quick start by answering questions and interpreting standards as they work

directly with their counterparts.

"When we continually try to monitor ourselves, we miss things. Mock audits are particularly beneficial because auditors are peers," said Lynne Parra, Superintendent of Willoughby House. Jerry Day, Superintendent at Gainesville was "quite sure we couldn't have done it without the assistance of the Crockett staff and others. They raked us over the coals and that's why we were able to do so well." Over 200 Gainesville staff came to an appreciation barbecue hosted by Day and Jack Patton, to honor their work toward accreditation. ❀

Violent offenders *continued*

Other dramatic increases over the same period include the number of youth committed for aggravated robbery, a 132% increase. Aggravated assault rose by a 43% increase over the three-year period.

Since 1990, TYC has experienced a 24% increase in the number of youth committed for sex related offenses.

As the number of violent offender commitments has increased, the number of youth committed for a drug related offense has declined by 37% during that period.

Last year, the TYC Board established a six month minimum length of stay for all newly committed youth and for youth found to have committed a felony or an offense involving a firearm after having been committed to TYC. Prior to the marked reduction in commitments last

fiscal year, TYC had been forced to reduce the length of stay for most offenders due to the lack of sufficient residential capacity.

"Many counties are under tremendous pressures to commit youth to TYC", cautioned Lindgren, "although commitments have declined recently, the significant increase in the number of youth referred to probation authorities for violent offenses may result in increased commitments later this fiscal year."

The agency has adopted several classifications that determine the length of stay based upon the committing offense. These categories have been adjusted as commitment levels have fluctuated and as the number of violent offenders has increased sharply.

Youth classified as Chronic Serious Offenders (those youth who have been

adjudicated for felony offenses on three separate occasions) are required to remain in a residential program for at least six months, compared to nine months prior to the 1991 policy change. The number of Chronic Serious Offenders committed to TYC represent approximately 6% of commitments over the last three fiscal years.

Youth classified for certain violent offenses under a sentence are required to remain in a TYC residential program until age 18, at which time the juvenile court determines if the youth should be transferred to the adult prison system to complete the sentence or continue under TYC's supervision.

Other youth are committed for an indeterminate length of time, and are subject to TYC administrative minimum length of stay policies. ❀

Volunteers host record breaking fundraisers

Numerous TYC volunteer councils have held successful fund-raisers this fall to raise money to benefit TYC youth. Funds will be used to assist with family visits, holiday events, Christmas gifts, academic achievement awards, and special needs.

The GAINESVILLE VOLUNTEER COUNCIL netted \$2,900 when it co-sponsored its first annual official chili cookoff, "Cookin' For Kids," September 24-25.

Participants were able to earn official points toward entrance in the international cookoff in Terlingua. Council members and Katie Price, volunteer coordinator, enlisted 18 sponsors and 25 cooking teams for the event, and designed and sold T-shirts that weekend. They also sold raffle tickets for a smoker and picnic table.

Co-sponsors were VFW Post 1922 and Community Revitalization Inc.

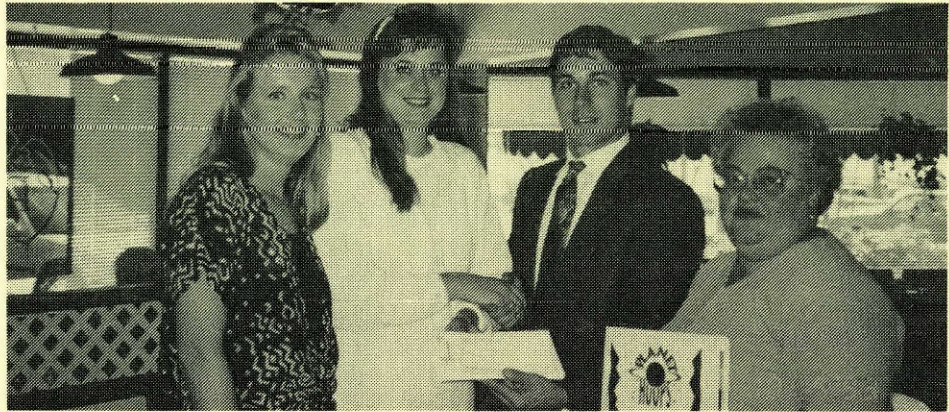
The EL PASO COMMUNITY RESOURCE COUNCIL raised over \$400 by selling 1500 hot dogs to spectators at the Amigo Airsho on October 30-31. Participating were Advisory Council members: Joe Gonzalez, Karmen Gonzales, Luz Centola and her husband Kevin, Marianne Torres, Ellison Beasley; TYC interns: Jose Alamillo, Martha Fonseca, Rita Garcia, Frank Della; TYC staff: Alex Escarcega, Lisa Compean, Trudie Asbury; Volunteers and Friends: Lewis Lohr, Sharon McKelvey, Robert Trejo, and Cruz Medina.

The AUSTIN VOLUNTEER COUNCIL netted \$3,500 at their annual golf tournament October 16 at the Forest Creek Golf Course in Round Rock. Council tournament chairman Allen Golden enlisted 20 sponsors to assist with the fundraiser, and 92 golfers paid \$65 each to participate.

Prizes included foursomes at seven Austin country clubs, gifts from the pros, and from local merchants.

BROWNWOOD ADVISORY COUNCIL member Jack Smith served as chair for the council's annual food booth at the Pecan Valley Arts Festival in September.

Twenty council volunteers served hot dogs, potato chips and Dr. Pepper products, netting the council over \$400. Council member Charles L. Lockwood



The Dallas Community Advisory Council received \$2,100 for their participation in "Planet Hoops," a basketball tournament, concert and art festival September 24-26. The council provided 240 volunteers to run the events, serving as court monitors, scorekeepers, clean-up crews and registration assistants. L to R: Kaycee Pollock, North Region volunteer coordinator; Sara Hawk, Dallas Volunteer Council treasurer; Tony Ciaccio, Image 7 Marketing Group (sponsor of Planet Hoops); and Rozann Rob, Dallas Council chair.

whose family owns the local Dr. Pepper franchise, donated the drinks. ☼

Ducks net over \$4,500

\$The Corsicana Community Advisory Council raised more than \$4,500 with its second annual "Lucky Ducky Dive" with proceeds going for re-building and enclosing the Corsicana State Home swimming pool for year-round use.

Prizes were won when numbered ducks were retrieved by celebrity diver George Cisneros, and ten Corsicana students. Grand prize was a Bahamas cruise for two, won by a Corsicana volunteer, Donna Rogers. Several TYC staff members from around the state were also winners:

Santiago O'Malley, H.E.B., chaired the event. Council committee members were Billie Carroll, Sylvia Bonin, Charles Barnaby, Bob Frisby, Ann Johnson and Mary Rozelle. Rick White is council chair. ☼

Houston Council to host 10th Anniversary Conference

Houston will be the site of the Annual Statewide Volunteer conference. This year marked the 10th anniversary of the Volunteer Conference. The conference will be held March 4-6 at the west loop Marriott and information brochures will go out in December. Volunteers and staff from across the state are invited. The conference will be highlighting the outstanding volunteers of TYC. ☼

El Paso birthday party

The children of Dick Robinson, treasurer and past chairperson of the El Paso Community Resource Council, commemorated their father's 70th birthday with a dessert party in Dick's backyard.

In lieu of gifts, contributions to the 'Dick Robinson Furlough Fund' of the El Paso Council were accepted in the amount of \$1,389.

The El Paso TYC staff, volunteers, friends and family enjoyed an evening filled with clowns, balloons, ice cream sundaes and a gorgeous starry night in the Franklin Mountains of El Paso. Attire ranged from black tie to shorts. The catered event for several hundred included a sundae bar, cakes, coke fountain, and popcorn machine. ☼

New officers elected

The El Paso Community Resource Council has elected new officers for this year. Chairperson is Joe Gonzalez,

Vice-chair is Dorothy Davidson, Secretary is Karmen Gonzales, and Treasurer is Richard Robinson.

The Fort Worth Community Advisory Council is currently undergoing re-organization through the TQM process. Kaycee Pollock is the team leader and Lynne Parra is the team facilitator. Team members are Dorothy Price, chairman; Larry D. Singleton, co-chairman; and Mike Murry, secretary/treasurer. ☼

State council holds fall meeting

The State Volunteer Resource Council held its fall meeting October 15 in Austin, with chairman Lou Hollis of Crockett presiding. The financial report indicated that the State Council treasury shows \$14,517.89 cash on hand as of that date.

Individual local council reports were made by the following: Joe O'Dell, Gainesville; Dick Robinson, El Paso; Mike Powers, Austin; Mary Saldivar, Valley House; Leo Rodriguez, Evins Regional Juvenile Center, Edinburg; Paula Harper Wilhelm, Brownwood; Julian Dawson, West Texas; Betty Kellar, Giddings; and Kathy Hollis, Crockett.

Administrators who made presentations at the meeting were Dwight Harris, Director of Institutions; Cheryl K. Townsend, Director of Community Services; Jay Lindgren, Acting Execu-

tive Director; Neil Nichols, Assistant Executive Director; and Rodger Wiley, Education Department Liaison.

Wiley reported that 55 TYC students received agency financial assistance to enroll in colleges across the state last spring, and 35 completed the spring semester. A total of 92 TYC youth applied for college financial assistance.

Wiley requested that the State Council consider setting up a scholarship program to assist TYC youth who have completed four semesters of college—the total amount which TYC will fund. Generally, when a youth completes four semesters of work he is at or near the age of 21, requiring automatic discharge from agency responsibility, and state funds can no longer be expended for his benefit.

Hollis appointed himself, Dick Robinson and Joe O'Dell to a committee to study the request and make

recommendations during the March State Council Board meeting. Nichols reported new TYC procedures which are being formulated to handle student losses. The State Council had made recommendations concerning a need to improve procedures during last fall's meeting.

Mike Powers, State Council vice chairman, reported on funds disbursed for family travel, and noted the procedures for requesting 50% reimbursement from the State Council.

The Council also requested that Joan Timmons, Chief of Volunteer Services, order a new design for TYC T-shirts, and order 500 shirts to be sold as a fundraiser for the State Council.

Council members were reminded that the Annual Meeting will be held March 4, 1994, in Houston at the opening of the 10th Annual TYC Volunteer Conference. New State Council officers will be elected at that meeting. ❀

ERJC dance raises \$12,000+

The Evins Regional Juvenile Center raised over \$12,000 at its third annual benefit dance October 23. This year's band was a popular Tejano group, "Selena y Los Dinos," of Corpus Christi, backed up by "Oxygeno" from Amarillo.

The Evins Council, under the direction of co-chairs George Masso and Gilda Alaniz and South Region volunteer coordinator Jane Parker, enlisted 11 businesses at \$300 each to help sponsor the dance this year. Two other generous contributors asked to remain anonymous, while three businesses gave generously of printing services, newspaper publicity and radio advertising.

Newest Council member Tom Deering received a TYC t-shirt for obtaining three sponsorships in addition to his own company, Inland Container Corporation. Inland also purchased tickets which were used to entertain customers and award employees. ❀

VOLUNTEERS

Houston council hosts annual fund-raiser

The Houston Community Volunteer Youth Council held its Annual "Outstanding Contribution to Youth Awards" banquet September 24, 1993. The Council honored those persons who are making significant contributions in improving the quality of life for the "at risk youth of our community."

This year's recipients included Wheeler Avenue Baptist Church, Rites of Passage Program, for Outstanding Community Based organization for their work with young Afro-American males; The Houston Chronicle, for Outstanding Media organization, for its articles on youth at risk; Janet Stansbury for Outstanding Educational program for gang members; Diane Young, Outstanding

Government official, for her work at the Houston Police Department focusing on sexually abused children, and JoAnne Tidale, Outstanding Health Program, for her work with teenage parents, Baylor College of Medicine.

The keynote speaker for the evening was TYC board member and President of the National Medical Association Dr. Leonard Lawrence. On hand to congratulate the honorees were Senator Gene Green, and representatives from the mayor's office as well as the governor's office.

Monies from the event will be used by the council to further the programming needs of youth committed to TYC from the East Region. ❀

TYC's Office of Prevention 'up and running'

"Never before has the need for prevention been so great," said Judy Briscoe, TYC's new Director of Delinquency Prevention. "With violence in society as pervasive as it is and youth reacting to a violent society, unless we begin at the very beginning, we will lose a generation of young folks," she explained. The Office of Prevention at TYC was created last January.

The Office of Delinquency Prevention provides advocacy and practical information for delinquency prevention. The Office has established a library and clearinghouse for successful delinquency prevention programs and will provide technical assistance upon request.

"We promote and facilitate linkages among delinquency prevention programs and help to empower communities to address prevention in an integrated and collaborative fashion," said Briscoe. "Our role is that of a facilitator, not a funding source of prevention programs." The goal for the program is for local agencies, organizations, communities,

and interested citizens to take the lead in creating and implementing successful prevention programs. The library is located in the law library at Central Office, Austin.

TYC's Office of Delinquency Prevention has made substantial progress during the office's first months of existence. Rae Tregilgas, research assistant, has developed abstracts of successful programs and research projects from all over the United States. These programs encompass everything from parenting education, prenatal care, healthy start programs, school mediation, truancy projects, chemical dependency and gang prevention to relapse prevention for the seriously delinquent child.

"These abstracts are expanding daily, and are available upon request," said Briscoe. TYC's computer database, which is dedicated to community-oriented comprehensive prevention, is electronically connected to *Internet*, a global communication and information system of thousands of computer networks, with instant access to major

libraries all over the world. The computer database has over 26,000 references to books, documents, journal articles, reports, conference proceedings, dissertations and monographs. These articles are also located in the law library.

The library/resource center was designed to provide both theoretical and practical information that will enable communities to put together a successful comprehensive prevention package. Many of the prevention programs that were not successful had been based on unsound theory.

"Our information can steer communities away from mistakes in the past," added Briscoe. "We are able to help communities mobilize their efforts and help them with information about funding sources and how to approach those funding sources."

John Walker, M.D., TYC's primary prevention specialist, has just completed a landmark statistical study of the preventable origins of youth problems such as juvenile delinquency, crime, cocaine and other illegal drug dependency, alcohol and tobacco dependency, mental illness, domestic violence, low birth weight, child abuse and neglect, irresponsible sexual behavior and AIDS, childhood accidents and injuries, and school failure.

This report, entitled "Calculating the Cost of Failure to Nurture Children in Texas, 1993" provides an estimate of the prevalence of child abuse and neglect in Texas, details its repercussions in terms of years of potential life lost due to the social problems mentioned above, as well as both direct and indirect economic costs for Texas. It is slated for publication in *Texas Medicine* in 1994.

Dr. Walker has also published a feature article on preventing youth problems, entitled "Closing the Lid on Pandora's Box," which appears in the September 1993 issue of *Phi Delta Kappan*, an prestigious educational journal with a national circulation of over 150,000.

Continued on page 13.

PROGRAMS

State law requires prevention involvement

TYC's statutory authority for prevention is found in The Human Resources Code Secs. 61.036(b), 61.031, and 61.036(a) mandates the following:

- "Assist in developing, strengthening, and coordinating educational, welfare, health, recreational, and law enforcement programs which have as their objective the prevention of juvenile delinquency and crime."
- "to carry on a continuing study of the problem of juvenile delinquency in this state" and "to focus public attention on special solutions to this problem."
- "to encourage the establishment of new programs to serve pre-delinquent youth."

Documents from the early 1950's mandate the Youth Development Council (TYC's predecessor) be involved in the prevention of delinquency.

Various TYC programs throughout the years have addressed prevention, the most recent being the Community Assistance Program, the forerunner of the Texas Juvenile Probation Commission.

TYC's enabling legislation has been recodified since the creation of the Texas Juvenile Probation Commission and its mandates were left intact. ❁

December 1993, Retirement Issue

4900 N. Lamar, Austin, TX 78765

Texas Youth Commission Journal SPECIAL EDITION

Jackson 'feels good' about 'moving on'

Although he doesn't know what the future holds for him, retiring Executive Director Ron Jackson is "very comfortable leaving" the agency after 20 years in the top job.

"I've felt for a long time it was time to leave," he explained. "I'm pleased that after twenty years in this position that I can move on and feel good about it. It's the right decision for me and for the agency. A lot of changes are coming about in the field of juvenile justice, and it's good to have new insight and new leadership."

As to his future plans? "None yet...I do not plan to lobby, nor do I plan to work in state government...at the moment I'm ready for some relief from government!"

Jackson also shut the door on any future involvement with the Youth Commission.

"I believe it would be improper for me to be involved with the agency at any level," he said. "The new administra-

tion does not need to have me in the shadows, looking over their shoulders.

In response to a question, he also said "it would certainly be a major mistake for me to be appointed to the TYC board."

One of many achievements of the agency under Jackson's administration was the settlement of *Morales v. Turman*, the class action lawsuit filed against the agency in 1971.

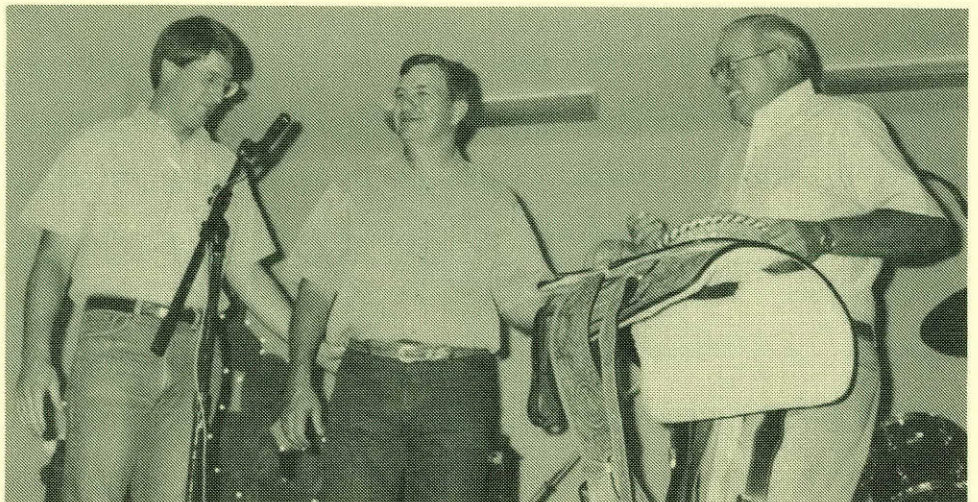
"It's certainly important that the suit was resolved and we could live with it," Jackson said. But it's more important to me that we began to realize that kids are people, and that they have rights."

"These were goals of mine before *Morales* was ever even on the horizon," he said. "During my tenure as superintendent of the Brownwood State School in the early 70's, we had already instituted a grievance procedure. We were already putting kids in private sector homes... we had already moved in that direction."

Continued on page 4

Changing faces at the Texas Youth Commission

RETIRING EXECUTIVE DIRECTOR RON JACKSON was presented a hand-tooled personalized leather saddle, a gift from TYC staff, during the going-away party in his honor at the Old Settlement Hall in Round Rock. At right, John Franks, director of finance, presents the saddle, and Statewide Reception Center superintendent Dan Humeniuk looks on at left.



Calvin Crenshaw retires from Giddings

Calvin Crenshaw, who has served as superintendent of the Giddings State School nearly 15 years, has retired and returned to his hometown of Slick, Oklahoma.

Crenshaw's career in juvenile corrections spans almost three decades in both Texas and Oklahoma. He began as a houseparent at Boley State School in Boley, Oklahoma, and within a year was named director of cottage life.

He became a parole officer in Oklahoma City in 1967, and two years later was named program director at Girls' Town in Tecumseh, Oklahoma. Later he became assistant superintendent.

The late Bob Drake, a TYC administrator at the time, convinced Crenshaw to move to Texas in 1973, and he assumed the position as assistant general superintendent at Gatesville State School. He was promoted to superintendent in 1975, overseeing six campuses and more than 800 youth.

When the Gatesville State School was

closed and transferred to the Texas Department of Corrections in 1979, Crenshaw was named superintendent at Giddings.

During his tenure, he oversaw the development of several innovative treatment programs which have received national recognition—the sex offender program and the capital offender treatment program.

Through his leadership Giddings State School, which houses only violent juvenile offenders, has been cited as the safest institution that TYC operates. Three governors have recognized him for his expertise regarding juvenile delinquency by appointing him to the Juvenile Justice and Delinquency Prevention Board.

"All these years of work never seemed like work," he said. "I enjoyed it and felt like I was contributing."

Crenshaw was honored at a retirement party November 4, attended by hundreds of staff and community residents. ☞

Bonilla says good-bye after 32 years

More than 100 friends, family members and co-workers attended a retirement dinner in honor of West Region Director Jesus C. Bonilla, as he retired from 32 years of service with the Texas Youth Commission.

The Texas Youth Council hired Bonilla as one of the first four juvenile parole officers in the state, in November, 1961. He is distinguished as the first Hispanic to be employed as a TYC state parole officer. He recalls his starting salary as \$5,400. El Paso County provided him with office space, equipment, supplies, and paid him a monthly car allowance of \$40.00. A trip to Austin, Central Office meant an all-night ride on a Greyhound bus.

Bonilla's career has been filled with the successes and problems associated with working with juvenile delinquents. A former parolee says Mr. Bonilla never accepted the excuses they dreamed up for not going to school. If they told their parole officer they did not have bus money to get to school, Mr. Bonilla dug in his pocket to get them to school. If they needed pencils, he bought them. He was always there to help, and they knew that at least they had one person who cared about them. This type of action took Bonilla from Parole Officer, to Parole Supervisor and to Regional Director in 32 years.

Bonilla pursued his undergraduate degree in sociology with a minor in psychology when he began his career with TYC. At the same time, he was a part-time teaching assistant at the University of Texas at El Paso. For the past ten years, Bonilla has continued to share his criminal justice knowledge and experiences by being a part-time criminal justice instructor at El Paso Community College (EPCC). He is also an advisory board member for the Correctional Sciences Department at EPCC.

In 1992, Bonilla implemented an agreement with officials from Universidad Autonoma De Juarez to have student interns work with TYC youth in Juarez, Mexico.

Bonilla also served on the Study Committee for the Juvenile Board of El Paso which was instrumental in creating the El Paso Juvenile Justice Center in 1988. Bonilla was an officer of the Roundtable for El Paso State Agencies

Continued on page 4.

Barger retires after long tenure

Dann Barger, whose many years with the Youth Commission, included serving as Superintendent at Crockett, Corsicana and at the TYC Statewide Reception Center in Brownwood, retired September 30.

Barger began his tenure with TYC in 1962 as a caseworker at the Mountain View State School in Gatesville. He left the agency in 1965 to become Chief Juvenile Probation Officer at Potter County, Amarillo. During his tenure there he established a public school in detention, one of three at that time, in the state. He used alternate placements to reduce Potter County's TYC commitments by 50 percent.

He returned to TYC in 1973 as Assistant Superintendent at Brownwood State School. In 1974 he was named Superintendent at Crockett, and presided over the change in population from female offenders to a campus for hard-to-place youth. At that time, youth attended public schools in Crockett.

From Crockett he went to Corsicana in 1975 as Director of Programs, and was later promoted to Superintendent. At that time, the Corsicana State Home served Status Offenders and Dependent

and Neglected (D&N) youth. Barger was instrumental in acquiring a DHS license for the program. He also served as a board member for the State Child Care Administrators.

He was named Superintendent of the Statewide Reception Center in 1978 and served in that capacity five years. He later worked at the Brownwood State School from 1982-86, and at the Reception Center as a placement specialist from 1986 until his retirement.

Barger's retirement plans include establishment of a youth care contract agency.

He and Melba, his wife of 35 years, have two sons and a grandson. Barger is a licensed child care administrator, a social worker and a drug counselor. He is President of the Board for Mid Tex Federal Credit Union, and he is past president of the Brownwood Rotary Club. He is active in the First Baptist Church and is on the church's Mission committee.

Over 60 people attended a retirement luncheon on September 24 hosted by Centralized Placement staff. At the conclusion Barger "passed the buck" as one dollar bills were distributed to all attending. ☞

WTSS business manager retires

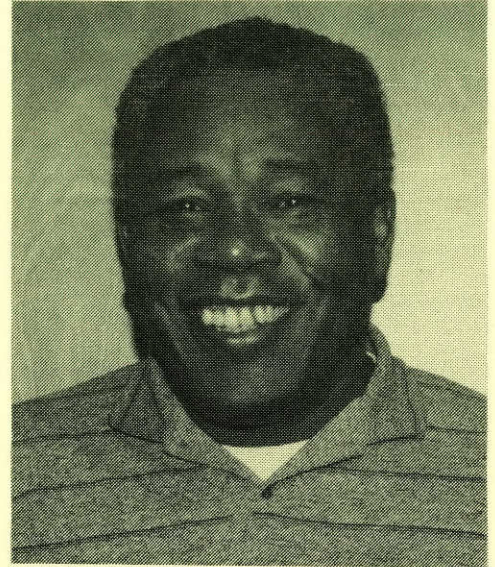
After eleven years as business manager of the West Texas State School at Pyote, Richard Biggs retired this summer.

Biggs served as a hospital administrator and business manager prior to coming to TYC in 1982. "My opinion of state agencies was that there would be a lot of waste," Biggs recalls. "I was pleased to discover that the waste was just not there," he added. "Our agency is operated about as efficiently as you can operate any business of this size."

"I have seen many, many changes and many, many improvements," he said, crediting retiring Executive Director Ron Jackson and WTSS Superintendent Johnny Williams.

Biggs and his wife Panzie plan to travel—and attend Texas Tech football games! ☺

*CALVIN CRENSHAW
Retiring Superintendent, Giddings*



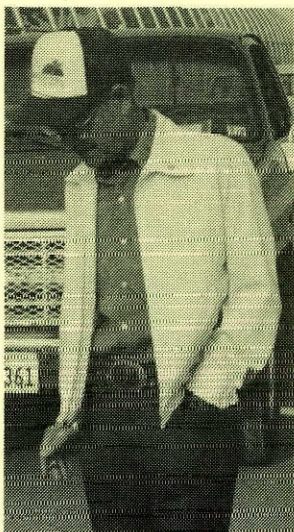
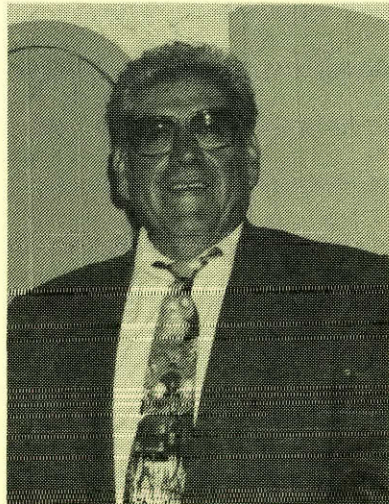
*JESUS BONILLA
Retiring West Region Director*

*TWO FORMER TYC BOARD MEMBERS,
Larry York of Austin, and Susan Bush of
Athens, pose with Jackson at the Marriott
party.*

*RICHARD BIGGS, West Texas
business manager, retires.*

*JACKSON'S CLASSMATES during
his two-year study in the University
of Texas Option II MBA program
attended the Marriott party to 'wish
him well.' They include, left to
right, Herb Paul, David Ayers,
Jerry Dike, (Jackson) Gerry
McCone and Charles Scheibe.*

*DANN BARGER, former
superintendent at two institutions,
retires.*



33 TYC staff members take advantage of retirement

Thirty-three TYC staff members, in addition to Executive Director Ron Jackson, have retired as a result of enhanced retirement options offered by the State Legislature.

Retiring staff include Richard Biggs and Tecló Bustamantes, **West Texas**; Gretchen Stephens, **Houston**; Luke Fisher and Carlos Rodriguez, **Central Office**; Elda Hebert, **Ayres House**; S. Q. Bradford, Elfehrah Urban, Rutha Mae Moore, Annie Mae Jenke, Edward Johnson and Hallie Dibbles, **Giddings**; R.L. Barber, **Corsicana**; Robert Williams, Betty Hutton, Bobbie Gaines, Bill Doggett, Charlotte Winters, Mary Strickland, Dann Barger, Alice Ashley, June Ripley, Doris Carter, Sue King, Ella Jones and Tobie Gillette, **Brownwood**; Jesus Bonilla, **West Region**; Alva L. Phillips, **Crockett**; Frances Moore, Andrew Williams, Susan Morgan, Donna Bass and William West, **Gainesville**.

Jackson *continued*

"It was obvious to me long before Morales that all kids didn't need the same setting... that we needed to work toward meeting their individual needs," he explained.

"I am pleased that we were able to convince the Board and the Legislature, as well as the staff, that it was to our advantage to design individual programs for kids."

Jackson added that the latest report on the disproportionate numbers of minorities in TYC programs, and how they are being rehabilitated, indicates a need to continue with individual planning.

He also noted that he feels the regionalization of the agency and the development of support systems have been major accomplishments for TYC.

What has he enjoyed most?

"The people—staff and kids," says Jackson. "I've been away from direct care of kids for a long time, but I really enjoyed kids, and continued to enjoy talking to them when I visited various facilities over the years."

"TYC employees are an unusually dedicated group of people. Sometimes they get bogged down in minutiae, but their hard work and dedication is very obvious to most people on the outside looking in," he said. "The ACA (American Corrections Association) auditors have seen it throughout the state...and have commented on it frequently."

Regrets? "It will come as no surprise that my most frustrating problem has been trying to work with the juvenile probation people," said Jackson "Much more could be accomplished if the system were unified—and if we all worked together to solve the monumental problems of juvenile crime and escalating juvenile violence."

During the next two years there will be tremendous pressure from the public to continue what Jackson terms "the downward spiral" of the criminal justice system. "I think it is a major disaster to build 100,000 plus prison beds. The debt on those bonds is going to set back human services and education for years to come.

"And I am fearful that we may repeat that mistake in the juvenile system," he added. "We've never come to grips with the need to fund prevention programs. We are locking up poor people, rather than supporting them. I am very concerned that TYC will be forced (by public pressure) to move in that direction...lock up more kids.

"Short term solutions (prisons) are not the answer...prevention is the key. We have moved families to urban areas, but we have not supported them.

"The public is frightened, and I can't blame them... I'm frightened too. But if we continue to underfund education and human services, people will continue on this path. I believe we've lost at least

Bonilla *continued*

which initiated all state agencies in El Paso to come together to understand and support each other.

State Attorney General Dan Morales cited Bonilla in 1991 for his outstanding service and leadership while serving as a member of the Attorney General's Volunteer Board.

In 1992, Bonilla was recognized for his achievements in the field of public administration by the first bi-lingual publication of "Who's Who", "Quien es Quien in U.S. Commerce" in the United States.

Bonilla was the recipient of TYC's Administrator for the year award in 1992. La Familia presented The Paul Christian Award for the Texas Institute on Children and Youth for 1993 to him.

Jesus Bonilla may be ending a 32-year career with TYC, but his heart will never let him end his mission of helping youth. ☺

two generations of people. That's one of the reasons I want out.

Jackson added that he is tired of watching the Juvenile Probation Commission "fight about territorial issues... particularly 'prevention.'

"And I lay the blame directly at the door of their director," he concluded.

A few final words of advice?

"I encourage ALL staff to be patient with the new director," said Jackson. "He'll need time and support. Fortunately, he'll have a 'honeymoon' period and will probably enjoy support from the Legislature for a couple of years. A lot can be done during the next two years. Staff will have a great opportunity to accomplish new goals during this period."

Jackson added that he did not make a recommendation to the board during its selection process for a new director, although he helped them understand what was needed to do the job.

He DID add that he would be "available to consult with the new director" at any time.

"Steve (Robinson) is well experienced," said Jackson. "He was given a lot of responsibility at TYC early in his career. And his insight into county juvenile probation will be real valuable with this agency. It is helpful that he's had this experience, since probation is probably much more in touch with what the local citizens think." ☺

C.A.P.S. group attracts parents, families

The Children and Parents Support group (C.A.P.S.), an independent agency funded by a grant through the Governor's office, has spent the first two months of its official existence scheduling orientation for Travis County parents, designing and printing a brochure for committed youth, and contracting for a psychologist to work with parents of TYC youth.

C.A.P.S. also arranged for a trip for parents and family members of youth in the Central Region to travel to West Texas State School September 24-25. Fourteen family members made the trip. Food and refreshments were provided at a reception hosted by the West Texas volunteer council, and overnight accommodations were provided on campus. Parents were able to visit with teachers, caseworkers and social service administrators during their visit. TYC's halfway house in Austin, Turman House, loaned its van for the trip.

Sylvia Stanley, program director, and Ray Stanley, parents of a former TYC student, have set up orientation twice monthly at the Travis County juvenile detention offices for families of youth who are recommended to be committed to the Youth Commission, as well as for parents of youth who have already been committed. A brochure has been designed and is ready for distribution to youth and their parents giving them information about their first days with TYC at the Statewide Reception Center, what to take with them, what is furnished by the agency, and what NOT to take. The brochure also informs parents of C.A.P.S. meeting times—the first Wednesday of each month.

Dr. Kevin Groves, licensed psychologist, has been retained to meet for counseling with parents at each monthly meeting, and will also be providing counseling with TYC youth who have returned home on parole, said Stanley.

✻

TYC contracts with Parker County emergency shelter

One of TYC's newest contract programs is the Parker County Youth Emergency Shelter, located in Weatherford, which opened September 15. The shelter will help serve the needs of up to 20 troubled youth, including TYC male and female students.

Therapeutic programs offered include on campus schooling, special education, group and individual drug counseling, a ropes course, and independent living skills.

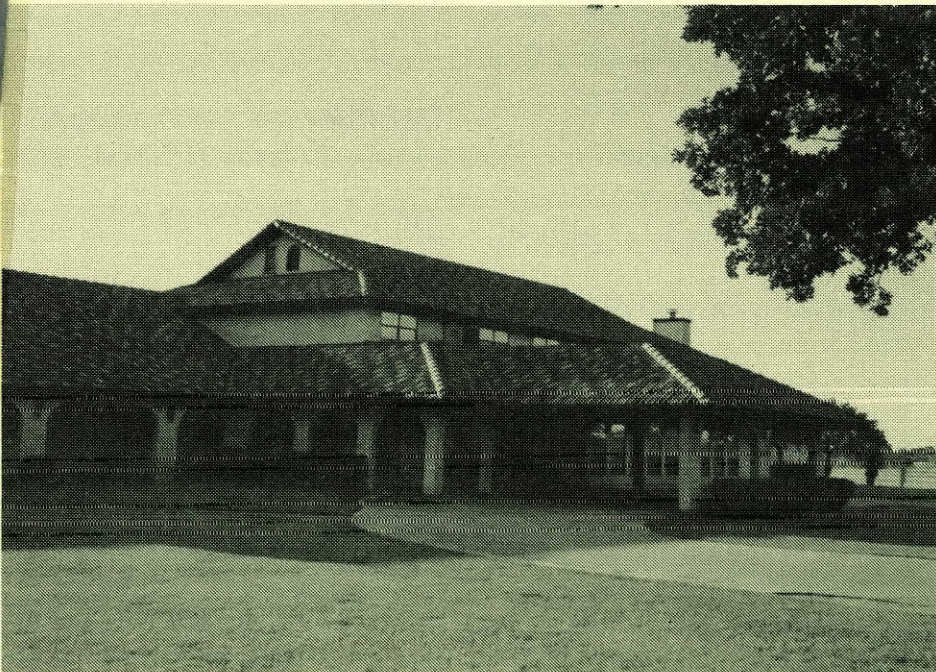
Ron Bruno is facility administrator. Bruno and James Ferguson, both of whom have run group homes for ten years, developed the shelter program.

The secure shelter features 1-to-5 staff-to-student ratio, round-the-clock staff, magnetically-controlled doors to all exits, and electronic monitoring devices. The 12,500-square-foot building is a medical facility once used by the Harris Hospital System as a mental health facility. The shelter has twelve sleeping rooms with adjoining bathrooms, three large recreation rooms, and six offices, as well as a large outside court area.

Start-up funding for the shelter was provided by TYC.

"We've had tremendous support from the community for this program," said Bruno. "Weatherford is a town of about 17,000 people offering big city services with a country atmosphere," he added. "We believe our program will greatly benefit TYC youth."

The program is licensed by the Texas Department of Protective and Regulatory Services and will be able to work with youth in Levels of Care II-V, said Paula Morelock, Chief of Community Placement. The emphasis for admissions will be youth from the North Texas area, but the program will admit youth from anywhere in the state. ✻



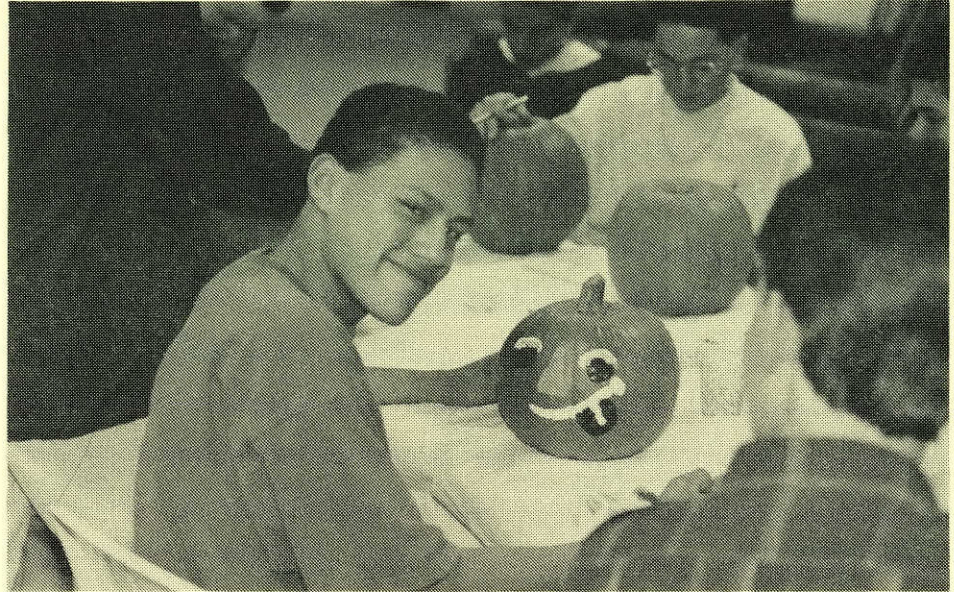
A RIBBON-CUTTING CEREMONY was held for TYC's newest facility, McFadden Ranch, located near Denton, November 18. The TYC Board held its regular meeting at the ranch and took part in the ribbon-cutting.

Fall activities highlighted at Brownwood

Pumpkins, pumpkins, pumpkins were delivered to each dorm at Brownwood State School on October 26. Wednesday, October 27, was an academic staff development day which gave students a "holiday," and each student had his/her very own pumpkin to paint as special holiday activity.

The pumpkins were displayed outside some dorms, in the day room at others, while other dorms allowed students to have their pumpkins in their rooms.

On October 28, students were treated to a mini-carnival. Student council members decorated the gym and participated in popping and serving popcorn and sodas as well as manning the booths for games including a "wet sponge" throw, basketball shoot, football toss, hula hoop, and ping pong ball



Students paint individual pumpkins during fall festivities at Brownwood State School.

toss. Prizes were given to participants.

Friday was designated as Octoberfest Day, and the food services department prepared a special menu of traditional

German food.

Special bags of candies were distributed to all students on Saturday night to culminate their Fall Fest activities. ❁

YOUTH SPOTLIGHT

Schaeffer House youth package food for needy

Schaeffer House youth Steve Warnock, Joel Erevia, and Curtis Brucker joined forces with El Paso Community Resource Council members Joe Gonzalez and Marianne, and TYC staff, Alex Escarcega and Trudie Asbury to package 600 pounds of frozen potatoes and 600 pounds of frozen green beans to observe Volunteer Day on October 23rd. This effort was for the El Paso Food Bank and the food was packed for distribution to 75 families. ❁

Wish comes true

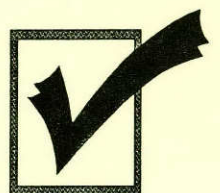
The El Paso Community Resource Council asked the students at Schaeffer House to compile a wish list for the Resource Council to use in determining how to best provide for the needs of the youth. At the top of the list was a foosball table. The foosball table was delivered to Schaeffer House in October. The Schaeffer House wishes to thank the Resource Council for this special gift, and for all the friendship and support the El Paso Community Resource Council continues to give to Schaeffer House students. ❁

Corsicana scout troop involved in community

Corsicana students who are members of Scout Troop 201 are involved in numerous community projects. On an ongoing basis, troop members clean up around the Warehouse Living Arts Center, a local community theater. They also participate in Adopt-A-Highway, frequently cleaning up 45th Street.

During Independence Day activities the Scouts took part in the color guard during two celebrations—for Corsicana town festivities and for Twilight Home.

Annually the boys collect and assemble gift bag items for 25 community senior citizens. The troop is under the direction of Scoutmaster Terry Thomas, a recreation staff member. ❁



Film star talks to Valley youth

Edward James Olmos, star of "Stand and Deliver" and "American Me" was honored at a reception by the Evins Regional Juvenile Center volunteer council when he visited the facility to talk to TYC youth. He was in the Valley to participate in a gang workshop.

The Valley House volunteer council, through a grant from Levi Strauss, was instrumental in bringing him to TYC. The presentation was attended by ERJC students, students from Valley House in Harlingen and Beto House in McAllen, as well as some TYC youth in contract placements and on parole. A mariachi band from Edinburg High School played welcoming music.

Assisting with the reception was the Beto House Council. Mexican finger foods prepared by the Evins food service staff was served.

Two special presentations have been made to ERJC youth, following the anti-gang message brought by Olmos. One, presented Victory OutReach, in a play "El Bule," which carried a heavy message of death often resulting from gang involvement.

Another presentation, made possible by the Southwest Hispanic Institute and Butch Held, was made in the outdoor gym for ERJC And Valley House youth. An actor from Phoenix put on the white face of a clown, a "paiaso" in Spanish, and in "Batos language," (Spanish for "guys", translates as "gang talk") told the youth that it is better to make your own decisions, be yourself, and not look to the gang to help you out because they will leave you when you need help the most.

Both programs were well received. The South Texas Region is working very hard to combat the gang influence by presenting programs with worthwhile messages which reinforce group and individual counseling. ☼

Hispanic Heritage Month celebrated at Brownwood

A covered dish Mexican buffet luncheon was held on the Brownwood State School campus in October in celebration of Hispanic Heritage month.

Luncheon chairperson was Nell Bishop. Decorations of red and green fans as well as red, green, and white crepe paper flowers were made by social services secretary Sharon McGinnis.

The flowers were placed on each table in clay pots donated by Sliger's Produce.

Over 125 employees from the state school and the Statewide Reception Center attended the luncheon at which tenure awards were presented by superintendents Linda Steen and Dan Humeniuk.

Food Services Manager Walter Stanton prepared special menus for students each Friday throughout the month. The cafeteria was decorated with piñatas and posters. ☼

CULTURAL EVENTS

"Expanding the Circle"

A multi-cultural arts program

A dance, music, and poetry performance of "Expanding the Circle" was held on the Corsicana State Home campus, immediately following the "Ducky Dive" fund-raiser.

The work developed from the creative expression of youth from various ethnic representations.

For weeks, students danced and practiced with Arts Corps Intern Ann Foley, in order to present an improvisational multi-arts event. The Arts Corp Intern, sponsored by the National Endowment for the Arts, placed 25 students in small communities across the nation.

The "Expanding the Circle" performance was a coalition of Foley, James "Spirit" Price, a percussionist from Oakland, California, and poet Grady Hillman from Austin, with the Corsicana State Home Academic School, project PRIDE at the Martin Luther King Center, and also involved community members Jay Pallarich and Wanda Nealy-Barnes.

The celebration of community began with a "Wake Up Song" by a group of State Home boys playing a polyrhythm

based on Yoruba sacred music from the West African coast. Spirit, a percussionist from California, led them in this work. Corsicana student dancers presented performances to poems written by students.

"Natures Call" gave a sense of walking on the land, being part of nature and hearing the ancestral voices and wisdom of a distant time. "Unity" is about racism and oppression.

In "The Mirror," two teenage boys of the same age and build enacted a poem about confronting one's image in the mirror and the ambivalent feelings that arise.

"Memories" was a solo dance which depicted feelings of attachment, loss, grief, and longing about a past love. "Say Goodbye" had dancers launching into perpetual motion portraying the contrast between being free and not being free. Other performances were "Angel" and "Simple Bliss."

The program culminated in "Expanding the Circle" which was performed by students from Project PRIDE at the Martin Luther King Center. ☼

The Quality transformation

Quality Coordinator Cathy Negrel made a progress report to the Youth Commission Board during its September 23 meeting on the Total Quality Management (TQM) Initiatives in the agency.

"Since TYC has engaged in TQM, it has been better able to define what TQM means," she said. "The agency has become aware that TQM will involve a transformation of the agency's structure, processes, practices and behaviors so that each individual is enabled to engage in the pursuit of quality for the organization."

"TQM means employees involved in making decisions that impact how they deliver services to our youth; making decisions based on facts; and designing, producing and delivering products or services which meet or exceed customer requirement—continuous improvement for the agency," said Ms. Negrel. She told the board that the agency's overall objectives have been defined as follows: "to create an internal system for ongoing, proliferation and maintenance

of the process improvement team technology and terms; to create and implement a series of new expectations for management performance, behavior and activities; to create a system for ongoing in-house training relevant to TQM; and to create a team-based management organization and an organizational structure supporting the team approach."

Ms. Negrel reported that in the first round of training, key managers and supervisors were trained in quality management awareness and process improvement technology. At the same time, 18 senior managers (the Quality Council) were involved in advanced organizational strategy.

During the first round, 6% of all agency employees were trained and a foundation was created for the fundamental cultural changes that are beginning to surface.

Currently, the second round of training has an additional 91 employees being trained at five different sites—Midland, Edinburg, Austin, Waco, and

Dallas. From this round, 70 PIT teams have been formed. The goal is to integrate all participants from Round 1 and 2 so that the second round participants can build on what the first round participants have learned.

Ms. Negrel explained to the Board, that trainer training will also be incorporated into future plans, so that TYC can begin to provide TQM training in-house. She also distributed a report compiling the process improvement results from Round #1, 1992-1993. This report has been distributed throughout the agency and is available in the central office Quality Library.

Ms. Negrel also provided Board members with a copy of a videotape highlighting TYC's Quality Expo in March, 1993, as debuted in Governor Richard's quarterly newsletter videos on quality, and copies are also available to staff to be checked out of the Central Office Quality Library.

Ms. Negrel also noted that 26 supervisors, managers and executives attended a four day work session in July and reached a consensus on a vision for TYC for the next five years: "TYC will

be a world class organization providing individualized services to the most serious juvenile delinquents in Texas, a safe environment for youth and staff, and protection for the public. TYC will form partnerships with community groups and individuals to develop and improve processes to treat and prevent juvenile crime at the community level. This vision is most effectively met when staff, youth, their families, and communities are empowered to make responsible choices, and when youth have real opportunities to be successful, productive citizens."

The workshop participants also focused on creating four agency-wide cross-functional teams to help move the agency forward in achieving our agency vision. The current leverage teams include 1) **Safety**, an area of increasing concern with our agency; 2) **Alliance**, which is exploring how best to establish partnerships with other juvenile justice entities; 3) **Empowerment**, which will invest appropriate authority in individuals and improvement teams at all levels; and 4) **Leadership**, looking into needs in the changing environment. Issues which must also be addressed by the agency are how will we integrate quality into our day-to-day operations, and how we will develop a management culture that emphasizes teamwork and openness within the agency. ☼

QUALITY UPDATE

Round #2 training update

Much progress is currently being made in Round #2 of Process Improvement Team (PIT) training. The training session in November will be the fourth of six sessions and will be completed in January 1994.

In lieu of an active Quality Council, twenty-one participants from the Lakeway work session who have Quality Council training or PIT training, were assigned to be mentors for Round #2 participants.

Guidelines were developed for the mentor process which includes supporting the PIT process, listening to the team leaders and reminding them of their purpose, encouraging small wins, and keeping track of their teams progress.

By the same token, team leaders were asked to facilitate participation in the mentor relationship, to take personal responsibility for fostering a positive team

experience, and to initiate contact with mentors whenever the need arises.

A database has been distributed to all participants in Round #2 and their mentors. The database included team experiences that were being used for training—whether it is a new team, a current team, or an agency leverage team. Since all the project topics were listed along with team participants, their team role, and mentors, teams are able to collaborate on similar topics.

All Round #2 participants will present their team's projects at expos at their local sites in February. An agency-wide expo in March in Austin will follow the local expos.

Please feel free to call Cathy Negrel, Quality Coordinator at 512/483-5027, or her assistant, Rita Z. Torres at 512/483-5043, if you would like more information about TQM and the Quality Library. ☼

Prevention *continued*

A brochure, announcing the capabilities of TYC's Office of Delinquency Prevention and reinforcing the idea that prevention is everyone's responsibility, has been designed and will be mailed to school districts, probation offices, juvenile judges, county and district attorneys, law enforcement officials, and mayors of many cities as well as to all TYC facilities within a month.

"We have already met with, visited, and provided technical assistance to citizens of several communities," Briscoe added. TYC employees and community leaders are invited to contact the office at the following address and phone number:

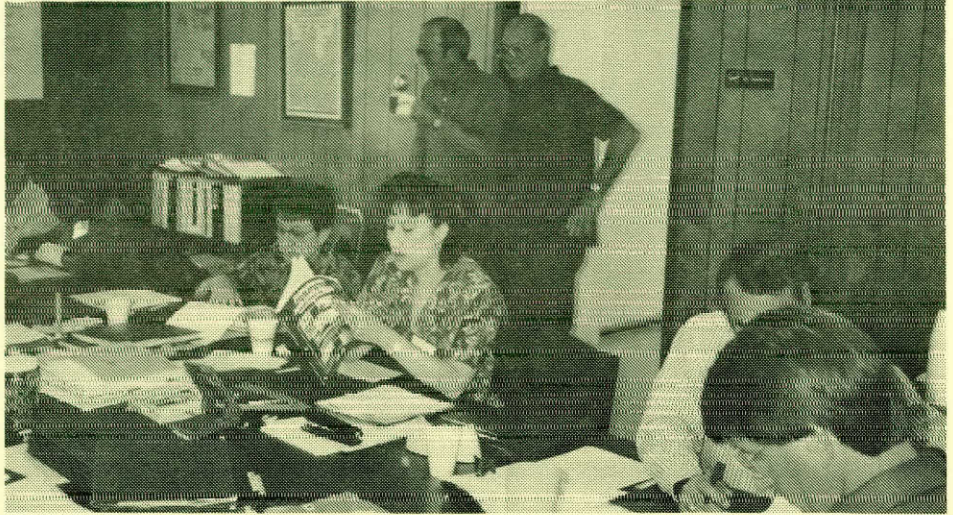
Office of Delinquency Prevention
Texas Youth Commission
4900 N. Lamar
Austin, TX 78765
512/483-5269

"Our office is dedicated to helping empower communities to develop programs that make it a safer, more humane and a better world for children," she concluded.

Briscoe was a TYC employee from 1973 to 1981 as administrative assistant to the executive director and program specialist in the Community Assistance Program. She was one of the original staff members at the Texas Juvenile Probation Commission, serving as deputy executive director. ❀

East region implements parent orientation group

East Region started its first parent orientation group on November 16, 1993. This group will be spearheaded by volunteer Rene Beauregard, who will be orienting parents or relatives whose children have been committed to the Texas Youth Commission. This orientation will give parents a chance to have answered any questions concerning their child's placement, name of their Parole Officer, location of files and etc. ❀



Dwaine Young and Jack Patton look on as the mock audit team examines audit files in Gainesville.

ACA Exit Conferences are a 'moment of truth'

The ACA audit exit conference at Gainesville State School was attended by a capacity crowd—awaiting the "moment of truth." ACA auditors were William Garrison of Dallas, who has served with the federal correctional system and is presently with the Texas Department of Corrections; and Sam Sublett of Illinois, one of the ACA audit process founders.

Attending from TYC's central office in Austin were Deputy Executive Director Jay Lindgren; General Counsel Neil Nichols; Glen McKenzie, program administrator for institutions; and Gail Graham, ACA accreditations manager.

Each auditor commented on what he had seen at Gainesville State School.

Garrison told the crowd that he was impressed with the professionalism and enthusiasm on campus. "There were signs of hard work everywhere, outstanding work on the files, making it an easy process for the auditors," Garrison said.

Sublett commented on the cooperation and assistance from staff, stating that he was impressed with the maintenance and housekeeping—especially for such a large and 'ancient' facility.

Of the 29 mandatory standards Gainesville scored 100 percent. Of the 377 non-mandatory standards, the score was 99.4 percent. The only standards not in compliance were those beyond Gainesville's control: over-population, and private bathrooms.

Superintendent Day presented the auditors with TYC coffee mugs, TYC brass paperweights; TYC red jackets and T-shirts from the recent volunteer-sponsored chili cookoff. Jackets and T-shirts were also presented to those from Austin.

Assistant Superintendent Jack Patton, who had coordinated the ACA accreditation process on campus, received a standing ovation from the staff members present.

"The auditors missed nothing," Patton said. "They not only looked in every building, but under every rock. We now know more about our program than we ever did. The ACA process will enable us to improve the quality of life for everyone on campus." Patton also recognized youth rights specialist Monty Womack, his assistant in the ACA process, administrative secretaries Lynda Langston and Doris Martin, and the maintenance staff. ❀

New employees' training extended

In November a new 80-hour Preservice training program went into effect for all TYC child care employees.

"With the present 40-hour Preservice program, direct child care staff are not completely trained for their jobs," explained Dennis Payne, Director of Training. "With the new program, staff will have fulfilled all sole supervision requirements upon returning to their facilities."

The Staff Development Advisory Board, chaired by Deputy Director Jay Lindgren, recommended subject areas and content for new staff training. This

includes 80 hours of training at the Preservice Academy in Corsicana, with additional training at each individual facility.

Programs currently taught at work locations, which are moving to the Academy, are First Aid/CPR, Fire Safety, Work Site Safety and Juvenile Health.

Safety training (fire, work site and hazardous chemicals) will be taught at both locations. Training Department Staff members Scott Bloom and Carolyn Rogers have created new training modules and Preservice manuals. EDC completed the desktop publishing of the manuals. ❀

Legislature OKs repurchasing retirement

Procedures for repurchasing prior service with the Employees Retirement System and the Teacher Retirement System have been announced by TRS and ERS. Authorization for repurchasing service was by Senate Bill 1181, 73rd Legislature.

A TRS or ERS member with at least three years of active service in a system can purchase an account withdrawn before Sept. 1, 1993, from the other system and use the reinstated service for retirement purposes in either system in which the person has at least three years of service.

Cost for this purchase is determined by and payment made to the system from which the service was withdrawn. Payroll deductions will be available to purchase prior state service on installments.

The Teacher Retirement System (TRS) will allow only installment purchases through automatic bank draft—NOT through payroll deductions.

Employees wishing to take advantage of repurchasing service from the Employees Retirement System may obtain information by calling 1-800-538-3989 or 512-867-3451.

Employees may request service purchase cost information from the Teacher Retirement System only through writing: Teacher Retirement System of Texas; Member Accounts; 1000 Red River Street; Austin, Texas 78701.

When writing TRS, include your name and social security number; the location and approximate dates of employment for the time period you wish to repurchase; and your current employment location.

All TYC Human Resource Officers have more detailed information regarding the payroll deduction option for ERS members, according to Delores Holubec, Human Resources Manager. ❀

HUMAN RESOURCES

OYCI abolished, functions transferred

During the past legislative session, the passage of HB 1510 amended the Texas Family Code to abolish the OYCI effective September 1, 1993. Though the Office of Youth Care Investigation was abolished, the functions it served have been transferred to other agencies:

1. The Health and Human Services Commission will review and approve rules;
2. The Department of Protective and Regulatory Services will receive notifications and final investigation reports; and
3. The TYC Board will receive and review complaints about TYC investigations.

It is important to note that there are no changes in reporting and investigating alleged mistreatment of TYC youth - TYC policies and procedures remain the same. The only recent in-house change involves reporting on the new E-form; most people in the field have become familiar with the repeated admonition of "transfer, don't send." It may take some time though, for us to break the habit

of calling an investigation an "OYCI."

If you have questions about reporting and/or investigating abuse, neglect, or any form of alleged mistreatment of TYC youth, please contact Karen Wooding at (512) 483-5243. ❀

Rogers named business manager at West Texas

Greg Rogers, recreation director at West Texas State School for the past seven years, has been selected as business manager of the institution, replacing Richard Biggs, who has retired.

Rogers obtained his Master's Degree in Business Administration, and has been active in providing technical assistance to staff in setting up and implementing various computer programs.

He was instrumental in assisting with coordinating the business department's ACA responsibilities, and he has extensive experience in budgeting, construction and maintenance, said Johnny Williams, superintendent. ❀

Art is emotion made visible

Picasso could not have gotten a job teaching art at Corsicana State Home (CSH), or any other accredited school, because he had no teaching certificate. CHS's art teacher had a degree in Art but no teaching certificate when Principal Dr. Barbara DeVilliers added him to the teaching faculty in 1991.

"Arnold Pena will earn teaching credentials in December, 1993. Arnold is an artist who teaches. He is a gifted teacher. He respects students; they respect him. After all, the secret to educating students lies in respecting them," said Dr. DeVilliers. "Mr. Pena has the courage to follow his talent to places where it leads, and helps our students discover the artist within themselves.

"Art can be appropriate instead of defacing with inappropriate words and signs. I teach my students that art can help them explain themselves and their emotions."

- Arnold Pena

Arnold Pena teaches the way he likes to be taught - experientially. One of his lessons caught the attention of Corsicana volunteer Mack Crawford. Fifteen students were creating sidewalk graphics in front of the facility's Family Center. When asked why the students were beautifying the sidewalk, Pena replied by saying, "Graffiti is something these kids can identify with. Art can be appropriate instead of defacing with inappropriate words and signs. I teach my students that art can help them explain themselves and their emotions."

When asked how CSH students might return their gratitude to a community which gives so much to them, one young man said he enjoys drawing wilderness and beach scenes.

"I'd like for some of us to paint a mural in one of the parks. People could sit down and relax and let their minds drift off to the beach."

Pena reinforced their ideas of reciprocity by commenting that a community beautification project is a good idea. "Maybe a business could give us a wall to express something meaningful. It's a good sized task but there's nothing like learning on the job. And these students have an opportunity to know if graphic art is a possible career choice for them."

Dr. DeVilliers says, "I believe that

what is different about our school is that our teachers believe that all students can learn. Most of our students have difficulty in the public school setting for reasons such as concrete thought process and adverse feelings toward writing and rigid order.

"We try to accommodate individual differences through instructional adaptations," she concluded. ❀



CANTEENS FOR STUDENTS are operated at two TYC institutions by volunteer councils. Shown here is the Crockett canteen, under the direction of Crockett volunteer Lou Hollis, standing behind counter. Three students also help staff the canteen. At left is Kathy Hollis, who calls dorms when their turn is coming up, and checks off funds from the students' accounts. The canteen offers cookies, candies, popcorn, ice cream, soft drinks and crackers. No money is used in the canteen; funds are transferred from individual students' accounts. The canteen at Crockett is open Monday and Friday afternoons.

K U D O S

■ **Alex Escarcega** has been named the new Regional Director of the West Region. ■ **Shiela Reeves** and **Ruben Flores** of Beto House have both been appointed to the Mayor's Committee on Gangs. Ms Reeves is also involved in the McAllen School District's Discipline Development Committee which is addressing problems involving expulsion, absenteeism, and inappropriate school behavior. Flores and Reeves are both serving on the Legislative and Law Enforcement sub-committee. ■ **Edward Aguilar**, Beto House Community Coordinator, is serving on the safety leverage committee at Central Office. ■ **Scott Willard**, Fort Worth Casemanager, recently earned his licensed chemical dependency counselor certification. ■ **Carl Fretwell**, Fort Worth Parole Officer, recently earned the 1993 Chairman Emeritus award at the National Association of Blacks in Criminal Justice at its conference in Houston this past July. Carl is the national treasurer of this organization as well. ■ New faces around Central Office in Austin include **Leann Bourque**, education department; **Dwayne Gava**, finance department; and **Cynthia Grace**, employee grievance coordinator, **Billie Flippin** has been named Director of Curriculum and Instruction, replacing Dr. Jane Irons. ■ **James Zinn** is the new plant supervisor at Beaumont. ■ **Felix Barragon**, another Beto House staff member, and **Ruben Flores** recently completed the Leadership McAllen course. ■ **Deborah Butler** is serving as interim chairman of the newly-organized McFadden Ranch volunteer council. Deborah is an IBM employee, an active volunteer at Gainesville, and a member of the Fort Worth volunteer council. ❀

TYC programs among the best in the country

TYC programs continue to pass ACA accreditation audits with flying colors. During 1993, nine programs and central office were audited by professionals in the field of corrections. TYC is voluntarily participating in the accreditation program of the American Correctional Association, Commission on Accreditation for Corrections. "This year has been extremely busy as institutions entered the process and halfway houses began the first round of reaccreditation audits," Gail Graham, accreditation manager said.

Completing initial audits during 1993 were Crockett State School, West Texas State School, Gainesville State School and Nueces House. Completing their first three year reaccreditation audits were Central Office (generic audit for community services), Ayres House, Cottrell House (Dallas), Willoughby House, Schaeffer House, and Turman House. Auditors who are also professionals in the field, are selec-

ted by ACA staff. This year auditors visited TYC facilities from Tennessee, Virginia, New Mexico, Kentucky, Illinois, Maryland and Texas. Representatives from TYC's first-time accredited programs will attend a hearing in Orlando, Florida in January before members of the Commission on Accreditation to explain noncompliant standards and receive a certificate.

Standards are developed and revised by the Committee on Standards, a group of professionals in the field of criminal justice from all parts of the country.

Rey Gomez, Superintendent of Crockett State School said, "The process requires intense scrutiny of yourself and your program and in most cases leads to program improvement."

Lynne Parra, Superintendent of Willoughby House and Travis Wortham of Cottrell House met 100% of the standards on their first reaccreditation audit which requires three years of compliance and documentation. "I think the reaccreditation audit was just

as difficult as the first," Parra said "Staff works very hard to maintain a high level of performance and I wish there was some way, as an agency, to reward or acknowledge that work."

"TYC programs are reported by auditors to be among the best in the country," said Graham. "Audits do not measure where you may be today. They measure you after you have had the opportunity to make your program the best it can be. The challenge then is to maintain the new level earned by hard work," Graham added. Staff and youth put in the extra effort and resources to ensure that procedures are followed and the buildings are immaculate so that auditors find compliance with standards. Standards generally promote safety for staff and youth, good medical care, sanitation, and programs. In their narrative reports, auditors rate each program from poor to excellent in quality of life provided TYC youth. ❀

TYC JOURNAL

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4900 N. Lamar

P.O. Box 4260

Austin, Texas 78765