

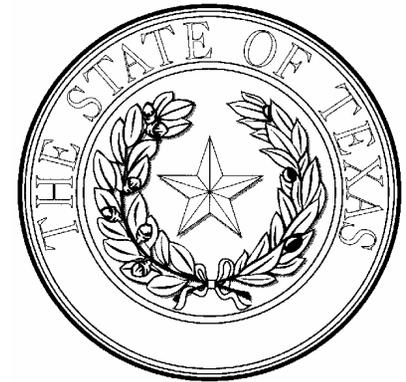
# Texas Juvenile Probation Commission

# **STRATEGIC PLAN**

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## Fiscal Years 2005-2009

Texas Juvenile Probation Commission  
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June 2004

*"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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01/16/2004 – 08/31/2009

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### Fiscal Years 2005-2009



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Submitted June 2004

Signed:

  
\_\_\_\_\_  
Vicki Spriggs, Executive Director

Approved:

  
\_\_\_\_\_  
Robert P. Brotherton, Board Chairman

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## **MISSION OF TEXAS STATE GOVERNMENT**

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Texas State Government must be limited, efficient and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.



Aim high...we are not here to achieve inconsequential things!

## **PHILOSOPHY OF TEXAS STATE GOVERNMENT**

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The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state and its future is more important than party, politics or individual recognition;
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes;
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families and the local government closest to their communities;
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility

drives individual citizens to do more for their future and the future of those they love;

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions;
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government; and
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

## **TEXAS PUBLIC SAFETY AND CRIMINAL JUSTICE PRIORITY GOALS AND BENCHMARKS**

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The statewide elements shape and guide all other elements of individual agency strategic plans. These elements articulate the state leader's vision for the future of Texas while focusing on the broad direction of state government, including the policy areas of core values and principles and ultimate ends toward which state government directs its efforts.

**STATE PRIORITY GOAL FOR PUBLIC SAFETY AND CRIMINAL JUSTICE AGENCIES:** To protect Texans by enforcing laws quickly and fairly; Maintaining state and local emergency, terrorism and disaster preparedness and response plans; Policing public highways; and Confining, supervising and rehabilitating offenders.

### **RELEVANT STATEWIDE BENCHMARKS FOR TJPC:**

- Juvenile violent crime arrest rate per 100,000 population; and
- Felony probation revocation rate.

## **TEXAS JUVENILE PROBATION COMMISSION MISSION**

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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.

## **TEXAS JUVENILE PROBATION COMMISSION PHILOSOPHY**

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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.

*With respect to local juvenile justice practitioners,*  
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; and
- cooperative and personal relationships.



*In terms of the state's 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; and
- the safety, supervision and appropriate treatment of children who need to be removed from the home.

*With respect to the public,* TJPC values:

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

*In term of state government entities,* TJPC values:

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

## External/Internal Assessment Section One

# OVERVIEW OF AGENCY SCOPE & FUNCTIONS

### STATUTORY BASIS

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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

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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;
- Juvenile Justice Alternative Education Programs;
- Non-Residential Programs; and
- Substance Abuse Prevention / Intervention Programs.

TJPC provides these programs and services in partnership with county probation departments, which directly serve their local communities. The Commission has developed and continues to maintain partnerships with 169 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 169 departments provide probation services to all 254 Texas counties. Respect for 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.

TJPC is often times perceived as an agency whose functions are limited to : incarceration, punishment and public protection. 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, humane, and rehabilitative.

The aim of TJPC has always been to avoid infringing on the autonomy of local juvenile probation departments without compromising accountability and adherence to state standards. In many cases, juvenile probation departments are the most visible and recognized local agency that serves children and families within the state’s 254 counties.

**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. 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 in fulfilling the agency's purpose.

1981	2004
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	131 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	247 Texas counties are on state-wide automated CASEWORKER system
Only 29 juvenile detention centers in Texas; 12,353 juveniles held in adult jails	106 juvenile facilities (56 pre-adjudication facilities, 43 post-adjudication facilities, and 7 holdover facilities) in Texas; children prohibited from being held in adult jails

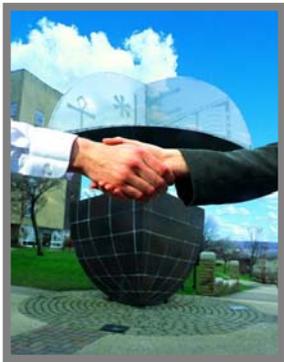
## External/Internal Assessment Section Two

# ORGANIZATIONAL ASPECTS

### SIZE AND COMPOSITION OF AGENCY STAFF

The agency is authorized to employ 62 FTEs for the FY2004-2005 biennium. A more detailed analysis of the agency's workforce is included in Appendix E of this plan, titled "TJPC Workforce Plan for FY 2005-2009".

### LOCATION OF SERVICE POPULATIONS



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. Juvenile-aged populations are distributed throughout each

geographic region of the state. Strategies employed by TJPC to serve each region include technical assistance, legal assistance, training and monitoring, which are provided on the basis of the needs of probation professionals and the juvenile offenders they serve within each respective geographic region.

In some cases, TJPC has employed special programmatic measures to serve populations that are disproportionately represented in specific regions. Since 1987, TJPC has committed additional resources to the border counties of Cameron, El Paso, Starr, 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 nationals who violate laws across the border from their country of residence. From 1998 through 2003, approximately 1,135 juveniles had been served through these projects.

### HUMAN RESOURCE STRENGTHS AND WEAKNESSES

The agency's 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, as well as 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 experiences, thus bringing a diverse interdisciplinary and multicultural perspective to the development and execution of agency policy; and

- 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 the effectiveness and efficiency of agency operations. As a result, agency managers are required to have skill sets which include project management, high levels of technical expertise, problem solving skills, strong customer service skills 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 2003 Annual Financial Report include:

Furniture and Equipment	\$74,342.98
Accumulated Depreciation	(\$57,815.20)
Vehicles	\$32,903.49
Accumulated Depreciation	(\$18,893.61)
<b>Total</b>	<b>\$30,537.66</b>

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 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 easier access to agency staff than if located in border regions. In addition, the location is conducive to interagency work with agencies functioning within the Health and Human Services enterprise and the Texas Youth Commission. In an effort to be responsive to the various regions in Texas, most of TJPC's training is conducted in different locations throughout the state.

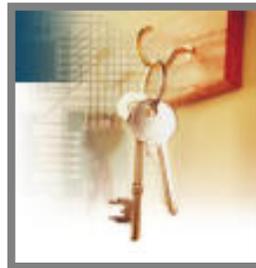
## HISTORICALLY UNDERUTILIZED BUSINESSES

As part of its strategy for meeting Historically Underutilized Business (HUB) vendor goals, TJPC utilizes guidelines developed by the Texas Building and Procurement Commission (TBPC). TJPC complies with the bidding process requirements by always including, when possible, 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.

## KEY ORGANIZATIONAL EVENTS AND ACCOMPLISHMENTS

**1981:** TJPC is 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:** The Juvenile Statistical Information System is developed to allow juvenile probation departments to collect data and statistical information on referrals. It was renamed *CASEWORKER* in 1986.

The 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 1996-1997 biennium to TJPC for the construction of 1,000 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 staffs jointly publish the first coordinated strategic plan for the Texas juvenile justice system.

CASEWORKER Version 4 is released.

*Texas Juvenile Law, 4<sup>th</sup> Edition* is 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's Justice Project Report* published.

1999: TJPC adds four more departments to the In-Home 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 a 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 Texas Department of Protective and Regulatory Services 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 77<sup>th</sup> 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.

2004: TJPC began implementation of a comprehensive systemic *Agency Reengineering and Reorganization Plan* for the agency, beginning in September 2002. This multi-year plan will span the next two bienniums and is designed to improve the effectiveness and efficiency of TJPC internal and external operations. The key elements of the TJPC plan include:

- Comprehensive Standards Revision and Simplification;
- Design and production of a *Compliance Resource Manual* (CRM);
- Design and documentation of a new *Compliance Improvement System* (CIS);
- Design and documentation of new Monitoring Methodologies/
- Internal agency process improvements including updated new automated *Compliance Monitoring and Enforcement Tracking System* (COMETS); updated policies and procedures for all units; implementation of automated Internal Communication Policy and system; and
- Comprehensive training initiative to probation field regarding new systems and processes.

CASEWORKER Version 5 is released.

*Texas Juvenile Law, 5<sup>th</sup> Edition* is published.

## External/Internal Assessment Section Three

# FISCAL ASPECTS

TJPC's budget sustained a 3.48 % cut that consisted of the elimination of the Challenge Grants Program and the Non-Residential Program Grants and the restoration of one expenditure item.

### BUDGET

Strategies	Appropriated FY 2004	Appropriated FY 2005
State Aid	\$ 46,258,679	\$ 46,258,679
Community Corrections	\$ 44,447,748	\$ 44,447,750
Probation Assistance	\$ 32,140,478	\$ 32,141,018
JJAEP's	\$ 7,500,000	\$ 7,500,000
Direct and Indirect Administration	\$ 1,107,031	\$ 1,107,035
Total	\$ 131,453,936	\$ 131,454,482

Method of Finance	Appropriated FY 2004	Appropriated FY 2005
General Revenue Fund	\$ 92,953,936	\$ 92,954,482
Federal Funds	\$ 30,000,000	\$ 30,000,000
Appropriated Receipts	\$ 1,000,000	\$ 1,000,000
Interagency Contracts - Transfer		
Foundation School Fund No. 93	\$ 7,500,000	\$ 7,500,000

## TJPC APPROPRIATIONS

In the remaining appropriation strategies, the legislature provided funding for juvenile probation positions and essential services including critical diversionary programs that serve high-risk juvenile offenders. In particular, the legislature gave funding priority to programs such as Level 5 Secure Post-Adjudication Placement Funds and Local Secure Post-Adjudication Funds (formerly known as Construction Bond Facility 25% Operating Costs) that, if eliminated, would have significantly increased the number of commitments to the Texas Youth Commission. The agency budget structure includes:



- Approval of \$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;
- Increase of the funds for JJAEPs (Juvenile Justice Alternative Education Programs) from \$14.31 to \$15 million to cover increased summer school expenditures;
- Approval of \$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; and
- Approval of 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 2004 – 2005 biennium.

## BUDGETARY LIMITATIONS

**Restriction, State Aid.** None of the funds appropriated above in Strategy A.1.1, 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 Texas Juvenile Probation Commission shall certify or transfer state funds to the Texas Department of Protective and Regulatory Services so that federal financial participation can be claimed for Title IV-E services provided by counties. The Texas Juvenile Probation Commission 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 Texas Juvenile Probation Commission for the purpose of reimbursing counties for services provided to eligible children.

**Juvenile Boot Camp Funding.** Out of the funds appropriated above in Strategy A.2.1, 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.

**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.**

- Out of the funds appropriated in Strategy A.1.1, Basic Probation, \$10,200,000 in fiscal year 2004 and \$10,200,000 in fiscal year 2005 can be distributed only to local probation departments for funding juvenile probation services associated with sanction levels described in Sections 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.
- Out of the funds appropriated in Strategy A.2.1, Community Corrections, \$4,394,436 in fiscal year 2004 and \$4,394,436 in fiscal year 2005 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 Sections 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.

- The Texas Juvenile Probation Commission shall maintain procedures to ensure that only those juvenile offenders identified above 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 above in Strategy A.2.1, Community Corrections, the amount of \$4,147,037 in fiscal year 2004 and \$4,147,038 in fiscal year 2005 may be used only for the purpose of funding local post-adjudication facilities. The agency shall fund these facilities based on historical occupancy rates, rather than the number of beds in the facility.

**Juvenile Justice Alternative Education Programs (JJAEP).** Out of the funds transferred to the Texas Juvenile Probation Commission pursuant to Texas Education Agency (TEA) Rider 39 and appropriated above 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 2004 shall be appropriated to fiscal year 2005 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 39. 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 above 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, 2004. The report shall include, but is not limited to, the following:

- an assessment of the degree to which each JJAEP enhanced the academic performance and behavioral improvement of attending students;
- a detailed discussion on the use of standard measures used to compare program formats and to identify those JJAEPs most successful with attending students;

- the percent of eligible JJAEP students statewide and by program demonstrating academic growth in the Texas Assessment of Knowledge and Skills (TAKS);
- 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
- 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, 2004 in Strategy A.1.1 Basic Probation (estimated to be \$200,000) and in Strategy A.2.1 Community Corrections (estimated to be \$200,000), above are hereby appropriated to the Juvenile Probation Commission in fiscal year 2005 for the purpose of providing funding for juvenile probation departments whose allocation would otherwise be affected as a result of reallocations related to population shifts.

**Appropriation: Refunds of Unexpended Balances from Local Juvenile Probation Departments.** The Texas Juvenile Probation Commission (JPC) shall maintain procedures to ensure that the state is refunded all unexpended and unencumbered balances of state funds held as of the close of each fiscal year by local juvenile probation departments. All fiscal year 2004 and fiscal year 2005 refunds received from local juvenile probation departments by JPC are appropriated above in Strategy A.2.1, Community Corrections. Any Basic Probation refunds received in excess of \$470,000 in fiscal year 2004 and \$470,000 in fiscal year 2005 are hereby appropriated to JPC for the Level 5 Secure Correction Placement Program. Any Community Corrections refunds received in excess of \$530,000 in fiscal year 2004 and \$530,000 in fiscal year 2005 are hereby appropriated to JPC for the Level 5 Secure Correction Placement Program.

### **DEGREE TO WHICH CURRENT BUDGET MEETS CURRENT AND EXPECTED NEEDS**

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TJPC's budget sustained a 3.48 % cut that consisted of the elimination of the Challenge Grants Program and the Non-Residential Program Grants and the restoration of one expenditure item.

In the remaining appropriation strategies, the legislature provided funding for juvenile probation positions and essential services including critical diversionary programs that serve high-risk juvenile offenders. In particular, the legislature gave funding priority to programs such as Level 5 Secure Post-Adjudication Placement Funds and Local Secure Post-Adjudication Funds (formerly known as Construction Bond Facility 25% Operating Costs) that, if eliminated, would have significantly increased the number of commitments to the Texas Youth Commission. In addition to cuts in general revenue, TJPC and other agencies were directed by state leadership to propose 7% reductions in the fiscal year 2003 budget. Early on, TJPC sought an exemption request for Juvenile Justice Alternative Education Programs (JJAEP) funds, Level 5 Secure Placement and the Local Secure Post-

Adjudication Funds. After the passage of HB 7, \$3.5 million was restored to current year line items for the Level 5 Secure Placement and Local Secure Post-Adjudication Placement Funds. The JJAEP funds, however, were reduced by \$1.3 million.

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 with no inflation built in.

Additionally, the State Auditors Office (SAO) completed a management audit of TJPC. Several of the findings noted 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.

In the development of the TJPC/TYC Coordinated Strategic Plan for FY2004-2005, a team of planners from both agencies jointly conducted a series of structured interviews with high-level and knowledgeable representatives of six health, human service and education agencies to investigate emerging needs and issues for the juvenile justice system over the next biennium. The

questions were scripted and open-ended and probed resource and service delivery issues related to changes in availability of services for youth in or at risk of becoming involved in the criminal justice system and their families.

The interviews generally revealed that agencies were planning service delivery strategies designed to do "more with less", but fewer state-paid social services would be available for at-risk youth than is currently the case. Several interviewees highlighted reductions in prevention activities and changes in Medicaid and the Children Health Insurance Program (CHIP) behavioral health benefits as areas with implications for the juvenile justice system. Other themes stressed by several respondents included increased reliance on "evidence-based services" (e.g. services that have been scientifically evaluated and proven effective) and the need for partnering among agencies to best employ scarce resources. Ultimately, reductions in services to at-risk youth and juvenile offenders served by Health and Human Service Agencies or public school systems affect the rate of referral and/or re-referral of youth to the juvenile probation system. Currently, research documenting reliable projections on the impact of health and human service and public education funding or services is not available. The presumption is that a significant reduction in funding and services within these two systems will most likely increase the number of juveniles referred to the local juvenile probation departments and/or increase the level of needs (mental health, social, family, drug/alcohol, etc.).

## External/Internal Assessment Section Four

# SERVICE POPULATION DEMOGRAPHICS

### CHARACTERISTICS OF SERVICE POPULATION

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.

More than 71% of all referrals in 2002 were male. The proportion of female offenders has gradually increased over the years – 24% one decade ago to 29% in 2002. Females comprised a larger percentage of the less severe offenses. Females committed 25% of all delinquent offenses and 46% of all CINS offenses.

While Anglo youth make up nearly half (44%) of the juvenile population, they accounted for only 33% of the referrals. Hispanic juveniles were the second most populous group (40%) but accounted for the most referrals in 2002 with 43%. African American youth constituted 13% of the population and 23% of the referrals.

The average age of juvenile referrals was 14½ years of age. However, 16-year-old youths were referred to juvenile probation more frequently than any other age group.



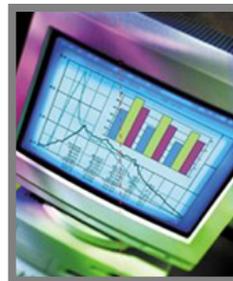
More than half (54%) of the juveniles referred in 2002 were living with one parent – either the mother or the father, and nearly one third (29%) were living with two parents. Most of the remaining youth lived with other relatives, such as grandparents or an aunt and uncle.

More than eight out of ten juveniles referred were attending regular school. The remaining juveniles were in an alternative education center, had been suspended or expelled or had dropped out of school entirely.

Recognition of the mental health needs of youth in the juvenile justice system has grown recently in Texas and across the nation. National estimates of youth in the juvenile justice system with diagnosable mental health disorders range from 50% to 75%, with approximately 20% having a serious mental health disorder. The Texas Criminal Justice Policy Council (CJPC) estimated the population of offenders under direct supervision of a juvenile probation agency in the state of Texas with mental health needs was 22.4% during fiscal year 2001.

A recent study conducted by Schwank and Espinosa, Mental Health and Juvenile Justice in Texas and published by TJPC (February 2003) provides a comprehensive examination of mental health and juvenile justice in Texas, exploring both the prevalence of mental health problems among this special population as well as describing a program that has begun to fill a service gap for juveniles with mental health needs in the probation system. The most salient findings of that study of samples of juvenile offenders in Texas revealed that:

- The results of the prevalence study showed that nearly half of the sample reported having at least one disorder (47.5%). One fifth of the juveniles reported having a single disorder (22.8%), 8.8% reported two disorders and 15.9% reported three or more disorders. The average number of disorders reported was 1.1. Of the four diagnostic disorder clusters (Anxiety, Affective, Disruptive and Substance Use), approximately one quarter of the sample reported disorders in only one cluster (27.8%). Less than fifteen percent reported disorders in two clusters (12.4%), 5.4% reported disorders in three clusters and only 2.0% reported disorders in all four clusters. One quarter of the sample reported Substance Use disorders, 22.8% reported Anxiety disorders (excluding Separation Anxiety), 20.3% reported Disruptive disorders and 8.0% reported Affective disorders. Regarding suicide ideation/attempt, 13% reported recent suicide ideation and 13.7% reported a lifetime suicide attempt.
- Less than one fifth of the sample (18.1%) reported a mental health contact in the last year.
- Fourteen percent of the sample reported having made a suicide attempt in their entire life.



## STATISTICS IN EXTERNAL ENVIRONMENT

### *Population Projections and Characteristics*

The Texas Criminal Justice Policy Council projected in “Adult and Juvenile Correctional Population Projections: Fiscal Years 2003-2008” (January, 2003) that in the next five years the juvenile justice system will experience the following number of referrals:

<i>Year</i>	<i>Projected Juvenile Population</i>	<i>Projected Total Referrals</i>
2004	2,454,899	120,384
2005	2,483,262	123,384
2006	2,508,791	124,824
2007	2,516,684	125,270
2008	2,516,898	125,282

There were 105,910 referrals to juvenile probation authorities in Texas during calendar year 2002, a decrease of 6.4 % from 2001 – the seventh consecutive decrease in total referrals. Total dispositions for the same period were as follows:

<i>Type of Disposition</i>	<i>Number*</i>	<i>Percent of Total</i>
Supervisory Caution	25746	25.2%
Deferred Prosecution	22337	21.9%
Adjudicated Probation	27456	26.9%
TYC	2615	2.6%
Certified as Adult	214	0.2%
All Other*	23802	23.3%

\* Table does not include consolidated dispositions. “All Other” includes dispositions of dismissed, withdrawn, no probable cause, refused/non-suited, not guilty and transferred.

Generally, changes in referrals also reflect changes in population growth. 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 among minority youth (particularly the Hispanic youth), who are also considered to be most exposed to risk factors associated with future offending behavior.

## 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.

The use of web-enabled applications has greatly improved the collection and management of information related to several agency-sponsored programs. These include the Family Preservation Program, Substance Abuse Prevention and Intervention System and Special Needs Diversionary Program (TCOMI). Additionally, TJPC has deployed the Compliance Monitoring and Enforcement Tracking System (COMETS) onto laptops, which allow agency staff to issue on-site performance monitoring reports. These performance reports are transmitted to TJPC using wireless Internet technology. TJPC has developed a web-enabled component to compliment the COMETS system, which allows local juvenile probation departments to quickly respond to performance monitoring reports.

### 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 June 2004, the CASEWORKER system had been installed in 162 Texas juvenile probation departments (247 counties). 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. The Texas Juvenile Probation Commission released a new version of CASEWORKER in 2003 (June through December 2003). This version leveraged the latest database technology and allowed departments to use current off-the-shelf software (i.e. Microsoft Word, Excel, Access, etc) to extract information and generate ad-hoc reports.

### 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. Web-enabled applications are also utilized for conducting customer surveys, operations of an Automated Certification Information System (ACIS) for certification of juvenile probation and detention officers, as well as functions associated with the agency's new Compliance Monitoring and Enforcement Tracking System (COMETS).



## External/Internal Assessment Section Six

# ECONOMIC VARIABLES

### 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.

#### Spring 2004 Economic Forecast

Category	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>TEXAS</b>										
Gross State Product (Bil 1996\$)	688.5	698.5	717.7	739.1	771.3	802.2	837.5	873.4	910.5	946.0
Annual % Change	3.3	1.5	2.7	3.0	4.4	4.0	4.4	4.3	4.3	3.9
Gross State Product (Bil Current \$)	738.3	763.9	793.7	827.0	877.5	927.4	984.6	1,045.3	1,110.3	1,176.9
Annual % Change	8.8	3.5	3.9	4.2	6.1	5.7	6.2	6.2	6.2	6.0
Personal Income (Bil Current \$)	586.6	608.5	618.6	638.1	673.3	711.4	758.8	810.3	864.6	919.9
Annual % Change	8.7	3.7	1.7	3.2	5.5	5.7	6.7	6.8	6.7	6.4
Nonfarm Employment (Thous.)	9,433.4	9,518.7	9,427.2	9,448.8	9,614.2	9,815.3	10,042.6	10,281.6	10,523.5	10,738.4
Annual % Change	3.0	0.9	-1.0	0.2	1.8	2.1	2.3	2.4	2.4	2.0
Resident Population (Thous.)	21,006.0	21,420.1	21,830.9	22,245.3	22,652.5	23,057.6	23,466.6	23,884.0	24,315.7	24,752.2
Annual % Change	1.9	2.0	1.9	1.9	1.8	1.8	1.8	1.8	1.8	1.8
Unemployment Rate (%)	4.2	4.8	6.3	6.7	6.3	6.1	6.0	5.9	5.8	5.8
Taxable Oil Price (\$ per Barrel)	\$28.71	\$23.73	\$24.29	\$29.35	\$24.10	\$23.55	\$23.97	\$24.37	\$24.73	\$25.09
Taxable Nat. Gas Price (\$ per MCF)	\$3.48	\$3.75	\$2.98	\$4.05	\$3.76	\$3.33	\$3.15	\$3.20	\$3.26	\$3.31
<b>U.S.</b>										
Gross Domestic Prod. (US, Bil 1996\$)	9,191.4	9,214.5	9,439.9	9,684.5	10,079.7	10,453.3	10,826.8	11,199.3	11,541.5	11,864.0
Annual % Change	3.8	0.3	2.4	2.6	4.1	3.7	3.6	3.4	3.1	2.8
Cons. Price Index (1982-84=100)	172.2	177.1	179.9	184.0	186.3	189.5	193.0	196.8	201.0	205.4
Annual % Change	3.4	2.8	1.6	2.3	1.2	1.8	1.8	2.0	2.1	2.2
Prime Interest Rate (%)	9.2	6.9	4.7	4.1	4.1	4.9	5.3	5.5	6.4	7.4

## **External/Internal Assessment Section Seven**

# **IMPACT OF FEDERAL STATUTES AND REGULATIONS**

### **NEW COMPLIANCE GUIDELINES ON §223(A)(12) OF THE JUVENILE JUSTICE AND DELINQUENCY PREVENTION ACT OF 2002**

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The Office of Juvenile Justice and Delinquency Prevention (OJJDP) addressed its guidelines regarding youth who have been transferred, waived or under the jurisdiction of the criminal court that are detained in a secure juvenile correctional or detention facility with other juveniles who are under the jurisdiction of the juvenile court. OJJDP clarified that once the transferred, waived or certified youth reaches the state's age of majority, he or she must be transferred to an adult facility within six months. For purposes of the federal guidelines, the age of majority is 17 years old, the age of full criminal responsibility in Texas. OJJDP urged states that allow collocation of juveniles and adult inmates to take immediate steps to ensure adherence to the guidelines in order to maintain eligibility for federal funds.

The Governor's Criminal Justice Division plans to include a ten-percent sample of juvenile correctional facilities in their annual on-site monitoring of the federal guidelines regarding the confinement of juveniles certified as adults or juveniles with adult convictions. This memo has outlined several circumstances that may involve this population. In most situations, the length of confinement will be brief and should not give rise to noncompliance with the new OJJDP guidelines. TJPC has recommended that juvenile facilities in the TJPC Facility Registry conduct periodic collocation reviews to determine whether there are any 17 year-olds in confinement who have been certified or convicted in adult court and whose length of stay is drawing near the six-month limit. The facility must then take appropriate steps to separate these youth from the juvenile population to ensure adherence to the guidelines.

## External/Internal Assessment Section Eight

# OTHER LEGAL ISSUES

### IMPACT OF STATE STATUTORY CHANGES

**House Bill 567**, by Representative Leo Berman, authorizes discretionary expulsion of a student that possesses a firearm or a club or commits aggravated robbery if conduct is against another student regardless of where the offense occurs.

**House Bill 888** by Representative Harold Dutton, revises the Progressive Sanctions Guidelines. The recommendations to revise the Progressive Sanctions Guidelines as currently written in the Family Code came from a work group of juvenile justice practitioners who reviewed the guidelines during 2002. This group consisted of juvenile court judges, prosecutors, defense attorneys, probation officers and staff of TYC and TJPC. The group made recommendations about a refocusing of progressive sanctions provisions away from a deviation-reporting emphasis and toward their use as a descriptive model.

*The revised Guidelines include the following provisions:*

- Substitutes the term "model" for "guidelines" when reference is made to "progressive sanctions" and substitutes the term "departure" for "deviation" when reference is made to assignment of the progressive sanctions levels.



- Reflects the view that the legislature does not expect exact conformity to the provisions of the model.
- Recognizes that departure from the model is not necessarily undesirable and may be highly desirable in some cases.
- Deletes the requirement that departures from the model be reported to the juvenile board.
- Deletes the requirement that the Criminal Justice Policy Council include compliance with progressive sanctions guidelines in its analysis of juvenile justice policies.

**House Bill 1314**, by Jim Pitts, exempts peace officers, juvenile probation, detention or correctional personnel and certain educational service providers from TEA rules on confinement, restraint and time out. School districts are now required to address self-defense and length of term for the Delinquent Alternative Education Program (DAEP) removal or expulsion in the student code of conduct. The bill clarifies that only the juvenile board has the authority to operate a Juvenile Justice Alternative Education Program (JJAEP). The bill also requires the JJAEP to serve all mandatory students for which compulsory attendance applies (including 17 year olds).

**House Bill 1828**, by Dan Ellis, changed the Graffiti Eradication Fund to now be called the Juvenile Delinquency Prevention Fund. New uses for the fund include teen recognition and recreational programs, juvenile probation departments programming and intervention programs.

**House Bill 2319**, by Representatives Harold Dutton and Toby Goodman, was the omnibus juvenile justice bill of the 78<sup>th</sup> Legislature. HB 2319 included a number of substantive and technical amendments to the Family Code, Code of Criminal Procedure and other statutes. HB 2319 changed a wide range of provisions relating to parental rights, enforcement of court orders, sex offender registration and children in justice and municipal courts. The following summary includes some of the bill provisions:

- Allows determinate sentenced youth who are 17 years or older and awaiting a transfer hearing, to be detained in an adult jail facility;
- Gives parents the right to in-person private access to their children while they are in custody anywhere in the juvenile justice system. Restrictions may be imposed for security or administrative reasons;
- Entitles the parents to submit a written or oral statement in court regarding needs of the child at disposition;
- Requires DPS, local law enforcement authorities and private providers to remove all information from its sex offender registry when the duty to register is expired; and
- Provides that when a youth's sex offender registration requirement is deferred by a court pending the youth's completion of a treatment program for the offense, the youth's completion of the program results in an automatic excusal of registration unless, after a hearing on the State's motion, the court orders registration.

## External/Internal Assessment Section Nine

# SELF EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

### OPPORTUNITIES FOR IMPROVEMENT

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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 was 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, utilization of technology to operationalize the agency’s innovative reengineering systems, further utilization of these electronic mediums’ capacities is necessary; and

- The agency will continue to 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.

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 2.9% 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. As a result, the external demands and subsequent internal operations needs have grown much faster. With staffing levels decreasing in state government overall, finding innovative ways to be effective and efficient with scarce resources is paramount.

Enhancement of expertise and skill sets of juvenile justice employees as a result of emerging/merging markets (disciplines), such as public education services (as seen with the requirements for administration of Juvenile Justice Alternative Education Programs) and mental health services (as seen with the Special Needs Diversionary Projects and collaboration with the Texas Council on Offenders with Mental Impairments). Not only is it important for TJPC staff to understand the statutes, mandates and service delivery systems 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 2003, five of the agency’s performance targets were attained (i.e. within, plus or minus, 5% of the target) for key performance measures. Performance targets were not attained for five of the key measures:

Average Daily Population of Youth Supervised under Court Ordered Probation, Average Daily Population of Intensive Services Probation, Average Daily Population of Residential Placement Program, Average State Cost per Juvenile Referred and Number of Mandatory Students in Juvenile Justice Alternative Education Programs.

The following factors were reported by the agency as contributing to the variance:

- **ADP for Youth Supervised under Court Ordered Probation:** The target for this measure increased significantly from FY 2001 to FY 2002 and again from FY 2002 to FY 2003. It is not anticipated that the ADP will rise as high as the new target based on the pattern of decreasing referrals;
- **ADP for ISP:** Numbers reflected on the average daily population measures correlate to the number of totally referrals;
- **ADP Residential Placement:** Many of the largest departments are unable to identify which of their placement were paid for using specifically the community Corrections funds. Many probation departments have a “placement fund” where different sources of funds are consolidated into one “pot” and used to pay for residential services. Therefore, it is difficult for departments to identify which placement are made with each particular source of funding;
- **Cost per Day per Juvenile Referred:** Total referrals were lower than projected, thus increasing the average cost per referral; and

**Number of Mandatory Students in Juvenile Justice Alternative Education Programs:** The number of entries of students into JJAEPs is beyond the control of the juvenile justice system. Also, the target for this measure was determined in FY 2001 and since that time four additional JJAEP’s have begun operation.

Key Performance Targets for FY 2003	Targeted Performance	Actual Performance	Percent of Annual Performance Attained
Rate of Successful Completion of Deferred Prosecution Cases	85.0%	83.0%	97.65%
Rate of Successful Completion of Court-ordered Probation Cases	85.0%	86.10	101.29%
Average Daily Population of Youth Supervised under Court Ordered Probation	33,637	25,587	76.07%
Average Daily Population of Intensive Services Probation	3,900	2,847	73.00%
Average Daily Population of Residential Placement Program	900	375	41.61%
Cost per Day per Youth for Residential Placement Program	\$85.00	\$82.29	96.81%
Average State Cost per Juvenile Referred	\$359.80	\$447.20	124.29%
Cost per Day per Youth for Intensive Services Probation	\$14.60	\$14.34	98.22%
State Cost per Training Hour	\$6.20	\$5.89	95.00%
Number of Mandatory Students in Juvenile Justice Alternative Education Programs	1,378	1,852	134.40%

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

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**Agency Goal 1:Basic Probation**

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

*Objective 1.1:Increase Rate of Successful Completion of Probation*

Seventy percent of juveniles disposed to deferred prosecution or probation supervision will not be adjudicated for a new offense or violation of a court order within one year of being placed on supervision..

**Outcome Measure:**

- Rate of successful completion of deferred prosecution cases
- Rate of successful completion of court-ordered probation
- One-year re-referral rate
- One-year adjudication rate

**Strategy 1.1.1: Basic Probation Services**

Provide funding to juvenile probation departments for the provision of basic juvenile probation services.

**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 under Supervision
- Average daily population of youth Supervised Prior to Court Proceedings

**Efficiency Measures:**

- Average state cost per juvenile referred
- Average state cost per juvenile supervised per day

**Explanatory or Input Measures:**

- Total number of referrals
- Total number of delinquent referrals
- Total number of felony referrals
- Total number of violent referrals

**Strategy 1.1.2: Progressive Sanctions Levels 1-3**

Provide funding to statutory guidelines 1 through 3 of the Progressive Sanctions Model for juvenile dispositions.

**Agency Goal 2:Community Corrections**

*To assist local juvenile probation departments in developing programs and services to divert high-risk youth from commitment to the Texas Youth Commission..*

*Objective 2.1: Increase Diversion of Offenders*

Provide funding and support to local juvenile probation departments to maximize the development of programs to divert offenders from TYC, resulting in no more than 3% of juveniles committed to TYC.

**Outcome Measure:**

- Number of new commitments to TYC
- Percentage of delinquent referrals committed to TYC
- Rate of successful completion of intensive supervision probation
- Percentage diverted to secure residential placement
- Number of juveniles under probation supervision committed to TYC

**Strategy 2.1.1:Community Corrections Services**

Provide funding to juvenile boards and departments for diversion of juveniles from commitment to the Texas Youth Commission.

**Output Measures:**

- Average daily population/youth under intensive supervision probation
- Average daily population of residential placements

**Efficiency Measures:**

- Cost per day for youth served on intensive supervision probation
- Cost per day per youth for residential placement

**Strategy 2.1.2: Harris County Boot Camp**

Provide funding for the juvenile boot camp in Harris County.

**Strategy 2.1.3: Level 5 Post-Adjudication Facilities**

Provide funding to local residential placement facilities for youth who are at guideline level five in the Progressive Sanctions Model.

**Strategy 2.1.4: Local Post-adjudication facilities**

Provide funding for operating costs to local secure post-adjudication facilities.

**Strategy 2.1.5: Special Needs Diversionary Programs**

Provide funding to create specialized programs that supply intensive supervision and treatment to juvenile offenders with mental impairments in collaboration with the Texas Correctional Office on Offenders with Medical and Mental Impairments.

**Agency Goal 3:Probation Assistance**

*To provide training, technical assistance, and funding to new and existing juvenile probation officers and detention officers in accordance with state law.*

*Objective 3.1: Probation Assistance*

**Strategy 3.1.1:Training/Technical Assistance on Community-based Corrections**

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

**Output Measures:**

- Number of training hours provided
- Number of professionals trained
- Number of new probation and detention officers certified
- Number of hours of assistance: legal and technical
- Number of county juvenile probation departments utilizing federal Title IV-E funds
- Number of juveniles receiving Title IV-E services
- Total number of child abuse claims investigated
- Total number of probation and detention officers certified
- Total number of compliance audits conducted

**Efficiency Measures:**

- State cost per training hour

**Agency Goal 4: Juvenile Justice Alternative Education Programs**

To provide an alternative for children who have been expelled from public school for certain offenses.

*Objective 4.1: Juvenile Justice Alternative Education Programs*

**Outcome Measure:**

- Percentage of eligible JJAEP students improving in TAKS

*Strategy 4.1.1: Juvenile Justice Alternative Education Programs*

**Output Measures:**

- Number of Mandatory Students in JJAEPs

**Efficiency Measures:**

- Average cost per JJAEP FTE per day

**Explanatory or Input Measures:**

- Number of discretionary students in JJAEPs
- Number of Court-ordered and voluntary students in JJAEPs

**Agency Goal 5: Indirect Administration**

*Objective 5.1: Indirect Administration*

*Strategy 5.1.1: Central Administration*

*Strategy 5.1.2: Information Resources*

**Agency Goal 6: Historically Under-Utilized Businesses**

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 6.1:*

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 6.1.1: 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.

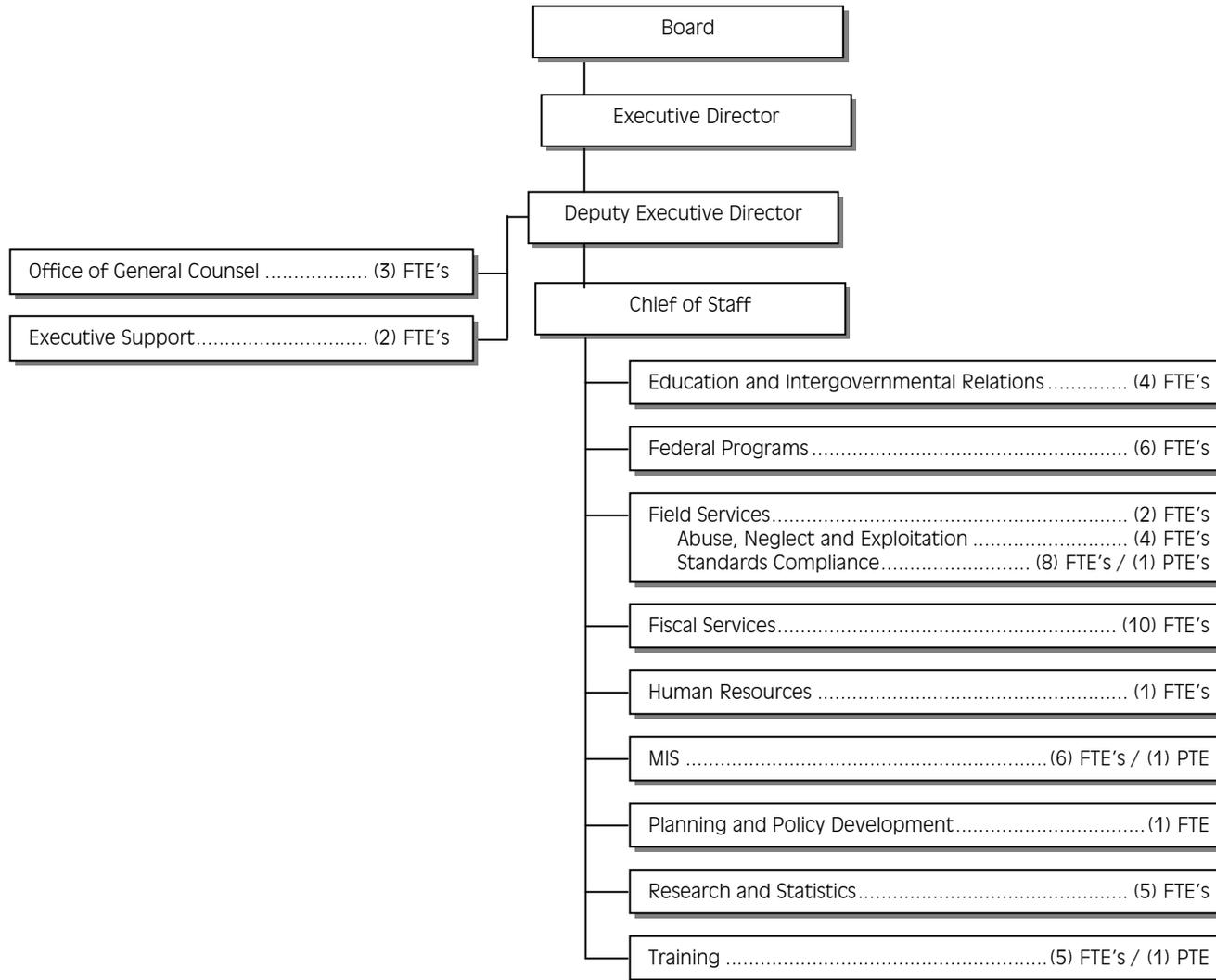
The first phase of the agency's planning process began with collaboration with the Texas Youth Commission in developing a Coordinated Strategic Plan for the juvenile justice system. Section 141.0471 of the Texas Human Resources Code mandates the plan. A series of structured interviews were held with high-level and knowledgeable representatives of six health, human service and education agencies to investigate emerging needs and issues for the juvenile justice system over the next biennium. The questions were scripted and open-ended and probed resource and service delivery issues related to changes in availability of services for youth in or at risk of becoming involved in the criminal justice system and their families.

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.

The biennial Survey of Organizational Excellence (SOE) was administered on-line to all 63 (including half-time FTEs) of the TJPC employees. Of those surveyed, 51 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or "return rate" was 81% 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. Those survey 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. 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 81%, the TJPC response rate is considered high.

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



## 2005-2009 Strategic Plan Appendix C

# FIVE-YEAR PROJECTIONS FOR OUTCOMES

<i>Outcome Measure</i>	<i>FY 2005</i>	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>
Rate of Successful Completion of Deferred Prosecution Cases	83%	83%	83%	83%	83%
One Year Re-Referral Rate	40%	40%	40%	40%	40%
Rate of Successful Completion of Court Ordered Probation Cases	85%	85%	85%	85%	85%
One-Year Adjudication Rate	20%	20%	20%	20%	20%
Rate of Successful Completion of ISP	75%	75%	75%	75%	75%
Percentage of eligible JJAEP students demonstrating growth in TAKS	Sufficient historical data does not exist to make projections on this measure				
Percentage Diverted to Secure Residential Placement	80%	80%	80%	80%	80%
Number of new commitments to TYC	2,766	2,801	2,812	2,813	2,813
Percentage of Delinquent Referrals Committed to the TYC	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Juveniles under Probation Supervision Committed to TYC	1,300	1,300	1,300	1,300	1,300

## 2005-2009 Strategic Plan Appendix D

# PERFORMANCE MEASURE DEFINITIONS

### OBJECTIVE 1.1

*OUTCOME: Rate of successful completion of deferred prosecution cases*

**SHORT DEFINITION:** 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.

**PURPOSE/IMPORTANCE:** This measure is intended to measure the success that departments have in supervisions of non-adjudicated juveniles.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Computed by dividing the number of successful terminations by the total number of terminations.

**DATA LIMITATIONS:** Data for this measure is obtained from the county level and subsequent 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 can not be detected (i.e. 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher than target.

*OUTCOME: Rate of successful completion of court ordered probation cases*

**SHORT DEFINITION:** Rate of successful completion is a measure of the number of terminations of court-ordered probation supervisions that 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.

**PURPOSE/IMPORTANCE:** This measure is intended to measure the success that departments have in supervisions of adjudicated juveniles.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision table of the TJPC extract database.

**METHOD OF CALCULATION:** Computed by dividing the number of successful terminations by the total number of terminations.

**DATA LIMITATIONS:** Data for this measure is obtained from the county level and subsequent 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 can not be detected (i.e. 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher than target.

*OUTCOME: One-year adjudication rate*

**SHORT DEFINITION:** Percent of juveniles placed on probation supervision or deferred who are adjudicated within one year of disposition.

**PURPOSE/IMPORTANCE:** To provide information on the extent to which juveniles were disposed to probation supervision or deferred prosecution supervision were re-adjudicated within 365 days of that disposition.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the referral table of the TJPC Extract Database.

**METHOD OF CALCULATION:** Calculated by dividing the number of juveniles who were re-adjudicated within one year of disposition to probation supervision or deferred prosecution supervision by all juveniles disposed to those supervisions. Calculated by utilizing prior year data to ensure complete year follow-up.

**DATA LIMITATIONS:** Departments have no control over the number of new referrals made to juvenile courts. When the numbers of offenders in the system exceed the total that a department can reasonably serve (given their limited resources), the re-referral rate will increase.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Lower than target.

*OUTCOME: One-year re-referral rate*

**SHORT DEFINITION:** Percent of juveniles placed on probation supervision or deferred who are re-referred within one year (i.e. 365 days) of their case disposition.

**PURPOSE/IMPORTANCE:** To provide information on the extent to which kids whose cases were disposed to probation supervision or deferred prosecution supervision were re-referred within 365 days of that disposition.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the referral screen table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Calculated by dividing the number of juveniles who were re-referred within one year of disposition to probation supervision or deferred prosecution supervision by all cases of juveniles disposed to those supervisions. Calculated by utilizing prior year data to ensure complete year follow-up.

**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 can not 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. Departments have no control over the number of new referrals made to juvenile courts. When the numbers of offenders in the system exceed the total that a department can reasonably serve (given their limited resources), the re-referral rate will increase.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Lower performance than target.

*OUTCOME: Number of juveniles under probation supervision committed to Texas Youth Commission*

**SHORT DEFINITION:** The total population of juveniles on supervision (deferred or adjudicated probation) during the one-year reporting period that were committed to the Texas Youth Commission from their supervision within that year. This measure indicates the number of youth who are committed to Texas Youth Commission while on probation in the community.

**PURPOSE/IMPORTANCE:** Intends to measure the rate of juveniles in the probation system whose sanctions progress to incarceration while on a form of supervision. To establish a measure that: a) is indicative of the performance of local juvenile probation departments in diverting offenders from commitment to TYC, and b) serves as a feedback mechanism in alerting TJPC to capacity/resource needs of local juvenile probation departments.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** The total number of youths who were committed to the Texas Youth Commission while under probation supervision 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 can not 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.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Lower than target.

### STRATEGY 1.1.1 – BASIC PROBATION

*OUTPUT: Average daily population of youth supervised under deferred prosecution*

**SHORT DEFINITION:** Juveniles supervised under deferred prosecution are on a voluntary supervision by the juvenile probation department.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the supervision folder of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** 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

**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 can not 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*OUTPUT: Average daily population of youth supervised under court ordered probation*

**SHORT DEFINITION:** Juveniles supervised under court ordered probation have been adjudicated by a juvenile court.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the supervision table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** 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.

**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 can not 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*OUTPUT: Average daily population under supervision*

**DEFINITION:** The daily population of juveniles under some form of supervision (deferred, adjudicated and supervisions prior to court proceedings) during the reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information of juveniles under supervision by local juvenile probation departments.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in supervision and referral screens of the TJPC Extract Database.

**METHODOLOGY:** Computed by determining the total number of supervision days divided by the number of days in the reporting period.

**DATA LIMITATIONS:** The data for this measure is obtained from the counties and the computations are only as accurate as what is submitted to TJPC on a timely basis.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher than target.

*OUTPUT: ADP: Youth supervised prior to court proceedings*

**Definition:** The average number of juveniles supervised per day of the reporting period prior to court proceedings. This measure includes juveniles under conditional release and temporary pre-court monitoring. Total supervision population includes: deferred prosecution, court-ordered probation (adjudicated probation) and youth supervised prior to court proceedings.

**Purpose:** 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.

**Data Source:** Data is maintained in the supervision file of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**Methodology:** Computed by determining the number of supervision days divided by the number of days in the reporting period from the data relating to conditional release and temporary pre-court monitoring supervision types in the TJPC extract database.

**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 can not 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.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

*EFFICIENCY: Average state cost per juvenile referred*

**SHORT DEFINITION:** Indicates how much the state pays in direct costs per juvenile that offends and is subsequently referred to a juvenile probation department.

**PURPOSE/IMPORTANCE:** This measure is important to have an indication of how much the state has to pay for juvenile crime and delinquency.

**SOURCE/COLLECTION OF DATA:** Expenditures calculated from quarterly fiscal reports; total referrals obtained from the referral screen of the TJPC extract database.

**METHOD OF CALCULATION:** Computed by dividing the total amount of State Aid and Community Corrections expenditures by the total number of referrals.

**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 can not 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. Independent financial audits each fiscal year's revenue from TJPC is due in March of the next calendar year.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EFFICIENCY: Average state cost per juvenile supervised per day*

**DEFINITION:** The average daily state costs to provide supervision to juveniles by juvenile probation departments. Total supervision population includes: deferred prosecution, court-ordered probation (adjudicated probation) and youth supervised prior to court proceedings.

**PURPOSE/IMPORTANCE:** To provide a more complete picture of the cost of providing services to juveniles.

**SOURCE/COLLECTION OF DATA:** Financial information (expenditures) from the TJPC Financial Information System will be matched with data from the TJPC Extract Database.

**METHODOLOGY:** Total expenditures of state funds will be extracted from the TJPC Financial Information System for the fiscal year and divided by the average total number of juveniles under supervision during the reporting period. Funding will only include appropriations and expenditures for Basic Probation (Goal A) and Community Corrections (Goal B). This will yield an average yearly cost of providing services, which will be divided by the number of service days in 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. Additionally, while the counties are required to submit their data on a monthly basis, there are times that the information does not arrive in a timely fashion and subsequently cannot be included in the computations for this measure. Expenditures for this

measure include services provided to juveniles referred who receive non-supervisory disposition, disposition to TYC or certified as an adult.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes

**DESIRED PERFORMANCE:** Lower than target.

*EXPLANATORY OR INPUT: Total number of referrals*

**SHORT DEFINITION:** Total number of juvenile-aged children formally referred to a juvenile probation department.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the referral table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Computed by adding the number of referrals, including delinquent and CINS offenses, from the referral screen of TJPC extract database.

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EXPLANATORY OR INPUT: Total number of delinquent referrals*

**SHORT DEFINITION:** Number of juvenile-aged children formally referred to a juvenile probation department for a delinquent offense.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is found in the referral table of the TJPC extract database using information submitted by departments on a monthly basis.

**METHOD OF CALCULATION:** 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.

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EXPLANATORY OR INPUT: Total number of felony referrals*

**SHORT DEFINITION:** Total number of juvenile-aged children formally referred to a juvenile probation department for a felony offense.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the referral table of the TJPC data extract using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Computed by adding the number of referrals for felony offenses from the referral screen of the TJPC extract database

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EXPLANATORY OR INPUT: Total number of violent referrals*

**SHORT DEFINITION:** Total number of juvenile-aged children formally referred to a juvenile probation department for a violent offense.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the referral folder of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** 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.

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

## **OBJECTIVE 2.1.**

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*OUTCOME: Number of new commitments to the Texas Youth Commission*

**SHORT DEFINITION:** This measure is the number of first time commitments to the TYC.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** The Texas Youth Commission provides commitment statistics.

**METHOD OF CALCULATION:** Tabulation of the number of youth committed to TYC during the reporting period that had no previous placements in TYC.

**DATA LIMITATIONS:** Data is collected, audited, managed, analyzed and reported by another agency.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower than target.

*OUTCOME: Rate of successful completion of intensive supervision probation*

**SHORT DEFINITION:** Rate of successful completion is a measure of the number of terminations of juveniles on ISP who completed their program objectives.

**PURPOSE/IMPORTANCE:** This measure is intended to measure the success that departments have in supervisions of juveniles who require a more intensive setting.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the program screen of the TJPC extract database.

**METHOD OF CALCULATION:** Computed by dividing the number of successful terminations by the total number of terminations.

**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 can not 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTCOME: Percentage of delinquent referrals committed to the Texas Youth Commission*

**SHORT DEFINITION:** The percent shows the rate of felony and misdemeanor A and B juvenile offenders who are committed to TYC.

**PURPOSE/IMPORTANCE:** This measure provides information on the extent to which juvenile offenders are sanctioned at a more severe level than what is offered in the local juvenile probation system.

**SOURCE/COLLECTION OF DATA:** Data is collected from the TJPC extract database as well as the TYC Research and Statistics Division.

**METHOD OF CALCULATION:** 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.

**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 can not be detected (missing information, etc.). The commitment data is collected, audited, managed, analyzed and reported by another agency.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*OUTCOME: Percentage of juveniles diverted to secure residential placement*

**SHORT DEFINITION:** This is the percentage of juveniles placed in secure residential placement as an alternative to TYC commitment.

**PURPOSE/IMPORTANCE:** This measure indicates the capacity of local probation departments to provide alternatives to commitment to Texas Youth Commission. This represents shared costs of the placement of juvenile offenders by the State of Texas and local counties, as an option to total State of Texas costs associated with commitment to Texas Youth Commission.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is contained in a database of information collected from departments in accordance with the TJPC Electronic Data Information Standards on a monthly basis. The Referral and Placement tables of the TJPC Extract Database contain data necessary to calculate this measure.

**METHOD OF CALCULATION:** This is calculated by dividing the number of juveniles placed in secure residential facilities by the total number of juveniles adjudicated.

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Non-cumulative

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTCOME: Number of juveniles under probation supervision committed to Texas Youth Commission*

**SHORT DEFINITION:** This measure indicates the number of youth who are committed to Texas Youth Commission while on probation in the community.

**PURPOSE/IMPORTANCE:** To establish a measure that: a) is indicative of the performance of local juvenile probation departments in diverting offenders from commitment to TYC, and b) serves as a feedback mechanism in alerting TJPC to capacity/resource needs of local juvenile probation departments.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** The total number of youths who were committed to the Texas Youth Commission while under probation supervision 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 can not 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.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Lower than target.

## **STRATEGY 2.1.1 – COMMUNITY CORRECTIONS**

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*OUTPUT: Average daily population of residential placements*

**SHORT DEFINITION:** 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.

**PURPOSE/IMPORTANCE:** Provides critical workload and caseload information regarding the impact of state revenues.

**SOURCE/COLLECTION OF DATA:** 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).

**METHOD OF CALCULATION:** Computed by determining the number of supervision days in residential placement divided by the number of days in 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 can not 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Average daily population of youth supervised under intensive supervision probation*

**SHORT DEFINITION:** Average number of juveniles supervised in an intensive supervision program per day during the reporting period. Juveniles under ISP are also supervised under either deferred prosecution or court ordered probation.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the program file of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Computed by determining the number of supervision days on ISP divided by the number of days in the reporting period from the program table of the TJPC extract database.

**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 can not 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Cost per day per youth in residential placements using Community Corrections funds*

**SHORT DEFINITION:** This measures the average state cost per day for youth in secure and non-secure residential placement facilities.

**PURPOSE/IMPORTANCE:** 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.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the placement table of the TJPC extract database using information submitted by local juvenile probation departments on a monthly basis.

**METHOD OF CALCULATION:** Computed by averaging the state cost per day for residential placements in Basic Probation (Goal A), Community Corrections (Goal B) and Probation Assistance (Goal C) expenditures.

**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. 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 subsequently cannot be included in the computations for this measure.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EFFICIENCY: Cost per day for youth served on intensive supervision probation*

**SHORT DEFINITION:** Indicates how much per juvenile the ISP program costs to a department.

**PURPOSE/IMPORTANCE:** Indicates how much departments are spending per child per day on this commonly used form of sanctions.

**SOURCE/COLLECTION OF DATA:** Sources of data are the TJPC Quarterly Fiscal Reports and TJPC extract database.

**METHOD OF CALCULATION:** 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

**DATA LIMITATIONS:** 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EFFICIENCY: Cost per day for youth served on intensive supervision probation*

**SHORT DEFINITION:** Indicates how much per juvenile the ISP program costs to a department.

**PURPOSE/IMPORTANCE:** Indicates how much departments are spending per child per day on this commonly used form of sanctions.

**SOURCE/COLLECTION OF DATA:** Sources of data are the TJPC Quarterly Fiscal Reports and TJPC extract database.

**METHOD OF CALCULATION:** 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

**DATA LIMITATIONS:** 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.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

### STRATEGY 3.1.1 – TRAINING / TECHNICAL ASSISTANCE ON COMMUNITY CORRECTIONS

*OUTPUT: Number of professionals trained*

**SHORT DEFINITION:** The aggregate number of attendees of all training events conducted/sponsored by TJPC.

**PURPOSE/IMPORTANCE:** To determine a “head count” of attendees of agency conducted/sponsored training events for analysis of agency operations.

**SOURCE/COLLECTION OF DATA:** The data is maintained by the agency Training Division on the TJPC in-house information system.

**METHOD OF CALCULATION:** Documentation of each attendee of all TJPC training events is aggregated for the reporting period.

**DATA LIMITATIONS:** Data will not document attendees who fail to enter their names on the TJPC training attendance rosters provided at each training event.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of new probation and detention officers certified*

**SHORT DEFINITION:** Tabulation of the total number of new (i.e. first time) probation and detention officers certified annually. The “corrections officer” classification no longer exists and is now included among those certified as “detention officers”.

**PURPOSE/IMPORTANCE:** The purpose of this workload measure is to quantify the extent to which TJPC certifies juvenile probation professionals and/or prospective juvenile justice professionals. It is also useful for ongoing evaluation of the certification/re-certification process and analyzing the relationships between certification of probation personnel and other performance factors.

**SOURCE/COLLECTION OF DATA:** Data relating to probation and detention officer certifications is maintained on the TJPC *Automated Certification Information System (ACIS)* and the TJPC *Training and Certification Access Database (TCAD)*. *ACIS* is an Internet web-based system.

**METHOD OF CALCULATION:** Computed by totaling the number of “new” applicants (probation and detention) receiving certification during the reporting period.

**DATA LIMITATIONS:** N/A.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of probation and detention officers certified*

**SHORT DEFINITION:** A tabulation of the total number of juvenile probation professionals certified by Texas Juvenile Probation Commission.

**PURPOSE/IMPORTANCE:** The purpose of this workload measure is to quantify the extent to which TJPC certifies juvenile probation professionals and/or prospective juvenile justice professionals. It is also useful for ongoing evaluation of the certification/re-certification process and analyzing the relationships between certification of probation personnel and other performance factors.

**SOURCE/COLLECTION OF DATA:** Data relating to probation and detention officer certifications is maintained on the TJPC Automated Certification Information System (ACIS) and the TJPC Training and Certification Access Database (TCAD). ACIS is an Internet web-based system.

**METHOD OF CALCULATION:** Computed by totaling the number of applicants (probation and detention) receiving certification and re-certification during the reporting period.

**DATA LIMITATIONS:** None.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of hours of legal and technical assistance*

**SHORT DEFINITION:** The total number of hours of technical assistance and legal assistance regarding issues related to juvenile justice provided to juvenile probation, juvenile justice and other individuals.

**PURPOSE/IMPORTANCE:** The purpose of this measure is to determine how many hours of assistance is provided juvenile probation practitioners and/or their stakeholders in fulfillment of TJPC's statutory functions.

**SOURCE/COLLECTION OF DATA:** The TJPC in-house Management Information System include a component programmed to track all technical and legal assistance events, included time devoted to each episode.

**METHOD OF CALCULATION:** The total hours of assistance are aggregated for the reporting period.

**DATA LIMITATIONS:** This measure does not include the amount of time that it takes each employee to prepare for each technical/legal assistance event.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Total number of compliance audits*

**SHORT DEFINITION:** As a primary statutory function of TJPC, local juvenile probation departments are audited 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, Education, Federal Programs, Research and Statistics Divisions record all compliance audits.

**PURPOSE/IMPORTANCE:** To develop a workload measure, which would define the number of units of service, employed for one of the agency's statutory functions (monitoring of standards).

**SOURCE/COLLECTION OF DATA:** The TJPC Compliance Monitoring, Enforcement and Tracking System (COMETS) database will record information regarding all compliance audits.

**METHOD OF CALCULATION:** The sum of all compliance audits is computed for the reporting period through the TJPC Compliance Monitoring, Enforcement and Tracking System.

**DATA LIMITATIONS:** Data dependant on COMETS System.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of county juvenile probation departments utilizing federal Title IV-E dollars*

**SHORT DEFINITION:** Sum of the total number of juvenile probation departments operating Title IV-E programs and/or utilizing Title IV-E funds.

**PURPOSE/IMPORTANCE:** Each state agency is mandated to maximize the utilization of federal funds to decrease the impact of the need for state services on the pocket books of state tax-payers and improve the delivery of services to all citizens of Texas.

**SOURCE/COLLECTION OF DATA:** The TJPC In-House Management Information System tracks local juvenile departmental Title IV-E program and fiscal activity.

**METHOD OF CALCULATION:** Automated reports calculate the total number of juvenile probation departments participating in the Title IV-E program for each reporting period.

**DATA LIMITATIONS:** N/A.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance.

*OUTPUT: Number of juveniles receiving Title IV-E services*

**SHORT DEFINITION:** Total number of children who are served through the Title IV-E Programs of local juvenile probation departments.

**PURPOSE/IMPORTANCE:** Each state agency is mandated to maximize the utilization of federal funds to decrease the impact of the need for state services on the pocket books of state tax-payers and improve the delivery of services to all citizens of Texas.

**SOURCE/COLLECTION OF DATA:** The TJPC In-House Management Information System tracks local juvenile departmental Title IV-E program and fiscal activity.

**METHOD OF CALCULATION:** Automated reports calculate the total number of juveniles participating in the Title IV-E program of each juvenile probation department for each reporting period.

**DATA LIMITATIONS:** Data reporting errors by departments are possible. TJPC audit procedures may not catch reporting errors prior to the computation and reporting of this measure to LBB/GOBP.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: 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*

**SHORT DEFINITION:** The aggregate (sum) of the total number of child abuse complaints investigated for the reporting period.

**PURPOSE/IMPORTANCE:** Provides critical information on the effectiveness of the abuse and neglect reporting process and the rates of abuse and neglect in various facilities as well as the state-wide aggregate. This data is important in analyzing the relationships between the incidents of abuse/neglect complaints and TJPC training, TJPC standards, levels of funding for programs in facilities and victim information.

**SOURCE/COLLECTION OF DATA:** Data is collected in TJPC Management Information System.

**METHOD OF CALCULATION:** Reports for this measure are generated from the child abuse complaint information entered into the TJPC Management Information System.

**DATA LIMITATIONS:** N/A.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*OUTPUT: State cost per training hour*

**SHORT DEFINITION:** The average of state revenue expenditures per each hour of training provided by TJPC.

**PURPOSE/IMPORTANCE:** To provide unit cost information for management decisions making.

**SOURCE/COLLECTION OF DATA:** Data is collected from the TJPC Fiscal Management Information System and the TJPC in-house Training Information System.

**METHOD OF CALCULATION:** 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).

**DATA LIMITATIONS:** This data includes the actual training hours provided. It does not include the time employees spend writing lesson plans, preparing audio-visuals and traveling to and from training sites.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EFFICIENCY: State cost per training hour*

**SHORT DEFINITION:** The average of state revenue expenditures per each hour of training provided by TJPC.

**PURPOSE/IMPORTANCE:** To provide unit cost information for management decisions making.

**SOURCE/COLLECTION OF DATA:** Data is collected from the TJPC Fiscal Management Information System and the TJPC in-house Training Information System.

**METHOD OF CALCULATION:** 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).

**DATA LIMITATIONS:** This data includes the actual training hours provided. It does not include the time employees spend writing lesson plans, preparing audio-visuals and traveling to and from training sites.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

## **OBJECTIVE 4.1 – JUVENILE JUSTICE ALTERNATIVE EDUCATION PROGRAMS**

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*OUTCOME Percent of eligible JJAEP students demonstrating improvement in Texas Assessment of Knowledge and Skills (TAKS)*

**SHORT DEFINITION:** Passage percentage of JJAEP student's performance on the TAKS reading and math compared across time

**PURPOSE/IMPORTANCE:** To examine growth of students on the TAKS in the areas of reading and math.

**SOURCE/COLLECTION OF DATA:** Texas Education Agency

**METHOD OF CALCULATION:** 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.

**DATA LIMITATIONS:** Reliance on timeliness and accuracy of data supplied by another agency.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of mandatory students in JJAEPs*

**SHORT DEFINITION:** 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).

**PURPOSE/IMPORTANCE:** This measure provides data on the types of mandatory offenses that juveniles commit resulting in their removal from public schools and placement into JJAEPs. This data is useful to policy makers regarding the expansion and restriction of the types of offenses classified as "mandatory".

**SOURCE/COLLECTION OF DATA:** Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division.

**METHOD OF CALCULATION:** Calculated by summing the actual number of student entries.

**DATA LIMITATIONS:** Because the data for this measure is obtained from the county level, the computations are only as accurate as the statistical and financial information that submitted to TJPC on a timely basis. JJAEP data is edited and audited consistently. Random samples of key data elements are selected for data audits from datasets reported to TJPC throughout the year.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*EFFICIENCY: Average cost per FTE per day*

**SHORT DEFINITION:** 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.

**PURPOSE/IMPORTANCE:** To determine how costs compare across program types, between JJAEP Programs and within JJAEP Programs.

**SOURCE/COLLECTION OF DATA:** Data is collected by the TJPC Education Services Division as well as the TJPC Fiscal Division. 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.

**METHOD OF CALCULATION:** 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.

**DATA LIMITATIONS:** Because the data for this measure is obtained from the county level, the computations are only as accurate as the statistical and financial information that submitted to TJPC on a timely basis. JJAEP data is edited and audited consistently. Random samples of key data elements are selected for data audits from datasets reported to TJPC throughout the year. Onsite financial and contract audits will be conducted by the TJPC Fiscal Division. Each probation department must have an independent audit conducted annually on all funds used to operate their JJAEPs.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EXPLANATORY: Number of discretionary students in JJAEPs*

**SHORT DEFINITION:** This measures the total number of student entrances into a mandatory JJAEP that were expelled under the Texas Education Code section 37.007(c)(d)(f).

**PURPOSE/IMPORTANCE:** This measure provides data on the types of offenses that local school districts and juvenile boards deem necessary for the removal of juveniles from public schools and placement into JJAEPs, on a discretionary basis.

**SOURCE/COLLECTION OF DATA:** Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division.

**METHOD OF CALCULATION:** Calculated by summing the actual number of student entries

**DATA LIMITATIONS:** Because the data for this measure is obtained from the county level, the computations are only as accurate as the statistical and financial information that submitted to TJPC on a timely basis. JJAEP data is edited and audited consistently. Random samples of key data elements are selected for data audits from datasets reported to TJPC throughout the year.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*EXPLANATORY: Number of court-ordered and voluntary students in JJAEPs*

**SHORT DEFINITION:** 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.

**PURPOSE/IMPORTANCE:** This measure provides data which provides insight into how local jurisdictions use scarce resources, the extent to which parents utilize JJAEPs as a viable educational option and the extent that local juvenile courts utilize JJAEPs as a treatment/disposition option.

**SOURCE/COLLECTION OF DATA:** Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the TJPC Education Services Division.

**METHOD OF CALCULATION:** *Calculated by summing the actual number of student entries in the "other" category (not mandatory or discretionary).*

**DATA LIMITATIONS:** Because the data for this measure is obtained from the county level, the computations are only as accurate as the statistical and financial information that submitted to TJPC on a timely basis. JJAEP data is edited and audited consistently. Random samples of key data elements are selected for data audits from datasets reported to TJPC throughout the year.

**CALCULATION TYPE:** Cumulative.

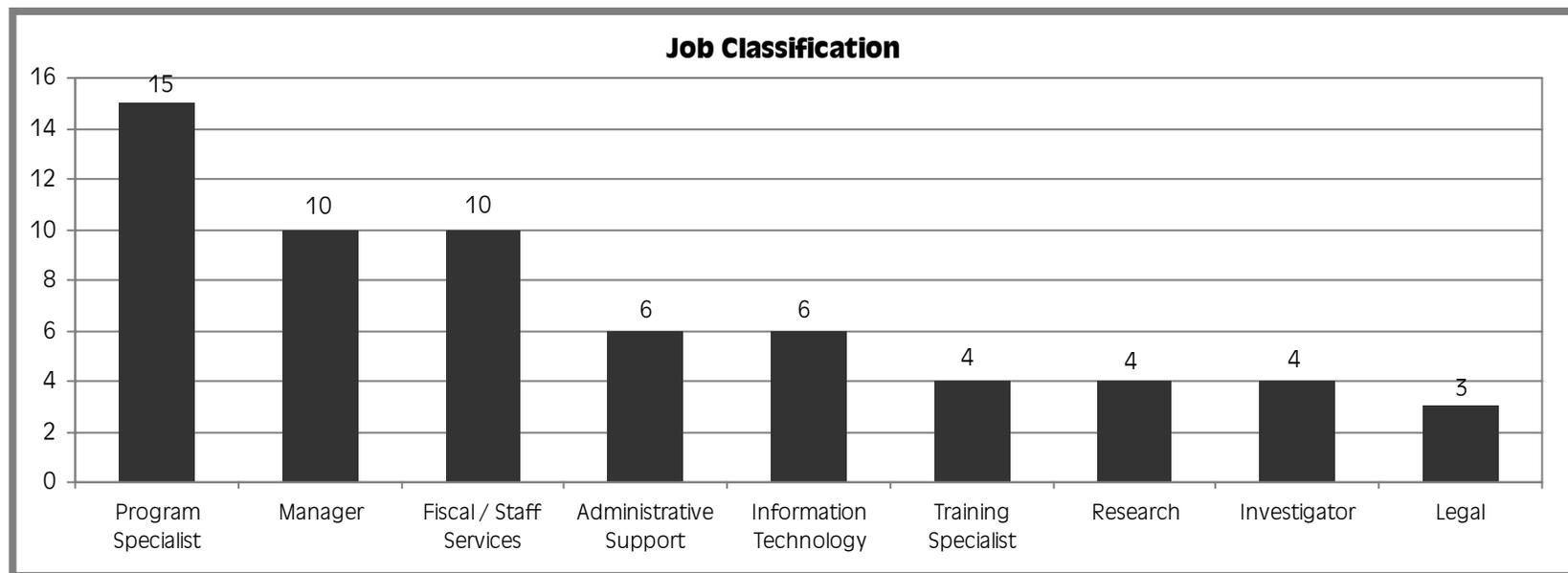
**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

**2003-2007 Strategic Plan Appendix E****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 knowledge in specialized areas of management operations and program administration. Thirty-seven 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 Training Specialist positions include three years experience in the juvenile justice field. From a recruitment position, this limits the applicant pool. Other key workforce skills that are critical to the agency's operations include other specialized workforce functions such as: Management information systems, Legal services, Accounting and Training. The chart below includes the entire count for full-time employees' designated classifications as of June 1, 2003.



Based on the findings the agency's most 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:

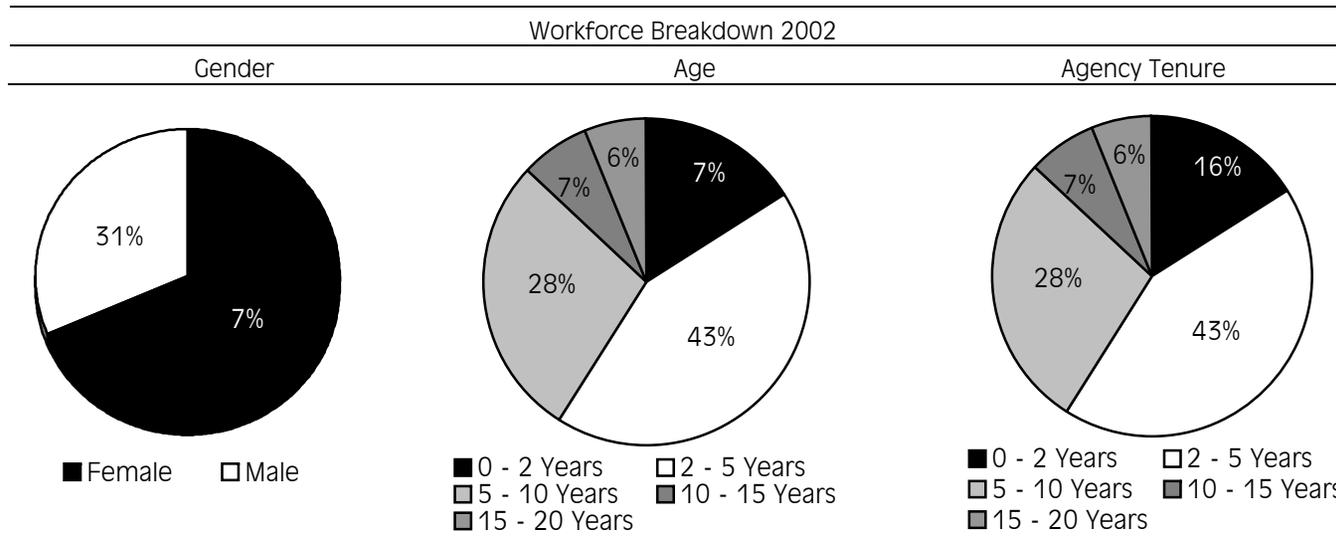
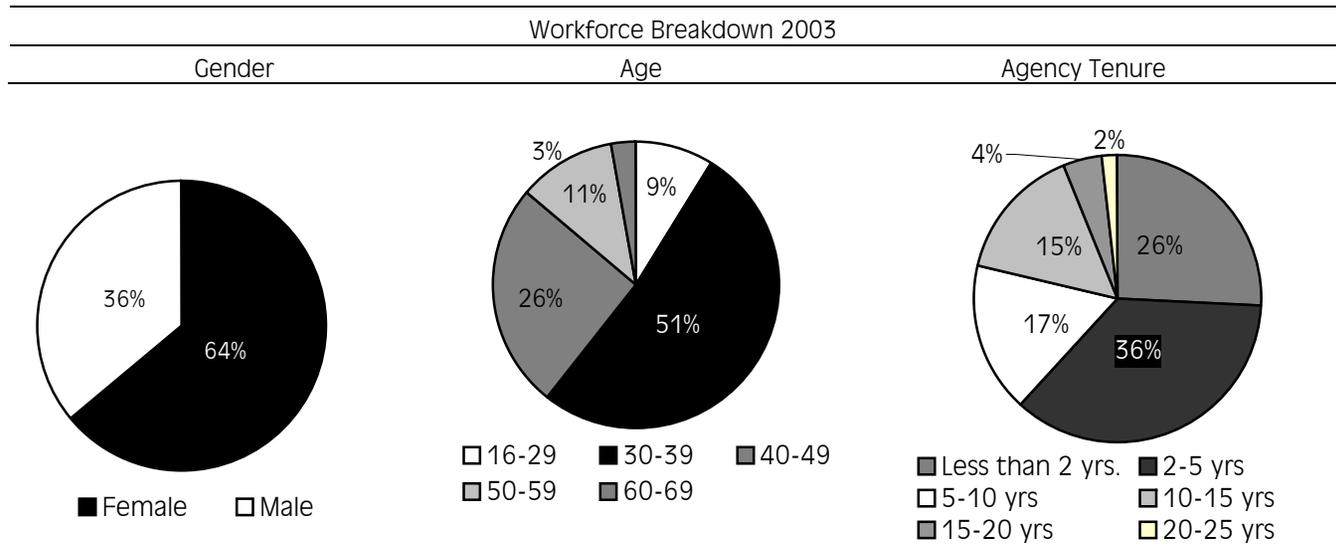
- Project Management
- Knowledge of mental health-juvenile justice service delivery

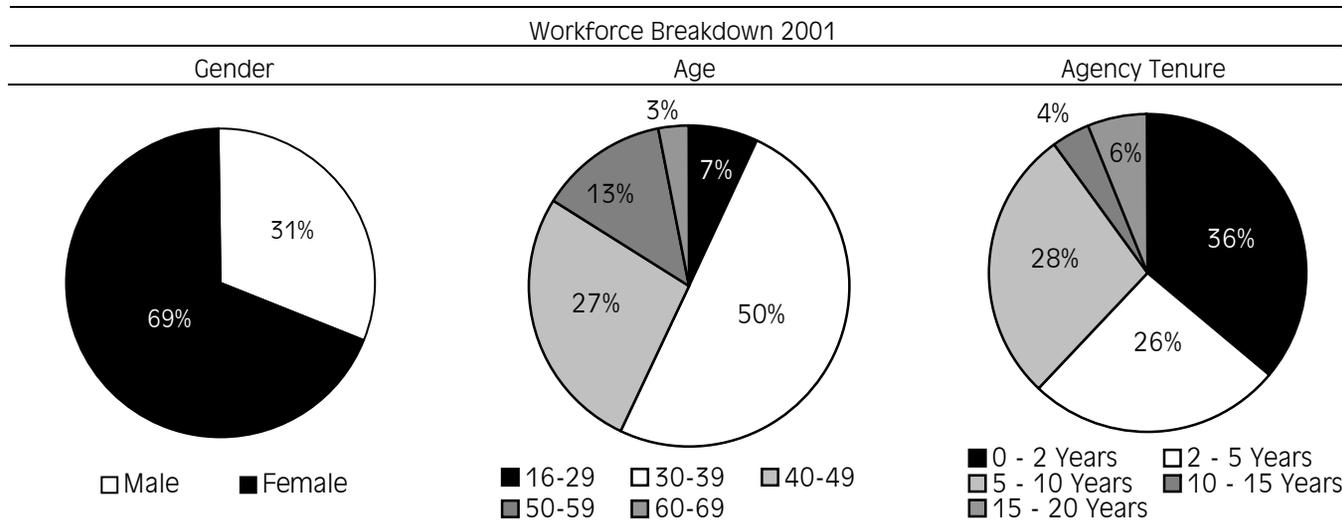
#### B. Workforce Demographics

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 breakdown of gender, age group and agency tenure for the last three years:





For approximately the last three years, the agency has maintained close to a 2/3 female workforce. The most prevalent age group in the agency in all three years is the 30-39 year age group. The agency tenure category of 2-5 years rose in 2002, but dropped in 2003. In 2003, the percentage of employees with less than 2 years agency tenure increased. It seems that the agency has not 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, 86% the agency’s workforce consists of employees under 40 years of age.

The following table compares the percentage of African American, Hispanic and Female TJPC employees to statewide workforce statistics for Fiscal Year 2003.

Job Category	# of TJPC employees in category	Code	African American		Hispanic		Female	
			State <sup>1</sup>	TJPC <sup>2</sup>	State <sup>1</sup>	TJPC <sup>2</sup>	State <sup>1</sup>	TJPC <sup>2</sup>
Official/Administrators	3	A	7.27	33.33	11.61	33.33	31.63	100.00
Professional	48	P	9.31	18.75	10.85	25.00	46.93	60.41
Administrative Support	1	C	19.59	100.00	25.62	0	79.87	100.00
Para-Professional	5	Q	17.94	20.00	31.41	60.00	55.81	100.00

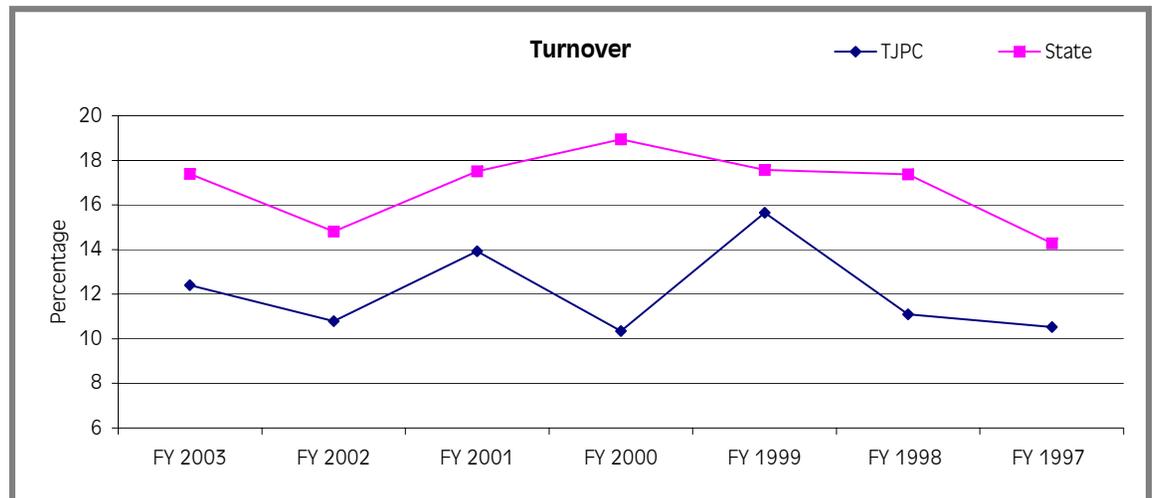
<sup>1</sup> Equal Employment Opportunity Commission's National Employment Summary EEO-4 2000 and EEO-1 2001.

<sup>2</sup> 2003 EEO-4 Statewide Summary Report – Texas Juvenile Probation Commission.

TJPC has historically maintained minority employment percentages far exceeding statewide workforce statistics. The agency strives to continue to employ a diverse workforce in order to best serve and represent Texas citizens.

C. Employee Turnover

The agency's turnover statistics compared to the State's (employer) overall turnover statistics for the last seven years is shown in the chart below. In the past two fiscal years, TJPC has maintained a lower turnover rate than the State as a whole, while following the trend of a decrease in turnover in 2002 and an increase in turnover in 2003. The increased turnover in 2003 can be attributed partly to a retirement incentive enacted during the last legislative session.



#### D. Retirement Eligibility

The Texas Juvenile Probation Commission experienced three retirements in 2003. Two were Administrative Technicians, one who returned to State service as a return-to-work retiree. One was a Manager who also returned to work for a short period as a return-to-work retiree. This Manager has since separated from employment from the Commission. In 2004, one Director, who is part of the executive management team retired and is currently employed as a return-to-work retiree. According to Employees Retirement System data no retirements are expected in 2005. However, two retirements are expected before the end of Fiscal Year 2007. These retirements will occur in the Management team.

### **WORKFORCE GAP ANALYSIS**

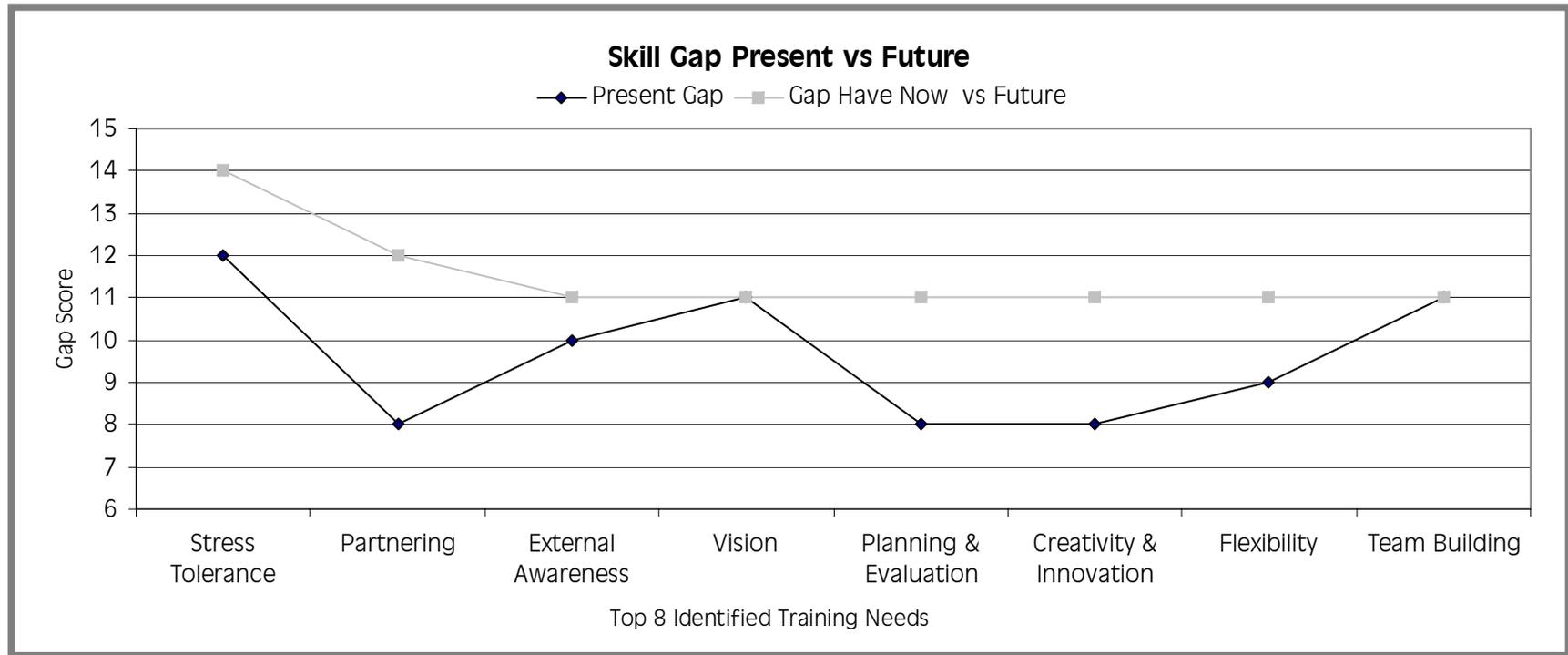
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An analysis was completed on the gap between the job skills and competencies believed to be most critical to the agency. Competencies include the skills that must be performed adequately in order to be successful. Comparing the needed competencies with employee knowledge or skills forms the basis of a gap analysis. This data provides a realistic basis to identify the development needs of the individuals who are responsible for ensuring organizational competency and the success of the organization. For individuals to function effectively in a given job, it is necessary that a match exist between the needs of the organization and the competencies of those providing the leadership and management.

The complexity of the nature of work performed by TJPC has increased exponentially in the last 16 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. The agency continues to explore 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. This analysis of perceived skills and competency levels is part of the agency's on-going program to ensure effective, efficient operations.

Each manager was asked to assess their skills, competencies and personal characteristics which they believe are crucial to the performance of their job duties. A gap analysis was then performed on this data to identify those skill, competencies and personal characteristics where development is indicated to meet current and future needs of the organization. The purpose of this survey was three-fold: (a) to assess the current perceived level of competency in each area; (b) to assess the skill level currently needed in each competency; and (c) to assess the competency level needed in the future. 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 perceived gaps that exist between the current workforce competency levels and the current competency levels needed as well as those needed in the future are indicated in the charts and tables included below.



**Table 1 - Top 15 Identified Competency Gaps**

<i>N=15</i> <i>Skill / Competency</i>	<i>Competency Score Have Now</i>	<i>Competency Score Need Now</i>	<i>Present Competency Gap Have Now – Need Now</i>	<i>Competency Gap Score Future Need</i>	<i>Competency Gap Score Need Now vs Future</i>	<i>Summary Competency Gap Have Now Vs Future Need</i>
Accountability	22	31	9	32	1	10
Continual Learning	21	26	5	30	4	9
Creativity & Innovation	21	29	8	32	3	11
External Awareness	19	29	10	30	1	11
Flexibility	19	28	9	30	2	11
Strategic Thinking	18	29	9	30	1	10
Vision	18	29	11	29	0	11
Conflict Management	18	28	10	28	0	10
Leveraging Diversity	20	30	10	30	0	10
Team Building	20	31	11	31	0	11
Inter Skills	21	29	8	31	2	10
Planning & Evaluation	19	27	8	30	3	11
Partnering	19	27	8	31	4	12
Political Savvy	20	27	7	29	2	9
Stress Tolerance	16	28	12	30	2	14

**Table 2: Gap Analysis by Category**  
**N = 15**

<i>Skill / Competency</i>	<i>Competency Category</i>	<i>Competency Score Have Now</i>	<i>Competency Score Need Now</i>	<i>Present Competency Gap Have Now – Need Now</i>	<i>Competency Score Future Need</i>	<i>Competency Gap Score Need Now vs. Future Need</i>	<i>Summary Competency Gap Score Have Now vs Future Need</i>
Conflict Management	Human Resource Management	18	28	10	28	0	10
Leveraging Diversity	Human Resource Management	20	30	10	30	0	10
Team Building	Human Resource Management	20	31	11	31	0	11
Continual Learning	Personal Characteristics	21	26	5	30	4	9
Creativity & Innovation	Personal Characteristics	21	29	8	32	3	11
Flexibility	Personal Characteristics	19	28	9	30	2	11
Inter Skills	Personal Characteristics	21	29	8	31	2	10
Stress Tolerance	Personal Characteristics	16	28	12	30	2	14
Accountability	Operations Management	22	31	9	32	1	10
External Awareness	Strategic Management	19	29	10	30	1	11
Strategic Thinking	Strategic Management	18	29	9	30	1	10
Vision	Strategic Management	18	29	11	29	0	11
Planning & Evaluation	Strategic Management	19	27	8	30	3	11
Partnering	Strategic Management	19	27	8	31	4	12
Political Savvy	Strategic Management	20	27	7	29	2	9

**Manager Competencies.** As noted in the tables, managers cited the importance of developing expertise in the areas of strategic management and human resource development. Along with the increase in complexity of the organization there has been an increase in the demands made personally on organizational leadership. This is reflected by the identified perceived need to increase competency in the areas of stress tolerance, creativity and innovation as well as a belief in the need for and value of continual learning.

This gap analysis is consistent with previously identified demands related to developing employees with high levels of expertise in areas of operations, human resource and strategic management. As the agency continues to experience outward demands, there continues to be a commensurate shift in the competencies and skills needed by the agency. These needs remain absolutely paramount. Managers recurrently recognize and express a need for continued development in problem solving skills, policy/process analysis competencies, excellent communication skills, a strong set of customer service skills, excellent computer competencies, database administration skills, multi-tasking skills and various management related skills (planning, business process, management/leadership, negotiation/facilitation, project management, etc.).

As part of the workforce skills analysis, managers were also asked to identify the most critical technical competencies needed by their division to ensure the mission and goals of the agency are accomplished. Categories for the competency levels were: (a) network management; (b) operational and organizational management; (c) project management; (d) statistical methods; (e) budgeting concepts and principles; and (f) software applications. Consistent with previous studies performed by the agency, managers perceive an increased and continued need for competency in the areas of project and information management, customer service through provision of technical assistance, training, quality management and

utilization and development of software applications, This suggests that outward demands on the organization relative to shifting customer demands, stakeholder demands and labor market trends, will continue to 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 providing continual learning to develop the workforce will be necessary.

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**

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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:

- Increase the use of technology to revise and streamline work processes;
  - (Tie) Invest in human capital development in terms of improvement of communication (internal and individual skill sets), job training and job recognition;
  - Cross train employees in functional areas;
  - Creation of programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments;
  - (Tie) Promote transfer of knowledge as a corporate value;
  - Adjustment of salaries within assigned pay ranges for employees in positions that are either critical functions or have high turnover rates;
  - 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;
  - The agency will perform the required duties without exceeding the full-time equivalent position (FTE) cap of 62;
- Given the strategic demand for professional expertise, the agency will maximize the hiring of professional personnel and minimize the hiring of support personnel;
  - 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; and
  - 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.

## 2003-2007 Strategic Plan Appendix F

# SURVEY OF ORGANIZATIONAL EXCELLENCE

The Texas Juvenile Probation Commission was one of more than 100 agencies participating in the 2003-2004 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 63 of the TJPC employees. Of those surveyed, 51 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or "return rate" was 81% 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 81%, 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, on average, at or above the scores 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). Agency management is developing strategies designed to improve employee satisfaction in the lower-scoring constructs. The construct scores indicate that employees identify TJPC's strengths as strategic orientation, availability (i.e. availability of information critical to their job functions and productivity) quality (i.e. quality principles as part of agency day-to-day operations) adequacy of physical environment and external communication.

Survey Core Constructs	Statewide Benchmarks	TJPC
<b>Work Group</b>		
Supervisor Effectiveness	324	315
Fairness	343	342
Team Effectiveness	325	314
Diversity	342	339
<b>Accommodations</b>		
Fair Pay	241	269
Adequacy of Physical Environment	364	402
Benefits	342	346
Employment Development	339	351
<b>General Organizational Features</b>		
Change Oriented	329	325
Goal Oriented	348	327
Holographic (Consistency)	336	337
Strategic Orientation	376	404
Quality	377	382
<b>Information</b>		
Internal Communication	316	319
Availability of Information	356	388
External Communication	359	387
<b>Personal</b>		
Time and Stress Management	349	367
Burnout	353	351
Empowerment	346	343
Job Satisfaction	350	363

Survey Core Constructs	Other agencies' Scores: Similar Size to TJPC	TJPC Scores
<b>Work Group</b>		
Supervisor Effectiveness	347	315
Fairness	361	342
Team Effectiveness	346	314
Diversity	360	339
<b>Accommodations</b>		
Fair Pay	347	315
Adequacy of Physical Environment	361	342
Benefits	346	314
Employment Development	360	339
<b>General Organizational Features</b>		
Change Oriented	352	325
Goal Oriented	368	327
Holographic (Consistency)	361	337
Strategic Orientation	401	404
Quality	395	382
<b>Information</b>		
Internal Communication	335	319
Availability of Information	376	388
External Communication	381	387
<b>Personal</b>		
Time and Stress Management	365	367
Burnout	376	351
Empowerment	367	343
Job Satisfaction	368	363

Survey Core Constructs	Other agencies' scores: Similar Mission to TJPC	TJPC
<b>Work Group</b>		
Supervisor Effectiveness	274	315
Fairness	300	342
Team Effectiveness	272	314
Diversity	292	339
<b>Accommodations</b>		
Fair Pay	182	269
Adequacy of Physical Environment	310	402
Benefits	310	346
Employment Development	286	351
<b>General Organizational Features</b>		
Change Oriented	280	325
Goal Oriented	303	327
Holographic (Consistency)	281	337
Strategic Orientation	344	404
Quality	331	382
<b>Information</b>		
Internal Communication	269	319
Availability of Information	323	388
External Communication	321	387
<b>Personal</b>		
Time and Stress Management	302	367
Burnout	299	351
Empowerment	298	343
Job Satisfaction	305	363

**2003-2007 Strategic Plan Appendix G****Texas Juvenile Probation Commission and Texas Youth Commission  
Coordinated Strategic Plan Goals and Strategies Fiscal Years 2004-2005****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.*

**Strategies**

1. TJPC and TYC will develop a joint commitment projection model.

**OUTPUT(S)**

- TJPC and TYC will develop and submit a joint commitment projection model to their respective Executive Directors.

<b>AGENCY</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>	<b>STAFF ASSIGNED</b>
TJPC/TYC	Planned	03/01/2004	N. Arrigona, TJPC C. Jeffords, TYC

2. TJPC and TYC will review and make recommendations on information sharing.

**OUTPUT(S)**

- TJPC and TYC will submit recommendations to their respective Executive Directors.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	10/01/2004	N. Arrigona, TJPC C. Jeffords, TYC

3. TJPC and TYC will share information on demographics related to dispositions with courts, juvenile probation departments, prosecutors and juvenile boards.

**OUTPUT(S)**

- TJPC will create a section in their Annual Statistical Activity Report which breaks disposition data down by ethnicity on a statewide basis.
- TJPC will make available on their website disposition data by ethnicity on a county by county basis.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	11/01/2004	N. Arrigona, TJPC C. Jeffords, TYC

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

## Strategies

1. TJPC and TYC will identify statewide community partnerships with non-traditional service providers, including faith-based organizations.

**OUTPUT(S)**

- TJPC and TYC will develop a referral resource network for non-traditional services, identified by geographical region.
- TYC will incorporate referral resources in appropriate case management standards including parent/youth orientation, case planning and transition.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	08/31/2005	J. Schwank, TJPC C. Sanders, TYC

2. TYC and TJPC will jointly develop and share best practices for delinquent youth who transition within the public education programs to ensure appropriate delivery of educational services.

**OUTPUT(S)**

- TJPC and TYC will develop and present a report to TEA on best practices.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	08/31/2005	L. Brooke, TJPC D. Nance, TYC

3. TJPC and TYC will continue to participate with TCOOMMI, TDMHMR and other agencies in developing a continuum of services for offenders with mental impairments.

**OUTPUT(S)**

- TJPC and TYC will track the number of youth who receive TCOOMMI-funded services.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	08/31/2004	E. Espinosa, TJPC C. Sanders, TYC

4. TJPC and TYC will study and make recommendations to respective Executive Directors on creating incentives to recruit clinical professionals to under-served areas.

**OUTPUT(S)**

- TJPC and TYC will make recommendations to respective Executive Directors.

AGENCY	STATUS	COMPLETION DATE	STAFF ASSIGNED
TJPC/TYC	Planned	05/01/2004	V. Tolbert, TJPC C. Sanders, TYC E. Young, TYC

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

**Strategies**

*1. TJPC and TYC will partner to seek alternative funding from private resources to further delinquency prevention efforts.*

**OUTPUT(S)**

- TJPC and TYC will develop at least one joint grant application related to prevention.

<b>AGENCY</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>	<b>STAFF ASSIGNED</b>
TJPC/TYC	Planned	11/01/2004	N. Arrigona, TJPC P. Gereau, TJPC T. Levins, TYC

*2. TJPC & TYC will provide education and technical assistance to individuals, agencies and communities related to delinquency prevention.*

**OUTPUT(S)**

- TJPC and TYC will track and report the number of technical assistance requests handled at the end of fiscal years 2004 and 2005.

<b>AGENCY</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>	<b>STAFF ASSIGNED</b>
TJPC/TYC	Planned	08/31/2004 and 08/31/2005	D. Garza, TJPC T. Levins, TYC

*3. TJPC and TYC will allow and encourage their Central Office employees to become mentors for local at-risk students.*

**OUTPUT(S)**

- TJPC will adopt an agency policy, which allows and encourages staff members to be mentors for at-risk students.
- TYC will coordinate the TJPC/TYC mentor activities in partnership with TJPC and local elementary and middle schools.
- TYC will track and report the number of TYC and TJPC staff who are mentors.

<b>AGENCY</b>	<b>STATUS</b>	<b>COMPLETION DATE</b>	<b>STAFF ASSIGNED</b>
TJPC/TYC	Planned	08/31/2004	D. Garza, TJPC T. Levins, TYC