

Texas Juvenile Probation Commission

STRATEGIC PLAN

Fiscal Years 2003-2007

Texas Juvenile Probation Commission

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June 2002

*"There are two lasting bequests we can give our children...
one is roots, the other is wings."*

-Hodding Carter, Jr., Journalist



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Board Member	Dates of Term	Hometown
Robert Brotherton, Chair	10/16/95 – 08/31/01	Wichita Falls
Michael Cantrell	06/12/98 – 08/31/03	Garland
Mary Craft	06/12/98 – 08/31/03	Houston
Keith Kuttler	05/17/96 – 08/31/01	Bryan
Betsy Lake, Vice-Chair	10/16/95 – 08/31/05	Houston
Lyle Larson	01/08/00 – 08/31/05	San Antonio
William E. “Bill” Miller	06/12/98 – 08/31/03	Lubbock
Carlos Villa	01/08/00 – 08/31/05	El Paso

Signed:

Vicki Spriggs, Executive Director

Approved:

Robert P. Brotherton, Board Chairman

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Mission of Texas State Government

Texas State Government will be limited, efficient, and completely accountable. It will foster opportunity, economic prosperity, and family. The stewards of the public trust will be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials will seek new and innovative ways to meet state government priorities within its financial means.

Philosophy of Texas State Government

State government will be ethical, accountable, and dedicated to serving the citizens of Texas well. State government will operate efficiently and spend the public's money wisely. State government will be based on four core principles that will guide decision-making processes:

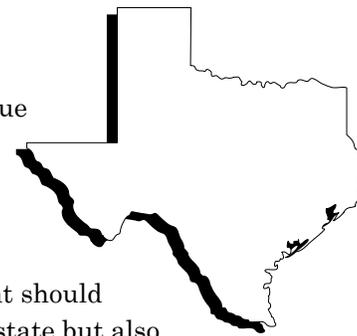
Limited and Efficient Government - Government cannot solve every problem or meet every need. State government should do a few things and do them well.

Local Control - The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.

Personal Responsibility - It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a more decent and just society. State employees, too, must be accountable for their actions.

Support for Strong Families - The family is the backbone of society and, accordingly, state

government must pursue policies that nurture and strengthen Texas families.



Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

Texas Public Safety and Criminal Justice Priority Goal

The priority goal of the Texas Public Safety and Criminal Justice is to aid communities in times of need, police public highways, and protect Texans from crime by holding individuals accountable for their unlawful actions through swift and sure punishment. Benchmarks include:

- Annual Texas Crime Index rate
- Number of traffic deaths per thousand
- Juvenile violent crime arrest rate
- Average rate of juvenile re-incarceration within three years of initial release
- Adult violent crime arrest rate
- Felony probation revocation rate
- Texas' average annual incarceration cost per inmate
- Parole rate
- Revocation rate for those released from prison
- Percent of Texas communities covered by current disaster prevention/recovery plans
- Number of hours Texas Guard members spent in training and/or protecting and aiding Texans in times of need

General Government Priority Goal

To support effective, efficient, and accountable state government operations. Benchmarks include:

- Total state taxes per capita
- Total state spending per capita
- Percentage change in state spending, adjusted for population and inflation
- State and local taxes per capita
- Ratio of federal dollars received to tax dollars paid
- Number of state employees per 10,000 population

TJPC Mission

The Texas Juvenile Probation Commission (TJPC) works in partnership with local juvenile boards and juvenile probation departments to support and enhance juvenile probation services throughout the state by providing funding, technical assistance, and training; establishing and enforcing standards; collecting, analyzing and disseminating information; and facilitating communications between state and local entities.

TJPC Philosophy

TJPC values a high degree of personal responsibility and professionalism. We promote staff growth and development; facilitate quality interaction among staff, field, and related entities; foster teamwork; respect diversity; and encourage participatory decision-making and innovative approaches to problem solving. TJPC creates an environment that recognizes the importance of family in the staff's personal lives and in their interactions with each other. The actions of our agency impact the juvenile justice field, children, the public, and state government entities.

Specifically, relating to:

the juvenile justice field, TJPC values:

- the need for local solutions for local problems
- limited and efficient state government
- timely and professional customer service
- the field's involvement in agency decision making
- cooperative and personal relationships

children, TJPC values:

- the care, protection, and the mental and physical development of children
- early identification and intervention for children at risk
- the supervision of children within the context of community and family whenever possible
- the safety, supervision, and appropriate treatment of children who need to be removed from the home

the public, TJPC values:

- citizen protection and safety
- the efficient use of tax dollars
- accountability for outcomes
- open access to juvenile justice information

state government entities, TJPC values:

- cooperation and collaboration
- positive interaction with state leadership resulting in sound policy and budgeting decisions

OVERVIEW OF AGENCY SCOPE & FUNCTIONS

Statutory Basis

The Texas Juvenile Probation Commission (TJPC) was created in 1981 by the 67th Legislature and was re-authorized after Sunset Review in 1987 by the 70th Legislature and again in 1997 by the 75th Legislature. The statutory basis and enabling legislation for TJPC is Chapter 141 of the Texas Human Resources Code. The purposes of the agency, according to this enabling legislation, Section 141.001, are to:

- make probation services available to juveniles throughout the state;
- improve the effectiveness of juvenile probation services;
- provide alternatives to the commitment of juveniles by providing financial aid to juvenile boards to establish and improve probation services;
- establish uniform standards for the community-based juvenile justice system;
- improve communications among state and local entities within the juvenile justice system; and,
- promote delinquency prevention and early intervention programs and activities for juveniles.

Who We Are

The Texas Juvenile Probation Commission achieves its mission through a comprehensive range of funding, monitoring, and technical assistance programs and services. The principal programs and services the agency provides include:

- Allocation of State Funds to Local Communities
- Setting Standards and Strategic Direction
- Monitoring of Standards

- Caseload Management and Data Collection
- Education, Training and Certification
- Assistance, Information and Technical Assistance
- Community Corrections Assistance Funding
- Small County Diversionary Placement Assistance
- Federal Programs Initiatives
- Border Children Justice Projects
- Challenge Grants
- Technology Grants
- Juvenile Justice Alternative Education Programs
- Non-Residential Programs
- Substance Abuse Placements

TJPC provides these programs and services in the context of a relationship with county probation departments, which directly serve their local communities. The Commission has developed and continues to maintain partnerships with 168 county juvenile probation departments administered by 180 statutorily created juvenile boards normally comprised of the county judge, district judges, and county court at law judges with juvenile court jurisdiction. These 168 departments provide probation services to all 254 Texas counties. Local control has been a distinguishing feature of the agency since its inception and it is the state-local partnership that TJPC believes ensures limited and efficient state government and local responses to local problems.

The public's perception of TJPC is oftentimes linked with the public perception of corrections: incarceration, punishment, and public protection. The function of punishment in the juvenile probation system is to cause sufficient positive change of the offender to ensure productivity as functioning citizens. If punishment policy and practice do not change behavior and emotional functioning in the direction of better health and

productivity, it is neither condoned nor encouraged. TJPC works with local officials to maintain a community-based system of progressive sanctions for delinquent behavior which ensures that services provided are primarily therapeutic and rehabilitative.

The aim of TJPC has always been to avoid infringing on the autonomy of local juvenile probation departments without compromising statewide standards. In most cases, the juvenile probation department is the most visible and recognized juvenile corrections and child service agency in the county.

Historical Perspective

Only 20 years ago, many Texas children were thrown into adult jails alongside older, hardened criminals. TJPC and its local partners have brought an end to this practice. Today, there are more than 50 facilities designated for the secure detention of juveniles in Texas. A number of them have been recognized nationally as model facilities with excellent programs. Through the cooperative efforts of TJPC, the Texas Juvenile Detention Association, and local juvenile probation agencies, Texas has become a leader in the development of standards for juvenile detention. Since the creation of TJPC in 1981, significant strides have been made towards fulfilling the agency's purpose:

1981	2002
No juvenile probation services in 32 counties	All 254 counties have juvenile probation services
No juvenile boards in 107 counties	All 254 counties have juvenile boards
No state standards for juvenile probation	Comprehensive probation, detention, pre- and post-adjudication, case management, child abuse and neglect investigations, juvenile justice alternative education program, and data collection standards in place
No professional certification for juvenile probation practitioners	TJPC requires that all Texas juvenile probation officers be certified as having earned necessary academic degrees and having completed 40 hours annually of approved continuing education
No systematic training of juvenile probation practitioners	All probation and detention officers receive at least 40 hours of training each year
No system of fiscal accountability for local use of state funds	Each local probation department and county and private detention centers and post-adjudication centers undergo annual fiscal audit and/or standards compliance monitoring
No intensive supervision programs for serious juvenile offenders	120 departments offer intensive supervision programs for serious offenders with TJPC funds
No centralized source of professional information and data for juvenile probation practitioners	TJPC offers resource information and technical assistance for all juvenile probation practitioners
No automated information system for juvenile justice in Texas	248 Texas counties are on state-wide automated CASEWORKER system
Only 29 juvenile detention centers in Texas; 12,353 juveniles held in adult jails	108 juvenile facilities (58 pre-adjudication facilities, 41 post-adjudication facilities, and 9 holdover facilities) in Texas; children prohibited from being held in adult jails

External/Internal Assessment Section Two

ORGANIZATIONAL ASPECTS

Size and Composition of Agency Staff

As of April 2002, the agency had employed, on average, a workforce of 53.5 FTEs for the fiscal year. The agency is authorized to employ 62 FTEs for the FY2002-2003 biennium. A more detailed analysis of the agency's workforce is included in Appendix E of this plan, titled "TJPC Workforce Plan for FY 2003-2007".

Human Resource Strengths And Weaknesses

The agency human resource strengths have been influenced by the agency's historical philosophy of being customer service oriented, and driven by providing services through a joint state and local partnership for planning, funding and managing the juvenile probation process. The human resource strengths of the agency include:

- A strong management team with a proven track record of eliminating barriers to good state and local collaboration. The staff focuses on maintaining the practice of quick, effective responses to local government and public requests.
- Since the agency maintains a small workforce (62 authorized FTEs) staff are required to work efficiently to meet the demands of local, state, and federal governments, and the general public. Managers are required to find innovative ways to utilize technology and staff skills to boost agency decision making power and customer service.
- Staff expertise, experience and qualifications represent a variety of professional backgrounds

and experience bringing a diverse interdisciplinary and multicultural perspective to the development and execution of agency policy.

- The tremendous increase in accountability throughout the public sector has increased the necessity of handling large volumes of information, synthesis of that information, and development of appropriate strategies to maximize effectiveness and efficiency of agency operations. As a result, agency managers are required to have skill sets which include high levels of technical expertise, problem solving skills, cutting-edge computer skills, strong customer service skills, as well as multitasking and database management skills.

The availability of only 62 full time employees remains a significant internal weakness of the agency. The environment in which TJPC operates has become much more complicated and demanding since the inception of the agency in 1981, particularly since the passage of House Bill 327 and Senate Bill 1 in the 74th Texas Legislature. As a result, a larger amount of staff time is spent adhering to governmental, political and public demands than ever before. Therefore, less time is available for providing customer services to local juvenile boards and probation departments. The agency will continue to improve internal operations and maximize activities which will accomplish the agency mission, mandates, and performance expectations.

Capital Assets Strengths and Weaknesses

TJPC's capital assets consist primarily of furniture and equipment with limited assets in vehicles. Specific assets reported in TJPC's FY 2001 Annual Financial Report include:

Furniture and Equipment	\$275,130.36
Vehicles	13,922.49
<hr/>	
Total	\$289,052.85

Management recognizes no apparent weaknesses due to lack of capital assets. TJPC enjoys the benefits of an exceptional personal computer-based in-house management information system. This system was recently upgraded to enable juvenile probation departments across the state to report their probation statistics to TJPC electronically. Beginning with fiscal year 2000 all juvenile probation departments have Internet capability. This has enhanced TJPC's communication with departments statewide and will facilitate the agency's plans to streamline the financial/statistical reporting process.

TJPC has never acquired and has no future plans for the purchase of real property. Similarly, TJPC funding contracts with local juvenile boards stipulate that no construction or renovation projects may be funded with state dollars.

Geographic Location of Agency

The Texas Juvenile Probation Commission is located at 4900 North Lamar Boulevard in Austin, Texas, in the state-owned Brown-Heatly Building. The Brown-Heatly building has three large public hearing rooms, four medium-sized meeting rooms, and three small meeting rooms. The Texas Rehabilitation Commission provides multi-media equipment and technical support.

TJPC's central Texas location provides juvenile probation personnel with relatively easy access to agency staff. In addition, the location is conducive to interagency work with Health and Human Services agencies and the Texas Youth Commission. In an effort to be responsive to the various regions in Texas, most of our training is conducted in different locations throughout the state.

Interaction With Other Government and Public Organizations

TJPC works closely with the following types of organizations and people to develop a comprehensive seamless continuum of services for juvenile offenders and their families:

Government Organizations

- local juvenile boards
- juvenile courts
- justice and municipal courts
- county commissioners' courts
- juvenile prosecutors
- defense attorneys
- law enforcement agencies
- local council of governments
- criminal justice planners
- city governments
- school districts
- health and human service agencies (state and federal)
- National Institute of Justice
- Criminal Justice Policy Council
- Federal Office of Juvenile Justice and Delinquency Prevention
- Texas Office of State/Federal Relations
- Criminal Justice Division of the Governor's Office
- Texas Education Agency
- Texas Youth Commission

Non-Government Entities

- Texas Probation Association
- Texas Juvenile Detention Association
- Juvenile Justice Association of Texas
- Texas Corrections Association
- victims' groups
- media agencies
- families
- colleges and universities

This continuum begins with appropriate services to youth in at-risk situations that have not yet committed a first offense. As an example, TJPC works with the Texas Department of Protective and Regulatory Services to assist them in providing services to children and families through the Services to At-Risk Youth or “STAR” program. TJPC also works with the Criminal Justice Division of the Governor’s Office by consulting with them on the best ways to distribute federal money targeting juvenile justice in Texas. TJPC also works closely with local governmental bodies and agencies to determine what local juvenile probation departments need from the state to best meet their mission. This includes determining where state funding is most needed, what regulatory measures would be helpful, and what training and technical assistance from TJPC is wanted.

To facilitate these services, TJPC will continue to work to with other health and human service agencies to provide appropriate services to juvenile offenders and their families. The 76th Legislature passed House Bill 2641, the Health and Human Services Commission (HHSC) Sunset bill reauthorizing the agency through 2007 and substantially increased the role of the HHSC in overseeing the health and human service delivery system in the state.

Key Organizational Events and Accomplishments

1981: TJPC created to replace the Community Assistance Program previously administered by the Texas Youth Commission.

1983: The TJPC Board adopts *Chapter 341. Texas Juvenile Probation Standards*, which sets out a code of ethics for the field of juvenile probation, establishes minimum qualifications for juvenile probation officers, and creates an administrative framework for probation services.

1984: For the first time in history, all Texas counties have juvenile probation services in place.

A pilot project for serving undocumented Mexican alien juvenile offenders in Cameron County is funded by TJPC. This pilot leads to the creation of the Border Children Justice Projects.

1985: Juvenile Statistical Information System developed to allow juvenile probation departments to collect data and statistical information on referrals. Renamed CASEWORKER in 1986.

First publication of *Texas Juvenile Law*, written by Professor Robert Dawson, is distributed to all judges, probation officers, detention child care workers, and made available to prosecution and defense attorneys, school administrators, and law enforcement agencies.

1986: The state of Texas is declared in compliance with the rules established by the federal Office of Juvenile Justice and Delinquency Prevention regarding the removal of juveniles from adult jails.

The TJPC Board approves *Chapter 343. Standards for Juvenile Pre-Adjudication Secure Detention Facilities.*

1987: The Border Children Justice Project is chosen as a finalist in the Ford Foundation/Harvard University Innovation in State and Local Government Award Program.

Challenge Grant funds, to be used for the placement of children with multiple problems, are appropriated to TJPC.

1989: The TJPC Board approves a \$250,000 joint grant with the Texas Department of Mental Health and Mental Retardation to provide community mental health services to children referred to juvenile court.

1991: TJPC, in partnership with the Texas Department of Human Services, designs and implements the managerial, financial, and information systems necessary to earn federal matching funds under Title IV-E of the Social Security Act.

1992: The TJPC board approves *Chapter 345. Community Corrections Assistance Program Standards* governing the use and expenditure of Community Corrections Funds. These funds are used to divert delinquents from TYC when appropriate by giving local juvenile boards funding to develop community-based corrections programs.

TJPC develops a *Title IV-E Federal Foster Care Program* through which juvenile probation departments across the state can obtain federal financial reimbursement for eligible children in approved residential settings. TJPC board adopts *Chapter 347. Title IV-E Federal Foster Care Program Standards.*

1994: The TJPC board and the Texas Youth Commission board hold their first joint board meeting.

1995: The 74th Legislature mandates that twenty-two counties operate Juvenile Justice Alternative Education Programs (JJAEPs) for certain juvenile offenders. The programs begin in 1996.

The 74th Legislature appropriates \$37.5 million for the 1996-97 biennium to TJPC for the construction of 1000 secure post-adjudication beds in 19 counties.

1996: The Progressive Sanctions model, as described in HB 327 of the 74th Legislature, is put into effect for each county whose board elected to adopt the model. Progressive Sanctions is a set of discretionary disposition guidelines designed to bring consistency and predictability to juvenile dispositions.

The TJPC Board adopts *Chapter 344. Standards for Juvenile Post-Adjudication Secure Correctional Facilities* and revises *Chapter 343. Standards for Juvenile Pre-Adjudication Secure Detention Facilities.*

TJPC and Texas Youth Commission staff jointly publish the first coordinated strategic plan for the Texas juvenile justice system.

CASEWORKER Version 4 released.

Texas Juvenile Law, 4th Edition published.

1997: TJPC begins investigating complaints of abuse and neglect incidents in pre- and post-adjudication secure juvenile facilities.

The first juvenile post-adjudication correctional facility built using TJPC construction bond money opens.

The construction bond project ultimately adds 1,066 new secure beds to the juvenile justice system in Texas.

Procedures for certifying juvenile corrections officers are implemented.

County operated, non-secure residential facilities can now seek Title IV-E certification, thereby allowing the county probation departments to claim reimbursement for eligible children placed in their care.

1998: TJPC board adopts *Chapter 342. Standards For Housing Non-Texas Juveniles In Texas Correctional Facilities.*

TJPC board adopts *Chapter 346. Case Management Standards*, which require probation officers to engage in case planning during the period of court ordered probation. Case planning includes the assessment, evaluation, and review of a juvenile's risks and needs in order to make informed decisions regarding the juvenile's status and circumstances over time.

TJPC board adopts *Chapter 348. Juvenile Justice Alternative Education Programs Standards* to establish minimum operational, programmatic, and educational standards for juvenile justice alternative education programs (JJAEP) in Texas.

TJPC board adopts *Chapter 349. Standards For Child Abuse and Neglect Investigations in Secure Juvenile Facilities* to establish guidelines for investigating allegations of child abuse or neglect in secure facilities.

Legislature appropriates TJPC \$4.39 million each year of the biennium to reimburse juvenile probation departments for the cost of placing juveniles at Progressive Sanctions Level 5 in secure post-adjudication facilities.

TJPC implements a program providing management training to administrative management and supervisory teams of juvenile probation departments through the provision of annual management conferences.

Border Children Justice Project Report published.

1999: TJPC adds four more departments to the Family Preservation projects, which provide intensive in-home services to families of youth who are at risk of placement and in need of substance abuse services.

TJPC receives funding to expand juvenile non-residential programs in counties with populations below 72,000. Nine counties access the funds (which reimburse up to 40% of total program costs with a \$25,000 cap) and begin operating JJAEPs.

Field services division develops and implements risk assessment instrument to ensure high-risk counties receive technical assistance and support necessary for compliance with statewide standards.

Monitoring of Juvenile Justice Alternative Education Programs (JJAEPs) for standards compliance begins.

TJPC begins collecting case-specific juvenile referral data from counties.

A performance-based budgeting system is implemented statewide for the first time.

A Survey of Juvenile Intensive Supervision Probation (ISP) Programs in Texas is published.

TJPC Field Manual published to help probation professionals understand how the agency functions and how they may access the services and technical assistance the agency provides.

The subcontractor monitoring instrument is developed to guide local departments in the monitoring of their vendors.

A risk assessment for prioritizing the review of independent audits is created. The fiscal and program monitoring units improve communication on audit findings by developing a protocol for addressing issues of non-compliance during on-site field visits.

TJPC develops procedures to assist departments in recovering the indirect costs associated with local administration of the Title IV-E program.

TJPC participated with National Institute of Corrections and Office of Juvenile Justice and Delinquency Prevention in airing distance learning topics related to the juvenile justice field provided on the national level through video conferencing at selected sites throughout the state.

A comprehensive training program on the Strategies for Juvenile Supervision (SJS) instrument was implemented to enable juvenile probation departments to comply with TJPC case management standards.

2000: TJPC reaches an agreement with TDPRS to match funds to allow Title IV-E youth in residential care to receive Preparation for Adult

Living Services (PALS) curriculum training provided by TDPRS regional instructors.

TJPC board adopts *Chapter 352. Data Collection And Reporting Standards* to comply with the legislative requirement that the agency “adopt rules that provide standards for the collection and reporting of information about juvenile offenders by local probation departments.”

TJPC participates on the Texas Department of Criminal Justice Risk Assessment Review Committee to develop a sex offender risk assessment instrument.

2001: Legislation requires TJPC to select a mental health screening instrument for use on all youth formally referred to juvenile probation departments; TJPC selected the Massachusetts Youth Screening Instrument, Second Version (MAYSI-2).

TJPC mandated to cooperate with Texas Council for Offenders with Mental Illness (TCOMI) and other agencies to develop a plan for juveniles with mental health and substance abuse disorders who are involved in or at risk of becoming involved in the juvenile justice system. TJPC subsequently collaborates with TCOMI, TYC, and other agencies to implement pilot projects designed to identify, assess and provide treatment services to juvenile offenders with mental impairments.

TJPC begins administration of funding appropriated by the 77th Texas Legislature for adjustment of salary levels of juvenile probation personnel.

TJPC directed to work with the Texas Education Agency and jointly develop a performance assessment report on JJAEPs.

FISCAL ASPECTS

Budget

<u>Strategies</u>	<u>Appropriated FY2002</u>	<u>Appropriated FY 2003</u>
State Aid	\$ 45,857,447	\$ 45,912,651
Community Corrections	\$ 50,278,430	\$ 50,790,377
Probation Assistance	\$ 14,048,295	\$ 14,544,988
JJAEP's	\$ 7,500,000	\$ 7,500,000
Direct and Indirect Administration	\$ 927,274	\$ 929,898
Total	\$ 118,611,446	\$ 119,677,914

<u>Method of Finance</u>	<u>Appropriated FY 2002</u>	<u>Appropriated FY 2003</u>
General Revenue Fund	\$ 97,089,748	\$ 97,649,049
Federal Funds	\$ 11,931,698	\$ 12,438,865
Interagency Contracts	\$ 2,090,000	\$ 2,090,000
Interagency Contracts - Transfer		
Foundation School Fund No. 93	\$ 7,500,000	\$ 7,500,000
Total	\$ 118,611,446	\$ 119,677,914

TJPC Appropriations

- Approves \$20.4 million in funding to provide across-the-board salary and benefits increases for juvenile probation personnel of up to \$3,000 for certified juvenile probation officers and \$1,500 for certified juvenile detention and corrections officers. Note that the 15% fringe benefits are included within these amounts.
- Approves \$4 million in funding for specialized caseloads that address mentally impaired offenders and \$10 million through the Texas Council on Offenders with Mental Impairments for case management and mental health services for juveniles under probation jurisdiction. This funding is part of the \$35 million plan to address mentally impaired offenders that includes those under TYC parole supervision and adult probation.
- Increases the funds for JJAEPs (Juvenile Justice Alternative Education Programs) from \$14.31 to \$15 million to cover increased summer school expenditures.
- Approves funds for seven additional staff for TJPC.

Per Capita Impact

These appropriations provide 13.7 cents per day for each of the juvenile aged children in the State of Texas and \$2.59 daily for each of the estimated 251,000 children that will be referred to the juvenile justice system during the FY 2002 – 2003 biennium.

Budgetary Limitations

Restriction, State Aid. None of the funds appropriated for Basic Probation, and allocated to local juvenile probation boards, shall be expended for salaries or expenses of juvenile board members.

Appropriation of Federal Title IV-E Receipts. The provisions of Title IV-E of the Social Security Act shall be used in order to increase funds available for juvenile justice services. The Juvenile Probation Commission shall certify or transfer state funds to the Department of Protective and Regulatory Services so that federal financial participation can be claimed for Title IV-E services provided by counties. TJPC shall direct necessary general revenue funding to ensure that the federal match for the Title IV-E Social Security Act is maximized for use by participating counties. Such federal receipts are appropriated to the Juvenile Probation Commission for the purpose of reimbursing counties for services provided to eligible children.

Juvenile Boot Camp Funding. Out of the funds appropriated for Community Corrections, the amount of \$1,000,000 annually may be expended only for the purpose of providing a juvenile boot camp in Harris County.

Juvenile Non-Residential Program Funding. Out of the funds appropriated for Community Corrections, an amount not to exceed \$250,000 in

each year shall be expended in the form of grants to counties with a population of 72,000 or less which operate non-residential programs during the 2002-03 biennium. To be eligible, a county must contribute at least 60 percent of the costs of such programs from local funds, and the state share may not exceed (1) 40 percent of the funding for the program and (2) a total of \$25,000 in fiscal year 2002 and \$25,000 in fiscal year 2003 per county.

Juvenile Non-Residential Program Funding. Out of the funds appropriated in Community Corrections, an amount not to exceed \$250,000 in each year shall be expended in the form of grants to counties with a population of 72,000 or less which operate non-residential programs during the 2002B03 biennium. To be eligible, a county must contribute at least 60 percent of the costs of such programs from local funds, and the state share may not exceed (1) 40 percent of the funding for the program and (2) a total of \$25,000 in fiscal year 2002 and \$25,000 in fiscal year 2003 per county.

Residential Facilities. Juvenile Boards may use funds appropriated in Strategy A.1.1, Basic Probation, and Strategy A.2.1, Community Corrections, to lease, contract for, or reserve bed space with public and private residential facilities for the purpose of diverting juveniles from commitment to the Texas Youth Commission.

Funding for Progressive Sanctions.

- a. Out of the funds appropriated in Strategy A.1.1, Basic Probation, \$10,200,000 in fiscal year 2002 and \$10,200,000 in fiscal year 2003 can be distributed only to local probation departments for funding juvenile probation services associated with sanction levels described in " 59.003(a)(1),

59.003(a)(2), and 59.003(a)(3) of the Family Code, or for salaries of juvenile probation officers hired after the effective date of this Act. These funds may not be used by local juvenile probation departments for salary increases, employee benefits, or other costs (except salaries) associated with the employment of juvenile probation officers hired after the effective date of this Act.

- b. Out of the funds appropriated in Strategy A.2.1, Community Corrections, \$4,394,436 in fiscal year 2002 and \$4,394,437 in fiscal year 2003 can be used only for the purpose of funding secure post-adjudication placements for (1) juveniles who have a progressive sanction guideline level of 5 or higher as described by " 59.003(a)(5), 59.003(a)(6), and 59.003(a)(7); (2) are adjudicated for a felony offense that includes as an element of the offense the possession, carrying, using or exhibiting of a deadly weapon; (3) the juvenile court's order of adjudication contains a finding that the child committed a felony offense and the child used or exhibited a deadly weapon during the commission of the conduct or during immediate flight from commission of the conduct; or (4) are adjudicated for a sex offense of the grade of felony that requires registration under the Texas Sexual Offender Registration Program.

The Texas Juvenile Probation Commission shall reimburse a county juvenile probation department a specified number of placements under this section, as determined by the Texas Juvenile Probation Commission, after the requirements for reimbursement as outlined herein have been met to the satisfaction of the Texas Juvenile Probation Commission.

- c. The Texas Juvenile Probation Commission shall maintain procedures to ensure that only those juvenile offenders are submitted for reimbursement of secure post-adjudication placements under this section. The Texas Juvenile Probation Commission shall no later than March 1 of each fiscal year submit an expenditure report for the prior fiscal year reflecting all secure post-adjudication placement costs to the Legislative Budget Board and the Governor.

County Funding Levels. To receive the full amount of state aid funds for which a juvenile board may be eligible, a juvenile board must demonstrate to the commission's satisfaction that the amount of local or county funds budgeted for juvenile services is at least equal to the amount spent for those services, excluding construction and capital outlay expenses, in the 1994 county fiscal year. This requirement shall not be waived by the commission unless the juvenile board demonstrates to the satisfaction of the commission that unusual, catastrophic or exceptional circumstances existed during the year in question to adversely affect the level of county fiscal effort. If the required local funding level is not met and no waiver is granted by the commission, the commission shall reduce the allocation of state aid funds to the juvenile board by the amount equal to the amount that the county funding is below the required funding.

Local Post-Adjudication Facilities. Out of the funds appropriated in Strategy A.2.1, Community Corrections, the amount of \$8,640,462 in fiscal year 2002 and \$8,640,462 in fiscal year 2003 may be used only for the purpose of funding local post-adjudication facilities.

Juvenile Justice Alternative Education Programs (JJAEP). Out of the funds transferred to the Texas Juvenile Probation Commission pursuant to Texas Education Agency (TEA) Rider 44 and appropriated in Strategy A.2.3, Juvenile Justice Alternative Education Programs, the Texas Juvenile Probation Commission shall allocate \$1,500,000 at the beginning of each fiscal year to be distributed on the basis of juvenile age population among the mandated counties identified in Chapter 37, Texas Education Code, and those counties with populations between 72,000 and 125,000 which choose to participate under the requirements of Chapter 37.

An additional \$500,000 shall be set aside in a reserve fund for each year of the biennium to allow mandated and non-mandated counties to apply for additional funds on a grant basis.

The remaining funds shall be allocated for distribution to the counties mandated by the 37.011(a) Texas Education Code, at the rate of \$59 per student per day of attendance in the JJAEP for students who are required to be expelled as provided under 37.007, Texas Education Code, and are intended to cover the full cost of providing education services to such students. Counties are not eligible to receive these funds until the funds initially allocated at the beginning of each fiscal year have been expended at the rate of \$59 per student per day of attendance. Counties in which populations exceed 72,000, but are 125,000 or less, may participate in the JJAEP, and are eligible for state reimbursement at the rate of \$59 per student per day.

The Texas Juvenile Probation Commission may expend any remaining funds for summer school programs in counties with a population over 72,000 which are funded as mandated counties in Chapter 37. Funds may be used for any student

assigned to a JJAEP. Summer school expenditures may not exceed \$3.0 million in any year.

Unspent balances in fiscal year 2002 shall be appropriated to fiscal year 2003 for the same purposes in Strategy A.2.3.

The allocations made in this rider for the JJAEP are estimated amounts and not intended to be an entitlement and are limited to the amounts transferred from the Foundation School Program pursuant to TEA Rider 44. The amount of \$59 per student per day may vary depending on the total number of students actually attending the JJAEPs.

The Texas Juvenile Probation Commission may reduce, suspend, or withhold Juvenile Justice Alternative Education Program funds to counties that do not comply with standards, accountability measures, or Texas Education Code Chapter 37.

Funding for Additional Eligible Students in JJAEPs. Out of funds appropriated in Strategy A.2.3, Juvenile Justice Alternative Education Programs, a maximum of \$500,000 in each year (for a maximum of 90 attendance days per child), is allocated for counties with a population of at least 72,000 which operate a JJAEP under the standards of Chapter 37, Texas Education Code. The county is eligible to receive funding from the Texas Juvenile Probation Commission at the rate of \$59 per day per student for students who are required to be expelled under 37.007, Texas Education Code, and who are expelled from a school district in a county that does not operate a JJAEP.

Use of JJAEP Funds. None of the funds appropriated for the support of JJAEPs shall be used to hire a person or entity to do lobbying.

JJAEP Accountability. Out of funds appropriated in Strategy A.2.3, Juvenile Justice Alternative Education Programs (JJAEP), the Texas Juvenile Probation Commission and the Texas Education Agency shall ensure that Juvenile Justice Alternative Education Programs are held accountable for student academic and behavioral success. The agencies are to jointly submit a performance assessment report to the Legislative Budget Board and the Governor by May 1, 2002. The report shall include, but is not limited to, the following:

- a. an assessment of the degree to which each JJAEP enhanced the academic performance and behavioral improvement of attending students;
- b. a detailed discussion on the use of standard measures used to compare program formats and to identify those JJAEPs most successful with attending students;
- c. the percent of eligible JJAEP students statewide and by program demonstrating academic growth in the Texas Assessment of Academic Skills (TAAS) math and reading, as measured in terms of the Texas Learning Index (TLI);
- d. standardized cost reports from each JJAEP and their contracting independent school district(s) to determine differing cost factors and actual costs per each JJAEP program by school year; and
- e. inclusion of a comprehensive five year strategic plan for the continuing evaluation of JJAEPs which shall include oversight guidelines to improve: school district compliance with minimum program and accountability standards, attendance reporting, consistent collection of costs and

program data, training and technical assistance needs.

Training. It is the intent of the Legislature that the Texas Juvenile Probation Commission provide training to local juvenile probation personnel and to local Juvenile Judges to maximize the appropriate placement of juveniles according to the progressive sanction guidelines.

Unexpended Balances - Hold Harmless Provision. Any unexpended balances as of August 31, 2002 in Strategy A.1.1, Basic Probation (estimated to be \$690,112), and in Strategy A.2.1, Community Corrections (estimated to be \$932,196), are hereby appropriated to the Juvenile Probation Commission in fiscal year 2003 for the purpose of providing Hold Harmless funding for juvenile probation departments whose allocation would otherwise be reduced as a result of reallocations related to population shifts.

Juvenile Accountability Incentive Block Grants Funding. Amounts appropriated in Strategy A.2.1, Community Corrections, include \$2,090,000 per fiscal year in Juvenile Accountability Incentive Block Grants funding from the Governor's Office.

Salary Increases for Juvenile Probation Department Personnel. Out of the funds appropriated in Strategy A.1.1, \$10,228,298 per fiscal year shall be distributed to counties to be used only for the purpose of salary and associated benefits for Certified Juvenile Probation Officers (JPO) and Juvenile Detention/Correctional Officers (JD/JCO). The Juvenile Probation Commission shall insure the annual salary and benefits increases are limited to \$3,000 per JPO and \$1,500 per JD/JCO.

Degree to Which Current Budget Meets Current and Expected Needs

Funding for TJPC has increased dramatically since FY 1995. With the increase of probation officers funded by the state in the FY 1996-97 and FY 1998-99 biennium the caseloads have leveled off and in most instances are adequate. Also, lengths of stay for juvenile offenders in secure post-adjudication facilities has lengthened to the six months recommended by the Progressive Sanctions Model due to the \$4.4 million funded by the legislature for that purpose in FY 2000.

Additionally, the \$10.2 million funded annually for certified officer's salaries should help reduce the high turnover rates for juvenile probation officers, juvenile correction and detention officers. A detailed study documenting turnover rates before and after the salary increase approved by the legislature will be completed prior to the next session.

At the next session, the Legislature will be asked to address funding for additional juvenile population statewide. The last time newly appropriated funding was available for the increased juvenile population was 1997. Since that time, no additional funds have been available to help the juvenile probation departments across the state pay for the costs associated with the increased numbers of juveniles that they are serving. In FY 1997, the population calculations were derived by establishing a rate per child (dividing total funding in each of the State Aid and Community Correction allocations by the total projected population for 1997). That rate was \$7.66 for State Aid and \$14.06 for each child for Community Corrections.

When the same calculations are performed using 2004 and 2005 projected populations for those years based on the 2000 census, the increases are \$8,336,489 in FY 2004 and \$8,952,500 for FY 2005. These would be the preliminary figures to add to the current appropriation for each year of upcoming biennium. The juvenile population by 2004 will have increased by 18.5 percent and by 2005 it will have increased by 20 percent. These increases are at 97 dollars with no inflation built in.

Additionally, the State Auditors Office (SAO) is in process of completing a management audit of TJPC. Several of the findings note a lack of resources most notably a lack of personnel needed to implement an effective monitoring and enforcement system to ensure that the 168 local juvenile probation departments comply with state standards. Additionally, the commission lacks sufficient personnel to insure that the statistical data submitted to the state is accurate and timely. Additional FTEs will be necessary to insure that TJPC adequately responds to the recommendations of the SAO.

Historically Underutilized Businesses

As part of its strategy for meeting Historically Underutilized Business (HUB) vendor goals, TJPC utilizes guidelines developed by the General Services Commission (GSC). General Services Commission rules require that agencies include at least two HUB vendors in the bidding process. TJPC enhances those procedures by giving preference to HUB vendors in situations where non-HUB vendors and HUB vendors are found to meet the agency's procurement criteria.

Several factors and conditions significantly impact the agency's ability to use HUB vendors. These conditions include: a) limited availability of HUB vendors for certain products/services, b) limited scope of products/services provided by HUB vendors, and c) a highly developed market place composed of well established vendors with whom HUB vendors must compete. To take advantage of all HUB opportunities, TJPC continues to make a "Good Faith Effort" to utilize and incorporate HUB vendors whenever possible.

External/Internal Assessment Section Four SERVICE POPULATION DEMOGRAPHICS

Affected Populations

Local juvenile probation departments serve children, as defined by the Texas Family Code, between the ages of 10 and 16 at the time the offense occurred, and anyone age 17 accused or adjudicated for an offense committed before age 17. While the legal focus is on the child, services are also provided to the family and victims.

Statistics In External Environment

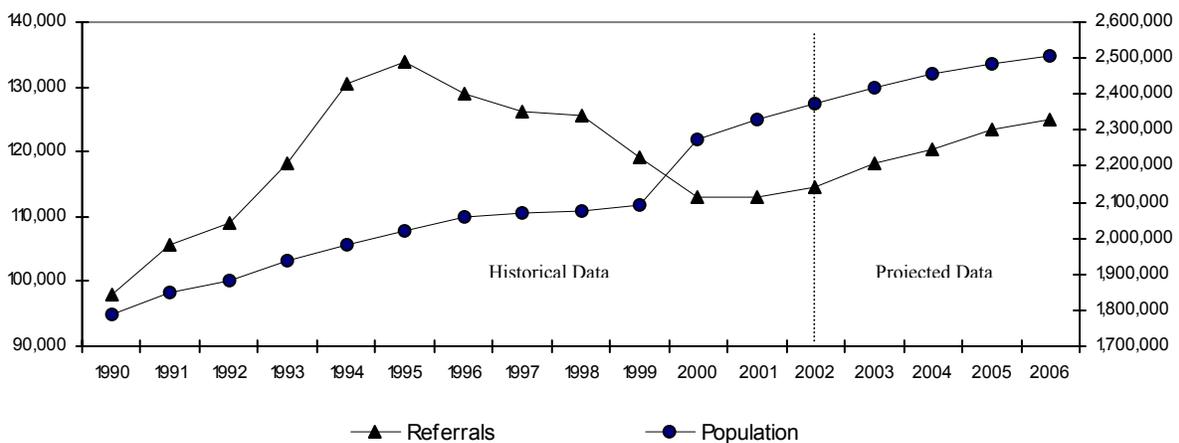
For the third consecutive year, total referrals decreased in 1998. The 0.4% decrease follows a 2.3% decrease in 1997, and a 3.6% decrease in 1996. Most serious categories of offense referrals were down, including violent felonies (down 9.8%), total felonies (down 7.0%), misdemeanor classes A and B (down 4.4%), and status offense categories (down 7.1%). Increases were indicated in violation of probation orders and contempt of magistrate orders (up 16.6%) and child in need of supervision (CINS) that were “other than status offenses” (up 4.4%).

While the total number of referrals decreased by less than one half of a percent, the number of juveniles referred decreased 2.8%. Of the juveniles referred, there were fewer entering the system for the first time.

Generally, changes in referrals reflect changes in population growth. The chart below compares the growth trends of referrals and population. Referral rates grew at a faster rate than population rates during the mid 1990's, but declined in the later years.

This trend of juvenile crime following juvenile population growth poses a major problem for the juvenile justice system. Forecasts predict Texas' juvenile population growth is again on the rise. In 1998, the total juvenile population for the state was projected to be 2,073,628. This number is anticipated to increase nearly 12% by 2005, to 2,321,002 juveniles. The greatest increases will be with the minority youth category (particularly the Hispanic category), which is considered to be the most “at-risk” group.

Trends and Projections of Referrals vs. Juvenile Population



Population Projections by Sex and Race
2003-2007

Sex/Race	2003	2004	2005	2006	2007
White Male	531,723	1,255,011	520,802	514,446	505,498
White Female	504,314	1,199,888	493,893	488,175	479,962
Black Male	164,599	167,029	168,382	168,857	167,352
Black Female	159,574	161,977	162,766	163,116	162,013
Hispanic Male	499,649	518,750	536,527	553,818	566,350
Hispanic Female	478,995	498,022	515,017	530,939	542,435
Other Male	39,991	42,053	43,970	45,737	47,427
Other Female	38,145	40,200	41,905	43,703	45,647
Total	2,416,990	2,454,899	2,483,262	2,508,791	2,516,684

Data Source: Texas State Data Center at Texas A&M University. 2000 Census, June 2002 data migration.

Forecasts by the Texas Criminal Justice Policy Council (CJPC) project that rates may steadily begin to increase again, with referrals increasing to over 125,000 in 2007. The peak of historical data occurred in 1995, with 133,866 referrals. The table below shows juvenile probation referral and supervision projections based on CJPC model projections.

Referral and Supervision Projections
2003-2007

	2003	2004	2005	2006	2007
Referrals	118,269	120,384	123,384	124,824	125,270
Deferred Prosecution	10,753	10,929	11,185	11,316	11,356
Adjudicated Probation	23,256	23,700	24,270	24,586	24,694

Data Source: Texas Criminal Justice Policy Council. Version May 2002.

Trends In Juvenile Justice

In a recent report written and published by the Criminal Justice Policy Council titled “Overview of the Enhanced Mental Health Services Initiative”, the emergent policy issue of the need to provide specialized services for offenders with mental health problems was addressed. A series of reports were made to the 77th Texas Legislature by the Criminal Justice Policy Council and subsequently, The Enhanced Mental Health Services Initiative provided additional funding to the Texas Council on Offenders with Mental Impairments (TCOMI), Texas Juvenile Probation Commission, and the Community Justice Assistance Division (CJAD) of Texas Department of Criminal Justice (TDCJ). This policy has become a national trend and is expected to continue to receive legislative attention in the future.

- Given the increased cost associated with the provision with “back-end” juvenile/criminal justice services to offenders, the Texas Legislature continues the policy trend of attending to the issue of enhancement of “front-end” prevention and early intervention services. In 1999, the Texas Legislature created a new division in the Texas Department of Protective and Regulatory Services (TDPRS) called the Prevention and Early Intervention Services Division (PEI). The purpose of this policy decision was to develop a mechanism to improve the integration and responsiveness of state-wide prevention services. In an era where public and private sector organizations are required to enhance value-added activities within their day-to-day business processes, the issue of investing in services which reduce the incidence of social problems associated with taxpayer expenses becomes even more important.

External/Internal Assessment Section Five

TECHNOLOGICAL DEVELOPMENTS

Each major agency function has an automated system to assist in the collection and management of information pertaining to that function. Most of these systems were developed and are maintained by agency Management Information System's personnel. TJPC maintains connections to other agencies for payroll, warrant processing, performance measure reporting and interagency electronic mail.

CASEWORKER

In 1985, TJPC initiated the Juvenile Tracking and Caseload Management System, or CASEWORKER, to facilitate and standardize the collection, storage and retrieval of caseload information. As of January 1, 2000 the CASEWORKER system had been installed in 162 Texas juvenile probation departments. CASEWORKER is an excellent tool for local departments to manage and track caseloads. It also is building a valuable database on juvenile crime and juvenile justice operations in Texas. Much of the CASEWORKER data is available in the annual TJPC Statistical Report and in a database of selected case-level information.

Agency Internet Website

Currently, TJPC maintains a website at <http://www.tjpc.state.tx.us> which allows juvenile probation departments to access to the latest information on Commission meetings, legislative issues, training calendars, federal funding, agency publications, and other important announcements. For those departments using CASEWORKER, it allows access to program updates, tips and techniques, and answers to common questions.

External/Internal Assessment Section Six

ECONOMIC VARIABLES

In the Spring 2002 Publication, *Texas Economic Update: A Look at Economic Issues Affecting Texas and the U.S.*, the Texas Comptroller of Public Accounts identified key economic variables which are likely to affect the operations of private and public sector organizations. The economy in Texas has been adversely affected by the national recession. From February 2001 to February 2002, overall, non-farm employment in the state fell by nearly 0.9 percent, as compared to 2.3 percent growth a year earlier and an average annual growth rate of 4 percent during the economic boom of 1997 and 1998.

More than ever, Texas has become tied to the health of the national economy. This is evidenced by the nearly identical job loss rates of 0.9 percent in Texas and 1.0 percent in the U. S. from February 2001 to February 2002.

Demonstrating the breadth of the national downturn, 37 states lost jobs. Although relatively high energy prices allowed the oil and gas industry to benefit during most of 2001, other sectors of the Texas economy directly affected by the national economy—especially manufacturing and, to a lesser extent, consumer spending—suffered.

Unlike the U.S., however, the Texas economy did not fall into recession. This is largely attributable to strong productivity growth, and enhanced by a central Sunbelt location, relatively low business and housing costs, and the continued flood of new residents into the state.

This edition of Texas Economic Update (TEU) presents the results of the Comptroller's Fall 2001 state economic forecast. After this forecast was completed, the Texas Workforce Commission (TWC) released its regular annual revision of state and metropolitan area monthly nonagricultural wage and salary employment estimates for the past two years. In general, these new figures indicate that in 2001 Texas' economic performance was weaker than the previous estimates indicated. TWC's revised employment estimates are currently being incorporated into the Spring 2002 state economic forecast, which will be presented in the upcoming Summer 2002 TEU.

Wary of the threat of a national recession, the Federal Reserve Board reduced short-term interest rates 11 times in 2001. Despite lower borrowing costs, the National Bureau of Economic Research declared that the national economy had fallen into recession in March. The downturn accelerated after the September 11 terrorist attacks on our country. The national economy now appears to have bottomed out and has begun a slow upswing.

The Texas economy continued to display moderate growth during the first half of 2001. Real (inflation-adjusted) gross state product increased by an estimated 3.4 percent, personal income increased more than three percentage points faster than the inflation rate, and almost

150,000 more residents moved into the state than left. Even with slowing employment growth, the statewide unemployment rate averaged less than 5 percent for the fourth straight year, for its lowest rates since the late 1970s. Perhaps most importantly, Texas continued to outpace national economic growth.

The outlook for the Texas economy in 2002 and 2003 is mixed (see Table below). On the average, real gross state product growth will be lower in 2002 than in 2001, slipping from 3.4 percent to a projected 2.8 percent. In 2003, however, following a strong national economic recovery fueled by low interest rates, federal tax cuts, and stimulative federal spending in response to September 11, Texas' economic growth will

rebound at a relatively robust 4.4 percent rate. Non-farm employment and personal income growth should follow a similar trend.

Still, with continued population and labor force growth accompanied by fewer job opportunities than in recent years, the statewide unemployment rate will rise from an average of 4.6 percent in 2001 to 5.5 percent—the highest rate in six years—in 2002. As the national and state economies rebound, however, the state jobless rate will drop slightly to 5.2 percent in 2003, falling below 5 percent again by the middle of 2004.

Fall 2001 State Economic Forecast
Texas Economic Outlook for Calendar Years 2002 to 2008

TEXAS ECONOMY	2002	2003	2004	2005	2006	2007	2008
Gross State Product (Billion 1996\$)	755.4	788.7	825.3	858.6	890.4	925.8	970.5
<i>Annual % Change</i>	2.8	4.4	4.6	4.0	3.7	4.0	4.8
Personal Income (Billion \$)	652.2	699.7	747.1	796.3	848.2	893.8	944.7
<i>Annual % Change</i>	5.4	7.3	6.8	6.6	6.5	5.4	5.7
Nonfarm Employment (Thousands)	9,813.9	10,042.1	10,330.1	10,599.6	10,825.5	11,044.8	11,277.9
<i>Annual % Change</i>	1.6	2.3	2.9	2.6	2.1	2.0	2.1
Resident Population (Thousands)	21,685.9	22,056.4	22,409.4	22,756.1	23,093.0	23,414.1	23,739.7
<i>Annual % Change</i>	1.8	1.7	1.6	1.5	1.5	1.4	1.4
Unemployment Rate (%)	5.5	5.2	5.0	4.8	4.7	4.6	4.8
Oil Price, Taxable (\$ per Barrel)	\$23.52	\$22.73	\$23.24	\$23.74	\$24.28	\$24.67	\$24.91
Natural Gas Price, Taxable (\$ per MCF)	\$2.65	\$2.55	\$2.61	\$2.66	\$2.72	\$2.77	\$2.79
U.S. ECONOMY	2002	2003	2004	2005	2006	2007	2008
Gross Domestic Product (Billion 1996\$)	9,473.0	9,854.5	10,132.0	10,459.7	10,780.9	11,420.5	11,819.9
<i>Annual % Change</i>	1.6	4.0	2.8	3.2	3.1	5.9	3.5
Consumer Price Index (1982-84=100)	181.7	186.1	190.7	195.5	200.5	205.6	210.7
<i>Annual % Change</i>	2.3	2.4	2.5	2.5	2.6	2.5	2.5
Prime Interest Rate (%)	6.0	7.4	8.0	8.0	8.0	7.9	7.8

SOURCES: Carole Keeton Rylander, Texas Comptroller; and DRI-WEFA.

Manufacturing Hits the Wall

2001 was a year that most Texas' manufacturers will want to forget. Faced with weighty inventories and faltering personal computer sales worldwide, Dell and Compaq both announced extensive job layoffs during the year. Largely because of the weak personal computer market, the state's semiconductor and electronic component producers also fared poorly.

Outside of high-tech, the news was not much happier. Apparel manufacturers, largely concentrated along the Texas-Mexico border, continued to be hit hard by international competition, and they significantly reduced their workforces in response. Even so, the news could have been much worse had consumers not remained willing to spend, often in response to promotional offers. From February 2001 to February 2002, statewide manufacturing employment declined by 6.2 percent, or 67,800 jobs, which was still relatively better than the 7.2 percent loss in manufacturing employment nationwide.

Productivity was hurt temporarily by the terrorist attacks, partly because of increased security at airports and border checkpoints. The increased travel and waiting times and the unpredictability of delays have hindered trade at the border and increased transportation costs. Productivity growth typically slows in a national recession in any event, because output falls faster than companies' ability to adjust their workforce. In 2001, however, strong drivers of productivity growth have kept the productivity of American workers rising at a 2 percent annual rate. If the recovery follows historical patterns, productivity will shoot up even more with renewed demand for services and goods.

Over the next two years, the state's manufacturing sector should improve as national and worldwide demand for computers, semiconductors and other high-tech products rebuilds, while excess inventories diminish. In 2002, manufacturing employment will increase by only 0.6 percent, because manufacturers will be hesitant to hire new employees until they are sure that the increased demand for their products will last. But in 2003, the Comptroller's forecast expects 1.8 percent job growth, which would be Texas' best manufacturing growth year since 1998.

Oil and Gas Counters the Trend

Last year, the resurgence of the state's long-suffering oil and gas sector partially countered the losses borne by the state's battered manufacturers. Because of tight worldwide markets, Texas wellhead oil prices moved above \$30 per barrel in the fall of 2000, and a cold winter in the Northeast and Midwest pushed the taxable price of natural gas to a record \$8 per thousand cubic feet (mcf) in January 2001. Although oil and gas prices subsequently declined, they remained relatively high, spurring statewide and national drilling activity. By the spring of 2001, the Texas rotary rig count surged past 500, to its highest level in 15 years.

By summer 2001, however, the slowing world economy and excess supplies began to push energy prices downward, slowing drilling activity in Texas. By November 2001, the drilling rig count (407) had fallen to the November 2000 level; by March 2002, the rig count of 316 was down nearly 32 percent from its March 2001 level. Nevertheless, because of the lag between drilling activity and hiring plans, February 2002 mining employment was still up by 4,900, or 3.1 percent, over February of 2001.

Over the next two years, the outlook for the state's oil and gas sector is not favorable. As worldwide energy prices flatten again over the next two to three years, Texas mining employment will fall by 5.7 percent in 2002 and another 0.7 percent in 2003.

Construction Points Downward

From an historical perspective, Texas' construction sector benefited in past years more than most industries from the national and state economic boom. Rapid job and income growth, combined with the influx of new residents, kept home sales and new housing construction brisk, while strong industrial and commercial growth spurred nonresidential construction activity.

Compared to the gains in 1997 and 1998, statewide construction growth clearly has been slowing over the past few years, culminating in small job losses in the early months of 2002. Construction growth continued through most of 2001 because of the backlog of active projects, but ended the year with a year-to-year loss of jobs. Growth slowed from an eye-popping 9.2 percent annual rate at the end of 1998, to 5.2 percent at the end of 1999, to 3.8 percent at the end of 2000, and to a loss of 1.6 percent, or 8,900 jobs, from February 2001 to February 2002.

Even considering relatively low mortgage rates, the state's weaker economy and higher office vacancy rates point to a further deceleration in statewide construction employment growth over the short term, thereby dampening the demand for new construction projects. In 2002, statewide construction employment is expected to decline by 2.2 percent and then stabilize, with essentially no growth in 2003.

Transportation, Communications, and Public Utilities: 9/11 Hits Hard

Perhaps more than any other sector, transportation, communications, and public utilities has been adversely affected by the events of September 11. After the September 11 attacks, U.S. air traffic dropped and layoffs were announced at most major U.S. air carriers, including Texas-based American and Continental Airlines. Over a period of just six months, job growth in the state's air transportation industry fell from a year-over-year gain of 4,100 in February 2001 to a year-over-year loss of 9,500, or 7.6 percent, in February 2002. Largely because of these losses, TPU lost 25,000 jobs over the year ending in February 2002, a 4.2 percent drop.

Although national air-traffic is showing some signs of recovery, it will take a long time for it to recover to pre-9/11 levels. After peaking at 695 million U.S. passenger enplanements in fiscal year 2000, enplanements are expected to reach only 600 million in 2002.

In recent years, Texas' trucking, warehousing and a number of other transportation services have benefited from the expanding national and state economies, as well as from ballooning trade with Mexico. In 2001, while the U.S. and Texas economies were stumbling, trade with Mexico remained fairly resilient through much of the year. But the U.S. recession eventually started taking a toll out of this industry as well, and employment in trucking and warehousing was down by 2.4 percent by February 2002.

With the rapidly growing popularity of the Internet and cellular communications, Texas communications employment boomed at a 7 percent average annual rate over the period 1999 - 2001. The weakened economy and national

recession took hold and intensified here as well, so that by February 2002, employment in this sector had fallen by 7,700 jobs statewide, or 5.0 percent, as high-tech woes spread to the state's telecommunications firms.

Finally, utilities employment—until the collapse of Enron—had enjoyed a trend-bucking year, growing by 4,000 jobs, or 5.4 percent, from October 2000 to October 2001, largely because of the deregulation of the state's electric utility sector. The construction of gas-fired electricity generation facilities in Texas has boomed in recent years, as the prospect of selling power at a reasonable return to the state's rapidly growing residential, industrial, and commercial sectors emerged. However, with Enron's bankruptcy and ensuing layoffs, the utilities sector quickly lost the 4,000 jobs it had gained the previous year. Even with job gains in electric utilities, by February 2002 the overall utilities sector closed a roller-coaster year with 1,700 fewer employees than it had in February 2001, a loss of 2.2 percent.

Over the next two years, public utilities employment will gain strength as the air transportation sector shows renewed vigor and the U.S. and Mexican economies improve. Overall in 2002, net public utilities job growth of 2.6 percent is expected. As the share of the public utilities industry represented by sectors such as Internet communications, air transportation, and trucking has increased, the industry has become more sensitive to economic upturns than in previous decades. Industry growth will accelerate to 4 percent in 2003.

Finance, Insurance and Real Estate Ekes out a Gain

Finance, insurance, and real estate (FIRE) turned in a relatively flat year, with a small loss of 200 jobs from February 2001 to February

2002. Although employment in banks and other financial institutions increased by 1.5 percent, in keeping with the state's growing population and moderate demand for new home financing, jobs fell by 0.4 percent among the state's insurance providers. Finally, real estate and investment industries, which were boosted by firming home sales but hurt by weaknesses in the U.S. stock market and Texas nonresidential construction, experienced a job loss of 1.4 percent from February 2001 to February 2002.

As business loan demand remains weak and real estate demand remains fragmented, the outlook for the state's FIRE sector does not appear all that promising. Statewide FIRE employment will fall by 2.1 percent in 2002 followed by a more modest 0.9 percent drop in 2003.

Trade Softens

Despite a rocky manufacturing sector, relatively strong consumer expenditures have managed, until recently, to keep the U.S. and Texas economies afloat. Throughout most of 2001, however, a steady stream of major job layoff announcements eroded consumer confidence and took a bite out of incomes, eventually causing consumer spending to falter. Consumer confidence and spending plunged further following the September 11 attacks, but U.S. and Texas confidence started to rebound at the end of the year.

During the first six months of fiscal year 2002 (September through February), state sales tax receipts—of which just over 50 percent come from household expenditures—increased by only 0.2 percent, compared to a 4.9 percent gain during the same period in fiscal 2001. Spurred by dealer incentives, motor vehicle sales tax collections increased by 8.9 percent from the same period in the previous year. This trend,

however, is not expected to last through the remainder of fiscal 2002.

With flagging consumer spending, the wholesale and retail trade job count fell by 0.8 percent from February 2001 to February 2002, compared to annual average gains of more than 3 percent in fiscal 1999 - 2001. Most of the loss was in wholesale trade, which has been particularly hurt by lukewarm demand for manufactured products. Net job losses in wholesale trade totaled 11,400 over the past year, a 2.1 percent loss. Retail trade—including building materials; restaurants; automobile dealers and service stations; food, furniture, clothing, general merchandise stores; and other miscellaneous retailers—weathered the downturn somewhat better, but still cut back 6,100 jobs, for a 0.4 percent decline. Bucking the trend, a few sectors—sellers of building materials, automobile dealers/service stations, and eating and drinking places—added jobs.

Over the next two years, statewide trade employment growth should slowly improve as consumer confidence and spending is buoyed by renewed state and national economic growth. In 2002, employment is expected to rise by 1.5 percent, as the national economic recovery gains strength in the second half of the year. In 2003, a more robust 2.4 percent job gain is likely.

Services Also Suffer

Because of the breadth of the national recession, in 2001 the Texas service sector lost jobs for the first time in over 30 years. From February 2001 to February 2002, services lost 10,300 jobs, a shrinkage of 0.4 percent.

Not all service sector industries lost jobs. Most notably, health services employment rose by 27,400 jobs, a 3.9 percent increase. This growth

was influenced by the aging of the population, the availability and use of new medical procedures, and the rapidly increasing cost of prescription drugs and other medical services. Jobs at establishments providing social and rehabilitation services increased by 3.5 percent and accounted for 6,900 new jobs. Private educational services added 2,500 jobs, a 2.1 percent increase, and agricultural services took advantage of a particularly strong demand for veterinary and landscape/horticultural services to add 2,100 jobs (a 3.9 percent increase).

Most of the state's service sectors added jobs over the past year—with three notable exceptions. First, hotels and other lodging places lost 1,900 jobs (2 percent), as terrorism concerns and economic weakness cut into leisure and business travel. Second, amusements and recreation lost 2,200 jobs (1.8 percent), entirely due to job losses in the motion picture sector. And, third, business services, owing mostly to a disturbingly large 15 percent loss in the once-booming personnel supply sector, lost 49,000 jobs over the year, a 6.7 percent cut in its workforce and over half of all jobs lost statewide from February 2001 to February 2002. The silver lining, in this otherwise bleak statistic, is that these were largely part-time jobs, so the state's loss of full-time jobs was a smaller share of the losses than the bottom-line number might indicate.

Service jobs are sometimes mis-characterized as requiring relatively low skills, being poorly paid, and contributing little to overall economic growth. Many jobs in business, health, engineering and other professional services require extensive advanced education and training, with significant economic returns to the community and the state. Some of these high-wage sectors are the ones faring the best; and over the long term, much of the growth of the

Texas economy will continue to be generated by this sector.

Over the next two years, the outlook for the state's service sector should greatly improve as the demand for business-related services returns with the improving overall economy. In 2002, service sector employment will increase by 3.7 percent, and in 2003, growth is expected to rise to 4 percent.

Local Public Schools Propel Government Sector Job Growth

Federal, state, and local government employment growth continued at a slow but steady rate in 2001. Overall, from February 2001 to February 2002, public sector employment was up by 2.5 percent, or 39,500 jobs, with most of these gains coming from increased hiring at local public schools.

Texas' civilian federal government employment rose by 1.2 percent in this period. Jobs in state government increased by 6,800, or 2.1 percent. Federal and state jobs typically grow faster than other industries when the economy is weak and grow more slowly when the economy is strong. When the economy slows, there is increased demand for government services, such as public assistance, health care, and other economic support programs assisting the unemployed.

Local government employment, about half of which is fueled by public schools, increased by 30,600 jobs, or 2.9 percent, over the past year. Other than public schools, the remaining local government growth is for various other programs at the city, county and special district level. A relatively high birth rate and influx of new students from other states continues to keep the state's school-age population growing.

As the economy picks up, the outlook calls for a gradual slowdown of Texas' public sector job growth over the next two years. In 2002, government employment growth is expected to continue at a moderate 1.8 percent rate, but in 2003, growth will slow to 0.9 percent as tight budgets prevail and as school hiring needs at local public schools become, at least temporarily, satisfied.

Even With the Economic Slowdown, People Keep Moving to Texas

Despite the economic doldrums, new residents continue to move to Texas. Because the Texas economy slowed less quickly than the U.S. economy, net migration to Texas has increased. Migration, in general, responds less to economic growth than to the economic opportunities in one region relative to the opportunities in other parts of the U.S. and the world. In 2000, an estimated 134,000 more people moved into the state than moved out. The number will likely increase to 175,000 this year before falling back to 168,000 in 2003. With natural increase (Texas births minus deaths) averaging a little over 200,000 per year, the state's population is expected to increase at an average rate of 1.7 percent annually, from 21.0 million in July 2000 to 22.1 million in July 2003. Because population growth helps support the demand for retail trade, services, and government output, Texas' continued population gains will help to stabilize the state economy over the next two years.

**Texas Economic Update: A Look at Economic Issues
Affecting Texas and the U.S., Spring 2002.**

Research literature is replete with data showing the relationship between antisocial behavior in youth and socio-economic factors of their environment. Within the family, peer, school, and neighborhood domains, factors been consistently linked to youth misbehavior. Given the success of intervention strategies that focus on assessment and service delivery in those domains, programs and service available to juvenile offenders and their families are necessary. Those services cross multi-agency boundaries of public education, mental health, public health, job training/workforce development, housing, law enforcement, child welfare, family support, community development, public transportation, and urban/rural planning. Service populations are affected by economic conditions when these service delivery mechanisms are not substantive enough to fill the gaping holes within the family, peer, school and neighborhood systems.

*Carole Keeton Rylander
Texas Comptroller of Public Accounts*

IMPACT OF FEDERAL STATUTES AND REGULATIONS

The 107th Congress has one major bill pending dealing with the juvenile justice, the Consequences for Juvenile Offenders Act of 2001. The bill passed the United States House of Representatives on October 16, 2001 and is now pending before the Senate Committee on the Judiciary. The bill amends the Omnibus Crime Control and Safe Streets Act of 1968 to replace provisions regarding grants to develop alternative methods of punishment for young offenders with provisions authorizing the Attorney General to provide grants to promote greater accountability in the juvenile justice system, including grants to:

- Develop, implement, and administer graduated sanctions for juvenile offenders;
- Build, expand, renovate, or operate juvenile facilities;
- Hire juvenile court judges, probation officers, and court-appointed defenders and special advocates and to fund pretrial services (including mental health screening and assessment) for juvenile offenders;
- Provide funding to enable prosecutors to address drug, gang, and youth violence problems more effectively and for technology, equipment, and training;
- Establish and maintain programs designed to enhance school safety, restorative justice programs (i.e., programs that emphasize the moral accountability of an offender toward the victim and the affected community, which may include community reparations boards, restitution in the form of monetary payment or service to the victim or the affected

community, and mediation between victim and offender), and programs to enable juvenile courts and juvenile probation officers to be more effective in holding juvenile offenders accountable and reducing recidivism; and

- Hire and provide training programs for detention and corrections personnel.

The bill sets forth State and local grant eligibility requirements, which may include:

- Information about the proposed activities and the activity effectiveness assessment criteria; and
- Assurances that the local government has or, within one year, shall have in effect a system that ensures that sanctions are imposed on a juvenile offender for each delinquent offense and those sanctions escalate in intensity with each subsequent, more serious offense that there is sufficient flexibility to allow for individualized sanctions and services, and that appropriate consideration is given to public safety and victims of crime.

It specifies provisions regarding the discretionary use of sanctions (including a reporting requirement if graduated sanctions are not used) and the allocation and distribution of funds (with not less than 75 percent of amounts received by each State distributed among local governments). The Federal share of the grant is set at 90 percent of total program costs. However, the bill prohibits the Federal share from exceeding 50 percent of the approved cost of constructing juvenile detention or correctional facilities.

External/Internal Assessment Section Eight

IMPACT OF STATE STATUTES AND REGULATIONS

Juvenile Justice System Related Legislation 77th Texas Legislature, 2001

House Bill 1118, by Representative Toby Goodman, was the omnibus juvenile justice bill of the 77th Legislature. The Texas Juvenile Probation Commission and the Texas Youth Commission were impacted by this bill in several major areas:

1. Automatically restricts access to most juvenile records. Qualified juvenile records will become accessible only for law enforcement investigation and criminal prosecution and punishment purposes once a juvenile becomes 21 years of age without being convicted or receiving a deferred adjudication in criminal court for a felony or jailable misdemeanor. This right to restricted access to records does not apply to sentenced offenders.
2. Provides for the exemption or deferral of sex offender registration for some youth by the Juvenile Court. Juvenile court judges are given the discretion to excuse the juvenile from any registration requirements, defer the decision until after a court-ordered sex offender treatment program, require registration for criminal justice use only while keeping the information from public disclosure, or require registration with public disclosure.
3. Manslaughter (Sec. 19.04, Penal Code) and intoxication manslaughter (Sec. 49.08, Penal Code) are added to the list of offenses for which a youth may receive a determinate

sentence. This applies only to offenses that are committed on or after September 1, 2001.

Both are second degree felonies for which a youth may receive a sentence of up to 20 years and must serve a minimum confinement period of two years.

4. A youth may be committed to TYC for a class A or B misdemeanor if commission of the offense follows at least one previous felony adjudication. This applies to a class A or B misdemeanor offense that is committed on or after September 1, 2001. The felony adjudication may have occurred before September 1, 2001.
5. TJPC is required to select a mental health screening instrument for use by juvenile probation departments statewide to initially screen all youth who have been formally referred to the department. Departments are required to report data from the screening procedures to TJPC. New language also prohibits the use of any statements made by the child and/or any data collected during the course of administering the mental health screening instrument against the child in subsequent hearings. The person administering the screening instrument must also inform the child that any statements made by the child or any data collected is not admissible against the child at any other hearings.



6. Changes requirements involving interagency initiatives.

- TYC is no longer required to compile quarterly information for the Criminal Justice Policy Council showing commitments, placements, parole releases and revocations under the progressive sanctions guidelines.
- The TJPC-TYC coordinated strategic plan need no longer be adopted by agency rule (published in the Texas Register).
- The Memorandum of Understanding between TJPC, TYC, and DPRS related to Service Contracts for Dysfunctional Families is no longer required.
- TYC shall cooperate with the Center for the Study of Prevention of Juvenile Crime and Delinquency at Prairie View A & M University in its study of the relationship of minorities, female offenders and sex offenders to the juvenile justice system.

House Bill 1572, by Representative Pat Haggerty, requires the notification of victims of escapes upon request, just as victims may now request to be notified of parole releases. The bill also states that TYC will utilize victim offender mediation when requested by the victim, and will utilize the Texas Department of Criminal Justice to do this.

House Bill 1758, by Representative Sylvester Turner, requires a full review of the equity of access for females under 18 years of age to facilities, services, and treatment available through health and human services and juvenile corrections programs. Health and Human Services Commission will coordinate a comparison of the accessibility and funding of

facilities, services and treatment provided to females under age 18 to those provided to boys of the same age. TJPC and TYC will

identify existing differences in the allocation and expenditures of money and services, develop a plan to address any lack of services for girls, and submit a progress report to HHSC.

HHSC will compile the reports from the various agencies for submission to the legislature by July 1 of each even-numbered year.

House Bill 1901, by Representative Sylvester Turner, provides for the participation of TJPC and TYC on the Texas Council on Offenders with Mental Impairments (TCOMI). TCOMI members will develop a comprehensive plan for dealing with juveniles with mental health and substance abuse disorders who are involved or who are at risk of becoming involved in the juvenile justice system.



Progressive Sanctions Implementation

A key component of the juvenile justice reforms approved by the Texas Legislature in 1995 was the adoption of guidelines for disposing juveniles referred to juvenile probation departments.

Implemented in January 1996, these Progressive Sanctions guidelines provide for seven levels of incrementally more severe sanctions based on the severity of the offense and the prior history of the juvenile. During the 77th Texas Legislature, minor revisions to Progressive Sanctions guidelines were made through HB 1118. This legislation clarifies that Level 4 of Progressive Sanctions is Intensive Services Probation or “ISP,” NOT placement of a child in a juvenile boot camp. The bill also clearly specifies that it is NOT a deviation from Progressive Sanctions if a)



other Family Code sections(s) require or prohibit a specific disposition, and b) that disposition deviates from the Progressive Sanctions Guidelines. All 254 Texas counties have adopted the Progressive Sanctions guidelines and TJPC provides probation professionals training regarding proper implementation of progressive sanctions. In fiscal years 2000, 2001 and 2002 (two months only), TJPC conducted 29 regional workshops, training to 891 juvenile probation professionals.

Although the Progressive Sanctions Guidelines are voluntary, the legislature requires departments to report to the state dispositions different from the guideline recommendations. The Criminal Justice Policy Council (CJPC) monitors the use of the guidelines. In its report to the 77th Texas Legislature in 2001, "An In-Depth Analysis of the Use Of Progressive Sanction Guidelines in 1999¹," the findings included the following:

- The majority of cases were disposed outside the guideline recommendations (56%).
- Juveniles recommended to the least severe guideline level (GL) (GL 1 or supervisory caution) were more likely to be disposed according to the guidelines (83%). These juveniles had committed low-level status offenses and had no juvenile history.
- A much lower percentage of juveniles recommended to more severe guideline levels were disposed within the guideline recommendations. Of the juveniles who received a recommended level of intensive supervision probation (GL 4 or ISP), only 21% were disposed to that sanction. Of those recommended for secure placement (GL 5) and for a TYC indeterminate sentence (GL 6), only 17% and 37%, respectively were disposed

according to the recommendations. In these cases, the juvenile had committed a more serious offense and/or had an extensive juvenile history. The sanction given in these more complex cases were usually less severe than the recommended guidelines. Overall, 39% of cases were disposed to a less severe sanction than recommended under the guidelines.

- The majority of juveniles disposed had a guideline level that did not match the sanction given since the majority of cases were disposed outside the guideline recommendations. For example, 73% of juveniles disposed to secure placement had a guideline recommendation other than secure placement (GL 5) and 73% of the juveniles disposed to a TYC indeterminate sentence also had a guideline level other than TYC (GL 6).
- The characteristics of juveniles who were disposed according to the guidelines differed from those of juveniles who were not. For example, juveniles without any prior referrals received the recommended sanction more often (51%) than juveniles with a prior referral history (36%). Juveniles disposed for violent felony or violent misdemeanor offenses matched the guidelines the least often: 27% and 33% respectively. African-American juveniles had a higher proportion of deviations to a more severe sanction (20%) than Hispanic (16%) or Anglo (15%) juveniles.

¹ Criminal Justice Policy Council, *An In-Depth Analysis of the Use of Progressive Sanction Guidelines in 1999*. Austin, Texas 2001.

- Local departments are required to report all deviations from the guidelines to TJPC. Analysis of the data indicated that in 1999 about 41% of deviations were reported. This represents an increase of about 11% from 1997 when 37% of deviations were reported.¹
- The TJPC FY 2000-2001 legislative appropriation continued the funding of \$10.2 million each year of the biennium for Progressive Sanctions levels 1,2 and 3 and \$4.4 million each year of the biennium for sanctions levels 5 or higher, which is disbursed to the counties on a reimbursement basis.

External/Internal Assessment Section Nine

SELF EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

OPPORTUNITIES FOR IMPROVEMENT

Conditions internal and external to the agency will pose tremendous challenges on how TJPC will effectively and efficiently meet the mission, mandates, performance standards, and expectations of customers, key stakeholders and the public. This is especially difficult, given the limited resources of the agency in an era of exponentially increasing demands, and meeting the challenge of “getting tough” on crime, we must find ways to assure that juveniles are neither abused nor treated in a manner that increases their criminality. With the emergence of the issue of special needs populations such as female offenders, offenders with mental impairments, special education students, chemically dependent and substance abusing offenders, and truants, the lack of resources, internal and external to the agency, will require continued innovation and reengineering to keep pace in the context of a rapidly changing environment.

One area that requires the agency’s innovative focus is in utilizing existing and new technologies to maximize efficiencies in the agency internal operations and with the interface with customers and key stakeholders:

- The agency website will be enhanced to reduce costs and time associated with surveys, reporting forms, and other processes requiring an interactive exchange of information and data. While this has already been accomplished with the submission of statewide statistics on juvenile activity, further

utilization of this electronic mediums’ capacities is necessary.

- The agency will explore enhancing the agency’s computer assisted training capability in order to reduce the costs and time associated with meeting the agency’s mandate to provide statewide training to juvenile probation personnel.

The importance of accessibility of agency services, programs and staff to customers, stakeholders and the public cannot be overstated. As a result, the agency will consider the feasibility of developing regional offices, given the possibility of reducing the costs and time associated with employee travel and accessibility to immediate customers.

TJPC has historically maintained a relatively small staff. Solutions to staffing and human resource issues for the agency must also be addressed in the coming years. TJPC has historically maintained a relatively small number of staff with less than 2.6% of the agency’s entire budget being devoted to administrative costs. While the number of TJPC staff has grown in the last 10 years, the funding to local juvenile probation departments has grown commensurately. However, the external demands and subsequent internal administrative issues have grown much faster. As a result, staff levels are not sufficient to enhance agency operations in a way that could leverage alternative funding (i.e. federal, foundation, etc.) for local jurisdictions in a way that increases the effectiveness of juvenile probation services. While the agency made the enhancement of Human Resource operations a priority in the most

recent reorganization with the hiring of a human resources specialist, one aspect of the human resources “problem” is yet to be resolved: Improving the agency salary scale in a manner that is competitive the labor market trends.

Other key reengineering issues that the agency must address include:

- Refining the agency rule review process in order to reduce time and costs for the function.
- Development of a system that further enhances federal funding while teaching local jurisdictions to access needed resources.
- Enhancing the agency’s funding formula to increase equity and fairness to all local jurisdictions.
- Enhanced technical assistance to local jurisdictions.
- Advocacy for and enhancement of technological improvements for local jurisdictions.
- Streamlining the planning process for an agency that is involved in the development and implementation of two strategic plans (Agency Strategic Plan, and the Joint TJPC/TYC Strategic Plan).
- Enhancement of expertise and skill sets of juvenile justice employees as a result of emerging/merging markets (disciplines), such as public education services (due to the responsibility for administration of Juvenile Justice Alternative Education Programs) and mental health services. Not only is it important for TJPC staff to understand the statutes, mandates related to each discipline, but it is also necessary to understand issues and skill sets necessary to administer and provide services therein.

PERFORMANCE MEASURES AND EVALUATIONS/AUDITS

In fiscal year 2001, five of the agency’s performance targets were attained (i.e. within, plus or minus, 5% of the target) for the agency’s key performance measures. Performance targets were not attained on four of the key measures: Average Daily Population for Residential Placement, Cost Per Day Per Youth For Residential Placement, Average Daily Population for Intensive Services Probation (ISP), and Average Daily Population (ADP) for Youth Supervised Under Court Ordered Probation. The following factors were reported by the agency as contributing to the variance:

- ADP for youth supervised under court ordered probation: As in previous quarters and fiscal years, there were more youth supervised under court ordered probation than targeted. This was due to higher accountability imposed on the local level, sanctions guidelines that recommended longer periods of supervision and an increase in the number of youth formally adjudicated.
- ADP for ISP: Caseload data was not submitted by one of the largest counties in the state for this reporting period.
- ADP Residential Placement: Data from 2 of the state’s largest counties was incompletely submitted for this reporting period.
- Cost per Day per youth for Residential Placement: Performance on this measure has remained consistently lower than the target, leading us to believe that the targeted cost has historically been set too high.

Key Performance Targets for FY 2001	Targeted Performance	Actual Performance	Percent of Annual Performance Attained
Rate of Successful Completion of Deferred Prosecution Cases	85.0%	81.6%	96%
Average Daily Population of Youth Supervised under Court Ordered Probation	21,734	28,477	131.0%
Average Daily Population of Intensive Services Probation	3,166	2,965	93.7%
Average Daily Population of Residential Placement Program	752	395	52.5%
Cost per Day per Youth for Residential Placement Program	\$85.00	\$79.18	93.2%
Average State Cost per Juvenile Referred	\$346.40	\$336.99	97.3%
Cost per Day per Youth for Intensive Services Probation	\$14.60	\$14.34	98.2%
State Cost per Training Hour	\$5.65	\$4.67	82.7%
Number of Students in Juvenile Justice Alternative Education Programs (cumulative measure)	1,189	1,198	100.8%

External/Internal Assessment Section Ten

PERFORMANCE BENCHMARKING AND AGENCY MEASURES

PERFORMANCE BENCHMARKING

Section 9-6.40, Article IX of the 2000-2001 General Appropriations Act requires that selected agencies and institutions engage in an internal performance benchmarking process that will provide for the identification and development of agency-specific performance benchmarks and their linkage to state-level benchmarks. The rider provisions also require that a report of this process be included in agency institution strategic plans.

The internal performance benchmarking process of the agency involves a four-step process resulting in completion of the following tasks:

- Identification of critical information needed from agency internal and external stakeholders (see Appendix I for details),
- Collection of the information (see Appendix I),
- Analysis of the information, and
- Either selecting an existing agency performance measure or developing a new measure.

The following performance measures were developed as agency-level performance benchmarks for Agency Goal 1:

- Average state cost per juvenile referred
- Ratio of incarcerated juvenile offenders and number of juvenile offenders supervised per calendar year

The state-level benchmarks published in “*Vision Texas: The Statewide Strategic Planning Elements for Texas State Government*” to which the TJPC agency-level performance benchmarks link are:

- Felony probation revocation rate
- Annual Texas Crime Index Rate

Internal benchmarking procedures for the Texas Juvenile Probation Commission include assessment of agency operations and processes relative to: supervisor effectiveness, job satisfaction, diversity, fairness in the workplace, fair pay, adequacy of the physical work environment, agency strategic orientation, agency goal orientation, general organizational quality, agency change orientation, internal communications, external communications, availability of information to employees, time and stress management, burnout, and employee empowerment. Results of the assessment of these constructs are benchmarked against statewide results. The Survey of Organizational Excellence provides the means for objectively making those cross-agency comparisons. Comparative results of that survey are included in Appendix F of this plan.

Agency internal benchmarking procedures also include implementation of an Activity Based Management process, which identifies cost drivers, and non-value added activities. The agency management philosophy embraces the four statewide core principles that guide decision-making processes: limited and efficient government, local control, personal responsibility, and support for strong families. The agency's functional goal is to "Ensure public safety, offender accountability and the rehabilitation of juvenile offenders through a comprehensive, coordinated, community based juvenile justice system by providing funding, technical assistance and training in partnership with juvenile boards and probation departments."

Given the agency's primary functions listed in this goal (i.e. funding, technical assistance, and training) the following new measures will be tracked as performance benchmarks to be compared over time and/or against other entities to some objective standard:

- % of total budget retained for administrative costs
- % of total budget allocated to local jurisdictions
- average number of training hours provided per agency employee per year

AGENCY GOALS; OBJECTIVES AND OUTCOME MEASURES; STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

Agency Goal 1:

To ensure public safety, offender accountability and the rehabilitation of juvenile offenders through a comprehensive, coordinated, community based juvenile justice system by providing funding, technical assistance and training in partnership with juvenile boards and probation departments.

Objective 1.1:

The successful rate of completion for deferred prosecution and court-ordered probation cases will be 87% by FY 2005 and the successful rate of completion for intensive supervision probation cases will be 79% by FY 2005.

Outcome Measure:

- Rate of successful completion of deferred prosecution cases
- Rate of successful completion of court ordered probation
- Rate of successful completion of intensive supervision probation
- One year re-referral rate
- One year incarceration rate: Total

Strategy 1.1.1: Basic Probation

Provide funding to juvenile probation departments for the provision of basic juvenile probation services, including delinquency prevention, deferred prosecution, and court-ordered probation.

Output Measures:

- Average daily population of youth supervised under deferred prosecution
- Average daily population of youth supervised under court ordered probation
- Average daily population of youth supervised under intensive supervision probation

Efficiency Measures:

- Average state cost per juvenile referred
- Cost per day for youth served on intensive supervision probation

Explanatory or Input Measures:

- Total number of referrals
- Total number of delinquent referrals
- Total number of felony referrals
- Total number of violent referrals
- Total number of juveniles ages ten to sixteen

Objective 1.2:

The percentage of delinquent referrals diverted from the TYC will be 97% by FY 2005, resulting in a successful rate of completion for residential placement of 79% by FY 2005.

Outcome Measures:

- Rate of successful completion of residential placements
- Number of new commitments to Texas Youth Commission
- Percentage of delinquent referrals committed to Texas Youth Commission
- Percentage of Eligible JJAEP Students Demonstrating Growth in Texas Assessment of Knowledge and Skills (TAKS)

Strategy 1.2.1: Community Corrections

Provide funding to juvenile boards and departments for diversion of juveniles from commitment to the Texas Youth Commission and meet legislatively mandated performance measures for intensive residential and non-residential diversionary services.

Output Measures:

- Average daily population of residential placements
- Average Daily Population: Challenge Grant

Efficiency Measures:

- Cost per day per youth for residential placement

Strategy 1.2.2: Probation Assistance

Provide training and technical assistance to juvenile boards and probation departments, including case management, program planning and delinquency prevention; and monitor probation departments and both county and private detention and post-adjudication centers for compliance with TJPC standards and applicable federal regulations.

Output Measures:

- Number of training hours provided
- Number of professionals trained
- Number of new probation, corrections and detention officers certified
- Number of hours of assistance: Legal and Technical
- Number of unannounced monitoring visits to private and county pre- and post-adjudication facilities
- Total monitoring hours for TJPC standards
- Total monitoring hours for applicable federal regulations
- Number of county juvenile probation departments utilizing federal Title IV-E dollars
- Number of juveniles receiving Title IV-E services
- Total number of child abuse complaints investigated that are alleged to have occurred in a TJPC registered detention facility, or other programs and facilities operated under the authority of the juvenile board

Efficiency Measures:

- State cost per training hour

Strategy 1.2.3: JJAEPs

Provide funding for juvenile justice alternative education programs (JJAEPs).

Output Measure:

- Number of mandatory students in JJAEPs

Efficiency Measure:

- Average cost per JJAEP full-time equivalent, per day.

Explanatory/Input Measure:

- Number of Discretionary Students in JJAEPs
- Number of Court-ordered and voluntary Students in JJAEPs

Agency Goal 2:

To maintain policies governing purchasing that fosters inclusion of historically under-utilized businesses (HUBS) in the procurement process and increases the agency's use of HUBS.

Objective 2.1:

To meet the General Services Commission's (GSC) statewide goals for each applicable procurement category and the overall statewide goal related to purchases from HUBS.

Outcome Measure:

- % Utilization of HUBS in the Professional Services Contracts procurement category.
- % Utilization of HUBS in the Other Services Contracts procurement category.
- % Utilization of HUBS in the Commodities Contracts procurement category.
- % Spent with HUBS.

Strategy 2.1.1: HUBS

Give preference to HUB bidders in awarding procurement contracts and utilize GSC's database of certified HUBS.

Output Measure:

- Number of awards made to HUB contractors.

2003-2007 Strategic Plan Appendix A

AGENCY PLANNING PROCESS

As noted by Dr. John Bryson, author of *Strategic Planning for Public and Non-Profit Organizations*, “When strategic planning is focused on a function that crosses organizational or governmental boundaries or on a community, almost all the key decision makers will be outsiders.” This fact underlies the philosophy and practice of strategic planning at TJPC.

The first phase of the agency’s planning process began with collaboration with the Texas Youth Commission in developing a Coordinated Strategic Plan for the juvenile justice system. Section 141.0471 of the Texas Human Resources Code mandates the plan. A focus group of major stakeholders convened to review progress on issues identified in the 2000-2001 TJPC/TYC Coordinated Strategic Plan, and needs and issues for the juvenile justice system over the next biennium. The focus group consisted of representatives from local juvenile probation departments, families, education authorities, drug treatment, intervention, and prevention services, and the attorney general’s office, with resource representatives from TJPC and TYC. Prior to the meeting, participants were asked to complete and return a brief questionnaire regarding their opinions of the most important needs and issues of the juvenile justice system.

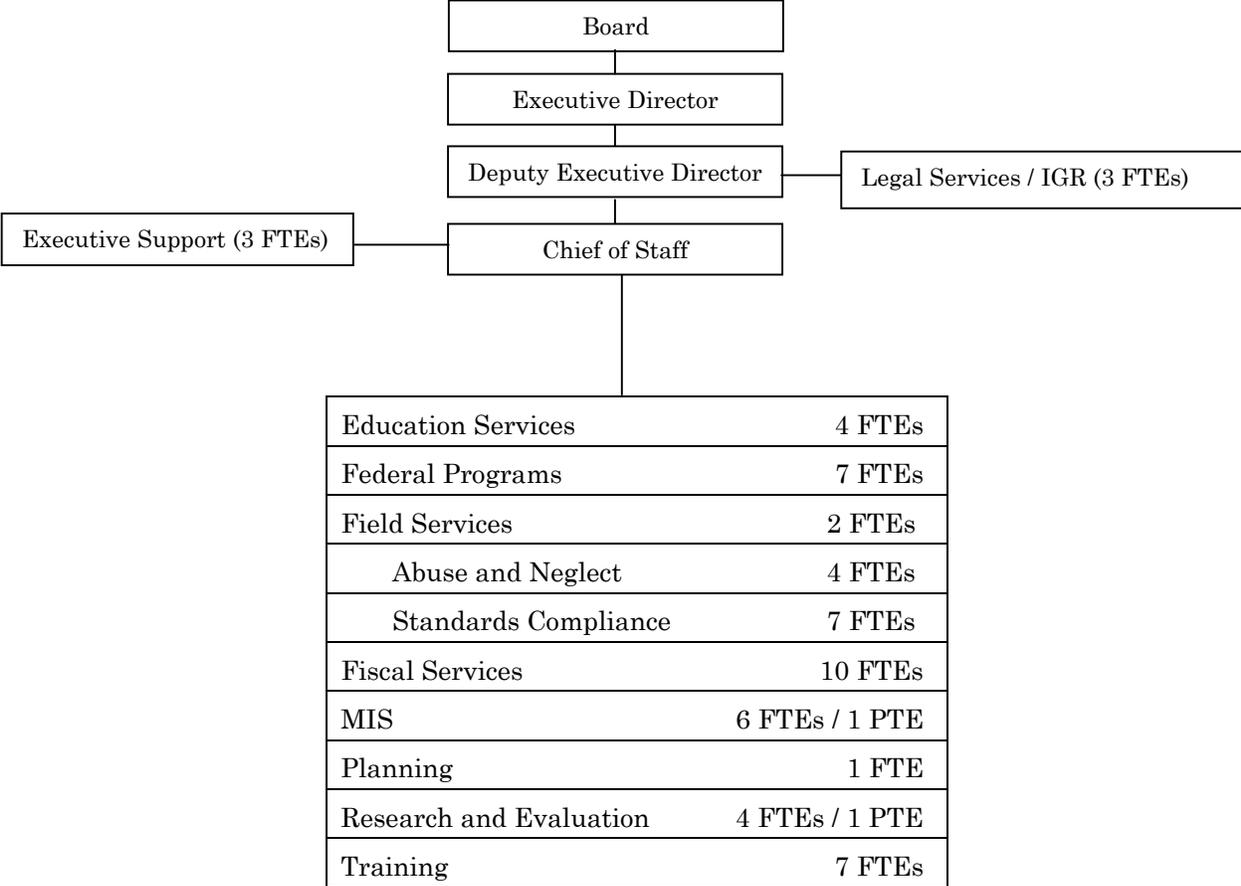
An added feature to the agency’s strategic planning process involves the development of a Joint JJAEP Strategic Plan with Texas Education Agency. Both agencies jointly developed a five-year strategic plan designed to provide consistent evaluation of JJAEPs and local public education services related to JJAEP operations. Stakeholder input was solicited from each JJAEP administrator regarding the internal needs of their organization as well as the market-oriented forces that are external

opportunities and threats to their daily operations. Data collected from local stakeholders and key staff from TJPC and TEA were analyzed and used to guide the development of oversight guidelines in the form of goals, strategic directions and agency-specific strategies for both TJPC and TEA. Each strategy represents the joint efforts of both agencies for the next five years in improving school district and JJAEP compliance with minimum program and accountability standards, attendance reporting, and submission of cost and program data. Strategies also provide formal oversight of training and technical assistance related to the most critical organizational needs of local JJAEPs and their public school counterparts.

Agency staff was encouraged to participate in the Survey of Organizational Excellence (SOE), the comprehensive employee satisfaction survey administered by the University of Texas. This information, along with an examination of recent internal audits and reorganization efforts constitute the bulk of the internal assessment section. The SOE was administered on-line to all 54 of the TJPC employees. Of those surveyed, 40 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or “return rate” was 74% of those surveyed and the results are summarized in Appendix F. High return rates mean that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. There simply may not have been effort in making certain employees know the importance of completing the Survey. At a more serious level, low rates of response suggest a lack of organization focus or

responsiveness. It may suggest critical levels of employee alienation, anger or indifference to organizational responsibilities. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate serious problems. At 74%, the TJPC response rate is considered high.

2003-2007 Strategic Plan Appendix B
ORGANIZATIONAL CHART – 62 FTEs



2003-2007 Strategic Plan Appendix C
FIVE-YEAR PROJECTIONS FOR OUTCOMES

Outcome Measure	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
01-01 Rate of Successful Completion of Deferred Prosecution Cases	83%	83%	83%	83%	83%
01-01 One Year Re-Referral Rate	36%	36%	36%	36%	36%
01-01 Rate of Successful Completion of Court Ordered Probation Cases	87%	87%	87%	87%	87%
01-01 One-Year Incarceration Rate	1.6%	1.6%	1.6%	1.6%	1.6%
01-02 Rate of Successful Completion of ISP	81%	81%	81%	81%	81%
01-02 Percentage of eligible JJAEP students demonstrating growth in TAKS	Sufficient historical data does not exist to make projections on this measure				
01-02 Rate of successful completion of residential placements using Community Corrections funds	80%	80%	80%	80%	80%
01-02 Number of new commitments to TYC	2,766	2,887	2,994	3,028	3,039
01-02 Percentage of Delinquent Referrals Committed to the TYC	3.5%	3.5%	3.4%	3.4%	3.4%

2003-2007 Strategic Plan Appendix D
PERFORMANCE MEASURE DEFINITIONS

Note 1: Cross-references are made with each of the measures to the previous biennium’s definitions. While the measures are collecting the same outcomes, the definitions have been revised to accurately reflect where the information is now coming from. I.e., most definitions here have been revised from their previous listing.

Note 2: References made to the “TJPC extract database” refer to the statewide database of county-level juvenile probation activity data. The extract data arrives at TJPC via either the CASEWORKER program or a CASEWORKER-compatible program.

Note 3: DATA LIMITATIONS – Because the data for the following measures is obtained from the county level, the computations are only as accurate as what is submitted to TJPC on a timely basis. While TJPC has an internal auditing procedure in place for the extract information, there are some errors that cannot be detected (missing information, etc.). Additionally, while the counties are required to submit their data on a monthly basis, there are often times that the information does not arrive in a timely fashion and cannot be included in the measures computations.

Objective 1.1		
Outcome	Rate of successful completion of deferred prosecution cases	Rate of successful completion is a measure of the number of terminations of deferred prosecution supervisions who completed their supervision period without being committed to the Texas Youth Commission, transferred to the adult system, absconded, or terminated early due to non-compliance. This measure is intended to measure the success that departments have in supervisions of non-adjudicated juveniles. Data relating to this measure is located in the supervision screen of the TJPC extract database. Computed by dividing the number of successful terminations by the total number of terminations. [Cross reference: 665 076-R 01-01-01; non-cumulative; higher perf. desired]
	Rate of successful completion of court ordered probation cases	Rate of successful completion is a measure of the number of terminations of court ordered probation supervisions who completed their supervision period without being committed to the Texas Youth Commission, transferred to the adult system, absconded, or terminated early due to non-compliance. This measure is intended to measure the success that departments have in supervisions of adjudicated juveniles. Data relating to this measure is located in the supervision screen of the TJPC extract database. Computed by dividing the number of successful terminations by the total number of terminations. [Cross reference: 665 076-R 01-01-02; non-cumulative; higher perf. desired]

	Rate of successful completion of intensive supervision probation	Rate of successful completion is a measure of the number of terminations of juveniles on ISP who completed their program objectives. This measure is intended to measure the success that departments have in supervisions of juveniles who require a more intensive setting. Data relating to this measure is located in the program screen of the TJPC extract database. Computed by dividing the number of successful terminations by the total number of terminations. <i>[Cross reference: 665 076-R 01-02-02; non-cumulative; higher perf. desired]</i>
	One-year re-referral rate	Of the number of juveniles referred during the year prior to the reporting period, the percent that were subsequently re-referred within 365 days. Data relating to this measure is located in the referral screen of the TJPC extract database. Calculated by dividing the number of kids who were re-referred within 365 days of a prior referral that occurred during the year prior to the reporting period BY the total number of juveniles referred during the year prior to the reporting period. <i>[new measure; cumulative; lower perf. desired]</i>
	One-year incarceration rate	Of the total population of juveniles on supervision (deferred or adjudicated probation) during the one-year reporting period, the percent that were committed to the Texas Youth Commission from their supervision within that year. Data relating to this measure is located in the supervision screen of the TJPC extract database. Calculated by dividing the number of TYC supervision outcomes from the reporting period BY the total number of juveniles who were on supervision during the reporting period. <i>[no cross reference; cumulative; lower perf. desired]</i>
Strategy 1.1.1 – Basic Probation		
Output	Average daily population of youth supervised under deferred prosecution	Juveniles supervised under deferred prosecution are on a voluntary supervision by the juvenile probation department. This measure is intended to indicate the average number of non-adjudicated youth receiving supervision throughout the state per day during the given period of time. Computed by determining the number of supervision days divided by the number of days in the reporting period from the data relating to deferred prosecution supervision types in the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 OP01; non-cumulative; lower perf. desired]</i>

	Average daily population of youth supervised under court ordered probation	Juveniles supervised under court ordered probation have been adjudicated by a juvenile court. This measure is intended to indicate the average number of adjudicated youth receiving supervision throughout the state per day during the given period of time. Computed by determining the number of supervision days divided by the number of days in the reporting period from the data relating to court ordered probation supervision types in the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 OP02; non-cumulative; lower perf. desired]</i>
	Average daily population of youth supervised under intensive supervision probation	Juveniles under intensive supervision probation (ISP) programs are also supervised under either deferred prosecution or court ordered probation. This measure is intended to indicate the number of youth receiving a more intensive than the regular level of probation supervision throughout the state per day during the given period of time. Computed by determining the number of supervision days on ISP divided by the number of days in the reporting period from the program screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-02-01 OP01; non-cumulative; higher perf. desired]</i>
Efficiency	Average state cost per juvenile referred	Indicates how much the state pays in direct costs per juvenile that offends and is subsequently referred to a juvenile probation department. This measure is important to have an indication of how much the state has to pay for juvenile crime and delinquency. Computed by dividing the total amount of State Aid and Community Corrections expenditures by the total number of referrals. Expenditures calculated from quarterly fiscal reports; total referrals obtained from the referral screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 EF01; non-cumulative; lower perf. desired]</i>

	<p>Cost per day for youth served on intensive supervision probation</p>	<p><u>Definition:</u> Indicates how much per juvenile the ISP program costs to a department. The cost calculated includes all funding sources – including state, local, and any other sources of funds. <u>Data limitations:</u> Activity regarding ISP is collected for all juveniles in the program – regardless of funding source. In the past, it was assumed that state funds were the only source; however it is currently known that many departments use local funds on the programs as well. Expenditure data will be collected in the TJPC Quarterly Fiscal Reports and activity data will be collected in the TJPC extract Database. <u>Methodology:</u> Add the total number of days that each youth on ISP was in the program during the reporting period and divide that number by the total amount of expenditures. <u>Purpose:</u> Indicates how much departments are spending per child per day on this commonly used form of sanctions. <i>[Cross reference: 665 076-R 01-02-01 EF01; non-cumulative; lower perf. desired]</i></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Explanatory or Input</p>	<p>Total number of referrals</p>	<p>Total number of juvenile-aged children formally referred to a juvenile probation department. This measure is important in measuring both the amount of statewide juvenile crime per year and also the amount of work that juvenile probation departments are faced with. Computed by adding the number of referrals, including delinquent and CINS offenses, from the referral screen of TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 EX04; cumulative; lower perf. desired]</i></p>
	<p>Total number of delinquent referrals</p>	<p>Number of juvenile-aged children formally referred to a juvenile probation department for a delinquent offense. This measure is important in measuring both the amount of statewide juvenile crime per year and also the amount of work that juvenile probation departments are faced with. Computed by adding the number of referrals for felony, misdemeanor A and B, and violation of lawful court order offenses from the referral screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 EX01; cumulative; lower perf. desired]</i></p>
	<p>Total number of felony referrals</p>	<p>Total number of juvenile-aged children formally referred to a juvenile probation department for a felony offense. This measure is important in measuring both the amount of statewide juvenile crime per year and also the amount of work that juvenile probation departments are faced with. Computed by adding the number of referrals for felony offenses from the referral screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 EX02; cumulative; lower perf. desired]</i></p>

	Total number of violent referrals	Total number of juvenile-aged children formally referred to a juvenile probation department for a violent offense. This measure is important in measuring both the amount of statewide juvenile crime per year and also the amount of work that juvenile probation departments are faced with. Computed by adding the number of referrals for TJPC offense categories including homicide, attempted homicide, sexual assault, robbery, or aggravated assault from the referral screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-01-01 EX03; cumulative; lower perf. desired]</i>
	Total population of youth ages ten to sixteen	<p><u>Definition:</u> Total population of juveniles in Texas from age 10 to 16.</p> <p><u>Data Limitations:</u> TJPC relies on another state agency to supply the information. Population data is based on projections, so may not be accurate. <u>Data Source:</u> The Texas Data Center provides TJPC with the official calendar year population projections for all age groups to be used for the purposes of statistical analysis and strategic planning.</p> <p><u>Methodology:</u> retrieve data from Texas State Data Center files of population data. <u>Purpose:</u> This measure is important because as population increases, the number of referrals is also expected to increase.</p> <p><i>[Cross reference: 665 076-R 01-01-01 EX05; cumulative; desirable perf. neither higher nor lower]</i></p>

Objective 1.2

Outcome	Rate of successful completion of residential placements	Rate of successful completion is a measure of the number of terminations of juveniles in residential placement using Community Corrections funds who completed their placement objectives. This measure is intended to measure the success rate of settings outside a probationer's home environment. Data relating to this measure is located in the placement screen of the TJPC extract database. Computed by dividing the number of successful terminations by the total number of terminations. <i>[Cross reference: 665 076-R 01-02-03; non-cumulative; higher perf. desired]</i>
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	<p>Number of new commitments to the Texas Youth Commission</p>	<p>This measure is the number of first time commitments to the TYC. This measure is a reflection of the number of juvenile offenders who are sanctioned at a more severe level than what is offered in the juvenile probation system. The Texas Youth Commission provides commitment statistics. <i>[Cross reference: 665 076-R 01-02-04; cumulative; lower perf. desired]</i></p>
	<p>Percentage of delinquent referrals committed to the Texas Youth Commission</p>	<p>The percent shows the rate of felony and misdemeanor A and B juvenile offenders who are committed to TYC. This measure a reflection of the number of juvenile offenders who are sanctioned at a more severe level than what is offered in the juvenile probation system. Computed by dividing the number of new commitments to the TYC (number provided by the TYC) by the number of delinquent referrals (number obtained from the referral screen of the TJPC extract database) for the reporting period. <i>[Cross reference: 665 076-R 01-02-05; non-cumulative; lower perf. desired]</i></p>

Strategy 1.2.1 – Community Corrections		
Output	Average daily population of residential placements	This measure represents the average number of youth per day who are placed outside of their homes throughout the state during the given period of time using Community Corrections funds. Data relating to juveniles in residential placement using Community Corrections funds are extracted from the placement screen of the TJPC extract database for those with a funding source listed as “P” (Community Corrections). Computed by determining the number of supervision days in residential placement divided by the number of days in the reporting period. <i>[Cross reference: 665 076-R 01-02-01 OP02; non-cumulative; higher perf. desired]</i>
	Average Daily Population of Challenge Grant Program	Definition: This measures the average number of children per day served by the Challenge Grant Program funds during the reporting period. Data Limitations: Because the data for this measure is obtained from the county level, the computations are only as accurate as what is submitted to TJPC on a timely basis. While TJPC has an internal auditing procedure in place for the extract information, there are some errors that cannot be detected (missing information, etc.). Additionally, while the counties are required to submit their data on a monthly basis, there are often times that the information does not arrive in a timely fashion and cannot be included in the measure computations. Data Source: Data relating to juveniles in the Challenge Grant Program are extracted from the Placement screen of the TJPC extract database for those with a funding source listed as “C” (Challenge Grant). Methodology: Computed by determining the number of supervision days in Challenge Grant programs divided by the number of days in the reporting period. Purpose: The importance of this measure is to determine how many children are utilizing the TJPC Challenge Grant funds. <i>[Cross reference: 665 076-R 01-02-01 OP03; non-cumulative; higher perf. desired]</i>

Efficiency	Cost per day per youth in residential placements using Community Corrections funds	This measures the average cost per day for youth in residential placement facilities using Community Corrections funds. The purpose of the measure is to identify the average cost that departments must pay per day to place a child in a setting outside of their home, other than at the Texas Youth Commission. Computed by averaging the cost per day for residential placements with a funding source listed as "P" (Community Corrections) from the placement screen of the TJPC extract database. <i>[Cross reference: 665 076-R 01-02-01 EF02; non-cumulative; lower perf. desired]</i>
Strategy 1.1.2 – Probation Assistance		
Output	Number of training hours provided	TJPC provides training to local juvenile probation professionals by events and sessions conducted or sponsored statewide. The purpose of the measure is to determine how many hours of training were provided. The TJPC Training Division, on an in-house information system, maintains records of all training hours. Computed by multiplying the number of hours in each training event by the number of trainees in attendance and totaled for the reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP01; cumulative; higher perf. desired]</i>
	Number of professionals trained	TJPC records the names of all students at TJPC training events and uses data to compute the total number of attendees at all TJPC conducted/ sponsored events. The purpose is to identify how many professionals the TJPC Training Division trained. The data is maintained on the TJPC in-house information system. <i>[Cross reference: 665 076-R 01-02-02 OP02; cumulative; higher perf. desired]</i>
	Number of new probation, corrections and detention officers certified	Data relating to probation, detention and corrections officer certifications is maintained on the TJPC in-house information system. Computed by totaling the number of applicants receiving certification during the reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP03; cumulative; higher perf. desired]</i>

<p>Number of hours of assistance: Legal and Technical</p>	<p>Each TJPC employee who provides technical assistance and legal assistance to local juvenile probation systems will record the hours of assistance provided during the reporting period. The total hours of assistance are aggregated for the reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP04; cumulative; higher perf. desired]</i></p>
<p>Number of unannounced monitoring visits to private and county pre- and post-adjudication facilities</p>	<p>As an added quality control/accountability procedure, TJPC conducts unannounced monitoring visits to private and county operated pre- and post-adjudication facilities to assure that TJPC standards regarding childcare and facility operations are met. The TJPC Field Services Division records these visits during each reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP05; cumulative; higher perf. desired]</i></p>
<p>Total monitoring hours for TJPC standards</p>	<p>As a primary statutory function of TJPC, local juvenile probation departments are monitored for compliance with TJPC standards. This includes private and county operated pre- and post-adjudication facilities that are registered with TJPC and operate under the direction of local juvenile boards. The TJPC Field Services Division records these monitoring visits. The total hours of monitoring is aggregated for each reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP06; cumulative; higher perf. desired]</i></p>
<p>Total monitoring hours for applicable federal regulations</p>	<p>The TJPC Federal Programs Division manages and administers the TJPC Title IV-E Program. A function of this division includes monitoring each locally operated juvenile probation IV-E program for compliance with TJPC and federal Title IV-E standards. The Federal Programs Division records these monitoring visits. The total hours of monitoring is aggregated for each reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP07; cumulative; higher perf. desired]</i></p>

	Number of county juvenile probation departments utilizing federal Title IV-E dollars	The TJPC Federal Programs Division tracks in the TJPC In-House Information System the number of county juvenile probation departments that apply for and receive Title IV-E reimbursements during the reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP08; cumulative; higher perf. desired]</i>
	Number of juveniles receiving Title IV-E services	The TJPC Federal Programs Division tracks the number of juveniles receiving Title IV-E services for each reporting period. <i>[Cross reference: 665 076-R 01-02-02 OP09; cumulative; higher perf. desired]</i>
	Total number of child abuse complaints investigated that are alleged to have occurred in a TJPC Registered Detention Facility, or other programs and facilities operated under the authority of the juvenile board	The TJPC Field Services Division investigates reported allegations of child abuse in TJPC Registered Detention Facilities or other programs and facilities operated under the authority of the juvenile board. The total number of complaints investigated for the reporting period is aggregated. <i>[Cross reference: 665 076-R 01-02-02 OP10; cumulative; lower perf. desired]</i>
Efficiency	State cost per training hour	Computed by dividing the total amount of expenditures for training (from the fiscal database) by the total number of training hours provided for probation services (from the TJPC in-house training information system). <i>[Cross reference: 665 076-R 01-02-02 EF01; non-cumulative; lower perf. desired]</i>

Strategy 1.2.3 – Juvenile Justice Alternative Education Programs (JJAEPs)		
Outcome	Percent of eligible JJAEP students demonstrating growth in Texas Assessment of Knowledge and Skills (TAKS)	<p>Definition: Passage percentage of JJAEP student’s performance on the TAKS reading and math compared across time. Data limitations: Reliance on timeliness and accuracy of data supplied by another agency. Data Source: Texas Education Agency.</p> <p>Methodology: TAKS scores for reading and math from the testing period prior to association with the JJAEP compared to TAKS scores for reading and math for students assigned to the JJAEP 90 days or longer will be used to establish the passage percentage. Purpose: To examine growth of students on the TAKS in the areas of reading and math.</p> <p><i>[new measure; non-cumulative; higher perf. desired]</i></p>
Output	Number of mandatory students in JJAEPs	<p>JJAEPs are schools operated by juvenile probation for expelled, adjudicated delinquents (local option permits placement for additional misbehaviors). This measures the total number of student entrances to a mandatory JJAEP as a result of being expelled under the Texas Education Code section 37.007(a)(d)(e). Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division. Calculated by summing the actual number of student entries. <i>[Cross reference: 665 076-R 01-02-03 OP01; cumulative; higher perf. desired]</i></p>
Efficiency	Average cost per FTE per day	<p>This measure indicates what the local mandatory JJAEP costs are to a department based on the total number of full-time equivalent students served during a school year. The cost calculated includes all funding sources for all students (mandatory, discretionary and other). The cost is based on the annual cost report submitted by mandatory JJAEP counties. Cost is calculated as follows: total cost of program divided by the number of full-time equivalents. Full-time equivalents are calculated as follows: total number of possible attendance days divided by total number of operational days. <i>[new measure; non-cumulative; lower perf. desired]</i></p>

Explanatory	Number of discretionary students in JJAEPs	This measures the total number of student entrances to a mandatory JJAEP that were expelled under the Texas Education Code section 37.007(c)(d)(f). Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division. Calculated by summing the actual number of student entries. <i>[new measure; cumulative; higher perf. desired]</i>
	Number of “other” students in JJAEPs	This measures the total number of student entrances to a mandatory JJAEP that were not expelled but entered a JJAEP voluntarily or by order of the court. Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division. Calculated by summing the actual number of student entries in the “other” category (not mandatory or discretionary). <i>[new measure; cumulative; higher perf. desired]</i>

TEXAS JUVENILE PROBATION COMMISSION'S WORKFORCE PLAN FOR FY 2003 - 2007

Current Workforce Profile Supply Analysis

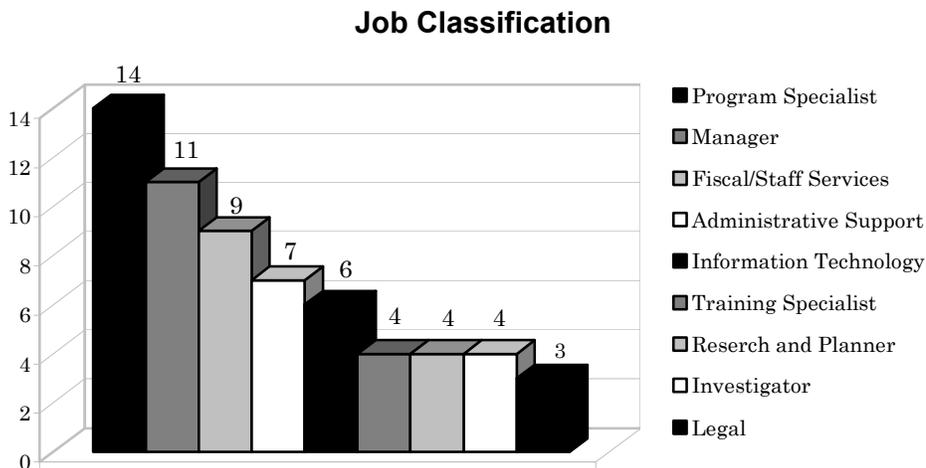
A. Critical Workforce Skills

The operation of the Texas Juvenile Probation Commission requires extensive and specific knowledge in the program area. Thirty-five percent of employees are employed as Program Specialists, Investigators, or Training Specialists and need to have a thorough knowledge of the juvenile justice system that is best learned by working in County Juvenile Probation Departments. For this reason, minimum qualifications for Program Specialist, Investigator, and most Training Specialist positions include three years experience in the juvenile justice field. From a recruitment position, this limits the applicant pool.

Other skills that the agency requires to function are in information systems, as the agency has developed a strong structure of applications and databases used for reporting and program administration.

Other areas of specialization are legal, accounting and training.

The chart below includes the entire count for full-time employees' designated classifications as of June 1, 2002.



Based on the finding of a recent workforce analysis survey, TJPC managers were asked to list the job skills most critical for each of their division's functioning in accomplishing the agency's mission and goals. The results of the survey showed that:

- 86% of the managers cited the following job skills as currently most critical to their division's functioning:
 - Technical expertise of the employees
 - Policy and process analysis skills of their employees
 - Problem solving skills of their employees
 - Speaking/writing skills of their employees
 - Management/leadership skills of their employees
 - Handling multiple tasks and managing change
 - Customer service

- 71% of the managers cited the following job skills as currently most critical to their division's functioning:
 - Project management skills
 - Negotiation/facilitation skills
 - Database administration skills
 - Communication skills
 - Computer skills
 - Business process skills
 - Administrative procedure skills
 - Planning skills
 - Program development skills
 - Education services skills

Managers were also asked to score the general staff competency level that currently exists within their division for each job skill that they cited as being critical to accomplishing the mission and goals of the agency. Categories for the competency levels were: "No knowledge",

"Minimal knowledge, familiarity with skill", "Working knowledge, proficiency in skill", "Professional level, mastery of skill", and "Acknowledged expertise, able to mentor and train other employees". In 16% of the responses, managers listed their division's competency levels as "Minimal knowledge, familiarity with skill". This suggests that outward demands on the organization relative to shifting customer demands, stakeholder demands, and labor market trends, will require subsequent development of staff competencies and services to meet those demands. Since it is NOT expected that these additional "skill sets" can be addressed through additional FTEs added to the agency's current cap of 62 employees, "human capital" enhancements in the form of "reskilling the work force" will be necessary. The job skill areas most cited by the managers were:

- Project Management
- Knowledge of mental health-juvenile justice service delivery

B. Workforce Demographics

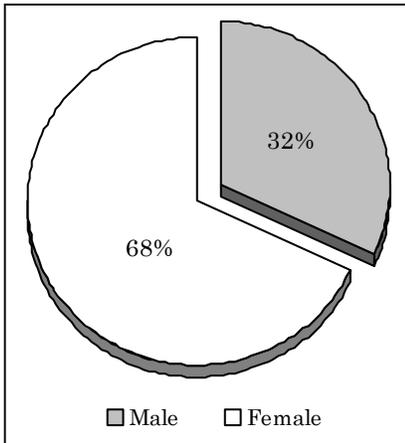
Significant employee turnover areas have been identified by the Texas State Auditor's office. Those areas include:

- Length of Service – The highest rate of voluntary terminations for the State occurred with employees who were employed by their agency for less than 2 years.
- Age – Employees under the age of 40 comprise 43% of the State workforce and in Fiscal Year 2001 made up 60 % of the total turnover.
- Retirement – A steady increase in the number of employees eligible to retire means the State of Texas stands to lose a significant portion of it's most knowledgeable workers within the next four years.

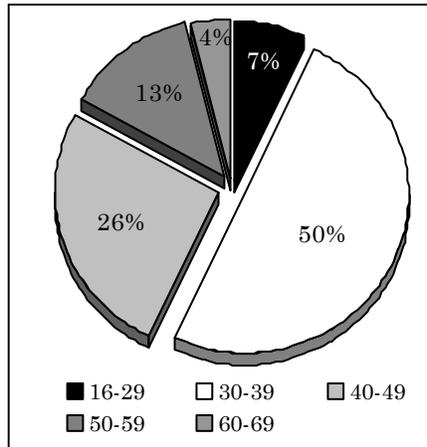
The following charts profile the agency's yearly workforce average of 53.5 FTEs as of April 2002 and includes all FTE's employed by the agency for Fiscal Year 2002.

Workforce Breakdown 2002

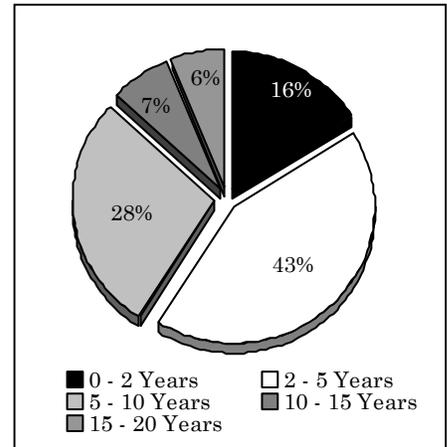
Gender



Age



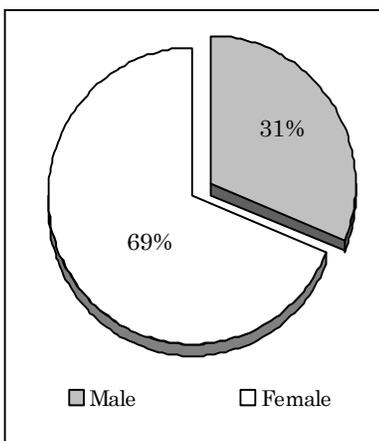
Agency Tenure



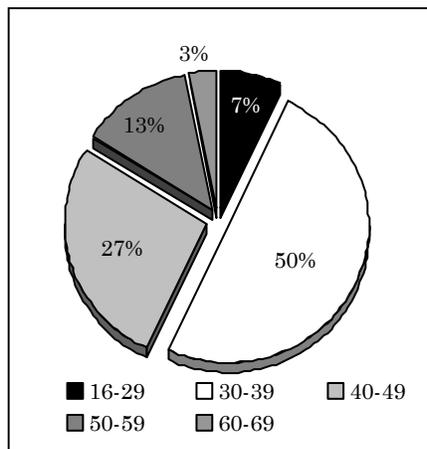
The following chart profiles the agency's yearly workforce average of 50.25 FTEs for Fiscal Year 2001 which accounts for all FTE's employed by the agency during the year.

Workforce Breakdown 2001

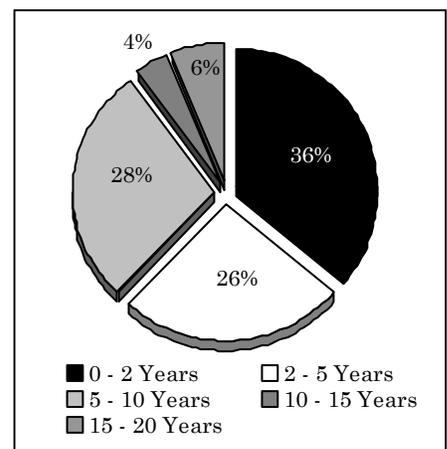
Gender



Age



Agency Tenure



For approximately the last 2 years, the agency has maintained a 2/3 female workforce. The most prevalent age group in the agency in 2002 is 30-39 years which make up 50%. In year 2002 an increase has occurred in the percentage of employees who have a 2-5 year agency tenure, from 26% to 43%. At the same time, the percentage of employees with less than 2 years agency tenure has decreased from 36% to 16%. It seems that the agency has been successful in retaining employees past the (employees with less than two years of agency service) turnover risk group identified by the State Auditor's Office in the "Full Time Classified State Employee Turnover for Fiscal Year 2001" report.

The most high risk turnover area that the agency currently faces is for employees under the age of 40. Currently, 57% the agency's workforce consists of employees under 40 years of age.

Minority Statistics

The following table compares the percentage of African American, Hispanic, and Female TJPC employees through Fiscal Year 2002.

Job Category	# of TJPC employees in category	Code	African American		Hispanic		Female	
			State ¹	TJPC ²	State ¹	TJPC ²	State ¹	TJPC ²
Official/Administrators	1	A	9.3	100.00	7.3	0	13.9	100.00
Professional	48	P	12.6	12.50	6.9	25.00	7.3	66.66
Administrative Support	2	C	17.2	0	12.7	0	24.3	100.00
Para-Professional	6	Q	11.8	0	9.9	50.00	13.7	66.00

The Texas Juvenile Probation Commission employs one administrative position which is filled by a African American Female. Of the 48 professional positions 6 positions are filled by African Americans, 12 Hispanic Americans, and 32 females. The agency workforce is comprised of 6 Para-professionals; half are Hispanic American, 4 are female. Two positions are clerical and both are female. In the professional category, which comprises most of the agency workforce at 48 positions, the distribution of minority and female incumbents exceeds the statewide civilian availability statistics.

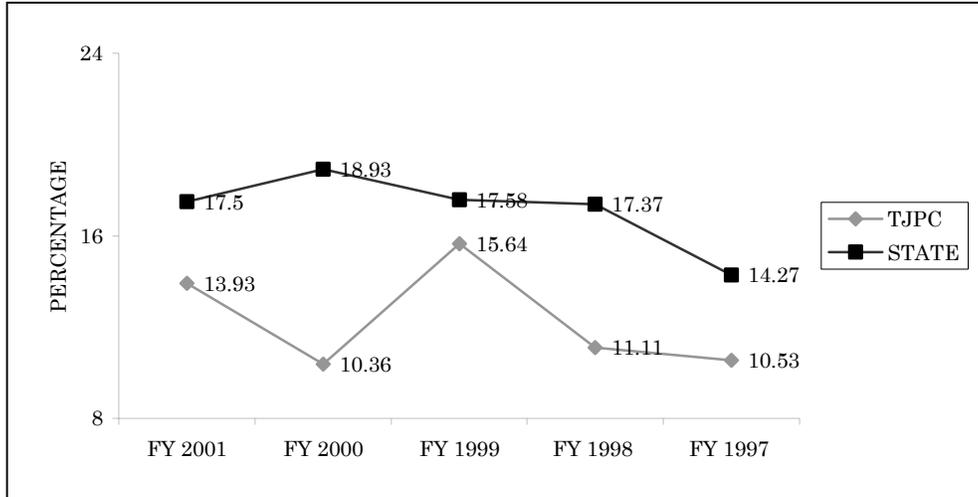
Due to administrative errors in the past, some positions are incorrectly classified in the job category. These errors have been corrected and will be reported in the 2001 EEO workforce statistics for the agency.

¹ Geographic Profile of Employment and Unemployment, 1998, U.S. Department of Labor, Bureau of Labor Statistics, November, 1999, Bulletin 2524

² Minority Hiring Report, 09/01/1999-08/31/2000 TJPC Workforce Summary

C. Employee Turnover

The agency's turnover statistics compared to the State's (employer) overall turnover statistics for the last 5 years is shown in the chart below



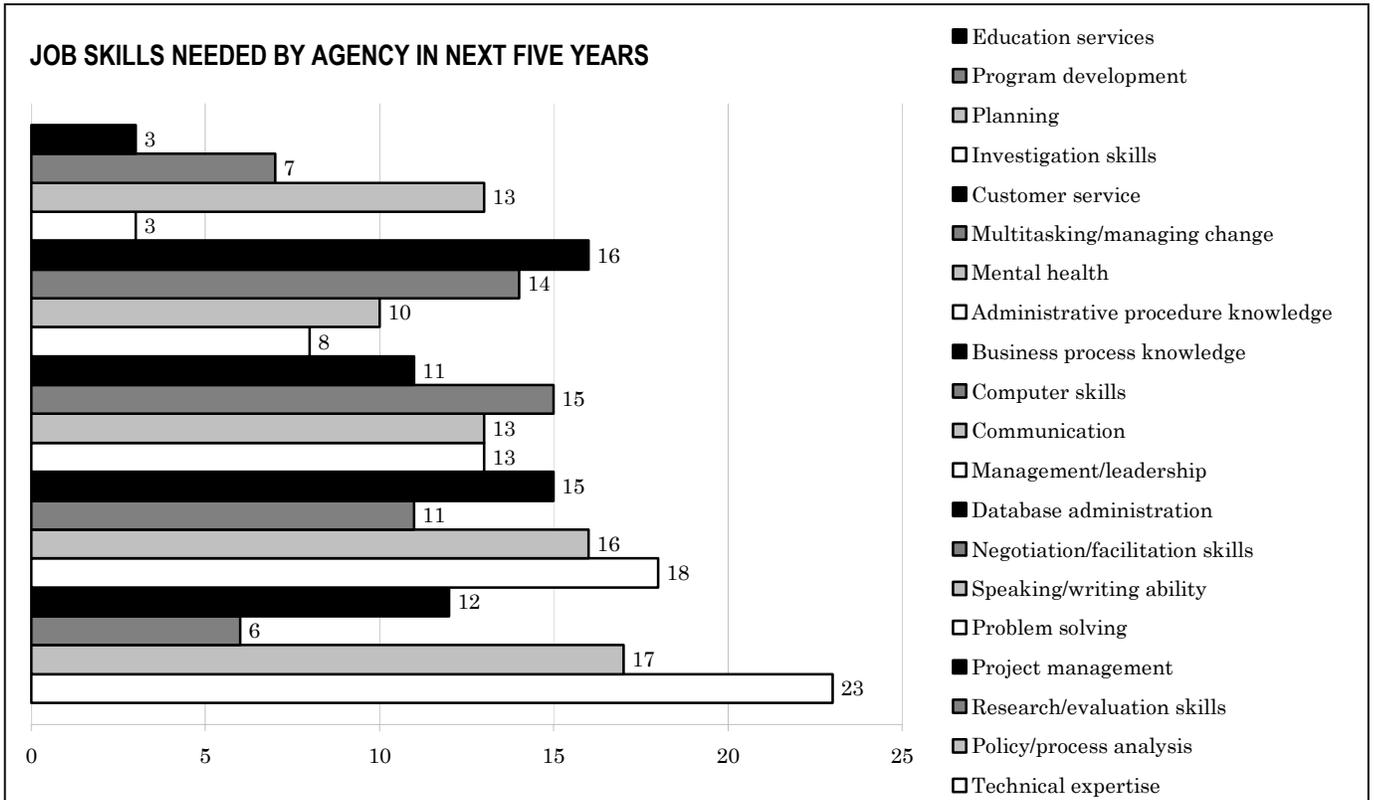
TJPC has maintained a lower turnover rate than the State average over the past 5 years. However, TJPC turnover increased between FY 2000 and FY 2001 while the statewide turnover decreased slightly in that time frame. The spike in TJPC turnover in FY 1999 was due to a surge in retirements in that year.

D. Retirement Eligibility

According to Employee's Retirement System data TJPC can expect 3 retirements in the next 5 years, all three occurring before the end of Fiscal Year 2003. Two positions eligible for retirement are members of the TJPC management team, which will leave a gap in agency leadership and organizational knowledge. The state faces this predicament as a whole as the baby boom generation prepares to retire.

Future Workforce Profile Demand Analysis

Future workforce skills needed: Each manager was asked to list the job skills that they believe will be needed by their respective division over the next five years.



The complexity of the nature of work performed by TJPC has increased exponentially in the last 15 years. Increase in accountability alone has generated a need for handling large volumes of information, synthesis of that information, and development of appropriate strategies for ensuring that day-to-day operations are deriving the best possible value-added for the limited number of staff and resources at the agency's disposal. As noted in the chart above, managers cited the importance of bringing new employees into the workforce with high levels of technical expertise, problem solving skills, policy/process analysis competencies, excellent communication skills, a strong set of customer service skills, excellent computer competencies, database administration skills, multitasking skills, and various management related skills (planning, business process, management/leadership, negotiation/facilitation, project management, etc.) is absolutely paramount. This dramatic shift in outward demands on the agency has resulted in a commensurate shift in the types of workers sought by the agency. It is anticipated that several additional FTEs will be needed by the agency in the next five years. However, the agency is currently exploring how business process procedures, activity-based management, and operations planning can be maximized to offset FTE limitations. Working more effectively and efficiently has become a top priority of agency administrators.

WORKFORCE GAP ANALYSIS

An analysis was completed on the gap between the job skills most critical to the agency. An assessment was conducted on the current general competency levels, the competency levels needed over the next five years, and the subsequent gap between those two measures. The largest gap that exists between the workforce competency levels the agency has and the levels needed are listed below, with the areas that scored in highest ranked first:

RANKING OF WORKFORCE COMPETENCY GAPS	
Rank Order	Critical Competencies Needed
#1	<ul style="list-style-type: none"> - Policy and/or process analysis - Project Management - Multi-tasking/managing change skills
#2	<ul style="list-style-type: none"> - Database administration - Management/leadership
#3	<ul style="list-style-type: none"> - Negotiation/facilitation skills - Computer skills
#4	<ul style="list-style-type: none"> - Problem solving skills - Speaking/writing skills - Communication skills (interpersonal) - Business Process Skills - Knowledge of mental health-juvenile justice service delivery - Planning skills
#5	<ul style="list-style-type: none"> - Technical expertise - Customer Service - Program Development
#6	<ul style="list-style-type: none"> - Education services
#7	<ul style="list-style-type: none"> - Research/evaluation skills - Knowledge of administrative procedures - Investigation skills

It is anticipated that the agency will continue to experience a shortage of employees for two reasons. First of all, the critical competencies currently needed by the agency and unavailable as a result of FTE constraints is a trend that is expected to continue. Secondly, the complexity of the work performed by the agency is also expected to spiral upward. For example, in the last five years the agency has been required to develop cross-discipline competencies and production in policy development, public administration, data management, research and evaluation, management information systems support/services, program development, program accountability, training, and technical assistance regarding the provision of a full array of educational services to juvenile offenders and/or students in Juvenile Justice Alternative Programs. For the last 12 months, the agency has been addressing the same competencies related to serving juvenile offenders with mental impairments. A shortage of employees and workforce skills is anticipated.

STRATEGY DEVELOPMENT

Management staff outlined the following strategies which are designed to decrease the gap in workforce competencies of the agency in order to accomplish its mission and goals. Each strategy is ranked in the order of importance that managers gave each strategy:

1. Increase the use of technology to revise and streamline work processes.
2. (Tie) Invest in human capital development in terms of improvement of communication (internal and individual skill sets), job training, and job recognition.
3. Cross Train employees in functional areas.
4. Creation of programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments.
5. (Tie) Promote transfer of knowledge as a corporate value.
6. Adjustment of salaries within assigned pay ranges for employees in positions that are either critical functions or have high turnover rates.
7. Expanding in-house training program to include topics such as change management, effective leadership, contemporary management training skills, effective project management, and assessing/managing risks.
8. The agency will perform the required duties without exceeding the full-time equivalent position (FTE) cap of 62.
9. Given the strategic demand for professional expertise, the agency will maximize the hiring of professional personnel and minimize the hiring of support personnel.
10. If the available support personnel are unable to accomplish the required functions, contract support personnel will be retained on a limited basis to assist in the support function.
11. Due to a lack of in-house qualifications, limited FTEs, and cost, the agency will continue to utilize the services of a certified public accountant firm to perform the internal audit function.
12. The agency will occasionally contract with outside professionals for expertise that is not available in-house or when independence is needed such as the evaluation of agency programs.
13. If recurring contract workforce requests are made for skills that are not available in-house, management will study the feasibility of the agency obtaining the skills through hiring additional FTEs or by training FTEs already on board.

SURVEY OF ORGANIZATIONAL EXCELLENCE

The Texas Juvenile Probation Commission was one of more than 100 agencies participating in the fall 2001 Survey of Organizational Excellence (SOE) conducted by the University of Texas School of Social Work. The survey allows agencies to compare employee perceptions of their organization over time as well as to compare their agency with other participating agencies. The SOE is a leadership resource and tool that assesses the total work environment and evaluates internal organizational effectiveness. The SOE is, in essence, an internal audit of an organization's capacity to carry out its function and mission. Therefore, the SOE serves as a valuable instrument towards building quality, excellence, and emphasizes continuous improvement. The SOE is the most widely used assessment of human resources in Texas that allows for the creation of benchmark data between and among participating agencies. TJPC took part in this employee satisfaction survey due to its commitment to improving employee satisfaction, quality operations, and retention of employees, our agency's most valuable resource.

The SOE was administered on-line to all 54 of the TJPC employees. Of those surveyed, 40 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or "return rate" was 74% of those surveyed. High return rates mean that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Low response rates can mean several things. There simply may not have been effort in making certain employees know the importance of completing the Survey. At a more serious level, low rates of response suggest a lack of organization focus or responsiveness. It may suggest critical levels of employee alienation, anger or indifference to organizational responsibilities. As a general rule

rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate serious problems. At 74%, the TJPC response rate is considered high.

Employees were asked to comment on their perceptions of the organization's functioning in 20 major "core construct" areas. These "core constructs" were grouped into five major Workplace Dimensions: Work Group, Work Setting, Organizational Features, Information, and Personal. The table on the following page compares TJPC survey results on the core constructs to the average of all participating state agencies. The maximum score attainable on a construct is 500 and the minimum is 100. Any construct with an average score falling below the neutral midpoint of 300 indicates that, on average, employees perceive the issue more negatively than positively. Constructs with scores below 200 should be a significant source of concern for the organization, while scores over 400 are areas of substantial strength for the organization.

A review of the scores on the 20 constructs does not indicate any major problem areas at TJPC. In fact, TJPC's scores are above the levels for state-wide averages, averages for agencies of similar size (i.e. 26 to 100 employees), and as well as agencies with a similar mission (i.e. Public Safety/Criminal Justice), suggesting no need for improvement as compared with other agencies. Nevertheless, agency management is developing interventions designed to improve employee satisfaction in the lower-scoring constructs. The construct scores indicate that employees identify TJPC's strengths as strategic orientation, adequacy of physical environment, and external communication. TJPC is proud of the survey results, which indicate that employees generally see the agency in a positive light. The results reflect TJPC's ongoing commitment to quality, employee participation, and overall agency effectiveness.

Survey Core Constructs	Statewide Benchmarks	TJPC
Work Group		
Supervisor Effectiveness	341	383
Fairness	356	402
Team Effectiveness	336	388
Diversity	356	426
Accommodations		
Fair Pay	266	294
Adequacy of Physical Environment	374	435
Benefits	381	397
Employment Development	354	400
General Organizational Features		
Change Oriented	343	392
Goal Oriented	357	398
Holographic (Consistency)	351	409
Strategic Orientation	388	435
Quality	388	428
Information		
Internal Communication	323	369
Availability of Information	366	417
External Communication	372	420
Personal		
Time and Stress Management	361	415
Burnout	369	413
Empowerment	360	403
Job Satisfaction	364	425

Survey Core Constructs	Other agencies' Scores: Similar Size to TJPC	TJPC Scores
Work Group		
Supervisor Effectiveness	348	383
Fairness	367	402
Team Effectiveness	342	388
Diversity	364	426
Accommodations		
Fair Pay	259	294
Adequacy of Physical Environment	381	435
Benefits	383	397
Employment Development	354	400
General Organizational Features		
Change Oriented	348	392
Goal Oriented	357	398
Holographic (Consistency)	360	409
Strategic Orientation	394	435
Quality	390	428
Information		
Internal Communication	332	369
Availability of Information	374	417
External Communication	377	420
Personal		
Time and Stress Management	366	415
Burnout	377	413
Empowerment	368	403
Job Satisfaction	370	425

Survey Core Constructs	Other agencies' scores: Similar Mission to TJPC	TJPC
Work Group		
Supervisor Effectiveness	324	383
Fairness	347	402
Team Effectiveness	322	388
Diversity	341	426
Accommodations		
Fair Pay	248	294
Adequacy of Physical Environment	350	435
Benefits	369	397
Employment Development	337	400
General Organizational Features		
Change Oriented	329	392
Goal Oriented	341	398
Holographic (Consistency)	338	409
Strategic Orientation	382	435
Quality	374	428
Information		
Internal Communication	308	369
Availability of Information	353	417
External Communication	360	420
Personal		
Time and Stress Management	354	415
Burnout	359	413
Empowerment	348	403
Job Satisfaction	354	425

2003-2007 Strategic Plan Appendix G

INFORMATION RESOURCES STRATEGIC PLAN

The Management Information Systems division's (MIS) mission is to provide the necessary means to quickly and accurately respond to the agency's information requirements.

MIS's primary strategy is to keep abreast of the latest technologies and to determine their relevance to the agency's information requirements.

MIS's current initiative is the conversion of the agency systems to accepted state standards. This initiative will provide two major benefits: align the agency with current business trends; and further the exchange of information between TJPC and other agencies, through standardized applications and information formats. This initiative includes the conversion of all existing database applications from Micro Focus COBOL to a Microsoft SQL/Visual Basic client-server database platform. This project is due for completion by the end of fiscal year 2003.

GOALS, OBJECTIVES, STRATEGIES AND PROGRAMS

Goal: Enhance the delivery of quality information management systems to the agency and local juvenile probation departments.

TJPC's goal to enhance its information management systems supports the state's goal to "leverage information resources to deliver services to citizens irrespective of government boundaries" by implementing information resources standards and guidelines to improve the interoperability of its systems with those of other agencies.

Objective 1: Expand and improve the use of new technologies.

Impact: Increased agency effectiveness in delivering funding, technical assistance and training to local juvenile probation departments.

Strategy 1: Improve agency productivity and effectiveness through the use of the latest office automation and application development systems.

Action Item 1: Convert existing, internal database applications to client/server (Visual Basic/SQL Server) or web-enabled models by the end of FY 2003.

Strategy 2: Improve communications between the agency and juvenile probation departments by taking advantage of new technologies.

Action Item 2: Provide local juvenile probation departments improved access to necessary information through the use of email and web-enabled delivery systems.

Objective 2: Expand and improve the use of CASEWORKER³ statewide.

Impact: Increased reliability and completeness of information received from local juvenile probation department.

Strategy 3: Improve the reliability of the information gathered from the juvenile probation departments by the agency.

Action Item 3: Convert CASEWORKER to a client/server (Visual Basic/SQL Server) by the end of FY 2003.

Action Item 4: Coordinate with the TJPC Research and Statistics Division to implement procedures to ensure the reliability of the information, transmitted to TJPC by the local juvenile probation departments, from the CASEWORKER system.

Strategy 4: Improve the proficiency level of CASEWORKER users.

Action Item 5: Provide additional opportunities for local probation department personnel to attend CASEWORKER training.

Action Item 6: Develop and implement monthly email newsletter, to local probation departments, documenting recent issues, problem areas, and tips/techniques relating to

CASEWORKER and data reporting requirements.

Action Item 7: Develop and provide advanced CASEWORKER training to local probation department personnel.

³ CASEWORKER – Juvenile Tracking and Case Management System

DATABASES AND APPLICATIONS

Database Name		Agency Financial System (AFS)
Description	Contract financial activity and internal agency payment processing.	
Type	COBOL ISAM	
Size	2.2GB	
GIS	N/A	
Sharing	Payment information is transmitted to the Comptroller via FTP. Some contract information is available on the agency's public website.	
Future	Planned conversion from COBOL ISAM to SQL by the end of FY 2003	
Database Name		Juvenile Justice Personnel (JJP)
Description	Maintains certification information on juvenile probation, detention, and corrections officers. Submission of certification reporting requirements is provided through a secure, web application (Automated Certification Information System ACIS). Additionally, contact information is maintained on other juvenile justice practitioners (i.e. juvenile judges, juvenile board chairs, district attorneys, etc).	
Type	Microsoft SQL Server	
Size	30MB	
GIS	N/A	
Sharing	Information contained with the database is shared with the Attorney General and other state agencies as requested. Portions of this information is available on the agency's public website.	
Future	Recently converted and enhanced. None at this time.	
Database Name		Juvenile Case Extract
Description	Detailed case-level data on children referred to local juvenile probation departments as documented in the TJPC Electronic Data Interchange Specifications, Texas Administrative Code §341.150 and reported to TJPC via encrypted FTP transfer on a monthly basis.	
Type	Microsoft SQL Server	
Size	1.2GB	
GIS	N/A	
Sharing	This data is shared with the Criminal Justice Policy Council, Texas probation departments, National Center for Juvenile Justice, probation associations, and other states. The information can be shared via hardcopy, magnetic media or email. Portions of this information is available on the agency's public website.	
Future	None at this time.	

Application Name	CASEWORKER (CW4) (Juvenile Tracking & Caseload Management System)
Description	<p>CASEWORKER was developed to provide an easy and concise method of collecting, storing, retrieving, and printing juvenile caseload information by the juvenile probation departments of Texas. A portion of this information is forwarded to the Texas Juvenile Probation Commission for inclusion in the agency's Annual Statistical Report, in order to provide accurate information regarding the magnitude and nature of juvenile activity and the juvenile probation system's ability to respond.</p> <p>CASEWORKER begins collecting information at intake and continues through detention, disposition, supervision, and placement. CASEWORKER also provides the juvenile probation departments with the ability to: collect and record probation and restitution payments; enter chronological notes; and maintain names and addresses of family members and associates.</p> <p>CASEWORKER gives the juvenile probation departments the capability to print various reports, including: caseload by department and officer, probation fee and restitution current/delinquent reports, and TJPC statistical reports. A provision to scan the juvenile records and produce ad hoc reports is also included.</p>
Type	COBOL ISAM
Development Language	Micro Focus COBOL
Sharing	See database description above.
Future	Planned conversion from COBOL ISAM to SQL by the end of FY 2003. Application rewritten in Visual Basic.
Application Name	Agency Financial System (AFS)
Description	The State Aid Management, Funding Allocation, Internal Administrative Disbursement, and Community Corrections systems were designed to allocate, distribute, account, and manage the state aid monies allocated to TJPC. The state aid is distributed to county juvenile probation departments for the purpose of providing juvenile probation and community-based correctional services as enacted by H.B. 1704, 67th Legislature.
DBMS	COBOL ISAM
Development Language	Micro Focus COBOL
Sharing	See database description above.
Future	Planned conversion from COBOL ISAM to SQL by the end of FY 2003. Application rewritten in Visual Basic.

INFORMATION RESOURCES MANAGEMENT ORGANIZATIONS, POLICIES, AND PRACTICES

- *Priorities.* An Information Systems Steering Committee consisting of the agency's executive management, division directors, and the MIS director establish priorities for large projects. The MIS Director sets priorities for other projects.
- *Planning.* All major Information Systems planning is guided by the Information System's Steering Committee with the agency's expected future directions in mind. Planning decisions are arrived through committee consensus with input from end-user and project staff.
- *Quality Assurance.* User requests resulting in significant changes are reviewed and approved by the Information System's Steering Committee. A Project Scope and Functional Requirements document is created by MIS personnel and approved by the MIS Director and Director of the requesting division. Less significant requests are reviewed and assigned by the MIS Director. All modifications are tested and results are examined and approved by the MIS Director and requesting user.
- Additionally, an independent audit is performed on the MIS Division every 3-4 years. TJPC will revise its quality-assurance procedures in accordance with Texas Administrative Code §201.19 by September 1, 2002.
- *Personal Computer Replacement Schedule.* Through examination of the Department of Information Resource's guidelines, TJPC has adopted a three-year PC technology refresh life cycle. To reduce network administration resource costs, all workstations are replaced simultaneously and are identical in their hardware/software configuration. Lease vs. purchase is examined at each refresh cycle. At the next cycle, the "Seat Management Option" will be explored.
- *Procurement.* All information resources are purchased from an approved qualified information systems vendor (QISV). Lease versus purchase options are examined for each major technology acquisition and include: hardware/software cost, installation costs vs. internal deployment, warranty, and maintenance.
- *Disaster Recovery.* TJPC has adopted published policies and procedures to ensure the security and reliability of its information resources. These include physical and logical security of the resources, redundant fault-tolerant systems, daily backups, offsite backup storage, and employee-signed copies of policies outlining appropriate information systems usage. TJPC's current *Contingency Plan for Disaster Recovery* was implemented in August 2000. TJPC will revise the plan according to the Texas Administrative Code Sections 202.1 – 202.8 Information Security Standards by September 1, 2002.
- *Data Center Operations.* No current agreement exists.

Texas Juvenile Probation Commission and Texas Youth Commission Coordinated Strategic Plan Goals and Strategies Fiscal Years 2002 - 2003

Mission

The Texas Juvenile Probation Commission and the Texas Youth Commission are committed to achieving a state and local partnership that ensures a comprehensive and coordinated juvenile justice system, which provides public protection, rehabilitation and delinquency prevention.

Goals

- I. Protect the public from the delinquent and criminal acts of juveniles while they are in institutional or community-based correctional programs.
- II. Rehabilitate youth to become productive and responsible citizens.
- III. Reduce delinquency through the provision of support, services, training and technical assistance.

Goal #1: Protect the public from the delinquent and criminal acts of juveniles while they are in institutional or community-based correctional programs.

A. TYC and TJPC will develop policies, programs and services to protect the public.

1. With the assistance of a national consultant, TYC will examine its current parole system, and consider criteria to be used for various sanctions options that would reduce returns to confinement for technical violations, but still maintain public safety.	
Outputs	Agency
Consultant Report	TYC
	Status
	Underway
Outcomes	Completion Date
N/A	06/01/2002
	Staff Assigned
	C. Jeffords, TYC
2. TJPC will develop and monitor an accountability system requiring an aftercare plan for each youth placed with TJPC Progressive Sanctions Level 5 funding, TJPC Substance Abuse Funding, and TJPC Small County Placement Funds.	
Outputs	Agency
Number of departments monitored by compliance with aftercare accountability system	TJPC
	Status
	Ongoing
Outcomes	Completion Date
Number of departments in compliance with the aftercare accountability system	Ongoing
	Staff Assigned
	C. Weisinger, TJPC
3. TJPC will monitor, train, and provide technical assistance to local departments related to progressive sanctions.	
Outputs	Agency
Number of monitoring visits and hours of training provided	TJPC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	S. Friedman, TJPC

Goal #2: Rehabilitate youth to become productive and responsible citizens.

A. *TJPC and TYC will ensure the provision of a full continuum of services for offenders with mental impairments.*

1. TYC and TJPC will participate with the Texas Council on Offenders with Mental Illness (TCOMI) and other agencies in developing a continuum of services for offenders with mental impairments.	
Outputs	Agency
TYC: Number of paroled youth who receive TCOMI-funded services	TJPC/TYC
TJPC: Number of TJPC youth who receive TCOMI project-funded services	Status
	Underway
Outcomes	Completion Date
	01/31/2003
	Staff Assigned
TCOMI evaluation report	L. Reyes, TYC V. Tolbert, TJPC E. Espinosa, TJPC B. Bryan, TJPC
2. TJPC will conduct research on assessment, treatment modalities, intervention strategies, and systems of care for offenders with mental impairments	
Outputs	Agency
Number of research projects completed	TJPC
	Status
	Ongoing
Outcomes	Completion Date
	Ongoing
	Staff Assigned
N/A	V. Tolbert, TJPC E. Espinosa, TJPC B. Bryan, TJPC
3. TJPC will develop assessment and treatment resources for local juvenile probation departments.	
Outputs	Agency
Number of research projects completed	TJPC
	Status
	Underway
Outcomes	Completion Date
- Number of departments using mental health instruments available by TJPC	08/31/2003
	Staff Assigned

- Number of departments employing “best practices” systems of care or programs made available by TJPC	V. Tolbert, TJPC E. Espinosa, TJPC B. Bryan, TJPC
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4. TJPC staff will develop consultative expertise in the area of wraparound systems of care, provide training and technical assistance to local departments, and monitor the provision of services by local departments. Wraparound services are defined as coordinated systems of care which address a range of client-specific needs.

Outputs	Agency
Number of staff trained	TJPC
	Status
	Underway
Outcomes	Completion Date
Number of local departments using wraparound systems of care	08/31/2003
	Staff Assigned
	E. Espinosa, TJPC

B. TJPC and TYC will ensure the provision of a full continuum of services for female offenders.

1. Pursuant to HB 1758 (77th Legislature), TJPC and TYC will develop a plan addressing any lack of services for females, and report data relating to nature, extent, and effectiveness of services for juvenile-aged females within the areas of teen pregnancy, physical and sexual abuse, substance abuse, services for runaway and homeless females, gang involvement and other delinquency.

Outputs	Agency
Comprehensive plan addressing any lack of services for females by 07/01/2002	TJPC/TYC
	Status
	Planned
Outcomes	Completion Date
N/A	07/01/2002
	Staff Assigned
	K. Friedman, TJPC C. Jeffords, TYC

2. TJPC and TYC will identify the training needs of staff related to serving females in the juvenile justice system.

Outputs	Agency
Training needs report	TJPC/TYC
	Status
	Planned
Outcomes	Completion Date
N/A	01/31/2002
	Staff Assigned

	R. Quiros, TJPC J. Franklin, TYC
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3. TJPC and TYC will sponsor a planning meeting to review results of the TJPC/TYC staff “training needs” report, determine training resources, and establish a process to make training available to TJPC and TYC staff who work with female offenders.	
Outputs	Agency
N/A	TJPC/TYC
	Status
	Planned
Outcomes	Completion Date
Training plan	04/30/2002
	Staff Assigned
	R. Quiros, TJPC J. Franklin, TYC
4. TJPC will coordinate with the National Institute of Corrections to sponsor a conference on service provision to female and special needs offenders.	
Outputs	Agency
Number of conference attendees	TJPC
	Status
	Planned
Outcomes	Completion Date
N/A	08/31/2002
	Staff Assigned
	R. Quiros, TJPC

C. *TJPC and TYC will review available publications regarding effective juvenile justice programming, and compile a topic-oriented annotated bibliography of best practices with potential application in Texas.*

Outputs	Agency
A topic-oriented annotated bibliography	TJPC/TYC
	Status
	Planned
Outcomes	Completion Date
N/A	06/30/2003
	Staff Assigned
	B. Bryan, TJPC E. Fredlund, TYC

D. TJPC and TYC will continue to work to increase family involvement with youth in the juvenile justice system.

1. TJPC will provide technical assistance to juvenile probation departments to expand provision of parenting skills training to juvenile offenders and their parents.	
Outputs	Agency
Number of technical assistance contacts relating to parenting skills programs	TJPC
	Status
	Underway
Outcomes	Completion Date
N/A	08/31/2002
	Staff Assigned
	S. Friedman, TJPC V. Tolbert, TJPC
2. TJPC will participate in the Interim Workgroup on Parental Rights and Responsibilities to consider the statutory provisions that affect civil and criminal enforcement remedies of Orders Affecting Parents and Others and procedures that affect parental involvement.	
Outputs	Agency
Interim workgroup report	TJPC
	Status
	Underway
Outcomes	Completion Date
N/A	12/31/2002
	Staff Assigned
	V. Tolbert, TJPC N. Thomas, TJPC
3. TJPC will pilot systems of care that emphasize family involvement in treatment.	
Outputs	Agency
Number of pilot project	TJPC
	Status
	Planned
Outcomes	Completion Date
N/A	08/31/2003
	Staff Assigned
	E. Espinosa, TJPC V. Tolbert, TJPC

4. TYC will prepare a report identifying “best practices” and examining options to increase family involvement within the agency.	
Outputs	Agency
Report identifying “best practices” and examining options to increase family involvement at TYC	TYC
	Status
	Planned
Outcomes	Completion Date
N/A	06/30/2003
	Staff Assigned
	P. Hayes, TYC

E. TJPC and TYC will continue to identify opportunities for substance abuse funding and service expansion.

1. TJPC and TYC will continue to seek alternative funding sources for substance abuse assessment and treatment of juvenile offenders and their families.	
Outputs	Agency
Number of new funding sources obtained	TJPC/TYC
	Status
	Underway
Outcomes	Completion Date
N/A	03/31/2002
	Staff Assigned
	C. Weisinger, TJPC L. Reyes, TYC

Goal #3: Reduce delinquency through the provision of support, services, training and technical assistance.

A. TJPC and TYC will provide education and technical assistance to individuals, agencies and communities related to a comprehensive view of delinquency prevention.

1. TYC will respond to requests for technical assistance from parents, students, and professionals with current and useful information provided in a timely fashion.	
Outputs	Agency
Number of technical assistance requests responded to and reported at the end of fiscal year 2002 and 2003	TYC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	T. Levins, TYC
2. TYC will develop and provide presentations related to prevention topics to conferences and workshops.	
Outputs	Agency
Number of presentations provided and reported at the end of fiscal year 2002 and 2003	TYC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	T. Levins, TYC
3. TJPC will collaborate with the TYC, Texas Criminal Justice Policy Council, Texas Department of Protective and Regulatory Services and other agencies in the planning and development of a comprehensive view of delinquency prevention.	
Outputs	Agency
Number of prevention-related planning meetings attended during fiscal year 2002 and 2003	TJPC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	V. Tolbert, TJPC

B. TJPC and TYC will increase the availability of prevention training programs.

1. TYC will work with TYC programs and contract providers in their efforts to increase the parenting abilities of TYC youth.	
Outputs	Agency
Number of youth receiving parenting skills training	TYC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	T. Levins, TYC

2. TJPC will provide consultation with local departments in designing, implementing, and evaluating parenting programs in their jurisdiction.	
Outputs	Agency
Number of units served with consultations/technical assistance	TJPC
	Status
	Ongoing
Outcomes	Completion Date
N/A	Ongoing
	Staff Assigned
	V. Tolbert, TJPC

2003-2007 Strategic Plan Appendix I

BORDER REGION ASSESSMENT

The Texas Juvenile Probation Commission is committed to providing its services equitably and efficiently to all juvenile probation departments across the state, including the Texas-Louisiana and Texas-Mexico border regions. Our funding formulas are based primarily on juvenile-age population in each county, with each county receiving funds in proportion to its share of the state's total juvenile population. Technical assistance, legal assistance, training, and monitoring is carried out based on the needs of probation professionals in their particular geographic location.

Since 1987 the TJPC has committed additional resources to the border counties of Cameron, Duval, El Paso, Val Verde, and Webb for the operation of Border Children Justice Projects. These projects were developed to respond to the needs of juvenile-age Texans and Mexicans who violate laws across the border from their country of residence. From 1998 to present, approximately 970 juveniles have been served through these projects.