



**Supreme Court of Texas
Permanent Judicial Commission for
Children, Youth and Families**

**REPORT TO THE COMMISSION
August 21, 2009**



**201 W. 14th Street
Austin, Texas 78701**

**Supreme Court of Texas
Permanent Judicial Commission for Children, Youth and Families
Report for August 21, 2009 Meeting**

MINUTES– January 16, 2009 meeting (adoption pending) ([view minutes](#))
April 3, 2009 Commission Report ([view report](#)).

COMMISSION MEMBERSHIP CHANGES ([view Commissioner biographies](#))
Reported in April 3, 2009 Report: Per Supreme Court Order, the Assistant Commissioner of Child Protective Services is a standing member of the Commission. Audrey Deckinga was named the new Assistant Commissioner for CPS, effective March 1, 2009.

COLLABORATIVE COUNCIL MEMBERSHIP CHANGES

The Executive Committee of the Commission added to the Collaborative Council Judy Powell and Johana Scot, founders of the Parent Guidance Center. The Parent Guidance Center’s mission is to equip the parents of children who have been removed from their homes by CPS with the necessary tools to become successful families by providing guidance with dignity, support services, education, and resource coordination in Texas and beyond, to promote family reunification, and to provide preventative help to families at risk for abuse and neglect.

Staff has proposed adding three new members to the Collaborative Council effective November 13, 2009, and will bring forward collaborative council membership changes at that time.

New members for 2009 – 2010:

Leslie Hill, Legal Representation / Child Advocacy

Stephanie Ledesma, Legal Representation for Parents / Parent Advocacy

Kenneth Thompson, Fatherhood Initiatives

COMMITTEE MEMBERSHIP CHANGES

Judge DuBose added Tracy Harting, an attorney with the Travis County Office of Parent Representation, and Cathy Cockerham, with Texas CASA, to the training committee.

COLLABORATIVE COUNCIL RETREAT

Commission staff held a collaborative council retreat on July 24, 2009 ([view report](#))

COMMITTEE ACTIVITIES / REPORTS

Basic CIP Grant Application to ACF ([view application](#))

Basic Grant Applications to Commission for 2010 funding ([view project summaries](#))

Basic Grant Committee Report ([view report](#))

Staff-directed initiatives

Bench Book – The Bench Book Committee met on June 4, 2009. LexisNexis representatives made a presentation regarding features available for purchase for the Bench Book, including search functions that return dynamically indexed information. Committee members agreed that at most, the online Bench Book only should search the Texas Family Code and Texas case law. As the Texas Center for the Judiciary (TCJ) already hosts two only Bench Books on its website, it should also host this CPS Bench Book. The committee also agreed that judges should be able to log into the TCJ website and pass through to Lexis whenever access to a case or statute is selected, rather than having to enter multiple logon IDs and passwords.

The Committee met again on July 14, 2009. Discussions included changing topic names, adding checklists to certain addendum topics such as disproportionality, fatherhood, education and others as they become available, and creating a one-page printable “checklist” with check boxes and one sentence explanations, which would be shorter than the pre-hearing and hearing checklists so judges may print them out and take them to the bench rather than looking through the longer checklists online.

The next meeting is scheduled for 8/20/09 at 6:00 p.m. in Austin.

Estimated Cost

TCJ	Project Manager – TCJ to load the BB onto website, establish user ids (2 weeks or 80 hours)	\$3,000
BB Updates	New information added Legislative Updates (this work will be done by Commission interns, directed by Commission staff)	\$0.00
Lexis	Up to 200 users per year @ 100.00 per user	\$20,000
	Custom User Interface – OTC	\$5,000
	Hourly charge to load all citations (time-based at 10 hours @ 200.00 per hour)	\$2,000
Total Launch	Launch BB in January 2010 (year 1)	\$30,000
Lexis	Ongoing (year two and beyond)	\$20,000
TCJ / Commission	Maintain BB on website, maintain user ids / passwords	\$3,000
Total Ongoing	Annual maintenance	\$23,000

Appleseed PMC Project – Appleseed will provide a written and/or verbal report at the Commission meeting.

TYC/CPS Project – The workgroup suspended meetings until the 81st Texas Legislative Session ended and the group has not met again to date. Travis County assembled a group to apply for the Breakthrough Series Collaborative Training and

Certification through the Center for Juvenile Justice Reform, but the program was cancelled due to lack of funding. The Center for Juvenile Justice Reform (CJJR) also sponsored a one-day symposium on April 23, 2009, that focused on juvenile justice and child welfare policy development. State leaders heard from policy directors, judges, and advocates as they discussed the challenges youth face as they transition out of the child welfare and/or juvenile justice systems into adulthood and solutions being implemented around the country to address these challenges. Click [here](#) to read a complete set of notes from the CJJR Symposium held on April 23, 2009 ([view report](#)).

One highlighted project from the symposium:

Benchmark Permanency Hearings from Cook County Illinois

Goals: to use every federal, state, and local programs to establish emancipation plans for each youth that is tailored to the youth's specific needs; to give youth a voice as active participants in their emancipation plan; to ensure youth are educated and closer to independence once emancipated; to help youth establish a relationship with one responsible adult. The youth attends each hearing, signs a contract, and prepares a folder containing important documents such as birth certificate, social security card, etc. The hearings are held in the courtroom conference room around a conference table. The judge wears a judicial robe but does not sit on the bench. Resource materials are available and provided to the youth. The multidisciplinary team includes the Youth, Judge, GAL/AAL, Caseworker, Therapist, CASA, Prosecutor, Court Coordinator, Dept Legal Liaison, School District Representative, Youth's support system (mentor, family member, paramour, coach), and Law Enforcement. The hearings may also include acknowledgment of achievements, include graduation gifts, tickets or access to cultural/sporting events, birthday celebrations, and even baby showers

Additional activities:

At the committee's last meeting in January 2009, the committee discussed a project that would focus on legal representation of kids in long term care and placed in TYC facilities. As a result, Advocacy Inc., applied for a grant from the ReesJones Foundation for a three year project to provide attorney ad litem representation to all youth who have disabilities, are in long-term foster care, and placed in either TYC or State Schools. In the cases where an appointed attorney at litem is unfamiliar with the full range of disability issues, Advocacy, Inc. will seek appointment as co-attorney at litem. As proposed, the project will employ two full time staff attorneys -- one focused on youth in the TYC System and one focused on youth placed in one of the state schools. The attorneys will travel two days a week, visiting youth they represent in each facility at least once per month. During the course of the project, the attorneys will meet with the youth, review medical records, speak to doctors and institutional staff, and provide zealous advocacy in the Family Court System through representation at placement review hearings, which are held at least every six months. Currently, youth, especially institutionalized youth, do not get to participate in these hearings even though it may be the only way in which the court finds out about the youth's care. In this project, Advocacy, Inc. will take advantage of TYC's newly installed video conferencing equipment to participate in placement review hearings remotely unless the hearing is contested. The Advocacy, Inc. lawyer and the youth being represented will be together in the TYC facility's video conferencing room, allowing the youth the opportunity to receive counsel from his attorney and to participate in the hearing about their needs and future.

This effort will also be supported by the Commission's video technology conferencing workgroup, which is working to provide most, and eventually all, judges hearing CPS cases with the technology to hold video conferences in various locations, including CASA and CAC offices, throughout the state.

This project was discussed with the Basic Committee, which recommended using \$50,000 of CIP funds for the project. Partial funding from CIP will help ensure Commission involvement in the project and the ability to gain evaluation data regarding improved outcomes as a result of the focused representation.

Round Table Series: In 2009, the Children's Commission began holding round tables to discuss issues pertinent to the Texas child protection system. The new Round Table Series aims to bring together subject matter experts, judicial and executive branch leaders, and key policy-makers to discuss these issues. The goal is to advance ideas that result in sound executive agency policy, carefully planned legislation, and improved judicial handling of child protection cases. The first Round Table, held in February 2009, brought together state child protection leaders to discuss a recent 5th Circuit case regarding child protective services investigations. The second Round Table, held in June 2009, brought together judges, attorneys, mediators, CASA, child welfare agency representatives, and prosecutors to discuss Child Protective Services (CPS) mediations. A third Round Table will be held in October 2009 to discuss the use of data by the judiciary to help inform judicial practices and to identify problem areas. New tools available to judges include Fostering Court improvement data, and a Texas-specific data query that DFPS can pull at a judge's request.

Summit III – Staff continues to work with the National Center for State Courts, the National Council of Juvenile and Family Court Judges, Casey Family Programs, the National Association of Public Child Welfare Administrators, and the Conference of State Court Administrators to plan the 3rd National Judicial Leadership Summit on the Protection of Children, set for October 15-17, 2009 in Austin. The Summit's theme, "Many Things We Need Can Wait – A Child Cannot, His Name is Today," is based on poem published in 1924 by Gabriela Mistral, an elementary school educator and Nobel Prize winner for literature in 1945. The Summit will include workshops and peer exchange events on:

- ☉ Engaging Youth In and Out of Court
- ☉ Educational Outcomes – Blueprint For Change (toolkit)
- ☉ Crossover Youth / Dually Managed Youth
- ☉ Disproportionality in Foster Care
- ☉ Legal Representation for Children and Parents
- ☉ Transition to Adulthood: Permanency For Older Youth
- ☉ Fostering Connections to Success Act
- ☉ Collaborating for Kids: Child Welfare / Courts / Education
- ☉ Engaging Relatives to Care for Youth
- ☉ Performance Measures for Courts
- ☉ Data Exchange

The Joint Committee on Courts, Children, and Families of the Conference of Chief Justices and the Conference of State Court Administrators strongly endorses Summit III. The President of the National Council of Juvenile and Family Court Judges

expressed that organization's willingness to again partner in the effort. As in the first two Summits, each state's Chief Justice will be invited and strongly encouraged to attend with a state team, which includes the State Court Administrator, the state official responsible for overseeing the provision of services to neglected and abused children, the state official responsible for education in the state, and a trial judge. The two-day program will include individual and panel presentations, sets of small group workshops, and opportunities for the state teams to meet and update the action plans prepared in the previous summits in Minneapolis and New York.

The Basic Committee recommends using \$50,000 of Texas CIP funds for some of the costs of hosting the cost of hosting the Summit. This recommendation awaits Commission approval.

Child and Family Services Review – Commission staff is working with DFPS on the Program Improvement Plan (PIP), focusing primarily on addressing permanency outcomes for children in the long-term conservatorship of the state. The Executive Director is a member of the CPS PIP team. Proposed PIP strategies include the use of Commission Round Tables which are responsive to permanency outcomes strategies, including mediation (held in June 2009), PMC without termination of parental rights (TPR), and providing appropriate notice to parties for the opportunity to be heard (to be scheduled in 2010).

Additionally, CASA is initiating PMC pilots in three counties.

Disproportionality – Commission staff continues to work with DFPS on disproportionality initiatives and attended the third meeting of the Statewide Task Force on Disproportionality on June 24, 2009. The group updated on the Commission's efforts to integrate disproportionality training into judicial education curriculum funded by CIP dollars. A program called Courts Catalyzing Change (CCC): Achieving Equity and Fairness in Foster Care, was launched in 2008 by Casey Family Programs, the Office of Juvenile Justice and Delinquency Prevention, and the National Council of Juvenile and Family Court Judges Permanency Planning Division. The NCJFCJ Permanency Planning Division is developing a bench card for judges and the bench card will be incorporated into the Commission's CPS Judges Bench Book. A Judicial Conference on Disproportionality will be held in Austin on May 10 and 11, 2010.

Legal Representation Study – Although the legal representation study will be a joint project of the Basic and the Technology Committees of the Commission, as the funding will be provided through the CIP Technology grant, a description of the project is located below in the Technology Committee update.

Training CIP Grant Application to ACF ([view application](#))

Training Grant Applications to Commission for FY2010 Funding ([view project summaries](#))

Training Committee Report ([view report](#))

Staff directed initiatives

Attorney Training:

NACC Training – Through CIP funding and with the support of the Commission, in 2009 the National Association of Counsel for Children (NACC) will conduct 14 one-day trainings around Texas for attorneys representing children, parents, and DFPS in CPS cases. The training covers state and federal statutory material, case law, and best practices for representation in these complex cases in an effort to improve the quality of legal representation of children in child abuse and neglect cases and benefit the families involved with our child welfare system. The NACC is using national experts as well as experienced local attorneys to provide the training. So far, approximately 400 people have registered for the trainings.

The remaining training dates are:

Texarkana	September 18
Longview	October 2
Waco	October 20
Fort Worth	October 22
Dallas	November 6
Harlingen	December 2
Corpus Christi	December 4

Attorney Scholarships – The Training Committee set aside funding for attorney scholarships to send Texas attorneys who represent parents in CPS cases to the Parent’s Attorney Conference sponsored by the American Bar Association Center on Children and the Law held in May. The committee originally considered using the \$25,000 to provide approximately 15 scholarships on a first-come-first-served basis with some discretion to geographic and regional balance. However, the Commission received over 30 scholarship applications by the deadline of March 31, 2009. The Executive Director sought additional funding through the Executive Committee to accommodate all applicants. Approximately 30 attorneys attended the training and reported they learned a great deal about best practices. Many of the attorneys expressed gratitude for the opportunity to attend specialized training for parents’ attorneys and interest in attending future conferences.

Mediation Round Table – Committee members and mediation experts formed a workgroup to plan the round table on CPS mediation held in June. Commission staff organized the planning committee in February 2009 and the first conference call was held in March. There were 2 to 3 additional conference calls to discuss the round table date, location, agenda, and participants. The planning committee strived to invite participants from jurisdictions across Texas, with an eye to geographic location and population size.

Additionally, two surveys were posted and completed – one by staff of DFPS and one by attorneys who represent children, parents, or DFPS in CPS mediations. The results of these surveys, plus one answered by numerous CASA programs in Texas, were provided

to Cynthia Bryant, Clinical Professor at the University of Texas School of Law, to assist in her study of CPS mediations.

Invitations were sent to approximately 35-40 judges, mediators, attorneys, and CASA and DFPS staff. Approximately 30 invitees responded in the affirmative.

Attendees at the round table included:

Deedra Baker	Texas CASA
Mark Briggs	Attorney/Mediator, El Paso County
C.J. Broussard-White	DFPS Regional Attorney, Regions 4, 5, and 6
Cynthia Bryant	Clinical Professor, Mediation Clinic, UT School of Law
Judge Sylvia Chavez	Child Protection Court of the Permian Basin
Simi Denson	DFPS Attorney
Debra Emerson	DFPS
Ann Forman	Travis County D.A.'s Office
Mike Kopp	Mediator, McLennan County
Michelle Latray	Attorney, Limestone and Freestone counties
Tracy Leissner	Mediator, Harris and surrounding counties
Kim Martinez	CASA of Navarro County
Trista Miller	DFPS Youth Specialist
Malcolm Miranda	Collin County D.A.'s Office
Austin O'Toole	Attorney/Mediator, Harris and Galveston counties
Beth Page	DFPS Attorney
Pam Parker	DFPS Attorney
Judge Michael Schneider	District Judge, Harris County
Susan Schultz	Center for Public Policy Dispute Resolution, UT School of Law
Judge Cheryl Shannon	District Judge, Dallas County
Mark Sims	Attorney/Mediator, Travis and Williamson Counties
Judge John Specia	District Judge (ret.), Bexar County
Leslie Strauch	Clinical Professor, Children's Rights Clinic, UT School of Law
Margaret Tenorio	CASA, Bexar County
Judge Larry Thorne	District Judge, Jefferson County

The round table occurred on Friday, June 12, 2009 from 9:00 a.m. to 4:15 p.m. at the University of Texas School of Law in Austin, Texas. Over the course of the round table, Cynthia Bryant gave an overview of existing CPS mediation practices in Texas, attendees discussed local practices, Susan Schultz presented suggested guiding principles for the future of child protection mediation in Texas, and the participants gave feedback regarding these principles.

The suggested guiding principles for the future of child protection mediation in Texas include:

- 1. Establish the expectation that judges will refer appropriate child protection cases to mediation.**
- 2. Assure consistency and quality in the delivery of mediation services.**

- a. Collect consistent, relevant data about court-ordered child protection mediation.
3. Assure reliable consistent mediation services and secure stable funding.
4. Provide to mediators training focused on the unique characteristics of child protection cases.
5. Provide to lawyers, CASAs, and DFPS staff training focused on effective participation in the mediation process.

Commission staff is preparing minutes from the round table and may approach the commission in the future regarding possible projects, including development of suggested practices for CPS mediation and topics for judicial and attorney training.

Child Welfare Law Conference – Commission staff is working with the NACC to bring its annual child welfare law conference to Texas in 2010. The annual NACC conference offers nationally known expert speakers on multi-disciplinary topics related to legal representation in child abuse and neglect cases. There will be a significant number of scholarships available for Texas attorneys to cover the conference registration fees. Attendees will be responsible for their travel expenses. The Commission is committing \$100,000 to sponsor the conference. Two training committee members will serve on the advisory board for the 2010 conference.

Judicial Training:

Beyond the Bench - The Texas Center for the Judiciary will hold two Beyond the Bench conferences in 2009. The first was held in May 2009 and included teams from Midland, El Paso, Lubbock, Amarillo, and Wichita Falls. The second Beyond the Bench will be held in September 2009 and will include teams from Corpus Christi and the Rio Grande Valley. This annual training brings together a comprehensive list of stakeholders in the child-protection system from a particular region for a two-day cross-disciplinary training that includes open communication and collaboration, brainstorming, and problem solving as well as discussion of best practices. Stakeholders who participate include judges, prosecutors, CASA, CPS, foster parents, educators, mental health/substance abuse professionals, public health professionals, law enforcement, the Texas Workforce Commission, educators, former foster youth, and parents formerly involved with CPS. In 2010, a Beyond the Bench Conference will be held in Harris County.

CPS Judges Conference - This annual conference is designed specifically for judges who hear child-protection cases and focuses on best practices and cross-disciplinary issues. This conference was held in June 2009 and included speakers on disproportionality and a panel from the child welfare agency, which included the DFPS Commissioner, Deputy Commissioner, and Assistant Commissioner for CPS, and General Counsel. The next CPS Judges Conference will be held in 2010.

Associate Judges Conference - This annual conference is for Texas associate judges who hear the bulk of child-welfare cases and includes IV-D judges. The conference

provides education to equip associate judges to better handle their difficult caseloads. The associate judge conference was held in July 2009 and was attended by approximately 60 judges. The next Associate Judges Conference will be held in 2010.

National Conferences - The training grant makes funding available for judges who hear child-protection cases to attend trainings sponsored by national groups such as the annual conference of the National Council of Juvenile and Family Court Judges (NCJFCJ) and the Child Abuse and Neglect Institute of the NCJFCJ. In 2009, over 100 scholarships will be awarded to attend national conferences.

Child Protection Court (CPC) Annual Update - Although Texas' child protection courts (formerly known as Cluster Courts) are now state-funded, CIP Training grant funds are available to provide training, equipment, supplies and technical assistance as needed. It also partially funds an annual two-day workshop for CPC judges to cover current multi-disciplinary topics. The next CPC Annual Update will be held in October 2009.

Child Welfare Law Certification - In May 2009, the Texas Board of Legal Specialization approved the application of the NACC to offer child welfare law certification to qualifying Texas attorneys. The staff of the Children's Commission will coordinate with the NACC in the scheduling and planning of the examination, which is expected to be held in 2010 and/or 2011. During 2009 and with support from Training Grant funds, NACC will offer free "Red Book" training in Dallas, Austin, and Houston to Texas attorneys who are interested in qualifying for this certification. In FY 2010, the Commission may use training grant funds to offer scholarships to judges and attorneys to offset some of the certification application and examination fees. The NACC created a Texas advisory board to assist in the certification process.

Technology CIP Grant Application to ACF ([view application](#))

Technology Grant Applications to Commission ([view project summaries](#))

Technology Committee report ([view report](#))

Staff directed initiatives

A Round Table titled "Using CPS data in Texas Child Protection Courts"— The third in the Commission's Round Table Series is scheduled for October 21, 2009. This round table will help identify how agency and court data can be used to remove permanency barriers.

Legal Representation Study – Since the report in April, Commission staff revisited the option of issuing a Request for Proposal for the Legal Representation Study and decided to seek permission from the Supreme Court to hire a project manager / attorney to handle the study in-house. The Supreme Court approved hiring a Project Manager and staff developed the following project plan and budget:

Legal Representation Study Plan

Adequate legal representation is essential to ensure the protection of rights that have constitutional dimension. For families to receive satisfactory legal representation, attorneys who represent children and parents need sufficient training and fair compensation. Making sure that families have quality representation is one of the top goals for the Permanent Judicial Commission for Children, Youth and Families (the Commission) in 2009 and 2010. Investing more in legal representation up-front may ultimately cost counties less because better representation produces better outcomes and allows cases to be resolved in a timelier manner. In 2008, the Commission approved a study to evaluate several aspects of child and family legal representation, including the impact that quality representation has on timing, outcomes, and due process in child abuse and neglect cases.

What the study will examine:

- longitudinal data for a three year period (calendar year 2005-2008) coupled with a qualitative analysis based on interviews with judges and other stakeholders regarding several elements affecting quality representation, including different appointment models used by the counties such as appointment by a judge according to local custom or rule, a children's law office model that uses a managing attorney with associate attorneys and support staff, individual contracts executed by counties or local jurisdictions with individual attorneys or law firms, public defender models, and state or county-run offices of child or parent representatives.
- the method of appointment (rotation, random, by specialization, open or closed lists); timeliness (at what point in the case an attorney is appointed for both children and parents); and duration of appointment employed by each county surveyed (how long does each type of attorney appointed remain on a parent case and a child case).
- Local practices regarding qualifications required of attorneys, including training or other requirements used in counties by judges making the appointments.
- Local practices regarding training, including how many hours of training are required, whether the jurisdiction has training and/or requirement tracking systems, and how often training occurs, and recommendations about whether training should be mandatory, how often it should occur, and what type of training is necessary, which may necessitate changes to the Texas Family Code.
- Use of the dual role attorney ad litem and the impact on children/cases.
- Any methods used to evaluate the quality of the representation provided.
- Compensation, including whether fees are paid hourly, flat fee per hearing or per case, different fees paid for in-court versus out-of-court work, whether payment is or should be stratified (for example: more experienced attorneys receiving higher compensation).
- The total amount each county spends annually on court appointments in child protective services cases broken down by child and parent representation.

Oversight

The study will be overseen by a Commission Legal Representation Study (LRS) workgroup comprised of national, state, and local stakeholders. This group will

monitor the design, data collection, data analysis, and report writing to ensure sound science and logic were used in developing the study.

Who will be interviewed?

- Judges who hear child protection cases,
- Attorneys who represent children and parents,
- County and district prosecutors & DFPS Regional Attorneys
- CASA, DFPS caseworkers, parents, and foster youth.
- Other stakeholders as deemed appropriate.

Work Plan:

- Stage 1 – Hire Project Manager/Attorney (PMA) (completed by August 10, 2009)

The Project Manager/Attorney will possess knowledge of legal principles, practices and proceedings, the Texas Family Code, the Texas judicial system and court structure, and knowledge of local, state, and federal laws and regulations relevant to child welfare/child protection. The PMA will also possess advanced skills in research, writing, and analysis. Also, the PMA will demonstrate the ability to exercise sound judgment in making critical decisions; to analyze complex information and develop plans to address identified issues; to demonstrate negotiation and facilitation skills; to prepare reports; to communicate effectively; and to plan, assign, and/or supervise the work of others, including interns and 3rd party contractors.

- Stage 2 – Design a Research Model / Conduct Interviews (begin no later than October 1, 2009, and conclude no later than April 30, 2010).

A qualitative survey tool aimed at gather information articulated in section 1.2 will be developed by the PMA, with oversight by the Commission staff and vetted by the LRS workgroup. A second component of the survey tool will focus on best practices for advocacy on behalf of children and parents.

Interview subjects will be identified and contacted regarding participation. Minimally, one judge from each of Texas' ten most populous counties, and at least ten child protection court judges will be interviewed using the tools developed. In addition, at least one court administrator, county auditor or county employee with responsibility/oversight of the court appointment process, including payment, will be interviewed. At least one practicing child attorney and one practicing parent attorney, and a CASA Executive Director or Supervisor for the jurisdiction will be interviewed. The PMA will work with the Department of Family and Protective Services (DFPS) to gain access to foster family and foster youth subjects for interviews.

Concurrent with developing a survey tool, the PMA will work in partnership with Texas A&M Public Policy Research Institute (PPRI) to gather county/local quantitative data relevant to the project. The PMA and PPRI will identify which elements of the qualitative data sought have corresponding quantitative data

elements and initiate data collection or solicitation from the targeted counties or courts. PMA/PPRI will coordinate methods needed to begin the data collection or solicit the information to locate potential sources of data through surveys, direct contact, mailings, and coordination with other state and local entities. The PMA and PPRI staff will conduct or coordinate the interviews with stakeholders and individuals possessing data about processes. The PMA will also conduct or coordinate the review of cases to ascertain data veracity when necessary. The research will include gathering information from around the United States about other representation models currently used and a literature review of studies or reports issued regarding these models.

- Stage 3 – Interview responses and data collection compiled (completed by April 30, 2010)
- Stage 4 – Preliminary Report (Completed by May 31, 2009)

A preliminary report will be issued May 31, 2010, for review by the advisory committee. Points of clarification will be made in data or surveys as necessary and anomalous data and findings will be resolved.

- Stage 5 – Final Report (Completed by August 31, 2010)

The final report will be constructed by the PMA, reviewed and edited by Commission staff and submitted to the LRS workgroup for final review by August 1, 2010. A final report with recommendations will be submitted to the Children’s Commission and the Legislature no later than October 31, 2010.

Timeline

08/10/09	Hire attorney/project manager	
08/10/09	Joe & Teresa Long Intern starts (internship ends 11/10/09 (total of 400 work hours)	
10/01/09	Qualitative survey tool drafted	
10/01/09	Advocacy/best practices survey tool drafted	
10/01/09	Quantitative data identified	
11/01/09	Survey tools reviewed and approved by the LRS advisory committee	
11/01/09 – 05/01/10	Surveys/interviews conducted and data analyzed (ongoing throughout study period)	
06/01/10	Preliminary report due	
08/31/10	Final report due to Commission	
10/31/10	Recommendations due to Legislature	

Estimated Cost

Salary (up to 14 months at 4500.00 to 5600.00 per month)	Project Manager –Attorney III Temporary Position. Responsible for design, coordination, implementation, and management of project.	\$63,000 to \$78,400
Fringe (12 months)	27% estimate state fringe rate	\$17,010 to 21,168
PMA Travel	Estimated 20 trips. Average \$300 per trip.	\$6,000
Workgroup Travel	2 in-person meetings at \$1,000.00 per person plus conference / facility fees	\$22,000
Supplies	on existing CIP budget	3,000
Equipment	on existing CIP budget	2,000
Contract	Interagency contract with Public Policy Research Institute, Texas A&M, to provide expertise, data cleaning, mapping, and analysis.	\$75,000
Estimated Total		\$207,568

Legislative Report ([view report](#))

BUDGET

Basic Projects Budget ([view budget](#))

Technology Budget ([view budget](#))

Training Budget ([view budget](#))