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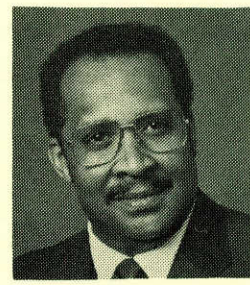
TYC NOTES

Published by the Texas Youth Commission

Winter 1992



Pete Harrell



Leonard Lawrence, M.D.

GOVERNOR APPOINTS TWO NEW BOARD MEMBERS

On November 6, Governor Ann Richards appointed former TYC employee Pete Harrell of Austin to a six-year term on the board of the Texas Youth Commission to expire August 31, 1997. He replaces Reverend Floyd N. Williams, Sr. of Houston, whose term expired August 1991.

Harrell has previously served in several capacities with the Youth Commission including Principal and Superintendent of the Crockett State School for Girls, and was the first Director of Personnel and Staff Development for the agency. He retired from TYC in 1983 after serving over 30 years.

A graduate of Paul Quinn College and Texas Southern University, Harrell currently serves as a political consultant and has been active in numerous statewide campaigns.

Governor Ann Richards announced the appointment of Leonard E. Lawrence, M.D. of San Antonio to a six-year term on the Board of the Texas Youth Commission effective January 14.

Dr. Lawrence replaces Larry F. York of Austin whose term expired August 31.

Dr. Lawrence is a professor of psychiatry at the University of Texas Health Science Center at San Antonio and also serves as the Associate Dean of Student Affairs.

Dr. Lawrence has previously served as Clinical Director and Associate Medical Director of San Antonio Children's Center. He is currently a member of the Bexar County Medical Society, Bexar County Psychiatric Society, San Antonio Pediatric Society, and the San Antonio Society for Adolescent Psychiatry. Dr. Lawrence has a wide array of experiences in programs for adolescents. He served as an expert witness during the Morales v. Turman lawsuit and provided training for the Youth Commission in the 1970's.

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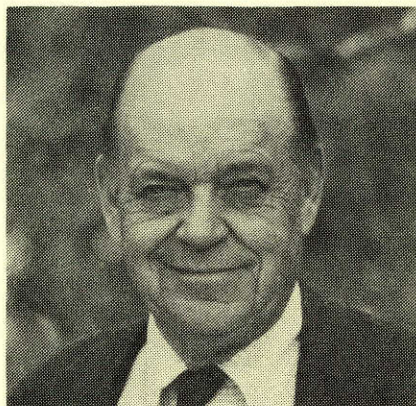
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Former TYC Board Chairman Dies

Dr. George Beto, Texas Youth Commission Board Member Emeritus, passed away on December 4, 1991. Dr. Beto served as TYC's Director of Chaplaincy Services upon his retirement as distinguished professor from Sam Houston State University's Criminal Justice Center in August 1991, and had recently moved to Austin.

Dr. Beto served on the TYC Board from May 1975 until 1987, the last four years as Chairman. He previously served as director of the Texas Department of Corrections, American Correctional Association president, President of Concordia College, and has been a member of the Texas Board of Corrections and the Illinois Parole Board. Dr. Beto helped to establish the Criminal Justice Center at Sam Houston State University in Huntsville, which was recently dedicated to him in February 1992.

Ron Jackson, Executive Director of the Texas Youth Commission stated, "During Dr. Beto's tenure on the TYC Board, he served with distinction providing insight, counsel and leadership throughout the period of involvement by the federal courts and the development of community-based alternatives for troubled youth." He also said that Dr. Beto will be missed by all because of his distinguished leadership in the criminal justice field and his devotion to public service and to this state and nation.



Dr. George Beto

Domestic Violence Update

Jay Lindgren, Deputy Executive Director of the Texas Youth Commission, updated the Board during their January 16 meeting on Governor Richards request to identify TYC's domestic violence cases. Lindgren reported that only 12 cases have been identified for review of their adjudication by the committing court. Originally, 192 youth had been identified as being adjudicated for murder or manslaughter. Lindgren clarified that the only cases being reviewed were those in which the victim was the person actually doing the violence and the relationship was between family members.

The review is a result of Senate Concurrent Resolution 26, which passed during the 72nd Regular Legislative Session, 1991.

TYC Embarks on TQM

While the management concept known as TQM, or Total Quality Management is a relatively new practice that is being applied to the public sector, the basis of these management principles was first introduced into American manufacturing in the mid-1940's. However, it was not until the early 1980's that American business executives recognized that part of the success of Japanese businesses was due to their enthusiastic support of TQM. American businesses are now realizing that quality is critical to compete in today's business arena and are now actively pursuing quality as the guiding principle in how their corporation is operated. Businesses have demonstrated that by focusing their attention on quality, customer satisfaction and profits have increased. In an increasingly competitive environment, businesses have been forced to examine all aspects of their corporation to deliver their goods and services at an efficient and effective manner. As a result, public sector organizations are also examining their mission and focusing greater attention on their customers. In a period of time of diminishing resources at all levels of government, public sector organizations are being asked to "do more with less funds."

Total Quality Management means excellence in design, listening to the customer, teamwork and involving all levels of the organizations

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Total Quality

(Continued from Page 2)

decision-making, systematically examining ways to improve services, developing methods of self assessment, and measuring in the organization's success.

Governor Richards, in an address to administrators early in her administration, encouraged all agencies to work toward the goal of quality management. To assist the state in these efforts, Xerox Corporation assigned an executive who will be working with state agencies in their development of TQM programs.

The Youth Commission has embarked on a course to incorporate TQM into the organization's management structure. The Commission has focused recent attention on its case management system to assure that a youth's individual needs are identified and resources are appropriately allocated. The concept of TQM may prove to be a valuable tool in empowering staff to focus on the product, i.e., the youth that is eventually discharged from the Commission's custody. Beyond the immediate customer, the youth committed to the agency, TYC's customers also include the youth's parents, the victims of their crimes, and ultimately, the taxpayers that fund state government.

As an initial step in embracing quality management principles, Cathy Seltzer- Negrel has been hired as TYC's Quality Coordinator.

Cathy has thirteen years experience both in the public and private sector, and received an MBA from the University of Texas at Austin. Her initial task will be to plan the process of implementing quality management into TYC.

Vehicles to Convert to Alternative Fuels

The Texas Youth Commission will be converting its state vehicles to alternative fuel as required by S.B. 740 that was passed by the 71st Legislature in 1989.

Currently, TYC operates approximately 215 vehicles that fall under the provisions of S.B. 740. TYC has converted two vehicles to liquefied petroleum gas and has plans to convert five vehicles to compressed natural gas.

The bill establishes the goal of 30% of the vehicles converted by 1994 and 50% by 1996. The goal of 90% by 1998 is contingent upon determination by the Texas Air Control Board that the program is effective in reducing air pollution. In addition, all new vehicles purchased after September 1991 must be capable of operating on alternative fuels.

Ed White, Assistant Executive Director for Support Services, reported to the Board that it will appropriate \$165,000 to comply with the 30% conversion requirement by 1994.

New Crockett Administrators

Rey Gomez, Assistant Superintendent of the Crockett State School since 1989, has been promoted to Superintendent of that facility. Gomez replaces David Cocoros, who resigned to become Deputy Director of the Arizona juvenile corrections agency.

Rey began his employment with TYC in 1976 and has previously served as Assistant Superintendent of the Brownwood State School, Superintendent of Valley House, and Parole Officer in Brownsville. Prior to joining TYC, Rey served as a juvenile probation officer in Bexar County.

Marie Murdoch, Chief of Casework for TYC since 1989, has been named Assistant Superintendent of the Crockett State School. Prior to that, she was program director of the Sex Offender Treatment Program at the Giddings State School from 1986 to 1989. Marie began her employment with TYC in 1979 as group leader of Salado House in Austin. After the relocation of that halfway house program to what is now Turman House, she served as Assistant Superintendent and then Superintendent of that program from 1982 to 1986.

Before joining TYC, Marie was counselor of Equilibria Halfway House in Austin, children's service specialist with the Texas Council on Crime and Delinquency, and administrative assistant at the Center for Community Alternatives.

TYC to Build Facility in Beaumont

Ron Jackson, Executive Director of the Texas Youth Commission, announced to Jefferson County Commissioners during their meeting November 25 that TYC would build a \$20 million 150-bed facility in the Beaumont area to house youth committed to the agency primarily from the Houston Metropolitan area. The facility is to be secure and will be designed to care for high-risk offenders.

The TYC facility will be completed in 1995 and will be located on a 50-acre site donated by Jefferson County in an area that will include new prisons for adult federal, state and county offenders. It will be the first new facility built by the state for delinquents in the past 20 years and will cost \$5 million a year to operate.

Construction of this facility was approved by the legislature and received funding through the issuance of general obligation bonds through the passage of Constitutional Amendment Proposition 4 by Texas voters on November 5.

Intercultural Awareness Survey

The Texas Youth Commission's Intercultural Awareness Task Force recently sent out a survey to all employees with a response to their local task force member.

This survey was distributed as an ongoing effort to develop agency plans to improve intercultural awareness.

Task force members include Marie Murdoch, Chairperson, Crockett; Stephan Bolton, Central Office; Dann Barger, SRC; Emory Crawford, West Texas; Desi Cohn, Brownwood; Lucy Humbert, Corsicana; Thomas Phillips, Crockett; Estanislado Castillo, Gainesville; Linda Reyes, Giddings; Joe Curry, West Region; Sharon Hambrick, North Region; Bobbie Shelton, Central Region; Helen George, East Region; and Alma Padron, South Region.

TYC Adopts RFP for Contract Programs

Jay Lindgren, Deputy Executive Director for the Youth Commission, reported during the January Board meeting, that TYC has adopted a policy to improve accountability for the awarding of start-up funds. This policy will ensure that these funds are used effectively and equitably to meet agency objectives. The agency utilizes a Request for Proposal process and in this process, TYC has the legal authority to grant these type of funds.

Lindgren, also reported during the Board meeting that TYC's current contract care budget is over \$13 million. He stated that Paula Morelock, Chief of Community Placement, and required staff in the Research and Planning Department have developed an automated system that equates comparable programs in seven performance areas. During the board meeting, Paula Morelock and Terry Graham, General Accounting Supervisor, disseminated background information on start-up funds, the statutory authority, how the process works, the objectives, and the results to date.

Start-up funds are awarded to assist providers in developing private contract programs to fulfill specifically identified needs and services, and are sometimes necessary in order to initiate new programs for difficult, delinquent youth and to provide services for youth needing specialized treatment. There is often competition for bed space among traditional child placing agencies.

*****NOTICE*****

If you want to continue to receive TYC NOTES, Texas law requires that you request it in writing annually. Your name will be removed from the mailing list if you do not respond. To remain on the mailing list, return this page with your mailing label to:

**TYC NOTES
4900 North Lamar
P.O. Box 4260
Austin, Texas 78765**

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

Construction Projects

Ed White, Assistant Executive Director for Support Services, and Gary Guenther, Director of Plant Operations and Development, reviewed the process and schedule for selection of architects/engineers for the Youth Commission's Fiscal Year 1992-93 projects with the Board during its January meeting.

The new selection procedure for architects/engineers was previously reviewed with the Board during its November meeting in Amarillo. Ed White reported to the board that the new process was essentially identical to the one currently in place.

Over 400 proposals were received for all the TYC projects, which total over \$40 million, and were approved by the legislature and funded through the passage of Proposition 4 by Texas voters on November 5. This total includes the \$20 million targeted to build the new 150-bed facility in the Beaumont area to house youth committed primarily from the Houston metropolitan area and a new dormitory for aggressive mentally ill youth at the Corsicana State Home.

Other projects scheduled for this biennium include security improvements and ongoing major repairs and maintenance at all TYC facilities. The following funds have been allocated to the various facilities:

- \$3.3 million to the **Brownwood State School** for renovations and repairs, asbestos abatement and replacement of fuel storage facilities;
- \$456,000 to the **Statewide Reception Center** in Brownwood for renovations and repairs;
- \$5.7 million to **Corsicana State Home** for renovations and repairs, and replacement of fuel storage facilities;
- \$3.3 million to **Crockett State School** for general renovations and repairs, replacement of fuel storage facilities and roof and structural repair to dormitories;
- \$3.6 million to **Gainesville State School** for renovations and repairs, asbestos abatement, and replacement of fuel storage facilities;
- \$1.6 million to **Giddings State School** for renovations and repairs, and replacement of fuel storage facilities;
- \$2.5 million to **West Texas State School** for renovations and repairs, replacement of fuel storage facilities, and the abatement of the waste disposal site.

Ed reported that once the proposals were received, they were evaluated independently by three staff members. The three staff members, two of whom are licensed engineers and one a licensed architect, combined their rating scores on the

various campuses, which determined the short-list. The interviews will be conducted at the locations where the work will be completed.

Following the interviews, recommendations will be brought to the Board for their approval during a future meeting. Ed White also reported that each campus has a Clerk of the Works, whose sole responsibility is to monitor the construction work on that campus.

In accordance with the revised procedures, Board Chairman Gary C. Compton appointed Comer Cottrell, Board Vice-Chair, to serve as Chair of the interview committee for the new secure facility.

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Board members include:

Gary D. Compton, Amarillo, Board Chairman; **Comer J. Cottrell**, Dallas, Vice-Chairman; **Edna Tamayo**, Harlingen; **Pete Harrell** and **Marilla B. King**, Austin, and **Leonard E. Lawrence, M.D.** of San Antonio.

Ron Jackson is Executive Director.

Employee Grievance System Annual Report

The Texas Youth Commission's "new" Employee Grievance System has been in operation some eighteen months according to Ludy Kuhnell, Employee Grievance Administrator.

Since the inception of the system, Ron Jackson, Executive Director, and administrative staff have been receiving a quarterly report delineating every employee grievance. The following is a report summarizing TYC grievance activity for Calendar Year (CY) 1991.

During CY 1991, 117 grievances were filed agency wide. The majority of the grievances (102) (87%) originated in the institutions; 14 were from the regions, including the halfway houses; and 1 from central office. The majority of the complaints involved adverse personnel action as opposed to working conditions. The most predominate types of grievances included disciplinary reprimands; position selection; harassment by a fellow employee or supervisor; shift schedules; pay; disciplinary probation; performance evaluations; disciplinary counseling; discrimination; and promotions.

In the disposition of grievances, relief was totally denied in 50 (42%) cases; totally granted in 30 (25%); partially granted in 18 (15%) and 6 (5%) were settled, giving the grievant either total

or partial relief in 45% of the cases. Of the remaining 13 grievances, 10 were dismissed because they were not filed on time, or the relief sought was not within the scope of the grievance system; 1 was moot; 1 was resolved under another procedure; and 1 was withdrawn by the grievant.

During the year, 44 employees were terminated for disciplinary reasons; of that 44, 17 filed grievances. After hearings on these cases, Ron Jackson, Executive Director, ordered reinstatements in 4 cases, 2 cases were dismissed; and 11 were denied reinstatement.

Ludy reported that the agency had written grievance decisions in the hands of the grievant within 10 working days from the date the grievance was filed in 65% of the cases. Increased emphasis by the appropriate administrators on timely processing of grievances will help increase the efficiency in the coming year.

A number of issues have surfaced that have not been formally brought to the attention of management through the grievance system, but still required remedy. For example, Central Office resolved the promotion policy governing YAS I and YAS II's that was found confusing by employees. An agency-wide policy was developed and published providing for notice, in most cases, to an employee before changing his

or her permanent shift assignment. Problems in proper completion of performance appraisals and proper procedures for keeping time records were found and corrected. The system has worked to resolve employee complaints and also to assist management in the identification of broader problems that may extend beyond the immediate individual employee's complaint.

The employee grievance system offers a formal mechanism for the resolution of legitimate employee complaints and is in existence for the mutual benefit of the employees and the agency. Any questions concerning the operation of the employee grievance system should be directed to Ludy Kuhnell in Central Office.

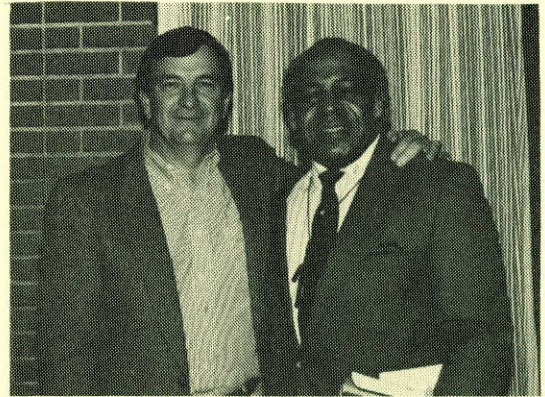
TYC Youth to Graduate

TYC youth Patrick Chui, who is at the Calvary Boys Ranch in Big Sandy, Texas has recently been elected king of the 1991-92 senior class at Big Sandy High School. Patrick is scheduled to receive an all sports award for lettering in football, basketball, track and tennis.

Patrick speaks five languages and will graduate this semester. He has been accepted by Stephen F. Austin and plans to major in international law.

Board Member Reverend Floyd N. Williams, Sr. Honored in Huntsville

TYC Board Member Reverend Floyd N. Williams, Sr. of Houston was honored at an appreciation dinner January 6, 1992 at the Sam Houston Criminal Justice Center in Huntsville. Rev. Williams was originally appointed in 1983 to fill the two years remaining in Dr. George Willeford's term on the TYC Board. He was reappointed by Governor White in 1986 and served a full six-year term.



Rev. Floyd N. Williams, Sr. (right) is pictured with Executive Director Ron Jackson during the banquet.

Strategic Planning Process Update

Two bills that passed during the 72nd Legislature, H.B. 2009 and H.B. 7, have an impact on the Youth Commission's strategic planning process. H.B. 2009 requires each state agency to submit a strategic plan by March 1 and H.B. 7, which created the Department of Health and Human Services, of which TYC is a member, also has a strategic planning component with a due date of October 15.

According to Dr. Chuck Jeffords, Director of Research and Planning, H.B. 2009, which has a due date of March 1, could be used as the draft of the strategic plan due October 15. The vision and functional goals disseminated by the Governor's Office of Business and Planning and the Legislative Budget Board to each agency are to serve as a foundation for the strategic planning process. Agencies

are to develop the remaining elements as they prepare their individual plans. These plans should reflect the unique nature of each agency and will become an integral part of the statewide strategic plan.

The mission, philosophy, external and internal assessment and agency goals are to be submitted by March 1. Objectives and outcome measures will be due with the October plan. At the March Board meeting, staff will review the draft submitted by the March 1 deadline for their comments.

Giddings Holds Forum

The Adolescent Sex Offender Treatment Committee, a subgroup of the Sexual Abuse Intervention Network of Dallas, presented a forum on February 5 at the Giddings State School. The program consisted of staff from the Texas Youth Commission's Giddings Sex Offender Treatment Program.

The forum is for Dallas area mental health and social service professionals who are interested in coordinating local and state services for adolescent sex offenders. The panel will be led by Antonio Lopez, Director of Giddings' Sex Offender Treatment Program, and a number of therapists from the facility.

ACA Accreditation Achieved

"The Texas Youth Commission's parole and case management services in Central Region received accreditation by the American Correctional Association on December 10," announced Ron Jackson, Executive Director of the agency. These programs were found to be in 100% compliance with mandatory standards and 98.2 % compliance with non-mandatory standards, failing to comply with only three of the 221 applicable standards. The TYC Central Region encompasses 65 counties stretching from Waco to San Antonio, west to San Angelo and east to Brenham. Major counties in this region include Travis, Williamson, McLennan, Tom Green and Bexar.

The Texas Youth Commission provides residential programs and supervision of youth who are committed from juvenile courts throughout the state. Regional staff provide case management of youth placed in private community-based residential programs and supervise youth on parole who have successfully completed their program assignment. The American Correctional Association Commission on Accreditation is a national body that develops standards and procedures for both adult and juvenile facilities and non-residential programs.

"We are extremely proud of our staff who put in a tremendous amount of time and energy in order to achieve ACA accreditation.

This designation recognizes the high level of services and commitment that the Youth Commission is able to provide youth committed to its care," added Jackson.

Bill Weddington, who was one of the ACA auditors and is the former director of the Virginia Department of Youth and Family Services, stated during the exit conference that he "is tremendously impressed with the variety of services that TYC is able to provide for youth. I do not know that I've been in any state that approaches what TYC is doing in community services."

TEXAS YOUTH COMMISSION

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