

# Texas Juvenile Probation Commission

# **STRATEGIC PLAN**

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## Fiscal Years 2011-2015

### **Texas Juvenile Probation Commission**

*Vicki Spriggs, Executive Director*

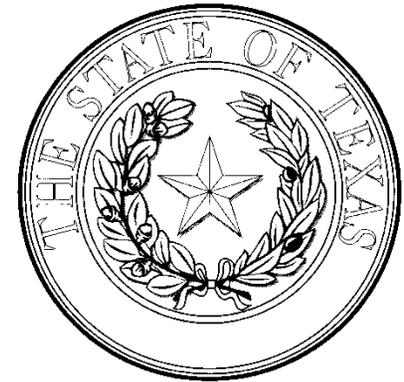
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June 2010

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

*-Hodding Carter, Jr., Journalist*





**Board Members**

The Honorable Ray West,  
Chair  
Brownwood  
1/13/2006 – 8/31/2011

The Honorable Jean Boyd  
Ft. Worth  
4/8/2008 – 8/31/2013

Will Conley  
Wimberley  
9/23/2009 – 8/31/2015

The Honorable Migdalia Lopez  
Brownsville  
9/23/2009 – 8/31/2015

Dr. Billy Wayne McClendon  
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4/08/2008 – 8/31/2013

Scott O'Grady  
Dallas  
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Robert Alton "Bob" Schults  
Houston  
4/08/2008 – 8/31/2013

Lea R. Wright  
Amarillo  
1/13/2006 – 8/31/2011

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**STRATEGIC PLAN**  
Fiscal Years 2011-2015



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**Submitted June 2010**

Signed:

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

Approved:

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

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## **MISSION OF TEXAS STATE GOVERNMENT**

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

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

## **PHILOSOPHY OF TEXAS STATE GOVERNMENT**

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

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



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

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

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

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

**State Priority Goal for Public Safety and Criminal Justice Agencies:** To protect Texans by 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**

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

**TEXAS JUVENILE PROBATION COMMISSION PHILOSOPHY**

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

*With respect to local juvenile justice practitioners,*

TJPC values:

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

*In terms of the state's children,* TJPC values:

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

*With respect to the public,* TJPC values:

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

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

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



## External/Internal Assessment Section One

# OVERVIEW OF AGENCY SCOPE AND 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, in 1997 by the 75<sup>th</sup> Legislature, and again in 2009 by the 81<sup>st</sup> 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 to the Texas Youth Commission 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 approximately 97% of the funding received from the Legislature while 3% of the funds are utilized for agency administration.



**Contract and Grant Management.** TJPC allocates about \$325 million biennially to local juvenile probation departments through multiple contracts and grants to each of 165 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 automated, web-based Compliance Monitoring, Enforcement and Tracking System (COMETS) to monitor contract and grant requirements. This automated program was developed by the agency to assure immediate feedback to monitored counties of the results of the monitoring visit.

**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 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, other related state agencies (i.e., Texas Education Agency, Texas Department of Family and Protective Services, Texas Youth Commission), 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, department programs, juvenile justice alternative education programs, standards relating to facility physical construction and standards relating to the operation of secure juvenile pre-adjudication detention and secure post-adjudication correctional facilities and non-secure correctional facilities operated by departments. The Commission is also statutorily required to monitor the programs and facilities provided by local juvenile probation departments.

**Certification of Juvenile Probation and Juvenile Supervision Officers.** The Texas Juvenile Probation Commission certifies juvenile probation and juvenile supervision officers to ensure these officers meet the minimum statutory requirements for education, work experience and specialized training. The Commission certified a total of 4,029 officers in fiscal year 2009. 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 supervision officer an applicant must be 21 years of age, have a high school diploma or its equivalent and receive the required specialized training. Once certified, all staff must be recertified every two years. To date there are

approximately 6,363 total juvenile probation and juvenile supervision officers certified.

**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 External Affairs and Policy Development 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. 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; and
- 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 and Section 51.126(d) of the Texas Family Code.

- The statewide registry functions as a database of information about each secure juvenile facility and each non-secure juvenile facility operated by a juvenile probation department in the state.
- 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 98% of probation departments in Texas to facilitate case management and statistical compilation of data.
- *Texas Juvenile Case Management System (JCMS).* The JCMS Project is a partnership between the Conference of Urban Counties, three funding counties (Bexar, Dallas, & Tarrant) and the Texas Juvenile Probation Commission. All participating entities 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.
- *Web-Enabled Applications.* The use of web-enabled applications has greatly improved the collection and management of information related to several agency-sponsored programs and activities. These include the Contact Activity Tracking System (CATS), Integrated

Certification Information System (ICIS), Juvenile Justice Alternative Education Program System (JJAEP), Juvenile Medicaid Tracker (JMT), Research and Analytical Testing System (RATS), Risk and Needs Assessment (RANA), Special Needs Diversionary Program (SNDP), and TJPC User Management System (TUMS). 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. At the beginning of FY 2011, the Commission also intends to deploy the Program Registry of juvenile justice programs used throughout the state.

- *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 seven investigators who conduct investigations in juvenile programs and facilities throughout the state and provide on-going training and technical assistance.

**HISTORICAL PERSPECTIVE**

Only 29 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  | 2010  |
|---|---|
| No juvenile probation services in 32 counties   | All 254 counties have juvenile probation services   |
| No juvenile boards in 107 counties  | All 254 counties have juvenile boards   |
| No state standards for juvenile probation   | Comprehensive probation, detention, pre- and post-adjudication, case management, child abuse and neglect investigations, juvenile justice alternative education program, and data collection standards in place |
| No professional certification for juvenile probation practitioners                              | TJPC requires that all Texas juvenile probation officers be certified as having earned necessary academic degrees and having completed 40 hours annually of approved continuing education                       |
| No systematic training of juvenile probation practitioners                                      | All probation and detention officers receive at least 40 hours of training each year  |
| No system of fiscal accountability for local use of state funds                                 | Each local probation department and county and private detention centers and post-adjudication centers undergo annual fiscal audit and/or standards compliance monitoring                                       |
| No intensive supervision programs for serious juvenile offenders                                | 102 departments offer intensive supervision programs for serious offenders  |
| 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                                   | 250 Texas counties are on state-wide automated CASEWORKER system  |
| Only 29 juvenile detention centers in Texas; 12,353 juveniles held in adult jails               | 98 juvenile facilities (50 pre-adjudication facilities, 45 post-adjudication facilities, 3 holdover facilities) in Texas; children prohibited from being held in adult jails                                    |

## External/Internal Assessment Section Two

# ORGANIZATIONAL ASPECTS

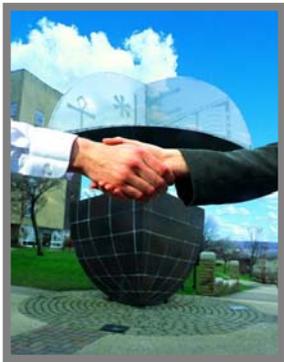
### SIZE AND COMPOSITION OF AGENCY STAFF

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The agency is authorized to employ 75 full-time employees for the FY2010-2011 biennium. A more detailed analysis of the agency's workforce is included in Appendix F of this plan, titled "TJPC Workforce Plan".

### LOCATION OF SERVICE POPULATIONS

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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 Mexican nationals who violate laws across the border from their country of residence.

### HUMAN RESOURCE STRENGTHS AND WEAKNESSES

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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 focus on maintaining the practice of quick, effective responses to local government and public requests;
- Efficient use of staff; the agency maintains a small workforce (75 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, diversity, 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 75 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 2009 Annual Financial Report include:

|                          |                    |
|--------------------------|--------------------|
| Furniture and Equipment  | \$107,413.98       |
| Accumulated Depreciation | (\$96,011.91)      |
| Vehicles                 | \$48,497.00        |
| Accumulated Depreciation | (\$26,008.60)      |
| <b>Total</b>             | <b>\$33,890.00</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

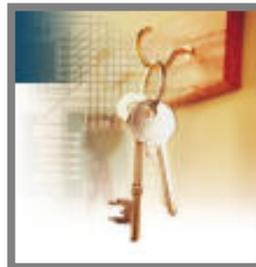
As part of its strategy for meeting Historically Underutilized Business (HUB) vendor goals, TJPC utilizes guidelines developed by the Texas Procurement and Support Services Division of the Texas Comptroller of Public Accounts. TJPC complies with the bidding process requirements by always including, when 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, was published by TJPC and distributed to all judges, probation officers, detention child care workers and made available to prosecution and defense attorneys, school administrators and law enforcement agencies. The TJPC Legal Division worked closely with Professor Dawson in the editing of this groundbreaking legal reference book and the agency published this landmark book for juvenile justice professionals. *Texas Juvenile Law* went on to become and remain the most widely used and cited legal reference authority for juvenile law in this state.

**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.

*Texas Juvenile Law*, 2nd Edition is published by 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*.

*Texas Juvenile Law*, 3rd Edition is published by TJPC.

**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*, 4th Edition is published by TJPC.

**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.

*Texas Juvenile Law*, 4th Edition Supplement is published by TJPC.

**1999:** TJPC adds four 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*, 5th Edition is published by TJPC.

**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) and provides statewide training to probation personnel on MAYSI-2 use.

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.

*Texas Juvenile Law*, 5th Edition 2001 Supplement is published by TJPC.

**2002:** TJPC began implementation of a comprehensive systemic *Agency Reengineering and Reorganization Plan* for the agency in September 2002. This was a multi-year plan that spanned two biennium's and was designed to improve the effectiveness and efficiency of TJPC internal and external operations. The key elements of the TJPC plan included:

- 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*, 6th Edition is published by TJPC.

**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 deployed. 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.

**2008:** Direct reporting system of abuse and neglect allegations piloted in March and implemented state-wide in November. Statewide outreach and education to facilities and juveniles accompanied the new system.

*Texas Juvenile Law*, 7th Edition is published by TJPC. After the death of Professor Robert O. Dawson in 2005, the TJPC Office of General Counsel assumed full writing and editorial duties for the 7th Edition of the most renowned legal reference book for juvenile justice practitioners in Texas. The agency General Counsel serves as Managing Editor and Staff Attorney, Christian Hubner, updated the treatise with the assistance of all agency staff attorneys. This agency publication remains the most widely referenced and cited

legal authority on Texas juvenile law and is used by juvenile justice practitioners, appellate courts, colleges and universities and numerous other entities and individuals associated with the practice of juvenile law.

**2009:** The 81st Texas Legislature provided funding for Community Corrections Diversion Programs. This funding provided approximately \$46 million for counties to provide programs, treatment and services to divert more youth from TYC.

The 81st Texas Legislature provided funding for the Juvenile Case Management System (JCMS). JCMS is a collaborative development effort of the Texas Conference of Urban Counties TechShare Program involving the Texas Juvenile Probation Commission, Bexar, Dallas and Tarrant counties to cooperatively design and build a system that will meet the needs of local juvenile probation departments statewide. By pooling staffing and financial resources, these partners are leveraging their resources to acquire a system that individually they could not afford to develop. JCMS will allow for state of the art web-based communication between local juvenile probation departments and TJPC, enhanced case management abilities, and real-time data collection.

**2010:** The Commission launches the Complaint Management and Tracking System (CMTS), a new secure online database designed to centralize the filing of general complaints involving juvenile justice facilities, programs and services in the State of Texas. Any person, including a parent, guardian, custodian or relative of a child being served by a juvenile probation department or a concerned citizen may now submit an online complaint by accessing CMTS via the Commission's

website. As required by law, the identity of the person reporting a complaint or other allegation is strictly confidential.

The TJPC Risk and Needs Assessment is piloted and implemented statewide. The Risk and Needs Assessment Instrument is designed to identify which juveniles are high, medium, and low risk to become chronic offenders. The needs portion of the instrument identifies which juveniles have high, medium, and low needs for services and supervision. The instrument also provides a case management section which provides recommended services for juveniles depending on the scores in the risk and needs sections.

*Texas Juvenile Law, 7th Edition 2010 Supplement* is published by TJPC.

## External/Internal Assessment Section Three

# FISCAL ASPECTS

The legislature approved a total TJPC biennial budget of \$362,590,086 for FY 2010-FY 2011. This represents an increase in general revenue of 21% over the previous biennium. However, due to changes in the Federal guidelines regarding Title IV-E, funds in probation assistance were reduced by 28%.

### BUDGET

| Items of Appropriation  | Appropriated FY 2010 | Appropriated FY 2011 |
|-------------------------|----------------------|----------------------|
| Basic Probation         | \$47,561,542         | \$47,561,542         |
| Community Corrections   | \$100,708,184        | \$97,708,184         |
| Probation Assistance    | \$21,904,996         | \$21,888,417         |
| JJAEP                   | \$11,476,023         | \$11,534,404         |
| Indirect Administration | \$1,123,397          | \$1,123,397          |
| Total                   | \$182,774,142        | \$179,815,944        |

| Method of Finance                | Appropriated FY 2010 | Appropriated FY 2011 |
|----------------------------------|----------------------|----------------------|
| General Revenue Fund             | \$150,743,963        | \$147,727,384        |
| Federal Funds                    | \$19,209,156         | \$19,209,156         |
| Appropriated Receipts            | \$1,345,000          | \$1,345,000          |
| Interagency Contracts - Transfer |                      |                      |
| Foundation School Fund No. 193   | \$11,476,023         | \$11,534,404         |
| Subtotal, Other Funds            | \$12,821,023         | \$12,879,404         |
| Total                            | \$182,774,142        | \$179,815,944        |

## TJPC APPROPRIATIONS

The amount biennially appropriated by the Legislature to TJPC increased 34.3 million dollars. Most of the additional funds were used to ensure that all counties were able to have Community Corrections Diversion Programs, while a small portion went towards the Juvenile Case Management System (JCMS), the Peavy Switch Mental Health Residential Treatment facility, and additional FTE's to monitor diversion programs. While total appropriations to the agency increased, funds for Probation Assistance declined \$17 million (28%) from the previous biennium. This sharp decline was due to a change in federal guidelines regarding the ability to draw Title IV-E funds.

## PER CAPITA IMPACT

These appropriations provide \$3.97 daily for each of the estimated 125,000 children that will be referred to the juvenile justice system during the 2010 – 2011 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 providing rehabilitation and treatment to juvenile offenders. Funds used for placements may not exceed the Commission's Tier Level of Care Rates.

**7. 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.

**8. Local Post-adjudication Facilities.** Out of the funds appropriated above in Strategy B.1.3, Local Post-Adjudication Facilities, the amount of \$4,147,038 in fiscal year 2010 and \$4,147,038 in fiscal year 2011 in General Revenue Funds 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.

**9. Juvenile Justice Alternative Education Programs (JJAEP).** Out of the funds transferred to the Juvenile Probation Commission pursuant to Texas Education Agency (TEA) Rider 33 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 2010 shall be appropriated to fiscal year 2011 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 33. 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 2011 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.

**10. 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.

**11. 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.

**12. 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, 2010. 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. student passage rates on the Texas Assessment of Knowledge and Skills (TAKS) in the areas of reading and math for students enrolled in the JJAEP for a period of 90 days or longer;
- 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.

**13. Training.** From funds appropriated above in Strategy C.1.1, Probation Assistance, the Juvenile Probation Commission shall provide training to local juvenile justice practitioners and related professionals including local Juvenile Judges to maximize the appropriate placement of juveniles according to the progressive sanction guidelines.

**14. Unexpended Balances - Hold Harmless Provision.** Any unexpended balances as of August 31, 2010, 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 2011 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.

**15. 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 2010 and fiscal year 2011 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 2010 and \$650,000 in fiscal year 2011 shall

lapse to the General Revenue Fund. Any Community Corrections refunds received in excess of \$500,000 in fiscal year 2010 and \$500,000 in fiscal year 2011 shall lapse to the General Revenue Fund.

**16. Reporting Requirements to the Legislative Budget Board (LBB).**

From funds appropriated above, the Juvenile Probation Commission (JPC) shall maintain a specific accountability system for tracking basic probation and community corrections funds targeted at making a positive impact on youth. JPC shall implement a monitoring system so that the use of funds appropriated in each strategy in Goals A and B can be specifically identified.

- a. The Juvenile Probation Commission shall report juvenile probation population data as requested by the Legislative Budget Board (LBB) on a monthly basis for the most recent month available. JPC shall report to the LBB 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.
- b. The agency shall produce on an annual basis, detailed monitoring, tracking, utilization, and effectiveness information on the above mentioned funds. This information shall include information on the impact of any new initiatives. Examples include, but are not limited to residential placements, community-based services for serious and chronic felons, and community-based services for misdemeanants no longer eligible for commitment to the Youth Commission. In addition to any other requests for information, the agency shall report the above information for the previous fiscal year to the LBB and the Governor's Office by December 1st of each year.

- c. Each report submitted to the LBB and the Governor pursuant to this provision must be accompanied by supporting documentation detailing the sources and methodologies utilized to assess program effectiveness and any other supporting material specified by the LBB.
- d. Each report submitted pursuant to this provision must contain a certification by the person submitting the report that the information provided is true and correct based upon information and belief together with supporting documentation.
- e. The Comptroller of Public Accounts shall not allow the expenditure of funds appropriated by this Act to the Juvenile Probation Commission if the LBB and the Governor certify to the Comptroller of Public Accounts that the Juvenile Probation Commission is not in compliance with this provision.

**17. Special Needs Diversionary Programs.** Out of the funds appropriated above in Strategy B.1.4, Special Needs Diversionary Programs, \$1,974,034 in fiscal year 2010 and \$1,974,034 in fiscal year 2011 in General Revenue Funds 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.

**18. Community Corrections Funding.** From funds appropriated above in Strategy B.1.1, Community Corrections Services, the Juvenile Probation Commission shall distribute at least \$4,366,500 in fiscal year 2010 and at least \$4,366,500 in fiscal year 2011 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, for serious and chronic felony offenders.

From funds appropriated above in Strategy B.1.1, Community Corrections Services, the Juvenile Probation Commission shall distribute at least \$6,901,835 in fiscal year 2010 and at least \$6,901,835 in fiscal year 2011 in General Revenue Funds to local juvenile probation departments for enhanced community-based services to misdemeanor offenders no longer eligible for Youth Commission commitment.

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.

**19. Sunset Contingency.** Funds appropriated above for fiscal year 2011 are made contingent on the continuation of the Juvenile Probation Commission by the Eighty-first Legislature. In the event that the agency is not continued, the funds appropriated in fiscal year 2010 or as much thereof as may be necessary are to be used to provide for the phase out of agency operations.

**20. Juvenile Justice Alternative Education Program (JJAEP) Disaster Compensation.** Out of funds appropriated above in Strategy D.1.1, the Commission may compensate a mandatory JJAEP for missed mandatory student attendance days in which disaster, flood, extreme weather condition, or other calamity has a significant effect on the program's attendance.

**21. Community Corrections Diversion Program.** Out of the funds appropriated above in Strategy B.1.1, Community Corrections Services, \$26,000,000 in General Revenue Funds in fiscal year 2010 and \$24,000,000 in General Revenue Funds in fiscal year 2011, may be expended only for the purposes of providing programs for the diversion of youth from the Youth Commission (TYC) and a juvenile justice information system at the Juvenile Probation Commission (JPC). The programs may include, but are not limited to, residential, community-based, family, and aftercare programs. The allocation of State funding for the program is not to exceed the rate of \$140 per juvenile per day. JPC shall maintain procedures to ensure that the State is refunded all unexpended and unencumbered balances of State funds at the end of each fiscal year.

Out of the funds appropriated above in Strategy B.1.1, Community Corrections Services, and previously identified in this rider, not more than \$3,889,600 in fiscal year 2010 and not more than \$389,600 in fiscal year 2011 in General Revenue Funds shall be used for the development and maintenance of a juvenile justice information system. These amounts include salaries and wages for an additional 4 full-time-equivalent positions included in the agency's bill pattern in each fiscal year for the maintenance of the juvenile justice information system. This system shall be designed to share juvenile data between juvenile probation departments, JPC, and TYC.

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, 2009. 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.

From funds appropriated above, JPC shall provide funding for mental health services through an interagency contract with the Texas Correctional Office

on Offenders with Medical or Mental Impairments (TCOOMMI). The juvenile probation departments participating in the diversion program shall report to JPC regarding the use of funds within thirty days after the end of each quarter. JPC shall report to the Legislative Budget Board regarding the use of the funds within thirty days after receipt of each county's quarterly report. Items to be included in the report include, but are not limited to, the amount of funds expended, the number of youth served by the program, the percent of youth successfully completing the program, the types of programming for which the funds were used, the types of services provided to youth served by the program, the average actual cost per youth participating in the program, the rates of recidivism of program participants, the number of youth who receive mental health services through TCOOMMI, the amount of funds provided to TCOOMMI for mental health services for youth, the number of youth committed to TYC, any consecutive length of time over six months a juvenile served by the diversion program resides in a secure corrections facility, and the number of juveniles transferred to criminal court under Family Code, §54.02.

If admissions to TYC during fiscal year 2010 exceed 1,783 and upon approval of the Legislative Budget Board, the Comptroller of Public Accounts shall transfer appropriations equal to \$51,100 for each commitment over 1,783 in fiscal year 2010 from JPC to TYC in fiscal year 2011.

JPC shall develop a mechanism for tracking youth served by the diversion program to determine the long-term success for diverting youth from TYC and the adult criminal justice system. A report on the program's results shall be submitted to the Legislative Budget Board by December 1 of each year.

**22. Juvenile Mental Health Facility.** From funds appropriated above, \$1,000,000 in General Revenue Funds in fiscal year 2010 shall be used for the operation of a juvenile mental health facility. Funds shall be used for

"make ready" maintenance of the facility; for hiring, training, and licensing of staff; and for one month of operations at the facility. This appropriation is contingent upon the Juvenile Probation Commission providing a detailed plan for the use of the funds and the approval of the plan by the Legislative Budget Board.

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

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**Survey of Chief Juvenile Probation Officers (CJPO).** 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 CJPOs as the most critical policy issues that they feel should be given TJPC's utmost attention:

**Multiplicity of grants with individual requirements makes it difficult to track funds and pool all needed resources to appropriately treat juveniles.** CJPOs are having difficulty treating juveniles with funds in their current form due to the varied restrictions on each grant. Chiefs traditionally pool all of the resources they have available to address the unique needs of each child. The current restrictions and lack of flexibility associated with numerous grants make that extremely challenging. Chiefs would prefer a single funding stream in order to make better use of the total funds available and better treat all of the needs of the juvenile, not just the limited needs they are allowed to treat with individual grants. In addition, CJPO's would prefer measuring outcomes from the entire juvenile system, such as all juveniles on probation, rather than measuring outcomes based on a particular funding source, such as the outcomes of juveniles

served by the Community Corrections Diversion Program. The latter measure does not portray an accurate picture of results since many times funding sources are pooled to address the complete needs of a child.

**Probation departments need more funding and access to mental health services.** CJPOs said they needed more funding for local mental health services as well as for mental health residential treatment beds. Access to these types of services has been a problem for several years. The chart on page 23 showing the percent of juveniles estimated to be mentally ill and the small percentage of these (just over one-third) actually receiving mental health services demonstrates this concern.

**Accountability standards and policies are causing financial and operations hardship on local government.** CJPOs are concerned with the ripple effect that current accountability measures have 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 the equalize 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.** CJPOs 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.**

CJPOs 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.

**Juvenile Referrals in Texas.** 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 juveniles 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%)

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).

**Risk and Needs Factors of Juveniles in the Texas Juvenile Justice**

**System.** Results from the TJPC Risk and Needs Assessment Instrument from June 1, 2009 – May 31, 2010 indicated that 25% of all juveniles assessed were frequent drug users. The Risk and Needs Assessment also demonstrated the following:

- 37% of juveniles had experienced a traumatic event in their life
- 29% were aggressive
- 37% were chronically truant
- 42% were failing two or more subjects in school
- 27% had siblings with a criminal history
- 38% had a parent or guardian with a criminal history

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 the Prison Rape Elimination Act and individuals with disabilities.

Over 44,000 placements were made in pre-adjudication secure detention and detention holdover facilities during FY 2009. On average, 1,687 youth were securely detained each day of the year. Youth were detained for an average of 13 days. A total of 8,158 out-of-home residential placements were made during 2009. The placements were made in both secure and non-secure residential facilities and do not include secure pre-adjudication (detention) or holdover facility placements. The average daily population of juveniles in residential placement was 2,806.

There is still a significant gap between juveniles under supervision who need mental health services and those of that population who actually receive needed services. The table below depicts the service gap for those youth for FY2001-FY2008.

**Table 1: Prevalence of Mentally Ill Juvenile Offenders Under Supervision and the Gap in Services FY 2001-2008**

|         | Percent Estimated to be Mentally Ill* | Percent Mentally Ill Receiving MH Services | Percent Mentally Ill <u>Not</u> Receiving MH Services |
|---------|---------------------------------------|--|---|
| 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%   |

|         | Percent Estimated to be Mentally Ill | Percent Mentally Ill Receiving MH Services | Percent Mentally Ill <u>Not</u> Receiving MH Services |
|---------|--------------------------------------|--|---|
| FY 2005 | 26.7%                                | 33.4%                                      | 66.6%   |
| FY 2006 | 26.3%                                | 40.5%                                      | 59.5%   |
| FY 2007 | 29.2%                                | 39.7%                                      | 60.3%   |
| FY 2008 | 33.2%                                | 37.4%                                      | 62.6%   |

A child is estimated to be mentally ill if they met one of the following conditions:

1. Had a registration date with MHMR prior to or within 91 days of starting supervision;
2. Started Special Needs Diversionary Program prior to or within 91 days of starting supervision;
3. Reported as having started a mental health program in the programs table (not including counseling) prior to or within 91 days of starting supervision;
4. Started a mental health placement prior to or within 91 days of starting supervision; and
5. Indicated Y under mental health needs in the monthly data extract sent to TJPC.

According to TJPC and TYC's Coordinated Strategic Plan for Fiscal Year 2010, before being referred to local probation a significant number of youth have been served in other programs or systems:

- 17% of local probation referrals had been served by child protective services,
- 46% had received Medicaid or CHIP, and

- 7% had received state mental health or substance abuse services in the same year they were referred to local probation.
- Of all youth on probation, 26% had been previously served by the public mental health system.

The TJPC and TYC Coordinated Strategic Plan for Fiscal Year 2010 indicated another important issue facing juvenile probation departments is the transition from placement back to the home. According to the report, transition supports are essential for youth returning from secure confinement or other residential treatment, especially for those with few or no family supports. The quality of transition planning and service provision can determine the success of many youth at this stage of the system. Programmatic pre-release stages must prepare youth for realistic obstacles they may confront as they transition back to the community. The report also stated that the public education system's readiness to accept juvenile justice youth is another important aspect of transition success. Educational environments should be receptive to youth who are making efforts to succeed in their transition.



## 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 fiscal year 2009, 72% of all referrals were male. Referrals to juvenile probation departments have steadily decreased, from 113,047 in fiscal year 2001 to 97,587 in fiscal year 2009, a decrease of 14%. Between 2005 and 2009 referrals for violent offenses, drug offenses, and violation of probation offenses all declined between 5% and 7%. Referrals for property offenses declined by just 1% during that time. Total referrals declined from 103,068 in FY 2005 to 97,587 in FY 2009, a decrease of 5%.

While Anglo youth comprise 39% of the juvenile age population, they accounted for 26% of referrals in 2009. Hispanic juveniles were the largest group in both the juvenile age population (44%) and in the juvenile referral population (48%) in 2009. 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 15 years of age. However, 16-year-old youths were referred to juvenile probation departments more frequently than any other age group.

The table below shows that the number of juveniles committed to TYC has declined by 40% in the last five years. The number of juveniles certified as an adult has increased 42% during that same time period.

**Juveniles Committed to TYC or Certified as an Adult  
FY 2005 - 2009**

|                  | <b>TYC</b> | <b>Certified</b> |
|------------------|------------|------------------|
| FY 2005          | 2,656      | 160              |
| FY 2006          | 2,860      | 229              |
| FY 2007          | 2,460      | 202              |
| FY 2008          | 1,693      | 245              |
| FY 2009          | 1,589      | 227              |
| Change '05 - '09 | -40%       | 42%              |

### STATISTICS IN EXTERNAL ENVIRONMENT

#### LBB Population Projections and Characteristics

The Legislative Budget Board's statistical projections for the juvenile justice system were presented in the report, "Adult and Juvenile Correctional Population Projections Fiscal Years 2009-2014." The latest report available was published in January 2009 and projected that the juvenile population under supervision would increase two percent from FY 2009 through FY 2014 while the TYC population would remain virtually the same (zero percent change) during that same time period.

**LBB Projected End of Month Yearly Average Supervision Populations, FY 2009 - 2014**

| Year | Adjudicated Probation | Deferred Prosecution | Supervision Prior To Disposition | Total Supervision |
|------|-----------------------|----------------------|----------------------------------|-------------------|
| 2009 | 22,880                | 11,757               | 7,601                            | 42,238            |
| 2010 | 23,619                | 11,823               | 7,654                            | 43,096            |
| 2011 | 23,406                | 11,801               | 7,721                            | 42,928            |
| 2012 | 23,481                | 11,896               | 7,635                            | 43,012            |
| 2013 | 23,541                | 11,813               | 7,713                            | 43,067            |
| 2014 | 23,431                | 11,852               | 7,763                            | 43,046            |

**LBB Projected End of Year Population for TYC, FY 2009 - 2014**

| Fiscal Year | End of Year Population |
|-------------|------------------------|
| 2009        | 2,563                  |
| 2010        | 2,560                  |
| 2011        | 2,544                  |
| 2012        | 2,527                  |
| 2013        | 2,523                  |
| 2014        | 2,559                  |

## **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**

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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 2010, the CASEWORKER system had been installed in 161 of the 165 Texas juvenile probation departments representing 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**

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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)**

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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. When fully implemented, JCMS will replace CASEWORKER.



## External/Internal Assessment Section Six

# ECONOMIC VARIABLES

### TEXAS AND THE U.S. ECONOMIC AND POPULATION FORECAST FISCAL YEARS 2008-15 WINTER 2009 FORECAST

| CATEGORY   | 2008     | 2009     | 2010*     | 2011*     | 2012*     | 2013*     | 2014*     | 2015*     |
|--|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>TEXAS</b>                                       |          |          |           |           |           |           |           |           |
| Gross State Product<br>(2000 dollars in billions)  | \$931.5  | \$948.4  | \$966.1   | \$1,002.9 | \$1,055.7 | \$1,100.1 | \$1,132.9 | \$1,168.4 |
| Annual percentage change                           | 4.2      | 1.8      | 1.9       | 3.8       | 5.3       | 4.2       | 3.0       | 3.1       |
| Personal Income<br>(current dollars in billions)   | \$931.2  | \$960.4  | \$1,000.4 | \$1,064.1 | \$1,138.3 | \$1,216.5 | \$1,293.6 | \$1,372.1 |
| Annual percentage change                           | 7.1      | 3.1      | 4.2       | 6.4       | 7.0       | 6.9       | 6.3       | 6.1       |
| Nonfarm Employment<br>(in thousands)               | 10,538.0 | 10,537.3 | 10,637.6  | 10,889.4  | 11,218.1  | 11,553.1  | 11,834.5  | 12,084.8  |
| Annual percentage change                           | 2.4      | <(0.1)   | 1.        | 2.4       | 3.0       | 3.0       | 2.4       | 2.1       |
| Unemployment Rate (percentage)                     | 4.4      | 6.6      | 6.7       | 6.5       | 6.1       | 5.9       | 5.7       | 5.4       |
| Texas Exports<br>(in billions)                     | \$189.9  | \$192.3  | \$190.5   | \$207.0   | \$228.9   | \$250.9   | \$271.8   | \$292.3   |
| Resident Population<br>(in thousands)              | 24,283.6 | 24,710.4 | 25,236.9  | 25,779.3  | 26,321.1  | 26,852.3  | 27,377.4  | 27,901.8  |
| Annual percentage change                           | 1.9      | 1.8      | 2.1       | 2.1       | 2.1       | 2.0       | 2.0       | 1.9       |
| Resident Population 17 and under<br>(in thousands) | 6,440.6  | 6,510.8  | 6,584.7   | 6,663.9   | 6,750.9   | 6,845.3   | 6,941.2   | 7,042.5   |
| Annual percentage change                           | 1.1      | 1.1      | 1.1       | 1.2       | 1.3       | 1.4       | 1.4       | 1.5       |
| Resident Population 65 and over<br>(in thousands)  | 2,381.5  | 2,448.6  | 2,516.7   | 2,581.2   | 2,690.5   | 2,803.9   | 2,913.8   | 3,035.2   |
| Annual percentage change                           | 2.7      | 2.8      | 2.8       | 2.6       | 4.2       | 4.2       | 3.9       | 4.2       |

|   |            |            |            |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|------------|------------|------------|
| U.S.  |            |            |            |            |            |            |            |            |
| Gross Domestic Product<br>(U.S. 2000 dollars in billions) | \$11,678.5 | \$11,571.2 | \$11,689.2 | \$12,022.9 | \$12,438.0 | \$12,834.6 | \$13,211.1 | \$13,621.7 |
| Annual percentage change                                  | 1.9        | (0.9)      | 1.0        | 2.9        | 3.5        | 3.2        | 2.9        | 3.1        |
| Consumer Price Index<br>(1982-84=100)                     |            |            |            |            |            |            |            |            |
|   | 214.4      | 213.7      | 217.0      | 223.7      | 229.3      | 234.7      | 240.2      | 244.9      |
| Annual percentage change                                  | 4.4        | (0.3)      | 1.5        | 3.1        | 2.5        | 2.4        | 2.3        | 2.0        |
| Prime Interest Rate (percentage)                          | 6.0        | 3.7        | 3.9        | 6.0        | 7.8        | 7.8        | 7.8        | 7.8        |

\*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 has been proactive with regards to the impact of PREA .

TJPC representatives attended a week long training in July of 2007 on "Addressing Sexual Abuse of Youth in Custody". The training was held at the Washington College of Law in Washington DC and it was sponsored by the National Institute of Corrections. TJPC representatives attended another week long training over "Investigating Allegations of Staff Sexual Misconduct with Offenders" which was also held at the Washington College of Law in Washington DC and sponsored by the National Institute of Corrections.

Three staff members were responsible for developing an action plan for the Commission that included conceptualizing, planning and coordinating a national conference. "Behind Closed Doors: Preventing, Responding to, Investigating and Prosecuting Sexual Abuse in Juvenile Justice Facilities" was held in Corpus Christi in December of 2008. There were over 200 attendees from 15 states present.

Because of the relationship developed with the PREA Commissioner and the Project Director, TJPC was one of three state agencies invited to participate in

a grant funded initiative on "Building Staff and Youth Capacity to Address Sexual Violence Against Youth in Custody". Three staff members of TJPC returned to Washington for the planning meeting in June of 2009.

The Commission used that initiative to work with The Washington College of Law Project on Addressing Prison Rape to develop the curricula specific to staff that work in juvenile correctional settings and facilities in the State of Texas. TJPC co-hosted a training conference in collaboration with the Project on Addressing Prison Rape May 3-6, 2010 in Austin specifically targeted for individuals who train juvenile correctional staff. This conference provided resources from the foremost experts nationwide to deliver effective training in addressing sexual violence against youth in custody.

The overall goals of the conference were to reduce sexual violence against youth in custody; increase reporting of sexual violence against youth in custody; increase and vary responses to youth sexuality in custody; increase appropriate responses to sexual violence against youth in custody; increase knowledge of adolescent development and sexuality among staff and youth; and improve sexual decision-making by youth.

PREA has had a significant impact on the development of the Texas Administrative Code Chapter 358 relating to standards on identifying, reporting and investigating abuse, neglect and exploitation, death, and serious incidents in departments, programs and facilities and there will be an impact caused by the enforcement of those standards. Prior to involvement in PREA, TJPC did not clearly define sexual abuse in standard. In addition, stringent time frames for reporting were developed to support the effective investigation of sexual

abuse. In addition, PREA heavily influenced the direct reporting mechanism that requires local jurisdictions to allow residents to call TJPC directly. One of the goals of the direct reporting mechanism is to increase reporting of sexual violence.

Another future impact is the continued development of the comprehensive training curriculum which TJPC is currently working on with the Washington College of Law. This curriculum includes information about the law as well as topics related to adolescent development, sexuality and other topics designed to assist the juvenile officer in preventing, identifying, responding to sexual abuse. A training for trainers initiative will be implemented across the state to assist local trainers in providing training on these topics to their department's staff and to staff in the region beginning in FY 2011.

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

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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. As originally enacted, the law established a baseline federal sex offender registration standard with which states were required to be in substantial compliance no later than July 2009. Under the law, juvenile sex offender treatment grants were authorized for states in compliance with the Act. Non-compliant state jurisdictions would have been, by the established deadline, subject to a 10% penalty reduction in law enforcement grants. As the federal budget cycle drew to a close in 2008, there were serious concerns that the justice assistance and law enforcement grants would be cut, revamped or eliminated. With this punitive funding tool in jeopardy, state legislatures were at an important crossroads. In early 2009, in the face of economic challenges, the newly elected Obama Administration proposed increased funding for the Adam Walsh Act to support compliance efforts and thereby provided the states with renewed incentive to implement the Act. To that end, by May 27, 2010 more than 87 registration jurisdictions, including state and tribal governments as well as criminal justice and law enforcement entities, requested and received an extension of the deadline for compliance with SORNA requirements until July 27, 2011. 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 United States 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 to 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. In 2009, the 81<sup>st</sup> Texas Legislature did not revisit the Adam Walsh Act. There were however, eight bills that were enacted that further enhanced the state's sex offender registration laws. In June 2010, the state of Texas submitted to the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) a request for an extension to come into compliance with the Sex Offender

Registration and Notification Act (SORNA) requirements just as many other states had previously requested.

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.

During the upcoming 82<sup>nd</sup> Texas Legislative Session, there will be a need to closely examine the continued strength and efficacy of the existing sex offender registration laws in the adult and juvenile systems and to weigh the federal funding implications inherent in the Act. At this time, however, it remains unknown which laws Texas will enact in the forthcoming session or how these laws will ultimately impact Texas children.



## External/Internal Assessment Section Eight

# OTHER LEGAL ISSUES

### IMPACT OF STATE STATUTORY CHANGES EFFECTIVE SEPTEMBER 1, 2009

#### Sunset Bill

**HB 3689** maintains TJPC and TYC as separate and independent agencies. Each agency has an independent governing board and is governed by an Executive Director. Sunset for both agencies is 2011 (2 years). Highlights set forth in HB 3689 include:

- ★ Agency boards must develop and implement policies encouraging use of negotiated rulemaking and alternate dispute resolution.
- ★ A new Coordinated Strategic Plan with TYC to focus on the following:
  - Information sharing
  - Risk assessment instruments
  - Strategies to determine effective programming
  - Planning for aftercare
  - Tracking of performance measures
  - Procedures for effective communication between TJPC and TYC
  - TJPC and TYC must maintain a complaint system to promptly and efficiently act on complaints filed with agencies.
- ★ Defines minimum standards for secure facilities.
- ★ Establishes that juvenile probation departments must use a validated risk and needs assessment provided or approved by TJPC.
- ★ Requires TJPC to consider past performance of juvenile boards when contracting for services other than basic probation. Contracts must include specific performance targets and require juvenile boards to report on success in meeting targets.
- ★ Requires TJPC to collect comprehensive data concerning outcomes of local probation programs statewide.
- ★ Requires TJPC to prepare a report to the board concerning final outcomes of any abuse, neglect or exploitation complaints beginning January 1, 2010 and quarterly thereafter.
- ★ Requires employees in non-secure juvenile facilities operated by juvenile boards, probation departments or governmental entities to meet the same standards as juvenile supervision officers. These facilities must now be certified by the local juvenile board, registered by TJPC, monitored and inspected annually by TJPC, and are subject to new standards from TJPC.
- ★ Permits TJPC to immediately suspend certification and probate suspension if an officer poses threat to kids.
- ★ Requires TJPC to establish basic probation and community corrections funding formulas in rule.

★ Requires the Texas Juvenile Probation Commission, Texas Youth Commission, Texas Department of Public Safety, Texas Department of State Health Services, Texas Department of Assistive and Rehabilitative Services, Texas Department of Family and Protective Services, Texas Education Agency and local juvenile probation departments to adopt an MOU about their respective responsibilities to institute a continuity of care and service program for juvenile with mental impairments. The Texas Correctional Office on Offenders with Medical or Mental Impairments is required to coordinate and monitor the MOU.

## Appropriations

**SB 1**, the appropriations bill added \$46 million for Community Corrections Diversion Programs, \$4.2 million for the Juvenile Case Management System, and \$500,00 for additional FTEs to monitor diversion programs and \$1 million for the development of a mental health facility for juvenile offenders. It also created a TYC commitment cap of 1,783 juveniles. While total appropriations to the agency increased, funds for Probation Assistance declined \$17 million (28%) from the previous biennium. This sharp decline was due to a change in federal guidelines regarding the ability to draw Title IV-E funds.

## Education

**HB 3** clarifies that a districts' or a campus' performance will not be impacted by students who are in a residential program or facility operated by a juvenile board or other governmental entity.

**HB 171** requires school districts to amend their student code of conducts to make it mandatory that self-defense, intent, disciplinary history and disability be considered before a student is placed in a DAEP, JJAEP or expelled.

**HB 1425** allows a county that would become a mandatory JJAEP county (population of 125,000 or more) due to the 2010 Census to be considered as a non-JJAEP county if The juvenile board and each school district within the county enter into an MOU subject to TJPC's approval. The MOU must address responsibilities of each party in minimizing the number of student expulsions without receiving alternative education services.

## Juvenile Case Management System (JCMS)

**SB 58** authorizes TJPC via inter-local contract with one (1) or more counties, to participate in and assist counties in the creation, operation and maintenance of a juvenile information system for statewide use. TJPC may use appropriated funds to pay costs under an inter-local contract, i.e., license fees, maintenance/operations costs, administrative costs & other costs specified in the contract. TJPC may provide training to counties on use/operation of JCMS.

## Other Legislation

**HB 558** states that public intoxication is no longer a CINS offense. Public intoxication cases can be transferred to juvenile court from Justice or Municipal Court just like any Class C, non-traffic offenses.

**HB 609** requires a jury in a juvenile misdemeanor trial to consist of six persons.

**SB 518** states that a Juvenile court must provide child's attorney with access to all written materials to be considered in making the decision to certify a juvenile as an adult at least five (5) days before the hearing, instead of one (1) day.

**SB 839** provides that youth who are certified for a capital felony under Section 54.02 of the Texas Family Code, and found guilty, must receive a mandatory life sentence. There will be no life without parole for certified juveniles.

**HB 608** says that a juvenile board, with the approval from commissioners' court, may approve up to 10 hrs of post-trial psychological counseling for jurors hearing graphic evidence or testimony.

**HB 1633** states that conditions of probation in a graffiti case must include reimbursement/restoration. The conditions must include at least 15 hrs CSR if loss = \$50 - \$499; at least 30 hrs CSR if loss = \$500 or more. The juvenile probation department will handle restitution collection and transfer to owner. The juvenile probation department will notify the court.

**HB 1629** authorizes a juvenile court to communicate with the court having continuing jurisdiction over child's CPS case before the disposition hearing.

**HB 1688** states that a motion for a new trial is timely if filed no later than 30th day after disposition order is signed and is governed by Rule 21, Texas Rules of Appellate Procedure.

**HB 2386** says a court may order felony or misdemeanor juvenile records sealed if a child successfully completes a drug court program. The court may order sealing immediately without a hearing or hold a hearing to decide whether to seal. If records are sealed, the prosecutor or juvenile public defender may maintain a separate record of a child completing drug court program until the child turns 17. After that, the prosecutor or juvenile public defender must send a record to court "as soon as practicable" to be added to other sealed records.

**HB 3005** adds juvenile probation department employees to the list of who may request an order for involuntary testing of persons suspected of exposing them to certain diseases.

**SB 1237** allows juvenile probation officers to carry firearms. JPOs may carry firearms if the JPO has a Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) proficiency certificate; the Chief JPO authorizes a JPO to carry firearm in the course of the JPO's official duties; and the JPO is employed for at least one year by JPD. The JPO disqualified from carrying a firearm if TJPC designates the officer as ANE perpetrator.

An MOU between TJPC & TCLEOSE will outline training criteria that must be met. The training program must provide instruction in the legal limitations of using firearms; range firing, procedure, safety, maintenance; and other topics for the responsible use of firearms. TCLEOSE will administer the training program and issue certificates of firearms proficiency to JPOs who successfully complete program.

**SB 1374** states that TJPC's annual report must include an evaluation of the effectiveness of community-based programs and information comparing the costs of these programs with the cost of committing a child to TYC.



## External/Internal Assessment Section Nine

# SELF EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

### OPPORTUNITIES FOR IMPROVEMENT

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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.** 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**

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The table below shows some of the agencies key performance measures. The average daily population of youth on probation and residential placement have both declined over the last three fiscal years. This coincides with the decrease in referrals mentioned in Section 4, Characteristics of Service Population. The population of ISP declined substantially in FY 2008 but then increased again in FY 2009. The FY 2009 population of ISP was still two percent less than it was in FY 2007. The average cost of Intensive Supervision and residential placement have both increased over the past three years, in part due to the increase in funds available to spend in these areas.

**Key Performance Measures  
FY 2007 – FY 2009**

|   | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|
| Average Daily Population of Youth Supervised on Probation | 23,796         | 23,216         | 20,489         |
| Average Daily Population of Intensive Supervision         | 3,602          | 3,211          | 3,516          |
| Average Daily Population of Residential Placement         | 3,148          | 3,090          | 2,835          |
| Cost per Day of Intensive Supervision                     | \$14.66        | \$20.03        | \$29.45        |
| Cost per Day of Residential Placement                     | \$95.00        | \$105.76       | \$108.48       |

**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
- Re-referral rate
- 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 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:**

- Rate of successful completion of intensive supervision probation
- 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*

*Strategy 4.1.1: Juvenile Justice Alternative Education Programs*

**Output Measures:**

- Number of Mandatory Students in JJAEPs
- Number of Mandatory Student Attendance Days in JJAEPs

**Efficiency Measures:**

- Average cost per JJAEP FTE per day

**Explanatory or Input Measures:**

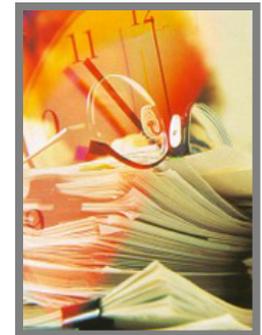
- Number of discretionary students in JJAEPs
- Number of Court-ordered and voluntary students in JJAEPs

**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. The following goals were developed:

1. Increase the capacity of programs to meet the unique needs of juvenile justice youth.
2. Develop realistic and appropriate measures for the juvenile justice system.
3. Promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts.

Five strategies were identified by the workgroup to address the first goal. They were:

1. Promote best practices with special focus on: victim services, family engagement, mental health and substance abuse treatment, and transition services for youth with few or no familial supports.
2. Address workforce issues impacting the system.
3. Strengthen transition support services for youth returning to communities, with special focus on youth with few or no familial supports.
4. Strengthen the diversion of juveniles with mental health needs from the juvenile justice system.
5. Identify the gap between the need for and the availability of mental health and substance abuse programs and services.

Two strategies were developed to address the goal of developing realistic and appropriate measures for the juvenile justice system. They were:

1. Use programmatic best practices for developing indicators of success.
2. Expand the definitions of success beyond "recidivism" and other criminogenic measures.

One strategy was developed to promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts. That strategy was to improve the sharing of data and information within the juvenile justice system as well as collaboration with other child-serving agencies.

Strategies were identified by the workgroup to address these goals for the next two years. More information on this strategic plan can be found in Appendix H.

An added feature to the agency's strategic planning process involves the development of a JJAEP Strategic Plan. Each of the 27 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 25 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. Resource issues of JJAEPs.
2. Existing statutes, rules, and laws which need clarification and/or revision in order to enhance the provision of JJAEPs.
3. The supervision and management of the serious and persistent misconduct students expelled under TEC Section 37.007(c).

The workgroup also developed five key strategic directions to improve services to children in JJAEPs in Texas. Those strategic directions are:

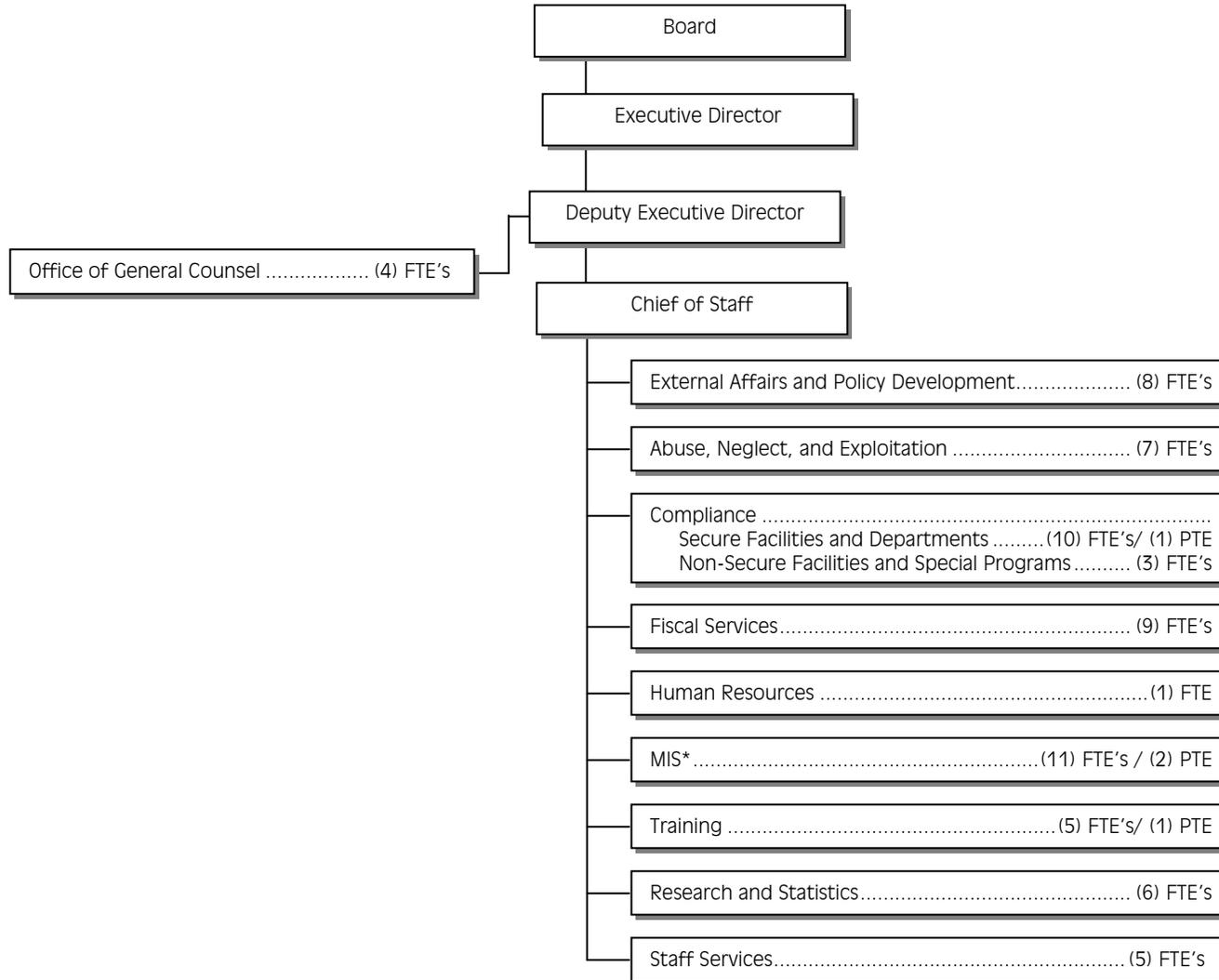
1. Develop opportunities to enhance funding and resources for JJAEP operations.
2. Monitor JJAEP compliance with minimum program and accountability standards.
3. Improve attendance reporting of JJAEPs.

4. Coordinate the collection of JJAEP-related program costs and program data.
5. Provision of training and technical assistance needed by JJAEPs and associated entities.

Another part of TJPC's planning process is the Survey of Employee Engagement (SEE). This survey was administered to agency staff during the month of February 2010 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 SEE as a tool for leveraging independent analysis of agency operations and planning. The survey provides critical analysis of internal operations and serves as a mechanism for development of management strategies designed to maximize effectiveness. Of the 67 of the TJPC employees who were invited to take the survey, 52 responded. Therefore the survey participation rate or "return rate" was 78% of those surveyed. According to the University of Texas Institute for Organizational Excellence (IOE) rates higher than 50 percent suggest soundness. The IOE categorized the TJPC response rate as high, which means that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. More information on this survey can be found in Appendix G.

**2011-2015 Strategic Plan Appendix B**  
**ORGANIZATIONAL CHART**  
**75 FTEs**



\* Two MIS positions were frozen due to the 5% reduction requested.



## 2007-2011 Strategic Plan Appendix C

**FIVE-YEAR PROJECTIONS FOR OUTCOMES**

| <b>Outcome Measure</b>   | <b>FY 2011</b> | <b>FY 2012</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> |
|--|----------------|----------------|----------------|----------------|----------------|
| Rate of Successful Completion of Deferred Prosecution Cases      | 70%            | 72%            | 72%            | 73%            | 73%            |
| Re-Referral Rate   | 16%            | 16%            | 16%            | 16%            | 16%            |
| Rate of Successful Completion of Court Ordered Probation Cases   | 77%            | 77%            | 78%            | 78%            | 78%            |
| One-Year Adjudication Rate                                       | 13%            | 13%            | 12%            | 12%            | 12%            |
| Rate of Successful Completion of ISP                             | 70%            | 70%            | 71%            | 71%            | 71%            |
| Number of Juveniles under Probation Supervision Committed to TYC | 951            | 856            | 788            | 725            | 667            |



## 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 prosecution supervision who are adjudicated for a Class B misdemeanor offense or greater 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 for an offense 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 for a Class A or B misdemeanor or felony offense 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: Re-referral rate*

**SHORT DEFINITION:** Percent of juveniles placed on probation supervision or deferred prosecution supervision who are re-referred to a juvenile probation department for a Class B misdemeanor offense or for an offense

of greater severity within one year (i.e. 365 days) of their case disposition to begin those supervisions.

**PURPOSE/IMPORTANCE:** To provide information on the extent to which juveniles whose cases were disposed to probation supervision or deferred prosecution supervision were re-referred for an offense 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 to a juvenile probation department for a Class A or B misdemeanor or felony offense 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.

### 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: 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:** No

*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 formal referrals obtained from 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 dividing the total amount of expenditures of state funds in Basic Probation and Community Corrections by the total number of formal 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:** No

**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.

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**OBJECTIVE 2.1.**

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*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.

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## STRATEGY 2.1.1 – COMMUNITY CORRECTIONS

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*OUTPUT: Average daily population of residential placements*

**SHORT DEFINITION:** This measure represents the average number of youth per day 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:** No.

**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:** No.

**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:** No.

**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. The purpose of this measure is to determine if the federal funds from Title IV-E are increasingly or decreasingly being utilized by departments.

**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**

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*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 E

# 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.

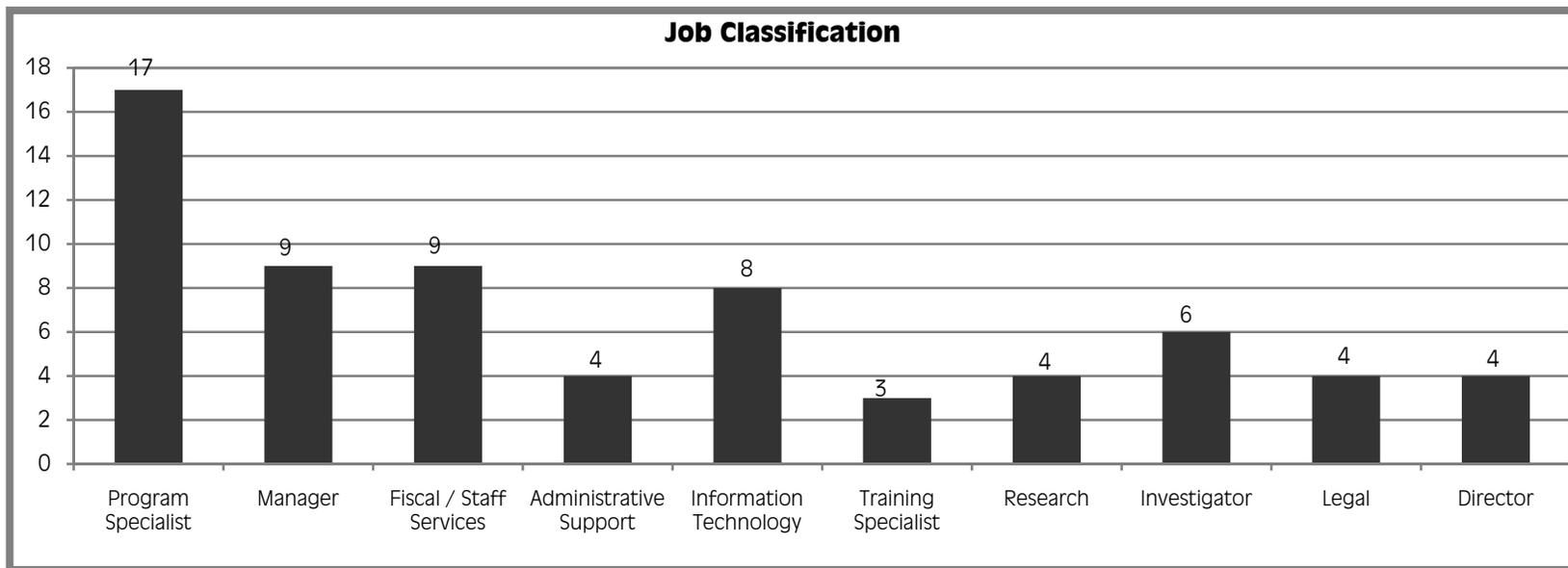
## 2007-2011 Strategic Plan Appendix F

# TEXAS JUVENILE PROBATION COMMISSION'S WORKFORCE PLAN FOR FY 2008 - 2012

## Current Workforce Profile Supply Analysis

### A. Critical Workforce Skills

The operation of the Texas Juvenile Probation Commission requires extensive knowledge in specialized areas of management operations and program administration. Thirty-eight 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, 2008.



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 (2011-2016). Those functions listed were:

- Certification of Probation and Detention Officers
- Child Abuse, Neglect & Exploitation Investigations
- Complaint Investigations
- Contract and Grant Administration, Management and Auditing
- Facility Registry
- Federal Funding Initiatives & Programs
- Interagency Projects and Initiatives
- Juvenile Justice Alternative Education Programs (JJAEP)
- Management Information Systems and Data Collection
- Monitoring and Enforcement of Standards
- Program Development and Oversight
- Promulgation of Administrative Standards and Rules
- Public Information – Public Interface
- Research, Studies and Reporting
- State Interface/Agency Administration
- Strategic Planning
- Training and Technical Assistance

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

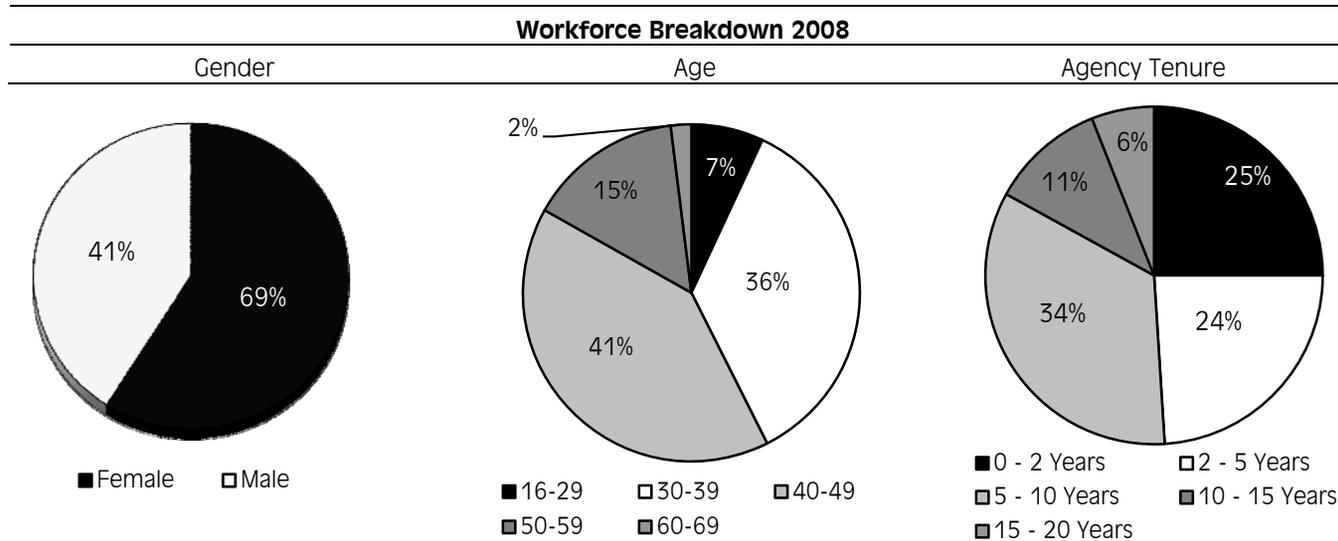
- Administrative Assistants/Administrative Technicians
- Budget Analysts
- Research Specialists

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.

- The agency's turnover rate was lower than Article V and state average in FY 2008;
- 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 was 68 for FY2008;
- 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;
- Forty three percent (43%) of the agency's workforce is under 40 years of age; and
- Nearly half (49%) of employees have less than 5 years of agency service.

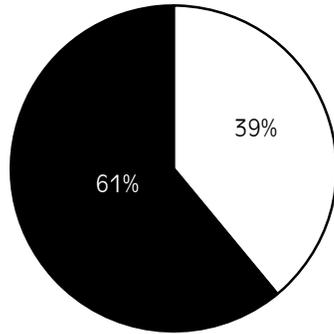
B. Workforce Demographics

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



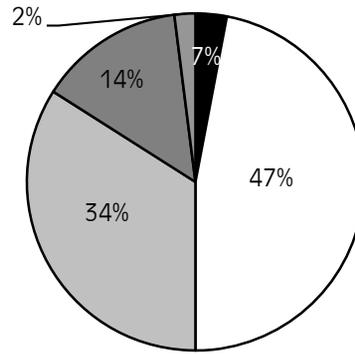
**Workforce Breakdown 2006**

Gender



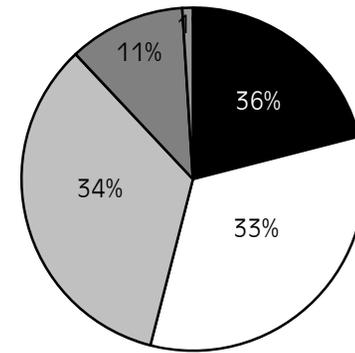
□ Male    ■ Female

Age



■ 16-29    □ 30-39    □ 40-49  
 ■ 50-59    ■ 60-69

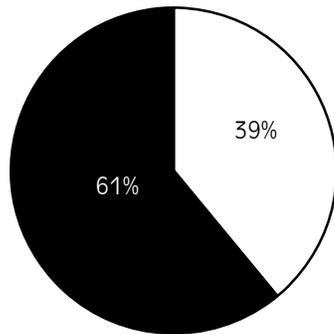
Agency Tenure



■ 0 - 2 Years    □ 2 - 5 Years  
 ■ 5 - 10 Years    ■ 10 - 15 Years  
 ■ 15 - 20 Years

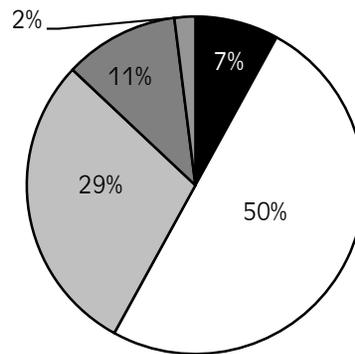
**Workforce Breakdown 2004**

Gender



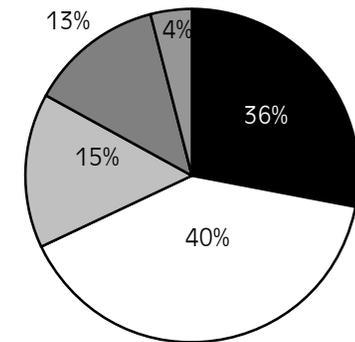
□ Male    ■ Female

Age



■ 16-29    □ 30-39    □ 40-49  
 ■ 50-59    ■ 60-69

Agency Tenure



■ 0 - 2 Years    □ 2 - 5 Years  
 ■ 5 - 10 Years    ■ 10 - 15 Years  
 ■ 15 - 20 Years

For approximately the last five years, the agency has maintained close to a 60/40 female workforce. The most prevalent age group in the agency in 2008 is the 40-49 year age group. In 2008 just over half the employees had been with the agency at least five years.

The following table shows the percentage of African American, Hispanic and Female TJPC employees for Fiscal Year 2008.

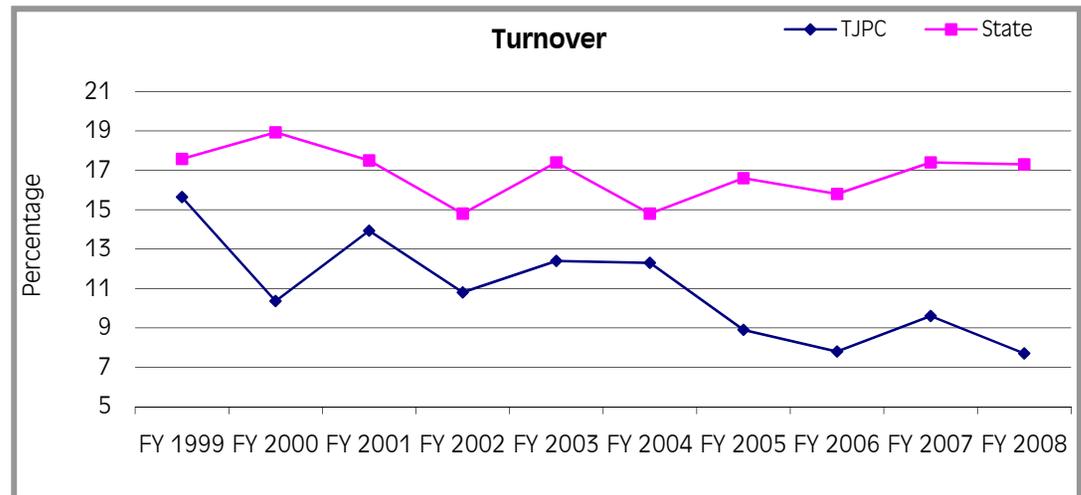
| Job Category            | # of TJPC employees in category | Code | African American  | Hispanic          | Female            |
|-------------------------|---------------------------------|------|-------------------|-------------------|-------------------|
|                         |                                 |      | TJPC <sup>1</sup> | TJPC <sup>1</sup> | TJPC <sup>1</sup> |
| Official/Administrators | 3                               | A    | 33                | 33                | 100               |
| Professional            | 57                              | P    | 25                | 19                | 53                |
| Administrative Support  | 4                               | C    | 50                | 25                | 100               |
| Para-Professional       | 4                               | Q    | 25                | 0                 | 75                |

<sup>1</sup> 2008 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 nine years is shown in the chart below. TJPC has maintained a lower turnover rate than the State as a whole in all of these years. The turnover rate at TJPC decreased each year over the last five years except for 2007. In contrast the state turnover rate has increased moderately over the last five years.



D. Retirement Eligibility

The Texas Juvenile Probation Commission has experienced no retirements and no return to work employees since 2005. 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 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

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.

**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



## 2011-2015 Strategic Plan Appendix G

# Survey of Employee Engagement

The Texas Juvenile Probation Commission was one of 50 agencies participating in the 2010 Survey of Employee Engagement (SEE) conducted by the University of Texas Institute for Organizational Excellence (IOE). 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 SEE is a leadership resource and tool that assesses the total work environment and evaluates internal organizational effectiveness. The SEE is, in essence, an internal audit of an organization's capacity to carry out its function and mission. Therefore, the SEE serves as a valuable instrument towards building quality, excellence and emphasizes continuous improvement. The SEE 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.

Of the 67 of the TJPC employees who were invited to take the survey, 52 responded. Therefore the survey participation rate or "return rate" was 78% of those surveyed. According to the IOE rates higher than 50 percent suggest soundness. The IOE categorized the TJPC response rate as high, which means that employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization.

Employees were asked to comment on their perceptions of the organization's functioning in 14 major "core construct" areas which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Supervision, Team, Quality, Pay, Benefits,

Physical Environment, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development, and Job Satisfaction. The Climate section of the survey presents five indicators: Atmosphere, Ethics, Fairness, Feedback, and Management.

The maximum score attainable on any indicator is 500 and the minimum is 200. According to the IOE scores above 350 suggest that employees perceive the issue more positively than negatively, while scores of 375 or higher indicate areas of substantial strength. Scores below 350 are viewed less positively by employees, while the IOE states that scores below 325 "should be a significant source of concern for the organization and should receive immediate attention."

A review of the scores on the 14 constructs five climate indicators shows that only one area, Pay, is a significant concern at TJPC. The highest scores among the constructs were for external communication, strategic (employees' thinking about how the organization responds to external influences), and physical environment. In addition to Pay, the weakest scores were for Benefits and Internal Communication. Among climate indicators Atmosphere and Ethics were rated the highest Fairness and Feedback were rated the lowest (though at 361 and 362 respectively, these were areas were still scored and viewed more positively than negatively by employees). Fifteen of the 19 indicators met the 375 score threshold of "substantial strength".

The table on the following page compares TJPC survey results on the core constructs to the average of all participating state agencies. TJPC's scores are higher than the scores for state-wide averages, averages for agencies of similar size (i.e., 26 to 100 employees) and averages for agencies with a similar mission (i.e., Public Safety/Criminal Justice) for each of the 19 indicators except Benefits.

| Survey Core Constructs | Statewide Benchmarks | Other agencies' Scores: Similar Size to TJPC | Other agencies' scores: Similar Mission to TJPC | TJPC |
|------------------------|----------------------|--|---|------|
| <b>Constructs</b>      |                      |  |   |      |
| Supervision            | 396                  | 390  | 380   | 400  |
| Team                   | 375                  | 366  | 354   | 380  |
| Quality                | 380                  | 376  | 359   | 392  |
| Pay                    | 270                  | 268  | 259   | 286  |
| Benefits               | 387                  | 380  | 376   | 374  |
| Physical Environment   | 390                  | 391  | 377   | 410  |
| Strategic              | 399                  | 394  | 387   | 413  |
| Diversity              | 361                  | 355  | 339   | 398  |
| Information Systems    | 374                  | 360  | 349   | 408  |
| Internal Communication | 351                  | 338  | 327   | 376  |
| External Communication | 386                  | 388  | 361   | 428  |
| Employee Engagement    | 379                  | 377  | 365   | 398  |
| Employee Development   | 382                  | 370  | 371   | 407  |
| Job Satisfaction       | 378                  | 380  | 361   | 394  |
| <b>Climate</b>         |                      |  |   |      |
| Atmosphere             | 386                  | 378  | 365   | 402  |
| Ethics                 | 389                  | 382  | 372   | 393  |
| Fairness               | 347                  | 337  | 321   | 361  |
| Feedback               | 350                  | 342  | 326   | 362  |
| Management             | 344                  | 346  | 324   | 389  |
| <b>Response Rate</b>   |                      |  |   |      |
| Response Rate          | 80%                  | 85%  | 67%   | 78%  |

## 2009-2013 Strategic Plan Appendix H

# Texas Juvenile Probation Commission and Texas Youth Commission's Coordinated Strategic Plan Goals and Strategies for Fiscal Years 2011-2015

## Mission

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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

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1. Increase the capacity of programs to meet the unique needs of juvenile justice youth.
2. Develop realistic and appropriate measures for the juvenile justice system.
3. Promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts.

**Goal #1: Increase the capacity of programs to meet the unique needs of juvenile justice youth.**

## Strategies

1. Promote best practices with special focus on: victim services, family engagement, mental health and substance abuse treatment, and transition services for youth with few or no familial supports.
  - a. Develop a compendium of existing state-funded juvenile justice services and programs in Texas.
  - b. Define and share existing best practices, to include research-driven, statistically proven, and evidence-based programs within state-run and local juvenile justice systems.
  - c. Evaluate the CARE pilot project designed to reintegrate youth back into the community.

2. Address workforce issues impacting the system.
  - a. Conduct joint training on youth-related issues for juvenile justice personnel, including best practices and/or research-driven programs and services.
  - b. Jointly pursue opportunities for increasing the availability of licensed and/or certified professionals to serve juvenile offender populations and their families by working with academic institutions and professional associations.
  - c. Expand cross system participation in co-sponsored conferences with topics related to victim services, family engagement, mental health and substance abuse treatment, and transition services.
  
3. Strengthen transition support services for youth returning to communities, with special focus on youth with few or no familial supports.
  - a. Provide every child released from secure care with a robust and realistic transition plan that properly prepares them for the environment to which they are returning.
  - b. Develop systems, including strong and realistic transition planning, for meeting the needs of youth who require more intensive supports for transition to adulthood.
  - c. Explore ways to use the Department of Family and Protective Services' Preparation for Adult Living Program (PAL Program) and locally operated Transition Centers for youth and families in the juvenile justice system.
  - d. Share aftercare providers and resource information.
  - e. Improve the preparation of local education systems to successfully transition juvenile justice youth.
  - f. Coordinate activities with the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) to enhance access to and availability of appropriate aftercare services.
  
4. Strengthen the diversion of juveniles with mental health needs from the juvenile justice system.
  - a. Develop protocols for information sharing across agencies to strengthen early diversion.
  - b. Base decisions regarding youth placements on research-driven risk and needs assessments.
  - c. Collaborate on the development of culturally competent programs and services.
  
5. Identify the gap between the need for and the availability of mental health and substance abuse programs and services.
  - a. Assess the degree of need for and the availability of mental health and substance abuse services.

**Goal #2: Develop realistic and appropriate measures for the juvenile justice system.**

**Strategies**

1. Use programmatic best practices for developing indicators of success.
  - a. Establish indicators for measuring programmatic success based on best practices.
2. Expand the definitions of success beyond "recidivism" and other criminogenic measures.
  - a. Develop common operational definitions of recidivism and success.
  - b. Develop a methodology to focus on costs and benefits for selected juvenile justice programs.
  - c. Work with the Legislative Budget Board to develop meaningful and comparable outcome and efficiency measures where appropriate.

**Goal #3: Promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts.**

**Strategy**

1. Improve the sharing of data and information within the juvenile justice system as well as collaboration with other child-serving agencies.
  - a. Promote the electronic sharing of youth information between the local juvenile probation departments and TYC.
  - b. Continue to explore opportunities to collaborate with other agencies to share information across systems.
  - c. Improve communication between TYC and local juvenile probation departments on individual youth.