

COMMUNITY PLANNING GUIDE



I believe that the best days of Texas are yet to come. Throughout Texas there are neighborhoods and communities as diverse as our state's own rich past. And in each of these diverse communities are people with a common bond—a love for this place we call Texas. These are the people who know best what their community needs and are willing to work hard to get it. And through the community planning initiative of my Criminal Justice Division, it is these people—people like you—who will make decisions about local grant funding.

Thank you for your dedication to shaping the future of your community. Remain vigilant and keep your eyes on the promise of tomorrow. It will take time; nothing worth achieving comes easy. But one by one, community by community, we can make Texas an even better place.

Governor Rick Perry



At the Criminal Justice Division we ask communities to write community plans because we believe that the best decisions are those made closest to the people. You know what your community needs are and have a perspective that no one in state government can have. We can give out grant dollars but only you can make lasting change.

Writing a public safety plan for your community can seem like a huge and complicated task. That is why we worked to develop an easy-to-use, step-by-step guide to community planning and the accompanying website. I hope that our work can make your work easier.

Jay Kimbrough
Executive Director

What Planning Is

There are many planning models. But the idea of planning always remains the same—to allow the input and information you collect to lead you to logical conclusions. The idea is to commit to faithfully following a process that will help you to find your community's actual problems and resources and will lead you to solutions—often different from those you considered prior to the planning process.



What Planning Isn't

Planning is not a way to explain what someone has already decided to do. It is also more than simply a method of setting out timelines and milestones. The planning process is intended to help guide you when setting or influencing public policy.

What is a Community?

A community can be a single county or a group of counties. Local participants in the planning process are the best people to determine how many counties they can effectively target in a plan. While a plan cannot be smaller than one county, your group may choose to break into smaller work groups when discussing problems specific to certain areas of the county and then return with recommendations to the larger group. Additionally, however you define your community, your boundaries cannot overlap with those of another planning team.



How This Guide Works

The *CJD Community Planning Guide* will take you and your group through community planning step by step. In each step you will see:

- What needs to be done to prepare for meetings.
- Exercises for the planning teams and the focus groups.
- Tips and tools to help you along the way.
- Tools on our website that will help you during your planning process.
- How to record your results in your community plan.

We designed this *Guide* to help you write your plan as you go along. You may find it useful to distribute drafts as the plan progresses to ensure that you stay on target.



The Steps

Step One: Establish and Mobilize a Community Planning Team

Identify the members of your community planning team and executive board.

Estimated time commitment: Depending on the team's resources, this should take at least one month.

Step Two: Get Organized

Prepare for the planning process and the first meeting of the team.

Estimated time commitment: Depending on the team's resources, this can be done at the same time as Step One.

Step Three: Establish Focus Groups

Organize the groups that will focus on the specific topic areas.

Estimated time commitment: One meeting.

Step Four: Research and Review Local Data

In focus groups, review general data, identify additional data needs, and assess the trends in your community.

Estimated time commitment: Two to four meetings.

Step Five: Identify Problems

In focus groups, identify community problems based on data trends.

Estimated time commitment: One to two meetings.

Step Six: Inventory and Build Your Local Assets

In focus groups, determine what local resources can help with the identified problems and develop plans to address them. Identify needs that cannot be met with existing resources.

Estimated time commitment: Three to five meetings.

Step Seven: Develop the Plan

Meet again as the full planning team to coordinate and discuss the work of the focus groups. Develop and approve the draft plan.

Estimated time commitment: One to two meetings.

Step Eight: Establish Your Goals and Objectives

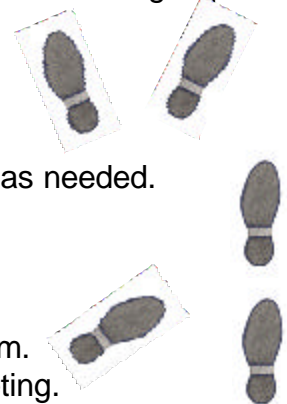
Develop a plan to monitor your work over time and to fine tune your plan as needed.

Estimated time commitment: One to two meetings.

Step Nine: Prepare the Final Plan

Finalize your plan, write the final product, and seek approval from the team.

Estimated time commitment: One to two weeks preparation and one meeting.



STEP ONE:

Establish and Mobilize a Community Planning Team



Choosing the Players

Your planning team should include local movers and shakers. Be sure to include a wide range of members representing public agencies, non-profit corporations, faith-based organizations, and other concerned citizens. If you already have a community-planning team then you are already ahead of the game. But before moving on, stop to consider whether your planning team would benefit by recruiting new members.

How Can I Recruit Members?

How your community selects membership is up to the team's organizers. But there are many ways to recruit a wide variety of active members:

- **Formal selection**—Mail invitations to local leaders and officials.
- **Phone Tree**—Ask each of the organizers to call at least ten people.
- **Work the Networks**—Send flyers to the leaders of local teacher-parent, professional, business, and government associations and work groups asking them to distribute them at their meetings.
- **Come One, Come All**—Place your meeting announcement in the newspaper or other publications and websites. Or, publicize and hold a town hall meeting—they can help to identify local concerns and will help you find active, outspoken, and caring folks perfect for your team. Consider asking a local restaurant or grocery store to sponsor a lunch to boost attendance.

Consider...

- How many members should serve on the community-planning team?
- Does the planning team reflect the racial, ethnic, cultural, and socioeconomic diversity of the community?
- Are young people in the group?
- How will the group be governed?
- How will communication and cooperation be fostered among group members?
- What expertise and skills do group members bring to the planning process?



It's a Good Idea

Enlist a strong facilitator. This person should not have a vested interest or direct input into the process. The facilitator is in charge of keeping the meeting positive and on track. Fast moving, upbeat meetings where everyone is heard are useful and enjoyable to attend.

Consider an Executive Board

Your community planning team probably has the expertise you need to assess local problems and find creative solutions. But can they make it happen?

Consider asking local elected officials and agency executives to sit on an Executive Board. Here are some tips about working with an executive board:

- Talk with these officials early on about what you are doing. Their ability to make change and set policy in your area will be invaluable to your plan's success.
- Ask them about what is important to them and convey that to your planning team.
- Tell them that you are not asking for a large time commitment—you just want them to understand and support the team's efforts.
- Send them regular executive summaries about the team's progress. An executive summary should be extremely brief with bulleted points that concisely talk about the community problems and ideas for solutions identified by the team. Be sure to concentrate on conveying the information that relies the most on their approval and action.
- When your group is finished with the plan, ask the executive board to attend a private briefing before you make the group's work public.

Important Note for Title V Applicants

The federal government requires that the planning teams for communities that receive Title V Delinquency Prevention funds meet additional requirements. The planning team must have at least 15 members but no more than 21. It must include representatives from public agencies, the business sector, and nonprofit agencies that serve children, youths, and the parents of at-risk or delinquent youths. Additionally, as much as possible, it must reflect the ethnic and cultural composition of the youth population of your community. If your overall community planning team does not meet these requirements, then your Juvenile Justice Focus Group must. Groups that do not meet the requirements are not eligible to receive these funds.

STEP TWO: Get Organized

How you set the tone at the organizational meeting is crucial to your future work. It is important that the busy leaders in the room understand that the meetings are organized, focused, and not a waste of their valuable time.



Step 2—Exercise: Getting Organized

In a Community Planning Team Meeting

Things to Distribute:

- **Sign-In Sheet.** At this and every meeting, members should sign in. The coordinator should prepare and update a contact list and provide it regularly to group members. Be sure to ask for full information on the sign-in sheet that includes phone numbers, addresses, e-mails, and affiliations.
- **What's Involved in Community Planning.** Members need to know up front the work that is involved and what is expected of them. Show them *The Steps to Community Planning* (page 5) and give them a tentative timeline for the planning process for their discussion later on in the meeting. Also, be sure to give each member a copy of this *Guide*.
- **List of Focus Groups.** Later, the group will break up into focus groups to discuss specific topics. Ask members to think about which group they will want to join. (See Step Three)

Things to Do:

- Select the team's leadership. You will need to identify not only a chair or steering committee, but also the people in charge of work in between meetings. For example:
 - Who will send out reminders about meetings?
 - Who will make room reservations and other arrangements for meetings?
 - Who will coordinate the writing throughout the process?
 - Who will be responsible for final editing and preparation of the plan?
 - Who will be responsible for gathering the statistics needed in Step Three? (You will need a coordinator as well as others to help collect the information.)

In some very large urban areas there is a full-time staff member at the regional council of governments who will coordinate the process and write the plan based on the team's work.

- **Decide on the ground rules.** How will decisions be made? By consensus? By vote?
- **What is the schedule?** Discuss the community planning process and determine how much time the team will need. As a group, agree to a timeline and schedule of meetings. To save time, an organizer should prepare a draft in advance so that the group has a starting point.
- **Develop a communication plan.** How will your group communicate your progress and decisions with the public on a regular basis? In turn, what process will you use to seek public comment?



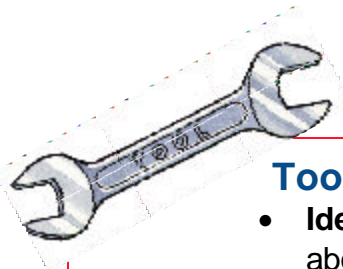
Communicate, Communicate, Communicate:

You cannot publicize and communicate about the team's work enough! When people feel informed and included they are more likely to be supportive. The best way to succeed is to make sure that the community is aware of what you are doing and has opportunities to have their voices heard.



Don't recreate the wheel!

There are probably several other planning teams in your area. Taking the time now to find out and get copies of these plans may save you time later on. They may actually have already done part of your research and work for you! To find out, start by asking the criminal justice planner at your regional council of governments.



Tools on the Web:

- **Ideas for Creatively Staffing Your Team**—Gives you ideas about how to find interns, college students, and others to do your heavy lifting.
- **Sign-In Sheet**—A downloadable sign-in sheet for you to use or adapt to your needs.
- **Sample Timeline**—This downloadable timeline can be updated for your groups specific needs while saving you preparation time.

STEP THREE: Establish Focus Groups

Dividing into focus groups will speed the planning process and help to keep your members engaged and interested. Be sure to be specific about the groups' charges and areas of concern.



What To Do When Topics Don't Fit

As you go along, you will have some topics that may not fit perfectly into one of the focus groups. In some cases, topics like literacy or transportation may be significant enough that you don't want more than one group to spend time working on it. In such cases, you may want to assign it to a group and ask that other groups coordinate with them as necessary.

Group Coordination and Communication

While the bulk of your work will be done in focus groups, you may find it useful for the whole community planning team to meet together from time to time for updates and discussion. Additionally, it is crucial that you communicate well with the entire team by sending regular updates and drafts, as they are available. You will save time down the road by heading off problems as they arise.

Step 3—Exercise: Organizing Focus Groups

In a Community Planning Team Meeting

We suggest breaking up your team into three smaller focus groups:

Criminal Justice and Law Enforcement
Juvenile Justice and Delinquency Prevention
Victims Services

After the group decides on focus group membership, each group should meet to get organized and started on their work. It is also a good idea to update the team's membership list with focus group membership information.

Things to Distribute:

- **Sign Up Sheet for Focus Groups.** Ask each member of the planning team to sign up for one of the focus groups.

Things to Do:

- **Move into Focus Groups.** After you have determined who will be in each group, ask the groups to report to separate rooms for their first focus group meeting.
- **Decide on the ground rules.** Just as you did in the larger group, you will need to also set rules for how the focus group will work. How will decisions be made? By consensus? By vote?
- **What is the schedule?** Discuss the process and determine how much time your focus group may need. As a group, agree to a tentative timeline and schedule of meetings.
- **Writing and Editing Group.** Each focus group will identify at least one of its members to serve on this group. This person will take the lead in producing focus group reports and will serve on the main group that will write and edit the community plan.

Tools on the Web:

- **Sign-In Sheet**—A downloadable sign-in sheet for you to use or adapt to your needs.
- **List of Focus Group Charges**—This downloadable handout provides a sample of the specific topics each group should focus on. It can be changed to suit your own team's needs.



STEP FOUR:

Research and Review Local Data



Before assessing problems and writing a plan, the focus groups will need to know about their community. To do so, you will need to gather a variety of statistics and examine them for trends.

Step 4—Exercise 1: Gather General Statistics

An Assigned Coordinator

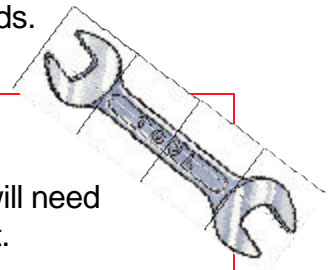
When you are ready to get going on developing a plan, your members will need to be armed with as much information as possible. As a result, before the meeting you will need to gather as much as you can in advance. In the tool kit and on the website, you will find some help in determining what statistics to gather and ideas for where to get them.

Before you try to go get all of this information on your own, find out if someone in your community has already collected some of this data. You may want to contact your COG, local law enforcement, probation, victims groups, and others to see what data is readily available. If you live in an urban community, check to see if the city has a planning office. The coordinator should also find out if there are already any local plans that can be updated or used to help the group. It is important that one person is charged with coordinating the data collection so that you can avoid duplicating efforts and ensure that all data is collected.

When you have gathered the statistics, it is best to place it in graphs, spreadsheets, or other easy-to-understand form that shows three- to five-year trends. This will greatly speed your discussions during the meeting by allowing the members to more easily identify trends.

Tools on the Web:

- **Data sources**—Information about many of the data sources you will need and all of the web links in the Data Sources Online is in the Tool Kit.
- **Data spreadsheet**—This downloadable spreadsheet will allow you to simply enter your data while it automatically calculates percentage increases and decreases allowing you to more easily and quickly identify trends. This spreadsheet will automatically create graphs for each of your data elements.



Step 4—Exercise 2: Reviewing the Data

In Focus Groups

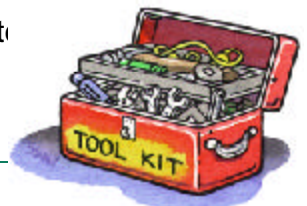
The focus group's data review is central to your future activities. Every problem and every solution is rooted in this data. As a result, devote a significant amount of time to reviewing your local statistics. As you discuss the information, new data needs will surface so you may want to do this exercise over two meetings to give you time to secure any additional information that the group may want.

Things to Distribute:

- **Community Statistics.** Before the meeting, someone prepared general statistics about your community. Provide a copy of the general statistics to each member of the community planning team. It is best if this information is summarized in graphs, spreadsheets, or other easy-to-understand format. When summarizing, it is also best to show the data over three or five years so that you can easily identify the trends.

Things to Do:

- **Discuss.** Begin a preliminary discussion about the data. What trends stand out? Is there anything surprising? As trends begin to appear, start to consider whether more specific data would be helpful to more fully define any trend. You will more fully review the data later in this exercise, but take some time now to be sure that the members know what kind of data is there and understand how to read it.
- **Identify Additional Data.** After you have reviewed the data, ask if any member would like to see additional information. You may find that new data needs pop up throughout the planning process. At these times, it is helpful for the coordinator to ask members if they have access to and can be in charge of bringing back additional data for the group to use.
- **Continue Discussing.** As you discuss the information, ask a scribe to write down interesting issues or trends that group members identify. You will use these trends later when identifying problems to address in the plan.



In the Tool Kit:

Common Data. This tool is divided into five sections: demographics, crime and delinquency, schools and education, family environment, and health and well being. We designed it to give you ideas about the types of data that are available.

While it is crucial that you use local statistics when you develop your plan, we have gathered many state and national statistics. These statistics will be helpful to compare your area to state and national averages. Additionally, looking at the sources of these data will often guide you to where you can find similar local data.

Data Index. This tool is arranged alphabetically and gives the title of the report along with the responsible agency. (For complete contact information for each agency along with a brief overview of the information it makes available, refer to the Data Sources Online.)

Data Sources Online. This tool provides you with the web addresses for many sources of data. A hypertext list is available on our website allowing you to link quickly with each source.

STEP FIVE:

Identify Problems

To write a plan that best impacts the problems experienced by your community, you have to have full knowledge and understanding of those problems. In this step, you will use the statistics and trends and will develop a list of specific problems that the group feels are priorities for your community.



Step 5—Exercise: Developing a List of Priority Problems

In Focus Groups

Things to Distribute:

- **Trend List.** Distribute a list of the trends identified in Step Four.

Things to Do:

- **Brainstorming.** After looking at the data and trends, begin to brainstorm the problems. On a white board or flip chart, ask a scribe to list problems as the group members say them. At this point, do not stop to debate the merits of including any one problem. Just get them down on paper so that everyone can see them and you can work with them later.
- **Grouping.** After brainstorming the problems, stop to consider if you should group any of the problems.
- **Narrowing the List.** After you have a list of problems that are in a format that is easy to work with, begin to debate the merits of each problem. As you do so, be sure that you can support each problem through verifiable data. Ask if the group should include each problem on the list, or if the group feels that some are not appropriate.
- **Narrow the Scope.** At this point, you will want to examine each problem to consider if it can be broken down more specifically. For example, if you have juvenile crime listed as a problem, can you be more specific? Is the biggest problem in the daytime between certain hours? The reason for doing this is that it is easier to choose your weapons to fight a problem when you know very specifically what that problem is.



In the Plan...

After you complete this step, you should have a list of problems that the group feels are most crucial and that you should target first. By determining your problems, you can begin to write the first section of your plan. It should include a list of the selected problems organized in the way you think is most logical. Next to each problem, list the statistic(s) that support it along with a citation showing the source.



Tools on the Web:

- **Help Identifying Problems**—This document provides more detailed information on identifying problems and properly planning by carefully phrasing problems.
- **Tips on Prioritizing Problems**—Deciding which problems are more crucial than others can be a difficult task. This portion of the website will give you detailed tips on doing so as well as sample ballots and other prioritization systems.



What's Your Problem?

Try to boil every problem down to its core by avoiding phrasing problems in ways that suggest a solution. For example if a member says that a lack of after-school programs is a problem ask her “why?” until the problem is stated in a way that can be verified. For example, your group may have come up with a recent rash of juvenile crime after school, a recent decrease in reading scores, or recent increases in gang membership or activity. Each of those problems is valid and lends itself to a variety of specific solutions—not just after-school programs.

STEP SIX:

Inventory and Build Your Local Assets



To develop your plan you will first need to ensure that group members have a solid understanding of what resources are currently available in your area. In this step, your group will develop a resource list and work to find ways to leverage resources and build on existing assets.

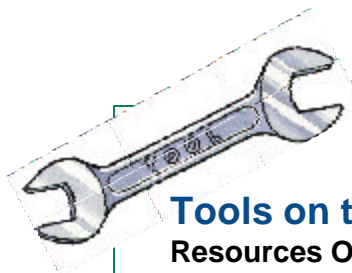
Before the Meeting

- **Prepare Preliminary Resource List.** If you have questions about local resources start with the phone book or try to find existing resource directories. Identify program services and organizations that may provide needed support and resources for youth, families, and communities. After each resource, list the types of services it provides. In the tool kit, you will find a list of resources that may be helpful to you.



In the Tool Kit:

Resources Online. This list provides information and web addresses for a variety of resources and programs that you can find online. The full list may be accessed from the website.



Tools on the Web:

Resources Online—Provides you with web links to a variety of resources in Texas.

Resources Worksheet—This downloadable file can be printed or updated to your own needs and used to assess the potential impact of each resource you identify. It will also be helpful if your group decides to publish a resource directory for your community.

Step 6—Exercise 1: Gather and Discuss Resource Information

In Focus Groups

To develop your plan, you will also need to collect information about programs and resources that can provide services for your community. It is best to ask a representative of each one to talk about their program, so you may want to do this exercise over more than one meeting so that you can invite representatives to attend.

Things to Distribute:

- **Preliminary Resource List.** This list will include a compilation of easily found resources in your community along with the types of services they provide.

Things to Do:

- **Brainstorm Other Services.** Ask group members to list any other resources that might be useful in developing the plan. Include any existing collaborations or service networks. Also, ask them to add any services provided by a resource but not currently listed.
- **Discuss Resources.** Encourage an active discussion here. When all of the resources begin to come together, people will often see new ideas forming. This portion may be time consuming, but it is a very important tool. The better you understand the inner workings of your own community, the better your plan will be!

Step 6—Exercise 2: Building on Your Local Assets

In Focus Groups

When you begin working to optimize your existing resources, you will go back to your prioritized list of problems and resources to explore ideas for sharing new resources, eliminating duplications of effort, and finding creative new solutions. Before talking about potential new funding, work to build on and coordinate your existing assets.

Because writing a plan that shifts and leverages existing resources requires a great deal of discussion with those involved, it is best to do this exercise over two or more meetings.

Things to Distribute:

- **Final List of Resources.** Distribute the most recent version of the resource list developed earlier in Step Six.
- **List of Problems.** Provide the prioritized list of problems prepared in Step Five.

Things to Do:

- **Match Problems with Resources.** Go through the priority problems and list all of the resources that might be relevant.
- **Leverage Resources.** Discuss whether teaming existing resources in new ways or shifting existing resources would better address the problem. These ideas will form the basis for the action portion of the community plan.

- **Reality Check.** Discuss the feasibility of each new idea to leverage resources. Get volunteers for each idea who will agree to discuss the idea with the relevant agencies and organizations before the next meeting.
- **Develop Final Plans.** After you have discussed your ideas with those needed to make them happen, indicate after each idea whether or not it has been approved and will move ahead.
- **Seek Volunteers for Continued Discussions.** At this point, you may not have been able to gain approval for each idea on your list. Ask for volunteers who are willing to continue working to make each idea a reality and to regularly report back to the group.

Step 6—Exercise 3: Identify the Unmet Needs

In Focus Groups

Now that you have discussed how your community can better use its existing resources, it is time to discuss what needs still remain unmet. This list will provide the basis for the group's priorities for future grant funding.

Things to Distribute:

- **Plan to Optimize Resources.** Provide the plans that the group developed in Step 6—Exercise 2.
- **List of Problems.** Provide the list of priority problems developed in Step Five.

Things to Do:

- **Identify Unmet Problems.** Go through the list of problems and identify which ones still remain unmet after building resources. While no problem is probably ever fully met, list those that most crucially need additional resources.
- **Write a “Funding Priorities List”.** After determining what problems are most crucial for new funding, ask the group to imagine that they have just received a sum of money for their community and the only stipulation is that it must be spent on public safety concerns. Then prepare a wish list of local priorities for new funding.



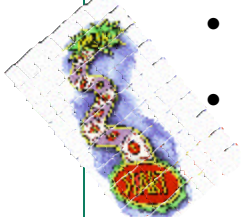
Ways to meet your needs:

- Develop community awareness and support.
- Identify existing resources that can be redirected.
- Link existing resources.
- Identify a model program that can be adapted.
- Shift current funding.
- Seek new funding.

In the Plan...

Under each problem you listed before, write an action plan that includes:

- How available resources can be optimized to affect the problem.
- Funding priorities list for new funding along with the reasons each can affect the problem.



STEP SEVEN:

Develop the Plan

You are almost finished writing your community plan! At this point, it is time to review the focus group's plans and consolidate them into a draft plan, then gain approval from the community planning team as a whole.



Before the Meeting: Review the Focus Group Plans

Now that the work of the focus groups is done, the members of the Writing and Editing Group should review the groups' work. After doing so, mail this information to each member of the community planning team. Ask each member to review the information before the next meeting and to jot down any questions or issues they have for discussion.

Step 7—Exercise: Report Back to the Community Planning Team

In a Community Planning Team Meeting

In Step Three, each focus group selected at least one member for the Writing and Editing Group. Prior to doing this exercise, members of the entire community planning team should have received a written report from each of the focus groups.

Things to Distribute:

- **Focus Group Plans.** Be sure to have extra copies of each focus group plan.

Things to Do:

- **Report Back.** A volunteer from each focus group should briefly present the plan developed by their group and coordinate any questions from the community planning team.
- **Discuss Questions and Concerns.** Openly discuss any questions or issues identified by members of the community planning team during their review. Try to come to consensus on any changes to the focus group plans.
- **Vote on Approval.** After all issues have been discussed the community planning team should vote to approve the plan. If approval is not given, continue to work towards consensus on outstanding issues.

STEP EIGHT:

Establish Your Goals and Objectives



You thought you were finished? Well, almost. Your group will need to continue meeting at less regular intervals to assess the progress of your plan. To do so, you need to have a way of measuring that progress. So the next task is to establish goals and objectives.

It is crucial to the success of any plan that it has reachable goals and objectives that clearly measure progress. Nothing will energize the group's members more than telling them that their work has led to the completion of a goal. Additionally, nothing will prove your plan's success better than pointing to your progress. Finally, fine tuning and setting new goals as you reach ones already set is important to your plan's growth. Remember though that constant change will only lead to confusion and fragmentation within your plan.

Step 8—Exercise 1: Goals and Objectives Based on Problems

In a Community Planning Team Meeting or in Workgroups

On a regular basis, your community-planning team should take a look at the plan's progress. Goals and objectives based on problems will give the group the best overall look at how things are progressing. The objectives developed in this exercise will measure progress toward the overall goals of the plan—not the more specific goals of the plan's individual activities. The entire community planning team can do this exercise or you may choose to break up into workgroups.

Things to Distribute:

- **List of Priority Problems.**

Things to Do:

- **Set Goals.** Based on your plan to leverage resources, set goals to reduce these problems. A goal is a general statement that may take a long time to reach. An example goal is "to eliminate juvenile crime between the hours of 3PM and 7PM on weekdays."
- **Set Objectives.** Based on each goal, set realistic objectives that measure progress towards that goal. For example, "to reduce the rate of juvenile crime between the hours of 3PM and 7PM on weekdays by 5% in year one and by 15% by the end of year two."

Step 8—Exercise 2: Goals and Objectives Based on Activities

In a Community Planning Team Meeting or in Workgroups

As you developed your plan, you outlined a variety of activities that build your existing resources. For each, you may want to set goals and objectives. The objectives developed in this exercise will help the community planning team to determine the success of the specific activities outlined in the plan. You may want to ask those directly involved in each activity to prepare their own goals and objectives and present them to the group.

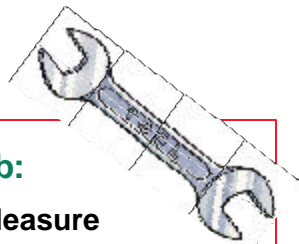
Things to Do:

- **Set Goals.** Based on the activities in the plan, set goals. These are general statements such as “increase the number of children who receive tutoring.”
- **Set Objectives.** For each goal, set objectives, or targets, for each. For example, “increase the number of children who receive tutoring by 30% in the first year and by 45% by the end of the second year.”



In the Plan...

Under each action plan to address a problem, list the goals and objectives for each. Begin with those based on problems developed in Step 8—Exercise 1 and follow with those based on activities developed in Step 8—Exercise 2.



Tools on the Web:

- **Performance Measure Worksheet**—This worksheet will help you to record your performance measures as you develop them.
- **Understanding Performance-Based Planning**—This document will provide you with more detailed help on developing and tracking performance measures as well as the importance of doing so.



Clear Definitions: In writing evaluation plans, it is important that each objective has a clear definition. This definition explains how the information is gathered and what method is used to determine the number. Use the definition consistently so that you will be able to show your progress accurately. When developing objectives and their definitions, be sure to state them in such a way that an outsider could recreate the process and come up with a final outcome that is the same as what you reported.

Rates vs. Numbers: Wherever possible, decide to use rates (incidents per 1,000 or 100,000 people) rather than simple numbers. If your goal is to reduce a specific type of crime, then growth in population can skew your results and make it difficult to assess your real impact.

Maintain Stability: Community planning is a long-term commitment and years from now you will want to be able to look back at your progress. As a result, it is important that you trust your work and give it time to show results. So making changes to your plan should be carefully considered and based on assessment of your progress.

Set an Evaluation and Revision Schedule: At the meeting when you approve the plan, determine how often in the future the group will meet and set a real or tentative schedule of future meetings.

STEP NINE:

Prepare the Final Plan

Most of your work is already done. You now need only to fine-tune your work. The final plan should follow the outline and format on the next page.

In addition to the materials provided in this *Guide*, a template for compiling the community plan is provided.



Final Steps:

- **Approval.** After final revisions, you may want to send the plan to the community planning team again for final review and comment. When your group is finished with the plan, ask the executive board to attend a private briefing before you make the group's work public.
- **Share your work.** All interested parties should have a copy of the plan. It is important to maintain strong local support because its implementation is a shared responsibility that will affect local policy and allocation of resources. And at each stage in implementation, it will be important to keep the public well informed. After final review and approval, submit the plan to your local COG.
- **Pat yourself on the back.** Congratulations on a job well done! Your work will affect local funding decisions, public safety in your community, and the lives of local citizens for years to come.

Plan Format

I. Introduction

An overview of the group's goals in the planning process and other information that the group wishes to convey. Include a section on basic area demographics to help readers better understand your area.

II. Executive Summary

A summary of main points of the community plan.

III. Criminal Justice Issues

A. Problem #1

1. Supporting statistics
2. Action plan to leverage resources
3. Funding Priorities
4. Goals and objectives based on problems
5. Goals and objectives based on activities

B. (Repeat format for each criminal justice related problem.)

IV. Juvenile Justice Issues

A. Problem #1

1. Supporting statistics
2. Action plan to leverage resources
3. Funding Priorities
4. Goals and objectives based on problems
5. Goals and objectives based on activities

B. (Repeat format for each juvenile justice related problem.)

V. Victims Issues

A. Problem #1

1. Supporting statistics
2. Action plan to leverage resources
3. Funding Priorities
4. Goals and objectives based on problems
5. Goals and objectives based on activities

B. (Repeat format for each victims of crime related problem.)

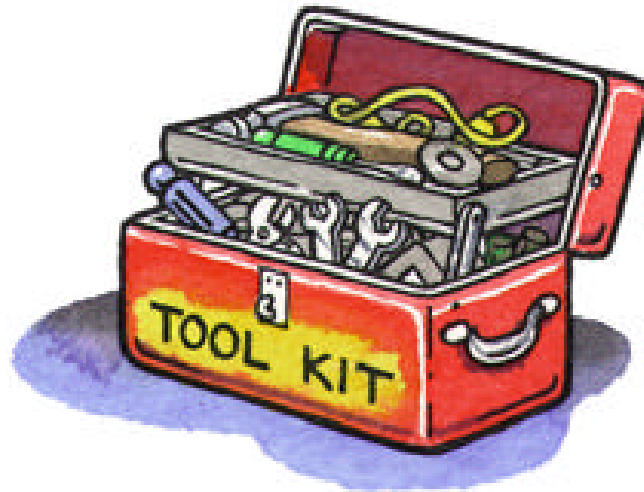
VI. Long-Term Evaluation Goals

A brief discussion of the team's long-term goals for revisiting and fine tuning the plan.

VII. Conclusion

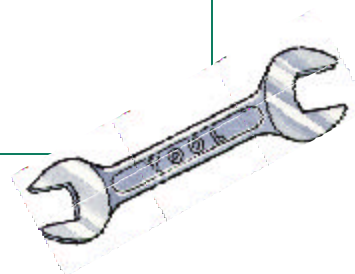
Final thoughts and a discussion of the team's future plans.





Tool Kit

Don't Forget the Tools on the Web!



Tool: Common Data

Basic Demographics Statistics

Estimated Population

- Total
- Adult (Age 18+)
- Juvenile (Age 0-17)
- Male
- Female
- Anglo
- African American
- Hispanic
- Other

Basic Crime and Delinquency Statistics

Adult Arrest Data

- Violent Crimes
- Property Crimes
- Drug Violations
- Driving Under the Influence

Juvenile Arrest Data

- Violent Crimes
- Property Crimes
- Drug Violations
- Driving Under the Influence

Basic Schools and Education Community Statistics

Students

- Total Number of Students
- Percent Minority (non-Anglo)
- Percent Economically Disadvantaged
- Attendance Rate
- Annual Dropout Rate

Standardized Test Scores

- Percent Passing All TAAS Tests

Adult Education (Population Age 18+)

- Percent High School Graduate or More

Family Environment

Basic Community Statistics

Family Conflict

- Victims of Child Abuse/ Neglect
- Family Violence

Family Management

- Unemployment Rate
- Per Capita Personal Income
- Percent Below Poverty Level

Basic Health and Well-Being Statistics

Health Indicators

- Low Birth Weight Infants
- Percent Inadequate Prenatal Care
- Teen Pregnancies (Age 13-17)
- Teen Suicides (Age 12-17)

Tool: Data Index

A

Adult Arrest Data

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.

Adult Probation

- [Adult Probation \(Community Supervision\) in Texas](#). Texas Department of Criminal Justice, Community Justice Assistance Division.
- [Adult Probation Direct Offender Profiles](#). Texas Department of Criminal Justice, Community Justice Assistance Division (click on county at bottom).

Alcohol Availability

- [Liquor Store Licenses and Permits](#). Texas Alcoholic Beverage Commission, License/ Permit Public Information

Alcohol and Drug Abuse

Substance-Related Arrests

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.

Substance-Related Deaths

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse. Substance-Related Motor Vehicle Accidents
- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Substance-Related County Statistics

- [Texas County Databooks of Substance-Related Statistics](#). Texas Commission on Alcohol and Drug Abuse.

Substance Abuse Treatment

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Substance Abuse Trends in Texas

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Arrest Data (Adult and Juvenile)

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.

B

Battered Women

- [Texas Department of Human Services Annual Report: Family Violence](#). Texas Department of Human Services.

C

Child Abuse

- [Children in Foster Care](#). Texas Department of Protective and Regulatory Services.
- [Confirmed Investigations and Victims of Child Abuse/ Neglect](#). Texas Department of Protective and Regulatory Services.
- [Crime in Texas Annual Reports: Family Violence by Jurisdiction](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section ([1999 Summary](#)).

Community Supervision

- [Adult Probation \(Community Supervision\) in Texas](#). Texas Department of Criminal Justice, Community Justice Assistance Division.

Crime

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section ([1999 Summary](#)).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.
- [Adult Probation Direct Offender Profiles](#). Texas Department of Criminal Justice, Community Supervision Assistance Division.

County and City Data

- [County and City Databook](#). U.S. Department of Commerce, Bureau of the Census.

D

Demographics

- [Demographic and Socioeconomic Statistics for Texas](#). Texas Health and Human Services Commission, Fiscal Policy Division, Research Department.

Domestic Violence

- [Children in Foster Care](#). Texas Department of Protective and Regulatory Services.
- [Confirmed Investigations and Victims of Child Abuse/ Neglect](#). Texas Department of Protective and Regulatory Services.
- [Crime in Texas Annual Reports: Family Violence by Jurisdiction](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section ([1999 Summary](#)).
- [Texas Department of Human Services Annual Report: Family Violence](#). Texas Department of Human Services.

E

Economic Indicators

- [Per Capita Personal Income \(BearFacts\)](#). U.S. Department of Commerce, Bureau of Economic Analysis.
- [Texas Metropolitan Area Per Capita Income](#). Texas Department of Economic Development , Business and Industry Data Center.
- [Demographic and Socioeconomic Statistics for Texas](#). Texas Health and Human Services Commission, Fiscal Policy Division, Research Department.
- [State and County Quick Facts Database](#). U.S. Department of Commerce, Bureau of the Census.

Educational Achievement

- [College Graduates](#). State and County Quick Facts Database, U.S. Department of Commerce, Bureau of the Census.
- [Educational Attainment](#). U.S. Department of Commerce, Bureau of the Census.
- [High School Graduates \(over age 25\)](#). State and County Quick Facts Database, U.S. Department of Commerce, Bureau of the Census.

F

Family Violence

- [Children in Foster Care](#). Texas Department of Protective and Regulatory Services.
- [Confirmed Investigations and Victims of Child Abuse/ Neglect](#). Texas Department of Protective and Regulatory Services.
- [Crime in Texas Annual Reports: Family Violence by Jurisdiction](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Texas Department of Human Services Annual Report: Family Violence](#). Texas Department of Human Services.

G

Gang Activity

- [1999 Gang Report](#); [1997 Gang Report](#); [1991 Gang Report](#). Office of the Attorney, State of Texas.

Geography

- [American Factfinder Geographic Summary Tables](#). U.S. Department of Commerce, Bureau of the Census.
- [Geography Quickfacts](#). U.S. Department of Commerce, Bureau of the Census.

H

Health Insurance

- [Demographic and Socioeconomic Statistics for Texas](#). Texas Health and Human Services Commission, Fiscal Policy Division, Research Department.
- [Low Income Uninsured Children by State](#). U.S. Department of Commerce, Bureau of the Census.

Housing

- [State and County Quick Facts Database](#). U.S. Department of Commerce, Bureau of the Census.
- [Census Bureau Housing Topics](#). U.S. Department of Commerce, Bureau of the Census.

I

Income

- [Low Income Uninsured Children by State](#). U.S. Department of Commerce, Bureau of the Census.
- [Per Capita Personal Income \(BearFacts\)](#). U.S. Department of Commerce, Bureau of Economic Analysis.
- [Texas Metropolitan Area Per Capita Income](#). Texas Department of Economic Development, Business and Industry Data Center.
- [State and County Quick Facts Database](#). U.S. Department of Commerce, Bureau of the Census.

J

Juvenile Arrest Data

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.

Juvenile Delinquency in Texas

- [Texas Juvenile Probation Statistical Report \(Calendar Year 1999\)](#) ;
[Texas Juvenile Probation Statistical Report \(Calendar Year 1998\)](#) ;
[Texas Juvenile Probation Statistical Report \(Calendar Year 1997\)](#). Texas Juvenile Probation Commission.
- [Referrals by County and Offense \(1990-1998\)](#). Texas Juvenile Probation Commission.

L

Liquor Availability

- [Liquor Store Licenses and Permits](#). Texas Alcoholic Beverage Commission, License/ Permit Public Information.

M

Medicaid Eligibility

- [Texas Department of Human Services Annual Report: Medicaid Eligibility](#). Texas Department of Human Services.

P

Population

- [Demographic and Socioeconomic Statistics for Texas](#). Texas Health and Human Services Commission, Fiscal Policy Division, Research Department.
- [State and County Quick Facts Database](#). U.S. Department of Commerce, Bureau of the Census.
- [American FactFinder Geographic Summary Tables: Population](#). U.S. Department of Commerce, Bureau of the Census.

Population Projections in Texas

- [1998 Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Poverty

- [Demographic and Socioeconomic Statistics for Texas](#). Texas Health and Human Services Commission, Fiscal Policy Division, Research Department.
- [State and County Quick Facts Database](#). U.S. Department of Commerce, Bureau of the Census.
- [Low Income Uninsured Children by State](#). U.S. Department of Commerce, Bureau of the Census.
- [Texas Department of Human Services Annual Report: Medicaid Eligibility](#). Texas Department of Human Services.

Prenatal Care

- [Texas Vital Statistics](#). Texas Department of Health, Bureau of Vital Statistics.

Public Schools

- [Snapshot '98: 1997-98 School District Profiles](#). Texas Education Agency, Division of Performance Reporting, Office of Policy Planning and Research.

R

- [The Recycling of Juvenile Offenders: A Pre-Reform Baseline](#). Texas Criminal Justice Policy Council. August 24, 2000.
- [Three Year Recidivism Tracking of Offenders Participating in Substance Abuse Treatment Programs](#). Texas Criminal Justice Policy Council, March 1999.
- [Update in Statewide Recidivism Rates of Offenders Released from Texas Prisons](#). Texas Criminal Justice Policy Council, September, 2000.

S

School Performance

- [School Performance Reviews](#). Texas Comptroller of Public Accounts.
- [Snapshot '98: 1997-98 School District Profiles](#). Texas Education Agency, Division of Performance Reporting, Office of Policy Planning and Research.

School Safety

- [Texas Statewide Incident Statistics](#). Texas Comptroller of Public Accounts.

Student Achievement

- [Snapshot '98: 1997-98 School District Profiles](#). Texas Education Agency, Division of Performance Reporting, Office of Policy Planning and Research.

Substance Abuse

Substance-Related Arrests

- [Crime in Texas Annual Reports](#). Texas Department of Public Safety, Crime Information Bureau, Uniform Crime Reporting Section (1999 Summary).
- [Easy Access to FBI Arrest Statistics 1994-1997](#). Office of Juvenile Justice and Delinquency, U.S. Department of Justice.

Substance-Related Deaths

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Substance-Related Motor Vehicle Accidents

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Substance-Related County Statistics

- [Texas County Databooks of Substance-Related Statistics](#). Texas Commission on Alcohol and Drug Abuse.

Substance Abuse Treatment

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

Substance Abuse Trends in Texas

- [Indicators of Alcohol and Drug Abuse in Texas](#). Texas Commission on Alcohol and Drug Abuse.

T

Teen Pregnancy

- [Teen Births: Young Age and Its Association with Birth Outcomes](#). Texas Department of Health, Bureau of Vital Statistics.
- [Teen Pregnancy Table, 1998](#). Texas Department of Health, Bureau of Vital Statistics.

U

Unemployment

- [Statistics Search Page: Unemployment Rates](#). Texas Workforce Commission: Labor Market Information.

V

Vital Statistics

- [Texas Vital Statistics](#). Texas Department of Health, Bureau of Vital Statistics.

Voting Statistics

- [Reported Voting and Registration, by Sex, Race, and Hispanic Origin, for States](#). U.S. Department of Commerce, Bureau of the Census.
- [U.S. Voting And Registration](#). U.S. Department of Commerce, Bureau of the Census.

Z

Zip Code Statistics

- [Zipcode Statistics](#). U.S. Department of Commerce, Bureau of the Census.

Tool: Data Sources Online

Statistics ranging from basic demographics to offender profiles are often available on the Internet at the national, state, county, metropolitan areas, and zip code level. Following is a list of online data sources available from state and federal agencies and university-based research and data centers. Contact information and website address along with a synopsis of available information is listed for each source.

The list is divided into the following sections: Texas State Agencies, Federal Agencies, and University Research and Data Centers.

TEXAS STATE AGENCIES

Texas Commission on Alcohol and Drug Abuse

Mailing Address: P.O. Box 80529, Austin, TX 78708

Physical Address: 9001 N. I-H 35, Suite 105, Austin, TX 78753-5233

Phone: (800) 832-9623 **Fax:** (512) 837-4123

Website: <http://www.tcada.state.tx.us/research>

Alcohol and drug abuse statistics for every Texas county, research and information on Texas drug trends.

Texas Alcoholic Beverage Commission

Mailing Address: P.O. Box 13127 Austin, TX 78711

Physical Address: 5806 Mesa Dr. Austin, TX 78731

Phone: (512) 206-3457 **Fax:** (512) 206-3281

Website: <http://www.tabc.state.tx.us/default.htm>

Information on liquor licenses and permits and mixed beverage sales tax receipts by county and metropolitan area.

Office of the Attorney General, State of Texas

Mailing Address: P.O. Box 12548, Austin, TX 78711-2548

Physical Address: 209 West 14th Street, Austin, TX 78701

Phone: (800) 252-8011 **Fax:** (512) 463-2063

Website: <http://www.oag.state.tx.us/>

Information on gang activity and victim services.

Texas Business and Industry Center

Address: 1700 North Congress, Suite 220, Austin, TX 78711-2728

Phone: (512) 936-0550 **Fax:** (512) 936-0440

Website: <http://www.bidc.state.tx.us>

The Texas Economy Online is an ongoing review of the most recent statistical data about the state's economy and people: <http://www.bidc.state.tx.us/overview/2-2te.htm>.

Texas Comptroller of Public Accounts

Mailing Address: P.O. Box 13528, Capitol Station, Austin, TX 78711-3528

Physical Address: LBJ State Office Bldg., 111 East 17th Street, Austin, TX 78774

Phone: (512) 463-4900 **Fax:** (512) 475-4226

Texas Comptroller of Public Accounts (continued)

Website: <http://www.cpa.state.tx.us/m26edu.html>

Texas School Performance Reviews (TSPR) with school performance and progress reports.

Four-year statewide incident statistics for school safety: <http://www.cpa.state.tx.us/tspr/safety.html>

Texas Regional Economics: <http://www.cpa.state.tx.us/m25econ.html>

Texas Population and Economic Details: <http://www.cpa.state.tx.us/ecodata/popdata/popfiles.html>

Texas Criminal Justice Policy Council

Mailing Address: P.O. Box 13332, Austin, TX 78711-3332

Physical Address: 1700 North Congress, Suite 1029, Stephen F. Austin State Office Building, Austin, TX 78701

Phone: (512) 463-1810 **Fax:** (512) 475-4843

Website: <http://www.cjpc.state.tx.us/topics.htm>

Projections, presentations to policy makers, rehabilitation, program evaluations, sex offenders, parole, recidivism, state jail/community corrections, legislative impact statements, juvenile justice policy, juvenile progressive sanctions, crime prevention sentencing, cost per day, policy/trend overviews, criminal history information systems, agency operations, biennial reports, other reports, bulletins.

Texas Department of Criminal Justice

Mailing Address: P.O. Box 13084, Austin, TX 78711-3401

Physical Address: 209 West 14th Street, 5th Floor, Price Daniel Building, Austin, TX 78701

Phone: (512) 463-9988 **Fax:** (512) 475-3251

Website: <http://www.tdcj.state.tx.us/>

Death Row Statistics and Community Justice Assistance Division (probation) direct offender profiles for each county (look at the bottom of the web page to select your county): <http://www.tdcj.state.tx.us/statistics/stats-home.htm>

1999 Summary Statistics for Adult Probation: <http://www.tdcj.state.tx.us/publications/cjad/bigbook.pdf>.

Texas Department of Economic Development

Mailing Address: P.O. Box 12728, Austin, TX 78711-2728

Physical Address: 1700 North Congress, Stephen F. Austin Building, Austin, TX 78701

Phone: (512) 936-0100 **Fax:** (512) 936-0430

Website: <http://community.tded.state.tx.us/communities>

Searchable database for community, county and regional information including education, workforce, industry, transportation, support services, etc.

Texas Department of Health

Address: 1100 West 49th Street, Austin, TX 78756

Phone: (512) 458-7111

Website: <http://www.tdh.state.tx.us/>

Child deaths by county, births and abortions by county, marriages and divorces by county.

Texas Department of Housing and Community Affairs

Mailing Address: Housing Resource Center, P.O. Box 13941, Austin, TX 78711-3941

Physical Address: 507 Sabine, Suite 400, Austin, TX 78701

Phone: (512) 475-3976 **Fax:** (512) 475-3746

Web Site: <http://www.tdhca.state.tx.us/hrcpub.htm>

The State of Texas Low Income Housing Plan contains information at the county level on housing needs data and low-income households. The Housing Sponsor provides property and occupant profiles of properties receiving state.

Texas Department of Human Services

Mailing Address: P.O. Box 149030, Austin, TX 78714-9030

Physical Address: 701 W. 51st Street, Austin, TX 78751

Phone: (512) 438-4800

Website: <http://www.dhs.state.tx.us/bms/Reports/index.html#AR>

Information by county on number of food stamp and TANF recipients, family violence intakes from domestic programs and shelters, Medicaid eligibility, and long-term care.

Texas Department of Protective and Regulatory Services

Mailing Address: P.O. Box 149030 Austin, TX 78714-9030

Physical Address: 701 West 51st Street Austin, TX 78751

Phone: (512) 438-4800

Website: http://www.tdprs.state.tx.us/About_PRS/PRS_Statistics_&Annual_Reports/

Summary and Statistical reports include data on families receiving monthly in-home services per month, children in PRS legal responsibility, children in PRS sub-care, children in PRS foster care, regulated 24-hour (full-time) child care facilities, regulated day care (part-time) facilities, CPS total investigations, CPS confirmed investigations, APS total investigations, APS confirmed investigations.

Search child care facilities by zip code: http://www.tdprs.state.tx.us/Child_Care/

[Search Texas Child Care by Zip Code/](http://www.tdprs.state.tx.us/Child_Care/)

Texas Department of Public Safety, Uniform Crime Reporting

Mailing Address: P.O. Box 4087, Austin, TX 78773-0001

Address: 4900 North Lamar, Austin, Texas 78751

Phone: (512) 424-2091

Website: <http://www.tdps.state.tx.us>

Texas crime analysis, index crime analysis, selected non-index crimes, family violence, hate crime, law enforcement personnel, Texas arrest data (lists juveniles and adults separately), crime by jurisdiction. A summary document for 1999 is available on-line; call to request the complete annual crime report: http://www.txdps.state.tx.us/director_staff/public_information/pr061300b.pdf.

Texas Education Agency

Address: 1701 North Congress Avenue, Austin, TX 78701-1494

Phone: (512) 463-9734 **Fax:** (512) 463-9838

Website: <http://www.tea.state.tx.us/tea/data.html>

Actual expenses, financial budget, tax value/property rates, TAAS data, enrollment, accountability ratings with student demographics and school performance by county, district or campus

Drop-out rates used for school performance accountability ratings; available at the campus, district, county or state level: http://www.tea.state.tx.us/research/dropout/9899/dist_list/.

Download attendance and TAAS scores by county and/or school district: <http://www.tea.state.tx.us/perfreport/account/2000/download.html>.

Texas Health and Human Services Commission

Mailing Address: P.O. Box 13247, Austin, TX 78711-3247

Physical Address: 701 W. 51st Street, Austin, TX 78751

Phone: (512) 438-4800 **Fax:** (512) 424-6587

Website: <http://www.dhs.state.tx.us/research>

Information by county on number of food stamp and TANF recipients, family violence, Medicaid eligibility, and long-term care.

Texas Juvenile Probation Commission

Mailing Address: P.O. Box 13547, Austin, TX 78711-3547

Physical Address: 4900 North Lamar, Austin, TX 78751

Phone: (512) 424-6700 **Fax:** (512) 424-6717

Website: <http://www.tjpc.state.tx.us/publications>

Juvenile offender's demographics, referral to juvenile courts, schooling and education standing, type of offense, juvenile disposition, progressive sanction, risk and need assessment, detention, JJAEP, services provided for children, placement and cost, treatment programs, supervision information.

Texas Workforce Commission

Address: 101 E. 15th Street, Rm. 230, Austin, TX 78778-0001

Phone: (512) 463-2222 **Fax:** (512) 475-2321

Website: <http://www.twc.state.tx.us/lmi/lfs/lfshome.html>

County data include unemployment rates, historical employment data, and affirmative action data, Metropolitan Statistical Area data including unemployment rates, current employment estimates, economic comments, industry profiles, occupational wage data, affirmative action data, statewide data including unemployment rates, current employment estimates by industry, historical covered employment data, industry profiles, occupational wage data, current hours and earnings, occupational projections, and affirmative action.

FEDERAL AGENCIES

National Center for Education Statistics

Address: 1990 K Street, NW 8th & 9th Floors, Washington, DC 20006

Phone: (202) 502-7300 **Fax:** (202) 502-7466

Website: <http://nces.ed.gov/>

National and state education profiles which include basic general characteristics, agency/school, student, staff, and fiscal information: <http://nces.ed.gov/pubs2000/stateprofiles/index.html>.

Report on the 100 largest school districts in the United States

<http://nces.ed.gov/pubs99/1999318/discussion.html#Overview>

SAT scores by state: <http://nces.ed.gov/pubs2000/digest99/d99t137.html>.

National Institute on Drug Abuse

Address: Survey Research Center, 1355 Institute for Social Research, P.O. Box 1248, Ann Arbor, MI 48106

Phone: (734) 764-8365

Website: <http://www.monitoringthefuture.org/>

National data on adolescent substance abuse; latest statistics available: <http://www.monitoringthefuture.org/pubs/keyfindings.pdf>.

U.S. Bureau of Labor Statistics

Address: Division of Information Services, 2 Massachusetts Avenue, N.E. Room 2860, Washington, DC 20212

Phone: (202) 691-5200 **Fax:** (202) 691-7890

Website: <http://www.bls.gov/sahome.html>

The Texas Economy at a Glance provides for 27 metropolitan areas in Texas: <http://www.bls.gov/eag/eag.tx.htm>

The Dallas Regional Office provides information on Texas and Texas metropolitan areas: <http://www.bls.gov/ro6home.htm>.

U.S. Census

Mailing Address: Washington, DC 20233

Physical Address: 4700 Silver Hill Road, Suitland, MD 20746

Phone: (301) 457-4608

Website: <http://www.census.gov>

1990 population, demographic, and housing information, 1999 population estimates (including all counties in Texas), 1995 income and poverty estimates, 1992 economic census and county business patterns. The 2000 census data may be available by the end of 2001.

The American FactFinder is an easy and quick way to access data for your community: http://factfinder.census.gov/java_prod/dads.ui.homePage.HomePage.

U.S. Department of Agriculture

Mailing Address: NASS-USDA, Room 5805-South, Washington, DC 20250

Phone: (800) 727-9540 **Fax:** (202) 690-1311

Website: <http://govinfo.kerr.orst.edu/ag-stateis.html>

1997 agricultural data by state, county, and zip code (updated every 5 years).

U.S. Department of Commerce Bureau of Economic Analysis

Address: Bureau of Economic Analysis, Washington, DC 20230

Phone: (202) 606-5335

Website: <http://www.bea.doc.gov/>

BEA Regional Facts—BEARFACTS—consists of computer-generated narratives for States, counties, and metropolitan statistical areas. The narratives describe an area's personal income using current estimates, growth rates, and a breakdown of the sources of personal income: <http://www.bea.doc.gov/bea/regional/bearfacts/index.htm>.

Local Area Personal Income provides data tables on personal income, per capita personal income, and population for counties and Metropolitan Statistical Areas: <http://www.bea.doc.gov/bea/regional/reis/>.

U.S. Department of Education Safe and Drug Free Schools Program

Address: ED Pubs, P.O. Box 1398, Jessup, MD 20794-1398

Phone: (202) 260-3954

Website: <http://www.ed.gov/offices/OESE/SDFS/research.html>

Publications are available with information on school crime and school violence.

U.S. Office of Juvenile Justice and Delinquency Prevention (OJJDP)

Address: P.O. Box 6000, Rockville, MD 20849-6000

Phone: (800) 638-8736 **Fax:** (301) 519-5212

Website: <http://ojjdp.ncjrs.org/facts/facts.html>

Statistics-focused publications by topic area: <http://ojjdp.ncjrs.org/facts/pubs.html>.

Links to agencies and organizations that focus on and provide statistics: <http://ojjdp.ncjrs.org/facts/resources.html>

Easy Access: FBI Uniform Crime Reports permits access to recent, detailed information on juvenile crime and the juvenile justice system: <http://ojjdp.ncjrs.org/facts/ezaccess.html#UCR>.

UNIVERSITY RESEARCH AND DATA CENTERS

Missouri State Census Data Center

Mailing Address: Office of Social and Economic Data Analysis, University of Missouri System, 602 Clark, Hall, Columbia, MO 65211-4260

Phone: (573) 882-7396

Website: <http://www.oseda.missouri.edu/mscdc/profiles/xtabs3.mainmenu.html>

Generates reports on population, race/ethnicity, age, household characteristics, income, education levels, poverty levels, occupations, housing values for states, counties, cities and towns (of any size), metropolitan areas, census tracts, and zip codes.

Texas Real Estate Center

Address: 2115 TAMU, College Station, TX 77843-2115

Phone: (979) 845-2031

Website: <http://recenter.tamu.edu/>

Information on home sales, prices and building permits at county and metropolitan levels. Look under "Data" section on left sidebar to access statistics.

Texas State Data Center

Mailing Address: Dept of Rural Sociology, Texas A&M University, 2125 TAMU, College Station, TX 77843-2125

Phone: (979) 845-5115 **Fax:** (979) 862-3061

Website: <http://txsdc.tamu.edu/>

<http://txsdc.tamu.edu/tpepp>

The Texas Population Estimates and Projections Center provides population estimates and projections for places and counties with age, sex and race/ethnicity detail.

<http://txsdc.tamu.edu/txchal.html>

This report from the Center for Demographic and Socio-economic Research and Education examines the implications of population, household and related socioeconomic change for specific services and service costs (such as workforce training, educational services, criminal justice services for both juveniles and adults, and human services including Aid to Families with Dependent Children, Food Stamps and Medicaid).

<http://txsdc.tamu.edu/dmrs.html>

Provides a listing of data, maps, reports, and services available from the Texas State Data Center.

University of Virginia Geospatial and Statistical Data Center

Address: Geostat Center, Alderman Library, P.O. Box 400129, Charlottesville, VA 22904-4129

Phone: (804) 982-2630 **Fax:** (804) 924-1431

Website: <http://fisher.lib.virginia.edu/crime>

County level searchable database of Uniform Crime Reports (for juveniles and adults); latest information is 1997.

Tool: Resources Online

The following list of resources online has been developed to help you identify your local programs and services. The list is divided as follows:

Publications

A good place to start is with the Texas Attorney General's Youth Resource Manual. Published annually, it lists services for youths and their families that are available in every county. Another annual publication is the Crime Victims Providers Database, which is also available through the Attorney General's website.

Texas State Agency Online Databases

Many Texas State Agencies have online databases of programs and services information that you can search by county.

Texas State Agency Resource Lists

Though not searchable by county and/or city, many resource lists are available online for specific state programs and services.

Other Resources Online

The Texas Information and Referral's database and regional and/or local United Way websites can provide you with additional information about your community resources.

PUBLICATIONS

Texas Attorney General

Youth Resource Manual. This comprehensive list, published annually, provides county level contact information for programs and services for youths and their families. Available online at http://www.oag.state.tx.us/AG_Publications/pdfs/98youth.pdf.

Crime Victims Providers Database. Also published annually, this database list contains contact information for agencies who have participated in the Crime Victim's Institute's research and evaluation studies. Available online at: http://www.oag.state.tx.us/AG_Publications/pdfs/providers1.pdf and http://www.oag.state.tx.us/AG_Publications/pdfs/providers2.pdf.

Texas Juvenile Probation Commission

Delinquency Prevention in Texas: A Compendium of Youth Services. Second Edition, 1997. This guidebook gives detailed information about a mix of both traditional delinquency programs and creative and innovative programs from the 165 Juvenile Probation Departments across Texas. At the end of the guidebook the programs are sorted by county for easy reference. The publication is available at <http://www.tjpc.state.tx.us/publications/reports/Compendium%20of%20Services%201997.pdf>.

TEXAS STATE AGENCY DATABASES

Texas Commission on Alcohol and Drug Abuse. Search for licensed facilities by city, or find the council on alcohol and drug abuse in your area. The database is available at <http://www.tcada.state.tx.us/findingtreatment/>.

Texas Department of Protective and Regulatory Services Search for programs and services available in your county at

http://www.tdprs.state.tx.us/Prevention_&_Early_Intervention/Programs_Available_In_Your_County/. Search child care facilities by zip code at http://www.tdprs.state.tx.us/Child_Care/Search_Texas_Child_Care_by_Zip_Code/.

Texas Education Agency. Find contact information for any public school in Texas at <http://AskTED.tea.state.tx.us>.

Texas Health and Human Services Commission. Search for information on 217 health and human service state agency programs in Texas at <http://www.hhsc.state.tx.us/TIRN/refguide.htm>.

Texas Workforce Commission. Access information on unemployment rates, current employment estimates, and other economic indicators at the state, county and metropolitan level at <http://www.twc.state.tx.us/lmi/lfs/lfs/home.html>.

TEXAS STATE AGENCY RESOURCE LISTS

Texas Department of Health. Locate detailed information for many regional departments. Region 1, 5, 6, 7, 8, 9, 10, and 11 include information on available programs and services in their areas. Find this information at <http://www.tdh.state.tx.us/brlho/regions.htm>.

Texas Department of Housing and Community Affairs. Though the information is not provided at the county level, basic information and contacts are available for four statewide housing programs: HOME (Home Investment Partnerships Program), Housing Trust Fund, Low Income Housing Tax Credits (LIHTC), and Section 8 Housing Assistance Program. This is available at <http://www.tdhca.state.tx.us/hp.htm>.

Texas Department of Human Services. The Texas Violence Shelters List is available at <http://www.dhs.state.tx.us/programs/familyviolence/shelters.html>.

The Office of Immigration and Refugee Affairs Local Program List is available at <http://www.dhs.state.tx.us/programs/refugee/OIRACContractorInfo.html>.

Texas Department of Mental Health and Mental Retardation. A list of "Frequently Asked Questions" about Texas MHMR is available at: <http://www.mhmr.state.tx.us/CentralOffice/PublicInformationOffice/FaqsMAIN.html>.

OTHER RESOURCES ONLINE

Finding Help In Texas Directory of Information and Referral Providers (a service of Texas Health and Human Services). Search this database by county for community resources at <http://www.hhsc.state.tx.us/TIRN/findhelp.htm>.

United Way. Many local United Way organizations have web sites with extensive lists of community resources. Find your nearest United Way at <http://www.unitedway.com/local.cfm?id=browsecities&zip=00000&abbr=TX>.