

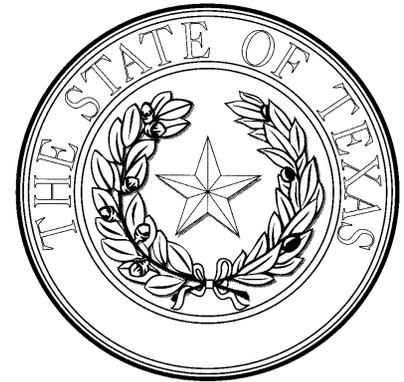
# Texas Juvenile Probation Commission

# **STRATEGIC PLAN**

---

## Fiscal Years 2009-2013

Texas Juvenile Probation Commission  
*Vicki Spriggs, Executive Director*  
4900 North Lamar Boulevard, 5<sup>th</sup> Floor East  
P.O. Box 13547  
Austin, Texas 78711  
512.424.6700  
[www.tjpc.state.tx.us](http://www.tjpc.state.tx.us)



June 2008

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

*-Hodding Carter, Jr., Journalist*





Texas Juvenile Probation Commission  
**STRATEGIC PLAN**  
Fiscal Years 2009-2013



Vicki Spriggs, Executive Director  
4900 North Lamar Boulevard, 5<sup>th</sup> Floor East  
P.O. Box 13547  
Austin, Texas 78711

Main 512.424.6700  
Fax 512.424.6717  
TDD 512.483.4000  
[www.tjpc.state.tx.us](http://www.tjpc.state.tx.us)

**Submitted June 2008**

Signed:

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

Approved:

\_\_\_\_\_  
Ray West, Board Chairman

**Board Members**

Ray West, Chair  
Brownwood  
01/13/2006 – 08/31/2011

Jean Boyd, Vice-Chair  
Ft. Worth  
05/11/2005 – 02/01/2011

Ed Culver  
Canadian  
01/16/2004 – 08/31/2009

Billy McClendon  
Austin  
04/08/2008 – 08/31/2013

Scott O'Grady  
Dallas  
04/08/2008 – 08/31/2013

Rene Ordonez  
El Paso  
01/13/2006 – 08/31/2011

Bob Shults  
Houston  
04/08/2008 – 08/31/2013

Cheryl Lee Shannon  
Dallas  
05/28/2004 – 08/31/2009

Lea R. Wright  
Amarillo  
01/13/2006 – 08/31/2011

The Texas Juvenile Probation Commission, an equal opportunity employer, does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or the provision of services, programs or activities. In compliance with the Americans with Disabilities Act, this document may be requested in alternative formats by contacting the Texas Juvenile Probation Commission at the above address.



# TABLE OF CONTENTS

---

Mission of Texas State Government .....	1
Philosophy of Texas State Government .....	1
Texas Public Safety and Criminal Justice Priority Goals and Benchmarks.....	1
Texas Juvenile Probation Commission Mission.....	2
Texas Juvenile Probation Commission Philosophy .....	2
External/Internal Assessment Section 1: Overview of Agency Scope and Functions.....	3
Statutory Basis.....	3
Who We Are.....	3
Historical Perspective .....	6
External/Internal Assessment Section 2: Organizational Aspects.....	7
Size and Composition of Agency Staff .....	7
Location of Service Populations .....	7
Human Resource Strengths and Weaknesses.....	7
Capital Assets Strengths and Weaknesses .....	8
Geographic Location of Agency .....	8
Historically Underutilized Businesses .....	9
Key Organizational Events and Accomplishments .....	9
External/Internal Assessment Section 3: Fiscal Aspects.....	15
Budget .....	15
TJPC Appropriations .....	16
Per Capita Impact.....	16
Budgetary Limitations .....	16
Degree to Which Current Budget Meets Current and Expected Needs .....	21
External/Internal Assessment Section 4: Service Population Demographics .....	25
Characteristics of Service Population .....	25
Statistics in External Environment.....	26
External/Internal Assessment Section 5: Technological Developments.....	27
CASEWORKER .....	27
Agency Internet Website.....	27
Texas Juvenile Case Management System (JCMS) .....	27

External/Internal Assessment Section 6: Economic Variables .....	29
Texas and U.S. Economic and Population Forecast .....	29
External/Internal Assessment Section 7: Impact of Federal Statutes and Regulations.....	31
The Federal Prison Rape Elimination Act (PREA) .....	31
Texas and the Adam Walsh Act.....	31
External/Internal Assessment Section 8: Other Legal Issues .....	33
Impact of State Statutory Changes .....	33
External/Internal Assessment Section 9: Self Evaluation and Opportunities for Improvement .....	39
Opportunities for Improvement .....	39
Performance Measures and Evaluations / Audits .....	40
Agency Goals; Objectives and Outcome Measures; Strategies and Output, Efficiency and Explanatory Measures .....	43
Appendices	
Appendix A: Agency Planning Process.....	47
Appendix B: Organizational Chart .....	51
Appendix C: Five-Year Projections for Outcomes .....	53
Appendix D: Performance Measure Definitions .....	71
Appendix E: Implementing the Texas Transformation.....	73
Appendix F: Texas Juvenile Probation Commission’s Workforce Plan for Fiscal Years 2003-2007 .....	81
Appendix G: Survey of Organizational Excellence .....	83
Appendix H: Texas Juvenile Probation Commission and Texas Youth Commission’s Coordinated Strategic Plan Goals and Strategies for Fiscal Years 2006-2007 .....	

## **MISSION OF TEXAS STATE GOVERNMENT**

---

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**

---

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**

---

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 preventing and reducing terrorism and crime; securing the Texas/Mexico border from all threats; achieving an optimum level of state wide preparedness capable of responding and recovering from all hazards; and confining, supervising, and rehabilitating offenders.

**RELEVANT STATEWIDE BENCHMARKS FOR TJPC:**

- Juvenile violent crime arrest rate per 100,000 population;
- Percent reduction in felony probation revocations; and
- Percent reduction in felony probation technical revocations.

**TEXAS JUVENILE PROBATION COMMISSION MISSION**

---

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

**TEXAS JUVENILE PROBATION COMMISSION PHILOSOPHY**

---

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

*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

---

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

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

### WHO WE ARE

---

The Texas Juvenile Probation Commission achieves its mission through a comprehensive range of funding, monitoring and technical assistance programs and services. Functionally, the Texas Juvenile Probation Commission provides a variety of services to assist local juvenile boards, juvenile probation departments and juvenile justice practitioners across the state of Texas. These functions include:

Conduit for Legislative Appropriations. The Commission allocates funds appropriated by the Texas Legislature in the form of grants to assist local juvenile boards in operating juvenile probation departments, juvenile detention and correctional facilities and providing basic and special services to children in the juvenile justice system. The Commission allocates over 97% of the funding received from the Legislature while less than 3% of the funds are utilized for agency administration.



Contract and Grant Management. TJPC allocates nearly \$200 million biennially to local juvenile probation departments through multiple contracts and grants to each of 169 local juvenile boards. The agency is mandated pursuant to Section 141.051 of the Texas Human Resources Code to monitor contracts to ensure compliance with financial and performance requirements. The Commission also evaluates program costs to ensure that costs are reasonable and necessary to achieve program objectives. TJPC utilizes its new automated, web-based Compliance Monitoring, Enforcement and Tracking System (COMETS) to monitor contract and grant requirements.

Legal Assistance. The Commission's Legal Division provides legal assistance and training to juvenile probation departments, judges, prosecutors, defense attorneys, law enforcement, school officials and other juvenile justice practitioners across the state on a variety of juvenile law and procedural topics. Additionally, the Legal Division provides legal expertise to the Commission's governing board and staff.

Technical Assistance and Training. The Commission's 62 staff members provide technical assistance to juvenile justice practitioners statewide on a daily basis through telephone assistance, email, fax and personal on-site visits. The Commission provides free or low cost training to juvenile justice professionals across the state including juvenile board members, juvenile court judges, justice and municipal court judges, juvenile prosecutors, probation officers, detention officers, law enforcement, students, state agencies, and the public.

Promulgate, Monitor and Enforce Statewide Standards. The Commission is legislatively mandated to promulgate administrative standards to regulate the administration of juvenile probation departments, standards relating to the physical construction, and operation of secure juvenile pre-adjudication detention and secure post-adjudication correctional facilities. The Commission is also statutorily required to monitor the programs and facilities provided by local juvenile probation departments.

Certification of Probation and Detention Officers. The Texas Juvenile Probation Commission certifies juvenile probation and detention officers to ensure these officers meet the minimum statutory requirements for education, work experience and specialized training. The Commission certified a total of 3,710 officers in fiscal year 2005. To become a certified juvenile probation officer an applicant must possess a bachelor's degree, be 21 years of age, have one year of related experience or one year of graduate studies, be of good moral character and have the requisite specialized training. To become a certified juvenile detention officer an applicant must be 21 years of age, have a high school diploma or its equivalent and receive the required specialized training.

Strategic Planning and Policy Development. The Commission regularly conducts a formal strategic planning process in conjunction with key stakeholders in the system to project the needs of the juvenile justice system and develop policy accordingly. The Strategic Planning Division

develops in-depth plans biennially for the TJPC Strategic Plan, TJPC/TYC Coordinated Strategic Plan, TJPC/TEA Joint JJAEP Strategic Plan, and the TJPC Workforce Strategic Plan.

Research and Statistics. The TJPC Research and Statistics Division provides the agency's internal and external users of information with valid and reliable data for ongoing decision-making regarding juvenile justice, criminal justice, health and human services, and public education policies. The division also:

- Collects, verifies, analyzes and evaluates statewide statistical information related to juvenile justice;
- Serves as statistical research consultants and furnishes necessary statistical and other research data;
- Provides training and technical assistance related to statistical reporting;
- Provides research and literature research/review relevant to juvenile justice issues.

Juvenile Secure Facility Registry. The Texas Juvenile Probation Commission is statutorily required to establish and operate a statewide facility registry as mandated by Section 141.042(c) of the Texas Human Resources Code.

- The statewide registry functions as a database of information about each secure juvenile facility operating in the state. Under the Texas Family Code, no child shall be placed into a secure facility that is not registered.
- Registry information is available on TJPC's website at [www.tjpc.state.tx.us](http://www.tjpc.state.tx.us).

Management Information Systems. The Commission's Management Information Division provides a variety of software programs at no cost to local juvenile probation departments to assist them with their daily operations in addition to providing custom software applications for the agency's internal use.

- *CASEWORKER/5 – Juvenile Tracking and Case Management System.* CASEWORKER Version 5 is an automated juvenile tracking and case management system designed, developed and provided by the Commission to all juvenile probation departments and juvenile justice facilities in Texas to collect, store, retrieve, and print juvenile caseload information. There is no cost to local probation departments or facilities for the use of CASEWORKER. CASEWORKER is utilized by more than 90% of probation departments in Texas to facilitate case management and statistical compilation of data.
- *Web-Enabled Applications.* The use of web-enabled applications has greatly improved the collection and management of information related to several agency-sponsored programs. These include the Automated Certification Information System (ACIS), Family Preservation Program, Substance Abuse Prevention and Intervention System, Juvenile Justice Alternative Education Program System (JJAEP), 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 onsite performance monitoring reports. These performance reports are transmitted to TJPC using wireless Internet technology.
- *TJPC Hosted Email for Local Juvenile Probation Departments.* TJPC provides one e-mail address for each department as a quick and cost-effective means of communicating between local departments and the Commission.



Interagency Workgroups and Projects. The Commission has been instrumental in developing interagency workgroups with the governing boards and staffs of other state agencies that provide services to children. The goal of these projects is to improve the delivery of services to children and to reduce or minimize barriers to efficient service delivery.

Child Abuse, Neglect and Exploitation Investigations. TJPC conducts official investigations of all reported and alleged cases of child abuse and neglect in all secure juvenile facilities and in any program operated by a probation department or under a contract with a juvenile board. TJPC employs four investigators who conduct investigations in juvenile programs and facilities throughout the state and provide on-going training and technical assistance.

## HISTORICAL PERSPECTIVE

Only 27 years ago, many Texas children were detained in 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. Since the creation of TJPC in 1981, significant strides have been made in fulfilling the agency's purpose.

1981	2008
No juvenile probation services in 32 counties	All 254 counties have juvenile probation services
No juvenile boards in 107 counties No state standards for juvenile probation	All 254 counties have juvenile boards 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	90 juvenile facilities (51 pre-adjudication facilities, 34 post-adjudication facilities, and 5 holdover facilities) in Texas; children prohibited from being held in adult jails

## External/Internal Assessment Section Two

# ORGANIZATIONAL ASPECTS

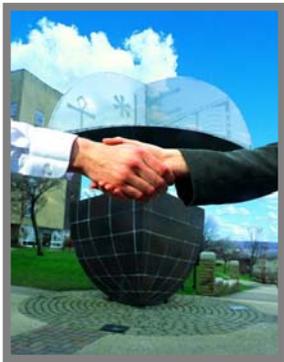
### SIZE AND COMPOSITION OF AGENCY STAFF

---

The agency is authorized to employ 65 full-time employees for the FY2008-2009 biennium. A more detailed analysis of the agency's workforce is included in Appendix E of this plan, titled "TJPC Workforce Plan".

### 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.

### 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 (65 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 65 full-time employees remains a significant internal weakness of the agency. The environment in which TJPC and probation departments operate has become much more complex 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, and juvenile justice legislation passed since that era. As a result, a larger amount of staff time is spent adhering to public policy 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 the effectiveness and efficiency of internal operations in order to 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 2007 Annual Financial Report include:

Furniture and Equipment	\$107,413.98
Accumulated Depreciation	(\$84,773.03)
Vehicles	\$18,981.00
Accumulated Depreciation	(\$15,817.20)
<b>Total</b>	<b>\$25,804.75</b>

Management recognizes no apparent weaknesses due to lack of capital assets. TJPC enjoys the benefits of an exceptional 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

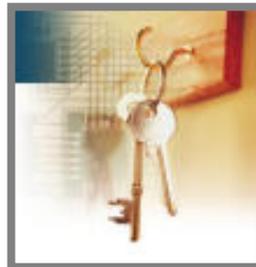
As part of its strategy for meeting Historically Underutilized Business (HUB) vendor goals, TJPC utilizes guidelines developed by the Texas Procurement and Support Services Division of the Texas Comptroller of Public Accounts. TJPC complies with the bidding process requirements by always including, when 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.

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

**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.

**2002:** 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 biennium's 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.

**2003:** New monitoring methodology began and COMETS implemented.

**2004:** CASEWORKER Version 5 is released.

*Texas Juvenile Law, 6<sup>th</sup> Edition* is published.

**2005:** Benchmarking methodology developed for all TJPC standards in accordance with the Agency Reengineering and Reorganization Plan.

Designed and developed a financial risk assessment system.

**2006:** Financial risk assessment system employed. The benchmarking process began in January 2006. Data collected from grants monitored by TJPC staff will be used during the benchmark period for development of the metrics in future risk assessments.

**2007:** Juvenile justice policy reforms were enacted by the 80<sup>th</sup> Legislature resulting in legal changes related to Texas Youth Commission (TYC) commitments. These changes resulted in a significant increase (19%) in the Community Corrections line item of TJPC's budget. The new appropriations, totaling more than \$57 million over the biennium, created tremendous opportunities for the creation, expansion and enhancement of community based programs and secure and non-secure residential placements that will divert youth from TYC.



## External/Internal Assessment Section Three

# FISCAL ASPECTS

The legislature approved a total TJPC biennial budget of \$328,281,839 for FY 2008-FY 2009. This is an increase of 17.6% over the previous biennium.

### BUDGET

Items of Appropriation	Appropriated FY 2008	Appropriated FY 2009
Basic Probation	\$47,461,542	\$47,661,542
Community Corrections	\$71,476,434	\$75,739,935
Probation Assistance	\$30,418,119	\$30,378,013
JJAEP	\$11,348,596	\$11,644,056
Indirect Administration	\$1,076,801	\$1,076,801
<b>Total</b>	<b>\$161,781,492</b>	<b>\$166,500,347</b>

Method of Finance	Appropriated FY 2006	Appropriated FY 2007
General Revenue Fund	\$121,154,697	\$125,577,871
Federal Funds	\$28,033,420	\$28,033,420
Appropriated Receipts	\$1,245,000	\$1,245,000
Interagency Contracts - Transfer		
Foundation School Fund No. 1 93	\$11,593,596	\$12,889,056
Subtotal, Other Funds	\$12,593,596	\$12,889,056
<b>Total</b>	<b>\$161,781,492</b>	<b>\$166,500,347</b>

## TJPC APPROPRIATIONS

The amount biennially appropriated by the Legislature for the Basic Probation Goal was \$95,123,084. The Community Corrections Services Strategy was increased by \$57,893,170. A portion of this amount, \$22,536,670, will be utilized by local juvenile probation departments for enhanced community-based services and programs. The remaining amount of \$35,356,500 is designated for local juvenile probation departments to place youth in secure or non-secure residential facilities as a diversion from commitment to TYC. There were no changes to the remaining strategies within the Community Corrections Goal over the biennium which was initially designated for the 10% budget reduction required by each state agency. This included funding for Harris County Boot Camp (\$2,000,000); Level 5 Post-Adjudication Facilities (\$8,788,872); Local Post-Adjudication Facilities (\$8,294,076); and the Special Needs Diversionary Programs (\$3,948,068).

The Legislature approved an increase of five additional staff members (FTEs) for TJPC and the funding for these FTEs was added to the Probation Assistance Goal. These positions include one mental health professional to assist juvenile probation departments in developing services for mentally ill offenders; one staff attorney to coordinate and respond to public information requests and assist with disciplinary/administrative hearings; one abuse, neglect and exploitation investigator; and two administrative assistants to assist with public information requests and abuse, neglect and exploitation investigations. TJPC also received additional funds of \$25,000 for one vehicle and \$71,096 for replacement of computer equipment. The Legislature authorized TJPC in the Probation Assistance Goal to recoup \$56,066,840 in federal Title IV-E funds to reimburse counties for qualifying foster care services. It should be noted that federal funds decreased from the previous biennium due to changes in federal regulations. JJAEP funding

was increased by \$5,853,556 over the current biennial amount of \$17,139,096. This increase reflects the projected increase in mandatory student attendance days and the increased daily reimbursement rate from \$59 to \$79 per mandatory attendance day. The rate increase is intended to address the cost of providing educational services for these mandatory students. There were no funding increases to the Indirect Administration Goal; the amount remained at \$2,153,602.



### PER CAPITA IMPACT

These appropriations provide \$2.59 daily for each of the estimated 251,000 children that will be referred to the juvenile justice system during the 2008 – 2009 biennium.

## BUDGETARY LIMITATIONS

### Appropriation Riders to TJPC Budget

- 1. Performance Measure Targets.** It is the intent of the Legislature that appropriations made by this Act be utilized in the most efficient and effective manner possible to achieve the intended mission of the Juvenile Probation Commission. In order to achieve the objectives and service standards established by this Act, the Juvenile Probation Commission shall make every effort to attain the designated key performance target levels associated with each item appropriated. *(Modified due to length)*
- 2. Capital Budget.** None of the funds appropriated above may be expended for capital budget items except as listed below. The amounts shown below shall be expended only for the purposes shown and are not available for expenditure for other purposes. Amounts appropriated above and identified in this provision as appropriations either for "Lease payments to the Master Lease Purchase Program" or for items with an "(MLPP)" notation shall be

expended only for the purpose of making lease-purchase payments to the Texas Public Finance Authority pursuant to the provisions of Government Code §1232.103.

**3. Restriction, State Aid.** None of the funds appropriated above in Strategy A.1.1, Basic Probation Services, and allocated to local juvenile probation boards shall be expended for salaries or expenses of juvenile board members.

**4. Appropriation of Federal Title IV-E Receipts.** The provisions of Title IV-E of the Social Security Act shall be used in order to increase funds available for juvenile justice services. The Juvenile Probation Commission shall certify or transfer state funds to the Texas Department of Family and Protective Services so that federal financial participation can be claimed for Title IV-E services provided by counties. The 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 Juvenile Probation Commission for the purpose of reimbursing counties for services provided to eligible children.

**5. Juvenile Boot Camp Funding.** Out of the funds appropriated above in Strategy B.1.2, Harris County Boot Camp, the amount of \$1,000,000 annually may be expended only for the purpose of providing a juvenile boot camp in Harris County.

**6. Residential Facilities.** Juvenile Boards may use funds appropriated in Goal A, Basic Probation, and Goal B, 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 Youth Commission.

## **7. Funding for Progressive Sanctions.**

a. Out of the funds appropriated above in Strategy A.1.2, Progressive Sanctions Levels 1-3, \$10,200,000 in fiscal year 2008 and \$10,200,000 in fiscal year 2009 can be distributed only to local probation departments for funding juvenile probation services associated with sanction levels described in §§ 59.003(a)(1), 59.003(a)(2), and 59.003(a)(3) of the Family Code, or for salaries of juvenile probation officers hired after the effective date of this Act. These funds may not be used by local juvenile probation departments for salary increases, employee benefits, or other costs (except salaries) associated with the employment of juvenile probation officers hired after the effective date of this Act.

b. Out of the funds appropriated above in Strategy B.1.3, Level 5 Post-adjudication Facilities, \$4,394,436 in fiscal year 2008 and \$4,394,436 in fiscal year 2009 can be used only for the purpose of funding secure post-adjudication placements for (1) juveniles who have a progressive sanction guideline level of 5 or higher as described by §§ 59.003(a)(5), 59.003(a)(6), and 59.003(a)(7); (2) are adjudicated for a felony offense that includes as an element of the offense the possession, carrying, using, or exhibiting of a deadly weapon; (3) the juvenile court's order of adjudication contains a finding that the child committed a felony offense and the child used or exhibited a deadly weapon during the commission of the conduct or during immediate flight from commission of the conduct; or (4) are adjudicated for a sex offense of the grade of felony that requires registration under the Texas Sexual Offender Registration Program. The Juvenile Probation Commission shall reimburse a county juvenile probation department a specified number of placements under this section, as determined by the Juvenile Probation Commission, after the requirements for reimbursement as outlined herein have been met to the satisfaction of the Juvenile Probation Commission.

c. The 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 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.

**8. 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.

**9. Local Post-adjudication Facilities.** Out of the funds appropriated above in Strategy B.1.4, Local Post-Adjudication Facilities, the amount of \$4,147,038 in fiscal year 2008 and \$4,147,038 in fiscal year 2009 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.

**10. Juvenile Justice Alternative Education Programs (JJAEP).** Out of the funds transferred to the Juvenile Probation Commission pursuant to Texas

Education Agency (TEA) Rider 35 and appropriated above in Strategy D.1.1, Juvenile Justice Alternative Education Programs, the 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 fiscal 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 § 37.011(a) Texas Education Code, at the rate of \$79 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 \$79 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 \$79 per student per day.

The 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 fiscal year. Unspent balances in fiscal year 2008 shall be appropriated to fiscal year 2009 for the same purposes in Strategy D.1.1.

The amount of \$79 per student day for the JJAEP is an estimated amount and not intended to be an entitlement. Appropriations for JJAEP are limited to the amounts transferred from the Foundation School Program pursuant to TEA Rider 35. The amount of \$79 per student per day

may vary depending on the total number of students actually attending the JJAEPs. Any unexpended or unobligated appropriations shall lapse at the end of fiscal year 2009 to the Foundation School Fund No. 193.

The 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.

**11. Funding for Additional Eligible Students in JJAEPs.** Out of funds appropriated above in Strategy D.1.1, Juvenile Justice Alternative Education Programs, a maximum of \$500,000 in each fiscal 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 Juvenile Probation Commission at the rate of \$79 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.

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

**13. JJAEP Accountability.** Out of funds appropriated above in Strategy D.1.1, Juvenile Justice Alternative Education Programs (JJAEP), the Juvenile Probation Commission shall ensure that Juvenile Justice Alternative Education Programs are held accountable for student academic and behavioral success. The Juvenile Probation Commission shall submit a performance assessment report to the Legislative Budget Board and the Governor by May 1, 2008. The report shall include, but is not limited to, the following:

- a. an assessment of the degree to which each JJAEP enhanced the academic performance and behavioral improvement of attending students;
- b. a detailed discussion on the use of standard measures used to compare program formats and to identify those JJAEPs most successful with attending students;
- c. the percent of eligible JJAEP students statewide and by program demonstrating academic growth in the Texas Assessment of Knowledge and Skills (TAKS);
- d. standardized cost reports from each JJAEP and their contracting independent school district(s) to determine differing cost factors and actual costs per each JJAEP program by school year;
- e. average cost per student attendance day for JJAEP students. The cost per day information shall include an itemization of the costs of providing educational services mandated in the Texas Education Code § 37.011. This itemization shall separate the costs of mandated educational services from the cost of all other services provided in JJAEPs. Mandated educational services include facilities, staff, and instructional materials specifically related to the services mandated in Texas Education Code, § 37.011. All other services include, but are not limited to, programs such as family, group, and individual counseling, military-style training, substance abuse counseling, and parenting programs for parents of program youth; and
- f. 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.

**14. Training.** From funds appropriated above in Strategy C.1.1, Probation Assistance, the Juvenile Probation Commission shall 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.

**15. Unexpended Balances - Hold Harmless Provision.** Any unexpended balances as of August 31, 2008, in Strategy A.1.1, Basic Probation Services (estimated to be \$200,000), and in Strategy B.1.1, Community Corrections Services (estimated to be \$200,000), above are hereby appropriated to the Juvenile Probation Commission in fiscal year 2009 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.

**16. Appropriation: Refunds of Unexpended Balances from Local Juvenile Probation Departments.** The 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 2008 and fiscal year 2009 refunds received from local juvenile probation departments by JPC are appropriated above in Strategy B.1.1, Community Corrections Services. Any Basic Probation refunds received in excess of \$650,000 in fiscal year 2008 and \$650,000 in fiscal year 2009 are hereby appropriated to JPC for the Level 5 Secure Correction Placement Program. Any Community Corrections refunds received in excess of \$500,000 in fiscal year 2008 and \$500,000 in fiscal year 2009 are hereby appropriated to JPC for the Level 5 Secure Correction Placement Program.

**17. Reporting Requirements to the Legislative Budget Board (LBB).** The Juvenile Probation Commission shall report juvenile population data as

requested by the Legislative Budget Board on a monthly basis for the most recent month available. JPC shall report to the Legislative Budget Board on all populations specified by the LBB, including, but not limited to, additions, releases, and end-of-month populations. End of fiscal year data shall be submitted indicating each reporting county to the LBB no later than two months after the close of each fiscal year.

**18. Special Needs Diversionary Programs.** Out of the funds appropriated above in Strategy B.1.5, Special Needs Diversionary Programs, \$1,974,034 in fiscal year 2008 and \$1,974,034 in fiscal year 2009 shall be used for specialized mental health caseloads. The agency shall use these funds to work in coordination with the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and local mental health services agencies to provide specialized supervision caseloads to youth with mental illness.

**19. Community Corrections Funding and Residential Facilities.** From funds appropriated above in Strategy B.1.1, Community Corrections Services, the Juvenile Probation Commission shall distribute \$11,268,335 in fiscal year 2008 and \$11,268,335 in fiscal year 2009 in General Revenue Funds to local juvenile probation departments for enhanced community-based services including, but not limited to, sex offender treatment, intensive supervision, and specialized supervision.

From funds appropriated above in Strategy B.1.1, Community Corrections Services, the Juvenile Probation Commission shall distribute \$15,646,500 in fiscal year 2008 and \$19,710,000 in fiscal year 2009 in General Revenue Funds to local juvenile probation departments for youth placement in secure or non-secure residential facilities at a rate not to exceed \$90 per youth per day as a diversion from the Youth Commission. These funds may be used only for placement of youth who have been adjudicated for: a violent felony offense; a non-violent felony offense with

one or more prior adjudications; or a misdemeanor offense or violation of misdemeanor probation with two or more prior adjudications. These funds may not be used for purposes other than secure or non-secure residential facilities.

These funds shall not be used by local juvenile probation departments for salary increases or costs associated with the employment of staff hired prior to September 1, 2007. These funds shall not be used to supplant existing expenditures associated with programs, services, and residential placement of youth within the local juvenile probation departments.

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

---

- Survey of Juvenile Probation CEOs. The Texas Juvenile Probation Commission also utilized a web-based methodology to survey each local juvenile probation department regarding the key policy issues confronting them as well as their needs and expectations of state government. Respondents were asked to provide answers to a series of questions. Responses were categorized and tabulated.

The following categories of responses were most frequently cited by Chief Juvenile Probation Officers as the most critical policy issues that they feel should be given TJPC's utmost attention:

Accountability standards and policies are causing financial and operations hardship on local government. Juvenile probation CEOs are concerned with the ripple effect that current accountability measures has caused in increased operations costs to local jurisdictions. Within the last 15 years, local juvenile probation practitioners have been progressively required to expand their operations beyond traditional juvenile probation services to include policies, procedures, programs, and services that were once limited to other disciplines. Those disciplines most mentioned in this survey are community mental health services, residential mental health

services, public education services, alcohol and drug abuse services, and health care services. Service-mix, organizational structures, and operations budgets should proportionately grow to a capacity to the equalized the demands on local juvenile boards and probation departments with the resources to meet those demands.

Local juvenile boards and probation departments need more funding, technical assistance, training and other statutory services from TJPC. Juvenile probation CEOs noted their need for additional funding, training and technical assistance from TJPC to address the following demands on the organizational capacity: a) reduction of accountability oriented paperwork; b) mental health needs of juvenile offenders; c) health and safety issues for children in detention and post-adjudication facilities; d) increasing salaries of juvenile probation personnel; e) increased child protective services for juvenile offenders and their families, f) reduce overcrowding in detention facilities; and g) community treatment services for juvenile offenders and their families.

Title IV-E Foster Care programs are becoming too difficult to manage. Juvenile probation CEOs cited their concerns with the shifts in policies and accountability requirements which trickle down to local jurisdictions which must manage and administer these Title IV-E programs. They cited their concerns with requirements associated with paperwork, standards compliance, and frequent policy changes.

A study titled "Juvenile Referrals in Texas: An Assessment of Criminogenic needs and the Gap Between Needs and Services" published in the December 2005 edition of The Prison Journal documented prevalence of the needs of juvenile offenders referred to probation departments in Texas. The subsequent gap resulting from unmet needs, based on case specific data from juvenile referred to departments in calendar year 2000, the study results identified the most prevalent needs of juvenile offenders. Their findings of the most prevalent needs of

juvenile justice youth have been grouped into three social domains below: school, family, and individual.

**Within the school domain**

- school attendance (43%)
- education status (attending alternative school or drop out; 33%)
- academic difficulties (low achievement, below appropriate grade level, academic skills deficiencies; 22%)
- school behavior (21%)

**Within the family domain**

- parental supervision (47%)
- family relationships (32%)
- parental/family problems (24%)

**Within the individual domain**

- disposition/self-image (22%)
- substance abuse (31%)

Their research findings also indicated a substantial gap between needs and services received, where roughly **40%** of juveniles with high mental health needs did not receive any treatment services and **67%** of referrals with high substance abuse need did not receive any treatment from juvenile probation. In study conducted by

In the Journal of Correctional Education, Watson (September, 2004) notes that substance abuse is one of the most common problems in the juvenile justice system, with prevalence estimates as high as 67 percent (Dembo et al., 1993) and that surveys of juvenile probation departments identified substance abuse intervention services as among the most critical expansion needs (National Council of juvenile justice, 1999). In the TJPC Annual

Resource Survey juvenile probation departments reported that they provided for substance abuse services to 18,998 probationers in calendar year 2007 (Arrigona, 2008). Although total referrals to local juvenile probation departments have decreased since 2000, referrals for drug, violent and violation of court order offenses have increased. Referrals for misdemeanor and felony drug offenses increased 7% between calendar years 2000 and 2007.

Perhaps one of the most difficult aspects of juvenile justice planning and management pertains to planning, developing, and operating facilities which are designed in structure, location and staffing, to serve juvenile offender populations with a variety of special needs and comply with modern standards related to PREA and individuals with disabilities.

There were 52,225 placements made in the 58 pre-adjudication secure residential (detention) and six short-term detention (i.e., holdover) facilities during 2006. On average, 1,748 youth were securely detained each day of the year. Youth were detained for an average of 12.2 days. Twenty-two percent of all juveniles securely detained were released in less than one day while 40% were detained for more than ten days. A total of 10,945 out-of-home residential placements were made during calendar year 2006. The placements were made in both secure and non-secure residential facilities (this does not include secure pre-adjudication (detention) or holdover facility placements). The average daily population of juveniles in residential placement was 3,106, with the average cost of placement approximately \$94.61. In the most recent study of juvenile detention overcrowding by the Research and Statistics Division of Texas Juvenile Probation Commission, the findings from calendar year 2005 revealed facilities were overcrowded on average 38 days for all facilities (including those never overcrowded within the reporting period). In addition, the average increased to 67 days of

overcrowding for those facilities that had experienced at least one day of overcrowding during the same reporting period.

In a recent study conducted by the research staff of TJPC titled .“Overview of the Special Needs Diversionary Program for Mentally Ill Juvenile Offenders, FY 2007” (Posey, 2008), the gap the between juvenile probationers who need mental health services and those of that population who actually receive needed services was identified. The table below depicts the service gap for those youth for FY2001-FY2006.

**Table 1: Prevalence of Mentally Ill Juvenile Offenders Under Supervision and the Gap in Services, FY 2001-2006**

	<b>Percent Estimated to be Mentally Ill</b>	<b>Percent Mentally Ill Receiving MH Services</b>	<b>Percent Mentally Ill <u>Not</u> Receiving MH Services</b>
FY 2001	24.6%	30.7%	69.3%
FY 2002	25.7%	35.2%	64.8%
FY 2003	26.1%	36.7%	63.3%
FY 2004	26.5%	32.8%	67.2%
FY 2005	26.7%	33.4%	66.6%
FY 2006	26.3%	40.5%	59.5%



---

## 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 or older 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.

In calendar year 2006, 73% of all referrals were male. The proportion of female offenders has gradually increased over the years – 24% one decade ago to 27% in 2006. Referrals to juvenile probation departments have steadily decreased, from 113,146 in calendar year 2000 to 103,861 in calendar year 2006. Between 2000 and 2006 felony referrals increased slightly from 23,161 in 2000 to 23,341 in 2006, violent felony referrals increased from 6,346 in 2000 to 6,785 in 2006 and drug referrals increased from 11,502 referrals in 2000 to 12,317 referrals in 2006.

Females comprised a larger percentage of the less severe offenses. Females committed 24% of all delinquent offenses and 43% of all CINS offenses in 2006.

While Anglo youth make up nearly half (41%) of the juvenile age population, they accounted for only 29% of the referrals. Hispanic juveniles were the largest group in both the juvenile age population (42%) and in the juvenile referral population (45%) in 2006. African American youth accounted for 13% of the juvenile age population and 26% of juveniles referred.

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

More than eight out of ten juveniles referred were attending regular school or were home schooled at the time of referral. The remaining juveniles were in alternative education programs, had been suspended or expelled or had dropped out of school.

A report published by Texas Juvenile Probation Commission titled [Mental Health and Juvenile Justice in Texas](#) (February 2003) references a prevalence study sponsored by The Center For The Promotion Of Mental Health In Juvenile Justice at Columbia University. The study was conducted researchers Gail Wasserman, Ph.D. (Director), Larkin S. McReynolds MPH (Senior Data Analyst) and Laura M. Katz MPH (Data Analyst). Findings in that 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. 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.

**STATISTICS IN EXTERNAL ENVIRONMENT**

**Population Projections and Characteristics**

The Legislative Budget Board’s statistical projections for the juvenile justice system were published in June 2008. In that report, “Adult and Juvenile Correctional Population Projections”, the juvenile probation supervision population is project to moderately increase from FY2009 through FY2013.

**Projected Average Daily Populations\***

Year	ADP Pre -Disposition	ADP Deferred	ADP Probation
2009	7,656	10,455	23,335
2010	7,873	10,573	23,342
2011	8,096	10,693	23,350
2012	8,325	10,814	23,357
2013	8,560	10,936	23,365

The Legislative Budget Board projected, in June of 2008, that in the next five years the end-of-year population projections for TYC are projected gradually increase from 2,589 in FY2009 to 3,073 in FY2013:

Fiscal Year	End of Year Population for TYC
2009	2,589
2010	2,849
2011	2,960
2012	3,096
2013	3,073

## 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. Additionally, TJPC has deployed the Compliance Monitoring, and Enforcement and 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 2006, the CASEWORKER system had been installed in 159 Texas juvenile probation departments (250 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 continues to improve CASEWORKER with added functionality and support.

### 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, submitting certification applications of juvenile probation and detention officers, as well as functions associated with the agency's compliance monitoring process.

### TEXAS JUVENILE CASE MANAGEMENT SYSTEM (JCMS)

---

The JCMS Project is a partnership between the Conference of Urban Counties (CUC), three funding counties (Bexar, Dallas, & Tarrant) and the Texas Juvenile Probation Commission. All participating entities (CUC, TJPC, Bexar County, Dallas County and Tarrant County) are working together to design, develop and implement the JCMS. The JCMS Project is a comprehensive juvenile justice information and case management system that will provide for the common data collection, reporting and management needs of Texas juvenile probation departments as well as the flexibility to accommodate individualized requirements. JCMS is a unique partnership that seeks to maximize technology development and to leverage resources of the state and counties through the development partnership and sharing of costs.



## External/Internal Assessment Section Six

# ECONOMIC VARIABLES

### TEXAS AND THE U.S. ECONOMIC AND POPULATION FORECAST FISCAL YEARS 2009-13 FALL 2007 FORECAST

CATEGORY	2004	2005	2006	2007	2008*	2009*	2010*	2011*	2012*	2013*
TEXAS										
Gross State Product (2000 dollars in billions)	\$798.0	\$827.1	\$858.1	\$888.8	\$917.5	\$943.8	\$976.0	\$1,007.7	\$1,039.8	\$1,070.3
Annual percentage change	4.0	3.7	3.7	3.6	3.2	2.9	3.4	3.2	3.2	2.9
Personal Income (current dollars in billions)	\$681.6	\$743.6	\$808.6	\$874.2	\$928.3	\$980.3	\$1,038.6	\$1,096.1	\$1,156.7	\$1,215.6
Annual percentage change	2.4	2.5	5.3	5.7	5.4	5.6	6.2	6.2	6.7	6.8
Nonfarm Employment (in thousands)	9,450.4	9,667.7	9,980.6	10,228.7	10,432.7	10,620.0	10,842.0	11,038.8	11,219.4	11,372.1
Annual percentage change	0.8	2.3	3.2	2.5	2.0	1.8	2.1	1.8	1.6	1.4
Unemployment Rate (percentage)	6.2	5.4	5.1	4.4	4.7	4.9	4.9	4.9	4.8	4.9
Texas Exports (in billions)	111.3	126.2	145.1	164.9	184.3	202.4	219.2	235.20	251.90	269.0
Resident Population (in thousands)	22,421.9	22,827.6	23,432.2	23,775.2	24,158.2	24,536.1	24,905.5	25,263.8	25,617.4	25,962.2
Annual percentage change	1.8	1.8	2.6	1.5	1.6	1.6	1.5	1.4	1.4	1.3
Resident Population 17 and under (in thousands)	6,007.3	6,040.6	6,068.7	6,094.1	6,107.0	6,117.5	6,127.1	6,137.1	6,150.2	6,165.5
Annual percentage change	0.5	0.6	0.5	0.4	0.2	0.2	0.2	0.2	0.2	0.2
Resident Population 65 and over (in thousands)	2,178.7	2,210.7	2,246.4	2,287.6	2,341.7	2,400.1	2,458.4	2,511.8	2,608.8	2,707.3
Annual percentage change	1.3	1.5	1.6	1.8	2.4	2.5	2.4	2.2	3.9	3.8

U.S. Gross Domestic Product (U.S. 2000 dollars in billions)	\$10,593.4	\$10,925.8	\$11,247.3	\$11,481.2	\$11,713.0	\$12,033.9	\$12,379.2	\$12,716.4	\$13,058.8	\$13,366.7
Annual percentage change	3.8	3.1	2.9	2.1	2.0	2.7	2.9	2.7	2.7	2.4
Consumer Price Index (1982-84=100)	187.4	193.5	200.6	205.3	210.0	213.5	217.6	221.6	225.5	229.5
Annual percentage change	2.3	3.3	3.7	2.3	2.3	1.6	1.9	1.8	1.8	1.8
Prime Interest Rate (percentage)	4.1	5.7	7.6	8.27.3	7.4	7.8	7.8 7.8	7.7		

\*Projected.

SOURCES: Texas Comptroller of Public Accounts; Texas State Data Center.

## External/Internal Assessment Section Seven

# IMPACT OF FEDERAL STATUTES AND REGULATIONS

### **The Federal Prison Rape Elimination Act (PREA)**

---

The federal Prison Rape Elimination Act (PREA) was passed in 2003 to combat the serious problem of prison assault and rape. The Act is applicable to juvenile justice programs and facilities. The PREA Commission is currently in the process of promulgating standards and guidelines for states regarding how to address this issue. Once effective, these standards will directly impact the Commission and local juvenile justice programs and facilities. The Commission is currently in the process of revising agency standards to reflect the principles of PREA.

### **Texas and the Adam Walsh Act**

---

The federal Sex Offender Registration and Notification Act is Title I of the Adam Walsh Child Protection and Public Safety Act of 2006, Public Law No. 248.109, ("the Adam Walsh Act"). The Adam Walsh Act is a comprehensive federal act that expands the national sex offender registry, mandates minimum time lengths for registration and strengthens criminal penalties for crimes against children. The stated purpose of the Act is to protect the public, in particular children, from violent sex offenders. Some of the provisions within the Act apply only to adult offenders; however, Section 111(8) specifically includes certain juvenile sex offenders. The U.S. Attorney General has the authority to apply the law retroactively.

John Walsh, father of murdered child Adam Walsh, host of America's Most Wanted and founder of the National Center for Missing and Exploited Children, campaigned to get the bill passed into law along with several other families of murdered children. The bill passed the Senate by a unanimous vote and was

signed by President George W. Bush in 2006. The law establishes a baseline federal standard with which states must be in substantial compliance by July 2009. The Department of Justice guidelines pertain to sex offender registration. Under the law, non-compliant state jurisdictions would face a 10% reduction in law enforcement grants. Juvenile sex offender treatment grants are authorized for states in compliance with the Act for FY 2007-2009. It has been reported, however, that justice assistance and law enforcement grants may be drastically cut, eliminated or revamped in the 2009 federal budget cycle. With this punitive funding tool in jeopardy, state legislatures are at an important crossroads. An online copy of the Adam Walsh Act may be downloaded from the Library of Congress' website at <http://thomas.loc.gov/>.

General Requirements. The Adam Walsh Act mandates the length of time offenders must register, as determined by a three tier system: 1) Tier I = 15 years; 2) Tier II = 25 years; and 3) Tier III = life. The Act also creates a national sex offender registry that must be easily accessible to the public and available on the Internet. Each jurisdiction must provide: 1) a physical description of the registrant; 2) the criminal offense; 3) the offender's criminal history including dates of arrests and convictions and correctional or release status; 4) a current photograph, fingerprints and palm prints; 5) a DNA sample; 6) a photocopy of a valid driver's license or identification card; and 7) any other information required by the Attorney General. Offenders must appear in person to update the information at time intervals determined by their tier level. States must set a maximum criminal penalty for failure to register that includes a maximum term of imprisonment for more than one year.

Impact of the Act on Juveniles. Juveniles are not impacted by the entire Act and all juveniles are not included. The act applies only juveniles who are 14

years or older at the time of the offense and who commit a sexual offense comparable to or more severe than an aggravated sexual abuse or an attempt or conspiracy to commit such offense under federal law. See 18 United States Code Section 2241. In Texas, aggravated sexual assault and sexual assault by force, threat or other means is comparable to the federal law of aggravated sexual abuse. Juveniles adjudicated for aggravated sexual assault would be classified as Tier III sex offenders and would be required to publicly register for life. Tier III juveniles may petition the court to no longer be required to register if they maintain a clean record for 25 years, successfully complete probation or parole and successfully complete an appropriate sex offender treatment program. Tier III juveniles would be required to appear in person to update their information every three months.

Legislative Efforts in Texas. Conforming legislation in Texas would require comprehensive amendments to Code of Criminal Procedure Chapter 62. These proposed changes would represent a shift in the current philosophy in Texas regarding registered juvenile sex offenders and would likely eliminate the discretion of the juvenile court to exempt, defer or allow non-public registration for these offenses. During the 2007 legislative session, Senator Florence Shapiro proposed Senate Bill 1740 to meet the requirements under the Adam Walsh Act, however, the bill did not pass.

As the compliance date draws near, the Texas Legislature, during the 81<sup>st</sup> Legislative Session, will examine needed amendments and implementation guidelines in order to come into compliance with the act. Throughout the

country, in turn, juvenile justice advocates will monitor the resolution of the constitutional court challenges to the act. For example, in Ohio, more than 1000 court challenges to the Adam Walsh Act have been filed alleging a range of constitutional violations. In Nevada, a district court judge recently held that a state law based on the Adam Walsh Act violated constitutional due process guarantees because it lacks a rational basis for extending to 14-year-olds but not to a child who may be younger yet more dangerous. The Nevada law was to take effect July 1, 2008.

Until conforming legislation has been enacted in Texas, juvenile sex offender registration provisions contained in Chapter 62 of the Code of Criminal Procedure remain in place and still allow juvenile courts the discretion to make the following decisions:

- a) Exempt all registration;
- b) Require full registration (including public access on the Internet);
- c) Require non-public registration accessible only to criminal justice agencies;
- d) Defer the decision to require registration until the juvenile completes court-ordered sex offender treatment; and
- e) Grant deregistration and unregistration relief.

Each state will have until July 2009 to come into compliance with the Adam Walsh Act, but at this time it is unknown which laws Texas will impose or how those laws will ultimately impact Texas children.

## External/Internal Assessment Section Eight

# OTHER LEGAL ISSUES

### IMPACT OF STATE STATUTORY CHANGES

- **HB 2884 by Representative Harold Dutton**, the omnibus juvenile justice bill, contains substantive improvements to the Juvenile Justice Code in addition to refinements to existing juvenile law and procedure. The amendments in HB 2884 reflect the changing needs of a juvenile justice system that has increased in size, sophistication and complexity since the major reforms of the 74<sup>th</sup> Legislature in 1995. The bill refines the Inter-County Transfer provisions in the Family Code, provides detailed procedure for the processing of restitution payments for local probation departments, gives TJPC subpoena power, requires juvenile judges to post on their website the number of TYC commitments and other child/offense data, strengthens current law to protect youth in residential settings, enhances public safety relative to juvenile offenders, and holds all juvenile justice agencies more accountable for providing quality services. The bill provides for juvenile justice reform in the following areas:
  - **Strengthening Current Law to Protect Youth in the Juvenile Justice System Placed in Residential Treatment and Correctional Facilities.**
    - Clarifies a residential placement of a child as a condition of juvenile probation must be into a facility licensed by a state governmental entity or exempted by law from licensure.
    - Adds the employees of the Texas Youth Commission and local juvenile probation departments (e.g., juvenile probation, detention, correctional and parole officers) to the list of those professionals who are prohibited from having sexual activity with persons under the jurisdiction of but not in the custody of their employing entity.
  - **Enhancing Public Safety Related to Juvenile Offenders**
    - Includes secure juvenile pre-adjudication detention and post-adjudication correctional facilities in the following Penal Code offenses committed by staff in these facilities. [Sections 39, 40, and 42]
      - *Permitting or Facilitating Escape (Penal Code Section 38.07)*
      - *Implements for Escape (Penal Code Section 38.09)*
      - *Contraband in Correctional Facility (Penal Code Section 38.114)*
    - Expands the Determinate Sentencing Act provisions to include the offense of criminal conspiracy to commit any of the enumerated determinate sentence offenses. (Texas Family Code Section 53.045) [Section 10]
    - Expands the Penal Code offense of Escape (Penal Code 38.06) to include escape by a juvenile from a secure juvenile pre-adjudication detention facility and escape from the lawful custody of a juvenile probation officer. [Section 38]
    - Includes all secure juvenile pre-adjudication detention and post-adjudication correctional facilities in the following Penal Code offense that may be committed by juvenile offenders [Section 41]:
      - Improper Contact with Victim (Penal Code 38.111)
      - Requires mental health facilities to seek juvenile court permission before releasing a juvenile who has committed a “3g” offense on furlough for more than 48 hours. [Section 15]

- **Strengthening the Ability of the Texas Juvenile Probation Commission to Investigate Allegations of Abuse, Neglect and Exploitation in Juvenile Justice Facilities and Programs**
  - Allows the Texas Juvenile Probation Commission to employ and commission investigators as peace officers for the purpose of investigating allegations of abuse, neglect, and exploitation in juvenile justice programs and facilities. [Section 1]
  - Clarifies the definitions of abuse, neglect and exploitation to reinforce that the Texas Juvenile Probation Commission has investigative authority in all juvenile justice programs and facilities. [Sections 29, 30]
  - Provides TJPC with a necessary investigative tool of subpoena power. It allows the commission board to issue a subpoena for the investigation of abuse, neglect, or exploitation, during fiscal and programmatic audits, and to discharge the agency's statutory duties and mandates. [Section 33]
- **Expanding Information Sharing Procedures between Juvenile Justice Agencies and Other Authorized Entities to Facilitate More Effective Assessment, Treatment and Rehabilitation of Juvenile Offenders**
  - Authorizes the Texas Juvenile Probation Commission, via an interagency agreement, to share information for research, audit and analytical purposes with TEA, TYC and TDCJ. [Sections 16, 18]
  - Clarifies that law enforcement records may be sent to regional and statewide repositories such as the JIS System in the Dallas region and the new statewide JCMS Project. [Section 17]
  - Expands the local justice information systems (JIS) to include prosecutors and court clerks. Recognizes the use of electronic filing of court documents with electronic signatures. [Sections 20, 21, 22, and 23]
- Provides statutory authorization for a statewide juvenile information and case management system. The JCMS project, a collaborative effort between the Conference of Urban Counties, Bexar County, Dallas County, Tarrant County and the Texas Juvenile Probation Commission, is a unique state/local partnership to create a state of the art technology system for use by Texas juvenile probation departments. By sharing design and development costs, the participating entities are leveraging state and local resources to create an innovative and effective technology solution which will facilitate information sharing by juvenile justice entities statewide. [Section 27]
- **Requiring the Urban Counties to Post Numbers of TYC Commitments on County Websites** [Section 26]
  - Applies to counties with a population of 600,000 or more:
  - Per 2000 Census, these 6 counties are Harris, Bexar, Travis, Dallas, Tarrant, and El Paso.
  - Juvenile court judge must post on the county's internet website the total number of TYC commitments including a description of the offense, the age range, race and gender of the child.
  - Posting required quarterly.
  - No posted information may identify the child.
- **Expanding the Infant Care and Parenting Programs at the Texas Youth Commission** [Section 32]
  - Expands the Texas Youth Commission's parenting program to include a parenting aftercare independent living component. The independent living component would apply to mothers who are at least age 18. The mother must obtain qualified day-care, enroll in all applicable federal and state assistance programs (Medicaid and WIC), apply for child support through the Office of the Attorney

General, obtain employment within 30 days, pass drug tests, have no roommates, have an assigned mentor, and develop an Individual Case Plan (ICP) that addresses contingencies (abandonment of the child or parole or independent living program violations).

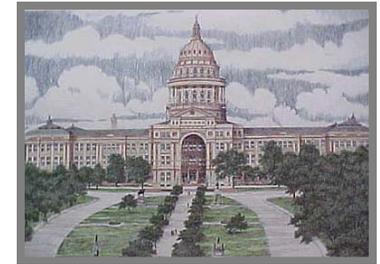
- **Making Refinements and Improvements to the Inter-County Transfer of Probation Supervision Procedures**
  - In 2005, HB 1575 (by Dutton) enacted a new and comprehensive procedure known as Inter-County Transfer of Probation Supervision to ensure probationers moving between counties were provided effective and continuing probation supervision.
  - HB 2884 makes several refinements to these procedures which were suggested by a collaborative working group of juvenile probation departments. [Sections 5, 6, and 7]
  - Requires Sending County and Receiving County to agree on start date of interim supervision which must begin within 3 days of when documents are received and accepted.
  - Requires Sending County to provide Receiving County with additional information about the child in a timely manner.
  - Counties in the same judicial district served by same juvenile probation department do not have to transfer cases between counties.
  - Clarifies the collection and distribution of victim restitution payments between Sending County and Receiving County.
  - Clarifies the transfer provisions for youth on determinate sentence probation.
- **Providing a Detailed Procedure for Juvenile Probation Departments to Handle Victim Restitution Payments** [Section 12]
  - After notification of receipt of restitution payments by the juvenile probation department, the victims have 5 years to claim the restitution payments.
  - Authorizes juvenile probation departments to expend unclaimed funds in the juvenile restitution fund for same purposes for which the county may spend state aid funds.
  - Probation department retains any interest earned on restitution account.
- **Providing a Number of Technical Amendments, Corrections and Clarifications and Substantive Changes to Current Law in a Variety of Areas**
  - Prohibits justice and municipal courts from ordering a child to attend the juvenile justice alternative education program (JJAEP). [Section 2]
  - Expands juvenile court jurisdiction in a motion to transfer determinate sentence probation to adult court for a juvenile age 18 or older who has fled the jurisdiction before a transfer hearing can be held if the motion for transfer has been timely filed prior to the juvenile becoming 18. Additionally, the prosecutor must demonstrate due diligence to complete the transfer proceeding prior to the probationer's 18th birthday for probation to be transferred. [Section 4]
  - Authorizes the use of digital recording mediums for magistrate's warnings. [Section 8]
  - Makes certain Code of Criminal Procedure rules applicable to juvenile proceedings as it relates to using a pseudonym by a victim, using unadjudicated conduct at disposition hearings, and the voluntary absence of a juvenile from a proceeding. [Section 9]

- Waives trial and appellate court fees for the State except in determinate sentence appeals. [Section 9]
- Explicitly authorizes detention of a juvenile post-disposition pending transport to a court-ordered placement, a Texas Youth Commission facility, or while accessing medical care purposes. [Section 11]
- Authorizes fingerprint cards to be attached to juvenile court adjudication orders for digital fingerprint imaging systems. [Section 11]
- Requires juvenile to elect jury in disposition hearing in writing prior to voir dire of jury panel. [Section 11]
- Authorizes the fingerprint records of non-custodial juvenile referrals to be forwarded to Department of Public Safety within 30 days instead of the 7 day requirement for custodial referrals. [Section 19]
- Recognizing the serious dangers of juvenile inhalant abuse, the bill elevates inhalant abuse to Level Two of Progressive Sanctions Guidelines to encourage higher level of intervention, programs and services. [Section 28]
- Clarifies that school districts must file a complaint for failure to attend school within 7 days of the child's 10th absence. [Note that HB 1161 extends the 7 days to 10 days] [Section 31]
- Amends the Jim Hogg County, Starr County and Duval County juvenile board statutes to clarify membership and duties. [Sections 34, 35, 36, 37]
- Repeals Human Resources Code Sections 61.049, 141.0432, 141.0433, and 141.0434 to delete unused sections in TYC and TJPC enabling legislation. [Section 44]
- **SB 103 by Senator Juan Hinojosa** requires TYC to:
  - Give credit for time spent in detention facilities to children with determinate sentences
  - Create an Independent Office of the Ombudsman and allows TYC to share confidential information with that office
  - Create a Special Prosecution Unit and Office of the Inspector General
  - Provide equal access to facilities, services and treatment for youth confined to the care and custody of TYC
  - Develop a plan for agency accreditation by the American Correctional Association
  - Enhance treatment programs for youth
  - Expand the role of Internal Audit to conduct audits of secure residential facilities
  - Create an agency mission statement
  - Hold public hearings on any issue under jurisdiction of the commission
  - Conduct an initial assessment and regular reassessment of each child committed
  - Assign a caseworker to a child committed to the commission
  - Evaluate youth who are 18 years of age to determine whether the youth is in need of additional services prior to the youth reaching his/her 19th birthday
  - Provide at least 300 hours of training, including on-the-job training, before juvenile correctional officers begin independent oversight of youth.
  - Maintain a ratio of not less than one juvenile correctional officer performing direct supervisory duties for every 12 youth committed to the facility
  - Rotate the assignment of each JCO at an interval determined by TYC

- Allow certain advocacy and support groups on campus to provide on-site information, support, and other services to the youth
  - Consider the proximity of the residence of the child's family in determining the appropriate institution in which to place the child
  - Establish a minimum length of stay (MLOS) for each child committed to the commission without a determinate sentence
  - Establish a permanent toll-free phone number for the sole purpose of receiving information concerning the abuse, neglect, or exploitation of youth in the custody of the commission
  - Establish a panel whose function is to review and determine whether the child who has completed his MLOS should be discharged, released under supervision, or remain in TYC custody.
  - Adopt a zero-tolerance policy concerning the detection, prevention, and punishment of the sexual abuse, including consensual sexual contact of children in the custody of the commission
  - Integrate the provision of medical care and behavioral health care in an integrated comprehensive delivery system
  - Develop a parent's bill of rights for distribution to the parent or guardian of a youth who is committed to TYC
  - Develop an extensive reentry and reintegration plan for each child
  - Operate as an at-will employer. Either the employee or the agency can terminate the employment relationship at any time, for any or no reason (other than an illegal reason) without contractual liability
- **HB 273 by Representative Vicki Truitt** allows the school districts to contract with the juvenile board to provide transportation to JJAEP students;
  - **HB 425 by Representative Jerry Madden** requires TEA to determine the instructional requirements for education services provided by a school

district in a pre-adjudication secure detention facility or a post-adjudication secure correctional facility and must address: length of school day; number of instruction days per year; and curriculum content. TEA must coordinate with TJPC and TYC ensure that students are able to maintain progress toward completing high school graduation requirements.

- **HB 914 by Representative Jerry Madden** establishes the Office of Inspector General (OIG) within TYC. Authorizes the OIG to employ and commission certified peace officers to serve as inspectors general to investigate fraud committed by TYC employees, including contracted parole officers, and crimes committed in TYC-operated facilities and contracted residential facilities.



- **HB 921 by Representative Dianne Delisi** requires the Department of Information Resources (DIR) and the Texas Health Policy Council to establish standards for secure electronic sharing of information among state agencies; provides initial focus of the interagency information sharing system on the continuity of care for youth being admitted to or discharged from TYC facilities.
- **HB 1111 by Representative Sylvester Turner** amends Sec. 61.0763, Human Resources Code, to require TYC to maintain records regarding research programs or studies to include the number of youth participating, the type of research or study in which each youth is participating, the name of the principal investigator conducting the research or study, and the entity sponsoring the research or study. TYC submits a quarterly report of this information to the Governor, the

Lieutenant Governor, the Speaker of the House of Representatives, and members of the Texas Legislature.

- **HB 1960 by Representative Solomon Ortiz, Jr.** includes the youth and youth's parents or guardian to the list of persons who can inspect or copy a youth's files. In cases involving multiple youth, the youth or youth's parent or guardian is authorized to have access to the record or file only after the names of other youth have been redacted.
- **HB 2291 by Representative Joe Farlas and sponsored in the Senate by Senator Carlos Uresti** established an offender-victim mediation program for juvenile offenders and a program to collect victim restitution from juvenile offenders.
- **HB 2532 by Representative Diane Patrick** authorizes the placement of a student into a DAEP or a JJAEP for the commission of any Title 5 felony offense, covers off-campus conduct of students, requires all registered sex offenders to be placed in either the DAEP or the JJAEP for at least one semester, where a student could remain until graduation.
- **HB 3092 by Representative Harvey Hilderbran** removed the school district accountability for serving students in pre- and post-adjudication facilities effective 2007-08 school year.
- **HB 3309 by Representative Valinda Bolton** allows victim advocacy and support groups to provide services in TYC facilities and requires TYC to adopt procedures and standards to ensure confidentiality between youth committed to TYC and advocates.
- **SB 230 by Senator Chris Harris** requires a juvenile probation or parole officer to notify the superintendent or his/her designee when a student transfers to a school other than the one he/she was enrolled in at the time of arrest, referral to juvenile court, conviction, or adjudication. The superintendent of a public school or principal must promptly notify teachers and staff that have regular contact with the student.

## External/Internal Assessment Section Nine

# SELF EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

### OPPORTUNITIES FOR IMPROVEMENT

---

It has been well documented that a myriad of forces, trends and conditions, both internal and external to the Commission, pose tremendous challenges to the agency in effectively and efficiently meeting its mission, mandates and expectations. Paradoxically, the same forces and trends provide tremendous opportunity for policy driven action and innovation in an era where the public and key stakeholders expect results and accountability. Within this context, the agency must aggressively pursue opportunities which assure children are not abused, exploited, or treated in a manner that is unacceptable. In addition, emerging public policy issues of special needs populations such as female offenders, offenders with mental impairments, sex offenders, special education students, chemically dependent/substance abusing offenders and truants will continue to require the utmost innovation, creativity, and focus to keep pace in a rapidly changing environment. The following key policy issues are replete with opportunities which, while challenging, are ripe with value-added policy gains.

#### **Leveraging Evidenced-Based Practices and Results-Driven Policies and Practices To Maximize System Efficiencies and Value-Added Deliverables.**

Child-serving agencies need to improve and enhance the design of programs and services in a manner which best meets client needs, risks, strengths, and capacities. Current statutory tools which may be employed by the agency to accomplish this objective, in collaboration with local juvenile probation jurisdictions, include standards development, standards compliance monitoring, juvenile probation workforce training, juvenile

probation workforce certification, technical assistance/consultation, research and development, and funding.

Improving the Public Image of Juvenile Justice Agencies. There has never been a greater opportunity to re-define and reclaim the most wholesome image of juvenile justice in Texas. Public trust must be improved with all key stakeholders: legislative, juvenile justice advocacy groups, local government, juvenile judges, juvenile prosecutors, law enforcement, public defenders, juvenile justice practitioners, the media and the general public. While this will be an arduous task, it is a necessary part of this democracy process.

**System Transformation and Redesign.** The socio-economic complexities which impinge on policy makers and agency managers are great. An inherent opportunity in the midst of such complexities is the continued responsibility and necessity to analytically question, refine and re-define the agency's mission, mandates, scope, functions, and responsibilities. In a complex environment such as in Texas, to not do is an invitation to irrelevance. Juvenile probation policy, programs, services and operations cannot afford to be out of step with this complex environment.

**Workforce Development.** One of the most critical features of a successful organization enterprise is the ability to successfully equip and empower its workforce. Even the most advanced and innovative management strategies are impotent if workers who have the most direct contact with clients are not adequately trained, managed and compensated. TJPC will continue to explore ways to a) enhance 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, and b) to "raise the bar" on the professional acumen of juvenile probation professionals. Solutions to staffing and human resource issues for the agency must also be addressed in the coming years. The Commission has historically maintained a relatively small number of staff with less than 3% of the agency's entire budget being devoted to administrative costs. As a result, the external demands and subsequent internal operations needs have grown much faster than increased staffing patterns. Not only is it important for Commission 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.

**Continued Integration of Innovative Technological Changes Into Business Processes.** Another area that requires the agency's innovative focus is in its continued utilization of existing and new technologies to maximize efficiencies in the agency internal operations and its' interface with customers and key stakeholders. The Commission's Management Information Division provides a variety of software programs at no cost to local juvenile probation departments to assist them with their daily operations in addition to providing custom software applications for the agency's internal use. This type of innovation must be supported and enhanced to solve the Rubik's cube inherent in development of systems accountability, research and data-mining, and multi-agency data sharing.

**Improved Decision-Making.** Perhaps the greatest utility of a well coordinated, well managed and well equipped juvenile probation system is the capacity to give key policy decision-makers the best possible opportunity to make the best possible decisions. TJPC has committed business process and policy apparatus to get critical policy information to

key policy makers in a timely fashion. Enhanced feedback from local communities, the general public, recipients of juvenile probation services and all components of local juvenile probation systems will provide decision-makers to make qualitative shifts in direction as issues and demands on the system change. This will result in improved responsiveness to local communities and to the needs of children who come before the purview of juvenile courts in Texas.

**Improving and Enhancing Cross-Agency Policies and Procedures.** It is no secret that an improvement in the integration and efficiencies of cross-agency policies and procedures is greatly needed. TJPC must continue to work with other agencies to decrease unnecessary and cumbersome bureaucratic processes so that children and their families can access services quicker, more reliably and at a reasonable cost to tax payers.

---

## **PERFORMANCE MEASURES AND EVALUATIONS/AUDITS**

---

In fiscal year 2007, four 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 ten of the key measures: Average Daily Population for Youth Supervised Under Deferred Prosecution, Average Daily Population for Prior to Court Proceedings, Average Daily Population for Youth Supervised Under Intensive Services Probation, Average Daily Population For Residential Placement , Number of Mandatory Students in Juvenile Justice Alternative Education Programs , Number of Mandatory Student Attendance Days, Average State Cost per Juvenile Referred, Cost Per Day Per Youth For Residential Placement, State Cost Per Training Hour, Rate of Successful Completion of Court-ordered Probation Cases, and Number of New Commitments to TYC.

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

- Average Daily Population for Youth Supervised Under Deferred Prosecution:

TJPC has been working with local departments to ensure that all supervisions be closed in a timely manner.

- Average Daily Population for Prior to Court Proceedings:

Departments are placing more juveniles under supervision prior to court proceedings than was projected.

- Average Daily Population for Youth Supervised Under Intensive Services Probation:

Violent felony referrals have been increasing, leading to an increase in more intensive supervision for juveniles.

- Average Daily Population For Residential Placement:

Available resources limit the number of juveniles that can be placed.

- Number of Mandatory Students in Juvenile Justice Alternative Education Programs:

Target reflects the yearly number of mandatory students to be served.

- Average State Cost per Juvenile Referred:

Calculated using total expenditures for state aid and community corrections strategies. Referrals have decreased slightly since last year.

- Cost Per Day Per Youth For Residential Placement:

The cost of placing a juvenile in residential facilities is increasing.

- State Cost Per Training Hour:

Calculation methodology changed to account for training hours provided rather than training hours receive. FY '07 expenditures include the cost of staff fringe benefits.

- Rate of Successful Completion of Court-ordered Probation Cases:

Limited resources for programming for chronic and serious youth impacts the completion rates for those under probation.

- Number of New Commitments to TYC:

In FY '06, TYC commitments were 2,738. Violent felony referrals increased in FY '07.

<b>Key Performance Targets for FY 2007</b>	<b>Targeted Performance</b>	<b>Actual Performance</b>	<b>Percent of Annual Performance Attained</b>
Rate of Successful Completion of Deferred Prosecution Cases	85.00%	81.00%	95.29%
Rate of Successful Completion of Court-ordered Probation Cases	87.00%	80.00%	91.95%
Average Daily Population of Youth Supervised under Court Ordered Probation	24,251	23,796	98.12%
Average Daily Population of Intensive Services Probation	3,298	3,602	109.22%
Average Daily Population of Residential Placement Program	3,567	3,148	88.25%
Cost per Day per Youth for Residential Placement Program	\$86.00	\$95.00	110.47%
Average State Cost per Juvenile Referred	\$788.08	\$894.75	113.54%
Cost per Day per Youth for Intensive Services Probation	\$15.00	\$14.66	97.73%
Number of New Commitments to TYC	1,300	2,327	179.00%

---

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

---

### **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

#### **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
- 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:**

*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.





## 2007-2011 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. Planning staff from TYC and TJPC collaborated on employment of a strategic planning workgroup format and with key staff of both agencies participating as subject matter experts as a result of their knowledge of and sensitivity to the external environment and internal environment of the juvenile justice system. Strategic planning elements addressed include political, economic, social, technical, and education factors which constitute the most robust internal strengths and weaknesses, and external opportunities and challenges of the state juvenile justice system. Key policy issues were identified by the workgroup and systemic level strategies were developed to manage these issues for the next two years.

An added feature to the agency's strategic planning process involves the development of a JJAEP Strategic Plan. Each of the 26 counties operating a mandatory JJAEP and were surveyed to determine their level of satisfaction within eleven key dimensions / policy areas relative to day-to-day operations. A thirty-one (31) item questionnaire was developed by a TJPC Strategic Planning Workgroup and administered via a web-based methodology.

The strategic planning workgroup from TJPC met to analyze information produced through the internal / external assessment and define the key policy issues affecting the mandates, mission, service levels, clients, financing, program / organizational structure, and management of JJAEPs in Texas. The following key policies issues were identified:

1. The supervision and management of the expulsions for serious and persistent misconduct under T.E.C Chapter 37.007(c).
2. Resource needs of JJAEPs.
3. Existing statutes, rules, and laws which need clarification and/or revision in order to enhance the provision of JJAEP.

Finally, a Juvenile Probation Blueprint Workgroup was organized to develop a "road map" to ensure that juvenile probation practitioners are prepared to respond effectively to changing circumstances, increase the effectiveness and efficiency of juvenile probation services, to design better system-wide decision-making and to improve communications with key stakeholders. Through the leadership of key chief juvenile probation officers and executive staff of Texas Juvenile Probation Commission, a panel of 25 subject matter experts convened in January of 2008 to consider these questions and answer the challenge posed to juvenile practitioners in Texas. The composition of the panel represented a balanced input between small, medium and large counties. The Panel members deliberated on the key policy questions facing the juvenile probation system in Texas, and revisited important questions related to mission, mandates, values, stakeholders, philosophy of the discipline, key strategic issues confronting the profession, and recommendation actions to move the profession from the present into the future and to convey the

most accurate policy issues to stakeholders in state government. A summary of their findings were that policy focus and united efforts from practitioners and key stakeholders must be directed to the following guiding principles:

1. Increased access to delinquency prevention services for youth and families most at risk of referred to the juvenile probation system
  - a. The impact of public education policy and practice on the juvenile justice system must be addressed
  - b. The impact of other child serving agencies on the juvenile justice system addressed
  - c. Family and community supports must be increased to better serve juvenile probationers and their families
2. Improved the availability of and access to Secure and Non-Secure Residential Capacity, Programs and Services (including aftercare) in order to maximize effectiveness and efficiency of the juvenile justice system
  - a. Increase placement bed availability, specialized placement programming, and residential services
  - b. Address the issue of limited services to families of children in placement, limited placement aftercare services and re-entry programs.
  - c. Increase flexibility of funding in order to develop comprehensive services to families and children placed
3. Improved use of statistical information, trends and research in our planning, and service delivery to fully prepare for statutory and programmatic demands of the future
  - a. The Changing Demographics of Texas must be accounted for in policy planning and program services development
4. Improved legal, statutory, and rulemaking scope and function of juvenile justice partners in order to maximize effectiveness and efficiency of the juvenile justice system.
  - a. Pursue policies and practices that will expedite juvenile court processes
  - b. The issue of Misdemeanant Commitments must be addressed
  - c. The Structure and Function of the Juvenile Justice System must be revisited
- b. Improvement is needed in the Management Information Systems of child serving agencies on the state and local level for better service integration and efficiency
- c. Data must be better utilized to refine the juvenile service delivery system

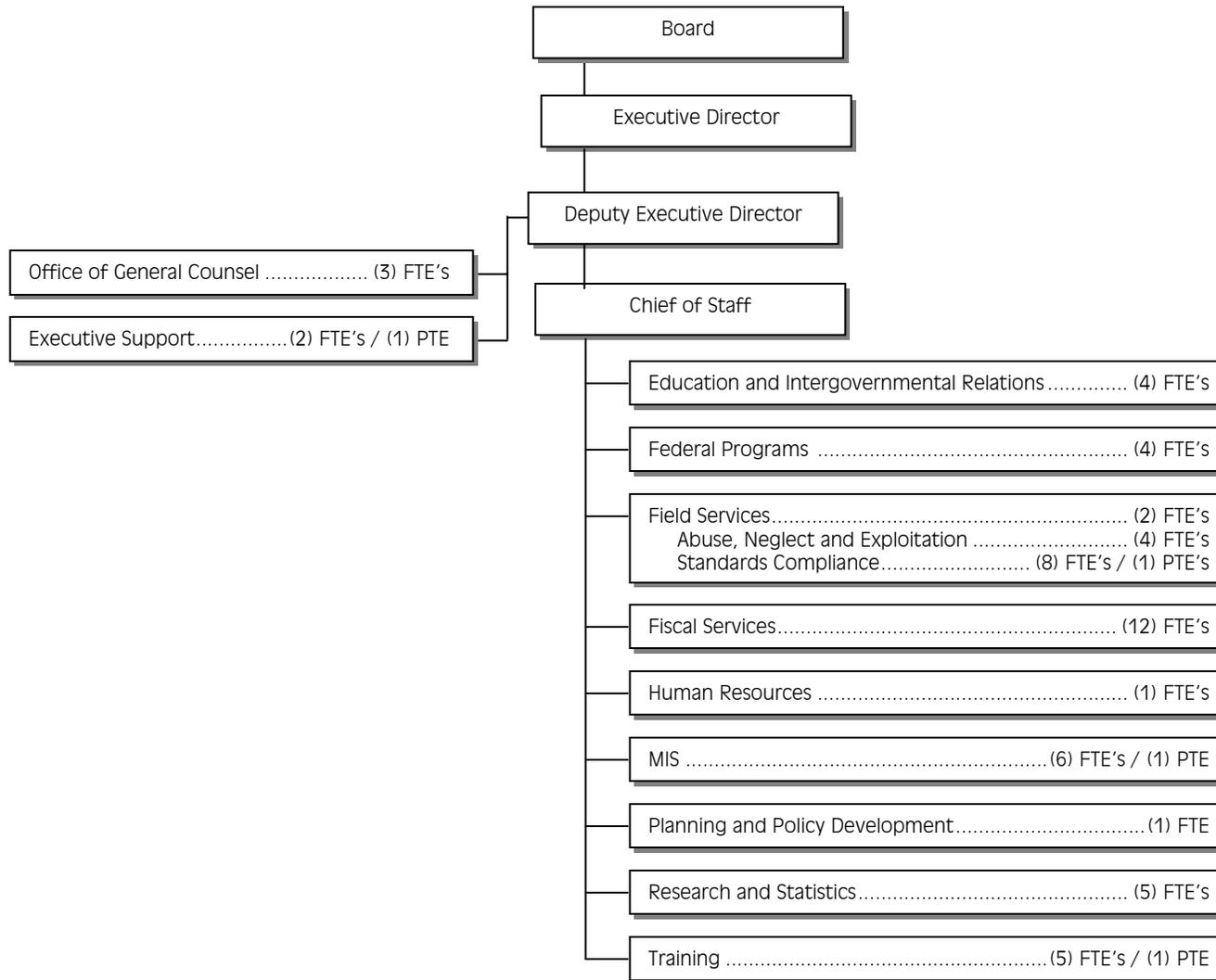
The Survey of Organizational Excellence (SOE) was administered to agency staff during the month of February 2008 by the University of Texas School Of Social Work. The Survey assists organizational leadership by providing information about work force issues that impact the quality of service ultimately delivered to all customers. The data provide information not only about employees' perceptions of the effectiveness of their own organization, but also about employees' satisfaction with their employer.

TJPC has traditionally utilized the SOE as a tool for leveraging independent analysis of agency operations. The survey provides critical analysis of internal operations and serves as a mechanism for development of management strategies designed to maximize effectiveness. The SOE was administered on-line to 64 of the TJPC employees. Of those surveyed, 47 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or "return rate" was 73% 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 73%, the TJPC response rate is considered high.



## 2009-2013 Strategic Plan Appendix B ORGANIZATIONAL CHART – 65 FTEs





## 2007-2011 Strategic Plan Appendix C

**FIVE-YEAR PROJECTIONS FOR OUTCOMES**

<i>Outcome Measure</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>	<i>FY 2012</i>	<i>FY 2013</i>
Rate of Successful Completion of Deferred Prosecution Cases	81%	81%	81%	81%	81%
One Year Re-Referral Rate	31%	32%	32%	34%	34%
Rate of Successful Completion of Court Ordered Probation Cases	84%	85%	85%	86%	86%
One-Year Adjudication Rate	22%	23%	25%	25%	26%
Rate of Successful Completion of ISP	69%	69%	68%	68%	68%
Number of Juveniles under Probation Supervision Committed to TYC	1,100	1,100	1,000	1,000	1,000



## 2007-2011 Strategic Plan Appendix D

# PERFORMANCE MEASURE DEFINITIONS

### OBJECTIVE 1.1

*OUTCOME: Rate of successful completion of deferred prosecution*

**SHORT DEFINITION:** Rate of successful completion is a measure of the number of juveniles terminating deferred prosecution supervision who complete the requirements of their supervision period without being adjudicated to probation, committed to the Texas Youth Commission, transferred to the adult system, absconded or terminated early.

**PURPOSE/IMPORTANCE:** This measure is intended to measure the success of juveniles on deferred prosecution.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision file 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 juveniles completing deferred prosecution by the total number of juveniles terminating deferred.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher than target.

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

**SHORT DEFINITION:** Rate of successful completion is a measure of the number of juveniles terminating court-ordered probation supervision who complete the requirements of their supervision period without being committed to the Texas Youth Commission, transferred to the adult system, absconded or terminated early.

**PURPOSE/IMPORTANCE:** This is intended to measure the success of adjudicated juveniles.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located in the supervision file 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 juveniles completing their probation supervision by the total number of probation terminations.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**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 disposed to probation supervision or deferred prosecution supervision were adjudicated within 365 days of that disposition.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure are located in the referral and supervision files of the TJPC extract database.

**METHOD OF CALCULATION:** Calculated by dividing the number of juveniles who were 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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**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 are located in the referral and supervision files 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 juveniles disposed to those supervisions. Calculated by utilizing prior year data to ensure complete year follow-up.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**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 was 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 youth receiving deferred prosecution 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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

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

**SHORT DEFINITION:** Average number of juveniles supervised per day under court ordered probation (have been adjudicated by a juvenile court and placed on probation).

**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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Average daily population under supervision*

**DEFINITION:** The daily average population of juveniles under deferred, adjudicated probation and supervisions prior to disposition during the reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information on the average number of juveniles under the supervision of local juvenile probation departments.

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

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

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher than target.

*OUTPUT: ADP: Youth supervised prior to disposition*

**DEFINITION:** The average number of juveniles supervised per day of the reporting period prior to disposition. This measure includes juveniles under conditional release and temporary pre-court monitoring.

**PURPOSE:** This measure is intended to indicate the average number of youth receiving supervision prior to 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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative

**NEW MEASURE:** Yes

*EFFICIENCY: Average state cost per referral*

**SHORT DEFINITION:** The average state expenditure in Basic Probation and Community Corrections funds per formal referral to a juvenile probation department during the period. A juvenile may be referred more than once in a reporting period.

**PURPOSE/IMPORTANCE:** Indicates the average state basic probation and community corrections expenditure for each formal referral to a juvenile probation department.

**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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments. Expenditure data used in the calculation includes expenditures for juveniles referred to juvenile probation departments during the period as well as expenditures for juveniles under supervision during the period.

**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. Total supervision population includes: deferred prosecution, court-ordered probation and youth supervised prior to disposition.

**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 gathered from the TJPC Financial Information System for the reporting period and divided by the total number of juvenile supervision days during the reporting period. Total expenditures for Basic Probation (Goal A) and Community Corrections (Goal B) will be used in the calculation. The daily cost will be determined by dividing the result by the number of days in the reporting period.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments. Expenditure data used in the calculation includes expenditures for juvenile justice services provided to juveniles not under supervision and for juveniles disposed to the Texas Youth Commission or certified as adults.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes

**DESIRED PERFORMANCE:** Lower than target.

*EXPLANATORY OR INPUT: Total number of referrals*

**SHORT DEFINITION:** Total number of juvenile formal referrals to a juvenile probation department for a felony, misdemeanor A and B offenses, violation of a court order, and conduct in need of supervision (CINS) offenses. A juvenile may be referred more than once in a reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information about the total number of referrals to juvenile probation departments statewide during the period

**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 formal referrals to a juvenile probation department for a delinquent offense. A juvenile may be referred more than once in a reporting period.

**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 calculating the number of referrals for felony, misdemeanor A and B and violation of a municipal court order offenses from the referral file of the TJPC extract database.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

*EXPLANATORY OR INPUT: Total number of felony referrals*

**SHORT DEFINITION:** Total number of formal referrals to a juvenile probation department for a felony offense. A juvenile may be referred more than once in a reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information on the number of referrals to juvenile probation departments for felony offenses.

**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 file screen of the TJPC extract database

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** No target attainment desired.

*EXPLANATORY OR INPUT: Total number of violent referrals*

**SHORT DEFINITION:** Total number of formal referrals to a juvenile probation department for a violent felony offense. A juvenile may be referred more than once in a reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information on the statewide number for violent felony referrals.

**SOURCE/COLLECTION OF DATA:** Data is maintained in the referral file 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 violent felony offenses.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** No target attainment desired.

## **OBJECTIVE 2.1.**

---

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

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

**PURPOSE/IMPORTANCE:** This measure is intended to Provide information about the proportion of juveniles who complete the objectives of their term on intensive supervision probation.

**SOURCE/COLLECTION OF DATA:** Data relating to this measure is located 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 dividing the number of juveniles completing their ISP term by all juveniles terminating ISP.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

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

**SHORT DEFINITION:** The number of juveniles on probation supervision during a one-year period that were committed to the Texas Youth Commission while under supervision.

**PURPOSE/IMPORTANCE:** Intends to measure the number of juveniles on probation whose sanctions progress to incarceration while on probation supervision.

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

**METHOD OF CALCULATION:** The number of youths who were committed to the Texas Youth Commission while under probation supervision during the reporting period.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Lower than target.

## **STRATEGY 2.1.1 – COMMUNITY CORRECTIONS**

---

*OUTPUT: Average daily population of residential placements*

**SHORT DEFINITION:** This measure represents the average number of youth per day residing outside of their homes as a result of juvenile department placement during the given time period. The measure includes placement in both secure and non-secure residential facilities.

**PURPOSE/IMPORTANCE:** To determine the average daily population of youth ordered into juvenile residential placement facilities during the time period.

**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 days in residential placement divided by the number of days in the reporting period. Placements made by entities other than the juvenile court or juvenile probation department are not included in the calculation of placement days (parental placements and foster care placements excluded).

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**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.

**PURPOSE/IMPORTANCE:** This measure is intended to indicate the number of youth receiving a more intensive than the regular level of 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 file of the TJPC extract database.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Cost per day per youth for residential placement*

**SHORT DEFINITION:** 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 multiplying the per day placement cost of the total number of placement days during the period and dividing by the number of days in the period..

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

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

**SHORT DEFINITION:** The average cost per day per juvenile in the ISP program.

**PURPOSE/IMPORTANCE:** Indicates the state average cost per day per child on intensive supervision probation.

**SOURCE/COLLECTION OF DATA:** Expenditures calculated from in the TJPC Quarterly Fiscal Reports, and total supervision days are collected in the TJPC extract database program file using information submitted by local juvenile probation departments on a monthly basis. Previous fiscal year data will be used for both expenditures and population served.

**METHOD OF CALCULATION:** The total number of days that each youth was on ISP during the previous year reporting period divided by previous year state expenditures as reported on the ISP quarterly report. Expenditure data for the period will be calculated by dividing total state expenditures in the prior year by four.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments and matched with expenditure data. Both expenditure and population data will be from the previous fiscal year.

**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 training hours provided*

**SHORT DEFINITION:** TJPC provides training to local juvenile probation and other professionals by events and sessions conducted or sponsored statewide. This measure counts the number of training hours provided by TJPC staff.

**PURPOSE/IMPORTANCE:** The purpose of this measure is to determine how many hours of training were provided by TJPC staff.

**SOURCE/COLLECTION OF DATA:** TJPC Training Calendar Registration System and the Training Registration Management System.

**METHOD OF CALCULATION:** Computed by calculating the number of hours for each training event for the reporting period. Includes both TJPC-sponsored events plus staff entries for individual training and guest speaking.

**DATA LIMITATIONS:** Accurate figures rely on an updated database.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of professionals trained*

**SHORT DEFINITION:** The total number of attendees at all TJPC conducted/sponsored events.

**PURPOSE/IMPORTANCE:** The purpose is to identify the number of professionals trained by TJPC staff.

**SOURCE/COLLECTION OF DATA:** Data is maintained in TJPC's Training Calendar Registration System and the Training Registration Management System.

**METHOD OF CALCULATION:** Compute the total number of people attending TJPC trainings.

**DATA LIMITATIONS:** Relies on an up-to-date database and staff entry of training data.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Total number of officers certified*

**SHORT DEFINITION:** The total number of juvenile probation professionals certified or whose certification is renewed by Texas Juvenile Probation Commission during the reporting period.

**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.

**SOURCE/COLLECTION OF DATA:** Data relating to probation and detention officer certifications and certification renewals is maintained on the TJPC Juvenile Justice Personnel Database.

**METHOD OF CALCULATION:** Computed by totaling the number of certification and re-certification applications approved during the reporting period.

**DATA LIMITATIONS:** None.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** Yes.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of hours of legal assistance.*

**SHORT DEFINITION:** The number of hours TJPC staff spend providing technical and legal assistance to local juvenile probation staff and the public during the reporting period.

**PURPOSE/IMPORTANCE:** This measure provides an indication of how much staff time is spent providing technical and legal assistance to the probation field and other requestors of information.

**SOURCE/COLLECTION OF DATA:** Data is collected in the TJPC Contact Activity Tracking System (CATS).

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

**DATA LIMITATIONS:** TJPC staff must enter data into the CATS system in a timely manner.

**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. All TJPC Divisions conducting audits, including Field Services, Education, Federal Programs, Research and Statistics, Fiscal and Behavioral Health Divisions record 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 using data from 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:** Number of juveniles placed by juvenile probation departments that are certified as eligible to receive Title IV-E foster care reimbursement in the reporting period.

**PURPOSE/IMPORTANCE:** To track the number of juveniles under juvenile probation supervision certified as eligible to have their foster care placement expenses reimbursed from Title IV-E funds.

**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:** Count the number of juveniles certified to receive Title IV-E reimbursement for foster care services during the reporting period.

**DATA LIMITATIONS:** Accurate number relies on an up-to-date database. Certification of eligibility is determined by the TDFPS and a time lag exists between the actual placement of the juvenile and the certification of the placement as IV-E eligible.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Total number of child abuse claims investigated*

**SHORT DEFINITION:** The number of child abuse allegation in TJPC registered detention and secure placement facilities or other programs and

facilities operated under the authority of the juvenile board investigated by the Abuse, Neglect and Exploitation Unit during the reporting period.

**PURPOSE/IMPORTANCE:** To identify how many reported allegations of child abuse in facilities and programs are investigated.

**SOURCE/COLLECTION OF DATA:** The TJPC Abuse, Neglect and Exploitation Unit maintains a confidential database of the information.

**METHOD OF CALCULATION:** Calculated by summing the total number of complaints investigated during the reporting period.

**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 TJPC cost per hour to provide training to local juvenile probation staff and others.

**PURPOSE/IMPORTANCE:** To monitor the agency's average cost per training hour.

**SOURCE/COLLECTION OF DATA:** Expenditure data is maintained in the TJPC Fiscal Division database. Training hours are maintained in the TJPC Training Calendar Registration system and the Training Registration management System.

**METHOD OF CALCULATION:** Expenditures for training includes all expenditures associated with the TJPC Training Division as well as salary related expenditures for other TJPC staff providing training.

**DATA LIMITATIONS:** Training costs of non-training division TJPC staff include only the salary related expenses. Training hours do not include preparation or travel time for non-training division staff.

**CALCULATION TYPE:** Non-cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Lower performance desired.

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

*OUTPUT: Mandatory student attendance days in JJAEP during the regular school year*

**SHORT DEFINITION:** The total number of mandatory student attendance days for juveniles who attend the Juvenile Justice Alternative Education Program during the regular school year during the reporting period.

**PURPOSE/IMPORTANCE:** This measure provides information on the number of mandatory student days that are funded by the state.

**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 determining the total number of mandatory student attendance days in the reporting period. Only mandatory JJAEPs are included in the calculation. Calculation does not include summer school.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*OUTPUT: Number of mandatory students entering JJAEPs*

**SHORT DEFINITION:** The total number of students entering a mandatory JJAEP as a result of mandatory expulsion under the Texas Education Code sections 37.007. A student may enter a JJAEP more than once in the reporting period.

**PURPOSE/IMPORTANCE:** This measures the total number of student entrances to a mandatory JJAEP as a result of mandatory expulsion under the Texas Education Code section 37.007.

**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 number of students expelled for a mandatory offense entering a JJAEP during the time period. Only mandatory JJAEPs are included in the calculation.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*EXPLANATORY: Number of discretionary students entering JJAEPs*

**SHORT DEFINITION:** This measures the total number of students entering a mandatory JJAEP as a result of discretionary expulsion by a school district

under Texas Education Code section 37.007. *A student may enter a JJAEP more than once in the reporting period.*

**PURPOSE/IMPORTANCE:** To measure the impact of discretionary students on the operation of JJAEPs.

**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 discretionary student entries.

**DATA LIMITATIONS:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.

*EXPLANATORY: Number of Non-expelled 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. These students are categorized by TJPC as “other” JJAEP admissions. A student may enter a mandatory JJAEP more than once in the reporting period.

**PURPOSE/IMPORTANCE:** This number of “other” students enrolled impacts the operation of the JJAEPs.

**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:** Data used in the calculation are submitted to the Commission from local juvenile probation departments.

**CALCULATION TYPE:** Cumulative.

**NEW MEASURE:** No.

**DESIRED PERFORMANCE:** Higher performance desired.



## 2009-2013 Strategic Plan Appendix D

# IMPLEMENTING THE TEXAS TRANSFORMATION: TJPC Information Resources Strategic Plan

The Management Information Systems division's (MIS) mission is to provide the necessary means to quickly and accurately respond to the agency's information requirements. The unit keeps abreast of the latest technologies and determines their relevance to the agency's information requirements.

MIS's current initiatives are to

- refresh aging technology, both the hardware infrastructure as well as the core software platforms;
- collaborate with other state and local government entities in the development of robust software applications benefitting the juvenile justice practitioner;
- expand and develop a more thorough suite of software tools for agency use in monitoring and evaluating local juvenile probation department's compliance with state standards; and
- enhance the security and integrity of the agency's information systems assets and data.

These initiatives will provide two major benefits: better align the agency with current business and state IT trends; and further the exchange of information between TJPC and other agencies, through standardized applications and information formats.

## Goals, Objectives and Strategies

---

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

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

Objective 1: Expand and improve the implementation and adoption of new technologies.

Strategy 1: Improve agency productivity and effectiveness through the adoption of the latest technologies, office automation tools and application development systems and/or techniques.

Action Item 1: Refresh agency information systems resources (servers, desktops, portables) to provide optimum and efficient performance.

Action Item 2: Refresh agency software platforms to leverage advances in technology and capability.

Strategy 2: Leverage and exploit various communications tools and technologies to increase the frequency and quality of agency communications, both internally and externally.

Action Item 3: Expand use of portable devices and wireless communications to increase the effectiveness of the agency's service delivery.

Action Item 4: Expand the use of the agency's e-mail system to include agency provided, standardized e-mail accounts for juvenile justice facility administrators to better insure the timely delivery of agency communications.

Strategy 3: Develop and implement a more time sensitive and cost effective delivery model for the agency's training services.

Action Item 5: Leverage the use of the internet and collaborative technologies to increase the availability of training curricula at a reduced cost for both the agency and the participant.

Strategy 4: Implement an efficient and cost effective payment handling service.

Action Item 6: Leverage the state's TexasOnline initiative to incorporate an efficient, cost-effective payment processing mechanism for the agency and its constituents.

Objective 2: Enhance and improve the state-provided case management system provided to local juvenile probation departments.

Strategy 5: Improve the reliability of the information gathered from the juvenile probation departments by the agency.

Action Item 7: Enhance the existing CaseWorker application to adhere to evolving state case management standards and reporting requirements.

Strategy 6: Collaborate in the development, adoption and deployment of a new juvenile case management system.

Action Item 8: Actively participate in the collaborative design, development and deployment of the Juvenile Case Management System (JCMS) for use across all segments of the juvenile justice practice.

Strategy 7: Increase the frequency and availability of routine and advanced training programs on the current and future agency developed case management systems to improve the proficiency level of juvenile justice practitioners.

Action Item 9: Provide increased opportunities for local probation department personnel to attend routine and advanced CaseWorker training.

Action Item 10: Provide opportunities for juvenile justice practitioners to attend routine and advanced training on the Juvenile Case Management System (JCMS).

Objective 3: Protect and secure agency technology assets and information.

Strategy 8: Leverage best practices and state security services offerings to create and assess the overall effectiveness of the agency's information security plan.

Action Item 11: Conduct an annual Controlled Penetration Test to validate the effectiveness of the agency's information security program.

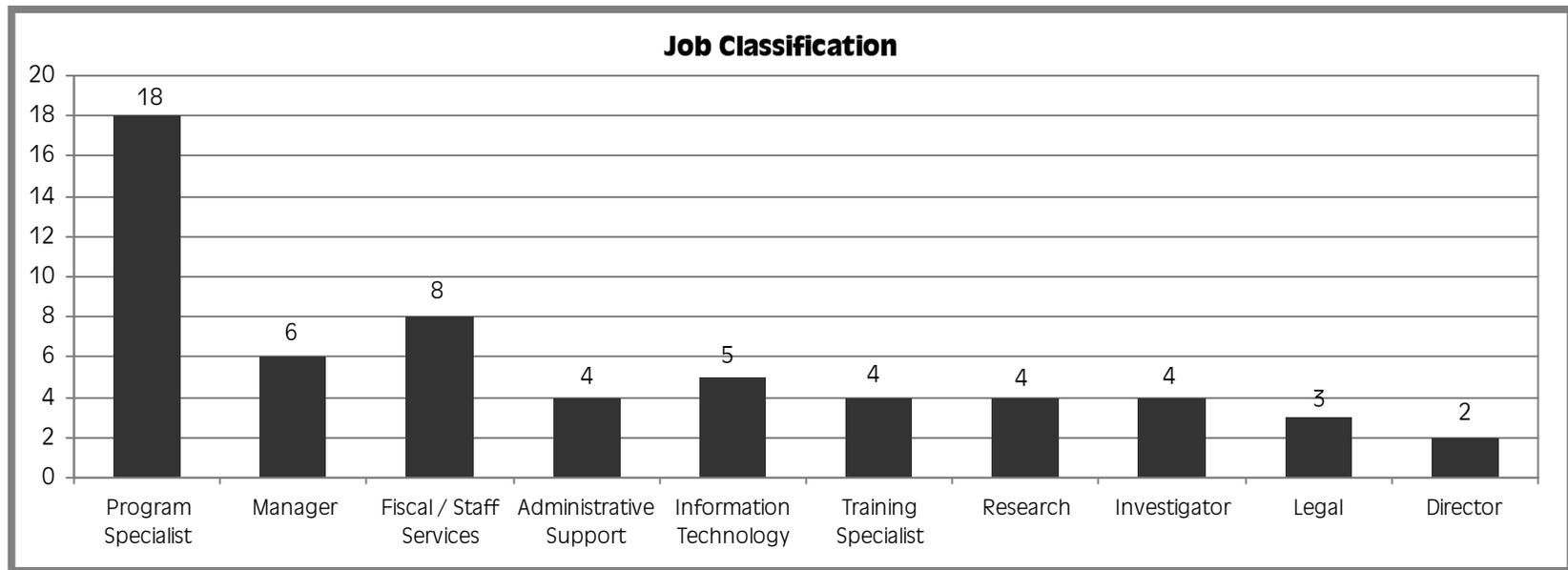
Action Item 12: Provide opportunities for the agency's MIS staff to attend routine and advanced security-related training programs to insure adherence to state mandated standards as well as industry best practices.

**2007-2011 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. Forty-six 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, 2006.



Based on the findings the agency's most recent workforce analysis survey, TJPC managers were asked to list the agency's job functions which will remain as the key functions for the agency during the next five years (2007-2011). Those functions listed were:

- Child abuse investigations and enforcement
- Auditing and monitoring of TJPC standards
- Coordination of juvenile probation system operations and policy development between state and local jurisdictions
- Research, Planning and Evaluation services
- Program development and oversight
- Technical assistance to juvenile probation professionals
- Training and certification of juvenile probation practitioners
- Legal services to juvenile probation professionals and associated professions
- Legislative services and policy development
- Public information and Education regarding juvenile justice
- Financial services (funding, grants management, auditing, fiscal monitoring, etc.)

However, new agency job functions are also emerging in response to new external demands being placed upon local juvenile boards, juvenile probation departments and subsequently Texas Juvenile Probation Commission. These emergent trends and external demands are overwhelming the capacity of juvenile probation systems. Those emergent demands which are placing the most external pressure on juvenile probation systems require the following new functions to be built into the agency's current capacity. Those new functions cited by TJPC managers are:

- Planning, program design, program evaluation, funding/resource development, and program monitoring of evidence-based programs and services which produce the best possible outcomes for mentally ill juvenile offenders, female offenders, and juvenile sex offenders.

- Monitoring and providing technical assistance/customer service for programs, services, and staff of juvenile placement facilities
- Technical assistance to local jurisdictions on the initial design of secure facilities.
- Training local jurisdictions on effective and efficient program management and service delivery, especially for juveniles in placement facilities.

The ultimate purpose of the agency's internal resources is to provide quality services to local jurisdictions, via the core agency functions, so that the intent of state accountability policies, Title 3 Family Code laws, TJPC rules, legislative performance measures, and expectations of the public, can be met. Additional resources are needed to accomplish this. Internal capacity currently needs to be increased in order to adequately respond to current demands made upon the agency. Agency key functions currently need additional resources. In addition, new emergent agency job functions also need new resources added. Managers were asked to indicate what job categories would be needed to provide adequate services through both key agency functions as well as new emerging agency functions. Those job categories were:

- Attorney (Legal Services Division)
- Abuse and Neglect Investigators)
- Trainers
- Systems Analyst (MIS)
- Accountant and Auditor (Fiscal Division)
- Program Monitors
- Programmers
- Database Administrators
- Administrative Assistants/Administrative Technicians
- Budget Analysts
- Research Specialists

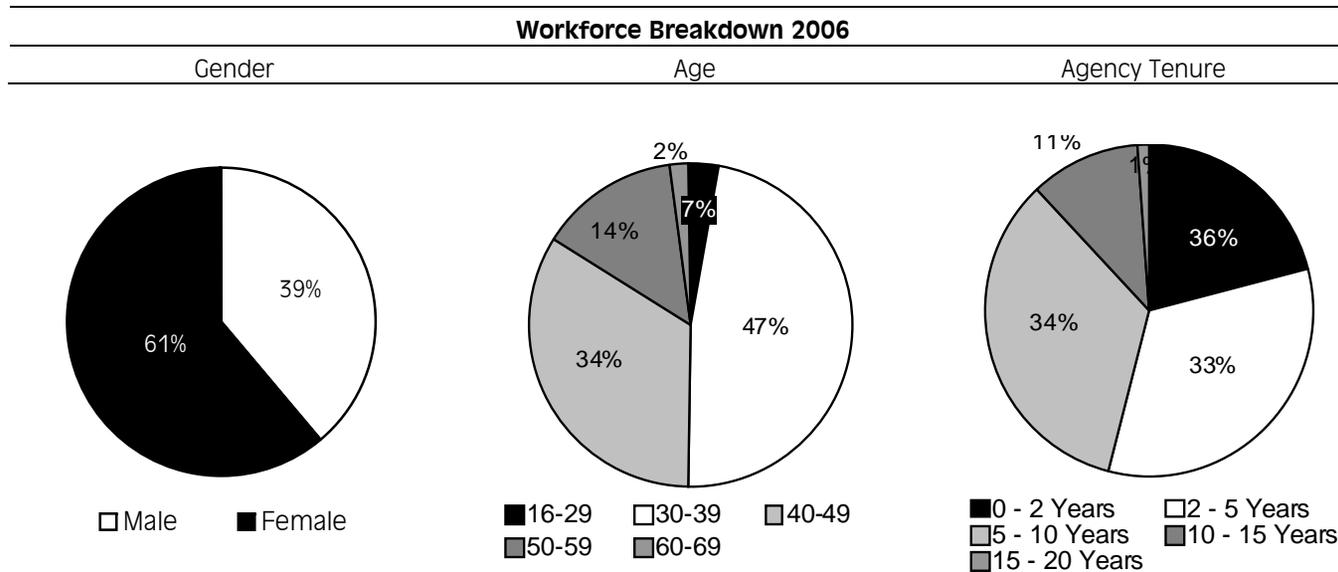
The agency's historical job functions alone will require additional resources in order to maintain current level of services to local jurisdictions. As noted in the external assessment section of this strategic plan, the current level of services is not sufficient for meeting the external demands and resource needs of local juvenile probation departments.

**B. Workforce Demographics**

Based on the State Auditor's Office Workforce Summary Document prepared by the State Classification Office, the following items are worth noting regarding the TJPC workforce :

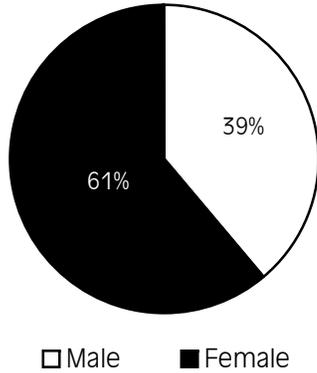
The following charts profile the agency's yearly workforce breakdown of gender, age group and agency tenure for the last planning cycles:

- The agency's turnover rate was lower than Article V and state average in FY 2004;
- Two individuals received retirement incentives totaling approximately \$33,267 through August 31,2004;
- Salary and benefit expenditures comprise approximately 3.0% of the agency's expenditures. The majority of the agency's expenditures are related to intergovernmental payments;
- The agency's FTE cap is 67 for FY2008-FY2009;
- Sixty-eight percent of the agency's workforce is paid within the first and second quartiles the salary ranges of Salary Schedules A and B;
- Fifty percent (50%) of the agency's workforce is under 40 years of age; and
- Over half (54%) of employees have less than 5 years of agency service.

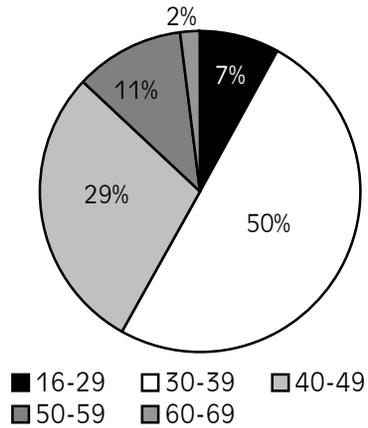


**Workforce Breakdown 2004**

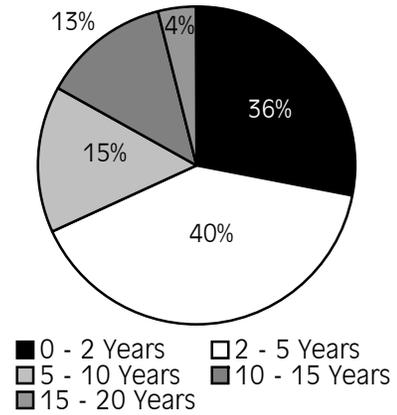
Gender



Age

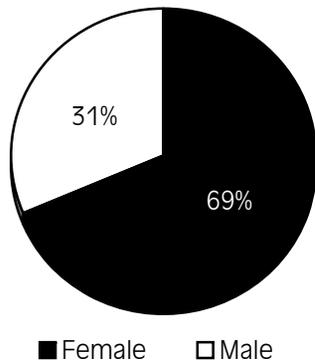


Agency Tenure

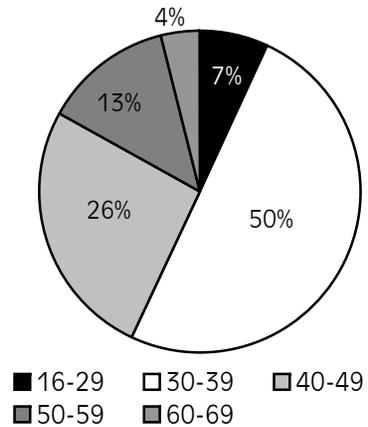


**Workforce Breakdown 2002**

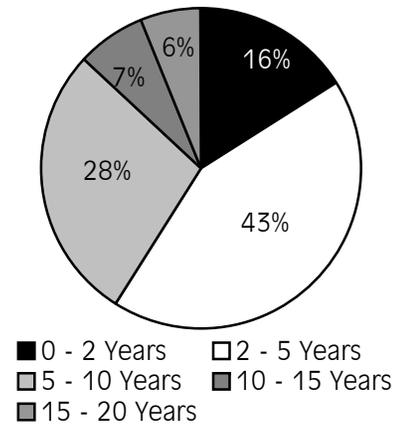
Gender



Age



Agency Tenure



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 2006.

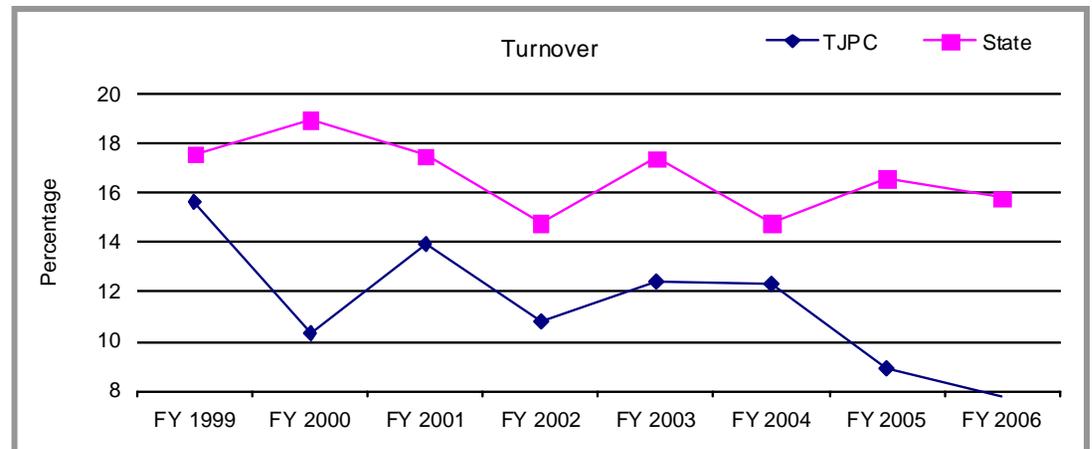
Job Category	# of TJPC employees in category	Code	African American TJPC <sup>1</sup>	Hispanic TJPC <sup>1</sup>	Female TJPC <sup>1</sup>
Official/Administrators	3	A	33.33	33.33	100.00
Professional	52	P	22.41	22.41	60.41
Administrative Support	2	C	100.00	0	100.00
Para-Professional	4	Q	40.00	40.00	100.00

<sup>1</sup> 2006 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 increase in 2003, followed by a slight increase in turnover in 2004. The increased turnover in 2004 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. Another Manager retired in FY 2005 and also returned to work as a return-to-work retiree. According to Employees Retirement System data one retirement is expected in 2006.No retirements are expected for the next two fiscal years.

**WORKFORCE GAP ANALYSIS**

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 18 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.

Managers of each division in the agency were asked to assess the skills and competencies 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 and competencies where development is needed 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 table below.

The largest gaps in job skills identified by TJPC managers were with the following skill sets:

Problem Solving Skills:

- Analysis

Information Management Skills:

- Database development, management, and integration
- Software proficiency
- Web development and maintenance
- Computer assisted tools

- Graphic design
- Electronic reporting

Technical Knowledge and Skills (may be unique to certain agency divisions)

- Agency policies, procedures and programs
- Local, state, and federal laws, rules and regulations
- Policy analysis and development
- Investigation practices and procedures
- Standards analysis and development
- Technical analysis
- Negotiation and facilitation
- Litigation skills
- Fiscal audit skills

Project Management skills

- Organizing
- Planning
- Managing multiple priorities
- Quality analysis and process improvement
- Coordination

Communication Skills

- Written composition and editing
- Public speaking and presentation

Management/Leadership Skills

- People skills
- Performance management
- Strategic planning
- Conducting training
- Mentoring
- Delegation

**Manager Competencies.** As noted in the tables, managers cited the importance of developing expertise in the areas of project management, strategic management, cross-disciplinary skills 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.

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 services to juvenile offenders who are mentally ill or in Juvenile Justice Alternative Programs. A shortage of employees and workforce skills is anticipated.



## 2009-2013 Strategic Plan Appendix F

# SURVEY OF ORGANIZATIONAL EXCELLENCE

The Texas Juvenile Probation Commission was one of more than 100 agencies participating in the 2007-2008 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 64 of the TJPC employees. Of those surveyed, 47 TJPC employees returned completed surveys back to SOE staff. Therefore the survey participation rate or "return rate" was 73% 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 73%, 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, quality (i.e. quality principles as part of agency day-to-day operations), external communication, adequacy of physical environment, and availability (i.e. availability of information critical to their job functions and productivity). Agency scores for 13 of the 20 constructs increased from the previous administration of the survey. The largest gains were made in the functional areas of Fair Pay (33 point increase), Team Effectiveness (23 point increase), Fairness (15 point increase), Diversity (14 point increase), and Supervisor Effectiveness (13 point increase).

<b>Survey Core Constructs</b>	<b>Statewide Benchmarks</b>	<b>Other agencies' Scores: Similar Size to TJPC</b>	<b>Other agencies' scores: Similar Mission to TJPC</b>	<b>TJPC</b>
<b>Work Group</b>				
Supervisor Effectiveness	344	347	328	368
Fairness	363	361	344	384
Team Effectiveness	344	346	326	371
Diversity	359	359	343	387
<b>Accommodations</b>				
Fair Pay	260	253	239	296
Adequacy of Physical Environment	380	378	363	403
Benefits	361	360	346	356
Employment Development	357	355	346	393
<b>General Organizational Features</b>				
Change Oriented	346	349	328	373
Goal Oriented	362	361	344	381
Holographic (Consistency)	362	361	339	381
Strategic Orientation	394	403	383	421
Quality	391	392	375	408
<b>Information</b>				
Internal Communication	335	338	315	365
Availability of Information	373	374	361	401
External Communication	378	384	365	407
<b>Personal</b>				
Time and Stress Management	366	367	349	393
Burnout	371	346	355	387
Empowerment	363	383	349	383
Job Satisfaction	369	373	351	392

## 2009-2013 Strategic Plan Appendix G

# Texas Juvenile Probation Commission and Texas Youth Commission Coordinated Strategic Plan Goals and Strategies Fiscal Years 2008-2009

## 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

---

1. Protect the public from the delinquent and criminal acts of juveniles who are under the jurisdiction of the local juvenile courts or TYC.
2. Rehabilitate youth to become productive and responsible citizens.
3. 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 who are under the jurisdiction of the local juvenile courts or TYC.**

### Strategies:

1. Both TYC and local juvenile probation departments will properly assess and reassess youth to ensure that their needs for treatment, education, and workforce services are met.
2. TYC and TJPC will research alternative resource initiatives, especially in the areas of gender-specific programming including mentoring for girls, and community-based mentoring programs.
3. TYC and TJPC will encourage participation of parents, child advocates and communities in the development of treatment strategies, reintegration strategies, and service delivery for youth.

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

Strategies

1. TYC and TJPC will explore opportunities for partnership with the Health and Human Services Commission to increase availability of services for youth with behavior disorders involved in the juvenile justice system.
2. TJPC and TYC will collaborate to leverage the capacity of private foundations, such as the John D. and Catherine T. MacArthur Foundation's Mental Health/Juvenile Justice Action Network grant award to improve the quantity and quality of services to special needs juvenile offenders and improve their functioning in the community.
3. TJPC and TYC will collaborate with external stakeholders to ensure each child's identified risks and needs are addressed through appropriate interventions, such as education, treatment, and appropriate staff training.

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

Strategies

1. TJPC and TYC will collaborate to sponsor at least one statewide conference designed to enhance the skill level of staff employed by local probation, facilities, parole, and state institutions.
2. TYC and TJPC will continue to inform through a variety of ways, juvenile judges, prosecutors and defense attorneys about available programs and treatment services provided for youth in Texas.