

Agency Strategic Plan

For the Fiscal Years 2011-2015

by the

Texas Department of Criminal Justice



Texas Board of Criminal Justice

<i>Mr. Oliver J. Bell, Chairman</i>	<i>Term Expires 2/2015</i>	<i>Austin</i>
<i>Mr. Tom Mechler, Vice Chairman</i>	<i>Term Expires 2/2011</i>	<i>Amarillo</i>
<i>Mr. Leopoldo "Leo" Vasquez III, Secretary</i>	<i>Term Expires 2/2011</i>	<i>Houston</i>
<i>Mr. John "Eric" Gambrell, Member</i>	<i>Term Expires 2/2013</i>	<i>Dallas</i>
<i>Ms. Carmen Villanueva-Hiles, Member</i>	<i>Term Expires 2/2015</i>	<i>Mission</i>
<i>Pastor Charles Lewis Jackson, Member</i>	<i>Term Expires 2/2011</i>	<i>Houston</i>
<i>Ms. Janice Harris Lord, Member</i>	<i>Term Expires 2/2015</i>	<i>Arlington</i>
<i>Mr. R. Terrell McCombs, Member</i>	<i>Term Expires 2/2013</i>	<i>San Antonio</i>
<i>Mr. J. David Nelson, Member</i>	<i>Term Expires 2/2013</i>	<i>Lubbock</i>

July 1, 2010

INTRODUCTION

As defined in the Agency Strategic Plan Instructions for Fiscal Years 2011-15 issued jointly by the Governor's Office of Budget, Planning and Policy (GOBPP) and the Legislative Budget Board (LBB), the following provides a brief narrative to the strategic planning process for state agencies:

"In 1991, Texas initiated a comprehensive process of strategic planning for all state agencies within the executive branch of government. House Bill 2009, Seventy-second Legislature, Regular Session, 1991, authorized the process. This legislation established the requirements and time frame under which Texas completed its first planning cycle.

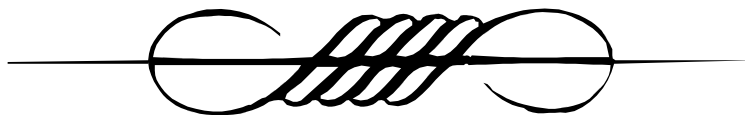
House Bill 2009 was subsequently codified as Chapter 2056 of the Texas Government Code.

In 1993, the Legislature amended Chapter 2056 of the Texas Government Code to consolidate certain planning requirements and to change the required planning horizon from six years to five years (i.e., the second year of the current biennium and the next two biennia). Agencies must complete and submit plans every two years.

An agency's strategic plan is a formal document that communicates its goals, directions, and outcomes to various audiences, including the Governor and the Legislature, client and constituency groups, the public, and the agency's employees.

An agency's strategic plan is often used as a starting point for developing the agency's budget structure."

The Texas Department of Criminal Justice (TDCJ) Strategic Plan discusses goals and strategies to be accomplished in the next five years beginning with Fiscal Year 2011. Agency division directors and other key staff members provided valuable input during the preparatory phase of this Plan. *Appendix A* speaks to the agency's planning process.



Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

TABLE OF CONTENTS

Vision, Mission, and Philosophy for Texas State Government	1
Relevant Statewide Goals and Benchmarks.....	2
Texas Department of Criminal Justice Mission and Philosophy	2
External/Internal Assessment	
<i>The External/Internal Assessment is an evaluation of key factors that influence our success in achieving the mission and goals of the Texas Department of Criminal Justice.</i>	
Overview of Agency Scope and Functions	
Statutory Basis.....	3
Historical Perspective.....	3
Key Service Populations.....	8
Public Perception	10
Organizational Aspects	
Workforce.....	13
Organizational Structure.....	14
Geographical Location	19
Human Resource Initiatives	22
Historically Underutilized Business Program	23
Future Organizational Trends.....	24
Fiscal Aspects	29
Demographics	
Historical Characteristics.....	33
Current Characteristics	36
Future Trends.....	37
Technological Developments	38
Impact of Federal Statutes/Regulations	38
Economic Variables.....	39
Significant Criminal Justice Legislation – 81 st Regular Legislative Session	39
Self-Evaluation and Opportunities for Improvement	44
2010-11 Biennium Goals, Objectives and Outcome Measures –	
Strategies and Output, Efficiency, Explanatory Measures	47
Technology Assessment Summary	53
Technology Initiative Alignment.....	59
Appendices	
A. Strategic Planning Process.....	A-1
B. Current Organizational Chart	B-1
C. Five-Year Projections for Outcomes	C-1
D. List of Measure Definitions.....	D-1
E. Workforce Plan.....	E-1
F. Survey of Employee Engagement Results	F-1
G. Workforce Development System Strategic Plan.....	G-1

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Vision for Texas State Government

As we begin this next round in our strategic planning process, we must critically reexamine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must set clear priorities that will help maintain our position as a national leader now and in the future by:

- ☆ Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;
- ☆ Investing in critical water, energy and transportation infrastructure needs to meet the demands of our rapidly growing state;
- ☆ Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;
- ☆ Defending Texans by safeguarding our neighborhoods and protecting our international border; and
- ☆ Increasing transparency and efficiency at all levels of government to guard against waste, fraud and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

I am confident we can address the priorities of our citizens with the limited government principles and responsible governance they demand. I know you share my commitment to ensuring that this state continues to shine as a bright star for opportunity and prosperity for all Texans. I appreciate your dedication to excellence in public service and look forward to working with all of you as we continue charting a strong course for our great state.

RICK PERRY, Governor

Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the

creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

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

Philosophy of Texas State Government

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

- ☆ First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- ☆ Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- ☆ Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.
- ☆ Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- ☆ Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- ☆ State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- ☆ Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Relevant Statewide Goals and Benchmarks

Public Safety and Criminal Justice

Priority Goal: To protect Texans by preventing and reducing terrorism and crime; securing the Texas/Mexico border from all threats; achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and confining, supervising and rehabilitating offenders.

The statewide benchmarks directly applicable to the Texas Department of Criminal Justice are:

- Average rate of adult re-incarceration within three years of initial release
- Number of correctional officer and correctional staff vacancies
- Average annual incarceration cost per offender
- Percent increase in the number of faith-based prison beds
- Percent reduction in felony probation revocations
- Percent reduction in felony probation technical revocations
- Percent reduction in recidivism attributable to alternatives to incarceration
- Total number of cameras in state correctional facilities
- Number of contraband items seized through the use of correctional security equipment



Texas Department of Criminal Justice Mission

The mission of the Texas Department of Criminal Justice is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.

Texas Department of Criminal Justice Philosophy

The Texas Department of Criminal Justice will be open, ethical and accountable to our fellow citizens and work cooperatively with other public and private entities. We will foster a quality working environment free of bias and respectful of each individual. Our programs will provide a continuum of services consistent with contemporary standards to confine, supervise and treat criminal offenders in an innovative, cost effective and efficient manner.



Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Statutory Basis

- Texas Government Code, Chapter 491-509
(Texas Board of Criminal Justice, Texas Department of Criminal Justice, and its Divisions)
- Texas Government Code, Chapter 76
(Community Supervision and Corrections Departments)
- Texas Government Code, Chapter 510
(Interstate Compact for Adult Offender Supervision)

Historical Perspective

1829 - Congress of the Mexican State of Coahuila y Texas adopted resolutions to establish first Texas prison.

1849 - Prison system established in Texas and first began to house prisoners.

1913 - Probation system established.

1926 - Texas Prison Board established and given oversight authority.

1936 - Board of Pardons and Paroles created by constitutional amendment, with authority given to the governor to recommend paroles and acts of executive clemency.

1957 - The division of parole supervision established and funds appropriated to employ professional parole officers.

1977 - The legislature instituted mandatory supervision for offenders released based on good time plus calendar time calculations for all offenders, regardless of the nature of their offense. In 1987 and in subsequent years, offenders serving time for certain categories of offenses, including most violent offenses, were made ineligible for mandatory supervision release.

1980 - Judge William Wayne Justice's original *Ruiz* memorandum opinion was issued December 12th stating that Texas Department of Corrections (TDC) imposed

cruel and unusual punishment (*reversed in part in 1982*).

1982 - The United States Court of Appeals-Fifth Circuit upheld Judge Justice's finding (*Ruiz* lawsuit) that TDC imposed cruel and unusual punishment; however, the Appellate Court reversed some of the more specific remedial measures ordered by Judge Justice.

1983 - Constitution amended to remove the governor from the parole process; Board of Pardons and Paroles established as a statutory agency with authority to approve paroles, revoke paroles, and issue warrants for the arrest of offenders violating conditions of release.

1989 - The Texas Department of Criminal Justice was created by House Bill (HB) 2335, 71st Legislature, from the Department of Corrections (previously known as the Institutional Division [ID]) now the Correctional Institutions Division (CID), the supervision function from the Board of Pardons and Paroles (now the Parole Division) and the Adult Probation Commission (now the Community Justice Assistance Division [CJAD]).

1991 - During the 72nd Legislature, HB 93 established a program to confine and treat offenders with a history of substance abuse in an in-prison therapeutic community and created the concept of a substance abuse felony punishment facility. Additionally, the

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

TDCJ was given a statutory deadline of September 1, 1995, to accept all inmates from county jails within 45 days of paper-ready status.

1992 - The *Ruiz Final Judgment* consolidated all previous stipulations, agreements, and orders related to the lawsuit, and allowed the TDCJ to be governed by departmental policies and procedures.

1993 - During the 73rd Legislature, Senate Bill (SB) 532 created the State Jail Division (SJD) of the TDCJ; SB 1067 created the offense category of state jail felony and redefined the selected offenses as state jail felonies.

1995 - HB 1433, 74th Legislature, made mandatory supervision discretionary for any offender with an offense committed on or after September 1, 1996, by granting the Board of Pardons and Paroles the authority to block a scheduled mandatory supervision release based on factors such as an assessment of risk to the public. HB 2162 made numerous changes to the TDCJ statutes, including: equalizing good conduct time for offenders in transfer facilities; replacement of the county-by-county prison allocation formula with a scheduled admissions policy; replacement of the related funding formula for community corrections program funds with a two-factor formula; extending the maximum length of stay for a prison-bound inmate in a transfer facility from 12 to 24 months; elimination of authority for furloughs from the Institutional Division (now known as the Correctional Institutions Division); and clarifying the shared responsibilities of the Community Justice Assistance Division and the State Jail

Division for work and rehabilitation programs in state jails. During the summer of 1995, the TDCJ brought into the system inmates from county jails, satisfying the statutory deadline (HB 93, 1991) that by September 1, 1995, all inmates would be accepted from county jails within 45 days of paper-ready status.

1996 - In March 1996, Attorney General Dan Morales filed, on behalf of the TDCJ, a Motion to Terminate the 1992 *Ruiz Final Judgment* pursuant to Rule 60(b), Federal Rules of Civil Procedure. Congress enacted the Prison Litigation Reform Act (PLRA) in April 1996. The statute at 18 U.S.C. §3626 attempts to affect prison conditions litigation by: requiring that the district court find that the existing prospective relief “remains necessary to correct a current and ongoing violation of [a] Federal right, and that the prospective relief is narrowly drawn and the least intrusive means to correct the violation” [subsection (b)(3)]; requiring immediate termination of prospective relief such as the Final Judgment [subsection (b)(2)]; requiring a prompt ruling on motions for relief; requiring an automatic stay of prospective relief unless the district court finds that relief remains necessary to correct a current or ongoing constitutional violation [subsection (e)(2)]; and requiring automatic termination of decrees on the second anniversary of the PLRA [subsection (b)(1)]. In September 1996, the attorney general filed a Motion to Terminate pursuant to the PLRA.

1997 - During the 75th Legislature, HB 819 created the Programs and Services Division of the TDCJ (now the Rehabilitation Programs Division) to administer

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

rehabilitation and reentry programs. HB 2918 required the TDCJ Parole Division to create a Super-Intensive Supervision Program (SISP) category for violent mandatory supervision releaseses and parolees who need a very high degree of supervision, as determined by the Board of Pardons and Paroles. Under SISP, releaseses who pose a significant threat to public safety face supervision measures whose scope is "construed in the broadest possible manner consistent with constitutional constraints." SB 367 prohibited private prisons that lack a contractual relationship with a governmental body, and gave the Commission on Jail Standards legal authority to regulate the housing of out-of-state inmates in local jails. The legislature enacted significant restrictions on the location of correctional or rehabilitative facilities, providing for public notification and local veto authority, in HB 1550. In HB 2909, community supervision and parole officers were authorized to carry handguns in the discharge of their duties.

1998-1999 - The TDCJ participated in the Sunset review process. As passed by the 76th Legislature, the Sunset bill amended the agency's mission statement to include victim services; eliminated statutory restrictions on organizational structure; clarified statutory objectives of Texas Correctional Industries; and created a civil commitment process for violent sexual predators. The 76th Legislature enacted other Sunset legislation affecting the Board of Pardons and Paroles (SB 352) and the Correctional Managed Health Care Committee (SB 371). On March 1, 1999, Judge William Wayne Justice issued a 167-page opinion in the *Ruiz* litigation finding that the TDCJ violated the 8th Amendment

in three respects: excessive use of force, conditions in administrative segregation, and failure to protect vulnerable inmates. The opinion found that the system is not unconstitutional, though deficient, in the areas of health and psychiatric care. Judge Justice also ruled that the PLRA is unconstitutional, but entered an "Alternative Order" under the PLRA to be triggered in the event the 5th Circuit disagreed with the holding.

2000-2001 - The 77th Legislature enacted a procedure for convicted persons to request DNA testing (SB 3), reform of the system for appointing and compensating criminal defense counsel (SB 7), and liberalized compensation for wrongful imprisonment (SB 536). In the corrections realm, the legislature enacted a new Interstate Compact for Adult Offender Supervision (HB 2494), the "Safe Prisons Program" (SB 1, General Appropriations Act, TDCJ Rider 73), requirements for enhanced monitoring of private facilities under contract (HB 776 and SB 1, TDCJ Rider 68), and liberalized provisions for crediting time served under parole supervision (HB 1649). On March 20, 2001, the 5th Circuit panel issued a *Ruiz* decision, holding that: the PLRA is constitutional and the district court had 90 days (June 18) to follow the mandate of the PLRA, which is to make written findings that explain why provisions of the *Ruiz Final Judgment* remain necessary to address ongoing constitutional violations, that the provisions are narrowly tailored, and are the least intrusive means to address the constitutional violations. The June 18th order held that the following areas of the *Ruiz Final Judgment* are free from court oversight as of the date of the order:

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

staffing, support services inmates (building tenders), discipline, access to courts, visiting, crowding, internal monitoring and enforcement, health services and death row. On October 12, 2001, Judge William Wayne Justice issued an order detailing remedial actions in the three remaining areas and setting a target date for the end of jurisdiction on July 1, 2002. The state appealed the order but did not seek a stay pending the appeal.

2002 - In the weeks before the plaintiff's June 1, 2002, deadline to object to termination, plaintiffs' counsel engaged in extensive discussions with the TDCJ management and the Office of the Attorney General. The deadline was extended by agreement to June 10th, and on June 7th, the parties met with Judge Justice to convey plaintiffs' counsel's decision not to object to termination. On June 17, 2002, Judge Justice signed a one-page order dismissing the case. On September 24, 2002, the long-standing Guajardo class action, governing the inmate correspondence rules, was terminated by United States District Judge Lee Rosenthal, pursuant to the PLRA.

2003-2004 - The state's budget deficit dominated the landscape of the 78th Legislature. The TDCJ's operating budget for Fiscal Year (FY) 2004-05 was reduced by approximately \$240 million, or approximately 4.7% compared to the original FY 2002-03 funding level. More than 1,700 positions were eliminated, impacting virtually all support functions (security and parole officer positions were not reduced). Appropriations for food, utilities and other basic operational items were reduced. Although funding for many

rehabilitative programs was maintained at the FY 2002-03 level, funding for several programs was reduced or eliminated. The Criminal Justice Policy Council (CJPC) was eliminated effective September 1, 2003. Significant criminal justice legislation included: a requirement that judges grant community supervision for first time drug possession state jail felonies (HB 2668); expansion of eligibility and improved procedures for medically recommended intensive supervision (HB 1670); wholesale revision to the statute governing competency to stand trial (SB 1057); a requirement that non-violent offenders be reviewed annually for parole release, and that others be set off for up to five years (SB 917); and a reduction in the amount of time allowed to process a parole revocation for a technical violation (SB 880). In the 3rd Called Session, the Board of Pardons and Paroles was reorganized in HB 7 (Article 11). TDCJ streamlined the agency's organizational structure, combining four separate divisions, the Institutional, State Jail, Operations and Private Facilities Divisions, into a single Correctional Institutions Division.

2005 - The 79th Legislature responded to projections of inmate population growth by appropriating additional funding for: contract temporary capacity; community corrections facilities and reduced community supervision caseloads; and substance abuse treatment for parolees. The legislature also enacted several measures significantly impacting TDCJ employees, to include: a 4% pay raise in FY 2006 followed by an additional 3% pay raise in FY 2007; an increase in hazardous duty and longevity pay; a low-interest home loan for employees

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

drawing hazardous duty; and maintenance of the state's benefit and retirement package. Significant criminal justice legislation enacted by the 79th Legislature included SB 60, making life without the possibility of parole a sentencing option in capital crimes; HB 1068, creating the Texas Forensic Science Commission; and HB 2036, providing for the licensing and regulation of sex offender treatment providers and the treatment of sex offenders.

2006-2007 - The TDCJ participated in the Sunset review process. As enacted by the 80th Legislature, the Sunset bill (SB 909) made numerous changes to state law, to include authorizing judges to permit the release of state felons to medically recommended intensive supervision, and requiring the Parole Division to establish a process for identifying low risk offenders who may be released from supervision. The 80th Legislature responded to projections of inmate population growth by appropriating additional funding for numerous programs designed to reduce recidivism or provide alternatives to incarceration. The legislature also enacted several measures impacting TDCJ employees, to include a 2% pay raise in both FY 2008 and FY 2009, and an increase in hazardous duty pay for security staff. In response to SB 1580 enacted by the 80th Legislature, the agency began implementation of an offender telephone system offering both prepaid and collect calling options. In order to consolidate oversight functions involving contract facilities, TDCJ modified the agency's organizational structure by creating the Private Facility Contract Monitoring/Oversight Division.

2008-2009 - Inmate population growth peaked during the summer of 2008, and then began a decline which continued throughout the remainder of 2008 and 2009. In September 2008, Hurricane Ike struck the Texas Gulf Coast and caused considerable damage to Hospital Galveston, requiring TDCJ, Correctional Managed Health Care and the partnering universities to temporarily make alternative arrangements for the offender population. During the 2009 legislative session, several actions were taken that impacted TDCJ employees, especially correctional and parole officers, as well as unit-based employees. Beginning with their September 2009 pay, these employees received, on average, a targeted pay increase of 3.5% in gross monthly pay, and another targeted 3.5% increase in gross monthly pay effective September 2010. Employees who were not recipients of the targeted pay raise received an \$800 gross payment during August 2009. Legislation mandating regional release sites, permitting suspension and restoration of good time credits, and promoting successful reentry of releasing offenders was also enacted. The agency created a new Reentry and Integration Division based upon the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) model to facilitate the successful transition of offenders from incarceration to supervision.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Overview of Agency Scope and Functions

Key Service Populations

Community Supervision:

As of August 2009, the Community Supervision and Corrections Departments (CSCDs) offender population was composed of:

Type of Supervision	Felons	Misdemeanants	Total
Direct	173,968	102,234	276,202
Indirect	67,446	64,629	132,075
Pretrial	7,668	10,314	17,982
Total	249,082	177,177	426,259

During FY 2009, approximately 10.8% of felons and 15.5% of misdemeanants were revoked from community supervision.

Offender Population:

On August 31, 2009, the offender population was composed of:

Prison (<i>Offenders with capital, first, second and/or third degree felony convictions. Formerly referred to as the Institutional Division.</i>)	139,226
State Jail (<i>Offenders convicted of state jail felony offenses. An individual adjudged guilty of a state jail felony offense may be confined in a state jail facility for a term of no more than two years nor less than 75 days. There is no parole or mandatory supervision release from state jail.</i>)	12,537
Substance Abuse Felony Punishment Facility (SAFPF) (<i>Offenders who are sentenced by a judge as a condition of community supervision or as a modification of parole/community supervision to an intensive six-month therapeutic community program [nine-month program for offenders with special needs].</i>)	3,313
Total On Hand	155,076

Supervision Following Release:

In FY 2009:

- 34,591 offenders were released to parole or mandatory supervision; 32,021 offenders from prisons, 843 offenders from SAFPFS and 1,727 parole-in-absentia (PIA) offenders from county jails, out-of-state facilities, and federal penal institutions.
- 36,528 warrants were issued.
- 831 SISP offenders were released to supervision in Texas; while another 264 SISP offenders were revoked.

On August 31, 2009:

- Parole officers supervised over 80,000 parole and mandatory supervision offenders and, during FY 2009, 7,471 offenders had their parole or mandatory supervision revoked.
- 1,335 offenders were in halfway houses and 2,833 offenders were under electronic monitoring (EM) surveillance on EM or SISP caseloads.
- 2,967 offenders were under supervision on specialized sex offender caseloads, 5,146 offenders on special needs caseloads, and 3,870 on substance abuse caseloads.
- 2,124 parole violators were incarcerated in intermediate sanction facilities (ISFs).

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Overview of Agency Scope and Functions

Key Service Populations (Continued)

Substance Abuse Treatment Programs:

In FY 2009, the number of offenders successfully completing substance abuse treatment programs was as follows.

Substance Abuse Felony Punishment Facility (SAFPF)	6,292
In-Prison Therapeutic Community (IPTC)	2,498
LeBlanc - Pre-Release Substance Abuse Program (PRSAP)	1,621
Hamilton - Pre-Release Therapeutic Community (PRTC)	870

Windham School District Programs:

In FY 2008-09, 78,887 individual offenders participated in one or more Windham program(s). The number of offenders who participated in each Windham School District program was as follows:

Literacy	
Literacy I, Reading	531
Literacy I, II, III	33,681
English as a Second Language	1,121
Special Education	1,670
Title I	831
Life Skills	
CHANGES/Pre-Release	30,749
Cognitive Intervention	17,464
Parenting	5,530
Perspectives and Solutions	3,892
Women's Health	1,098
Life Matters	1,493
Career and Technology	
Career & Technology Full Length Course	10,890
Career & Technology – Short Course	136
Apprenticeship Related Training	278
Continuing Education	
Two-Year College Academic	6,153
Four-Year College Academic	538
Graduate College Academic	81
Vocational College Credit	2,939
Workforce Education Non-Credit	873

Note: The Windham School District is a separate entity whose primary funding source comes from the Texas Education Agency (TEA).

Chaplaincy Program:

In FY 2009:

- The number of chaplaincy volunteers was 15,846.
- 38,483 study groups and 23,965 primary worship services were conducted.

As of August 31, 2009, 275 offenders were participating in the InnerChange Faith-Based Pre-Release Program.

Other Treatment Programs:

- In FY 2009, the Sex Offender Treatment Program (SOTP) averaged 453 offenders per month. The SOTP's capacity is 484. During the same time period, the Sex Offender Education Program (SOEP) averaged 108 offenders per month. The SOEP's capacity is 111. The combined program capacity is 595 as of March 31, 2010.
- In FY 2009, 443 juvenile offenders were received into TDCJ, of which 284 were prison offenders. The COURAGE Youthful Offender Program, for which prison juvenile offenders are eligible, had eight females and 265 males participate and transition out of the program during FY 2009.

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception

The public's perception of the criminal justice system is oftentimes driven by a combination of facts and misconceptions that sometimes become myths:

1. **Myth** - *Inmates are routinely approved for parole; consequently inmates are released having served only a small fraction of their sentence (revolving door).*

FACT - Today only about three out of 10 inmates are approved for parole, compared to eight out of 10 in FY 1990. Whereas inmates released in FY 1990 served only 20% of their sentence, inmates now serve nearly 60%, with violent inmates serving more than 85%.

2. **Myth** - *If not for liberal good time policies, most inmates would stay behind bars forever.*

FACT - State law has been changed so that good time credits no longer entitle an inmate to automatic release (although some inmates still fall under the old laws). Since the average sentence for inmates entering the prison system is about eight years, most inmates will return to society regardless of good time or parole policies.

3. **Myth** - *There are numerous escapes from Texas prisons.*

FACT - Historically the rate of escapes from Texas prisons is low relative to the national average. During calendar year 2009, there were two escapes. Both offenders were returned to custody.

4. **Myth** - *Country Club Prisons*

- *Inmates do not work.*

FACT - With few exceptions - related to security, medical, processing, and programming needs - inmates are required to work pursuant to state law and agency policy. Inmates often start their day as early as 3:30 AM in order to accommodate schedules which include work and other activities. Inmates work in prison industries, agriculture, laundry, food service, and other jobs that support the operations of the prison, while also performing community service projects.

- *Inmates get paid for their labor.*

FACT - The state of Texas does not pay wages to offenders. Only offenders participating in Prison Industry Enhancement (PIE) Certification Programs are paid wages by private-sector companies. Approximately 160 offenders currently participate in PIE Programs.

- *Prisons are air-conditioned.*

FACT - With a few exceptions - including medical, psychiatric, private prison, and former juvenile facilities - most Texas prisons are not air-conditioned.

- *Inmates have cable TV in their cells.*

FACT - With very few exceptions, inmates are not allowed television in their cells. Generally, inmates with acceptable behavior are allowed to watch television in day rooms, where 20-to-30 inmates or more may gather around a single TV, which is controlled by a correctional officer and paid for by inmate commissary revenues.

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception *(Continued)*

5. **Myth** - *Prisons are warehouses without rehabilitation programs.*

FACT - During the 2008-09 school year, the Windham School District served 78,887 offenders with academic, vocational and life skills programming. Windham enabled 4,893 offenders to earn a GED certificate. Windham participants earned 5,585 vocational certificates and 3,163 industry certificates. Post-secondary education is available through contracts with local colleges and universities. Students must reimburse the state as a condition of parole or qualify for grants or scholarships, or pay tuition with personal funds. During the 2008-09 school year, 382 associate's degrees, 36 bachelor's degrees and 11 master's degrees were awarded. Thousands of offenders are also participating in substance abuse treatment programs, sex offender treatment and education, faith-based programs or programs developed for youthful offenders, including programs ranging from intensive 18-month therapeutic communities to volunteer-led programs; however, the most extensive programming is targeted for well behaving inmates nearing release. Also, Texas Correctional Industries, Windham, and the Texas Workforce Commission coordinate efforts to provide job training and job placement services.

6. **Myth** - *Rehabilitation programs do not work.*

FACT - Research has found that the TDCJ's education and substance abuse treatment programs do reduce recidivism. Inmates with a 9th grade education had an 18% lower recidivism rate than inmates with a 4th grade education, while the

highest impact occurred when young illiterate property offenders were taught to read (37% reduction for that group).

The intensive substance abuse therapeutic community programs, followed by continuing aftercare, has also shown to produce lower recidivism rates.

7. **Myth** - *Recidivism rates are increasing, and most parolees return to prison within a few years.*

FACT - Recidivism rates peaked in FY 1992, when about half of the offenders released from prison were reincarcerated within three years. However, recidivism rates are lower today, and the most recent research indicates that less than three out of 10 inmates are returned to prison within three years of release.

8. **Myth** - *The cost of housing and feeding an inmate is rising dramatically.*

FACT - The average cost per day was \$44.21 in FY 1990 (equivalent to approximately \$74 today when considering inflation), while the current cost per day is \$47.50.

9. **Myth** - *Prison violence is out of control.*

FACT - The homicide rate in Texas prisons is less than the homicide rate in the state of Texas. There was one inmate homicide in 2009.

10. **Myth** - *Inmates have access to personal information about the public.*

FACT - In FY 1998, the TDCJ terminated all inmate work contracts providing access to sensitive information about the public. The legislature later amended state law to prohibit such contracts.

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception *(Continued)*

11. **Myth** - *Inmates have access to the internet.*

FACT - Inmates do not have access to the internet, and have access to computers only under limited and supervised settings. Individuals in the free world operate “inmate web sites,” sometimes on the behalf of an inmate.

12. **Myth** - *Probation is a slap on the wrist.*

FACT - Judges may require offenders to maintain gainful employment; pay fees, fines, and restitution to the victim; participate in substance abuse treatment, education, and counseling programs; participate in drug courts; and submit to drug testing and electronic monitoring. Consequently some offenders, when offered a choice between probation and incarceration, have chosen the latter.

13. **Myth** - *Crime is higher than it was in the 1990’s.*

FACT - The crime rate is more than one-third lower than it was in 1990. The actual number of crimes reported to the Department of Public Safety is lower than in 1990 despite the increase in the population.

14. **Myth** - *The TDCJ pays attention to offenders but not victims.*

FACT - The TDCJ has established a Victim Services Division for the sole purpose of assisting crime victims. The division advises victims of their rights in the criminal justice system; trains criminal justice professionals and victim advocacy groups; conducts prison tours; and informs victims of an offender’s status while under the jurisdiction of the TDCJ (includes an automated victim notification system). If requested, a Victim Offender Mediation/Dialogue Program affords an

opportunity for face-to-face dialogue between victim and offender in a secure, safe environment. The division also offers a Victim Impact Panel Program that gives victims the opportunity to share their personal experiences with various groups including criminal justice professionals, victim advocacy groups, and offenders.

15. **Myth** - *The Texas Department of Criminal Justice just operates prisons.*

FACT - The agency is responsible for so much more, including:

- Supervising over 80,000 parolees;
- Assisting local CSCDs in the supervision of more than 425,000 probationers;
- Administering the innovative state jail system for property and drug offenders;
- Administering an extensive correctional substance abuse treatment initiative;
- Assisting the Windham School District to provide academic, vocational, post-secondary, and life-skills education;
- Administering a massive work program that includes community service initiatives such as Habitat for Humanity and local food banks, as well as programs that reduce the cost of incarceration and/or provide much needed job skills (agricultural operations, prison industries, etc.); and
- Assisting victims of crime.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

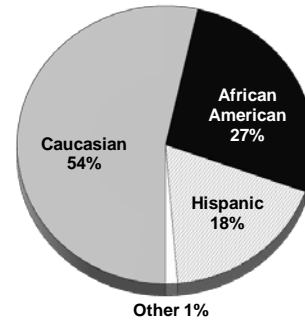
Workforce

Workforce Ethnicity

Although both the Texas Workforce Commission Civil Rights Division (TWC-CRD) and the Equal Employment Opportunity Commission (EEOC) have found the agency's overall employee profile in compliance with federal and state guidelines governing diversity in the workforce, the TDCJ continues to strive for increased diversity in the workplace. The executive director has provided ongoing leadership training that focuses on diversity, ethics and standards of conduct in the workforce. The civilian workforce job categories are defined by the EEOC and consist of:

- Officials, Administration
- Professional
- Technical
- Protective Services
- Para-Professional
- Administrative Support
- Skilled Craft
- Service and Maintenance

According to statistical reports compiled pursuant to TWC-CRD and EEOC guidelines, primary areas of underutilization involve hispanic employees in the paraprofessional, technical, skilled craft, and service/maintenance job categories.



Size of Workforce (as of February 28, 2010)

Administrative Review and Risk Management Division	166
Business and Finance Division	918
Community Justice Assistance Division	84
Correctional Institutions Division	34,045
Executive Administration	59
Facilities Division	1,172
Health Services Division	91
Human Resources Division	168
Information Technology Division	197
Internal Audit Division	25
Manufacturing and Logistics Division	770
Office of Inspector General	151
Office of General Counsel	40
Parole Division	2,224
Private Facility Contract Monitoring/Oversight Division	61
Public Information	4
Reentry & Integration Division	157
Rehabilitation Programs Division	379
State Counsel for Offenders	66
Victim Services Division	34
TDCJ TOTAL	40,811

Total does not include 561 Board of Pardons and Paroles employees.

When necessary, the TDCJ utilizes outside consultants. During 2007-09, the agency has averaged approximately \$33,000 annually on consultant services. FY 2010 expenditures are projected to be approximately \$9,500.

External/Internal Assessment
Organizational Aspects

Organizational Structure

TEXAS BOARD OF CRIMINAL JUSTICE - composed of nine non-salaried members who are appointed by the governor for staggered six-year terms. The board governs primarily by employing the executive director, setting rules and policies that guide the agency, and by considering other agency actions at its regularly scheduled meetings. The board members serve in a separate capacity as Board of Trustees for the Windham School District by hiring a superintendent and providing similar oversight. The Windham School District is a separate entity whose primary funding source comes from the Texas Education Agency (TEA). In addition to the TDCJ executive director, the board is responsible for appointing an inspector general, an internal audit director, a state counsel for offenders director, and a prison rape elimination act (PREA) ombudsman.

OFFICE OF INSPECTOR GENERAL - provides oversight to the TDCJ by enforcement of state and federal laws, and TDCJ policy and procedures. The Office of Inspector General (OIG) is the primary investigative arm for all criminal and administrative investigations for the TDCJ. The OIG is dedicated to promoting the safety of employees and offenders throughout the agency. The inspector general reports to the Texas Board of Criminal Justice (TBCJ).

STATE COUNSEL FOR OFFENDERS DIVISION - reports directly to the TBCJ and is responsible for providing TDCJ indigent offenders with legal counsel that is independent of the TDCJ confinement divisions; however, State Counsel for Offenders (SCFO) cannot help offenders with civil rights issues, TDCJ policy or procedure issues, fee-generating cases, or parole voting

matters. SCFO is appointed to handle cases for indigent offenders facing: indictment for alleged criminal acts while in TDCJ custody; immigration removal proceedings; and civil commitment proceedings or biennial reviews as sexually violent predators.

INTERNAL AUDIT DIVISION - conducts comprehensive audits of the TDCJ's major systems and controls. These independent analyses, assessments, and recommendations for improvements are provided to agency management for their consideration and possible implementation. To assist in and to update the status of ongoing implementation, agency management is responsible for preparing and updating implementation plans. These implementation plans are provided to the Internal Audit Division to facilitate their tracking and to help determine the need for follow-up audits. Similarly, the agency prepares implementation plans in response to audits conducted by the State Auditor's Office (SAO). These plans are also forwarded to the Internal Audit Division to facilitate tracking of the status of implementation. Periodically, the Internal Audit Division provides a synopsis of the status of the various implementation plans to agency management to help ensure agreed-to recommended action is implemented.

EXECUTIVE DIRECTOR - appointed by the Board of Criminal Justice and is responsible for the administration and enforcement of the statutes relative to the criminal justice system.

EXECUTIVE ADMINISTRATIVE SERVICES - consists of the Public Information Office, Office of Incident Management and the Office of the Chief of Staff which has oversight of the Emergency Action Center,

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Organizational Structure (Continued)

Executive Services, Governmental Affairs and Media Services.

OFFICE OF THE GENERAL COUNSEL DIVISION - provides legal advice to agency management on issues concerning corrections and supervision law, employment, open records, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against the agency and its employees.

ADMINISTRATIVE REVIEW & RISK MANAGEMENT DIVISION - provides oversight of correctional practices through a network comprised of Resolution Support (Access to Courts, Offender Grievance Program, and Office of the TDCJ Ombudsman) and Review & Standards (Administrative Monitor for Use of Force, Operational Review, American Correctional Association Accreditation, and Risk Management).

CHIEF FINANCIAL OFFICER - is the administrative authority over the Business and Finance Division and provides coordination authority of the Facilities, Information Technology, and Manufacturing & Logistics Divisions.

BUSINESS & FINANCE DIVISION - supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, agribusiness, land and mineral operations, maintaining a fiduciary responsibility over offender education and recreation funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements.

INFORMATION TECHNOLOGY DIVISION - provides automated information services and

technology support to all divisions within the TDCJ, as well as the Board of Pardons and Paroles, Correctional Managed Health Care and other external entities as needed. Services include applications programming, network support, system and network operations, support services, and voice, data and video communications for the agency.

MANUFACTURING & LOGISTICS DIVISION - provides quality service in warehousing operations, freight transportation, management of TDCJ vehicles, and by providing quality manufactured products and services to the agency and other eligible entities, while providing reentry opportunities for incarcerated offenders. The division also monitors the PIE Program to ensure compliance with state and federal guidelines.

FACILITIES DIVISION - is responsible for all aspects of facility management for the TDCJ. Functions include planning, design, construction, maintenance, and environmental quality assurance and compliance of facilities.

VICTIM SERVICES DIVISION - provides services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The Victim Services Division (VSD) assists victims of offenders incarcerated in the TDCJ in exercising their rights especially during the parole review process. The VSD provides this assistance through a confidential Victim Notification System (VNS), and has also partnered with Appriss, Inc., provider of the Victim Information and Notification Everyday (VINE) system, to enhance our notification services. VINE provides a toll-free automated telephone service which allows

External/Internal Assessment
Organizational Aspects

Organizational Structure *(Continued)*

victims to obtain limited offender information 24 hours a day in English or Spanish. VSD prepares and accompanies victims who are given the opportunity to witness the execution of the offender convicted of the capital murder of their family member. The VSD – Texas Crime Victim Clearinghouse provides a nationwide web-based resource directory, updates the Victim Impact Statement every odd-numbered year, produces a statewide training for criminal justice professionals, victim service providers and victims, and produces the *Victim's Informer* newsletter. The VSD also establishes and supports programs which are empowering to victims, such as the Victim Offender Mediation/Dialogue, and Victim Impact Panel.

REHABILITATION PROGRAMS DIVISION - integrates strategic evidence-based programs that encompass every division within the agency to ensure programs and services are administered efficiently and with consistency. The programs are designed to meet the offender's individual needs, improve institutional adjustment and facilitate transition from prison into the community. Departments within this division include: Chaplaincy, Sex Offender Rehabilitation Programs (to include: Civil Commitment, Risk Assessment, and representation on the Advisory Committee for Council of Sex Offender Treatment), Substance Abuse Treatment Program, Volunteer Coordination Committee, Youthful Offender Program (COURAGE), Female Offender Programs, InnerChange, and the Serious and Violent Offender Reentry Initiative.

HEALTH SERVICES DIVISION - ensures that access to health care services is provided to incarcerated offenders in the custody of the

TDCJ. This essential function includes the monitoring of health care delivery. The TDCJ contracts with the Correctional Managed Health Care Committee (CMHCC), which is responsible for the management and administration of health care services at all TDCJ correctional units, except for four privately owned and operated correctional units. The CMHCC is a legislatively established committee comprised of representatives from the TDCJ, the public, the University of Texas Medical Branch (UTMB) at Galveston, and Texas Tech University Health Sciences Center.

HUMAN RESOURCES DIVISION - develops and implements activities and programs related to recruitment, staffing, employment, employee classification and benefits, as well as employee relations, employee assistance, diversity, employee recognition, and training on human resources policies.

REENTRY & INTEGRATION DIVISION - combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), Project Re-Integration of Offenders (Project RIO), and an expanded reentry initiative, to better focus state resources to reduce recidivism and address the needs of juvenile and adult offenders. Services provided include the continuity of care for offenders with physical or mental impairments, as well as community-based case management and support services for eligible offenders. Services also include the provision of education and training for post-release employment opportunities through collaboration with the Texas Workforce Commission and other partnering agencies. The new division centralizes the goals and functions of TCOOMMI, Project

External/Internal Assessment
Organizational Aspects

Organizational Structure (Continued)

RIO, and reentry staff to create a broad and cohesive overall strategy for preparing offenders for reentry into the community with a view for public safety.

COMMUNITY JUSTICE ASSISTANCE DIVISION - works with the Community Supervision and Corrections Departments (CSCDs), which supervise offenders sentenced to community supervision, also known as adult probation. The CJAD is responsible for the distribution and oversight of formula and grant funds, the development of standards (including best-practice treatment standards), approval of community justice plans and budgets, conducting program and fiscal audits, and providing certification and training of community supervision officers.

The 122 CSCDs supervise and rehabilitate offenders sentenced to community supervision, monitor compliance with court-ordered conditions, offer a continuum of sanctions, regular reporting and specialized caseloads, residential confinement/programs, as well as residential and non-residential treatment/correctional programs.

CORRECTIONAL INSTITUTIONS DIVISION - is responsible for the confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. Institutional facilities house offenders convicted of first, second, and third degree felonies. State jail facilities house offenders convicted of a state jail felony, which is a classification created by the legislature in 1993 and consists of certain offenses which were previously considered non-violent third degree felonies or Class A misdemeanors. Punishment can be up to two years incarceration in a state jail facility and a

fine not to exceed \$10,000, with possible community supervision following release from state jail custody. The CID is divided into three areas: Prison and Jail Operations, Management Operations, and Support Operations. The division encompasses 96 state operated prisons and jails, which include 51 state prison facilities, four pre-release facilities, three psychiatric facilities, one mentally retarded offender program (MROP) facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities. There are five expansion cellblock facilities, additional medical facilities, boot camps and work camps co-located within several of the facilities mentioned above. CID houses offenders in private contract facilities; for details, see Private Facility Contract Monitoring/Oversight Division. The division is also responsible for support functions to include: prison and jail operations for six regions, security threat group management, community liaison, counsel substitute, disciplinary coordination, mail systems coordinators panel, security systems, ombudsman, safe prisons program, classification and records, correctional training and staff development, offender transportation, and laundry, food, and supply.

PRIVATE FACILITY CONTRACT MONITORING/OVERSIGHT DIVISION - is responsible for oversight and monitoring of contracts for privately operated secure facilities as well as community based facilities, which includes substance abuse treatment services. There are seven privately operated correctional centers that house CID minimum custody offenders, five privately operated state jails that house state jail felons

External/Internal Assessment
Organizational Aspects

Organizational Structure *(Continued)*

as well as CID transfer offenders. There are two multi-use treatment facilities with a total capacity of 2,692 that provide a combination of DWI, SAFPF and/or ISF treatment services. Other facilities include three privately operated pre-parole transfer facilities, and three intermediate sanctions facilities. There are seven privately operated halfway house facilities. In addition to state jail substance abuse and SAFPF/IPTC treatment programs, which will take place in correctional facilities, there are currently 20 residential transitional treatment centers that provide substance abuse aftercare services.

PAROLE DIVISION - is responsible for the supervision of offenders released from prison to serve the remainder of their sentences in Texas communities on parole or mandatory supervision. The division also coordinates with the Private Facility Contract Monitoring/Oversight Division (PFCMOD) for residential and therapeutic services (including halfway houses and residential facilities), investigates offenders' residential plans and assesses offenders to determine supervision levels and changing needs for their successful reentry into the community. The Parole Division administers rehabilitation and reintegration programs and services through District Reentry Centers (DRCs). The division also includes the interstate compact for adult offender supervision.

BOARD OF PARDONS AND PAROLES - is a state agency which is composed of seven salaried board members appointed by the governor for staggered six-year terms. The Board of Pardons and Paroles (BPP) also currently employs 12 parole commissioners, who are hired by the Chairman of the Board. Both board members and parole

commissioners are responsible for determining which offenders are to be released on parole or discretionary mandatory supervision; determining the conditions of parole and mandatory supervision; and the revocation of parole and mandatory supervision. Board members also recommend the resolution of clemency matters to the governor. Additionally, the BPP employs institutional parole officers who prepare case summary reports for submission to the board members and parole commissioners to assist in the review process, hearing officers to assist as board designees in the parole revocation hearing process, and a professional staff to assist with legal matters, clemency processing and other administrative duties.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Geographical Location

The TDCJ maintains headquarters in Huntsville and Austin. Facilities are located throughout the state and serve all regions of the state (to include border regions). The following table depicts the number of TDCJ units and related population and capacities:

Type Facility	Number of Units	Capacity	Population
Prison	51	98,493	94,561
Pre-Release	4	4,210	3,672
Psychiatric/MROP	4	3,051	2,953
Geriatric	1	606	582
Medical	2	310	589
Private Prisons	7	4,118	3,980
Multi-Use	1	1,116	1,087
Transfer	14	17,514	16,229
Pre-Parole Transfer	3	2,800	2,772
State Jail	15	20,036	18,305
Private State Jail	5	7,345	7,312
Substance Abuse	5	2,791	1,908
Total Facilities*	112		
Less Adjustments**		(2,634)	
Total Population & Capacity		159,756	153,950

Note: Capacities, Populations, and Facility Types are as of March 31, 2010.

**Burnet County facility was removed from capacity in March 2010 due to SAFB beds being temporarily redesignated to ISF.*

***Adjustments to capacity primarily based on population density at older units with limited cell space.*

The TDCJ provides oversight to 122 local CSCDs statewide through the Community Justice Assistance Division and 96 prisons and jails operated by the Correctional Institutions Division and 17 privately operated correctional facilities through the Private Facility Contract Monitoring/Oversight Division. These facilities are spread across the state as depicted in the chart on the following page.

The agency also maintains 67 district parole offices statewide. The PFCMOD also

oversees contracts for three intermediate sanction facilities* and seven halfway houses.

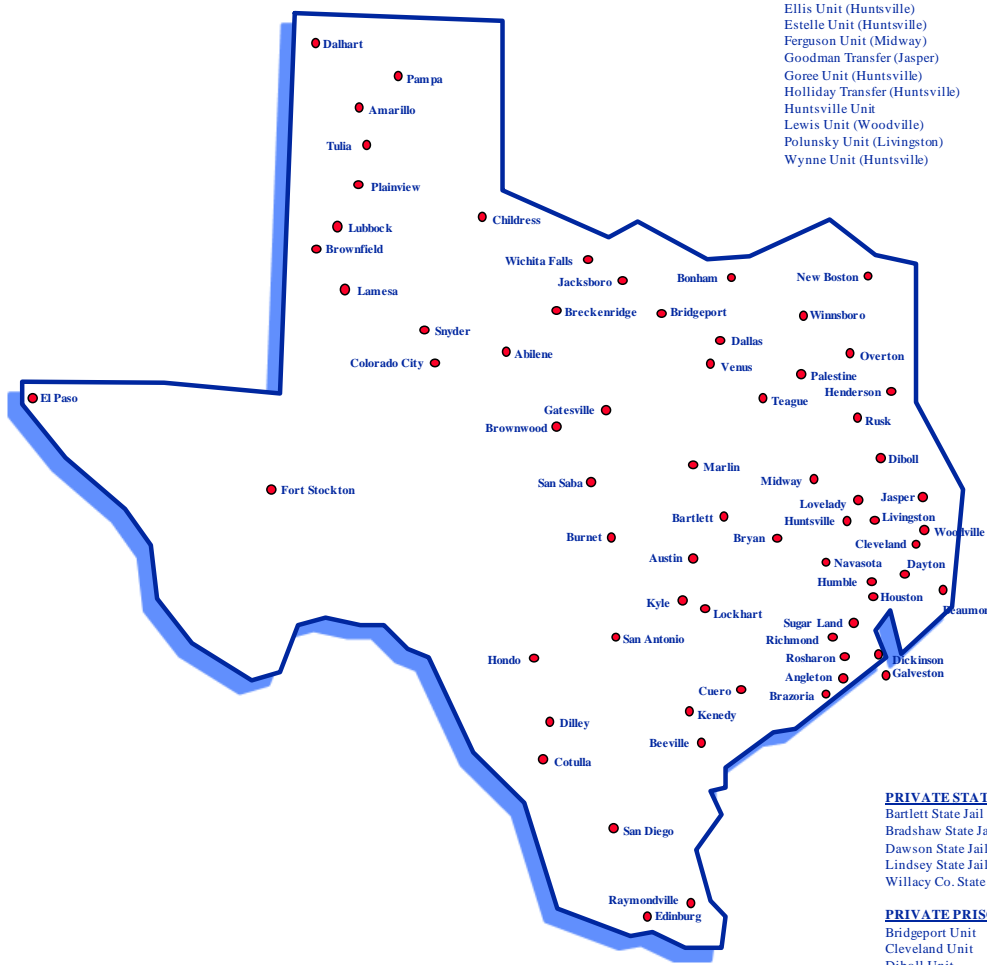
**There is also one 420-bed state operated intermediate sanction facility.*

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

External/Internal Assessment Organizational Aspects

Geographical Location (Continued)

Texas Department of Criminal Justice



STATE OPERATED FACILITIES

REGION I

Byrd Unit (Huntsville)
Duncan Geriatric (Diboll)
Eastham Unit (Lovelady)
Ellis Unit (Huntsville)
Estelle Unit (Huntsville)
Ferguson Unit (Midway)
Goodman Transfer (Jasper)
Goree Unit (Huntsville)
Holliday Transfer (Huntsville)
Huntsville Unit
Lewis Unit (Woodville)
Polunsky Unit (Livingston)
Wynne Unit (Huntsville)

REGION II

Beto Unit (Palestine area)
Boyd Unit (Teague)
Coffield Unit (Palestine area)
Cole State Jail (Bonham)
Gurney Transfer (Palestine area)
Hodge MROP Unit (Rusk)
Hutchins State Jail (Dallas)
Johnston SAFF (Winnsboro)
Michael Unit (Palestine area)
Moore, C. Transfer (Bonham)
Powledge Unit (Palestine)
Skyview Psychiatric Unit (Rusk)
Telford Unit (New Boston)

REGION IV

Briscoe Unit (Dilley)
Connally Unit (Kenedy)
Cotulla Transfer
Dominguez State Jail (San Antonio)
Fort Stockton Transfer
Garza East Transfer (Beeville)
Garza West Transfer (Beeville)
Glossbrenner SAFF (San Diego)
Lopez State Jail (Edinburg)
Lynaugh Unit (Fort Stockton)
McConnell Unit (Beeville)
Ney State Jail (Hondo)
Sanchez State Jail (El Paso)
Segovia Pre-Release (Edinburg)
Stevenson Unit (Cuero)
Torres Unit (Hondo)

REGION V

Allred Unit (Wichita Falls area)
Baten ISF (Pampa)
Clements Unit (Amarillo)
Dalhart Unit
Daniel Unit (Snyder)
Formby State Jail (Plainview)
Jordan Unit (Pampa)
Montford Psychiatric Unit (Lubbock)
Neal Unit (Amarillo)
Roach Unit (Childress)
Rudd Transfer (Brownfield)
Smith Unit (Lamesa)
Tulia Transfer
Wallace Unit (Colorado City)
Ware Transfer (Colorado City)
Wheeler State Jail (Plainview)

REGION III

Central Unit (Sugar Land)
Clemens Unit (Brazoria)
Darrington Unit (Rosharon)
Gist State Jail (Beaumont)
Henley State Jail (Dayton/Female)
Hightower Unit (Dayton)
Hospital Galveston Medical Facility
Jester I SAFF (Richmond)
Jester III Unit (Richmond)
Jester IV Psychiatric Unit (Richmond)
Kegans State Jail (Houston)
LeBlanc Unit (Beaumont)
Lychner State Jail (Humble)
Plane State Jail (Dayton/Female)
Ramsey Unit (Rosharon)
Scott Unit (Angleton)
Stiles Unit (Beaumont)
Stringfellow Unit (Rosharon)
Terrell Unit (Rosharon)
Vance Unit (Richmond)
Young Medical Facility (Dickinson/Female)

REGION VI

Crain Unit (Female)
Halbert SAFF (Burnet/Female)
Hamilton Unit (Bryan)
Havins Unit (Brownwood)
Hilltop Unit (Gatesville/Female)
Hobby Unit (Marlin/Female)
Hughes Unit (Gatesville)
Luther Unit (Navasota)
Marlin Transfer
Middleton Transfer (Abilene)
Mountain View Unit (Gatesville/Female)
Murray Unit (Gatesville/Female)
Pack Unit (Navasota)
Robertson Unit (Abilene)
San Saba Transfer
Sayle SAFF (Breckenridge)
Travis Co. State Jail (Austin)
Woodman State Jail (Gatesville/Female)

PRIVATELY OPERATED FACILITIES

PRIVATE STATE JAILS

Bartlett State Jail
Bradshaw State Jail (Henderson)
Dawson State Jail (Dallas)
Lindsey State Jail (Jacksboro)
Willacy Co. State Jail (Raymondville)

PRIVATE PRISONS

Bridgeport Unit
Cleveland Unit
Diboll Unit
Estes Unit (Venus)
Kyle Unit
Lockhart Unit
Moore, B. Unit (Overton)

PRE-PAROLE TRANSFER FACILITIES

Bridgeport PPT
Lockhart Work Program
Mineral Wells PPT

INTERMEDIATE SANCTION FACILITIES

North Texas ISF (Fort Worth)
South Texas ISF (Houston)
West Texas ISF (Brownfield)

MULTI-USE FACILITIES

Burnet County (Burnet)
East Texas Treatment (Henderson)

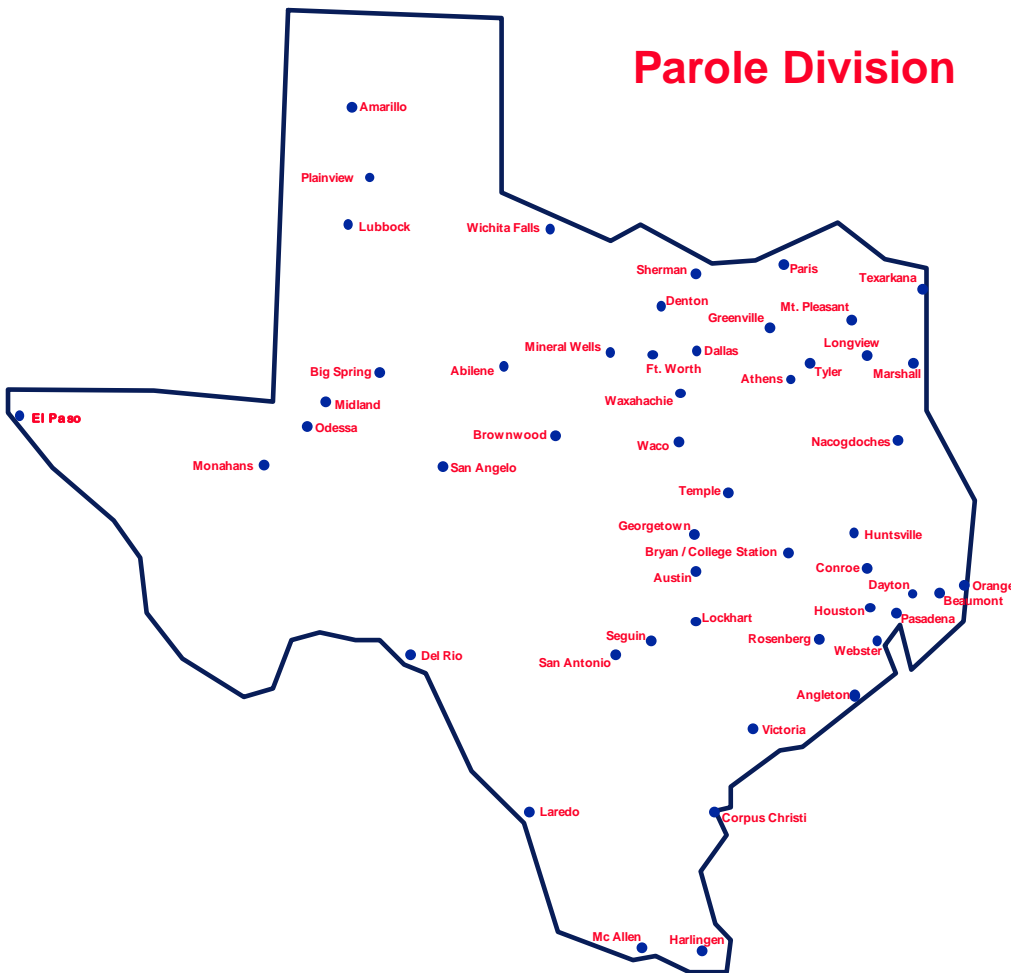
Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Geographical Location (Continued)

Texas Department of Criminal Justice

Parole Division



DISTRICT PAROLE OFFICES

Region I

Athens
Beaumont
Bryan (College Station)
Conroe
Greenville
Huntsville
Longview
Marshall
Mt. Pleasant
Nacogdoches
Orange
Paris
Texarkana
Tyler

Region II

Dallas I
Dallas II
Dallas III
Dallas IV
Dallas V
Dallas DRC
Denton
Ft. Worth I
Ft. Worth II
Ft. Worth III
Mineral Wells
Sherman
Waxahachie

Region III

Angleton
Dayton
Houston I
Houston II
Houston III
Houston IV
Houston V (Pasadena)
Houston VI
Houston VII
Rosenberg
Webster

Region IV

Austin I
Austin II
Corpus Christi
Del Rio
Georgetown
Harlingen
Laredo
McAllen
San Antonio I
San Antonio II
San Antonio III
San Antonio DRC
Seguin
Temple
Victoria
Waco

Region V

Abilene
Amarillo
Big Spring
Brownwood
El Paso
Lubbock
Midland
Monahans
Odessa
Plainview
San Angelo
Wichita Falls

External/Internal Assessment
Organizational Aspects

Human Resources Initiatives

The Human Resources (HR) Division's greatest workforce challenge continues to be the recruitment and retention of correctional officers (COs). The HR Division continues to implement innovative strategies to recruit and hire qualified CO applicants in a timely and efficient manner. Along with state-appropriated pay increases, these efforts resulted in the hiring of 8,520 COs in FY 2009. The number of COs hired in FY 2010 as of February 28, 2010, was 3,371. The CO staff shortage level of 410.5 in March 2010 is the lowest in over a decade and is a significant improvement from the September 2007 level of 3,978. Recent initiatives relating to CO recruitment and retention include the following:

- The 81st Texas Legislature funded a targeted pay increase for correctional and parole officers as well as unit-based employees (prison unit employees whose primary objective is providing and supporting direct offender operations). Beginning with their September 2009 pay (received October 1, 2009), these employees received, on average, a 3.5% increase in their gross monthly pay. In addition, those same employees will see another 3.5% increase effective September 1, 2010. Employees in Salary Schedule C received raises based on their tenure.
- In March 2010, a physical agility test (PAT) was added as a part of the pre-employment process. A CO applicant approved for hire must complete and pass the PAT before beginning the pre-service training academy. In addition, the CO eligibility criteria was enhanced, and the CO scoring guidelines have been increased.
- In April 2008, the TDCJ began providing \$1,500 recruitment bonuses for newly-hired

COs at designated understaffed correctional facilities. Units are reevaluated periodically to determine bonus eligibility. As of February 28, 2010, a total of 5,311 newly hired COs have accepted the recruitment bonus and an assignment to a designated understaffed correctional facility.

- Targeted radio advertising campaigns were conducted in 16 areas with CO staffing shortages: Abilene, Amarillo, Beaumont, Beeville, Dalhart, Grapeland/Crockett, Huntsville, Fort Stockton, Palestine, Lufkin, Lubbock, Sweetwater, Wichita Falls, West Texas, and the Panhandle area. HR staff posted CO employment opportunities on Transition Assistance Online (www.taonline.com) to attract separating or retiring military personnel and requested invitations to their job fairs. In FY 2009, HR participated in 213 job fairs and conducted 32 hiring seminars.
- To assist with the strategy of retaining COs, Keeping the Good Ones employee retention training allows supervisors an opportunity to provide a positive impact. The agency implemented training in February 2007, and over 6,000 correctional ranking supervisors have been trained through February 28, 2010.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Historically Underutilized Business (HUB) Program

HUB Goals, Objectives, and Assessment: The TDCJ will establish, implement, and maintain policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of historically underutilized businesses (HUBs).

The agency continues to work toward reaching and achieving statewide percentage goals for all categories.

HUB Category	Goals	Agency HUB Performance	
		FY 2009	FY 2010 Semi-Annual
Heavy Construction Other Than Building Contracts	11.9%	7.4%	16.6%
Building Construction	26.1%	26.2%	63.6%
Special Trade Construction Contracts	57.2%	30.5%	12.4%
Professional Services Contracts	20.0%	.82%	.67%
Other Services Contracts	33.0%	4.4%	4.3%
Commodities Contracts	12.6%	10.1%	11.1%

The following table demonstrates the agency's active participation in providing opportunities to HUBs by the number of contractors and subcontractors that are contacted for bid proposals and the number of awards to HUBs.

	FY 2009	FY 2010 Semi-Annual
Outcome Measure:		
Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs	10.4%	10.3%
Output Measures:		
Number of HUB contractors and subcontractors contacted for bid proposals	21,147	22,502
Number of HUB contracts and subcontracts awarded	8,792	5,276
Dollar value of HUB contracts and subcontracts awarded	\$36,383,792	\$17,779,844

Strategies - The TDCJ is firmly committed to promoting and increasing contracting opportunities with HUBs by using a highly structured program that is presented as the TDCJ HUB Action Plan consisting of multiple projects, each with a written plan including all action steps, persons responsible, and due dates for completion. This plan is growing and projects are added as new opportunities are identified. Good faith effort projects currently listed in the HUB Action Plan include the following:

- Agency partnership with Texas Association of Mexican American Chambers of Commerce (TAMACC) and Texas Association of African American Chambers of Commerce (TAAACC)
- Programs to have HUB suppliers present their products and services to TDCJ personnel
- Continuous revolving one-on-one training of TDCJ purchasers in locating and using HUB vendors
- Attendance at economic opportunity forums and HUB oriented trade fairs with bid opportunities
- Attend construction pre-bid conferences and introduce HUB subcontractors to prime contractors
- Identify HUB contractors that need certification or re-certification and assist them
- Successful program to increase procurement card HUB utilization
- Assistance to and training of HUB vendors and contractors as necessary
- Huntsville HUB trade show with TDCJ purchasers meeting new HUB vendors and contractors
- Promote and expand successful mentor-protégé program

External/Internal Assessment
Organizational Aspects

Future Organizational Trends

Population - The number of incarcerated offenders, and more specifically the number of offenders incarcerated in state jails, has declined since FY 2008. Projections of offender population growth are currently being updated by the Legislative Budget Board. The agency will continue to closely monitor offender population trends.

Diversion Programs - Additional funding originally appropriated by the 80th Texas Legislature and continued by the 81st Legislature for alternatives to incarceration and programs to reduce recidivism have increased the availability of substance abuse treatment, mental health care and other programmatic options for the offender population. Increased funding for community corrections programs has also been allocated to many local CSCDs for additional treatment beds and outpatient substance abuse. These funds were provided in an effort to strengthen community supervision by decreasing caseloads and reducing revocations to prison by increasing the availability of substance abuse treatment options. With the exception of one intermediate sanction facility currently under construction, all the treatment and diversion initiatives funded by the 80th Legislature have been implemented. The agency will continue to closely monitor the impact of these additional diversion and treatment programs.

Reentry Focus - The agency continues to emphasize continuity in the delivery of services and programs as offenders move from community supervision to prison to parole. One of the primary means of promoting successful reentry is through its Rehabilitation Tier Programs such as the Substance Abuse Felony Punishment (SAFP) Program, Sex Offender Treatment Program (SOTP),

InnerChange Freedom Initiative, In-Prison Therapeutic Community (IPTC) Program, Pre-Release Therapeutic Community (PRTC) Program and Pre-Release Substance Abuse Program (PRSAP). The purpose of these programs is to rehabilitate offenders and reduce recidivism. Another primary means is through inter-agency cooperation in providing transitional assistance and continuity of care as coordinated by the TDCJ Reentry and Integration Division. Examples of services include benefit eligibility, employment assistance and obtaining vital documents.

Correctional Training and Staff Development - In addition to enhanced hiring standards for applicants, which includes a physical agility test that must be passed prior to beginning the training academy, additional training sessions were added to the pre-service training curriculum teaching contraband screening/control and prevention/reporting of occupational fraud. Updates to the in-service and specialized training curriculum include new sessions on transporting and searching offenders, enhanced weapons training, and teamwork/trust in the work environment. A physical agility test was also introduced into annual in-service training to familiarize uniformed correctional staff with the tasks involved and prepare them for future testing requirements. A continuing priority for TDCJ has been improving the quality of supervision the COs receive. To that end, the agency continued the Sergeants Academy, a training course to provide newly-promoted sergeants with the skills, knowledge, and abilities to perform their job duties effectively and efficiently and maintained a corresponding program to target veteran sergeants. A Lieutenants Command School and Keeping the

External/Internal Assessment
Organizational Aspects

Future Organizational Trends (Continued)

Good Ones, a training course for supervisors which focuses on employee retention issues, were also continued.

Parole Supervision - Following release from prison, the large majority of offenders are supervised on regular (non-specialized) caseloads. Much of the Parole Division's attention remains focused on enhancing supervision of these offenders, from initial reentry through successful parole discharge. Accomplishing this requires transitioning from the traditional model of parole supervision based on static supervision levels and contact standards to a more dynamic, progress-driven approach. Central to a new model is the development and validation of a new method of classifying cases based on offender risks and needs. The Parole Division is researching a new case classification system that is more predictive of offenders' risk levels and allows dynamic factors to change risk levels more frequently.

Texas Mental Health Initiative - This initiative directly links CSCDs, TCOOMMI and local Mental Health/Mental Retardation (MHMR) agencies. The primary method used to enhance mental health services for offenders on probation is the creation or expansion of specialized mental health caseloads. The specialized community supervision officers (CSOs) receive specialized training and work with reduced caseloads that allow intensive contact with probationers. Officers also work directly with the MHMR case managers to ensure continuity of services. According to a 2005 study conducted on a two-year analysis of incarceration rates, offenders with mental illnesses involved in the initiative had a significantly lower incarceration rate compared to other control groups.

Victim Services - TDCJ supports the International Community Corrections Association (ICCA) statement of principles for developing systems which promote victim services and restorative justice. ICCA's statement of principles is as follows: Victims have the right to be treated with respect and compassion, to be involved in the justice process, to be protected from intimidation, and to be provided financial and support services that attempt to restore them to their former position prior to the crime. To implement this policy, the ICCA believes policy makers, justice officials, and correctional professionals should:

- Recognize that crime is primarily an offense against human relationships and secondarily a violation of a law and that there are potential dangers and opportunities after crimes are committed;
- Provide active participation of victims in the justice system process, including the opportunity to be heard and to participate in and/or attend release and/or parole hearings;
- Educate victims and victim service agencies on correctional practices, and involve correctional staff in victim advocacy activities;
- Train criminal justice officials on victim programs and services, impact on crime victims, and to promote sensitivity to victims rights;
- Promote the use of existing community resources and volunteers to serve the needs of crime victims;
- Advocate for the development of programs in which offenders provide restitution to victims, compensation and service to the community, and to make offenders financially responsible for their crimes and improve the restitution collection rate for crime victims;
- Ensure confidentiality of victim information;

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

- Assist crime victim advocacy groups in creating video victim impact statements; and
- Provide information and referral services to victim service agencies, advocacy groups and criminal justice professionals who serve crime victims with disabilities.

Human Resources - As of March 31, 2010, the TDCJ employed 25,932 correctional officers to operate correctional institutions and maintain security for offenders. The number of filled correctional officer positions has increased significantly during the last two years; consequently, the current filled rate is 98.44%. Recruiting, hiring, training and retaining the required number of qualified correctional professionals will continue to be one of the agency's highest priorities (see also Appendix E, Workforce Plan).

Facilities - Many of the correctional facilities across the state are over 20 years old – 14 of these facilities are over 75 years old. Because the TDCJ has an extensive and ongoing need for repair and renovation funding, the legislature has appropriated and re-appropriated general obligation bonds to the agency for an on-going facilities repair and renovation program. As these facilities continue to age, this continued program is necessary to provide a safe and secure environment within the TDCJ system.

Health Care - In general, offenders require more extensive health services than the free-world population. Increased correctional health care needs stem from lifestyles that put offenders at a high risk for health problems. The number of high-cost patients adds to the expense of prison health care. Four groups of offenders require a disproportionate amount of costly health care services: aging offenders; offenders with HIV/AIDS and other infectious

diseases; the mentally impaired; and female offenders.

Aging Offenders - As of March 31, 2010, the TDCJ housed 12,164 offenders age 55 and older, and this population continues to grow at a rate much faster than the overall offender population. This aging offender population presents significant resource demands on the correctional system, especially health care. Encounter data analyzed for the correctional health care program indicate that older offenders access health care services at a rate about four times that of younger offenders. Not only do older offenders access health care services on a more frequent basis, they also require a higher level of health care services. The steady growth in this population subset has placed increased resource demands on the correctional health care program for specialty and hospital care.

HIV/AIDS and Other Infectious Diseases - HIV/AIDS is a major infectious disease health problem facing criminal justice systems. Many offenders have risk factors for infection including injection drug abuse and unsafe sexual habits. There were 842 offenders with AIDS as of March 31, 2010, and another 1,523 offenders with HIV.

Hepatitis C - Hepatitis C is perhaps the most significant health challenge faced by the correctional health care system. While it is thought that 1.8% of the general public in the United States is infected, based on a 1999 study on prisoners entering the TDCJ, an estimated 29% of the offender population is infected with the virus. Most cases of Hepatitis C infection are mild and do not cause symptoms, but it is a chronic infection and it is expected 3% - 20% of those infected will develop liver cirrhosis over the next 10 – 30

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

years. As of March 31, 2010, there were 20,161 offenders who had been diagnosed with Hepatitis C.

Mentally Impaired Offenders - Offenders with mental illnesses and mental retardation require special programs and expensive medications to help them cope with life in the correctional setting. As of March 31, 2010, the TDCJ housed an average of 1,953 mentally-ill offenders in the health care system's in-patient psychiatric units, and provided mental health services to an average of 21,406 offenders on an out-patient basis. In addition, there were 687 offenders with developmental disabilities in sheltered housing facilities

Female Offenders - As of March 31, 2010, females comprised approximately 7.7% of the offender population, and comprised a higher percentage of the state jail population and the SATP population. While female offenders received academic, vocational, substance abuse treatment and other programs and services similar to male offenders, in order for the TDCJ to successfully meet the challenge of addressing the unique needs of female offenders, gender differences must be acknowledged and gender-responsive programming provided. To that end, programs such as Woman to Woman Peer Education, Love Me Tender, Baby and Mother Bonding Initiative, Girl Scouts Behind Bars, parenting, survivor/victim of violence, and reentry are being tailored to meet the needs of female offenders.

“Hardening” of Offender Population - With criminal justice policies emphasizing alternatives for nonviolent offenders and incarceration for violent offenders, the number of prison inmates serving time for 3-G, violent, and/or sex offenses continues to increase. For

example, the number of offenders serving time for 3-G offenses has increased by more than 7,000 (12.5%) since FY 2005.

Civil Commitment of Sexually Violent Predators - The TDCJ reviews all offenders currently serving a sentence for aggravated sexual assault, sexual assault, indecency with a child, aggravated kidnapping and burglary of a habitation with an intent to commit one of these sex offenses to determine whether they are eligible for civil commitment consideration. If eligibility is determined, the TDCJ transfers the offender to the SOTP for a comprehensive evaluation and gives notice of the offender's eligibility to the multidisciplinary team. Upon recommendation of the multidisciplinary team, the TDCJ schedules the offender for an evaluation by an expert who determines whether the offender suffers from a behavioral abnormality and is likely to commit a predatory act of sexual violence after release or discharge. Based upon the results of the evaluation, the TDCJ determines whether to refer the case to the Special Prosecution Unit for civil commitment consideration. As of March 31, 2010, 165 offenders have been civilly committed.

Continued Use of Volunteers - As of March 31, 2010, more than 19,000 citizens, employees and student interns are approved volunteers for the TDCJ. During FY 2009, volunteers provided more than 440,000 hours of assistance to the offender population. The TDCJ places a significant focus on volunteer services; realizing volunteers are an essential element in the rehabilitation and reentry of offenders into communities. Volunteers will continue to provide opportunities for offenders to develop the life skills, education, vocational training, work habits and behaviors needed to

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

abstain from criminal activity and substance abuse, successfully secure gainful employment, and responsibly reintegrate into communities.

Offender Job Placement - TDCJ, the Windham School District and the TWC have developed an enhanced data sharing capability which will improve offender job placement. The data interface provides TWC with additional offender information related to offense history and participation in work and education programs while incarcerated. The supervising officer is provided with additional information related to participation in job placement services and successful entry into the workforce.

Victim Services will continue facilitating the accessibility of services offered to victims throughout the state.

Integration of Agency Criminal Justice Information - TDCJ continues with the integration of the agency's offender management business system that maximizes overall agency effectiveness, efficiency and accountability while reducing the number of redundant, paper-based business practices. Key initiatives include adopting the National Information Exchange Model (NIEM) by developing a logical database design of the agency's criminal justice information system which will align with local, state and federal efforts to develop an Integrated Justice System at all levels of government.

TDCJ Reengineering - The TDCJ's development of the Offender Information Management System (OIMS) is enabling

integration of offender information management processes and thereby increasing overall agency effectiveness, efficiency and accountability by significantly reducing the number of redundant and manual offender information management practices. In September 2004 the Parole Supervision application was implemented, and in September 2006 the Parole Pre-Release application was implemented. The Parole Revocation/Violation applications were implemented January 2010. Future efforts would include the offender intake and classification functions as the focus switches from parole to the systems within the prison setting.

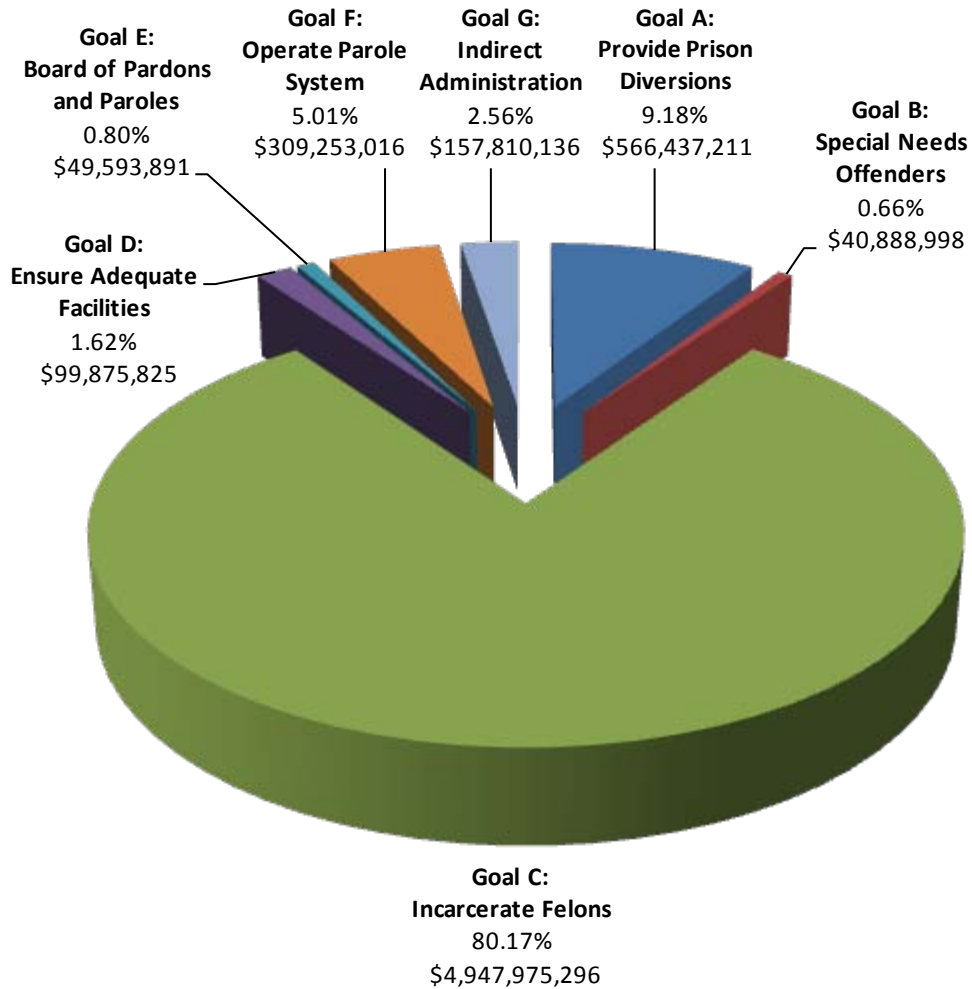
GO KIDS - In keeping with its mission of providing public safety, promoting positive change in offender's behavior, and assisting offenders in their transition to the community, TDCJ initiated the Giving Offenders' Kids Incentive and Direction to Succeed (GO KIDS) program.

Recent findings by the Bureau of Justice indicated that children of offenders have a 70% greater likelihood of becoming involved in the criminal justice system. A nationwide focus has begun to target services for this high risk group in order to assist in breaking the cycle. The GO KIDS program facilitates communication and cooperation among community programs, nonprofit organizations and other resources available to provide services for offenders and their children.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Fiscal Aspects

Appropriations to the TDCJ for the 2010-2011 biennium totaled approximately \$6.2 billion.



External/Internal Assessment
Fiscal Aspects (Continued)

A key focus of the 81st Texas Legislature was the funding for the criminal justice system, as outlined below.

Probation:

- Additional funding for Basic Supervision amounted to \$11.1 million, fully providing for updated offender projections, and \$13.1 million for targeted annual salary increases of 3.5% for community supervision officers and direct care staff in FY 2010-11.
- An appropriation of \$2.0 million annually was provided for a one-time start-up cost associated with the Serving for Success Diversion program, Houston Food Bank to provide job training and community service opportunities to offender volunteers.

TCOOMMI:

- TCOOMMI was fully funded at 2008-09 levels, which will allow continued provision of mental health services, medications, and continuity of care to offenders with mental impairments.

Incarceration:

- Primary security and operational areas within the incarceration function of TDCJ (i.e., correctional salaries, food for offenders, utilities, fuel, etc.) were substantially funded at the 2008-09 levels. Appropriations for FY 2010 and 2011 include increases of \$121.1 million for, on average, a 3.5% salary increase in FY 2010 and an additional 3.5% in FY 2011 for correctional officers, correctional supervisors, wardens, laundry and food service managers, and unit assigned support staff.

- The 81st Texas Legislature appropriated \$10 million for the purchase of correctional security equipment at targeted facilities. The agency has purchased and installed BOSS (body orifice security scanners) chairs, walk-through metal detectors, X-ray parcel scanners and ingress/egress video surveillance systems at all maximum security facilities. Also, comprehensive video surveillance systems are being installed at targeted units (Polunsky, Stiles, and Darrington).
- An appropriation of \$5.0 million annually was provided for the replacement of vehicles primarily used for offender and freight transportation throughout the state.

Correctional Managed Health Care:

- The 2010-11 appropriations for Correctional Managed Health Care are approximately \$92.6 million above the 2008-09 base amounts. Appropriated amounts allow for market adjustments, increased hospital/specialty costs and acquisition of capital equipment.

Treatment Programs:

- Treatment and rehabilitation programs, to include substance abuse, chaplaincy, sex offender treatment, and classification case managers, are fully funded at the 2008-09 levels and include additional funding for SAFP/ISF diversion initially funded by the 80th Legislature.
- Funding also provided for 64 reentry transitional coordinators to assist offenders in mapping out post-release plans, gathering critical identification documents, identifying residential and

External/Internal Assessment
Fiscal Aspects (Continued)

employment services, and addressing other needs that aid in successful reentry.

Repair of Facilities:

- An appropriation of \$70 million in general obligation bonds was provided for continuation of major repair and rehabilitation projects.
- An additional \$10.0 million was appropriated to make necessary renovations to the Marlin Veterans Affairs Hospital.

Parole:

- Parole Division operations were funded based on updated LBB offender population projections.
- The FY 2010-11 appropriation also includes funding of an annual 3.5% salary increase for parole officers.

Other Legislative Provisions:

- In addition to the targeted pay increase for correctional and parole officers, as well as unit-based employees, the legislature provided an \$800 gross payment in August 2009 for all remaining eligible employees.
- With the passage of HB 1711, requiring a comprehensive reentry and reintegration plan for offenders, TDCJ created a new Reentry and Integration Division and a reentry task force comprised of state agencies, trade associations, advocacy groups and representatives from counties and courts.
- Other significant legislation also focused on providing assistance to offenders during release and reentry, to include obtaining personal identification

certificates (HB 2161), requiring regional releases (HB 2289) and providing for the cost of temporary post-release housing (HB 3226).

On-going Fiscal Challenges:

- **Utilities and Fuel:** Although the agency has been able to substantially reduce expenditures in utilities by pursuing competitive rates in the deregulated market, the energy market continues to be volatile. We will continue to utilize proactive contract negotiations to identify potential cost saving opportunities.
- **Food:** Rising transportation costs, increased demand for commodities, and natural supply shortages have drastically impacted food prices nationwide. With appropriations at the FY 2008-09 levels, the operations of over 100 kitchens to feed nearly 150,000 offenders statewide will remain a fiscal challenge.

Capital Assessment

The size and complexity of the TDCJ's statewide operations brings many challenges to maintain and operate over 100 facilities statewide. Key areas that will continue to require capital funding are:

- Enhancing security on correctional facilities with advanced technology;
- Providing adequate resources to meet agency transportation needs;
- Maintaining the facilities' capital needs such as laundry, food service, agricultural, and industrial equipment;
- Maintaining information technology hardware and software requirements and facilitating the consolidation of all servers and mainframe computers in accordance with the Department of Information Resources (DIR) Data Center

External/Internal Assessment
Fiscal Aspects (Continued)

Consolidation plans. Also replacing all “green screen” mainframe terminals with thin-client devices and upgrading personal computers, wiring and telephone switches across the agency;

- Renewing the office and warehouse leased space needs of the agency to include approximately 90 locations throughout the state; and
- Maintaining our aging facilities infrastructure requires ongoing maintenance and repair and rehabilitation funding.

Historically, during legislative sessions when the economic outlook is uncertain, securing

funding for capital items becomes more difficult. Given the size and scope of operations and infrastructure, a significant level of capital spending remains critical during these times. Separate from the TDCJ’s strategic plan, in compliance with Article IX, Section 11.02, 2010-11 General Appropriations Act, capital planning information relating to projects for the 2012-13 biennium has been prepared for submission to the Texas Bond Review Board. The Bond Review Board will compile a statewide capital expenditure plan for the 2012-13 biennium for submission to the Legislative Budget Board and Governor’s Office of Budget, Planning and Policy.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Demographics

Historical Characteristics

Highlights of the offender population trends for FY 2000 as compared to FY 2009 follow:

- Total TDCJ incarceration population increased by 2.6%.
- The incarcerated offender population with violent offenses increased by 19.0%.
- Average time served by prison releasees increased from 4.3 years to 4.4 years.
- Percent of sentence served in prison increased from 48% to 60%.
- Total felony and misdemeanor probationers under community supervision decreased from 443,215 to 426,259.
- The active parole population increased more than 5,000 to over 80,000.

TEXAS INCARCERATION TRENDS BY YEAR

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Texas Resident Population in Thousands*	20,900	21,285	21,664	22,019	22,385	22,775	23,340	23,784	24,266	24,749
Number of Offenders in TDCJ	151,092	144,981	145,237	148,152	150,709	152,213	152,889	152,661	156,126	155,076
**Number with Violent Offenses	65,484	65,643	66,409	69,082	71,523	73,132	74,338	75,124	76,639	77,912
**Number with Drug Offenses	26,589	23,924	22,641	22,800	22,765	23,417	23,383	23,035	23,624	22,970
**Number with Property/Other Offenses	41,607	37,499	36,605	37,378	38,078	37,684	37,562	37,507	38,871	38,344
**% with Violent Offenses	49%	52%	53%	53%	54%	54%	55%	55%	50%	51%
**% with Drug Offenses	20%	19%	18%	18%	17%	17%	17%	17%	20%	19%
**% with Property/Other Offenses	31%	30%	29%	29%	29%	28%	28%	28%	30%	30%
Crime Rate (per 100,000)***	4,952.4	5,152.3	5,196.7	5,144.1	5,032.0	4,857.1	4,599.6	4,631.1	4,494.7	4,507.0
Incarceration Rate (per 100,000 citizens)	738	701	711	669	670	666	650	642	643	627

* Source: Texas Comptroller Public of Accounts; Texas State Data Center; 2009-2010 Economic Forecast

** Source: Texas Department of Criminal Justice, Fiscal Year Statistical Report (Prison only - statistics are based on offense of record)

*** Source: Texas Department of Public Safety, Statistical Table - Crime in Texas

Note: In FY 2008, 2,800 PPT beds were added to capacity.

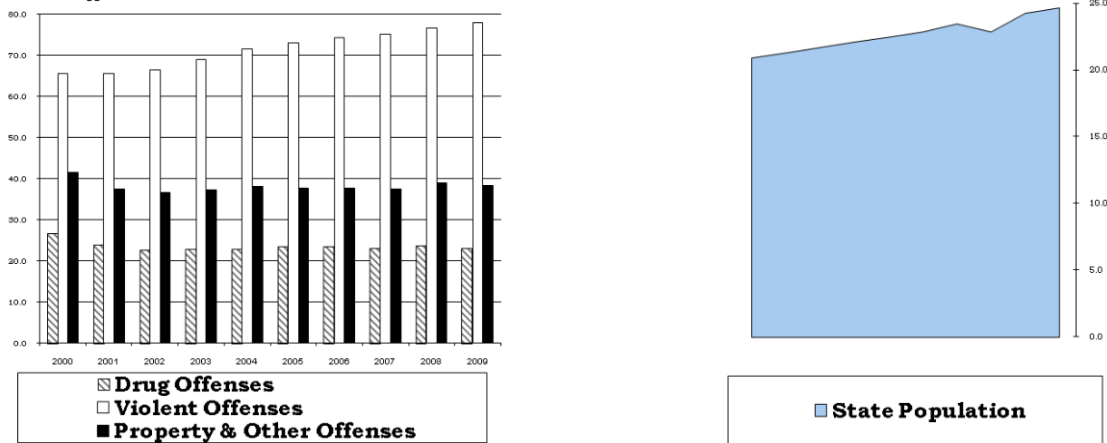
Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Demographics

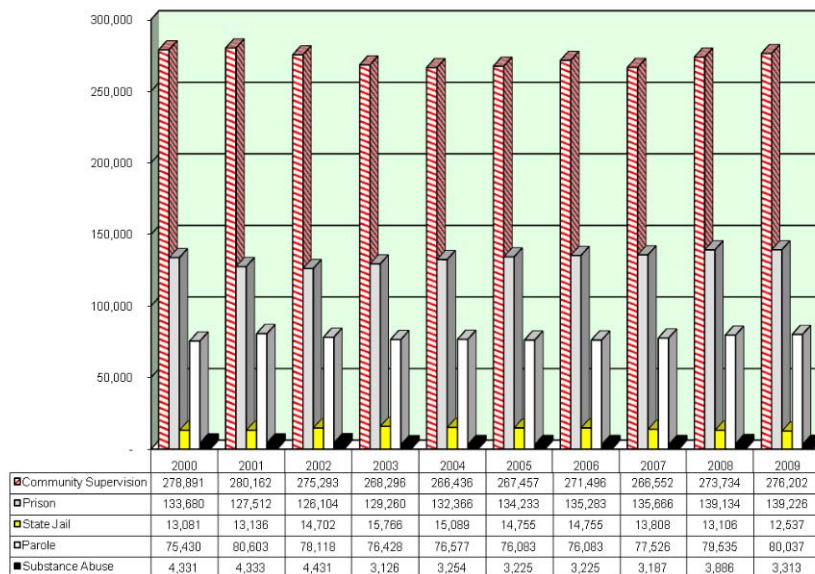
Historical Characteristics *(Continued)*

**Trend in Texas Prison Offenses and
 State Population
 2000 - 2009**

Prison Offenders in Thousands



**Texas Department of Criminal Justice Growth Rate
 Number of Offenders 2000 - 2009**

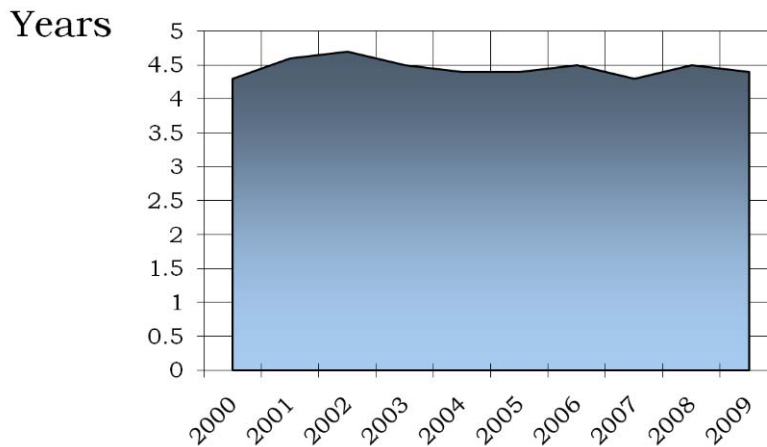


Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Demographics

Historical Characteristics *(Continued)*

**Average Time Served (Years)
by Prison Releasees
2000 – 2009**



Average Time Served by Prison Releasees

Year	Total Released	Average Years Served	Average Years Sentenced	Percent of Sentence Served
2000	36,223	4.3	8.9	48%
2001	41,067	4.6	9.4	49%
2002	37,550	4.7	9.7	49%
2003	37,760	4.5	8.7	60%
2004	41,028	4.4	8.4	60%
2005	39,397	4.4	7.9	60%
2006	41,177	4.5	8.2	61%
2007	41,808	4.3	8	60%
2008	42,069	4.5	8.3	60%
2009	41,328	4.4	8	60%

In FY 2003 - 2009, percent of sentence served is calculated utilizing a case-based methodology in which the percent of sentence served is calculated for each offender released, then the individual percentages are totaled and divided by the number of offenders released. This produces a more accurate representation of time-served than the methodology utilized from FY 2000 - 2002; however, the change in methodology should be considered when making comparisons between fiscal years. Note that under the prior methodology dividing average years served (column 3) by average years sentenced (column 4) equals the percent of sentenced served, but not under the case-based methodology.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Demographics

Current Characteristics

To understand the challenges facing the TDCJ in managing the incarcerated offender population, one must first examine the key characteristics of the on-hand prison population (August 31, 2009):

Category	Male	Female
Average Age	37.2	36.5
African American	37.0%	34.7%
Caucasian	29.9%	43.9%
Hispanic	32.6%	20.9%
% Population with 3-G Offense ¹	46.9%	32.5%
Average I.Q. ²	90.57	90.52
Education Achievement Score ³	7.92	8.16
% With Verified High School Diploma / GED	55.3%	57.6%
Average Sentence Length ⁴	19.6	13.5

¹ 3-G Offense refers to offenses listed in Article 42.12, Section 3g, Texas Code of Criminal Procedure, such as murder, capital murder, sexual assault of a child, etc.

² Average IQ score in the United States is 100 (Wechsler Adult Intelligence Scale)

³ This score is a result of the Tests of Adult Basic Education (TABE) which yields a grade level equivalent score. Windham School District administers the TABE to all incoming TDCJ offenders

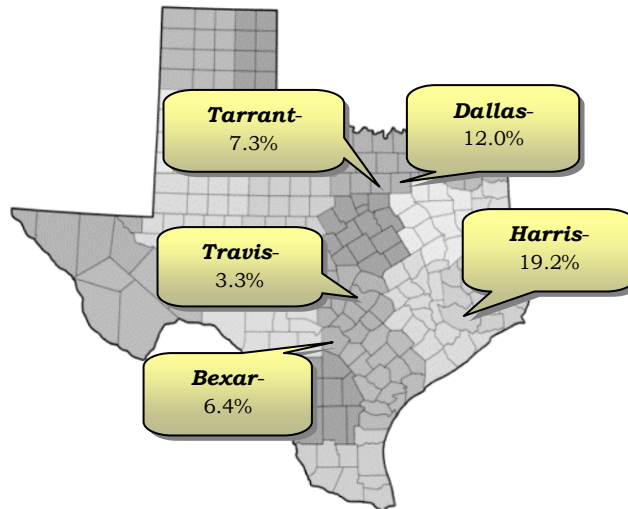
⁴ The average sentence length reflects the on-hand prison population average. The average sentence length for receives is 7.9

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

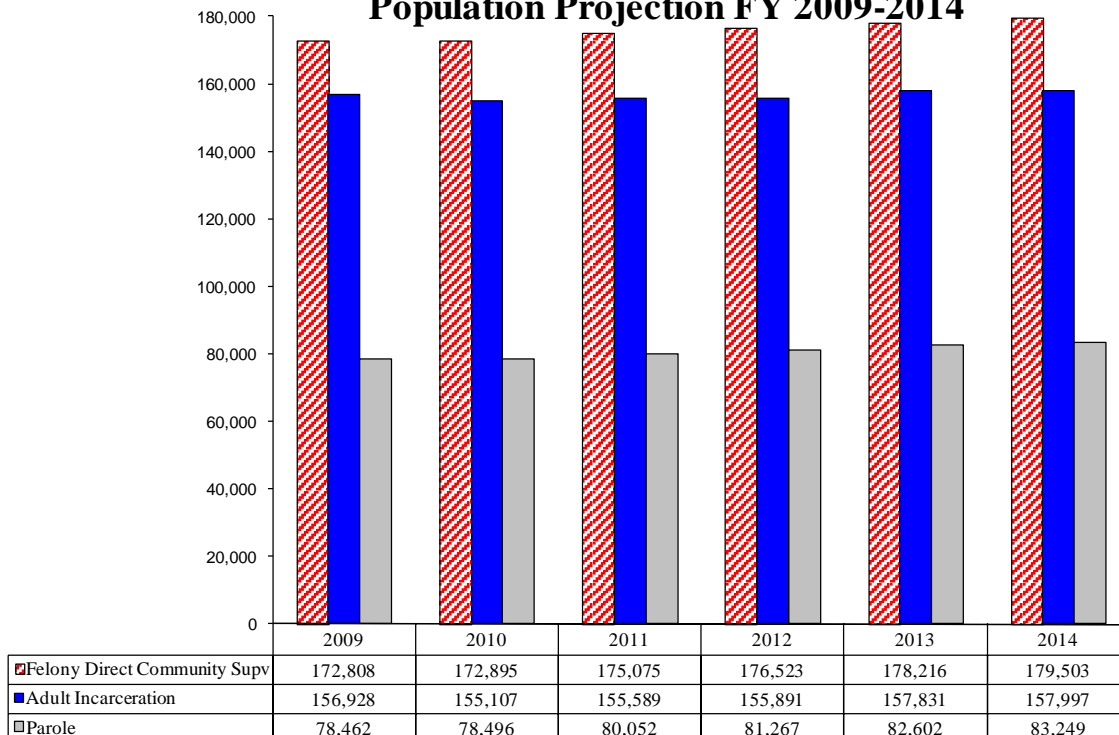
External/Internal Assessment
Demographics

Future Trends

As of August 31, 2009, the following counties of conviction account for 48.2% of the total population:



Texas Department of Criminal Justice
Population Projection FY 2009-2014



Source: LBB Correctional Population Projections January 2009

External/Internal Assessment

Technological Developments

The TDCJ continues to employ innovative technology and efficient use of resources in support of the agency's mission, goals and benchmarks for public safety and criminal justice, of its business operations, and of statewide technology goals, strategies and initiatives. The agency supports the statewide goal of expanded use of enterprise services and infrastructure through its continued participation in the Data Center Services effort to consolidate disparate resources and services into centralized data centers. This consolidation will allow the agency to utilize telecommunications services offered by the DIR and explore such opportunities as use of the state's official portal, TexasOnline, for internet-based government services and information. The agency will also work with DIR to explore such shared applications as enterprise resource planning and email messaging services and DIR-provided procurement contracts. The agency is working to secure and safeguard technology assets and information by adhering to the goals of the *State Enterprise Security Plan* through its Information Resources Security Program and such initiatives as staff education and training; reducing vulnerability to cyber attacks through the use of security scans and risk assessment programs; responding to and recovering from computer security incidents through response teams, incident reporting and awareness, and specialized training and certification for staff; and utilizing and researching cost-effective approaches for identity management, credentialing, and access privileges. The agency will strive to serve citizens anytime, anywhere, by evaluating technologies and processes to

improve navigability and public interaction and enhance search capabilities on its web site. Further, the agency strives to pursue excellence and foster innovation across the enterprise through workplace productivity and collaboration, evaluating strategies for application deployment, effective management of data and information, and sharing of information through such initiatives as the *Texas Path to NIEM* project.

Impact of Federal Statutes/Regulations

The State Criminal Alien Assistance Program (SCAAP) is administered by the Bureau of Justice Assistance (BJA), Office of Justice Programs (OJP), and United States Department of Justice (DOJ), in conjunction with Immigration and Customs Enforcement (ICE). SCAAP funding partially offsets states' and localities' ongoing costs of incarcerating undocumented criminal aliens who have been accused or convicted of state and local offenses and have been incarcerated for a minimum of 72 hours. SCAAP is authorized by Section 241 of the Immigration and Nationality Act of 1990, as amended 8 U.S.C. Part 1231(I). TDCJ's SCAAP funding for 2008-09 has been approximately \$18 million each year. From 1998 to 2005 the TDCJ's budget relied upon an average of approximately \$35 million in SCAAP funding per year.

Based upon the appropriation history and the agency's continued reliance on that funding source, it would become a major fiscal issue should this federal funding shrink or be discontinued.

External/Internal Assessment

Economic Variables

Although the actual rate of unemployment increased to 6.6% in 2009, state projections indicate a gradual decline over the next six years (*Source: Texas Comptroller of Public Accounts; Texas State Data Center*). The current rate of unemployment for the United States is 9.7% (*Source: U.S. Bureau of Labor Statistics, March 2010*). Historically, as the economy worsens, the offender population increases while a decrease in unemployment rates may positively impact recidivism rates. Unemployment rates also impact our correctional officer recruitment and retention efforts.

Significant Criminal Justice Legislation - 81st Regular Legislative Session

HB 93 by *Hodge* - provides an alternative to the forfeiture of good time by allowing TDCJ to suspend good time in disciplinary cases, and to subsequently restore the good time based on good behavior.

HB 221 by *Menendez* - delays parole eligibility for an inmate serving a sentence for sexual assault, aggravated sexual assault or murder by three years for every 12 months that elapse between the date the arrest warrant is issued following an indictment and the date the inmate is arrested.

HB 492 by *Zerwas* - creates an interagency coordinating group of governmental liaisons, as designated by the respective executive directors, that would work with faith and community-based organizations to foster partnerships.

HB 867 by *Aycock* - transfers approximately 2.26 acres at the Halbert Unit in Burnet to the

City of Burnet for the purpose of airport expansion.

HB 963 by *Guillen* - allows various licensing agencies to provide licenses or provisional licenses to applicants who have certain previous criminal convictions. The provisional license could be revoked if the holder commits a new offense or a violation causing their community supervision or parole to be revoked. The bill also requires the licensing authority to notify the probation or parole department that a provisional license has been issued. The bill excludes any applicant for a license to provide law enforcement, public health, education, safety or financial services who has a previous criminal conviction.

HB 1003 by *Bolton* - requires TDCJ to notify a victim or witness if the parolee ceases to be electronically monitored, and requires a CSCD to notify a victim or witness when the defendant ceases to be electronically monitored. Notification must be provided 30 days prior to terminating electronic monitoring. The bill is prospective, applying only to conditions imposed on offenders on or after September 1, 2009.

HB 1043 by *Orr* - specifies the conditions under which state agencies will be required to give hiring and reduction-in-force preference to an individual who was under the permanent managing conservatorship of the Department of Family and Protective Services.

HB 1233 by *Menendez* - allows a correctional facility with licensed psychiatrists to create a continuity of care plan for those individuals awaiting transfer to residential care or an inpatient competency restoration facility. This change in the law restores the criminal court's jurisdiction pending transfer such that inmates who are in crisis may receive the appropriate medical attention and psychiatric treatment that they need.

External/Internal Assessment
Significant Criminal Justice Legislation
81st Regular Legislative Session (Continued)

HB 1711 by *Turner* - requires TDCJ to establish a comprehensive reentry and reintegration plan for offenders released or discharged from a correctional facility. The bill also requires TDCJ to adopt and implement policies that encourage family unity while an offender is confined, as well as to participate in the offender's post-release or post-discharge transition back to the community. The bill also requires TDCJ to enter into a memorandum of understanding with multiple entities to create a reentry task force.

HB 1721 by *Bohac* - makes it a crime to take or attempt to take a weapon from an employee or an official of a correctional facility.

HB 1728 by *Madden* - allows TDCJ's Office of Inspector General to issue an administrative subpoena to a communications common carrier or electronic communication service to compel the production of the carrier's or service's records material to certain criminal investigations.

HB 1736 by *Anchia* - requires TDCJ to develop a reentry and reintegration plan that would include life-skills, job, and vocational training for a wrongfully imprisoned person following discharge, for as long as the services are beneficial. The bill also requires TDCJ to provide a state identification card and financial assistance to aid in covering living expenses following discharge, administered by TCOOMMI, not to exceed \$10,000. The bill provides that the amount of the financial assistance is deducted from compensation provided or damages awarded the person under the Civil Practice and Remedies Code. TCOOMMI is required to develop a plan, using existing case management functions, to assist wrongfully

imprisoned persons upon discharge from TDCJ in accessing medical and dental records, obtaining mental health treatment and related support services, and obtaining appropriate transitional support services. TCOOMMI will submit an annual report to the legislature regarding the provision of services to wrongfully imprisoned persons.

HB 1914 by *McReynolds* - abolishes the existing Private Sector Prison Industry Oversight Authority contingent upon the Bureau of Justice Assistance certifying TBCJ as the new PIE authority. The bill lowers the cap on the number of PIE Program participants at 750 and allows for temporarily exceeding the cap. The bill also adds more extensive notification requirements before contracts are entered into, but exempts existing contracts/programs from the notification requirements. There is a requirement to pay fair market value for lease of property and provisions precluding negative impact on existing employers, but again existing contracts/programs are exempted. The balance of the Private Sector Prison Industry Oversight Account is capped at no more than \$1,000,000.

HB 2004 by *McCall* - requires state and local agencies to notify individuals when their sensitive personal information has been acquired as a result of an unauthorized breach. Agencies must contact persons through various mediums including written or electronic communication. In certain instances, an agency may use other methods for notifying affected parties of breaches of security.

HB 2086 by *Moody* - makes the offenses of escape, permitting or facilitating escape, introducing or providing implements for escape, and prohibited substances and items

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Significant Criminal Justice Legislation
81st Regular Legislative Session (Continued)

in adult or juvenile correctional or detention facility or on property of the Texas Department of Criminal Justice or Texas Youth Commission punishable as engaging in organized criminal activity.

HB 2153 by *Edwards* - expands the jurisdictions in which a person committing an offense under the Code of Criminal Procedure (Ch. 62, Sex Offender Registration) may be prosecuted and requires that a person residing at a temporary or unidentified address provide the applicable law enforcement agencies with a detailed description of its geographical location.

HB 2161 by *Turner* - requires TDCJ to request on behalf of most releasing offenders a personal identification certificate from the Texas Department of Public Safety (DPS). The bill requires TDCJ, DPS, and the Bureau of Vital Statistics of the Department of State Health Services (DSHS) to adopt a memorandum of understanding that establishes the responsibilities related to the verification of the offender's identity. The bill requires TDCJ to reimburse DSHS and DPS the actual costs associated with obtaining the personal ID certificate. A similar requirement is found in HB 2730, the DPS sunset bill, which requires an inmate identification verification pilot program.

HB 2236 by *Moody* - entitles a victim or the representative for a victim of an assault or sexual assault who is younger than 17 years of age or whose case involves family violence to have the court consider the impact on the victim of a continuance requested by the defendant.

HB 2289 by *Madden* - requires TDCJ to develop a procedure for releasing offenders from the facility in which they are serving

their sentence or from a regional release facility nearest their facility (bill requires no fewer than six regional release sites). The bill allows TDCJ to make exceptions if regional release is not in the best interest of the inmate or would threaten public safety. The bill calls for implementation by September 1, 2010.

HB 3226 by *Madden* - allows TDCJ to issue payment for use by the inmate or parolee to pay the cost of temporary post-release housing in the offender's legal county of residence at a rate not to exceed the average daily cost of incarceration. TDCJ must also provide for food, hygiene and clothing. TDCJ is directed to pay the cost of housing from funds appropriated for halfway houses. The bill applies to offenders released after January 1, 2010.

HB 3228 by *Madden* - authorizes TDCJ (and TYC) to own and operate electronic, mechanical or other devices for the detection and monitoring of cell phones, and authorizes the OIG to possess, install, operate and monitor these devices. Jamming devices, to the extent consistent with federal law, are also authorized. The bill also makes it illegal to obtain a cell phone or component part with intent to deliver to an offender, to possess with intent to deliver, to provide another person with a cell phone or component part with intent to deliver to an offender, or to purchase minutes for the offender's use.

HB 3438 by *Hodge* - provides the Board of Criminal Justice with permissive authority to transfer Dawson State Jail to the City of Dallas for a comparable facility within 20 miles of the Dawson Unit.

HB 3649 by *Marquez* - requires TDCJ to establish a policy that permits an inmate to receive by mail reference books and other

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

External/Internal Assessment
Significant Criminal Justice Legislation
81st Regular Legislative Session (Continued)

educational materials from a volunteer organization.

HB 3653 by *Marquez* - prohibits the use of restraints on pregnant inmates or pregnant defendants during labor and delivery or recovery, except where necessary to ensure security and safety.

HB 3671 by *Sheffield* - deletes the record of arrest as a required item in the pen packet.

HB 3689 by *McReynolds* - continues the Texas Youth Commission and the Texas Juvenile Probation Commission until 2011, when they will be reviewed again by the Sunset Advisory Commission. The bill also requires TCOOMMI to coordinate with state and local agencies serving juveniles to create a continuity of care system for juvenile offenders with mental impairments.

HB 4451 by *McReynolds* - authorizes a child discharged from TYC due to mental retardation or mental illness to qualify for and receive continuity of care services through TCOOMMI. The bill authorizes a child who is receiving services through the office as a TYC parolee to continue with treatment until the child reaches the parole completion date.

SB 83 by *Nelson* - authorizes a victim or parent of a victim of a sexual assault, aggravated sexual or continuous sexual abuse of a child to terminate a lease early and avoid liability if the assault took place at the leased property.

SB 689 by *Shapiro* - restricts the use of the internet and social-networking sites by sex offenders.

SB 727 by *Patrick, D.* - requires a defendant convicted of a felony to submit a DNA sample as a condition of community supervision unless the defendant has already

submitted a DNA sample required by other state law. The bill also applies to parolees supervised in Texas pursuant to the Interstate Compact.

SB 1068 by *Wentworth* - authorizes certain personal information to be redacted from public information without the necessity of requesting a decision from the attorney general.

SB 1149 by *Hegar* - permits the Board of Criminal Justice to sell certain land directly to a municipality at fair market value without the requirement of a sealed bid for the expansion of a municipal airport.

SB 1557 by *Duncan* - requires a sheriff, within a certain time frame after receiving reasonable cause to believe that a defendant committed to the sheriff's custody has a mental illness or mental retardation, to provide written or electronic notice of the information to the magistrate.

SB 1652 by *Duncan* - requires TDCJ to transfer approximately 222 acres of state property to Mitchell County to be used for a purpose that benefits the public interest.

SB 1844 by *Van De Putte* - clarifies legislative intent of the statute governing how money from the TDCJ offender phone system is apportioned. The first \$10 million collected goes to the Crime Victims Compensation Fund (CVCF). For any funds collected in excess of the \$10 million, 50% will go to the CVCF and 50% will go to the general revenue fund.

SB 1847 by *Hegar* - requires TDCJ to make available to wrongfully imprisoned persons the same programs and services available to an inmate released on parole or to mandatory supervision. The primary benefit to wrongfully imprisoned offenders would be

External/Internal Assessment
Significant Criminal Justice Legislation
81st Regular Legislative Session (Continued)

access to TCOOMMI's continuity of care program, which would provide or coordinate services once they are discharged.

SB 2048 *by Williams* - authorizes the commissioners court in a county with a population of 100,000 or more to designate the sheriff's office, or through an interlocal agreement the office of a chief of a municipal police department within the county, to serve as a mandatory countywide registration location for persons required to register as a sex offender.

SB 2228 *by Averitt* - requires TDCJ to transfer a 33.37 acre parcel of land and grant utility easements to the property to Coryell County.

SB 2340 *by Averitt* - allows a court to require any defendant to serve all or part of a sentence in county jail by participating in an electronic monitoring program in lieu of confinement. The program must be operated by a CSCD that serves the county in which the court is located and must have been approved by CJAD, or the commissioners court or by a private vendor under contract with the commissioners court, if the defendant has not been placed on community supervision. The court may revoke participation in the program if the defendant violates a court imposed condition, including a condition that requires the defendant to pay for program participation.

External/Internal Assessment
Self-Evaluation and Opportunities for Improvement

Contraband Interdiction/Heightened Security Measures

– In addition to the \$10 million appropriated for the purchase of correctional security equipment and video surveillance systems, the agency has taken additional steps to strengthen and enhance our correctional operations system-wide.

All TDCJ maximum security facilities require a pat search of all persons entering the facility. All other TDCJ correctional units have random searches of persons to occur on a daily basis. The agency has implemented regional search teams to conduct comprehensive random searches of offender living and work areas; targeting those facilities where contraband interdiction is greatest. TDCJ has also obtained 10 canines for cell phone detection.

Additional training sessions were added to the pre-service training curriculum teaching contraband screening/control and prevention/reporting of occupational fraud. Updates to the in-service and specialized training curriculum include new sessions on transporting and searching offenders, enhanced weapons training, and teamwork/trust in the work environment.

Human Resources Issues - All state agencies are required to participate in the SAO exit survey, which was originally initiated in FY 2002. The top four reasons cited for leaving in FY 2009 by COs who voluntarily separated employment were: personal or family health; poor working conditions/environment; retirement; or relocation (self, spouse, companion).

As a result of the feedback received from this survey, the agency continues to evaluate and implement programs to enhance policies, procedures, and training. Several of the initiatives resulting from such evaluation are identified in the Human Resources Initiatives

section of this Strategic Plan and in the Workforce Plan (see Appendix E to this Strategic Plan).

Correctional officers, parole officers, and unit-based employees (prison unit employees whose primary objective is providing and supporting direct offender operations) received a 3.5% increase, on average, to their gross monthly pay effective September 1, 2009, as a result of the 81st Texas Legislature funding a pay increase for targeted positions. In addition, those same employees will receive another 3.5% increase effective September 1, 2010. Employees in Salary Schedule C will receive raises based on their tenure.

In April 2008, the agency began providing \$1,500 recruitment bonuses for newly-hired COs at designated understaffed correctional facilities. Units are reevaluated periodically to determine bonus eligibility. As of February 28, 2010, a total of 5,311 newly hired COs have accepted the recruitment bonus and an assignment to a designated understaffed correctional facility.

The agency continues to offer two programs to assist employees with maintaining physical and mental health. Wellness Initiative Now (WIN) promotes personal well-being, fitness, and nutrition. The Employee Assistance Program (EAP) provides confidential, professional assistance to help employees and their families resolve a variety of issues including stress management.

A number of training programs are offered to enhance leadership skills of agency managers and supervisors, including the Focused Leadership Conference and Building a Bridge to the Future Leadership Training.

- Focused Leadership Conference, delivered by the TDCJ executive

External/Internal Assessment

Self-Evaluation and Opportunities for Improvement (Continued)

director and deputy executive director, provides leadership development for TDCJ managers and supervisors. Participants use group discussion, case studies, and team building activities to examine leadership issues. The course is highly interactive and provides networking and support to ensure long-term leadership goals. The course concludes with development and discussion of a personalized leadership plan.

- Building a Bridge to the Future Leadership Training allows a unique opportunity for mid-managers to be trained by TDCJ executive leaders. Topics covered reflect insights into TDCJ leadership, vision, and goals, and how implementing these important management tools can combine to create synergy across divisional lines, while building unity within TDCJ.

In an effort to enhance the pool of applicants for CO positions, in March 2010, a physical agility test (PAT) was added as a part of the pre-employment process. A CO applicant approved for hire must complete and pass the PAT before beginning the pre-service training academy. In addition, the CO eligibility criteria was modified and the CO scoring guidelines were revised. A CO applicant is not eligible for hire if they have a Class A misdemeanor conviction within the last 10 years.

In FY 2009, the agency hired 8,520 COs, and 3,371 COs have been hired in FY 2010 as of February 28, 2010. As of March 31, 2010, there were 410.5 vacant CO positions, a filled rate of 98.44%. That is about 600 fewer vacancies than there were in August 2009, when the number of CO vacancies was

1,043.5. The March 2010 CO staff shortage level of 410.5 is the lowest level in over a decade and is a significant improvement from September 2007 when the number of CO vacancies peaked at 3,978.

Evidence-Based Practices in Community Supervision - CJAD

continues to advocate offender population practices which show an empirical reduction in recidivism. Assisting the CSCDs with ongoing movement toward evidence-based practices, CJAD offers training and available resources to further programs that have positive outcomes. CSCDs are implementing effective programming based upon local and national research outlining the components of programs that are proven to reduce recidivism and produce long term change in offender behavior. Currently, CJAD is working with the CSCDs to validate and subsequently implement a public domain state assessment instrument which would replace the current state assessment instrument. The new instrument would provide officers with more case management variables, such as criminogenic need and responsivity, to help them work with the offender population and have an impact on behavior change. In addition, CJAD is evaluating program and CSCD data to determine if diversion program funding is serving its intended purpose of reducing the number of revocations to prison and keeping more people successful in the community. As part of this evaluation process, for community corrections facilities (CCFs), CJAD uses the Correctional Program Checklist to ascertain how closely programs delivered by CCFs meet known principles of effective correctional treatment. CJAD is also working on a curriculum for how CSCDs can implement evidence-based practices systemically throughout their departments as opposed to program-specific implementation.

External/Internal Assessment

Self-Evaluation and Opportunities for Improvement (Continued)

Safe Prisons - The TDCJ's Safe Prisons Program, the PREA Ombudsman, and the Office of the Inspector General continue to emphasize the prevention, investigation and prosecution of incidents of sexual assault and reflect the agency's "zero-tolerance" policy. The agency's successful applications for grant funding from the Office of Justice Programs supported enhancements such as additional surveillance cameras, lexan (transparent) cell fronts and additional investigative and prosecutorial training. The agency continues to explore innovations and technologies which enhance both offender and staff safety from any form of violence. Comprehensive video surveillance systems are being installed at certain facilities.

In coordinating the agency's efforts to eliminate the occurrence of sexual assaults in correctional facilities, the PREA Ombudsman continues to monitor agency policies, oversee administrative investigations, ensure impartial resolutions of offender complaints, and collect statistics regarding sexual assaults. The agency is also reviewing draft standards relating to the prevention of inmate sexual assault published by the U.S. Attorney General's office.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

Goal A *To provide diversions to traditional prison incarceration by the use of community supervision and other community-based programs.*

Objective A.1. To provide funding for community supervision and diversionary programs

- Outcome**
- ◆ Felony community supervision annual revocation rate
 - ◆ Misdemeanor community supervision revocation rate

Strategy A.1.1. Basic Supervision

- Output**
- ☞ Average number of felony offenders under direct supervision
 - ◆ Average number of misdemeanor offenders under direct supervision
- Efficiency**
- ☞ Average monthly caseload
- Explanatory**
- ◆ Number of felons placed on community supervision
 - ◆ Number of misdemeanants placed on community supervision

Strategy A.1.2. Diversion Programs

- Output**
- ☞ Number of residential facility beds grant-funded
 - ◆ Number of alternative sanction programs and services grant-funded (excluding residential facilities)
- Explanatory**
- ◆ Number of grant-funded residential facility beds in operation
 - ◆ Number of grant-funded facilities providing residential services to offenders on community supervision

Strategy A.1.3. Community Corrections

- Output**
- ☞ Number of residential facility beds funded through community corrections
 - ◆ Number of alternative sanction programs and services funded through community corrections (CC) (excluding residential facilities)
- Explanatory**
- ◆ Number of facilities funded through community corrections (CC) providing residential services to offenders on community supervision
 - ◆ Number of operational residential facility beds funded through community corrections (CC)

Strategy A.1.4. Treatment Alternatives to Incarceration

- Output**
- ◆ Number of persons completing the treatment in treatment alternatives to incarceration program (TAIP)

Goal B *To provide a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.*

Objective B.1. To direct special needs offenders into treatment alternatives

- Outcome**
- ☞ Offenders with special needs three-year reincarceration rate

Strategy B.1.1. Special Needs Projects

- Output**
- ☞ Number of special needs offenders served through the continuity of care programs

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Goal C *To provide for confinement, supervision, rehabilitation, and reintegration of adult felons.*

Objective C.1. To confine and supervise convicted felons

- Outcome**
- ☞ Escaped offenders as percentage of number of offenders incarcerated
 - ◆ Percentage of eligible health-care facilities accredited by the National Commission on Correctional Health Care (NCCHC) and/or American Correctional Association (ACA)
 - ☞ Three-year recidivism rate
 - ◆ Number of offenders who have escaped from incarceration
 - ☞ Turnover rate of correctional officers
 - ◆ Percent compliance with contract prison operating plan
 - ◆ Number of offenders successfully completing work facility program

Strategy C.1.1. Correctional Security Operations

- Output**
- ☞ Average number of offenders incarcerated
 - ◆ Use of force incidents investigated
 - ◆ Number of offenders received and initially classified
- Efficiency**
- ◆ Security and classification costs per offender day
- Explanatory**
- ◆ Number of correctional staff employed
 - ◆ Number of inmate and employee assaults reported
 - ◆ Number of attempted escapes
 - ◆ Number of state jail felony scheduled admissions

Strategy C.1.2. Correctional Support Operations

(No measures)

Strategy C.1.3. Offender Services

(No measures)

Strategy C.1.4. Institutional Goods

(No measures)

Strategy C.1.5. Institutional Services

(No measures)

Strategy C.1.6. Institutional Operations and Maintenance

- Output**
- ◆ Safety or maintenance deficiencies identified

Strategy C.1.7. Psychiatric Care

- Output**
- ☞ Psychiatric inpatient average daily census
 - ◆ Psychiatric outpatient average caseload
 - ◆ Mentally retarded offender program average daily census
- Efficiency**
- ◆ Psychiatric care cost per offender day

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Strategy C.1.8. Managed Health Care – Unit Care

- | | |
|-------------------|---|
| Output | ◆ Outpatient medical visits
◆ Number of segregated inmate health evaluations
◆ Outpatient dental visits |
| | 🔗 Average number of offenders under Correctional Managed Health Care |
| Efficiency | 🔗 Medical care cost per offender day |

Strategy C.1.9. Managed Health Care – Hospital Care

Strategy C.1.10. Managed Health Care - Pharmacy

Strategy C.1.11. Health Services

(No measures)

Strategy C.1.12. Contracted Temporary Capacity

- | | |
|--------------------|--|
| Explanatory | 🔗 Average number of offenders in contractual correctional bed capacity |
|--------------------|--|

Strategy C.1.13. Contract Prisons/Private State Jails

- | | |
|-------------------|--|
| Output | 🔗 Average number of offenders in contract prisons and privately operated state jails |
| Efficiency | ◆ Average daily cost per offender in contract prisons and privately operated state jails |

Strategy C.1.14. Residential Pre-Parole Facilities

- | | |
|-------------------|--|
| Output | 🔗 Average number of pre-parole transferees in pre-parole transfer facilities
🔗 Average number of offenders in work program facilities |
| Efficiency | ◆ Average pre-parole transfer contract cost per resident day
◆ Average work program facility contract cost per resident day |

Objective C.2. To provide services for the rehabilitation of convicted felons

- | | |
|----------------|---|
| Outcome | ◆ Percentage change in number of inmates assigned to correctional industries program compared to previous fiscal year
◆ Number of degrees and vocational certificates awarded
◆ Percentage of participants receiving community/technical college degrees and certificates |
|----------------|---|

Strategy C.2.1. Texas Correctional Industries

- | | |
|---------------|--|
| Output | ◆ Number of factories operated by the correctional industries program
🔗 Number of inmates assigned to the correctional industries program |
|---------------|--|

Strategy C.2.2. Academic/Vocational Training

- | | |
|---------------|---|
| Output | 🔗 Inmate students enrolled
◆ Number of offender students served in post-secondary academic and vocational training |
|---------------|---|

Strategy C.2.3. Project RIO

(No measures)

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

**2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures**

(Continued)

Strategy C.2.4. Treatment Services

Output

- ⌚ Number of sex offenders receiving psychological counseling while on parole/mandatory supervision
- ◆ Number of mentally retarded releasees receiving services
- ◆ Number of sex offenders completing the sex offender treatment program (SOTP)
- ◆ Number of mentally ill releasees receiving services

Strategy C.2.5. Substance Abuse Felony Punishment

Output

- ◆ Number of offenders in in-prison therapeutic community substance abuse treatment program
- ◆ Number of offenders in substance abuse felony punishment facilities
- ◆ Number of offenders completing treatment in in-prison therapeutic community
- ⌚ Numbers of offenders completing treatment in substance abuse felony punishment facilities
- ◆ Number of offenders completing treatment in transitional treatment centers after completing substance abuse felony punishment facilities

Efficiency

- ◆ Average daily cost per offender for treatment services in substance abuse felony punishment facilities

Strategy C.2.6. In-Prison Substance Abuse Treatment & Coordination

Output

- ◆ Number of offenders in in-prison therapeutic community substance abuse treatment program
- ◆ Number of offenders completing treatment in in-prison therapeutic community
- ◆ Number of offenders completing treatment in transitional treatment centers after in-prison therapeutic community substance abuse treatment
- ◆ Number of offenders in Driving While Intoxicated treatment programs
- ◆ Number of offenders completing treatment in Driving While Intoxicated treatment programs
- ◆ Number of offenders in State Jail Substance Abuse Treatment
- ◆ Number of offenders completing treatment in State Jail Substance Abuse Treatment programs
- ◆ Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment programs

Efficiency

- ◆ Average daily cost per offender for treatment services in in-prison therapeutic community substance abuse treatment programs
- ◆ Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs
- ◆ Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment programs

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Goal D *To ensure and maintain adequate housing and support facilities for convicted felons during confinement.*

Objective D.1. To ensure and maintain adequate facilities
(No measures)

Strategy D.1.1. Facilities Construction
(No measures)

Strategy D.1.2. Lease-Purchase of Facilities
(No measures)

Goal E *To administer the range of options and sanctions available for inmates through parole or acts of clemency.*

Objective E.1. To operate the Board of Pardons and Paroles

Strategy E.1.1. Board of Pardons and Paroles

- | | |
|--------------------|--|
| Outcome | ◆ Percent of technical violators whose charges were disposed within 40 days |
| Output | 🔗 Number of parole cases considered |
| Output | 🔗 Number of parole cases processed |
| Explanatory | ◆ Average percentage of sentence served by inmates released from prison |
| | ◆ Average time (months) served by inmates released from prison |
| | ◆ Percentage of cases considered for which a favorable parole-release decision is made |
| | ◆ Number of offenders released on parole or discretionary mandatory supervision (excluding parole-in-absentia (PIA) and other mandatory supervision release) |
| | ◆ Number of offenders released on parole-in-absentia (PIA) |

Strategy E.1.2. Revocation Processing

- | | |
|---------------|---|
| Output | ◆ Number of preliminary/revocation hearings conducted |
|---------------|---|

Goal F *To provide supervision and administer the range of options and sanctions available for felons' reintegration into society following release from confinement.*

Objective F.1. To evaluate eligible offenders for parole or clemency

Strategy F.1.1. Parole Release Processing

- | | |
|--------------------|---|
| Explanatory | ◆ Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process |
| | ◆ Number of parole-in-absentia reports prepared and submitted to the Board of Pardons and Paroles to facilitate the release decision-making process |
| | ◆ Number of offenders released on mandatory supervision |

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

2010-11 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Objective F.2. To perform basic supervision and sanction services

Strategy F.2.1. Parole Supervision

- | | |
|--------------------|--|
| Outcome | ◆ Percent of releasees successfully discharging parole/mandatory supervision
◆ Percentage of releasees receiving new convictions
🔑 Releasee annual revocation rate |
| Output | 🔑 Average number of offenders under active parole supervision
◆ Number of substance abuse tests administered
◆ Average number of releasees electronically monitored
◆ Percentage of technical violators interviewed within 5 days of arrest
◆ Percentage of technical violators scheduled for hearing within 2 days of being interviewed |
| Efficiency | 🔑 Average monthly caseload |
| Explanatory | ◆ Number of releasees placed on electronic monitoring
◆ Number of pre-revocation warrants issued |

Strategy F.2.2. Halfway House Facilities

- | | |
|-------------------|--|
| Output | 🔑 Average number of releasees in halfway houses |
| Efficiency | ◆ Average halfway house contract cost per resident day |

Strategy F.2.3. Intermediate Sanction Facilities

- | | |
|--------------------|---|
| Output | 🔑 Average number of parolees and probationers in intermediate sanction facilities |
| Efficiency | ◆ Average intermediate sanction facility cost per resident day |
| Explanatory | ◆ Parolees and probationers placed in intermediate sanction facilities |

Goal G Indirect Administration

Objective G.1. Indirect Administration

(No measures)

Strategy G.1.1. Central Administration

(No measures)

Strategy G.1.2. Correctional Training

(No measures)

Strategy G.1.3. Inspector General

(No measures)

Strategy G.1.4. Victim Services

(No measures)

Strategy G.1.5. Information Resources

(No measures)

Technology Assessment Summary

Planned technology solutions that respond to key factors that will affect the agency:

TDCJ continues to employ innovative technology and efficient use of resources in support of the agency's mission, goals and benchmarks for public safety and criminal justice, of its business operations, and of statewide technology goals, strategies and initiatives. The agency supports the statewide goal of **expanded use of enterprise services and infrastructure** through its continued participation in the Data Center Services (DCS) effort to consolidate disparate resources and services into centralized data centers. This consolidation will allow the agency to utilize telecommunications services offered by the Department of Information Resources (DIR) and explore such opportunities as use of the state's official portal, TexasOnline, for Internet-based government services and information. The agency will also work with DIR to explore such shared applications as enterprise resource planning and email messaging services and DIR-provided procurement contracts. The agency is working to **secure and safeguard technology assets and information** by adhering to the goals of the *State Enterprise Security Plan (SESP)* through its Information Resources Security Program and such initiatives as staff education and training; reducing vulnerability to cyber attacks through the use of security scans and risk assessment programs; responding to and recovering from computer security incidents through response teams, incident reporting and awareness, and specialized training and certification for staff; and utilizing and researching cost-effective approaches for identity management, credentialing, and access privileges. The agency will strive to **serve citizens anytime, anywhere**, by evaluating technologies and processes to improve navigability and public interaction and enhance search capabilities on its website. Further, the agency strives to **pursue excellence and foster innovation across the enterprise** through workplace productivity and collaboration, evaluating strategies for application deployment, effective management of data and information, and sharing of information through such initiatives as the Texas Path to National Information Exchange Model project. Other initiatives addressing specific agency technology requirements appear in the *Technology Initiative Alignment* of this Plan.

Statewide Technology Goal 1

Strengthen and Expand the Use of Enterprise Services and Infrastructure

1.1 Enhance Capabilities of the Shared Infrastructure

- Data Center Infrastructure
- Communications Technology Infrastructure
- Statewide Portal Infrastructure

1.2 Leverage Shared Applications

- Enterprise Resource Planning (ERP)
- Email Messaging

1.3 Leverage the State's Purchasing Power

- Product and Services Portfolio Expansion

Agency plans to strengthen and/or expand its capabilities through the initiatives described in Statewide Technology Goal 1:

TDCJ will continue to work with DIR and the DCS provider to transform agency resources into the Austin Data Center and San Angelo Data Center. Transformation to the state-operated data centers will allow the agency to utilize "next generation" communication technology services provided by DIR. Opportunities such as web hosting or workplace productivity collaboration tools, offered through the

Technology Assessment Summary

(Continued)

statewide portal infrastructure, will also be exploited when appropriate. TDCJ will work with DIR to leverage the benefits of any “shared application” offerings such as email/messaging services or enterprise resource planning. The agency consistently uses DIR Telecommunications Division managed services contracts, such as TEX-AN, for purchasing voice, data, and video telecommunications services. TDCJ will maintain its extensive utilization of contracts provided by DIR for the procurement of technology commodities and services. Since inception of DIR’s Information and Communications Technology Cooperative Contracts Program, TDCJ has been supportive of this direct procurement method to include the extensive use of the IT Staffing Services program. Benefits have included reduced staff time to procure needed IT commodities and services that demand a quick turnover for day-to-day operations.

Agency plans to strengthen and/or expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement strategies:

The agency will continue internal consolidation efforts to reduce the overall number of servers and more effectively manage storage resources shared by agency stakeholders. TDCJ has considered the use of managed desktop services; however, due to funding constraints, the agency is not currently in a position to utilize such services. The agency also makes a concerted effort to reduce the environmental impact of its technology equipment, replacing older computers, for example, with those that are more energy efficient, and obtaining newer surplus computer equipment from other state agencies. TDCJ continues to research and assess cost-effective and mutually beneficial methods of sharing and consolidating services and infrastructure and does so with the intent of supporting DIR initiatives, statewide goals and strategies, and other state agencies and entities.

Statewide Technology Goal 2

Secure and Safeguard Technology Assets and Information

- 2.1 Align the State’s Approach to Enterprise Security with other State and National Strategies
 - State Enterprise Security Plan
 - Vulnerability to Cyber Attacks
 - Response and Recovery Capabilities
- 2.2 Integrate Identity Management, Credentialing, and Access Privileges
 - Identity Management Services

Update on the agency’s progress in implementing strategies to align with the State Enterprise Security Plan:

TDCJ continues to advance the goals of the SESP and align the security components of agency strategic plans to the SESP to ensure that statewide objectives and strategies for security are consistent. To promote security awareness, the agency’s Information Security Officer (ISO) is in the final phase of development of the Information Resource Security Program in accordance with Texas Administrative

Technology Assessment Summary

(Continued)

Code § 202.25. Also, the ITD Newsletter and the ITD Training Newsletter will include usable security information to apprise employees of information resources protection. These newsletters will be emailed, posted on bulletin boards, and posted on the TDCJ intranet. To provide security education and training, the ISO will develop a user Information Security Manual, developed from the final Information Resource Security Program, for distribution to all employees and will develop an employee security awareness training program to be presented bi-monthly at the TDCJ new employee orientation. Additionally, the agency will seek out technical security training, assessment and testing services, security guidelines and best practices through DIR's security information website.

TDCJ reduces vulnerability to cyber attacks by working with DIR to identify security risks and vulnerabilities, increase awareness and information sharing, and identify and facilitate best practices. The agency employs DIR's cybersecurity program to test and protect systems from penetration and attack. DIR performs an annual Controlled Penetration Test on TDCJ's information resources to help identify vulnerabilities and protect those resources. The agency also employs a quarterly vulnerability scan performed by IBM on key systems to help identify vulnerabilities and protect resources and also maintains a Barracuda email spam filtering and virus detection system, a Barracuda web filtering system, and an intrusion prevention system. TDCJ utilizes the DIR secure web portal to enhance information sharing regarding threats, vulnerabilities, mitigation strategies, incident trend analysis, and discussion forums among state agency ISOs. Finally, the agency participates in the DIR-sponsored online security risk assessment program to help identify requirements and reduce vulnerability through gap analysis and risk reduction planning (e.g., Information Sharing and Analysis Centers).

The agency works with DIR to bolster its ability to respond to and recover from computer security incidents while promoting awareness and accountability requirements. The agency employs and monitors Computer Security Incident Response team protocol to rapidly identify, contain, and recover from any attack or attempt to disrupt the agency's critical IT infrastructure. The agency currently utilizes DIR's portal for monthly Security Incident Reporting for computer security events (e.g., antivirus, spam, lost or stolen equipment, etc.) and participates in statewide specialized training and certification made available for IT security personnel.

The agency's identity management strategies in place or planned:

Currently the agency is utilizing identity management locally on individual platforms such as Novell Directory Services and Windows Active Directory Services. The agency uses Cisco Secure Access Control Server for centralized network identity and access. TDCJ continues to research and analyze cost-effective technologies and integration approaches for federated identity management.

Technology Assessment Summary

(Continued)

Statewide Technology Goal 3
Serve Citizens Anytime, Anywhere

3.1 Expand and Enhance Access to agency Services

- Multi-Channel Access
- Rural Broadband Expansion

3.2 Facilitate Open and Transparent Government

- Best Practices for Information Assets

The agency's plans to expand or enhance access to its services and promote citizen engagement through online services and emerging technologies:

TDCJ provides access to public information by telephone (Victim Notification System) and personal inquiry (telephone or face-to-face), and through the agency's public website. Public information currently provided via the TDCJ website includes descriptions of agency, division, and department services along with contact information; employment information, job announcements, and job descriptions; personnel policies and procedures; offender information authorized for public use; agency publications, announcements, and public advisories; statistical and informational data; services available for victims of crime; information for offender families; links to agency-approved charitable organizations; and links to state-mandated websites. Data is delivered by way of HTML, PDF, Word, and Excel, as well as gif and jpg images. Web pages and online publications are tested to ensure compliance with federal and state accessibility guidelines.

Efforts are underway to implement improved software and systems to provide consistent access to agency information regarding employment opportunities and authorized public data regarding offenders.

TDCJ will continue to evaluate and consider new processes, technologies, and infrastructures to improve public engagement and interaction with the agency. TDCJ will review and evaluate emerging social media technologies, such as using web feeds and syndications and deploying online methods favorable to mobile and cellular technologies, to enhance access to agency information.

TDCJ will also continue to evaluate the tools and services provided through the state portal to deliver information and engage the public.

Initiatives planned or in process that will facilitate access to agency information and public data:

Upcoming initiatives include redesign of the TDCJ website to include improved site organization, navigability, and public interaction, and enhanced search capabilities.

Additionally, TDCJ will continue to expand and enhance the public's ability to search for, locate, and access public information via the agency website. TDCJ will closely monitor federal rural broadband initiatives and work being conducted by other state agencies to improve accessibility to the infrastructure for isolated Texas areas and will look for opportunities within these efforts to better serve the public. The

Technology Assessment Summary

(Continued)

agency will continue to provide timely public information and explore other channels to provide such service.

TDCJ will also continue to assess the impact of existing and new technologies on security and privacy and compliance with electronic and information resources accessibility policies.

Statewide Technology Goal 4

Pursue Excellence and Foster Innovation Across the Enterprise

- 4.1 Link Technology Solutions to Workplace Innovations
 - Workplace Productivity and Collaboration
- 4.2 Pursue Leading-Edge Strategies for Application Deployment
 - Cloud Computing
 - Specifications, Toolkits, and the Application Market
 - Legacy Systems Modernization
- 4.3 Optimize Information Asset Management
 - Best Practices for Managing Digital Information
- 4.4 Promote the Use and Sharing of Information
 - Health Information Exchange
 - Statewide Communications Interoperability
 - Justice Information System integration
 - Enterprise Geospatial Services

Agency plans to implement or enhance workplace productivity and to leverage collaboration tools:

TDCJ will continue to identify and evaluate new technologies and infrastructure requirements to improve workplace productivity and efficiencies through the use of virtual desktop solutions, enhanced remote access capabilities and application sharing, etc. Workplace productivity improvements will be identified through the discovery and use of enhanced collaboration tools such as web-based training solutions, internal training portals, open source software, desktop video conferencing, additional video and web conferencing options and knowledge management. Priority will be given to identifying and implementing flexible and creative low-cost solutions.

Agency strategies to develop and deploy applications more efficiently:

Transformation plans are ongoing that migrate existing TDCJ applications to virtual instances in the DIR data centers to improve security, performance and disaster recovery capabilities. TDCJ continues efforts to expand imaging technology agency wide thus facilitating better retention and accessibility of data for software innovation opportunities. The return to the Compuware Toolkit from DIR will enable improved efficiency for legacy and future software applications and hosting platforms. Other technologies under review include tools for automating project and portfolio management and enhancing data integration/management processes. The agency will continue to evaluate tools and methods that facilitate

Technology Assessment Summary

(Continued)

the efficient modernization of its legacy systems and support cost-effective hardware and software improvements such as the implementation of thin client computing and deployment of open source software. Applications and services available through the Texas.gov Application Marketplace will also be considered for applicability to TDCJ's business and technical environments.

Agency strategies to enhance information asset management practices:

TDCJ purchased an e-discovery and archiving tool in 2009 to facilitate agency compliance with state records retention rules and regulations relating to email, responsiveness to e-discovery in federal and state litigation, and responsiveness to Public Information Act requests for documents. This tool will be used to automate agency archive strategies and retention rules for email across the enterprise, with the intent of reducing storage costs and agency risk and simplifying the archive process for end-users. Other strategies for enhancing agency practices in information asset management include reviewing and updating the agency's systems development life cycle methodology to incorporate more specific steps designed to solicit the identification of retention, archiving, and purging requirements for both project and product data and information; developing an agency policy for implementation of the email archiving tool; and continuing review and assessment efforts of the agency's information life-cycle management practices to identify areas for improvement to reduce costs and risks. As a participant in the Electronic Records Management Framework Extension workgroup, TDCJ supports and will implement DIR's best-practice recommendations where feasible.

Agency practices or plans to enhance the use and sharing of information with agency business partners:

TDCJ is currently implementing an information sharing infrastructure as a result of the Texas Path to National Information Exchange Model (NIEM) project. The Texas Path to NIEM is a collaborative effort between the Department of Public Safety (DPS), the Office of Court Administration and TDCJ. The project involves adopting the NIEM as a standard for sharing criminal justice information. TDCJ is currently working with Tarrant County on a pilot project for an electronic indictment record. Future plans include working with Galveston County to implement a completely automated Pen Packet using the NIEM XML transactions. TDCJ participates in the Texas Integrated Justice Information Systems as a steering committee member to evaluate and address integrated justice information system projects within Texas with other state and local agencies.

The agency has memorandums of understanding in place with DPS, Office of the Attorney General, Texas Workforce Commission, Texas Health and Human Services agencies, University of Texas Medical Branch, Social Security Administration, Comptroller of Public Accounts, Internal Revenue Service, and local law enforcement entities that provide for information sharing and/or data access. The agency has adopted the NIEM standard for criminal justice information sharing where applicable.

TDCJ also participates with other Texas government entities and affected agencies and organizations in coordination with the Texas Radio Coalition to facilitate the planning, developing, and financing of a statewide interoperable public safety wireless communication system, consisting of existing and future local and regional wireless communication systems which are under local control.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Technology Initiative Alignment

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
The Integrated Justice System implements a national data standard to exchange offender related data among state and federal agencies.	B.1: To direct special-needs offenders into Treatment Alternatives C.1: To confine and supervise convicted felons C.2: To provide services for the rehabilitation of convicted felons F.1: To evaluate eligible inmates for parole or clemency	4.2: Pursue Leading-Edge Strategies for Application Deployment	Current	-Integration of state and local data -Reduce redundant data entry -Improved data integrity	Innovation: Use of XML technology for data exchange Best Practices: Utilize the National Information Exchange Model and Global Justice XML data model; DIR Framework – data integration
A Classification Document Management System will convert paper documents to electronic images that can be quickly moved about the agency.	C.1: To confine and supervise convicted felons C.2: To provide services for the rehabilitation of convicted felons F.1: To evaluate eligible inmates for parole or clemency	4.2: Pursue Leading-Edge Strategies for Application Deployment	Planned	-Multiple users access the same documents -Reduce time to access information -Reduce data entry -Eliminate paper files, microfiche, and microfilm -Disaster recovery -Accessibility of information	Innovation: Using technology to replace hard copy Best Practices: Store digital images Benchmarking: Gather retrieval metrics for manual pulling of files vs. electronic retrieval
OIMS, Phase 3, Period 2 will address the reengineering of the Intake and Classification processes.	B.1: To direct special-needs offenders into Treatment Alternatives C.1: To confine and supervise convicted felons C.2: To provide services for the rehabilitation of convicted felons F.1: To evaluate eligible inmates for parole or clemency	4.2: Pursue Leading-Edge Strategies for Application Deployment	Planned	-Replacement of a 30 year old offender information system -Reduce data entry -Consortium – other states provide technical improvement -Single source of information -Easier reporting -Enhanced data architecture -Streamline business processes	Innovation: Utilizes open source technology; replace mainframe terminal technology with thin client or client/server technology Best Practices: Utilizes the National Consortium of Offender Management System

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Intentionally left blank

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix A

Strategic Planning Process

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Strategic Planning Process

January 2010

- ☆ Business and Finance Division designated as responsible for the Agency Strategic Plan
- ☆ Plan coordinator assigned

March 2010

- ☆ Receipt of instructions for plan development from Governor's Office of Budget, Planning, and Policy (GOBPP) and Legislative Budget Board (LBB)
- ☆ Strategic planning core group meeting to discuss budget structure, external/internal assessment and solicitation of input, as well as the Customer Service Survey

April 2010

- ☆ Contacted divisions/departments for input in strategic planning process
- ☆ Discussions relating to the Workforce Plan, Texas Workforce Development System Strategic Plan, and the Statewide Capital Plan
- ☆ Submission of Performance Measure Changes, Budget Structure changes (to GOBPP and LBB)
- ☆ Administered Agency Customer Service Survey

May 2010

- ☆ Entered Customer Service Survey responses into database
- ☆ Instructions for the Legislative Appropriations Request issued by the LBB and the Governor's Office
- ☆ Strategic planning core group meeting to discuss input received from divisions/departments through executive management
- ☆ Incorporate input from divisions/departments

June 2010

- ☆ Submission of Report on Customer Service
- ☆ Core group meeting to finalize the Agency Strategic Plan
- ☆ Distribution of the Agency Strategic Plan to the Texas Board of Criminal Justice for review and comment
- ☆ Approval of budget structure and measure changes

July 2010

- ☆ Submission of Agency Strategic Plan to the GOBPP and LBB
- ☆ Submission of performance measures and definitions into Automated Budget Evaluation System of Texas (ABEST)

August 2010

- ☆ Board meets to consider/approve the Budget Request for 2012-13 Biennium
- ☆ Agency submits Legislative Appropriations Requests

September 2010

- ☆ The GOBPP and LBB begin hearings on Agency Legislative Appropriations Requests

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Intentionally left blank

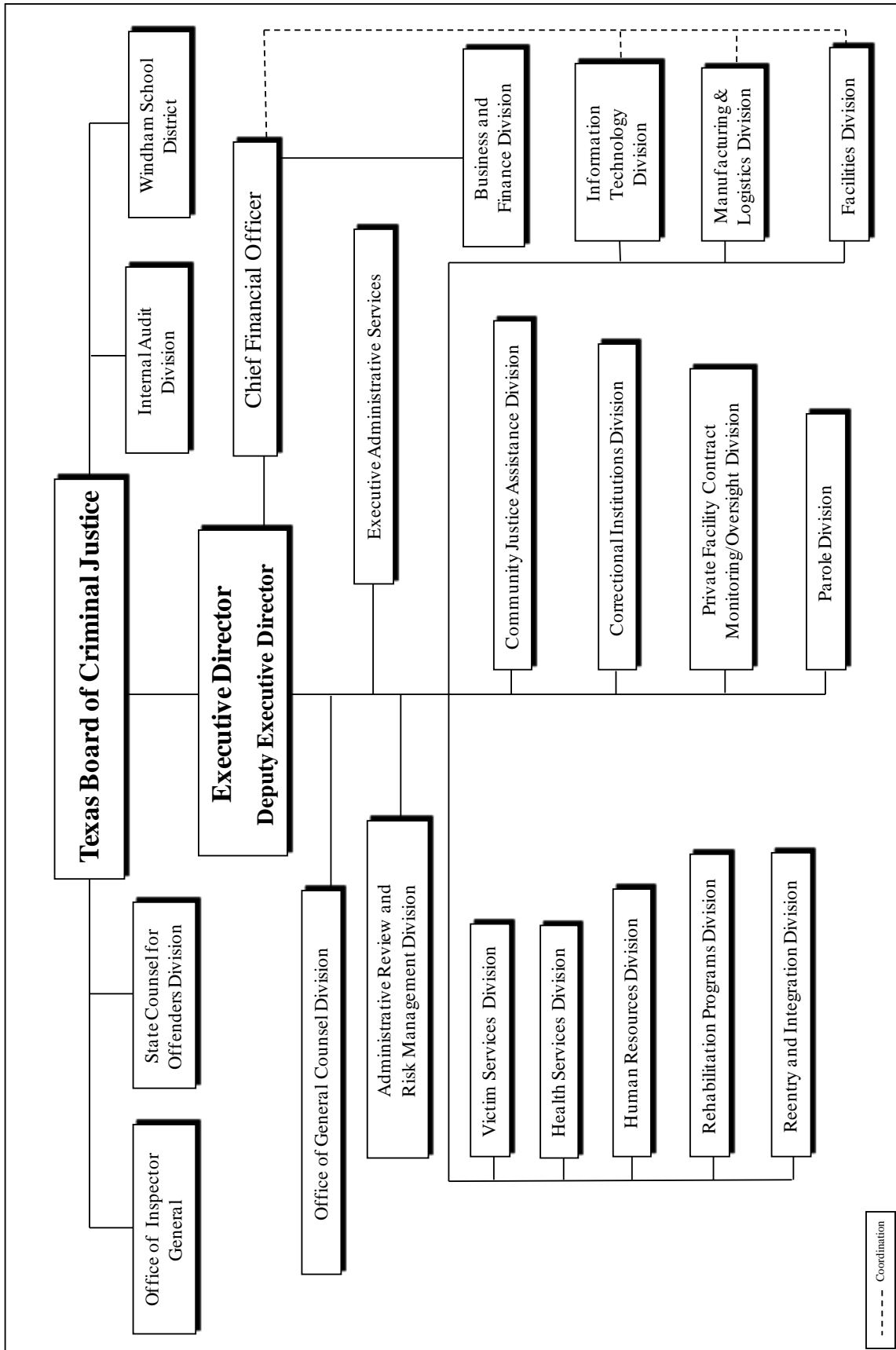
Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix B

Current Organizational Chart

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

TEXAS DEPARTMENT OF CRIMINAL JUSTICE ORGANIZATIONAL STRUCTURE



Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Intentionally left blank

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix C

*Five-Year Projections for
Outcomes*

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

**Preliminary Projected Outcomes
for Fiscal Years (FY) 2011-15**

Outcome Measure	2011	2012	2013	2014	2015
A.1. Felony Community Supervision Annual Revocation Rate	10%	10%	10%	10%	10%
A.1. Misdemeanor Community Supervision Revocation Rate	13%	13%	13%	13%	13%
🔑 B.1. Offenders with Special Needs Three-Year Reincarceration Rate	12%	12%	12%	12%	12%
🔑 C.1. Escaped Offenders as Percentage of Number of Offenders Incarcerated	0.0%	0.0%	0.0%	0.0%	0.0%
C.1. Percentage of Eligible Health-Care Facilities Accredited	100%	100%	100%	100%	100%
🔑 C.1. Three – Year Recidivism Rate	27.2%	27.2%	27.2%	27.2%	27.2%
C.1. Number of Offenders Who Have Escaped from Incarceration	0	0	0	0	0
🔑 C.1. Turnover Rate of Correctional Officers	18%	18%	18%	18%	18%
C.1. Percent Compliance With Contract Prison Operating Plan	90%	90%	90%	90%	90%
C.1. Number of Offenders Successfully Completing Work Facility Program	385	385	385	385	385
C.2. Percentage Change in Number of Inmates Assigned to Correctional Industries	0.0%	0.0%	0.0%	0.0%	0.0%
C.2. Number of Degrees and Vocational Certificates Awarded	1,780	1,780	1,780	1,780	1,780
C.2. Percentage of Community/Technical College Degrees Awarded	36%	36%	36%	36%	36%
E.1. Percentage of Technical Violators whose charges were disposed within 40 days	96%	96%	96%	96%	96%
F.2. Percentage of Releasees Successfully Discharging Parole/Mandatory Supervision	21%	21%	21%	21%	21%
F.2. Percentage of Releasees Receiving New Convictions	6%	6%	6%	6%	6%
🔑 F.2. Releasee Annual Revocation Rate	7%	7%	7%	7%	7%

Note: Outcomes for 2011-15 represent preliminary estimates subject to change upon preparation of the Legislative Appropriations Request for FY 2012-13

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Intentionally left blank

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix D

List of Measure Definitions

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1. Felony community supervision annual revocation rate
Definition	<i>The total number of felons revoked to Texas Department of Criminal Justice-Correctional Institutions Division (TDCJ-CID) divided by the average felony community supervision population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of felony failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of statewide sums of county level data and calculation of annual revocation percentages.
Methodology/Calculation	Felons revoked to TDCJ-CID, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year from an unduplicated count of felons under direct and indirect supervision, as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	<p>A high number of revocations could imply that offenders are being closely supervised and appropriately revoked, or that closer supervision or special programming is needed to divert offenders from revocation. Additionally, revocation trends can be influenced by local judicial tolerances.</p> <p>This measure does not completely measure recidivism as it does not capture re-arrests.</p> <p>The way in which this measure is calculated does not yield a revocation rate based on the number of years under supervision. The current formula can only provide an annual percentage of offenders revoked each year.</p> <p>This measure excludes felony revocations to State Boot Camp and County Jail.</p>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	A.1. Misdemeanor community supervision revocation rate
Definition	<i>The total number of misdemeanants revoked to county jail divided by the average misdemeanor community supervision population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of misdemeanor failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of annual statewide sums of county level data and calculation of revocation percentages.
Methodology/Calculation	Misdemeanants revoked to County Jail, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year from an unduplicated count of misdemeanants under direct and indirect supervision, as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	<p>A high number of revocations could imply that offenders are being closely supervised and appropriately revoked, or that closer supervision or special programming is needed to divert offenders from revocation. Additionally, revocation trends can be influenced by local judicial tolerances.</p> <p>This measure does not completely measure recidivism as it does not capture re-arrests.</p> <p>The way in which this measure is calculated does not yield a revocation rate based on the number of years under supervision. The current formula can only provide an annual percentage of offenders revoked each year.</p>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.1. Average number of felony offenders under direct supervision
Definition	<i>The number of felony offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	This measure, along with the total misdemeanor offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of annual statewide sums of county level data.
Methodology/Calculation	Felons receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	A.1.1. Average number of misdemeanor offenders under direct supervision
Definition	<i>The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure, along with the total felony offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of annual statewide sums of county level data.
Methodology/Calculation	Misdemeanants receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.1. Average Monthly Caseload
Definition	<i>The number of felony offenders under direct supervision (regular, specialized, electronic monitoring and intensive supervision program), including those in residential facilities, per community supervision officer calculated as an end-of-month average.</i>
Type measure	Efficiency
Key or Non-Key?	☞ Key
Purpose	This measure is intended to show the average size of community supervision caseloads for all programs.
Data Source and Collection	<p>Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file.</p> <p>CSCDs submit monthly counts of community supervision officers (full- and part-time) via the Community Supervision Monthly Staff Report. Research and Statistics Technicians enter data into a database of CSCD staff.</p> <p>A Research Specialist queries the databases for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for calculation and presentation of annual statewide sums of county level data.</p>
Methodology/Calculation	The average number of probationers under direct supervision during the reporting period is divided by the average number of community supervision officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average on all caseloads, including specialized caseloads with fewer probationers. The measure also includes probation managers supervising fewer probationers and part-time CSOs with reduced caseloads.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ Lower than target

Performance Measure	A.1.1. Number of felons placed on community supervision
Definition	<i>The number of felons placed on deferred adjudication or receiving community supervision sentences.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to show demand for basic community supervision services. Trend changes in new placements are useful in estimating future demand for community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of annual statewide sums of county level data.
Methodology/Calculation	Original felony community supervision placements, as reported in ISYS, summed across all reporting counties that receive state aid for the fiscal year.
Data Limitations	This count may include duplication when offenders are placed on community supervision by more than one jurisdiction.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✔ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.1. Number of misdemeanants placed on community supervision
Definition	<i>The number of misdemeanants placed on deferred adjudication or receiving community supervision sentences.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to show demand for basic community supervision services. Trend changes in new placements are useful in estimating future demand for community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Research Specialist queries database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook for presentation of annual statewide sums of county level data.
Methodology/Calculation	Original misdemeanor community supervision placements, as reported in ISYS, summed across all reporting counties that receive state aid for the fiscal year.
Data Limitations	This count may include some duplication when offenders are placed on community supervision by more than one jurisdiction.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	A.1.2. Number of residential facility beds grant-funded
Definition	<i>The total number of residential facility beds funded through diversion program grants either in community corrections facilities (CCFs) or county correctional centers (CCC), (excluding contract residential programs).</i>
Type measure	Output
Key or Non-Key?	Ⓜ Key
Purpose	This measure is intended to capture the extent to which grant funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services section receives bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the Community Justice Plan process. CSCDs are required to submit an amended cover sheet if bed capacity changes. This information (including funding source) is entered into a CJAD integrated database system. Residential Services section maintains a Statewide Listing of Residential Facilities which includes bed capacities. Research and Evaluation Unit maintains a database which tracks bed counts by facility and funding source. Research Specialist verifies bed counts and funding sources with Director of Residential Services.
Methodology/Calculation	Sum of Community Corrections Facility (CCF) and County Correctional Center (CCC) beds, excluding contract residential beds, whose funding source is Diversion Program (DP).
Data Limitations	Some CCFs are funded through multiple funding sources. In these cases, numbers of beds funded through DP are estimated based on the overall percentage of each type of funding. This measure does not include residential treatment beds funded through other sources (Community Corrections, Treatment Alternatives to Incarceration, or federal funding).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.2. Number of alternative sanction programs and services grant-funded (excluding non-contract residential facilities)
Definition	<i>Total number of community-based alternative sanction programs and services grants awarded through Diversion Program (DP) funds during the reporting period (including contract residential programs).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are used to provide community-based diversions from prison. Excludes residential programs except for contract residential programs.
Data Source and Collection	Compiled from approved grant proposals and budgets in the Community Justice Plans. Community Supervision and Corrections Departments submit grant program proposals to the Community Justice Assistance Division (CJAD) biennially. Grant budgets are submitted to CJAD at the beginning of each biennium. As needed, subsequent budget adjustments are submitted to CJAD each quarter. Grant proposal information is retrieved from a database. Budget information is stored in 3-ring binders.
Methodology/Calculation	Total number of DP-only funded non-residential programs and services during reporting period; <i>plus</i> , total number of multiple funded non-residential programs and services whose majority funding source is DP for reporting period; <i>plus</i> , contract residential programs funded with DP funds.
Data Limitations	This measure excludes programs that use DP funds with majority funding from other sources (e.g., Community Corrections).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	A.1.2. Number of grant-funded residential facility beds in operation
Definition	<i>The total number of residential facility beds in operation and funded through Diversion Program (DP) grants either in community corrections facilities (CCFs) or county correctional centers (CCCs), (excluding contract residential programs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are actually used to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services receives bed capacity information from program proposal cover sheets submitted by Community Supervision and Corrections Departments (CSCDs) as part of the Community Justice Plan process. CSCDs are required to submit an amended cover sheet if bed capacity changes. Staff enter information into a Community Justice Assistance Division (CJAD) integrated database system. This database also contains funding data (Diversion Program [DP], Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. CSCDs report end of month count of offenders in their CCFs via the Community Supervision Monthly Program Report for each month. For programs with multiple funding sources, beds in operation are proportioned based on the overall percentage of DP funding of the facility, which is obtained from the Integrated Database.
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility bed occupancy for DP funded beds as reported on the Community Supervision Monthly Program Report. For facilities with multiple funding sources, the reported occupied beds are proportioned based on the facility's overall percentage of DP funding.
Data Limitations	This measure does not include residential treatment beds operated by contract providers or funded through other sources (Community Corrections, Treatment Alternatives to Incarceration, or federal funding).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.2. Number of grant-funded facilities providing residential services to offenders on community supervision
Definition	<i>The total number of community corrections facilities (CCFs) and county correctional centers (CCCs) funded through Diversion Program (DP) grants and providing residential services to offenders under community supervision, (excluding contract residential programs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are used to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCDs) as part of the Community Justice Plan process. CSCDs provide updated information as needed. The information is entered into Community Justice Assistance Division (CJAD) integrated database system containing majority-funding source (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility. Residential Services utilizes this information to maintain the Statewide Listing of Residential Facilities. Residential Services provides this listing upon request to the Research Section. The listing contains counts of the number of residential facilities in operation by CSCD and facility type. A Research Specialist uses these data sources to count the number of residential facilities whose primary funding source is DP.
Methodology/Calculation	Sum of DP funded only residential facilities (CCFs and CCCs) operating during the reporting period; plus the total number of multiple funded residential facilities (CCFs and CCCs) whose majority funding source is DP, not including contract residential programs.
Data Limitations	This measure excludes facilities that use DP funds, but whose majority of funding comes from other sources (e.g., Community Corrections, Treatment Alternatives to Incarceration).
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	A.1.3. Number of residential facility beds funded through Community Corrections
Definition	<i>The total number of residential facility beds funded through Community Corrections (CC) either in community corrections facilities (CCFs) or county correctional centers (CCCs), (excluding contract residential programs).</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	This measure is intended to capture the extent to which CC funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services section receives bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the Community Justice Plan process. CSCDs are required to submit an amended cover sheet if bed capacity changes. This information is entered into a CJAD integrated database system. Residential Services section maintains a Statewide Listing of Residential Facilities which includes bed capacities. Research Section maintains a database which tracks bed counts by facility and funding source. A Research Specialist verifies bed counts and funding sources with Director of Residential Services.
Methodology/Calculation	Sum of Community Corrections Facility (CCF) and County Correctional Centers (CCC) residential facility beds whose funding source is CC. Some CCFs are funded through multiple funding sources. In these cases, numbers of beds funded through CC are estimated based on the overall percentage of each type of funding.
Data Limitations	This measure does not include residential treatment beds funded through other sources (Diversion Program, Treatment Alternatives to Incarceration, or federal funding).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.3. Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding non-contract residential facilities)
Definition	<i>Total number of community-based alternative sanction programs and services funded through Community Corrections (CC) during the reporting period (including contract residential programs and excluding non-contract residential facilities).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are used to provide non-residential community-based diversions from prison. Includes contract residential programs funded with CC funds.
Data Source and Collection	Compiled from approved grant proposals and budgets in the Community Justice Plans. Community Supervision and Corrections Departments (CSCD) submit grant program proposals to the Community Justice Assistance Division (CJAD) biennially. Grant budgets are submitted to CJAD each quarter. Grant proposal information is retrieved from a database. Budget information is stored in 3-ring binders.
Methodology/Calculation	Total number of CC-only funded non-residential programs and services during the reporting period; <i>plus</i> , the total number of multiple funded non-residential programs and services whose majority funding source is CC for the reporting period; <i>plus</i> contract residential programs funded with CC funds.
Data Limitations	This measure excludes programs that use CC funds with majority funding from other sources (e.g., Diversion Program).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	A.1.3. Number of facilities funded through Community Corrections (CC) providing residential services to offenders on community supervision
Definition	<i>The total number of community corrections facilities (CCFs) and county correctional centers (CCCs) funded through Community Corrections (CC) and providing residential services to offenders under community supervision, (excluding contract residential programs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are used to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services Section receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the Community Justice Plan process. CSCDs provide updated information as needed. The information is entered into the Community Justice Assistance Division (CJAD) integrated database system containing majority-funding source (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility. Residential Services utilizes this information to maintain the Statewide Listing of Residential Facilities. Residential Services provides this listing upon request to the Research Section. This listing contains counts by CSCD and facility type of the number of residential facilities in operation. A Research Specialist uses these data sources to count the number of residential facilities whose primary funding source is CC.
Methodology/Calculation	Sum of CC-only funded residential facilities (CCFs & CCCs) operating during the reporting period; <i>plus</i> the total number of multiple funded residential facilities (CCFs & CCCs) whose majority funding source is CC, not including contract residential programs.
Data Limitations	This measure excludes programs that use CC funds with majority funding from other sources (e.g., Diversion Program, Treatment Alternatives to Incarceration).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	A.1.3. Number of operational residential facility beds funded through Community Corrections (CC)
Definition	<i>The total number of residential facility beds in operation and funded through Community Corrections (CC) either in community corrections facilities (CCFs) or county correctional centers (CCCs), (excluding contract residential programs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are actually used to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services Section receives bed capacity information from program proposal cover sheets submitted by Community Supervision and Corrections Departments (CSCD) as part of the Community Justice Plan process. CSCDs are required to submit an amended cover sheet if bed capacity changes. Clerical and planning staff enters information into a Community Justice Assistance Division (CJAD) integrated database system. This database also contains funding data (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. CSCDs report end of month count of offenders in their CCFs via the Community Supervision Monthly Program Report for each month. For programs with multiple funding sources, beds in operation are proportioned based on the overall percentage of CC funding of the facility, which is obtained from the Integrated Database.
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility bed occupancy for CC funded beds as reported on the Community Supervision Monthly Program Report. For facilities with multiple funding sources, the reported occupied beds are proportioned based on the facility's overall percentage of CC funding.
Data Limitations	This measure does not include residential treatment beds funded through other sources (Diversion Program, Treatment Alternatives to Incarceration, or federal funding).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	A.1.4. Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)
Definition	<i>Total number of offenders successfully completing treatment in the Treatment Alternatives to Incarceration Program (TAIP) during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure is intended to show the total number of persons who successfully completed TAIP.
Data Source and Collection	The information comes from the Community Justice Assistance Division (CJAD) Treatment Alternatives to Incarceration Program (TAIP) quarterly report form. Each Community Supervision and Correction Department (CSCD) funded by CJAD with TAIP funds reports the total number of offenders successfully completing treatment. Data is entered into the TAIP excel workbook by a Research and Statistics Technician. A Research Specialist queries the workbook to count offenders successfully completing treatment.
Methodology/Calculation	The measure is simply a head count of offenders successfully completing treatment during the fiscal year.
Data Limitations	This count may include some duplication when offenders are placed in and complete different TAIP programs (outpatient, residential, detox, intensive outpatient) in the reporting period.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	B.1. Offender with Special Needs Three-year Reincarceration Rate
Definition	<i>The reincarceration rate of adult felony offenders with special needs on probation or parole supervision that have been in Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) case management programs. Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities. This is computed as the percentage that has been revoked to TDCJ-Correctional Institutions Division (CID) within three years of entering the program. The rate is derived from the total population entering the case management programs for the fiscal year being reported.</i>
Type measure	Outcome
Key or Non-Key?	☞ Key
Purpose	The measure is intended to show the likelihood of felony offenders with special needs released on probation supervision or parole supervision and participating in TCOOMMI programs will reduce the occurrences of entry or re-entry into TDCJ-CID. Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.
Data Source and Collection	A total population of felony offenders involved in TCOOMMI programs within the fiscal year of study are drawn from the TCOOMMI data base and subsequently copied and separated into a study data set. Representative samples (i.e., proportional stratified samples) are drawn from the study data set of both offenders on probation supervision and parole supervision. Each case is researched to determine whether the offenders were revoked and/or returned to TDCJ-CID within three years of entering TCOOMMI programs. The rate is determined from tracking the releasees for three years.
Methodology/Calculation	Outcome data is coded, entered into a database, and analyzed to determine the total number of felony offenders on probation supervision and parole supervision in the fiscal year sample who are revoked to TDCJ-CID within three years of entering TCOOMMI programs. The recidivism rate reported in one fiscal year (e.g.2009) refers to the fiscal year sample of program participants three years prior (fiscal year 2006). The total number of felony offenders who were revoked to TDCJ-CID within three years of release are then divided by the total number of the sample and subsequently multiplied by 100 to obtain three-year reincarceration rate.
Data Limitations	<ul style="list-style-type: none"> • Many societal and criminal justice factors beyond the agency's control affect recidivism and revocation rates. • Prison admissions data is the traditional basis for recidivism rate calculation but is subject to influence by the backlogging of state prisoners in county jails; the present measure counts releasees revoked to prison by Board of Pardons and Paroles as recidivists irrespective of readmission to CID. • Because no one source is sufficiently complete or accurate to be relied upon exclusively, multiple computer system databases are utilized to conduct the research associated with this measure. • Adult offenders with special needs that are involved in the TCOOMMI program and that are detained in a local county jail during their program participation are included as part of the data set.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	B.1.1. Number of special needs offenders served through the continuity of care programs
Definition	<i>The number of special needs offenders who are mentally ill, mentally retarded, elderly, terminally ill and physically handicapped that were served through the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) funded continuity of care programs.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	The measure is intended to show a total number of offenders served through community-based programs.
Data Source and Collection	Information for this measure is collected from monthly reports submitted by community based program providers.
Methodology/Calculation	The total number of new clients served each quarter is added together to obtain a total number served. The total number for the first quarter represents new clients from that quarter and all clients carried over from the previous fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1. Escaped offenders as percentage of number of offenders incarcerated
Definition	<i>The percentage of offenders escaped from incarceration in state or privately-operated facilities to include unit, state property or worksite. All successful escapes from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice are included. Percentage is calculated by dividing the number of escaped offenders by the average offender population (private and state operated facilities).</i>
Type measure	Outcome
Key or Non-Key?	☞ Key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then entered into a database maintained by the central EAC office. The unit follows up with the EAC office with an administrative review within 20 days.
Methodology/Calculation	Number of escaped offenders for the period as reported to the EAC, divided by the average population. This information is taken from the TDCJ Monthly Data Services Report ITS30500 from the TDCJ mainframe.
Data Limitations	Since the number of escaped offenders is so small, one or two escaped offenders may exceed the five percent allowable variance. When calculating the measure, offender population should include the same group included by escaped offenders (private and state operated facilities).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target
Performance Measure	C.1. Number of eligible health care facilities accredited by the National Commission on Correctional Health Care (NCCHC) and/or the American Correctional Association (ACA)
Definition	<i>The number of eligible Texas Department of Criminal Justice (TDCJ)-operated and contracted health care facilities accredited by the American Correctional Association. Currently, there are 114 eligible health care facilities.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • No variation is acceptable. • Reflects language of contracts with universities.
Data Source and Collection	A health care facility provides medical services to offenders and is located in each TDCJ-operated and each contracted unit. Currently, all facilities are accredited. There is a six to nine month waiting period prior to accreditation. Accreditation status is reported by each university on an ongoing basis. Copies of the actual accreditation are maintained by the Health Services Division.
Methodology/Calculation	The number of accredited facilities is added at the end of each period.
Data Limitations	None; however, there is the possibility of conditional accreditation at some future date.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1. Three-year recidivism rate
Definition	<i>The percentage of offenders released from Texas Department of Criminal Justice (TDCJ) prison facilities under parole supervision, discretionary mandatory supervision, mandatory supervision, or discharge who are reincarcerated in prison or state jail at least once within three years of release.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • The measure is intended to show the likelihood offenders released from Texas prisons will return to criminal activity. • Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.
Data Source and Collection	The Texas Department of Criminal Justice submits individual-level admission and release data to the Legislative Budget Board (LBB). The three-year recidivism rate is calculated by the LBB using a Statistical Package for the Social Sciences (SPSS) statistical software and is published in the <i>Statewide Criminal Justice Recidivism and Revocation Rates</i> by the LBB.
Methodology/Calculation	Prison release data from a fiscal year are matched with prison and state jail admission data to determine offender re-entry for revocation or new offense. Each offender is monitored for three years after release. For any offender who had more than one subsequent incarceration during the three-year follow-up period, only the first incarceration is counted in the calculation of the recidivism rate. The exact dates of the three-year follow-up period are determined individually for each case based on the offender's release date. The percentage of offenders who returned to prison or state jail within the three-year follow-up period is the recidivism rate. A recidivism rate reported in one fiscal year (ex., fiscal year 2009) refers to the prison release cohort three years prior (fiscal year 2006).
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1. Number of offenders who have escaped from incarceration
Definition	<i>The number of offenders escaped from incarceration in state or privately-operated facilities to include unit, state property or worksite. All successful escapes from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice are included. The number is calculated by adding the number of escaped offenders by offender population (private and state operated facilities).</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then entered into a database maintained by the central EAC office. The unit follows up with the EAC office with an administrative review within 20 days.
Methodology/Calculation	Number of escaped offenders for the period as reported to the Emergency Action Center.
Data Limitations	Since the number of escaped offenders is so small, one or two escaped offenders may exceed the five-percent allowable variance.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1. Turnover rate of correctional officers
Definition	<i>The turnover rate of Correctional Officers for a fiscal year based on the number of Correctional Officer separations divided by the average number of filled Correctional Officer positions during the fiscal year. Note: This rate is published in the State Auditor's Office (SAO) Annual Report on Full-Time Classified State Employee Turnover for each fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	☞ Key
Purpose	Indicates the turnover rate for correctional officers that separated from the agency during the fiscal year. It is used to monitor correctional staffing levels and trends.
Data Source and Collection	The State Auditor's Office collects/gathers/summarizes the information from the Comptroller of Public Accounts' Standardized Payroll/Personnel Reporting System.
Methodology/Calculation	For the purposes of determining turnover, the following calculation was used to identify the turnover rate: (Number of Separations During the Fiscal Year [FY])/Average Number of Correctional Officers During the FY*) x 100 *The "Average Number of Correctional Officers" was calculated by totaling the number of Correctional Officers (defined as someone who worked at any time during a quarter) for each quarter of fiscal year 2009 and then dividing this total by four quarters.
Data Limitations	The turnover rate is determined by the State Auditor's Office on an annual basis.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1. Percent compliance with contract prison operating plan
Definition	<i>For measuring compliance, contract prison operating plan is considered to mean: American Correctional Association (ACA) Standards, the Operation and Management Services Agreement, and Unit Operational Review Manual. Percentage compliance is calculated using the total issues surveyed less the number of issues in non-compliance, (multiplied by 100), divided by total issues surveyed.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	The measure is intended to indicate how well the private operator is meeting the operational expectations as defined by the contract.
Data Source and Collection	The figures come from audits conducted by the on-site Texas Department of Criminal Justice (TDCJ) monitors and by representatives from each of the key TDCJ departments who periodically perform operational-type audits. These audits are: <ul style="list-style-type: none"> • Operational Review audits for the contract prisons and institutional prison units occur once every two years. • Quarterly audits conducted by the on-site monitors. • Special audits, on an as needed basis. Some examples are: 1) Special commissary financial audits are conducted periodically by Commissary and Trust Fund; 2) Detailed audits are conducted throughout the year by both Windham School District and TDCJ's Health Services on units with poor performance records.
Methodology/Calculation	Percent compliance is calculated using the total number of issues surveyed less the number of items of non-compliance, multiplied by 100 and divided by the total number of issues surveyed.
Data Limitations	Current practice does not include a weighted system. Using the method of calculation identified above, a missing holding from the facility's law library carries as much weight as the operator hiring an employee with a history of a felony conviction.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1. Number of offenders successfully completing work facility program
Definition	<i>The number of offenders successfully discharged from work release facility as determined by division monitors. Successful terminations from the facility are considered to be offenders released on parole and/or mandatory supervision.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Indicates the number of offenders successfully completing the work facility (industry) program. The measure may be compared to the number of offenders unsuccessfully terminated from the program during the same period to obtain a measure of program success.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all work program facility activity on a personal computer (PC) database. The report includes the number of successful and unsuccessful terminations from the program.
Methodology/Calculation	A yearly total is obtained by adding together the number of offenders released on parole or mandatory supervision from the Lockhart work program facility each month of the fiscal year.
Data Limitations	Successful program completion is measured by release on parole or mandatory supervision. Due to the extended period of time offenders may reside in the facility; this measure is difficult to interpret and fluctuates significantly from year to year. Also, the above-referenced monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.1. Average number of offenders incarcerated
Definition	<i>The average number of offenders physically incarcerated in state-operated facilities during the period. Data on offender populations are maintained in the Texas Department of Criminal Justice (TDCJ) mainframe computer.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	Depicts the average number of TDCJ offenders included in the C.1.1. Strategy. Offenders included in this category are housed in TDCJ operated facilities. Excludes contractual correctional capacity, contract prisons, privately operated state jails, and intermediate sanction facility (ISF) beds. TDCJ provides the LBB and Governor's Office of Budget, Planning and Policy a schedule of facilities included.
Data Source and Collection	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
Methodology/Calculation	Average numbers of offenders housed in TDCJ-operated facilities. Excludes contractual correctional capacity, contract prisons, privately operated state jails, and ISF beds.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.1. Use of force incidents investigated
Definition	<i>The number of use-of-force incidents for which a report was issued. (An investigation is a systematic, impartial inquiry into allegations that unnecessary/excessive force or harassment/retaliation was perpetrated by staff on offenders, and includes interviewing witnesses, gathering evidence, polygraph testing as required, reviewing use of force reports, and completing a report which establishes the facts by preponderance of evidence).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Indicates the number of use of force incidents referred to the Office of the Inspector General for investigation.
Data Source and Collection	Information comes from databases maintained by the Inspector General's Office, Administrative Review Use of Force Office, and Offender Grievance Office. These databases contain information as reported by TDCJ facilities. Offender grievances referred to the Inspector General's Office are taken from the TDCJ Data Services Report INGRV021 from the TDCJ mainframe.
Methodology/Calculation	Use of force incidents are totaled by the Inspector General's Office.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1.1. Number of offenders received and initially classified
Definition	<i>The total number of offenders received into, processed through and assigned from inmate reception centers to state penal institutions. Includes all categories of inmate admissions to prison custody. Source of data will be a combination of manual and computer tracking systems.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Reflects volume of work required to process incoming offenders. • The measure is a basic projection tool for determining needs related to beds, programming, necessities, food, transportation and other items included by the C.1.1. strategy. • The measure is a tool to project parole needs.
Data Source and Collection	<ul style="list-style-type: none"> • Admissions Office of Classification and Records provides totals of offenders received based on actual admissions data (for prison sentenced offenders) and scheduled admissions data (for state jail and SAFP offenders) collected daily to generate monthly and yearly admission reports. • Mainframe computer calculated counts are used for prison sentenced offenders. Mainframe contributing sources include: SR30 State Ready Program, IK00 Scheduling System for ID Admissions, IS00 Inmate Strength program, and QMFE Quality Manager Facility mainframe program. • PC based scheduling system counts for State Jail and SAFP weekly scheduled admissions (matched to totals on county scheduling requests) and Access based reports to collect number of State Jail confinees and SAFP clients scheduled from counties per month.
Methodology/Calculation	Add prison sentenced offender actual admissions and State Jail/SAFP scheduled admissions for total number of offenders received and initially classified. Convert calendar year data, using actual calendar dates, to fiscal year.
Data Limitations	Until ITD completes program to capture actual State Jail admissions data (ongoing project) and creates program to capture actual SAFP admissions data (similar to program that now captures actual prison sentenced admissions data), State Jail and SAFP numbers are based on scheduled admissions.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.1. Security and classification costs per offender day
Definition	<i>The average daily cost per offender for security and classification services for offenders incarcerated in state-operated facilities, calculated by dividing average cost per day by the average number of offenders. (Costs do not include administrative overhead that is funded under a different strategy).</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	Provides information concerning the cost to provide security and classification services to offenders served by these strategies. These strategies include operation and management of an offender classification system that provides for the physical safety of offenders and staff. In addition, these strategies ensure that legal services are provided to offenders in the form of representation and resources.
Data Source and Collection	The information is based upon expenditure data that is maintained on the <i>LONESTARS</i> mainframe system. The Appropriation Record Inquiry Online (62) <i>LONESTARS</i> screen is viewed/printed for Appropriation (13005), (13038) and (13039) for the last day of the period. For the source of population, see measure C.1.1. <i>Average Number of Offenders Incarcerated</i> .
Methodology/Calculation	The Appropriation Record Inquiry Online (62) <i>LONESTARS</i> screen is viewed for Appropriation (13005), (13038) and (13039) for the last day of the period. The expenditures are divided by the average number of offenders housed in TDCJ operated facilities for the period and the number of days for the period. Does not include privately operated state jails, contract prisons, or offenders housed in contractual correctional bed capacity or the Baten Intermediate Sanction Facility.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	C.1.1. Number of correctional staff employed
Definition	<i>The number of correctional staff employed on the last day of the period, according to Texas Department of Criminal Justice (TDCJ) computerized payroll records. Target is based on projected staffing for new prison units based on current construction schedules.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • “Number of correctional staff employed” denotes the number of correctional staff by rank both on a cumulative and unit level. • Cumulative correctional staffing numbers are utilized in ascertaining and predicting the correctional staffing budget requirements for the agency. • The number of correctional staff assists in predicting agency staffing needs as new units are being opened or proposed. • The number of correctional staff employed on a unit is used to compare with authorized positions on that unit. This provides information on staffing shortages on each unit.
Data Source and Collection	Computer-generated payroll reports (PAY20300) provide totals for “authorized” and “filled” positions (sorted by unit code) are received by the Budget Office. This information is compiled into a monthly <i>Summary of Authorized and Filled Positions for Correctional Officers</i> and distributed to agency administrators.
Methodology/Calculation	Programming for the computer-generated payroll reports determines a position as “filled” if it is occupied on the last day of the month.
Data Limitations	The “number of correctional staff” does not indicate efficient and effective utilization of staff in relation to the number and type of offenders supervised or the design of the unit/facility involved.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	None

Texas Department of Criminal Justice *FY 2011-2015 Agency Strategic Plan*

Performance Measure	C.1.1. Number of inmate and employee assaults reported
Definition	<i>The number of reported assaults to employees or inmates, with or without a weapon.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Serves as an indicator of security for both staff and offenders.
Data Source and Collection	Assault information is reported by the facilities via email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. Depending upon the seriousness of the assault, an administrative review may be conducted. The information is then entered into a database maintained by the central EAC office.
Methodology/Calculation	Numbers of assaults reported by the facilities are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	C.1.1. Number of attempted escapes
Definition	<i>Any attempt by an offender to escape from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice (TDCJ).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Indicates that offenders attempt to escape but do not always succeed.
Data Source and Collection	Attempted Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The unit follows up with the EAC office with an administrative review within 20 days. The information is then entered into a database maintained by the central EAC office.
Methodology/Calculation	Numbers of attempted escapes, as reported by TDCJ facilities to EAC are totaled. Note: These numbers exclude actual escapes.
Data Limitations	The Emergency Action Center (EAC) only has the information that was reported from the TDCJ facilities. Many times it is a judgment call on the part of the facility as to whether an attempted escape took place (i.e., Was the offender away from the group?).
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	C.1.1. Number of state jail felony scheduled admissions
Definition	<i>Scheduled admission numbers reflect persons who are convicted of state jail felonies beginning September 1, 1995.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • State Jail admissions are used as a mechanism to control capacity. • Determines what type of offender will be used to back-fill State Jail facilities.
Data Source and Collection	Initially, the information is gathered from the admission forms that come from the county. A database/spreadsheet maintained on a personal computer (PC) in the central admissions office contains the information.
Methodology/Calculation	Scheduled admissions are calculated by database specifications that add the number reported by each admitting county.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.6. Safety or maintenance deficiencies identified
Definition	<i>Maintenance deficiencies are identified and documented by work orders, which are requests by unit personnel/departments to unit maintenance to correct/replace/repair identified deficiencies. A work order is assigned a tracking number and logged to track a request to repair/correct/replace a deficiency, and document the supervisor assigned, materials used, and amount of time allocated until final disposition.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Represents units of work • Measures productivity for budgeting and staffing purposes • Quantifies maintenance
Data Source and Collection	The work order information is collected monthly from each facility maintenance and regional maintenance office by the central office. The facilities utilize a standardized spreadsheet which is emailed to the central maintenance office.
Methodology/Calculation	The central maintenance office totals the spreadsheets from the individual facilities.
Data Limitations	Dollar value of actual maintenance orders vary and do not provide an equitable source of comparison.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1.7. Psychiatric inpatient average daily census
Definition	<i>Daily average number of psychiatric patients in an inpatient facility unit.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Reporting is required by contract. • Correctional Managed Health Care Committee staff use the information to verify payment amounts owed per contract.
Data Source and Collection	The information is collected from the University of Texas Medical Branch (UTMB), the Texas Tech University Health Sciences Center, and actual figures come from the Texas Department of Criminal Justice (TDCJ) Strength Report. Units included are Skyview, Jester IV, Mt. View, Montford and Clements.
Methodology/Calculation	The daily average of patients housed in psychiatric facilities.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.7. Psychiatric outpatient average caseload
Definition	<i>Number of patients on active outpatient unit caseload who require medication, psychotherapy and/or counseling and have a documented encounter in their health record.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Reporting required by contract. • Correctional Managed Health Care Committee staff use the information to verify payment amounts owed per contract.
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech University Health Sciences Center (TTUHSC) through electronic medical records which capture encounter data.
Methodology/Calculation	UTMB and TTUHSC patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.7. Mentally retarded offender program average daily census
Definition	<i>Daily average of number of offenders in Mentally Retarded Offender Program (MROP) facilities. (Currently the male MROP is located at the Hodge Unit and female MROP at Gatesville).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Reporting required by contract. • Correctional Managed Health Care Committee staff use the information to verify payment amounts owed per contract.
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech University Health Science Center (TTUHSC) through electronic medical records which capture encounter data.
Methodology/Calculation	UTMB and TTUHSC patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.7. Psychiatric care cost per offender day
Definition	<i>The average daily cost for psychiatric care for incarcerated offenders, calculated by dividing average costs per day (excluding allocated administrative overhead that is funded under a separate strategy) by the average offender population.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	Provides information concerning the cost to provide psychiatric services to offenders served by this strategy. This strategy supports the provision psychiatric and psychological services consistent with accreditation standards. Mental health services include programs for the mentally ill and mentally retarded and include the entire spectrum of care from outpatient services to chronic and acute inpatient services including transitional, continuous, extended and structured intermediate care.
Data Source and Collection	Information used to calculate cost per day is obtained from actual invoices for medical services submitted for payment to Texas Department of Criminal Justice (TDCJ) by Correctional Managed Health Care, the original psychiatric appropriation, the Managed Health Care contract (and addendum) and, when needed, the amount TDCJ must fund to reach the Operating Budget. In addition, Correctional Managed Health Care reserves used to fund current year services are included if available. Offender population data is based upon average monthly population (Data Services Report #ITS30500 and ITSUNT00) for the period for facilities funded by this strategy. The General Appropriations Act provides guidance pertaining to additional increases/decreases as authorized by the legislature.
Methodology/Calculation	Expenditures for the period are summed, divided by the average monthly population for the appropriate facilities (excludes contractual correctional bed capacity) for the period, and then divided by the number of days in the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.8. Outpatient medical visits
Definition	<i>Number of outpatient medical visits are total visits for which a medical-record entry was made by a physician, physician's assistant, or nurse; or emergency visits. Excludes administrative segregation/solitary visits.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of times an offender visits the clinic • Reporting required by contract
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech University Health Sciences Center (TTUHSC) through electronic medical records which capture encounter data.
Methodology/Calculation	UTMB and TTUHSC patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.8. Number of segregated inmate health evaluations
Definition	<i>The number of health care provider evaluation visits to segregated inmates (administrative segregation, solitary confinement, and restricted close custody areas).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Ensures that segregated offenders are visually assessed daily by a health care professional. • Reporting required by contract.
Data Source and Collection	The information is collected by taking the census of segregated offenders (Data Services Report DSUCR110) and checking it against rosters signed by health care professionals.
Methodology/Calculation	The number of segregated offenders during the period is checked against rosters signed by health care professionals to determine the number of health evaluation visits provided during the period. This information is also recorded for the National Commission on Correctional Health Care (NCCHC).
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.8. Outpatient dental visits
Definition	<i>An offender-patient visit to a dental clinic, which results in a diagnostic, preventive or treatment service being rendered by a dental care provider.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of dental visits to unit clinics during the period. • Reporting required by contract.
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech University Health Sciences Center (TTUHSC) through electronic medical records which capture encounter data.
Methodology/Calculation	UTMB and Texas Tech University Health Sciences Center encounters are totaled.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.8. Average number of offenders under Correctional Managed Health Care
Definition	<i>The average number of offenders receiving Correctional Managed Health Care (CMHC) during the period.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	It depicts the average number of Texas Department of Criminal Justice (TDCJ) offenders supported by this strategy. Offenders included in this category are housed in Correctional Institutions Division facilities, Baten Intermediate Sanction Facility, the Lockhart Work Facility, contract prisons, and privately operated state jails. Excludes contractual correctional capacity.
Data Source and Collection	Information used to calculate this measure is taken from the TDCJ Monthly Report (Data Services Report ITS30500 and ITSUNT00) from the TDCJ mainframe.
Methodology/Calculation	Average number of offenders housed in Correctional Institutions Division facilities, contract prisons, privately operated state jails, the Lockhart Work Facility and the Baten Intermediate Sanction Facility each month in the period totaled, then divided by the number of months in the period. Excludes contractual correctional capacity.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1.8. Medical care cost per offender day
Definition	<i>The average daily cost for health care for incarcerated offenders, calculated by dividing average cost per day (excluding allocated administrative overhead that is funded under a separate strategy) by the average offender population. Excludes all psychiatric care.</i>
Type measure	Efficiency
Key or Non-Key?	☞ Key
Purpose	Provides information concerning the cost to provide medical services to offenders served by this strategy. This strategy supports the establishment, direction and operation of a comprehensive health care program for offenders. Provision of health care services are consistent with the accreditation standards. Health care services include both preventative and medically necessary care consistent with standards of good medical practice.
Data Source and Collection	Information used to calculate cost per day is obtained from actual invoices for medical services submitted for payment to Texas Department of Criminal Justice (TDCJ) by Correctional Managed Health Care, the original medical appropriation, the Managed Health Care contract (and addendum) and, when needed, the amount TDCJ must fund to reach the Operating Budget. In addition, Managed Health Care reserves used to fund current year services are included if available. Offender population data is based upon average monthly population (Data Services Report #ITS30500 and ITSUNT00) for the period for facilities funded by this strategy. The General Appropriations Act provides guidance pertaining to additional increases/decreases as authorized by the legislature.
Methodology/Calculation	Total health care expenditures divided by the average daily population for the period divided by the number of days in the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.12. Average number of offenders in contractual correctional bed capacity
Definition	<i>The average population of offenders housed in contractual correctional bed capacity during the period.</i>
Type measure	Explanatory
Key or Non-Key?	🔑 Key
Purpose	Depicts the average number of Texas Department of Criminal Justice (TDCJ) offenders represented by this strategy. Isolation of information for the strategy allows depiction of numbers of offenders for which actual services were provided.
Data Source and Collection	The information is taken from the Offender Monthly Report (Data Services report ITS30500). The Offender Monthly Report is an average of information contained by the Daily Offender Maximum Population (Data Services report ITSUNT00 on the mainframe).
Methodology/Calculation	The figure is obtained by taking a total of TDCJ offenders temporarily housed in county jails for the period from the Offender Monthly Report (Data Services report ITS30500).
Data Limitations	Contractual capacity facilities may increase or decrease over time.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1.13. Average number of offenders in contract prisons and privately operated state jails
Definition	<i>The average number of offenders in contract prisons and privately operated state jails during the period. Contract prisons are privately operated facilities under contract with Texas Department of Criminal Justice (TDCJ), and for the measure include one Therapeutic Community Substance Abuse facility. Privately operated state jails are contract facilities that house offenders sentenced to state jails and non-state jail offenders housed in state jails.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	Depicts the average number of offenders housed in Correctional Institutions Division facilities for which services have been provided for the period (quarter).
Data Source and Collection	The figure is obtained by taking a total of contract prisons and privately operated state jails for the period from the Offender Monthly Report (Data Services report ITS30500).
Methodology/Calculation	By adding the average number of offenders housed in the facilities specified above during the period (quarter), then dividing by the number of months in the quarter.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.13. Average daily cost per offender in contract prisons and privately operated state jails
Definition	<i>The average cost per resident offender day in contract prisons and privately operated state jails.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<p>The Texas legislature, by enacting Government Code 495.001 V.T.C.A., granted authority to the Board to enter into contracts with private vendors for the construction, operations, maintenance, and management of secure correctional facilities for select housing of minimum custody offenders. The Texas Department of Criminal Justice (TDCJ) was created and established by law to manage and conduct, among other things, the prison system of the State of Texas and has been delegated the authority by the Texas Board of Criminal Justice to enter into operation and management contracts with private vendors.</p> <p>General Duties and Obligations for Operation of Each Facility: Each contract prison shall operate, maintain and manage the Facility in compliance with applicable federal and state constitutional requirements, laws, Court Orders and required American Correctional Association Standards and in accordance with the Operational Plan and each agreement.</p>
Data Source and Collection	An Operation and Management Services Agreement contract is set up for each contract prison and privately operated state jail.
Methodology/Calculation	The computed average per diem rates for contract prisons and privately operated state jails is weighted by the facilities' offender population.
Data Limitations	Failure to Agree on Per Diem Adjustment or Compensation for Additional Services: If the parties cannot agree on a per diem adjustment or compensation for additional services within sixty (60) days of the date the Contractor's request is received by TDCJ, Contractor may utilize the dispute resolution process as outlined in the contract. Position Vacancies: TDCJ may elect to withhold from its monthly payment to the Contractor an amount equal to the base salary (including fringe benefits) for each position vacant more than 60 days, starting on the 46th day from the position being vacant. Excludes debt service. Medical Costs: Medical Services for contract prison and privately operated state jail is provided by Correctional Managed Health Care Committee. These associated costs are included in Strategy C.1.8. Managed Health Care and not included in this calculation.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	∇ Lower than target

Performance Measure	C.1.14. Average number of pre-parole transferees in pre-parole transfer facilities
Definition	<i>The average number of pre-parole transferees residing in pre-parole transfer (PPT) facilities during the period.</i>
Type measure	Output
Key or Non-Key?	Ⓜ Key
Purpose	<ul style="list-style-type: none"> • Provides an estimate of the number of offenders residing in PPT facilities during the period. • It can be compared to the number of PPT beds under contract during the reporting period to determine the effectiveness of the Correctional Institutions Division and the Board of Pardons and Paroles in utilizing available PPT bed space.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all PPT facility activity on a personal computer database. The report includes the total number of offenders residing in PPT facilities at month end.
Methodology/Calculation	The total number of offenders residing in PPT facilities at the end of each month is added, then divided by three to obtain the quarterly average.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.14. Average number of offenders in work program facilities
Definition	<i>The average number of offenders residing in work facilities as of the end of each month in the period.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Provides an estimate of the number of offenders residing in the Lockhart work program facility at any given time during the period. • The measure may be compared to the number of Lockhart work program facility beds under contract during the reporting period to determine the effectiveness of the Correctional Institutions Division in utilizing available facility bed space.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all work program facility activity on a personal computer (PC) database. The report includes the number of offenders residing in the Lockhart work program facility at month end.
Methodology/Calculation	The total number of offenders residing in the Lockhart work program facility at the end of each month is added, then divided by three to obtain the quarterly average.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Performance Measure	C.1.14. Average pre-parole transfer contract cost per resident day
Definition	<i>Amounts paid to the facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the average daily cost of providing housing and related services to offenders residing in pre-parole transfer (PPT) facilities. • The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Pre-Parole Transfer) Report prepared by Accounting and Business Services on a monthly basis. The report, based on facility contractors' monthly billings includes the number of resident days of service provided and the amount paid directly to the contractor by the agency.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of service provided, then divided by average number of offenders in the program in the fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬇️ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.1.14. Average work program facility contract cost per resident day
Definition	<i>Amounts paid to facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the average daily cost to the agency of providing housing and related services to offenders who reside in the work program facility in Lockhart. • The measure may be compared with average daily costs to the agency associated with other residential programs.
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Work Program Correctional Facility) Report prepared by Accounting and Business Services on a monthly basis. The report, based on the facility contractor's monthly billing, includes the number of resident days of service provided and the amounts paid to the contractor by the agency.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of service provided, then divided by the average number of offenders in the program in the fiscal year.
Data Limitations	Offender/employees are required by law and the terms of a conditional work program contract to contribute to the cost of being quartered in the facility <i>plus</i> an additional amount for supervision. These amounts are included in the cost per day calculation.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.2. Percentage change in number of inmates assigned to correctional industries program compared to previous fiscal year
Definition	<i>Percentage change in number of inmates assigned to factories/facilities operated by Texas Correctional Industries (TCI) compared to the previous fiscal year. Calculated by dividing the difference (multiplied by 100) between the number at end of the fiscal year to number at end of previous year, by the number at end of previous fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Used to ascertain whether the number of inmate jobs provided by TCI is keeping pace with the growth of the general inmate population. • Aids in assessing the agency's ability to meet its obligation to provide cost savings to the state.
Data Source and Collection	Calculated by dividing the difference (multiplied by 100) between the number at the end of the fiscal year to number at the end of the previous fiscal year, by the number at the end of the previous fiscal year.
Methodology/Calculation	Information obtained for C.2.1. <i>Number of Inmates Assigned to the Correctional Industries Program</i> is compared to the previous year.
Data Limitations	Fourth quarter data may not be available.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2. Number of degrees and vocational certificates awarded
Definition	<i>The number of degrees awarded to offenders who completed associate, baccalaureate and master's level degree requirements while incarcerated. The number of vocational certificates awarded to offenders who fulfill program requirements in a sufficient manner to be awarded a certificate of completion.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Provides information on how many offenders have completed certain programs. • Indicates how many offenders have attained a certain educational level. • Used to measure contract performance with universities.
Data Source and Collection	Each contracting college or university confirms the academic degrees. The colleges and universities provide the Administrative Office of Continuing Education with a list of academic graduates at the end of each college semester. The vocational certificate completers are confirmed by the course instructor's completion of the College Vocational Training Evaluation Report. The vocational data is entered into the Windham School District computer database by unit educational department staff, from which the Administrative Office of Continuing Education can access the data for monthly reporting.
Methodology/Calculation	The measure is calculated by adding all the offenders who are awarded academic degrees and vocational certifications at the appropriate time of the reporting fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2. Percentage of Participants Receiving Community/Technical College Degrees and Certificates
Definition	<i>This measure counts the percent of offenders awarded a community or technical college postsecondary degree or certificate in a state fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates academic program needs • Indicates vocational program needs • Used to plan and project program growth • Indicates the number of participants are served
Data Source and Collection	Each contracting community or technical college confirms the award of academic or vocational degrees or certificates. Receipt of an appropriate transcript for each academic degree awarded is verified prior to inputting data for uploading to the TDCJ mainframe. Receipt of an appropriate document for each vocational completer is verified prior to inputting data for uploading to the TDCJ mainframe.
Methodology/Calculation	After each academic semester, the contracting colleges provide the Administrative Office of Continuing Education (AOCE) a list of the academic graduates along with an official college transcript for each offender. The vocational certificates awarded are confirmed by the course instructor's completion of the College Vocational Achievement Report, which is forwarded to the Regional Continuing Education Coordinator (RCEC). Each RCEC then compiles the data and submits the number of completers to the AOCE on a monthly basis. A system wide report for both community and technical college academic or vocational degree and certificate completers is compiled by an Education Secretary III and is reviewed by the Administrator of Post-Secondary Programs. The numerator is the number of participants that receive a degree or certificate during a fiscal year. The denominator is the number of participants that completed or dropped from the program during a fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.1. Number of factories operated by the correctional industries program
Definition	<i>Number of factories operated by Texas Correctional Industries (TCI).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Aids in efficient use of Texas Correctional Industries (TCI) assets. • Identifies factories, which need to increase percentage of outside sales.
Data Source and Collection	The data is collected by doing a physical count of number of factories in operation.
Methodology/Calculation	Data is compiled by the central TCI office.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.1. Number of offenders assigned to the Texas Correctional Industries program
Definition	<i>The number of offenders assigned to factories operated by Texas Correctional Industries (TCI).</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Indicates how many offenders are receiving on-the-job training. • Identifies the number of offender jobs provided by TCI. • Aids in assessing the TDCJ's ability to meet its obligation to provide cost savings to the state.
Data Source and Collection	The information is derived from Industrial Strength Reports compiled by Industry Headquarters from data submitted monthly by each factory. Each factory has a roster that is keyed into the offender tracking system. This data indicates the following information: number of offenders required, requested, assigned, and turned out to facility.
Methodology/Calculation	This performance measure is calculated based on information derived from monthly Inmate Strength Reports prepared by Industry Headquarters from data submitted each month by every TCI factory. Each month, this data is compiled and used to create the offender strength report summary that is a monthly average summary used to calculate the measure.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.2. Inmate students enrolled
Definition	<i>The number of inmate students enrolled in an academic course or a vocational training course during the reporting period.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Indicates program needs • Indicates vocational programming demands • Used to plan and project program growth
Data Source and Collection	Initial enrollment information for each academic semester is provided electronically by contracting colleges and universities. Vocational enrollments and academic and vocational changes are entered by Windham School District unit secretaries. This information is reported to the Administrative Office of Continuing Education on a monthly basis for vocational programs and on a semester basis for academic programs.
Methodology/Calculation	The measure is calculated by adding all offenders who are enrolled in post-secondary academic and vocational programs on the class certification date. The certification date is the point at the beginning of each semester when enrollments are finalized and tuition payment is certified. This data comes from each class attendance roster.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice *FY 2011-2015 Agency Strategic Plan*

Performance Measure	C.2.2. Number of offender students served in post-secondary academic and vocational training
Definition	<i>The number of offender students served in Community and Technical College Postsecondary Academic and Vocational Training in a state fiscal year.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates academic program needs • Indicates vocational program needs • Used to plan and project program growth • Indicates the number of participants served
Data Source and Collection	Initial enrollment information for each academic semester is provided electronically by contracting Community and Technical colleges and universities. Vocational enrollments and academic and vocational changes are entered by unit secretaries. This information is reported to the Administrative Office of Continuing Education using the Registration Roster on a monthly basis for vocational programs and on a semester basis for academic programs.
Methodology/Calculation	The Windham School District Computer Services Department calculates the measure by producing a data run of enrollments. The enrollments are based on class certification date which is the point at the beginning of each semester when enrollments are finalized and tuition payment is finalized. Academic and Vocational programs are combined and students are counted only once during the year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.4. Number of sex offenders receiving subsidized psychological counseling while on parole/mandatory supervision
Definition	<i>Number of sex offenders receiving subsidized sex offender treatment services during the period from service providers in the public and/or private sectors under contract with Texas Department of Criminal Justice (TDCJ).</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the number of sex offenders who required the financial assistance of TDCJ Parole Division at some time during the year in order to receive sex offender treatment. • It is important in supporting the agency's appropriations request to ensure indigent sex offenders receive appropriate treatment.
Data Source and Collection	The information comes from invoices received from therapists who have treatment contracts with the Division. Specialized Programs maintains client and vendor payment information in a personal computer (PC) database. Reported numbers are obtained from summary reports generated quarterly.
Methodology/Calculation	The summary reports are intended to provide unduplicated counts by vendor of the number of releasees served during each quarter for whom invoices have been received, processed and paid.
Data Limitations	Fourth quarter data may not be available.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.4. Number of mentally retarded releasees receiving services
Definition	<i>Number of mentally retarded releasees receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Tracks the total number of mentally retarded releasees receiving case management services from Mental Health and Mental Retardation (MH/MR) community centers, provided in accordance with vendor contract requirements. Supports the agency's appropriations request to ensure mentally retarded releasees receive needed services to assist them in successfully reintegrating into society.
Data Source and Collection	Vendors are required to submit monthly reports and database submissions that include total number of mentally retarded releasees served, as well as individual names of those served. The number reported is obtained from a live database and personal computer-based spreadsheet updated quarterly by a Program Specialist. Data may be cross referenced and corrected for accuracy with data sources from Parole Division- Specialized Supervision Section and the Offender Information Management System (OIMS).
Methodology/Calculation	The number of new clients served during the first quarter of the fiscal year is added to the number of clients on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of clients served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered both mentally retarded and mentally ill. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.4. Number of sex offenders completing the Sex Offender Treatment Program (SOTP)
Definition	<i>Total number of program completions by inmates in sex offender treatment program (SOTP).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Determines the number of sex offenders completing sex offender treatment programs. Indicates the Texas Department of Criminal Justice's (TDCJ) commitment to lower recidivism rate of sex offenders.
Data Source and Collection	A treatment team, which is composed of Sex Offender Treatment Program (SOTP) therapists, sends recommendations to the SOTP Manager who determines approval of the offender as a program completion. Program completion entails offender completion of all assigned tasks within the 18 month SOTP protocol. Tasks include evaluation, determination of goals and relapse prevention planning. The SOTP Unit Supervisors or designees provide information regarding program completions to SOTP Administrative staff who enter the information on the SOTP mainframe screen. A Treatment Team Evaluation Form, which denotes program completion/program non-completion, is included in each offender's electronic SOTP file (0T00).
Methodology/Calculation	The total number of offenders who complete the program for the period is then queried.
Data Limitations	Does not include offenders completing the four month Sex Offender Education Program (SOEP).
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.4. Number of mentally ill releasees receiving services
Definition	<i>Number of mentally ill releasees receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Tracks the total number of mentally ill releasees receiving case management services from Mental Health and Mental Retardation (MH/MR) community centers, provided in accordance with vendor contract requirements. • Supports the agency's appropriations request to ensure mentally ill releasees receive needed services to assist them in successfully reintegrating into society.
Data Source and Collection	Vendors are required to submit a Texas Council on Offenders with Medical or Mental Impairments (TCOOMMI) database monthly that includes total number of mentally ill and mentally retarded releasees served, as well as individual names of those served. The number reported is obtained from a live database processed monthly by a Program Specialist.
Methodology/Calculation	The number of new clients served during the first quarter of the fiscal year is added to the number of clients on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of clients served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered both mentally retarded and mentally ill. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.5. Number of offenders in Substance Abuse Felony Punishment Facilities
Definition	<i>Total number of offenders in Substance Abuse Felony Punishment Facilities (SAFPF) at end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	The number of offenders in the SAFPF indicates the number of participants in the program at the end of the period. This information is used to report the number currently receiving treatment, and to compare whether SAFPF treatment capacity is being fully utilized.
Data Source and Collection	Logs are maintained at the individual facilities. A form is filled out at the SAFPF and sent to the Rehabilitation Programs Division.
Methodology/Calculation	Total number of offenders in substance abuse felony punishment facility treatment programs at the end of the period.
Data Limitations	May not reflect participants' success in achieving treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.5. Number of offenders completing treatment in Substance Abuse Felony Punishment Facilities
Definition	<i>Total number of program completions by offenders in Substance Abuse Felony Punishment Facilities (SAFPF). Measure excludes transitional treatment center and aftercare portions of the program.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of offenders' success in accomplishing the treatment goals of the SAFPF substance abuse program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	<ul style="list-style-type: none"> • Source data for numbers of completions is the Monthly Status Report, which is submitted by each Substance Abuse Felony Punishment Facility (SAFPF) treatment program to the Rehabilitation Programs Division. • Rehabilitation Programs Division consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in substance abuse felony punishment facilities during the period. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; or (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the treatment phase of the program of about six to eight months. There is an additional three month program during which the offender is paroled in a Transitional Treatment Center (TTC) as part of the continuum of care along with a year of out-patient services. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year. • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Performance Measure	C.2.5. Number of offenders completing treatment in transitional treatment centers after completing Substance Abuse Felony Punishment Facilities
Definition	<i>Total number of offenders discharged from Transitional Treatment Centers (TTC) as a program completion during the period. A program completion is defined as the completion of all required components of the program and/or an offender's release from the program that is not related to a) any non-compliant behavior; b) an inappropriate placement; or c) death. Offenders shall have received services in Substance Abuse Felony Punishment Facilities (SAFPF).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • The measure is intended to show the number of offenders who complete the Therapeutic Community substance abuse initiative continuum of care program after completing SAFPF, which includes the incarceration phase as well as the 12 to 15 months of aftercare once released to supervision. • This provides the Department with information relative to the number who have been placed in the program and the number who completed the program. • Provides the Department with data to determine the effectiveness of the program.
Data Source and Collection	Utilize the number of offenders completing the substance abuse initiative continuum of care based on outpatient contract service availability. Program completion data for offenders transitioning to areas with no contracted outpatient services will be based on completion of the residential aftercare program.
Methodology/Calculation	Offenders completing inpatient services who are transitioning to an area with no purchased outpatient services will be downloaded from Authorization Management System (AMS), sorted and summed. Offenders completing inpatient and outpatient purchased services will be downloaded from AMS, sorted and summed. The number of offenders completing inpatient services who are unable to transition into purchased outpatient services will be added with those completing purchased outpatient and inpatient treatment and the total reported for the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.5. Average daily cost per offender for treatment services in Substance Abuse Felony Punishment Program
Definition	<i>The average per diem rate for providing treatment in Substance Abuse Felony Punishment Facilities (SAFPF).</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	Provides information regarding the cost of delivering treatment to offenders housed in SAFPFs.
Data Source and Collection	A Treatment Services Agreement contract is set up for each SAFPF treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of SAFPF treatment services provided, then divided by average number of offenders.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	Yes
Target Attainment	▼ Lower than target

Performance Measure	C.2.6. Number of offenders in In-prison Therapeutic Community Substance Abuse Treatment Program
Definition	<i>Total number of offenders confined in In-prison Therapeutic Community (IPTC) Substance Abuse Treatment programs at the end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • The number of offenders in the IPTC indicates the number of participants in the program at the end of the period. • This information is used to report the number currently receiving treatment, and to compare whether IPTC treatment capacity is being fully utilized.
Data Source and Collection	A form is filled out by the IPTC and sent to the Rehabilitation Programs Division on a monthly basis.
Methodology/Calculation	Total number of offenders in the IPTC program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice *FY 2011-2015 Agency Strategic Plan*

Performance Measure	C.2.6. Number of offenders completing treatment in In-prison Therapeutic Community
Definition	<i>Total number of program completions by offenders in In-prison Therapeutic Community (IPTC). Measure excludes transitional treatment center and aftercare portions of the program.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of an offender's success in accomplishing the treatment goals of the IPTC substance abuse program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	Source data for number of completions is the Monthly Status Report, which is submitted by each IPTC treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in in-prison therapeutic community programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the prison phase of the treatment program of about six to eight months. There is an additional three month program during which the offender is paroled in a Transitional Treatment Center (TTC) as part of the continuum of care along with specialized parole supervision and one year of out-patient services. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year. • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.6. Number of offenders completing treatment in transitional treatment centers after In-prison Therapeutic Community substance abuse treatment
Definition	<i>Total number of offenders discharged from Transitional Treatment Centers (TTC) as a program completion during the period. A program completion is defined as the completion of all required components of the program and/or an offender's release from the program that is not related to a) any non-compliant behavior; b) an inappropriate placement; or c) death. Offenders shall have received services in In-Prison Therapeutic Communities (IPTC).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<p>The measure is intended to show the number of offenders who complete the Therapeutic Community substance abuse initiative continuum of care program after completing IPTC treatment, which includes the incarceration phase as well as the 12 to 15 months of aftercare once released to supervision.</p> <p>This provides the Department with information relative to the number who have been placed in the program and the number who completed the program.</p> <p>Provides the Department with data to determine the effectiveness of the program.</p>
Data Source and Collection	Utilize the number of offenders completing the substance abuse initiative continuum of care based on outpatient contract service availability. Program completion data for offenders transitioning to areas with no contracted outpatient services will be based on completion of the residential aftercare program.
Methodology/Calculation	Offenders completing inpatient services who are transitioning to an area with no purchased outpatient services will be downloaded from Authorization Management System (AMS), sorted and summed. Offenders completing inpatient and outpatient purchased services will be downloaded from AMS, sorted and summed. The number of offenders completing inpatient services who are unable to transition into purchased outpatient services will be added with those completing purchased outpatient and inpatient treatment and the total reported for the period.
Data Limitations	None Noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.6. Average daily cost per offender for treatment services in In-prison Therapeutic Community Substance Abuse treatment programs
Definition	<i>The average per diem rate for providing substance abuse treatment in In-prison Therapeutic Communities (IPTC).</i>
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	Provides information regarding the cost of delivering treatment to offenders housed in IPTCs.
Data Source and Collection	A Treatment Services Agreement contract is set up for each IPTC treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of IPTC treatment services provided, then divided by average number of offenders.
Data Limitations	None noted.
Cumulative/non-cumulative?	No
New Measure?	Yes
Target Attainment	▼ Lower than target

Performance Measure	C.2.6. Number of offenders in Driving While Intoxicated treatment programs
Definition	<i>Total number of offenders confined in Driving While Intoxicated (DWI) treatment programs at the end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> The number of offenders in DWI treatment programs indicates the number of participants in the program at the end of the period This information is used to report the number currently receiving treatment, and to compare whether DWI treatment capacity is being fully utilized.
Data Source and Collection	A form is filled out by the DWI program staff and sent to the Rehabilitation Programs Division on a monthly basis.
Methodology/Calculation	Total number of offenders in the DWI treatment program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.6. Number of offenders completing treatment in Driving While Intoxicated treatment programs
Definition	<i>Total number of program completions by offenders in Driving While Intoxicated (DWI) treatment programs.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Program completion is a measure of an offender's success in accomplishing the treatment goals of the DWI treatment program The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period
Data Source and Collection	<ul style="list-style-type: none"> Source data for numbers of completions is the Monthly Status Report, which is submitted by each DWI treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in DWI treatment programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	<ul style="list-style-type: none"> Relates to only the incarceration phase of the treatment program of about six months. A small number of offenders receive aftercare support after program completion Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.6. Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs
Definition	<i>The average daily cost per offender calculation for the treatment portion of Driving While Intoxicated (DWI) treatment programs.</i>
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in DWI treatment facilities.
Data Source and Collection	A Treatment Services Agreement contract is set up for the DWI treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of DWI treatment services provided, then divided by average number of offenders.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	Yes
Target Attainment	∇ Lower than target

Performance Measure	C.2.6. Number of offenders in State Jail Substance Abuse Treatment
Definition	<i>Total number of offenders confined in State Jails receiving substance abuse treatment at the end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • The number of offenders in State jail treatment programs indicates the number of participants in the program at the end of the period • This information is used to report the number currently receiving treatment, and to compare whether State Jail treatment capacity is being fully utilized.
Data Source and Collection	A form is filled out by the State Jail program staff and sent to the Rehabilitation Programs Division on a monthly basis.
Methodology/Calculation	Total number of offenders in the State Jail treatment program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	C.2.6. Number of offenders completing treatment in State Jail Substance Abuse Treatment programs
Definition	<i>Total number of program completions by offenders in State Jail treatment programs.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of an offender's success in accomplishing the treatment goals of the State Jail treatment program • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period
Data Source and Collection	<ul style="list-style-type: none"> • Source data for numbers of completions is the Monthly Status Report, which is submitted by each State Jail treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in State Jail treatment programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the incarceration phase of the treatment program of about six months. A small number of offenders receive aftercare support after program completion • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program • Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.6. Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment
Definition	<i>The average daily cost per offender calculation for the treatment portion of State Jail Substance Abuse Treatment programs.</i>
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in State Jails.
Data Source and Collection	A Treatment Services Agreement contract is set up for each State Jail Substance Abuse treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of State Jail Substance Abuse treatment services provided, then divided by average number of offenders.
Data Limitations	None noted.
Cumulative/non-cumulative?	No
New Measure?	Yes
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	E.1.1. Percent of technical violators whose charges were disposed within 40 days
Definition	<i>During the reporting period, the total number of technical violators whose charges were disposed of within 40 days, divided by the total number of technical violators whose charges were disposed. A technical violator is defined as a person charged with an administrative violation of a condition of release and whose charges must be disposed of within 40 days per requirements in Chapter 508, Section 282, TX. Gov't Code.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Indicates whether the agency is disposing of charges in a timely manner when a technical (administrative) violator is arrested. The measure is intended to show timely disposition when a releasee is arrested solely for administrative violations (an administrative violator); the measure is not intended to also show timely disposition when a releasee is arrested as an administrative violator with new criminal conduct that is pending adjudication in a court of law.
Data Source and Collection	Information on technical violators is maintained by Field Operations, Specialized Programs Section and Board of Pardons and Paroles. From this database, the Field Operations produces a weekly statistical report (Pre-Hearing Process Summary).
Methodology/Calculation	The date arrested (warrant execution date) is subtracted from the date the case receives final disposition to determine the number of days lapsing between arrest date and final disposition date. This calculation is performed separately for each administrative violator whose charges are disposed of during the reporting period. For performance measure reporting purposes, a case receives final disposition when one of the following actions is taken: the parole warrant is withdrawn by parole staff in the field; the Parole Board takes non-revocation action; the administrative violator is revoked by the Parole Board; or the Board votes to transfer the offender to an Intermediate Sanction Facility or other TDCJ facility. The number of administrative violators whose charges were disposed of during the reporting period within forty days of arrest is then divided by the total number of administrative violators whose charges were disposed of during the reporting period.
Data Limitations	The numbers or percentages reported are calculated on the basis of administrative violators arrested but not charged with a criminal offense before 40 days after the initial arrest.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target
Performance Measure	E.1.1. Number of parole cases considered
Definition	<i>The number of cases considered for release by parole panels.</i>
Type measure	Output
Key or Non-Key?	Ⓚ Key
Purpose	<ul style="list-style-type: none"> Indicates the cumulative total of offenders eligible for parole considered by the members of the Board and commissioners for release. The number is significant for the purpose of projecting future board member/commissioner workload requirements, trends in prison capacity and needs associated with the supervision of those individuals released to parole. The numbers are also significant due to the legislative mandate to provide the legislature with board member/commissioner activity reports and an annual report.
Data Source and Collection	The information on the number of parole cases considered is provided by an INFOPAC report generated from daily board actions entered into the Clemency and Parole System (CAPS) system on the mainframe computer. The INFOPAC report is titled Parole Considerations Report (PDKAR03AA/00) and is provided on a monthly basis.
Methodology/Calculation	The INFOPAC report captures the information based on each individual board member vote entered on the mainframe computer on each offender considered for parole in the period. A Board summary report provides the cumulative numbers for all member votes with the number of cumulative cases considered.
Data Limitations	Does not include clemency. Discretionary mandatory cases are considered to be parole.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	E.1.1.1. Number of parole cases processed
Definition	<i>The number of offenders released from prison or county jails to parole or mandatory supervision during the period, plus the number of offender cases closed during the period due to termination, discharge of sentence, or death.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	Indicates the cumulative impact of Board of Pardons and Paroles decisions on the size of the prison and release populations.
Data Source and Collection	Information pertaining to releases of offenders from prison is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from the mainframe computer system on a monthly basis. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (SSPS). Parole-in-Absentia (PIA) release information is obtained from a monthly report from the Huntsville Placement and Release Unit of the Review and Release Processing Section.
Methodology/Calculation	Monthly parole, mandatory, court-ordered, discharge and death release totals are added together to obtain the number of parole cases processed for the quarter.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	E.1.1. Average percentage of sentence served by inmates released from prison
Definition	<i>The average percentage of sentence served by inmates released from prison during the period, as computed by Texas Department of Criminal Justice (TDCJ) Information Technology Division.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Provided to legislators, the Legislative Budget Board (LBB) and the Governor's Office of Budget, Planning, and Policy (GOBPP) with information comparing sentence received versus actual time served.
Data Source and Collection	Information is obtained from the annual TDCJ Statistical Report which is prepared by Executive Services.
Methodology/Calculation	The actual time served is divided by the sentenced received by releasees for the period.
Data Limitations	The Statistical Report is not available by the time annual measure information is due.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	E.1.1. Average time (months) served by inmates released from prison
Definition	<i>The average time served by inmates released from prison is the average number of months served by inmates released from incarceration during the fiscal year.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Provided to legislators, the Legislative Budget Board (LBB) and Governor's Office of Budget, Planning, and Policy (GOBPP) with information related to the amount of time inmates may be expected to spend in prison.
Data Source and Collection	Information is obtained from the annual Texas Department of Criminal Justice (TDCJ) Statistical Report which is prepared by Executive Services.
Methodology/Calculation	The number of months served by each inmate released during the period is totaled, then divided by the number of inmates released during the period.
Data Limitations	The Statistical Report is not available by the time annual measure information is due.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Texas Department of Criminal Justice

FY 2011-2015 Agency Strategic Plan

Performance Measure	E.1.1.1. Percentage of cases considered for which a favorable parole-release decision is made
Definition	<i>The number of inmates approved for release expressed as a percentage of the total number of inmates considered for release by parole panels.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	The percentage of cases for which favorable parole release decisions are made is the Board of Pardons and Paroles (BPP) approval (“F1”) rate. The number is significant for the purpose of projecting future board member/commissioner workload requirements, trends in prison capacity and needs associated with the supervision of those individuals released to parole. The numbers are also significant due to the legislative mandate to provide the legislature with board member/commissioner activity reports and an annual report.
Data Source and Collection	The information on the number of offenders approved for release to parole and the total number of offenders considered for parole is provided by an INFOPAC report generated from daily board actions entered into the Clemency and Parole System (CAPS) system on the mainframe computer. The INFOPAC report is titled Parole Considerations Report (PDKAR03AAB/00) and provided on a monthly basis.
Methodology/Calculation	The INFOPAC report captures the information based on each individual board member/commissioner vote entered on the mainframe computer on each offender considered for parole in any given period. Information captured includes the type of vote cast (FI [Further Investigation of parole plan], NR [Next Review date for the file], SA [Serve All], etc.). A Board summary report is also generated that provides the cumulative number for all member votes with the number of cumulative cases considered. The total number of offenders receiving an “FI” vote (approved for release to parole) during the period is then divided by the total number of offenders considered for parole during the period.
Data Limitations	The information captured in the INFOPAC Parole Considerations report only provides information related to the number of cases considered for parole. This does not reflect board member/commissioner activity completely because it does not track case voting in the revocation process and activity associated with the imposition and withdrawal of special conditions.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	E.1.1.1. Number of offenders released on parole or discretionary mandatory supervision (excluding parole-in-absentia (PIAs) and other mandatory supervision releases)
Definition	<i>The number of offenders released from prison on parole or discretionary mandatory supervision. Excludes other releases to mandatory supervision and PIAs.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of offenders released from prison as the result of a favorable release decision by the Board of Pardons and Paroles (BPP). • Reflects previous trends in release decisions by the BPP, which have an important impact on the workload of parole officers and other staff in the Parole Division, as well as on the size of the prison population. • Provides information useful for projection purposes.
Data Source and Collection	Information pertaining to releases of offenders from prison is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from the mainframe computer system on a monthly basis. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (SPSS).
Methodology/Calculation	Monthly numbers are summed to obtain the total number of parole releases for the year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	E.1.1. Number of offenders released on parole-in-absentia (PIA)
Definition	<i>The number of offenders released on parole or discretionary mandatory supervision from county jails.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates agency success/failure in maintaining the state's duty-to-accept offender population in county jails at or near zero • Indicates whether there has been sufficient prison bed space available during the period to meet demand
Data Source and Collection	A monthly report is prepared by the Huntsville Placement and Release Unit with the Review and Release Processing Section. This Access Database report tracks release information including PIA and is used to generate the Monthly Release Statistics Report.
Methodology/Calculation	Monthly numbers are added together to obtain the yearly PIA release total.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	E.1.2. Number of preliminary/revocation hearings conducted
Definition	<i>The number of preliminary and revocation hearings conducted by hearing officers and Regional Operations Supervisors during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of preliminary and revocation hearings conducted throughout the State. The number is an indicator of Board of Pardons and Paroles (BPP) workload trends. • Reflects the conduct of parolees released to supervision, how statutes and policies affect the process, and facilitates daily management and operations.
Data Source and Collection	Hearing Officers are required to maintain a daily log of the number and types of hearings conducted each day. This and other information is maintained on a Hearing Officer Daily Worksheet and Statistical Control Sheet (HS-43A). This worksheet is submitted each month to the BPP-Statistical Support Unit for compilation and entry into the BPP Disposition Database.
Methodology/Calculation	The number reported is obtained from the monthly Hearing Officer Statistical Report for August, which calculates the year to date total.
Data Limitations	Source information is compiled daily in an excel spreadsheet and submitted via email to the Regional Headquarters. Weekly totals are compiled and submitted to the Central Office where a cumulative report is prepared and distributed by the Director of Operations. It is anticipated that the Offender Information Management System (OIMS) will automate the processing, which currently begins with handwritten documents.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	F.1.1 Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process
Definition	<i>The number of parole summaries prepared by Institutional Parole staff for offenders eligible for release consideration within the Correctional Institutions Division (CID). The parole summary is a comprehensive document summarizing all pertinent data related to the release decision-making process. The parole summary is compiled following identification of the offender by a case pull process which reflects a listing of all release eligible offenders within the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Indicates the number of parole summaries prepared by Institutional Parole staff for release eligible offenders with the Correctional Institutions Division (CID). It is the primary work measure for the Board of Pardons and Paroles (BPP), Institutional Parole Operations (approximately 400 agency employees).
Data Source and Collection	Each Institutional Parole Office submits a monthly report to the Institutional Parole Operations Executive Administration, detailing the number and types of parole summaries that were completed during the month.
Methodology/Calculation	Reports from the Institutional Parole Offices are consolidated into statewide monthly and yearly totals. The number of parole summaries prepared during the fiscal year is reported to the BPP Executive Administration on a monthly basis (BPP Consolidated Report).
Data Limitations	Due to changes in the law, some offenders are reaching their mandatory release dates prior to being considered for release on parole or mandatory supervision. Because law on all releases requires summaries, there is always a discrepancy between the number of summaries completed and the number of cases sent to the BPP for release consideration.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	F.1.1. Number of parole-in-absentia reports prepared and submitted to the Board of Pardons and Paroles to facilitate the release decision-making process
Definition	<i>The number of parole summaries prepared by Institutional Parole staff for offenders eligible for release consideration within county jails and other institutions awaiting transfer into Correctional Institutions Division (CID). The parole summary is a comprehensive document summarizing all pertinent data related to the release decision-making process. The parole summary is compiled following identification of the offender by a case pull process that reflects a listing of all release eligible offenders within a set period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of parole summaries prepared by Institutional Parole Staff for release eligible offenders in institutions other than the CID. • Provides a measure of the parole summaries prepared for offenders who are not in the physical custody of the CID.
Data Source and Collection	Each Institutional Parole Office submits a monthly report to the Institutional Parole Operations Executive Administration, detailing the number and types of parole summaries that were completed during the month.
Methodology/Calculation	Reports from the Institutional Parole Offices are consolidated into statewide monthly and yearly totals. The number of parole summaries prepared during the fiscal year is reported to the Board of Pardons and Paroles (BPP) Executive Administration on a monthly basis (BPP Consolidated Report).
Data Limitations	Due to changes in the law, some offenders are reaching mandatory release dates prior to being considered for release on parole or discretionary mandatory supervision. Because summaries are required by law on all releases, there is always a discrepancy between the number of summaries completed and the number of cases sent to the BPP for release consideration.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.1.1 Number of offenders released on mandatory supervision
Definition	<i>The number of offenders released on mandatory supervision. Includes both Texas Department of Criminal Justice and Parole-in-Absentia (PIA) mandatory supervision releases. Excludes discretionary mandatory supervision releases.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of offenders released from prison as a matter of state laws that have since been repealed. Reflects legislative decisions in sessions past, which have an important impact on the workload of parole officers and other staff in the Parole Division, as well as on the size of the prison population to be managed. • Indicates the number of offenders being released on supervision who were denied parole by the Board of Pardons and Paroles.
Data Source and Collection	Information pertaining to releases of offenders from prison is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from the mainframe computer system on a monthly basis. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (SPSS).
Methodology/Calculation	Monthly numbers are summed to obtain the number of mandatory releases for the fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	F.2 Percentage of releasees successfully discharging parole/mandatory supervision
Definition	<i>The number of releasees under jurisdiction successfully completing supervision expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Discharge of sentence while under parole or mandatory supervision is the best available indicator of successful reintegration into society. An important agency objective is to assist releasees in adjusting to community life. The measure contributes significantly to recidivism analysis.
Data Source and Collection	A monthly count of releasees successfully discharging their sentences while on parole or mandatory supervision is obtained from the Monthly Discharge Statistical Report prepared by the Regular Supervision Section based on lists supplied by Texas Department of Criminal Justice (TDCJ) Correctional Institutions Division (CID) and information from release certificates. The number of releasees under jurisdiction at the end of each month is obtained from the Monthly Statewide Totals of Releasees Report (PDSUP3K). This number includes releasees under active supervision, on out-of-state supervision, or released on detainer.
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the period. The total number of releasees successfully completing supervision during the period is then divided by the average monthly population.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2. Percentage of releasees receiving new convictions
Definition	<i>The number of revocations during the period for which a new conviction was the basis for revocation expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Law violations, as evidenced by new convictions, are clear violations of the terms and conditions of release set by the Board of Pardons and Paroles and an important indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations for which a new conviction was the basis for revocation is obtained from the Disposition Database Report prepared monthly by the Board's Statistical Section, based on information supplied by hearing officers and parole officers on and computer generated forms (Hearing Report Processing [HS-135], Parole Division Waiver Processing [PSV-67], and Offender Information Management System – PAVR Hearing/Waiver Results). The number of releasees under jurisdiction (and therefore subject to revocation) at the end of each month is obtained from the Monthly Statewide Totals of Releasees Report (PDSUP3K).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain the average monthly population under jurisdiction during the reporting period. The total number of revocations during the period for which a new conviction was the basis for revocation is then divided by the estimated average monthly population.
Data Limitations	The number of revocations for which a new conviction was the basis for revocation, as reported by the Board of Pardons and Paroles Statistical Section, includes revocations based on new misdemeanor convictions as well as revocations based on new felony convictions. The Board's Statistical Section also notes the information from parole officers and hearing officers must be codes from handwritten forms combined with computer generated forms, then entered into a personal computer (PC) database.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	F.2. Releasee annual revocation rate
Definition	<i>The number of revocations during the period, expressed as a percentage of the average monthly population under jurisdiction during the period. The average population is based on end-of-the-month counts averaged over a 12-month period.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	Release revocation by the Board of Pardons and Paroles is the single best available indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations is obtained from the Disposition Database Report prepared monthly by the Board of Pardons and Paroles Statistical Section based on information supplied by hearing officers and parole officers. The number of releasees under jurisdiction (and therefore subject to revocation) at the end of each month is obtained from the <i>Monthly Statewide Totals of Releasees Report</i> (PDSUP3K).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the reporting period. The total number of revocations during the period is then divided by the average monthly population x 100.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.1. Average number of offenders under active parole supervision
Definition	<i>This measure counts average number of offenders under active parole supervision during a fiscal year.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	Depicts the average number of TDCJ offenders included in the F.2.1. Strategy and the total caseload of the Parole Supervision Division.
Data Source and Collection	The average number of offenders under active parole supervision each month is taken from the Monthly Summary of Caseloads Supervised (PPSUPP3C).
Methodology/Calculation	The average number of offenders under active supervision each month is added, then divided by the number of months in the reporting period to get the average number of offenders under active parole supervision during the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	F.2.1. Number of substance abuse tests administered
Definition	<i>The number of substance abuse tests administered to releasees during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the extent of offender drug testing by parole officers and designated staff in the field. • Enables the Parole Division to monitor on a statewide basis the number of tests being administered and project whether additional testing is needed based on current and past numbers.
Data Source and Collection	Drug Coordinators compile drug-testing statistics and submit them to the Specialized Supervision Section of the District Parole Office (DPO) Monthly Drug and Alcohol Testing Report (PSVS-34). A Program Specialist maintains the data from each district parole office in a personal computer database and at the end of the fiscal year prepares a report of the number of tests administered statewide during the fiscal year.
Methodology/Calculation	The number reported is the sum of all substance abuse tests administered by parole officers and designated staff at the local level during the period.
Data Limitations	The measure does not indicate the number of offenders tested.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.1. Average number of releasees electronically monitored
Definition	<i>The average number of releasees electronically monitored during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Provides an average of the number of releasees being electronically monitored at any given time during the reporting period. Reflects the Parole Division's use of an administrative control program to sanction releasees who have demonstrated a negative adjustment to supervision and to provide the highest level of supervision and offender accountability to potentially dangerous releasees released to parole or mandatory supervision.
Data Source and Collection	The average number of releasees in the Electronic Monitoring (EM) program during the period is reported by EM Unit Supervisors in the Monthly Statistical Report submitted to a Program Specialist within the Warrants Section. This information is maintained in a personal computer (PC) database. Reports regarding the number of releasees in the Super-Intensive Supervision Program (SISP) being electronically monitored are received by a Program Specialist within the Warrants Section from two sources; the electronic monitoring vendor for releasees supervised on home electronic monitoring and a daily exception report from the field officers. This information is also maintained in a PC database. The average number of releasees on electronic monitoring is reported at end of the period by the Program Specialist (untitled reports).
Methodology/Calculation	End-of-period average figures for both the EM and SISP programs are added together to obtain an end-of-period total average.
Data Limitations	Delays on the part of EM Unit Supervisors and electronic monitoring vendors in submitting monthly report forms necessitate the number reported for this measure to be partially estimated.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	F.2.1. Percentage of technical violators interviewed within 5 days of arrest
Definition	<i>During the reporting period, the total number of technical violators interviewed by the Texas Department of Criminal Justice (TDCJ) Parole Division (PD) within five days of notification by the sheriff's department having custody of the technical violator, divided by the total number of technical violators interviewed by the PD. A technical violator is defined as a person charged with an administrative violation of a condition of release as described by Article 42.18, Section 14(c), Tx.C.C.P. An interview with the PD is defined as a meeting between the releasee and an agent of the PD where the releasee is notified of his alleged violations, rights during the revocation process and is given an opportunity to request or waive his hearing.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Indicates whether the PD is initiating the pre-hearing process in a timely manner when an administrative violator is arrested. Unsatisfactory performance on this measure would be a possible partial explanation should the agency fail to make final disposition of charges within 40 days of arrest as required by the Texas Government Code, Section 508.282 (a)-(c). The code does not, however, require the PD to initiate the pre-hearing process within five days of arrest.
Data Source and Collection	Information utilized for reporting purposes related to technical violators arrested on or after January 1, 1998 is maintained by the Warrants Section in a personal computer (PC) database. Information is posted to this database daily by the Warrants Section. The information is provided by the Specialized Programs Section, Field Operations and the Board of Pardons and Paroles. From this database, the Warrants Section produces a monthly statistical report (Pre-Hearing Process Summary).
Methodology/Calculation	The date arrested (warrant execution date) is subtracted from the date interviewed to determine the number of days lapsing between arrest date and interview date. This calculation is performed separately for each administrative violator interviewed during the reporting period. The number of administrative violators interviewed during the reporting period within five days of arrest is then divided by the total number of administrative violators interviewed during the reporting period.
Data Limitations	This performance is limited to those offenders arrested as administrative violators only. It does not include offenders who are arrested for criminal conduct that is pending adjudication in a court of law.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.1. Percentage of technical violators scheduled for hearing within 2 days of being interviewed
Definition	<i>During the reporting period, the total number of technical violators scheduled a revocation hearing within two days of being interviewed by the Texas Department of Criminal Justice (TDCJ) Parole Division (PD), divided by the total number of technical violators scheduled a revocation hearing. A technical violator is defined as a person charged with an administrative violation of a condition of release as described by Article 42.18, Section 14(c), Tx.C.C.P. An interview by the PD is defined as a meeting between the releasee and an agent of the PD where the releasee is notified of his alleged violations, rights during the revocation process and is given an opportunity to request or waive his hearing.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Indicates whether the PD is completing the pre-hearing process in a timely manner, once having initiated it, when a technical (administrative) violator is arrested. Unsatisfactory performance on this measure would be a possible partial explanation should the agency fail to make final disposition of charges within 40 days of arrest as required by the Texas Government Code, Section 508.282 (a)-(c). The Texas Government, Code Section 508.282 (a)-(c) does not, however, require the PD to complete the pre-hearing process within two days of a technical violator being interviewed.
Data Source and Collection	Information utilized for reporting purposes related to administrative violators is maintained by the Warrants Section in a personal computer database. Information is posted to this database by the Warrants Section. The information is provided by the Specialized Programs Section, Field Operations and the Board of Pardons and Paroles. From this database, the Warrants Section produces a monthly statistical report.
Methodology/Calculation	The date interviewed is subtracted from the date a hearing was scheduled to determine the number of days lapsing. This calculation is performed separately for each administrative violator scheduled a revocation hearing during the reporting period. The number of administrative violators scheduled a revocation hearing during the reporting period within two days of being interviewed is then divided by the total number of administrative violators scheduled a hearing during the reporting period.
Data Limitations	The performance measure is limited to the initial interview conducted following arrest on the parole warrant. It is only calculated for those offenders who request an administrative hearing. The reported percentage measures those cases for which a preliminary or revocation hearing was scheduled following the initial interview after arrest on the parole warrant. It does not include offenders who are arrested and subsequently waive their entitlement to a hearing.
Cumulative/non-cumulative?	Non-cumulative
New Measure	No
Target Attainment	▲ Higher than target

Performance Measure	F.2.1. Average Monthly Caseload
Definition	<i>This measure is defined as the average number of releasees under active parole supervision per parole officer in the field. Parole officers and releasees reported include all caseload types (regular, specialized, electronic monitoring and super intensive program).</i>
Type measure	Efficiency
Key or Non-Key?	🔑 Key
Purpose	Indicates the average size of parole caseloads for all programs.
Data Source and Collection	The number of parole officers in the field is obtained from monthly payroll reports (PAYM19P-U). The number of releasees under active supervision is obtained from the INFOPAC "Summary of Caseloads Supervised" numbered as PPSUPP3C.
Methodology/Calculation	The average monthly number of releasees under active parole supervision during the reporting period is divided by the average monthly number of parole officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average of releasees supervised on all caseloads, including specialized caseloads with fewer parolees.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.1. Number of releasees placed on electronic monitoring
Definition	<i>The number of releasees placed on electronic monitoring during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Indicates the total number of releasees placed on electronic monitoring during the reporting period. Placement on electronic monitoring is a requirement for releasees in the Electronic Monitoring (EM) and Super-Intensive Supervision (SISP) programs.
Data Source and Collection	Information regarding EM program placements is included in the Monthly Statistical Report completed by EM Unit Supervisors in the field. The report is submitted to a Program Specialist within the Warrants Section who maintains the information in a personal computer (PC) database. Information regarding SISP placements is received by a Program Specialist within the Warrants Section as offender cases are approved for release with SISP special conditions imposed by the Board of Pardons and Paroles (BPP). This information is also maintained in a PC database. The number of releasees placed on electronic monitoring each month of the fiscal year is reported at year-end by the Program Specialist (untitled reports).
Methodology/Calculation	The number of releasees placed on electronic monitoring in the EM and SISP programs each month of the fiscal year are added together to obtain a yearly total.
Data Limitations	Releasees in the EM program typically remain on electronic monitoring 60-90 days. In contrast, releasees in the SISP, implemented in FY98, are reviewed annually for possible request of the BPP to withdraw the monitoring requirement.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Performance Measure	F.2.1. Number of pre-revocation warrants issued
Definition	<i>The number of pre-revocation warrants issued during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Reflects workload activity for the Warrants Section in the Central Office. Additionally, factoring for caseload growth, the number of warrants issued could reflect on compliance with conditions of release and the law. The number of warrants issued is also affected by Parole Division policies.
Data Source and Collection	Information regarding warrants issued is input to the Offender Information Management System (OIMS). All warrants issued are reviewed and approved by a Program Specialist in the Warrant Section and updated into the database. Monthly reports are generated for reporting the number of warrants issued during the month.
Methodology/Calculation	Monthly totals of warrants issued each month are totaled to report quarterly amounts, for inclusion in the Performance Reports.
Data Limitations	There are no limitations regarding the data. Releasee behavior and Parole Division policies are the determining factors regarding the number of warrants issued.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.2. Average number of releasees in halfway houses
Definition	<i>The average number of parolees and mandatory supervision releasees residing in halfway houses at the end of each month in the period.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	<ul style="list-style-type: none"> • Provides an estimate of the number of releasees residing in halfway houses at any given time during the period. • The measure may be compared to the number of halfway house beds under contract during the reporting period to determine the effectiveness of the Parole Division and the Board of Pardons and Paroles in utilizing available halfway house bed space.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all halfway house activity on a personal computer database. The report lists all halfway houses under contract that month and the number of releasees residing in each facility at month end.
Methodology/Calculation	The number of releasees residing in halfway houses at the end of each month is totaled, then divided by the number of months in the period.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	F.2.2. Average halfway house contract cost per resident day
Definition	<i>The average amount paid to Halfway House contractors per release per day.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the average daily cost of providing housing and related services to releasees who lack family and community resources. • The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Regular) Report prepared by Accounting and Business Services on a monthly basis. The report, based on halfway house contractors' monthly billings, includes the number of resident days of service provided and the amount residents paid directly to the facilities for support.
Methodology/Calculation	Total halfway house costs for the fiscal year divided by the total number of days of service provided, then divided by average number of residents. Total halfway house costs are the amounts paid to halfway house contractors by the agency less residents payments.
Data Limitations	Excluded from the calculation of this measure are costs and resident days of service associated with the county jail work release program. The county jail work release program was initiated to supplement the halfway house program in areas where residential facilities were not available.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬇ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.3. Average number of parolees and probationers in intermediate sanction facilities
Definition	<i>The average number of parolees and probationers residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	<ul style="list-style-type: none"> • Provides an estimate of the number of technical parole violators, mandatory supervision violators, and probationers residing in intermediate sanction facilities (ISFs) at any given time during the period. • The measure may be compared to the number of ISF beds under contract during the reporting period to determine the effectiveness in utilizing available ISF bed space.
Data Source and Collection	<ul style="list-style-type: none"> • Parole: The ISF Unit within the Central Coordination Unit reports ISF population numbers monthly via mainframe E-mail. • Probation: The Probation ISF Administrator obtains end of month population counts from the ISF facilities. This information is summarized by month and facility in an overall end of month TDCJ ISF Probation Report provided to the Research Section. A Research Specialist sums the number of probationers at the end of each month and averages the end of month sums for the quarter.
Methodology/Calculation	The total number of releasees and probationers residing in ISF facilities at the end of each month is summed, then divided by the three months of the quarter.
Data Limitations	The data represents an average of three monthly population counts for the reporting period. Actual population counts may vary throughout the reporting period.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	F.2.3. Average intermediate sanction facility cost per resident day
Definition	<i>The average cost to house residents in intermediate sanction facilities (ISF) during the period. The amounts paid to ISF contractors plus per diem charges from the Correctional Institutions Division (CID) are totaled and then divided by the numbers of resident days billed to determine an overall average cost per day.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the average daily cost of housing releasees in intermediate sanction facilities who violate the terms and conditions of release agreements. • The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Intermediate Sanction Facilities) Report prepared by Accounting and Business Services on a monthly basis. The report, based on facility contractors' monthly billings, includes the number of resident days of service provided. The number of resident days of service provided by the Texas Department of Criminal Justice (TDCJ)-operated ISF facility in Pampa is obtained on a monthly basis from the ISF Unit within the Specialized Supervision Section (facility voucher processing worksheet). The per diem rate for the Pampa ISF is provided from Accounting and Business Services.
Methodology/Calculation	Total ISF costs for the fiscal year divided by the total number of days of service provided, then divided by the average number of residents. Total ISF costs are the amounts paid to facility contractors by the agency, <i>plus</i> an amount equal to the total number of days of service provided by the Pampa ISF times the Pampa ISF per diem rate.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Performance Measure	F.2.3. Parolees and probationers placed in intermediate sanction facilities
Definition	<i>Placements in intermediate sanction facilities during the reporting period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of parolees and probationers placed in Intermediate Sanction Facilities (ISFs) during the reporting period. • The measure is an indicator of the Parole Division's effectiveness in sanctioning technical parole and mandatory supervision violators as directed by the Board of Pardons and Paroles (BPP) and use of progressive sanctions by community supervision departments in addressing offender treatment needs and violations of community supervision conditions.
Data Source and Collection	The Parole ISF Unit within the Central Coordination Unit and the Probation ISF Administrator track ISF activity on a personal computer (PC) database, and report placements and terminations. The Parole ISF Unit and Probation ISF Administrator also report ISF placement totals for each month of the fiscal year at year-end upon request (untitled report).
Methodology/Calculation	Monthly placement totals are summed to obtain the total number of ISF placements during the fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	∨ Lower than target

Intentionally left blank

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix E

Workforce Plan

Texas Department of Criminal Justice
FY 2011–2015 Agency Strategic Plan

Workforce Plan FY 2011 - 2015

Table of Contents

I. Agency Overview	
A. Mission	E -1
B. Strategic Goals and Objectives	E -2
C. Agency Structure	E -4
D. Anticipated Changes in Mission, Strategies, and Goals	E -8
II. Current Workforce Profile (Supply Analysis)	
A. Critical Workforce Skills	E -9
B. Workforce Demographics and Turnover	E -10
C. Retirement Eligibility	E -11
D. Projected Employee Turnover	E -12
III. Future Workforce Profile (Demand Analysis)	
A. Critical Functions	E -12
B. Expected Workforce Changes	E -12
C. Anticipated Increase/Decrease in Required Number of Employees	E -13
D. Future Workforce Skills Needed	E -13
IV. Gap Analysis	
A. Anticipated Surplus or Shortage in Staffing Levels	
Correctional Officers	E -13
Correctional Officer Supervisors and Unit Administrators	E -14
Food Service Managers and Laundry Managers	E -15
Parole Officers	E -15
B. Anticipated Surplus or Shortage of Skills	
Correctional Officers	E -16
Correctional Officer Supervisors and Unit Administrators	E -18
Food Service Managers and Laundry Managers	E -21
Parole Officers	E -22
V. Strategy Development	
A. Succession Planning	E -24
B. Gap Elimination Strategies	E -26
Agency Organizational Structure (Attachment A)	E -28

Intentionally left blank

TEXAS DEPARTMENT OF CRIMINAL JUSTICE

WORKFORCE PLAN

FISCAL YEAR 2011-2015

I. Agency Overview

The Texas Department of Criminal Justice (TDCJ or agency) primarily supervises adult offenders (persons 17 or older) assigned to state supervision. Such supervision is provided through the operation of state prisons, state jails, and the state parole system. TDCJ also provides funding and certain oversight of community supervision programs (previously known as adult probation).

- The first Texas prison was constructed in 1849 and opened with three incarcerated offenders. As of March 31, 2010, TDCJ was responsible for supervising 153,950 incarcerated offenders housed in 112 facilities located throughout the state. These facilities include 96 that are operated by TDCJ and 16 that are privately operated. The 96 facilities operated by TDCJ include 51 prison facilities, four pre-release facilities, three psychiatric facilities, one mentally retarded offender program (MROP) facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities (SAFPF).
- TDCJ Parole Division maintains 67 district parole offices and the Texas Board of Pardons and Paroles maintains eight institutional parole offices. As of February 28, 2010, TDCJ was responsible for supervising over 80,000 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2010, the agency's workforce consisted of 40,811 employees.

A. Agency Mission

To provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.

The agency's mission is carried out through:

- effectively managing correctional facilities based on constitutional and statutory standards;
- supervising offenders in a safe and appropriate confinement;
- providing a structured environment in which offenders receive specific programming designed to meet their needs and risks;
- supplying the agency's facilities with necessary resources required to carry on day-to-day activities (e.g., food service and laundry);
- developing a supervision plan for each offender released from prison;
- monitoring the activities of released offenders and their compliance with the conditions of release and laws of society;
- providing diversions through probation and community-based programs; and
- providing a central mechanism for victims and the public to participate in the criminal justice system.

I. Agency Overview (Continued)

B. Agency Goals, Objectives, and Strategies

Goal A *To provide diversions to traditional prison incarceration by the use of community supervision and other community-based programs.*

Objective A.1. To provide funding for community supervision and diversionary programs

Strategy A.1.1. Basic Supervision

Strategy A.1.2. Diversion Programs

Strategy A.1.3. Community Corrections

Strategy A.1.4. Treatment Alternatives to Incarceration

Goal B *To provide a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.*

Objective B.1. To direct special needs offenders into Treatment Alternatives

Strategy B.1.1. Special Needs Projects

Goal C *To provide for confinement, supervision, rehabilitation, and reintegration of adult felons.*

Objective C.1. To confine and supervise convicted felons

Strategy C.1.1. Correctional Security Operations

Strategy C.1.2. Correctional Support Operations

Strategy C.1.3. Offender Services

Strategy C.1.4. Institutional Goods

Strategy C.1.5. Institutional Services

Strategy C.1.6. Institutional Operations and Maintenance

Strategy C.1.7. Psychiatric Care

Strategy C.1.8. Managed Health Care – Unit Care

Strategy C.1.9. Managed Health Care – Hospital Care

Strategy C.1.10. Managed Health Care – Pharmacy

Strategy C.1.11. Health Services

Strategy C.1.12. Contracted Temporary Capacity

Strategy C.1.13. Contract Prisons/Private State Jails

Strategy C.1.14. Residential Pre-Parole Facilities

Objective C.2. To provide services for the rehabilitation of convicted felons

Strategy C.2.1. Texas Correctional Industries

Strategy C.2.2. Academic/Vocational Training

Strategy C.2.3. Project RIO

Strategy C.2.4. Treatment Services

Strategy C.2.5. Substance Abuse Felony Punishment

Strategy C.2.6. In-Prison Substance Abuse Treatment & Coordination

Goal D *To ensure and maintain adequate housing and support facilities for convicted felons during confinement.*

Objective D.1. To ensure and maintain adequate facilities

Strategy D.1.1. Facilities Construction

Strategy D.1.2. Lease-Purchase of Facilities

I. Agency Overview (Continued)

B. Agency Goals, Objectives, and Strategies (continued)

Goal E *To administer the range of options and sanctions available for inmates through parole or acts of clemency.*

Objective E.1. To operate the Board of Pardons and Paroles

Strategy E.1.1. Board of Pardons and Paroles

Strategy E.1.2. Revocation Processing

Goal F *To provide supervision and administer the range of options and sanctions available for felons' reintegration into society following release from confinement.*

Objective F.1. To evaluate eligible offenders for parole or clemency

Strategy F.1.1. Parole Release Processing

Objective F.2. To perform basic supervision and sanction services

Strategy F.2.1. Parole Supervision

Strategy F.2.2. Halfway House Facilities

Strategy F.2.3. Intermediate Sanction Facilities

Goal G *Indirect Administration*

Objective G.1. Indirect Administration

Strategy G.1.1. Central Administration

Strategy G.1.2. Correctional Training

Strategy G.1.3. Inspector General

Strategy G.1.4. Victim Services

Strategy G.1.5. Information Resources

I. Agency Overview (Continued)

C. Agency Structure

The mission of the TDCJ is carried out under the oversight of the Texas Board of Criminal Justice (TBCJ), which is composed of nine non-salaried members who are appointed by the governor for staggered six-year terms. The TDCJ executive director reports directly to the TBCJ. Other functions that report directly to the TBCJ are Internal Audit, Office of the Inspector General, State Counsel for Offenders and the PREA Ombudsman Office.

Functions Reporting Directly to the TBCJ	
Office	Function
Internal Audit	The Internal Audit Division assists agency administrators by furnishing independent analyses, appraisals, and recommendations concerning the adequacy and effectiveness of the agency's system of internal control procedures, and the quality of performance in carrying out assigned responsibilities.
Office of the Inspector General	The Office of Inspector General (OIG) provides oversight to the TDCJ by enforcement of state and federal laws, and TDCJ policy and procedures. The OIG is the primary investigative arm for all criminal and administrative investigations for the TDCJ. The OIG is dedicated to promoting the safety of employees and offenders throughout the agency.
State Counsel for Offenders	The State Counsel for Offenders (SCFO) is responsible for providing TDCJ indigent offenders with legal counsel that is independent of the TDCJ confinement divisions; however, the SCFO cannot help offenders with civil rights issues, TDCJ policy or procedure issues, fee-generating cases, or parole voting matters. The SCFO is appointed to handle cases for indigent offenders facing: indictment for alleged criminal acts while in TDCJ custody; immigration removal proceedings; and civil commitment proceedings or biennial reviews as sexually violent predators.
Prison Rape Elimination Act Ombudsman Office	The Prison Rape Elimination Act (PREA) Ombudsman Office provides oversight of administrative investigations of offender complaints of sexual assaults and ensures impartial resolution of those complaints.

Functions Reporting to the Executive Director	
Office	Function
Administrative Review & Risk Management Division	Program areas in the Administrative Review & Risk Management Division include: Resolution Support (Access to Courts, Offender Grievance Program, and Office of TDCJ Ombudsman) and Review & Standards (Administrative Monitor for Use of Force, Operational Review, American Correctional Association, and Risk Management).

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
Business & Finance Division	<p>Departments within the Business and Finance Division report directly to the chief financial officer. The Business and Finance Division supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, agribusiness, land and mineral operations, maintaining a fiduciary responsibility over offender education and recreation funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements.</p> <p>In addition, the chief financial officer has coordination authority over the Facilities Division, Information Technology Division, and Manufacturing & Logistics Division. Detailed information regarding these three divisions is provided separately within this table of functions.</p>
Community Justice Assistance Division	<p>The Community Justice Assistance Division (CJAD) administers community supervision (adult probation) in Texas. CJAD does not work directly with offenders; rather, it works with the Community Supervision and Corrections Departments (CSCDs) which supervise the offenders. CJAD is responsible for the distribution of formula and grant funds, the development of standards (including best-practice treatment standards), approval of Community Justice Plans, conducting program and fiscal audits, and providing training and certification of community supervision officers.</p>
Correctional Institutions Division	<p>The Correctional Institutions Division (CID) is responsible for the confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. The CID is also responsible for support functions, such as: Security Threat Group Management, Community Liaison, Counsel Substitute, Disciplinary Coordination, Mail Systems Coordinators Panel, Security Systems, Plans and Operations, Ombudsman, Safe Prisons Program, Classification and Records, Correctional Training and Staff Development, Offender Transportation, and Laundry, Food, and Supply.</p>

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function	
<p style="text-align: center;">Executive Administrative Services</p>	<p>Executive Administrative Services includes the following functions.</p>	
	<p style="text-align: center;">Office of the Chief of Staff</p>	<p>This office has oversight of the Emergency Action Center, Executive Services, Governmental Affairs, and Media Services, and is responsible for providing administrative support to the executive director and deputy executive director.</p>
	<p style="text-align: center;">Public Information Office</p>	<p>This office works with news media throughout the world and assists reporters in covering prison events and understanding TDCJ objectives. Information is given to news media as allowed by TDCJ policy and according to current state public information laws.</p>
	<p style="text-align: center;">Office of Incident Management</p>	<p>This office is responsible for coordination of TDCJ emergency preparedness activities for all agency divisions and departments to ensure a comprehensive and consistent approach to managing critical incidents. In addition, this office works with the Texas Division of Emergency Management to fulfill TDCJ's support responsibilities during state emergencies.</p>
<p style="text-align: center;">Facilities Division</p>	<p>The Facilities Division provides a full range of facility management services to the TDCJ including: facility planning, design, construction, maintenance, and environmental quality assurance and compliance.</p>	
<p style="text-align: center;">Health Services Division</p>	<p>The Health Services Division provides no direct patient care service; however, it has been designated as the principal contract monitor of the Correctional Managed Health Care Program and does retain several responsibilities under this program. These responsibilities include: ensuring that offender patients are appropriately classified, assigned to facilities, and transported consistent with their medical needs; investigating and responding to each second-level offender grievance related to health care issues and to all correspondence regarding patient care issues; conducting operational reviews to evaluate the health care delivery systems in place at each facility; and monitoring and reporting on preventive medicine issues statewide.</p>	
<p style="text-align: center;">Human Resources Division</p>	<p>The Human Resources (HR) Division develops and implements activities and programs related to recruitment, staffing, employment, employee classification, compensation and benefits, as well as employee relations, employee assistance, diversity, employee recognition, and training on human resources policies.</p>	
<p style="text-align: center;">Information Technology Division</p>	<p>The Information Technology Division (ITD) provides automated information services and support to all divisions within TDCJ, as well as, the Board of Pardons and Paroles, Correctional Managed Health Care, and other external entities as needed.</p>	

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
<p>Manufacturing & Logistics Division</p>	<p>The Manufacturing & Logistics Division (M&L) provides quality service in warehousing operations, freight transportation, management of TDCJ vehicles, and by providing quality manufactured products and services to the agency and other eligible entities, while providing reentry opportunities for incarcerated offenders. The division also monitors the Prison Industry Enhancement (PIE) Certification Program to ensure compliance with state and federal guidelines.</p>
<p>Office of the General Counsel Division</p>	<p>The Office of the General Counsel (OGC) provides legal advice to agency management on issues concerning corrections and supervision law, employment, open records, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against the agency and its employees.</p>
<p>Parole Division</p>	<p>The Parole Division is responsible for the supervision of offenders released from prison to serve the remainder of their sentences in Texas communities on parole or mandatory supervision. The Parole Division also coordinates with the Private Facility Contract Monitoring/Oversight Division for residential and therapeutic services (including halfway houses and residential facilities), investigates offenders' residential plans and assesses offenders to determine supervision levels and changing needs for their successful reentry into the community. The Parole Division administers rehabilitation and reintegration programs and services through District Reentry Centers. The Parole Division also includes the Interstate Compact for Adult Offender Supervision.</p>
<p>Private Facility Contract Monitoring/Oversight Division</p>	<p>The Private Facility Contract Monitoring/Oversight Division (PFCMOD) is responsible for oversight and monitoring of contracts for privately operated secure facilities as well as community based facilities, which includes substance abuse treatment services.</p>
<p>Reentry and Integration Division</p>	<p>The Reentry and Integration Division (RID) combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), Project Re-Integration of Offenders (Project RIO), and an expanded reentry initiative, to better focus state resources to reduce recidivism and address the needs of juvenile and adult offenders. Services provided include the continuity of care for offenders with physical or mental impairments, as well as community-based case management and support services for eligible offenders. Services also include the provision of education and training for post-release employment opportunities through collaboration with the Texas Workforce Commission and other partnering agencies.</p>

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director (Continued)

Office	Function
<p style="text-align: center;">Rehabilitation Programs Division</p>	<p>The Rehabilitation Programs Division integrates strategic evidence-based programs that encompass every division within the agency to ensure programs and services are administered efficiently and with consistency. The programs are designed to meet the offender’s individual needs, improve institutional adjustment and facilitate transition from prison into the community. The collaborative efforts of TDCJ divisions, releasing authorities, community human service agencies, and secular support faith-based organizations result in an increase in public safety and a reduction in recidivism and victimization. Departments within this division include: Chaplaincy, Sex Offender Rehabilitation Programs (including: Civil Commitment, Risk Assessment, and representation on the Advisory Committee for Council of Sex Offender Treatment), Substance Abuse Treatment Program, Volunteer Coordination Committee, Youthful Offender Program (COURAGE), Female Offender Programs, InnerChange, and the Serious and Violent Offender Reentry Initiative.</p>
<p style="text-align: center;">Victim Services Division</p>	<p>The Victim Services Division (VSD) provides services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The VSD assists victims of offenders incarcerated in the TDCJ in exercising their rights especially during the parole review process. The VSD provides this assistance through a confidential Victim Notification System (VNS), and has also partnered with Appriss, Inc., provider of the Victim Information and Notification Everyday (VINE) system, to enhance our notification services. VINE provides a toll-free automated telephone service which allows victims to obtain limited offender information 24 hours a day. VSD prepares and accompanies victims who are given the opportunity to witness the execution of the offender convicted of the capital murder of their family member. The VSD – Texas Crime Victim Clearinghouse provides a nationwide web-based resource directory, updates the Victim Impact Statement every odd-numbered year, produces a statewide training for criminal justice professionals, victim service providers and victims, and produces the <i>Victim’s Informer</i> newsletter. The VSD also establishes and supports programs which are empowering to victims, such as the Victim Offender Mediation/Dialogue and Victim Impact Panel.</p>

D. Anticipated Changes in Mission, Strategies and Goals

The TDCJ anticipates no significant changes in its strategies to meet the goals set out in the agency’s strategic plan.

II. Current Workforce Profile

A. Critical Workforce Skills

As of February 28, 2010, TDCJ uses 252 different job classes within the State Classification Plan. Additionally, a contract workforce is used to provide architectural and engineering services, computer programming, and other services where specifically required skills are not readily available to TDCJ.

The skills and qualifications that the agency views as critical for several of these positions include:

- Analytical Decision Making
- Interviewing Skills
- Public Address
- Coordination with Other Agencies
- Inventory Maintenance
- Report Writing
- Effective Communication of Ideas and Instructions
- Leadership and Team-Building
- Supervising and Training Offenders
- Interpretation and Application of Rules and Regulations
- Planning
- Supervising and Training Employees
- Problem-Solving Techniques
- Marketing Skills
- Program Development, Monitoring, and Evaluation
- Auditing Skills

Employees may obtain critical skills through other employment-related experiences or education. However, the application of these skills in a correctional environment when job duties include extensive interactions with offenders is a unique experience. Therefore, a basic requirement for agency employees whose performance of job duties includes extensive interaction with offenders is participation in the TDCJ pre-service and annual in-service training programs to ensure that these employees receive the information and skills necessary to perform their duties safely and effectively.

B. Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and attrition, the 252 job classes used by the agency have been grouped into the 23 major job categories indicated in the table on the next page. The major job categories encompass all of the skills that are critical to the TDCJ workforce. The table indicates the following for each major job category: (1) number and percentage of employees within the job category; (2) average age; (3) average TDCJ tenure; and (4) FY 2009 attrition rate.

II. Current Workforce Profile (Continued)

B. Workforce Demographics and Turnover (Continued)

The following information, other than the FY 2009 Attrition Rate, is as of February 28, 2010.

Major Job Category ⁽¹⁾	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2009 Attrition Rate
COs	26,144	64.06%	40	7 years	21.4%
CO Supervisors (Sergeant – Captain)	2,935	7.19%	41	13 years	7.6%
Food Service/Laundry Managers ⁽²⁾	1,541	3.78%	47	12 years	11.2%
Facilities Maintenance	878	2.15%	51	10 years	9.5%
Unit Administrators (Major – Warden II)	303	0.74%	46	22 years	6.4%
Industrial Specialists	399	0.98%	49	14 years	12.0%
Case Managers	102	0.25%	44	11 years	8.2%
Correctional Transportation Officers	111	0.27%	50	11 years	13.7%
Agriculture Specialists	120	0.29%	46	13 years	18.6%
Counsel Substitutes	101	0.25%	44	12 years	5.8%
Substance Abuse Counselors	98	0.24%	49	5 years	25.6%
Office of Inspector General Investigators and Supervisors	102	0.25%	46	12 years	10.3%
Safety Officers and Supervisors	87	0.21%	47	14 years	12.6%
Chaplaincy	113	0.28%	58	10 years	7.8%
Associate Psychologists	43	0.11%	46	10 years	13.0%
Parole Officers	1,273	3.12%	40	7 years	9.5%
Parole Officer Supervisors (Parole Officers III – V)	242	0.59%	47	14 years	7.6%
Program Management and Support	4,447	10.90%	46	10 years	13.0%
Business Operations	284	0.70%	46	11 years	6.7%
Human Resources	257	0.63%	45	12 years	8.3%
Information Technology	167	0.41%	46	11 years	5.3%
Legal	82	0.20%	46	8 years	18.7%
Other Staff	982	2.41%	48	12 years	7.6%
Total	40,811	100.00%	42	9 years	17.4%

⁽¹⁾ The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

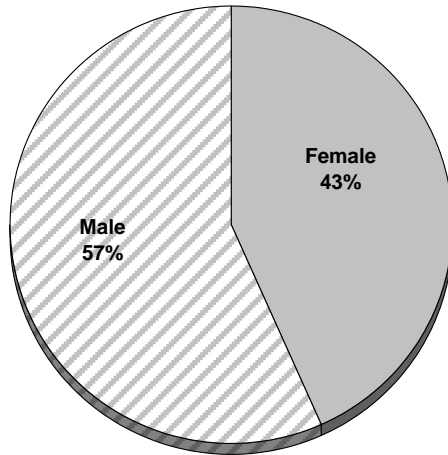
⁽²⁾ Food Service Manager II and Laundry Manager II positions were established September 1, 2009, and are included in the employee total and employee percent total calculations as of February 28, 2010. The FY 2009 attrition rate does not include the Food Service Manager II and Laundry Manager II positions in the calculations.

II. Current Workforce Profile (Continued)

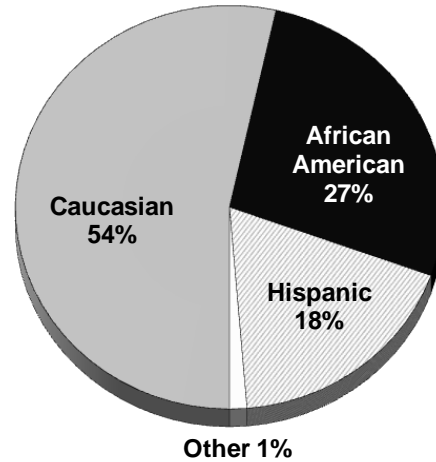
B. Workforce Demographics and Turnover (Continued)

TDCJ Total Workforce as of February 28, 2010

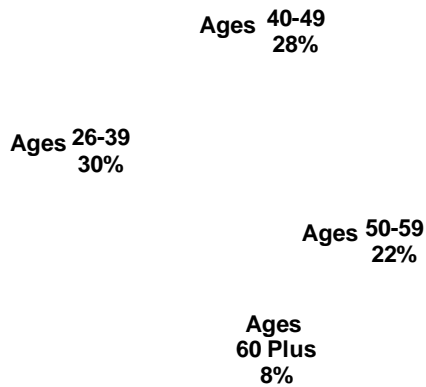
Gender



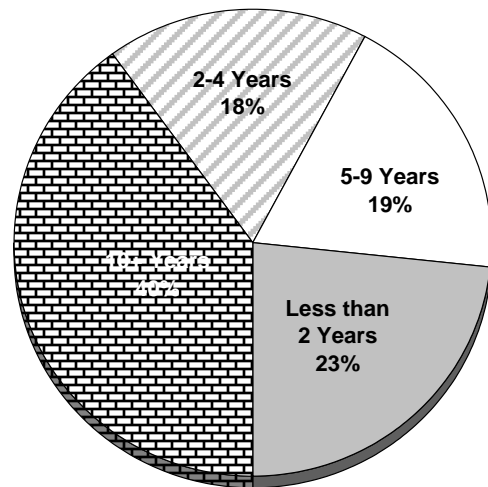
Ethnicity



Age



TDCJ Tenure



C. Retirement Eligibility

The following are the retirement eligibility projections for TDCJ published by the Employees Retirement System of Texas (ERS).

FY 10	FY 11	FY 12	FY 13	Cumulative
1,091*	1,155	1,408	1,300	4,954

*Includes all employees who first became eligible for retirement prior to FY 2010.

II. Current Workforce Profile (Continued)

D. Projected Employee Turnover Rate

Turnover Due to Retirement

The agency's projected turnover due to retirements is significantly lower than the number of employees who will become eligible for retirement.

- The majority of TDCJ employees do not actually retire until they are eligible to retire with full health insurance benefits and without a reduced annuity.
- The number of agency employees who retired in FY 2007 was 829 (monthly average 69) and in FY 2008 was 868 (monthly average 72).
- The number of agency employees who retired in FY 2009 was 894 (monthly average 71). In FY 2010 as of February 28, 2010, the number of agency employees who retired was 427 (monthly average 74). The monthly average number of retirees for FY 2010 is consistent with past fiscal years.

Total Projected Attrition

The agency's annualized attrition rate for FY 2009 was 17.4%, and it is projected that the agency's attrition rate for FY 2010 - FY 2011 will be slightly lower than the FY 2008 - FY 2009 attrition rate due to a higher national unemployment rate and weak national job market.

III. Future Workforce Profile

A. Critical Functions

As previously stated, TDCJ uses 252 different job classifications within the State Classification Plan. Although there are several varied functions performed by these job classifications that are critical to achieving the agency's mission, the following functions are the most crucial because: (1) these functions help the agency ensure public safety; (2) these functions are vital to the success of the majority of other mission-critical functions; and (3) the agency's overall success in achieving its mission is dependent upon its employees.

- Management of incarcerated and paroled offenders
- Efficient operation of correctional facilities
- Effective supervision of employees

B. Expected Workforce Changes

- Restructuring and reorganization based on continued evaluations and review of workforce
- Reassignment of job duties due to automation
- Modification of duties and responsibilities to adjust to restructuring and reorganization
- Increased cultural diversity based on projections relating to the state's population
- Increased use of new technology and electronic systems
- Increased dependency on use of volunteers for certain rehabilitative services

III. Future Workforce Profile (Continued)

C. Anticipated Increase/Decrease in Required Number of Employees

At this time, TDCJ does not anticipate a significant change in the required number of employees. Some factors that would impact the required number of agency employees include the projected number of incarcerated and paroled offenders and the privatization of major agency operations.

D. Future Workforce Skills Needed

In addition to the critical skills listed elsewhere in this plan, a greater emphasis may be placed on the following skills:

- Strategic planning to justify operations and budget allocations
- Basic and advanced computer skills due to an increasing number of manual processes being automated
- Basic and advanced writing skills in the areas of grant and report writing
- Other technical competencies as the agency continues to seek new technology to increase personal safety of staff and offenders
- Skill to supervise an increasingly diverse workforce
- Effective time management skills
- Multi-lingual skills based on increasing diversity of offender population

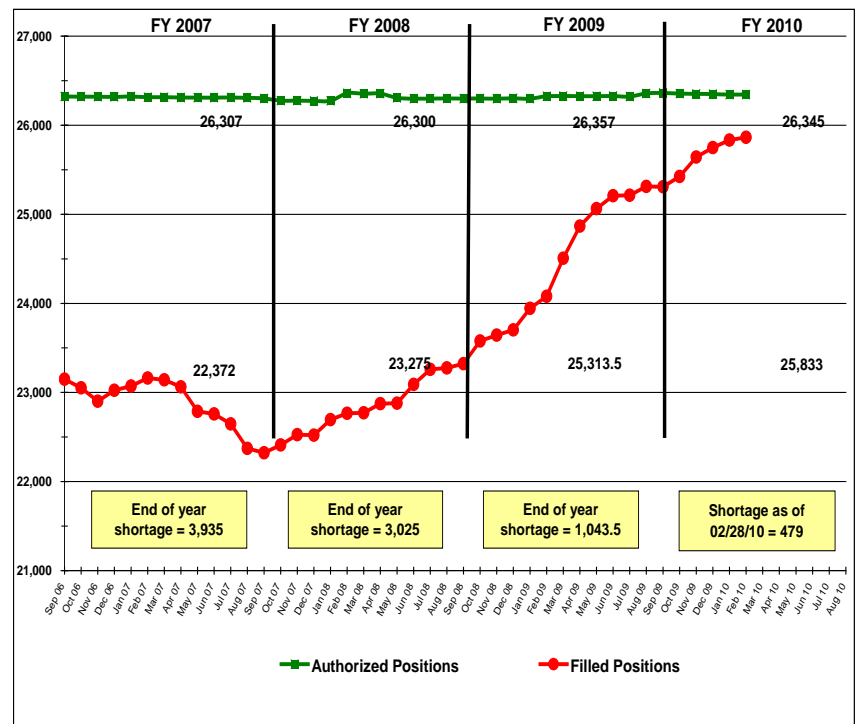
IV. Gap Analysis

The agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, and parole officers. As of February 28, 2010, these positions comprised 78.9% of the agency's workforce.

A. Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

Historically, the CO shortage is the agency's greatest workforce challenge; however, in FY 2009 and FY 2010, the CO shortage decreased significantly. In an effort to improve employee morale and retention, the agency implemented CO retention strategies that reflect the agency's commitment to meet this challenge. In addition to implementation of several retention strategies, the agency's continued aggressive recruitment efforts resulted in the hiring of 8,520 COs in FY 2009. The number of COs hired in FY 2010 as of February 28, 2010, is 3,371.



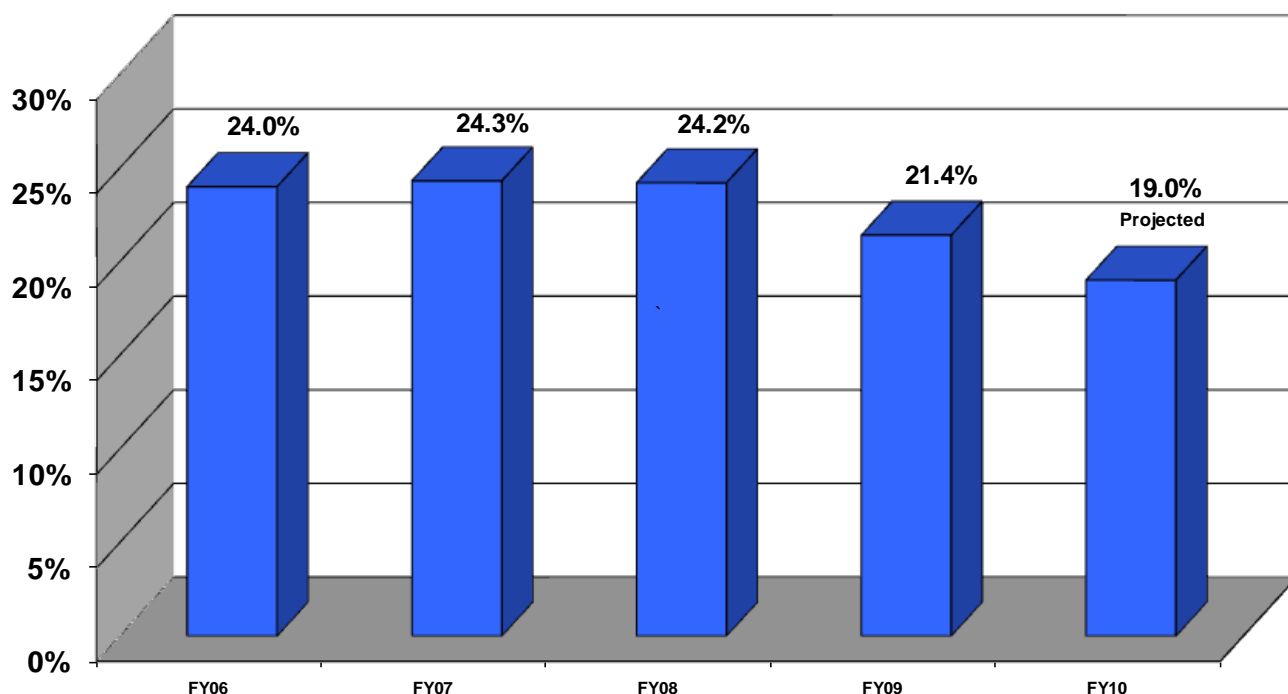
IV. Gap Analysis (Continued)

A. Anticipated Surplus or Shortage in Staffing Levels (Continued)

Correctional Officers (Continued)

- Achieving an 18% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2010-2011 biennium as one of the outcome measures for the agency's Goal C, Incarceration.
- Based on the current and projected CO attrition rates as of February 28, 2010, the agency anticipates the FY 2010 CO attrition rate will be slightly lower than FY 2009 which was 21.4 %.

Correctional Officer Attrition FY 2006 – FY 2010



Supervisors of Correctional Officers and Unit Administrators

This group of positions includes Sergeant of COs through Warden II. Almost all supervisors of COs and unit administrators promote from within the agency. The applicant pool has historically been more than sufficient. This is partly due to each higher level of supervision/unit administration job class having significantly fewer positions than the job classes from which the applicants usually promote (e.g., from Sergeant of COs to Lieutenant of COs or from Captain of COs to Major of COs). In addition, the attrition rate for these positions generally decreases in proportion to the level of the position's salary group. The agency does not anticipate any changes in these factors.

IV. Gap Analysis (Continued)

A. Anticipated Surplus or Shortage in Staffing Levels (Continued)

Food Service Managers and Laundry Managers

The FY 2009 SAO attrition rates for the Food Service Managers III and IV and the Laundry Managers III and IV positions were lower than the agency's total FY 2009 attrition rate of 17.4%. Food Service Manager II and Laundry Manager II positions were established September 1, 2009, as a result of the SAO position reclassification.

FY 2009 Attrition Rates	
Job Class	Rate
Food Service Manager III	13.96%
Food Service Manager IV	11.2%
Laundry Manager III	8.1%
Laundry Manager IV	7.0%

Based on the current attrition rates for these positions as of February 28, 2010, the agency anticipates that the FY 2010 attrition rates will be somewhat lower than the FY 2009 attrition rates.

Parole Officers

Note: References to parole officers will only include those positions within the parole officer career ladder, which include Parole Officer I and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2009 SAO attrition rate for the parole officer series was 9.5%, which is lower than the FY 2007 internal attrition rate of 19.3%. Within the parole officer series, there was a sharp decrease in the attrition rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service. The parole officer attrition rate for FY 2010 is projected to be lower than the FY 2009 attrition rate, and may be attributed to the parole officer series salary adjustments effective September 1, 2009.

2009 Parole Officer Positions	FY 2009 Attrition Rate
Parole Officer I	12.8%
Parole Officer II	7.9%
Parole Officer Series	9.5%

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills

Correctional Officers

The TDCJ Correctional Training and Staff Development Department (CTSD) receives input from unit administrators relating to training needs through a complete and comprehensive annual curriculum needs assessment. The needs assessment is conducted each year in preparation for the upcoming fiscal year. In addition, CTSD receives input from class participants throughout the year and incorporates this input into the needs assessment. All needs assessments are analyzed and data compiled to ensure the needs of security staff are addressed.

CTSD revised the FY 2010 pre-service training curriculum to enhance areas defined through the needs assessment as requiring greater emphasis and in response to emerging security concerns. Phase I of the pre-service training includes:

- A physical agility test (PAT) was instituted on March 1, 2010, to enhance the agency's CO hiring standards. Applicants scheduled to attend the Pre-Service Training Academy are now required to pass the PAT as a condition of employment prior to beginning the academy.
- The Pre-Service program was updated with new PowerPoint presentations to capture the attention of trainees and enhance the learning environment.
- A new video, "Contraband Control: Pat Search Procedures," was added to intensify awareness and decrease contraband.
- To emphasize prevention and reporting of occupational fraud, a new video titled, "Inside Job," was implemented.
- Three updated videos, "The Executive Director's Statement on Illegal Discrimination," "Equal Employment Opportunity Training," and "The Advisory Council on Ethics," were included to address employees' rights in the workplace.
- The employee benefits curriculum was updated with legislative changes affecting insurance and retirement.
- The High School Pre-Service Program was expanded from 2 to 50 high schools that familiarize students with academy training and promote the employment opportunities available within TDCJ.

Phase II of the pre-service training is the On-the-Job Training (OJT) Program that consists of 104 hours of instruction designed to provide new officers with unit-specific training and build practical skills and experience. New officers must successfully demonstrate 17 practical application competency tasks: (1) perform cell/housing security inspections, (2) properly apply and remove restraint devices, (3) perform offender pat search, (4) perform offender strip search, (5) perform administration segregation escort, (6) perform weapons inspections, issue and receipt, (7) properly identify those chemical agents used on the unit/facility of assignment, (8) open and close doors in offender housing area, (9) perform ingress/egress in offender housing area, (10) demonstrate distribution of offender mail, (11) demonstrate management of offender property, (12) perform cell block/dormitory count, (13) perform AD-10.20 inspection using AD-84 log, (14) properly complete an I-210 disciplinary form, (15) demonstrate management of offender dining hall, (16) demonstrate management of offender showers and (17) explain unit emergency response procedures.

- One-on-One Shadowing Observation: During the OJT Program, the newly assigned officer is involved in 48 hours of One-on-One Shadowing Observation. The new officer is paired with a veteran officer as a mentor to serve as a bridge between the classroom environment of the training academy and the reality of the institutional setting. The new officer works the mentor's job assignment, while the mentor provides guidance to the new officer during the performance of job duties. The mentor acts as a coach, advisor, tutor, and counselor, and provides constructive feedback. This allows the new officer to gain first-hand knowledge from the experience of the seasoned officer, promoting both staff safety and retention.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officers (Continued)

- Shift Mentor Program: Upon completion of OJT, each new officer is assigned to a shift and an assigned mentor on that shift. The Shift Mentor Program is designed so that the new officer works in direct contact with the shift mentor the first two days of shift assignment as an orientation. The shift mentor maintains open communication with the newly assigned officer and provides guidance and assistance as needed. The relationship between the new officer and shift mentor extends for a minimum of six months.

In-Service & Specialized Training

- In-service curriculum was updated with current use of force and critical incident videos.
- A pre-test was added to measure an employees' knowledge of new training material at an entry-level.
- The minimum post-test score for successful completion of In-Service was raised from 70% to 75% to equal the Pre-Service testing standards. A study guide was developed to assist employees who are required to retest.
- A new lesson plan, "Transporting Offenders," was introduced to detail the responsibilities of the unit transport officer and to ensure the transportation of offenders is conducted in a safe, secure, and efficient manner.
- A new lesson plan, "Search of Offenders with Physical Handicaps," was implemented to ensure all offenders are searched according to agency policy and to provide specific guidelines for offenders with special-issued devices and unusual circumstances.
- A new lesson plan, "Cohesiveness," was added to promote teamwork and trust in the work environment.
- Beam Hit Laser Training was expanded to the unit-based training sites to develop and enhance the basic weapons handling techniques of employees.
- A physical agility test (PAT) was introduced into annual in-service training on March 15, 2010, to familiarize uniformed correctional staff with the tasks involved and prepare them for future testing requirements.

Training is added or revised as a result of the information obtained from correctional officers, leadership, and supervisors through annual needs assessments. This ensures all staff are receiving the necessary knowledge and skills to efficiently, effectively, and safely perform their job functions. Needs assessments will continue to be a part of the CTSD standard operating procedures.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators

The agency recognizes that supervisory and management training is a fundamental tool for the improvement of management-employee relations and supervisor effectiveness. Management-employee relations has consistently been identified in the State Auditor's Office Exit Survey as one of the top three areas that separating TDCJ employees (correctional and non-correctional) would like to change in the agency. Supervisor effectiveness was identified in the Survey of Employee Engagement as an area in which the agency has opportunity for improvement.

The agency has significantly enhanced the area of supervisory and management training in recent years, and the following training programs are now available. The majority of these programs are developed and provided directly by TDCJ; however, the agency also participates in programs offered by the Correctional Management Institute of Texas (CMIT) and the National Institute of Corrections (NIC).

- **Sergeants, Food Service Managers, and Laundry Managers Academy:** Newly selected uniformed supervisors are required to complete the 87-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected sergeants, food service managers, and laundry managers and provides them with the skills, knowledge and abilities to effectively lead correctional officers. Position-specific topics include count procedures, use of force management, emergency action center, and conducting thorough investigations.

The Sergeants, Food Service Managers, and Laundry Managers Academy includes the 20-hour TDCJ Principles of Supervision (POS) training program that addresses the application of general management skills and interpersonal communication skills relevant to the correctional environment. In March 2001, uniformed supervisors were required to attend this training within 180 days of hire or promotion. In July 2001, the participation requirement was changed to require uniformed supervisors to attend the training before being assigned a shift to supervise. The POS training is also a prerequisite for certain other supervisory training programs. In 2007, the Keeping the Good Ones lesson plan was included as a part of the POS training.

In addition to the POS training, the Sergeants, Food Service Managers, and Laundry Managers Academy includes the 20-hour TDCJ Human Resources Topics for Supervisors (HRTS) course on skills related to human resources policy implementation and employment law that all supervisors need to understand. All supervisors in TDCJ are required to complete the HRTS training within 180 days of promotion or hire.

- **Sergeants, Food Service Managers, and Laundry Managers Retreat:** The mission of the 42-hour retreat training program is to provide tenured sergeants, food service managers, and laundry managers with high quality, fast-paced interactive training that both informs and motivates.
- **TDCJ Annual In-Service Training:** All uniformed and designated non-uniformed TDCJ personnel are required to attend a 40-hour annual in-service training program. Several topic areas are covered including: interpersonal relations, communication skills, counseling techniques, and cultural diversity.
- **TDCJ Leadership Forum (formerly known as Correctional Leadership Seminar):** This 16-hour course is designed to meet the training needs of first-line supervisors and prepare them for mid-level supervisory positions. This course emphasizes management and leadership styles, communication, delegation, handling conflict and change, and organizational culture. The Leadership Forum is a prerequisite to the mid-level management course, Success Through Active and Responsible Supervision (STARS).
- **TDCJ Success Through Active and Responsible Supervision (STARS):** The 36-hour STARS program provides mid-level managers the skills and knowledge necessary to excel and succeed as supervisors within this agency. This course engages participants in processing and assimilating classroom learning to job application.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- **Lieutenants Command School:** The mission for this 40-hour program is to provide leadership and core crisis management skills. The Lieutenants Command School is a hands-on training that uses scenarios, simulated emergencies and role plays. Lieutenants must possess the necessary knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training.
- **Correctional Administrators Preparedness Training (CAPT):** The 32-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers, Food Service Manager IVs and Laundry Manager IVs. The course is organized into five modules: foundation planning, facility management, personal development, staff development and administrative ability development. Each module addresses the comprehensive training needs as provided by unit administrators and correctional staff. This course is designed to be continually challenging within an active learning atmosphere and evolve the processes into actual application.
- **Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program:** Captains of correctional officers, chiefs of classification, laundry managers, food service managers, and Classification and Records administrators are nominated to participate in this program. The curriculum for this 32-hour program addresses such topics as: developing a management style, conflict management, conflict resolution, problem solving, delegation, developing and empowering subordinates, effective communication skills, and legal issues for mid-managers.
- **Advanced Management Training for Majors:** Agency directors and department heads provide the instruction for this annual 40-hour training for majors. Training focuses on management proficiency in complex communication, leadership skills, and responding to the changing needs of the agency.
- **Assistant Wardens Annual Training:** This 40-hour program is the annual training required for assistant wardens. Agency directors and department heads lead training sessions on a variety of topics related to human resources, correctional training, leadership, motivation, safety, security, emergency management, budget, media, new initiatives, and other such topics.
- **CMIT Warden's Peer Interaction:** This four-day program, which brings together wardens from throughout the United States, consists of presentations by participants on relevant issues in institutional corrections and is offered two to four times each year.
- **TDCJ Managing Diversity Training Series:** This management training program demonstrates the agency's commitment to diversity within the workplace. The training provides an opportunity for managers to explore beliefs about diversity, current biases and differing work views and/or perspectives. Participating managers discuss how employees' attitudes and beliefs, as well as their own, drive a manager's understanding or lack of understanding of their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.
- **NIC Training:** The NIC is an agency under the U.S. Department of Justice that provides assistance to federal, state and local corrections agencies working with adult offenders. The NIC Academy Division coordinates training programs on various topics such as correctional leadership, prison management and offender management. The training seminars are led by nationally-known experts in corrections management and other fields (e.g., the medical field, mental health field). Participants learn how to apply the latest techniques to accomplish objectives and also have the opportunity to develop beneficial networks with other professionals.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- **Keeping the Good Ones Employee Retention Training:** This four-hour course is recommended for all administrative directors, managers, and supervisors (wardens, majors, captains, lieutenants, sergeants, and parole supervisors) and is designed to encourage discussion and reflection about why employees leave and how the agency can keep the good ones. Information is given to the participants that will help them begin to connect with their employees in a positive way that encourages the good employee to stay and continue to perform well.
- **Field Force Training:** This program provides basic skills required for correctional officers designated to manage offenders assigned to work field duties. This 24-hour training program includes topics such as policy review, basic horsemanship, field force security, and other topics needed to effectively manage field force offenders.
- **Gender Specificity Training:** This 16-hour course, conducted as part of on-the-job training, is required for employees newly assigned to facilities that house female offenders. Topics taught within this program deal with gender-specific issues.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Food Service Managers and Laundry Managers

These positions require exceptional supervisory skills that are beyond those required in the public forum for supervising paid employees, due to the unique requirements relating to supervision of offenders. In addition, these positions require computer skills for the use of automated processes. The following training strategies ensure development of the required supervisory and computer skills and prevention of a skills gap.

- Requirement for all Food Service Managers II, III, and IV and Laundry Managers II, III, and IV to attend the agency's Principles of Supervision (POS) training, which addresses the application of general management skills, to include interpersonal communication skills relevant to the correctional environment and emphasizes professional conduct, basic respect for other people, and motivation techniques. This training is included in the Sergeants, Food Service Managers, and Laundry Managers Academy for all newly selected Food Service Managers II-III and Laundry Managers II-III.
- Implementation of a mentoring program that is part of the on-the-job training for newly hired or newly promoted food service managers or laundry managers, through which an experienced, uniformed employee acts as a coach, advisor, tutor, and/or counselor to provide the newly hired or promoted employee with constructive feedback on his or her supervisory job performance.
- Implementation of a Laundry Manager IV class and a Food Service Manager IV class. This training addresses laundry and food service procedures and policies and gives training in areas that are commonly found to be deficient. This is technical training specific to the participant's job duties.
- Requirement for all Food Service Managers II, III, and IV and Laundry Managers II, III, and IV to attend the agency's Human Resources Topics for Supervisors (HRTS) training. This training is included in the Sergeants, Food Service Managers, and Laundry Managers Academy for all newly promoted Food Service Managers II-III and Laundry Managers II-III.
- The development of curriculum relating to automated systems (Advanced Purchasing and Inventory Control System, Email, Infopac Report System, and Inventory Management System), implementation of a training program that provides all newly hired or promoted senior managers hands-on training for these programs and publication of "mini-manuals" for each of these programs. Mini-manuals are used on the unit by the department manager (Food Service Manager IV or Laundry Manager IV) as a training aid for staff.
- Requirement for all newly promoted Food Service Managers II-III and Laundry Managers II-III to attend the Sergeants, Food Service Managers, and Laundry Managers Academy prior to being placed on a shift. This training gives basic supervisory skills required of a newly promoted Sergeant, Food Service Manager II-III and Laundry Manager II-III, including the required HRTS and POS.
- Requirement for veteran or current Food Service Managers II-III and Laundry Managers II-III to attend the Sergeants, Food Service Managers, and Laundry Managers Retreat, which is a one-week training of basic supervisory skills needed in a corrections environment.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers

The Parole Division is committed to ensuring the agency's parole officers receive the training required to carry out their job functions and receive on-going training to reinforce essential skills.

The agency's previous Workforce Plan identified proficient use of the agency's internet-based Offender Information Management System (OIMS) as a skill-related gap for parole officers. Implementation of the OIMS began in September 2004. The OIMS provides user access to real time information on offenders, an automated offender records system, and electronic transmission of file information. Proficient use of the OIMS is vital because the system allows parole officers' reports to be immediately accessible to other users of OIMS, including members of the Texas Board of Pardons and Paroles.

The Parole Division has significantly reduced this gap through the implementation of training programs for current and newly hired parole officers and through timely identification of updated training components as the OIMS continues to be improved and new procedures implemented. The Parole Division conducted OIMS training for current parole officers during August and September 2004. In addition, the TDCJ Parole Division's Parole Officer Entry Level Training Academy (POTA) for newly hired parole officers was expanded in 2004 to include 28 hours of OIMS-related training. The OIMS training was updated and incorporated into the parole officers' Back to Basics core training for current parole officers, which was conducted beginning in July 2005. In June 2009, a train the trainers session took place at POTA for the newly developed Parole Violation and Revocation (PVAR) section of OIMS. The training was conducted from July to September 2009. PVAR training modules were introduced into the POTA curriculum in July 2009. POTA currently spends a total of 80 hours training the OIMS systems to include 36 hours on the PVAR system. Additionally, all employees have access to OIMS support staff and the OIMS user manuals.

Other training strategies implemented by the Parole Division in recent years include training relating to specialized caseloads (i.e., sex offenders, offenders who are mentally ill, etc.) so that parole officers will be trained prior to or immediately after being assigned to such cases. Currently, four specialized schools are conducted, and all parole officers assigned to supervise a specialized caseload must attend the applicable specified school within 90 days of assuming the caseload.

Specialized School	Description
Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)	The SISP/EM and SO schools are 40 hours and 36 hours in length, respectively, and provide an overview of current policy and operating procedures. The SISP/EM school provides parole officers with information on the latest technology in radio frequency monitoring to include active and passive Global Positioning Satellite (GPS). Both schools include discussions on current sex offender registration law and sex offender treatment requirements. The SO school provides officers with modules on offender relapse cycles and practical supervision strategies developed by the federal Center for Sex Offender Management (CSOM). These modules provide parole officers with basic knowledge on interview techniques, the offense cycle, dealing with lapses and effective supervision strategies for sex offenders. The Parole Division has developed an advanced GPS course designed to measure proficiency and enhance the skills of individuals that previously attended the SISP/EM school.
Sex Offender (SO) Program	
Special Needs Offender Program (SNOP)	The SNOP school is 32 hours in length and provides an overview of current policy and operating procedures, as well as current treatment requirements. The Reentry and Integration Division TCOOMMI department also provides a 2-hour presentation for the SNOP school on offender medication monitoring, dual diagnosis, and placement procedures for offenders being released on Medically Recommended Intensive Supervision.
Therapeutic Community (TC) Program	The TC school is 32 hours in length and provides an overview of current policy and operating procedures. The school provides a basic overview of drugs and their current use in Texas, drug monitoring, treatment team meetings, as well as a cognitive overview and current revisions to contract monitoring and vendor referrals.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers (Continued)

The Parole Division has explored the feasibility of utilizing online learning technology to enhance the POTA, Specialized Schools, and Parole Officer in-service training. In September 2009, POTA began using a web based interactive program to train Government Code 508. POTA has also used the interactive Ethics training located on the TDCJ website since September 2009. In February 2010, all POTA trainers attended Interstate Compact training using an online system. Initial reviews suggest that the use of such technology will be cost effective and will decrease the amount of time that officers and/or trainers are required to travel from their designated headquarters.

Other training initiatives implemented by the Parole Division have also proven successful in enhancing division effectiveness.

- In September 2009, POTA trainers received Heartsaver CPR certification from UTMB Correctional Managed Care.
- The Parole Division conducts monthly director's videoconferences to enhance skills and knowledge relating to policies and procedures.
- In October 2007, the POTA incorporated the use of the 5-panel drug test screen into the training curriculum.
- The Parole Division continues to place emphasis on developing leadership, supervisor, and management skills by providing such courses to newly promoted unit supervisors and parole supervisors.
- In 2008, the Parole Division developed an Advanced GPS and Sex Offender Workshop designed to measure proficiency and enhance the skills of individuals that have previously attended the SISP/EM school.

The organization of the Parole Division allows trainers and internal reviewers to readily coordinate efforts to identify potential skill deficiencies. In addition, the internal parole office review process is continually updated to improve reviewers' ability to identify skill areas requiring additional training and whether current training methods are effective. This allows appropriate training modules to be promptly developed or revised to improve skills prior to formation of a significant gap.

V. Strategy Development

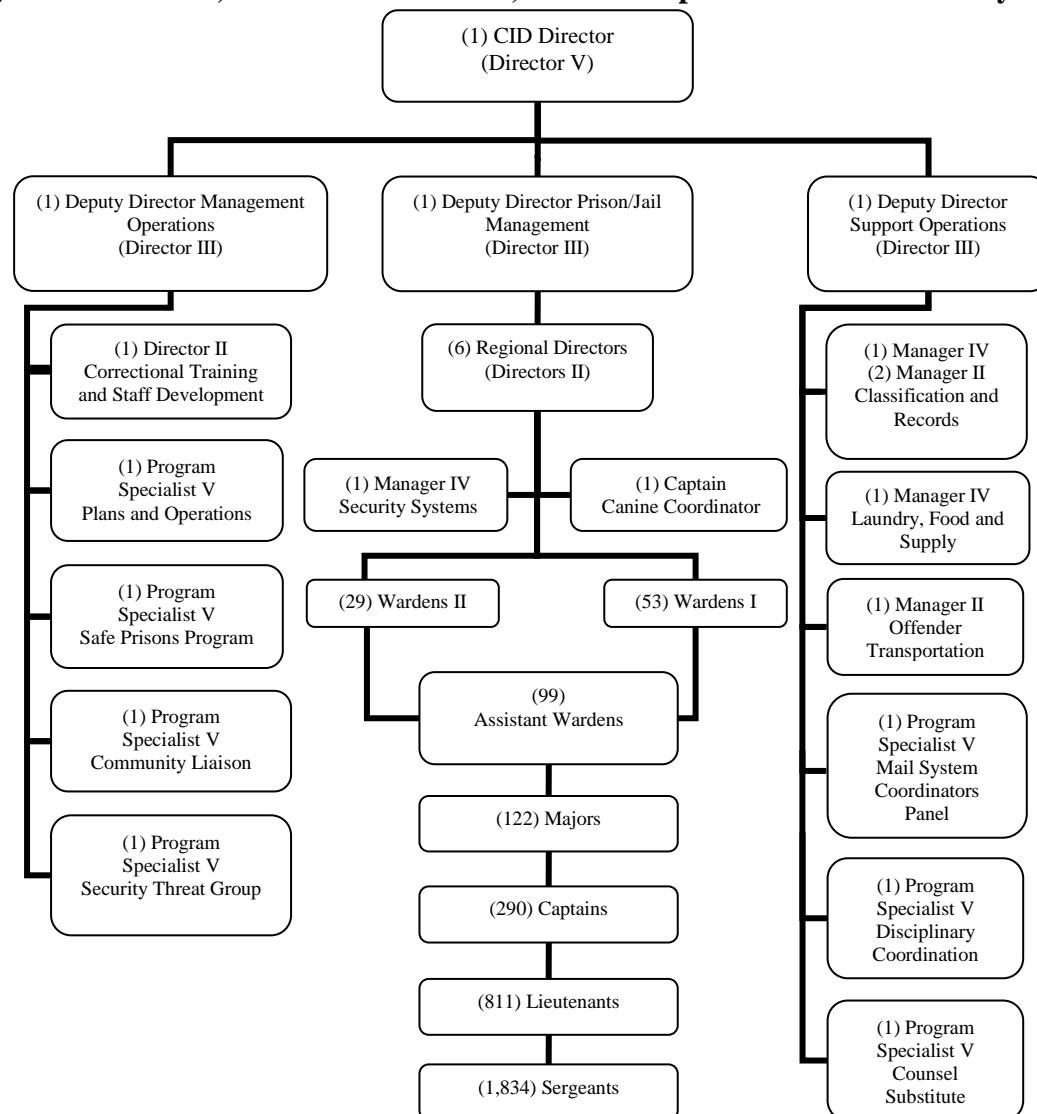
A. Succession Planning

TDCJ places a significant emphasis on succession planning within all of its divisions and departments and believes that agency leaders have a core responsibility to develop and identify individuals within each area who can assume management and leadership positions. This has been reinforced through management and leadership training which include modules on succession planning and through dialogue between the executive director and all division directors, who are required annually to identify succession plans within each division when division briefings are made to the executive director.

The Succession Planning section of the TDCJ Workforce Plan for FY 2011–2015 will focus on the Correctional Institutions Division (CID) as the CID represents the agency’s largest operational division. Additional reasons for focusing on the CID include:

- As of February 28, 2010, the number of employees assigned to the CID was 34,045, which represents 83.4% of the agency’s workforce.
- The CID is responsible for management of the TDCJ correctional institutions, which is a crucial function of the agency.
- It is anticipated that CO staffing and retention will remain the agency’s greatest workforce challenge, and achieving an 18% CO attrition rate is a legislatively mandated goal.

CID Management Positions, Unit Administrators, and CO Supervisors as of February 28, 2010.



V. Strategy Development (Continued)

A. Succession Planning (Continued)

Training Programs

The following training is provided to COs, CO supervisors, unit administrators, and CID management to assist in preparing them for increased responsibilities, leadership roles, and correctional institution management. The training programs are described in Section IV.B. of this plan.

Training Program	Positions Eligible to Participate							Regional Directors and Higher Levels of Authority
	COs	Sgts., FSMs, LMs	Lts.	Cpts.	Majors	Asst. Wardens	Wardens I and II	
TDCJ Self-Paced Correctional Professional Certification Program	X							
TDCJ Annual 40-hour In-Service Training	X	X	X	X				
TDCJ 87-Hour Sergeant, Food Service, and Laundry Managers Academy (includes 20-Hour Principles of Supervision and 20-Hour HR Topics for Supervisors)		X						
TDCJ 42-Hour Sergeant, Food Service, and Laundry Managers Retreat		X						
TDCJ 16-Hour Leadership Forum		X	X	X				
TDCJ 36-Hour Success Through Active and Responsible Supervision (STARS)		X	X	X	X	X	X	
TDCJ 40-Hour Lieutenants Command School			X					
CMIT 32-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 20-Hour Warden's Peer Interaction							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
TDCJ 32-Hour Correctional Administrators Preparedness Training (CAPT)		X		X				
TDCJ 24-Hour Field Force Training	X							
TDCJ 16-Hour Gender Specificity Training	X	X	X	X				
Keeping the Good Ones Employee Retention		X	X	X	X	X	X	X

V. Strategy Development (Continued)

A. Succession Planning (Continued)

Encouragement for Continuation of Formal Education

As a demonstration of the agency's support for the enhancement of our employees' education, the agency implemented an employee award program, Administrative Leave for Outstanding Performance (ALOP) – Continuing Education, effective May 1, 2004. The program rewards and recognizes eligible employees who are working full-time while pursuing a college education and encourages such employees as they juggle their workload and class load. The amount of ALOP – Continuing Education that may be awarded is 8.0 hours within a 12-month period. Since implementation, 280 awards have been granted.

The requirements for this award include completing 12 hours of college course credit within a rolling 12-month period and achieving a minimum 3.0 grade points in each course included in the 12 hours of credit. In addition, the employee's current annual performance evaluation must indicate minimum ratings of "somewhat exceeds standards".

Assignment of Assistant Wardens or Wardens

When an assistant warden or warden vacancy occurs, the determination of whether a newly hired or promoted or current assistant warden or warden will be assigned to fill the vacancy includes consideration of the facility type and an assessment of talent to include internal job performance, experience, and tenure.

- In general, facilities are defined by size (offender capacity) and security level (e.g., minimum, maximum).
- Newly hired or promoted assistant wardens or wardens will typically start out at a facility with a smaller capacity and a minimum security level and progressively be reassigned to facilities with a larger capacity and higher security level based on their increased experience and tenure while demonstrating good job performance.

B. Gap Elimination Strategies

Gap	CO Staffing Levels
Goal	Maintain CO staffing levels and reduce CO attrition to 18%
Rationale	Maintaining CO staffing levels is vital to the successful operation of TDCJ correctional institutions and the achievement of the legislatively mandated 18% CO attrition rate goal.
Action Steps	<ul style="list-style-type: none">• Continue to implement recruitment strategies that have been successful (e.g., Executive Director's Recruiting Award, selected unit CO screening sessions).• Maintain aggressive recruitment strategies.• Continue to enhance hiring standards for CO applicants. Revisions implemented for CO applicants effective March 1, 2010 include: 1) prohibiting an applicant for correctional officer position from having a Class A Misdemeanor conviction within the last ten years, 2) enhancing CO pre-employment test and evaluation scoring guidelines, and 3) a physical agility test.• Enhance effective practices and programs resulting from current retention strategies.• Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition.• Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs.• Continue effectively assessing CO training needs to ensure that training strategies are implemented and revised as needed.• Ensure management practices are consistently applied.• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

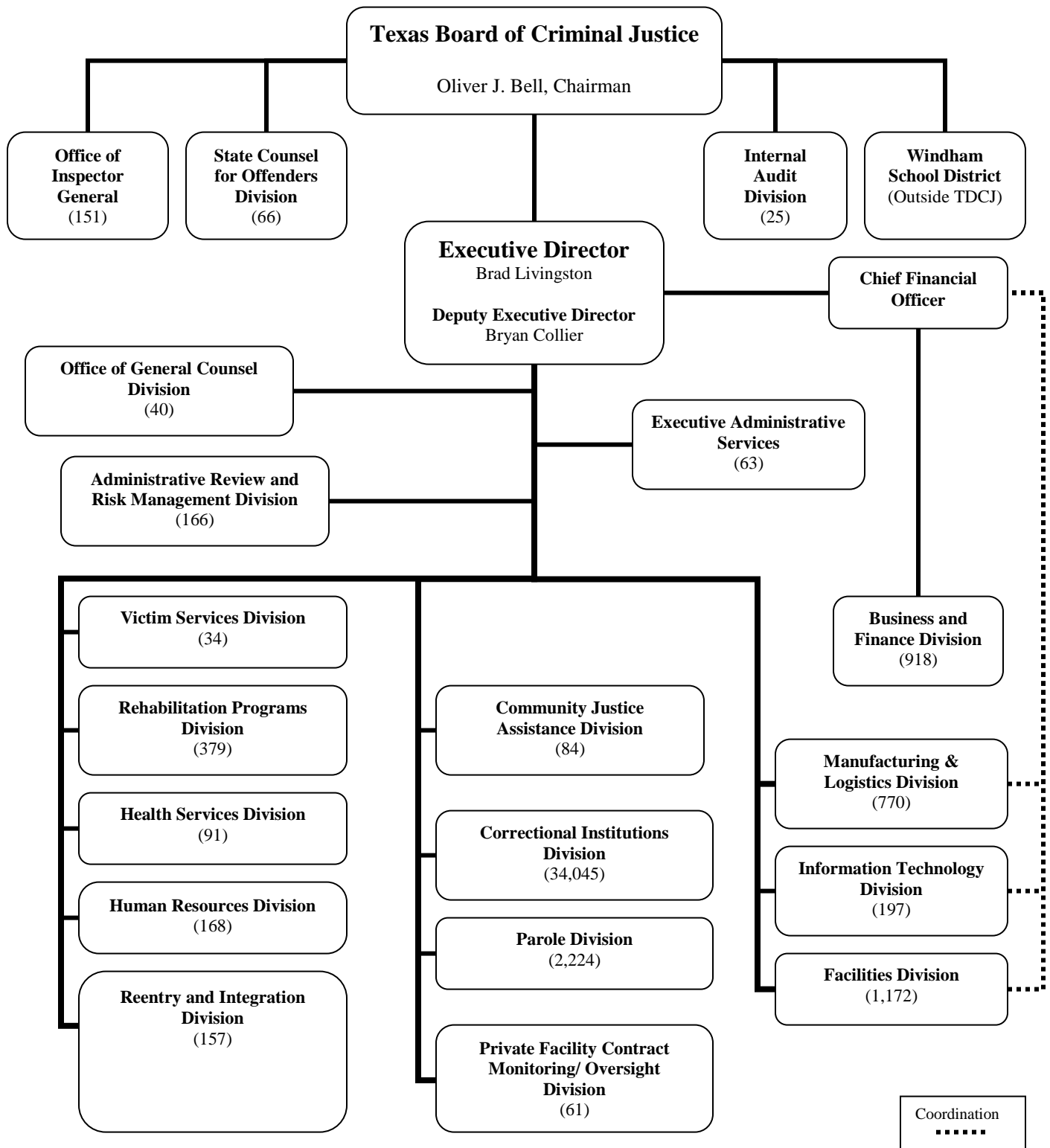
V. Strategy Development (Continued)

B. Gap Elimination Strategies (Continued)

Gap	Parole Officer Staffing Levels
Goal	Reduce attrition rates in the first two levels of the parole officer series (Parole Officer I and II).
Rationale	Reducing the attrition rates in the first two levels of the parole officer series will ensure a more experienced parole officer workforce.
Action Steps	<ul style="list-style-type: none"> • Review the pre-service training program in an effort to determine what areas could be improved to better prepare newly hired parole officers for the performance of their job responsibilities. • Enhance effective practices and programs resulting from current retention strategies. • Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition. • Continue to review human resources policies to ensure they do not limit the ability to retain parole officers. • Continue effectively assessing parole officers' training needs to ensure that training strategies are implemented and revised as needed. • Ensure management practices are consistently applied. • Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

Gap	Skills to Manage/Supervise Employees from Multiple Generations
Goal	Ensure that the agency's supervisors at all levels are provided the skills required for leading and motivating employees from multiple generations in an effort to improve employee retention by exploring the reasons for separation.
Rationale	In February 2007, the Human Resources Division implemented Keeping the Good Ones, an employee retention training specifically designed for TDCJ supervisors. The course was initially administered to the agency's correctional administration and systematically trained throughout the state to all levels of supervisors of correctional officers. The CID training department staff implemented the training in June 2007 as a component of the Principles of Supervision (POS) training. The four-hour training provides practical hands-on ways to connect with and appreciate employees from multiple generations: Baby Boomers, Generation X, and Millennial. In January 2008, Keeping the Good Ones was provided to parole supervisors throughout the agency. Once all agency supervisors have been trained, the training schedule will be designed to offer Keeping the Good Ones as standard ongoing supervisory training.
Action Steps	<ul style="list-style-type: none"> • Train Correctional Training and Staff Development trainers to deliver the lesson plan. • Systematically train unit administrators and CO supervisors.

TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 28, 2010 and does not include employees on LWOP. Board of Pardons and Paroles employees (561) are not included in this organizational chart.

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix F

*Survey of Employee
Engagement Results*

Survey of Employee Engagement

Synopsis of Results

Background

As of January 2010, the *Survey of Employee Engagement (SEE)* replaces the *Survey of Organizational Excellence (SOE)* as the standard survey used biannually. Employees of the Texas Department of Criminal Justice (TDCJ), Windham School District, and the Board of Pardons and Paroles were asked to participate in the *Survey of Employee Engagement (SEE)* in January 2010. The SEE is designed by the University of Texas at Austin, School of Social Work, in conjunction with the Texas Department of Criminal Justice.

As an organizational climate assessment, the SEE represents an employee engagement measurement tool based on modern organizational and managerial practice and sound theoretical foundations. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization. Participation in the SEE indicates the willingness of leadership and the readiness of all employees to engage in meaningful measurement and organizational improvement efforts.

Workplace Dimensions and Survey Constructs

The SEE consists of six workplace dimensions capturing the total work environment. Each workplace dimension is composed of several survey constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. The SEE constructs of the workplace dimensions differ from those of the SOE. Only the Benefits and Pay survey constructs are comparable in both reports. The Climate is the newly developed sixth workplace dimension in the SEE. The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical employees who treat each other with fairness and respect.

The six workplace dimensions are Work Group, Accommodations, Organizational Features, Information, Personal, and Climate. The survey constructs for each workplace dimension are identified in the following table.

Dimension I Work Group	Dimension II Accommodations	Dimension III Organizational Features	Dimension IV Information	Dimension V Personal	Dimension VI Climate
Supervision Team Quality	Pay Benefits Physical Environment	Strategic Diversity	Information Systems Internal Communication External Communication	Employee Engagement Employee Development Job Satisfaction	Atmosphere Ethics Fairness Feedback Management

Survey of Employee Engagement

Synopsis of Results (continued)

Response Rates

The SEE contains responsive data gathered January 12 to February 26, 2010, from 8,030 employees of the total 43,345 workforce who were invited to participate in the survey. The SEE response rate for 2010 was 19% of the total number of employees who were provided an opportunity to participate, which is a lower response rate than the 2008 SOE. Of the total 2010 responses, 5,909 were submitted by unit-assigned employees and 2,121 were submitted by non-unit employees.

Unit-Assigned Versus Non-Unit Employees

As a result of the TDCJ's commitment to addressing unit concerns, the agency previously worked with the University of Texas to develop a survey instrument that would be focused on the unit-assigned workforce. Therefore, unit-assigned employees were again provided with a different survey than non-unit employees to effectively assess the unit environment.

Survey Constructs Scoring

Scores above 350 points suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern and receive immediate attention.

Areas of Strength

Higher scores indicate a more positive perception by employees. As in the 2008 SOE, the Strategic construct in the 2010 SEE (reflects employees' thinking about how the organization responds to external influences and implies that the organization has the ability to seek out and work with relevant external entities) received the highest score at 368. The other construct receiving a score higher than 350 points was Supervision (provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves) with a score of 362 points. Benefits (provides an indication of the role the benefit package plays in attracting and retaining employees in the organization and reflects employees' perception of how well their benefit package compares to those of other organizations) received the third highest score at 349 points and is considered a relative strength for the organization. Employee Development and Team scored 338 and 325 points respectively.

In the Climate workplace dimension, two survey constructs received scores above 325 points. Atmosphere (the aspect of climate and positive atmosphere of an organization must be free of harassment in order to establish a community of reciprocity) received a score of 334 points. Ethics (an ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but the ethical violations are appropriately handled) received a score of 326 points.

Opportunities for Improvement

The Agency received a score of less than 200 in the Accommodations workplace dimension for the Pay survey construct, which indicates a significant area of concern. The scores of the survey constructs Fair Pay in the SOE and Pay in the SEE are comparable. Pay continues to be the lowest scoring construct. The 2010 Pay construct score of 191 is 35 points less than the 2008 Fair Pay score of 226. The scores for Diversity and Internal Communication both received a score of 290.

Survey of Employee Engagement Synopsis of Results (continued)

Survey Utilization

The SEE serves as a measurement of our progress over the last two years, and is one of the best methods for employees to express to Management how they perceive various aspects of the workplace. Feedback received from the SEE assists in identifying strengths and improving working conditions. The responses are a powerful influence for implementing successful change. Several actions implemented in areas identified as having opportunities for improvement include the following, which were implemented by the agency unless otherwise indicated as being implemented by the 81st Legislature.

Pay:

- TDCJ employees were positively impacted by legislative actions, which included the granting of back-to-back pay raises for FY 2010 and FY 2011. Correctional officers, parole officers, and unit-based employees (prison unit employees whose primary objective is providing and supporting direct offender operations) received a 3.5% increase, on average, to their gross monthly pay effective September 1, 2009, as a result of the 81st Texas Legislature funding a pay increase for targeted positions. In addition, those same employees will receive another 3.5% increase effective September 1, 2010. Employees in Salary Schedule C will receive raises based on their tenure.
- The remaining eligible agency employees who do not receive the targeted pay increases or Schedule C raises, received an \$800 gross payment in August 2009. The eligibility requirements for the \$800 payment stipulated that employees must have been employed from March 31, 2009 through August 1, 2009.

Diversity

Diversity training is a four-hour course designed to make the participant aware of diversity in the workplace. Not only are topics like understanding diversity in the workplace discussed, but benefits of a diverse workplace, changing demographics, confronting our belief systems, preventing discrimination in the workplace and resolving misunderstandings are discussed as well. A 20-minute video drives the course curriculum along with several creative hands-on exercises that have been solely developed to enhance the awareness of diversity in the workplace.

Internal Communication:

- The Building a Bridge to the Future Leadership Training is a 20-hour training facilitated by Human Resources Staff Development with the unique opportunity for participants to be trained by agency officials. Topics covered reflect insights to agency leadership, vision, and goals and how implementing these important management tools can combine to create synergy across divisional lines, building unity within the agency.
- The Focused Leadership Conference, delivered by the TDCJ executive director and deputy executive director, provides leadership development for TDCJ managers and facilitates self-identification of their leadership style. Participants use group discussion, case studies, and team building activities to examine leadership issues. The course is highly interactive and provides networking and support to ensure long-term leadership goals. The course concludes with development and discussion of a personalized leadership plan.
- Ongoing payroll notices are distributed with the monthly Employee Time Report to inform employees of critical agency and employment changes.

Intentionally left blank

Texas Department of Criminal Justice
FY 2011-2015 Agency Strategic Plan

Appendix G

*Workforce Development System
Strategic Plan*

Texas Workforce Development System Strategic Plan Texas Department of Criminal Justice (TDCJ)

<p>Legislative Authority</p>	<p>The Texas Workforce Investment Council (council) was created in 1993 by the 73rd Texas Legislature. The council was created to promote the development of a highly skilled and well-educated workforce for the State of Texas, and to assist the governor and the legislature with strategic planning for and evaluation of the Texas Workforce Development System (TWDS). In addition to its responsibilities in state law, the council serves as the State Workforce Investment Board under the Federal Workforce Investment Act of 1998.</p> <ul style="list-style-type: none"> • Chapter 2308.104, Texas Government Code, mandates the council to develop a “single strategic plan that established the framework for budgeting and operation of the workforce development system”. This legislation also states that the strategic plan should establish the framework for the budgeting and operation of the workforce system administered by agencies represented on the council. • Senate Bill 429, 77th Legislature, (<i>incorporated statutory language in Chapter 2308.104, Texas Government Code</i>) also requires the council to include additional agencies in the strategic plan. Specifically, the strategic plan must include goals, objectives, and performance measures that involve programs of all state agencies that administer workforce programs. <p>The Texas Workforce Development System is comprised of the workforce programs, services and initiatives administered by eight state agencies and 28 local workforce development boards, independent school districts, community and technical colleges and local adult education providers including:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Economic Development and Tourism (EDT)</td> <td style="width: 50%;">Texas Health and Human Services Commission (HHSC)</td> </tr> <tr> <td>Texas Association of Workforce Boards (TAWB)</td> <td>Texas Higher Education Coordination Board (THECB)</td> </tr> <tr> <td>Texas Department of Criminal Justice (TDCJ)</td> <td>Texas Veterans Commission (TVC)</td> </tr> <tr> <td>Texas Education Agency (TEA)</td> <td>Texas Workforce Commission (TWC)</td> </tr> <tr> <td></td> <td>Texas Youth Commission (TYC)</td> </tr> </table>	Economic Development and Tourism (EDT)	Texas Health and Human Services Commission (HHSC)	Texas Association of Workforce Boards (TAWB)	Texas Higher Education Coordination Board (THECB)	Texas Department of Criminal Justice (TDCJ)	Texas Veterans Commission (TVC)	Texas Education Agency (TEA)	Texas Workforce Commission (TWC)		Texas Youth Commission (TYC)
Economic Development and Tourism (EDT)	Texas Health and Human Services Commission (HHSC)										
Texas Association of Workforce Boards (TAWB)	Texas Higher Education Coordination Board (THECB)										
Texas Department of Criminal Justice (TDCJ)	Texas Veterans Commission (TVC)										
Texas Education Agency (TEA)	Texas Workforce Commission (TWC)										
	Texas Youth Commission (TYC)										
<p>Background</p>	<p>Council staff and agency representatives met numerous times for the development of the Workforce System Integrated Strategic Plan. The development of the system plan was performed by the council’s System Integration Technical Advisory Committee (SITAC). Debbie Roberts, Windham School District Superintendent, represents the interest of the TDCJ on the SITAC. Meetings focused on the workforce system as a whole and the opportunities and challenges faced by system partners in preparing a skilled workforce for Texas in the 21st century. All partnered agencies were involved throughout the process and that allowed for continuous opportunities for partner’s input and feedback.</p> <p>Following the council action in September 2009, the plan was submitted to the governor for approval. Approved on October 23, 2009, the system plan “Advancing Texas,” covering the period from September 1, 2010 to August 31, 2015, fulfills the legislative planning responsibilities of the council, building on the solid foundation of work accomplished under the previous strategic plan, “Destination 2010.” The SITAC will work to remedy those barriers to system integration that emerge during implementation of the system strategic plan.</p>										
<p>TDCJ Workforce System Strategy Statement</p>	<p>A major goal of the TDCJ is the successful re-integration of ex-offenders into society and appropriate, sustainable employment serves as a fundamental strategy of the agency. The strategies of the TDCJ workforce initiatives are to:</p> <ul style="list-style-type: none"> • Provide quality skills training and services necessary for a seamless transition from in-prison job preparation programs for appropriate employment placement post release. • Coordinate data and information and analysis between the agency and the Texas Workforce Commission, the Texas Education Agency, Local Workforce Development Boards, parole services and other workforce system partners. • Develop statewide collaborations with employers, industry representatives, Chambers of Commerce and employer associations to ensure the design and use of effective strategies in meeting employers’ workforce needs. • Develop the strategy and capacity to institute programs and processes that enable secured employment prior to release. 										

TDCJ's Role in Advancing Texas	<p>This plan is devised on a six year timeframe to align with the existing Texas Strategic Planning and Performance Budgeting System and reauthorization of federal workforce legislation. Under this system, each state agency is required to submit strategic plans to the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board on a biennial basis. The Integrated Strategic Plan for the Texas Workforce Development System could impact the strategic plans of the individual agencies in planning cycles to be completed in 2010.</p>
Measures	<p>Strategy C.2.2. Academic/Vocational Training Output ☞ Inmate students enrolled ◆ Number of offender students served in post-secondary academic & vocational training</p>
Long Term Objectives	<p>Long Term Objectives (LTOs) are quantifiable or measureable outcomes that the system intends to achieve within the timeframe of the strategic plan. The SITAC is the committee of the council charged with implementation of the System Strategic Plan. The SITAC is authorized to create and deploy cross-agency teams to attain integrated solutions to issues associated with the implementation of long-term objectives. There are two LTO's which have significant impact on TDCJ.</p> <ul style="list-style-type: none"> ➤ Partner agencies will gather data from employer customers at appropriate intervals to determine employer needs and satisfaction. <p>Background: The goal of this effort is to develop post-placement evaluation tool(s) and implement with applicable employers. Windham School District has developed a survey instrument that will be used to measure employee satisfaction of training programs.</p> <ul style="list-style-type: none"> ➤ Partner agencies will use the employment data/outcomes of their programs to understand and improve those programs. <p>Background: The goal is to implement use of program evaluation tool(s) with local board and/or workforce center staff. Results of the employee satisfaction surveys will assist in evaluation of the effectiveness of career and technical training.</p>