

FEASIBILITY REPORT:
**A CHEMICAL DEPENDENCY RESEARCH, TREATMENT AND
COUNSELOR TRAINING FACILITY FOR THE DALLAS/FT. WORTH
METROPLEX**

December, 1992

Prepared by
School of Community Service
University of North Texas
Denton, Texas

TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	2
II.	INTRODUCTION	6
A.	Background: Chemical Dependency and its impact on the Texas Criminal Justice System	7
B.	University of North Texas	11
C.	The Proposed Facility	13
D.	Purpose and Description of this Report	14
III.	MAJOR PROJECT COMPONENTS	14
A.	Training Issues	15
B.	Research Issues	18
B.	Chemical Dependency Treatment Issues	19
C.	Incarceration Issues	23
IV.	FACILITY SPACE PLAN	24
V.	ECONOMIC IMPACT ANALYSIS	28
VI.	PROPOSED ADMINISTRATIVE FRAMEWORK FOR THE PROJECT	33
VII.	CONCLUSION	35
VIII.	APPENDICES	
	Appendix 1: THEORETICAL UNDERPINNINGS	37
	Appendix 2: DETAILS OF FOUR ADMINISTRATIVE MODELS	40

EXECUTIVE SUMMARY

Introduction

The following report documents the findings of a project team from the School of Community Service at the University of North Texas, which was assigned to investigate the possibility of developing a counselor training, research, and chemical dependency treatment program for the Texas Commission for Alcohol and Drug Abuse (TCADA) and the Texas Department of Criminal Justice (TDCJ). The project team also investigated the feasibility of locating the program in an existing facility in Collin County which is owned by Belz Enterprises, a commercial real estate development firm based in Memphis, Tennessee. Presented here is a proposed treatment design, facility layout, estimated economic impact, possible administrative models, and auxiliary uses of space to maximize the facility's total square footage.

The project team has worked to develop a report that is consistent with the mission and direction of both TCADA and TDCJ which are the state agencies ultimately responsible for providing treatment to chemically dependent offenders within the Texas criminal justice system.

Project Summary

State officials from TCADA and TDCJ have noted that a majority of offenders in the State system have some form of chemical dependency, and that such dependency significantly contributes to criminal behaviors. Successful intervention in the cycle of chemical dependency of offenders should have a significant positive impact on the prison population of the State and, subsequently, reduce that population from its current overflow level.

In 1991, the State of Texas established the legislative foundation for a large, comprehensive treatment system for chemically dependent offenders. Three programs authorized under Senate Bill 828 and House Bill 93 provide for a total of 14,000 chemical dependency treatment beds, representing an unprecedented commitment to addressing the problem of chemical dependency among offenders in Texas. To provide treatment for these 14,000 individuals, it is estimated that approximately 1,928 new counseling positions will need to be filled by the end of the 1996 fiscal year. State officials estimate that it would take most of the currently available qualified chemical dependency counselors in the nation to meet this need. In addition, with this radical shift in the management of offenders with chemical dependencies, personnel from throughout the system will need to be trained or re-trained in the dynamics of treatment for prison populations. Individuals from across the state such as judges, parole and probation officers, and prison guards will need to be trained in how to best manage cases within this new system.

Mr. Bob Dickson, Commissioner and Executive Director of TCADA, approached the School of Community Service at UNT regarding the development of an innovative training program for counselors who will treat addicted offenders. He has suggested that SCS explore the development of a proposal for a state-of-the-art program to be located in the Dallas/Fort Worth area. This facility would be designed to accommodate a combination research, counselor training, addiction treatment, and corrections program to be administered by TCADA, UNT, and TDCJ. Fortuitously, a piece of property has also become available which might serve as a location for just such a project. With approximately 400,000 square feet under roof, and a large surrounding greenbelt, the facility potentially could house up to 750 offenders in need of chemical dependency treatment services.

In response to this opportunity SCS has conducted an investigation of program requirements to establish what such a project would entail. The program would be composed of four major components.

1. The first component involves the training of counselors and other service providers who would be involved in the treatment services both within the facility and after individuals are released from the treatment program.
2. The second component will involve extensive research in chemical dependency and evaluation of the effectiveness of the treatment approaches used.
3. The third component involves chemical dependency treatment, including group and individual counseling as well as the design and management of a therapeutic milieu in which the treatment is carried out.
4. The fourth component involves the structures and services which are a mandated part of incarceration: the issues of daily living; the issues of education and vocation; and the issues of security.

The first two components are tied most closely to the interests and mission of the University of North Texas and its School of Community Service. However, the need for close coordination between all components of activity makes it difficult to separate one from another. The requirements of security have a strong influence on the treatment process, which in turn dictates much of what must be included in the training and evaluation component. The overall program structure may, in turn, be modified in response to program evaluation findings.

UNT's Opportunity

From UNT's perspective, this opportunity to impact the Texas prison population and the science of treating chemical dependency is significant and timely. Such a project fits well with the School of Community Service's commitment to bring inter-disciplinary social

science resources to bear on important social issues. The School's programs include the Institute for Criminal Justice, the Center for Rehabilitation Studies, the Institute for Addiction Studies, the Institute of Applied Economics, and the Department of Sociology/Social Work. Cooperatively these programs provide a number of the essential skills and expertise needed to develop and administer a state-of-the-art program.

TCADA and TDCJ are providing strong leadership in finding solutions to our prison over-population problem through innovative strategies. Mr. Dickson is a veteran of chemical dependency programs in the State and is leading the way in developing bold programs that will address this fundamental problem within the prison system. Both TDCJ and TCADA believe that rehabilitation is preferable to incarceration in dealing with offenders, particularly non-violent ones.

Possible Administrative Models

Four models for the administrative framework have been identified and evaluated. They are:

MODEL 1: A private, not-for-profit corporation associated with the University of North Texas serves as primary contractor. In this model UNT would create a new not-for-profit 501(c)3 entity, to oversee the overall administration of the facility and program.

MODEL 2: A private provider with security orientation/experience serves as the primary contractor. This is the basic model being used in the Wackenhut Corporation facility in Kyle, Texas. In this model, as in models 3 and 4, the primary contractor would sub-contract counselor training and research programs to UNT.

MODEL 3: A private provider with treatment orientation/experience is the primary contractor. This is basically the same as Model #2, except that the private provider has primary expertise in the treatment of chemical dependency rather than corrections.

MODEL 4: TDCJ acts as primary contractor. In this model it is administered much like any facility within the Institutional Division of the Department of Criminal Justice.

After consideration of the potential benefits and liabilities of these models, the possibility of a fifth model emerged as one which holds the most promise for UNT and the state. In Model 5, the state legislature will establish this facility through a special line item, mandating that it be a joint project of TDCJ, TCADA and UNT. TDCJ Institutional Division (ID) will operate the physical plant and all secure areas of the facility. This will include responsibility for all daily operations including but not limited to security, food service, laundry, maintenance, libraries, concessions, mail, and recreation. In addition, TDCJ will work in tandem with TCADA to provide treatment to resident offenders, either through hiring a qualified staff of providers or sub-contracting with a third-party provider.

UNT will own responsibility for operations in non-secure areas of the facility which have to do with training and research. The state (TDCJ/TCADA) and UNT will each designate a coordinator to oversee counselor trainee practica within the regular treatment regimen in secure areas of the facility.

At this writing, the best avenues for introducing Model 5 to appropriate legislators are being explored. In addition, strategies are being formulated for introducing this project to community leaders in nearby areas of Collin County who will have a vested interest in its success.

A CHEMICAL DEPENDENCY RESEARCH, TREATMENT AND COUNSELOR TRAINING FACILITY FOR THE DALLAS/FT. WORTH METROPLEX

Introduction

The following report documents the findings of a project team from the University of North Texas assigned to investigate the feasibility of establishing a combination counselor training, research, chemical dependency treatment, and corrections facility in an existing commercial structure within the Dallas/Fort Worth Metroplex.¹ The team has gathered considerable information concerning treatment design, facility layout, and other desired uses of space to properly utilize the facility's total square footage. That information is presented here, along with a variety of suggested models for the administrative structure of the program.

The University's School of Community Service (SCS) was first approached in the spring of 1992 by Mr. Bob Dickson, Executive Director of the Texas Commission on Alcohol and Drug Abuse (TCADA), about developing an innovative counselor training program to license chemical dependency counselors who will treat chemically dependent individuals in the criminal justice system. The Texas Legislature's 1991 mandate of 14,000 treatment beds for offenders with chemical dependency will demand up to 2,000 counselors by 1996, and there is currently no training program in place to provide the system with this large number of Licensed Chemical Dependency Counselors (LCDCs).

Concurrently, Belz Enterprises, a commercial real estate firm based in Memphis,

¹ The team was headed by Dr. Celia Williamson, who assumed primary responsibility for this report. Other members of the team were Dr. David Hartman, Dr. Thomas Evenson, Dr. James Quinn, and Mr. David Williamson.

Tennessee, approached TCADA and the Texas Department of Criminal Justice (TDCJ) about the possibility of transforming an existing facility in Collin County, north of Dallas, into a counselor training, treatment, research and corrections facility for the State of Texas. After a series of meetings involving UNT, Belz, and TCADA, the School of Community Service was asked to conduct an investigation of the project's feasibility. This report summarizes the research group's findings and recommendations for developing a state-of-the-art counselor training, research, treatment, and corrections program.

The project team has worked to develop a report that is consistent with the mission and direction of both TCADA and TDCJ which are the state agencies ultimately responsible for providing treatment to offenders in the Texas criminal justice system. Both agencies are providing strong leadership in finding solutions to the state's prison over-crowding problem through innovative strategies, and so far have exhibited complete cooperation with this effort. Both agencies believe that rehabilitation is preferable to incarceration in dealing with offenders, particularly non-violent ones who have a proven need for treatment of chemical dependency. Both agencies also recognize the immediate need to train large numbers of well qualified chemical dependency counselors to handle the rapidly increasing demands of the Texas prison system.

Background: Chemical Dependency in the Texas Prison System

In 1991 Texas prisons operated at almost 110 percent of rated capacity, with an estimated 60 to 70 percent of offenders incarcerated due to drug related crimes or for crimes committed while under the influence of drugs or alcohol. With almost 52,000 resident

offenders, Texas ranked third in total state prison population, behind only California and New York. There are approximately 297 offenders in Texas prisons for every 100,000 members of the state's population.²

The revolving doors of state prison systems, where approximately 42 percent of current male offenders have prior incarcerations³ and 66 percent of offenders have violated parole at least once,⁴ is due in large part to their involvement with drugs and/or alcohol. According to self-reports documented by the Bureau of Justice Statistics, approximately 79.6 percent of those in state prisons, 75 percent of those in jail, and 82.7 percent of youth in long-term public juvenile facilities had used drugs at some time prior to their arrest.⁵

If these offenders are released from prison without being treated for substance abuse, the odds are extremely high that they will return to lives of chemical dependence, social isolation, and criminal conduct. The consequent recidivism to criminal incarceration maintains a large and constant population of offenders whose only hope for a productive life is to break the cycle of addiction.

The drug-crime relationship is a complicated one. Popular belief is that involvement with drugs leads to criminal behaviors, such as theft, to support a drug habit. However, in 1986 more than half of state offenders nation-wide who had used major drugs (heroin,

² Bureau of Justice Statistics Bulletin, May 1992.

³ Bureau of Justice Statistics. 1991. Sourcebook of CJ Statistics. Department of Justice.

⁴ Bureau of Justice Statistics. April, 1992. Prisons and Prisoners in the U.S. Department of Justice.

⁵ Bureau of Justice Statistics. 1990. Drug and Crime Facts, 1990. U.S. Department of Justice. Office of Justice Programs, p. 6.

methadone, cocaine, PCP, or LSD) began using those drugs after their first arrest.⁶

In the latter case those who commit criminal acts are exposed to a sub-culture where drug use is common and where such use is learned through association.⁷ Whether criminal incarceration is the cause or effect of drug use is secondary to the fact that chemical dependence and its associated characteristics such as social isolation and denial are important strands in the web of prison culture that increase recidivism and inflate the prison population. To treat dependence, counter patterns of denial, and help offenders own responsibility for their lives and relationships constitutes a frontal assault on the problem of prison overcrowding.

Many states have attempted to provide effective addiction treatment programs for offenders, yet until now none has had legislative support to implement a program proportionate to the size of the population of drug and alcohol dependent offenders. Until now none has had the opportunity to create a facility that could combine the teaching, research, training and treatment elements under one roof with the interdisciplinary and interagency cooperation that is possible with this program.

1991 Texas Legislation

In 1991 two bills were passed in the Texas Legislature which mandated 14,000 treatment beds for offenders with chemical dependency. Senate Bill 828 called for 2,000 beds for an "In-Prison Therapeutic Community Treatment (ITC) System" in which chemical-

⁶ Bureau of Justice Statistics. 1990. Drugs and Crime Facts, 1990, p. 6.

⁷ See Sutherland, Edwin H. and Donald R. Cressey. 1985. "The Theory of Differential Association." Pp. 176-182 in Stuart H. Traub and Craig B. Little Theories of Deviance, (3rd ed.). Itasca, Illinois: F.E. Peacock.

ly dependent offenders in state prisons receive intensive treatment prior to release and after-care when they re-enter the community.

House Bill 93 provides for 12,000 secure treatment beds in a Substance Abuse Felony Punishment (SAFP) System. Individuals with crime-related substance abuse problems who have been convicted of non-violent felonies may receive intensive treatment in SAFP facilities as they serve indeterminate sentences of six to twelve months.

Responsibility for carrying out this ambitious program, once funding is allocated, falls primarily with the Texas Department of Criminal Justice (TDCJ), which will work closely with the Texas Commission on Alcohol and Drug Abuse (TCADA). Already TDCJ has overseen the transition of one 500 bed pre-release facility, owned and operated by Wackenhut Corporation in Kyle, Texas, into a fully functional ITC. Plans for the other 1,500 ITC beds are currently being made.

By law the 12,000 beds in SAFP facilities may be administered by not-for-profit organizations or by the State of Texas. Treatment beds considered in this report fall into this category. To date no SAFP beds have been made available by the state, although a number of facilities are being planned for this purpose.

To provide treatment for these 14,000 offenders, it is estimated that approximately 1,928 new counseling positions will need to be filled by the end of the 1996 fiscal year. State officials estimate that it would currently take most of the qualified chemical dependency counselors in the nation to meet this need. In addition, with this radical shift in the management of offenders with chemical dependencies, personnel from throughout the system will need to be trained or re-trained in the dynamics of treatment for prison populations.

Individuals from across the state such as judges, parole and probation officers, and prison guards will need to be trained in how to best manage cases within this new system.

In the spring of 1992, Mr. Bob Dickson, Commissioner and Executive Director of TCADA, approached the School of Community Service at UNT regarding the development of an innovative training program for counselors who will treat addicted offenders. He suggested that UNT's School of Community Service explore the development of a proposal for a state-of-the-art training program to be located within a reasonable travel distance from UNT and the Dallas/Fort Worth Metroplex.

The facility for such a program would be designed to accommodate a combination counselor training, research, addiction treatment, and corrections program to be administered by an as yet undefined interagency combination of TCADA, UNT, and TDCJ. This report presents the UNT research group's recommendations for such a program of research, training and treatment, and the feasibility of using the Belz facility for this purpose.

The University of North Texas

The University of North Texas is uniquely qualified to develop and administer the research, training and treatment programs of the proposed project. UNT has nationally-accredited graduate and professional programs in a variety of disciplines relevant to this project, including rehabilitation studies, clinical and counseling psychology, counselor education, public administration, sociology/social work, and medical technology. The university is a comprehensive teaching and research institution with approximately 27,000 students, designated by the Carnegie Foundation for the Advancement of Teaching in 1976

and 1987 as a Class I Doctorate-Granting Institution. It is located within the Dallas/Fort Worth MSA (population 3,885,415), the source of more than 60 percent of its current students. More than 50,000 alumni of UNT reside in the Dallas/Forth Worth area, more alumni than any other university in the region.

UNT is the largest and most comprehensive graduate and research university in the region, with 139 undergraduate and graduate degree programs. It is recognized as a true regional university. Approximately 40 percent of its students commute regularly from the surrounding area.

Closely associated with UNT, and sharing the same Board of Regents and Chancellor, is the Texas College of Osteopathic Medicine (TCOM) in Fort Worth. TCOM has an outstanding record of community service, research, and education. A new UNT/TCOM Health Science Center has been approved by the Regents and, when fully operational, will provide significant increases in research and health education capabilities to this region of the state.

The University of North Texas has a long-standing reputation as an institution in touch with the needs of the Dallas/Fort Worth Metroplex.⁸ For twenty years its School of Community Service (SCS) has brought together the social science resources of the University in applied programs to deal with important social issues of the region. School of Community Service programs have histories of significant applied research and service in the Metroplex.

From UNT's perspective, the opportunity presented here to impact the Texas prison population and the science of treating chemical dependency is significant and timely. Such a

⁸ The term "Metroplex" is used throughout the North Texas region to refer to the combined Dallas/Fort Worth metropolitan area.

project fits well with the School of Community Service's commitment to bring interdisciplinary social science resources to bear on important social issues. The School's programs include the Institute for Criminal Justice, the Center for Rehabilitation Studies, the Institute for Addiction Studies, the Department of Sociology/Social Work and the Institute of Applied Economics. Cooperatively these programs provide a number of the essential skills and areas of expertise needed to develop and administer a state-of-the-art program.

The Proposed Facility

The proposed facility is a well maintained vacant commercial building on a 43+ acre campus setting. The structure contains approximately 410,000 square feet of space, and is located on the southwest quadrant of the intersection of highways 121 and 75 north of Dallas, Texas. The property was originally developed as a shopping center by Belz Enterprises, a Memphis, Tennessee based real estate development firm. Belz made contact with TCADA to propose a retrofit of the property into the nation's first state-of-the-art chemical dependency treatment, research and training facility for offenders.

Further analysis revealed that the property was uniquely suited to meet the requirements of House Bill 93 and was positioned to provide TCADA with a much needed metroplex facility. UNT-contracted architectural studies indicate that the existing facility may be adapted to serve this new purpose.

Belz has agreed, at its cost, to retrofit the property (including all furniture, fixtures, and equipment) to meet TDCJ required criteria, and amortize all costs through a lease on a turn-key basis to the state.

Purpose and Description of This Report

Since July of 1992, the project team headed by Dr. Celia Williamson has been engaged in a broad and extensive exploration into the project's feasibility, including facility design, training and treatment design, and possible organizational structure for program administration.

In the following pages we have included a discussion of the primary components of this program and a discussion of the administrative organization of the program. Details of the theoretical underpinnings and administrative models are provided in appendices one and two respectively.

MAJOR PROJECT COMPONENTS

The project that is proposed here is large and complicated, as is the problem which it seeks to address. It requires a multifaceted approach which systematically addresses each of the major spheres of activity involved in the project and works to pull together the expertise to address each area in a competent manner. In addition it requires meticulous attention to the coordination of each of these areas, so that a synergy of productive effort is achieved.

Four primary components of activity are involved. The first involves the training of counselors and other service providers who would be involved in the treatment services both within the facility and after the individual is released from the treatment program. The second component involves research on chemical dependency and the evaluation of the effectiveness of the treatment approaches used. The third component involves the chemical dependency treatment process, including group and individual counseling as well as the

design and management of a therapeutic milieu in which the treatment is carried out. The fourth component covers the structures and services which are a mandated part of incarceration: the issues of daily living; the issues of education and vocation; and the issues of security. These four components must be closely coordinated so that efforts in one area are not counterproductive to efforts in another.

Training Issues

The first component of the project involves training of service providers and the evaluation of the program. This component would operate alongside treatment and incarceration components. Student interns from several university programs, including the Institute for Criminal Justice, the Center for Rehabilitation Studies, the Institute for Addiction Studies, and the Department of Sociology/Social Work, could gain a wealth of educational experience in such a setting, preparing themselves for an area which will offer numerous job opportunities. Through careful coordination with professional treatment providers, the interns can enhance the available human resources brought to bear in the rehabilitation of these offenders.

Several separate training programs will be necessary to meet the chemical dependency treatment goals which the State of Texas has established. These training areas can be divided into two major parts: training for individuals who will be working in the facility and training for individuals in the communities from which the offenders come, and to which they will return.

Facility-related Training: The vastness of the initiative undertaken by the State of

Texas will require a huge influx of licensed chemical dependency counselors to provide the direct counseling services for the 14,000 chemical dependency treatment beds to be established within the corrections system. Initially, these counselors will be drawn from the ranks of current service providers, who previously may have been employed in private counseling facilities. These individuals will be familiar with the treatment issues related to chemical dependency, but may need training in regard to the criminal justice system and the particular treatment concerns of an offender population. One to two week seminars will offer important opportunities for these counselors to gain familiarity with the therapeutic community model as it is carried out in a prison setting, and to enrich their knowledge about treatment issues specific to offenders.

However, the number of counselors currently available in the State of Texas, or indeed, within the nation, are inadequate to meet the human resource needs of the Texas-sized program which has been mandated. Their ranks must be supplemented by individuals who need training in both chemical dependency treatment and in the system and special issues related to criminal justice. This training for Licensed Chemical Dependency Counselor (LCDC) certification would require a minimum of 270 hours of didactic training in chemical dependency treatment, 300 hours of intensively supervised practical experience and 3,700 hours of supervised counseling experience. Special emphasis will be placed on recruiting individuals who are rehabilitated and who are of similar ethnic and cultural backgrounds to the treatment population so that solid therapeutic techniques can be enhanced by the impact of common life experiences.

The 270-hour didactic component can be gained by students through privately held

seminars, community college coursework, and courses offered at UNT. In addition, an in-facility didactic component will be offered to allow students to closely integrate the didactic and the experiential portions of their training. This will also allow resident offenders to begin the process of training for future professional mentor positions within the program, which they may seek after they have attained an appropriate period of sobriety and stable community life.

The facility is put to its best use as a vehicle for providing the experiential portion of the training for TCADA certification, which involves an intensively supervised practicum and additional hours of supervised counseling experience. Here students have the opportunity to observe and participate in the actual treatment process as it occurs within the therapeutic community context. As many as 60 intensively supervised practicum positions would be available each semester, including the full summer term, for a potential 120 positions available each year. The remaining 3,700 hours of supervised counseling experience could be obtained on the job at this facility or at various facilities around the state.

In addition to the direct chemical dependency counselors, training also will need to be provided for other personnel, including guards, prison administrators and chemical dependency treatment supervisors. In Texas alone there were almost 12,000 correctional officers in the adult systems in 1990. With a turnover rate of almost 13 percent per year, more than 1500 new officers are hired into the system every year. Training for these personnel can be carried out in one to three day seminars, and in week-long workshops.

Community-related Training: To be effective, treatment cannot stop at the doors of the facility. In order to solidify and continue the recovery process begun in prison, the

community must have its own cadre of trained personnel. Parole and probation officers are perhaps the most important group needing training. These individuals are the critical first-link for the newly released offender. They have a mandate for tracking progress after release, and can facilitate and monitor the offender's adjustment to the "outside world." Data obtainable from such a tracking process will be invaluable in research on the effectiveness of various treatment modalities.

In addition, the state may also provide case managers for individuals who are released from chemical dependency treatment programs. These case managers will provide the more intensive intervention necessary to link recovering offenders with community resources in order to solidify new lifestyles. In-community treatment providers, half-way house personnel and family members may all need special short-term training in order to facilitate the transition to a life of freedom - from prison and from chemicals.

Finally, the importance of training for supervisors within the criminal justice system and for the judges, who will be responsible for the sentencing of offenders to these in-prison chemical dependency treatment programs, cannot be overlooked. The criminal justice system itself must, in a sense, be retrained to take advantage of the opportunity presented by the State in its newly mandated programs.

Research Issues

In addition to training, the University of North Texas has the opportunity to develop and lead a state-of-the-art research effort in chemical dependency. Preliminary space plans for the facility have dedicated approximately 50,000 square feet of space to research efforts

for the acquisition and dissemination of important data on chemical dependency, the effectiveness of a variety of treatment methodologies, recidivism, rehabilitation, and human behavior. Efforts have already begun to find corporate sponsorship from sectors of the economy most dramatically affected by the problems associated with addictions, such as insurance and hospitalization. After a thorough evaluation of existing data, and in light of the social and economic impact of addictive behaviors, researchers in the School of Community Service at UNT are confident that research funds likely will be available from federal and state agencies, as well as from private foundations, to support these ongoing research efforts.

These first two components, training and research, are most closely tied to the interests and mission of the University of North Texas and its School of Community Service. However, the need for close coordination between all components of activity makes it difficult to separate one component from another. The requirements of security have a strong influence upon the treatment process, which in turn dictates much of what must be included in the training and evaluation component. The overall program structure may, in turn, be modified in response to program evaluation findings.

Chemical Dependency Treatment Issues

The third component, which involves chemical dependency treatment, must be infused within the framework established by the requirements of incarceration. Current research favors a modified therapeutic community model, described in appendix one, which involves the structured use of groups to facilitate a resocialization process aimed at increased responsi-

bility for one's own actions, as well as increased skill in decision-making and adaptive interpersonal interactions. Groups are provided education in the processes and implications of chemical dependency. Individual and group therapy are also offered for issues directly related to chemical dependency, with additional counseling and psychiatric resources made available for concomitant emotional and psychological issues which may be present.

The treatment design would incorporate a four-phase model, in which individuals are moved from one phase of treatment to another based upon their progress. The phases include an orientation period, an intensive treatment period, a period focused on transition into the community, and a continued treatment and aftercare period which occurs after release to the home community. Though an individual offender will move through these phases in a progressive fashion, it should be noted that there is a good deal of overlap among the activities of each of the phases. For example, preparation for relapse prevention will begin in the orientation phase, and assessment may occur periodically throughout the process. The difference between the phases is seen more clearly through differences in emphasis and in increasing levels of responsibility being afforded to the offenders.

Phase One, lasting approximately three months, would include: an extensive assessment of the needs of the individual, both in regard to chemical dependency issues and in regard to life skills and available resources; introduction to the therapeutic community model through immediate inclusion in a community and orientation to its structure and processes through specific training and through experience; and initiation of the chemical dependency treatment process, including didactic instruction, group work and "homework" assignments. During this phase, the focus is on the development of a working community

out of the collection of individuals assigned to each unit. The beginnings of the therapeutic process and the routine of daily life in the prison provide the raw material for the community's interaction. The language and rituals associated with the therapeutic community facilitate the development of communal responsibility.

The Second Phase, also about three months in length, helps the members of the group use the strength of the newly developed community in addressing their individual chemical dependency issues. The community helps to confront, correct and reinforce life style changes within its members. The realities of the impact of chemical dependency are brought to the surface and explored by the group. Triggers for chemical abuse are identified and alternative behaviors are targeted and practiced. A sense of mutual responsibility and support are nurtured within the community framework.

In Phase Three, the final three months spent in the facility setting are focused on preparing the offender for re-entry to the community. Increased family involvement, intensive relapse prevention, and practice of adaptive community life patterns are emphasized. Work-release and release for family visitation may begin during this period, so that the offender is eased back into the community setting and is provided the opportunity to practice adaptive behaviors. When offenders return from these "visits to the outside," they have the opportunity to discuss with the other members of the therapeutic community the threats to sobriety which they faced and to develop a plan of action to address those threats. They receive support for success and are confronted about failures by the therapeutic community members. Each community member gains from the experiences of the other members.

The Fourth Phase occurs in the offender's home community after release from the

facility. The time frame for this phase is variable, and could easily last for two years, if necessary. For some individuals, this may initially involve a half-way house program. Others will be returning to their own homes or to the homes of relatives. Here the learning and the practice which occurred in the first three phases is put to the test: it is the most critical phase of all.

It will be vitally important to have a therapeutic-community-type group operating in the local community, to which the newly released offenders can turn to for support, feedback and even confrontation within the familiar rituals developed and practiced in the facility. The rules for communication in this system are clear and the mutual responsibility for support for each individual's sobriety is also clear. In phase three, a small part of the outside community was "brought into the therapeutic community" through short-term releases. In the fourth phase, a small part of the in-facility treatment process is exported to the community. It is a necessary part of solidifying the lifestyle changes in the context of the outside world. This supportive framework, which includes therapeutic-community-type group meetings, ongoing counseling services as needed, local Alcoholics Anonymous (AA) or Narcotics Anonymous (NA) group meetings, job placement/development, parole supervision, and potentially half-way house involvement is coordinated by a case manager especially trained to work with offenders newly released from the facility treatment programs. This case manager helps to structure the re-adaptation to the community-at-large and monitor's the progress of the offender, phasing out the more intensive strategies as stability in the outside community increases. The final goal for recovering offenders is to reintegrate into their communities, maintaining systems of support for their own sobriety through AA, NA or

similar groups and finding appropriate roles as productive and adaptive community members.

Eventually, the recovering offender may even decide to re-enter the system as a mentor and treatment provider to other chemically dependent offenders. Rehabilitated offenders can play a vital role in the recovery of others, but would need training in order to carry out effective treatment provision. In such a situation, the rehabilitated offender would become involved in the first major component in the proposed project: provider training.

Incarceration Issues

The fourth component, which covers incarceration issues, is large and multifaceted. Whenever the state takes control of a large measure of an individual's life, as is the case when an individual is incarcerated, the state becomes responsible for the complexity of requirements which support life and livelihood. Living quarters, personal hygiene, food service, laundry, work, and recreation must be dealt with on a daily basis for all offenders. These services must be supported by the availability of health care, including physician and dentist's services, access to legal services and opportunities for religious and cultural expression. Facilities also include the services of a post office, library, commissary and barber shop. In addition, the state has mandated educational and vocational services be made available for each offender, based upon individual need, so that these individuals may be prepared to take a productive role in society upon their release from the program. Interwoven into each of these areas is the concern for surveillance and security. Security of cells, cell blocks and common areas such as the kitchen and recreational facilities require systematic and technologically advanced monitoring systems.

A separate cell block with the capacity to isolate individuals needing more stringent confinement is also necessary. This confinement is short-term, since one of the guiding principles of therapeutic community is the voluntary cooperation of its members and the mutual desire to recover. Assignment to this facility and participation in its therapeutic communities of recovery will be a coveted privilege. Unlike traditional settings of incarceration where adversarial relationships between staff and offenders is typical, therapeutic communities thrive on a cooperative spirit and the principles of respect for others, personal responsibility, and personal growth. Resident offenders who do not attempt to follow these principles and do not exhibit a cooperative spirit will forfeit the privilege of rehabilitation over incarceration, and will be re-sentenced by the appropriate court.

FACILITY SPACE PLAN

The facility in which all these activities will occur must be designed in a way which promotes the accomplishment of the goals of each of the four components of activity. Optimum design of the facility will impact the therapeutic program, staffing levels and, ultimately, the chances of project success.

After visiting the Kyle ITC unit operated by Wackenhut, Inc. and consulting with architect Don DeBord (AIA), a schematic floor plan has been designed (see pp. 31-32). The plan is founded on a number of guiding principles which emerged from the investigation:

1. Residential areas will be arranged to facilitate the therapeutic community model of treatment, small group and didactic treatment sessions, and progress through the phases of the program.
2. Only about one half of the overall facility will be used for the confinement of offenders, since a) it is being developed primarily as a counselor training facility and

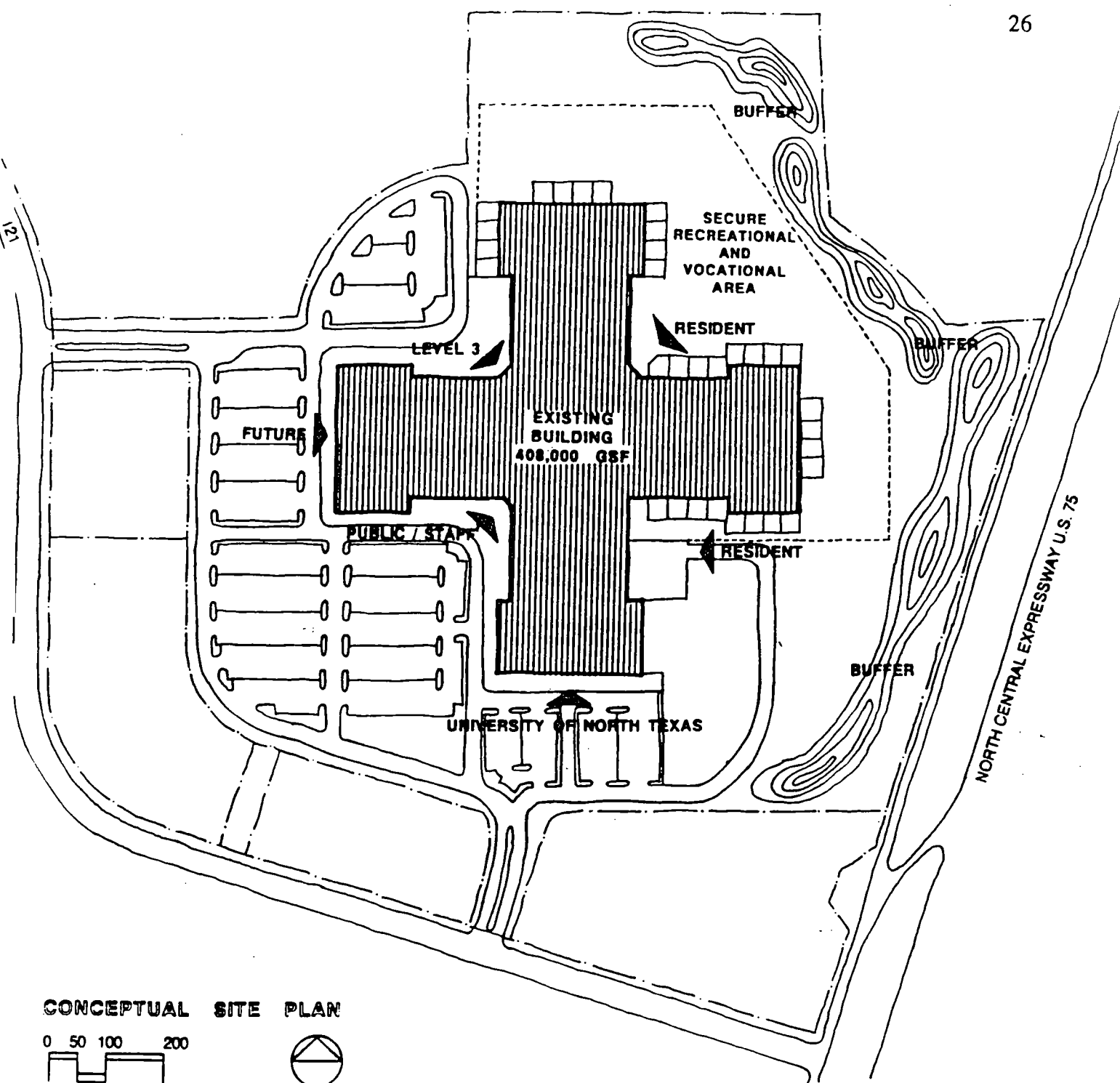
b) too many offenders would diminish the effectiveness of treatment and training. The project team believes that a maximum of 768 individuals should be housed at any one time.

3. Recovering offenders in the last phase of treatment will have increased exposure to the outside world, access to family and friends, and specialized instruction in areas such as employment.

4. Adequate space is provided for a potentially large flow of trainees from the courts and corrections system who come in contact with offenders at some point in their processing or incarceration. These individuals may come from across Texas and, possibly, the nation.

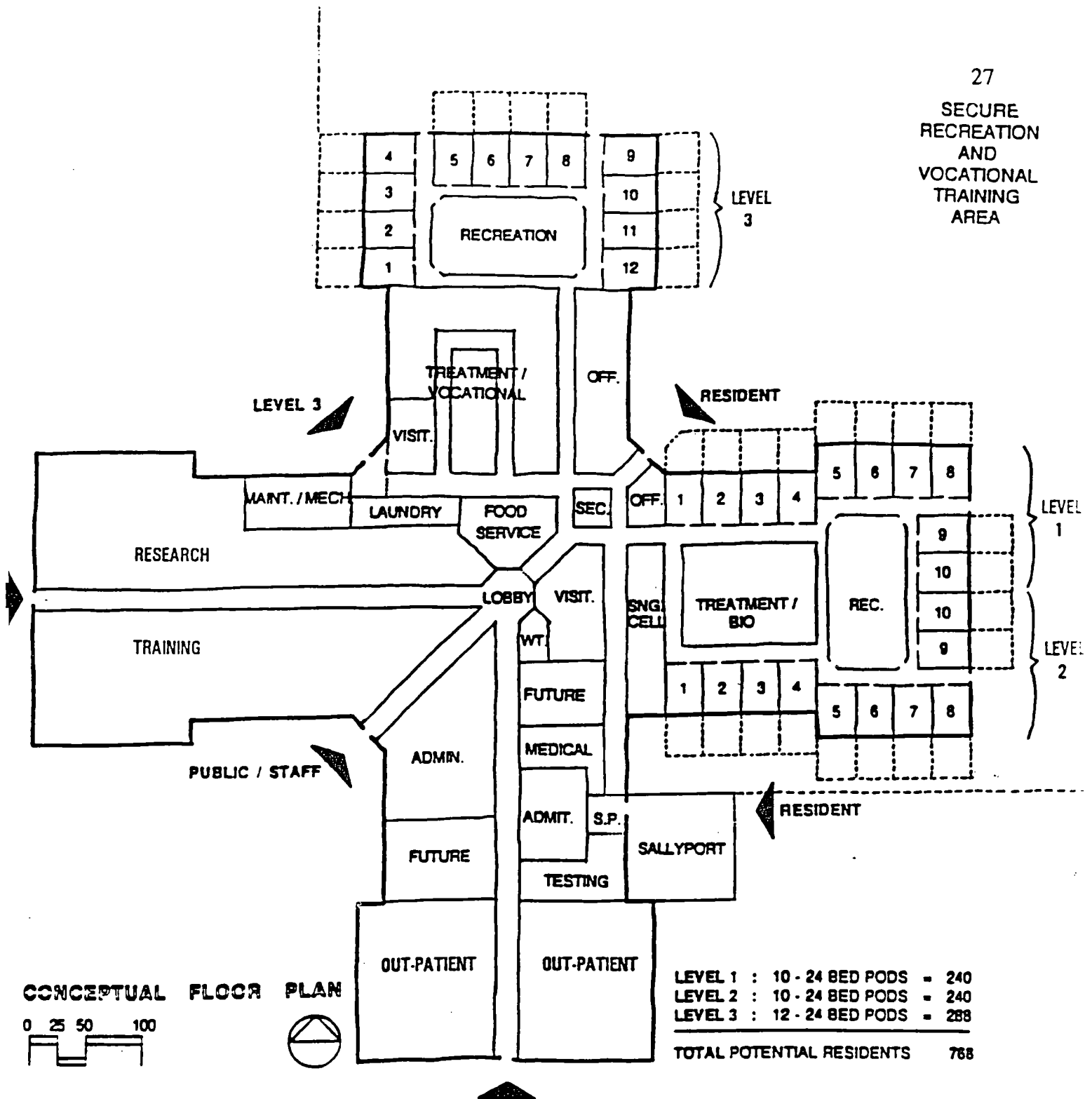
5. To maximize UNT's effectiveness, attract corporate involvement, and enhance the public image of the facility, adequate space is provided for research related to chemical dependency issues as well as the measurement of efficacy of alternative treatment models.

The proposed space plan dissects the facility in half diagonally, with two of the four wings secure for confinement and treatment of offenders. Much of the counselor training will also occur within this secure wing. A third wing, outside the secure area, will be used for additional training and research. The fourth wing will be primarily for out-patient and auxiliary services. In the opinion of the project team, which collectively has been responsible for acquiring and managing millions of dollars in state and federal research projects, there is little doubt that research funds will be readily available to address such an important social problem, especially considering the unique nature of this facility.



FEASIBILITY REPORT:
A COUNSELOR TRAINING, RESEARCH,
AND
CHEMICAL DEPENDENCY TREATMENT
FACILITY
FOR
TEXAS OFFENDERS

SECURE
RECREATION
AND
VOCATIONAL
TRAINING
AREA



FEASIBILITY REPORT :
A COUNSELOR TRAINING, RESEARCH,
AND
CHEMICAL DEPENDENCY TREATMENT
FACILITY
FOR
TEXAS OFFENDERS

The residential and treatment area will be divided into three units which will house approximately 250 people each. The first unit will be for new arrivals who must go through an extensive orientation and initial didactic and group therapy. The second unit will be for those who have successfully completed the first phase and are ready to move on to higher levels of personal responsibility and more in-depth therapy. These first two units should be located in a single wing, with the biofeedback laboratory and treatment area located within the first unit. The third unit should be located in a separate wing with visitor access and family counseling accommodations. Offenders in this unit will be involved in pre-release counseling and will begin the transition to release and aftercare. The design takes into consideration the possibility that these recovering offenders may also be given the opportunity to earn the privilege of day-release for job searches and vocational training.

ECONOMIC IMPACT ANALYSIS⁹

Summary

This section of the report, prepared by the School of Community Service's Institute of Applied Economics, examines the potential local economic impact of redeveloping the vacant 400,000 square foot retail facility located at the southwest intersection of I-75 and State Hwy. 121, into a substance abuse research, training, and treatment facility. The Institute of Applied Economics, a division of the School of Community Service at the University of North Texas, in conjunction with the University's Center for Economic Development and Research, has evaluated the local economic impact of building renovations and continued

⁹ This section was prepared by the Institute of Applied Economics at the University of North Texas, under the direction of Dr. Bernard Weinstein.

operations of the proposed treatment facility.

Though certainly not conceived or intended as an economic development project, the renovation of the currently vacant building and operation of the training and treatment programs would contribute greatly to the local area's economy. Capital outlays for the facility's renovation and remodeling would increase local economic activity by \$11.2 million and create 62 local area jobs. Continuing operations would expand the local economy by as much as \$3.38 million dollars annually and create as many as 286 local jobs. Other economic advantages that are not quantifiable with available data have been noted, but they are not included in the economic impact estimates.

The Institute of Applied Economic looks forward to assisting the various public and private agencies that will participate in the evaluation and operation of this facility. The Institutes's experience in evaluating the economic impact of public facilities, performing cost benefit analysis of alternative public programs, and assisting communities with economic development strategies, enhances the capabilities of the University of North Texas' School of Community Service to undertake this program.

Once UNT, TCADA, and TDCJ have approved the final cost estimates for building renovations, the impact analysis can be adjusted to include any substantive changes in the original cost estimates for the adaptive reuse of this facility. The availability of an appropriate, relatively low cost structure, along with convenient proximity to the University of North Texas and the Dallas/Fort Worth Metroplex, increases the probability of success for the proposed research, training and treatment facility. The positive impact on the local community and the area's economy would provide much-needed economic activity.

Economic Impact Projections

The first step toward examining the economic impacts of the proposed treatment facility is to assess the outcome of the expenditures of approximately \$20.0 million on facility renovations. Utilizing the Texas State Comptroller's input-output model, adjusted for local economic conditions, the likely impacts of the capital expenditures may be estimated.

The \$20.0 million expended on construction, landscape and related industries during the facility renovation will increase local economic activity by \$11.2 million. Local income will be increased \$4.8 million by the renovation project with an estimated employment gain of 62 area jobs (Table 1).

Potential Impacts of Continuing Facility Operations

Based on estimates provided by the Texas Department of Criminal Justice and the Center for Rehabilitation Studies, the treatment facility, at capacity, will employ up to 270 direct full and part-time persons. These jobs will include incarceration staff, counselors and support personnel. Annual salary and wages (net of benefits) are estimated to be \$5,692,000.

Salaries and wages will result in direct employee after-tax income of \$4.38 million. Estimated non-discretionary spending will be \$1.75 million, leaving \$2.63 million in household discretionary spending. Non-taxable spending is estimated to be \$526,000, leaving taxable discretionary spending at \$2,103,764. The direct taxable spending will generate approximately \$42,000 in new local tax receipts. Direct employee local spending will expand the area's economy by an estimated \$1.68 million. This will result in area personal

income increasing by \$631,000 and will create eight new jobs in the local economy.

Table 1. Economic Impacts of Facility Renovation Project

Expenditures	\$20,000,000
Output	\$11,200,000
Personal Income	\$ 4,800,000
Employment	62

Table 2. Economic Impacts of Continuing Operations

EMPLOYEES	270
SALARY AND WAGES	\$5,692,000
LOCAL SALES TAX RECEIPTS	\$ 42,075
OUTPUT	
Direct Employment	
Output	\$1,683,010
Personal Income	\$ 631,129
Employment	8
Other Expenditures	
Output	\$1,702,204
Personal Income	\$ 638,340
Employment	8
TOTAL OUTPUT	
Output	\$3,385,214
Personal Income	\$1,269,469
Employment	16
TOTAL IMPACT	
Employment	286
Personal Income	\$6,961,469

Other direct annual expenditures of an estimated \$2.66 million, would, in turn, increase the area's overall economic activity by \$1.7 million and local income by \$638,000.

These expenditures include food services, medical services, utilities and other facility maintenance functions not performed by on-site personnel. In addition, direct operating expenditures will create eight new jobs. Using the estimates detailed above for continuing operations, the facility could add 286 new jobs to the local economy, increase local personal income \$6.96 million, and improve local economic activity by \$3.39 million (table 2).

Other Economic Impacts

The possible addition of 286 new local jobs could increase local housing demand, resulting in increases in occupancy rates, improved property values, and greater local property tax receipts.

In addition, the training/treatment facility will likely be designated as the primary facility for the North Central Texas area. This would lower the transportation costs the State pays to move clients from local and county facilities to other state incarceration facilities which for the most part are presently located in remote areas. Proximity to the client's normal residence will encourage treatment success rates and will represent cost savings to the client and their families for leaves and visitations. Such savings to the state, clients and their families have not yet been quantified and are beyond the scope of this report.

The substance abuse counselor training facility may draw students and administrators from across the country for treatment, education and program observations. It will also draw from the state's population of related service providers such as judges, prison guards, etc. who will need training. This will increase the demand for hotel and other visitor services within the Allen area with resulting contributions to local tax receipts and additional increase

in local economic activity. Finally, the ongoing research into the efficacy of various chemical and psychological treatment programs will add to corporate and institutional investment in the local area.

PROPOSED ADMINISTRATIVE FRAMEWORK FOR THE PROJECT

Findings from the project team's investigation into the feasibility of this effort have been quite positive. The unparalleled mandates by the Texas Legislature to provide treatment beds for non-violent, chemically dependent offenders have set the stage for what may be a precedent setting partnership of government (TDCJ, TCADA), higher education (UNT), and the private sector (Belz). The most significant question remaining to be answered concerns the administrative framework of the proposed facility.

Because of the intrinsic need for coordination between the incarceration, treatment and training/evaluation components, careful attention must be paid to the overall project design, in order to select the framework which will best facilitate a smoothly operating and successful system of service delivery.

Four administrative designs were initially constructed and evaluated. They differ primarily in their designation of the project's prime contractor, or agency responsible for overall coordination of the facility and programs. Entities listed as potential prime contractors include: 1) a private, not-for-profit entity associated with UNT; 2) a private provider with security orientation/experience; 3) a private provider with treatment orientation/experience; and 4) the Texas Department of Criminal Justice. Details of these four models are provided in appendix two.

Model 5: The Recommended Model for Implementation

After thorough evaluation by the project team from the School of Community Service and by top university administrators, a new model (5) emerged as having the greatest potential for this project. In Model 5, the state legislature will establish the Collin County facility through a special line item, mandating that it be a joint project of TDCJ, TCADA, and UNT. TDCJ Institutional Division (ID) will operate the physical plant and all secure areas of the facility. This will encompass responsibilities for all daily operations including (but not limited to) security, food service, laundry, maintenance, libraries, concessions, mail, and recreation. In addition, TDCJ will work in tandem with TCADA to provide treatment to resident offenders, either through hiring a qualified staff of providers and administrators or by sub-contracting with a third-party provider.

UNT will own responsibility for operations in non-secure areas of the facility which have to do with training and research. The state (TDCJ/TCADA) and UNT will each designate coordinators who will work together to oversee counselor trainee practica within the regular treatment regimen in secure areas of the facility.

This model is preferable because it is the model that best:

- Provides for excellence in training, treatment and corrections by allowing each involved entity to do what it does best;
- Promotes a positive image for UNT, Collin County, and Belz;
- Maintains project focus on training and research;
- Utilizes TDCJ expertise in managing secure facilities;
- Maximizes funding potential, public and private;
- Encourages community acceptance;

- Assures availability of appropriate expertise;
- Provides for quick administrative response.

At the writing of this report, plans are being made by appropriate representatives of UNT and Belz to prepare this request and approach state legislators for sponsorship and support. Should this effort be unsuccessful and the legislature is unable or unwilling to provide for such a line-item, UNT recommends Model 4 as an alternative, with TDCJ assuming the role of primary contractor. UNT in this case would bid for the training and research contract with the state.

CONCLUSION

It is the opinion of the UNT project team that this effort is well worth pursuing and holds great promise for all parties concerned. Several major considerations impact upcoming efforts to make this project a reality. They include:

- Legislative response to this report;
- Competition from other communities and universities;
- Federal and state funding allocations;
- Response of local officials and residents;
- UNT requirement for designated project personnel.

The project team from the University of North Texas recommends that efforts to establish this new facility continue. The timely confluence of key entities, historic legislation, and appropriate facility give the state a unique opportunity to establish a state-of-the-art program that will impact chemical dependency treatment services statewide. Such a program will have a positive impact on the Texas criminal justice system and the communities it serves.

APPENDICES

Appendix 1

THEORETICAL UNDERPINNINGS

It is important first to outline the underlying theoretical models which compose the heart of the treatment and training aspects of the program. Clearly the conceptual framework on which treatment and training are based will greatly impact the execution of this project from the design of the facility to staffing requirements to daily schedule. There are two primary models which inform the treatment process proposed for this facility: the therapeutic community model and the cognitive model of therapy which it will employ. The following discussion outlines the major presuppositions of the models and suggests some implications for the project proposed here.

The Therapeutic Community Model

The therapeutic community model builds upon a growing recognition that the social context in which an individual operates has a profound impact upon the behavior and lifestyle of that individual. The concepts which underlie this model had their beginning in research conducted during World War II, which added concrete evidence to the intuitive realization that *esprit de corps* has a profound impact upon behavior and performance¹⁰. Social psychologists began to implement this knowledge by carefully designing the therapeutic milieu in which treatment was provided. The therapeutic community model is an outgrowth of these efforts and was first piloted in mental hospitals and in community drug treatment programs.

By structuring the social context in which an individual operates, the therapeutic community treatment model sets up a situation in which the behavior patterns which support chemical dependency and criminal activity are a direct disadvantage to the individual. Instead, behavior patterns which support self discipline and mutual responsibility toward the group are modeled and reinforced.

A highly structured daily routine provides the framework for learning disciplined patterns of living. In itself, this is not different from traditional prison life. The difference arises from the fact that the development and social reinforcement of these life patterns are determined by the community of offenders with whom one lives.

Residents are divided into groups of approximately 50 individuals which operate as separate communities. There is a specific hierarchy within the community in which inmates are selected by their cohorts to carry out specified leadership and facilitative roles. These

¹⁰ Elly Jansen, Ed. (1980). The therapeutic community: Outside the hospital. Croom Helm: London. - chapter Tom Main "Some basic concepts in therapeutic community work" pp 20-52.

roles provide structure to the group and reward individuals as they progress through the treatment process: honor and increased responsibility go hand-in-hand.

A major part of the community life are the group meetings which serve to share information within the group, build group camaraderie, provide a forum for group decision making, provide personal feedback to group members, and exert pressure on individuals who are operating outside the group norms. Even from the beginning, group members are expected to enforce the rules of the community in regard to one another. Specific rituals provide the structure in which individual residents confront one another regarding rule infractions and reward one another for progress made.

Also important to community life is the recognition of mutual responsibilities in terms of carrying out the necessary functions of living. Here the work details, which include laundry, food service and janitorial services, become more than a chore, they become a concrete expression of the joint responsibilities of life in a community. Job duties also support the hierarchy of the community, with more responsible and highly esteemed job functions being carried out by the members of the community who have worked their way into positions of respect.

This leads to a discussion of a final key element in the therapeutic community model: the development of the community members as facilitators of the treatment process. Those who have made progress in addressing their own problems and dependencies become mentors for the members of the community who have just begun the process of change. In addition to being recognized informally as role models, formal recognition is given through election into positions of leadership within the community hierarchy.

The therapeutic community structure allows an opportunity for modified self-governance, rewards adaptive behaviors and encourages mutual responsibility. In the typical prison situation, the structure pits the prison authorities against the inmates, so that the inmate's cohorts reward and support maladaptive behavior. In the therapeutic community inmates are placed in a role which actually supports the rehabilitative goals of the correctional institution and rewards them for responsibly carrying out those roles. Through the therapeutic community, individuals who have developed deviant lifestyles in the "outside world" are afforded the opportunity to develop a new lifestyle and practice the skills necessary to take this new lifestyle with them when they re-enter the community at large.

The Cognitive Therapy Model

The cognitive therapy model informs and supports the therapeutic community treatment program by providing specific patterns for training in communication, decision making and interpersonal skills. The cognitive model depends heavily on clients' participation in determining, practicing and measuring observable changes in their behavior. Clients are asked to develop new skills in self-discipline and interpersonal interactions and to practice

those new skills within their current life context. Cognitive therapy is an action based rather than a talk based therapy model, though talk is a necessary part of the process.

Used in tandem in this project, these two models will provide offenders with the opportunity to learn specific interpersonal and self-management skills which make it possible for them to build an adaptive lifestyle. They will have repeated opportunities to practice these new skills in a community context and to receive immediate and clear feedback from fellow community members about the impact of their behavior. Participating offenders are trained through this process to identify their own triggers for maladaptive behavior and to substitute positive behaviors. They are continually reinforced for these positive behaviors and alerted to negative behaviors by a peer group which has been built into a cohesive unit by its recognition of mutual dependence and mutual strength.

Other Innovative Treatment Models

In addition to the therapeutic community model and the cognitive therapy model, there are other areas of research and exploration which may offer promise in addressing the issues of chemical dependence. For example, EEG brainwave biofeedback may provide some relief for the cravings associated with withdrawal and with longer-term abstinence. Carefully monitored application of innovative treatment techniques will provide these individuals the best opportunity for recovery currently available.

Implications of the Treatment Models

The space plan for the facility is impacted dramatically by the treatment models described above. In order for a therapeutic community to be created, living arrangements must divide the population into "pods" of approximately 50 individuals. These pods become the community in which the individual operates, with limited interaction with other inmates in the facility who may participate on common work crews or recreational activities. These pods must have sufficient cells for the community members, a common day room area, and space for individual and group meetings which are needed for direct chemical dependency treatment.

Because of the reliance on the therapeutic community model, the number of professional staff necessary for each pod is reduced. Role models arise within the population as treatment progresses, so that much of the work of confrontation, correction and practice is carried out by the residents themselves. The professional staff member becomes a facilitator of the group process and a resource for more complicated therapeutic issues which may arise as treatment progresses. The therapeutic process takes place within each pod, but office space for counselors will also be necessary for record keeping and other functions.

Appendix 2

POTENTIAL ADMINISTRATIVE MODELS

Four potential models present themselves in regard to organizational structure. The essential difference in each of these models is that a different "Primary Contractor" is designated for the project under each option. The role of Primary Contractor would include:

- Submission of necessary grants and funding requests to establish the program;
- Development of the overall program structure, guidelines, goals and objectives;
- Establishment of project priorities and focus, in conjunction with funding bodies and sub-contractors;
- Responsibility for the overall accomplishment of the project objectives;
- Responsibility for providing or sub-contracting each necessary function of the facility; and
- Coordination of sub-contractor activities, so that these groups can build upon their mutual expertise, rather than working counter-productively;
- Manage the lease of the facility.

Each of the four potential models is addressed separately on the following pages, and a preliminary listing of the benefits and liabilities of each model is provided.

Model 1: A private-not-for-profit corporation associated with the University of North Texas as Primary Contractor. In this model the University of North Texas would create a new not-for-profit, 501(c)3 entity, to oversee the overall administration of the facility and program. This entity would be independent of any school or office of the university. Its board of directors, however, would include the Dean of the School of Community Service. The entity would be responsible for sub-contracting and monitoring the management of security, housekeeping, treatment, and training.

BENEFITS OF MODEL 1

- A respected, capable institution is in charge
- The project carries a training and research emphasis better under this arrangement
- Gives the state a new model for service delivery
- Since UNT is still a state agency, the state maintains control of this project
- UNT faculty and staff have broad experience in submission of grants for public and private funds
- UNT has more control over the quality of the research conducted under this arrangement

LIABILITIES OF MODEL 1

- UNT doesn't currently have expertise in all areas related to managing such a facility and its programs
- The details of program administration may distract UNT from the more primary university goals of education/training and research
- State funds are not directly allocated for this facility through bonds as they might be under Model 4

Model 2: A private provider with security orientation/experience is the primary contractor. This is the basic model used in the Wackenhut facility in Kyle, Texas. However, instead of sub-contracting most services, Wackenhut developed a second corporation to carry out treatment services and hired specialists in areas where they did not already have personnel, such as treatment and education.

BENEFITS OF MODEL 2

- Provider will bring expertise in managing many of the details of living, such as food service and laundry, within a secure facility
- This Model may present better to those who want to make sure that offenders are not treated too "softly"
- Flexibility of private provider over public entity

LIABILITIES OF MODEL 2

- May be driven by security issues rather than therapeutic issues
- May be less attractive to the host community
- May downplay the training aspects
- Additional funding, including governmental grants and private foundation grants, may be more difficult to secure under this model, than Models 1 and 4

Model 3: A private provider with treatment orientation/experience is the primary contractor. This is basically the same model as #2, except that the private provider has primary expertise in treatment of chemical dependency rather than corrections.

BENEFITS OF MODEL 3

- Emphasis on treatment
- More attractive to the community than Model 2 or Model 4, though Model 1 will likely be the most attractive
- Flexibility of private provider over public entity

LIABILITIES OF MODEL 3

- Most treatment providers have limited experience with felons, and may need to make significant adjustments in the treatment approach
- The therapeutic community model supports limited professional involvement (Indeed, it indicates that too many professionals may interfere with the community process) - A treatment contractor may prefer more professional involvement
- Additional funding, including governmental grants and private foundation grants, may be more difficult to secure under this model, than Models 1 and 4

Model 4: TDCJ acts as primary contractor. In this model the facility is administered much as any state prison by the Institutional Division of the Department of Criminal Justice. Security, food service, libraries, laundry, recreation (except for treatment-related activities), medical services, and administration would be the sole responsibility of TDCJ. All training and research activities would be managed by UNT, and all treatment would be directed either by an independent third-party provider or a staff hired and managed by TCADA.

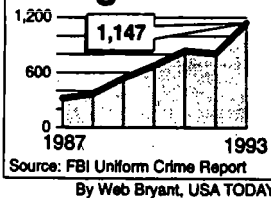
BENEFITS OF MODEL 4

- Not perceived as too "soft" on offenders
- Security issues well in hand
- More likely that this program would be integrated into the rest of the CJ system in the state, may therefore attract more training participants
- It gives TDCJ direct control where it has expertise, without seriously threatening UNT's control over training and research, especially if the training and research activities are conducted primarily in non-secure wings of the facility
- May be more attractive to the Texas legislature
- May be more attractive to TDCJ
- Access to state monies and perhaps federal monies are enhanced

LIABILITIES OF MODEL 4

- May not be perceived as something really new
- Harder to present to the community as primarily a training/treatment facility
- UNT would have limited control of overall administration of the programs
- Driven by current political appointments -- may be more highly politicized

U.S. gang killings rise



As gang-related killings continue to increase in cities large and small, Fort Worth's 'Comin' Up' program is being praised as a model to help stem gang violence nationwide:

Gang busters are comin' up with success

By Mark Potok
USA TODAY

FORT WORTH — Standing under the bright lights illuminating the pool table, with the happy chatter of dozens of youngsters reverberating around him, gang member Jose Ibarra makes no bones about his past.

At 10, he ran away from home. Before long, he was using stolen credit cards, getting into fistfights, selling drugs, being locked up in detention.

But now, at age 17, the boy known as "Psycho" says he's turning around.

"This is my family," he says, looking around. "I come here depressed and I can talk to one of the guys, tell them my feelings. They listen to you, and sometimes they help you out."

Although the Fort Worth's "Comin' Up" anti-gang violence program is just 2 months old, experts already are calling it a model for a nation beset by gang violence.

In the last decade, what began as a few gangs has blossomed into large numbers of serious criminal enterprises. And fueled by the rise of crack cocaine, many moved from large urban centers to smaller towns across America, where police are fewer.

The bottom line: In 1992, the most recent year for which statistics are available from the FBI, there were an estimated 852 murders by youth gangs.

In Fort Worth alone last year — a city of fewer than 500,000 residents but an estimated 2,400 gang members — 32 people were killed in gang-related violence, a record that included a 5-year-old girl.



THE SERIOUS SIDE: Juan Daniel Garcia checks for weapons as Fort Worth youngsters enter the Boys & Girls Club.

"It's become a major national problem within the last five years," says John Whetsel, president of the International Association of Chiefs of Police, and chief of the Choctaw, Okla., department. "We've seen a huge increase in the number of drive-by shootings, and gang-related murders."

Here, city officials turned to the Boys & Girls Club. The non-profit group, active with young people here since 1928, then designed the program that now is drawing accolades.

The key, says Barry Glick, a New York state youth official: "Hook them with recreation, and then start talking to them about individual goals."

If there is a single word to describe the program, it is "holistic," attempting to treat the child's emotional, physical, financial and other needs, and to involve all of the community.

Among features of the

\$580,000 anti-gang program, funded by federal grants, gifts and a seized-asset fund:

► Seven sites filled with recreation equipment draw young people. They are not allowed to wear gang colors and must pass through metal detectors to keep out weapons. Once there, adults establish relationships with them.

► In a second phase, just starting this month, 25 of the approximately 100 kids at each site are being singled out for special attention. After evaluations, officials will manage their cases like social workers, often bringing in families.

► About 18 providers of services, ranging from drug counseling to family therapy to job training, follow up. The Boys & Girls Club, which administers the program, got all agencies to agree to share information.

► Each local site has an advisory board of citizens from

the local community.

► Club officials have also worked to gain the cooperation of local law enforcement and court officials. Already, judges have sentenced 12 youths to the program, not detention.

Amazingly, inside the clubs are kids from gangs that often face each other in deadly turf battles. And it works.

"When we're in here, everybody has fun and gets along," says Jose Garza, 17, at a site along with members of six rival gangs. "There's a lot of people from different gangs, but in here they all get along."

Program officials are careful to say that not all elements of their plan are necessarily transferable to other cities. But the point, they say, is to try to understand and then meet local needs.

Here, changes already are under way.

For Veronica Lopez, a 15-

year-old girl who grows silent when asked about the two shootings she's witnessed, that has meant getting away from the scary streets: "Just to stay alive, you had to be careful."

For Chato Berales, a 22-year-old self-described gang leader who says he's had a change of heart since becoming a father, it's been telling his "home boys" to attend the program.

And for Jose Ibarra, it's a new job, dreams of college, and staying away from his old neighborhood, where former gang comrades try to entice him back to petty crime.

"When you see them coming through the doors, you see straight-up, hard gangsters," says Randolph Shaheed, coordinator at one of the sites. "But once you get them really interested in something, they're just kids. You get a 19-year-old, and look in his face and see a 10-year-old."



A NEW 'FAMILY': Cuney Luke, project director of Fort Worth's 'Comin' Up' anti-gang program, horses around with Jose Ibarra, 17, during a basketball game at the Boys & Girls Club.

Juvenile gang crime rises

In Fort Worth, Texas, juvenile gang-related crime has risen dramatically since the police department began keeping track of statistics in 1992. The rise in various gang-related crimes:

Assaults		Drive-by shootings	
1992	216	1992	221
1994	424	1994	268
Homicides		Robberies/burglaries	
1992	15	1992	44
1994	32	1994	159

Source: Fort Worth Police Department

By Gary Visgaltis, USA TODAY

ALSO IN WASHINGTON

House spars over crime bill revisions

House Democrats Thursday accused Republicans of wasting taxpayers' time and money by trying to pass a new crime bill that would spend more on police and prisons and less on crime prevention programs. The GOP bill "is full of old worn-out ideas and so stuffed with political fat that it ought to be called 'Jurassic Pork,'" Rep. Charles Schumer, D-N.Y., told the House subcommittee on crime. The GOP bill would cut \$2 billion to \$4 billion from last year's \$30.2 billion crime bill. It also would increase to \$10.5 billion the amount to be spent on prison construction and give states \$10 billion in grants to use on police and prevention. Last year's bill allocated \$6.9 billion for crime prevention alone. Rep. Fred Heineman, R-N.C., said, "There's a fire raging on the streets of America today and that fire is crime. Our job is to put that fire out first and then deal with prevention."

KOREA DEAL: The Senate opened hearings on the U.S.-North Korean nuclear agreement that most Republicans oppose as making too many concessions to Pyongyang's communist regime.

"This agreement is very badly flawed... we are dealing with a bizarre, Orwellian regime which is a relic of the Cold War," Sen. John McCain, R-Ariz., told the Senate Energy Committee.

But Assistant Defense Secretary Ashton Carter, speaking for the administration, defended the accord as "a major step" toward stopping North Korea's nuclear program and ensuring a nuclear-free Korean peninsula.

HOUSING PLAN HIT: Eliminating the Department of Housing and Urban Development — or lopping off major parts that don't work — would not undo long-term contracts that are pushing costs up, HUD Inspector General Susan Gaffney told a Senate appropriations subcommittee. Gaffney said the department is too complicated to quickly break down into large pieces, as proposed under a plan by Secretary Henry Cisneros. "The devil is in the details," Gaffney testified. "In some instances, the nature of HUD's major programs warrants a staged or gradual change, rather than immediate wholesale change."

MILITARY READINESS: Military commanders say they're scraping to keep their units ready to fight. "We're on the razor's edge of going backward," says Army Maj. Gen. Douglas Buchholz, testifying before the Senate Armed Services Committee. The Clinton administration says it has addressed the problem already by adding \$25 billion to Pentagon spending over the next six years. But congressional Republicans aren't satisfied. "I believe... Congress should step in and fulfill its constitutional obligation to ensure the forces are supported and maintained," says committee chairman Strom Thurmond, R-S.C.



AP
McCain: 'Very badly flawed' pact

NATIONLINE

Couple could get retrial if jury made racial jokes

Florida's Supreme Court ruled Thursday that a black couple who sued over an auto accident deserve a new trial if they can prove jurors made racist jokes during deliberations. The justices ordered that a hearing be held to decide whether the statements were made. Derrick and Eugena Powell of Palm Bay had sought \$235,000 from Allstate after an uninsured driver broadsided their car in 1989. Powell, an electrician, hurt his back. An all-white jury awarded them \$10,500. Following the decision, a juror told the Powells' lawyers that other jurors made racist comments. Allstate's Leslie Chapman-Henderson says the company is reviewing the court's opinion: "We want what's right."

AUSCHWITZ CEREMONY: The World Jewish Congress has asked Nobel Peace Prize winner Elie Wiesel to represent it at commemorations marking the 50th anniversary of the liberation of Nazi death camps. Wiesel, a survivor of Auschwitz, where more than 1 million Jews died, will represent the WJC at a Jewish memorial at the death camp on Jan. 26, the day before the official Polish government ceremony. The WJC had objected to the Polish ceremony because it made no provision for saying the Jewish prayer for the dead, *kaddish*, until after the official delegations left. "If it is not part of the official ceremonies, and I believe it will be at this point, Professor Wiesel him-



USA TODAY
WIESEL: Will attend Jewish memorial

self will recite *kaddish*," a WJC spokesman said. "So one way or another *kaddish* will be recited."

CUBANS ARRIVE: A homemade boat carrying 18 Cubans, including five children, landed at Miami Beach, marking the first successful refugee crossing since a change in U.S. policy stemmed the flow in August. The Cubans left Puerto Padre on Dec. 29 in a 24-foot wooden boat. They were all in good health, said the border patrol's Mike Sheehy.

JET BLOWS TIRE: A jetliner with 28 people aboard blew a tire and rolled off a runway into a muddy, grassy area while landing at Hartsfield-Atlanta International Airport. No injuries were reported. The blowout, involving an Air South Boeing 737, forced closure of one of four runways at Hartsfield, one of the USA's busiest airports.

3 PUPPIES DIE: Three of nine newborn Rottweiler puppies rescued by their mother a day after the owner buried them alive have died in Oakland Park, Fla. "We tried everything. They were hand-fed, fluids and heating pads, but the exposure they suffered... got them," said Sherry Schlueter of the Broward Sheriff's Department's animal abuse unit. The rest are doing fine. She said the department has been flooded with calls from animal lovers from England to Alaska, some calling to adopt the dogs and others pressing for charges against owner Robert Homrighous, 41, who buried the puppies because he didn't want more dogs.

GORILLA DATE: Ivan the Gorilla will be introduced today to three female gorillas today at Zoo Atlanta, a reward at the end of his three-month quarantine. But he will have chaperones and won't be able to touch the females. They'll be housed in another room. The gorilla has spent most of his 30 years alone in a cage at a Tacoma, Wash., shopping mall. He was moved to Atlanta after a campaign by animal rights activists, who argued that Ivan deserved the chance to live with his own kind. "He has done extremely well adjusting to all the changes," zoo curator Dietrich Schaaf said.

SCOUT BURIED: Kevin DuVall, one of three Atlanta Boy Scouts who drowned during floods last week, was remembered at his funeral service as a young boy who loved life. Classmate Paul Burrell remembered Kevin, 14, as a friend who "was so full of life. He never had a bad thing to say about anybody." DuVall was the second scout to be buried after a flooded North Carolina creek swept the three off a bridge. Gerard Gasque, 13, was buried Wednesday. Services for Jacob Wine, 14, were to be held in Pennsylvania.



By Andrew Innerarity, AP
FINAL KISS: Rebecca and Craig DuVall at son Kevin's funeral

HEALTH ALERT: Following a newborn's death, New York state health officials are warning reptile owners to wash their hands well after handling their pets. The baby's feverish mother went into premature labor and delivered an infant who died 12 hours later on Jan. 1. The mother, child and the family's pet iguana all tested positive for a germ called salmonella poona, health officials said.

CORRECTION: Retired journalist Chuck Stone was misidentified Thursday in a story about Qubilah Shabazz, daughter of Malcolm X.

ALSO THURSDAY...

► **EXPERIMENTAL JET CRASHES:** A NASA X-31 experimental jet crashed and burned in the desert near Edwards Air Force Base, Calif., authorities said. Test pilot Karl Lang parachuted to safety after ejecting.

► **HOME EXPLOSION:** One home was destroyed and up to two dozen were damaged when an explosion blasted a neighborhood in Westminster, Md. A contractor apparently severed a natural gas pipeline, fire officials said.

King family rejects mediator

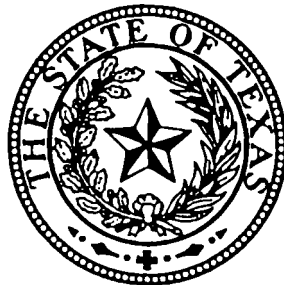


AP
LEWIS: Veteran civil rights leader

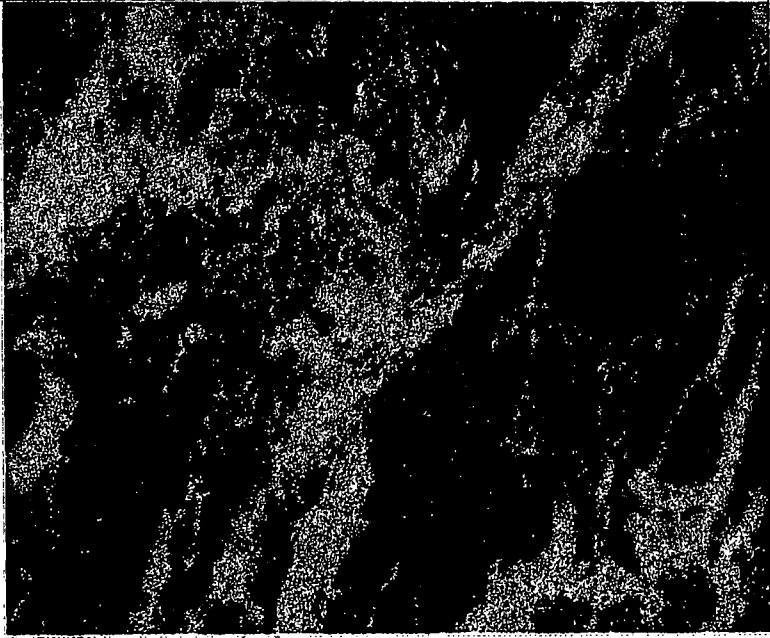
U.S. Rep. John Lewis, the veteran civil rights leader from Georgia, is an unacceptable mediator in the dispute between the family of Martin Luther King Jr. and the National Park Service, King's son said. Dexter King of Atlanta says Lewis does not support the family's position and would be biased. The meeting is scheduled for Saturday. Lewis, a Democrat, has been planning the meeting between the two parties for more than a month, since the King family criticized park service construction of an \$11 million visitors' center intended to open in time for the 1996 Olympics. The family instead wants to build its own museum. Lewis won't comment.

Written by Steve Marshall. Contributing: Carrie Dowling and Shannon Tannonan

**TEXAS
CRIMINAL JUSTICE
TREATMENT INITIATIVE**



**TEXAS DEPARTMENT OF CRIMINAL JUSTICE
TEXAS COMMISSION ON ALCOHOL AND DRUG ABUSE**



"...WE WILL HAVE CREATED A MODEL FOR OTHER STATES...AND GENERATED PROOF THAT WE CAN USE THIS KIND OF PROGRAM TO REDUCE ADDICTION AND CRIME...THAT WE CAN BREAK THE CYCLE...THAT WE CAN TAKE BACK THE NIGHT AND AWAKE FROM A LONG NIGHTMARE OF VIOLENCE AND FEAR."

ANN RICHARDS
GOVERNOR OF TEXAS

"EVEN THOUGH THIS PROGRAM IS IN ITS INFANCY, I FEEL TEXAS HAS ALREADY ADVANCED CRIMINAL JUSTICE TREATMENT TEN YEARS AND WILL CHANGE THE WAY THE NATIONAL CRIMINAL JUSTICE SYSTEM OPERATES FOREVER. THEY ARE PROVING THAT TREATMENT CAN TAKE PLACE ON A SCALE THAT WILL MAKE A REAL DIFFERENCE."

STEVEN SHAPIRO
CENTER FOR SUBSTANCE ABUSE
TREATMENT, U.S. DEPARTMENT OF HEALTH
AND HUMAN SERVICES, PROGRAM AUDIT.

"THE TEXAS CRIMINAL JUSTICE TREATMENT INITIATIVES REPRESENT THE MOST IMPORTANT SOCIAL ENDEAVOR OF THE 1990's. DESIGNED AFTER THE BEST SCIENTIFIC KNOWLEDGE ACCUMULATED OVER THE PAST FIFTEEN YEARS, IT IS THE LARGEST CONCERTED EFFORT TO RELIEVE THE ASSOCIATED PROBLEMS OF DRUGS, CRIME, AND PRISON OVERCROWDING IN THE COUNTRY. THE EFFORT MODELS A DIRECTION FOR THE REST OF THE COUNTRY TO INCREASE SAFETY IN THE COMMUNITY AND SAVINGS IN CRIMINAL JUSTICE SYSTEM OPERATIONS."

HARRY K. WEXLER, PH.D.
EXECUTIVE DIRECTOR,
THE PSYCHOLOGY CENTER

TEXAS CRIMINAL JUSTICE CHEMICAL DEPENDENCY TREATMENT INITIATIVES

INTRODUCTION

In 1991, Texas faced a criminal justice crisis. Record numbers of Texans were arrested for serious crimes and courts faced major backlogs adjudicating them. Though prison capacity had recently increased by 44 percent, the need for new beds outstripped available facilities. Convicted felons, while sentenced to longer prison terms by courts, actually served less time in prison. County jails were over-capacity holding prison-sentenced inmates waiting for an opening in the state system. Probation and parole systems had grown to fill increasing demands for community supervision services, but the services became less effective as space for incarcerating violators became increasingly scarce. It was under these conditions that the Texas Criminal Justice Chemical Dependency Treatment Initiatives were created to reduce recidivism among addicted offenders and thereby reduce criminal justice workloads, crime in the community and the demand for illegal drugs.

The landmark legislation passed in Texas in 1991 by the 72nd Legislature provided a statutory foundation for developing a comprehensive treatment system for chemically dependent offenders, creating the largest such system in the United States. Senate Bill 828 (SB 828) and House Bill 93 (HB 93) establish three programs:

- **A Treatment Alternatives to Incarceration Program (TAIP):**
Offenders in the six largest counties in Texas (containing over 50 percent of both the Texas population and criminal justice workload) receive screening and assessment for chemical dependency problems and are referred to appropriate chemical dependency treatment. The legislation augments funding for the treatment for criminal justice offenders referred by the TAIP screening and referral system.
- **A Substance Abuse Felony Punishment (SAFP) System:**
Offenders convicted of non-violent felonies and having crime-related substance abuse problems can receive indeterminate sentences of six to

twelve months and receive substance abuse treatment in SAFFP facilities. The Act authorizes the acquisition and construction of 12,000 secure treatment beds for this purpose.

- **An In-Prison Therapeutic Community Treatment (ITC) System:**

Prison incarcerated offenders receive long-term intensive chemical dependency treatment and habilitation prior to their return to the community and continuing treatment when they re-enter the community. Two thousand prison beds will be dedicated to primary in-prison treatment by the end of FY 95 with the first five hundred beds developed in FY 92. The continuing care system will be developed in FY 93.

The scale of these projects provides unprecedented opportunities. Treatment services are provided to adult addicted offenders ranging from those who are non-violent and entering the system for the first time to those who have had long histories of prison incarceration and drug-related crime. Services are comprehensive and tailored to a variety of chemical dependency, life-skill, educational and vocational needs. The programs incorporate state-of-the-art techniques proven successful in treating offender populations. Importantly, services continue as incarcerated offenders re-enter the free world. The goal is to provide effective treatment services for chemically dependent offenders in numbers sufficient to produce measurable reductions in the criminal justice workloads in Texas, to decrease crime in the community, and to reduce the overall demand for illegal drugs.

IMPLEMENTATION HIGHLIGHTS

In November of 1992, the Texas Senate Interim Committee on Criminal Justice reviewed the progress implementing these complex and collaborative projects. According to the committee report:

"The implementation of the TAIP program has been remarkably successful, despite the [rapid] one year time frame imposed by SB 828. Few serious problems have arisen, although the establishment of a local TAIP system involves the creation of cooperative linkages between the local criminal justice and chemical dependency treatment sectors...Evidence indicates that

the local TAIP systems are cooperative, diversion from the criminal justice system is being accomplished, and there is strong local support from both the criminal justice and treatment sectors." (p. 52)

"As of September 1, 1992, planning and contracting for [the first 1,500 SAFP beds] has been completed...including identifying site locations, remodeling existing facilities, planning for facilities to be constructed at later phases, selecting treatment contractors, establishing judicial policies, writing procedures and training materials, and providing technical assistance...The treatment contractors have worked under very tight time frames to recruit experienced program management and treatment personnel. Programs were in place to receive clients beginning October 1, 1992, and all indications are that all 1,500 beds will be on-line by the end of the fiscal year." (p. 63)

"As of September 1, 1992, 596 ITC beds have been established. Based on inspections, it appears that...the initial goals have been accomplished... Outside national experts have assessed the program at Kyle to be four to six month ahead of schedule with respect to program maturity. All current indications are that both [men's and women's] programs are doing well; indeed, they are moving along better than expected at this early stage." (p. 57)

"Perhaps the best explanation for the fiscal year 92 progress is strong and constant leadership on treatment issues from the Governor's Office and legislative leaders...This leadership has guided the interagency team toward a cohesive decision-making process and has facilitated rapid implementation [of criminal justice CD treatment projects]." (p. 52)

TREATMENT ALTERNATIVES TO INCARCERATION (TAIP)

SB 828

- ★ *Statewide TAIP Coordinator on staff at the Texas Commission on Alcohol and Drug Abuse*
- ★ *TAIP systems implemented in Harris, Dallas, Tarrant, Bexar, El Paso and Travis counties*
- ★ *April 1992–April 1993:*
 - 19,141 offenders screened*
 - 11,412 offenders assessed*
 - 9,376 offenders referred to treatment*
- ★ *Of those admitted to treatment,*
 - 85% admitted for first time*
 - 60% are race/ethnic minority*
 - Waiting lists in Travis, Harris, Bexar and Dallas counties.*
- ★ *Ongoing training for judges, prosecutors, and treatment providers implemented.*
- ★ *Local advisory boards composed of judges, chiefs of probation, treatment providers, court administrators and other criminal justice officials.*
- ★ *TCADA estimates that for every \$5 million the state invests in TAIP programs, there will be an \$8.5 million cost savings to society in the first year after treatment.*

IN-PRISON THERAPEUTIC COMMUNITIES

SB 828

- ★ *Screening and transfer from Texas Department of Criminal Justice nine months prior to parole.*
- ★ *Site selected by TDCJ in existing facilities*
- ★ *2,000 beds by end of FY95*
- ★ *First releases to Aftercare Program—Jan. '93*

'92	'93	'94	'95
<i>New Vision/ Kyle 500 beds Men</i>	<i>Lone Star/ Amarillo +432 beds Men</i>	<i>+600 BEDS 2/1/94</i>	<i>+300 BEDS 2/1/95</i>
<i>Hackberry/ Gatesville 96 beds Women</i>	<i>Hackberry/ Gatesville 50 beds Women</i>	<i>100 BEDS for Women</i>	

TREATMENT SERVICES ONLY

★ **'92-'93 FUNDING:**

TDCJ—\$5,000,000 (to TCADA through interagency contract)

TCADA Block Grant for Aftercare—\$2,700,000

TCADA—Contracts for services

★ **'94-'95 FUNDING (Current Services):**

TDCJ—\$12,700,000 (596 + 1400 new beds)

Aftercare—\$20,500,000

TCADA—Contracts for Services

SUBSTANCE ABUSE FELONY PUNISHMENT

HB 93

- ★ *Beginning October 1, 1992, judges can sentence non-violent felony offenders to substance abuse felony punishment facilities.*
- ★ *Community Justice Assistance Division is marketing the program to judges, prosecutors, and probation officers.*
- ★ *Six existing TDCJ facilities are renovated.*
- ★ *Program vendors have been contracted by TCADA.*
- ★ *Aftercare program (SB 828 & HB 93) is finalized.*
- ★ *Staff immersion training and cross training of treatment and security staffs continuing.*

'92-'93
1,561 Beds Existing Facilities:
Oct. 1, '92 —Gatesville (W), 138* — Sugarland, 323†
Jan. 1, '93—Sugarland, 200†
Feb. 1, '93—Brazoria Co., 200†
March 1, '93—Gatesville, 200†
May 1, '93— Marlin, 500†

*** Interventions**

† Gateway

AFTERCARE
SB 828 & HB 93
FY93

- ★ *\$2.7 million—TCADA Federal Block Grant*
- ★ *First releasees out in Jan. 1993*
- ★ *Aftercare Coordinator on each unit*
- ★ *Trained Parole/Probation case managers*
- ★ *Aftercare Teams include aftercare coordinators, case managers, the offender and the family*
- ★ *Establish Transitional Treatment Centers*
- ★ *3-month "Inpatient"*
12-month "Outpatient"
(flexible to meet individual needs)
- ★ *"Core curriculum" developed by current treatment providers and TCADA to ensure continuity of care*

Criminal Justice Initiative Funding

Treatment Alternatives to Incarceration Program (TAIP)

FY 92	\$3,500,000
FY 93	\$11,200,000
FY 94 (Projected)	\$11,200,000
FY 95 (Projected)	\$11,200,000
Total	\$37,100,000

Incarcerate Treatment and Continuum of Care

In-Prison Therapeutic Community (ITC)

FY 92	\$1,250,000
FY 93	\$3,750,000
FY 94 (Projected)	\$15,100,000
FY 95 (Projected)	\$20,700,000

Substance Abuse Felony Punishment (SAFP)

FY 92	\$130,000
FY 93	\$4,670,000
FY 94 (Projected)	\$6,170,000
FY 95 (Projected)	\$16,660,000

Continuum of Care

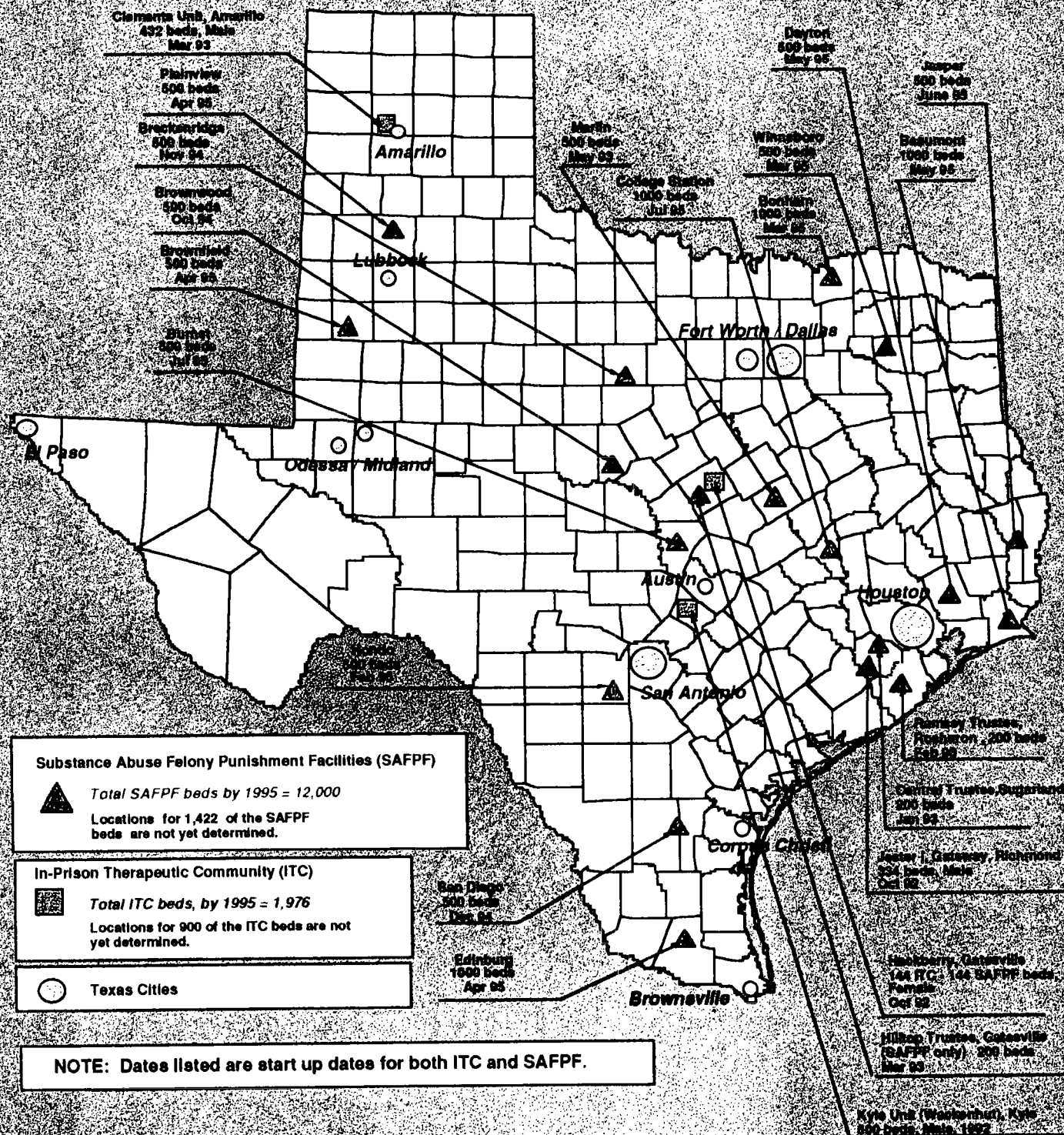
FY 93 (Federal Dollars)	\$2,700,000
FY 94 (Projected)	\$8,670,000
FY 95 (Projected)	\$21,500,000

Total State Dollars	\$135,700,000
----------------------------	----------------------

Total Federal Dollars	\$2,700,000	1.99%
------------------------------	--------------------	--------------

Total Initiative	<u>\$138,400,000</u>
-------------------------	-----------------------------

Locations of Texas ITC and SAFFP Facilities as of 1993



**TEXAS COMMISSION ON ALCOHOL AND DRUG ABUSE
IMPLEMENTATION SCHEDULES
FOR
CRIMINAL JUSTICE TREATMENT FACILITIES**

IN-PRISON THERAPEUTIC COMMUNITY

Facilities On Line	Number of Beds	Male/ Female	Date	Full Implementation	Beds Utilized as of 5/11/93	Referrals
Kyle Unit, Wackenhut	500	M	1992	Sep 92	491	
Hackberry Unit, Interventions	96	F	1992	Sep 92	96	
Clements Unit, NYTC	432	M	Mar 93	Jul 93	182	
Total	1,028				769	

Facilities Coming On Line	Number of Beds	Male/ Female	Date	Full Implementation	Beds Utilized	Referrals
Hackberry, Interventions	48	F	1993			
Location to Be Determined	500	M	1994			
Location to Be Determined	100	F	1994			
Location to Be Determined	300	F	1995			
Total ITC	1,976					

SUBSTANCE ABUSE FELONY PUNISHMENT FACILITIES

Facilities On Line	Number of Beds	Male/ Female	Date	Full Implementation	Beds Utilized as of 5/11/93	Referrals
Jester I, Gateway	334	M	Oct 92	Apr 93	315	
Hackberry, Interventions	144	F	Oct 92	Apr 93	136	12
Central Trustee, Gateway	200	M	Jan 93	Jul 93	162	
Ramsey Trustee, Gateway	200	M	Feb 93	Aug 93	181	16
Hilltop Trustee, Gateway	200	M	Mar 93	Sep 93	39	29
Marlin, Gateway	500	M	May 93	May 94	92	
Total	1,578				1,019	57

Facilities Coming On Line	Number of Beds	Male/ Female	Start Implementation	Full Implementation	Beds Utilized	Referrals
Brownwood	500		Oct 94	Apr 95		
Breckenridge	500		Nov 94	May 95		
San Diego	500		Dec 94	Jun 95		
Bonham	1000		Mar 95	Sep 95		
Hondo	500		Feb 95	Aug 95		
Edinburg	1000		Apr 95	Oct 95		
Winnsboro	500		Mar 95	Sep 95		
Beaumont	1000		May 95	Nov 95		
Plainview	500		Mar 95	Sep 95		
Brownfield	500		Apr 95	Oct 95		
College Station	1000		Jun 95	Dec 95		
Dayton	500		May 95	Nov 95		
Jasper	500		Jun 95	Dec 95		
Burnet	500		Jul 95	Jan 96		
Locations To Be Determined	1422					
Total SAFP	12,000					

Drug treatment spending plan hits \$95 million

Legislators aim to interrupt cycle of imprisoned substance abusers

By Mike Ward
American-Statesman Capitol Staff

Texas House and Senate budget-writers tentatively have agreed to spend a record \$95.3 million on substance abuse treatment and other programs aimed at preventing state prisoners from returning to crime, officials said Tuesday.

Legislative leaders touted the agreement as a significant step toward slowing the revolving door to the state's prisons by addressing a major cause of crime — drug and alcohol addiction. Some studies show that 85 percent of Texas prison inmates have addiction problems or committed crimes while under the influence of, or to pay for, intoxicating substances.

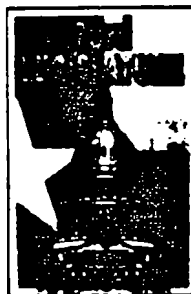
The appropriation, which must be approved by the House and Senate, would allow Texas to continue a four-year effort to address addiction and other causes of crime, rather than simply lock up criminals in an already crowded prison system.

House Corrections Committee Chairman Allen Hightower, D-Hunstville, said the appropriation is "a first step by this state with this kind of money."

"If you're talking about significantly breaking the pattern of crime, this is the way to do that," he said.

Senate Criminal Justice Committee Chairman John Whitmire, D-Houston, echoed those sentiments: "This is the key to making (criminal justice reform) a success."

An aide to Gov. Ann Richards,



Protesters
urge Richards
not to veto
gun bill. B2

In Session:
Notes from
the Capitol. B5

who has championed additional substance-abuse funding, applauded the move. "This is important because it gives us the best opportunity to reduce recidivism in prisons," said Margaret Justice, a deputy press secretary.

There had been concern earlier that the state's tight budget would force drastic reductions in funding for substance abuse treatment and "aftercare" for convicts, such as job training, counseling and other post-prison programs designed to reintegrate offenders into society.

The House-passed budget contained less than \$56 million for such programs, while the Senate recommended spending nearly \$136 million.

Under the compromise, approved within the past few days by House and Senate budget negotiators, \$95.3 million would be allocated to the Texas Department of Criminal Justice in 1994-95 for drug treatment and aftercare.

Recommendations from the Senate-House conferees, who are negotiating the final appropriations bill, eventually will go back to

See Drug, B5

Drug treatment plan targets prison inmates

Continued from B1
the Senate and House for final approval.

The negotiated budget proposal includes money for about 2,000 new treatment beds inside prisons, much like the highly touted program at the Kyle prison, officials said. There are about 1,100 beds now.

The proposal also includes funding for about 7,000 beds in a special program that targets drug- and alcohol-addicted felons. The state has about 1,000 beds in that program now, part of 12,000 planned for the program, officials said.

"This is not a cream puff, but it's adequate funding," said Senate Finance Committee Chairman John Montford, D-Lubbock.

"It's a responsible budget level that will allow the system to work," added Montford, a former prosecutor. "It wouldn't do us any good to create a system and then fund it so it wouldn't work."

Still to be resolved by budget negotiators, Montford said, is fund-

ing for prison schools, programs in a new system of state-run jails and state-funded county corrections programs. But he and other lawmakers said they are confident that adequate money for those programs can be found.

"Anyone who has worked in the field will tell you that treatment and aftercare are keys, in many cases, to altering and changing criminal behavior," Whitmire said. "And that's what this money allows."

Hightower said the funding amount, if passed into law, is a significant step. He and Whitmire said it is a record amount for prison programs of that type in Texas.

"Aftercare is not tangible. It's not something you can touch and feel, like you can bricks and mortar," Hightower said. "And so it's not easy to explain that kind of budget to the folks back home. . . . But what we're trying to do here is make a difference — truly change people's behavior."

Added Whitmire, "I'm confident it's a good investment."

Prisoners turn in guard over drugs

Private Kyle unit treats substance abuse

By David Elliot

American-Statesman Capitol Staff

It is a common problem: Guards or other employees smuggle drugs into prison, sell them for huge profits and disrupt an atmosphere of discipline that prison authorities strive in vain to maintain.

But the tables were turned this month at the New Vision Chemical Dependency Treatment Facility in Kyle, where inmates turned in a guard who they said was smuggling illegal drugs into the prison.

The unusual story underscores the role drugs play in the state prison crisis. Experts estimate that 80 to 85 percent of all inmates are addicted to alcohol or illegal drugs. And many will do anything to get drugs, even when incarcerated.

Events in Kyle, south of Austin, show that some inmates, when undergoing treatment for substance abuse, will go to great lengths to

stay drug-free.

At the privately operated state prison, inmates meet for counseling and peer support in "therapeutic communities," not unlike chapters of Alcoholics Anonymous.

On Oct. 1, groups of inmates from three therapeutic communities approached their counselors with troubling information, said the prison's warden, John Bonner.

A guard allegedly was smuggling marijuana and possibly cocaine into the Kyle unit. Possession or distribution of any controlled substance inside a prison is a felony offense.

"Counselors were advised at group sessions, and they immediately turned around and gave us the information," Bonner said. "We verified it and at that point called the local law enforcement officers and district attorney's office. We called the employee in and

See inmates, A8

Inmates turn in guard they say brought drugs to treatment unit

Continued from A1

confronted him with the information at that time and he gave a written admission of guilt."

Neither Bonner nor Hays County District Attorney Marcos Hernandez Jr. would identify the guard. But Hernandez said the case is to be brought before a grand jury Wednesday.

Bonner said news of the drug smuggling was disturbing. But the fact that inmates, not prison authorities, exposed the operation shows that the therapeutic program is working, he said.

"There is a downside to this: We had an employee who was dirty," Bonner said. "But we're talking about drug dealers and drug addicts who knew a connection out here and gave him up because they don't want him in their house."

"The residents said, 'We want (drugs) out of here because we are trying to change our lives.' And they assisted me in the apprehension of that employee. For an old prison warden like me, it's pretty amazing."

Bonner, a former guard and warden for the Texas Department of Criminal Justice, said that because of the laws of supply and demand, it is difficult to keep drugs out of prison.

"When you start talking about prisons, you're talking about drugs. As long as you have a clientele that desires drugs, you're going to find a way to get them in," he said.

"Employees ... become involved because they may think this

‘Employees ... become involved because they may think this is a quick source of money.’

— John Bonner, prison warden

is a quick source of money. Some of them succumb to that. It's always been a problem in the prison system."

But this time, Bonner said, authorities were lucky.

"You have to either get information or you have to just stumble upon it," he said. "It might have taken longer for us to stumble upon it, but with the residents and the staff working together now, it doesn't take long."

Robb Southerland, an advocate of drug counseling to prevent crime, said the Kyle incident proves that the concept of therapeutic communities is working.

"In a therapeutic community, the community must protect itself. And that's what the community was doing — by revealing the name

of someone involved in bringing drugs into the prison," said Southerland, who served seven years on the Texas Commission on Alcohol and Drug Abuse.

He said the incident reflects the need for mandatory drug testing in the prisons — including administrators and guards as well as inmates.

"How much good are we doing by putting people in prison, 80 to 85 percent of whom have alcohol or drug problems, if all they're going to do is continue using the mind-altering chemicals they're addicted to?" Southerland asked.

"We need to make sure that access to alcohol and mind-altering drugs is made impossible in the system."

TURNING ON THE HEARTLIGHT



Staff photo — Steven D. Reece

Gov. Ann Richards hugs an inmate at the Hackberry Unit after an Alcoholics Anonymous meeting.

Richards helps launch treatment facility

By DARLENE McCORMICK
Tribune-Herald staff writer

GATESVILLE — Ann Richards quit being the governor for about an hour on Monday.

She became one of many women attending an Alcoholics Anonymous meeting at the state's first in-prison, intensive, substance-abuse treatment center for women.

"On this level, we are all human beings," said the Texas governor. "We are just alike."

Richards, who is a member of AA and a recovering alcoholic, hugged female inmates, told them she loved them and offered encouragement in

their battle with substance abuse.

Richards spoke at the official opening of the program, called Heartlight Therapy Community for Women, at the Hackberry Unit. The unit is part of the Gatesville prison.

The Heartlight program is part of a revolution in Texas prisons in terms of substance-abuse treatment, she said.

"I think this is the closest thing to missionary work I'll ever do," she said. "I always feel good after I talk with them about my experience."

After the AA meeting, inmates in the new program pressed around her, eager for a hug or a word.

"I just want to thank you from the bottom of my heart," one said before wrapping her arms around the governor.

Trina Knox, 36, is in the program. She has been in prison for several crimes, including conspiracy to deliver drugs, she said.

"I just want to say I've been in prison three times, and this is the best thing that's ever happened to me," she said.

Knox said the program has helped her become able to get in touch with herself again.

See RICHARDS, Section Back

RICHARDS

Governor opens prison women's center

□ From Page 1A

She said it will also help her deal with her 12-year-old son, who lost trust in her.

"We have always been close," she said. "I have caused him a lot of hurt and pain by leaving him this time."

Inmate Landa Kelly, 38, said she has been in prison four times for aggravated robbery and possession of a controlled substance.

Kelly said that with the help of her "higher power" she now feels she can raise her 22-year-old son and 10-year-old daughter better when she gets out of prison.

Kelly said she believes she wouldn't be in prison now if the program had come along sooner.

"I think I would have taken heed and never returned," she said.

Richards said the new program is significant because it offers hope to women and allows them to turn their lives around. By treating substance abuse, the state hopes to reduce the number of repeat offenders and ease the prison overcrowding problem at the same time.

Larry Carnes, program director of Heartlight, said the program began Aug. 13, with 96 women ages 18 to 50. It has more than 100 women on the waiting list, he said.

Those who volunteer for the program receive nine months of treatment for substance abuse and the attitudes that led to the problem.

"If you don't have very good coping skills, you can't stay sober," he said. "Most of these women have been abused and abused and abused."

Carnes said the prison overcrowding situation has brought the issue of substance abuse treatment to the front of the agenda for state leaders.

"I think the state has known for

some time that they've needed to do this."

Carnes said 60 percent of those in intensive programs like Heartlight don't go back to crime or drugs.

Those in the program are inmates up for parole in about nine months, he said.

Inmates aren't just thrown back into society after the intensive program, said Ted Sellers, special assistant with the Texas Commission on Alcohol and Drug Abuse.

Once out, they receive three months of residential treatment and then 12 months of outpatient treatment.

Sellers said the Heartlight program will be expanded by 50 beds next year. It is the female equivalent to a 500-bed Newvision program for men in the Kyle prison.

Sellers said the 596-inmate

"If you don't have very good coping skills, you can't stay sober. Most of these women have been abused and abused and abused."

**— Larry Carnes,
director of
treatment program**

program will cost the state \$4 million over the next two years.

Only a small success would spell a significant return on the investment, he said.

Dorothy Browne, project coordinator at the governor's office, said the governor has looked at programs from across all over the country.

By the end of 1995, the Texas prison system will have 14,000 beds for intensive substance-abuse treatment.

That will be a first for a prison in the United States, if not the world, she said.

Richards, too, acknowledged the significance of the increase in treatment.

"We now have people coming from all over the country to look at what we are doing," she said.



BOB LANIER
MAYOR

OFFICE OF THE MAYOR
CITY OF HOUSTON
TEXAS

② C. L. Moore
③ R. L. H.
③ R. L. H.
④ J. L. H.
L. L. H.
L. L. H.
L. L. H.
③ Crime J. L.

February 7, 1994

Mr. Thomas F. McLarty III
Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Dear Mack:

I have heretofore set forth my views that the Crime Bill ought to: (1) allow overtime; (2) provide funds to the cities on a per capita basis as distinguished from a discretionary basis; (3) be permanent rather than four years in term; and (4) get as close to the 100,000 officers as possible. In this letter I, as a supporter of the 100,000 officers on the street program, am undertaking to set forth what I believe to be political pitfalls:

- **Overtime:** The overtime allowance is necessary in order to get the blue and white on the street immediately. This immediate show of force both deters criminals and is tremendously popular with the public who can see the officers. I think the Administration is in a very vulnerable position if, in a given city, an earthquake, a riot or immediate need occurs and the press and the political opposition says that what the Administration did was to send a few youngsters to cadet school, train them, all of which would produce a rookie some year and a half later.
- **Per Capita Distribution as Distinguished From Grants:** There is a very strong feeling that in all likelihood a junior attorney in the Attorney General's office would approve or disapprove grants. I have heard much grouching over this. Washington's crime rate is not attractive. A federal "hands on" experience was in Waco. The per capita allowance provides the physical force and it is my opinion that it will get the best use in that manner, have the minimum criticism to the Administration, and the maximum appreciation from the cities.
- **Four Year Term:** I think the Administration ought to indicate a permanent position in law enforcement in the urban areas. They would do this by indicating that the Administration at least intends four years hence to seek renewal of the Bill, provided only that it is effective. The risk in not doing this is that the cities will hire officers for very fringe uses knowing that they cannot afford them after the four years is up. In Houston, the City of Houston only receives ten cents out of the average taxpayer's dollar. There simply is not flexibility to promise a lot of added expense and we are in better shape than most cities.

POST OFFICE BOX 1562 • HOUSTON, TEXAS 77251
713/247-2200

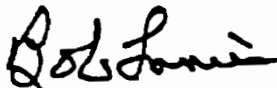
Mr. Mack McLarty
January 7, 1994
Page 2

- **100,000 Police Officers:** I think the President should distance himself diplomatically from the misleading accounting that is going on about the Crime Bill. At best, it would provide 25,000 officers for four years. This is not a hundred thousand officers. The 25,000 number is going to be cut in half due to some of the money going to prisons, etc. It may well be cut again by funding limitations. The President can hold to his point of seeking the 100,000, be appreciative to Congress for providing whatever officers they do, but not be caught in a later trap that this was simply an accounting sham. Believe me, these numbers will be fully explored in the months and years to come. If the President seeks the 100,000 and holds to that ground, I think that is entirely defensible. He can then say that if a smaller number comes out that he didn't get what he wanted the first cut but will seek it in some subsequent appropriation. In terms of the amount, if one assumes funding at \$35,000 per officer, 100,000 police officers could be furnished for \$3.5 billion per year. The Bill may well have that much money. My overall feeling is that this 100,000 police officer program is a noble effort and will be effective. It is not the only tool. It is not a silver bullet. But, it will be helpful and the public will like it.

I got some good approval ratings when I promised 655 officers in 90 days. But the real movement in the approval ratings came after I delivered the 655 officers. The further increase came when the rate of crime was reduced.

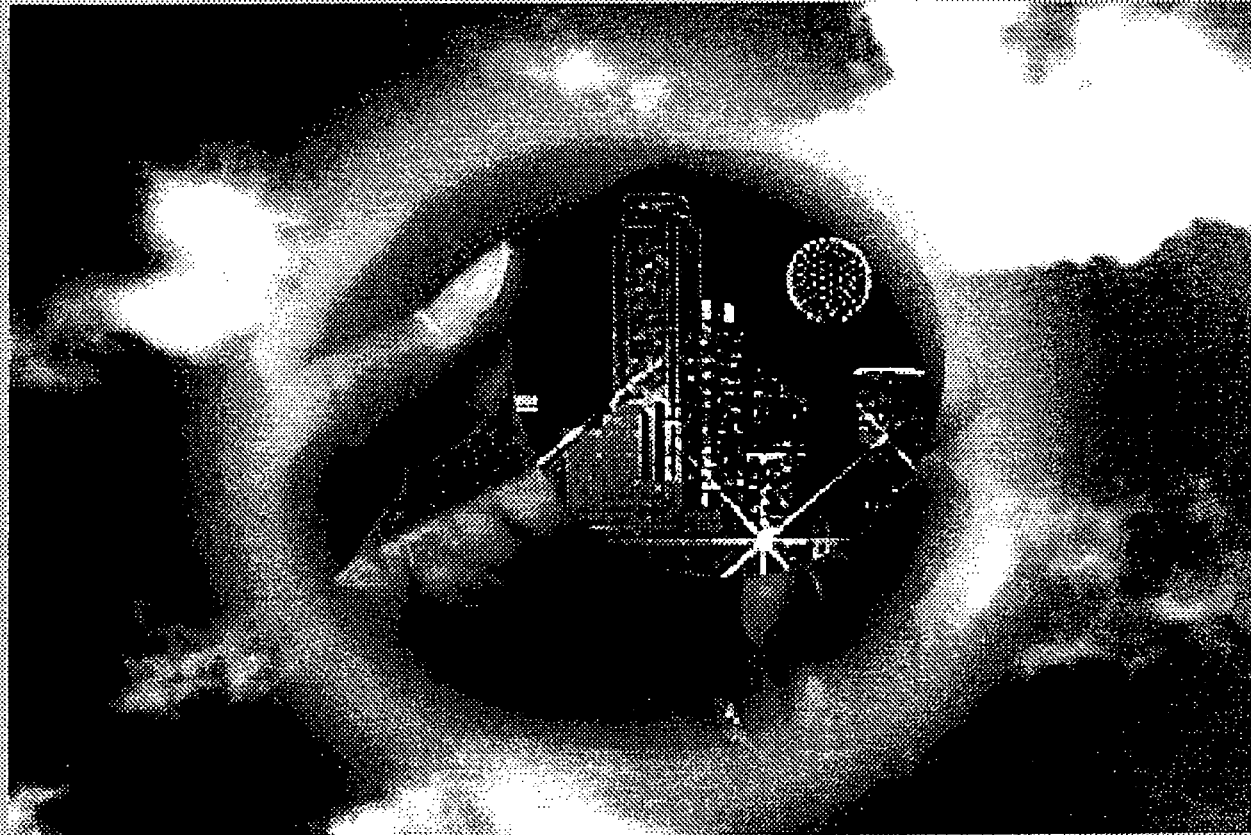
I am fearful that on this issue the President will receive an initial surge from promising 100,000 officers (proportionately this is 655 in Houston), then fall off when the actual delivery is short of that and the performance less yet.

Regards,



Bob Lanier
RCL/bh

A LOOK AT DALLAS...



Major City Chiefs Conference

SAN JOSE, CALIFORNIA — FEBRUARY 1994

DALLAS POLICE DEPARTMENT

CHIEF BENNIE R. CLICK

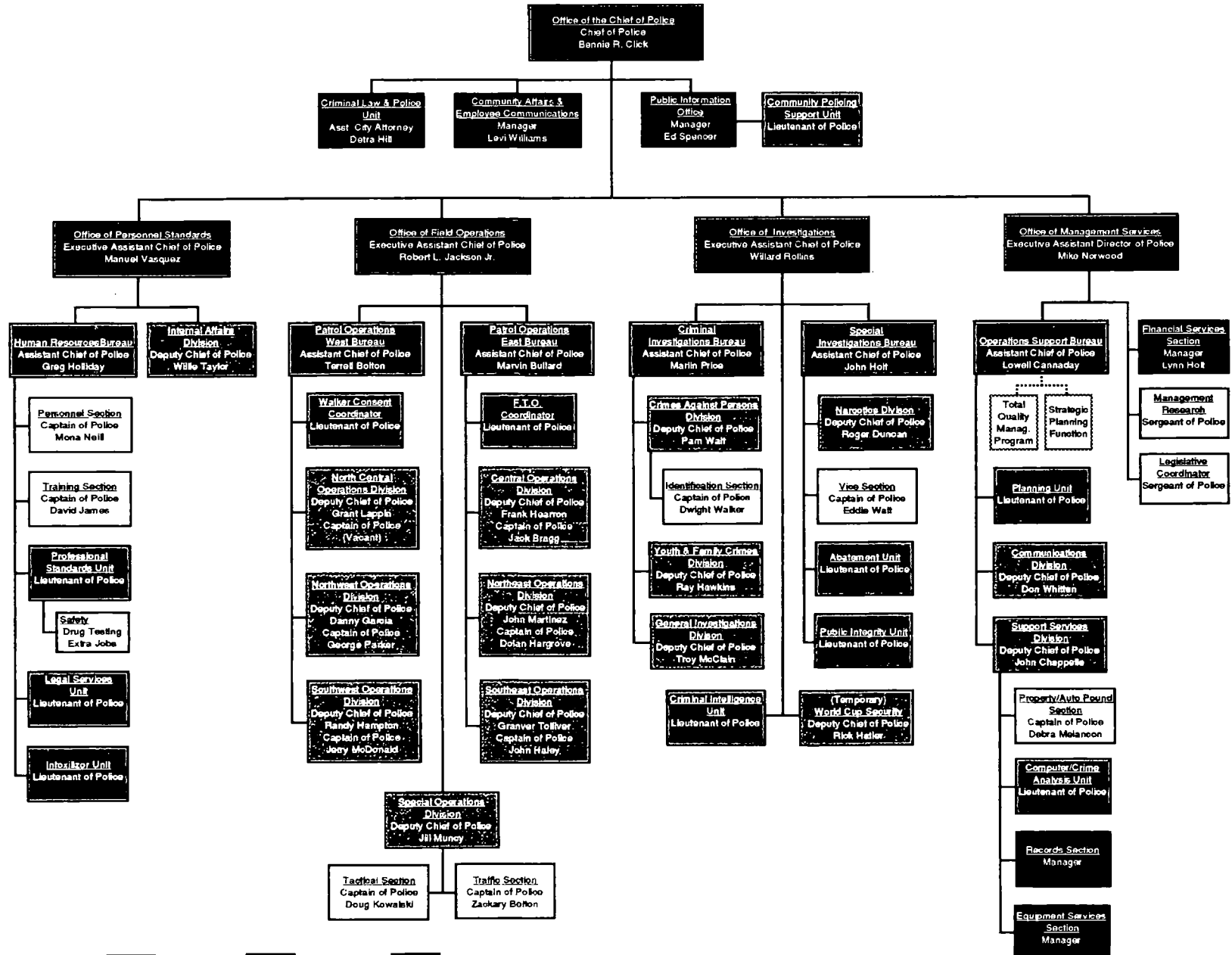
Prepared by: Dallas Police Department Planning Unit

CONTENTS

I. Juvenile Violent Crime Program	
L.E.T.S.	3
Night-Time Sports League	3
Lake West Riding Facility	3
School Liason Program	3
"Real Cowboys Don't Carry Guns"	3
II. Events Management	
World Cup Soccer Games	4
Dallas Cowboys Parade	4
III. Community Policing Programs	
CNOP	5
S.A.F.E.	5
Gang Unit	6
Bicycle Patrols	6
Mobile Storefronts	6
Violent Crime Task Force	6
Gang Task Force	6
IV. Increased Citizen Involvement	
MVP	7
Community Unity Training	7
Citizen's Police Academy	7
TCAP	7
Mobile Crime Watch Program	7
VIP	
V. Technology	
Night Vision System	8
AFIS Expansion	8
VI. Dallas Police of Tomorrow	
Police Facilities	8
Strategic Planning	8

February 22, 1994

Dallas Police Department Organization



NAVY - Executive Chiefs GREEN - Deputy Chiefs BLUE - Lieutenants No Color - Sergeants
 RED - Assistant Chiefs YELLOW - Captains BLACK - Civilian Managers

JUVENILE VIOLENT CRIME PROGRAM

This program was developed to create an interdepartmental approach to address juvenile crime. City departments involved include Police, Parks and Recreation, Health and Human Services, Library, and Housing and Neighborhood Services. Programs include Gang Intervention Program, Adolescent Health, Mobil Summer Program, PAL, substance abuse services, First Offender Program, Child Exploitation Unit, LETS, and summer food programs.

Below are highlights on some of these programs:

Law Enforcement Teaching Students (LETS)

Law Enforcement Teaching Students (LETS) program is recognized as one of the Department's most successful and long-running community involvement programs. This program allows police officers to go into a classroom setting and instruct students in drug prevention, life skills training, peer pressure reversal skills, decision-making and self-confidence/self-esteem skills for 4th and 6th graders. LETS is expanding its educational initiative to include the recognition of gang behavior.

Nighttime Sports League

The Police Athletic League (PAL), the Dallas Mavericks, and Pizza Hut have established a nighttime basketball league that operates on Friday nights from 10 p.m. until 12 midnight. Currently 3 officers are assigned full time to PAL with approximately 6,000-7,000 youth participants. Management of PAL is conducted by the PAL Board which consists of officers and citizens. The Police Department serves in an advisory capacity.

Lake West Riding Facility

This facility provides a horse riding program for children in the West Dallas Housing projects. A \$126,332 federal grant was awarded to restart the riding program and a 7-year zero-cost lease has been negotiated with the Dallas Housing Authority. Construction has been completed on a new facility for the stable, staff offices and restrooms. In addition, the existing corral, garage, and barn have been refurbished.

School Liaison Program

A total of 27 officers are assigned to the School Liaison program. These officers instruct parents, children, and school officials on safety issues.

School liaison officers counsel and gain the confidence of children, enforce laws on campus, and ensure that only legitimate visitors come onto school grounds. The rapport established between officers and students has helped in the seizure of several weapons thus far in the 1993-1994 school year. As a further safety measure, Dallas Independent School District officials placed metal detectors, both portable and stationary, into some middle and high schools.

"Real Cowboys Don't Carry Guns"

The Dallas Police Department, in a joint venture with the Dallas Cowboys organization and Children's Medical Center, introduced a gun "buy-back" program on December 14, 1993 entitled "Real Cowboys Don't Carry Guns".

This program encourages citizens, especially juveniles, to turn in a gun to make the streets safer. Any type of gun may be turned in at one of the six patrol stations between 4:00pm

and 7:00pm, Monday through Friday, and 7:00am to 7:00pm on Saturday. In exchange for the gun turned in at the station, the citizen receives a T-shirt and is mailed two pre-season Dallas Cowboys football tickets.

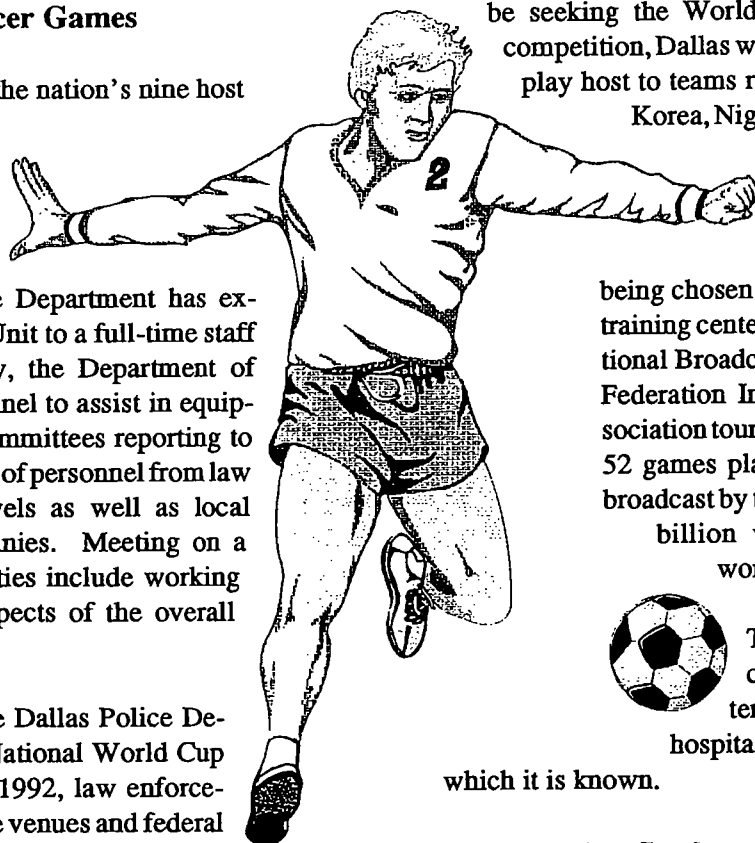
EVENT MANAGEMENT

World Cup Soccer Games

With Dallas' selection as one of the nation's nine host cities for the 1994 World Cup Games, progress continues in planning for security during this major sporting event. With the opening of the Games only four months away, the Dallas Police Department has expanded its World Cup Planning Unit to a full-time staff of five personnel. Additionally, the Department of Defense has assigned two personnel to assist in equipment acquisition. The fifteen committees reporting to the World Cup Unit are composed of personnel from law enforcement agencies at all levels as well as local transportation and utility companies. Meeting on a monthly basis, their responsibilities include working out the details for the many aspects of the overall operational plan.

In addition to local planning, the Dallas Police Department is also involved in a National World Cup planning effort. Since October 1992, law enforcement representatives from all nine venues and federal agencies have been meeting on a quarterly basis in different cities. The purpose of these meetings has been to share information, receive training, promote cooperation between jurisdictions, and address issues to their mutual benefit.

During June and July 1994, six games are scheduled to be played in the Cotton Bowl. Four of these will be "First-Round" games, set for June 17, 21, 27, and 30. Dallas will then host one game in the "Round of 16" (July 3) and one Quarter-Final game (July 9).



Twenty-four teams from throughout the world will be seeking the World Cup title. During the competition, Dallas will have the opportunity to play host to teams representing Spain, South Korea, Nigeria, Bulgaria, Argentina, and defending 1990 World Cup champion Germany. Additionally, Dallas has the honor of

being chosen as the site for the referee training center, the World Cup International Broadcast Center (IBC), and the Federation International Football Association tournament headquarters. All 52 games played nation-wide will be broadcast by the IBC to an estimated 32 billion viewers throughout the world.



The City of Dallas welcomes the chance to extend to so many visitors the hospitality and friendliness for which it is known.

Dallas Cowboys Parade

A downtown parade was conducted on February 18, 1994 to celebrate the second consecutive Dallas Cowboys' Super Bowl

victory. The parade was a successful, well planned, and orderly event.

The turnout of 70,000 people for the parade was lower than anticipated, as plans were made for attendance of up to 300,000 people. It is believed many did not attend because of the sporadic violence which marked the previous year's parade. Detailed planning for this parade paid off. Metal barricades, shipped from New Orleans, were used instead of wooden ones. All participants in the parade, including the players and cheerleaders, rode on flatbed trucks. The parade was routed on a wide, less congested street which did not have tall buildings obstructing the view of officers stationed in the command post. No confetti was allowed. There were no free bus rides for citizens and people attending the parade were encouraged to leave after the parade had completed the route.

There were 1300 law enforcement officers utilized for the event. A command post was established in Reunion Tower and officers on the ground were given specific duty posts along the parade route. They were in radio contact with officers assigned to higher elevation levels using binoculars. This allowed for better crowd control which resulted in dramatically fewer incidents of violence.

There were 39 arrests made during the parade. Of these, 16 were juveniles. As a result of tightened security arrangements for the parade, 175 gang members were identified by the Dallas Police Department and more control was exercised over the juveniles who attended the parade.

COMMUNITY POLICING EFFORTS

Many community policing programs are already in place. These include:

Community Neighborhood Oriented Policing (CNOP)

Traditionally, patrol officers have been assigned to small geographic areas. The officer was expected to interact with the citizens living and working in that area while being "responsible" for the crime in that area. In recent years, the beat officer's responsibilities and workload have greatly expanded. Officers are unable to spend a significant amount of time addressing specific problems on their beats. As a result, direct police/community interaction has diminished. To address this problem, the Police Department implemented Coordinated Neighborhood Policing (CNOP) at the South-east Operations Division in July, 1991.

CNOP is an approach that assigns a permanent officer to an area (usually two or three beats) while not requiring the officer to respond to calls. The Neighborhood Liaison Officer (NLO) becomes the "neighborhood officer" and works with the community in solving many of the neighborhood problems.

Support Abatement Forfeiture Team (S.A.F.E.)

One of the most successful city-wide cooperative efforts, the S.A.F.E. Team has helped reclaim neighborhoods and dramatically improve the standard of life for many residents.

Its Weed & Seed program targets areas selected on the basis of violent crime rate, poverty, gang activity and drug trafficking. The S.A.F.E Team is staffed by members of the Police Department, City Attorney's Office, Fire Department, and Housing and Neighborhood Services. Additional support comes from Health and Human Services and Economic Development.

The success of the S.A.F.E. Team and other city/community efforts highlight the effectiveness of cooperation between city departments to solve neighborhood problems such as the elimination of violent crime, drug trafficking, and drug-related crimes.

Gang Unit

This unit was formed to identify, track, arrest, and follow gang-related criminal activities. Officers assigned to the Gang Unit serve as community liaison officers by speaking to civic groups about gangs. Over 130 presentations were made last year.

Area high schools with significant gang activity were successfully targeted for efforts to deter non-student gang members from gathering around schools.

Bicycle Patrols

Bicycle patrols were begun in 1991 and are currently operational in the Central Business District (CBD), West End, and Deep Ellum. Bicycles are also used in a more limited capacity by the Patrol Operations Divisions. A total of 54 officers are now deployed.

Bicycles are highly mobile and visible. They are especially effective in crowd control and preventive patrol. Bicycle officers also serve as a part of the Department's community policing effort since they are constantly interacting with the public.

Mobile Storefronts

Mobile storefronts are specially designed and outfitted recreational vehicles that provide flexibility so services can be delivered directly to high crime problem areas.

By remaining in a neighborhood 24 hours a day, officers can concentrate on such activities as reducing violent crime, halting drug trafficking, and organizing crime watch groups.

Currently, mobile storefronts are operational at Southwest, Southeast, and Northwest Patrol Operations Divisions. Each storefront was donated to the Department by local businesses and foundations. Negotiations to secure funds for two additional mobile storefronts are on-going. A mobile storefront for the Central Patrol Operations Division has been delivered and will be functional in March, 1994.

Violent Crime Task Forces

Used with great success over the past 3 years, these task forces work in neighborhoods with high incidence of violent crime. The 1993 Violent Crime Task Force made over 2,300 arrests and issued 6,800 citations.

Gang Task Force

The Gang Task Force was formed in December, 1993, as a 60 officer unit to combat gang related violence. The unit targeted areas where gang violence occurred, with special emphasis on those gangs and members believed to be responsible. A zero-tolerance approach against gangs was enforced with saturation patrols and covert surveillance of known gang members.

INCREASED CITIZEN INVOLVEMENT

Several programs have been initiated to increase citizen involvement. These include:

MVP "Most Valued Partner"

The "Most Valued Partner" volunteer program is designed to promote citizen participation by bringing talented and supportive volunteers to assist with the Department's mission of serving the public and enriching the quality of life in the community. Citizen participation in the daily operations of the Department develops public awareness, a caring attitude, commitment, and confidence. Volunteers gain job experience, recommendations for future employment, and the satisfaction of serving their community. Volunteers working side-by-side with Police Department staff members allows the city to contain overall operating costs and to provide valuable programs and services. The program is open to anyone who is at least 18 years of age, has a safe driving record, and has no felony criminal history. Background checks are conducted on all applicants meeting these criteria.

Community Unity Training

Approximately 60 citizens have participated in the Community Unity Training. This 16 hour training program was developed to provide a more defined understanding of policing in a diverse community and is mandatory for all sworn and non-sworn employees. New recruit classes are required to complete 43 hours of individual courses in addition to the initial 16 hour course designed for better communication and understanding of diverse groups.

Citizens' Police Academy

Citizens participate in a 12 week course conducted at the Police Academy. The structured learning environment is intended to broaden their knowledge of crime prevention, law, and community involvement. Two classes have been completed and a third is underway.

Texas Cities Action Plan (T-CAP)

Funded by a federal grant, T-CAP helps cities develop crime reduction plans in their communities. Dallas developed its plan based on grass-roots citizen input designed for the needs of individual neighborhoods.

Mobile Crime Watch Program

This program uses employees of various public service and private organizations to aid police in watching for suspicious activities. They receive training that teaches them what to look for and do if they observe criminal or suspicious activities.

Presentations/instructions have been given to 300 employees of numerous companies including: BFI Waste Co. Chemlawn, Dallas Streets and Sanitation, Lone Star Gas, Southwestern Bell, TU Electric, and Yellow Checker Cab Co.

Volunteers in Policing (VIP)

The Volunteers in Patrol Program is operated by the Community Policing Support Unit. Citizens patrol their neighborhoods to report crimes and suspicious activities. Currently there are 200 participants in the program with approximately 150 waiting to be trained.

TECHNOLOGY

Night Vision System

The Dallas Police Department is the first law enforcement agency in the nation to field test a "Night Vision System"

AmeriCorps

IS COMING

PUBLIC SAFETY and NATIONAL SERVICE

NAME:
ORGANIZATION:
ADDRESS:
PHONE/FAX:

Are you planning to apply for AmeriCorps or Summer of Safety national service program funds?

- ☐ AmeriCorps
- ☐ Summer of Safety

Are any of your members or affiliates likely to apply as a part of national direct or separately through the states? If so, which programs?

May the Corporation provide information directly to any of your programs for you? If so, please indicate how we may reach them.

Are there any other organizations that you would recommend we provide information on public safety national service programs? If so, please indicate how we may reach them (either through you or directly by the Corporation).

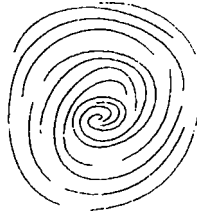
Thank you for your interest in national service. Please let us know how we may be more helpful.

(NVS) in a patrol environment. The system consists of an infra-red camera developed by Texas Instruments. The camera, which rotates 360 degrees, is attached to the roof of the squad car. The camera "sees" heat emitted from objects and displays this information on a small video screen. Officers also have the option of using a "Heads-Up" (HUD) display that shows the image as a hologram on a small glass screen attached to a windshield. The HUD display, developed by Hughes Aircraft, is also capable of projecting Mobile Data Terminal (MDT) information.

By 1995, the system will be available for mass production at a cost of approximately \$5,000 per unit.

AFIS Expansion

The Automated Fingerprint Identification System (AFIS) is scheduled to expand to include Fort Worth, Texas and the remainder of Tarrant County in mid-March of 1994. That expansion will greatly improve identification and prosecution of offenders in North Texas



DALLAS POLICE OF TOMORROW

Police Facilities

The Dallas Police Department operates from 36 separate sites, including 12 leased Storefront sites. The Department has experienced significant growth in staff since 1980, and the six Patrol Stations are exceeding planned capacity. The Police Headquarters has outgrown the old City Hall building, built in 1914. Some investigative divisions already lease

space at remote sites. The Police Department is exploring options to consolidate Headquarters operations at a new downtown site and is planning future Patrol and Training facilities.

Strategic Planning

In April 1994, the Dallas Police Department will complete the framework of a long-range plan. This plan will serve as a blueprint for the Department to follow in the years ahead, encompassing goals for improving service and acquiring needed physical facilities. The foundation for this Plan was based on responses to an Internal Survey, and Citizen input received during the process. This Strategic Plan will help carry Dallas into the 21st Century.



AUTHORIZED STRENGTH:

3,028 Sworn Actual 2786
 933 Non-Sworn Actual 714
 Population 1,013,550
 Square Miles 378.4
 1992 Calls for Service 1,613,455

Police-Involved Shootings

JAN '93 - DEC '93 15
 JAN '92 - DEC '92 8

 Percent Change +88.0%

ARRESTS

JAN '93 - DEC '93 97,458
 JAN '92 - DEC '92 97,299

Percent Change +0.16%

**Personnel Complaints from Citizens
 Are as follows:**

Time Period # of Complaints
 JAN '93 - DEC '93 530
 JAN '92 - DEC '92 606

Percent Change -14.0%

**CURRENT CRIME STATISTICAL DATA: (% up or down) January 1, 1993
through December 31, 1993 vs. January 1, 1992 through December 31, 1992.**

VIOLENT CRIME

	<u>1993</u> <u>JAN-DEC</u>	<u>1992</u> <u>JAN-DEC</u>	<u>% CHG</u>
<i>Homicide</i>	321	387	-17.1%
<i>Rape</i>	1,000	1,096	-8.8%
<i>Robbery (TOTAL)</i>	7,420	9,532	-22.2%
<i>Business</i>	1,233	1,773	-30.5%
<i>Individual</i>	6,187	7,759	-20.3%
<i>Aggravated Assault</i>	9,439	10,667	-11.5%

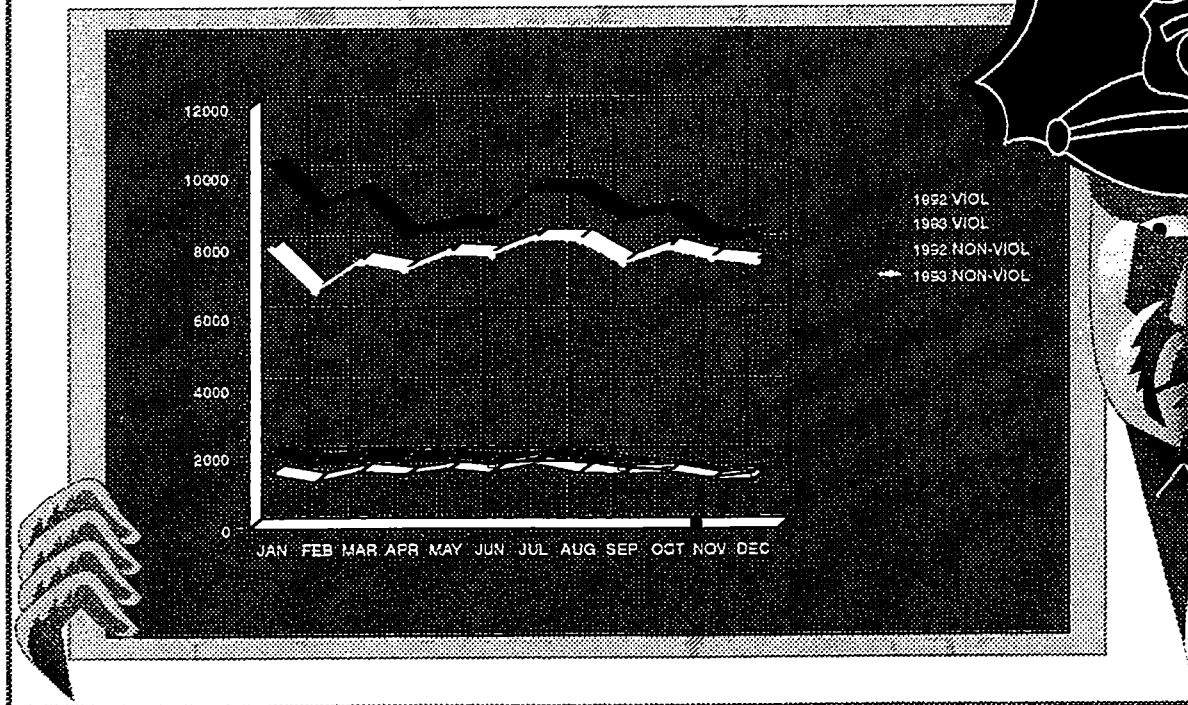
NON-VIOLENT CRIME

	1993 JAN-DEC	1992 JAN-DEC	<u>% CHG.</u>
Burglary (TOTAL)	20,975	24,806	-17.3%
<i>Business</i>	6,446	6,911	-5.2%
<i>Residence</i>	14,529	17,895	-21.9%
Theft	54,183	63,079	-14.6%
<i>Auto Theft</i>	17,465	20,515	-19.8%

TOTAL INDEX CRIME

	<u>1993 JAN-DEC</u>	<u>1992 JAN-DEC</u>	<u>% CHG.</u>
	110,863	130,082	-14.8%

January 1993 - December 1993 vs. January 1992 - December 1992
Violent, and Non-Violent Crime Summary



Bill on Concealed Guns Approved in Texas

AUSTIN, Tex., May 16 (AP) — Texans will be legally able to carry concealed handguns for the first time since the 1870's under a bill that won the final approval today.

Gov. George W. Bush, a Republican, promised to sign the measure, which requires training and an examination for those seeking a permit. He said it would not make Texas a more dangerous place, as opponents maintain.

"I think for the first time in our state, it says to people who feel like they've got to carry a weapon that you better be licensed and trained if you're going to do so, and pay a fee," Mr. Bush said.

The House approved the bill 101 to

46; the Senate passed the measure last Friday. The law would take effect next Jan. 1.

The bill would allow eligible Texans 21 years of age or over to obtain licenses to carry concealed guns. Applicants would have to undergo 10 to 15 hours of training and pass a proficiency test. A four-year permit would cost \$140.

Opponents tried unsuccessfully to require more training, allow drug tests of applicants and give the public a chance to vote on the measure.

"We are creating a monster," said State Representative Paul Moreno, an El Paso Democrat. "We are going to cause death, and we are going to cause serious injury to a person."

cation." Some defendants were convicted of firearms charges, and others acquitted.

The presiding member of the jury, Sara L. Bain, a schoolteacher from San Antonio, said the heavy sentences imposed by the judge "certainly didn't reflect the jury's intention at all. We had thought that the weapons charges would be a slap on the wrist. . . . I wish everyone had just been acquitted on all charges. . . . The federal government was absolutely out of control there. We spoke in the jury room about the fact that the wrong people were on trial, that it should have been the ones that planned the raid and orchestrated it and insisted on carrying out this plan who should have been on trial."

(Recommended reading: "Waco: A Massacre and Its Aftermath," by Dean M. Kelley, counselor on religious liberty for the National Council of Churches, in the May issue of First Things magazine.)

Conclusion: The paranoia at Waco was not confined to the Branch Davidian compound. Indeed, federal officials could not have devised a more complete way to fulfill every one of David Koresh's apocalyptic warnings to his followers. Between them, the BATF and FBI could write a manual on how to make a martyr out of a zealot.

What has been needed for some time is a full and impartial investigation of what happened at that historic and increasingly legendary site outside Waco, Texas. Congressional hearings into those events have been promised, but no one can be sure they will be full and impartial. The country doesn't need another witch hunt or whitewash, but some reliable answers. Instead, the president throws around words like Cult and Murder. Which is a lot easier than finding the facts and taking responsibility.

Unless the country is given the kind of answers these terrible events demand, the desolate remains of the Davidian compound will continue to harbor ghosts. No amount of indignation can match an open and unblinking examination of the evidence. Until such an investigation takes place, the conspiracy theories and underground tales of martyrdom will continue to gain circulation. Congress needs to get on with its investigation, and clear away the political and ideological murk that now covers these events. Sunlight, someone once said, is the best disinfectant.

Paul Greenberg is editorial page editor of the Arkansas Democrat Gazette in Little Rock and a nationally syndicated columnist.

The Fort Worth Initiative



Acknowledgements

The Citizens Crime Commission of Tarrant County and the Fort Worth Police Department give special thanks for financial support and technical assistance to:

The National Crime Prevention Council, under its cooperative agreement with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.

Anne Burnett and Charles Tandy Foundation

Fort Worth ISD Council of PTAs

A special thank you is extended to the members of the Fort Worth TCAP Coalition for their contribution and support.

Carolyn Bell, Chairman
TCAP-The Fort Worth Initiative
Citizens Crime Commission

Mayor Kay Granger
City of Fort Worth

Virginia Nell Webber
Mayor Pro Tem
City of Fort Worth

Carlos Puente
Fort Worth City Council

Bob Terrell
Fort Worth City Manager

Charlie Crippliver
Mayor's Liaison

Chief Thomas Windham
Fort Worth Police Department

Captain Don Gerland
Fort Worth Police Department

Patsy Thomas
Executive Director
Citizens Crime Commission

Captain John Taylor
Fort Worth Police Department

Sgt. Bill Read
Fort Worth Police Department

Rose Herrera
FWISD Board of Education

Stephanie Ward
TCAP Coordinator, Texas

T. A. Sims
FWISD Board of Education

Fred Keithley
Citizens Crime Commission

Barbara Holston, Executive Director
Fort Worth Housing Authority

Libby Watson
Assistant City Manager

Herbert Davis, Manager
Butler Housing Community

Tammy Norton
Butler TCAP

Liz Cowan
Butler TCAP

Bobbie Caldwell
Butler TCAP

Betty Walker, Manager
Ripley Arnold Housing Community

Helen Meadows
Ripley Arnold TCAP

Bobbie Black
Ripley Arnold TCAP

Sheila Hill
Ripley Arnold TCAP

Dora Shelton
Ripley Arnold TCAP

Ravenia Saddler
Ripley Arnold TCAP

George Gonzalez
Near Northside TCAP

Jesse Morales
Near Northside TCAP

Rosalinda P. Gonzales
Near Northside TCAP

Diane DeLeon
Near Northside TCAP

Christene Moss
Weed and Seed
Advisory Committee

Willie Bennett
Weed and Seed
Advisory Committee

Quincy Taylor
Weed and Seed
Advisory Committee

Callie Pollard
Weed and Seed
Advisory Committee

This report was prepared by Carolyn Bell, Citizens Crime Commission of Tarrant County.

CITY OF FORT WORTH, TEXAS



OFFICE OF THE MAYOR
CITY HALL
1000 THROCKMORTON STREET
FORT WORTH, TEXAS 76102
(817) 871-6117

Crime has reached epidemic proportions in our nation's urban areas. Much of this violence is driven by gangs—resourceful young thugs who have the foresight to understand that by organizing themselves, banding together, and showing strength in numbers, they can be an often effective, deadly force.

This Fort Worth Initiative shows that we have learned a valuable lesson from these young gang members. If we get organized, we band together and plan, we can be a powerful force for change.

The mayors of the eight largest cities in Texas realized also that there is strength in numbers. We came together in late 1991—the mayors of Arlington, Austin, Corpus Christi, Dallas, El Paso, Fort Worth, Houston and San Antonio. And despite the broad diversity of our cities, we soon understood that our crime problems were remarkably similar—increasing violence, especially among juveniles, gangs, drive-by shootings, citizens and their families feeling isolated and besieged.

In a series of meetings over the next year, the mayors agreed on a two-pronged approach to addressing the urban crime problem: The first is a package of legislative initiatives recommended by urban police chiefs and district attorneys; and the second is T-CAP (Texas City Action Plan to Prevent Crime).

This document and the mobilization of the people who produced it are Fort Worth's contribution to T-CAP.

The charge was to create a broad-based coalition—a coalition of police, business people, social services—but primarily a coalition of citizens, in neighborhoods disproportionately affected by crime. The group was to come together, identify issues and problems most critical to their area, then recommend solutions and strategies to address those issues.

Then the important part—working with existing efforts—Code:Blue, Vision Coalition, the Gang Task Force, and City Hall—to make these solutions—your solutions—a reality.

My heartfelt thanks and admiration for the time and work that each of you has given to this project and to our community. Fort Worth will be a safer place as a result of your efforts.

A handwritten signature in black ink, reading "Kay Granger".

Kay Granger
Mayor of Fort Worth

Fort Worth



All-America City

The Fort Worth Initiative for TCAP

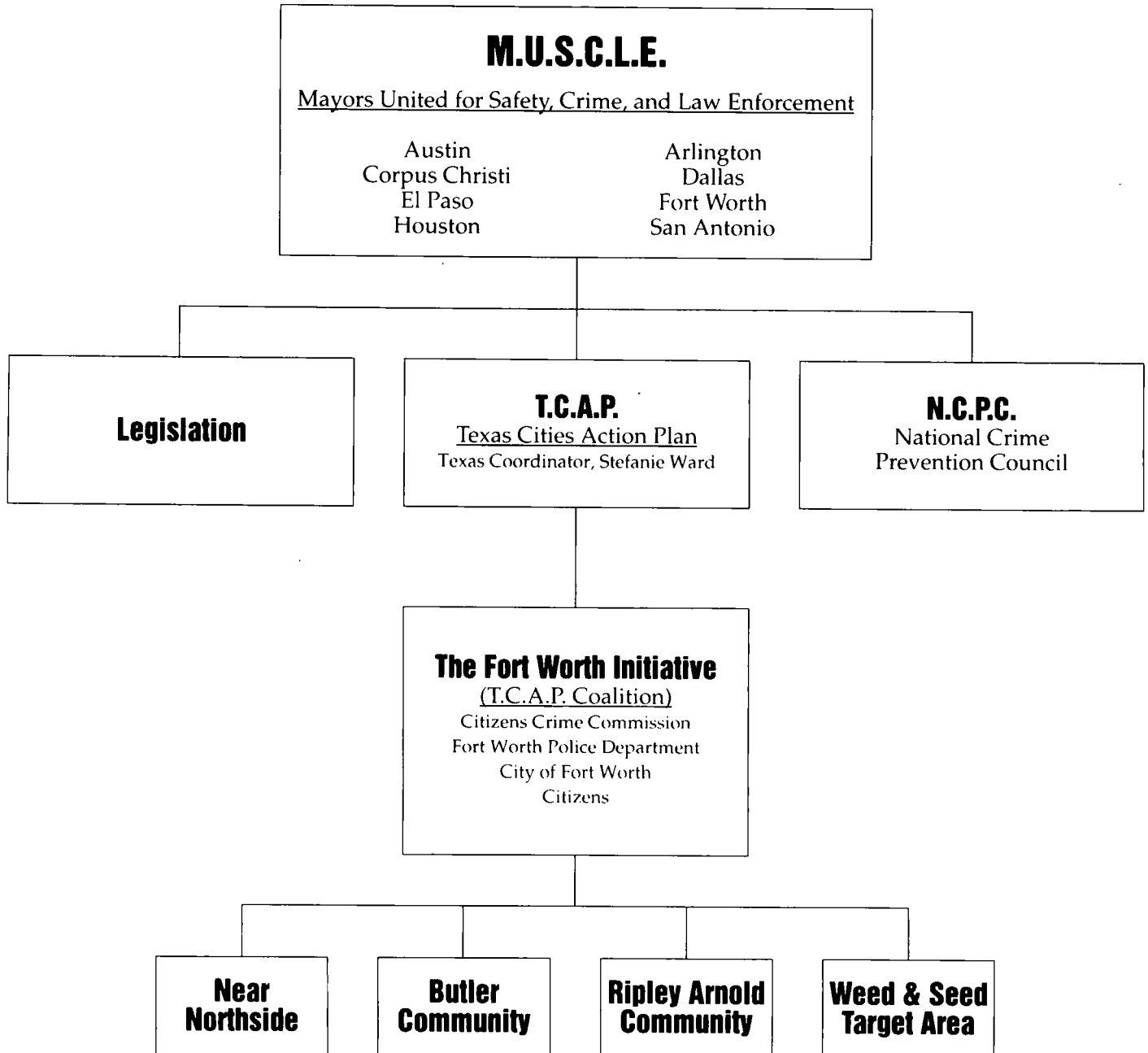


Table of Contents

I. The Fort Worth Initiative for TCAP

A. History	6
B. Time Line	7
C. Resources	9
D. Community Mobilization Model	11

II. Butler Housing Community TCAP Plan

A. Acknowledgements	13
B. Butler Housing Community	14
C. Map of Butler Housing Community	15
D. Butler Housing Community Demographics	15
E. Butler Housing Community Crime Statistics	16
F. Butler Housing Community TCAP Plan	17
G. Butler Housing Community TCAP Identified Issues	19
H. Butler Housing Community TCAP Strategies	21

III. Near Northside Community TCAP Plan

A. Acknowledgements	25
B. Near Northside Community	26
C. Map of Near Northside Community	27
D. Near Northside Community Demographics	27
E. Near Northside Community Crime Statistics	28
F. Near Northside Community TCAP Plan	29
G. Near Northside Community TCAP Identified Issues	31
H. Near Northside Community TCAP Strategies	33

IV. Ripley Arnold Housing Community TCAP Plan

A. Acknowledgements	41
B. Ripley Arnold Housing Community	42
C. Map of Ripley Arnold Housing Community	43
D. Ripley Arnold Housing Community Demographics	43
E. Ripley Arnold Housing Community Crime Statistics	44
F. Ripley Arnold Housing Community TCAP Plan	45
G. Ripley Arnold Housing TCAP Identified Issues	47
H. Ripley Arnold Housing Community TCAP Strategies	49

The Fort Worth Initiative for TCAP



Fort Worth Initiative for TCAP

Position Statement: The Fort Worth Initiative endorses the concept of TCAP in linking with existing initiatives (Code:Blue, Gang Task Force, Fort Worth Vision Coalition, Weed and Seed, etc.) and by extending support and focus to three target areas: Butler Housing Community, Ripley Arnold Housing Community, and the Near-Northside area defined by Grand Avenue on the south, Jacksboro Highway on the west, NW 28th Street on the north and N. Main Street on the east.

Purpose: The purpose of the Fort Worth Initiative is to improve the environment of the targeted areas through community-planned, community-implemented revitalization efforts in coordination with community policing.

Fort Worth Initiative Goals:

To develop an on-going process in which communities can mobilize to address crime and other related issues.

To involve all targeted neighborhoods in the Fort Worth Initiative.

To encourage a multi-faceted approach in meeting the needs of the three targeted communities.

To train the local citizens to assess the community needs, to identify all possible resources, and to advocate for themselves and their communities.

To demonstrate that every resident can and must play a role in preventing crime.

Coordination: The Citizens Crime Commission of Tarrant County, in concert with the Fort Worth Police Department, is the lead agency in formulating and facilitating a non-partisan, non-political, holistic, grass roots, broad-based approach to crime prevention in the three targeted areas. Believing that crime prevention means identifying and meeting all needs of all citizens, the Fort Worth Initiative for TCAP proposes that all factors affecting quality of life must be considered if a significant change is to be made.

Specific Responsibilities of the Citizens Crime Commission were:

1. To facilitate community mobilization, using the most appropriate formats/resources/methods.
2. To Act as a clearinghouse to identify funding sources to support efforts of the Fort Worth Initiative.
3. To help coordinate all entities working on the goals of the Fort Worth Initiative to decrease duplication of effort and to maximize results.
4. To represent the Mayor as her designee at all TCAP meetings, sharing and gathering information with other seven Texas cities involved.
5. To link the three targeted areas with other programs/initiatives within the city of Fort Worth. (Code:Blue, Gang Task Force, Weed and Seed, etc.)
6. To provide training to community groups utilizing NCPC trainers whenever possible.
7. To maintain a data base of community resources.

Specific Responsibilities of the Fort Worth Police Department were:

1. To facilitate community mobilization, using the most appropriate formats/resources/methods.
2. To provide a safe environment for law-abiding citizens to live, work, and raise a family.
3. To mobilize residents in the targeted areas to be actively involved in resisting crime.
4. To aid in the coordinated use of resources by using street-level personnel to identify existing needs in their police reporting areas.
5. To document and share successful community policing efforts with other police sectors.
6. To inform the citizens of training opportunities within the law enforcement system and assess/advocate for additional training needs of the citizens.
7. To maintain crime statistics for the targeted areas so that the Fort Worth Initiative can be evaluated.

Fort Worth Initiative History

Mayor Kay Granger and the City of Fort Worth began a multi-faceted effort in 1991 to mobilize the citizenry to create a vision for the city and to encourage neighborhoods to develop prevention programs to create a safe environment for its children. Components of the effort included:

Code:Blue: A community oriented policing program implemented by Mayor Granger during the latter half of 1991. While it is a crime reduction strategy, it is multi-faceted in nature, and many of the projects involved fall within the definition of prevention programs. Specific programs include Citizens on Patrol, Taxis on Patrol, Storefronts, Police Athletic Leagues, Citizen Police Academy, Neighborhood Crime Watch, etc.

Gang Task Force: The Citizens Crime Commission of Tarrant County formed a Gang Task Force at the behest of the Fort Worth City Council in November, 1990 to develop a plan to deal with the issue of gangs and gang related crime that would include recommendations to combat the problem. The Gang Task Force realized from the outset the need to make recommendations for a county-wide solution to the problem. A holistic, community based, grass roots plan of action to address the problem of gangs and youth violence, *Gangs in Tarrant County*, was published in October, 1991.

Fort Worth Vision Coalition: Committee of 450,000: In December, 1991, the City Council was presented a report outlining a citizen participation process to determine citizen opinions and priorities, as well as, to help establish a vision for the community's future. Elements of this plan included a Town Hall meeting on March 29, 1992, a telephone survey in April, 1992, and a special section to be published in the Fort Worth Star Telegram in the fall of 1992, providing a comprehensive report on Town Hall '92 and Fort Worth Vision Coalition's on-going plan.

Fort Worth Weed and Seed: In March, 1992, the City of Fort Worth in collaboration with the Citizens Crime Commission of Tarrant County applied for and was awarded a Weed and Seed grant from the U. S. Department of Justice. Weed and Seed is a comprehensive and coordinated multi-agency approach to law enforcement and community revitalization. The first task, "weeding", is accomplished by utilizing the resources of the criminal justice system, including intensive law enforcement efforts, to remove and incapacitate violent criminals and drug traffickers from targeted neighborhoods and housing developments. The second task, "seeding", restores the community by providing broad economic and social opportunities developed in cooperation with other federal, state, and local community groups. It represents a comprehensive and integrated approach to addressing violent crime, drug abuse, gang activity and deteriorating social and economic opportunities within a targeted high crime community. Fort Worth's Weed and Seed target area includes the Polytechnic Heights, Stop Six, and the Near Southeast neighborhoods.

Timeline

July - September, 1992

GANG TASK FORCE- The Gang Task Force was reorganized to implement the strategies of the Gang Task Force Report to reduce criminal gang involvement and activity. Over 300 volunteers are involved in the areas of prevention, intervention, enforcement, education, programs, issues, legislation, advocacy, and resources in targeted neighborhoods throughout Tarrant County.

FORT WORTH VISION COALITION: Committee of 450,000- The City Council District meetings were held and closure was brought to phase I, "Ask Fort Worth". The second phase of Vision Coalition, "Make It Happen", is being planned which includes community forums in the areas of highest concern: economic development, health, and youth issues.

Crime as an issue will also be addressed by encouraging Citizens on Patrol training for all neighborhoods.

October - January, 1992

1. The Mayor and TCAP planning team met with elected officials (City Council members, School Board members) and other key people in the target areas to discuss the Ft. Worth initiative.

In the housing communities, the TCAP team met with the Executive Committee of the Residents' Association to identify leadership for Butler TCAP and Ripley Arnold TCAP. Both the communities decided to use the Residents' Association leadership for the TCAP initiative.

The Near Northside community had several groups that were active in the neighborhood, but there was not an umbrella group that acted as a clearinghouse for all the efforts underway. After the initial meeting, the citizens in attendance elected a chairman from the community to lead the TCAP efforts.

2. The Mayor and Council members convened meetings in the three targeted neighborhoods to introduce TCAP and invite the communities to join in the Fort Worth Initiative. All three communities accepted the challenge.
3. In an effort to share information and to develop a link between the communities, the FORT WORTH TCAP COALITION was formed. The Mayor's designee was named chair. Members of the Coalition included the TCAP Texas Coordinator, the Mayor's Liaison, Assistant City Manager, City Council representatives, School Board representatives, the Executive Director of the Housing Authority, the Managers of the housing communities, the Police Department representatives, President of the Crime Commission, Executive Director of the Crime Commission and Chairmen and three or four representatives from the three neighborhoods.

The Fort Worth TCAP Coalition also included the Chairman and several members of the Weed and Seed community. It was felt that the community policing and mobilization efforts that were proving to be so successful could serve as inspiration and a model to the new TCAP communities.

An all day orientation and training was provided by the National Crime Prevention Council in January for the TCAP Coalition. It was a great way to bring the group into a closer working relationship, and it also provided a lot of stimulus and ideas for their individual community efforts.

November , 1992 - February 1993

1. Information and data was collected from existing organizations (FWISD, ACE, United Way, City departments) in the communities. The Police Department gathered crime statistics for these three geographic areas and a map for the Near Northside neighborhood, the Housing Authority provided demographics and maps of the housing communities, and community organizations and prior community efforts were identified. It was found that there was not an overall umbrella organization that was coordinating the issues and concerns of the neighborhoods.
2. The Crime Commission and the Fort Worth Police Department worked with the community leadership to facilitate meetings within each targeted community to identify issues and needs in the areas of: Alcohol & Substance Abuse, Housing, Youth, Safety, Families, Senior Citizens, Education, Economic Develop/Jobs, Communication and Child Care.
3. The Near Northside Advisory Community was established, and George Gonzales was elected Chairman.
4. The existing Residents' Association system in Butler and Ripley Arnold Housing Communities were used to facilitate recommendations from the TCAP Advisory Committees. Tammy Norton, Chairman of the Residents Association became the Butler TCAP Chair. Ravenia Saddler became the chair of the Ripley Arnold TCAP Advisory Committee while Helen Meadows remained President of the Residents' Association.

January - May 1993

1. The Community Advisory Communities formed appropriate subcommittees in their neighborhoods and developed strategies for the issues discussed, utilizing available resources as well as identifying other needed resources.
2. The Citizens Crime Commission met with the staff of the Fort Worth Housing Authority and Managers of Butler and Ripley Arnold to decide who would coordinate the implementation of the TCAP program. It was decided that the strategies from Ripley Arnold TCAP and Butler TCAP would be taken to their Residents' Associations for adoption. The Crime Commission is working with the program staff of the Fort Worth Housing Authority to assist the communities in the implementation of their TCAP plans.
3. Committees were defined, and individuals were assigned to work on specific projects and tasks.
4. The Crime Commission offered training opportunities for the TCAP communities in the areas of: Leadership Skills, Chairman Duties, Role of Committee, Grant Writing, Communication Skills, Conducting Meetings, Making Presentation, Writing Effective Letters.
5. The Mayor called a meeting of the Fort Worth leadership involved in the revitalization of downtown Fort Worth to share information of planning efforts. Presenters for the meeting included Bill Boecker representing Ed Bass, Downtown Fort Worth, Inc, Fort Worth ISD, Citizens Crime Commission of Tarrant County, Fort Worth Housing Authority, and HUD.

The Ripley Arnold and Butler TCAP plans complimented the current planning of the downtown area.

May - Ongoing

1. The implementation of the individual community plans will be ongoing. The advisory Committees will work to build new coalitions in issue-related areas to assist with the implementation.
2. Committees will report projects to the media in a timely manner to encourage greater community participation and community pride.
3. The Crime Commission and the Fort Worth Police Department will work with the Housing Authority and the TCAP Communities to develop a follow-up process and structure so that the work of the communities will continue.

June, 1993

1. Community Advisory Committees will evaluate their progress and continue to strengthen the implementation of their plans. Committees should continue to identify community resources and form stronger coalitions. The communities should continue to identify new issues and broaden their plans to address the issues.

July, 1993

1. The Community Advisory Committees will work with City Council members and the Mayor in setting budget priorities for targeted neighborhoods.

The Community Advisory Committees should also advocate to other entities such as the School District, Housing Authority, and Transportation Authority for budget considerations in providing needed services to their communities.

RESOURCES:

The Fort Worth Initiative was staffed by volunteers from the Citizens Crime Commission of Tarrant County. The in-kind contribution of the Citizens Crime Commission of Tarrant County included: Meeting space, staff support, resource materials, maintaining records, and correspondence.

A grant of \$3,000 from the National Crime Prevention Council funded printing, postage, meeting expense, and resource materials.

RECOMMENDATIONS:

Staffing- It is recommendation for future duplication of this model that there be one staff person or volunteer per target area. Volunteers from the community could be trained in implementing the TCAP Model and guided by a lead agency.

Funding (Based on one-year budget)

Staff time for Community Mobilization \$15,000 - \$25,000
(Depends on number of target areas & full time or part time)

Duplicating, postage, meeting expense, etc \$7,500
July - September, 1992

The Fort Worth Initiative

Community Mobilization Model



Community Mobilization Model

1. Initiate Interest for Community Mobilization.

The effort may be initiated by the Mayor, Police Department, agency, organization, neighborhood, etc.

2. Contact the Mayor, the City Council, and the Police Department for Support and Ideas if the Program is Not Initiated by the Mayor.

Other governmental agencies and organization as appropriate might be included for additional support.

3. Identify the Lead Agency or Entity to Coordinate Initiative.

The lead agency may be any community organization or neighborhood association that takes the organizational responsibility of the effort and coordinates with law enforcement to maximize crime prevention efforts through community mobilization.

4. Form a Partnership Between the Lead Agency and the Police Department.

It is extremely important for the lead agency and the police department to have a shared vision of what community policing and community mobilization is going to be like in the new partnership.

5. Define Responsibilities of Each Agency.

It is important to set out the roles of each agency in writing.

6. Identify the Geographic Area to be Targeted.

The community may be chosen by natural boundaries, precincts, police reporting areas, school attendance zones, or other definitions.

7. Collect Information/Data and Resources in the Target Area.

It is important to collect information such as crime statistics, demographics, educational performance, studies impacting area, maps and other information.

8. Adjust Model to the Targeted Community.

This model may not fit the needs of every community and should be expanded with new knowledge of the dynamics of specific aggregated populations.

9. Identify Leadership and Active Groups in the Target Area.

It is important to identify individuals and groups of influence (positive, negative) in the neighborhood so that the work of the community mobilization efforts can be beneficial to all citizens. It is also important to meet with the elected officials in the target area to get their support and ideas.

10. Set-Up Informational Meeting and Secure a Commitment from the Community for the Program.

It is important to have the Mayor and as many elected officials from the community as you can. The identified leadership and active groups should also be given a special invitation and possible part on the program.

11. Elect/Select a Chairperson for the Community.

The chair should be elected/selected by the community. The work from this point should be controlled by the community with the support and resources of the police department, the lead agency, and other entities involved.

12. Identify the Issues and Barriers to a Safe, Crime Free Community.

Issues usually revolve around the broad categories of child care, community pride, drugs/substance abuse, education, economic development, families/parents, health, safety/fear, senior citizens, transportation, and youth.

Brainstorming Process

- A. Post the above issues on separate sheets of butcher paper around the meeting room.
- B. Delete or add any categories requested by the community.
- C. Give each participant POST-A-NOTES to write and post an issue/concern for each of the broad categories. May take 20-30 minutes.
- D. Call the meeting back to order and go over each issue-concern posted, take comments, and add or delete as the community indicates.

13. Form Committees for Issue(s) Related Areas.

The community decides how they want to group issues and form committees. It may be that there is already an active group working in an area of concern. If this is the case, the issues may be given to the group for action and later reporting of steps taken and the results.

14. Identify Information/Data and Resources in the Geographic Area.

As the committees address an issue, it is important to identify the stakeholders, specific information, community resources, and new resources that can be used to resolve the issues.

15. Develop Strategies to Address the Issues.

It is important for the community to decide how they want to remove the barrier or issue. The community will actually be working to implement the strategy with the support of the lead agency, police department, and other entities involved.

16. Report Issues and Strategies to the Community.

It is more important to get the issues and the strategies before the community in order to get more people involved.

17. Implement the Strategies.

It may be necessary for several entities to collaborate to be successful in implementing a single strategy.

In order to develop skills and enthusiasm, a simple, short term goal should be address at the beginning for immediate success.

18. Evaluate the Community's Progress.

The community should continue to monitor their success in addressing their issues. Is progress being made? If not, what is the problem?

19. Begin Planning for the Next Year.

It is important for the community mobilization to be ongoing. New issues will be identified and strategies developed.

20. Be Aware of the Budget Cycles of Governmental Entities Impacting Your Community.

It is critical that the community identify the budget cycles of governmental entities and advocate for budget considerations in those areas impacting their neighborhoods.

Butler TCAP Housing Community Plan



Butler TCAP Housing Community Plan

Acknowledgements

The Citizens Crime Commission of Tarrant County and the Fort Worth Police Department sincerely appreciates the tremendous efforts, cooperation, and hope of the Butler TCAP Housing community in working on TCAP - THE FORT WORTH INITIATIVE.....

"Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has."

— Margaret Mead

Butler TCAP Advisory Committee

Tammy Norton, Chair

Economic Development Committee

Freta McIntyre, Chair

Paula Sanders, Secretary

Fort Worth Housing Authority:

Barbara Holsten,
Executive Director

Herbert Davis,
Manager

Fort Worth Police Department:

Sgt. W.A. Read

Officer W.J. Swank

Housing Committee

Myra Vernon, Chair

Program Committee

Katrina Clemons, Chair

Opal Roney, Secretary

Joann Steptoe,
Program Coordinator

Citizens Crime Commission of Tarrant County:

Carolyn Bell
Leslie Tiller

Patsy Thomas
Jean McClung

Community Participants:

Liz Cowan
Jackie Rogers
Mrs. Houston
Agnate Williams
Sharon Carter
Debrah Tyson
Tillie Bowell
Debra Gromez
JoAnna Rivera
Carwanda Chopp

Bobbie Caldwell
Sheila Allen
Donna Brown
Patricia Mitchell
Victoria R. Parker
Melvina Waites
Kanita Armstrong
Silvia Bryant
Patricia Olmstead

Debra Grimes
Rebecca Joiner
Bobbie Lemons
Humphrey Brown
Denise Terney
Belinda Johnson
Alice Turner
Bertha Nelson
Carolyn Thompson

Butler TCAP Housing Community

Historical Background

The Butler community had its beginnings in 1938 when the Housing Authority of Fort Worth was created. Plans for the downtown community were started by the architects on December 1, 1938, and completed by April 10, 1939.

The need for low-rent housing for low income families had long been recognized. In 1933, the Chamber of Commerce through the Public Works Administration of the United States Government had attempted to provide housing on the same site as the new Butler Housing Community of 1939. In PUBLIC HOUSING, Fort Worth, it states... "the Board of Education, knowing the need for housing, had vision enough in planning the landscaping of the I.M. Terrell High School grounds to foresee such a development as is now under way. The development of the negro housing project and the I.M. Terrell High School has made a beauty spot of one of the most unsightly areas in the City."



Butler Housing Community — 1938

"Decent housing as a public necessity must be realized, and the combined efforts of all people must be put to the task of finding means of supplying safe and sanitary dwellings for every family in the City. This problem can be solved by the Housing Authority only with the continued support of the City Government, Chamber of Commerce, Board of Education, and all other organizations who are interested in the forward progress of Fort Worth."

Butler Community Today

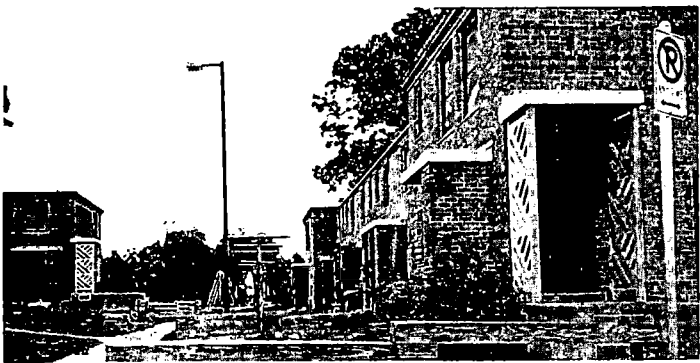
The Butler community sits on the highest, most prominent island of land, just off the rights-of-way of I - 30 on the south, Highway 287 on the southwest, I - 35 on the west and Highway 183 on the north. This community is the eastern edge of downtown Fort Worth. It serves as a gateway to or from Fort Worth as one drives to or from the east, north, north-east, south or southeast. Because of its location, the Butler Housing Community continues to have a tremendous impact on the overall physical image of downtown Fort Worth.

I.M. Terrell High School, sharing the same location is a historically significant building not only because of its classic architecture but because of its social significance as Fort Worth's last all Black high school. Before closing in the 1970's, I.M. Terrell was the only all Black high school in the North Texas area. Students were bussed to Terrell from seventeen cities and communities, for Itasca to Weatherford. I.M. Terrell has been vacated except for limited vocational education and needs to be renovated for multi-use by the community.



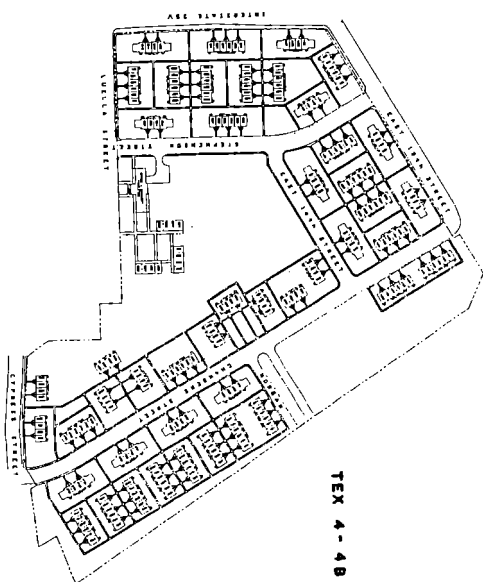
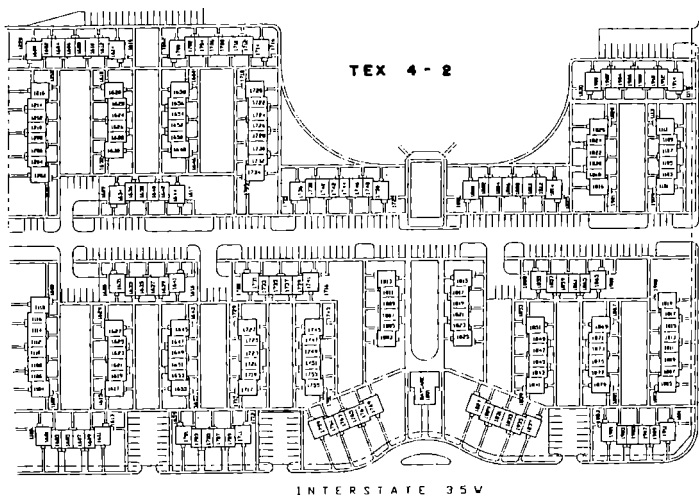
Butler Housing Community — 1993

The highway-created isolation and disenfranchisement of the Butler Housing Community makes it prey to drug dealers and other criminal elements and has literally caused it to lose its capacity to access the job market and other services utilized by a thriving community. Its location in the downtown area, the continuing struggle to maintain a safe environment, and Chief Thomas Windham's plans to increase community policing efforts made the Butler Housing Community a natural target site for community mobilization.



Butler Housing Community — 1993

Map of Butler Housing Community



Butler Housing Community Demographics

Total Population — 1378
 Occupied Residences — 421
 Unoccupied Residences — 73

Age Group	Male	Female
under 5 years - 330	154	176
5 - 17 years - 553	278	275
18 - 20 years - 73	17	56
21 - 24 years - 71	8	63
25 - 44 years - 248	32	216
45 - 54 years - 35	4	31
55 - 59 years - 14	1	13
60 - 64 years - 8	0	8
65 - 75 years - 33	10	23
75 - 84 years - 10	3	7
85 and over - 1	1	2

Annual Income per Household

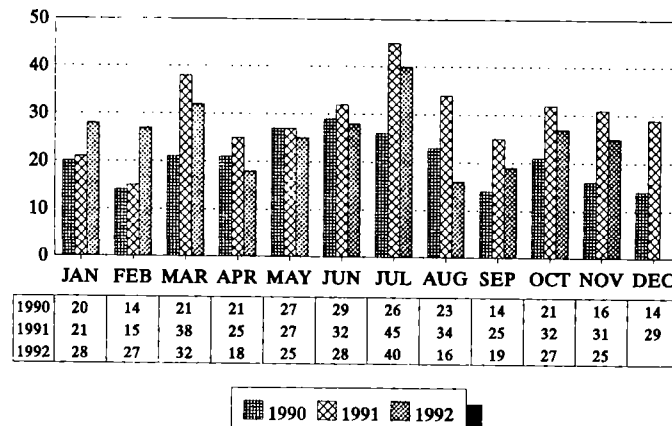
\$0 - \$4,999	- 293
\$5,000 - \$9,999	- 106
\$10,000 - \$14,999	- 17
\$15,000 - \$22,499	- 5

Family Breakdown by Apartment

Male only, no children - 13
 Female only, no children - 32
 Male/Female with children - 9

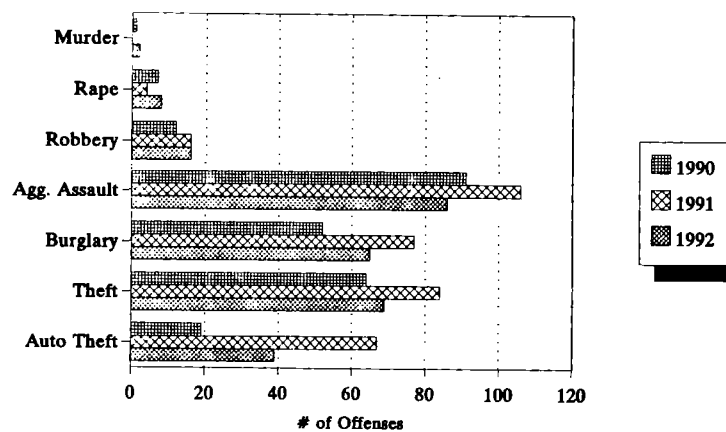
Butler Housing Community Crime Statistics

Part I Offenses



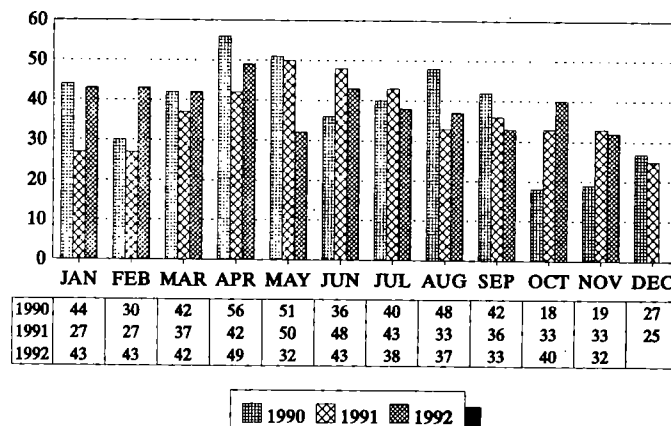
*Figures for December 1992 not included.

Total Part I Offenses



*Figures for December 1992 not included.

Part II Offenses



*Figures for December 1992 not included.

Butler TCAP Housing Community Plan

The Mayor, the Fort Worth TCAP team, and other elected officials representing the community attended the initial meeting with the Butler community. The residents were briefed on the Mayors United for Safety, Crime, and Law Enforcement (MUSCLE) and its effort to develop crime prevention plans (Texas Cities Action Plan) in each Texas urban area. The Crime Commission and the Fort Worth Police invited the community to join the Fort Worth TCAP efforts by working to identify issues and barriers to building a safe, crime-free neighborhood and offered to work with the community in setting and implementing strategies to accomplish their goals. The Butler Community accepted the challenge.

The President of the Residents Association was selected to chair the Butler TCAP meetings and represent Butler with other members of the Executive Committee at the city-wide TCAP Coalition meetings.

Community Policing Efforts in Butler Housing Community

The Butler Housing Community has several police officers that work with the community policing efforts. Butler has a Neighborhood Patrol Officer assigned to the complex with an office. This officer also works with management and has had some success in getting disruptive tenants evicted. This officer is working with the youth to start a youth basketball team at the complex and has brought other services such as a barber in to the complex on a regular basis.

The Butler community is also involved with the Citizens on Patrol program. Six residents have attended the training. At one point, radios were issued to the COP group in Butler, but were relinquished because of fear of being noticed and retaliation. The COP group still advises the Fort Worth Police Department of criminal activity, just not on a formal basis. The biggest challenge is motivating the community to get out and take an active part in controlling their own neighborhood. Butler wants to get more people involved with the COP program. The FWPD has been meeting with the residents twice a week to stir interest in the program. Other Citizens on patrol members from other areas have come in to talk with these residents to tell them that they are not

the only ones afraid of retaliation, and how they overcame their fear. The effort has been working. Several people, including a male resident which is rare, have signed up for the next COP training school in July.

In April, the Fort Worth Police Department started a 24-hour patrol in the Butler Housing Community. This has given the residents a sense of more security, and they claim that it is already making a difference in the amount of criminal activity.

The Fort Worth Police Department will continue to support the Butler TCAP in implementing the strategies that they have developed. As visible progress is seen, we are hopeful that more citizens will become involved in reclaiming their community.

Community Mobilization Efforts in Butler Housing Community

The Citizens Crime Commission of Tarrant County served as lead agency and support to the community as facilitator, educators, and resource while allowing and encouraging the community to develop their own goals and strategies. Regularly scheduled monthly meeting were used to discuss issues and



TCAP residents visiting the successful Resident Management program at Rhoades Terrace, Dallas.

develop strategies to address those issues. Representatives from the Butler TCAP Housing Community also attended monthly TCAP Coalition meetings at the Crime Commission office to share information with the TCAP communities and the Weed and Seed community. The contact with the other communities gave encouragement and incentive to their programs.

The Crime Commission also provided ongoing training in the areas of leadership skill, communications, role of chairmen and committees, etc. The Crime Commission offered advice and support to the committee chairmen as they were elected and began their work. The Butler TCAP grouped their issues under three committees: Housing, Program, and Economic Development. Additional meetings were held with the chairmen and the manager of the complex so that everyone was informed and agreed on the processes as the program moved forward.

Flyers, agendas, notices, and other printed material were enveloped by the Crime Commission and provided to the community for more efficient communication. Additional copies of the issues and the strategies were distributed to the community in order to inform the community and to encourage more participation of the residents.

The Crime Commission has worked with the staff of the Fort Worth Housing Authority and the Fort Worth Police Department to develop ongoing support and training for the residents as they continue to work for a safe, crime-free environment.

Butler TCAP Housing Community Identified Issues

BUTLER TCAP IDENTIFIED ISSUES

CHILD CARE

Butler residents to have their own child care business
Professional child care for working parents (*including evenings and possibly 24 hours)
Child care facility for all ages
License/training for home care providers
Help and educate for expectant mothers
Red cross baby sitting classes, home alone classes, and CPR classes
Child Abuse prevention education
Child Protective Service on site
No beer or wine (make new store)
Food preparation classes (nutrition)
Create incentives/awareness to utilize existing services
Camp Fire

COMMUNITY PRIDE

*This is not a Project, but is a community
Recognized as a downtown community
Prohibit 40 oz. bottles (seek help from local breweries)
Landscape, trim trees/shrubs, plant more grass (with help from college students, youth)
Secure playgrounds for children (remove gravel and replace with sand)
Community vegetable and flower gardens
Recycle bins/recycle service
Animal control
Broken glass is a problem
Reduce loitering
Parents need to supervise play areas (alternate)
Respect each others property and each other
Clean neighborhood
Get school district to make decision on 2 schools in community
Monitor/control loud music late at night (curfew control)

DRUGS/SUBSTANCE ABUSE

Stop drug selling around children
Undercover officers
Prevention:
Citizens need to be made aware of their responsibility in reporting crime, undesirable activity, and be willing to testify
Residents bond to evict users/sellers (use all HUD guidelines)
Make prevention education mandatory for AFDC moms and available to the community as a whole
Stop drug traffic from outside
Anonymous drug hotline (close-by base)
Treatment:
Rehabilitation facilities
Granny houses for substance abusing moms
Police officers work in NAD office
Resident screening process should require drug testing
Random drug testing

EDUCATION

Materials needed for all classes and tutorials
Adult classes (literacy, social work, medical assistance)
Provide transportation for adult classes
Legal/business training (i.e. West AID at MPC)
Children tutoring for all subjects
TCJC satellite programs (including evening classes)
An elementary school (open Carver and I.M. Terrell)
Schools on site for 4 & 5 year olds
Year round schooling
Scholarship program through resident association
Mentorship

ECONOMIC DEV/EDUCATION

Social worker
Financial counseling
Mom & Pop outlets
Entrepreneurship - residents opening business in the community (employ residents)
Jobs for the disabled, senior citizens and youth
Job Fairs on site
Co-Op shopping
Make job information available
Basic job preparation training (how to interview, preparing resumes and applications)
Transportation - inadequate public routes - private working connection in April

FAMILIES/PARENTS

Teach families how to communicate
Family programs - parenting, abuse prevention, conflict management, recreation, entertainment
Basic "How to's" - house cleaning, nutrition, etc.
Laundromat on site
Home ownership instruction
Continued DHR on site (full, complete service)
Continued social services on site
Clothing and grocery stores on site, Co-op shopping
Orientation for new residents (establish expectations)

HEALTH

AIDS testing and education
Dental program on site (need \$)
Medics on site
Eye screening
Family planning (pregnancy)
Community health program/clinic
Preventive medicine for adults and children (schedule and let community know)
AGAPE

SAFETY AND FEAR

More police patrol - foot patrol
Patrol 10:00 - 5:00 a.m.
Security guard at entrance

Add traffic lights and speed limit signs
Residence screening and mandatory I.D.'s for residents (visitor passes)
More citizens on patrol (Neighborhood Watch)
More lighting
Peep holes/intercom system
Self defense work shops
Enforce curfew
Building captains/Block captains
Citizen responsibilities relate to crime prevention

SENIOR CITIZENS

Food Assistance
Subsidized medicine
Transportation to shop, pay bills, medical services
Visiting physician
Handicap Access in apartments and public areas (HUD working on this)
Social worker on site
Trips/Activities
Communication of services (get the word out)
Private housing screening
Need housekeeping services
Adopt-A-Senior (youth assistance)

TRANSPORTATION

Free zone (bus) - reduced rates
Community van
Ride share
Longer bus route hours
Transportation for residents to the grocery store, etc.
Transportation for the elderly (see Senior Citizens)

YOUTH

City youth programs/government funded (i.e. clean-ups)
Bring youth specialists into community (stay in school incentives)
Teen pregnancy counseling and AIDS awareness
Jobs for youth - job shadowing
More sports
Summer activities

Butler TCAP

Housing Community

Strategies for a Safe, Crime-Free Community

HOUSING COMMITTEE

Butler TCAP Housing Community

Strategies for Community Pride Issues

- To work with Downtown Fort Worth, Inc. to insure that the Butler Housing Community is included in downtown planning.
- To advocate for community services to be provided for downtown communities. (grocery, laundry, pharmacy, service station, etc.)
- To develop an Orientation for new families moving into the community.
- To advocate for brochures of downtown services so that the downtown residents can be better informed.
- To advocate to be included in the downtown "T" free zone.
- To work with the Fort Worth Housing Authority to secure an overall plan to form a Residence Screening Committee.
- To work with the Fort Worth Housing Authority to secure an overall community plan for landscaping.
- To work with the city of Fort Worth and the Fort Worth Housing Authority to develop a Recycling Program.
- To advocate for regular animal/pest control services in the Butler Community.
- To advocate for or work with the Fort Worth Housing Authority to develop an overall facilities improvement plan.

Strategies for Security Issues

- To work with the Fort Worth Police Department and the Fort Worth Housing Authority to develop a traffic plan for safety in Butler.
- To encourage more Citizens on Patrol participants in the Butler Community.
- To ask for the Fort Worth Housing Authority to add more maintenance personnel and develop a more efficient maintenance plan.
- To help sponsor Safety and Self Defense workshops for the community.
- To advocate to the City of Fort Worth and the Fort Worth Housing Authority for better residential and street lighting.
- To work with the Fort Worth Housing Authority to develop a viable Block Captain Program for the Butler Community.
- To advocate to the Fort Worth ISD for the renovation of I.M. Terrell to provide educational and other services for the community.

PROGRAM COMMITTEE

Butler TCAP Housing Community

Strategies for Alcohol/Substance Abuse Issues

- To work with the Fort Worth Police Department and the Housing Authority to review laws and refine regulations within the Butler Housing Community. The committee is particularly concerned in banning the use of glass bottles.
- To work with the Housing Authority to develop a Residents' Screening Program.
- To work with the Housing Authority to establish a Residents' Assistance Program.
- To work with the Housing Authority to provide AA (and related) programs, including a Sunshine program for the kids.

Strategies for Education Issues

- To work with the Fort Worth ISD to explore the possibility of opening Carver Elementary as a year round school.
- To work with the Fort Worth ISD to explore the possibility of opening I.M. Terrell for multi-use purposes (GED's, Adult Education, job training and Tarrant County Junior College).
- To work with the Housing Authority to establish tutoring and mentoring programs.
- To work with the Housing Authority to have Recovery Plus at Butler.
- To work with the Housing Authority to provide recreational activities for all ages at Butler.
- To work with the Housing Authority to provide educational programs and training in the following areas:
 - Parenting
 - Abuse prevention
 - Conflict management
 - Family planning
- To work with the Housing Authority to secure retail services such as a laundromat, grocery, and clothing store in the Butler Community.

(Program Committee Continued)

Strategies for Health Issues

- To work with the Housing Authority to provide dental services for Butler residents.
- To work with the Housing Authority to provide a comprehensive Community Health Program/Clinic.
- To work with the Housing Authority to secure the services of Planned Parenthood on site.

Strategies for Youth/Senior Citizens Issues

- To work with the Housing Authority to provide trips and activities especially targeting the youth and senior citizens at Butler.
- To work with the Housing Authority to develop community service for the youth to include:
 - Housekeeping services for seniors
 - Adopt a Senior
 - Study Buddies
- To work with the Housing Authority to improve communication of youth activities and services by posting bulletin boards and using a newsletter.
- To work with the Housing Authority to provide transportation for seniors to grocery shop, pay bills, and get to doctors appointments.

ECONOMIC DEVELOPMENT COMMITTEE

Butler TCAP Housing Community

Strategies for Child Care Issues

- To work with the Housing Authority to provide child care for children 0-5 years of age.
- To work with the Housing Authority to provide 24 - hour child care for all ages.
- To work with the Housing Authority to provide education sessions on Wednesdays, 12 Noon to 2: p.m. The participants will bring a luncheon dish.
- Classes will include:
 - CPR Classes
 - License/training for home care providers
 - Educational classes for expectant mothers
 - Child protective services/child abuse prevention (Mom-mobile) (detection methods)
 - Red cross baby-sitting classes
 - Food preparation/nutrition
 - Home alone classes

Strategies for Transportation Issues

- To work with the "T" to include the Butler community in the "T" free zone.
- To work with the Transportation Authority to extend the bus route hours to 9:00 p.m. daily.
- To work with the Housing Authority to provide MIT transportation services for the senior citizens of Butler.

Near Northside TCAP Community Plan



Near Northside TCAP Community Plan

Acknowledgements

The Citizens Crime Commission of Tarrant County and the Fort Worth Police Department sincerely appreciate the dedication, cooperation, and outstanding effort of the Near Northside community in working on TCAP—THE FORT WORTH INITIATIVE. . . .

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

— Margaret Mead

Near Northside TCAP Committee

George Gonzales, Chair

The Total Family Committee

Jesse Morales, Chair

Diane DeLeon, Co-Chair

Economic Development/Jobs Committee

Juan Cantu, Chair

Frances Rainwater, Co-Chair

Transportation Committee

Robert Gonzales, Chair

Fort Worth Police Department:

Officer J. Estorga

CPS Cruz Marquez

Sgt. Bill Read

Citizens Crime Commission of Tarrant County:

Carolyn Bell

Patsy Thomas

Community Pride/Housing Committee

Inez Richardson, Chair

Jean Malone, Co-Chair

Education Committee

Gloria Chairez, Chair

Communications Committee

Rosalinda Gonzales, Chair

Marion Edwards, Co-Chair

Health Committee

Jesse Aguilera, Chair

Officer E.E. Tuckness

Officer R.G. Hernandez

Jean McClung

Leslie Tillar

Community Participants:

Jim McCart

Antonio Castillo

Candice Gonzales

Billie Mayfield

Christi Hernandez

Anita Katdare

Anita Gonzales

Raymond Gomez

Jean McCary

Mary Gonzales

Fred Sladovuk

Carol Guajardo

Val Hernandez

Cecil Bumgarner

Juan Chairez

Alba Boche

Cres Salazar

Carol Pollack

Ted Hernandez

J.J. Montez

Sara Bell

Frank Hernandez

Cliff Crayton

Beatrice Torres

Joe David Sandoval

Jim Lane

Tom Droke

NEAR NORTHSIDE TCAP COMMUNITY

HISTORICAL BACKGROUND

According to the 1990 TAP report, the "Near Northside was originally a small community known as Marine. Marine was located north of the Trinity River and was bounded on the east by the river, on the west by the West Fork and on the north by the prairie....In 1883, a triangle of land between North Main, 20th and 14th streets was donated to the county by J.P. Smith and Stephen Terry for school purposes." In 1884, this piece of land and a schoolhouse built by M.G. Ellis in 1879 were dedicated as Marine School Number One. Until 1890, the schoolhouse was the only public building in town. Later North Main and Central Avenue attracted several houses and a store that housed the Marine post office.

"In 1902, when Swifts and Armours were building their packing houses, Marine incorporated as the City of North Fort Worth. A bank and more businesses were added to the strip on North Main between 12th and 20th streets. The city had its own volunteer fire department and water department. In 1904, the second Marine schoolhouse burned, leaving only the original schoolhouse. The city of North Fort Worth incorporated for school purposes, took over the county school property, and built an imposing brick school which it named North Fort Worth Public School. In 1909, Fort Worth annexed North Fort Worth and changed the name of the school to M. G. Ellis School, for its original founder.

NEAR NORTHSIDE..... TODAY

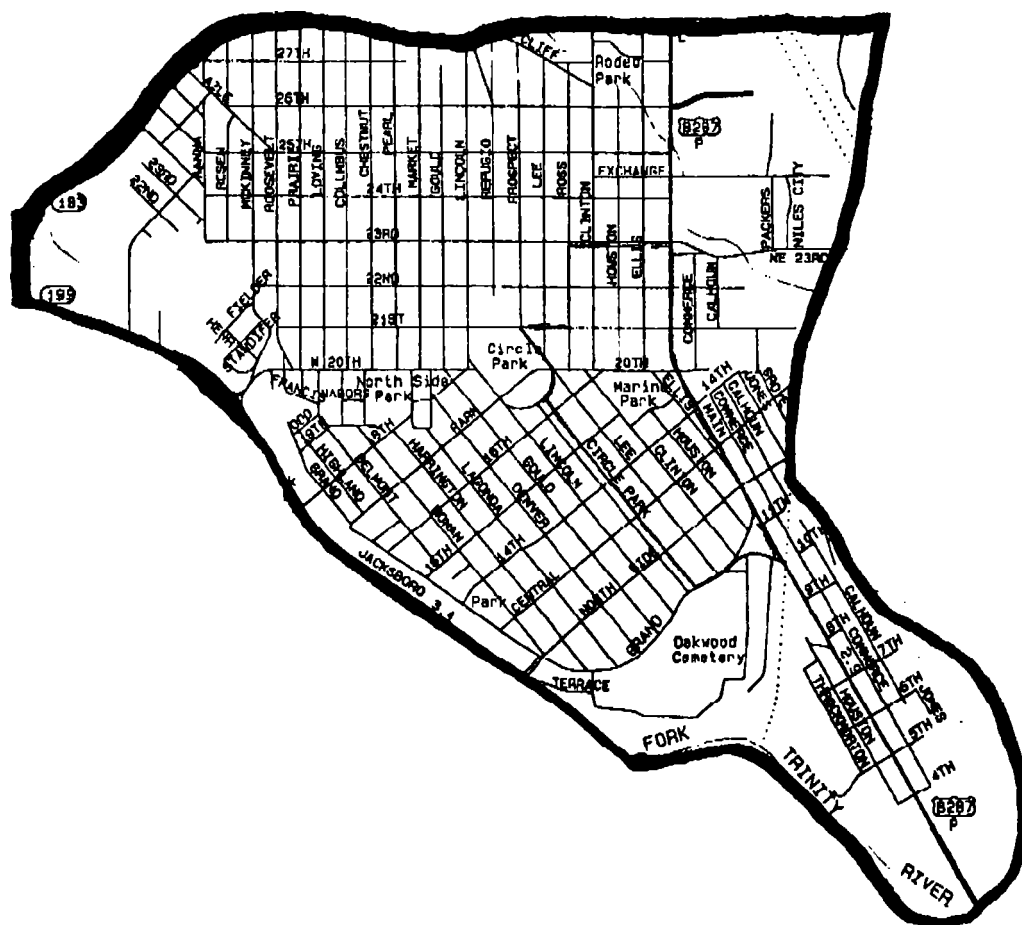
The Near Northside is rich in history and is one of the oldest neighborhoods in the city of Fort Worth. The community encompasses the area from the Trinity River on the north side of downtown Fort Worth to 28th Street on the north, with North Main Street providing the east boundary and the Jacksboro Highway forming the west boundary.

The area is enriched and challenged by the Stockyards and the renovations to the historic economic center of Fort Worth's early days. The Near Northside has several citizens groups working on different issues, but there does not seem to be an organized, coordinated effort to pull all community and human resources together. This community is made up of caring individuals who sometime feel that they have been overlooked by governmental entities and therefore have missed the services that should be provided in their area.

The area also has a core group of dedicated individual homeowners, but there is a growing number of rental properties that encourages migration of families that do not share the commitment of homeowners for their community.

The TCAP plan to identify issues, mobilize citizens, and expand the community policing efforts is providing the process for the citizens to revisit issues and develop new strategies for the community to direct its focus and goals in a new united effort.

Map of Near Northside Community



Near Northside Community Demographics

Total Population — 25,121
 Total Number of Residences — 7,393
 Total Number of Businesses — 46

Age Groups

Under 5 years of age	-	2691
5 - 17 years	-	5943
18 - 20 years	-	1297
21 - 24 years	-	1830
25 - 44 years	-	7248
45 - 54 years	-	1857
55 - 59 years	-	847
60 - 64 years	-	845
65 - 74 years	-	1368
75 - 84 years	-	909
85 and over	-	286

TOTAL
 NUMBER OF
 MALES
 12,754

TOTAL
 NUMBER OF
 FEMALES
 12,367

Yearly Household Income

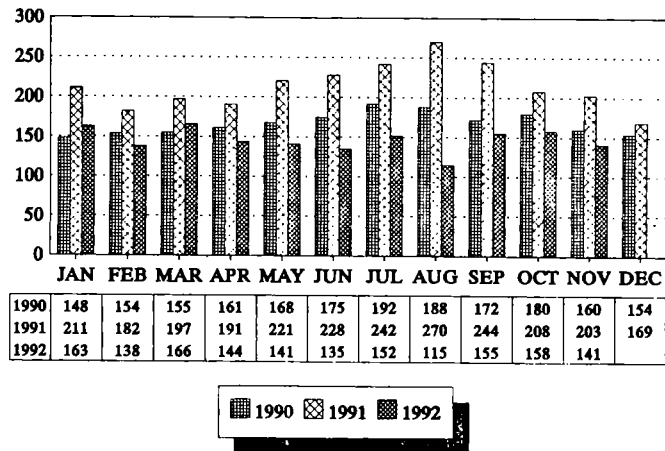
Less than \$5,000	-	658	households
\$5,000 - \$9,999	-	1,030	
\$10,000 - \$14,999	-	995	
\$15,000 - \$22,499	-	2,214	
\$22,500 - \$29,999	-	801	
\$30,000 - \$44,999	-	1,306	
\$45,000 - \$59,000	-	491	
\$60,000 and over	-	277	

Breakdown by Family Households

Male/Female with children	-	4390
Male with children	-	519
Female with children	-	1064
Householder living alone	-	1420

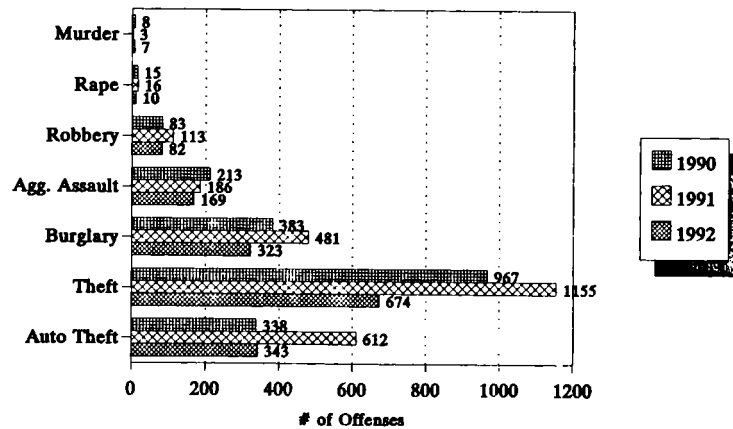
Near Northside Community Crime Statistics

Part I Offenses



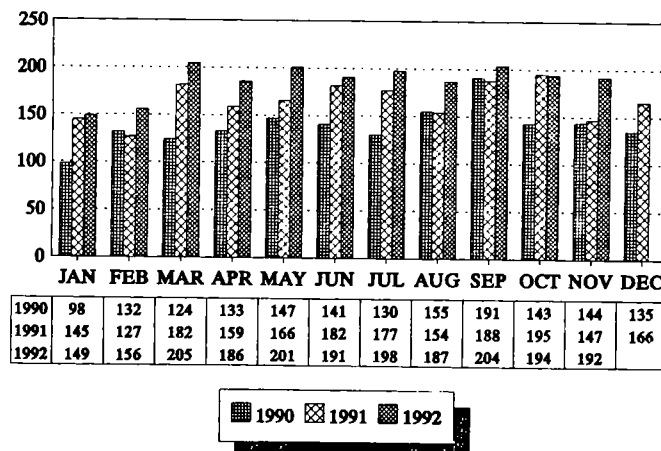
*Figures for December 1992 not included.

Total Part I Offenses



*Figures for December 1992 not included.

Part II Offenses



*Figures for December 1992 not included.

Near Northside TCAP Community Plan

The Mayor, the Fort Worth TCAP planning team, and other elected officials publicized a community meeting at the Northside Multipurpose Center in the Near Northside community to introduce the concept of TCAP to the citizens. The participants were briefed on the Mayors United for Safety, Crime, and Law Enforcement (MUSCLE) and its effort to develop crime prevention plans (Texas City Action Plan) in seven selected urban cities. TCAP - The Fort Worth Initiative plan for community policing and community mobilization was also presented for discussion and approval.

The Near Northside residents accepted the challenge to work with the Citizens Crime Commission of Tarrant County and the Fort Worth Police Department by identifying issues and barriers to building a safe, crime-free neighborhood and developing strategies to address their issues. The Near Northside community selected George Gonzales to chair the TCAP effort.

The chair and representative from the community were invited to the city-wide TCAP Coalition monthly meetings. The delegation shared the progress being made at the meetings with the other TCAP communities.



COMMUNITY POLICING EFFORTS IN THE NEAR NORTHSIDE COMMUNITY

The Fort Worth Police Department has been working with the Near Northside to increase the community policing efforts. One of the outstanding efforts has been made in recruiting residents for training and participation in Citizens On Patrol (COP). The Near Northside area has three COP groups: Belmont Terrace, Boulevard Barrio, and Northside. These

groups actively patrol their neighborhoods and work well with the police. These groups are active in all aspects of their community. The Citizens on Patrol pass out fliers for community communication, and they also have an excellent telephone system for getting out information.

The COP groups work with the police in organizing activities such as COP picnics and softball games for the area. The police officers also attend community meetings to show support, to exchange information, and to encourage the citizens to stay involved.

The Neighborhood Patrol Officer for the area has an office at 2000 N. Houston. The police department also works closely with the Northside Multipurpose Center, a hub for community activities and projects.

The Fort Worth Police Department will continue to develop community trust and extend support in community efforts as they work toward their goal of a safe, crime-free environment.

COMMUNITY MOBILIZATION EFFORTS IN THE NEAR NORTHSIDE COMMUNITY

The Citizens Crime Commission of Tarrant County served as the lead agency and support to the community as facilitator, educator, and resource as the citizens identified

issues and barriers to a safe, crime-free community. In the beginning, the Near Northside community chose to meet every two weeks in order to get through all their issues.

After three or four months, the group met monthly.

In an effort to inform more residents about

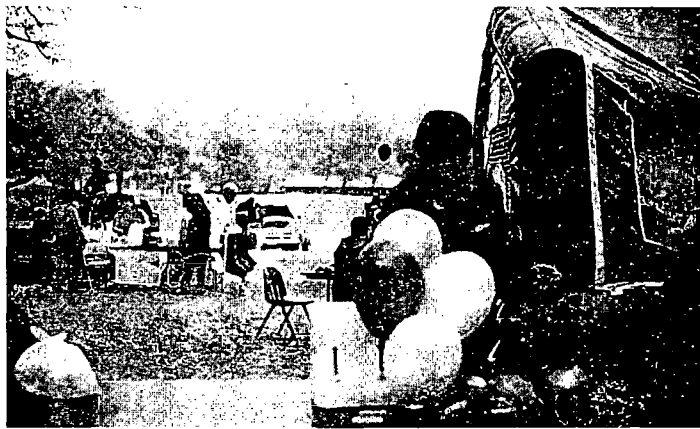


Near Northside TCAP, the group joined with Northside High School PTAS and the Band Boosters to host SPRINGFEST '93. The event included fun and activities for the whole family; food, games, clowns, craft show, car and truck show, police and Northside High Coed softball game, and a NORTHERN EGG-POSURE-egg hunt for the children. Springfest was so successful, the group plans to participate next year. The softball game was such a bit hit that another challenge game was planned.

The Crime Commission also provided ongoing training in the areas of leadership skills, the role of chairmen and committees, grant writing, and communications. The youth in the group also asked for training on being peer mentors. Dr. Swen Helge provided training for the students while the adults worked on identifying issues. The students continue to be involved and are considering a Youth Crime Commission to address youth issues in their neighborhood as well as the city and county.

Flyers, agendas, notices, and other printed material were developed by the Crime Commission and provided to the community. Representatives from the near Northside TCAP attended monthly meetings of the city-wide TCAP Coalition for training and to share information with other communities.

The Crime Commission plans to continue to support the Near Northside Community through information and referral, training, networking or through any specific request of the community. The Crime Commission is hopeful that the new city council representative will support TCAP and encourage collaboration and coordination of efforts in the Near Northside TCAP community.



Near Northside residents enjoy Springfest '93.

NEAR NORTHSIDE TCAP COMMITTEES

SAFETY/ALCOHOL AND SUBSTANCE ABUSE COMMITTEE

Chair	George Gonzales Val Hernandez Christi Hernandez Jesse Aguilera Ted Hernandez Fred Sladovnik Frank Hernandez Sara Bell Gloria Chairez
-------	--

COMMUNITY PRIDE/HOUSING COMMITTEE

Chair	Inez Richardson
Co-Chair	Jean Malone Jesses Morales Robert Gonzales Val Hernandez Christi Hernandez George Gonzales

THE TOTAL FAMILY COMMITTEE (Youth, Family/Parents, Senior Citizens, & Child Care)

Chair	Jesse Morales
Co-Chair	Diane DeLeon Cliff Crayton Candice Gonzales Marion Edwards George Gonzales Jesse Morales, Jr. Armando DeLeon Cliff Crayton Beatrice Torres Sara Bell Anita Katdare Anita Gonzales

EDUCATION COMMITTEE

Chair	Gloria Chairez Val Hernandez Christi Hernandez Juan Chairez Ted Hernandez Diane DeLeon
-------	---

ECONOMIC DEVELOPMENT/JOBS COMMITTEE

Chair	Juan Cantu
Co-Chair	Frances Rainwater Val Hernandez Christi Hernandez

COMMUNICATIONS COMMITTEE

Chair	Rosalinda Gonzales
Co-Chair	Marion Edwards Sara Bell Frank Hernandez

TRANSPORTATION COMMITTEE

Chair	Robert Gonzales Rosalinda Gonzales
-------	---------------------------------------

HEALTH COMMITTEE

(All health issues will be referred to the Partnership Council)

Chair	Jesse Aguilera Frances Rainwater
-------	-------------------------------------

Near Northside TCAP Community Identified Issues

NEAR NORTHSIDE IDENTIFIED ISSUES

SAFETY/ALCOHOL AND SUBSTANCE ABUSE

Enforce laws concerning paint sniffing, sellers of paint and violators of abandoned homes to use drugs.
Monitor businesses that sell to minors (TABC)
Citizens need to demonstrate zero tolerance for drug users/dealers.
Community-based treatment centers
Hire men to do activities with youth - Parents participate.
Monitor rapid zone changes (i.e. tanning salons replacing bars.
Prevention programs for youth
Get to root causes of problem.
Schools need ombudsmen to relieve teachers of direct complaints
G. A. L. program
Fear of retaliation
Increase police/community interaction and C.O.P.s
Publicize enforcement efforts (i.e. Newsletters)
No panhandlers
Self defense classes
Speed Zones in neighborhoods
Fire Department enhancement
Better police response time when call dispatchers instead of 911
Gang contribute to all crime issues
Gun shots in homes
Abandoned cars/tires
Abundance of theft in neighborhoods
Contact city to help i.d. absentee landlords, land owners for code enforcement
Publicize hot line numbers in English/Spanish
Need better lighting, utility management and repair of timers at NSMPC and neighborhoods
Safe House opportunities

COMMUNITY PRIDE/HOUSING

Code Enforcement
Demolition of abandoned houses (Seek community improvement grants)
Recycle abandoned homes
Graffiti control
MAGIC Star equals funding
Overall neighborhood improvement - assist senior citizens and involve youth, churches. (i.e. house painting parties)
Citizens help educate each other (i.e. car purchases, business opportunities.)
More reasonable access to land fill dumping
Bring people together - Seniors providing oral history for youth
More dog catchers - animal and pest control
Promote programs and new articles that show a positive reflection
Plant flowers in yards, sidewalks and along streets
Neighborhood Crime Watch Programs
Clean Alleys

THE TOTAL FAMILY COMMITTEE

(Youth, Family/Parents, Senior Citizens & Child Care)

Funds/grants for juvenile intervention activities
Juvenile Justice System needs revision
Enforce curfew
Community service projects
More youth activities (i.e. sports, after school, help with small children)
Youth C.O.P.s program
Expand Explorer program
Safe House opportunities
Need YMCA on the Northside
Stress management classes
Share history of community
Provide jobs for youth 13-16 years olds
Leadership development skills
Youth Job Fair
Improve summer reading program

Parental workshops (work on family unity, values)
Abuse programs for spouses and seniors
Abuse of welfare by single parents
Open Northside library on week nights
More involvement of church
Provide counseling and i.d. "significant others" for kinds whose parents don't care

Provide transportation to health care
Adopt-A-Senior (community service credits, youth run errand)
Provide youth with senior mentors (teach skills, promote trust)
Home improvement with youth assistance
Opportunities for extra jobs/funds (assist with child care, volunteer in schools)
Elderly abuse programs (education and prevention)
Phone Pals
Visiting nurse practitioners for seniors

Day care on campus for teen parents
Safe House for kids after school
Child care for job training participants
Train Child care providers
Affordable after school care
Night care for working parents
YMCA at all schools

EDUCATION

Make institutions aware they need to be "user friendly"
School aid fair-grants/scholarships for youth, adults, and seniors
Develop open door guidelines
AIDS/Sex education
Equal education for everyone
Volunteers in schools-use seniors
Year round school with wider range of electives
More sports for girls
Literacy education for adults
English/Spanish classes
Uniforms in schools
Gang prevention in school
Dare-Project Charlie
Devise methods to get parents involved with schools

ECONOMIC DEVELOPMENT/JOB

Summer employment for youth 17 and younger (outside present agencies)
Bring in new businesses (i.e. 7-11, food chains)
Hire from the community
Youth job training
Day and night care for working and job seeking parents
Opportunities for senior citizens (child care)

COMMUNICATIONS

Newsletters to inform citizens about crime prevention activities
Central hot line in Eng/Spanish that includes resource information for kids
Develop list of important numbers in Eng/Spanish to be posted and included in phone directory
Develop history of Northside (i.e. videotape, speeches)
Phone Friend
Grass roots campaign to get people involved (go block to block, positive peer pressure)
Citizens work together in reporting crime

TRANSPORTATION

Work with "T" to meet transportation needs and educate citizens about available services
Work with malls to provide transportation
Cut price of bus fare
Shuttle within the neighborhood
Neighborhood carpool (citizens with cars can provide for those who do not)
Ask senior citizens of their needs

HEALTH

Different use of nurses/nurse practitioners
Visiting nurses
Publicize, simplify and make available services for health care and mental healthcare
Health Fairs in community
Dental and eye care
Immunizations
Pre-natal care
WIC program/more WIC training (access to services?)
AIDS education and testing/clinics for AIDS patients
YMCA for Northside (exercise classes)
Affordable doctor care
Humane Society - pet therapy

Near Northside TCAP

**Strategies for a Safe,
Crime-Free Community**

COMMUNITY PRIDE AND HOUSING COMMITTEE

Near Northside TCAP Community

Strategies for Community Pride Issues

- To work with the City of Fort Worth for code enforcement to keep properties upgraded and clean.
- To seek community improvement grants to demolish abandoned houses that are prey to gangs and drug users.
- To work with the City of Fort Worth to renovate abandoned homes for new homeowners.
- To work with the City of Fort Worth and the police department to develop a plan for graffiti control in the Near Northside area.
- To assist senior citizens with property improvements by enlisting adult and youth volunteers to support existing or new programs.
- To work with the city to establish more reasonable access to land fill dumping.
- To work with the senior citizens and youth to develop an oral history of the Near Northside community.
- To work with the City of Fort Worth for better pest and animal control.
- To develop Neighborhood Crime Watch programs.
- To work with the City of Fort Worth, police department, and neighborhood associations to establish regular community clean-up days, targeting the alleys of the Near Northside.
- To work with the Communications Committee to promote programs and news articles that show a positive reflection of the community.
- To encourage homeowners and businesses to plant more flowers in yards and along sidewalks and streets.

SAFETY/ALCOHOL AND SUBSTANCE ABUSE COMMITTEE

Near Northside TCAP Community

Strategies for Alcohol and Substance Abuse Issues

- To work with law enforcement in identifying and reporting businesses who sell paint and alcohol to minors.
- To recruit agencies who serve substance abusers into the Near Northside community to educate the residents, help identify abusers, and provide support and treatment to adults and youth.
- To advocate for a community-based treatment center.
- To monitor rapid zone changes in the Near Northside area with special emphasis on bars and tanning salons.
- To advocate for substance abuse prevention programs for the youth in the community.

Strategies for Safety Issues

- To work with the Fort Worth Police Department to increase interaction between the community and the police department.
- To work with the Fort Worth Police Department to enlist more residents in Citizens on Patrol training and patrols.
- To work with the FWPD to improve response time in publicizing enforcement efforts in the community.
- To work with the City of Fort Worth in reviewing speed zones within the Near Northside area and establishing new zones where necessary.
- To support, sponsor, and publicize self defense classes in the Near Northside community.
- To work with the Fire Department to educate the community on safety, fire prevention, and department services.
- To work with Code Enforcement to remove abandoned cars, tires, and houses that are prey to gangs and drug use.
- To work with Code Enforcement to help identify absentee landlords and land owners of property in the Near Northside community.
- To advocate for publication of Hot Line Numbers in English and Spanish.
- To work with the City of Fort Worth to improve lighting at the Northside Multipurpose Center and neighborhoods.
- To work with the FWPD in developing a theft prevention plan in the area.
- To advocate for a Safe House program in the Near Northside community.

THE TOTAL FAMILY COMMITTEE

Near Northside TCAP Community

Strategies for Youth Issues

- To seek funds for juvenile intervention activities.
- To advocate for revision of the Juvenile Justice System.
- To work with the schools, police department, youth agencies, and churches to develop community service projects.
- To work with law enforcement and parents to enforce curfews.
- To advocate to schools, youth agencies, churches, and police department for more youth activities.
- To work with the police department to develop a youth Citizens On Patrol.
- To advocate for expansion of the Explorer program.
- To advocate for jobs for youth 13 - 16 years old.
- To work with youth agencies, schools, churches, and police department to provide leadership development skills for the youth of the Near Northside community.
- To work with agencies to provide Youth Job Fairs in the Near Northside community.

Strategies for Family and Parent Issues

- To work with agencies and churches to provide workshops for parents on family unity and family values.
- To work with agencies to provide Abuse prevention programs for spouses and seniors.
- To work with the Department of Human Services to educate and discourage abuse of welfare system by single parents.
- To work with the City of Fort Worth to keep the Northside library open on week nights.
- To advocate for more involvement of the churches in the Near Northside community.
- To work with agencies to provide counseling and mentors for children whose parents don't care.

(The Total Family Committee Continued)

Strategies for Senior Citizens Issues

- To work with agencies and the City of Fort Worth to provide transportation to health care services.
- To establish an Adopt-A-Senior program in the community.
- To work with the Seniors in the community to provide mentors for neighborhoods youth.
- To develop a program to provide home improvement assistance using adult and youth volunteers.
- To establish a Phone Pals program.
- To work with health care providers to increase visiting nurse practitioners for seniors.

Strategies for Child Care Issues

- To advocate for day care on campus for teen parents.
- To work with agencies, PTAs, and schools to establish Safe Houses for kids after school.
- To work with agencies and residents to encourage more residents to become trained child care providers.
- To advocate for more affordable after school care in the community.
- To advocate for night child care in the community for working parents.
- To work with the school district to provide YMCA child care at all schools.

EDUCATION COMMITTEE

Near Northside TCAP Community

Strategies for Education Issues

- To meet with the FWISD administrators and PTA/PTO officers in a Pyramid meeting to inform them of the Near Northside TCAP Education Committee and make them aware of the community needs, desires, and discontentment, and possible solutions.
- To help develop “volunteer guidelines” at each pyramid school if none currently exist.
- To work with businesses, Chambers of Commerce, foundations, and individuals in establishing scholarships and grants for the Near Northside students and adults interested in continuing their education or upgrading their skills.
- To work with scholarship committees in collecting information and in developing information sheets or packets detailing:
 - a. The guidelines for awarding scholarships.
 - b. The composition of the scholarship committee.
 - c. Information needed and process for student application.
 - d. The ethnic breakdown of scholarships awarded.
 - e. State Guidelines or laws requiring equal access to scholarships.
 - f. Collection of information on the distribution of scholarships to magnet and regular education students.
 - g. Guidelines for distribution of scholarships between magnet and regular education students.
- To work with health care agencies to incorporate an Aids Outreach Center in a health fair, have a seminar at the Northside Multipurpose Center, or present a program at a PTA/PTO meeting.
- To work with the FWISD to provide more challenging electives for the regular education students.
- To work with parents and individuals to inform them of Spanish classes offered in the community.
- To work with businesses, Chambers of Commerce, foundations, and individuals to establish adult Spanish classes in the Near Northside.
- To work with the FWISD and parents in the Near Northside community to advocate for and help develop guidelines for wearing uniforms in public schools.
- To work with the FWISD and parents to help develop a dress code for students and teachers.
- To work with the FWISD and social service agencies to identify and work with at-risk students and their families.

(Education Committee Continued)

- To work with the local schools to develop a more “user friendly” atmosphere.
- To work with schools, businesses, and community to provide scholarships and support for youth, adults, seniors.
- To work with the schools, agencies, and churches to provide more Aids and sex education for youth and the community.
- To work with the schools to provide equity in all schools.
- To advocate for Year-Round school with a wide range of electives.
- To advocate to agencies and schools for more sports programs for girls.
- To advocate for more literacy classes for adults in the Near Northside community.
- To advocate to the local schools for uniforms inschool.
- To advocate to the school district for gang prevention instruction at school.
- To advocate for the expansion of Dare and Project Charlie in schools.
- To work with parents to get them more involved in schools.

ECONOMIC DEVELOPMENT/JOBS COMMITTEE

Near Northside TCAP Community

Strategies for Economic Development

- To work with agencies to expand summer employment for youth 17 years old and younger.
- To work with the Hispanic Chamber to bring in new business into the Near Northside community.
- To work with local business to encourage them to hire from within the community.
- To advocate for more youth job training.
- To work with agencies to provide 24-hour child care for working and job-seeking parents.
- To advocate for more job opportunities for senior citizens.

COMMUNICATIONS COMMITTEE

Near Northside TCAP Community

Strategies for Communications Issues

- To establish a newsletter to inform citizens about crime prevention activities.
- To advocate for a central hot line in English and Spanish to be posted and included in the telephone book.
- To develop a history of the Northside using video tapes and speeches.
- To develop a Phone Friend program for the Near Northside.
- To develop a door-to-door campaign to get people in the neighborhood involved in community activities.
- To encourage citizens to work together in reporting crime.

TRANSPORTATION COMMITTEE

Near Northside TCAP Community

Strategies for Transportation Issues

- To work with the Fort Worth Transit Authority to meet Transportation needs of the Near Northside and educate the citizens about available services.
- To advocate for a reduction in bus fare.
- To work with the "T" to establish a shuttle within the neighborhood.
- To develop a neighborhood carpool program between citizens with and without cars.
- To work with the senior citizens to meet their needs.

[REDACTED]

Ripley Arnold

TCAP

Housing Community Plan



RIPLEY ARNOLD TCAP HOUSING COMMUNITY PLAN

ACKNOWLEDGEMENTS

The Citizens Crime Commission of Tarrant County and the Fort Worth Police Department sincerely appreciates the tremendous efforts, cooperation and hope of the Ripley Arnold TCAP Housing Community in working on TCAP—THE FORT WORTH INITIATIVE. . . .

"Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has."

— Margaret Mead

Ripley Arnold TCAP Committee

Ravenia Saddler, Chair

Beautification of Grounds, Community Pride Committee

Sylvia Sanchez, Co-Chair

Ravenia Saddler, Co-Chair

Resident Involvement, Community Pride Committee

Dora Shelton, Chair

Youth Committee

Faith North, Chair

Beautification of Facilities, Community Pride Committee

Bobbie Black, Chair

Safety and Fear Committee

Helen Meadows, Chair

Alcohol/Substance Abuse, Community Pride Committee

Lynn Varnado, Chair

Fort Worth Housing Authority:

Barbara Holsten
Executive Director

Betty Walker
Manager

Gail Reynolds
Program Coordinator

Fort Worth Police Department:

Sgt. W. A. Read

Officer Dottie Dollahan

Citizens Crime Commission of Tarrant County:

Carolyn Bell
Leslie Tiller

Patsy Thomas
Jean McClung

Community Participants:

Sheila Hill
Marion Lopez
Elizabeth Curtis
Willie Johnson
Cleo John, Jr.
Donald Way Lewis
Melissa Richardson
Laretha Hill
Cretachiew Kassa

Omar Henderson
Jewel Thomas
San Juanita Hialeala
Louann Allgood
Annie Tonis
Bennie Warren
Kisa Stone
Aneta Biddle
Tammy Oliver

Donnell Bullard
Steven Barber
Kay McLane
Sandra Semarripis
David Legis
T. Thomas
Ella Stone
Mary Patterson
Valarie Tolbert

Sherry Mosley
Vickie Bradley
Barbie Black
Regina Mobley
Lynn Vanardo
Randy Deck
Faith Norton
Cynthia Davis

RIPLEY ARNOLD HOUSING COMMUNITY

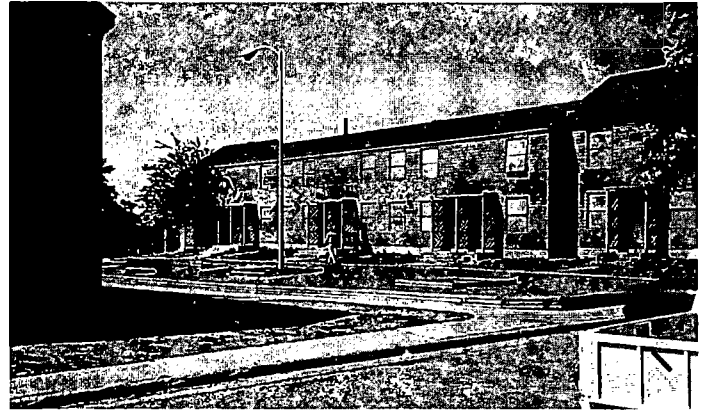
HISTORICAL BACKGROUND

The Ripley Arnold Housing Community was established in 1939 after the creation of the Fort Worth Housing Authority in 1938. The property was purchased for the purpose of establishing low income housing for Anglos in Fort Worth. According to PUBLIC HOUSING, FORT WORTH, "at the time of purchase of the sites, 819 persons comprising 164 families were living on the white project site on which situated 263 dwellings units in 168 buildings.....On the white project site, there were 17 home owners....In general, the buildings were in a very poor state of repair and very few of them were fit for human habitation. Even though there were many vacancies, overcrowding in the occupied dwellings was the rule rather than the expectation."

As the old site was cleared, and the new Ripley Arnold was completed, it was state that...."With the passage of time, this community should be able to provide for its ill-housed hundreds of families as well as it now provides public education, public sanitation, public roads and dozens of other public services. Decent homes are the very root of our civilization and the foundation on which good, sound moral character is built into present and future generations of citizens. Proper housing can be provided by the united cooperation of the community."



Ripley Arnold Housing Community – 1938

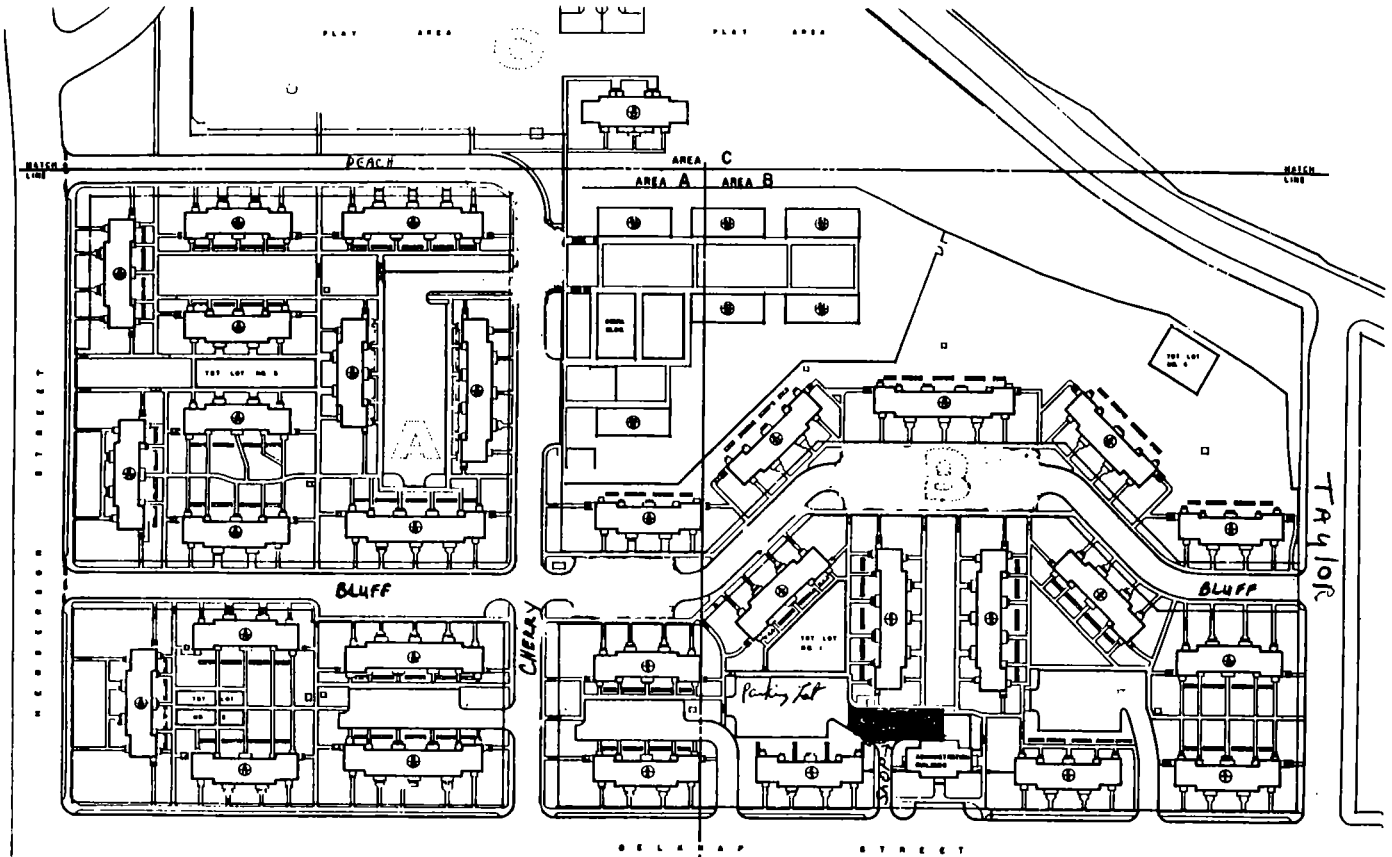


RIPLEY ARNOLD COMMUNITY.....TODAY

Ripley Arnold Housing Community is bound by Henderson St. on the west, Belknap St. on the south, Taylor St. on the east, and Franklin and Peach Streets on the north. The community is located one block west of the Tarrant County Jail in the northwestern boundary of Downtown Fort Worth proper. Even though Ripley Arnold is located within the heart of the city, the residents have been plagued with drug dealers, drifters, and vagrant - type intruders in the community. The residents also are deprived of the services such as grocery, laundromat, pharmacy, etc. that a thriving community traditionally needs.

Because the residents have not learned to advocate for themselves, over the years, the community has been ignored, and support services needed to maintain a healthy, thriving community have ceased to exist. The TCAP plan to bring community policing and community mobilization is working to bring the recognition, training, and support needed by the Ripley Arnold to once again become a safe, crime-free community.

Map of Ripley Arnold Housing Community



Ripley Arnold Housing Community Demographics

Total Population — 649
Occupied Residences — 261
Unoccupied Residences — 24

Annual Income Per Household

\$0 - \$4,999	-	173
\$5,000 - \$9,999	-	77
\$10,000 - \$14,999	-	8
\$15,000 - \$22,499	-	3

Age Groups

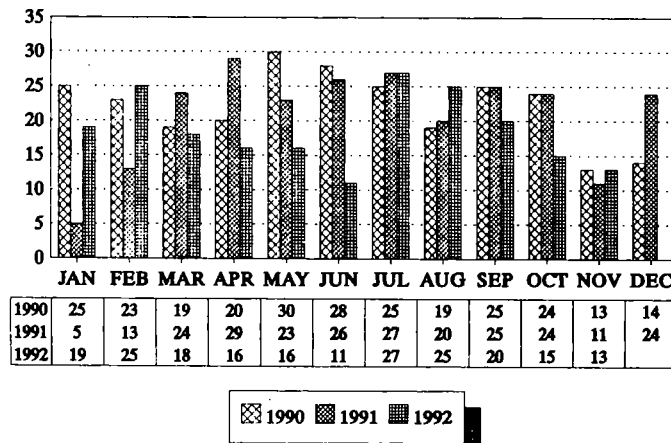
		Female	Male
Under 5 years of age	- 159	85	74
5 - 17 years	- 199	100	99
18 - 20 years	- 43	37	6
21 - 24 years	- 46	39	7
25 - 44 years	- 131	105	26
45 - 54 years	- 25	16	9
55 - 59 years	- 7	5	2
60 - 64 years	- 7	5	2
65 - 74 years	- 24	20	4
75 - 84 years	- 7	6	1
85 and over	- 1		1

Family Breakdown by Apartment

Female resident only	-	39
Male resident only	-	28
Male/Female, no children	-	4
Male resident with children	-	2
Female resident with one child	-	75
Female resident with two children	-	50
Female resident with three children	-	35
Female resident with four children	-	10
Female resident with five children	-	3
Female resident with six children	-	3
Female resident with seven children	-	1
Male/Female with one child	-	4
Male/Female with two children	-	5
Male/Female with three children	-	1
Male/Female with four children	-	1

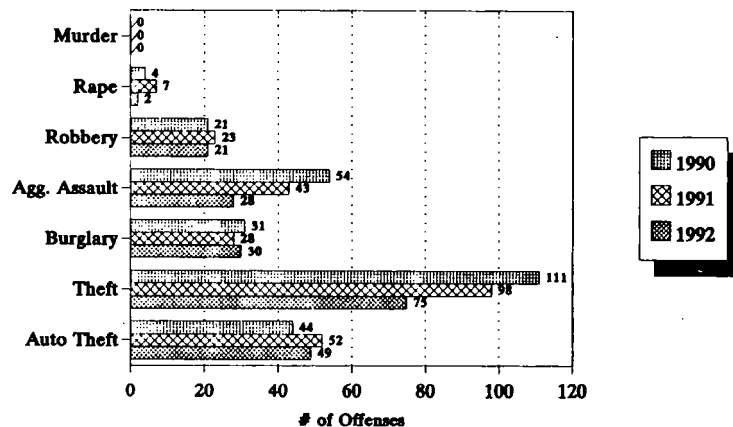
Ripley Arnold Housing Community Crime Statistics

Part I Offenses



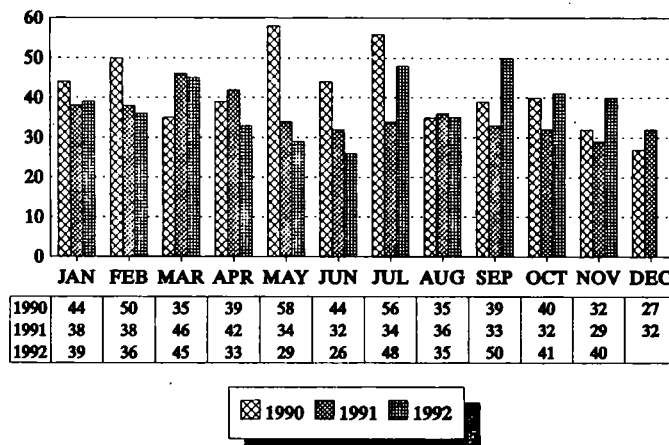
*Figures for December 1992 not included.

Total Part I Offenses



*Figures for December 1992 not included.

Part II Offenses



*Figures for December 1992 not included.

Ripley Arnold TCAP Housing Community Plan

The Mayor, the Fort Worth TCAP planning team, and other elected officials representing the community met at the Fort Worth Housing Authority with members of the Housing Authority and officers of the Residents' Association. The participants were briefed on the Mayors United for Safety, Crime, and Law Enforcement (MUSCLE) and its efforts to develop crime prevention plans (Texas Cities Action Plan) in each Texas urban area. TCAP- The Fort Worth Initiative plan for community policing and community mobilization was also presented for discussion and approval. The group recommended that the residents at Ripley Arnold be invited to participate in TCAP.

The Ripley Arnold residents accepted the challenge to work with the Citizens Crime Commission of Tarrant County and the Fort Worth Police Department by identify issues and barriers to building a safe, crime-free neighborhood and developing strategies to address their issues... Helen Meadows facilitated the meetings until Revenia Saddler was appointed as Chair of the Ripley Arnold TCAP Committee.

COMMUNITY POLICING EFFORTS IN THE RIPLEY ARNOLD HOUSING COMMUNITY

The Fort Worth Police Department has been working with the Ripley Arnold Community in several areas. The FWRPD started a 24-hour security detail in April, 1993, and there has been a lot of success and a tremendous amount of good feed back form the community. The community currently gives the police department valuable information as to who is selling drugs and who is violating their lease. The residents still don't want their names known for fear of retaliation.

The FWRPD also has a Neighborhood Patrol Officer that maintains an office in the community center at Ripley Arnold. The NPO works hand in hand with management and is a liaison between the complex and the police department.

In addition to starting a weekly Kids Code Blue program for children ages 6 -12 years of age, the NPO has been trying to get the Ripley Arnold residents interested in the Citizens On Patrol program. Currently eight residents have completed the training session at the Police Academy. The challenge is to have them actively becoming the eyes and ears for

community policing, using their phones and radios to alert the police, and developing a closer relationship with the police department.

The Neighborhood Police Officer also works very closely with the Manager to insure lease enforcement and to assist in evicting residents who continue to create problems.

The FWRPD has also worked with the Crime Commission by attending all TCAP meetings and helping the community work through the strategies they have developed. A lot of the strategies involve safety, alcohol/substance abuse, and traffic issues that bring community policing and resident involvement into an arena of understanding and teamwork.

The Fort Worth Police Department will continue to work with the Fort Worth Housing Authority and the Citizens Crime Commission of Tarrant County in giving support and guidance to the residents of Ripley Arnold as they work toward their goal of a safe, crime-free environment.

COMMUNITY MOBILIZATION EFFORTS IN THE RIPLEY ARNOLD HOUSING COMMUNITY

The Citizens Crime Commission of Tarrant County served as the lead agency and support to the community as facilitator, educators, and resource while encouraging the community to identify issues and barriers to a safe community. Regularly scheduled monthly meetings were used to discuss issues and develop strategies to address those issues. Representatives from Ripley Arnold TCAP Housing Community also attended monthly TCAP Coalition meetings at the Crime Commission office to share information with the other two TCAP communities and the Weed and Seed Community. The contact with the other communities gave encouragement and incentive to their program.

The Crime Commission also provided ongoing training in the areas of leadership skills, the role of chairmen and committees, grant writing, communications, etc. The Crime Commission facilitated meetings with the FWRPD, City of Fort Worth, and the Housing Authority to address strategies dealing with fear, safety, and traffic concerns within the complex. The Crime Commission will continue to support the implementation of the strategies.

Flyers, agendas, notices, and other printed material were developed by the Crime Commission and provided to the community for more efficient communications. Additional copies of the issues and the strategies were distributed to the community in order to inform the community and to encourage more participation of the residents.

With the help of HUD, the residents visited a model housing community in Dallas, talked with the Rhoades Terrace Housing Community to see what their involvement was in transforming their neighborhood into a model, and saw for themselves what is possible for the Ripley Arnold Community.

The Crime Commission has worked with the staff of the Fort Worth Housing Authority and the Fort Worth Police Department to develop ongoing support and training for the residents as they continue to work for a crime-free community.



Ripley Arnold residents visiting the Learning Center at Rhoades Terrace, Dallas.

Ripley Arnold

TCAP

Housing Community

Identified Issues

Ripley Arnold TCAP Housing Community Identified Issues

ALCOHOL AND SUBSTANCE ABUSE

Get rid of 40-ounce bottles
Stricter laws, mandatory for alcoholics to seek help
Require drug treatments before convictions
Become own help for residents; start AA meetings
Different meeting speakers

YOUTH

School bus stop changed
Big brothers/big sisters
Lack of role models
Head Start
AIDS/Sex Education
Latch key - Safe Haven
PPNT - Teen mothers
Improve parks - 2 year olds have nothing to play on
Supervision Needed
More activities, recreational centers
Gangs

SAFETY/FEAR

School zone/speeding zone
Foot patrol
One way in and out
Parking permits
Cable television furnished
Safe House
Citizens patrol training
Playground behind day care
Clean up
Crossing guards for school children
Shelter cover for children
Cages around street lights, more street lights
Block watch/Crime watch program
Doorbells or intercoms
Curfew

ECONOMIC DEVELOPMENT/JOB

Mandatory job training
Transportation for Residents to jobs, job interviews
Job Fairs - Transportation for Residents
Job Fairs on site
Job bank and related preparation training
Youth Owned Businesses (as well as Adult Owned Businesses) - Education on running own business
Require volunteering as part of job training

EDUCATION/TRAINING

School Uniforms
Community School committees
Tutoring Program
Raise expectations/advocate for change/get involved in school system
Parents accompany child to bus stop
Start GED classes
Schools need to be upgraded
More African/American teachers
Education for adults including transportation
More male teachers

HEALTH

On-site mental health/psychiatric counseling
Animal control - including: skunks, cats, dogs, lizards, rodents
Eye screening checks
High blood pressure checks
Get residents to take advantage of existing services

CHILD CARE

- On-site Day Care for parents with jobs
- Short-term baby-sitting service
- 24-hour child care service
- Subsidized, accessibly day care
- Parent support group
- Camp Fire child care, home care training
- More in-home training to help start home baby-sitting
- Beautification
- Use ticket system
- Streets need repair and sweeping
- Neighborhood clean ups
- Ripley should be included in Downtown, Inc. planning
- Residents should be involved in community planning
- Residents screening by Housing Authority needs revision/improvement
- Install Peep Hole/Intercoms
- Cut trees and trim shrubs
- Redo Parks

FAMILIES/PARENTS

- Establish Safe House Program
- Parent's Support groups and education
- Parenting Guidance Center for residents
- Parents assisting in youth activities
- Parents volunteering for weekly Safe Haven

Ripley Arnold TCAP

Housing Community

Strategies for a Safe, Crime-Free Community

COMMUNITY PRIDE COMMITTEE

Ripley Arnold TCAP Housing Community

Strategies for Beautification of Grounds

- To oversee clean-up in the community by:
 - Setting up regularly planned clean-up projects.
 - Working through the Block Captains to plan incentives or contest for target
- To work with the manager to develop an overall list of trees and shrubs that need to be trimmed annually by the housing authority.
- To help develop plans to convert all but one park into flower beds along with maintenance for the beds.
- To work with the City of Fort Worth and the Housing Authority to have the streets and parking lots repaired.
- To develop a plan for one centralized play and recreational area. To act as an oversight group and work with the Housing Authority to develop rules and regulations for the play area.
- The Block Captains will set up a Trash Watch in order to improve trash collection and work with the Housing Authority to add dumpster pads and fences for beautification. The Block Captains will also send letters to residents encouraging improved trash collection.
- To work with the Housing Authority to get the fence repaired at the back of the property.

Strategies for Community Involvement

- To work with the Housing Authority to develop a Residents' Screening Committee.
- To work with the Housing Authority to develop an Orientation for new families moving into the community.
- To work with the Housing Authority to develop community standards and training for the residents.
- To work with the Housing Authority to develop a packet of information for new residents including:
 - Location of downtown services
 - Where to shop (groceries, cleaner, etc.)
 - Educational opportunities
 - Safety tips for downtown living
- To identify and ask for representation on city committees such as Downtown Fort Worth, Inc.
- To work with the Housing Authority to ensure that educational programs meet the needs of the community. The committee will also develop strategies to increase the residents participation in programs offered.
- To work with the Housing Authority to develop an Economic Development Council for Ripley Arnold. The Council will identify business opportunities and respond to training needs of the community.
- To advocate to be included in the "T" free zone.

(Community Pride Committee Continued)

Strategies for Health Issues

- To work with the Housing Authority to secure mental health services for residents.
- To advocate for regular animal/pest control in the Ripley Arnold Community.
- To work with the Housing Authority to coordinate services and volunteers for Seniors.

Strategies for Families/Parents Issues

- To work with the Housing Authority to form a Child Abuse Support Group.
- To work with the Housing Authority to form a support group for Parenting.
- To work with the Housing Authority to recruit and train volunteers to work in the community with youth, seniors, and others.

Strategies for Child Care Needs

- To work with the Housing Authority to secure child care for residents' meeting.
- To work with the Housing Authority to meet the day care needs of the community.
 - Twenty-four day care
 - Head start program
 - Home care training
- To develop a Co-op model for baby-sitting and secure training for interested residents.
- To review the Housing Authority's Special Purpose Program Survey and request services needed by the residents.

Strategies to meet Alcohol/ Substance Abuse Issues

- To work with the Fort Worth Police Department and the Housing Authority to review and enforce laws and regulations for the use of alcohol/drugs at Ripley.
- To work with the Housing Authority in requesting A/A and N/A support groups.
- To encourage the Housing Authority to enforce the ban list.

SAFETY AND FEAR COMMITTEE

Ripley Arnold TCAP Housing Community

Strategies for Safety and Fear Issues

- To meet with the City of Fort Worth, Fort Worth Housing Authority and the Fort Worth Police Department to develop a plan for traffic safety.
 - To look at the possibility of closing the streets to through traffic and one-way traffic
 - To address the need for street repair, speed bumps and signs
- To work with the Housing Authority to develop new parking stickers and review guide lines and use of parking stickers.
- To work with the Housing Authority to develop an overall plan for landscaping and perimeter fencing/guard gates to discourage unauthorized people in the housing community.
- To ask the Housing Authority to replace the fence at the back of the Housing Community.

Strategies for Lighting Issues

- To work with the Housing Authority to review and monitor the implementation of the lighting plans for the housing community.
- To ask Housing Authority to add lighting at the back fence of the housing community.
- To ask the City of Fort Worth to extend the revitalization of downtown Fort Worth to include Ripley Arnold by providing decorative street lighting on Belknap and Henderson Streets.

Strategies for Apartment Safety Issues

- To monitor the installation of metal entry doors with dead bolt locks and make a request for doorbells to the Housing Authority.
- To request more maintenance personnel and work with the Housing Authority to provide a more efficient maintenance plan.
- To advocate to the Fort Worth Housing Authority and HUD for air-conditioning of individual resident units first, window units second and ceiling fans as a third option.
- To request that the Housing Authority provide cable television at Ripley Arnold.

YOUTH COMMITTEE

Ripley Arnold TCAP Housing Community

Strategies for Youth Issues

- To work with the Housing Authority to develop a Youth Advisory Committee to work with the youth.
- To work with the Housing Authority to provide a mentor program at Ripley.
- To work with the Housing Authority to provide prevention programs for the youth.
 - Alcohol/Drug Abuse
 - AIDS/Sexuality Education
- To work with the Housing Authority to provide on-going youth activities in the community.



Date: 09/25/94 Time: 16:30

Texas Death Row Adds Five Teen-agers

HOUSTON (AP) What was intended to be a night of rough-and-tumble boozing and brawling, a routine gang initiation in a field beside a Texas bayou, took a ghastly twist when two teen-age girls wandered too near the young toughs.

Both were raped, viciously beaten, then strangled with shoe laces and a belt.

Last week, just 15 months after the crime, three of the youths were convicted of capital murder, joining two fellow gang members none yet 20 years old on the path to Texas' crowded death row.

All five await death by lethal injection, punishment meted out by a citizenry ``fed up with the expense of crime, the fear of crime, the devastation of crime and just the senseless nature of it,'' said Billy Bramlett, a juvenile delinquency expert and professor at Sam Houston State University.

Corrections experts say they can't recall a similar case where so many people have been condemned to death for a single crime.

Peter Anthony Cantu and Derrick Sean O'Brien, both 19, were convicted earlier this year. Last week, in separate trials, jurors convicted Efrain Perez, 18, Raul Villarreal, 18, and Joe Medillin, 19, increasing the number of inmates in the nation's most populous death row to almost 400 inmates.

A sixth member of their loose-knit ``Black and White'' gang, a juvenile ineligible for the death penalty under Texas law, was convicted and sentenced to 40 years in prison.

On the evening of June 24, 1993, gang members gathered along a railroad trestle over a bayou to drink and initiate Villarreal by making him fight each of the other gang members.

About 11:30 p.m., shortly after the fighting stopped, Jennifer Ertman, 14, and Elizabeth Pena, 16, took a short cut through the field, trying to get home from a party by their curfews.

Their path took them past the gang, who grabbed the girls and took turns raping them before beating them, strangling them and stomping on their necks. The girls' battered bodies were found four days later.

``I think there's no question the jury was upset about the conduct,'' said Harris County District Attorney John Holmes. ``I think everybody who knew anything about what happened out there was outraged by it. ...

``We know how to deal with those people,'' Holmes said. ``I think you've just seen an example of that.''

When one youth was arrested, he snarled obscenities at camera crews and tried to kick reporters as police hauled him away. Testimony at the trials showed they divided \$40 and some jewelry taken from the girls, then bragged about what they did.

``I think they are more or less oblivious,'' said Robert Lineberry, an urban crime historian at the University of Houston. ``From their point of view, life is of little value. Our logic toward the criminal justice system is people are rational, but I think you're dealing with a crowd of people who are not rational by the standards of the criminal justice system.''

``Those five young men were simply looking for an identity and proving their manhood and that's all it takes,'' Bramlett said. ``Violence is a very powerful and effective way to get attention.''

The ages of new death row inmates in Texas are getting younger and younger, officials say.

``That's my feeling, from what I see coming in here,'' said David Nunnelee, a spokesman for the state Department of Criminal

Justice:

Of the 393 inmates on death row last week, 12 committed murder at age 17, 21 at age 18, and 30 at age 19.

Among all felonies nationwide, statistics show the most common age of arrest is 16, Lineberry said. The second most common: 15.

``The composition of crime is changing,'' he said. ``You've got 11-year-old kids or 14-year-old kids committing crime sprees that we would in hitherto thought were only done by sort of deranged adults.

``In the past, teen-agers tended to at worst knock off the 7-Eleven store. These days, teen-agers knock off the store and murder the manager at the same time. That was almost unheard of 20 or 30 or 50 years ago.''

Longtime Texas death row inmates have even remarked on their new neighbors.

``When I got here I knew almost everyone,'' murderer Robert Drew said in an interview last month, a week before his execution. ``Now there's so many people. And they're so young and cocky.''

Drew was 24 when he was sentenced to die; he spent nearly a dozen years on death row before his punishment was carried out.

It's likely the five teen-agers convicted of the Ertman-Pena murders will face a similar stretch in death row cells as their cases are appealed. The average condemned inmate from Harris County has spent more than 10 years in prison before facing the executioner.

Sociologists say that's part of the problem.

``Evidence in criminology is there are deterrent effects in swiftness of punishment but not severity of punishment,'' Lineberry said. ``If you're not relatively expeditious in carrying out punishment, it doesn't have much practical deterrent value.''

APNP-09-25-94 1630EDT

IRS Dispatches Agents to Businesses In Crackdown on Money Laundering

By JOHN R. EMSHWILLER

Staff Reporter of THE WALL STREET JOURNAL

To crack down on money laundering and tax cheating, Internal Revenue Service agents have started making surprise visits to thousands of small businesses and other companies across the country.

The IRS says it wants to discover whether the companies are reporting big cash transactions. Under federal law, a business must file Form 8300 with the IRS whenever it receives more than \$10,000 in cash for goods or services. After rising sharply for a few years, filings of these reports have slipped in the past two years. Yet banks report a continued steady rise in the number of large cash transactions.

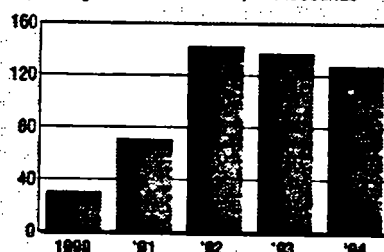
The surprise visits this month and possibly in June will focus on a variety of industries, most of which are dominated by small businesses, says Donald Adam, manager of the money-laundering team at the examination division of the IRS in Washington. The companies range from auto dealerships and jewelry stores to scrap-metal dealers and law firms.

Penalties for failing to file 8300 forms range from \$50 to \$100,000 in a civil case. But criminal charges can be filed if there is evidence a business knowingly engaged in money laundering. For example, federal prosecutors have filed a number of criminal cases in recent years against auto dealers for helping to launder funds by selling cars for cash and not reporting the transactions.

The IRS sweeps come at a time when some suspect that businesses have grown lax about complying with cash-reporting requirements and need a jolt. The sharp

Reversing a Trend

Number of 8300 forms filed by businesses to report big cash transactions, in thousands



Source: Internal Revenue Service

rise in filings in 1992 followed the last major nationwide sweep of businesses by the IRS in November 1991.

Mr. Adam of the IRS says the agency isn't sure why the number of 8300 forms filed has been dropping. But Charles Intriago, publisher of Money Laundering Alert, a Miami-based newsletter, says he believes there is "a growing feeling among businesses that the IRS isn't being as vigilant on these things, so people have stopped filing." Mr. Intriago's publication first broke the news of the IRS business sweeps.

Some federal officials recently have voiced concern that money launderers increasingly wash their illicit profits by using them to buy goods from U.S. retailers that are then sold overseas.

In some cases, IRS agents will visit stores where there is already reason for suspicion. Officials say they will check IRS computer records to compare a store's 8300 filings with the amounts of cash it

deposits at its bank. If a bank reports it is receiving large piles of cash from a store making only a few 8300 filings, that store is a candidate for a visit, IRS officials say.

The hope of the IRS is also to further educate businesses on when 8300 forms should and shouldn't be filed. Agency officials say one possible explanation for the drop in filings is that businesses have become more knowledgeable about the rules and aren't making unnecessary filings as often as in the past.

Crime statistics fall with COP on the beat

Citizens on Patrol a tough deterrent

By Jules Loh
ASSOCIATED PRESS

FORT WORTH, Texas
Jennie Skidmore, a retired woman at home alone, discovered she needed a few things at the store. Be back in a jiffy, she said to no one, and hopped in her car.

As it disappeared down the street, a nondescript auto with three men pulled up in front of her house. One got out. The car drove around to the back. The other two got out.

Just then a third car, with a blue emblem on the door, cruised by.

Spotting it, the two men jumped back in their auto, rushed around front to collect the third, and sped off.

When Mrs. Skidmore returned, a police officer greeted her at the door.

"I wasn't gone 20 minutes," she recalls. "Can you imagine? I nearly got robbed."

Now Jennie Skidmore's own Toyota bears a blue emblem. It identifies members of COP—Citizens on Patrol. COP numbers about 3,000 Fort Worth volunteers, a group three times the size of the city's police force.

They are trained at the city's police academy and equipped with police radios. And they are backed up by a specific neighborhood patrol officer who, as in the abortive Skidmore break-in, can answer a call in minutes.

So COP is a far cry from simply well-meaning neighbors who take turns "keeping an eye on things." Indeed, COP is the linchpin in an approach to law enforcement that appears to be gathering steam in city after city across America.

The results in Fort Worth tell why. Since community policing began here four years ago, burglaries have gone down by 51 percent, grand thefts by 38 percent, auto thefts by 60 percent, robberies by 31 percent and aggravated assaults by 56 percent.

"I almost don't believe it myself," says Fort Worth Police Chief

Thomas Windham. "But look at the figures. The city's overall crime rate has been reduced by 44 percent. It is the lowest it's been since 1978. Community policing is largely responsible for that. Not entirely, but largely."

That's because COP is just one aspect of a broader endeavor the city calls Code:Blue, a catchword borrowed from hospital jargon to signify an emergency.

What it signifies in Fort Worth is the city's priority at getting the people involved in taking back their neighborhoods. In many American cities, Fort Worth among them, it has been a goal viewed as an emergency. Code:Blue enlists the support of local businesses as well as every city department — police, schools, parks, housing, sanitation, roads — the works.

"Code:Blue is more than a name and more than a program," says Chief Windham. "It's a philosophy. It's a concept that recognizes the critical difference between law enforcement and crime prevention."

"Five or six years ago, you

couldn't have found more than a dozen examples in the nation of community policing," says Joseph Brann, director of Community Oriented Policing Services in Washington, an offspring of the Justice Department. "Now literally hundreds of cities are adopting it."

The reason for the upswing, he says, is because the crime bill that Congress passed last year ties the money for 100,000 new police officers by the year 2000 to community policing.

Chicago, as one example, instituted community policing in five pilot districts. Professor Wesley Slogan of Northwestern University's Center for Urban Affairs, after a yearlong study, found "significant, visible improvements in the quality of life. . . . The single most impressive set of outcomes I've seen yet."

Chicago is now expanding the scheme to its 20 other police districts.

"I'll tell you what Fort Worth thinks of it," says Mayor Kay Granger.

"Can you imagine any city these

days voting for a tax increase? Well, last month we voted a sales tax increase to raise \$120 million to fund Code:Blue over the next five years."

Local businesses have sponsored management-training courses and donated rent-free units for storefront police and COP use and house trailers for mobile police ministrations.

"Park one in front of a dope house," says Chief Windham. "It has an immediate effect."

What Fort Worth has tried so far seems to be working, so the figures say. Equally revealing is what the people say.

Jay Stott, 57, lives in South Hills, a middle-income neighborhood with many retirees. "We've gotten rid of all the crack houses and one chop shop," he said. "Now we see people in the parks again."

"Stopping crime is one result of COP," said Chief Windham. "Reducing the fear of crime is as important. Fear drives people inside, behind locked doors, destroying the neighborhood concept. What kind of life is that?"