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TEXAS MASTER PLAN

DEPARTMENT OF VOLUNTARY DEVELOPMENT SERVICES

ANNUAL REPORT

In October, 1973 Governor Dolph Briscoe issued an Executive Order calling for "a comprehensive study to inventory existing facilities and services and to recommend ways and means of upgrading the services of Texas State Government to youth in the broadest and most comprehensive manner—early development, education, care and rehabilitation of troubled and disadvantaged youth." As part of this comprehensive study ordered by Governor Briscoe, the Texas Youth Council and the Criminal Justice Division of the Governor's Office co-sponsored a project to develop a master plan for juvenile corrections in Texas.

During 1974-75, a three-volume report was produced by the consulting firm of Carkhuff Associates, Inc. and was reviewed by an advisory council of citizens and professionals. Nominees to the advisory council were submitted by members of the Texas Youth Council board. Formal appointments were made by Mr. Ron Jackson, Executive Director of the Texas Youth Council and by Mr. Robert C. Flowers, Executive Director of the Criminal Justice Division, Office of the Governor.

The complete three-volume report, entitled *Texas Master Plan for Youth Development Services*, is available through the co-sponsoring agencies. The present volume is a summary of major recommendations contained in the complete report.

The views and recommendations presented in this report do not necessarily represent those of any agency. This effort was funded by the Law Enforcement Assistance Administration, U.S. Department of Justice, under Discretionary Grant Number 74-ED-06-0005.

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Overview:

Juvenile Justice and the Texas Youth Council

The total population of Texas in 1970 was 11,196,730. This figure is expected to rise to 12,700,000 by the end of 1975. According to the 1970 census, children under 18 years of age comprise 35% of the Texas population. The people of Texas consider their children to be the State's most precious resource. There is a clear public mandate to meet the needs of youth and to promote the development of youth resources.

Each year more than 50,000 Texas youth are arrested and referred to juvenile authorities because of delinquent behavior. About 50% of these referred juveniles are assigned (either formally or informally) to probation supervision. Probation services are available in more than 85% of Texas counties, with the average yearly case-load standing at approximately 60 youth per probation officer. As might be expected, arrest rates, index crime rates and referral rates tend to be higher in urban areas than in rural areas. Only a very small percentage of delinquent youth are removed from their communities to be institutionalized; and this percentage has been decreasing since 1970.

The Texas Youth Council (TYC) was organized in 1957 and was intended to serve as the State agency with primary responsibility for the prevention of juvenile delinquency and for the rehabilitation of delinquents. A ten-year plan was adopted and was implemented during the next decade. Since its implementation, this plan had experienced no basic changes despite the fact that far-reaching changes in juvenile corrections had taken place in Texas and in the nation as a whole.

Changes *did* take place in TYC and in youth services after May, 1973. In the late spring of that year, the Texas Legislature passed a new Family Code which modified the conditions under which youth could be committed to TYC. The Legislature also passed a law declaring all 18-year-olds to be adults, thus serving to release them from the jurisdiction of the Youth Council. At the same time that the Legislature was acting, Governor Briscoe issued Executive Order #9 which, in part, cited "a critical need in the State of Texas to upgrade the quality of correctional care and rehabilitative services for Texas youth, and to coordinate their delivery to the persons in need."

TYC also became involved in a major lawsuit in the Federal District Court in Tyler, Texas, where it was alleged that TYC had not effectively discharged its responsibility to prevent juvenile crime and rehabilitate delinquent youth. Rather, the court concluded, TYC was pursuing a policy of punitive rather than rehabilitative treatment which was having a negative effect in terms of juvenile crime rates and rates of recidivism. The court also emphasized its finding that TYC had not kept abreast of new directions in juvenile corrections and social reform.

In September of 1973 the new leadership of TYC, recognizing that the Council was in crisis and wishing to upgrade its services to youth, initiated proceedings with the Criminal Justice Council that culminated in a proposal for a state-wide evaluation leading to the development of a Master Plan for Juvenile Correctional Services. The desire of all parties involved was to move systematically toward humanistic and effective ends.

It was in this context that the services of Carkhuff Associates were retained to develop the proposed Master Plan.

General Approach to the Master Plan

During the initial development of the Texas project, the consulting firm was guided by a number of key questions:

- *Most fundamentally, what are the critical needs of delinquent youth and dependent and neglected youth?*
- *What are the needs of the personnel who are responsible for providing services to delinquent youth and dependent and neglected youth?*
- *Can the State assume that the local communities are able to cope with the challenges posed by increasing delinquency without any outside help?*
- *Should the State extend its efforts beyond rehabilitation to prevention in order to meet the needs of youth at an earlier stage?*
- *What role should the Texas Youth Council continue to have concerning dependent and neglected youth?*
- *If a partnership is to be established between the State and local units of government, what form should this partnership take?*

It is significant that, as the order of these questions reflects, the firm saw its first priority as the gathering and evaluation of data related directly to the recipients of youth services in Texas. Thus, it was clear from the beginning that the delivery of services to youth was to be more important than the automatic and arbitrary preservation of existing programs and established systems.

The Master Plan for Youth Development Services was developed in three phases. Initially, a comprehensive needs assessment was conducted in order to determine the levels of functioning of youth, adults and programs and facilities in private homes, community agencies, community-based treatment centers and institutions. Over 1,450 youth were inventoried on demographic characteristics, attitudes and interests, self-reports and levels of specific living, learning and working skills (for example, getting along with others, solving problems, learning to learn, career planning, etc.). In addition, over 1,750 agency staff and parents were inventoried on, among other things, their ability to deliver specific living, learning and working skills to youth. Additional data were gathered from more than 60 communities throughout Texas as well as from all the major State agencies concerned with youth services.

Having established an extensive data base through its needs assessment, the firm entered the second phase of development. This phase involved the formulation of major goals and specific recommendations which a comprehensive plan for youth development services would need to encompass. These goals and recommendations were discussed in detail by the Advisory Council to the Master Plan and revised in accordance with this Council's suggestions. The third and final phase of development involved designing the detailed implementation plans and schedules required for the achievement of the established goals. Here, the firm was able to pinpoint both the quantity and quality of projected outcomes at each step of program implementation.

Assess needs. Establish goals and recommendations. Design implementation plans. These are the three phases of the development of the Texas Master Plan which are highlighted on the following pages. Given that the original Master Plan ran to three volumes and about 1,400 pages, only an outline of major points can be provided here. For more details, the reader is referred to the full-length Master Plan and appendices available from the Governor's Criminal Justice Division in Austin, Texas.

THE TWELVE GOALS

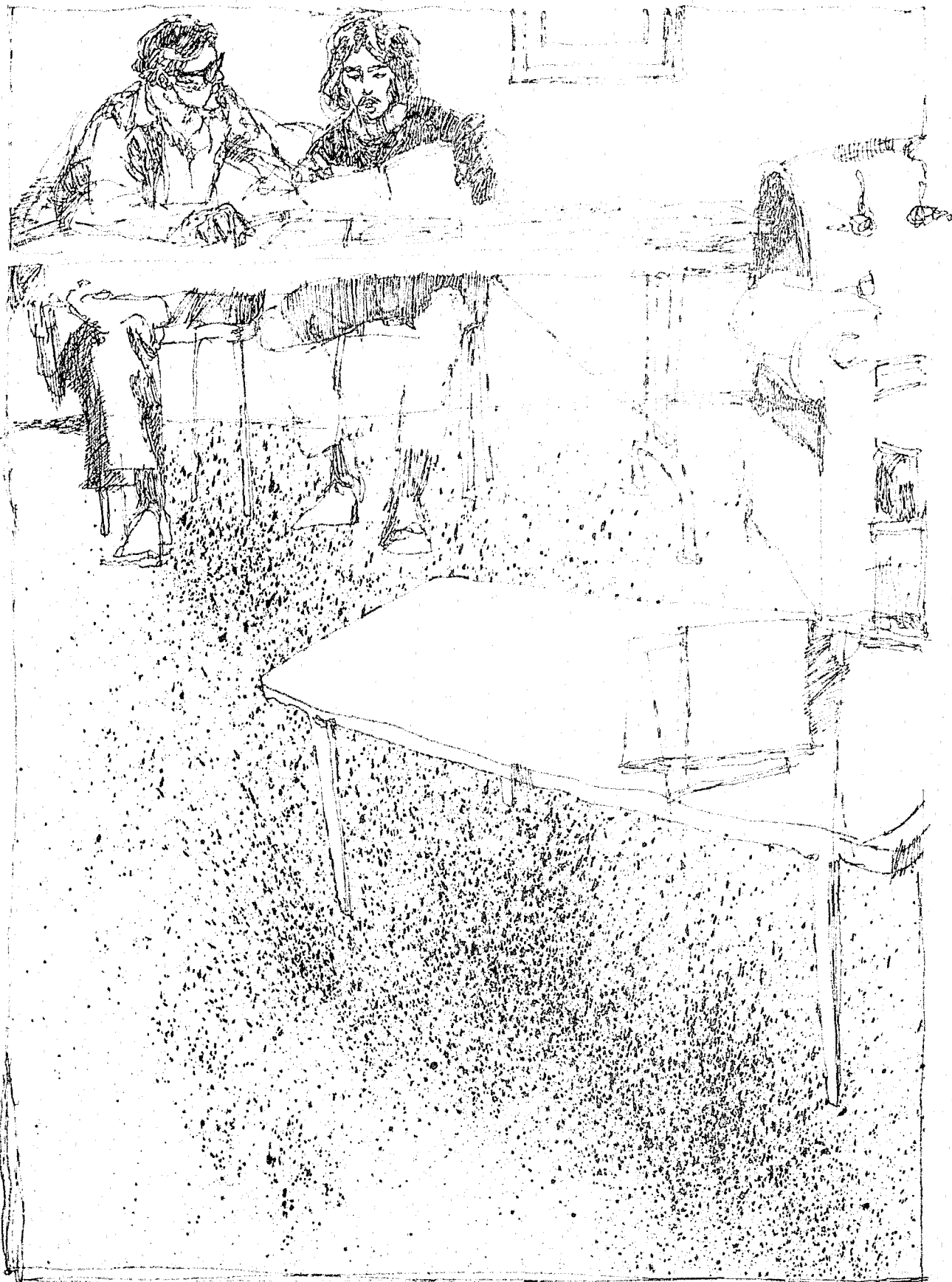
Diversions Programs

Needs Assessment

Texas Juvenile Court statistics indicated that 45% of arrested youth were receiving no services and were not participating in any rehabilitative programs. The percentage was significantly higher for youth arrested for minor felonies or misdemeanors and for youth detained as runaways or truants. Further, the average re-arrest rate for all delinquent youth was about 50%. Additional evidence showed that arrested youth had developed far fewer living, learning and working skills than either non-delinquent or outstanding youth. For example, the delinquent youth had greater difficulty in understanding and responding to the problems of their peers; in school they were behind not only in terms of grade level and basic skills but also in terms of self-confidence and the development of functional learning strategies; finally, they lacked the information about alternatives which is a prerequisite to effective planning of recreational and work activities.

The data collected and evaluated by Carkhuff Associates also indicated that a large percentage of juvenile delinquents were experiencing family problems and parental conflicts. Given an opportunity to express themselves, most parents of delinquents indicated a need for more effective ways of relating to their children. Previous evidence had demonstrated that parents who had been systematically trained in relating, decision-making, teaching and planning skills became far more effective in helping their children to develop their own resources in constructive, non-delinquent ways. By the same token, comparative statistics showed that staff personnel trained in specific helping skills were two to three times more effective in reducing recidivism than untrained personnel.

Finally, Texas Juvenile Court statistics showed that the rate of increase in delinquency was significantly higher than the rate of increase in the overall juvenile population. This fact, coupled with the evidence outlined above, led to the establishment of the first major goal of the plan.



Goal Number One

To establish Youth Resource Development Diversion Programs in the communities of Texas.

Recommendations

There was a total of ten specific recommendations related to the above goal. These included recommendations that:

- diversion services be offered to youth who were arrested for minor felonies, misdemeanors, truancy and runaway, who were between 10 and 18 years of age, who demonstrated a cooperative attitude and whose parents were willing to have them participate.
- diversion programs deliver to participating youth specific and functional skills in the areas of living, learning and working;
- volunteering parents and all Youth Resource Development agents be trained in the various skills needed in order to work effectively with delinquent youth.

Additional recommendations focused on the organization, funding and implementation of these diversion programs. It was also recommended that diversion services be extended to preventative work with pre-delinquent youth as soon as the effectiveness of the diversion services was established.

Implementation

Specific plans were designed to develop 350 personnel to service 35,000 youth and their families. In general, the treatment program provides six months of group skills-training and individual follow-up to participating youth. Training and follow-up were both designed to focus on the development and utilization of skills involved in getting along with self and with others—including skills which would allow better handling of situations which did or could lead to arrest. In addition, the program involves training diverted youth in the skills they need to function more effectively in educational settings and to plan recreational and work activities. The program also provides for the training which parents need to support the growth and development of their children.

Based upon the recommendation of the Master Plan Advisory Council, diversion programs should be locally administered, whenever possible.



State Homes

Needs Assessment

A considerable amount of data was collected and evaluated concerning the needs of dependent and neglected children in Texas. It was learned that, while about 95% of the children admitted to State Homes had at least one living parent, almost two-thirds of these children were not residing with their own parents at the time of admission. There was also evidence which showed that most children do not experience large group environments—like the State Homes—as real “homes.”

Additional data indicated that, as a group, the children residing in State Homes were functioning well below the physical, emotional and intellectual levels demonstrated by both non-delinquent and outstanding youth residing in the general community. In the area of learning, for example, the median school grade placement for children admitted to State Homes was at a level commensurate with community children two full years younger than the admittees. Moreover, the programs offered by the State Homes were not on a par with programs offered to youth at the outstanding Texas Youth Council training school nor with those programs offered in outstanding community agencies and community homes.

Further assessment data indicated that the majority of staff members at State Homes were functioning below the levels of relationship-building, problem solving, life planning and teaching skills necessary to develop the physical, emotional and intellectual resources of the youth placed in their care. In addition, the fact that over 60% of the admissions to State Homes represented children returning from temporary home placements indicated quite clearly that the parents of these children were in need of substantive training in specific parenting skills.

All of the evidence gathered in these related areas led to the establishment of the second goal of the plan.

Goal Number Two

To establish a comprehensive Youth Resource Development Program at the State Homes for dependent and neglected children.

Recommendations

Eleven specific recommendations were made concerning the program for dependent and neglected children. Among these were recommendations that:

- the staff of the State Homes be trained in the specific skills needed to implement effective developmental programs.
- State Homes work in conjunction with community agencies to develop services and specific training programs for parents of admitted youth;
- State Homes upgrade the level of emotional, intellectual and physical programs offered to the children committed to their care;
- community-based foster care facilities such as individual homes, group homes and contracted residential centers be developed as viable alternatives to large-group State Homes.

The other recommendations dealt with the continued utilization of State Homes when all other placement alternatives were exhausted, the reduction in the total number of State Homes to three and matters of funding, implementation and self-regulatory monitoring.

Implementation

The steps to be taken toward this second goal included staff training, piloting and extending youth training programs for State Home children, developing an alternative foster care placement program in conjunction with the Waco State Home, implementing a parent development program and conducting a needs assessment involving cooperative efforts of the Texas Youth Council, the Department of Public Welfare and the juvenile courts. Implementation of all of the firm's 11 recommendations would result in substantially increased services to dependent and neglected children. The functional levels of physical, emotional and intellectual capability which these children subsequently achieved would serve as measurable and meaningful outcomes.

Probation Assistance

Needs Assessment

Data collected and evaluated in the area of probation services showed that youth on probation had developed fewer living, learning and working skills than non-delinquent or outstanding youth. In particular, youth on probation were found to relate less effectively with themselves and others, to demonstrate a lower quantity and quality of learning skills and to be significantly less effective in planning recreational and work activities.

It was also found that, while court recidivism rates across Texas ranged from 20% to 40%, the rearrest recidivism rate of youth on probation tended to be significantly higher. Additional evidence indicated that increased skills, especially in the areas of relating and planning, led to reduced rates of delinquency.

Further study showed that county probation officers did not have the levels of living, learning and working skills necessary to deliver the desired emotional, intellectual and physical outcomes to probationary youth and their parents. The evidence indicated that systematic skills training could equip personnel with the helping, training and program development skills they needed in order to provide effective programs for both youth and parents.

Additional facts were gathered concerning the condition of youth placed on probation. It was learned that approximately 5% of all youthful probationers need special diagnostic and treatment services yet, generally, no more than 2.5% of probationers were receiving such services.

The evidence gathered on juvenile probation—of which the above is only a representative sampling—prompted the establishment of a third specific goal.



Goal Number Three

To establish a Youth Resource Development intervention program in conjunction with each county juvenile probation department.

Recommendations

Eleven specific recommendations were made related to probation assistance. These included recommendations that:

- a comprehensive skills-development program be required for all youth on probation and be offered to all youth on informal adjustment;
- the probation program consist of systematic skills training to develop the intellectual, emotional and physical resources of youth and to reduce the rate of crime and youthful recidivism in the community;
- the Texas Youth Council provide training specialists to conduct comprehensive skills training programs for all county probation departments that wish to participate;
- a component of a computer-based constant feedback system be developed to provide probation departments with data concerning their own effectiveness and efficiency;
- the Texas Youth Council provide incentives for county probation departments to participate in the training program and constant feedback system by granting a direct subsidy to each participating department.

Other recommendations focused on the need for skills-training programs for parents, on the use by probation departments of neighborhood facilities like schools and churches and on the necessity of augmenting existing funds for the purchase of non-residential diagnostic and treatment services for probationers with special needs.

Implementation

Carkhuff Associates outlined a complete implementation schedule for its recommendations in this area. Consideration was given to the choice of a site for a model program, to the piloting of this model program and to the gradual extension of the probation program as more county departments volunteer to participate. Again, program administration would be handled at the local level.

The implementation of all 11 recommendations in this area was linked to specific outcomes. Probation-based programs would be offered to approximately 30,000 youth and their parents. Probationers' increases in living, learning and working skills would be treated as measurable outcomes, as would their increased school attendance and achievement. At the same time, there would be significant reductions in both the rate of recidivism among probationers and the rate of juvenile crime.



GOAL

4

Community Assistance

Needs Assessment

In gathering and evaluating additional data concerning delinquent youth in Texas, it was determined that about 5% of all youth on probation were unable to live at home because their parents were unwilling or unable to care for them and/or because they needed a more structured environment in which to function. When consulted by interviewers, probation departments across the state indicated an urgent need for adequate residential placement facilities for probationers. Officials in Harris County, for example, indicated that placements could not be arranged for 40% of those probationary youth who needed them.

Careful study of existing foster care and other residential facilities showed considerable fluctuation in the quality of both the facilities themselves and the services and programs offered to delinquent youth. These fluctuations seemed closely linked to both run-aways and youthful recidivism. In addition, most of the personnel staffing residential facilities agreed that the funds provided by probation and welfare departments were not sufficient to deliver full services to participating youth.

Further information was gathered related to the geographic distribution of both juvenile crime and residential treatment facilities. Over 50% of the delinquency problems and the majority of existing residential facilities were found to exist in major metropolitan areas. Approximately 10% of juvenile cases were found to exist in the El Paso and Valley regions, however, which are a considerable distance from the nearest Texas Youth Council facilities.

All of the information which the firm gathered concerning delinquent youth and existing residential facilities led to the formulation of a fourth specific goal.

Goal Number Four

To establish a community assistance system whereby county probation departments can purchase foster care and other residential services for youth on probation and local communities can develop projects particular to their own unique needs.

Recommendations

A total of 12 specific recommendations were developed related to the goal of achieving a viable community assistance system. Included here were individual recommendations that:

- the Texas Youth Council subsidize the purchase of foster care and other residential services for young people on probation who cannot live effectively in their own homes;
- the Texas Youth Council provide the training specialists required to bring foster care and other residential facilities—including the personnel, the programs and the environments—to minimal standards necessary for the development of youth resources;
- the Texas Youth Council establish a direct grant program in response to unique youth service needs as they are determined by juvenile justice authorities within individual communities;
- 85% of all funds appropriated for the Community Assistance program be designated for use by individual counties or population centers whose total population exceeds 50,000 as of the most recent census;
- a component of a computer-based constant feedback system be required to give the foster care and residential facilities, the probation departments and the Texas Youth Council data on the effectiveness and efficiency of the services purchased as well as on the specific functioning of funded community projects.

Other recommendations dealt with the extension of residential services to non-metropolitan areas and with details related to funding the Community Assistance program.

Implementation

The implementation schedule focuses on the identification and development of potential facilities, the establishment of minimum standards, the training of foster parents and staff, the handling of grants and contractual services and the gradual extension of the Community Assistance Program to include all parts of the state.

Action taken on all 12 recommendations would lead to significant increases in the number of adequate foster care and other residential facilities, the number of probationers placed in these facilities, and the level of skills which these probationers develop in the areas of relating to others, learning more effectively, solving their own problems and planning their own lives constructively. At the same time, action on all 12 recommendations would lead to a decrease in the rate of rearrests and court appearances of youth in residential facilities. Finally, the annual cost per child placed in community-based residential facilities would be below that for the placement of a child in an existing state facility.

Intensive Program

Needs Assessment

The statewide needs assessment revealed that there was a severe shortage of residential treatment programs in local communities. Moreover, a significant portion of youth were not benefitting from the limited services which were being offered in their local communities. While these delinquent youth were two to three years behind non-delinquent and outstanding youth in terms of grade placement, evidence indicated that they were capable of making large gains in skills related to learning effectiveness and living with others when trained in short-term intensive programs.

Evaluation of existing Texas Youth Council facilities eventually focused on the State Home and School at Brownwood. The staff at Brownwood were found to be functioning at somewhat higher levels than staff at the other existing Texas Youth Council facilities. Then, too, the Brownwood facility included a reception center which could be utilized as a diagnostic and screening facility. Finally, most of the youth presently at Brownwood met the criteria for a short-term intensive program (i.e., they had not benefitted from services within their own communities, they had not been previously admitted to a Texas Youth Council school and they required only minimal security arrangements).

These multiple considerations led to the establishment of the fifth specific goal in the plan.



Goal Number Five

To establish a short-term, intensive Youth Resource Development Program at an existing Texas Youth Council residential center.

Recommendations

Ten specific recommendations were put forward concerning the establishment of a short-term, intensive program. Among the ten were recommendations that:

- the center for this program be at Brownwood, the present site of the Brownwood State Home and School;
- an intensive, 12-week program emphasizing skills in getting along with others, problem solving, planning and learning be provided for youth residing at this facility;
- participating youth be individuals who had not benefited from services within their own communities, who had not been previously admitted to a Texas Youth Council school, who require only minimal security and who can benefit from a short-term, intensive program;
- the staff at Brownwood be further trained in the appropriate relationship-building, problem solving, planning and teaching skills they need to deliver intensive programs to youth residing at the school;
- a component of a computer-based constant feedback system be developed to provide staff at this facility with information on their own effectiveness and efficiency.

Additional recommendations stressed the need for staff to be responsive to the age, sex, ethnic background and levels of physical, emotional and intellectual functioning of youth participating in the program, dealt with such areas of concern as funding and parental visits and emphasized the need for flexibility in the placement of youth at the different residential facilities.

Implementation

Separate phases of the implementation schedule entailed the training of staff and the development of specific skills-training programs, the piloting of an initial 12-week intensive program and the transition to an on-going program of 12-week cycles.

The development of Brownwood as a short-term, intensive treatment center would permit this facility to deliver specific living, learning and planning/working skills to approximately 800 delinquent youth each year. Outcomes would be measured in terms of increases in youths' functional skills and decreases in the rate of runaways as well as in the rate of recidivism for youth released from Brownwood.



GOAL 6

Exceptional Program

Needs Assessment

A variety of data sources indicated that there was a significant number of delinquent youth with learning disabilities whose real needs were not being met by existing facilities. These youth, while not "profoundly retarded," demonstrated levels of intellectual functioning which were inadequate to enable them to benefit sufficiently from either the projected intensive center at Brownwood or the other existing residential programs of the Texas Youth Council.

The evidence showed that approximately 15% of committed delinquent youth were exceptional children in that they displayed marked learning disabilities. The data also indicated that there was a general reluctance and/or inability of local communities to provide special services for the mentally-retarded or learning-disabled delinquent.

The search for an existing Texas Youth Council facility which could be developed in such a way as to provide services for exceptional youth eventually focused on the state school located in Gainesville. Close to a large metropolitan area which could provide a wide variety of services, the Gainesville facility was also within 30 miles of two universities with teacher-certification programs in Special Education.

These factors led to the formulation of a sixth specific goal.

Goal Number Six

To establish a Youth Resource Development program for delinquent youth with learning disabilities at an existing Texas Youth Council residential center.

Recommendations

A total of nine recommendations were made concerning the establishment of a program designed to serve the needs of learning disabled youth. Included were specific recommendations that:

- the center for the program be at Gainesville, the present site of the Gainesville State School;
- short to long-term flexible programs be designed for exceptional youth emphasizing training in such basic skills as self-care, self-control, relationship building, learning to achieve to capacity and learning to make realistic plans and decisions;
- participation be limited to those delinquent youth who are not "profoundly retarded" and yet whose level of intellectual capability precludes their benefiting from other existing or projected Texas Youth Council residential programs;
- the people, programs and environments at Gainesville be developed in such a way as to respond effectively to the age, sex and ethnic differences in the youth for whom services are being provided.

Additional recommendations dealt with funding, subsidies for parental visitation and the need to integrate this new program with a component of the constant feedback monitoring system. Emphasis was also placed upon the importance of a phased transition from existing services at Gainesville to a full program of services for exceptional youth.

Implementation

The implementation schedule established specific periods for the training of staff in basic and specialized skills, the development of programs, the placement of youth at the Gainesville facility, the piloting of new programs and the phased implementation of these same programs on a full scale.

The plan provides for the delivery of services to approximately 240 exceptional delinquent youth each year. These youth would receive specialized training in basic skills related to getting along with self and others, making plans and decisions and learning effectively. Outcomes would be measured in terms of specific increases in the levels of basic skills in participating youth, school attendance and achievement, and participation in organized recreational and employment activities as well as in terms of decreases in runaways and rates of recidivism for these exceptional delinquent youth.

Maximum to Medium Supervision

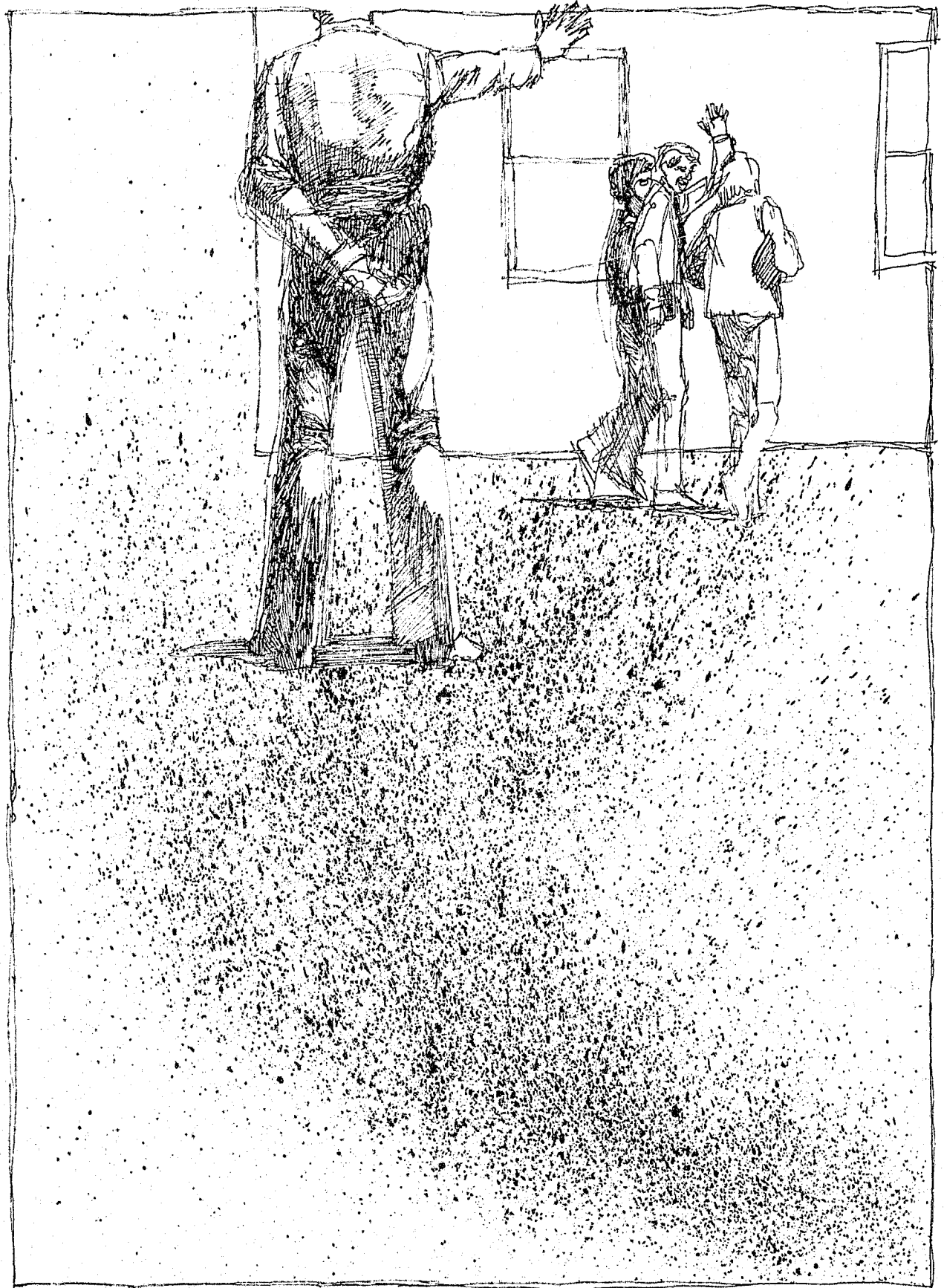
Needs Assessment

Juvenile Court and Texas Youth Council statistics revealed that there was a significant proportion of delinquent youth who had committed serious crimes or who had been readmitted or recommitted to a Texas Youth Council facility two or more times. It was determined that 20 to 30 youth each month met the above criteria and, moreover, had repeatedly failed to respond to rehabilitative treatment in minimum supervision situations.

The youth described above were also found to be those who had developed the fewest skills in relating to others, learning new materials and planning individualized work activities. Additional evidence suggested that a progression by these youth through specified levels, each accompanied by definite reinforcement contingencies, could facilitate their mastery and retention of new and more constructive behaviors.

Consideration of the various residential centers of the Texas Youth Council eventually focused on the Gatesville complex of State Schools. Gatesville was found to offer a considerable quantity and diversity of treatment structures. In addition, past placement practices had resulted in many of the youth meeting the criteria noted above being in residence at the Gatesville complex. On the other hand, the Gatesville schools included a number of units which were not functioning effectively in delivering services to the youth in their care; and it was determined that no more than 500 youth would ever need to be housed at Gatesville in order to account for the treatment of all serious offenders and multiple recidivists.

All of these factors led to the establishment and specification of the Master Plan's seventh goal.



Goal Number Seven

To establish a maximum to medium supervision Youth Resource Development center for delinquent youth.

Recommendations

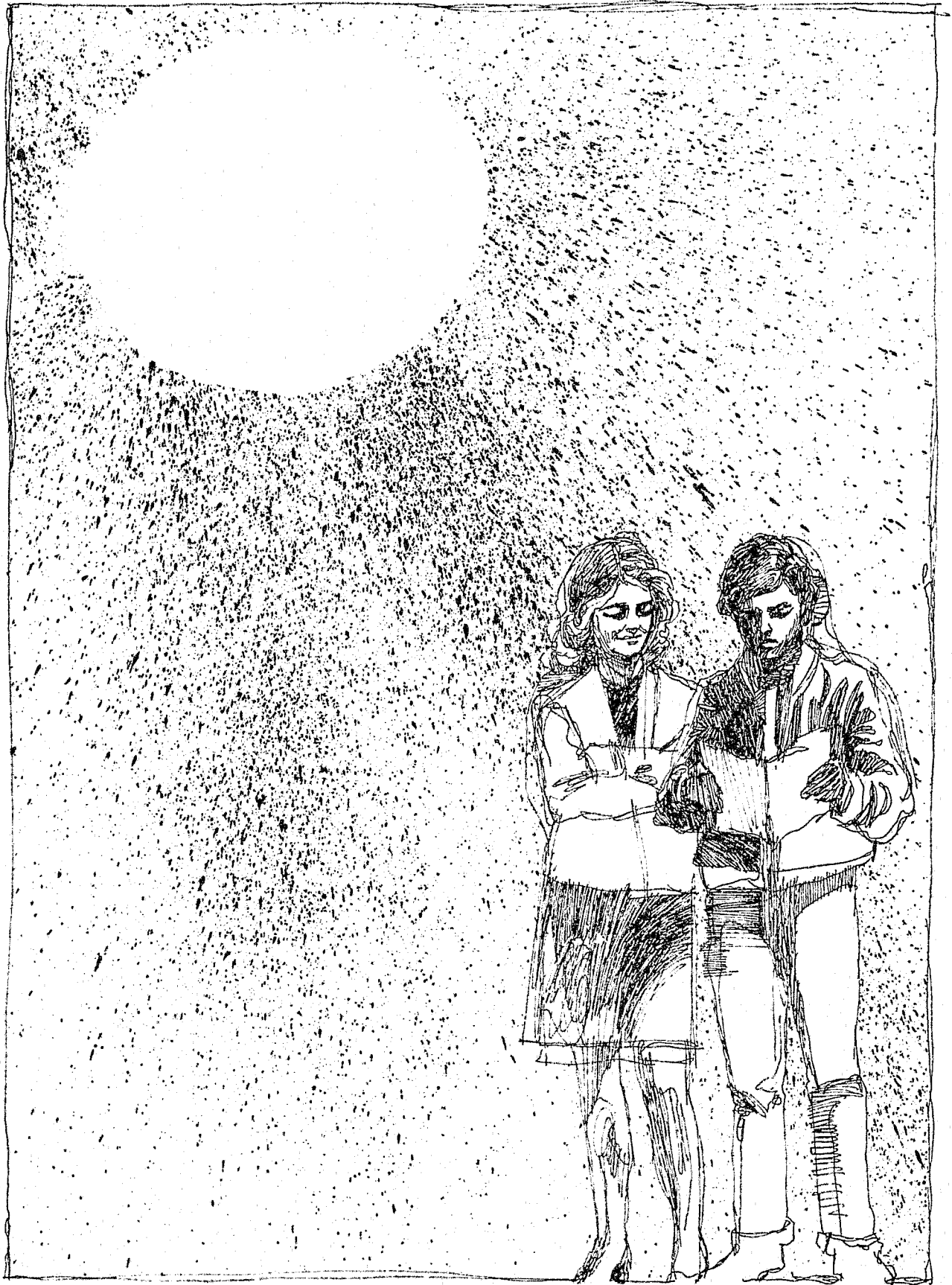
Ten recommendations were put forth related to the achievement of this seventh goal. Among these ten were specific recommendations that:

- the center be located at Gatesville, the present site of the Gatesville State Schools;
- a total levels-system focusing on the development of basic living, learning and working skills be established along the continuum of maximum to medium supervision with movement of youth to be dependent upon mastery of the skills delivered at each separate level;
- participation be limited to youth who had committed serious crimes, or who were multiple recidivists and who had been unable to benefit from minimum supervision situations in the past;
- those units at Gatesville which offer the least potential for a humane treatment process be closed so that the operating level of the complex could be reduced to 25% of its total bed capacity;
- all retained staff at Gatesville be trained in the appropriate security, relationship-building, teaching, tutoring, recreation and work planning skills needed to implement the levels program.

Other recommendations dealt with funding, monitoring of effectiveness and efficiency through the constant feedback system and the need for staff to be responsive to the unique dimensions of those youth placed in their care at this institution-based treatment center.

Implementation

According to the implementation schedule, training of staff, development of programs, placement of youth, closing of units and gradual extension of the new programs to full-scale treatment would take place over a two-year period. Approximately 25 youth would be initiated into the levels program each month and would begin training in areas related to getting along with others, learning, job planning, work habits and work skills. Outcome would be measured in terms of increases in the level of skills demonstrated by participating youth, academic and vocational achievement and recreational and employment activities both within the complex and following release. Additional outcomes would be measurable in terms of decreases in the rate of "acting out" behavior such as running away or assaulting staff or fellow students. Finally, outcome would be measurable in terms of reductions in the rate of recidivism and returns to the facilities operated by the Texas Youth Council or the Texas Department of Corrections.



GOAL

8

Pre-Release and Career Planning

Needs Assessment

Based on multiple prediction indicators, it was projected that about 25 youth each month would be readmitted for their first time to a TYC facility, while another 20 to 25 youth would be leaving the Gatesville complex each month.

Youth readmitted or recommitted to TYC for the first time were found to have skills deficits in all major areas of functioning. Evidence also indicated that systematic skills training would reduce these deficits and would be closely correlated with reductions in "acting out" behavior and recidivism. The youth leaving the Gatesville program would need pre-release programs to help them transfer specific skills to real-life settings while giving them an opportunity to focus on plans for further education and career development.

Consideration of existing Texas Youth Council facilities centered on the State School at Giddings.

This school offered both adequate space and a high quality of existing facilities which could be utilized in the development of new programs.

The above-mentioned considerations formed the background for the establishment of the eighth goal in the plan.

Goal Number Eight

To establish a medium supervision, pre-release and career planning center for delinquent youth.

Recommendations

There were nine specific recommendations related to the establishment of a pre-release and career planning center. Included were recommendations that:

- the new center provide two different programs: a six-month program for readmitted or recommitted youth involving intensive training in living, learning and working skills as well as practice in transferring these skills to real-life situations; and a three-month program for Gatesville graduates which would entail intensive training in specific skills-areas related to their post-release plans;
- the new center be located at Giddings, the present site of the Giddings State School;
- the staff at Giddings be trained in the skills they need to deliver intensive skills-training to youth and to help youth prepare for placement in the community;
- a component of the computer-based constant feedback system be developed to provide staff at Giddings with information directly related to their own effectiveness and efficiency.

Additional recommendations focused on such matters as funding, visitation subsidies for parents and the need for the staff at Giddings to be responsive to the age, sex and ethnic differences of youth placed in their care.

Implementation

A six to nine month transitional period was proposed for training staff and developing programs and placement procedures prior to full implementation of the medium supervision, pre-release and career planning programs. Following this transitional period, approximately 300 youth each year would enter Giddings from the Gatesville schools to receive further training in the development and use of skills related to living with others, learning and career planning. An additional 300 youth each year, who had been readmitted and recommitted to the Youth Council for the first time, would enter Giddings to receive intensive skills training and to plan their future development. Outcomes from both the six- and three-month programs would be measurable in terms of increases in the levels of particular skills and functional capabilities as well as in reductions in recidivism.

Parole Residential Care

Needs Assessment

Information on the needs of juvenile parolees indicated that from 6% to 12% of all paroled youth were in need of a more controlled environment than their own homes could provide. Despite this need, the evidence reflected a history of failure of community-based half-way house projects for parolees. Evaluation of existing foster care and other residential facilities showed that, in general, the people, programs and environments of these facilities had not been developed to the minimum levels necessary to ensure effective youth resource development. On the other hand, there is a considerable body of evidence indicating that facilities where personnel receive systematic training in human relations, teaching delivery and planning skills are capable of delivering effective services to youth.

Additional assessment data showed that more than 50% of all Texas Youth Council parolees and most of the existing foster care and residential facilities were located in major metropolitan areas. Here as elsewhere, however, agency personnel seemed to feel that there were inadequate financial incentives for them to improve the quality and quantity of services which they provided to parolees. Finally, there existed no functional way in which either the Texas Youth Council or the staff at various facilities could assess the effectiveness of services in terms of either cost or parolee outcomes.

All of this information led to the development of the plan's ninth goal.



Goal Number Nine

To establish a system by which the Texas Youth Council parole officers can purchase foster care and other residential services for parolees.

Recommendations

A total of seven specific recommendations were formulated to address this ninth goal. Included were individual recommendations that:

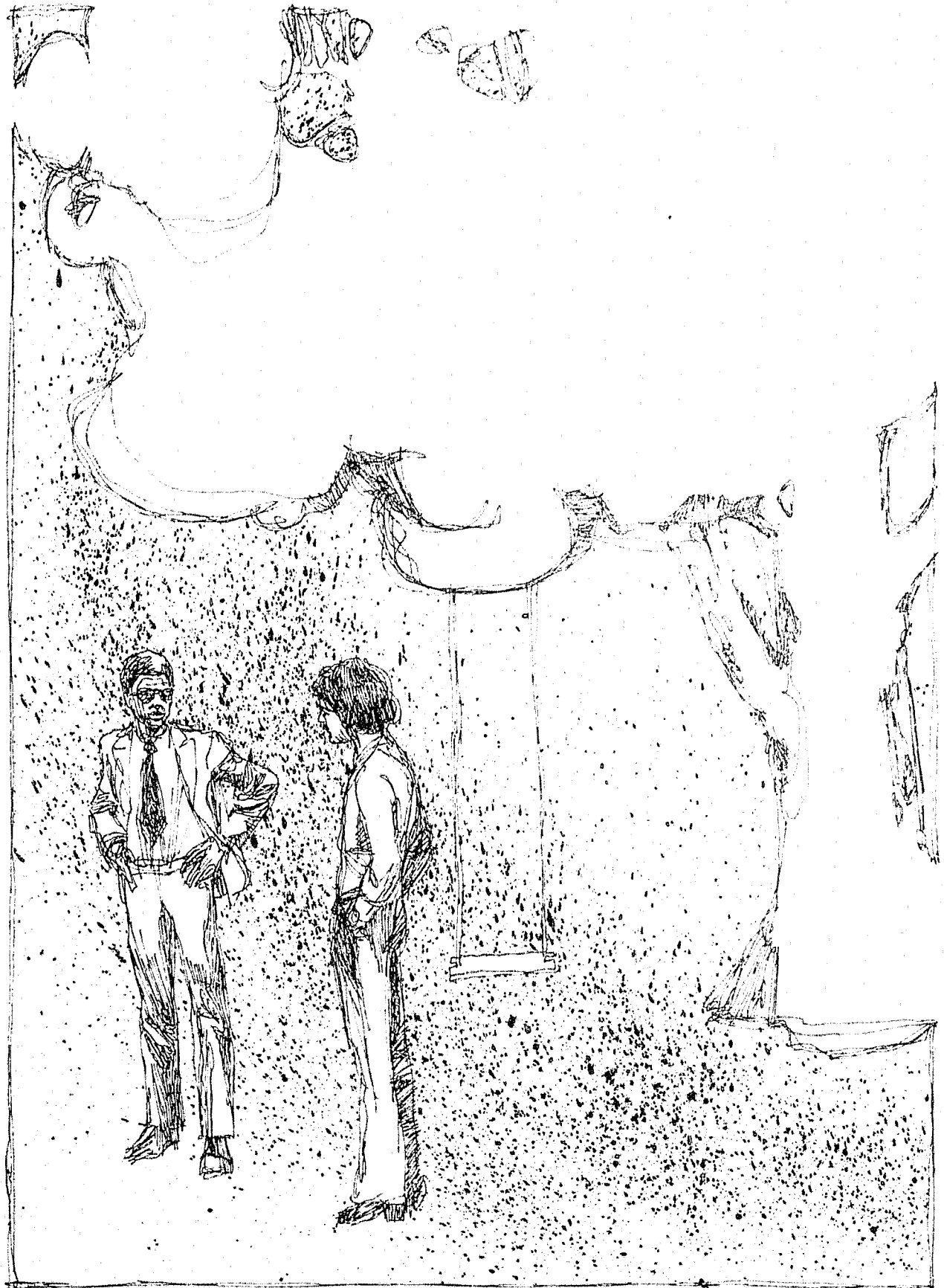
- the Texas Youth Council purchase foster care or other residential services for parolees unable to live at home;
- the Texas Youth Council provide the training specialists necessary to bring foster care and other residential facilities, including the people, the programs and the environments, up to the minimum standards necessary for the development of youth resources;
- a component of the computer-based constant feedback system be developed for foster care and other residential facilities providing services to youthful parolees;
- the Texas Youth Council utilize the two concepts of "effectiveness of services" and "cost of services" to make the most cost effective placement of paroled youth.

Other recommendations focused on incentive funding, the determination of minimum standards of effectiveness and the need for a carefully phased development of foster care and other residential facilities beginning with those services provided to parolees in major metropolitan areas.

Implementation

An implementation schedule was outlined which would result in full foster care and other residential services for parolees being available on a state-wide basis. The areas on which this schedule focused included the identification of facilities and the determination of standards, the training of staff and the implementation of an effective purchase-of-service system on the scale necessary to meet the needs of all parolees.

Measurable outcomes would include increases in the number of adequate foster care and other residential facilities, in the levels of participating parolees' functional living, learning and working skills and in the overall academic and vocational achievement of these parolees. Additional outcomes would be measured in terms of decreases in the rates of recidivism and runaways. Finally, the annual cost of maintaining a parolee in a foster home or other community-based residential facility would be less than the cost of caring for that parolee in an existing Texas Youth Council facility.



GOAL

10

Parole Follow-Up

Needs Assessment

In addition to considering the needs of those parolees unable to live in their own home, data was gathered and evaluated concerning the non-residential needs of all parolees. It was learned that Texas Youth Council parole officers currently supervise almost all children released from training schools, with a recidivism rate of 10% to 15%. At the same time, evidence showed that the effects of rehabilitation and treatment dissipate rapidly when such supervisory follow-up is not continued. As noted earlier, the state-wide rearrest rate for all delinquent youth averaged about 50%.

Skills assessments revealed that parolees did not differ significantly from either delinquents in communities or delinquents in state training schools in terms of the skills they had developed in order to relate effectively to family, teachers and employers and their abilities to learn new material and to plan recreational and vocational activities. Moreover, the personnel, programs and facilities of most non-residential community agencies had not been developed to the levels of effectiveness necessary for the delivery of quality services to youth. Parole officers, too, were found to be functioning at levels of relating and planning skills below those necessary to develop effective placement programs in homes, schools and work situations.

Finally, it was determined that Texas Youth Council parole officers were hampered in their efforts by the lack of an effective monitoring system which could give them feedback on the results of their work. Given the current parole officer/parolee ratio and geographic distribution of services, a constant feedback system appeared to be a necessity.

The tenth goal of the Master Plan focused on the needs of juvenile parolees.

Goal Number Ten

To establish a Youth Resource Development follow-up program implemented by Texas Youth Council parole officers and designed to facilitate the re-entry of youth into their home communities.

Recommendations

There were nine recommendations related to the establishment of a parole follow-up program. These included specific recommendations that:

- a Youth Resource Development follow-up program be required for all youth paroled from Texas Youth Council facilities;
- Texas Youth Council parole officers establish contact with both the youth and his or her family as soon as the youth is committed to the Texas Youth Council;
- the parole follow-up program consist of preparation for placement into home, school and work settings as well as placement into special services necessary to support the parolee's functioning in his or her home, school or place of employment; and that the Youth Council provide for the purchase of necessary non-residential support services;
- the Texas Youth Council provide specialized training for all parole officers in the relating and planning skills necessary for the development of effective placement programs in homes, schools and work settings.

Additional recommendations centered on the need for constant and accurate feedback on program effectiveness, funding and the importance of developing people, programs and environments in such a way that they become responsive to the unique needs of individual parolees.

Implementation

A comprehensive implementation schedule was developed for the achievement of this tenth goal. The separate parts of this schedule involved periods for planning and program development, training of parole officers in phases designed to interface with other Texas Youth Council training programs and a transition to full program implementation and modification.

Implementation of all nine recommendations was seen as delivering a number of measurable outcomes. There would be increases in the number of parolees utilizing special support services in the community and increases in the rates of successful placement into home, school and work settings. At the same time, there would be decreases in the rates of runaways and recidivism as measured by rearrests, returns to the Texas Youth Council and commitments to the Texas Department of Corrections.

Reintegration

Needs Assessment

As noted earlier, evidence indicates that the effects of rehabilitation and treatment dissipate rapidly in the absence of regular follow-up contacts. Specifically, studies of rehabilitation efforts have revealed that what appear to be success cases in the short run often become clear cases of failure over longer periods of time. Additional data also indicated that over 50% of the recidivism of paroled youth could be traced to family problems.

A program for continued follow-up would help to ensure the application by parolees of specific skills which they had mastered in previous programs. In addition, the type of immediate access that could be offered to parolees and their families in times of crisis by local community personnel has been shown to make a substantial contribution to reduced rates of crime and recidivism.

All of the evidence on parole and rehabilitation indicated that effective reintegration of youthful parolees could be achieved by supplementing the follow-up programs of Texas Youth Council parole officers with specific follow-up programs handled by local community personnel. In the light of these findings, the eleventh goal of the plan was formulated.



Goal Number Eleven

To utilize Youth Resource Development agents or other community personnel to facilitate the reintegration of parolees into their home communities and to divert parolees from recidivism.

Recommendations

Five specific recommendations were developed concerning reintegration services for Texas Youth Council parolees. Included were recommendations that:

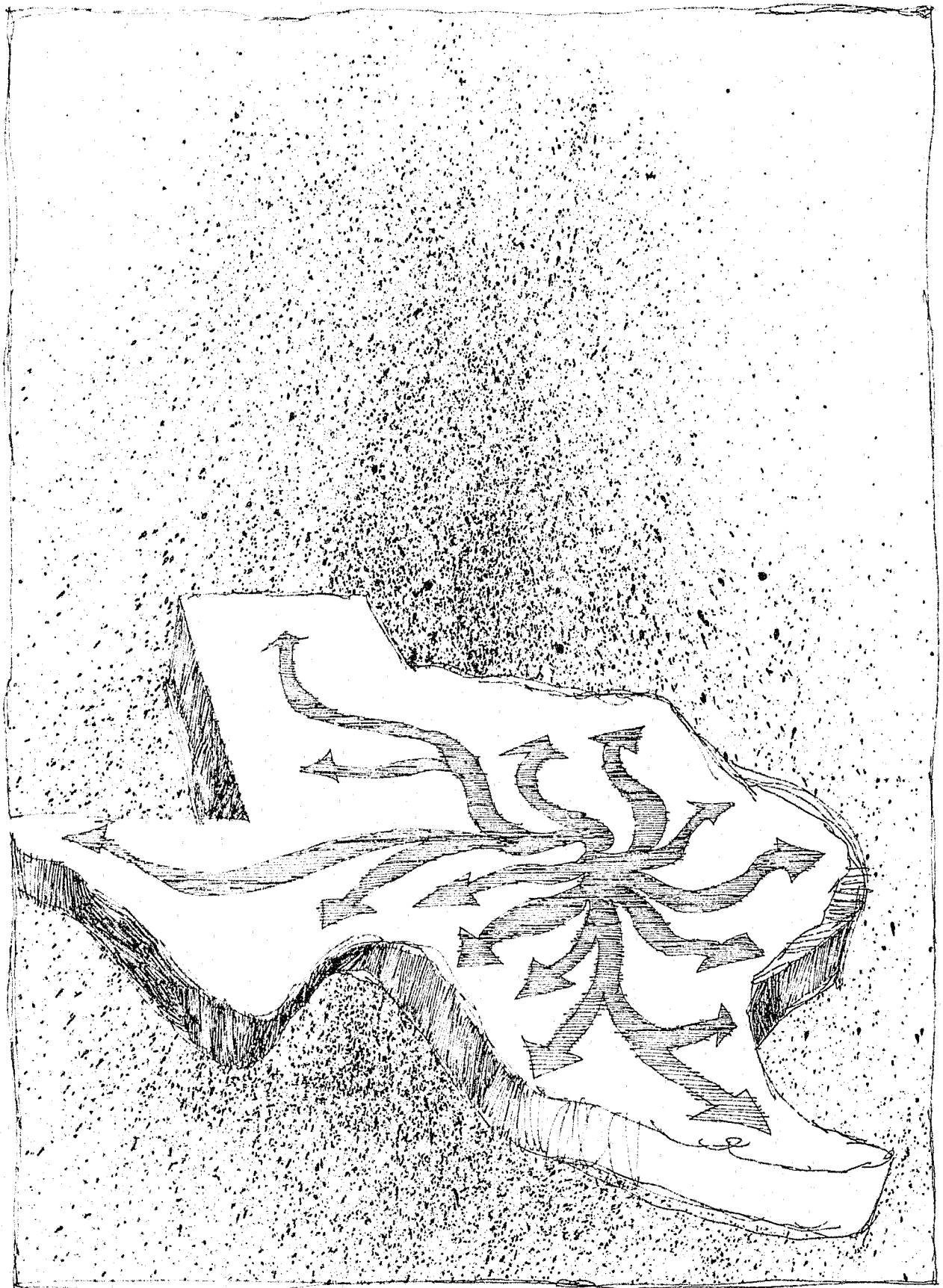
- Youth Resource Development reintegration services be offered to parolees and their parents during and after parole;
- reintegration follow-up consist of individual programs for parolees and their parents in human relations, learning methods and/or career planning with emphasis on the consolidation of gains achieved through earlier programs;
- the same personnel who are hired and trained to implement the primary diversion program (GOAL #1) be utilized to implement the reintegration programs.

The remaining recommendations dealt with the need for 100% funding by the Texas Youth Council for any additional expenses incurred by community personnel involved in reintegration services for parolees and with the importance of constant feedback as a means of assessing levels of program and cost effectiveness.

Implementation

The first phase of the implementation schedule entailed program planning and selection of staff. The second phase involved training of personnel and initial program implementation in major metropolitan areas. The third phase focused on the extension of reintegration services to a state-wide basis.

Projected outcomes of implementation of the several recommendations included measurable increases in the skills which parolees develop to get along with themselves and with others, to learn more effectively and to participate constructively in recreational and vocational activities. There would also be measurable increases in the skills developed by parents of parolees to relate to their children, help them to solve problems and assist them to learn and plan more effectively. At the same time, decreases were projected in the rates of parolee recidivism as measured by rearrests, returns to the Texas Youth Council and commitments to the Texas Department of Corrections.



T.Y.C. Organization

Needs Assessment

During its comprehensive needs assessment, Carkhuff Associates gathered and evaluated extensive information related to the organizational nature and activities of the Texas Youth Council itself. It was clearly understood by both the firm and the Youth Council that implementation of the recommendations related to the preceding eleven goals would substantially affect the role and responsibilities of the Youth Council. For one thing, there would be a significant increase in the amount of interface between the Council and local communities. Then again, implementation of all the foregoing recommendations would result in a redistribution of essential functions and responsibilities of components within the overall organization of the Texas Youth Council.

Evaluation of the data and key issues related to central office functioning led to a number of significant determinations. Evidence indicated that where the dual functions of assistance and monitoring of standards are inter-twined, for example, a role conflict develops which decreases the effectiveness with which these procedures are carried out. Additional evidence showed that, in the past, many juvenile judges have expressed a need for more treatment alternatives for juveniles and clearer guidelines as to the programs which have been designed for particular types of youth. Given the increase in programs and services entailed in the Master Plan recommendations, it was clearly necessary for the Youth Council to develop and maintain a directory of services for these judges.

The input evaluated by the firm revealed a great many instances similar to the above where the Texas Youth Council would have to function in new and more effective ways. Based on these considerations, a twelfth and final goal was established.

Goal Number Twelve

To develop an organizational structure and support system to facilitate the delivery of Youth Resource Development services throughout Texas.

Recommendations

Eighteen recommendations were developed concerning the achievement of the above goal. These included specific recommendations that:

- the Texas Youth Council be expanded to six members to be appointed by the Governor, with due consideration given to the representativeness and ethnic composition of the Council;
- an Advisory Council, nominated by local planning regions and confirmed by the Youth Council, be created to provide the Council with feedback on the impact of implementation of the entire Master Plan and suggestions for new directions;
- the Youth Council central office be reorganized to provide specific support for programs and services in the four areas of Research, Human Resource Development, Community Services and Institutional Services;
- the Texas Youth Council separate the function of setting and monitoring Council standards from the function of assisting people and programs in order to meet these standards;
- the Texas Youth Council develop formal procedures to insure due process and the protection of youth rights in all decisions affecting children placed in the custody of the Council;
- the Texas Youth Council augment the development of the information retrieval system to facilitate constant feedback as to the effectiveness and efficiency of each of the Council's programs.

Additional recommendations focused on such matters as funding, reorganization of departments and their responsibilities and the coordination of the Council's efforts with those of such other agencies as the Governor's Interagency Task Force on Youth Care and Rehabilitation. Emphasis was also given to the role which name-changes could play in communicating the Texas Youth Council's new purposes and programs to local communities (e.g., changing the name of the Brownwood State Home and School to the "Brownwood Living and Learning Center," and so on).

Implementation

Given the complex nature of these formal recommendations, some of which require legislative action prior to implementation, the implementation schedule was designed as a series of separate components related to individual recommendations. Thus, action on the recommendation which dealt with assuring the rights of youth under the Council's jurisdiction, for example, was scheduled for August, 1975, while implementation of the recommendation related to a constant feedback monitoring system was scheduled to continue into 1976.

Implementation of all recommendations was seen to entail a number of specific outcomes. There would be greater input from local communities. Management decisions would be based on readily available, quantifiable data and would, therefore, be made more effectively and efficiently. Courts would have increased placement alternatives. There would be an increase in the quantity and quality of contacts made between the Council and other state agencies providing services to youth. Finally, there would be a major redirection of the Council's public relations efforts emphasizing new program thrusts, specific and measurable achievements and cooperative efforts in local communities for the prevention and treatment of juvenile delinquency.

THE TWELVE GOALS

The Statewide Advisory Council

The Texas Master Plan Project made extensive use of a statewide Advisory Council. This group of 24 dedicated men and women, representing the full spectrum of experience and expertise relevant to juvenile justice and youth services, provided advice, counsel and detailed recommendations through the development of the Master Plan.

Summary

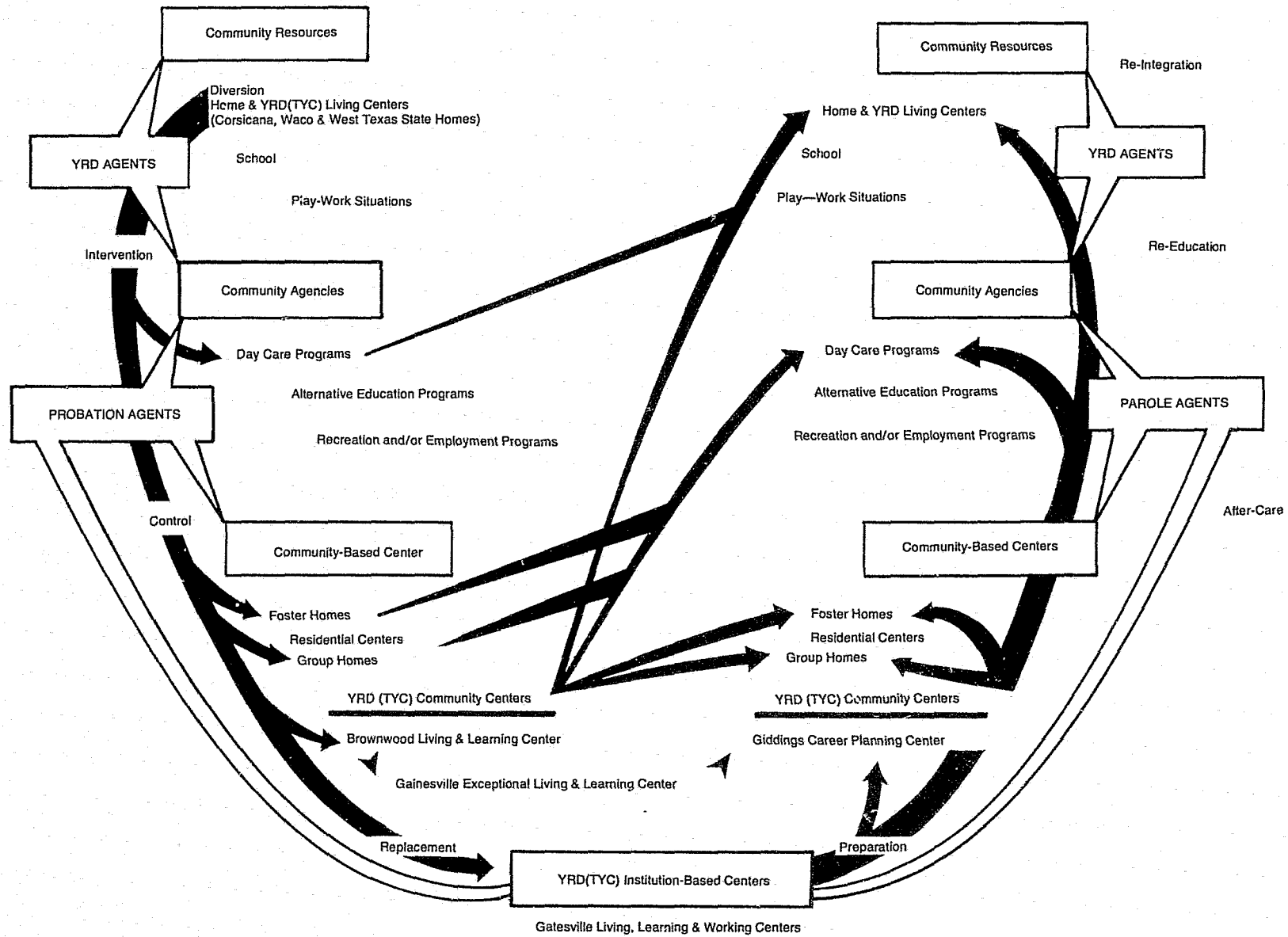
In developing the specific goals, recommendations and plans for implementation, Carkhuff Associates designed an integrated system for the delivery of youth services in Texas. A global picture of this system appears on the following page. As the illustration shows, the model was designed to address youth resource development at each level of the juvenile justice system while also providing a systems flow for the preventive and rehabilitative treatment of youth. This model provides the variety and individuality of services required by a heterogeneous population of youth and, at the same time, the continuity and integration of services needed to ensure that the juvenile justice system functions both effectively and efficiently.

The left side of the diagram shows points of inflow to the juvenile justice system. The right side of the diagram represents points of service for youth moving out of the system. The various arrows indicate that each component of the model interfaces with every other component so that, for example, a particular youth might be served at a community-based center and then by a community agency without ever

seeing an institution. Alternatively, a youth who commits an extremely serious offense, like murder or rape, might be sent directly to the institution-based center, later receiving after-care services from parole officers, community agencies and Youth Resource Development agents. A third example might involve a youth who receives diversion services in the community and who—because these services delivered specific skills to the youth—has no further contact with the juvenile justice system.

Underlying the entire model of an integrated system for delivering youth services in Texas is, of course, the constant feedback system mentioned in relation to each of the 12 goals outlined above. This computer-based system is the key to the accountability, effectiveness and cost-efficiency of each component in the juvenile justice system. Only with such constant evaluation can there be assurance that the youth services delivery system will be responsive to the real needs of youth in Texas—those youth who are, in the beginning and in the end, the people for whom the Master Plan was designed.

Mission: To develop an effective system for the delivery of youth services leading to the development of youth resources within the juvenile justice system in Texas.



Major Components of Texas Youth Resource Development Master Plan

Texas Youth Council Organization & Services: An Update

Utilizing input from the master plan study, legislative recommendations, and recent developments in the field of juvenile justice, the Texas Youth Council has begun an expansion of services aimed at providing the best possible care for youth committed to the agency. New programs, funded through grants from the Criminal Justice Division of the Governor's Office as well as legislative appropriations, coupled with refinement of the agency's existing services, are leading TYC toward its goal of developing a continuum of services for the young people of Texas.

TYC Organization

Reorganization of the Texas Youth Council central office resulted in creation of specific divisions of Institutional Services, Community Services, Human Resource Development and Evaluation and Research. This reorganization has provided the foundation for implementation of new agency programs and effective support of TYC activities throughout the state.

The Institutional Services Division administers the Youth Council's five delinquent schools and three homes for dependent and neglected children; the Community Services Division is responsible for the development and management of TYC's community-based services; the Division of Human Resource Development administers and develops Youth Council training programs; and the Division of Evaluation and Research is responsible for development of the agency's constant feedback system.

In May, 1975 the Texas Youth Council Board was expanded to six members.

Constant Feedback System

The overall purpose of the Constant Feedback System is to provide information necessary to evaluate the effectiveness of TYC's programs and personnel.

The Texas Youth Council currently has a computerized tracking system, Juvenile Data Analysis & Use (JANUS), for approximately one-third of its programs for students. When completed, the constant feedback system will expand JANUS to include all TYC students, and it will provide for development of other key monitoring systems:

Student Progress System—the primary tool for evaluating the progress of each student from the time of commitment to TYC until discharge.

Financial System—monitor the fiscal aspects of TYC programs

Inventory System—provide information regarding TYC owned or leased buildings, equipment and materials

Personnel System—provide information concerning active personnel and qualified applicants

Service Agency System—provide storage and retrieval of information on agencies offering services throughout Texas

Community Assistance Program System—collect and interpret data relevant to the performance and evaluation of the community assistance programs.

Research System—utilize the other subsystems and additional data in development of TYC research projects.

Children's Bill of Rights

On December 2, 1975 the Texas Youth Council Board adopted a bill of rights for all youth placed in the care of TYC:

Each child committed to the Texas Youth Council shall retain all civil rights accorded him as a citizen of the United States and the State of Texas except those which are necessarily and by due process of law denied him for his care, custody, control or training. Such rights include but are not limited to:

1. The right to services which provide living, learning and working skills;
2. The right to a residential placement which can meet the needs of the child;
3. The right to receive all services characterized by humaneness, consideration and kindness;
4. The right to appeal decisions made with regard to him to the Executive Director in accordance with the Procedure for Appeal to the Executive Director;
5. The right to keep and use their personal possessions so long as they pose no threat to other children or staff and cause no disturbance and disruption;
6. The right to legal counsel;
7. The right to visitation by family and friends limited only in each residential placement by such

rules as may be promulgated to provide for the control of visitors and restrict the traffic of contraband materials;

8. The right to express grievances in accordance with the Grievance Procedure.

Living, Learning & Working Skills

A deficiency found to be characteristic of many delinquent youth is the lack of a sufficient repertoire of personal skills. To aid such youth in TYC care, and facilitate the development of all Youth Council wards and staff, the Human Resource Development (HRD) Division is implementing a program of living, learning and working (LLW) skills throughout the TYC system. HRD trainers have provided LLW instruction to Youth Council staff members, who will in turn train young people being cared for in TYC training schools, halfway houses, community programs and dependent and neglected homes.

Living skills training is designed to improve an individual's ability to relate to other people. Along with improving one's interpersonal skills, the living skills training provides problem solving methods and a foundation for personal program development.

Through identification of specific elements in the learning process, learning skills training benefits both instructors and students. The training offers teachers a model for determining and meeting the needs of the students, and it provides students with essential study skills and a basis for improved comprehension of information.

Working skills training is designed to assist the learner in developing educational and career objectives. Through working skills training, an individual is shown how to assess educational and career alternatives, examine personal work interests, and pursue an education or career in his chosen field.

Placement of Delinquent Youth

The Texas Youth Council maintains a statewide reception center, the Brownwood Reception Center, which conducts evaluation and program placement of delinquent children committed for care by the courts. With the goal of providing community residential care to as many TYC-committed youth as

possible, careful evaluation is conducted to determine which youth can be diverted from institutional care and treatment.

The Brownwood Reception Center handles all first time delinquent commitments to TYC. Programs of diagnosis, social evaluation, orientation and classification are utilized to determine what type of program will best meet the needs of each child. Delinquent youth committed to TYC can be placed in one of three programs: a TYC training school, a residential contract placement or a TYC community residential treatment facility.

TYC Training Schools

The Youth Council operates five training schools for delinquent youth located at Brownwood, Crockett, Gainesville, Gatesville and Giddings.

The staff of each school assumes parental responsibility for the care and training of the children placed under its supervision. Each child is assigned a permanent caseworker on the basis of recommendations made as a result of evaluation at the reception center. This caseworker helps the student with personal and family problems in a one-to-one relationship and provides liaison between the training school and the family, committing court, field service counselor and community.

The Youth Council's schools provide accredited academic and vocational education, recreation and enrichment for all delinquent children in their custody. Each institution is an independent school district meeting state educational standards. The school program includes medical and dental care throughout the child's residence including a series of immunizations, laboratory studies and examinations to determine health needs.

Pre-release activities teach students about problems they are likely to face on return to their community through counseling and programs concerning social contact, individual responsibility and good citizenship.

At the end of 1975, TYC delinquent school population stood at 1110. 80 of those students were at the Crockett School, which is the site of TYC's new wilderness training program. Students at Crockett live in wilderness campsites, and their training program includes both survival skill and academic instruction.

Residential Contract Services

At the Brownwood Reception Center youths may be routed to small group homes or halfway houses. The Youth Council contracts with some 50 of these facilities for the care of children referred from the reception center or placed in the facility after a period of residence at a TYC training school. During fiscal 1976 the agency budget provides for 152 committed youth per day in residential contract placement programs, with a total of 494 youth to be served during the fiscal year. Fiscal 1977 funds will provide for 218 youths per day in the residential contract program, with a total of 710 youth being served.

TYC Community Residential Treatment Program

Adjudicated youths may be placed in a Youth Council-operated community residential treatment facility, either directly from the reception center or after residence at a TYC training school. TYC-operated community facilities provide a well-structured residential program for those TYC youth who require more intense supervision, guidance and treatment than is provided in contract halfway houses and group homes. The TYC community residential treatment program provides a setting in which "hard to place" youth can begin reintegration into the community, and it provides a means for diverting committed youth from institutional care.

The first of the TYC community residential facilities, Travis House located in Austin, accepted its first 10 youth in January 1976. A second facility will be opened in another Texas city later this year.

Field Service Counselors and Parole

Several changes in the Texas Youth Council parole system have improved the agency's ability to assist youth released to the supervision of field service counselors.

The number of parole revocation hearings conducted in response to a single incident has been reduced from two to one. In addition, revocation hearings now are conducted by hearing examiners from TYC's Office of Legal Counsel for Children. In the past, the hearings were conducted by field service

counselors who, facing numerous other duties, could devote only a portion of their time to the parole revocation procedures. Any youth facing parole revocation proceedings who is unable to secure an attorney will be provided with legal counsel.

The conditions of TYC parole have been improved and revised to better meet the individual needs of each youth. The responsibilities of the youth and the field service counselor are clearly delineated in each child's parole terms.

In July 1975 the American Corrections Association Technical Assistance Project, at the request of TYC, conducted an evaluation of the juvenile parole program in Texas. This evaluation will be used by the Youth Council in assessing current parole activities and setting priorities for program improvement.

The ACA report suggested that TYC field service counselors initiate team supervision of parolees, rather than the traditional one-to-one counseling approach. During 1976 TYC will initiate a system of team supervision in which three to four field service counselors will combine caseloads. This approach will allow for increased consultation between counselors and will provide each an opportunity to best apply his or her particular skills.

Field service counselors in some areas also have begun working with the families of TYC youth in groups as well as individually. Bringing the families together for group discussion allows them to share mutual concerns, problems and solutions.

Field service counselors perform specialized casework involving parole investigations and supervision of parolees in an assigned district. They make pre-parole investigations to secure employment and living arrangements for wards scheduled for parole. The field service counselors contact and interview prospective employers, welfare agencies and the Texas Employment Commission to develop job openings, and they inform local law enforcement officers of pre-parole plans.

The average combined daily caseload of TYC's 50 field service counselors is 1500. Over 3600 youth are served annually.

Non-Residential Purchase of Services

The Texas Youth Council also provides youth on parole with services which are not available in the community from existing public agencies or organizations. Such services include medical and psycho-

logical evaluation, and specialized treatment and training.

Community Assistance Program

Through the Community Assistance Program the Texas Youth Council is assisting local communities with services and funding of programs for predelinquent and delinquent youth. Through contractual agreements TYC is funding local programs that meet the rules, regulations and standards adopted by the TYC Board. Funded programs provide non-residential and/or residential treatment, diagnosis and evaluation, counseling, supervision, guidance and training. The types of program arrangements that can be provided include day programs, halfway houses, group homes, therapeutic wilderness or camping programs, foster homes, crisis intervention and emergency services.

Programs being funded are secondary prevention efforts specifically aimed at youth who are under the jurisdiction of county juvenile probation authorities' supervision, along with youth who have had initial contact with law enforcement officials due to delinquent conduct. During fiscal 1976 TYC is providing more than \$700,000 for community-based programs.

Care of Dependent and Neglected Children

The council's homes for dependent and neglected children, located at Corsicana, Pyote and Waco, plan and maintain child care and social services. Each child's case history is evaluated and individualized, as is a plan for care and training. Children of scholastic age attend local public schools on an annual contract basis.

When deemed proper, a child may be placed in a foster or adoptive home. Foster care placements are vigorously sought for all dependent children under the age of 12.

At the Waco State Home an expanded foster placement program was initiated during 1975. During fiscal 1976, \$151,000 has been appropriated for placement of up to 50 youth in the Waco and Corsicana areas. Another 15 to 20 children are to be placed in foster homes near the West Texas Children's Home at Pyote. The foster care appropriation for fiscal 1977 is \$432,000, which will provide for placement of 150 to 200 youth.

TYC's goal is to return as many dependent and neglected children to their homes as possible when factors that led to the children's commitments have been remedied.

END