



TEXAS
JUVENILE JUSTICE
DEPARTMENT

STRATEGIC PLAN

2027—2031
Fiscal Year


Agency Strategic Plan

Fiscal Years 2027 - 2031



Board Member	Dates of Term	Hometown
The Honorable Manuel “Manny” Ramirez	12/19/2023 – 2/1/2027	Fort Worth
Chief Edeska Barnes, Jr.	12/19/2023 – 2/1/2029	Jasper
Chief Cloyce J. “Joe” Barton, III, Ph.D.	2/27/2025 – 2/1/2031	Canyon
The Honorable William Durham	12/19/2023 – 2/1/2027	Huntsville
Stephanie House, Ph.D.	2/27/2025 – 2/1/2031	Liberty Hill
Chief Luis Leija	12/19/2023 – 2/1/2027	Port Lavaca
The Honorable Cynthia Wheless	12/19/2023 – 2/1/2029	McKinney
Chief Matthew Marick	2/27/2025 – 2/1/2031	Denton
The Honorable Shawn Thierry	1/13/2025 – 2/1/2029	Pearland

June 1, 2026

Signed: 
Shandra Carter, Executive Director

Approved: 
The Honorable Manny Ramirez, Board Chair

Table of Contents

TJJJ Mission and Values	4
Agency Goals and Action Plan.....	5
Redundancies and Impediments	13
Schedule A: Budget Structure.....	27
Schedule B: Performance Measure Definitions.....	36
Schedule C: Historically Underutilized Business Plan.....	63
Schedule F: Agency Workforce Plan.....	65
Schedule G: Workforce Development System Strategic Plan.....	103
Schedule H: Customer Service Report	107
Schedule I: Certification of Compliance with Cybersecurity Training	126
Schedule J: Certificate of Compliance with Artificial Intelligence Training	127

TJJD Mission and Values

Mission

Transforming young lives and creating safer communities.

Vision

To be a team of difference-makers working together to transform lives.

Foundational Pillars

- **Safety: Our number one priority is public safety.** TJJD takes every measure to protect staff, youth, and communities from physical and psychological harm, abuse, neglect, and exploitation.
- **Accountability:** The juvenile justice system is rooted in accountability for our staff and youth, where everyone is held responsible for their actions and outcomes. Everyone is responsible and recognized for their actions. We collectively own our outcomes.
- **Transparency:** TJJD maintains trust and transparency with all stakeholders through direct, honest, accurate, and proactive communication. We communicate directly, honestly, accurately, and proactively.

Values: What We Believe In

- **Teamliness:** Working together with trust, shared purpose, and selfless commitment to achieve our mission.
- **Integrity:** Prioritizing honesty and courage over ego and perfectionism.
- **Excellence:** Showing up each day with energy and pride so we can be our best and make a difference together.
- **Growth:** Stretching our systems, skills, and selves so we can move forward collectively.

The mission of the Texas Juvenile Justice Department is to transform young lives and create safer communities.

Building an effective juvenile justice system requires the agency to develop and maintain constructive relationships with stakeholders; provide a systemwide, evidence-based continuum of services designed to produce optimal outcomes for youth, families, and communities; support the well-being of juvenile justice professionals who, in turn, support youth and fellow staff; and allocate resources based on risk and progress toward strategic goals. Working alongside local governments, courts, and other stakeholders, TJJD aims to keep youth as shallow as appropriate in the juvenile justice system and ensure public safety by operating secure facilities to rehabilitate youth who cannot be served in another less restrictive setting.

Agency Goals and Action Plan

Goals: Lead and support a unified juvenile justice system exemplifying;

1. Safety as TJJD's primary priority
2. Enhancing statewide partnerships and resources
3. Strengthening Texas.

The Texas Juvenile Justice Department (TJJD) has made significant progress toward building a unified juvenile justice system by strengthening its partnerships with county juvenile probation departments and prioritizing public safety in every process and outcome. Since the 2022-23 Sunset review and the 88th Legislative Session, TJJD implemented several initiatives to achieve our goal of becoming a vastly improved, unrecognizable agency. The agency recalibrated its efforts to address longstanding issues, such as facility staffing, culture, and structure, **with a primary focus on public safety.**

The Juvenile Justice System's primary statutory mandate is "to provide for the protection of the public and public safety" by:

- 1) Promoting the concept of punishment for criminal activity;
- 2) Removing, where appropriate, the taint of criminality;
- 3) Providing treatment, training, and rehabilitation that emphasizes the accountability and responsibility of both the parent and the youth.

In addition to strong county partnerships, safe and highly structured secure facilities empower staff to hold youth accountable for changing their behavior in sustainable ways. TJJD's previous strategic plans have pointed to a staffing crisis being the top issue that needed to be addressed. While staffing stability is still a top priority for the agency, the legislature has taken steps to increase the salary and benefits of TJJD's frontline direct care staff, primarily the Juvenile Corrections Officers (JCO), to better align with national peers and other employers across Texas.

To compliment the legislature's financial investment, the agency has made significant strategic changes to hiring, training, and retention efforts, including:

- Enhancing agency employment screening practices by seeking Praesidium Guardian certification
- Including additional on-the-job-training (OJT) and updated use of force (UOF) training during the JCO training academy
- Installing staff wellness spaces in each secure facility and hired a team of wellness counselors for staff
- Instituting Youth Service Teams (YSTs) made up of each direct care staff who work with youth
- Developing a new JCO mentorship program and a staff incentive program to improve retention
- Implementing several new in-house staff leadership trainings
 - Strengthening Supervision for all new managers
 - Situational Leadership for leaders across the agency
 - Advanced Leadership Academy – 30 emerging leaders annually

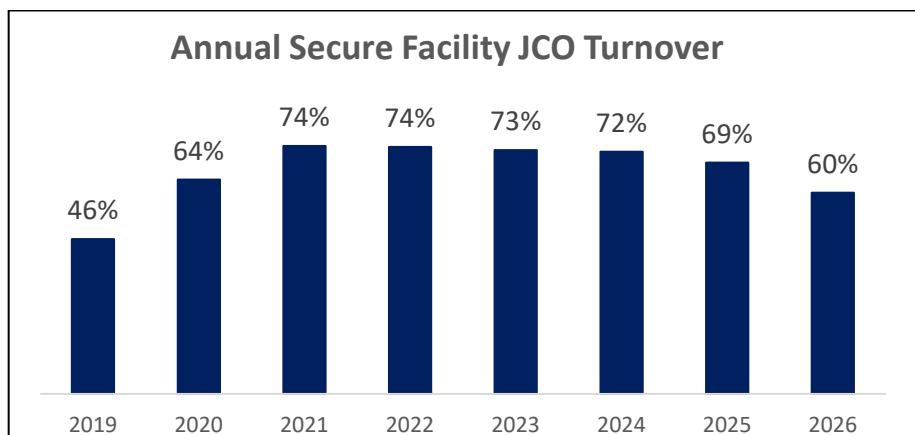
TJJD is transforming agency culture to bolster facility excellence, job satisfaction, and positive community outcomes. Paramount to this reform are improved staff wellness and leadership development to ensure that individuals who are naturally drawn to a profession in public safety find the work gratifying and have access to advancement opportunities. This starts with positive change in secure facilities and the adoption of a milieu-based treatment approach, signified by the implementation of TJJD’s Texas Model.

Building upon evidence-based principles, the Texas Model marks a cultural change at its core, emphasizing structured, and safe environments; meaningful skill development for both staff and youth within the juvenile justice system; and a culture of safety, accountability, and transparency across TJJD. This approach creates an atmosphere in which staff have the tools they need to facilitate growth among youth, ultimately contributing to safer Texas communities and better outcomes for all stakeholders involved in the juvenile justice system.

The latest iteration of the Texas Model shifts the agency’s previous outpatient treatment model to an in-patient level of care and intervention, emphasizing treatment within the rehabilitative dorm and classroom environment. The goal is not simply to impart treatment language but to cultivate actual behavior change, which requires a team approach where all staff members collaborate to ensure each youth’s progress aligns with the Texas Model’s foundational principle of accountability. Implementation updates include the integration of behavior chain analysis (BCA) and Dialectical Behavior Therapy (DBT) skills group in secure facilities, with plans for expansion across parole, reentry, education, and more. Success hinges on successful training and development in which all staff must participate; a shared sense of responsibility, ownership, and efficacy among all staff members; and a commitment to supporting each other in achieving TJJD’s statutory purpose of promoting public safety and youth rehabilitation. The model prioritizes a highly structured in-patient residential environment that targets individual risk factors for youth, discourages unsafe behavior, and reinforces skillful behavior, positioning the daily milieu as a powerful rehabilitative tool.

These initiatives are also developed to support two key areas of improvement: 1) staff retention; and 2) effective responses to a demonstrable increase in the risks and needs of Texas youth.

While the challenge of staff retention, especially at the JCO level has not been fully satisfied, the agency, with the help of funding from the legislature, has made noticeable progress since the Covid staffing crisis, as shown by the chart below:



Traditionally, leadership turnover complimented with a high percentage of JCO turnover has created uncertainty and made consistency a challenge. However, the current Executive Director will be the first in TJJD history to lead the agency through three legislative sessions, and JCO retention continues to stabilize through the efforts listed above.

As part of the agency’s focus on creating a positive culture, TJJD made significant changes in the communications department, highlighting staff stories, mission-driven work, effective youth programming, and thought leadership in trauma-informed care, core correctional practices, and other key factors that contribute to positive outcomes. These campaigns are mostly on social media and internal communication channels with some traditional media stories as well. TJJD leadership recognized that the agency’s reputation can only improve if the culture of our staff is positive, ultimately impacting recruitment and retention across the agency.

In terms of facility safety, the agency is excited to open two new juvenile facilities in 2029. These will serve the highest need youth behaviors in the state – those with mental health needs and youth presenting with highly violent behavior. In addition to the new builds, TJJD’s current facilities need improved technology and maintenance that has been deferred to increase safety. Technologically, the secure facilities would benefit by enhancing overhead cameras with modern technology features, keyless locks, tablets for staff and youth, and a more efficient, technology-driven staff check-in system at the gate house. Deferred maintenance such as HVAC systems, generators, fixing sidewalks, fields, and roads throughout the facilities will increase physical safety of staff and youth.

Ultimately, the Texas Model aims to reduce community risk and ensure successful community reintegration for youth under TJJD’s care. This involves aligning youth risk and needs with integrated treatment planning, addressing dynamic risk factors, and developing individualized treatment plans that target specific behaviors and skills required for successful reintegration into the community. Texas Model initiatives focus on equipping staff with necessary tools and resources to address unsafe behaviors decisively, foster motivation and engagement, provide structured environments for behavior change, and maintain standardized evidence-based practices. These initiatives are integral to creating a cohesive and supportive environment that empowers staff members and facilitates positive outcomes for both staff and youth within the juvenile justice system.

1. Safety

1.1. Improve staff retention, wellness, & leadership development.

- Continue to build and enhance available direct care staff and competencies.
 - Build and operationalize new facilities in Ellis and Brazoria Counties.
 - Continue and expand the use of focused recruitment and retention efforts for secure facilities, and tailor strategic initiatives to each secure facility in coordination with respective facility leadership to reduce turnover.
 - Adjust staff screening tools to earn and maintain Praesidium Guardian accreditation.
 - Expand coaching and mentoring programs for direct care staff to begin in pre-service training and continue through the first year of employment.
 - Improve direct care staff training curriculum to:
 - Equip staff with skills to maintain high structure and accountability in milieu management and increase on-the-job training;
 - Ensure the behavior management approach is fully incorporated into our facility culture; and
 - Continue to provide training on Trust-Based Relational Intervention (TBRI) and Dialectic Behavior Therapy (DBT) for direct care staff and the probation field.
- Enhance robust leadership throughout secure facilities to improve succession planning and retention across all levels of staff.
 - Develop and implement advanced strategies to enhance middle management throughout the agency, including through the continued implementation of supervision training and the development of an advanced leadership academy.

1.2. Ensure Fidelity to the Texas Model in secure facilities.

Strengthen the milieu-based rehabilitation model.

- Embed the Texas Model in all operations and seek continual feedback from staff.
- Work with stakeholders on the advantages and efficiencies of a risk-based funding model for the juvenile justice system, and fully implement if approved.
- Integrate the use of DBT principles in the youth milieu between specialized programming sessions to teach accountability, expand skillful behavior, and enable fundamental behavioral change.
- Fully implement and maintain DBT training groups for key staff across the agency to ensure staff have the tools necessary to operate safe and accountable dorm environments.
- Implement targeted, routinized training programs on behavior chain analysis, and fully operationalize the use of this tool in integrated behavior change strategies.
- Establish consistency and fidelity in the delivery of DBT skills groups to maximize positive impacts across facilities.

Align specialized programs and youth accountability structures at each secure facility to best manage the increased criminogenic risk and rehabilitation needs of youth entering TJJD's care.

- Augment specialized programs by cultivating behavior and milieu management expertise in secure facilities so staff may better manage problematic and unsafe behavior in the dorm setting when appropriate.
- Continue to align Youth Safety Manager positions with proactive safety measures to minimize self-injurious behavior among youth and support structured programming.

Maintain consistent collaboration with the Office of Inspector General to ensure safety and accountability.

- Evaluate policies and procedures to reflect the expanded role that OIG has taken in facility security, and codify collaborative efforts where appropriate.
- Review and update where necessary OIG's procedures related to abuse, neglect, and exploitation investigations.
- Enhance collaboration on key agency initiatives, including enhanced professional development, training, and educational opportunities for TJJD staff.
- Maintain strong collaboration with OIG to ensure timely information sharing and decisive action in response to incidents.
- Prioritize general updates to OIG's rules and policies in collaboration with TJJD's Policy Division.

1.3. Maintain a high standard of accountability for system-involved youth.

- Ensure fidelity of developed comprehensive framework for staff to support behavioral interventions in the form of the egregious behavior protocol.
- Implement a new level of due process hearings to address unsafe or inappropriate youth behaviors in a timely and appropriate manner.

1.4. Enhance structured programs and environments for youth.

- Improve the youth stage progression process to ensure stage progression reflects decreased risk to public safety.
- Determine the distribution of youth in state-operated facilities and throughout the juvenile justice system to ensure placements are strategically made based on youth risks factors and target behaviors, including modification of the existing classification system with new facilities once they are operational.
- Update contracting methods to expand network of contract care options and facilitate safe and effective placement decisions.

1.5. Promote public safety by increasing regional capacity and community training.

- Work with legislators to expand local and regional capacity through increased RDA and DSA grant dollars to provide services to youth closer to home.
- Actively engage in opportunities to train judges, prosecutors, and care-givers on a variety of topics related to juvenile justice and TJJD's programming.

1.6. Update legacy systems & improve information sharing.

- Develop a modernized data-sharing system to ensure information on youth backgrounds, services, treatment, and development is shared with necessary parties across the system.
- Standardize data governance practices and replace outdated data management systems to encourage data-driven decision making.
- Develop data governance policies and procedures to facilitate the availability, usability, integrity, and security of data employed in systems throughout the state.
- Evaluate opportunities to expand information sharing through the electronic bed check monitoring system.
- Finish implementation of upgraded facility overhead cameras and body-worn cameras.

1.7. Enhance operational communications and internal support.

- Continue initiatives designed to eliminate operational and communications silos within the agency's organizational framework.
- Digitize TJJD reports and records for better management and utilization.
- Enhance overhead and body worn camera capabilities.
- Further implement strategies to involve and inform staff at all levels in cross-collaboration opportunities to effectively implement new programs and provide safe, effective services.
- Update the ongoing training for every position in the agency, and update standard operating procedures for every position in the agency.

On The Front End of The Juvenile Justice System. In 2024, and following the direction from the Sunset Advisory Commission during the 88th Regular Legislature, the agency was awarded a grant by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to conduct research to identify gaps in services at the regional and statewide level. Stakeholders across juvenile justice service providers, including county probation departments, as well as other youth-serving entities such as the Department of Family and Protective Services (DFPS) were involved with the development of eight Sequential Intercept Model (SIM) Mapping reports, one for each of the seven regions and one statewide report.

Additionally, the agency emphasized transparent leadership and expanded opportunities for county partners to provide their feedback on systemwide operations and participate in policy proposals and Legislative Appropriations Requests (LARs). Partnerships require maintenance and continued investment, especially in the context of a large, complex system like juvenile justice throughout the State of Texas. TJJD continues to collaboratively develop systemwide solutions to systemwide problems so we may fully realize a single juvenile justice system across the state.

TJJD did not wait for the SIM reports to be finalized to take action. In 2025, the agency significantly restructured its county support team. In addition to each region's Probation and Parole Manager, who oversees various levels of parole and reentry staff, each region now has a dedication Continuum of Care Coordinator tasked with assisting juvenile probation departments in their coordination with cross-system supports. Together, these county managers and their staff are projected to reach over 300 youth placements by the end of the FY26 through the traditional RDA placement process. For context, that's equivalent to two TJJD secure facilities youth populations. In addition to RDA, TJJD's Continuum of Care Regional staff have aided in nearly 100 complex cases.

Over half of TJJD’s budget is passed to county probation departments in the form of State aid formula funding, Regional Diversion Alternatives (RDA), and Discretionary State Aid (DSA) Grant funding. Over recent years, the demand for this funding has exceeded the amount allocated by the legislature. To further expand front end services at the county and regional level, TJJD will continue working with legislators to increase available funding for effective youth programing.

Over the next two biennia, the agency will work with other agencies and private providers to identify needs across the state and work collaboratively to present those priorities to the legislature. Additional front-end services will reduce the number of youth ultimately ending up deeper in the juvenile justice system, which will positively impact public safety.

2. Continuum of Care – Probation & Re-Entry

2.1. Enhance public safety through a single unified juvenile justice system.

- Establish appropriate training expectations and courses for all agency staff and targeted county employees, including continuing education opportunities to ensure safe and effective succession planning.
- Collaborate with the Advisory Council on Juvenile Services in evaluating Texas Administrative Code provisions through rulemaking action to align code requirements with the legislative intent and professional needs within the juvenile justice field.

Increase contract care capacity.

- Incentivize capacity building, particularly for use by county partners, to target youth with specialized rehabilitative needs, youth with moderate risks, and youth who have progressed well in secure environments.
- Evaluate the depletion of contract care options and provide recommendations to stakeholders to establish a competitive contract care market in Texas.

Expand local bed capacity.

- Provide more accurate formula funding dedicated to the county pre- and post-adjudication budget strategy.
- Operationalize new beds through discretionary grant programs under the regionalization budget strategy.

Complete and submit the fourth version of the state’s Regionalization Plan in collaboration with the Regionalization Task Force and Advisory Council on Juvenile Services.

- Work with county probation partners to expand or strengthen:
 - Transitional living options for youth exiting post-adjudication placement;
 - Regional funding opportunities and initiatives to expand local capacity and collaboration;
 - Technical assistance on community funding opportunities.
- In collaboration with county and agency partners, implement the state’s Sequential Intercept Model (SIM) mapping initiative to enhance regional collaboration and better identify gaps in services to maximize diversion potential and improve reentry outcomes for Texas youth.

2.2 Increase reentry services in the juvenile justice system.

- Ensure youth readiness for employment, community services access, and education by implementing integrated treatment plans that clearly and directly relate to each youth’s identified risks, focusing on skill generalization, employment-related training, continuing education, and vocational training,
- Support successful reentry by increasing coordination between institutional parole officers and reentry staff for early planning and transition support.
- Utilize data-driven decision making by emphasizing program fidelity, quality assurance monitoring, and successful performance metrics.
- Enhance youth reintegration through collaborative case planning that assesses risk factors, involves

- families, and provides targeted rehabilitative programming for positive development.
- Utilize incentives and interventions for behavior modification by prioritizing community-based resources, employing Effective Practices in Community Supervision (EPICS) interventions, and ensuring timely revocation hearings for public safety.
- Clearly demonstrate the value of staff as key assets to community safety by providing robust support systems for professional development and training.

Strengthening Texas: Robust, Statewide, Re-entry Services are a Top Priority for TJJD. Currently, the agency is identifying efficiencies in parole and re-entry staffing and supervision, including bolstering the organizations TJJD partners within the communities to help youth succeed. Enhancing technological capabilities or increased staffing in targeted areas of the state will improve TJJD’s ability to monitor and support youth to continue utilizing the skills they learned through TJJD programming and reduce criminogenic risk factors. To enhance the educational, vocational, and emotional regulation training youth receive while in TJJD’s care, additional re-entry officers who help youth navigate educational and job opportunities will positively impact recidivism rates.

Texas currently has about 5.5 million school-aged children living in the state, representing about 10% of school-aged children nationwide. With increasing juvenile aged population and the already evident growing acuity in youth, the Texas Juvenile Justice System—through effective rehabilitative and reentry programming—is in a critical position to strengthen Texas. A key area for growth is in career and technical education, where the juvenile system’s reform efforts can also help meet the growing demands of the Texas economy. The Texas Juvenile Justice system has increased vocation educational programs to increase youth’s employable skills. Since the 89th Regular Session, TJJD created a new position, Assistant Superintendent of Workforce Readiness, who identifies and works with industry partners to develop employment pathways for youth. TJJD provides training in hard skills, like auto mechanic, carpentry, horticulture, welding, automotive technology, and culinary arts; and the agency is increasing innovate CTE opportunities for youth including utilizing virtual technology. These lessons are complimented by learning soft skills like communication, interviewing, and resume writing. TJJD also continues to partner with the Texas Workforce Commission in implementing SB 1728 (89R), which allowed juvenile probation departments and TJJD to participate in the Jobs and Education for Texas (JET) grant.

3. Strengthening Texas

3.1. Maintain strong and collaborative relationships with external stakeholders.

- Maintain accountable and transparent relationships with the probation field, the Legislature, and other key stakeholders to ensure an informed and accurate view of the agency’s successes, challenges, and needs.
- Maintain collaborative relationships with probation chiefs, including assistance and oversight in administering grant programs and assessing local funding needs.
- Identify potential efficiencies that the agency and probation field could benefit from within the grant management process.
- Provide methods of sharing evidence-based information and training with county departments.
- Improve partnerships with other state agencies.
 - Increase collaboration with the Health and Human Services Commission, local mental health authorities, and local intellectual and developmental disability (IDD) authorities to meet the complex needs of justice-involved youth who have identified mental health and/or IDD needs.
 - Increase collaboration between the juvenile justice system and the Department of Family and Protective Services on the provision of services for dual-status youth.
 - Increase collaboration with the Texas Education Agency, DFPS, Texas Workforce Commission, and Texas Department of Licensing and Regulation to expand access to and public safety outcomes of vocational training, certification and licensure programs, and career development opportunities.

3.2. Workforce Development

Expand educational and vocational opportunities to allow for a smooth transfer between TJJD schools, local education agencies, and employment opportunities.

- Utilize the establishment of the Career and Technical Education Advisory Committee to:
 - Evaluate and provide recommendations to increase opportunities for youth to return to their communities safely and productively.
 - Evaluate and expand vocational certification programs and career and technical courses aligned to youths' career interests and the Texas economy's workforce needs.
 - Evaluate a blended learning environment with a secure student wireless network driven by mobile devices and other educational applications.
 - Evaluate independent and/or transitional living programs for youth completing probation or transitioning from secure settings and entering adulthood.
- Provide a comprehensive reading program to increase phonemic awareness, vocabulary, reading comprehension, and fluency.
- Expand GED preparation programs that yield a Certificate of High School Equivalency for as many youth as appropriate and possible.
- Routinize opportunities for youth who have obtained a GED and/or high school diploma to receive advanced vocational training and industry certification.
- Coordinate and streamline reentry functions across various agency positions to improve the efficiency with which youth receive reentry supports, including connections to employers and the provision of key identifying documents prior to release from secure facilities.
- Enhance professional development for teachers and teacher aides related to addressing the needs of adolescents with learning difficulties or disabilities.
- Evaluate agreements with community colleges to offer dual-credit courses aligned with professional and industry standards, and where appropriate, develop pipelines for youth to complete their education with these partners when they return to their communities.

Support of Statewide Objectives

Accountable to tax and fee payers of Texas.

TJJD is accountable to the taxpayers of Texas by supporting a juvenile justice system that ensures youth who jeopardize public safety are held responsible for their actions and can return to their communities successfully. Increasing collaboration toward a unified juvenile justice system ensures taxpayer funds are used efficiently and appropriately to keep communities safe. Enhancing the likelihood of successful youth reintegration applies taxpayer funds more effectively and benefits local communities through improved public safety outcomes.

Efficient such that maximum results are produced with a minimum waste of taxpayer funds.

The agency's initiatives to evaluate and improve legacy systems, enhance fidelity to established processes, and eliminate inefficiencies will minimize waste and ensure the best use of taxpayer funds. Increasing support for local juvenile probation departments ensures that youth who can be safely served closer to home have those opportunities, reducing the costs associated with deeper system involvement. Additionally, evidence-based, integrated programming limits redundant or ineffective services, optimizing TJJD's allocation of resources.

Fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

The agency's focus on the entire juvenile justice system aims to safely limit youth immersion into the system as appropriate and improve their chances of success. Enhancing safety and security of juvenile justice facilities is crucial for fulfilling the agency's core functions and serves as the foundation for continued improvements in public safety. This focus on safety and security will positively impact the effectiveness of the entire justice system. Additionally, expanding trauma-responsive behavioral management approaches will further the agency's goal of improving public safety, achieving better outcomes, and enhancing the agency's ability to meet key performance measures.

Attentive to providing excellent customer service.

The agency remains attentive to providing excellent customer service by enhancing current operations and transparency, improving the agency’s ability to fulfill its mission. Assistance to local partners aids in the administration of local government and provides excellent customer service to individuals and families involved at the state and local levels of the system. Holistic programs focused on evidence-based practices demonstrate the agency’s commitment to improved outcomes for families, youth, and communities.

Transparent such that agency actions can be understood by any Texan.

Texans expect the following outcomes: 1) clearly articulated items aimed at increased efficiency; 2) accountability processes tailored to each youth’s risks and needs; and 3) enhanced safety and security of juvenile justice facilities. A single, integrated system with uniform methods of identifying needs and resources will enable stakeholders to predict better outcomes and increased transparency. Improving rehabilitative programs to promote safe behavior and skill development will enhance interventions for youth in the agency’s care, aligning with community expectations regarding the juvenile justice system.

Redundancies and Impediments

	Confidentiality Requirements
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Human Resources Code Sec. 242.056. ADVOCACY AND SUPPORT GROUPS. (c) The department shall adopt standards consistent with standards adopted by the Texas Department of Criminal Justice regarding the confidential correspondence of children confined in department facilities with external entities, including advocacy and support groups.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Section 242.056, Human Resources Code, requires TJJD to adopt standards regarding confidentiality consistent with those of the Texas Department of Criminal Justice (TDCJ). Specific requirements regarding confidentiality requirements involving youth under the agency’s care should be incorporated into the TJJD enabling legislation rather than requiring the agency follow another agency’s procedures, even if those procedures change. Placing desired requirements into TJJD statutes will eliminate the need to track future TDCJ policy changes and will clarify the intent of the statute.
Provide Agency Recommendation for Modification or Elimination	Amend Human Resources Code Section 242.056 to remove reference to another agency’s policy. Sec. 242.056. ADVOCACY AND SUPPORT GROUPS. (c) The department shall adopt standards [consistent with standards adopted by the Texas Department of Criminal Justice] regarding the confidential correspondence of children confined in department facilities with external entities, including advocacy and support groups.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Removing the reference to TDCJ will eliminate the need to track future TDCJ policy changes. Placing desired requirements into TJJD statutes would clarify the intent of the statute.

	Establishment of Fees
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Human Resources Code Sec. 203.0082. FEES. If the General Appropriations Act does not specify the amount of the fee, the board by rule may establish fees that: <ul style="list-style-type: none"> (1) are reasonable and necessary; (2) produce revenue sufficient for the administration of this chapter; and <ul style="list-style-type: none"> (3) do not produce unnecessary revenue.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Prior to the merger of the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission (TJPC) in 2011, all of TJPC’s authority was located in one chapter of the Human Resources Code (Chapter 141). The current Human Resources Code Section 203.0082 was formerly Section 141.023. Former Section 141.023 gave TJPC the authority to establish fees reasonable and necessary for the administration of that chapter. The language was unchanged with the merger, but the provisions in Chapter 141 that TJPC would have charged fees for were not put into Chapter 203. Thus, it is arguable that TJJD does not have authority to charge fees (such as those for the administration of the certification exam).
Provide Agency Recommendation for Modification or Elimination	Human Resources Code Sec. 203.0082. FEES. If the General Appropriations Act does not specify the amount of the fee, the board by rule may establish fees that: <ul style="list-style-type: none"> (1) are reasonable and necessary; (2) produce revenue sufficient for the administration of this chapter <u>title</u>; and (3) do not produce unnecessary revenue.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This change would clarify TJJD’s authority to establish fees when necessary to perform TJJD’s required functions, such as providing training to certain individuals.

	Entire Employment History Verification
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	Chapter 811, Health and Safety Code, passed in the 89 th Regular Session. Requires juvenile justice facilities, residential treatment facilities, group homes, and shelters to conduct verification of the entire employment history, to the extent possible, for all applicants to be employees, contractors, or volunteers as well as all current employees, contractors, or volunteers if the person will have direct contact with a child receiving services at the facility. Statute carves out four offenses that prohibit the person from being selected, whether or not the person is convicted of the offense [sexual assault, aggravated sexual assault, continuous abuse of young child or disabled individual, prohibit sexual conduct (i.e. incest)].
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>TJJD and juvenile justice facilities are subject to federal PREA regulations, which require contacting all prior institutional employers of persons who may have contact with juveniles in facilities and prohibit hiring or contracting if the person has substantiated allegations of sexual abuse or sexual harassment with the prior employer. Additionally, if the person has been convicted of engaging or attempting to engage in sexual activity in the community or has been civilly or administratively adjudicated to have done so, the person may not be selected. TJJD and juvenile facilities also conduct fingerprint based criminal background checks before making hiring and contracting decisions (to include volunteers and interns) and review criminal histories every 1-2 years. Finally, TJJD and juvenile facilities use SEMARC to determine if a person has engaged in reportable conduct at one of the SEMARC-participating entities. TJJD also requires employment verification if a person has employment history or licensing history with any entity that serves children or other vulnerable populations that is not already contacted under PREA requirements or SEMARC.</p> <p>Chapter 811 is duplicative of the existing requirements, which means that the additional entities that it requires tend to be private businesses. The issues reported when contacting these employers are: 1) they are no longer in business; 2) they will not return phone calls or emails; 3) they will not provide information other than to confirm dates of employment; and 4) they are using private companies that charge up to \$70 for each employment verification.</p> <p>The act of attempting to conduct the employment verification checks results in delays in hiring employees and requires HR staff to devote additional time to the background check process while not providing information that is already available through other means.</p>
Provide Agency Recommendation for Modification or Elimination	The agency recommends that the requirements in Chapter 811 regarding TJJD and juvenile facilities be removed. Alternatively, the agency recommends that the statute be modified to codify the requirement to comply with PREA.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This would benefit the agency by reducing the amount of time and resources the Human Resources department needs to allocate tracking down specific employment verification information.
--	---

	Access to Criminal Justice Information System (DPS)
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	<p>Sec. 411.138. ACCESS TO CRIMINAL HISTORY RECORD INFORMATION: JUVENILE BOARD OR JUVENILE PROBATION DEPARTMENT. A juvenile board or juvenile probation department is entitled to obtain from the department criminal history record information maintained by the department that relates to a person who is:</p> <ul style="list-style-type: none"> (1) an applicant for a position with the juvenile probation department; (2) an employee for whom the juvenile board or juvenile probation department will seek certification from the Texas Juvenile Justice Department; or (3) an employee or department applicant who currently holds certification from the Texas Juvenile Justice Department. <p>Sec. 411.1295. ACCESS TO CRIMINAL HISTORY RECORD INFORMATION: EMPLOYMENT BY COUNTY. (a) Except as provided by Subsection (b), a county is entitled to obtain from the department criminal history record information maintained by the department that relates to a person who is:</p> <ul style="list-style-type: none"> (1) an applicant for employment by the county; (2) an employee of the county; (3) an applicant for employment by or an employee of a business or person that contracts with the county; (4) a volunteer with the county; or (5) an applicant for a volunteer position with the county. <p>(b) A county is not entitled to obtain under this section any information about a person if the county is entitled to obtain under another section of this subchapter any criminal history record information about the person.</p> <p>Sec. 411.1141. ACCESS TO CRIMINAL HISTORY RECORD INFORMATION: TEXAS JUVENILE JUSTICE DEPARTMENT. (a) The Texas Juvenile Justice Department is entitled to obtain from the</p>

	<p>department criminal history record information maintained by the department that relates to:</p> <ol style="list-style-type: none">(1) a person described by Section 242.010(b), Human Resources Code;(2) an applicant for a certification from the Texas Juvenile Justice Department;(3) a holder of a certification from the Texas Juvenile Justice Department;(4) a child committed to the custody of the Texas Juvenile Justice Department by a juvenile court;(5) a person requesting visitation access to a facility of the Texas Juvenile Justice Department; or(6) any person, as necessary to conduct an evaluation of the home under Section 245.051(a), Human Resources Code. <p>(b) Criminal history record information obtained by the Texas Juvenile Justice Department under Subsection (a) may not be released to any person except:</p> <ol style="list-style-type: none">(1) on court order;(2) with the consent of the entity or person who is the subject of the criminal history record information;(3) for purposes of an administrative hearing held, or an investigation conducted, by the Texas Juvenile Justice Department concerning the person who is the subject of the criminal history record information;(4) a juvenile board by which a certification applicant or holder is employed; or(5) as provided by Subsection (c) or (f). <p>(c) The Texas Juvenile Justice Department is not prohibited from releasing criminal history record information obtained under Subsection (a) to:</p> <ol style="list-style-type: none">(1) the person who is the subject of the criminal history record information; or(2) a business entity or person described by Subsection (a)(1) who uses or intends to use the services of the volunteer or intern or employs or is considering employing the person who is the subject of the criminal history record information. <p>(d) The Texas Juvenile Justice Department may charge an entity or a person who requests criminal history record information under Subsection (c)(2) a fee in an amount necessary to cover the costs of obtaining the information on the person's or entity's behalf.</p>
--	---

	<p>(e) After a person is certified by the Texas Juvenile Justice Department, the Texas Juvenile Justice Department shall destroy the criminal history record information that relates to a person described by Subsection (a)(2).</p> <p>(f) The Texas Juvenile Justice Department is not prohibited from disclosing criminal history record information obtained under Subsection (a) in a criminal proceeding or in a hearing conducted by the Texas Juvenile Justice Department.</p>
<p>Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations</p>	<p>There are two main concerns with the statute. First, juvenile justice facilities that are not run by juvenile boards or juvenile probation departments do not have statutory authority to access the criminal history of their applicants or employees. This requires the juvenile probation department in the county, which does not operate the facility, to conduct the criminal history review for them. This is inefficient. Further, the juvenile probation department is not even authorized to provide this information to the facility. This prevents the facility from being able to decide whether it believes a history that is not necessarily disqualifying under TJJD standards should disqualify a particular applicant from employment.</p> <p>Secondly, juvenile justice departments do not have access to the same criminal histories that TJJD has nor does their statute contain the additional provisions related to criminal records that TJJD has. County juvenile probation departments use the statute that applies to counties generally to have access for contractor and volunteers (411.1295). However, there is no clear mechanism for them to have access for placement screening. The lack of clarity results in counties either not having the information they need or potentially violating DPS policies.</p>
<p>Provide Agency Recommendation for Modification or Elimination</p>	<p>Sec. 411.138. ACCESS TO CRIMINAL HISTORY RECORD INFORMATION: JUVENILE BOARD, OR JUVENILE PROBATION DEPARTMENT, OR JUVENILE JUSTICE FACILITY. A juvenile board, or juvenile probation department, <u>or juvenile justice facility</u> is entitled to obtain from the department criminal history record information maintained by the department that relates to a person who is:</p> <ol style="list-style-type: none"> (1) an applicant for a position with the <u>juvenile board, juvenile probation department or juvenile justice facility, to include as an employee, contractor, volunteer, or intern;</u> (2) <u>an employee, contractor, volunteer, or intern with the juvenile board, juvenile probation department, or juvenile justice facility;</u> (3) (2) an employee for whom the juvenile board or juvenile probation department will seek certification from the Texas Juvenile Justice Department; or (4) (3) an employee or department applicant who currently holds certification from the Texas Juvenile Justice Department;

	<p><u>(5) a child for which the juvenile probation department or juvenile justice facility is providing supervision or services; or</u></p> <p><u>(6) a person requesting visitation access to the juvenile justice facility of the Texas Juvenile Justice Department.</u></p> <p><u>(b) A juvenile probation department is entitled to obtain from the department criminal history record information maintained by the department that relates to a person who lives in a home which is being considered for possible placement under Sections 54.01 or 54.04, Family Code.</u></p> <p><u>(c) Criminal history record information obtained under this section may not be released to any person except:</u></p> <p><u>(1) on court order;</u></p> <p><u>(2) with the consent of the entity or person who is the subject of the criminal history record information; or</u></p> <p><u>(3) to the Texas Juvenile Justice Department as part of a review required by statute or Texas Juvenile Justice Department standards.</u></p>
<p>Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change</p>	<p>The primary benefits associated with this change are improving operational efficiencies, further enhancing public safety. These changes also clarify the authority of facilities to access necessary criminal justice information.</p>

	<p>Juvenile Board Authority to Combine with Other Juvenile Boards</p>
<p>Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)</p>	<p>Subchapter B, Chapter 152, Human Resources Code</p> <p>Sec. 152.0031. APPLICATION OF SUBCHAPTER. Except as otherwise provided by this chapter, this subchapter does not apply to a county that is served by a juvenile board created under Subchapter C or D.</p> <p>Sec. 152.0036. JOINT OPERATION. (a) The juvenile boards of two or more counties that are adjacent to or in close proximity to each other may agree to operate together.</p> <p>(b) Juvenile boards operating together may appoint one fiscal officer to receive and disburse funds for the boards.</p>
<p>Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations</p>	<p>Section 152.0036 allows certain juvenile boards to agree to operate together. However, because of the language in Section 152.0031, this does not apply to the vast majority of juvenile boards because they are created under Subchapters C and D. When those counties want to operate together, they need to individually seek a legislative change to allow them to do so. Legislation has been introduced throughout the years to address this issue, but always for only specific counties each time. This is inefficient.</p>

<p>Provide Agency Recommendation for Modification or Elimination</p>	<p>Recommend excepting 152.0036 from the non-applicability language in Section 152.0031.</p> <p>Sec. 152.0036. JOINT OPERATION. (a) The juvenile boards of two or more counties that are adjacent to or in close proximity to each other may agree to operate together.</p> <p>(b) Juvenile boards operating together may appoint one fiscal officer to receive and disburse funds for the boards.</p> <p><u>(c) This section applies to all juvenile boards, including those created under Subchapter C or D.</u></p>
<p>Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change</p>	<p>This proposed change gives juvenile boards the flexibility to operate together without needing legislative changes to do so.</p>

	<p>Staff Injury Leave</p>
<p>Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)</p>	<p>Sec. 661.918. INJURY LEAVE FOR CERTAIN PEACE OFFICERS.</p> <p>(a) This section applies to a peace officer under Article 2A.001, Code of Criminal Procedure, who is commissioned as a law enforcement officer or agent, including a ranger, by:</p> <p>(1) the Public Safety Commission and the director of the Department of Public Safety;</p> <p>(2) the Parks and Wildlife Commission;</p> <p>(3) the Texas Alcoholic Beverage Commission;</p> <p>(4) the attorney general;</p> <p>(5) the insurance fraud unit of the Texas Department of Insurance;</p> <p>(6) the comptroller; or</p> <p>(7) the Texas Commission on Law Enforcement</p> <p>(7) the state fire marshal</p> <p>(7) the Health and Human Services Commission's office of inspector general</p> <p>(7) the office of inspector general of the Texas Juvenile Justice Department.¹</p>

¹ Multiple bills in the 89th session modified this statute by adding all entities numbered (7) to this statute.

	<p>(b) A peace officer to whom this section applies is entitled to injury leave, without a deduction in salary, without being required to use compensatory time off accrued under Chapter 659, and without being required to use any other type of leave allowable under this chapter, for an injury sustained due to the nature of the officer's duties and that occurs during the course of the officer's performance of duty, except an officer is not entitled to injury leave under this subsection if:</p> <p>(1) the officer's own gross negligence contributed to the officer's injury; or</p> <p>(2) the injury was related to the performance of routine office duties.</p> <p>(c) To be eligible for injury leave under this section, a person must submit to the person's employer evidence of a medical examination and a recommendation for a specific period of leave from a physician licensed to practice in this state.</p> <p>(d) The maximum amount of leave available under this section for all injuries occurring at one time is one year.</p> <p>(e) A person may simultaneously be on injury leave under this section and receive workers' compensation medical benefits under Title 5, Labor Code, but is not eligible for disability retirement benefits under Chapter 814 during the leave period. A person is entitled to workers' compensation indemnity benefits which accrue pursuant to Title 5, Labor Code, after the discontinuation or exhaustion of injury leave under this section.</p>
<p>Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations</p>	<p>This statute is beneficial to certified peace officers who are injured on the job. Unfortunately, there is no similar statute for juvenile or adult correctional officers at either the state or county level. However, these employees face dangerous situations every day that can result in severe injuries. Although sick leave pool may be an option for state employees who suffer catastrophic injuries, that is dependent on other employees within the same agencies giving donations which they may prefer not to do because of the chance that they may need that leave themselves one day. There is also state statute that allows for donation of sick leave to particular employees; however, in addition to concerns with donating leave the donor may need one day, there are potential tax implications that complicate this. Given the high-risk nature of correctional officer jobs with TJJD, coupled with its high turnover rate, it is important that people who come to work in these positions know that their jobs and insurance will remain intact if they are seriously injured on the job.</p>
<p>Provide Agency Recommendation for Modification or Elimination</p>	<p>The agency recommends that a similar statute be created to provide injury leave for correctional officers who sustain a serious injury on the job. The agency recommends the statute also include juvenile supervision officers employed in local juvenile justice facilities as well as parole officers.</p> <p>Though it is outside of TJJD's scope, agency leadership believes this recommendation should also be considered for TDCJ.</p>

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This change will likely improve recruitment and retention by reinforcing that the state of Texas recognizes the dangerous and important work of juvenile correctional officers. This change also reinforces the state support for our correctional first responders.
--	--

	Providing Birth Certificate and Social Security Card
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	<p>Sec. 245.0537. PROVIDING RELEASED OR DISCHARGED CHILD WITH BIRTH CERTIFICATE AND SOCIAL SECURITY CARD.</p> <p>(a) In addition to complying with the requirements of Section 245.0536, before releasing a child under supervision or finally discharging a child, the department must:</p> <p>(1) determine whether the child has a:</p> <p>(A) certified copy of the child's birth certificate; and</p> <p>(B) copy of the child's social security card; and</p> <p>(2) if the child does not have a document described by Subdivision (1), submit to the appropriate entity on behalf of the child a request for the issuance of the applicable document.</p> <p>(b) The department shall submit a request under Subsection (a)(2) as soon as is practicable to enable the department to receive the applicable document before the department releases or discharges the child and to provide the child with the applicable document when the department releases or discharges the child.</p> <p>(c) This section does not apply to a child who:</p> <p>(1) is not legally present in the United States; or</p> <p>(2) was not a resident of this state before the child was placed in the custody of the department.</p>
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	TJJD is not a specific entity authorized to request a Texas birth certificate or a social security card. Additionally, TJJD is not exempt from the cost of obtaining a birth certificate or social security card.
Provide Agency Recommendation for Modification or Elimination	TJJD recommends two options. First, the Legislature could repeal this statute. Alternatively, the Legislature can remove the reference to the social security card and limit the birth certificate to children born in Texas, give TJJD the authority to make the request, and excuse TJJD from paying the cost.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	TJJD cost savings are \$23 per birth certificate, and agency staff time to provide court order to DSHS proving child is in our care.

	Allow for transfer to TDCJ parole prior to age 19
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	<p>Sec. 245.151. TERMINATION OF CONTROL. (a) Except as provided by Subsections (b) and (c), if a person is committed to the department under a determinate sentence under Section 54.04(d)(3), Section 54.04(m), or Section 54.05(f), Family Code, the department may not discharge the person from its custody.</p> <p>(b) The department shall discharge without a court hearing a person committed to the department for a determinate sentence under Section 54.04(d)(3), Section 54.04(m), or Section 54.05(f), Family Code, who has not been transferred to the Texas Department of Criminal Justice under a court order on the date that the time spent by the person in detention in connection with the committing case plus the time spent at the department under the order of commitment equals the period of the sentence.</p> <p>(c) The department shall transfer to the Texas Department of Criminal Justice a person who is the subject of an order under Section 54.11(i)(2), Family Code, transferring the person to the custody of the Texas Department of Criminal Justice for the completion of the person's sentence.</p> <p>(d) Except as provided by Subsection (e), the department shall discharge from its custody a person not already discharged on the person's 19th birthday.</p> <p>(e) The department shall transfer a person who has been sentenced under a determinate sentence to commitment under Section 54.04(d)(3), 54.04(m), or 54.05(f), Family Code, or who has been returned to the department under Section 54.11(i)(1), Family Code, to the custody of the Texas Department of Criminal Justice on the person's 19th birthday, if the person has not already been discharged or transferred, to serve the remainder of the person's sentence on parole as provided by Section 508.156, Government Code.</p>
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Statute provides that transfer to TDCJ parole for a determinate sentence youth who has not completed the sentence and has not been ordered to TDCJ prison must occur on the child's 19th birthday. Because of the word "on," TJJD cannot transfer a person to parole any time before that. This results in there being times that TJJD is holding a youth for a short period of time after a transfer hearing in which the court has opted not to transfer the youth to prison. This may involve additional transport of the youth. This uses bed space while simply waiting for the time to pass. It may also involve all of the resources to place a youth on TJJD parole for a very short period of time as opposed to transferring the youth to TDCJ. Recommend adding language to allow TJJD to make the transfer before the person's 19th birthday so that this is an option when appropriate.</p>

Provide Agency Recommendation for Modification or Elimination	(e) The department shall transfer a person who has been sentenced under a determinate sentence to commitment under Section 54.04(d)(3), 54.04(m), or 54.05(f), Family Code, or who has been returned to the department under Section 54.11(i)(1), Family Code, to the custody of the Texas Department of Criminal Justice on <u>or before</u> the person's 19th birthday, if the person has not already been discharged or transferred, to serve the remainder of the person's sentence on parole as provided by Section 508.156, Government Code.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This will streamline transfer to parole processes for older youth, thereby reducing costs of warehousing youth or providing parole services with TJJJ when those services could be provided by TDCJ.

	Open Meetings Act Exception Pertaining to Investigations
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	Sec. A 551.044. AA EXCEPTION TO GENERAL RULE: GOVERNMENTAL BODY WITH STATEWIDE JURISDICTION. SUBCHAPTER D. EXCEPTIONS TO REQUIREMENT THAT MEETINGS BE OPEN
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Due to the confidentiality required of ongoing investigations and current open meeting requirements, TJJJ staff, OIG, or OIO are not able to advise the full board about any such investigations. When necessary, these items are discussed in committee meetings with specific board members, but not the full board.
Provide Agency Recommendation for Modification or Elimination	Similar to DPS's exception for open meetings, TJJJ would like to add the ability to discuss investigations with the entire board during closed session. This adjustment can either be made in the Human Resources Code (Chapter 201) or the Open Meetings section of the Government Code (Chapter 551) Current DPS Exception reads as: Sec. 411.0041. OPEN MEETINGS EXCEPTION: CRIMINAL INVESTIGATIONS. A discussion or deliberation of the commission regarding an ongoing criminal investigation, including a vote to issue a directive or take other action regarding the investigation, is not subject to the open meetings law, Chapter 551.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	There are instances when the board should be updated about ongoing investigations, whether that's related to juvenile offenders, employees, or volunteers. However, due to the confidentiality required for ongoing investigations and the current open meeting laws, TJJJ's only avenue to provide those updates to board members is through committee meetings, in which some, but not all board members receive updates. Though it is outside of TJJJ's scope, agency leadership believes this recommendation should also be considered for TDCJ.

	Transportation of Youth
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	<p>Sec. 52.026. RESPONSIBILITY FOR TRANSPORTING JUVENILE OFFENDERS. (a) It shall be the duty of the law enforcement officer who has taken a child into custody to transport the child to the appropriate detention facility or to the school campus to which the child is assigned as provided by Section 52.02(a)(7) if the child is not released to the parent, guardian, or custodian of the child.</p> <p>(b) If the juvenile detention facility is located outside the county in which the child is taken into custody, it shall be the duty of the law enforcement officer who has taken the child into custody or, if authorized by the commissioners court of the county, the sheriff of that county to transport the child to the appropriate juvenile detention facility unless the child is:</p> <p>(1) detained in a secure detention facility under Section 51.12(j); or</p> <p>(2) released to the parent, guardian, or custodian of the child.</p> <p>(c) On adoption of an order by the juvenile board and approval of the juvenile board's order by record vote of the commissioners court, it shall be the duty of the sheriff of the county in which the child is taken into custody to transport the child to and from all scheduled juvenile court proceedings and appearances and other activities ordered by the juvenile court.</p>
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	TJJD has been asked to assist counties in transporting youth, whether that be to TJJD on commitment or when there is a bench warrant from the county. Currently, TJJD does not have legal authority to do this, although there are times the agency would be willing to do so.
Provide Agency Recommendation for Modification or Elimination	<p>(c) On adoption of an order by the juvenile board and approval of the juvenile board's order by record vote of the commissioners court, it shall be the duty of the sheriff of the county in which the child is taken into custody to transport the child to and from all scheduled juvenile court proceedings and appearances and other activities ordered by the juvenile court.</p> <p>(1) if assistance is needed with transporting the youth, the sheriff or a designee may contact the Texas Juvenile Justice Department to arrange transportation of youth.</p> <p>(A) The agency may seek reimbursement for travel expenses from the jurisdiction seeking transportation services.</p>
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This would benefit the agency and the local jurisdictions by expediting transportation of youth, giving the counties and courts an additional option for ensuring youth reach their detention placement or court hearing resulting from a bench warrant.

	Determinate Sentence Hearings
Service, Statute, Rule or Regulation (Provide Specific Citation if Applicable)	Sec. 54.11. RELEASE OR TRANSFER HEARING
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	All hearings for youth with determinate sentences require TJJD staff to be present to provide the agency's recommendation as to whether the youth should transfer to the Texas Department of Criminal Justice Institutional Division or be released under supervision by TDCJ Parole. These hearings occur in all jurisdictions of the state. There is considerable time spent for TJJD staff to be physically present at all hearings.
Provide Agency Recommendation for Modification or Elimination	Sec. 54.11. RELEASE OR TRANSFER HEARING (g-1) A hearing under this section shall be conducted as a remote proceeding, unless a court finds, upon a motion by the person to be transferred or released under supervision or the State, a compelling interest to require the proceeding to be held in person.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Currently, significant TJJD staff time is spent traveling to court, creating potential waste. A better use of state resources would be to allow TJJD staff to participate virtually to save cost that is solely used for travel. Further, with the rising number of youth in TJJD facilities with determinate sentences, judicial efficiency will be achieved by potentially increasing the number of hearings that TJJD staff may be able to participate in. The savings in staff time solely spent on travel will provide cost savings and efficiencies in the overall judicial process.

Schedule A:

Budget Structure

GOAL A: Community Juvenile Justice

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. Assist local juvenile probation departments in developing programs and services to meet the needs of the local communities while providing robust intervention services and diverting juveniles from commitment to the Juvenile Justice Department. Provide an alternative for juveniles who have been expelled from public school for certain offenses to reduce delinquency, increase juvenile accountability, while protecting the school campus.

OBJECTIVE A.1: Grants for Community Juvenile Justice Services

Provide funding and support to local juvenile probation departments to ensure public safety and accountability and maximize the development of community-based services to divert offenders from the Juvenile Justice Department.

Outcome Measures:

- Rate of Successful Completion of Deferred Prosecution (Key)
- 1.1.2 Rate of Successful Completion of Court-ordered Probation (Key)
- 1.1.3 Re-Referral Rate (Key)
- 1.1.4 Adjudication Rate
- 1.1.5 Referral Rate/Juveniles Served by Prevention and Intervention Programs
- 1.1.6 Number of Absconders From Basic Supervision
- 1.1.7 Completion of Prevention and Intervention Programs

STRATEGY A.1.1: Prevention and Intervention

Provide funding and support for community-based delinquency prevention and early intervention programs and services that will assist in the early identification of at-risk behaviors to help enhance community protection, such as mentoring, school-based interventions for juveniles with disruptive behaviors, family-focused interventions, including parenting training, truancy intervention programs, individual counseling, safe and structured afterschool activities, life skills development, gang intervention, and character development programming.

Output Measure:

- 1.1.1.1 Number of Juveniles Served by Prevention/Intervention

STRATEGY A.1.2: Basic Probation Services

Provide funding to juvenile probation departments to assist in public safety and accountability for crisis intervention or diversion services and for basic supervision including juveniles under conditional release, deferred prosecution, or adjudicated probation, to divert juveniles from commitment to the Juvenile Justice Department.

Efficiency Measure:

- 1.1.2.1 Cost Per Day for Basic Supervision
- 1.1.2.2 Cost Per Formal Referral (Key)

Explanatory Measures:

- 1.1.2.1 Total Number of Delinquent Referrals
- 1.1.2.2 Total Number of Referrals (Key)
- 1.1.2.3 Total Number of Felony Referrals
- 1.1.2.4 Total Number of Crisis Intervention Referrals

Output Measures:

- 1.1.2.1 ADP: Juveniles Supervised under Conditional Release
- 1.1.2.2 ADP: Juveniles Supervised under Deferred Prosecution
- 1.1.2.3 ADP: Juveniles Supervised under Adjudicated Probation
- 1.1.2.4 Average Daily Population of Juveniles in Basic Supervision

STRATEGY A.1.3: Community Programs

Provide funding to juvenile probation departments for the provision of programs and services to juveniles under their jurisdiction, services.

Efficiency Measures:

- 1.1.3.1 Cost Per Day/Community Non-residential Program

Output Measures:

- 1.1.3.1 Juveniles Served-Community Non-Res Programs

STRATEGY A.1.4: Pre- and Post-Adjudication Facilities

Provide funding for pre- and post-adjudication facilities that assist departments when addressing public safety and accountability.

Efficiency Measure:

- 1.1.4.1 Cost Per Day Per Youth for Residential Placement

Output Measure:

- 1.1.4.1 Average Daily Population of Residential Placements

STRATEGY A.1.5: Commitment Diversion Initiatives

Provide funding to juvenile probation departments for diversion of juveniles from commitment to state facilities in the Juvenile Justice Department to assist with public safety and accountability.

Efficiency Measure:

- 1.1.5.1 Cost Per Day: Commitment Diversion (Key)

Output Measure:

- 1.1.5.1 ADP: Commitment Diversion Initiatives (Key)

STRATEGY A.1.6: Juvenile Justice Alternative Education Programs

Provide funding for Juvenile Justice Alternative Education Programs to reduce delinquency, increase juvenile accountability, while protecting the school campus.

Output Measures:

- 1.1.6.1 Number of Mandatory Students Entering JJAEPs (Key)
- 1.1.6.2 Mandatory Student Attendance Days in JJAEP During the Reg School Year (Key)

STRATEGY A.1.7: Mental Health Services Grant

Provide funding for mental health services to assist with public safety and accountability.

STRATEGY A.1.8: Regional Diversion Alternatives

Provide discretionary grant funding to juvenile probation departments for youth in regional specialized programs to divert juveniles from commitment to the Juvenile Justice Department to assist with public safety and accountability.

Output Measures:

- 1.1.8.1 Number of Regional Diversion Placements (Key)
- 1.1.8.2 Average Daily Population: Regional Diversion Placements

STRATEGY A.1.9: Probation System Support

Provide probation grants administration and oversight and operate the regionalization diversion.

GOAL B: State Services and Facilities

Provide a safe and secure correctional environment for juveniles. Deliver a continuum of needs-based services that reduce delinquent or criminal behavior, provide individualized opportunities for education, and facilitate successful community reintegration.

OBJECTIVE B.1: State-Operated Programs and Services

Provide services to reduce the re-arrest rate of juveniles released from JJD through a system of assessment, orientation, and placement; secure and non-secure state correctional programs; education; and health care and treatment services.

Outcome Measures:

- 2.1.1 Total Number of New Admissions to JJD (Key)
- 2.1.2 Diploma or High School Equivalency Rate (JJD-operated Schools) (Key)
- 2.1.3 Percent Improved Reading Grade Level at Release (Key)
- 2.1.4 Turnover Rate of Juvenile Correctional Officers (Key)
- 2.1.5 Industrial Certification Rate in JJD-operated Schools
- 2.1.6 Rearrest/Re-referral Rate (Key)
- 2.1.7 One-year Rearrest/Re-referral Rate for Violent Felony Offenses (Key)
- 2.1.8 One-year Rearrest/Re-referral Rate for Offenses as or more Severe than Committing Offense (Key)
- 2.1.9 Reincarceration Rate: Within One Year (Key)
- 2.1.10 Reincarceration Rate: Within Three Years (Key)
- 2.1.11 Percent Improved Math Grade Level at Release (Key)

STRATEGY B.1.1: Assessment, Orientation, and Placement

Provide a system of assessment, orientation, and placement, which is developmentally appropriate, culturally competent, and accurately determines the relative security risk and treatment needs of admitted juveniles.

Efficiency Measure:

- 2.1.1.1 Assessment and Orientation Cost Per Juvenile Day

Explanatory Measure:

- 2.1.1.1 Total Residential Intakes

Output Measure:

- 2.1.1.1 Average Daily Population: Assessment and Orientation (Key)

STRATEGY B.1.2: Facility Operations and Overhead

Oversight and fixed costs for state secure facility operations.

STRATEGY B.1.3: Facility Supervision and Food Service

Provide supervision and food service to juveniles within the state's secure facilities.

Efficiency Measure:

- 2.1.3.1 CPD: State-Operated Secure Correctional Facility

Explanatory Measure:

- 2.1.3.1 Juveniles Under JCO Direct Supervision Per Shift (Key)

Output Measure:

- 2.1.3.1 Average Daily Population: State Operated Secure Correctional Facilities (Key)

STRATEGY B.1.4: Education

Provide or facilitate year-round preparation programs for certificate of high school equivalency, high-school diploma, post-secondary education, and workforce opportunities that support successful transition after release from state-operated, correctional facilities, opportunities for employment, and increased public safety for the communities.

Efficiency Measure:

- 2.1.4.1 Education and Workforce Cost in JJD Operated Schools

Explanatory Measure:

- 2.1.4.1 Percent Reading at Grade Level at Commitment

Output Measures:

- 2.1.4.1 Average Daily Attendance in JJD-operated Schools (Key)
- 2.1.4.2 Number of Industrial Certifications Earned by Juveniles

STRATEGY B.1.5: Alternatives to State Secure Placement

Operate non-secure, contracted residential and community correctional programs under conditions that promote juveniles' positive development and the interests and safety of the public, juveniles, and staff.

Efficiency Measure:

- 2.1.5.1 Halfway House Cost Per Juvenile Day
- 2.1.5.2 Capacity Cost in Contract Programs Per Juvenile Day

Output Measure:

- 2.1.5.1 Average Daily Population: Halfway House Programs (Key)
- 2.1.5.2 Average Daily Population: Contract Programs (Key)

STRATEGY B.1.6: Health Care

Provide health care and psychiatric services to address juveniles' medical, dental, and mental health needs while in residential care.

Efficiency Measure:

- 2.1.6.1 Cost of Health Care Services Per Juvenile Day
- 2.1.6.2 Cost of Psychiatric Services Per Juvenile Day

Output Measure:

- 2.1.6.1 Average Daily Population: Health Care
- 2.1.6.2 Average Daily Population: Psychiatric Services

STRATEGY B.1.7: Integrated Behavior Management

Provide a trauma-responsive general rehabilitation treatment and behavior management program to all juveniles through evidence-based interventions, including general and specialized rehabilitation efforts.

Efficiency Measures:

- 2.1.7.1 General Rehabilitation Treatment Cost Per Juvenile Day
- 2.1.7.2 Specialized Treatment Cost Per Juvenile Day

Output Measures:

- 2.1.7.1 Average Daily Population: General Rehabilitation Treatment (Key)
- 2.1.7.2 Average Daily Population: Specialized Treatment (Key)

STRATEGY B.1.8: Residential System Support

Provide oversight and management of the state residential system.

OBJECTIVE B.3: Maintain State Facilities

STRATEGY B.3.1: Construct and Renovate Facilities

Provide ongoing maintenance and repair of facilities to ensure a safe and secure environment for juveniles and staff, and to prevent the deterioration of buildings and infrastructure.

Efficiency Measure:

- 2.3.1.1 Change Orders and Add-ons as a % of Budgeted Project Const. Costs

GOAL C: Parole Services

Provide a system of targeted re-entry services to juveniles on parole who remain under JJD jurisdiction to address criminogenic needs, reduce risk factors, and enhance public safety.

OBJECTIVE C.1: Parole Services

Provide a system of targeted re-entry services to juveniles on parole who remain under JJD jurisdiction to address criminogenic needs, reduce risk factors, and enhance public safety.

Outcome Measures:

- 3.1.1 Constructive Activity

STRATEGY C.1.1.: Parole Direct Supervision and Reentry Services

Provide direct supervision and add-on re-entry programs and services for juveniles on parole who remain under JJD supervision to address criminogenic needs, reduce risk factors, and enhance public safety.

Efficiency Measure:

- 3.1.1.1 Parole Cost Per Juvenile Day

Output Measures:

- 3.1.1.1 Average Daily Population: Parole (Key)
- 3.1.1.2 Average Daily Population: Contract Parole
- 3.1.1.3 Average Daily Population: Aftercare Services

GOAL D: Office of the Independent Ombudsman

Provide assistance to and secure the rights of JJD juveniles and ensure that systems of service are appropriate and equally accessible by all juveniles, including juveniles on parole.

OBJECTIVE D.1: Office of the Independent Ombudsman

Provide assistance to and secure the rights of JJD juveniles and ensure that systems of service are appropriate and equally accessible by all juveniles, including juveniles on parole.

STRATEGY D.1.1: Office of the Independent Ombudsman

Investigate, evaluate, and secure the rights of juveniles admitted to JJD, including juveniles on parole by meeting with juveniles, families, and advocacy groups to ensure that systems of service are appropriate and equally accessible.

Output Measure:

- 4.1.1.1 Number of Juvenile Directly Served through the Office of Independent Ombudsman

GOAL E: Juvenile Justice System

Provide services and support for Community Juvenile Justice and State Services and Facilities functions.

OBJECTIVE E.1: Juvenile Justice System

Provide services and support for community juvenile justice and state services and facilities functions.

STRATEGY E.1.1: Training and Certification

Provide training and certification services for community juvenile justice staff and state services staff and facilities.

Output Measure:

- 5.1.1.1 Number of Officers Certified

STRATEGY E.1.2: Monitoring and Inspections

Monitor community and state operated and contracted juvenile justice facilities and probation and parole services. The key objective of monitoring is to provide comprehensive and effective reviews and inspections to create accountability in the state and county level juvenile justice system, which positively affect the performance of juvenile justice facilities and services, and the outcomes of the youth being served.

Output Measures:

- Number of Local Facility Inspections Conducted
- 5.1.2.2 Number of Annual Comprehensive Monitoring Reviews
- 5.1.2.3 Number of On-site Consultations Conducted in Connection with Risk-based Monitoring Activities

STRATEGY E.1.3: Interstate Agreement

Provide interstate compact services for community and state juvenile justice services and facilities to assist with public safety and accountability.

Output Measure:

- 5.1.3.1 Juveniles Served through Interstate Compact

GOAL F: Indirect Administration

OBJECTIVE F.1: Provide Administrative Management

Provide administrative management.

STRATEGY F.1.1: Central Administration Central administration.

STRATEGY F.1.2: Information Resources

GOAL G: Office of the Inspector General

Provide investigative and law enforcement services to all programs and facilities under the jurisdiction of JJD to enhance public safety and ensure the safe operation of those facilities and programs. and community juvenile probation and parole services.

OBJECTIVE G.1: Conduct oversight of juvenile justice services and facilities

Conduct fair, timely, and impartial investigations of criminal allegations, and administrative investigations of abuse, neglect, and exploitation in state-operated and community-operated facilities that house justice-involved children.

STRATEGY G.1.1: Office of the Inspector General

Provide investigative and law enforcement services focused on public safety to ensure that criminal and delinquent conduct is being addressed at JJD programs and facilities to include community-operated facility and probation and parole services. Coordinate law enforcement actions with local law enforcement and prosecutorial officials including the Special Prosecution Unit. Provide quarterly reports to the Governor, Lt. Governor, Speaker of the House, Chairs of the House and Senate oversight committees, JJD Board, JJD Executive Director, and other advocacy groups. Provide comprehensive investigative findings to the JJD Executive Board and the JJD Executive Director in order to make informed licensing and disciplinary decisions.

Explanatory Measures:

- 7.1.1.1 Number of Allegations Reported to the Office of the Inspector General (Key)
- 7.1.1.2 Number of JJD Juveniles Apprehended by OIG (Key)

Output Measures:

- 7.1.1.1 Number of Completed Criminal Investigative Cases (Key)
- 7.1.1.2 Number of Completed OIG County Investigation Unit ANE Cases (Key)
- 7.1.1.3 Number of Completed OIG State Investigation Unit ANE and Admin Cases (Key)

Schedule B:

Performance Measure Definitions

GOAL A: Community Juvenile Justice			
Title: Rate of Successful Completion of Deferred Prosecution (Key)	Goal No. 1	Objective No. 1	Outcome No. 1
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 state correctional custody, transferred to the adult system, absconded, or terminated early due to failure to comply with the conditions of supervision.			
Purpose: This measure is intended to measure the success of juveniles on deferred prosecution.			
Data Source: Data relating to this measure is located in the supervision file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.			
Methodology: Computed by dividing the number of juveniles completing deferred prosecution by the total number of juveniles terminating deferred. Deferred terminations do not include juveniles who transfer out of the jurisdiction of the department prior to completing their supervision or those that abscond but return to complete their supervision within 60 days from the date in which the juvenile absconded.			
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target
Title: Rate of Successful Completion of Court-ordered Probation (Key)	Goal No. 1	Objective No. 1	Outcome No. 2
Definition: Rate of successful completion is a measure of the number of juveniles terminating adjudicated probation supervision who completed the requirements of their supervision period without being committed to state correctional custody, transferred to the adult system, absconded, or terminated early due to failure to comply with the conditions of supervision.			
Purpose: This is intended to measure the successful completion of Adjudicated Probation by adjudicated juveniles.			
Data Source: Data relating to this measure is located in the supervision file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.			
Methodology: Computed by dividing the number of juveniles completing their probation supervision by the total number of probation terminations. Probation terminations do not include juveniles who transfer out of the jurisdiction of the department prior to completing their supervision or those that abscond but return to complete their supervision within 60 days from the date in which the juvenile absconded.			
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target
Title: Re-Referral Rate (Key)	Goal No. 1	Objective No. 1	Outcome No. 3
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 disposition to begin those supervisions.			
Purpose: 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.			
Data Source: Data relating to this measure are located in the referral and supervision files of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.			
Methodology: 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 Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Adjudication Rate	Goal No. 1	Objective No. 1	Outcome No. 4
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: 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.			
Data Source: Data relating to this measure are located in the referral and supervision files of the Agency extract database.			
Methodology: 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 Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Referral Rate/Juveniles Served by Prevention and Intervention Programs	Goal No. 1	Objective No. 1	Outcome No. 5
Definition: Percent of eligible juveniles served by JJD funded delinquency prevention and intervention programs who are formally referred to a juvenile probation department within one year (i.e., 365 days) of beginning the program.			
Purpose: To provide information on the extent to which juveniles served by JJD funded delinquency prevention and intervention grants are referred to juvenile probation within 365 days of entering the program.			
Data Source: Data relating to this measure are located in the referral and program files of the JJD extract database using information submitted by local juvenile probation departments on a monthly basis. All juveniles served by JJD funded delinquency prevention and intervention programs will receive a Personal Identification Number (PID). If a juvenile is formally referred to the juvenile probation department, this PID will remain the same.			
Methodology: Calculated by dividing the number of eligible juveniles who were referred to a juvenile probation department within one year of beginning a JJD funded delinquency prevention and intervention program by all eligible juveniles beginning a JJD funded delinquency prevention program. Calculated by utilizing prior year data to ensure complete year follow-up. Eligible juveniles include all juveniles between age 10 and 16 at program start date.			
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-Cumulative	New Measure: No	Target Attainment: Lower than target

Title: Number of Absconders from Basic Supervision	Goal No. 1	Objective No. 1	Outcome No. 6
Definition: Number of juveniles who absconded while under deferred prosecution or adjudicated probation supervision and have not returned to the supervision of the juvenile probation department for 60 days or more.			
Purpose: This measure provides information on the number of juveniles who have absconded for more than 60 days.			
Data Source: Data relating to this measure is located in the supervision file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.			
Methodology: Computed by adding the total number of juveniles who absconded while under deferred prosecution or adjudicated probation, and have not returned to the supervision of the juvenile probation department for 60 days or more.			
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-Cumulative	New Measure: No	Target Attainment: Lower than target

Title: Completion of Prevention and Intervention Programs	Goal No. 1	Objective No. 1	Outcome No. 7
Definition: Rate of completion is a measure of the number of juveniles leaving a JJD funded delinquency prevention and intervention program who complete the requirements of the program successfully.			
Purpose: This measure is intended to measure the completion rate of juveniles in JJD funded delinquency prevention and intervention programs.			
Data Source: Data relating to this measure is located in the referral and program files of the JJD extract database using information submitted by local juvenile probation departments on a monthly basis.			
Methodology: Computed by dividing the number of juveniles completing JJD funded delinquency prevention and intervention programs by the total number of juveniles leaving those programs. Juveniles leaving programs for reasons not related to success or failure are not included in the total number leaving programs.			
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Number of Juveniles Served by Prevention/Intervention	Goal No. 1	Objective No. 1	Strategy No. 1	Output No. 1
Definition: The total number of juveniles served by JJD funded delinquency prevention and intervention programs during the reporting period.				
Purpose: This measure is intended to measure the number of juveniles served by JJD funded delinquency prevention and intervention programs.				
Data Source: Data relating to this measure are located in the referral and program files of the JJD extract database using information submitted by local juvenile probation departments on a monthly basis. All juveniles served will receive a Personal Identification Number (PID).				
Methodology: Computed by summing the number of juveniles served in JJD funded delinquency prevention and intervention programs.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Cost Per Day for Basic Supervision	Goal No. 1	Objective No. 1	Strategy No. 2	Efficiency No. 1
Definition: The average State cost per day per juvenile receiving Basic Supervision.				
Purpose: Indicates the average State cost per day per juveniles under Basic Supervision.				
Data Source: Expenditures calculated from agency Quarterly Fiscal Reports. Total supervision days collected in the agency extract database supervision file using information submitted by local juvenile probation departments on a monthly basis. Population served and expenditure data will reflect the current fiscal year reporting period.				
Methodology: The total state dollars expended for Basic Probation Services strategy during the current fiscal year reporting period are divided by the Average Daily Population for juveniles receiving conditional pre-disposition, deferred prosecution, or adjudicated probation supervision during the reporting period, and then divided by the number of days in the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Cost Per Formal Referral (Key)	Goal No. 1	Objective No. 1	Strategy No. 2	Efficiency No. 2
Definition: The average State cost per formal referral to local juvenile probation departments.				
Purpose: Indicates the average State cost per formal referral to local juvenile probation departments.				
Data Source: Expenditures calculated from TJJD's Quarterly Fiscal Reports. Referral data is maintained in the referral file of TJJD extract database using information submitted by juvenile probation departments on a monthly basis. Referral and expenditure data reflect the current fiscal year reporting period.				
Methodology: The performance measure is calculated quarterly by dividing the funding appropriated/expended in strategy A.1.2. during the reporting period by total number of formal referrals during the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Total Number of Delinquent Referrals	Goal No. 1	Objective No. 1	Strategy No. 2	Explanatory No. 1
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: This measure provides information about the number of formal referrals for a delinquent offense during the reporting period.				
Data Source: Data is maintained in the referral file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: 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 JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Total Number of Formal Referrals (Key)	Goal No. 1	Objective No. 1	Strategy No. 2	Explanatory No. 2
Definition: Total number of formal referrals to a juvenile probation department for a felony, misdemeanor A and B offense, 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: This measure provides information about the total number of referrals to juvenile probation departments statewide during the period.				
Data Source: Data is maintained in the referral file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by adding the number of referrals, including delinquent, violation of court order, and CINS offenses, from the referral file of the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Total Number of Felony Referrals	Goal No. 1	Objective No. 1	Strategy No. 2	Explanatory No. 3
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: This measure provides information on the number of referrals to juvenile probation departments for felony offenses.				
Data Source: Data is maintained in the referral file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by adding the number of referrals for felony offenses from the referral file of the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Total Number of Crisis Intervention Referrals	Goal No. 1	Objective No. 1	Strategy No. 2	Explanatory No. 5
Definition: Total number of crisis intervention referrals to a juvenile probation department. A juvenile may be referred more than once in a reporting period.				
Purpose: This measure provides information about the number of crisis intervention referrals to juvenile probation departments statewide during the period.				
Data Source: Data is maintained in the referral file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by adding the number of crisis intervention referrals from the referral file of the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: ADP: Juveniles Supervised Under Conditional Release	Goal No. 1	Objective No. 1	Strategy No. 2	Output No. 1
Definition: The average number of juveniles supervised per day of the reporting period under conditional pre-disposition supervision.				
Purpose: This measure is intended to indicate the average number of juveniles receiving conditional pre-disposition supervision throughout the state per day during the given period of time.				
Data Source: Data is maintained in the supervision file of the JJD 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 pre-disposition supervision type in the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: ADP: Juveniles Supervised Under Deferred Prosecution	Goal No. 1	Objective No. 1	Strategy No. 2	Output No. 2
Definition: The average number of juveniles supervised per day of the reporting period under deferred prosecution (a voluntary supervision by the juvenile probation department).				
Purpose: This measure is intended to indicate the average number of juveniles receiving deferred prosecution supervision throughout the state per day during the given period of time.				
Data Source: Data is maintained in the supervision file of the Agency 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 deferred prosecution supervision types in the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: ADP: Juveniles Supervised Under Adjudicated Probation	Goal No. 1	Objective No. 1	Strategy No. 2	Output No. 3
Definition: Average number of juveniles supervised per day under adjudicated probation (have been adjudicated by a juvenile court and placed on probation).				
Purpose: This measure is intended to indicate the average number of adjudicated juveniles receiving supervision throughout the state per day during the given period of time.				
Data Source: Data is maintained in the supervision file of the Agency 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 adjudicated probation supervision types in the JJD extract database.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Population of Juveniles in Basic Supervision	Goal No. 1	Objective No. 1	Strategy No. 2	Output No. 5
Definition: The average daily population of juveniles receiving Basic Supervision from a juvenile probation department.				
Purpose: This measure provides information on the number of juveniles receiving Basic Supervision.				
Data Source: Data is maintained in the supervision file of the JJD database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by adding the total number of supervision days under conditional pre-disposition, deferred prosecution, and adjudicated probation and dividing by the number of days in the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Cost Per Day/Community Non-residential Program	Goal No. 1	Objective No. 1	Strategy No. 3	Efficiency No. 1
Definition: The average state cost per day per juvenile in a community based non-residential program.				
Purpose: Indicates the average state cost per day per juvenile in community based non-residential programs.				
Data Source: Expenditures calculated from agency Quarterly Fiscal Reports. Total program days collected in the agency extract database program file using information submitted by local juvenile probation departments on a monthly basis. Population served and expenditure data will reflect the current fiscal year reporting period.				
Methodology: The total state dollars expended for Community Programs strategy for non-residential programs during the current fiscal year reporting period are divided by the average daily population for community non-residential programs during the reporting period, and then divided by the number of days in the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Juveniles Served-Community Non-Res Programs	Goal No. 1	Objective No. 1	Strategy No. 3	Output No. 1
Definition: The number of unique juveniles served in a Community Non-Residential Program.				
Purpose: This provides information on the number of juveniles participating in community-based programs.				
Data Source: Data is maintained in the program file of the JJD database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by determining the number of unique individuals served during the reporting period in a community-based program.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Cost Per Day Per Youth for Residential Placement	Goal No. 1	Objective No. 1	Strategy No. 4	Efficiency No. 1
Definition: The average state cost per day for juveniles in secure and non-secure residential placement facilities.				
Purpose: The purpose of the measure is to identify the average state cost that departments must pay per day to place a child in a setting outside of their home, other than at the Texas Juvenile Justice Department.				
Data Source: Expenditures calculated from agency Quarterly Fiscal Reports. Total placement days collected in the agency extract database placement files using information submitted by local juvenile probation departments on a monthly basis. Population served and expenditure data will reflect the current fiscal year reporting period.				
Methodology: The total state dollars expended for Pre and Post Adjudication strategy for non-secure and secure residential placements during the current fiscal year reporting period are divided by the Average Daily Population for Residential Placements during the reporting period, and then divided by the number of days in the reporting period. Parental placements and foster care placements are excluded from calculation.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population of Residential Placements	Goal No. 1	Objective No. 1	Strategy No. 4	Output No. 1
Definition: This measure represents the average number of juveniles per day residing outside of their homes as a result of juvenile department placement during the time period. The measure includes placement in both secure and non-secure residential facilities.				
Purpose: To determine the average daily population of juveniles ordered into juvenile residential placement facilities during the time period.				
Data Source: Data relating to juveniles in residential placement are extracted from the placement file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: 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 average daily population (parental placements and foster care placements excluded).				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Cost Per Day: Commitment Diversion (Key)	Goal No. 1	Objective No. 1	Strategy No. 5	Efficiency No. 1
Definition: The avg. State cost per day per juvenile in a community-based commitment diversion initiative program or placement.				
Purpose: Indicates the average state cost per day per juvenile in community-based diversion initiative programs and placements.				
Data Source: Expenditures calculated from agency Quarterly Fiscal Reports. Total days collected in the agency extract database program and placement files using information submitted by local juvenile probation departments on a monthly basis. Population served and expenditure data will reflect the current fiscal year reporting period.				
Methodology: The total state dollars expended for Commitment Diversion strategy during the current fiscal year reporting period are divided by the Average Daily Population for Commitment Diversion Initiatives during the reporting period, and then divided by the number of days in the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: ADP: Commitment Diversion Initiatives (Key)	Goal No. 1	Objective No. 1	Strategy No. 5	Output No. 1
Definition: The average daily population of juveniles in a community-based commitment diversion initiative program or placement.				
Purpose: Includes the average daily population of juveniles in community based commitment diversion initiative programs and placements.				
Data Source: Total days collected in the program and placement files of the Agency extract database and in quarterly submissions provided by local juvenile probation departments.				
Methodology: Computed by determining the number of days served during the reporting period in a community-based commitment diversion program or placement, divided by the total number of days in the period.				
Data Limitations: Data used in the calculation are submitted to the agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of Mandatory Students Entering JJAEPs (Key)	Goal No. 1	Objective No. 1	Strategy No. 6	Output No. 1
Definition: The total number of students entering a mandatory JJAEP as a result of mandatory expulsion under the Texas Education Code section 37.007. A student may enter a JJAEP more than once in the reporting period.				
Purpose: 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.				
Data Source: Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the JJD Probation Services Division.				
Methodology: Calculated by summing the number of students expelled for a mandatory offense entering a JJAEP 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 Agency from local juvenile probation departments.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Mandatory Student Attendance Days in JJAEP During the Reg School Yr (Key)	Goal No. 1	Objective No. 1	Strategy No. 6	Output No. 2
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: This measure provides information on the number of mandatory student days that are funded by the state.				
Data Source: Monthly activity reports are submitted by mandatory JJAEP counties and are maintained by the JJD Probation Services Division.				
Methodology: 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 Agency from local juvenile probation departments.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Number of Regional Diversion Placements (Key)	Goal No. 1	Objective No. 1	Strategy No. 8	Output No. 1
Definition: The total number of juvenile placements that resulted from a regional diversion application submitted by the juvenile probation department and approved by the Agency. Each placement represents one juvenile placed in regional diversion alternative programs in lieu of commitment to JJD facilities.				
Purpose: This measure is intended to identify the number of juveniles diverted from commitment to JJD state facilities and served in JJD regional diversion funded programs and placements.				
Data Source: Data relating to this measure are maintained by the JJD Probation Services Division.				
Methodology: Calculated by summing the number of juvenile placements that resulted from a regional diversion application submitted by the juvenile probation department and approved by the Agency.				
Data Limitations: A juvenile may have more than one placement in the reporting period and count as more than one diversion if multiple diversion applications are submitted and approved.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Population: Regional Diversion Placements	Goal No. 1	Objective No. 1	Strategy No. 8	Output No. 2
Definition: The average daily population of juveniles in a regional diversion funded residential placement.				
Purpose: Indicates the average daily population of juveniles in a regional diversion funded residential placement during the reporting period.				
Data Source: Data relating to juveniles in a regional diversion funded residential placement are extracted from the placement file of the Agency extract database using information submitted by local juvenile probation departments on a monthly basis.				
Methodology: Computed by determining the number of days in a regional diversion funded residential placement, divided by the number of days in the reporting period.				
Data Limitations: Data used in the calculation are submitted to the Agency from local juvenile probation departments.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

GOAL B: State Services and Facilities

Title: Total Number of New Admissions to JJD (Key)	Goal No. 2	Objective No. 1	Outcome No. 1
Definition: Number of juveniles disposed to state commitment by juvenile courts and admitted to JJD.			
Purpose: This measure provides information on the number of juveniles committed to the custody of JJD by juvenile courts.			
Data Source: Assessment and orientation personnel identify juveniles committed to the state for the first time. Data entry clerks enter this information into the JJD Case Management System.			
Methodology: This measure counts the number of juveniles received at JJD assessment and orientation centers during the reporting period for the first time ever for a commitment to the agency from the juvenile court.			
Data Limitations: JJD accepts all juveniles legally committed by Texas courts. This number is outside of the agency's control.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Diploma or High School Equivalency Rate (JJD-operated Schools) (Key)	Goal No. 2	Objective No. 1	Outcome No. 2
Definition: The percentage of juveniles age 16 or above who have earned a high school diploma or certificate of high school equivalency (TxCHSE) within 90 days after their release from state-operated secure correctional facilities with JJD-operated schools.			
Purpose: Achievement of educational objectives is associated with improved job and educational prospects after release. This measure addresses the extent to which JJD juveniles achieve a high school diploma or certificate of high school equivalency either before or just after release from state-operated secure correctional facilities with JJD teachers, where most of the funds in the strategy are expended.			
Data Source: When juveniles achieve a high school diploma, the completion date is recorded in the JJD computer system by JJD personnel. When juveniles test successfully for a TxCHSE, the testing date and results are recorded in the JJD computer system by JJD personnel. Official records, when available, are also received from the Texas Education Agency and automatically imported into the JJD computer system. Any differences in JJD records are manually checked against an on-line database maintained by the Texas Education Agency or the individual testing service, if applicable. Information concerning age, release date, and discharge status are maintained on the JJD computer system.			
Methodology: Data sources are automated. Measurement extends 90 days after release from state-operated secure correctional facilities with JJD teachers. The denominator of "Diploma or High School Equivalency population" is the number of juveniles who, during the reporting period, reach the tracking end point of 90 days since release from state-operated secure correctional facilities with JJD teachers, and were age 16 or older when released. Juveniles are only included at their first release for any fiscal year reported. The numerator is the number of these juveniles who had obtained their high school diploma or tested successfully for their certificate of high school equivalency by the end of that 90-day period. The result is expressed as a percentage.			
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Percent Improved Reading Grade Level at Release (Key)	Goal No. 2	Objective No. 1	Outcome No. 3
Definition: The percentage of juveniles released from state-operated secure correctional facilities with JJD-operated schools who, at their last time tested, have a reading grade level above individual's original tested reading grade level at intake.			
Purpose: Most juveniles committed to JJD enter with serious educational challenges. Providing effective remedial instruction is an important agency activity. This measure addresses the extent to which JJD-provided instruction raises reading skills of JJD juveniles.			
Data Source: Juveniles committed to JJD are administered a standard basic educational achievement test prior to release. TABE measures National Reporting System (NRS) levels and provides scaled scores in broad grade ranges. Data entry clerks or education department personnel enter test results onto the JJD Case Management System.			
Methodology: Scaled scores are converted to grade level equivalents using an internal conversion table. The numerator is the number of juveniles who increased reading grade level from intake to release. The denominator is juveniles released during the reporting period from facilities with JJD-operated schools. Juveniles are only included if placed in a facility that has JJD-employed teachers, and other than an O&A center. Juveniles are only included at the time of their first release for any fiscal yr reported. Tests are administered no sooner than 180 days apart with first test at O&A facility. Tests given less than 180 days from the previous test will be excluded.			
Data Limitations: The test only goes to the 12th grade level and provides broad grade ranges.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Turnover Rate of Juvenile Correctional Officers (Key)	Goal No. 2	Objective No. 1	Outcome No. 4
Definition: The rate of terminations of Juvenile Correctional Officers within the fiscal year.			
Purpose: Juvenile Correctional Officers (JCO's) are charged with maintaining a safe environment in JJD facilities. The safety of juveniles and staff depend on a low ratio of juveniles per JCO, and that the JCO's be experienced and adequately trained. This can only be maintained if there is a low turnover rate.			
Data Source: Employment information is collected through Personnel Action Requests, and maintained on the JJD payroll/personnel system.			
Methodology: The number of full and part time juvenile correctional officer terminations during the fiscal year divided by the average number of full and part time juvenile correctional officers during the fiscal year. The average number of juvenile correctional officers during the fiscal year equals the average quarterly count of juvenile correctional officers employed at any time during the quarter. Neither the numerator nor denominator will include staff in a facility that closed during the quarter. The result is expressed as a percentage (multiplied by 100).			
Data Limitations: The State Auditor's turnover data has traditionally not been available until after the ABEST due date and does not account for closed facilities. Employment data used in the calculation of the measure are limited based on the information made available to JJD by the Texas Comptroller of Public Accounts.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Industrial Certification Rate in JJD-operated Schools	Goal No. 2	Objective No. 1	Outcome No. 5
Definition: The percentage of juveniles enrolled in the 9th grade or above who have earned an industrial certification upon release from state-operated secure correctional facilities with JJD-operated schools.			
Purpose: Juveniles who re-enter the community with marketable education and workforce skills are more likely to be successful. This measure assesses the rate of industrial certification achievement among students enrolled in JJD-operated schools.			
Data Source: Certifications are awarded locally, generally by career and technical education teachers. When juveniles achieve industrial certifications, the industrial certification type and completion date is recorded in the JJD computer system by JJD personnel. Students at JJD-operated schools are scheduled into grades with automated databases. Information concerning release date and discharge status is maintained on the JJD computer system.			
Methodology: Data sources are automated. The denominator is the number of juveniles who are released from a state-operated secure correctional facility with a JJD-operated school, other than Orientation and Assessment, and had ever been enrolled in the 9th grade or above at JJD when released. Juveniles are only included at their first release for any fiscal year reported. The numerator is juveniles who earn an industrial certification prior to release from a state-operated secure correctional facility with JJD teachers. Juveniles who earn more than one industrial certification are counted once. The result is expressed as a percentage.			
Data Limitations: The measure excludes recognition of student work that "nearly meets" standards for industrial certification, such as when juveniles transfer between programs or are released to parole while short of completion criteria for certification. The measure also excludes recognition of "course completion certificates" as these lack qualifications for industry recognition.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Rearrest/Re-referral Rate (Key)	Goal No. 2	Objective No. 1	Outcome No. 6
<p>Definition: The percentage of juveniles released from secure programs to non-secure correctional programs, parole or agency discharge who, within one (1) year of release, are known to be rearrested or re-referred to juvenile probation. This measure includes felonies and class A and B misdemeanors.</p>			
<p>Purpose: One of the primary goals of JJD rehabilitation efforts is to reduce future delinquent or criminal behavior and facilitate community reintegration. This measure provides an indication of the extent to which this goal is met.</p>			
<p>Data Source: Data sources are automated. Cohort and re-referral data come from JJD’s database. Arrest data comes from the Department of Public Safety (DPS) Career Criminal History database.</p>			
<p>Methodology: The population measured is juveniles released from a secure program to a non-secure program, parole or discharge the fiscal year prior to any day in the reporting period. Juveniles excluded include: (1) temporary releases from secure facilities, (2) juveniles transferred directly to a secure facility of another agency on the same day, (3) juveniles whose commitment to JJD was over-turned, and (4) juveniles who are not found in the DPS database and not re-referred according to the JJD database. These juveniles are checked for any referrals or arrests within 365 days from the first release date within the fiscal year examined. Arrests and referrals for which the level of offense cannot be determined will be included, whereas arrests known to be for a class C misdemeanor or less serious offense will not be included. The result is divided by number of juveniles in the cohort and expressed as a percentage. A juvenile can be counted no more than once each year in the numerator or denominator.</p>			
<p>Data Limitations: The measure is dependent upon the completeness of arrest information available in the Department of Public Safety (DPS) and JJD databases, and the correct matching of JJD juveniles and individuals entered onto the DPS system when juveniles’ state identifiers are incomplete or inaccurate. An information exchange with DPS is done at least annually and historically there has been a time lag in DPS data entry.</p>	<p>Calculation Method: Non-cumulative</p>	<p>New Measure: No</p>	<p>Target Attainment: Lower than target</p>

Title: One-year Rearrest/Re-referral Rate for Violent Felony Offenses (Key)	Goal No. 2	Objective No. 1	Outcome No. 7
<p>Definition: The percentage of juveniles released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year of release, were rearrested or referred to juvenile probation for any violent felony offense.</p>			
<p>Purpose: One of the primary goals of JJD rehabilitation efforts is to reduce future delinquent or criminal behavior and facilitate community reintegration. This measure provides an indication of the extent to which the goal of reducing serious criminal behaviors among released juveniles is met.</p>			
<p>Data Source: Data sources are automated. Cohort and re-referral data come from JJD’s database. Arrest data comes from the Department of Public Safety (DPS) Career Criminal History database. The list of offenses designated as violent will be provided by the Legislative Budget Board.</p>			
<p>Methodology: All of the methodology from one-year rearrest rate applies. Additionally, the offense must be designated as a felony and a violent offense as listed by the Legislative Budget Board for the current biennium. A juvenile can be counted no more than once each year in the numerator and once in the denominator.</p>			
<p>Data Limitations: The measure is dependent upon the completeness of arrest information available in the Department of Public Safety (DPS) and JJD databases, and the correct matching of JJD juvenile and individuals entered onto the DPS system when juveniles’ state identifiers are incomplete or inaccurate. An information exchange with DPS is done at least annually and historically there has been a time lag in DPS data entry.</p>	<p>Calculation Method: Non-cumulative</p>	<p>New Measure: No</p>	<p>Target Attainment: Lower than target</p>

Title: One-year Rearrest/Re-referral Rate for Offenses as or More Severe than Committing Offense (Key)	Goal No. 2	Objective No. 1	Outcome No. 8
Definition: The percentage of juveniles released from secure programs to non-secure programs, parole or agency discharge who, within one (1) year of release, were rearrested or referred to juvenile probation for any offense as severe or more severe than the juvenile's committing offense.			
Purpose: One of the primary goals of JJD rehabilitation efforts is to reduce future delinquent or criminal behavior and facilitate community reintegration. This measure provides an indication of the extent to which the goal of reducing serious criminal behaviors among released juveniles is met.			
Data Source: Data sources are automated. Cohort and re-referral data come from JJD's database. Arrest data comes from the Department of Public Safety (DPS) Computerized Criminal History database.			
Methodology: The population measured is juveniles released from a secure program to a non-secure program, parole or discharge the fiscal yr prior to any day in the reporting period. Juveniles excluded include: (1) temporary releases from secure facilities, (2) juveniles transferred directly to a secure facility of another agency on the same day, (3) juveniles whose commitment to JJD was over-turned, and (4) juveniles who are not found in the DPS database and not rereferred according to the JJD database. These juveniles are checked for any relevant referrals or arrests within 365 days from the first release date within the fiscal yr examined. Arrests and referrals for which the level of offense cannot be determined will be included, whereas arrests known to be for a class C misdemeanor or less serious offense will not be included. The result is divided by number of juveniles in the cohort and expressed as a percentage. A juvenile can be counted no more than once each year in the numerator or denominator.			
Data Limitations: The measure is dependent upon the completeness of arrest information available in the Department of Public Safety (DPS) and JJD databases, and the correct matching of JJD juveniles and individuals entered onto the DPS system when juveniles' state identifiers are incomplete or inaccurate. An information exchange with DPS is done at least annually and historically there has been a time lag in DPS data entry.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Reincarceration Rate: Within One Year (Key)	Goal No. 2	Objective No. 1	Outcome No. 9
Definition: The percentage of juveniles released from secure to non-secure programs, parole or agency discharge who, within one (1) year of release, are known to be reincarcerated to a state-operated secure juvenile correctional facility or adult state prison or jail facility for a disciplinary purpose, and other than through a temporary placement. This measure includes reincarcerations for felonies, misdemeanors and technical violations.			
Purpose: This measure indicates the extent to which JJD rehabilitation programs are effective in reducing reincarceration within one year of release.			
Data Source: Data sources are automated. Reincarceration sources are the JJD database and computer matching through an information exchange with the Texas Department of Criminal Justice (TDCJ) database.			
Methodology: The population measured is juveniles released from a secure program to a non-secure program, parole or discharge 12 months prior to any day in the reporting period. Juveniles excluded include: (1) temporary releases from secure facilities, (2) juveniles transferred directly to a secure facility of another agency on the same day, and (3) juveniles whose commitment to JJD was overturned. These juveniles are checked for 365 days from release for reincarceration into either a secure JJD state facility for a disciplinary reason, TDCJ CID or a Texas State Jail. The result is divided by juveniles in the population measured, and expressed as a percentage. No JJD assignment for at least 30 days is considered temporary. Temporary admissions into JJD secure state correctional facilities are only considered as reincarceration if their next permanent assignment is to a secure state correctional facility. A juvenile can be counted no more than once each year in the numerator or denominator.			
Data Limitations: The measure is dependent upon the completeness of reincarceration information available on the Texas Department of Criminal Justice (TDCJ) and JJD databases, and the correct matching of JJD juveniles and individuals entered onto the TDCJ system. An information exchange with TDCJ is done at least annually.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target

Title: Reincarceration Rate: Within Three Years (Key)	Goal No. 2	Objective No. 1	Outcome No. 10
<p>Definition: The percentage of juveniles released from secure to non-secure programs, parole or agency discharge who, within three (3) years of release, are known to be reincarcerated to a state-operated secure juvenile correctional facility or adult state prison or jail facility for a disciplinary purpose, and other than through a temporary placement. This measure includes reincarcerations for felonies, misdemeanors and technical violations.</p>			
<p>Purpose: This measure indicates the extent to which JJD rehabilitation programs are effective in reducing reincarceration.</p>			
<p>Data Source: Data sources are automated. Reincarceration sources are the JJD database and computer matching through an information exchange with the Texas Department of Criminal Justice (TDCJ) database.</p>			
<p>Methodology: The population measured is juveniles released from a secure program to a non-secure program, parole or discharge 36 months prior to any day in the reporting period. Juveniles excluded include: (1) temporary releases from secure facilities, (2) juveniles transferred directly to a secure facility of another agency on the same day, and (3) juveniles whose commitment to JJD was over-turned. These juveniles are checked for a three-year period for reincarceration into either a secure state-operated facility for a disciplinary reason, TDCJ CID or Texas State Jail. The result is divided by juveniles in the population measured, and expressed as a percentage. No JJD assignment for at least 30 days is considered temporary. Temporary admissions into JJD secure state correctional facilities are only considered as reincarceration if their next permanent assignment is to a secure state correctional facility. A juvenile can be counted no more than once each year in the numerator or denominator.</p>			
<p>Data Limitations: The measure is dependent upon the completeness of reincarceration information available on the Texas Department of Criminal Justice (TDCJ) and JJD databases, and the correct matching of JJD juveniles and individuals entered onto the TDCJ system. An information exchange with TDCJ is done at least annually.</p>	<p>Calculation Method: Non-cumulative</p>	<p>New Measure: No</p>	<p>Target Attainment: Lower than target</p>

Title: Percent Improved Math Grade Level at Release (Key)	Goal No. 2	Objective No. 1	Outcome No. 11
<p>Definition: The percentage of juveniles released from state-operated secure correctional facilities with JJD-operated schools who, at their last time tested, have a math grade level above individual's original tested math grade level at intake.</p>			
<p>Purpose: Most juveniles committed to JJD enter with serious educational challenges. Providing effective remedial instruction is an important agency activity. This measure addresses the extent to which JJD-provided instruction raises math skills of JJD juveniles.</p>			
<p>Data Source: Juveniles committed to JJD are administered a standard basic educational achievement test prior to release. TABE measures National Reporting System (NRS) levels and provides scaled scores in broad grade ranges. Data entry clerks or education department personnel enter test results onto the JJD Case Management System.</p>			
<p>Methodology: Scaled scores are converted to grade level equivalents using an internal conversion table. The numerator is the number of juveniles who increased math grade level from intake to release. The denominator is juveniles released during the reporting period from facilities with JJD-operated schools. Juveniles are only included if placed in a facility that has JJD-employed teachers, and other than an O&A center. Juveniles are only included at the time of their first release for any fiscal yr reported. Tests are administered no sooner than 180 days apart with first test at O&A facility. Tests given less than 180 days from the previous test will be excluded.</p>			
<p>Data Limitations: The test only goes to the 12th grade level and provides broad grade ranges.</p>	<p>Calculation Method: Non-cumulative</p>	<p>New Measure: Yes</p>	<p>Target Attainment: Higher than target</p>

Title: Assessment and Orientation Cost per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 1	Efficiency No. 1
Definition: Assessment and orientation program cost per juvenile per day.				
Purpose: The measure provides average per-day cost of providing orientation and assessment services for JJD juveniles, not including the cost of juvenile correctional officer supervision except for those providing state-wide transportation. The measure presentation facilitates period-to-period cost comparisons.				
Data Source: Assessment and Orientation Program assignments and releases as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in assessment and orientation is summarized from this automated data system. Expenditures are classified and entered in the JJD financial accounting system. Orientation and assessment cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the assessment, orientation and placement strategy during the reporting period are divided by Average Daily Population of Assessment and Orientation, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Total Residential Intakes	Goal No. 2	Objective No. 1	Strategy No. 1	Explanatory No. 1
Definition: The annual number of intakes into residential programs from either outside of the agency or from parole. Total residential intakes include: new commitments, recommitments, multiple commitments, revocations, and negative movements.				
Purpose: This measure shows the total number of juveniles entering the JJD residential population. This measure is one indicator of the movement of juveniles within the juvenile justice system.				
Data Source: Assessment and orientation personnel identify youth committed to JJD from the juvenile court. Data entry clerks enter this information into the JJD Case Management System. Facility movement of juveniles into residential programs from parole is entered into the JJD Case Management System by data clerks.				
Methodology: The number of juveniles receiving an assignment to a residential program who prior to the assignment were either not assigned to a JJD program or were assigned to parole.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Neutral	

Title: Average Daily Population: Assessment and Orientation (Key)	Goal No. 2	Objective No. 1	Strategy No. 1	Output No. 1
Definition: The average number of juveniles served daily in assessment and orientation programs.				
Purpose: This is a measure of utilization of JJD assessment and orientation resources. It is an indicator of the correspondence between the number of juveniles actually served in assessment and orientation and system capacity to provide assessment and orientation services. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.				
Data Source: Assignments and releases into assessment and orientation programs, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by state correctional facility data entry clerks. The average daily population of juveniles in assessment and orientation is summarized from this automated data system.				
Methodology: Data sources are automated from the JJD Case Management System. Total juvenile days in assessment and orientation programs less days absent due to off-campus statuses are divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: CPD: State-Operated Secure Correctional Facility	Goal No. 2	Objective No. 1	Strategy No. 3	Efficiency No. 1
Definition: State-operated secure correctional facility supervision and food service cost per juvenile day.				
Purpose: This measure provides the average cost per day of providing JJD-operated secure correctional services, including supervision and food service for JJD juveniles. The measure presentation facilitates period-to-period cost comparison.				
Data Source: State-operated secure correctional facility assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in state-operated secure correctional facilities is summarized from this automated data system. Expenditures are classified and entered in the JJD financial accounting system. State-operated secure correctional facility supervision and food service cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for the Facility Supervision and Food Service strategy during the reporting period are divided by Average Daily Population in State-Operated Secure Correctional Facilities, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Juveniles Under JCO Direct Supervision Per Shift (Key)	Goal No. 2	Objective No. 1	Strategy No. 3	Explanatory No. 1
Definition: The number of juveniles in JJD-operated secure correctional facilities per Juvenile Correctional Officer staff (JCO) providing direct supervision per shift. A JCO has received training as described in Human Resources Code, Sec. 242.009.				
Purpose: Juvenile Correctional Officers maintain order in JJD facilities and ensure a safe environment. The average number of juveniles per Juvenile Correctional Officer per shift impacts state-operated secure correctional facility safety and security. The safety of juveniles and staff depend on a low ratio.				
Data Source: The number of juveniles and JCOs per shift is recorded by each JJD-operated secure correctional facility on a dorm ratio log. The number of JCOs per shift includes JCOs providing direct supervision on the dorm and does not include JCO supervisors unless providing dorm coverage, security and gatehouse staff, pickets and posts, and those in training. The number of juveniles and JCOs is reported to JJD's central office for one day each week.				
Methodology: Juveniles per JCO per shift is calculated by summing the number of juveniles on the dorm for all facilities and shifts for the designated day and dividing by the total number of direct supervision JCOs for all facilities and shifts. Quarterly information contains data for the designated days occurring during the quarter.				
Data Limitations: The measure presents a system-wide average. Physical layouts of state-operated secure correctional facilities and characteristics of populations of juveniles served affect local ratios required for safe operations. The ratios also differ among the shifts within each state-operated secure correctional facility. The calculation uses specific days and variance for other days is not accounted for. The report is currently manual.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population: State Operated Secure Correctional Facilities (Key)	Goal No. 2	Objective No. 1	Strategy No. 3	Output No. 1
Definition: The average number of juveniles served daily by JJD state-operated secure correctional facilities. This measure includes juveniles in Assessment and Orientation, but does not include juveniles in Contract Care or Halfway Houses.				
Purpose: This is a measure of utilization of JJD state-operated secure correctional facility resources. It is an indicator of the degree of correspondence between the number of juveniles in JJD-operated secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.				
Data Source: State-operated secure correctional facility assignments and releases, as well as off-campus statuses (escapes, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks.				
Methodology: Data sources are automated from the JJD Case Management System. Total juvenile days in state-operated secure correctional facilities less days absent due to off-campus statuses, are divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Education and Workforce Cost in JJD operated Schools	Goal No. 2	Objective No. 1	Strategy No. 4	Efficiency No. 1
Definition: Educational and workforce program cost per juvenile per day.				
Purpose: The measure provides average per-day cost of providing educational and workforce services to JJD juveniles. The measure presentation facilitates year-to-year cost comparisons by controlling for number of juveniles.				
Data Source: Education and Workforce department personnel enter daily attendance records in the computer system used by the JJD Education Department. Data is stored in a database designed to meet requirements of the Public Education Information Management System (PEIMS) maintained by the Texas Education Agency, and calculates student attendance accordingly. Education and workforce expenditures are classified and entered on the JJD financial accounting system. Education and workforce cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations in the Education and Workforce Programs strategy during the reporting period are divided by the total number of juvenile instructional days in JJD-operated schools during the reporting period, regardless of whether the days were counted in the agency's Average Daily Attendance measure. Juvenile instructional days exclude any juvenile enrolled for fewer than 2 hours of instruction daily, include students who have earned a high school diploma and are continuing to attend school for additional academic, college or workforce programs, include low attendance days waived by TEA due to health, safety or weather constraints, and include summer instructional days.				
Data Limitations: The small percentage of juveniles served who are not in JJD-operated schools is included in the cost, but not the population.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Percent Reading at Grade Level at Commitment	Goal No. 2	Objective No. 1	Strategy No. 4	Explanatory No. 1
Definition: The percentage of juveniles admitted to JJD during the reporting period and for the first time, who, at their first time tested, have a reading skill level at or above the average skill of a juvenile of the same age.				
Purpose: Most juveniles admitted to JJD enter with serious educational challenges. This measure greatly impacts the outcome measure of Percent Improved Reading Grade Level at Release.				
Data Source: Juveniles admitted to JJD are administered a standard basic educational achievement test at initial intake to a state-operated secure facility. The test measures skills expressed in terms of scaled scores. Data entry clerks or education department personnel enter test results onto the JJD Case Management System.				
Methodology: Age at testing is computed from data maintained in the JJD Case Management System. Juveniles are considered reading at grade level if, when first tested, they demonstrate reading skill at or above a level equivalent to the skill of an average juvenile of the same age in the community. Juveniles in the community are assumed to reach age 18 in the middle of their 12th grade of schooling, and each age below that one year of schooling earlier. Scaled scores are converted to grade level equivalents using an internal conversion table. Juveniles reading at the 12th grade, ninth month level are considered reading at grade level, regardless of age. The denominator for this measure is the number of juveniles entering JJD for the first time during the reporting period.				
Data Limitations: The test only goes to the 12th grade level and provides broad grade ranges.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Attendance in JJD-operated Schools (Key)	Goal No. 2	Objective No. 1	Strategy No. 4	Output No. 1
Definition: The average daily number of juveniles attending school taught by JJD-employed teachers.				
Purpose: This is a measure of utilization of JJD education program resources. It is an indicator of the correspondence between the number of juveniles in education programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.				
Data Source: JJD education personnel record school attendance in accordance with Texas Education Agency (TEA) standards. Data is stored in a database designed to meet requirements of the Public Education Information Management System (PEIMS) maintained by the Texas Education Agency, and calculates student attendance days accordingly. Education department personnel enter daily attendance information onto the computer system used by the JJD Education Department.				
Methodology: Data sources are automated. Student attendance days are accumulated per PEIMS protocols. PEIMS data includes instructional days of school required to provide 43,200 minutes of instruction, and may exclude days exempted by TEA for purposes of calculating ADA due to low attendance from health, safety, or weather constraints. PEIMS protocols also count students who are scheduled between two (2) and four (4) hours daily as half-time students for ADA purposes. Students scheduled less than two (2) hours daily are excluded from the ADA count. Total number of student attendance days is tallied excluding any days students were absent from school. Total student attendance days are divided by the number of school days in the reporting period. Quarterly information contains data for the six-week school periods completed during the quarter.				

Data Limitations: Per TEA requirements, the measure only measures attendance at one designated period of the day for each juvenile. The Public Education Information Management System (PEIMS) data includes only instructional days required to provide 43,200 minutes of instruction. This number excludes juveniles attending school in JJD who already have high school diplomas, as they are ineligible for inclusion in Average Daily Attendance in the PEIMS attendance system.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target
---	--	---------------------------	---

Title: Number of Industrial Certifications Earned by Juveniles	Goal No. 2	Objective No. 1	Strategy No. 4	Output No. 2
Definition: The number of industrial certifications earned by juveniles in JJD-operated schools.				
Purpose: To assess the extent of industrial certification achievement among students at JJD-operated schools.				
Data Source: Certifications are awarded in each JJD facility providing vocational training generally by career and technical education teachers. When juveniles achieve industrial certifications, the industrial certification type and completion date is recorded in the JJD computer system by JJD personnel.				
Methodology: Data sources are automated. The total number of industrial certifications awarded during the time period is counted.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Halfway Houses Cost Per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 5	Efficiency No. 1
Definition: Halfway House program cost per juvenile per day.				
Purpose: This measure provides the average cost per day of providing JJD-operated halfway house services, including room, board, and security for JJD juveniles. The measure presentation facilitates period-to-period cost comparison.				
Data Source: Halfway house program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in the halfway house programs is summarized from this automated data system. Expenditures are classified and entered onto the JJD financial accounting system. Halfway House Program cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total juvenile days in halfway house programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period to calculate Average Daily Population in Halfway House Programs. Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Halfway House Programs during the reporting period are divided by the Average Daily Population in Halfway House Programs, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Capacity Cost in Contract Programs Per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 5	Efficiency No. 2
Definition: Contract program cost per juvenile per day.				
Purpose: This measure provides the average cost per day of providing contracted correctional services, including room, board, and security for JJD juveniles. The measure presentation facilitates period-to-period cost comparison.				
Data Source: Contract program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in contract programs is summarized from this automated data system. Expenditures are classified and entered in the JJD financial accounting system. Contract Program cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Contract Programs during the reporting period are divided by the Average Daily Population in Contract Programs, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population: Halfway House Programs (Key)	Goal No. 2	Objective No. 1	Strategy No. 5	Output No. 1
Definition: The average number of juveniles served daily by halfway house programs, which are JJD-operated residential non-secure programs.				
Purpose: This is a measure of utilization of halfway house program resources. It is an indicator of the degree of correspondence between the number of juveniles in JJD-operated non-secure residential programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.				
Data Source: Halfway house program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) and placements (deportation verification) are entered into the JJD Case Management System by JJD data entry clerks.				
Methodology: Data sources are automated from the JJD Case Management System. Juveniles who are living at the halfway house and not absent due to off-campus statuses are included. Juveniles who are undocumented foreign nationals and picked up by United States Immigration and Customs Enforcement (ICE) for deportation or voluntarily deported through the US Border Patrol are not included. Total juvenile days in halfway house programs less days absent due to off-campus statuses, are divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Cost of Psychiatric Services Per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 6	Efficiency No. 2
Definition: Psychiatric Services cost per juvenile per day in JJD-operated residential programs.				
Purpose: This measure provides the average cost per day of providing psychiatric services for JJD juveniles. The measure presentation facilitates period-to-period cost comparison.				
Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in JJD-operated residential programs is summarized from this automated data system. Expenditures are classified and entered in the JJD financial accounting system. Psychiatric Services cost data for the reporting period is retrieved from this automated data system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Psychiatric Services during the reporting period are divided by the Average Daily Population in JJD-operated residential programs, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population: Health Care	Goal No. 2	Objective No. 1	Strategy No. 6	Output No. 1
Definition: The average daily number of juveniles provided health care services in JJD-operated residential programs.				
Purpose: This is a measure of utilization of health care services. It is an indicator of the population served by health care providers.				
Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks.				
Methodology: Data sources are automated from the JJD Case Management System. Total juvenile days in state-operated secure correctional facilities or halfway houses served by health care providers less days absent due to off-campus statuses, are divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Population: Psychiatric Services	Goal No. 2	Objective No. 1	Strategy No. 6	Output No. 2
Definition: The average daily number of juveniles provided psychiatric services in JJD-operated residential programs.				
Purpose: This is a measure of utilization of psychiatric services. It is an indicator of the population served by psychiatric care providers.				
Data Source: Residential program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks.				
Methodology: Data sources are automated from the JJD Case Management System. Total juvenile days in state-operated correctional facilities or halfway houses served by psychiatric providers less days absent due to off-campus statuses, are divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: General Rehabilitation Treatment Cost Per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 7	Efficiency No. 1
Definition: The average cost per juvenile day for all juvenile days in general rehabilitation treatment as defined in the measure Average Daily Population: General Rehabilitation Treatment.				
Purpose: This measure provides the average per-day cost of providing general rehabilitation treatment for JJD-committed juveniles.				
Data Source: Program assignments and releases as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in general rehabilitation treatment is summarized from this automated data system. Expenditures for general rehabilitation treatment are classified and entered in the JJD financial accounting system. Cost data for the reporting period is retrieved from this system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from appropriations for casework in the Integrated Behavior Management strategy during the reporting period are divided by the Average Daily Population in General Rehabilitation Programs, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Specialized Treatment Cost Per Juvenile Day	Goal No. 2	Objective No. 1	Strategy No. 7	Efficiency No. 2
Definition: The average cost per juvenile day for all juvenile days in specialized treatment as defined in the measure Average Daily Population: Specialized Treatment.				
Purpose: This measure provides the average per-day cost of providing specialized treatment for JJD-committed juveniles.				
Data Source: Program assignments and releases as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in specialized treatment is summarized from this automated data system. Expenditures for specialized treatment are classified and entered in the JJD financial accounting system. Cost data for the reporting period is retrieved from this system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from appropriations for specialized treatment programs and other psychological services in the Integrated Behavior Management strategy during the reporting period are divided by the Average Daily Population: Specialized Treatment, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population: General Rehabilitation Treatment (Key)	Goal No. 2	Objective No. 1	Strategy No. 7	Efficiency No. 2
Definition: The average number of juveniles served daily in general rehabilitative treatment programs. A general rehabilitative treatment program is any state-operated secure correctional facility or halfway house for which case management services are funded by the Integrated Behavior Management strategy. Program services funded from other strategies (assessment, orientation and placement, contract programs, and programs and services designated as totally specialized treatment) are excluded from this measure.				

Purpose: This is a measure of utilization of JJD General Rehabilitation Treatment resources. It is an indicator of the correspondence between the number of juveniles actually served in general rehabilitation and system capacity. A population that exceeds capacity may indicate overcrowding. A population below capacity may indicate resource underutilization.			
Data Source: General rehabilitation program assignments and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks.			
Methodology: Data source is automated. Total reporting period juvenile days in general rehabilitation treatment programs is computed by excluding days absent due to off-campus statuses. Total juvenile days are then divided by the number of days in the reporting period to compute average daily population.			
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Average Daily Population: Specialized Treatment (Key)	Goal	Objective	Strategy	Output
	No. 2	No. 1	No. 7	No. 2
Definition: The average number of juveniles served daily in specialized treatment programs in JJD-operated facilities for juveniles with specialized needs to include capital or other serious violent offense history, sex offense history, substance use services, or mental health problems. The reported number represents juveniles in both high and moderate need programs. The majority of these services are provided by staff who are either licensed or certified, or are working under the supervision of licensed or certified providers.				
Purpose: This is a measure of utilization of JJD specialized treatment program resources. It is an indicator of the degree of correspondence between the number of juveniles in specialized treatment programs and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization or represent staffing vacancies.				
Data Source: Specialized treatment program assignments, removals, and releases, as well as off-campus statuses (escapes, absconds, furloughs, and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks.				
Methodology: Data source is automated. Total reporting period juvenile days in the specialized treatment is computed by excluding days absent due to off-campus statuses. Total juvenile days are then divided by the number of days in the reporting period to compute average daily population.				
Data Limitations: The data reflects the average number of juveniles assigned to specialized treatment programs each day, regardless of whether the program meets that day. Many juveniles have concurrent needs for multiple specialized treatment programs. Juveniles who receive multiple treatments simultaneously will be represented only once per day, thus the actual number of services provided will tend to be greater than the number reported.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Change Orders and Add-ons as a % of Budgeted Project Const. Costs	Goal No. 2	Objective No. 3	Strategy No. 1	Efficiency No. 1
Definition: Change orders and add-ons as a percentage of budgeted construction costs.				
Purpose: Change orders or add-ons may affect the overall cost of building a facility. This measure reflects the extent to which projects are completed within budgeted levels.				
Data Source: Construction-related expenditures are classified and entered in the JJD financial accounting system.				
Methodology: Construction expenditures for change-orders or add-ons are divided by total construction dollars expended in the Construction strategy for the reporting period. The result is expressed as a percentage.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

GOAL C: Parole Services

Title: Constructive Activity	Goal No. 3	Objective No. 1	Outcome No. 1
Definition: The percentage of juveniles who have been on parole for at least 30 days who are employed; actively pursuing employment; attending school, college, certificate of high school equivalency preparation; participating in vocational or technical training; or performing community service.			
Purpose: This measure is an indicator of successful community re-integration for juveniles under JJD parole supervision.			
Data Source: Each juvenile under JJD jurisdiction has an Individual Case Plan. Part of the case plan on parole is education and/or employment. JJD parole officers update compliance with the case plan onto the JJD Case Management System or other database if applicable.			
Methodology: Data sources are automated. Constructive activity participation is measured the day of a juvenile's last contact with their parole officer prior to the end of the measurement period. Juveniles constructively engaged at that reporting date are counted as participating in a constructive activity. The denominator for the measure is the number of juveniles who at the last day of the quarter have been on parole for at least 30 days. Juveniles in jail, detention, or abscond status the last day of the quarter are considered to not be constructively active. Juveniles on Interstate Compact or deported are excluded.			
Data Limitations: Data is only entered at the point of contact between parole officers and parolees. A measurement taken at a single point in time may not reflect performance over the entire period. Parole officers lack access to enrollment databases from Universities, other state agencies, and local school districts as a means to verify enrollment information, and must rely on other methods for verification.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Parole Supervision Cost Per Juvenile Day	Goal No. 3	Objective No. 1	Strategy No. 1	Efficiency No. 1
Definition: Parole cost per juvenile served per day.				
Purpose: This measure provides the average per-day cost of providing parole direct supervision for JJD juveniles. The measure facilitates period-to-period cost comparison.				
Data Source: Parole program assignments and releases as well as statuses (absconds and placements into local detention or jail) are entered into the JJD Case Management System by JJD data entry clerks. The average daily population of juveniles in parole is summarized from this automated data system. Expenditures for parole are classified and entered in the JJD financial accounting system. Cost data for the reporting period is retrieved from this system.				
Methodology: Total dollars expended on an accrual basis consistent with Generally Accepted Accounting Principles (GAAP) from all appropriations for Parole Direct Supervision during the reporting period are divided by the Average Daily Population in Parole, and then divided by the number of days in the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Average Daily Population: Parole (Key)	Goal No. 3	Objective No. 1	Strategy No. 1	Output No. 1
Definition: Total juvenile days in parole programs during the reporting period, including juveniles assigned to parole who are in detention or jail, less days absent due to absconding, divided by the number of days in the reporting period.				
Purpose: This is a measure of utilization of JJD parole program resources. It is an indicator of the correspondence between the number of juveniles in parole and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.				
Data Source: JJD data entry clerks or parole officers enter assignments and discharges, as well as other parole statuses (absconds, and placements into local detention or jail) and placements (deportation verification) into the JJD Case Management System. The average daily population of juveniles in parole programs is summarized from this automated data system.				
Methodology: Data sources are automated. Parole includes all juveniles living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Juveniles referred via Interstate Compact from Texas to other states are not included. Juveniles who are undocumented foreign nationals and picked up by United States Immigration and Customs Enforcement (ICE) for deportation or voluntarily deported through the US Border Patrol are not included. Total parole juvenile days is computed by counting all days juveniles were in a parole location, excluding those days when juveniles were on abscond status. Total parole juvenile days are divided by the number of days in the reporting period to compute average daily parole population.				
Data Limitations: No data limitations.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Population: Contract Parole	Goal No. 3	Objective No. 1	Strategy No. 1	Output No. 2
Definition: Average number of juveniles in parole programs operated by entities other than by JJD-employed parole officers during the reporting period.				
Purpose: This is a measure of utilization of JJD contract parole resources. It is an indication of the correspondence between the number of juveniles in contract parole and system capacity.				
Data Source: Placement of juveniles onto contract parole from residential programs is entered into the JJD Case Management System by data clerks in the parole office.				
Methodology: Data sources are automated. Contract parole includes all juveniles paroled to a county with which JJD contracts for parole services, and living at home and not assigned to a high, medium or minimum restriction program, whether or not on independent living, and whether or not committed from a Texas juvenile court or referred through Interstate Compact. Juveniles referred via Interstate Compact from Texas to other states are not included. Total contract parole juvenile days is computed by counting all days juveniles were on contract parole, excluding those days when juvenile were on abscond status. Total contract parole juvenile days are divided by the number of days in the reporting period.				
Data Limitations: No data limitations.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Average Daily Population: Aftercare Services	Goal No. 3	Objective No. 1	Strategy No. 1	Output No. 3
Definition: Total juvenile days in aftercare services while on parole during the reporting period, less days absent due to absconding, divided by the number of days in the reporting period. Juveniles referred via Interstate Compact to or from Texas or deported are not included. Aftercare programs are parole programs other than mere supervision by the parole officer.				
Purpose: This is a measure of utilization of JJD aftercare service resources for juveniles on parole. It is an indicator of the correspondence between the number of juveniles in aftercare services and system capacity. A population that significantly exceeds capacity may indicate overcrowding. A population significantly below capacity may indicate resource underutilization.				
Data Source: JJD data entry clerks or parole officers enter aftercare service assignments and releases, as well as other statuses (abscond, detention or jail) into the JJD Case Management System.				
Methodology: Data sources are automated. Total aftercare service juvenile days are computed by counting all days juveniles were in aftercare services while on parole excluding those days when juvenile were on abscond status, in jail or in detention. Total juvenile days in aftercare services are divided by the number of days in the reporting period.				
Data Limitations: The data reflects the average number of juveniles assigned to an aftercare service each day, regardless of whether the program meets that day.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

GOAL D: Office of the Independent Ombudsman

Title: Number of Juveniles Directly Served through the Office of Independent Ombudsman	Goal No. 4	Objective No. 1	Strategy No. 1	Output No. 1
Definition: The number of juveniles directly served is the total number of juveniles interviewed by the Office of Independent Ombudsman (OIO) during the reporting period as part of facility visits, evaluations derived from the monitoring of different types of juvenile services, and individual case referrals.				
Purpose: This measure ensures that the basic rights of JJD juveniles are protected and that the agency is acting in a manner that is consistent with the best interests of the juveniles. Juveniles who are not directly interviewed during a site visit or during a services evaluation, but who have the same characteristics are also often impacted because changes to policies and/or procedures suggested by the office have at times resulted in changes affecting programming that is done for juveniles in general throughout the agency, including those on supervision in the community. Additionally, it assists the agency by providing opportunities to address and mitigate areas of redress resulting from lawsuits brought by parties representing the interests of the juveniles under the jurisdiction of JJD.				
Data Source: Information about all juveniles interviewed as part of facility site visits, juvenile services evaluations, and individual cases referred to the office is maintained by the OIO.				
Methodology: The number of juveniles directly served is the total number of juveniles interviewed by the OIO during the reporting period. This does not include orientation sessions and mailings to families that inform juveniles and their families of the services offered by the OIO.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

GOAL E: Juvenile Justice System

Title: Number of Officers Certified	Goal No. 5	Objective No. 1	Strategy No. 1	Output No. 1
Definition: The total number of juvenile probation professionals certified or whose certification is renewed by JJD during the reporting period.				
Purpose: The purpose of this measure is to quantify the number of juvenile probation and supervision officers that are certified and/or who have renewed their certification.				
Data Source: Data relating to officer certification and certification renewal is maintained in the JJD ICIS database.				
Methodology: Computed by totaling the number of certification and renewal of certification applications approved during the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of Local Facility Inspections Conducted	Goal No. 5	Objective No. 1	Strategy No. 2	Output No. 1
Definition: The number of inspections completed during the reporting period. Inspections are defined by Texas Family Code Sections 51.12, 51.125, and 51.126 and agency administrative rules and include inspections of juvenile pre-adjudication secure detention, secure hold-over, post-adjudication secure correctional, and non-secure correctional facilities. The agency's responsibility regarding the inspection of non-secure correctional facilities is limited to those registered non-secure facilities that elect to forego Texas Department of Family and Protective Services licensure. Inspections will be conducted no more than 36 months apart; however, higher risk facilities as determined through a risk assessment tool will be subject to more frequent inspections.				
Purpose: This measure determines compliance with statutory requirements and Texas Administrative Code.				
Data Source: Agency's Compliance Monitoring, Enforcement, and Tracking System (COMETS) maintains reports of all formal inspection and monitoring activities. Inspections conducted during the period will be pulled from the COMETS system.				
Methodology: Each inspection as verified through the data source is counted once, even though an inspection may have required more than one day to complete and/or more than one inspector. All inspections during the reporting period are counted with the exception of unannounced visits that do not result in the identification of a standards violation (i.e., non-compliance). Agency abuse, neglect, and exploitation investigations within secure pre-adjudication, secure hold-over, secure post-adjudication correctional, and non-secure correctional facilities are not included.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of Annual Comprehensive Monitoring Reviews	Goal No. 5	Objective No. 1	Strategy No. 2	Output No. 2
Definition: The total number of monitoring reviews conducted with the completion of three (3) primary elements within the previous fiscal year. The three (3) primary elements are research and preparation, completion of planned monitoring tools and processes, and the reporting of findings for all JJD-operated and contracted secure and non-secure correctional facilities and parole.				
Purpose: This measure determines compliance with agency policy and procedures, health and safety codes, standards, regulations, and contractual agreements.				
Data Source: Completed monitoring review reports are maintained within the Agency Monitoring file.				
Methodology: Each monitoring review is counted as one even though the review may have required more than one day and/or more than one specialist. All monitoring reviews completed during the reporting period are counted as the results of the monitoring review are not a determining factor.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of On-site Consultations Conducted in Connection with Risk-based Monitoring Activities	Goal No. 5	Objective No. 1	Strategy No. 2	Output No. 3
Definition: Number of on-site consultations at juvenile pre-adjudication secure detention, secure hold-over, post-adjudication secure correctional, and non-secure correctional facilities with facility representatives to review and discuss operational or management requirements of standards.				

Purpose: By establishing a risk-based approach inspection would ensure the efficient allocation of resources to entities presenting the most potential harm to youth, staff, county governments, and the state. This measure determines the number of on-site consultations provided to those entities.			
Data Source: Documentation of on-site consultations to include details and expected outcomes of the consultation will be prepared by the assigned Regional Lead and maintained within applicable agency monitoring folder.			
Methodology: Each on-site consultation completed during the reporting period is counted. Documentation of on-site consultation may be cross referenced with division calendars and travel documents. The measure is calculated by summing the total of on-site consultations during the reporting period.			
Data Limitations: The frequency of the need for assistance is relative to facility conditions out of the agency's control.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target

Title: Juveniles Served Through Interstate Compact	Goal No. 5	Objective No. 1	Strategy No. 3	Output No. 1
Definition: The number of juveniles served during the reporting period through the interstate compact law, including interstate runaways returned, juvenile probationers and parolees from other states who are supervised by Texas juvenile probation officers and JJD parole officers, surveillance of juveniles in transit, and Texas juvenile probationers and JJD parolees being supervised out-of-state.				
Purpose: This measure counts juveniles served through the Interstate Compact agreement. It is an indicator of TJJD Interstate Compact workload.				
Data Source: The M204 ICJ database has limited fields for data collection and is used for supervision cases only. ICJ juveniles who are returned and/or provided airport supervision services are maintained on another database.				
Methodology: Number of juveniles served on interstate is counted by adding together juveniles from the two data sources for the reporting period.				
Data Limitations: The number does not differentiate between juveniles receiving extensive vs. juveniles receiving minimal services. The cumulative number does not divide evenly between quarters, because the first quarter contains all supervision juveniles carried over from the previous year.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

GOAL G: Office of the Inspector General

Title: Number of Allegations Reported to the Office of the Inspector General (Key)	Goal No. 7	Objective No. 1	Strategy No. 1	Explanatory No. 1
Definition: The number of allegations of abuse, criminal activity, serious incidents, and emergency operations (Prison Rape Elimination Act, Escapes/Absconds) reported through the Incident Reporting Center.				
Purpose: This measure shows the number of allegations of abuse, criminal activity, serious incidents, and emergency operations that are received by the appropriate division for documentation and/or investigation in an accurate and timely manner.				
Data Source: The Call Center is operated through the Incident Reporting Center (IRC) as a means for juveniles, family, employees, and facilities to report allegations of abuse, criminal activity, incidents, and emergency operations (Prison Rape Elimination Act, Escapes/Absconds) arising out of JJD and/or JJD interest. Source of an IRC call, category of the reported incident, date call was received, date incident occurred and incident summary are entered into the IRC database by the IRC Specialist.				
Methodology: Data source is automated in the IRC database to provide the number of allegations during the reporting period.				
Data Limitations: Incomplete, inaccurate, false and/or duplicate reports can provide a misrepresentation of actual conditions or situations.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of JJD Juveniles Apprehended by OIG (Key)	Goal No. 7	Objective No. 1	Strategy No. 1	Explanatory No. 2
Definition: An Apprehended JJD Juvenile is defined as a JJD juvenile that has been taken into custody by OIG staff following the issuance of a JJD Directive to Apprehend for escape or abscond from a JJD-operated or contracted facility.				
Purpose: This measure shows the number of JJD juveniles who have escaped or absconded and were later apprehended by the OIG.				
Data Source: Apprehensions are entered into the Office of Inspector General (OIG) database for analysis, statistical reporting, tracking, and performance measures management.				

Methodology: Data source is automated within the OIG database to provide cumulative totals by outcome for apprehensions that occurred during the reporting period. The number of apprehensions are measured and calculated.			
Data Limitations: An apprehension may occur in fiscal years subsequent to the issuance of the Directive to Apprehend.	Calculation Method: Non-cumulative	New Measure: No	Target Attainment: Higher than target

Title: Number of Completed Criminal Investigative Cases (Key)	Goal No. 7	Objective No. 1	Strategy No. 1	Output No. 1
Definition: The number of completed investigations of criminal allegations involving JJD employees or at JJD-operated or contracted facilities. A completed investigation is defined as a case which has been presented to Prosecution for review or closed with a conclusion.				
Purpose: This measure shows the number of criminal investigative cases completed by the Office of Inspector General.				
Data Source: Case conclusions are entered into the Office of Inspector General (OIG) database for analyzing, statistical reporting, tracking, and performance measures management.				
Methodology: Data source is automated within the OIG database to provide cumulative totals by outcome for investigations completed during the reporting period. The number of completed investigations are measured and calculated.				
Data Limitations: Prosecution dispositions, arrests and adjudications may occur or be reported in fiscal years subsequent to the completion of the investigation. Investigations may have multiple suspects with varied outcomes.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Higher than target	

Title: Number of Completed OIG County Investigation Unit ANE Cases (Key)	Goal No. 7	Objective No. 1	Strategy No. 1	Output No. 2
Definition: The number of completed investigations of abuse, neglect, and exploitation allegations in JJD community registered detention and secure placement facilities or other programs and facilities operated under the authority of the juvenile board investigated by the County Investigation Unit of the Administrative Investigation Division during the reporting period.				
Purpose: To identify how many reported allegations of abuse, neglect, and exploitation in facilities and programs are investigated.				
Data Source: The County Investigation Unit of the Administrative Investigation Division maintains a confidential database of the information.				
Methodology: Calculated by summing the total number of complaints investigated during the reporting period.				
Data Limitations: No data limitation.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Lower than target	

Title: Number of Completed OIG State Investigation Unit ANE and Admin Cases (Key)	Goal No. 7	Objective No. 1	Strategy No. 1	Output No. 3
Definition: The number of completed investigations of abuse, neglect, and exploitation allegations and administrative allegations involving JJD employees, JJD-operated or contracted facilities, or at county-operated programs and facilities investigated by the State Investigation Unit of the Administrative Investigation Division during the reporting period.				
Purpose: Allegations of abuse, neglect, exploitation will be thoroughly investigated. JJD policy violations may be investigated if requested. This measure indicates the number of abuse, neglect, and exploitation cases and administrative investigative cases completed each fiscal year.				
Data Source: Administrative Investigation Division findings are entered into the Administrative Investigations database for analysis, statistical reporting, tracking, and performance measures management.				
Methodology: Data source is automated within the Administrative Investigations database to provide cumulative totals by outcome for investigations completed during the reporting period. The number of completed investigations are measured and calculated.				
Data Limitations: The State Investigation Unit of the Administrative Investigation Division findings and JJD disciplinary action may occur in fiscal years subsequent to the completed investigation. Investigations may have multiple suspects with varied outcomes.	Calculation Method: Cumulative	New Measure: No	Target Attainment: Lower than target	

Schedule C:

Historically Underutilized Business Plan

VetHUB Goals, Objectives, and Assessments

The Texas Juvenile Justice Department (TJJD) is committed to the goals of the state’s Veteran Heroes United in Business (VetHUB) program. TJJD promotes economic opportunities and strives to increase HUB/VetHUB participation in five of the six identified categories listed below. There is no TJJD-specific goal for heavy construction, as that category is reserved for road and bridge construction, which TJJD does not perform.

In Fiscal Year 2025, TJJD reported total expenditures of \$19.71 million. Of that amount, \$3.98 million (20.19%) were HUB expenditures. Listed below are the agency-specific goals for expenditures in each category, with actual expenditure data for FY 24 and FY 25, and expenditures reported to the Comptroller of Texas for the semi-annual HUB report for FY 26.

HUB Category	Agency HUB	Agency VetHUB Goals	FY 2024	FY 2025	FY 2026
	Goals		Actuals	Actuals	Actuals²
Heavy Construction	0.0%	0.0%	0.0%	0.0%	0.0%
Building Construction	21.10%	0.5%	54.92%	45.42%	0.0%
Special Trade Construction	32.90%	0.5%	6.28%	84.17%	34.91%
Professional Services	23.70%	0.5%	0.60%	0.00%	0.73%
Other Services	26.00%	0.5%	24.64%	15.19%	12.06%
Commodities	21.10%	0.5%	23.53%	16.82%	11.72%

Strategies

TJJD struggles to meet the HUB goals for “Professional Services” and “Other Services.” The “Professional Services” category is the most challenging for TJJD due to the specialized services required for the youth committed to TJJD and because most vendors in that category do not typically undergo the HUB registration process. Additionally, percentages in this category remain low because UTMB provides medical services to TJJD youth in secure facilities and because non-profit organizations that provide some treatment services are not eligible for HUB certification. However, TJJD made progress in other categories, exceeding two goals in FY 24 and two goals in FY 25. Projections remain low in certain categories, including building construction for FY26. Fewer building construction projects have occurred at the beginning of FY26, but we have solicitations in progress and are hoping for increased HUB participation.

In December of 2025, the historically underutilized business program became the Veteran Heroes United in Business program. After this transition, the agency adopted agency-specific VetHUB goals based on previous years’ HUB spending in the disabled veteran category. These goals will be evaluated and adjusted annually based on the agency’s ongoing tracking of VetHUB utilization. CAPPS reporting still captures all previous HUB categories, which may impact data reliability.

² These percentages reflect the data TJJD provided to the Comptroller of Texas for the semi-annual HUB report. The semi-annual HUB report had not been published at the time that this Strategic Plan was finalized.

To improve VetHUB participation:

- TJJJ encourages all vendors to register with the Comptroller of Texas. TJJJ provides information on the VetHUB certification process to vendors that qualify as VetHUB vendors but are not yet registered.
- TJJJ will continue our commitment to be at the annual Doing Business Texas Style Spot Bid Fair and VetHUB expo, sponsored by Senator Royce West. The VetHUB coordinator and agency purchasing staff attend this event to network with VetHUB vendors, present bidding opportunities, and show support for the VetHUB program.
- The VetHUB Coordinator and agency purchasers also attend VetHUB seminars, spot bid fairs, conferences, and other events throughout the year to disseminate information about TJJJ and encourage VetHUB participation in our procurement process.
- TJJJ purchasing staff are dedicated to increasing procurement opportunities for VetHUB vendors. VetHUB vendors are solicited for spot purchases in addition to TJJJ, in accordance with all state requirements for VetHUB vendor notifications.
- TJJJ contracting will require HUB subcontracting plans as appropriate, and encourage contractors to subcontract with VetHUBs. The agency holds pre-bid conferences when the solicitation requires a subcontracting plan. TJJJ reviews the plan's requirements and provides guidance to potential vendors on completing the HUB Subcontracting Plan.
- TJJJ will continue to encourage VetHUB contractors to offer products and services to TJJJ and other agencies. The VetHUB Program encourages all vendors to provide the program with information that can be disseminated to the procurement and contracting staff.
- TJJJ will encourage VetHUB vendors to participate in the procurement process both as prime contractors and subcontractors. This is addressed in all the agency's pre-bid conferences.
- TJJJ will encourage prime contractors to develop mentoring relationships with qualified VetHUB vendors. This information is included during VetHUB vendor forums and a topic discussed at vendor fairs with potential vendors.

TJJJ is committed to providing the maximum opportunity to VetHUBs through a good-faith effort and effectively promoting economic opportunities to VetHUB businesses whenever possible.

Schedule F:

Agency Workforce Plan

Introduction

The TJJD Agency Workforce Plan is developed in compliance with the Texas Government Code, Section 2056.0021. The statute requires state agencies to conduct a strategic staffing analysis and develop a workforce plan, according to guidelines developed by the State Auditor, to address critical staffing and training needs of the agency. In addition to being included in the Agency Strategic Plan, the Agency Workforce Plan is submitted to the State Auditor's Office State Classification Team as a separate document.

Section I: Agency Overview

The Texas Juvenile Justice Department (TJJD) is the state's standalone juvenile justice agency. TJJD was created effective December 2011 by the 82nd Legislature. At this time, the powers and duties of the former Texas Youth Commission and the Texas Juvenile Probation Commission were transferred to TJJD.

After merging TJJD's predecessors into one entity, the Legislature directed the agency to work in partnership with local county probation departments, governments, courts, law enforcement, and communities to promote public safety by providing a full continuum of effective supports and services to youth from initial contact with the juvenile justice system through termination of supervision. (See Sec. 201.002(1), Texas Human Resources Code.) This task requires TJJD to implement key functions at both the locally driven "front end" of the juvenile justice system and the state-driven "back end" of the system.

At the front end of the system, TJJD partners with local stakeholders to promote delinquency prevention and early intervention programs, support county probation professionals, and develop safe diversion options. Statute requires the agency to prioritize the use of community-based or family-based programs and services for youth over the placement in or commitment of youth to a state-operated secure facility. (See Sec. 201.002(2)(C), Texas Human Resources Code.) TJJD employs program specialists, investigators, and training specialists with job duties that focus on developing delinquency prevention and early intervention programs, monitoring and enforcing established standards for community-based programs and county juvenile justice facilities, and certifying and training certain county-level employees. Agency staff also distribute formula-funded and competitive grants to county probation departments and coordinate statewide regionalization initiatives designed to promote diversion.

At the back end of the system, the vast majority of the TJJD's employees operate the agency's secure facilities and halfway houses. These staff directly supervise youth and provided care for their basic needs, such as food, clothing, shelter, safety, medical care, legal rights, visitation, and spiritual needs. Employees also provide specialized rehabilitative programming designed for youth with serious violent offenses, sex offenses, alcohol and other drug abuse or dependency, high-level mental health treatment needs, and intellectual and developmental disabilities. In addition, TJJD operates year-round educational programs within each of its secure facilities and partners with local school districts to provide these services in halfway houses. Finally, state staff also perform job duties related to the agency's reentry system and parole programs for youth who have been released from a facility.

Notably, while TJJD's functions at the front and back ends of the system have remained steady over time, youth treatment needs and risk profiles have intensified. For example, between fiscal years 2013 and 2023, the number of youth admitted to TJJD's custody fell by about 30%; during the same timeframe, however, the number of admitted youth with moderate or high mental health treatment needs increased by 130%. Similarly, the criminogenic risk profile of youth in the juvenile justice system has increased. Between fiscal years 2019 and

2023, system referrals for homicide more than doubled. As discussed throughout the report, youths' growing needs and risks, coupled with staffing challenges, create operational challenges across the state's juvenile justice system that TJJD is tasked with managing.

Mission

Transforming young lives and creating safer communities.

Vision

To be a team of difference-makers working together to transform lives.

Core Values

- **Teamliness:** Working together with trust, shared purpose, and selfless commitment to achieve our mission.
- **Integrity:** Prioritizing honesty and courage over ego and perfectionism.
- **Excellence:** Showing up each day with energy and pride so we can be our best and make a difference together.
- **Growth:** Stretching our systems, skills, and selves so we can move forward collectively.

Foundational Pillars

- **Safety: Our number one priority is public safety.** Providing a safe environment for our staff and youth is necessary for us to implement the most effective evidence-based programming in the most appropriate setting.
- **Accountability:** We are a system rooted in accountability for our youth and staff, where everyone is held responsible for their actions and outcomes. We believe the behavior we desire to see in others should first be seen through our own actions.
- **Transparency:** We maintain trust and transparency with all stakeholders through direct, honest, accurate, and proactive communication. We do not shy away from difficult conversations.

Organizational Structure

TJJD is governed by a nine-member Board appointed by the Governor with the advice and consent of the Texas Senate.

The **Executive Director** is the administrative head of the agency and is selected by and reports to the TJJD Board. The Chief Inspector General and the Chief Auditor also report directly to the TJJD Board.

The **Chief Inspector General** oversees the Office of Inspector General (OIG), which is responsible for the investigating allegations of criminal and administrative misconduct against youth, staff, and other relevant individuals at state, county, and private contract facilities, including incidents involving abuse, neglect, and exploitation. Additionally, OIG performs location and apprehension efforts of TJJD youth who have escaped, absconded, or violated a condition of their release from TJJD; secure gatehouse operations including contraband prevention, detection, and interception within TJJD facilities; investigations analytics and research; operation of the 24-hour Incident Reporting Center; and use-of-force monitoring.

The **Chief Auditor** oversees the TJJD Internal Audit Department, which is responsible for evaluating and assessing agency services, operations, and processes; providing consultation to agency management regarding design and implementation of internal controls; and coordinating external audit activities.

The **Office of the Independent Ombudsman (OIO)** is a state agency established to investigate, evaluate, and secure the rights of post-adjudicated youth who are confined in a county, state, or contract care facility or who are released on parole. The Chief Ombudsman is appointed by and reports to the Governor, not to TJJJ Executive Management or the TJJJ Board. OIO's responsibilities include:

- Reviewing complaints, other than those alleging criminal behavior, filed with the OIO and investigating each complaint in which it appears that a youth may be in need of assistance;
- Providing assistance to certain post-adjudicated youth whom the OIO determines are in need of assistance, including advocating with an agency, provider, or other person in the best interests of the youth;
- Inspecting facilities and procedures of the facilities where post-adjudicated youth have been placed to ensure that their rights are fully observed;
- Reviewing the procedures established by TJJJ and evaluating the delivery of services to youth to ensure that the rights of those youth are fully observed;
- Reviewing reports related to complaints regarding juvenile probation programs, services, or facilities, and analyzing the data contained in the reports to identify trends in complaints; and
- Reporting a possible standards violation by a local juvenile probation department to the appropriate division within TJJJ.

The following staff report directly to TJJJ's **Executive Director**:

- The **Deputy Executive Director (DED)** directly assists the Executive Director in leading and managing the operations of the agency. The DED oversees the operations of the secure correctional facilities, education, the juvenile justice training academy, the monitoring and inspections division, and youth movement.
- The **Deputy Executive Director for Probation, Reentry, and Integrated Treatment** oversees the agency's integrated treatment, parole/re-entry, probation, medical services and research divisions. This role directly manages the departments and program areas responsible for overseeing certain grant programs designed to support county partners; developing and implementing the statewide Regionalization Plan; promoting prevention and early intervention services to at-risk youth; monitoring performance accountability of Juvenile Justice Alternative Education Programs; administering and monitoring Federal Title IV-E Foster Care Program contracts for the agency and participating juvenile probation departments; overseeing the agency's Office of Interstate Compact for Juveniles (ICJ) who ensure compliance with ICJ laws and rules relating to juveniles traveling or relocating across state lines; and providing a continuum of care and supervision for TJJJ youth housed in halfway houses or released to parole. The Deputy is responsible for ensuring clinical and medical interventions are occurring throughout the continuum. Parole and re-entry divisions ensure community safety through successful community re-entry, supervision and monitoring.
- The **Deputy Executive Director for Finance and Operations** is responsible for leading the agency's fiscal and business affairs and overseeing the departments responsible for administrative support of the agency, including Finance, Business Operations, Information Technology, and Human Resources.
- The **General Counsel** oversees the Office of General Counsel (OGC), which provides in-house legal services. Such services include providing legal counsel to the TJJJ Board and agency management, including assisting with proposed rules, policies, practices, and legislation; overseeing the publication of rules and policies; managing the youth grievance system; managing the functions of the Release Review Panel, which makes

decisions regarding release to parole, discharge from TJJD, or extensions in lengths of stay for certain committed youth; conducting administrative due process hearings for youth and employees; maintaining youth records; and overseeing any litigation involving the agency.

- The **Director of Structured Programming and Accountability** works with agency and facility leadership to define, describe, and implement elements of the Texas Model – TJJD’s foundational model for improving youth behavior so they may return home safely. The Director provides research support for decision making as needed, clinical manuals, program descriptions, and training for administrators and front-line staff in practices and principles related to the model.
- The **Sr. Director of Accreditation and Readiness** serves as the agency’s executive lead for overseeing, directing, and coordinating the American Correctional Association (ACA) accreditation process for TJJD’s secure facilities and leading the operational activation of two newly constructed secure facilities. All secure facilities and two new builds will be ACA accredited by August 2030. The Senior Director of Accreditation and Facility Readiness also leads with any disaster and emergency planning and evacuations.
- The **Chief of Staff** provides direction and guidance to the Executive Director and executive management on strategic operations and planning, the establishment of functional and organizational relationships to achieve and advance the agency’s goals and objectives, and executive-level projects related to the oversight of agency operations. The COS oversees TJJD’s policy, external relations, research, and communications functions.

Critical Functions

TJJD’s organizational structure enables the agency to build and oversee a unified juvenile justice system for the State of Texas. TJJD’s functions include collaborating with and supporting local juvenile probation departments in the development of a consistent county-based continuum of services; increasing reliance on alternatives to placement and TJJD commitment; overseeing regional cooperation; facilitating interagency coordination among juvenile probation departments; providing ongoing training and technical assistance; monitoring juvenile detention and post-adjudication facilities; and ensuring performance accountability for juvenile justice alternative education programs. In addition, TJJD operates its own juvenile justice facilities in which staff emphasize a highly structured residential model; individualized intervention based on community risk; and a culture of safety, accountability, and transparency.

Support the development of a consistent county-based continuum of effective interventions, supports, and services to increase the reliance on alternatives to placement and state commitment.

- Provide Discretionary State Aid (DSA) funding to support more research- and evidence-based practices that have well-defined recidivism reduction goals and outcomes.
- Assist local departments in the development and implementation of community-based programs and services through technical assistance and data analysis.
- Provide funding and guidance for the enhancement and expansion of community-based services.
- Enhance and utilize partnerships with other statewide youth-serving agencies to keep youth as shallow as appropriate in the juvenile justice system.
- Continue investment in regional diversion alternatives to further reduce commitments to TJJD where safe and appropriate.

Encourage regional cooperation that enhances county collaboration.

- Provide grant opportunities that incentivize regional collaboration and positive outcomes to ensure community safety and minimize waste of taxpayer funds.

- Maintain and expand comprehensive integrated juvenile case management systems that detail juvenile referrals, offenses, placement, programming, and supervision; and that allow for information sharing and standardized case management across the system.
- Facilitate interagency coordination and collaboration among juvenile probation departments, school districts, and the Texas Education Agency.

Enhance continuity of care throughout the juvenile justice system.

- Provide continual training and technical assistance to promote compliance with established standards and assist local authorities in improving the operation of probation services.
- Monitor operations of juvenile detention and post-adjudication facilities.
- Monitor performance accountability for juvenile justice alternative education programs.
- Ensure the appropriate levels of communication and staff support to improve the outcomes of youth who are referred to the juvenile justice system.
- Certify certain county-level employees and monitor professional responsibilities related to certification.
- Prioritize successful youth reentry through permanency planning beginning from the time of commitment, and collaborative and timely case planning as youth move through the system.

Operate secure facilities safely and effectively.

- Monitor the implementation of the Texas Model to ensure high fidelity to the residential model, a common vernacular for staff and youth to use, and functional analysis within behavior chains to inform decision making.
- Provide each youth with high-quality and individualized intervention in a residential model of service delivery aimed at generalizing skills to various areas, including treatment, education, vocations, and family involvement, with high standards of accountability for the youth.
- Maintain a culture of safety, accountability, and transparency within TJJD facilities to promote a positive and structured atmosphere that ensures staff and youth safety, empowers staff in their work, and upholds facility security.
- Prepare youth within state-operated facilities for effective reentry into their schools and communities through a comprehensive education program encompassing reading skills, GED preparation, vocational skill building, and advanced training, with specialized support for students with learning difficulties or special education needs. Facilitate smooth transitions by addressing employability skills and reentry preparations before students leave secure facilities.
- Develop community reentry plans with input from multiple stakeholders to ensure successful transitions back to the community.
- Emphasize prevention, training enhancements, and corrective actions based on incident reviews to uphold safety standards. Agency Strategic Goals, Objectives, and Strategies

Agency Strategic Goals, Objectives, and Strategies

GOAL A: Community Juvenile Justice

OBJECTIVE A.1: Grants for Community Juvenile Justice Services

Outcome Measures:

- 1.1.1 Rate of Successful Completion of Deferred Prosecution (Key)
- 1.1.2 Rate of Successful Completion of Court-ordered Probation (Key)
- 1.1.3 Re-Referral Rate (Key)
- 1.1.4 Adjudication Rate
- 1.1.5 Referral Rate/Juveniles Served by Prevention and Intervention Programs
- 1.1.6 Number of Absconders From Basic Supervision
- 1.1.7 Completion of Prevention and Intervention Programs

STRATEGY A.1.1: Prevention and Intervention

Output Measure:

- 1.1.1.1 Number of Juveniles Served by Prevention/Intervention

STRATEGY A.1.2: Basic Probation Services

Efficiency Measure:

- 1.1.2.1 Cost Per Day for Basic Supervision
- 1.1.2.2 Cost Per Formal Referral (Key)

Explanatory Measures:

- 1.1.2.1 Total Number of Delinquent Referrals
- 1.1.2.2 Total Number of Formal Referrals (Key)
- 1.1.2.3 Total Number of Felony Referrals
- 1.1.2.4 Total Number of Crisis Intervention Referrals

Output Measures:

- 1.1.2.1 ADP: Juveniles Supervised under Conditional Release
- 1.1.2.2 ADP: Juveniles Supervised under Deferred Prosecution
- 1.1.2.3 ADP: Juveniles Supervised under Adjudicated Probation
- 1.1.2.4 Average Daily Population of Juveniles in Basic Supervision

STRATEGY A.1.3: Community Programs

Efficiency Measures:

- 1.1.3.1 Cost Per Day/Community Non-residential Program

Output Measures:

- 1.1.3.1 Juveniles Served-Community Non-Res Programs

STRATEGY A.1.4: Pre and Post Adjudication Facilities

Efficiency Measure:

- 1.1.4.1 Cost Per Day Per Youth for Residential Placement

Output Measure:

- 1.1.4.1 Average Daily Population of Residential Placements

STRATEGY A.1.5: Commitment Diversion Initiatives

Efficiency Measure:

- 1.1.5.1 Cost Per Day: Commitment Diversion (Key)

Output Measure:

- 1.1.5.1 ADP: Commitment Diversion Initiatives (Key)

STRATEGY A.1.6: Juvenile Justice Alternative Education Programs

Output Measures:

- 1.1.6.1 Number of Mandatory Students Entering JJAEPs (Key)
- 1.1.6.2 Mandatory Student Attendance Days in JJAEP During the Reg School Year (Key)

STRATEGY A.1.7: Mental Health Services Grant

STRATEGY A.1.8: Regional Diversion Alternatives

Output Measures:

- 1.1.8.1 Number of Regional Diversion Placements (Key)
- 1.1.8.2 Average Daily Population: Regional Diversion Placements

STRATEGY A.1.9: Probation System Support

GOAL B: State Services and Facilities

OBJECTIVE B.1: STATE-OPERATED PROGRAMS AND SERVICES

Outcome Measures:

- 2.1.1 Total Number of New Admissions to JJD (Key)
- 2.1.2 Diploma or High School Equivalency Rate (JJD-operated Schools) (Key)
- 2.1.3 Percent Improved Reading Grade Level at Release (Key)
- 2.1.4 Turnover Rate of Juvenile Correctional Officers (Key)
- 2.1.5 Industrial Certification Rate in JJD-operated Schools
- 2.1.6 Rearrest/Re-referral Rate (Key)
- 2.1.7 One-year Rearrest/Re-referral Rate for Violent Felony Offenses (Key)
- 2.1.8 One-year Rearrest/Re-referral Rate for Offenses as or More Severe than Committing Offense (Key)
- 2.1.9 Reincarceration Rate: Within One Year (Key)
- 2.1.10 Reincarceration Rate: Within Three Years (Key)
- 2.1.11 Percent Improved Math Grade Level at Release (Key)

STRATEGY B.1.1: Assessment, Orientation, and Placement

Efficiency Measure:

- 2.1.1.1 Assessment and Orientation Cost Per Juvenile Day

Explanatory Measure:

- 2.1.1.1 Total Residential Intakes

Output Measure:

- 2.1.1.1 Average Daily Population: Assessment and Orientation (Key)

STRATEGY B.1.2: Facility Operations and Overhead

STRATEGY B.1.3: Facility Supervision and Food Service

Efficiency Measure:

- 2.1.3.1 CPD: State-Operated Secure Correctional Facility

Explanatory Measure:

- 2.1.3.1 Juveniles Under JCO Direct Supervision Per Shift (Key)

Output Measure:

- 2.1.3.1 Average Daily Population: State Operated Secure Correctional Facilities (Key)

STRATEGY B.1.4: Education

Efficiency Measure:

- 2.1.4.1 Education and Workforce Cost in JJD Operated Schools

Explanatory Measure:

- 2.1.4.1 Percent Reading at Grade Level at Commitment

Output Measures:

- 2.1.4.1 Average Daily Attendance in JJD-operated Schools (Key)
- 2.1.4.2 Number of Industrial Certifications Earned by Juveniles

STRATEGY B.1.5: Alternatives to State Secure Placement

Efficiency Measure:

- 2.1.5.1 Halfway House Cost Per Juvenile Day
- 2.1.5.2 Capacity Cost in Contract Programs Per Juvenile Day

Output Measure:

- 2.1.5.1 Average Daily Population: Halfway House Programs (Key)
- 2.1.5.2 Average Daily Population: Contract Programs (Key)

STRATEGY B.1.6: Health Care

Efficiency Measure:

- 2.1.6.1 Cost of Health Care Services Per Juvenile Day
- 2.1.6.2 Cost of Psychiatric Services Per Juvenile Day

Output Measure:

- 2.1.6.1 Average Daily Population: Health Care
- 2.1.6.2 Average Daily Population: Psychiatric Services

STRATEGY B.1.7: Integrated Behavior Management

Efficiency Measures:

- 2.1.7.1 General Rehabilitation Treatment Cost Per Juvenile Day
- 2.1.7.2 Specialized Treatment Cost Per Juvenile Day

Output Measures:

- 2.1.7.1 Average Daily Population: General Rehabilitation Treatment (Key)
- 2.1.7.2 Average Daily Population: Specialized Treatment (Key)

STRATEGY B.1.8: Residential System Support

OBJECTIVE B.3: MAINTAIN STATE FACILITIES

STRATEGY B.3.1: Construct and Renovate Facilities

Efficiency Measure:

- 2.3.1.1 Change Orders and Add-ons as a % of Budgeted Project Const. Costs

GOAL C: Parole Services

OBJECTIVE C.1: PAROLE SERVICES

Outcome Measures:

- 3.1.1 Constructive Activity

STRATEGY C.1.1.: Parole Direct Supervision and Reentry Services

Efficiency Measure:

- 3.1.1.1 Parole Supervision Cost Per Juvenile Day

Output Measures:

- 3.1.1.1 Average Daily Population: Parole (Key)
- 3.1.1.2 Average Daily Population: Contract Parole
- 3.1.1.3 Average Daily Population: Aftercare Services

GOAL D: Office of the Independent Ombudsman

OBJECTIVE D.1: OFFICE OF THE INDEPENDENT OMBUDSMAN

STRATEGY D.1.1: Office of the Independent Ombudsman

Output Measure:

- 4.1.1.1 Number of Juvenile Directly Served through the Office of Independent Ombudsman

GOAL E: Juvenile Justice System

OBJECTIVE E.1: JUVENILE JUSTICE SYSTEM

STRATEGY E.1.1: Training and Certification

Output Measure:

- 5.1.1.1 Number of Officers Certified

STRATEGY E.1.2: Monitoring and Inspections

Output Measures:

- 5.1.2.1 Number of Local Facility Inspections Conducted
- 5.1.2.2 Number of Annual Comprehensive Monitoring Reviews
- 5.1.2.3 Number of On-site Consultations Conducted in Connection with Risk-based Monitoring Activities

STRATEGY E.1.3: Interstate Agreement

Output Measure:

- 5.1.3.1 Juveniles Served through Interstate Compact

GOAL F: Indirect Administration

OBJECTIVE F.1: PROVIDE ADMINISTRATIVE MANAGEMENT

STRATEGY F.1.1: Central Administration

STRATEGY F.1.2: Information Resources

GOAL G: Office of the Inspector General

OBJECTIVE G.1: CONDUCT OVERSIGHT OF JUVENILE JUSTICE SERVICES AND FACILITIES

STRATEGY G.1.1: Office of the Inspector General

Explanatory Measures:

- 7.1.1.1 Number of Allegations Reported to the Office of the Inspector General (Key)
- 7.1.1.2 Number of JJD Juveniles Apprehended by OIG (Key)

Output Measures:

- 7.1.1.1 Number of Completed Criminal Investigative Cases (Key)
- 7.1.1.2 Number of Completed OIG County Investigation Unit ANE Cases (Key)
- 7.1.1.3 Number of Completed OIG State Investigation Unit ANE and Admin Cases (Key)

Anticipated Changes – Mission, Strategies, and Goals

The agency does not anticipate significant changes to TJJD’s mission and core values. **Public safety will continue to be the agency’s number one priority.** Agency workforce initiatives could be affected by significant changes to the population of youth within state secure facilities. Further utilization of alternatives to placement will continue to serve youth adjudicated to the county level of the juvenile justice system, which constitutes the vast majority of justice-involved youth in the state. However, at present, there are no viable alternatives to commitment for most of the youth sent to TJJD’s custody, as made evident by the collapse of secure contract placement options for this population. The average daily population of TJJD youth supervised in a contract placement dropped from about 100 in FY 2020 to only six in FY 2026.

During the 89th Legislative Session, members approved a 15% salary increase for TJJD’s Juvenile Corrections Officers (JCO), bringing Texas more in-line with national peers. Since then, the agency has worked to compliment that investment by bolstering the training academy, implementing leadership training, adjusting daily programming schedules to maximize effectiveness, and providing direction, expertise, and resources to staff, including training clinical skills to an appropriate level for all staff members.

In early 2025, the agency implemented an enterprise-level initiative to refine and sustainably integrate the Texas Model, which was initiated in 2019. The original Texas Model was a comprehensive strategy for enhancing the juvenile justice system through evidence-based principles, focusing on equipping staff with tools for a youth’s safe and successful return to the community. In its first iteration, the Texas Model prioritized physical and psychological safety, establishing a paradigm of trauma-responsive interventions to problematic or unsafe behaviors, and implementing structured de-escalation techniques.

Now, with the latest iteration of the Texas Model, TJJD is refining its approach while maintaining its focus on safety. This newest phase of the model emphasizes a structured, safe environment and enhances skill development for staff and youth. The agency's foundational pillars of safety, accountability, and transparency drive this model, promoting a unified juvenile justice system where staff use a team approach to achieve positive outcomes for youth and Texas communities.

Key components of Texas Model 2.0 include:

- Collaborative partnerships with county probation departments;
- A highly structured residential environment targeting individual risk factors;
- High-quality services delivered by well-trained staff;
- A cohesive framework of evidence-based practices founded upon Dialectical Behavior Therapy principles; and
- A culture of safety, accountability, and transparency within TJJD facilities.

This model represents a transformative shift, empowering juvenile justice practitioners and promoting safer communities. Under the Texas Model, the agency is implementing several initiatives within state facilities to enhance service delivery through a residential framework, where the impacts of specialized treatment services (which are provided to all youth committed to TJJD) are augmented by the maintenance of a structured, therapeutic milieu. This is achieved by ensuring all staff members have appropriate expertise and fidelity to basic behavior management and change principles. To succeed in TJJD's care and beyond, youth must receive reinforcement when they demonstrate safe and skillful behavior throughout their entire facility environment (e.g., the classroom, during recreation, receiving negative news during a phone call on the dorm, etc.), not just in the context of a group or individually specialized treatment setting. Similarly, they must be held consistently and appropriately accountable for unsafe or unskillful behavior.

These initiatives are key to TJJD maintaining safe and highly structured facilities in the context of a youth population demonstrating higher criminogenic risk and treatment needs than ever before. The five functions of the residential model that will shape agency actions and staff roles are:

1. Enhancing youth capabilities
2. Enhancing youth motivation
3. Ensuring skill generalization
4. Structuring the environment
5. Enhancing staff capabilities and motivation to deliver treatment effectively

Recent Legislative Changes

SB 1: General Appropriations Bill include a 15% salary increase for our direct care staff. These salary increases are allocated for JCOs, Team Leads, Case Managers, Case Manager Supervisors, Cooks, and Food Service Managers. This puts our direct care staff salaries more competitive in comparable jobs across the state and among our national peers. When Director Carter began as ED in 2022, TJJD's JCO salaries ranked 36th out of 50 nationally.

SB 1737: will add several TJJD facility staff to the Law Enforcement & Custodial Officers (LECO) retirement system. This benefit investment will improve TJJD’s recruitment and retention efforts.

HB 500: Investments in TJJD

New Builds – The legislature fully funded TJJD’s two new builds and approved Ellis and Brazoria Counties as their locations. These facilities will each house 104 youth and one will serve violent offenders and the other will serve youth with the most severe mental health needs. These new builds will break ground in 2026 and currently plan to have them online and operational in early 2029.

Application Modernization – TJJD currently has 21 applications running on legacy technology, during the 89th Legislative Session the legislature funded enough to modernize 7 applications. The agency is preparing to ask the legislature for funding the remaining 14 applications over the next two sessions.

Vehicle Refresh – The legislature provided \$7M in funding to update TJJD’s vehicle fleet. The agency has also contracted with a provider for custom vehicles to transport youth within facilities, enhancing safety.

Other funding:

- Probation Funding
- Body Scanners
- PREA Compliance Analyst
- Nurse pay increase
- Computer refresh
- Uniforms for JCOs
- CTE Enhancements
- Special Education

SB 2776: This allows the agency develop and expand the use of the Credible Messenger programs. Prior to this legislation, due to laws regarding the confidentiality of minors, TJJD could not confirm or deny whether or not any adult had been in the agency’s care and custody as a juvenile. This legislation allows consenting adults to be identified as having been in TJJD’s secure facilities. This is important because current youth hearing former TJJD youth’s stories and how they’ve applied the lessons they learned while in TJJD’s custody positively impacts youth outcomes.

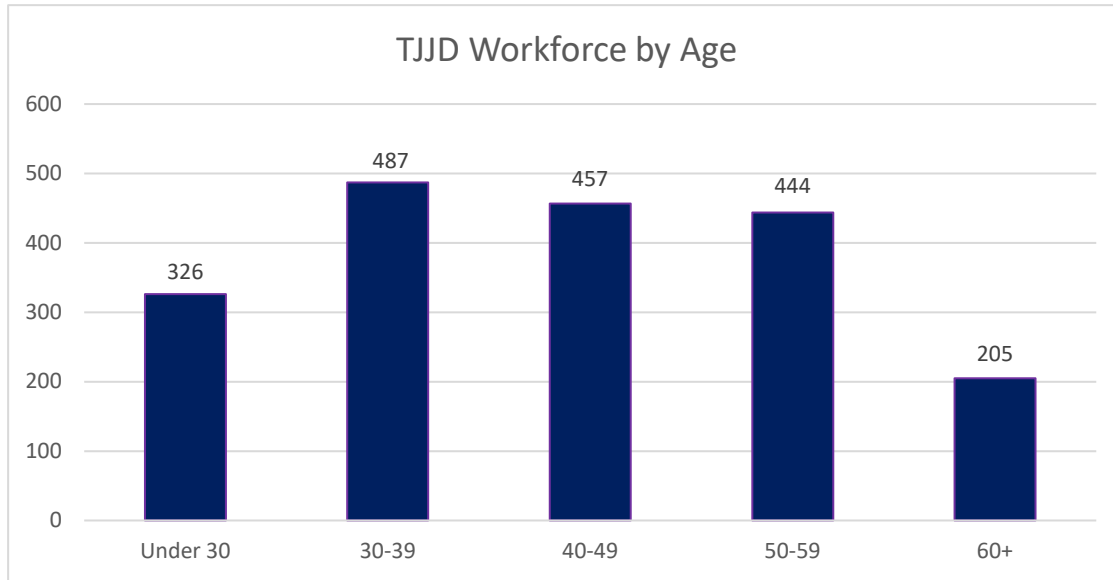
HB 4263: This adjusted TJJD’s Release Review Panel (RRP) structure and aligned the grievance practice with that of other agencies. The RRP will now be handled by staff with direct facility experience and expertise, but not with those who directly manage the youth up for review. It also eliminates the agency’s requirement to allow a dismissal mediation. Since TJJD already offers pre-termination vetting and due process to employees as well as post-termination grievance options, the mediation was redundant, time consuming, and unnecessary.

Section II: Workforce Analysis

Current Workforce Profile – Demand Analysis

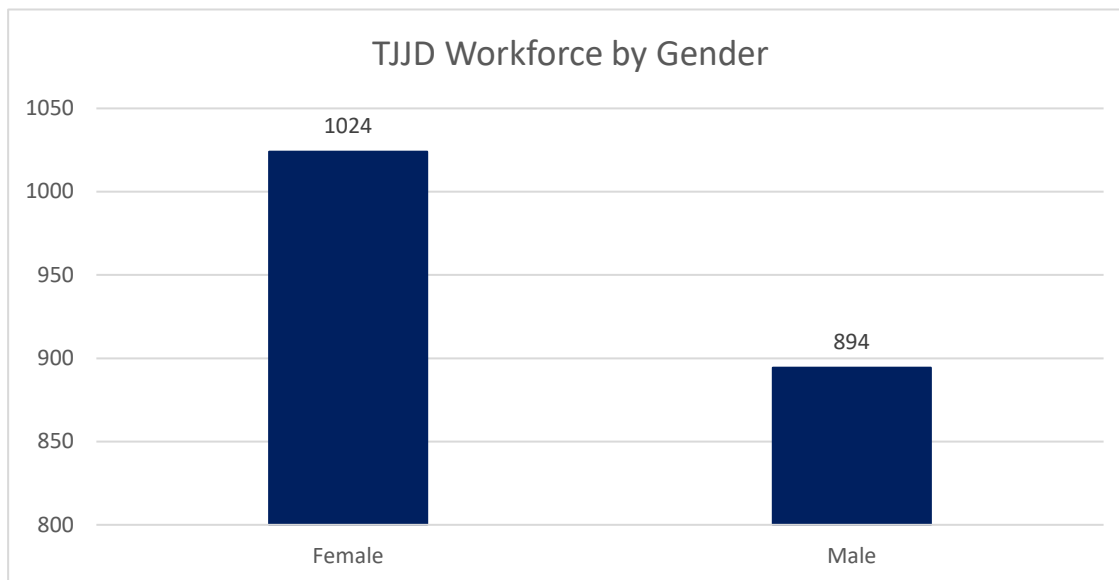
Below, TJJJ has provided statistical information regarding its workforce as of April 30, 2026. Charts are included in the following subsection based on SAO instructions.

Age



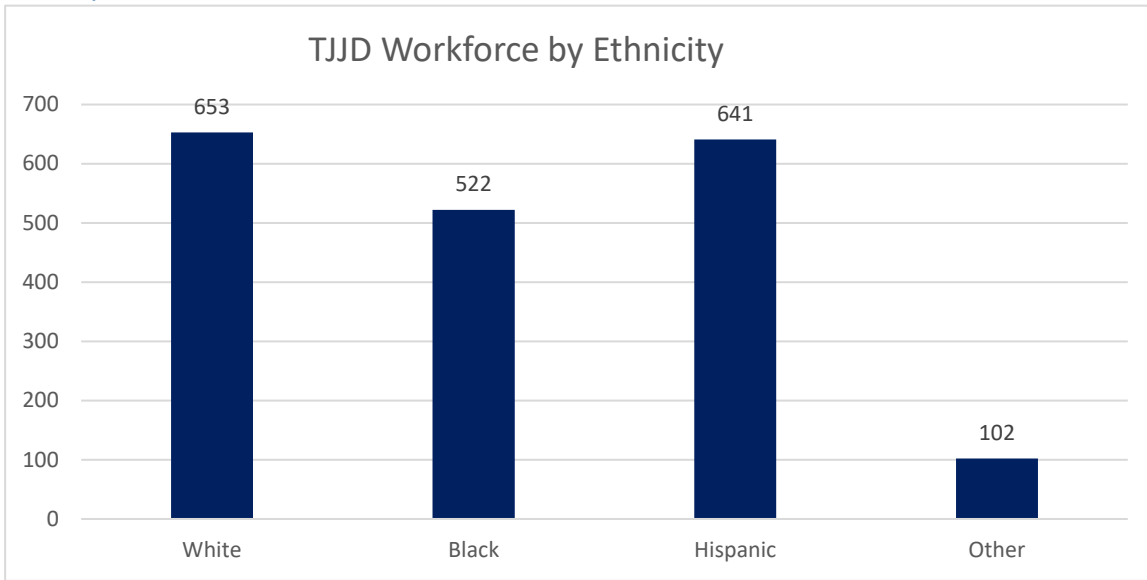
TJJJ currently employs 1,918 individuals and employee age clusters around the middle categories with fewer staff falling into older (60+) or younger (<30) categories. The largest age category is 30-39 with approximately 25.4% of staff members falling into this category.

Gender



The TJJJ workforce has a slightly higher percentage of female employees (53%) than male employees (47%).

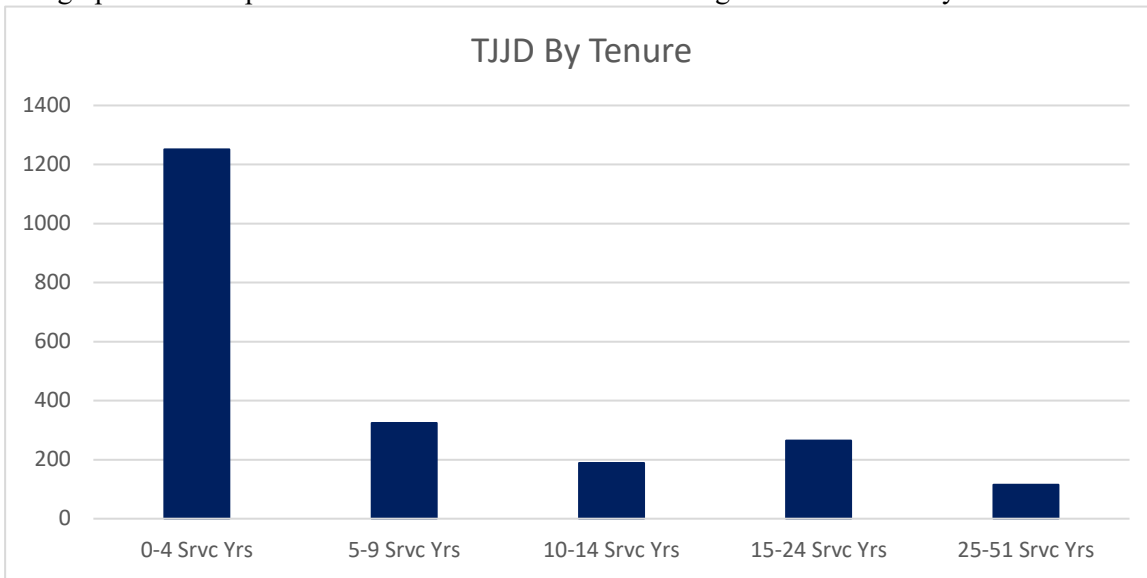
Ethnicity



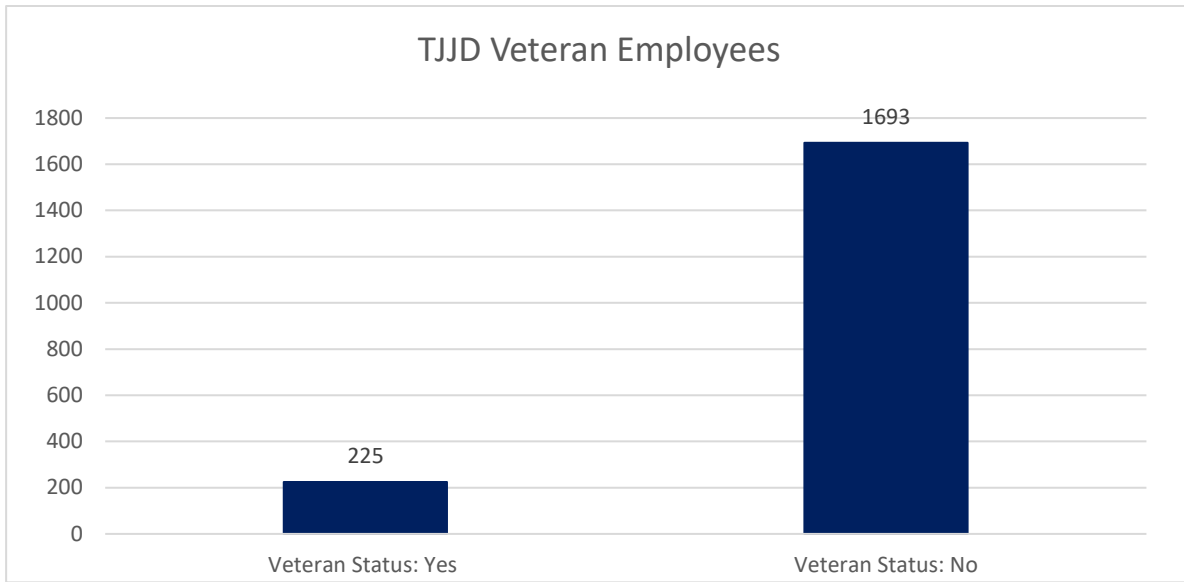
The TJJD workforce is 34% White, 33% Hispanic, 27% Black, and 6% Other.

Length of service

The graphs below represent staff tenure from the least to the greatest number of years.

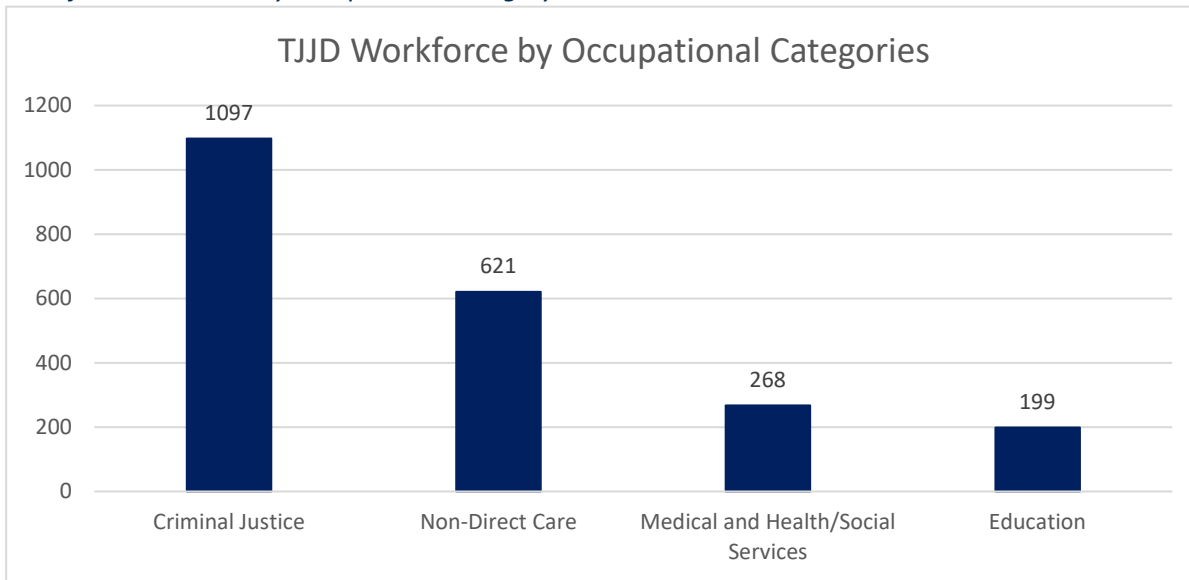


Percent of veterans employed by the agency



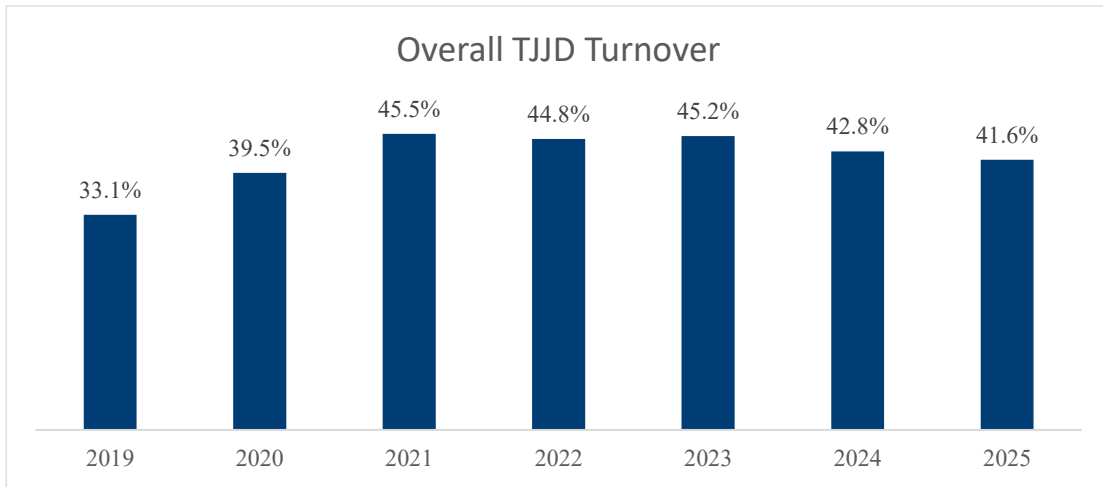
The vast majority of TJJD employees are not veterans (88%). However, the agency has worked diligently to recruit veterans and military service members and will continue doing so in the upcoming biennium.

Workforce allocation by occupational category

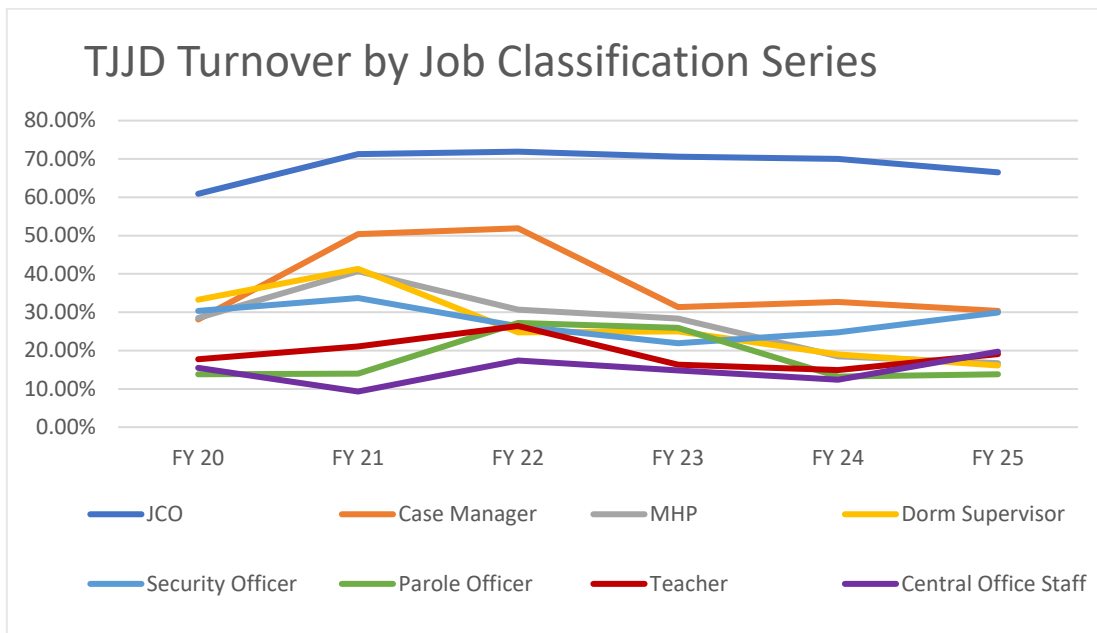


This profile uses the occupational categories identified in the FYs 2025-2026 SAO Job Classification Index of Criminal Justice, Education, Medical and Health/Social Services, and Non-Direct Care. “Criminal Justice” remains the category with the most employees, followed by non-direct care employees such as administrative support staff.

Total agency turnover, including turnover by certain job classification, gender, and ethnicity

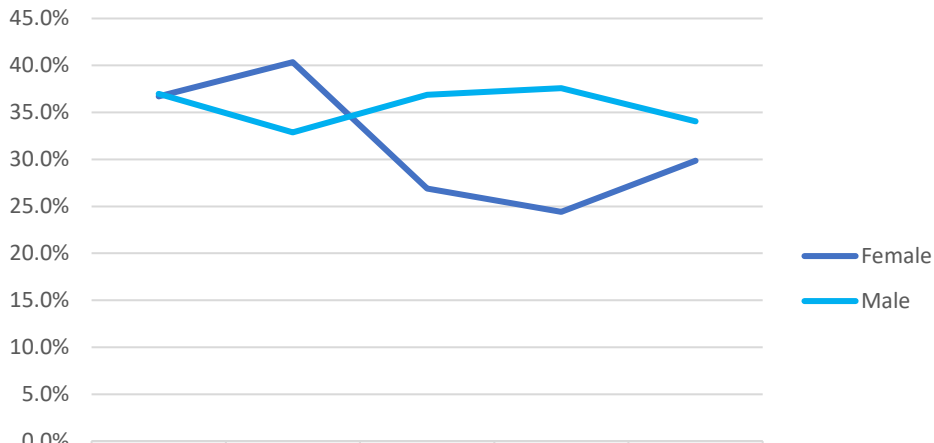


Overall turnover remains high but has leveled after increasing from FYs 2019 to 2021.



Case manager positions have shown noteworthy improvement in turnover after worsening in FYs 2021 and 2022. Juvenile correctional officer (JCO) turnover remains high but have started to stabilize due to investments in salary and benefits from the legislature. Insufficient staffing strength impacts facility safety, culture, and programming, which further fuels turnover and creates a cycle of retention challenges.

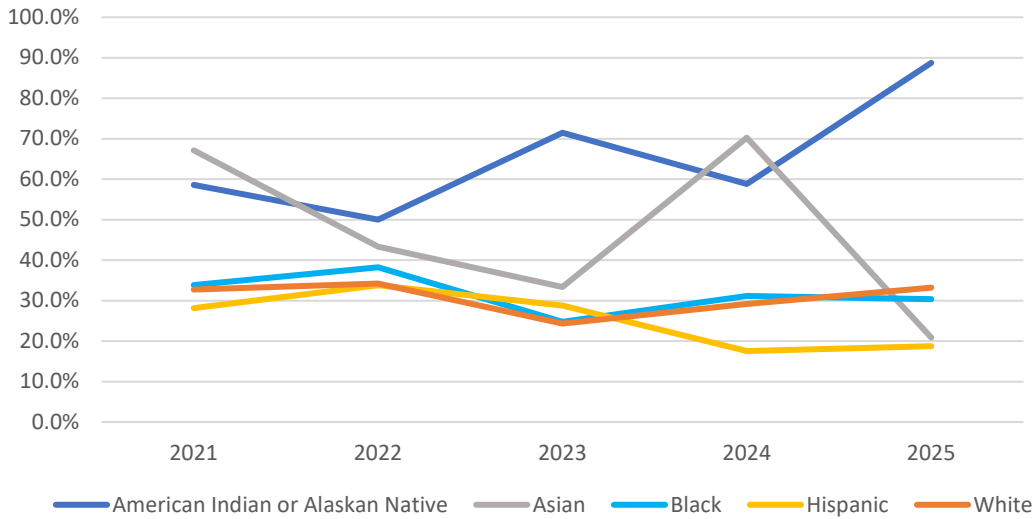
TJJD Turnover Rate By Gender (Including Inter-agency Transfers)



	2021	2022	2023	2024	2025
Female	36.7%	40.3%	26.9%	24.4%	29.9%
Male	37.0%	32.9%	36.9%	37.6%	34.1%

Turnover is marginally but consistently higher among male staff members.

Turnover Rate by Ethnicity (Including Inter-agency Transfers)



Turnover has returned to pre-pandemic levels for the “Black” and “White” categories, and has improved in the “Hispanic” category. The other categories include a comparatively small sample size (6% of total employees as of May 2026) and consequently fluctuates to a greater extent than the “Black,” “Hispanic,” and “White” categories.

Agency Tenure and Turnover Summary

The average tenure of all TJJD employees was 4.8 years at the end of fiscal year 2025. Average tenure among JCOs, the largest job category within the agency, was 3.1 years. However, the average tenure among JCO Vs and Dorm Supervisors at the end of fiscal year 2025 was approximately 8.4 years, indicating that as JCOs move up their career ladder, they tend to stay longer. At the same time in September 2024, almost half of JCOs working in secure facilities were still within their first year of agency service. This breakdown demonstrates the need for TJJD's constant focus on both the fundamentals of facility operations with new staff and forward-thinking culture change with more tenured staff.

Along with tenure, TJJD tracks the age of employees to prevent gaps in staffing levels and institutional knowledge that may occur as long-time workers retire. At the end of fiscal year 2025, the average age across all TJJD employees was 43 years old. The average and median ages of JCOs were 37 and 34, respectively. The largest age categories among all TJJD employees and among JCOs were those under 30 and those aged 30 to 39, with a nearly equal number of staff in each group.

Critical Workforce Skills and Functions

General Workforce Skills and Functions

The majority of the agency's positions perform duties that involve:

- Interacting directly with TJJD-committed youth inside state-operated secure facilities or medium-restriction halfway houses, youth on TJJD parole, and families of youth;
- Managing the operations of state facilities, including the programs and services provided within the facilities; and
- Maintaining cooperation with, monitoring certain functions of, and providing training and other support to county juvenile probation departments and agencies providing prevention and early intervention programs, operating county-level facilities, or operating other community-based programs.

Critical workforce skills necessary to fulfill these duties effectively and efficiently include the ability to:

- Perform job responsibilities in a correctional setting with aggressive or combative youth who have high-level treatment needs;
- Work with highly dysregulated youth in a manner that emphasizes safety, accountability, and transparency;
- Maintain order and youth accountability;
- Act quickly, safely, and in accordance with agency training during emergencies;
- Perform verbal and physical crisis intervention and de-escalation techniques;
- Intervene, correct behavior, and facilitate discussions or counseling sessions, depending on employee's position;
- Direct and facilitate individual and group activities;
- Develop and/or implement case plans;
- Support the goals of or directly implement specialized treatment programs (e.g., mental health, sex offender, alcohol and other drug treatment);
- Foster the cooperation of youth in the rehabilitation, treatment, and education process;
- Communicate effectively with youth and explain their progress to family members and other direct care staff;

- Conduct reading interventions and other learning needs interventions;
- Develop and evaluate new programming to meet the evolving needs of committed youth;
- Establish program goals and objectives, and track progress toward those goals and objectives;
- Identify problems, evaluate the strengths and weaknesses of alternative solutions, and implement effective solutions;
- Interpret and apply rules and regulations, and provide technical assistance to stakeholders;
- Identify measures or indicators of program performance, conduct reviews of performance, and assess the findings;
- Assess training needs and provide responsive training opportunities;
- Maintain adequate and accurate records;
- Review technical data, and prepare or direct the preparation of technical and management reports; and
- Use high-level data and informational reports as an administrative management tool.

Additionally, JCOs are required by Human Resources Code Section 242.009 to complete at least 300 hours of training in the first year of employment, with at least 240 hours of training before the officer independently commences their duties at a facility. This training must include information and instruction concerning:

- The juvenile justice system of this state, including the juvenile correctional facility system;
- Security procedures;
- The supervision of youth committed to TJJD;
- Signs of suicide risks and suicide precautions;
- Signs and symptoms of the abuse, assault, neglect, and exploitation of a youth, including sexual abuse, sexual assault, and human trafficking, and the manner in which to report the abuse, assault, neglect, or exploitation of a youth;
- The neurological, physical, and psychological development of adolescents;
- TJJD rules and regulations, including rules, regulations, and tactics concerning the use of force;
- Appropriate restraint techniques;
- The Prison Rape Elimination Act of 2003 (42 U.S.C. Section 15601, et seq.);
- The rights and responsibilities of youth in TJJD's custody;
- Interpersonal relationship skills;
- The social and cultural lifestyles of youth in TJJD's custody;
- First aid and cardiopulmonary resuscitation;
- Counseling techniques;
- Conflict resolution and dispute mediation, including de-escalation techniques;
- Behavior management;
- Mental health issues;
- Employee rights, employment discrimination, and sexual harassment; and
- Trauma-informed care.

Major Factors Influencing Current Workforce and Supply of Workforce

The needed supply for the workforce at TJJD and in the probation field is largely driven by juvenile justice population trends. At the county level, formal referrals to juvenile probation departments have returned to pre-pandemic levels. Adult certification dispositions are stabilizing, while TJJD commitment dispositions increased during the first half of FY 2026. State-level trends include a rise in new admissions to TJJD with higher risk profiles, particularly for youth with the most serious offense histories, reflecting an increased need for specialized treatment and behavior management. The average daily population in state-operated facilities increased at the same time as the waitlist increased, causing consistent strain on county- and state-level resources. Higher-risk youth are harder to supervise and safely release, causing contract care options to nearly disappear and parole populations to decrease.

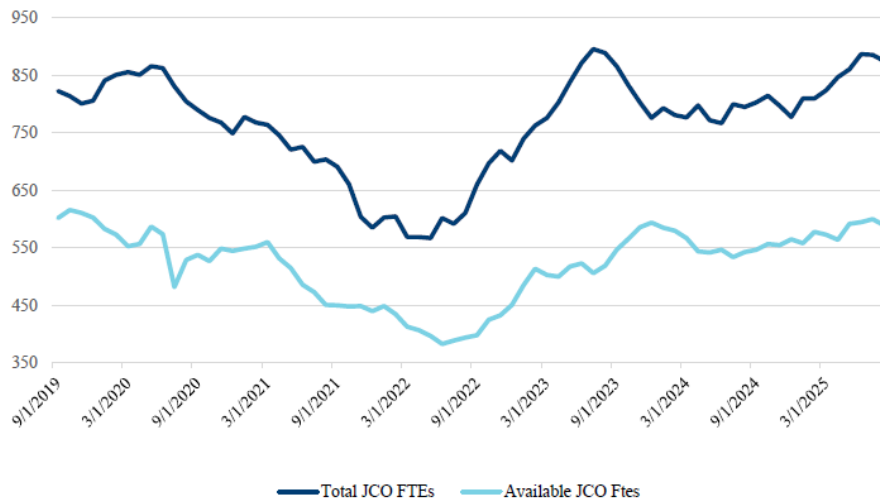
The impact of economic pressure, coupled with changes in the juvenile justice landscape such as an intensifying youth risk profiles, cannot be understated. Together, these factors have made juvenile justice jobs more demanding in both financial and practical terms. Raises for JCOs have helped TJJD hire new staff and manage a rising youth population in secure facilities. However, this hiring alone has only enabled an average daily population increase of about 100 youth. A balanced, continual investment in TJJD's direct care staff, in terms of appropriate compensation, improving facility culture, and training and leadership development are simultaneously necessary to ensure TJJD's initiatives succeed and communities are kept safe.

TJJD secure facilities are a critical piece of the juvenile justice system but are simply one piece. When building sustainable workforce solutions for juvenile justice, TJJD and state leaders must carefully consider strategies to expand local probation capacity, fully leverage existing secure facilities while new ones are built, and provide viable transition opportunities for youth to exit TJJD, whether to TJJD parole or TDCJ's custody.

Workforce Turnover

While annual turnover rates were relatively stable between fiscal years 2020 and 2024, the crisis hit when agency departures outstripped hiring, causing shortages shown in the graph on the next page. During the summer of 2022 when juvenile correctional officer (JCO) levels fell to their lowest point, TJJD's five secure facilities collectively operated at roughly 200% of their available staffing capacity. Overstretched operations impacted facility culture, overall safety, and programming. Long shifts and challenging working environments compounded existing turnover issues, which intensified a cycle of increased burdens on the staff who remained at facilities and dedicated their time to ensuring safety.

JCO Staffing Levels: FY 2020-25



As shown in the graph above, TJJJ has seen recent improvements in JCO coverage. With the addition of hundreds of new JCOs, secure facilities have also increased their average daily population by over 200 youth since the summer of 2022. At the same time, the agency was able to bolster access to treatment providers by adjusting mental health staff-to-youth ratios from 1:16 to 1:12, 1:8, or 1:4, depending on a youth’s programming needs.

Future Workforce Profile and Expected Changes – Demand Analysis

Role-Specific Workforce Skills Needed and Functions

Juvenile Correctional Officers

TJJJ’s JCOs have a tremendously challenging job. These positions, which are vital to public safety, involve long and demanding hours including weekends and holidays, on-call statuses, and overnight shifts. They regularly encounter violent, aggressive, or self-injurious behaviors exhibited by youth, necessitating quick thinking, de-escalation skills, and the ability to maintain order and safety at all times. This environment exposes JCOs to high levels of stress, emotional strain, and the risk of physical harm or injury. Their roles encompass facets of law enforcement, behavior management, mentoring, and crisis intervention, requiring a diverse skillset and a deep understanding of TJJJ’s trauma-responsive behavior management approach. This involves utilizing the appropriate intervention methods in response to behavioral issues to aid in correcting behavior and teaching new skills, maintaining a consistently safe and structured environment, and employing security measures when youth pose a threat to safety. These factors collectively contribute to the recognition that JCOs face some of the toughest challenges and responsibilities within the state workforce. In a very real sense, these employees are first responders and deserve this designation.

Critical workforce skills and functions for JCOs include:

- Maintaining a clear understanding of youth development and youth rights to ensure effective engagement with and accountability for youth in TJJD’s custody.
- Maintaining legally required supervision of youth in various settings, including dorms, cafeteria, and recreation, ensuring safety and security of the facility at all times. Maintaining orderly transition to and from daily activities across the secure facility.
- Ensuring compliance with rules for residential facilities, using disciplinary and non-disciplinary techniques to maintain safety and order. Assisting youth in basic behavior change principles and interventions, providing skills to respond to behavioral and emotional challenges, helping youth develop positive and more skillful behavior.
- Providing guidance, support, and reinforcement to youth, helping them develop skillful behavior to replace problem behaviors.
- Maintaining accurate records and reports on youth behavior, incidents, and activities, ensuring all documentation is completed thoroughly and timely.
- Conducting regular safety checks, suicide alert protocols, searches, and inspections to prevent contraband, ensure secure environments, and respond to serious incidents.
- Ensuring compliance with Prison Rape Elimination Act (PREA) and preventing abuse, neglect, and exploitation.
- Facilitating and ensuring youth participation in the daily schedule and redirecting behaviors that affect the delivery of the daily schedule.
- Mediating conflicts between youth by using de-escalation techniques to resolve issues. Responding appropriately and safely to potentially dangerous situations, in adherence to TJJD Use of Force policy and Handle with Care© approved methods.
- Collaborating with case managers and mental health professionals to ensure effectual behavioral management across settings.
- Monitoring the physical and mental health of youth, providing first aid when necessary, and ensuring access to medical and specialized treatment.
- Transporting youth to and from other secure facilities, court hearings, and other off-site activities as required.

Case Managers

Case Managers perform an essential role in our system, safeguarding public safety by ensuring youth are accountable to what is expected of them so they may progress through TJJD’s programming. They serve as steady hands to ensure that juveniles comprehend their circumstances within the juvenile justice system and outline the pathway to safe reintegration into society and the consequences for the inability to achieve it. Their role extends to building trusting relationships youth, youth families, and other staff; explaining programmatic requirements; celebrating successes and responding appropriately to areas for growth; and facilitating transitions to new challenges, with the overarching goal of ensuring public safety and fostering positive outcomes for Texas communities.

Critical workforce skills and functions for case managers include:

- Conducting comprehensive assessments of youth risks and needs to develop individualized plans.
- Updating individualized case plans that outline goals, target behaviors, and interventions tailored to each youth's specific risk factors.
- Coordinating with various staff members, including JCOs, mental health professionals, specialized treatment providers, to ensure progress toward case plan goals and create a cohesive and structured environment for youth.
- Meet with youth regularly to review progress in meeting their case plan goals, making adjustments as necessary.
- Providing individual sessions to address behavioral issues and conduct behavior chain analyses to identify target behaviors in response to incidents.
- Maintaining detailed and accurate case records, documenting interactions, progress, and any changes to the case plan.
- Engaging and working with families to support the youth's goals and case plan when the youth returns to the community.
- Preparing reports and documentation regarding the youth's progress, compliance with the treatment plan, and recommendations for future interventions.
- Assisting JCOs in facilitating programs on the dorm to help youth develop competencies for successful reentry.
- Identifying and connecting youth and their families with external resources, such as substance abuse treatment, mental health services, and educational programs.
- Developing and implementing aftercare plans in coordination with parole staff to ensure continuity of care and support once the youth is released from the facility.

Mental Health Professionals

Our mental health professionals play a crucial role in ensuring public safety within our system. They serve as pillars of expertise and support, making sure that juveniles receive comprehensive assessments, individualized treatment plans, and the necessary individual and group therapy sessions. MHPs also assess and identify skills that youth must learn and that are directly related to each youth's treatment plan. Their expertise ensures that each youth's treatment plan is tailored to their unique needs, addressing underlying mental health challenges and promoting positive behavioral outcomes. Our mental health professionals contribute significantly to the overall mission of bolstering public safety and fostering improved outcomes for youth by working with JCOs and case managers to implement these case plans effectively.

Critical workforce skills and functions for mental health professionals include:

- Conducting a variety of comprehensive psychological and behavioral assessments to diagnose mental health conditions and identify specialized treatment needs.
- Developing individualized treatment plans based on assessment results, outlining therapeutic goals, youth participation, interventions, and strategies.
- Providing individual, group, and family therapy to address mental health diagnoses and emotional/cognitive challenges.
- Responding during mental health crises by providing support for case managers and JCOs, developing safety and behavior support plans, and reviewing suicide alert protocols.
- Coordinating with psychiatrists and other medical professionals to manage and monitor the use of psychiatric medications.

- Implementing evidence-based behavioral interventions to help youth develop skillful behavior, manage dysregulation, and manage symptoms.
- Collaborating with case managers, JCOs, and other staff to ensure staff are reinforcing the same areas of focus in various settings.
- Maintaining accurate and confidential records of assessments, treatment, sessions, and progress.
- Providing clinical expertise and support to staff on mental health symptoms, trauma-responsive behavior management, and effective intervention strategies.

Factors Influencing the Agency’s Ability to Compete in the Labor Market

As described in the previous sections, these professionals require specialized training and skills to effectively manage and rehabilitate youth. Competing in the labor market requires not only offering attractive compensation and benefits but also providing opportunities for professional development within the agency. A stable and skilled JCO workforce enhances the agency's reputation and reinforces our ability to fulfill our core value of promoting public safety. Thus, investing in the recruitment, training, and retention of competent JCOs is essential for the agency's long-term success and sustainability.

During the 89th legislative session, TJJD received significant funding increases to boost salaries and address critical staffing issues, particularly among JCOs. The agency was provided a \$19.3M increase in appropriations for all JCOs, representing a 15% salary increase over FY 2026. The below chart provides details on starting salary base pay for JCOs, which is the most difficult to fill position in the agency:

Year	JCO Starting Pay	% Increase
FY2018	\$ 31,512	
FY2019	\$ 36,238	15%
FY2020	\$ 36,238	0%
FY2021	\$ 36,238	0%
FY2022	\$ 36,238	0%
FY2023	\$ 41,674	15%
FY2024	\$ 44,674	7%
FY2025	\$ 47,674	7%
FY2026	\$ 54,825	15%

The graph below shows the immediate positive impact of raises. Within months, TJJD was able to hire hundreds of additional JCOs. With more staff, the number of days that youth experienced outside of normal programming fell, alongside the number of suicide assessments that resulted in increased supervision levels (e.g., 1:1 ratios for youth demonstrating the greatest risk of danger or self-harm). Further, exit survey analyses showed a decrease in the number of JCOs citing pay as a reason for leaving the agency.

Additionally, for our country partners, the 88th Legislature provided funding for a 5% salary increase for select Juvenile Probation Department (JPD) positions in fiscal years 2024 and 2025. This request for fiscal years 2026 and 2027 included a 10% increase for vacant positions to help meet staffing needs and a 10.25% increase for JPD mental health positions, which were not included in the previous funding. The Legislature fully funded this item.

Facility	County	Civilian Labor Force	Unemployed Persons	Unemployment Rate (%)	Staffing Strength ²¹
Evins	Hidalgo	397,837	26,748	6.7%	95%
Gainesville	Cooke	22,351	851	3.8%	79%
Giddings	Lee	9,294	356	3.8%	78%
Mart	McLennan	131,088	5,643	4.3%	87%
Ron Jackson	Brown	17,574	732	4.2%	85%
New Facility	Ellis	122,032	4,938	4.0%	NA
New Facility	Brazoria	199,300	9,536	4.8%	NA

While maintaining its existing facilities, TJJJ is also actively working with state partners to expand state-level juvenile justice capacity in areas near population centers. During the 88th Regular Legislative Session, lawmakers adopted Rider 41 into TJJJ’s bill pattern, which appropriated \$200 million for the expansion of state-level facility capacity by 208 beds. During the 89th Regular Legislative Session, lawmakers allocated an additional \$104 million, bringing the total investment for both facilities to \$304 million. The project is both long-term and atypical, as a state agency has not directly built a new adult or juvenile correctional facility since 1997. The project offers opportunities to create spaces specifically designed for today’s youth and staff using expertise from similar agencies in other states, treatment professionals, operational leaders, and risk managers.

TJJJ is on-track to bring two new facilities, to be located in Ellis and Brazoria counties, online by 2029. Together, these facilities will serve youth with the highest-level mental health and aggressive behavior treatment needs, along with general population youth as appropriate. By building two facilities rather than one, the agency will target multiple labor pools in areas within or near population centers to reduce the risk of staffing shortages. See the agency’s recent Rider 41 Report for more information on construction timelines, locations under consideration, and workforce analyses: <https://www.tjjd.texas.gov/wp-content/uploads/2024/09/TJJJ-Rider-41-Report.pdf>.

The agency anticipates the new facilities will improve TJJJ’s overall staffing strength because they will be located near workforce resources. However, construction will take years to complete and, with an expected opening date sometime in 2029, these facilities will not have an immediate impact on system outcomes.

Section III: Workforce Strategies

Organizational Change – Roles and Responsibilities

TJJD leadership staff were tasked with developing transformative initiatives that will reshape the agency into an unrecognizable entity with the utmost focus on public safety. Part of these initiatives includes a focus on developing staff leadership capabilities and building a robust pipeline of capable leaders who are ready to take on key roles within the organization as part of succession planning efforts. Direct efforts toward leadership development involve modeling high-level cross-collaboration, implementing significant and asynchronous training programs for all staff members, developing targeted management and leadership development programs for managers and rising leaders, and fostering a culture of transparency among leaders and staff alike. The focus ensures staff are equipped with the knowledge and skills needed to excel in their roles and an understanding of each employee's contribution to the agency's mission and success. By enhancing agency culture, improving operations, providing leadership training, and implementing innovative programs like the Texas Model, TJJD has become a more attractive employer, aligning with recruitment plans to invest in the talent of individuals who want to pursue a career in public safety.

These initiatives are currently underway and are explained in more detail below. The direct reports of each director listed manage unique tasks that support their divisional leaders, and so on throughout the organizational chart. The goal is that each employee in the agency be able to articulate and act upon their “vital few” or key priorities, all of which support the Executive Director's goals.

The Executive Director will:

- Monitor the roll out and embed the Texas Model to focuses on safety, accountability, and transparency.
- Implement strategies to drive agency culture change, enhance “teamliness”, and to achieve “unrecognizable” status.
- Represent TJJD at industry-aligned conferences, with critical stakeholders, and to the media.

The Deputy Executive Director will:

- Directly assist the Executive Director in leading the agency.
- Lead direct reports and divisions in modeling high-level cross-collaboration to effectively implement new programs, and to monitor and improve secure facility operations.
- Bring the agency vision to secure facilities and work closely with directors and facility leadership to ensure we improve the culture, coordination, and outcomes at secure facilities.

The Deputy Executive Director of Probation, Reentry, and Community Services will:

- Directly assist the Executive Director in leading the agency and county partners towards a single unified juvenile justice system.
- Build a Probation, Reentry, and Community Services Division with a shared vision and goals.
- Implement, provide assistance, and report on the performance of the additional funding provided to probation departments this biennium.
- Provide needed support to our state secure facilities, being present and engaged.

The Deputy Executive Director for Support Operations and Finance will:

- Ensure respective departments are functioning efficiently and meeting agency expectations.
- Collaborate with probation chiefs to promote TJJD grant programs and understand local funding needs.
- Provide greater efficiency and effective grant management for the system.
- Develop risk-based funding model for system, and educate stakeholders on details of funding model.

The General Counsel will:

- Evaluate and assess the OGC personnel's skills, talents, and contribution to the OGC and TJJD, resulting in informed decisions regarding staffing needs, staffing assignments, and staffing salaries.
- Examine and evaluate the current laws, policies, and practices regarding processes which the OGC supervises, conducts, or reviews, and make recommendations for changes and improvements in light of TJJD's changing youth profile.

The Chief of Staff will:

- Assist with implementation of the Executive Director's "vital few".
- Monitor and develop various reports required by the state of Texas, such as this strategic plan, Sunset Self Evaluation Report, Regionalization Plan, etc. and carry out other directives from state leadership.
- Maintain strong, accountable, and transparent relationships with the probation field, the Legislature, and other stakeholders so all groups have an accurate view of our work, successes, and challenges.
- Refine and develop support structures for the board to facilitate members' engagement, active oversight, and positive impact.

Recruitment Initiatives

TJJD is currently implementing the following recruitment initiatives and evaluating other opportunities:

- Outreach to local universities and colleges with criminal justice programs to attract students interested in juvenile justice careers.
- Hosting career fairs or information sessions at colleges and military installations to engage with possible candidates considering a career in law enforcement or social work.
- Utilizing social media platforms to advertise job openings and highlight the department's mission and values, including a third party marketing firm running social media ads (launching Summer 2026).
- Partnering with community organizations and nonprofits that focus on youth populations to reach potential candidates.
- Offering internships or volunteer opportunities to students interested in gaining experience in juvenile justice.
- Career fairs and events specifically tailored to criminal justice professionals.
- Providing comprehensive training and professional development opportunities to attract and retain talented individuals in juvenile justice careers.
- Streamlining the hiring process to increase the timeliness of employment offers.

Retention Initiatives

TJJD is currently implementing the following retention initiatives and evaluating other opportunities:

- Expanding initiatives developed from employee survey findings, including the executive director's call for proposals initiative, location-specific town halls, increased support presence in secure facilities to communicate and align vision, and the development of staff to maintain structure.
- Evaluating salaries to ensure they are competitive with similar roles in other sectors to attract and retain talented staff.
- Fostering a positive workplace culture where staff feel valued, respected, and supported by their supervisors and colleagues.
- Implemented staff wellness rooms and have a dedicated wellness team for staff needing additional guidance, resources, and support through difficulties at work.
- Pairing new staff with experienced mentors to provide guidance, support, and encouragement as they navigate their roles, including the buddy system for JCOs.
- Offering ongoing training programs for career advancement in the form of role-specific and generalized training opportunities, including:
 - Full implementation of DBT skills training groups for key staff across the agency to ensure staff have the tools necessary to operate safe and accountable dorm environments.
 - Full implementation of targeted, routinized training programs on behavior chain analysis.
- Launching a leadership academy focused on identifying and investing in leaders across the agency.
- Providing in-house continuing education credits for licensed mental health professionals and expanding to other licensed professionals where appropriate.
- Providing clear pathways for career advancement within the organization, including opportunities for promotion through the JCO career ladder and other leadership roles for talented employees.
- Strengthening programs to recognize and reward outstanding staff performance, including bonuses, incentives, awards, or public acknowledgment.
- Evaluating methods to include employees working non-traditional shifts (e.g., overnight, weekend, and holidays) in recognition initiatives.
- Promoting employee wellness through policies and initiatives that support healthy work-life balance, including the employee wellness program, encouraging regular appointments with medical and mental health professionals, leveraging schedule within the context of 24/7 operations to ensure maximum flexibility and the ability to use paid leave and compensatory time, and evaluating critical incident debriefings to ensure Critical Incident Stress Management techniques are included.
- Providing team-building opportunities to reduce interpersonal conflict at work and increase morale by improving working environment.
- Enhancing internal communications, including monthly messages from the executive director, a revamped intranet page, and a quarterly newsletter, to ensure staff feel informed about agency changes and initiatives.
- Regularly soliciting feedback from staff through surveys, supervision sessions, or one-on-one meetings to understand concerns and identify areas for improvement.
- Advertising comprehensive state benefits, including health insurance, retirement plans, and other Employee Assistance Program opportunities that contribute to overall job satisfaction.

Leadership Development and Succession Planning Initiatives

Eliminating workforce gaps requires not only a robust labor pool from which to recruit employees but also strong supervisors to lead, retain, and support those employees. Together, supervisors at TJJJ are tasked with:

- Improving vertical and horizontal communication throughout TJJJ’s organizational chart;
- Providing line staff with the resources and role clarification they need to fulfill their job duties;
- Shaping agency culture to align with TJJJ’s foundational pillars of safety, accountability, and transparency; and
- Building lines of succession as employees leave the agency or change positions.

TJJJ has implemented various strategies to accomplish the tasks listed above including but not limited to the following:

- Regular training opportunities. Staff receive regular training to ensure the agency is responsive to the dynamic needs of committed youth and best equipped to implement agency initiatives. For example, JCOs and case managers engage in weekly trainings to learn about, discuss, and practice DBT skills that are critical to the Texas Model. Trainings include information on roles in facility operations that prioritize a rehabilitative milieu in which youth are held accountable for their behavior.
- Strengthening Supervision. In recent years, staff surveys showed a clear need for more effective, communicative, and attentive supervisors across the agency. Staff reported they were promoted because they were particularly effective at their previous role, only to find they needed an expanded — or even entirely new — skillset to serve as a supervisor. In response, TJJJ partnered with workforce development experts to create the agency’s Strengthening Supervision training. Through a two-day intensive session, one-day follow-up, and sustainability program, supervisors at TJJJ learn best practices covering a variety of topics, including navigating team conflict, addressing employee burnout, solving cross-divisional problems, and supporting skill development among direct reports.
- Advanced Leadership Academy. Designed to support budding leaders across TJJJ, two cohorts of 15 employees participate in this 6-month leadership experience annually. Through this program, employees learn how to identify their own leadership skills, how to motivate their teams, and how to build a lasting culture of leadership and accountability. This program culminates in a “capstone” project in which each employee identifies and researches a specific area they want to improve at the agency.
- Mentorships. Beyond day-to-day supervisors, employees in leadership roles have also communicated a need for assistance with and attention on professional development. TJJJ’s mentorship program uses feedback from supervisors to identify areas of growth for specific employees and match them with other staff who can provide additional support. The program aims to improve cross-agency communication, demonstrate clear investment in employee needs, and promote a collaborative leadership model that aligns with TJJJ’s values.

Strategies to Address Recruitment, Retention, and Morale

Below, TJJJ has compiled a list that, while non-exhaustive, describes many initiatives employees are implementing each day to increase staffing strength and improve morale. The list contains efforts that the agency plans to continue or expand moving forward, subject to resource availability. For more information on any particular initiative, contact the agency at any time.

Notably, TJJJ faces too many urgent issues to adopt only one innovation at a time. The initiatives highlighted below are occurring simultaneously, and measuring the unique impact of one effort versus another lies beyond staff's capacity. However, a review of internal surveys conducted between fiscal years 2019 and 2025 have shown a variety of positive outcomes following reform implementation, including:

- Increased job satisfaction;
- Increased feelings of safety in secure facilities;
- Increased feelings that an individual's role within the agency aligns with their skillset;
- Improved relationships and communication between supervisors and their direct reports;
- Increased perceptions of TJJJ as a fair organization;
- Greater collective efficacy (i.e., an individual's belief about their group's ability to
 - A stronger sense of camaraderie, trust, and connection between coworkers; and
 - Increased perceptions that staff share similar values and will provide assistance to each other when needed.

Efforts to Improve Recruitment and Job Flexibility

- **Streamlined the hiring process.** TJJJ's Human Resources staff took various steps to improve the hiring process so divisions throughout the agency could better identify qualified candidates and bring them onto the team as quickly as possible. For example, staff expanded use of the state applicant tracking platform, automated background check processes, updated applications to make them more user-friendly, and instituted group interviews and preset questions where appropriate. The agency will keep looking for opportunities to increase efficiencies within the hiring process. For example, the agency will work with other state agencies and criminal justice entities to review their hiring processes and make improvements as appropriate.
- **Implemented recruitment bonuses.** The agency uses various types of recruitment bonuses to expand its pool of available staff. Existing employees may receive a bonus for referring qualified individuals to serve as JCOs. Additionally, the agency offers bonuses to individuals who are hired for hard-to-fill positions or to work at understaffed facilities. Over the next fiscal year, TJJJ will continue using this incentive, subject to resource availability.
- **Hired recruiters to represent secure facilities and target hard-to-fill positions.** These recruiters lead efforts in and around communities surrounding secure facilities. Additionally, TJJJ's Manager of Recruitment and Retention works directly with universities and provider networks to develop a pipeline through which mental health professionals can intern for, contract with, or obtain full-time employment within TJJJ's treatment team. In fiscal year 2026, the agency plans to expand this pipeline to include additional universities, as well as target JCO and research positions.
- **Broadened outreach to community partners near secure facilities.** TJJJ recruiters and other staff work on the ground in Texas communities to connect with local organizations and workforce development professionals, attend job fairs, appear on radio programs, and distribute written materials about TJJJ employment opportunities. The agency aims to expand this outreach further by developing consistent relationships with local elected officials, community groups, and businesses.

- **Increased the development of promotional content.** TJJD’s communications team has ramped up the creation of both agency-wide and facility-specific materials aimed at supporting recruiters and staff in attracting applicants. This is part of a broader, more targeted effort to enhance outreach and engagement through strategic communications. This year, the agency intends to further expand its communications team by increasing staffing support, enabling the team to better focus on developing and distributing content through new channels, including a regular e-newsletter. The e-newsletter will spotlight agency initiatives, job openings, and other key updates, reaching a wider audience with tailored messaging.
- **Offered free supervision and training to MHPs.** TJJD continues to provide its MHPs with free supervision and training on cutting-edge treatment modalities such as Dialectical Behavior Therapy, Eye Movement Desensitization Reprocessing and Neurosequential Model of Therapeutics. TJJD also serves as a continuing education provider so MHPs can obtain training hours required by their respective licensing boards in part by attending internal professional development opportunities. Supervision and training opportunities allow the agency to attract and retain MHP applicants and “grow our own” professionals as they seek licensure. The agency aims to host its own mental health conference in the future to expand MHP recruitment gains and offer another professional development tool to existing employees.
- **Attended conferences, community gatherings, and other events whenever possible to connect with potential applicants.** Agency leadership tasked key employees, particularly treatment leaders, researchers, and probation support staff, with attending state and national events where they could act as TJJD’s ambassadors. This allows teams to develop relationships with and ultimately recruit experts in the juvenile justice field. Through this work, TJJD leaders connected with a renowned correctional researcher who now contracts with the agency to study recruitment, retention, and culture change initiatives, as discussed later in this section. TJJD will continue this effort moving forward, subject to funding availability.
- **Removed barriers to entry into agency positions.** The agency has reviewed and made changes to job qualifications where appropriate to remove unnecessary barriers while maintaining professionalism and safety. For example, while degrees are required for TJJD’s teachers to qualify for employment, certification is only preferred. This opens up opportunities for passionate and effective individuals to join TJJD’s team and continue receiving the professional development they require to move up on the agency’s career ladder. As needed, the agency will make similar changes to eligibility for other positions. Note, the agency has no current plans to update JCO eligibility requirements.
- **Prioritized internal bench-building initiatives.** TJJD has developed various programs and training opportunities to fill positions from within. These include assigned mentorships and leadership development initiatives within and across teams. The agency will continue to use these tools to identify, publicly acknowledge, and tap into existing talent.
- **Offered telehealth options as appropriate.** When possible, TJJD’s treatment professionals — particularly those contracted to provide medical services through the University of Texas Medical Branch — may use telehealth technology to assist youth remotely. The agency has been researching ways to increase access to tablets on campus for youth and staff, which may offer ways to expand these opportunities. However, expansion must also consider facility security and the efficacy of service delivery.
- **Joined professional networks to enhance recruitment connections.** For example, education leaders in the agency are members of the Texas Association of School Administrators, which allows the agency to benefit from learning opportunities and share job openings with fellow members. The agency will

continue seeking out similar associations and community groups to assist recruiters with filling hard-to-staff positions.

- **Improving Information Technology solutions.** In navigating technological advancements, TJJD faces dual concerns: optimizing new technology to streamline staff workflows and safeguarding data from cyber threats. Priority lies in securing data integrity to inform policy and legislative decisions effectively. Continuous adaptation is crucial to fortify firewalls, encryption, and data security measures against evolving cyber risks. Identifying systems ripe for modernization, such as transitioning to digital incident reporting and compliant audio-to-text conversions, enhances operational efficiency. Key goals include fostering an IT service culture, aligning departmental strategies with employee needs, ensuring data reliability for informed decision making, and outlining a comprehensive enterprise architecture to guide long-term system modernization efforts within TJJD. Current and upcoming projects aligned with these goals include:
 - Deployed a new youth case management system this calendar year and retiring TJJD’s current antiquated system.
 - Enhancing and protecting the network to safeguard agency information, including expanding youth and JCO access to computers and tablets within facilities and providing reliable Wi-Fi in all secure locations.
 - Organizing and leading efforts to expand data-sharing capabilities between county probation departments to further the state’s goal of unifying the juvenile justice system.
- **Recruitment training for hiring managers.** The agency is collaborating with correctional industry experts to evaluate and enhance its hiring practices. This initiative aims to provide comprehensive training to TJJD leadership on best practices for recruitment and employee selection. Leadership has already undergone training focused on making strategic hires — focusing on candidates whose characteristics align with the agency’s mission, vision, values, goals, and foundational pillars. Going forward, this training will be extended to all levels of hiring managers across the system, ensuring a consistent and effective approach to talent acquisition.
- **College credits offered for training.** TJJD has partnered with Lamar College to provide college credits for JCOs who complete the training academy. As part of a partnership with Lamar State College Orange, New Hire Academy graduates are eligible for 12 hours of Criminal Justice college credit. Staff are enrolled with Lamar State College Orange on day 1 of New Hire Academy. After completion, grades are sent to Lamar State College Orange, and all graduates are eligible to convert their newly earned college credits toward a relevant degree or certification.
- **Creation of an advanced leadership academy.** An advanced leadership academy will equip TJJD professionals with the skills needed for senior leadership roles. The curriculum will be values-based, collaborative, and require attendance and participation in and out of the classroom. Lessons will include ethical leadership, strategic communications, team building and accountability, and crisis management. The course will combine in-person and virtual learning.

Efforts to Increase Employee Recognition, Support, and Advancement Opportunities

- **Revamped initial training.** As described in Section III, JCOs are the main employees driving TJJD’s high annual turnover rate. Some of these staff members rightfully determine early in training that juvenile justice work is not their calling. Others, however, require additional support to feel best equipped in their role. In 2024, TJJD altered the JCO training academy in a variety of ways to increase this support. For example, the academy now covers 240 hours of content (instead of 300) before new hires start working directly in a facility, as authorized in statute.²⁵ JCOs receive their remaining 60 hours of statutorily

mandated training later within their first year. This allows the agency to meet legislative expectations while also providing an opportunity to bring new JCOs back together, hear about their experiences, and provide supplemental tools and support as needed. Prior to receiving the additional hours of training, TJJJ provides a survey to each cohort so staff can actively identify particular topics they would like more training on; follow-up curricula cover these topics alongside additional required subject matter that help JCOs better contextualize and internalize after spending time in their role. Additionally, TJJJ began pairing new staff with veteran employees to strengthen support structures. The agency also reviewed and updated training content to better align with on-the-job expectations while still complying with curriculum requirements set in statute. Within the next year, TJJJ plans to develop multiple training tracks so employees can simultaneously receive regular reminders about foundation-level content and learn new skills that build upon the academy's basics.

- **Increased facility leadership interaction with new hires.** The agency has taken steps to increase interactions between newly hired employees and the superintendents who lead, set expectations for, and steer culture change within each facility. All superintendents meet with new hires during initial training in the JCO academy. Additionally, superintendents connect with new staff during formal group meetings and informal facility walkthroughs that occur regularly. Moving forward, the agency aims to standardize these connection opportunities so new staff can develop and maintain a direct link to leadership throughout their TJJJ tenure.
- **Instituted increased pay for certain positions.** In addition to recruitment bonuses discussed in the previous subsection, the agency also offers bonuses, on-call pay, and increased compensation for employees who work with more challenging youth populations or during their off-hours. For example, JCOs who work on units that house youth with the highest-level mental health needs, including crisis stabilization, require specialized skills and therefore receive higher pay. Additionally, TJJJ implemented a program in 2025 through which any employee could pitch ideas designed to increase safety in TJJJ secure facilities; winners received a bonus for their participation, research, and commitment to process improvement. As resources are available, the agency will continue to allocate funding based on risk. The agency requested an update to its biennial funding formula to account for varying youth risks so resources can better address changing youth needs.
- **Implemented agency-wide performance evaluations.** TJJJ developed and rolled out an annual performance evaluation process that enables each employee to receive direct feedback on their work. Moving forward, the agency aims to encourage the use of a six-month evaluation schedule and a 360-degree feedback process, where feasible, to make existing procedures more robust, timely, and inclusive.
- **Adopt 30-60-90 expectations for new hires and promoted staff.** To provide support and prioritize goal-setting as early as possible, TJJJ implemented requirements for supervisors to set 30-, 60-, and 90-day plans with their new employees or recently promoted staff. As a result, direct reports and supervisors can remain on the same page, identify areas for growth, and work toward agreed-upon outcomes during the initial stages of an employee's new position. The agency will continue using this tool in the upcoming fiscal year and, where appropriate, will direct supervisors to align plans for staff in similar roles.
- **Formalized and refined the JCO career ladder.** Retaining staff requires agency leadership to develop and clarify opportunities for fair advancement through TJJJ's ranks. TJJJ formalized its JCO career ladder to create a transparent pathway to advancement so employees know what is required to promote and when such opportunities are available. As appropriate, TJJJ will make adjustments to the career ladder that align with changing agency initiatives, statutory directives, and improvements in retention outcomes.

- **Continued and expanded supervision training and sustainability.** TJJD has continued to educate and prepare incoming and up-and-coming supervisors at all levels and across all departments of the agency to become effective, communicative, and attentive leaders through its *Strengthening Supervision Training*, a series of professional development sessions that equips supervisors with valuable tools to help build professional, meaningful, intentional, and motivational relationships with their direct reports. The training introduces the simple but powerful principles of setting expectations, holding oneself and others accountable, meeting with direct reports consistently to address work-life needs, preparing for and having the necessary challenging conversations up and down the chain of command to address issues, self-reflecting on and strengthening leadership skills, solving problems together as a team, and avoiding burnout through daily self-care strategies. To ensure these tools and principles were firmly and continuously embedded into the agency supervision culture with fidelity, the staff targeted supervision sustainability efforts with the operations, treatment, and education departments at all five facilities while simultaneously expanding to halfway house, parole, and central office services (such as research and medical) supervisors. With plans to expand this next year to supervisors within the rest of central office services, the supervision sustainability program is currently being rolled out to the next major group in the agency, Agency Operations and Finance.
- **Established mentorship pairings.** Beyond day-to-day supervision, employees in leadership roles have also communicated a need for assistance with and attention on professional development. TJJD’s mentorship program uses feedback from supervisors to identify areas of growth for specific employees and match them with other staff who can provide additional support. The program aims to improve cross-agency communication, demonstrate investment in employee needs, and promote a collaborative leadership model that aligns with TJJD’s values. Over time, TJJD aims to formalize the program with clear procedures, timelines, and mentor/mentee selection guidelines.
- **Hired staff wellness counselors.** During the 88th Regular Legislative Session, lawmakers provided funding for three staff wellness counselors to support the agency. This team of clinicians addresses both professional and personal stressors that can impact employee morale and contribute to turnover. They offer free, confidential services to all staff members and, when appropriate, connect individuals to longer-term support such as counseling. Recognizing the higher-than-anticipated demand for these services, the agency requested funding to hire three additional counselors; although this request was not approved, the agency proactively reallocated existing resources to create an additional wellness counselor role, strengthening the team’s capacity to meet staff needs.
- **Restructured support following serious incidents.** Risks are inherent in secure facilities, which requires TJJD to prioritize formal and consistent support structures for staff, particularly those who are injured on the job. After an incident occurs (such as an assault on staff or an employee’s first restraint), TJJD holds debriefings with the staff member, not only to identify areas for improvement but also to check in on the employee’s health, questions, and concerns. The staff wellness counselors mentioned in the previous bullet also follow up with staff to provide confidential support, as needed. The debriefing step is essential, as it allows facility leadership to prioritize staff well-being, which improves retention, facility safety, and youth rehabilitation.
- **Developed CARE teams at each facility and at the agency’s headquarters.** Agency leadership has tasked each CARE team with creating opportunities to boost employee morale, recognize staff achievements, increase staff resilience, and enhance overall wellness. Since their rollout in fiscal year 2024, the teams have distributed weekly staff recognitions, hosted team-building events, and led staff trainings and other activities focused on health and wellness. The agency will continue to support these teams and review opportunities to incentivize participation in both team membership and events.

- **Prioritized team building within and across teams.** TJJD has implemented various trainings and group activities that stress the importance of authoritative leadership (i.e., leading by example and collaboration to accomplish shared goals) rather than authoritarian leadership (i.e., leading by relying on punishment and demands for compliance without question or flexibility). Similarly, the agency has used research to better understand and communicate about employees’ differing workstyles to improve teamwork and morale.

Efforts to Increase Job Clarity, Improve Communication, and Manage Change

- **Aligned the JCO title with its duties.** Under a previous executive director, the agency changed the name of juvenile correctional officers to “youth development coaches.” After implementation, however, TJJD found that the change caused confusion among applicants and negatively impacted job clarity. The agency has since reinstated the JCO title and plans to maintain this title moving forward.
- **Updated job descriptions and core competencies.** TJJD’s Human Resources staff revamped the development process for job descriptions to minimize gaps between written descriptions and daily expectations. While staff often begin with job description language provided on SAO’s website, supervisors are now required to collaborate closely with Human Resources employees to tailor descriptions that best capture the functions and qualifications essential for success at TJJD; this provides clarity to job applicants, direct reports, and supervisors alike. Additionally, TJJD updated all core competencies to incorporate details about roles within the Texas Model. The agency will continue making necessary updates to align with youth needs and risks, statutory changes, and reform progress.
- **Updated function and facility names.** In fiscal year 2024, TJJD changed the name of its school district to the Lone Star School District. The change helps to attract teacher applicants and aims to remove the taint of criminality from youth committed to state care, as directed by statute.²² In fiscal year 2025, the agency updated secure facility names so they are consistent across the state and more clearly aligned with job duties. The facilities are now the Evins, Gainesville, Giddings, Mart, and Ron Jackson State Juvenile Correctional Facilities.
- **Increased staff training on change efforts.** TJJD has expanded training to ensure staff have the tools and common language they need to implement new initiatives. For example, beginning in the spring of 2024, TJJD began providing weekly ongoing training to all JCOs across facilities. TJJD is implementing a quarterly training schedule to formalize continuing education for JCOs each week.
- **Introduced pre- and in-shift briefings for direct care staff.** At TJJD’s largest facility (Mart), the agency implemented a system of briefings to ensure staff are up-to-speed on necessary information as shifts change. Campus-wide briefings occur at the beginning of each shift. During this time, outgoing staff provide information to incoming staff on key topics, such as youth behavior, incidents, and activities planned for the next shift. Incoming staff are required to review this information, clarify any uncertainties, and sign a document signaling they are ready to begin their work. The briefings help to reduce confusion, better equip staff for their immediate duties, and improve team collaboration. In October 2024, TJJD rolled out a similar process at all other secure facilities, incorporating changes as needed to accommodate local needs.
- **Expanded town hall opportunities.** Agency and facility leadership hold regular town halls in secure facilities to provide in-person support, answer questions, gather feedback, and communicate next steps on job expectations. Most importantly, town halls offer an opportunity to discuss the “why” behind a change so staff can understand and effectively implement new initiatives. In fiscal year 2025, the agency hosted virtual town halls, creating opportunities to better support staff who work in central office, halfway houses, and parole offices. The agency will continue using town halls to disseminate information and collect feedback.

- **Continued survey distribution to identify issues.** TJJD’s research team continues to conduct youth and staff surveys to identify progress and areas for growth. While some staff surveys incorporate all positions across the agency, others are targeted to help leaders better understand specific team cultures and needs. The agency will continue leveraging its research experts to analyze agency-wide and position-specific concerns that leadership staff may then address.
- **Revised policy development protocols.** The agency has prioritized the simplification of internal policies to focus on the principles of reform efforts, provide greater flexibility to staff on the ground, and cut out unnecessary bureaucracy that causes frustration and fatigue. That way, policy directives will be actionable and trackable. Wherever possible, agency leadership has tasked supervisors with developing protocols that depend on documented processes, rather than individual personalities. TJJD uses the statutorily required rule review process and internal update procedures to analyze, revise, and disseminate policies across the agency, as needed. The agency is currently exploring and actively engaging with other agencies about the use of AI to streamline policy review and development.

Research Next Steps

As the agency implements and expands the strategies listed above, TJJD is working directly with researchers to help leaders better understand staff shortages, develop evidence-based solutions, and reliably measure outcomes. Internal researchers and data experts are actively distributing staff, youth, and customer service surveys while analyzing longitudinal data to act upon emerging trends. However, the small team lacks the capacity to manage large-scale projects essential for breaking the cycle of vacancies, burnout, and turnover.

To ensure forward movement, TJJD entered into a contract with a respected correctional researcher to assist the agency with a variety of tasks. Key goals include: optimizing data collection processes; employing mixed-methods research to assess annual progress toward system goals; and executing a long-term research plan to engage directly with staff regarding their needs, improve employee wellness, protect against known stressors, and analyze the impacts of recruitment and retention initiatives on agency culture. To further strengthen TJJD’s internal research capacity, the research department is working to implement a strategy that empowers staff at all levels to conduct their own research. This approach will enable employees to collaborate on developing localized solutions that align with each facility's culture, context, and resources, with successful innovations being replicated across other facilities as needed.

In parallel, TJJD is in the process of partnering with Texas universities, including Sam Houston State University (SHSU) and Prairie View A&M University (PV A&M), to build external research capacity. These partnerships will support the agency in conducting large-scale, evidence-based research that strengthens practices across the county and state levels of the juvenile justice system. By working with these universities, TJJD will have access to cutting-edge research journals, and additional analytical expertise, and a broader pool of talent. The collaboration is expected to enhance the agency’s ability to develop data-driven solutions, support staff, and improve outcomes for the youth in TJJD’s care and custody. These university partnerships are currently in various stages of implementation, with plans for full integration in the near future.

Relevant Funding Requests

During the 89th Legislative Session, the department requested several exceptional items aimed at improving retention and recruitment. Similar to the previous session, the Legislature made substantial investments in areas critical to increasing staffing strength across the juvenile justice continuum. The agency continues to optimize its existing resources to enhance workforce stability. Looking ahead, agency leaders anticipate future requests in upcoming biennia to further advance successful initiatives in a thoughtful, iterative, and cost-effective manner.

In particular, lawmakers funded the following requests tied to topics discussed throughout this report:

- **Salary increases for TJJD’s direct care staff** (\$16.7M) and UTMB operations (\$1.0M).
- Investments in county-level probation staff, particularly mental health professionals (\$26.8M).
- **Funding for JCO uniforms** (\$0.5M).
- **Targeted education funding.** Increases to support special education teachers, career and technical education instructors, and related technology (\$6.0M).
- **Body scanners at each state facility** and for five major county regions to increase youth safety and medical responses (\$1.4M).
- **Application Modernization** to enhance communications and data collection (\$9.0M).
- **Law Enforcement and Custodial Officer Supplemental Retirement Fund (LECOS)** added the vast majority of employees who work directly with youth to this retirement fund, putting TJJD in line with other comparable agencies, including TDCJ Correctional and Parole Officers.
- **Vehicle Refresh (\$6.4M)** The Comptroller of Public Accounts recommends that agencies evaluate vehicles for replacement once they have been in operation for nine years and reached 100K miles. TJJD received \$5.7M, OIG received \$0.5M, and OIO received \$0.1M for vehicle refresh.
- **PREA Compliance Analyst (\$0.7M)** TJJD received a grant from the Office of the Governor to support PREA-related initiatives within our residential operations. This grant is being used to fund five Compliance Analyst positions. These positions review, monitor, and evaluate agency residential programs through the use of established technology and systematic data, and determine compliance with PREA’s Juvenile Facility Standards and TJJD policies. Since the inception of the positions, the Compliance Analysts have been instrumental in identifying and detecting policy violations by staff and aiding in the prevention of critical incidents within TJJD. The Legislature fully funded this item to maintain analyst positions after the grant’s expiration.
- **Computer Refresh (\$1.6M)** TJJD requested funding to replace outdated laptops, ensuring security and efficiency for staff. The Legislature fully funded this item.
- **Life Safety and Preventative Maintenance (\$5.0M)** TJJD requested funding for critical facility maintenance and safety upgrades. The Legislature fully funded this item.
- **UTMB Nurse Pay (\$0.5M)** TJJD requested funding to align the salaries of UTMB medical personnel with their counterparts in other agencies. The Legislature fully funded this item.

Each of these funding priorities directly ties to **TJJD’s primary focus of safety.**

TJJD's greatest asset is its people. The agency's dedicated employees perform some of the toughest work in the state, always striving to ensure safety for youth, fellow staff members, and Texas communities. During an August 2024 board meeting, Executive Director Shandra Carter acknowledged staff for their ongoing commitment to juvenile justice, noting:

We have talented, compassionate, and innovative people working at this agency who are relentlessly committed to rehabilitating youth and keeping our communities safe. Despite what feels like endless scrutiny and criticism, they do not waver and stay focused on their mission. I am personally grateful for these folks and very proud of the team I lead.

Moving forward, the agency anticipates staffing strength will remain the most critical issue impacting workplace culture, facility operations, and system outcomes. TJJD is committed to working directly with the Legislature, county partners, and other stakeholders to address workforce issues in innovative ways. As the agency collects additional data on the impacts of its initiatives, staff will share insights with state leaders to further progress.

Schedule G:

Workforce Development System Strategic Planning

The Texas Workforce Investment Council’s (TWIC) purpose is to promote the development of a highly skilled and well-educated workforce for the State of Texas, and to assist the Governor and the Legislature with strategic planning for and evaluation of the Texas workforce system.

Section 2308.104 of the Texas Government Code charges the Council to develop a “single strategic plan that establishes the framework for budgeting and operation of the workforce system.” The Texas workforce system partners include:

- Texas Department of Criminal Justice and its Windham School District
- Texas Education Agency
- Texas Higher Education Coordinating Board
- Texas Juvenile Justice Department
- Texas Veterans Commission
- Texas Workforce Commission

As required by Texas Government Code, Section 2308.104(g), the TJJD Strategic Plan must align with the following objectives as outlined in the Accelerated Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031.

Part 1: Alignment with Workforce System Strategies

TJJD Workforce System Strategy	Key Agency Steps, Activities, and Initiatives/Milestones, Partnerships, and Intended Outcomes
Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.	<p>Key Agency Steps, Activities and Initiatives</p> <ul style="list-style-type: none"> • Worked with Research & IT department to discuss feasibility of gathering data required and report format • Identify appropriate short-term credential opportunities for students in TJJD • Work with vocational instructors to incorporate new short-term credential and certifications into active courses. • Where possible work with other education, facility and halfway house staff to incorporate appropriate short-term credential opportunities for students. • Review and modify current ccf_120 codes to ensure they identify as short-term credential for accurate reporting

	<ul style="list-style-type: none"> • Create new ccf-120 codes for any new short-term credentials or certifications in order to track and report • Expand vocational training programs to increase the opportunities for students to obtain short-term credentials. • Continually research and identify appropriate short-term credential opportunities for students. <p>Milestones</p> <ul style="list-style-type: none"> • Approved for additional funding to assist with expanding vocational programming • Hired 7 additional vocational instructors • Building modifications underway to allow for program expansion <p>Partnerships</p> <ul style="list-style-type: none"> • TJJJ Research • TJJJ IT Division • TJJJ Construction & Engineering • TJJJ CTE Advisory Committee • Texas Education Agency • Texas Workforce Commission <p>Intended Outcomes</p> <p>Increase the percentage of youth earning a short-term credential upon release.</p>
<p>Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.</p>	<p>Key Agency Steps, Activities and Initiatives</p> <ul style="list-style-type: none"> • Meet with Research & IT department to discuss feasibility of gathering data required and report format. • Review and modify current ccf-120 codes to ensure the appropriate data is captured by report. • Monitor and add new ccf-120 certification descriptions that include certifying entity, as needed. <p>Milestones</p> <ul style="list-style-type: none"> • Initial meeting with Research & IT has been completed. • Modify current ccf-120 codes to ensure they are reported correctly. • Successful test report. • Able to report new data successfully for annual data submission.

	<p>Partnerships</p> <ul style="list-style-type: none"> • TJJD Research • TJJD IT Division <p>Intended Outcomes</p> <p>List of certifications attained by name to include the name of the third-party certifying entity.</p>
--	---

Part 2: Alignment with Workforce System Strategies

1. **Engage Employers Meaningfully:** Coordinate across agencies to gain insight into the needs of employers and minimize requirements that burden employers.

In TJJD Workforce Development is a holistic and integrated approach to assisting youth in developing and enhancing their comprehension of how to improve reentry success through academic achievement, vocational and employment skill building, developing advocacy skills, preparing for continued education and becoming knowledgeable of community resources.

The agencies Career & Technical Education Advisory Committee consist of members representing the Texas Education Agency (TEA), Department of Family and Protective Services (DFPS), Texas Workforce Commission (TWC), Texas Department of Licensing and Regulation (TDLR), as well as, members that represent industry, post-secondary education, and vocational training programs. This Committee will be instrumental in the exploration of innovative opportunities for youth to learn about demand occupations, and develop relevant employability skills.

- Committee assisted with the development of a list of essential soft skills that meet the needs of employers and industry.
- Committee has examined the issues youth face when released from TJJD, that get in the way of successful reentry, such as holding on to a job and continued participation in education and skill development activities. The committee identified a list of challenges that most often derail a youth’s focus and ability to sustain positive participation in their post release plan. This information will be used to help focus on post release supports for youth.
- The Committee is providing ongoing guidance and insight as TJJD works to expand vocational programming at all TJJD facilities.

TJJD’s education and workforce development staff will utilize labor market information focused on statewide and regional demand occupations to identify appropriate occupational areas of employment for youth and ensure that foundational skills for such occupations are provided to students across curriculum.

- TJJD has partnered with Marek Brothers construction company to create an opportunity for students participating in construction trade classes, working on industry certifications and who meet eligibility criteria the ability to apply for employment prior to release.
- TJJD is participating in a pilot partnership with Vehicles for Change utilizing their virtual reality training for entry level auto mechanic training. Vehicles for Change provides assistance with wrap around supports to include employment assistance for those youth completing the training.
- The essential list of soft-skills developed with the help of the CTE Advisory Committee, is being incorporated into a crosswalk with the Dialectical Behavior Therapy skills, that youth learn for managing thoughts, emotions and behaviors. This helps the students to understand how soft skills are a part of everyday life and can better transfer the concepts to experiences such as working and continued education once they are released.

TJJD will continue to work with post-secondary institutions to create, where applicable, advance career and technology training and post-secondary opportunities for TJJD youth.

- TJJD has a contract with Jarvis Christian Community College for the provision of college classes and academic dual credit classes. The first session of both college and dual credit classes was completed in, May, 2026. Additional dual credit and college opportunities will start back up next school year.
- TJJD and Lamar State College, in Orange, TX, are close to finalizing a dual credit agreement for students in welding classes at two of our schools. Once implemented we will continue exploring ways to expand this opportunity to welding programs at our other schools.

2. Include and Improve Outcomes: Engage Texans who have diverse needs, including those with disabilities, foster youth, sex trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes and improve career opportunities.

Youth at TJJD are in the care and custody of the state and are assigned to varying levels of secure facilities in order to begin transforming their current situation and perspective into a new outlook and approach to successfully functioning in the community and developing new tools for navigating day to day. Each youth comes to TJJD with a unique background and diverse needs that all need to be considered in order to help youth progress, whether in education, treatment, independent living, or career goals. TJJD youth often have co-occurring diverse needs and programming and planning must consider upfront accommodations or allow for variations of implementation to address each youth's needs. To address some of TJJD's students diverse needs in career exploration and planning TJJD will:

- Collaborate with TX Department of Family and Protective Services to assist TJJD youth in foster care, where applicable, to obtain independent living training required for transition assistance.
- Coordinate with TWC and local workforce centers to identify and connect TJJD youth with training, skill development and employment assistance opportunities for justice involved youth.
- Collaborate with TWC Vocational Rehabilitation Division and TEA Office of Special Populations and Student Supports to determine areas of support and assistance with pre-employment transitions services for TJJD youth.
- Identify continuing education and training opportunities that will help reentry staff expand skills and knowledge necessary for helping TJJD students with preparation for reentering the community and addressing their workforce development needs.

3. Generate Greater Return on Investments: Use data and evidence to identify and target strategic investments to improve system performance.

Continuing to improve the usability of agency data remains a central focus the implementation of a new case management system will streamline data, increase data security and increase the ability to meet needs across the juvenile justice system.

- Improvements for specific tracking of youth post release employment and continued vocational training and education participation are under review. This information will help to inform areas of focus for changes to vocational programming and reentry preparation to support youth sustainability in fulfilling their reentry plan.



TEXAS
JUVENILE JUSTICE
DEPARTMENT



SCHEDULE H: CUSTOMER SERVICE Report

JUNE 1, 2026

Table of Contents

Introduction109

Information Gathering Methodology109

Inventory of External Customers by Budget Strategy110

Customer Service Survey113

Survey Results113

Interface with TJJJ Operations.....114

Service Element Satisfaction115

TJJJ Staff.....116

TJJJ Communication118

TJJJ Offices and Facilities117

TJJJ Website.....119

TJJJ Complaint Handling Process120

Survey Responses by Customer Group.....120

Youth Feedback.....121

Overall Satisfaction.....123

Conclusion124

Next Steps124

Performance Measures125

Introduction

Section 2114.002(b), Texas Government Code, requires state agencies to gather information from customers, using a survey, focus groups, or other appropriate methods, regarding the quality of services delivered by the agency. This report is submitted by the Texas Juvenile Justice Department (TJJJ) in compliance with Chapter 2114, Texas Government Code.

In this report, TJJJ's efforts to assess the quality of its customer service is described. An outline of TJJJ's data collection methodology precedes an identification of its external customer groups and a summary of the results of the Customer Service Survey. In the conclusion, next steps and improvements to be made in response to the assessment are discussed.

Information Gathering Methodology

This biennium, the agency identified seven³ major external customer groups. The external customer groups are as follows:

- General public
- Juvenile courts
- Juvenile probation departments
- State government stakeholders
- Families of committed youth
- Victims of juvenile crime
- Volunteers

The survey instrument included questions on all applicable service quality elements (i.e., agency's facilities, staff interactions, communications, website, complaint handling process, timeliness, and printed information). Respondents were asked to rate their satisfaction with each of these specific elements and overall satisfaction with TJJJ.


Data for this report was collected using a web-based survey tool. Each participant received an email invitation with an anonymous link to the survey. The survey was available for three weeks in April and May of 2026. The primary limitation of online survey administration is that respondents are limited to those with an email address on file at TJJJ. Survey responses varied by customer group. All results by customer group should be interpreted with caution because of small sample sizes. The number of neutral responses should also be taken into consideration when reviewing results.

³ In previous biennia, TJJJ included committed youth as external customers. Since committed youth are not actually external customers, and since TJJJ has expanded its survey of youth committed to its care, the youth are excluded from our external customer groups. Information on youth satisfaction is still included in this report.

Inventory of External Customers by Budget Strategy

The external customer groups identified above were defined by TJJD as individuals or groups that were directly affected by activities under the agency’s strategies listed in the 2025-2026 General Appropriations Act.

The following tables delineate the customer groups by agency appropriation goal and strategy, as well as by the agency services provided to each group

2025 – 2026 TJJD Goals and Strategies							
 TEXAS JUVENILE JUSTICE DEPARTMENT	Primary External Customers						
	Public	Courts	Probation	Families	Victims	Volunteers	Stakeholders
A. Community Juvenile Justice							
A.1.1 Prevention and Intervention	✓	✓	✓	✓			✓
A.1.2 Basic Probation Services	✓	✓	✓	✓			✓
A.1.3 Community Programs	✓	✓	✓	✓			✓
A.1.4 Pre and Post Adjudication Facilities	✓	✓	✓	✓			✓
A.1.5 Commitment Diversion Initiatives	✓	✓	✓	✓			✓
A.1.6 Juvenile Justice Alternative Education Programs	✓	✓	✓	✓			✓
A.1.7 Mental Health Services	✓	✓	✓	✓			✓
A.1.8 Regional Diversion Alternatives	✓	✓	✓	✓			✓
A.1.9 Probation System Support	✓	✓	✓	✓			✓
B. State Services and Facilities							
B.1.1 Assessment, Orientation, and Placement	✓	✓	✓	✓			✓
B.1.2 Facility Operations and Overhead	✓	✓	✓	✓	✓	✓	✓
B.1.3 Facility Supervision and Food Service				✓			✓
B.1.4 Education	✓	✓	✓	✓	✓		✓
B.1.5 Halfway House Operations	✓	✓	✓	✓	✓	✓	✓
B.1.6 Health Care				✓			✓
B.1.7 Psychiatric Care	✓	✓	✓	✓	✓		✓
B.1.8 Integrated Rehabilitation Treatment	✓	✓	✓	✓	✓		✓
B.1.9 Contract Residential Placements	✓	✓	✓	✓	✓		✓

B.1.10 Residential System Support	✓	✓	✓	✓	✓	✓	✓
B.2.1 Construct and Renovate Facilities	✓	✓	✓	✓			✓
C. Parole Services							
C.1.1 Parole Direct Supervision and Reentry Services	✓	✓	✓	✓	✓	✓	✓
C.1.2 Parole Programs and Services	✓	✓	✓	✓	✓	✓	✓
D. Office of the Independent Ombudsman							
D.1.1 Office of the Independent Ombudsman	✓	✓	✓	✓	✓	✓	✓
E. Juvenile Justice System							
E.1.1 Training and Certification	✓	✓	✓				✓
E.1.2 Monitoring and Inspections	✓	✓	✓				✓
E.1.3 Interstate Agreement	✓	✓	✓	✓	✓		✓
F. Indirect Administration							
F.1.1 Central Administration	✓	✓	✓	✓	✓	✓	✓
F.1.2 Information Resources	✓	✓	✓	✓	✓	✓	✓
G. Office of the Inspector General							
G.1.1 Office of the Inspector General	✓	✓	✓	✓	✓	✓	✓

Services Provided to External Customer Groups	
General Public	
<ul style="list-style-type: none"> • Case Management • Community Service • Criminal and Administrative Investigations • Education • Parole Supervision • Rehabilitation 	<ul style="list-style-type: none"> • Residential Community-Based Programs • Secure Confinement • Trained Workforce • Treatment Programs • Toll-free Hotline
Juvenile Courts	
<ul style="list-style-type: none"> • Case Management • Education • Interstate Compact Services • Parole Supervision • Rehabilitation • Residential Community-Based Programs 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Juvenile Probation Departments	

<ul style="list-style-type: none"> • Case Management • Education • Parole Supervision • Rehabilitation • Residential Community-Based Programs • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Youth Families
<ul style="list-style-type: none"> • Case Management • Grievance Process • Family Liaisons • Parole Supervision • Residential Community-Based Programs • Referrals • Secure Confinement • Toll-free Hotline • Treatment Programs • Visitation • Workshops and Education
Victims of Juvenile Crime
<ul style="list-style-type: none"> • Criminal and Administrative Investigations • Conference Participation • Notification • Referrals • Secure Confinement • Toll-free Hotline • Victim Liaisons • Victim Impact Panels
Volunteers
<ul style="list-style-type: none"> • Annual Awards Recognition • Youth • Workshops and Training • Volunteer Liaisons • Opportunities for Working with
State Government Stakeholders
<ul style="list-style-type: none"> • Ad hoc meetings on statutory/regulatory changes (often with Legislators/staff) • Facility tours • Agency testimony at hearings and meetings for Legislative Committees • Speaking at conferences with a focus on Legislative implementation • Distribution of required reporting • Educational seminars and “101”-style briefings on with JJ system • Constituent services and updates to Legislators • Written materials that distill expertise into lay perspective • Legislative tracking from filing to agency updates • Weekly e-mail updates to stakeholders

Customer Service Survey

The 2026 Customer Service Survey included five statewide standardized questions on seven quality elements (agency’s facilities, staff interactions, communications, website, complaint handling process, timeliness, and printed information) and the agency overall. Respondents were asked to rate their level of satisfaction on a scale of “very satisfied,” “satisfied,” “neutral,” “unsatisfied,” or “very unsatisfied” to these five questions. For the analysis included in this report, “very satisfied” and “satisfied” responses were collapsed into a “Satisfied” category, and “very unsatisfied” and “unsatisfied” responses were collapsed into an “Unsatisfied” category.

The survey also included one to four items on each service quality elements. On a scale ranging from “strongly agree” to “strongly disagree,” respondents were asked to state the extent to which they agreed or disagreed with 22 statements. Respondents could also select “not applicable” in response to any statement referring to an aspect of the agency they were unfamiliar with. For the analysis in this report, “strongly agree” and “somewhat agree” responses were collapsed into an “Agree” category, and “strongly disagree” and “somewhat disagree” responses were collapsed into a “Disagree” category.

Additionally, respondents were requested to provide open-ended comments. The survey was administered online at no added cost to the agency.⁴

A total of 221 customers completed the online survey with sufficient data for analysis. Staffing issues could have influenced the number of volunteer survey respondents. If there are not enough staff to supervise or safely move youth, volunteers are unable to visit campuses. The following table lists the total number of respondents in each identified customer group, as well as the percentage of total respondents each customer group comprises. Included in the general public group are survey respondents who described their role as “other.”

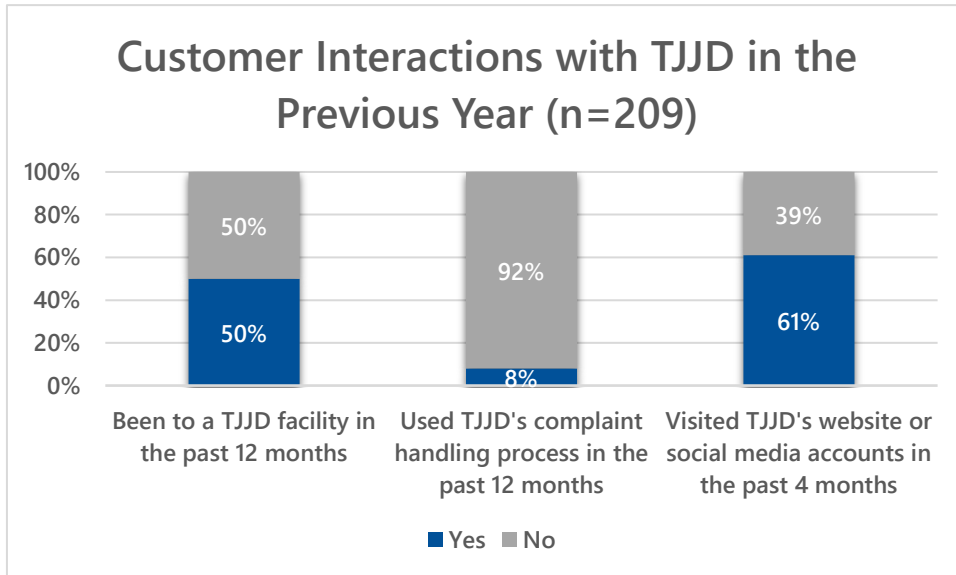
Customer Group	Number of Respondents	Percent of Total
Juvenile Probation Departments	79	36%
Family of Committed Youth	67	30%
Volunteer	42	19%
Other	18	8%
Juvenile Courts	13	6%
State Government Stakeholder	2	1%
Victims of Juvenile Crime	0	0%
Board Members	0	0%
Total	221	100%

Survey Results

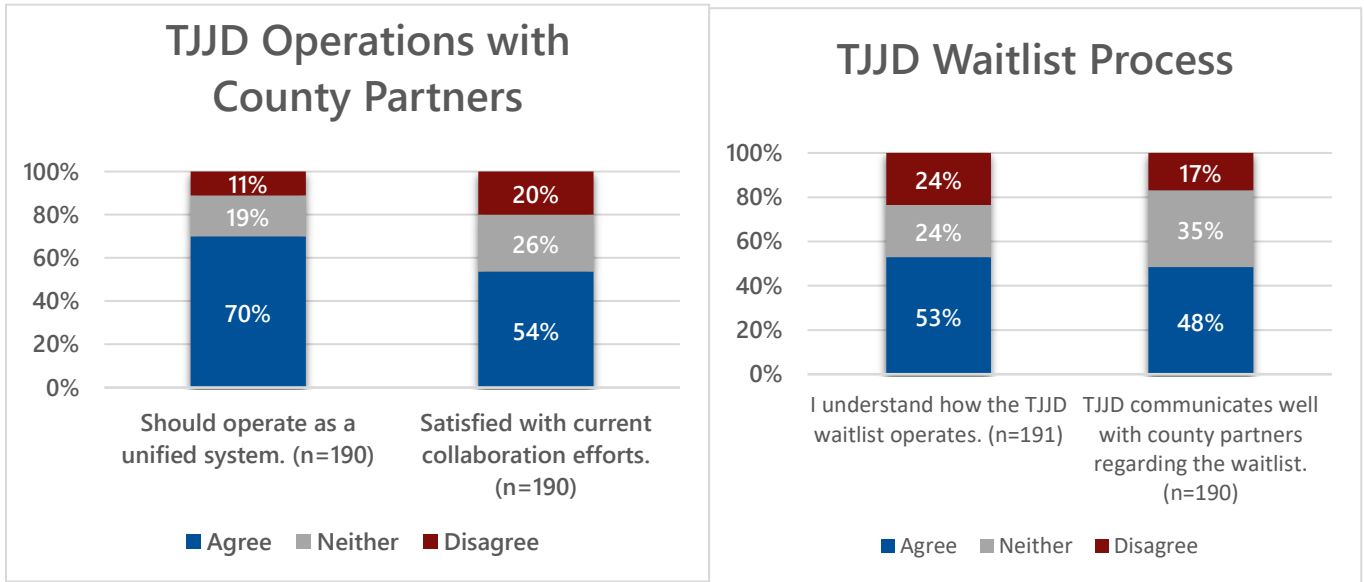
⁴ Note, this estimate does not include a license for Qualtrics, or staff time for the development of the survey, data analysis, and production of this report.

Interface with TJJJ Operations

Survey respondents were asked about their interactions with TJJJ during the year prior to the survey. Specifically, respondents were asked whether or not they had visited a TJJJ facility in the past 12 months, used TJJJ’s complaint handling process in the past 12 months, and whether they had visited TJJJ’s website in the past 4 months. Responses are shown in the chart below.

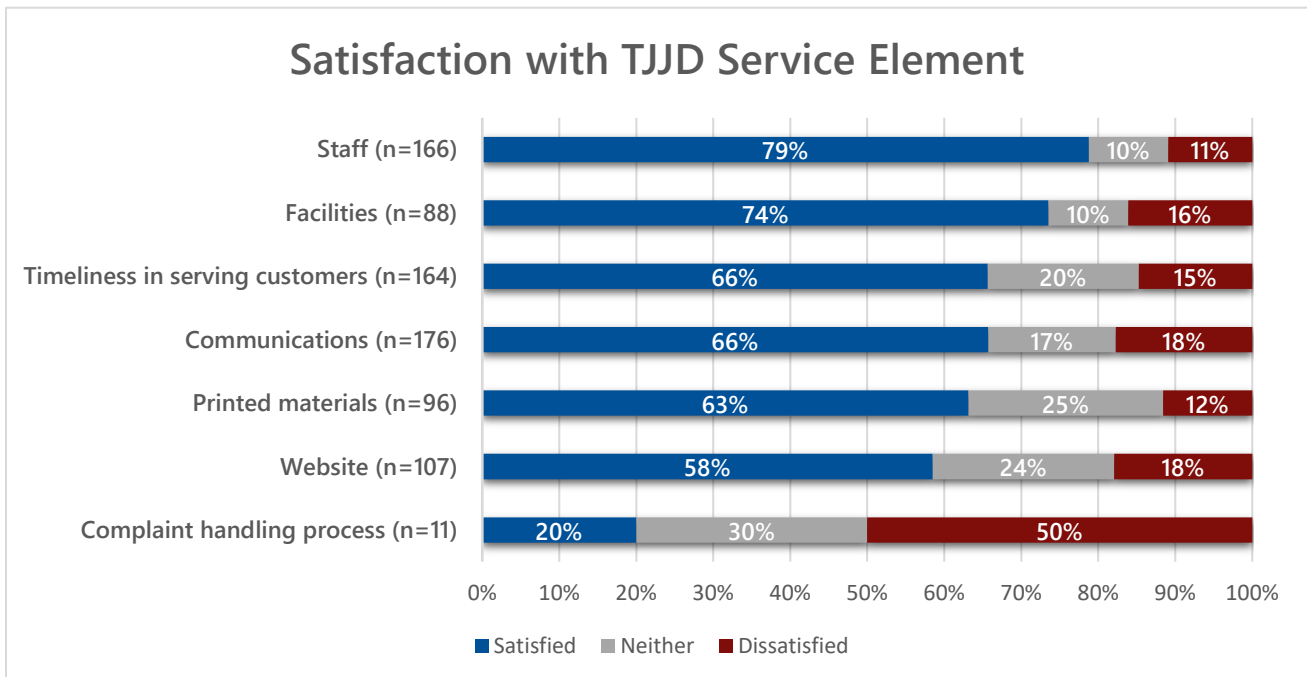


Respondents were further asked to express their opinions regarding TJJJ’s operations including: opinion on whether or not TJJJ and its county partners should operate as a unified system, satisfaction with the collaboration efforts between TJJJ and its county partners, comprehension of how the TJJJ waitlist operates, and whether or not TJJJ communicates well with its county partners regarding the TJJJ waitlist. As displayed below, nearly 3/4 of the respondents believed that TJJJ and its county partners should operate as a unified system and just over half of respondents were satisfied with TJJJ’s current collaboration efforts. Just over half understand how the waitlist process works, and just under half are satisfied with communications regarding the waitlist.

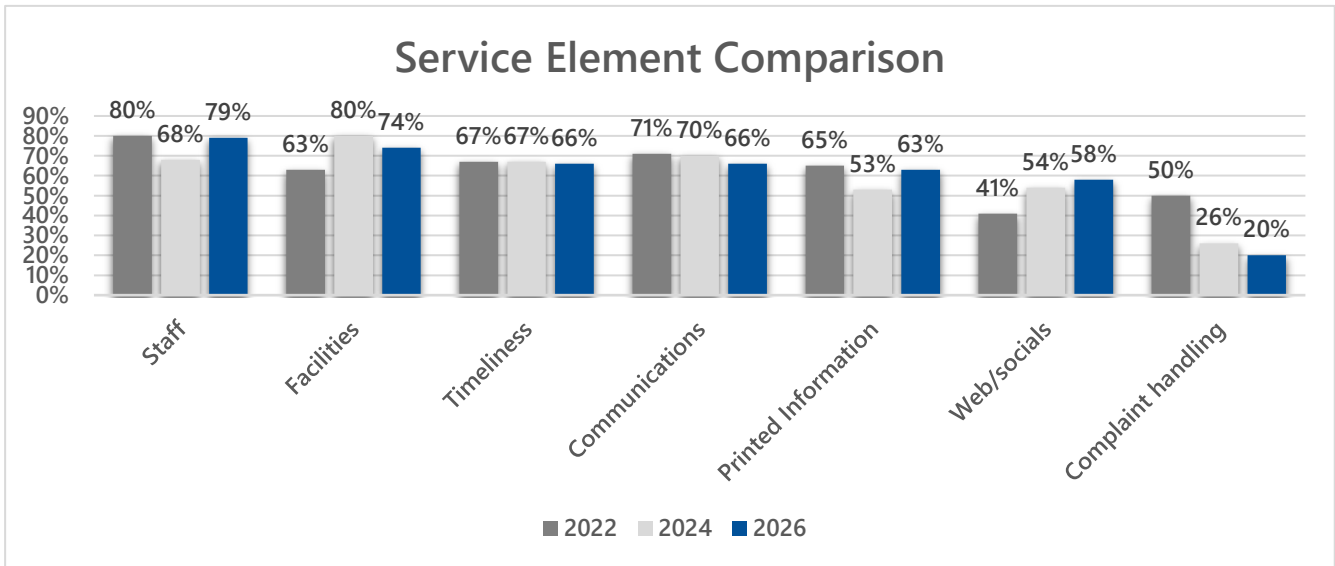


Service Element Satisfaction

Satisfaction with the seven service elements evaluated in the survey ranged from 79% regarding TJJJ staff to 20% satisfaction with TJJJ’s complaint handling process. The high response rate regarding staff (n=166) contrasted with a low response rate concerning the complaint handling process (n=11) is not surprising because customers are more likely to interact with staff than file a complaint. Respondents rated highest satisfaction with TJJJ staff and facilities followed by timeliness in serving customers, communications, printed materials, website, and complaint handling process in descending order.

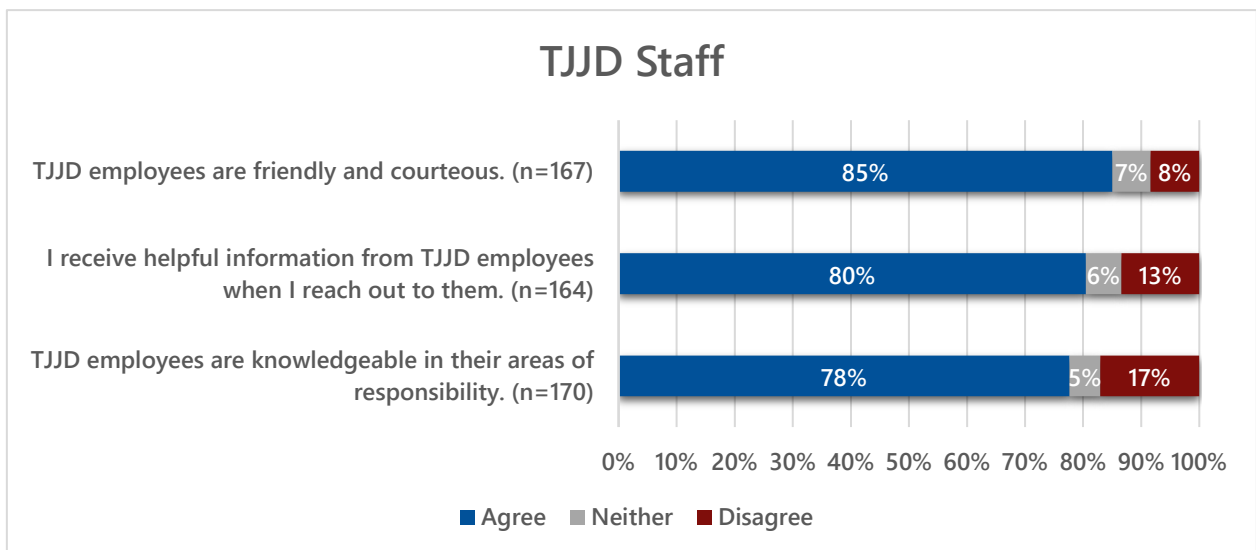


Comparing this biennium’s survey and the previous two surveys, customer satisfaction with TJJJ seems to have changed. In part, this could reflect differences in sample sizes over the years (2022 n=108, 2024 n=497, 2026 n=221). Satisfaction with the website/socials has increased year-over-year, while satisfaction with complaint handling has decreased year-over-year. Satisfaction in other areas has varied within a fairly close range across the years, with 2026 scores trending closer to 2022 scores when sample sizes were more similar.



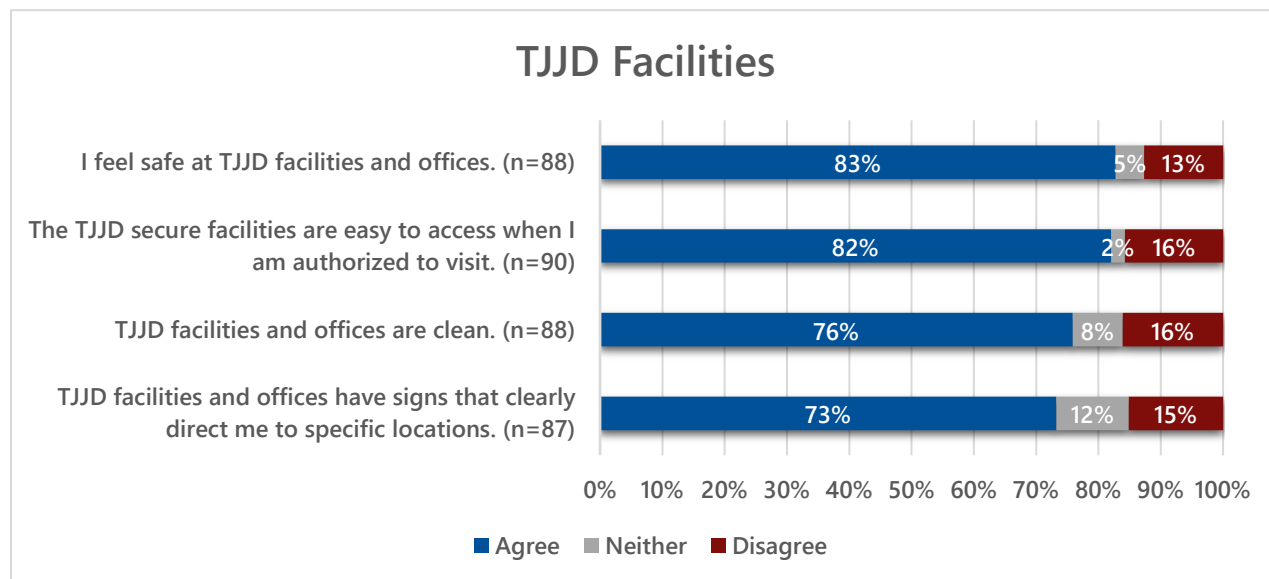
TJJJ Staff

Survey respondents had particularly positive feedback on TJJJ staff, with overall satisfaction at 79% and average positive scores across the three specific questions at 81%. Respondents agreed at a rate of 85% that staff are friendly and courteous, at 80% that staff are able to give helpful information, and 78% that staff are knowledgeable in their areas of responsibility.



TJJD Offices and Facilities

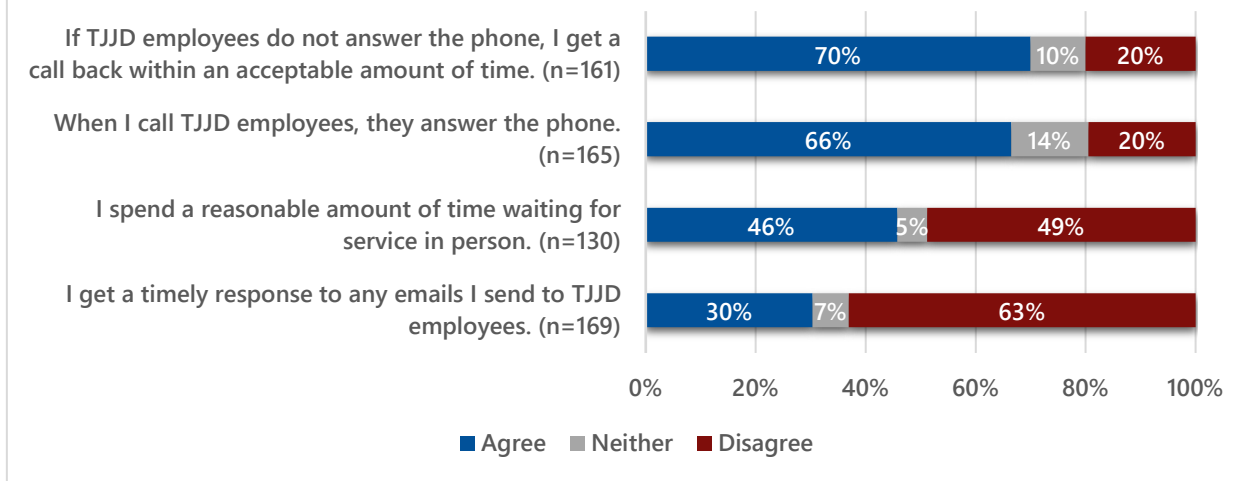
Overall satisfaction with TJJD facilities was high at 74% and positive responses to the four specific questions averaging 79%. Customers were most likely to say they felt safe at TJJD facilities and offices (83%) and that facilities are easy to access (82%), and only slightly fewer agreed that facilities and offices are clean (76%) and have clear signage (73%).



TJJD Timeliness

Overall satisfaction with TJJD timeliness in serving customers was 66%, with positive responses to the four specific questions averaging 55%. Respondents were most satisfied with callback time (70%), followed by employees answering the phone (66%). Respondents were considerably less satisfied with the amount of time waiting to be helped in person (46%) and least satisfied with getting email responses in a timely manner (30%).

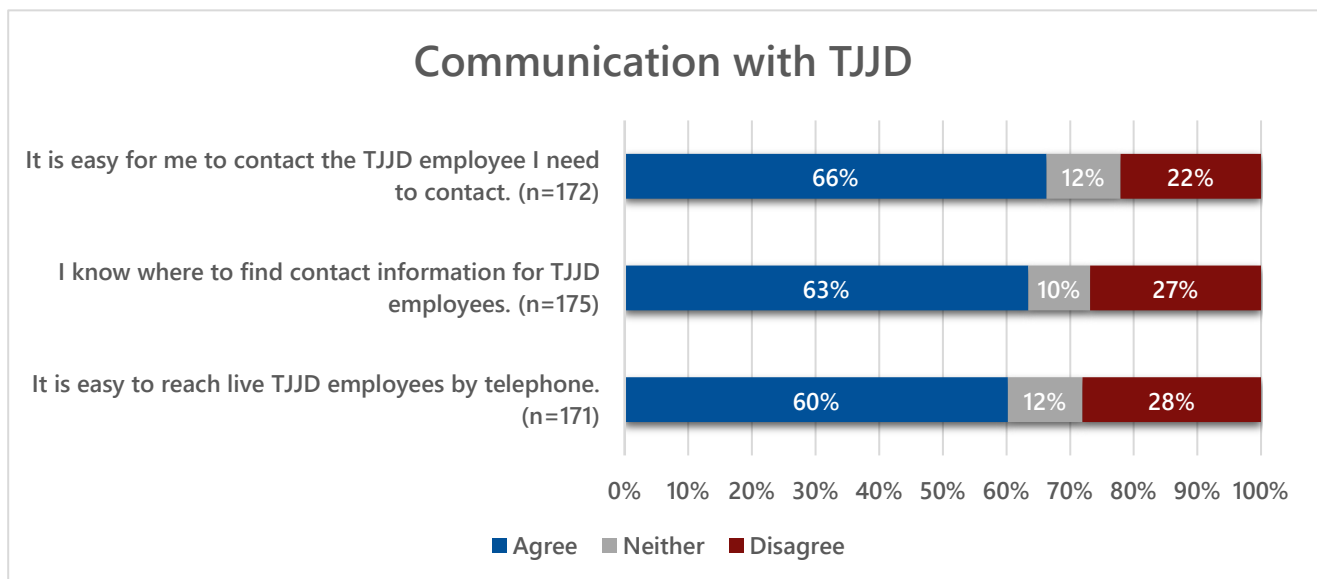
TJJD Timeliness



TJJD Communication

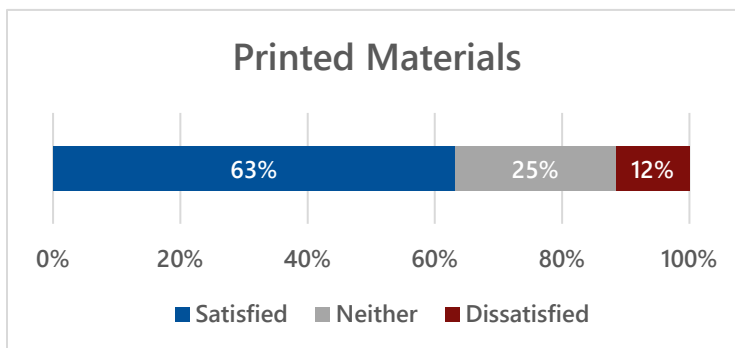
Overall satisfaction with TJJD communications was 66%, with positive responses to the three specific questions averaging 63%. Most respondents felt it was easy to contact the needed TJJD employee (66%), find contact information for TJJD employees (63%), and reach live employees by telephone (60%).

Communication with TJJD



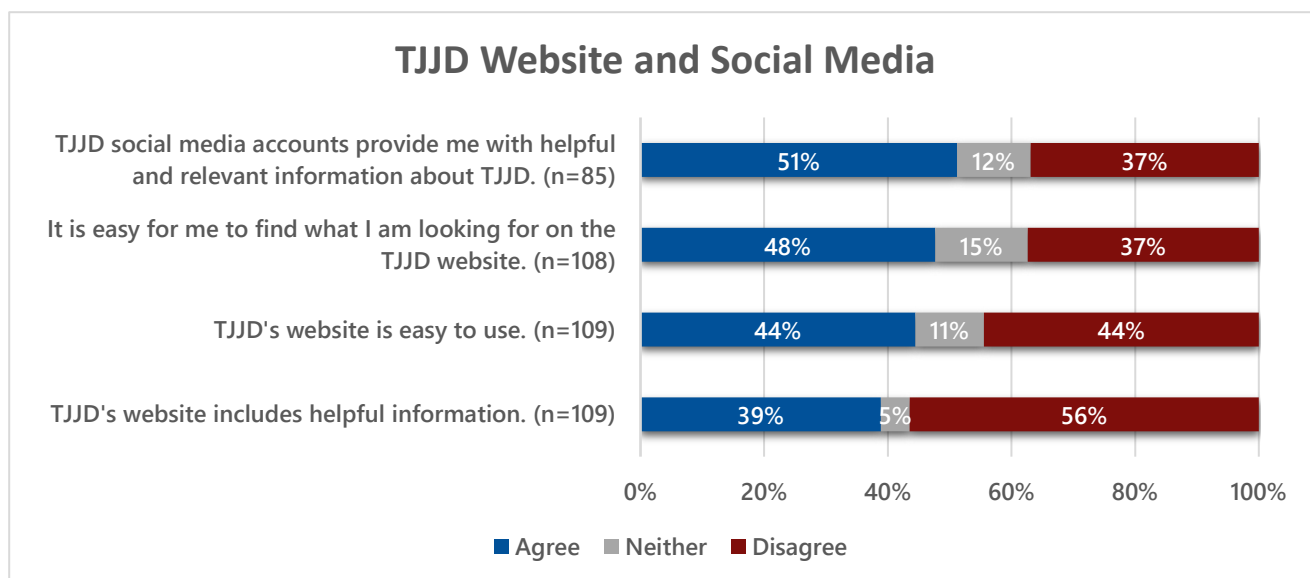
TJJD Printed Materials

Only one question was asked regarding this service element: How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? 63% responded that they were satisfied.



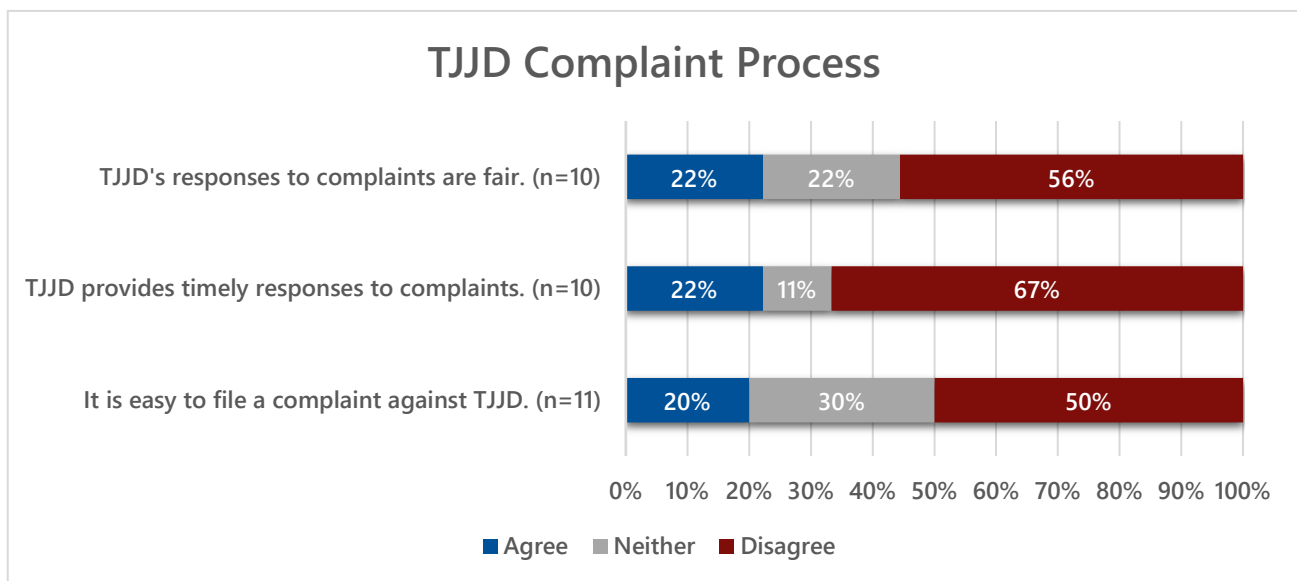
TJJD Website

Overall satisfaction with TJJD's website and social media accounts was 58%, while the average of the four specific questions was 46%. Satisfaction with social media accounts ranked highest at 51%. Satisfaction dipped under 50% for ease in finding information (48%), using the website (44%), and the websites inclusion of helpful information (39%).



TJJD Complaint Handling Process

Very few respondents had interacted with TJJD’s complaint handling process (n=11) and those who had weren’t particularly impressed, giving this service element only a 20% satisfaction rating. Just 22% felt TJJD’s responses to complaints were fair and that the response to the complaints was timely, and just 20% felt that filing a complaint against TJJD was easy.



Survey Responses by Customer Group

Agreement with indicators within each service element varied by customer group. The table below displays results for family/guardian of a juvenile in the justice system, juvenile probation departments, and volunteer groups, which made up 85% of the survey sample. Other groups had fewer than 20 responses each and were not included. All results by customer group should be interpreted with caution because of small sample sizes.

Service Element	All groups	Family of Youth	Juvenile Probation	Volunteer
TJJD Staff				
Knowledgeable in their respective areas	78%	62%	83%	94%
Friendly and courteous	85%	75%	91%	94%
Provide helpful information	80%	59%	86%	100%
TJJD Facilities				
Easy to access when authorized to visit	82%	73%	92%	94%
Clear signage	73%	64%	92%	78%

Clean facilities and offices	76%	72%	85%	82%
Facilities and offices feel safe	83%	71%	92%	97%
TJJD Timeliness				
Staff answer the phone when I call	66%	50%	72%	83%
Get called back in reasonable time	70%	47%	79%	86%
Timely return emails	30%	50%	87%	88%
Reasonable in person wait time	46%	44%	52%	66%
TJJD Communication				
Easy to find the right contact information	66%	46%	77%	64%
Easy to reach someone live on the phone	60%	42%	71%	75%
Easy to contact the person I need to talk to	63%	48%	76%	85%
TJJD Website and Socials				
Easy to use	44%	38%	62%	67%
Easy to find what I'm looking for	48%	38%	56%	73%
Helpful information on website	39%	43%	79%	73%
Helpful information on socials	51%	31%	50%	44%
TJJD Complaint Process				
Easy to file a complaint	20%	0%	50%	-
Timely response to complaints	22%	20%	25%	-
Fair response to complaints	22%	20%	25%	-

Of the three external customer groups examined, family and guardians of incarcerated youth had the lowest agreement to positive statements about all staff indicators. Volunteers had the highest for staff, timeliness, and web/socials, while juvenile probation departments had the highest for facilities and the complaint process, but again it should be noted that there were only 11 respondents to questions about the complaint process. Volunteers and juvenile probation departments were tied in their satisfaction with TJJD communications.

Youth Feedback

TJJD receives feedback from committed youth in a variety of ways, including grievances and the Treatment Effectiveness Youth Survey. As provided by the agency's General Administrative Policy and Youth Rights Manual, committed youth, parents and guardians of youth, and youth advocates have a right to file grievances concerning the care, treatment, services, or conditions provided for youth under TJJD's jurisdiction. TJJD resolves grievances in a prompt, fair, and thorough manner; however, grievances alleging criminal violations or abuse, neglect, and exploitation are referred to law enforcement for investigation and disposition. TJJD recognizes that informal discussions between staff and youth are a key element in resolving issues or concerns at the earliest stage and contribute to a positive facility culture. TJJD makes staff available to meet with youth whenever possible, limited only by consideration for facility order and the safety of youth and staff. *See 37 TAC § 380.9331.*

When youth are dissatisfied, they may submit their complaint to multiple systems, including the Office of Inspector General, the TJJJ Youth Grievance System, and to a TJJJ juvenile correctional officer, case manager, youth rights specialist, facility superintendent, or assistant superintendent as well as to the Office of the Independent Ombudsman. All complaints are investigated. Youth typically submit complaints on a broad range of issues, from minor to very serious concerns. Additionally, they may be dissatisfied with a correct response and feel their complaint was unresolved. The filing of a complaint does not imply that wrongdoing has occurred.

In fiscal year 2025, there were 3,726 youth grievances filed; half of which were categorized as either complaints about basic rights violations or about staff conduct. These are typically the categories with the most complaints year-over-year. Complaints about local authority and discipline also remain common. Relatively few grievances were filed in the categories of rules and policies, youth records, medical bedside, and mental health. Concerns about basic rights violations, staff conduct, and local authority account for the vast majority of all grievances filed.

Youth Grievances by Category for Fiscal Year 2025		
Category	Number of Grievances	Percent of Total
Basic Rights Violation	1177	32%
Staff Conduct	732	20%
Void/Issued But Not Used	649	17%
Local Authority	240	6%
Discipline	191	5%
Specialized Treatment	108	3%
Transfer Request	102	3%
Facility Conditions	74	2%
Hygiene	64	2%
Medical Treatment	60	2%
Personal Property	90	2%
Medical Meds	49	1%
Medical Access	34	<1%
Security	28	<1%
Recreation	25	<1%
Mental Health	24	<1%
Education	20	<1%
24 Hour Emergency	19	<1%
Conference Request	15	<1%
Youth Records	15	<1%
Rule or Policy	5	<1%
Direct Appeal to Executive Director	2	<1%
Medical Bedside	2	<1%
Parole	1	<1%
Total	3,726	100%

Additional feedback from youth in TJJD facilities is collected through the Treatment Effectiveness Youth Survey (TEYS).⁵ Every youth is given an opportunity to participate through sharing feedback. The TEYS instrument collects data points relevant to youth experiences and perceptions of the care provided in TJJD's secure facilities. The first iteration of this data was collected in July 2019, and serves as a baseline measurement, from which to assess the degree of change.

Each annual iteration of data collection shows improvement over the 2019 baseline. Youth who experienced the Texas Model have a higher average perception of self-efficacy (3.57) compared to baseline youth who did not experience the model (3.01). Self-efficacy refers to an individual's belief in his or her own abilities, specifically the ability to overcome obstacles and achieve goals.

TEYS data continues to reflect a population of youth that feel increasingly safe in TJJD facilities, as well as youth that are more satisfied with how the agency meets their physical needs (quality of sleep, food, water, exercise). TEYS data additionally reveals that youth feel supported by staff and building greater emotional regulation skills, consistent with the goals of the Texas Model. The data collection and analysis for this project is ongoing.

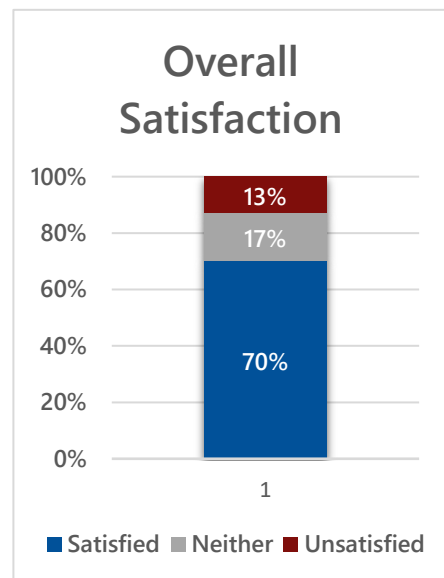
Overall Satisfaction

On the whole, 70% of TJJD customers who responded to this survey indicated satisfaction with the overall quality of service provided

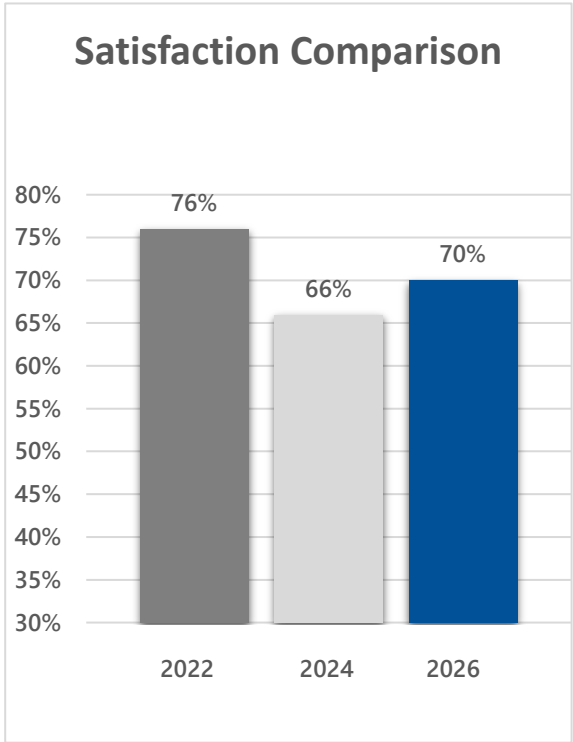
by the agency and for most of the general service elements.

Survey respondents reported the highest levels of satisfaction with TJJD staff followed by facilities, timeliness of service, communications, printed information, internet site, and the complaint handling process in descending order. Because the Customer Service Survey changes over time, results may not be directly comparable to previous survey iterations.

Compared to the other customer groups, volunteers indicated highest satisfaction overall, followed by juvenile probation department, with families of youth expressing the least overall satisfaction.



⁵ The Treatment Effectiveness Youth Survey (TEYS) was formerly referred to as the Texas Model Youth Evaluation Survey (TMYES). The instrument's name was changed to reflect the broadening focus on outcomes related to youth mental health.



Compared with results from the 2024 survey, customer satisfaction with TJJD seems to have increased back towards 2022 levels. These changes could be the result of the different sample sizes across the years (221 in 2026, 497 in 2024, and 108 in 2020). Comparing the current survey to just the previous one, customers’ satisfaction with staff, printed information, and the internet site has improved since 2024.

Conclusion

The 2026 Customer Service Survey sought feedback on quality elements relating to the agency’s facilities, staff interactions, communications, website, complaint handling process, timeliness, and printed materials as well as the overall satisfaction with the work of the Texas Juvenile Justice Department. A total of 221 external customers provided

responses and comments for improvement in agency service areas. 70% of respondents indicated they were either “very satisfied” or “satisfied” with the agency.

Next Steps

Overall, the external customer groups are satisfied with TJJD. However, the agency will continue working with stakeholders to increase information sharing, responsiveness, and coordination wherever possible. The agency’s greatest barrier to this goal remains chronic understaffing, which impacts outcomes for and satisfaction of staff, youth, and all external customer groups. TJJD will continue to implement innovative recruitment, retention, and culture initiatives, as well as educate state leaders on staff resource needs to ensure agency operations keep all stakeholders safe. Additionally, TJJD will continue to optimize the official agency website and leverage TJJD social media platforms this year to continue to improve communication and virtual engagement with external stakeholders.

For this iteration of the survey, families of committed youth had a higher response rate than previous years. Using the valuable insight provided by this group, TJJD will continue to foster relationships with youth’s families and increase customer satisfaction. Additionally, two of the agency’s largest customer groups (juvenile probation departments and volunteers) continue to have many responses respondents. The agency will continue to reach out to the underrepresented groups of stakeholders to increase their participation in future surveys on customer satisfaction.

TJJD will continue to analyze the specific results of this survey to provide better, more pointed service to the customer groups in areas of communication, appropriate access to TJJD facilities, and excellent customer service during the complaint handling process.

Performance Measures

The Legislative Budget Board (LBB) has created generic customer-related performance measures for all state agencies. Because the Customer Service Survey changes over time, results may not be directly comparable to previous survey iterations.

Performance Measures	2022	2024	2026
Outcome Measures			
Percentage of Survey Customer Respondents Expressing Overall Satisfaction with Services Received	76%	66%	70%
Output Measures			
Number of Customers Surveyed	108	497	221
Response Rate	3%	12%	5%
Number of Customers Served	4,300	4,300	4,300
Efficiency Measures			
Cost per Customer Surveyed	\$0.00	\$0.00	\$0.00
Explanatory Measures			
Number of Customers Identified	5	7	7
Number of Customer Groups Inventoried	2	2	2

Schedule I: Certification of Compliance with Cybersecurity Training



CERTIFICATE

Agency Name: Texas Juvenile Justice Department

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Handwritten signature of Shandra Carter in black ink.

Signature

Shandra Carter

Printed Name

Executive Director, TJJD

Title

6/1/2026

Date

Board or Commission Chair

Handwritten signature of Manny Ramirez in black ink.

Signature

Manny Ramirez

Printed Name

Texas Juvenile Justice Dept. Chairman

Title

5/29/26

Date

Schedule J: Certification of Compliance with Artificial Intelligence Training



CERTIFICATE

Agency Name: Texas Juvenile Justice Department

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Board or Commission Chair

Handwritten signature of Shandra Carter in black ink.

Handwritten signature of Manny Ramirez in black ink.

Signature

Signature

Shandra Carter

Manny Ramirez

Printed Name

Printed Name

Executive Director, TJJD

Texas Juvenile Justice Dept. Chairman

Title

Title

6/1/2026

5/29/26

Date

Date