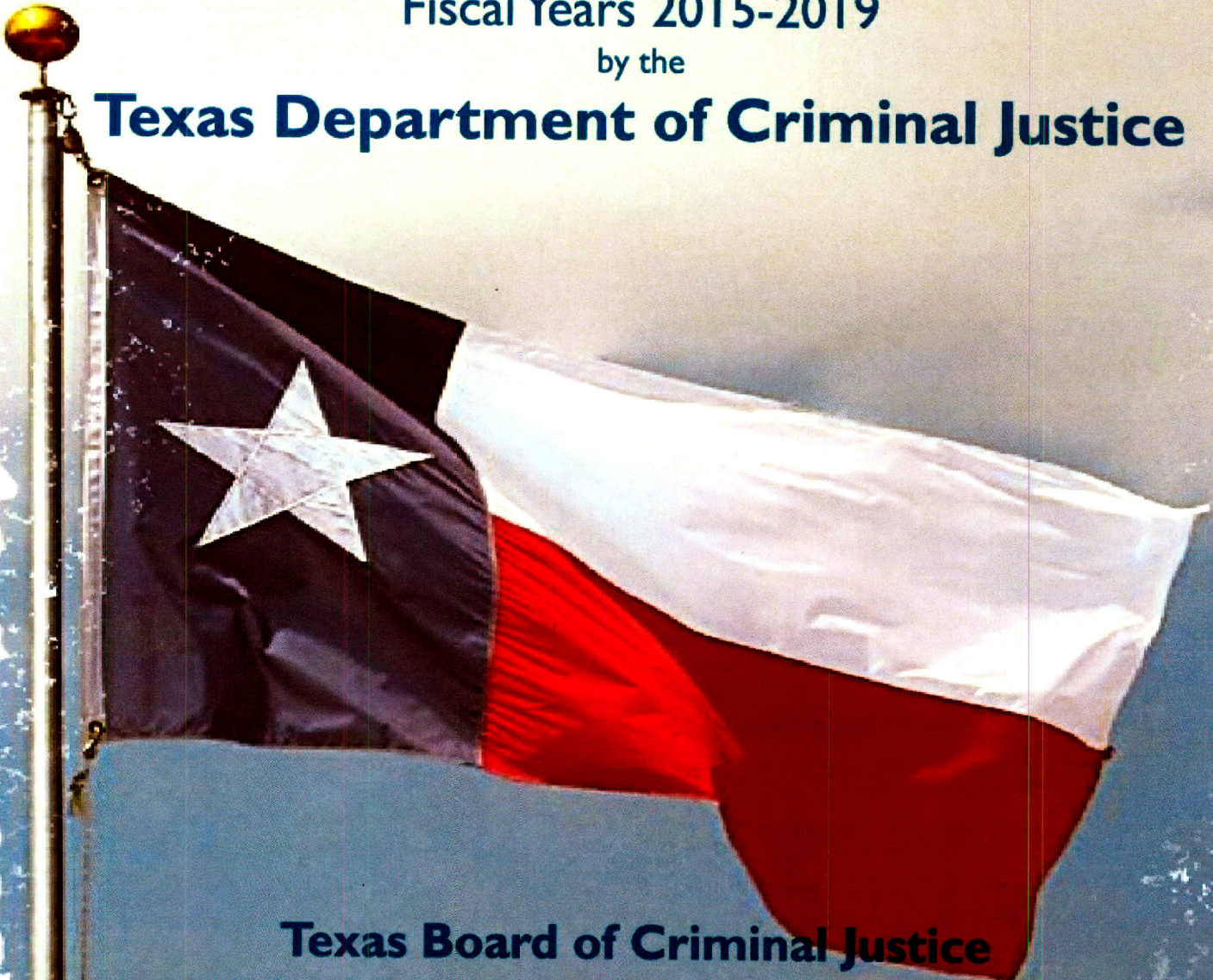


# Agency Strategic Plan

Fiscal Years 2015-2019

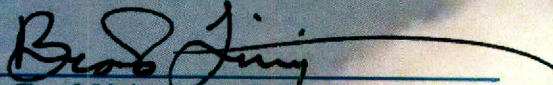
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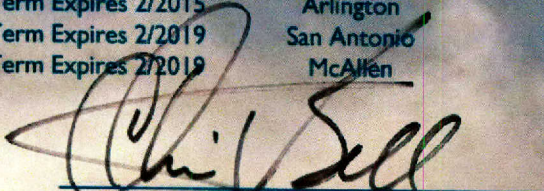
## Texas Department of Criminal Justice



### Texas Board of Criminal Justice

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July 7, 2014



## Introduction

As defined in the Agency Strategic Plan Instructions for Fiscal Years 2015-2019 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; however, they may engage in planning on a continual basis and may adjust plans internally as changing conditions dictate.

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 2015. 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.

## Vision for Texas State Government

As we begin this next round in our strategic planning process, we must continue to critically examine 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 continue to adhere to the priorities that have made Texas a national economic leader:

- 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 of Texas

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## External/Internal Assessment

### Overview of Agency Scope and Functions

#### 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 government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. 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 state wide 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.

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### 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 12<sup>th</sup> 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, 71<sup>st</sup> 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 72<sup>nd</sup> 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 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 73<sup>rd</sup> 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, 74<sup>th</sup> Legislature, made mandatory supervision discretionary for any offender with an offense committed on or after September 1, 1996, by

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Historical Perspective (Continued)

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 75<sup>th</sup> Legislature, HB 819 created the Programs and Services Division of the TDCJ (now the Rehabilitation Programs Division) to administer rehabilitation and reentry programs. HB 2918 required the TDCJ Parole Division to create a Super-Intensive Supervision Program (SISP) category for violent mandatory supervision releasees and parolees who need a very high degree of supervision, as determined by the Board of Pardons and Paroles. Under SISP, releasees 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 76<sup>th</sup> 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 76<sup>th</sup> 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 8<sup>th</sup> Amendment in three respects: excessive use of force, conditions in administrative segregation, and failure to protect vulnerable inmates.

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Historical Perspective (Continued)

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 5<sup>th</sup> Circuit disagreed with the holding.

**2000-2001** - The 77<sup>th</sup> 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 5<sup>th</sup> 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 18<sup>th</sup> order held that the following areas of the *Ruiz Final Judgment* are free from court oversight as of the date of the order: staffing, support services inmates, 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 10<sup>th</sup>, and on June 7<sup>th</sup>, 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 78<sup>th</sup> 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 3<sup>rd</sup> 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.



## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Historical Perspective (Continued)

**2005** - The 79<sup>th</sup> 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 drawing hazardous duty; and maintenance of the state's benefit and retirement package.

Significant criminal justice legislation enacted by the 79<sup>th</sup> 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 80<sup>th</sup> 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 80<sup>th</sup> 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 80<sup>th</sup> 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.

**2010-2011** - With projections of offender population growth relatively flat subsequent to the expansion of treatment and diversion programs, the 82<sup>nd</sup> Legislature authorized the closure of the Central Unit in Sugar Land. In addition, for the first time since the inception of the state jail system, the 82<sup>nd</sup> Legislature authorized district court judges to award diligent participation good time credit to state jail offenders who diligently participate in work, academic, and treatment programs.

As a result of budget reductions in FY 2011 and for the FY 2012-13 biennium, the TDCJ eliminated over 1,000 positions during the spring and summer of 2011,

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Historical Perspective (Continued)

including 285 positions at the Central Unit, the elimination of Project RIO, 150 unit based staff and 400 administrative support positions. Legislation restructuring the membership of the Correctional Managed Health Care Committee (CMHCC) and shifting responsibility for contracting from the CMHCC to the Texas Department of Criminal Justice was enacted during the First Called Session of the 82<sup>nd</sup> Legislature, as was legislation which replaced a \$3 offender co-payment for certain medical services with a \$100 annual health care services fee triggered by a qualifying health care visit. Targeted funding from the state allowed for the purchase of parcel scanners, x-ray machines, metal detectors, and comprehensive video surveillance systems. A collaboration between TDCJ and Southwestern Baptist Theological Seminary began in summer 2011 at the Darrington Unit allowing eligible offenders of all faiths the opportunity to receive a 4-year accredited bachelor's degree in Biblical Studies.

**2012-2013** - With a decline in the offender population largely attributed to the expansion of treatment and diversion programs, the 83<sup>rd</sup> Legislature authorized the closure of two correctional facilities. The TDCJ participated in the Sunset review process, which concluded the adult criminal justice system was working well while at the same time proposing a number of recommendations designed to enhance the efficiency and effectiveness of the TDCJ and other criminal justice agencies. Effective September 2013, correctional officers received a five percent salary increase, while other state employees received a minimum three percent increase phased in over two years. As required by the federal Prison Rape Elimination Act, the United States Department of Justice issued national standards related to preventing inmate sexual abuse. Three-year recidivism rates in Texas continued their downward trend, with the rate for offenders recently released from prison reaching 22.6 percent.

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Key Service Populations

#### Community Supervision

As of August 2013, the Community Supervision and Corrections Departments (CSCDs) offender population was composed of:

Type of Supervision	Felons	Misde-meanants	Total
Direct	162,295	96,262	258,557
Indirect	63,548	58,929	122,477
Pretrial	7,056	13,003	20,059
<b>Total</b>	<b>232,899</b>	<b>168,194</b>	<b>401,093</b>

During FY 2013, approximately 10.6% of felons and 15.1% of misdemeanants were revoked from community supervision.

#### Offender Population

On August 31, 2013, the offender population was composed of:

<b>Prison</b> (Offenders with capital, first, second and/or third degree felony convictions. Formerly referred to as the Institutional Division.)	136,340
<b>State Jail</b> (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.)	10,951
<b>Substance Abuse Felony Punishment Facility (SAFPF)</b> (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].)	3,493
<b>Total On Hand</b>	<b>150,784</b>

#### Parole Supervision

In FY 2013:

- 37,146 offenders were released to parole or mandatory supervision; 36,127 offenders from prisons, 510 offenders from SAFPFs and 509 parole-in-absentia (PIA) offenders from county jails, out-of-state facilities, and federal penal institutions.
- 34,486 warrants were issued.
- 1,049 Super-Intensive Supervision Program (SISP) offenders were released to supervision in Texas; while another 170 SISP offenders were revoked.

On August 31, 2013:

- Parole officers supervised 87,662 parole and mandatory supervision offenders and, during FY 2013, 5,850 offenders had their parole or mandatory supervision revoked.
- 1,693 offenders were in halfway houses and 3,444 offenders were under electronic monitoring (EM) surveillance on EM or SISP caseloads.
- 4,580 offenders were under supervision on specialized sex offender caseloads, 5,836 offenders on special needs caseloads, and 6,948 on substance abuse caseloads.
- 1,857 parole violators were placed in intermediate sanction facilities (ISFs).

#### Substance Abuse Treatment Programs

In FY 2013, the number of offenders successfully completing substance abuse treatment programs was as follows:

Substance Abuse Felony Punishment Facility (SAFPF)	5,931
In-Prison Therapeutic Community (IPTC)	2,913
LeBlanc - Pre-Release Substance Abuse Program (PRSAP)	1,298
Hamilton - Pre-Release Therapeutic Community (PRTC)	806
Driving While Intoxicated Program (DWI)	921
State Jail Substance Abuse Program	3046

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Key Service Populations (Continued)

#### Education Programs

In FY 2012-13, 60,713 offenders participated in one or more education program(s). The number of offenders who participated in each program administered by Windham School District or Rehabilitation Programs Division follows:

LITERACY	
Literacy I, Reading	469
Literacy I, II, III	28,102
English as a Second Language	598
Special Education	1,050
LIFE SKILLS	
CHANGES/Pre-Release	19,429
Cognitive Intervention	14,905
Parenting & Family Wellness	873
Perspectives and Solutions	2,751
CAREER AND TECHNOLOGY	
Career & Technology Full Length Course	9,211
Career & Technology – Short Course	93
Apprenticeship Related Training	79
CONTINUING EDUCATION	
Two-Year College Academic	2,922
Four-Year College Academic	213
Graduate College Academic	68
Vocational College Credit	1,815
Vocational Non-Credit	428

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

#### Chaplaincy Program

In FY 2013:

- The number of chaplaincy volunteers was 19,365.
- 57,115 religious classes, 30,274 primary worship services and 12,197 additional worship services were conducted.

As of August 31, 2013, 297 offenders were participating in the InnerChange Faith-Based Pre-Release Program.

#### Sex Offender Treatment Programs

On August 31, 2013, the Sex Offender Treatment Program (SOTP) had 1,285 offenders enrolled. The Sex Offender Education Program (SOEP) had 166 offenders enrolled.

## 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 one-third of inmates considered for parole are approved, 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 80%.

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, and during calendar years 2012 and 2013, there were no escapes.

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 150 offenders currently participate in PIE Programs.

- *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.

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

**FACT** - During the 2012-13 school year, the Windham School District served over 60,000 offenders with academic, vocational and life skills programming. Windham enabled over 5,000 offenders to earn a GED certificate. Windham participants earned approximately 4,600 vocational certificates and 5,600 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. 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

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Public Perception (Continued)

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 and program evaluation have found that the TDCJ's education and substance abuse treatment programs do reduce recidivism. Increased participation in academic programs resulted in 5-15% less likelihood of offender re-incarceration. Similarly, a high level of college participation resulted in a 52% less likelihood in re-incarceration. 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 only two 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 \$80.19 today when considering inflation), while the current cost per day is \$50.04.

**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 were four inmate homicides in 2013.

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

**FACT** - Inmates are not allowed to participate in work assignments that would allow access to sensitive information about the public.

**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" and social media accounts, 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 rates are increasing.**

**FACT** - The crime rate declined again during 2012, continuing a long term downward trend in Texas.

**14. MYTH - The TDCJ pays attention to offenders and their families but not victims and their families.**

**FACT** - The TDCJ established the Victim Services Division to assist crime victims, surviving family members, witnesses, victim service providers and criminal justice professionals. Services include constitutionally and statutorily mandated services to enable crime victims, surviving family members and witnesses to be informed, notified and participate in the criminal justice system. The division informs crime victims of their rights; provides notification-services regarding an offender's status during incarceration and supervision, if applicable; assists

## External/Internal Assessment

### Overview of Agency Scope and Functions

#### Public Perception (Continued)

crime victims in processing protest material; and assists crime victims who have requested to meet with the Texas Board of Pardons and Paroles during an offender's parole review process. A crime victim may request to meet with the offender responsible for their victimization in a secure, safe environment through the Victim Offender Mediation/Dialogue Program. The division also prepares and accompanies crime victims who choose to witness the execution of the offender convicted of the capital murder of their family member.

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

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

- Supervising over 87,000 parolees;
- Assisting local CSCDs in the supervision of approximately 400,000 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.

## External/Internal Assessment

### Organizational Aspects

#### Workforce

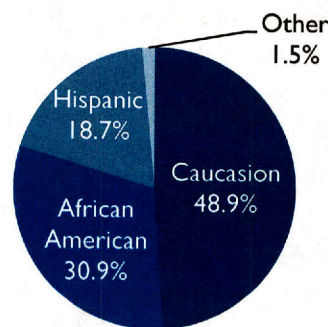
#### Workforce Ethnicity

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, Administrators
- Professionals
- Technicians
- Protective Services
- Para-Professionals
- Administrative Support
- Skilled Craft
- Service and Maintenance

According to FY 2013 statistical reports compiled pursuant to TWC-CRD and EEOC guidelines, primary areas of underutilization involve Hispanic employees. Hispanic employees are underutilized in all civilian workforce job categories, with the exception of Professionals. The highest percentage of underutilization exists within the skilled craft, service and maintenance, and technical job categories. The TDCJ is emphasizing strategies to address the underutilization of all ethnicities, specifically the Hispanic population. In January 2013, the HR Division Director met with the Houston Hispanic Chamber of Commerce, and in January 2014, attended a meeting with Texas League of United Latin American Citizens (LULAC). Recruiting material and TDCJ employment opportunities were provided during these meetings. The HR Division continues to work with Workforce Development Board Coordinators as an additional tool to assist in the recruitment and hiring of TDCJ employees.

Through ongoing job postings, the TDCJ maintains high priority in promoting interest for filling non-correctional officer positions with diverse, qualified applicants. TDCJ uses various recruiting methods and initiatives to encourage and promote interest in employment.



#### Size of Workforce (as of February 28, 2014)

Administrative Review and Risk Management Division	156
Business and Finance Division	848
Community Justice Assistance Division	69
Correctional Institutions Division	30,688
Executive Administration	55
Facilities Division	1,031
Health Services Division	87
Human Resources Division	146
Information Technology Division	189
Internal Audit Division	20
Manufacturing and Logistics Division	665
Office of Inspector General	176
Office of General Counsel	33
Parole Division	2,300
Private Facility Contract Monitoring/Oversight Division	54
Reentry and Integration Division	179
Rehabilitation Programs Division	404
State Counsel for Offenders	56
Victim Services Division	32
<b>TDCJ Total</b>	<b>37,188</b>

Total does not include 573 Board of Pardons and Paroles employees.

When necessary, the TDCJ utilizes outside consultants. During FY 2011, the agency spent \$2,650 on consultant services. There were no expenditures for FY 2012-2013, and no expenditures projected for FY 2014.



## 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.

**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 and assessments include

recommendations for improvements that 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, 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,

## External/Internal Assessment

### Organizational Aspects

#### Organizational Structure (Continued)

Operational Review, American Correctional Association Accreditation, and Risk Management).

**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 commissary 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, Board of Pardons and Paroles, and other external entities as needed. Services include applications programming, network support, system and network operations, support services, information security, and voice, data and video communications for the agency.

**MANUFACTURING & LOGISTICS DIVISION** – benefits the state of Texas by providing quality service in warehousing operations, freight transportation, the management of TDCJ vehicles, and by manufacturing quality products and services for the TDCJ, other state agencies and political subdivisions, while providing marketable job skills training for incarcerated offenders. The division also monitors the Prison Industry Enhancement (PIE) program to ensure compliance with state and federal guidelines.

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

**VICTIM SERVICES DIVISION** – provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The Victim Services Division (VSD) utilizes the Victim

Notification System (VNS), a confidential database, to provide notifications via letter, email or both regarding the incarceration and supervision of an offender, including the parole review process. The VSD Victim Offender Mediation/Dialogue program provides an opportunity for crime victims to exercise their right to initiate a person-to-person meeting with the offender responsible for their victimization. The VSD Texas Crime Victim Clearinghouse: revises the Victim Impact Statement form after every legislative session; collects statistics from district and county attorney's offices regarding the distribution and collection of the Victim Impact Statement; and provides a web-based Victim Resource Directory. The VSD also prepares and accompanies victims who choose to witness the execution of the offender convicted of the capital murder of their family member.

**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, Faith-Based Dorms, Sex Offender Rehabilitation Programs, Substance Abuse Treatment Programs, Volunteer Programs, Youthful Offender Program (COURAGE), Serious and Violent Offender Reentry Initiative, Administrative Segregation Pre-Release and Transition Programming, Post Secondary Education Programs, and Baby and Mother Bonding Initiative (BAMBI).

**HEALTH SERVICES DIVISION** – works with health care contractors and the Correctional Managed Health Care Committee (CMHCC) to ensure health care services are provided to incarcerated offenders in the custody of the TDCJ. The Health Services Division has statutory authority to ensure access to care, monitor quality of care, investigate medical grievances, and conduct

## External/Internal Assessment

### Organizational Aspects

#### Organizational Structure (Continued)

operational review audits of health care services at TDCJ facilities.

**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), and an expanded reentry initiative to better focus state resources to reduce recidivism and address the needs of 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. The division centralizes the goals and functions of TCOOMMI 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 the offenders sentenced to community supervision, also known as adult probation. The TDCJ-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 felony offenders who are sentenced to incarceration in a secure correctional facility. State jail felony offenders, which is a classification created by the legislature in 1993 consists of certain offenses previously considered non-violent third degree felonies or Class A misdemeanors. Punishment can be up to two years in a state jail facility and a fine not to exceed \$10,000, including possible community supervision following release from state jail custody. The Correctional Institutions Division (CID) is divided into three areas: Prison and Jail Operations, Management Operations, and Support Operations. The division encompasses 95 state operated prisons and jails, which include 50 state prison facilities, four pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities. There are additional expansion cellblocks, medical facilities, and a work camp co-located within several of the facilities mentioned above. CID also houses offenders in private contract facilities; for details, see Private Facility Contract Monitoring and Oversight Division. The division is also responsible for support functions to include: prison and jail operations for six regions, offender transportation, laundry, food, and supply, security threat group management, counsel substitute, disciplinary coordination, mail room operations, safe prisons/PREA program, classification and records, and correctional training and staff development.

**PRIVATE FACILITY CONTRACT MONITORING/ OVERSIGHT DIVISION** – is responsible for the oversight and monitoring of privately operated secure facilities, community based facilities, and substance abuse treatment programs to include in-prison, residential, and outpatient services. There are seven privately operated correctional centers that house minimum custody offenders and four privately operated state jails that house state jail and transfer offenders. There is also one

## External/Internal Assessment

### Organizational Aspects

#### Organizational Structure (Continued)

privately operated multi-use treatment facility that provides various substance abuse programs to include DWI, SAFF, and/or ISF treatment services and two privately operated pre-parole transfer facilities. Other facilities include seven privately operated halfway house facilities and two intermediate sanction facilities. These facilities primarily house offenders who have violated parole and also provide employment assistance. In addition to state jail substance abuse and SAFF/IPTC treatment programs, which take place in correctional facilities, the division monitors 23 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. Supervision is conducted by approximately 1,300 district parole officers, stationed in 67 district offices throughout Texas. Supervision programs include substance abuse aftercare treatment, drug and alcohol testing, electronic monitoring, and sex offender treatment and supervision. Parole officers promote offender compliance with the conditions of release by supporting the use of interventions and motivational options. In addition, field staff initiate violation response procedures when necessary and work with the Board of Pardons and Paroles and its hearing officers in appropriately addressing violations of release. The Parole Division also administers rehabilitation and reintegration programs and services through District Reentry Centers (DRCs). The division also includes the interstate compact for adult offender supervision and coordinates with the Private Facility Contract Monitoring/Oversight Division (PFCMOD) for residential and therapeutic services (including halfway houses and residential facilities).

## External/Internal Assessment

### Organizational Aspects

#### Geographic 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 of Facility	Number of Units	Capacity	Population
Prison	50	97,940	94,538
Pre-Release	4	4,210	3,964
Psychiatric/DDP	4	3,051	2,887
Geriatric	1	566	536
Medical	2	314	590
Private Prisons	7	4,118	4,106
Multi-Use	1	836	779
Transfer	14	17,106	16,288
Pre-Parole Transfer	2	700	697
State Jail	15	20,051	18,598
Private State Jail	4	5,129	5,042
Substance Abuse	5	2,791	2,548
<b>Total Facilities</b>	<b>109</b>		
<b>Total Population &amp; Capacity</b>		<b>156,812</b>	<b>150,573</b>

*Note: Capacities, Populations and Facility Types are as of March 31, 2014.*

The TDCJ provides oversight to 122 local CSCDs statewide through the Community Justice Assistance Division and 95 prisons and jails operated by the Correctional Institutions Division and 14 privately operated correctional facilities through the Private Facility Contract Monitoring/Oversight Division. The agency also maintains 67 district parole offices statewide. These correctional facilities and parole offices are spread across the state as depicted in the charts on the following pages.

## External/Internal Assessment Organizational Aspects

### Geographic Location (Continued)

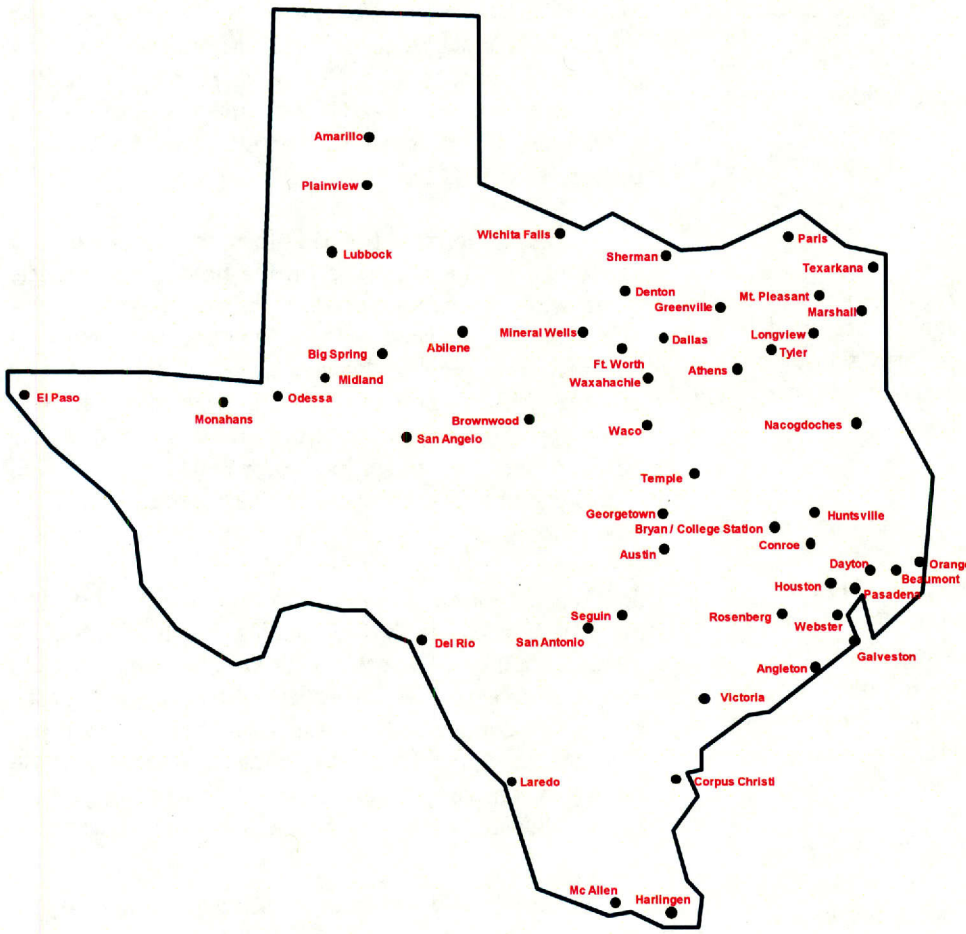
## Texas Department of Criminal Justice



**External/Internal Assessment**  
**Organizational Aspects**

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

**Region III**

- Angleton
- Dayton
- Galveston
- Houston I
- Houston II
- Houston III
- Houston IV
- Houston V (Pasadena)
- Houston VI
- Houston VII
- Houston PRTU
- 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/DRC
- Seguin
- Temple
- Victoria
- Waco

**Region V**

- Ablene
- Amarillo
- Big Spring
- Brownwood
- El Paso
- El Paso II
- 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 strives to implement innovative strategies to recruit and hire qualified CO applicants in a timely and efficient manner. During FY 2013, a total of 6,683 COs were hired. The number of COs hired in FY 2014 as of February 28, 2014 was 3,020. Recent initiatives relating to CO recruitment and retention include the following:

- Beginning September 1, 2013, targeted correctional positions received a 5% legislatively-approved salary increase.
  - In FY 2013, HR participated in 167 job fairs and conducted 32 hiring seminars. The agency attended and will continue to attend job fairs at high schools, universities, military installations, and community events throughout the state to promote interest in CO employment.
  - In April 2008, the TDCJ implemented a recruitment bonus program for newly-hired COs at designated understaffed correctional facilities. In June 2012, the recruitment bonus was increased from \$1,500 to \$3,000 and effective January 15, 2014, it increased to \$4,000 and currently includes 15 bonus-eligible units: Briscoe, Connally, Cotulla, Dalhart, Daniel, Eastham, Ferguson, Fort Stockton, Jordan/Baten, Lynaugh, McConnell, Smith, Stiles, Wallace, and Ware units.
  - Public service announcements were broadcast during FY 2014 informing potential applicants of the \$4,000 recruitment bonus, new bonus-eligible units, and future hiring seminars.
  - A radio advertising campaign promoting CO career opportunities ran in FY 2012-2013 in six geographical areas utilizing 18 radio stations. In FY 2014, targeted newspaper and radio advertisements were focused in Region IV and Region V areas of the state due to CO staffing shortages.
  - HR headquarters worked in conjunction with Media Services and Public Information staff to develop a recruiting video to be used as an online recruitment tool.
- The Executive Director's Recruiting Award allows a current full-time employee to receive eight hours of administrative leave and allows a part-time employee to receive four hours of administrative leave for each application referral that results in a newly hired CO accepting an assignment at a bonus-eligible unit.
  - Mass mail outs were completed in FY 2012 to high schools and colleges to provide information regarding potentially working as a CO while pursuing a college education; and to nearly 380 military installations nationwide in an effort to recruit returning military personnel for CO positions.
- In FY 2013, letters to 511 former and new CO applicants with applications on file holding for specific areas with no vacancies were mailed to provide the opportunity to change unit assignment and providing information regarding the recruitment bonus. A mail out to 935 public and private high schools was completed targeting high school graduates, and in July 2013, letters were mailed to 8,960 former TDCJ security staff informing them of the September 1, 2013 salary increase.
- Special, unit-based training academies were conducted in remote areas with CO staffing needs. During FY 2013, a total of 35 special academies were conducted, and as of February 28, 2014, there have been 23 special academies conducted in areas with staffing shortages. Current units supporting the special academies include Allred, Clements, Dalhart, Fort Stockton, Jordan, Lewis, Middleton, Roach, Telford, and Wallace units.

Other recruiting and retention initiatives are outlined further in the Workforce Plan (Appendix E).



## 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 surpassing our HUB goals for all procurement categories.

HUB Category	Goals	Agency HUB Performance	
		FY 2012	FY 2013
Heavy Construction	17.5%	9.64%	95.21%
Building Construction	36.9%	87.30%	87.29%
Special Trade Construction Contracts	32.7%	45.50%	48.79%
Professional Services Contracts	23.6%	1.51%	2.94%
Other Services Contracts	24.6%	5.91%	5.19%
Commodities Contracts	21.0%	8.71%	9.75%

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 2012	FY 2013
<b>Outcome Measure:</b>		
Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs	11.27%	15.89%
<b>Output Measure:</b>		
Number of HUB contractors and subcontractors contacted for bid proposals	37,842	34,103
Number of HUB contracts and subcontracts awarded	8,461	9,143
Dollar value of HUB contracts and subcontracts awarded	\$31,586,236	\$45,018,855

#### Strategies

The TDCJ is firmly committed to programs that improve our participation with HUBs. TDCJ's executive staff provides leadership and oversight for the HUB Program, resulting in a concentrated focus on the HUB initiative within the operational areas of the agency. A close working relationship between HUB Program staff and

Contracts and Procurement staff is key to the success of creating and increasing contracting opportunities for HUBs. Agency good faith efforts include the following:

- Signing Memorandum of Cooperation Agreements with the Texas Association of Mexican American Chambers of Commerce and the Texas Association of African American Chambers of Commerce to create relationships that encourage, educate, and assist HUBs in contracting with the State of Texas.
- Working directly with minority and women trade organizations, business organizations, and contractor associations to identify potential HUB prime contractors and subcontractors to bid on TDCJ contracts.
- Continuing to promote and expand the TDCJ Mentor-Protégé program.
- Assisting HUB vendors with opportunities to present their products/services to TDCJ staff.
- Providing assistance, training, and educational programs to minority business groups and HUB vendors.
- Continuing to provide one-on-one training and annual HUB training to TDCJ Contracts and Procurement staff.
- Attending and participating in economic opportunity forums and HUB oriented trade fairs with bid opportunities.
- Attending and participating in pre-bid conferences to introduce HUB subcontractors to prime contractors and provide instruction on successful completion of the HUB Subcontracting Plan (HSP).
- Participating in HUB events sponsored by legislators and community leaders and the continuation of the agency's Annual HUB/Vendor Show.
- Providing educational materials and seminars to minority and woman owned businesses and organizations regarding "How to do Business with the State of Texas and TDCJ".
- Implementing a project to identify service disabled veterans and HUBs in specific ethnic groups where there are none available.
- Serving on various committees of the HUB Discussion Workgroup.
- Requiring solicitations for all informal bids be sent to at least one HUB in each of the six HUB categories, more than doubling the state requirement and supplementing the Centralized Master Bidders List with all vendors in the HUB directory for formal bids.

## External/Internal Assessment

### Organizational Aspects

#### Future Organizational Trends

##### Population

Recent trends regarding the number of incarcerated offenders have permitted the state to close three correctional facilities. Projections of offender population growth are currently being updated by the Legislative Budget Board. The agency will continue to closely monitor offender populations.

##### Diversion Programs

Additional funding originally appropriated by the 80<sup>th</sup> Texas Legislature and continued by subsequent legislatures, 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. These programmatic expansions have positively impacted revocation rates and early termination of supervision. 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 through the criminal justice system. 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 determining benefit eligibility and obtaining vital documents such as birth certificates, social security cards and state-issued

identification cards, which are often needed by ex-offenders to obtain employment and housing. Also, the system-wide implementation of the Texas Risk Assessment System (TRAS) is scheduled to be completed before January 2015. Following full implementation, all users of the system will have access to assessment information which will improve case-management and provide a system approach to managing and addressing offender risk.

##### Correctional Training & Staff Development

An emphasis on hiring standards and training continues to include the implementation of a physical agility test that all applicants must pass prior to beginning the training academy. Additionally, completing the physical agility test is now required of all uniformed security staff during annual in-service training. Pre-service and in-service training curricula continue to be reviewed and updated. All hazardous duty positions are now subject to random drug testing. Specialized management training for first time correctional supervisors and those who advance to positions of increased responsibility remains a high priority.

##### 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 will also begin utilizing the new agency-wide assessment instrument, the TRAS, no later than January 1, 2015.

## External/Internal Assessment

### Organizational Aspects

#### Future Organizational Trends (Continued)

##### Mental Health

The number of offenders with a prior history of mental illness continues to grow. 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. The Parole Division also utilizes specialized and reduced mental health caseloads with specially trained parole officers. Both probation and parole officers work directly with the MHMR case managers to ensure continuity of services. The Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) facilitates this multi-service, interagency approach to deliver adult mental health service programs. Incarcerated 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 February 28, 2014, the TDCJ housed 1,898 mentally ill offenders in the health care system's in-patient psychiatric units, and provided mental health services to 22,941 offenders on an outpatient basis. In addition, there were 688 offenders with developmental disabilities in sheltered housing facilities.

##### Victim Services

Although crime rates have decreased, the number of crime victims exercising their rights to participate and be informed throughout the criminal justice process continues to increase. 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. Regardless of crime rate trends, the agency anticipates crime victims will continue to increasingly rely upon the victim services offered by TDCJ and other organizations.

##### Human Resources

As of March 31, 2014, the TDCJ employed 23,043 correctional officers to operate correctional institutions and maintain security for offenders. Although the number of vacant correctional officer positions has not increased substantially during the last two years, it remains an ongoing challenge for the agency, particularly in areas of the state where employment opportunities in the oil and gas industry have significantly increased. Recruiting, hiring, training and retaining the required number of qualified correctional professionals continues 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 – 13 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 historically appropriated general obligation bonds to the agency for an on-going facilities repair and renovation program. As these facilities continue to age, this 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. Certain groups of offenders require a disproportionate amount of costly health care services: aging offenders; offenders with HIV/AIDS and other infectious diseases; and the mentally impaired.

##### Aging Offenders

As of February 28, 2014, the TDCJ housed 15,711 offenders age 55 and older, and this population continues to grow at a rate much faster than the overall

## External/Internal Assessment

### Organizational Aspects

#### Future Organizational Trends (Continued)

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.

#### HIV/AIDS and Other Infectious Diseases

HIV/AIDS is an 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 770 offenders with AIDS as of February 28, 2014, and another 1,483 offenders with HIV. As of February 28, 2014, there were 17,595 offenders who had been diagnosed with Hepatitis C. 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 years.

#### Female Offenders

As of February 28, 2014, females comprised approximately 8% 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, gender differences are acknowledged and gender-responsive programming is provided. To that end, programs such as Woman to Woman Peer Education, Love Me Tender, Baby and Mother Bonding Initiative and Girl Scouts Behind Bars are designed to meet the needs of female offenders, while programs such as life skills and cognitive intervention are delivered from either a male or female perspective.

#### “Hardening” of Offender Population

With criminal justice policies emphasizing alternatives for nonviolent offenders and incarceration for violent offenders, the number and percentage of prison inmates serving time for 3-G, violent, and/or sex offenses continues to increase. For example, offenders serving time for 3-G offenses now account for about half of the prison population.

#### Continued Use of Volunteers

As of March 31, 2014, more than 19,000 citizens, employees and student interns are approved volunteers for the TDCJ. Volunteers continue to provide opportunities for offenders to develop the life skills, education, vocational training, work habits and behaviors needed to abstain from criminal activity and substance abuse, successfully secure gainful employment, and responsibly reintegrate into communities.

#### Information Technology

TDCJ is implementing a new document management system to allow for digital capture, storage and retrieval of documents. Additionally, the existing offender management system is being upgraded to current industry software and hardware standards to allow for more efficient and effective system performance. Key initiatives include the implementation of a new Risk Assessment System for use by internal and external partners in conducting needs assessments based upon established and validated criteria. Future efforts include the modernization of agency network infrastructure to replace aging cable and network components, replacement of aging legacy hardware for mainframe system users as well as making significant upgrades and enhancements to information security systems.

#### Administrative Segregation

The number of offenders housed in administrative segregation continues to decline. Since 2006 the number of administrative segregation offenders has

## External/Internal Assessment

### Organizational Aspects

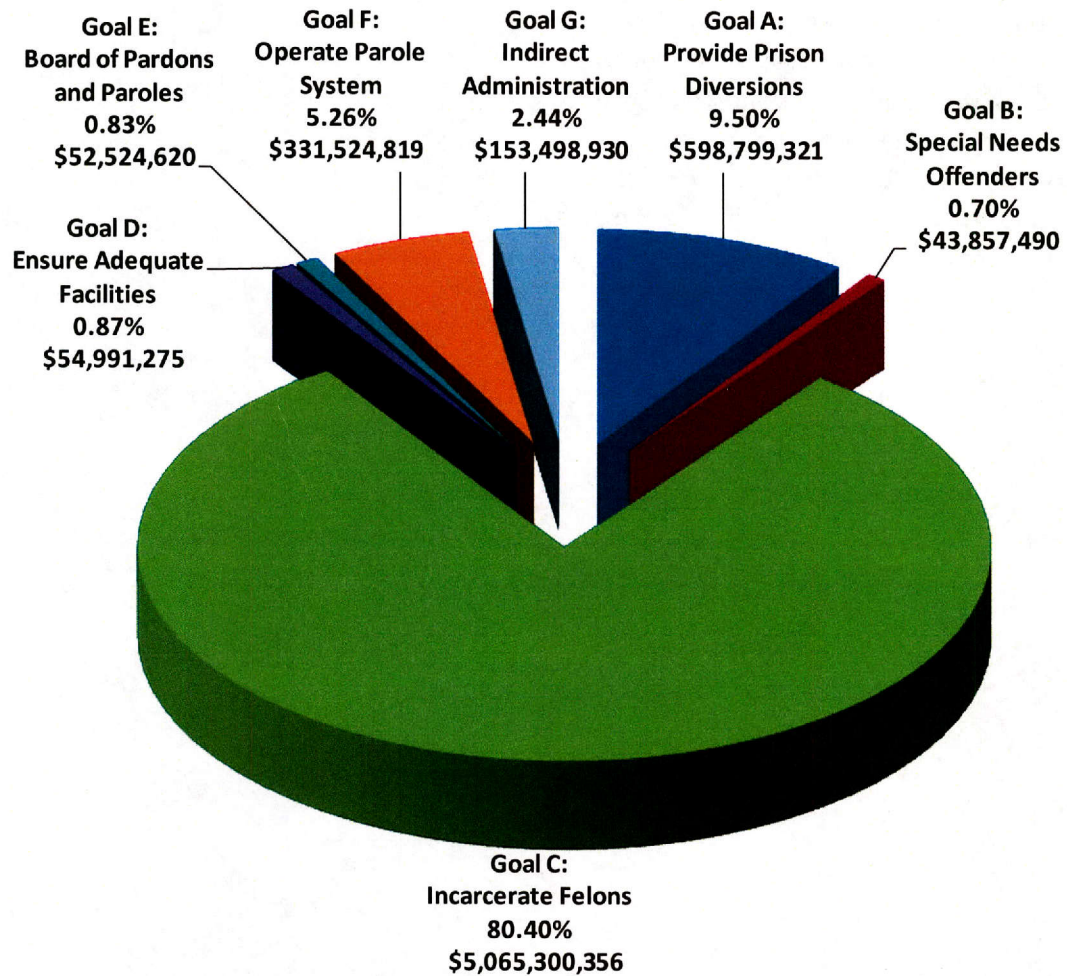
#### Future Organizational Trends (Continued)

decreased by more than 25 percent. The decrease in the administrative segregation population has been largely attributable to the expansion of programs which facilitate a successful transition from administrative segregation to the general population. This trend is expected to continue due to the effectiveness of these programs as well as the implementation of alternatives to administrative segregation for certain mentally ill offenders. Programming for offenders who remain assigned to administrative segregation until their release to the street will continue to serve this population.

## External/Internal Assessment

### Fiscal Aspects

Appropriations to the TDCJ for the 2014-15 biennium totaled approximately \$6.3 billion.



## External/Internal Assessment

### Fiscal Aspects

A key focus of the 83<sup>rd</sup> Texas Legislature was the FY 2014-15 funding for the criminal justice system, as outlined below.

#### Probation

- The funding for Basic Supervision was appropriated fully to account for updated offender population projections.
- The probation community corrections and diversion programs funding was increased by approximately \$30 million above FY 2012-13 funding levels.
- The Treatment Alternatives to Incarceration Program was fully funded at FY 2012-13 levels.
- Probation was appropriated an additional \$17 million in funding for CSCD Health Insurance at anticipated FY 2014-15 expenditure levels and an additional \$1.2 million for the Battering Intervention and Prevention Program.

#### TCOOMMI

- TCOOMMI adult offender mental health services and continuity of care was fully funded at FY 2012-13 levels and provides partial funding for juvenile offender mental health services, allowing for continued provision of mental health services to mentally ill offenders being supervised in the community.
- TCOOMMI was appropriated an additional \$3.0 million annually for mental health services and continuity of care for adult offenders.

#### 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 FY 2012-13 levels.
- The 83<sup>rd</sup> Texas Legislature continued funding of \$10 million for the purchase of correctional security equipment at targeted facilities. With this funding, comprehensive video surveillance systems will be installed at Allred, Telford, Robertson and Clements units during FY 2014-15.

- Because offender populations were declining, the Legislature reduced appropriations for contract prisons, privately operated state jails, and residential pre-parole facilities by \$97.3 million to reduce correctional bed capacity, resulting in the closure of the Mineral Wells Pre-Parole Transfer Facility and Dawson State Jail.
- A biennial appropriation of \$13.8 million was provided for the replacement of vehicles primarily used for offender and freight transportation throughout the state.

#### Offender Health Care

- An additional \$61.7 million for offender health care in FY 2014-15 includes \$30.6 million to maintain current operational levels; \$16.0 million for market level salary adjustments; \$5.4 million for critical capital equipment needs; and \$9.7 million for the restoration of key health care staff.

#### Treatment Programs

- The FY 2014-15 funding provides for substance abuse treatment programs and other rehabilitation and reentry programs such as chaplaincy and the sex offender treatment program at the current operational levels. Funding was appropriated for an additional 75 reentry transitional coordinators.

#### Repair of Facilities

- An appropriation of \$50 million in general obligation bonds was provided for the continuation of major repair and rehabilitation projects.

#### Parole

- Parole Division operations were funded based upon the LBB offender population projections and the parole release processing function was funded at FY 2012-13 levels.
- The FY 2014-15 appropriation provides funding to maintain halfway houses and ISF beds at current operational requirements.

## External/Internal Assessment

### Fiscal Aspects

#### Other Legislative Provisions

- The Legislature provided funding for a targeted 5% salary increase for correctional officer positions (Correctional Officers through Warden and Correctional Laundry/Food Service Managers). All other agency employees received a salary increase in FY 2014 of 1%, with a \$50 monthly minimum; and in FY 2015, an additional 2% increase, with a \$50 monthly minimum. Additional funding was provided for officer equity adjustments for Schedule C Employees (Office of Inspector General Investigators).
- Funding of \$6.9 million was provided for the replacement of obsolete personal computers.
- A biennial appropriation of \$12.9 million was provided for an Electronic Document Management System, which will allow for the capture, storage, management, and retrieval of electronic records across the statewide agency network, as well as the implementation of a system wide risk assessment tool.

- Maintaining our aging facilities infrastructure requires ongoing maintenance and repair and rehabilitation funding.

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, 2014-15 General Appropriations Act, capital planning information relating to projects for the 2016-17 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 2016-17 biennium for submission to the Legislative Budget Board and Governor's Office of Budget, Planning and Policy.

#### 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, including 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



## External/Internal Assessment

### Demographics

#### Historical Characteristics

Highlights of the offender population trends for FY 2008 as compared to FY 2013 follow:

- Total TDCJ incarceration population decreased by 3.4%.
- The incarcerated offender population with violent offenses increased by 8.3%.
- Average time served by prison releases (4.5 years) remained somewhat constant.
- Percent of sentence served in prison decreased from 60% to 58%.
- Total felony and misdemeanor probationers under direct community supervision decreased from 273,734 to 258,557.
- The active parole population increased more than 8,000 to over 87,000.

#### TEXAS INCARCERATION TRENDS BY YEAR

	2008	2009	2010	2011	2012	2013
Texas Resident Population in Thousands*	24,371	24,857	25,306	25,729	26,107	26,491
Number of Offenders in TDCJ	156,126	155,076	154,795	156,522	152,303	150,784
**Number with Violent Offenses	76,639	77,912	78,368	79,671	83,285	83,034
**Number with Drug Offenses	23,624	22,970	22,142	21,767	20,313	19,309
**Number with Property/Other Offenses	38,871	38,344	38,806	39,877	33,497	33,997
***% with Violent Offenses	55%	56%	56%	56%	61%	61%
***% with Drug Offenses	17%	16%	16%	15%	15%	14%
***% with Property/Other Offenses	28%	28%	28%	28%	24%	25%
Crime Rate (per 100,000)***	4,494.7	4,507.0	4,236.4	3,884.7	3,766.8	
Incarceration Rate (per 100,000 citizens)	643	624	612	608	592	569

\* Source: Texas Comptroller of Public Accounts; Texas State Data Center; 2012-2013 Economic Forecast

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

\*\*\* Texas Department of Public Safety, Statistical Table – 2012 Crime in Texas (Data for 2013 not available at time of this publication)

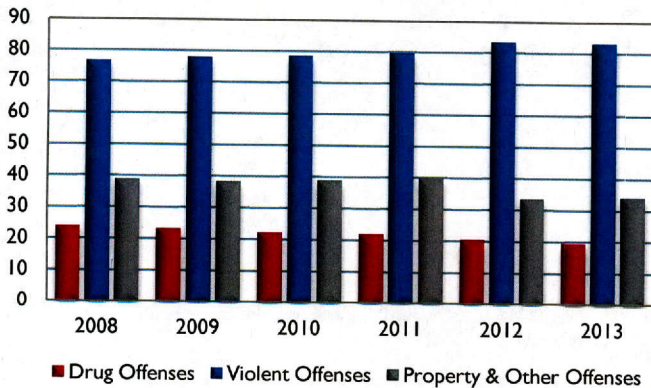
## External/Internal Assessment

### Demographics

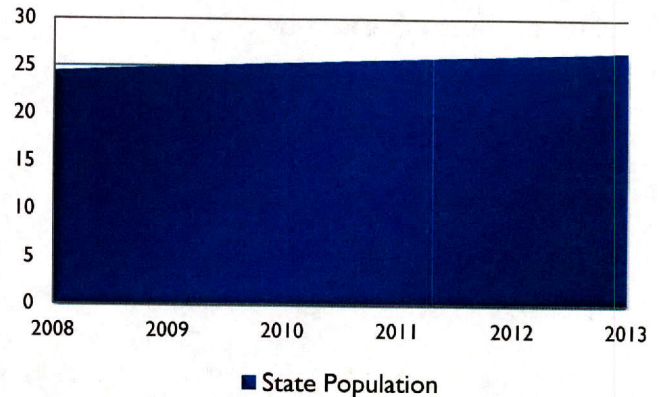
#### Historical Characteristics (Continued)

## Trends in Texas Prison Offenses and State Population 2008 -2013

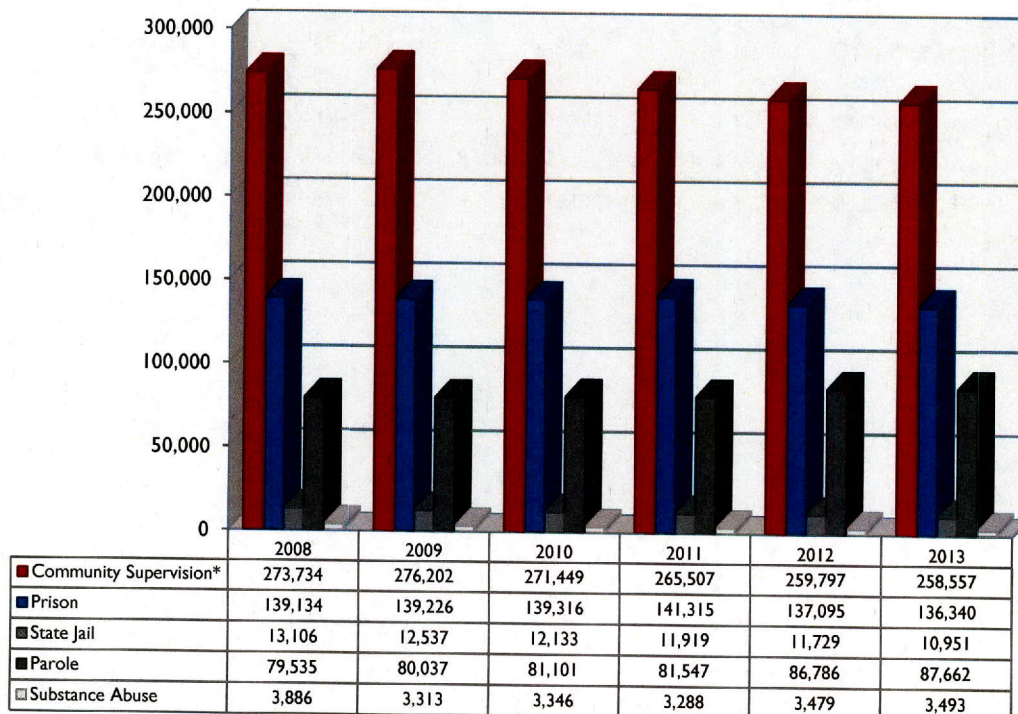
Prison Offenders in Thousands



Population in Millions



## TEXAS DEPARTMENT OF CRIMINAL JUSTICE GROWTH RATE Number of Offenders 2008-2013

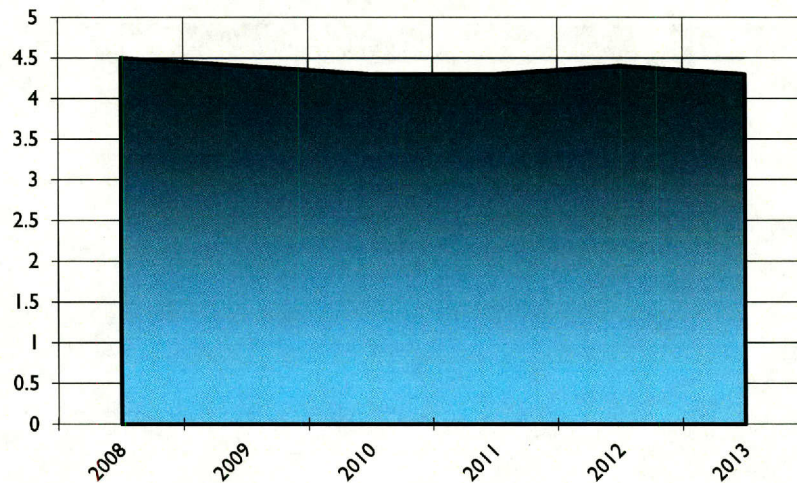


\*Direct Supervision Only

## External/Internal Assessment

## Demographics

## Historical Characteristics (Continued)

Average Time Served (Years) By Prison Releasees  
2008-2013

Average Time Served by Prison Releasees				
Year	Total Released	Average Years Served	Average Years Sentenced	Percent of Sentence Served
2008	42,069	4.5	8.3	60%
2009	41,328	4.4	8.0	60%
2010	42,115	4.3	8.2	58%
2011	41,814	4.3	7.7	61%
2012	48,330	4.4	8.0	60%
2013	43,104	4.3	7.9	58%

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.

## 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, 2013):

Category	Male	Female
Average Age	38.1	36.7
African American	35.4%	30.8%
Caucasian	30.2%	45.6%
Hispanic	33.9%	23.1%
% Population with 3-G Offense <sup>1</sup>	49.7%	35.7%
Average I.Q. <sup>2</sup>	90.68	90.27
Education Achievement Score <sup>3</sup>	8.12	8.49
% With Verified High School Diploma / GED	57.8%	60.0%
Average Sentence Length <sup>4</sup>	18.5	10.6

<sup>1</sup> 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.

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

<sup>3</sup> 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

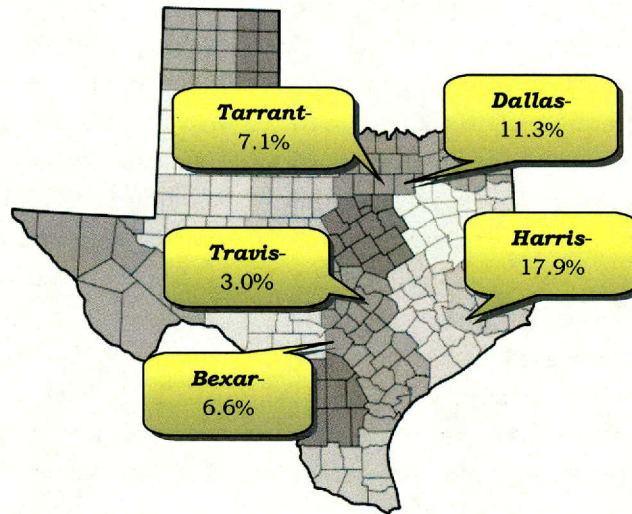
<sup>4</sup> The average sentence length reflects the on-hand prison population average. The average sentence length for prison receives is 7.9

## External/Internal Assessment

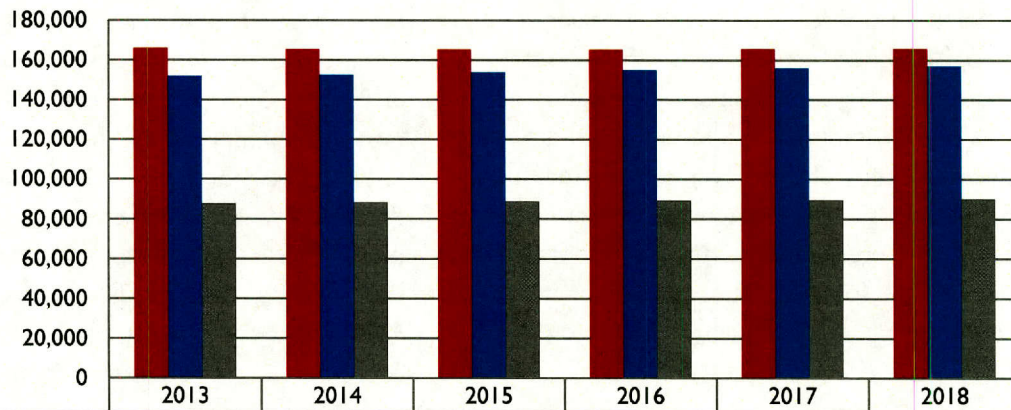
### Demographics

#### Future Trends

As of August 31, 2013, the following counties of conviction account for 46.0% of the total population:



### TEXAS DEPARTMENT OF CRIMINAL JUSTICE POPULATION PROJECTION FY 2013-2018



	2013	2014	2015	2016	2017	2018
■ Felony Direct Community Supv	166,008	165,378	165,225	165,286	165,631	165,823
■ Adult Incarceration	152,079	152,532	153,885	154,884	155,964	156,877
■ Parole	87,712	88,378	88,893	89,318	89,744	90,203

Source: LBB Correctional Population Projections January 2013

## External/Internal Assessment

### Technological Developments

The TDCJ strives 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 continued participation in the Data Center Services (DCS) effort to consolidate disparate resources and services into centralized data centers. The agency has migrated to the enhanced DIR telecommunications infrastructure as well as implemented a new commissary application on the state's official portal, TexasOnline, for citizen use. It is also migrating to a DIR cloud-based email messaging service offered through the DCS contract which offers enhanced messaging services as well as increased storage capacities. The agency secures and safeguards technology assets and information by adhering to the goals of the *State Enterprise Security Plan* through its Information Resources Security Program and initiatives such 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 provides citizen interaction and enhanced search capabilities through its website. The agency pursues excellence and fosters innovation across the enterprise through workplace productivity and collaboration, evaluation of strategies for application deployment, and effective management and sharing of data and information.

### 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). From 1998 to 2005 the TDCJ's budget relied upon an average of approximately \$30 million in SCAAP funding per year; however, by the 2012-13 biennium the TDCJ's SCAAP funding had decreased to approximately \$13.5 million in 2012 and \$10.7 million in 2013.

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

### Economic Variables

Although the actual rate of unemployment decreased to 6.5% in 2013, and 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 6.7% (*Source: U.S. Bureau of Labor Statistics, March 2014*). 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.

## External/Internal Assessment

### Significant Criminal Justice Legislation – 83<sup>rd</sup> Legislature

**HB 12** by *Flynn* – requires a state agency to post on the agency's website information regarding any gifts or donations used for staff salary supplements as well as other information related to appropriations, staff or salaries.

**HB 16** by *Flynn* – requires a state agency to post on the agency's website its internal auditor's audit plan, annual report and other audit information as required by the State Auditor's office.

**HB 194** by *Farias* – adds disabled veterans who have suffered at least a 20 percent service-connected disability to the definition of an "economically disadvantaged person" for the purpose of identifying a historically underutilized business (HUB).

**HB 424** by *Burkett* – requires directors of group homes to notify residents or legal guardians of residents if a registered sex offender becomes a resident at the group home.

**HB 431** by *Riddle* – allows the Board of Pardons and Paroles (BPP) to set off an inmate's reconsideration for parole for up to five years if they have been convicted of a second or third degree felony for injuring a child, elderly person or disabled person.

**HB 480** by *Alvarado* – permits state employees to use up to eight hours of sick leave each fiscal year to attend educational activities of their children, including parent/teacher conferences.

**HB 485** by *Davis, S.* – extends a concealed weapon license fee discount to honorably discharged veterans, members of the Texas military forces and TDCJ correctional officers.

**HB 586** by *Workman* – waives sovereign immunity for the state related to a breach of contract for engineering, architectural or construction services, or for materials related to those professional services.

**HB 634** by *Farias* – requires TDCJ to verify the veteran status of an inmate by using data made available through the Health and Human Services Commission as part of the Public Assistance Reporting Information System. Once identified, TDCJ would be required to assist those inmate veterans in applying for federal benefits for which

they will be eligible under a program sponsored by the United States Department of Veteran Affairs.

**HB 797** by *Thompson* – requires Windham School District (WSD) to inform an eligible offender in writing, prior to enrolling in a district vocational training program, of certain information, such as the rules or policies of a state agency that would impose any restriction on their obtaining a certificate or license with the vocational training program and the number of offenders who have completed a district vocational training program over the past three years.

**HB 799** by *Thompson* – requires WSD to continually assess job markets in the state and tailor the vocational training programs as necessary to provide relevant and marketable skills.

**HB 899** by *Perry* – expands the list of rights to which a victim of a capital felony or the victim's guardian or relative is entitled to include contact by a victim outreach specialist and the designation of a victim service provider to act as a liaison between the victim and the defense.

**HB 1128** by *Herrero* – requires large state agencies with 1,500 full-time equivalent employees or more to allow an employee to submit on-line suggestions regarding how to make the agency more cost-efficient.

**HB 1188** by *Thompson* – prohibits a cause of action from being brought against an employer, general contractor, premises owner or third party based solely on evidence that an employee has been convicted of an offense.

**HB 1302** by *Clardy* – expands life without parole to include additional sexually violent offenses committed against a child and prohibits certain sex offenders from some types of employment.

**HB 1632** by *Fletcher* – makes the date of birth of TDCJ employees confidential (also applies to certain other public employees and officials). The bill also makes confidential the residential address they submit on a voter registration application (contingent upon them notifying the registrar of their employee status).

## External/Internal Assessment

### Significant Criminal Justice Legislation – 83<sup>rd</sup> Legislature (Continued)

**HB 1790** by Longoria – allows a judge, in certain circumstances, to modify the record of offenders sentenced to probation for a state jail felony to instead reflect a Class A misdemeanor conviction.

**HB 2155** by Callegari – changes the definition of a dependent related to eligibility for the state's Group Benefits Program, specifically for the coverage of a child that is mentally or physically incapacitated, so that a child whose coverage had previously lapsed is now eligible.

**HB 2719** by Guillen – requires TDCJ to collect and report information concerning the number of inmates who have been in the conservatorship of a state agency responsible for providing child protective services. The bill also requires the Parole Division and the Reentry and Integration Division to prepare an annual report that includes specified information about TDCJ's parole, reentry and integration efforts.

**HB 2895** by Bonnen, D. – requires the Texas Board of Criminal Justice (TBCJ), not later than January 1, 2014, to sell approximately 183 acres of land to Brazoria County.

**SB 213** by Whitmire – the TDCJ sunset bill, continues TDCJ and the TBCJ until September 1, 2021. The bill also revises statutes dealing with the Correctional Managed Health Care Committee (CMHCC), the BPP and the WSD. Revisions relating to TDCJ include:

- requiring Correctional Institutions Division facilities to establish a case management committee to assess each inmate to ensure they are receiving appropriate services or participating in appropriate programs;
- requiring TDCJ to finalize a comprehensive plan to reduce recidivism and ensure the successful reentry and reintegration of offenders into the community;
- requiring TDCJ to adopt a standardized risk and needs assessment instrument which will be made available to the community supervision and corrections departments (CSCDs);
- requiring TDCJ to expand the existing reentry task force;
- expanding the membership of the CMHCC to include representatives of additional medical schools as well as licensed mental health professionals;
- transferring certain CMHCC responsibilities to TDCJ, and clarifying TDCJ may contract with any entity to implement the managed health care plan;
- requiring TDCJ to submit quarterly reports to the Legislative Budget Board and the governor regarding health care expenditures and utilization;
- requiring TDCJ to modify the individualized treatment plan to include additional information such as more assessment results and volunteer program participation;
- requiring TDCJ's Community Justice Assistance Division (CJAD) to ensure grant procedures contain certain goals, criteria and processes, including an appeals process;
- requiring CJAD to seek input from the CSCDs, the Judicial Advisory Council and other relevant interest groups regarding the feasibility of adopting performance-based standards, and to prepare a report containing recommendations; and
- requiring TDCJ's Victim Services Division, in consultation with the BPP, law enforcement agencies, prosecutors and other participants in the criminal justice system to develop recommendations to ensure the victim impact statement is submitted to TDCJ.

**SB 345** by Whitmire – abolishes the state boot camp program and requires periodic reporting to the TBCJ regarding volunteer and faith-based programs at TDCJ units.

**SB 358** by Hinojosa – prohibits a court or parole panel from relying solely on the uncorroborated results of a polygraph examination for adjudication of guilt or a revocation decision.

**SB 391** by West – clarifies a defendant's obligation to pay judge-ordered fines and court costs after the expiration of the defendant's term of community service.

**SB 727** by Taylor – adds burglary of a habitation with the intent to commit certain felony sex offenses to the list of offenses for which a defendant is ineligible for judge-ordered community supervision, and which require a defendant to serve half of their sentence (or thirty calendar years, whichever is less) before becoming parole eligible.



**External/Internal Assessment**Significant Criminal Justice Legislation – 83<sup>rd</sup> Legislature (Continued)

**SB 1003** by *Carona* – requires the Criminal Justice Legislative Oversight Committee to appoint an independent third party to review the use of adult and juvenile administrative segregation.

**SB 1157** by *Schwertner* – requires the TBCJ to convey approximately 78.8 acres to the Board of Regents at the Texas State University System for use by Sam Houston State University.

**SB 1173** by *West* – allows a judge, in certain circumstances involving defendants convicted of a state jail felony, to order a sentence of incarceration followed by a term of community supervision. The bill also requires TDCJ to adopt policies and procedures to allocate 30 percent of the cost savings to CSCDs.

**SB 1192** by *Davis, W.* – in cases involving sexual assault, entitles the victim, guardian of a victim or a close relative of a deceased victim to request information regarding evidence, AIDS and HIV counseling and testing as well as a forensic medical examination. The bill also provides for notifying the victim of the rights described by this bill.

**SB 1297** by *Watson* – permits a governmental body to create a publicly-viewable on-line message board for use by board and commission members, allowing them to communicate with one another regarding policy matters or official business.

**SB 1459** by *Duncan* – changes state employee retirement benefits for individuals hired on or after September 1, 2013, and changes the state's contribution for retiree health insurance for employees who do not have five years of service credit on September 1, 2014. In order to maintain existing retirement benefits for current employees, state and employee contributions to the retirement program are increased, and agencies are required to make contributions as well.

## External/Internal Assessment

### Self-Evaluation and Opportunities for Improvement

#### Contraband Interdiction/Heightened Security Measures

The agency continues conducting pat searches of all persons entering maximum-security facilities as well as daily random searches of persons entering all other correctional facilities. In addition, the agency will continue installing comprehensive video surveillance systems on additional units. These and other measures have resulted in nearly a forty percent decrease in the number of contraband cell phones confiscated from offenders since 2009. Consistent with a zero tolerance policy the agency continues to explore additional means to prevent contraband introduction and alternatives that could render cell phones useless within correctional institutions.

#### Correctional Officer Staffing

While the number of CO vacancies has stabilized and remains far below the levels reached during September 2007, vacant positions remain a significant operational challenge, particularly in areas of the state where employment opportunities in the oil and gas industry have expanded. Numerous actions have been taken by the legislature and the agency to increase correctional officer recruitment and retention, to include salary increases, and recruitment bonuses. Most recently, the agency increased recruitment bonuses from \$3,000 to \$4,000, and also increased the number of units at which employees may be eligible for the bonus.

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).

#### Evidence-Based Practices in Community Supervision

CJAD continues to assist the CSCDs with on-going movement toward evidence-based practices, and 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. 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 also continues working with the CSCD's to implement the Texas Risk Assessment System.

#### 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 abuse consistent with the agency's "zero-tolerance" policy. The agency also continues to install comprehensive video surveillance systems at targeted facilities.

The agency is substantially compliant with most of the national standards relating to offender sexual abuse promulgated by the U.S. Department of Justice, and continues to modify certain policies and procedures for consistency with the standards. One notable exception involves restriction on cross gender supervision that, by limiting employment opportunities for female correctional staff, would have a significant operational impact.

## External/Internal Assessment

### Self-Evaluation and Opportunities for Improvement

#### Uniform Agency Assessments

Agency-wide implementation of the Texas Risk Assessment System (TRAS) is anticipated no later than January 1, 2015. The Community Justice Assistance Division has been working with local CSCDs to validate and implement the new assessment instrument, which is based on the Ohio Risk Assessment System. The TRAS will replace the current assessment instrument in community supervision. The agency will also utilize the TRAS for purposes of intake, reentry and parole supervision. The intake and reentry components are tailored to those specific functions and are already in use. The TRAS will provide continuity in assessments throughout the adult criminal justice system.

## 2016-17 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. 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 non-contract 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 non-contract 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 Program**

- 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. Direct special needs offenders into treatment alternatives**

- Outcome**
- 🔑 Offender with Special Needs Three-year Reincarceration Rate

##### **Strategy B.1.1. Special Needs Programs and Services**

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

## 2016-17 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. Confine and supervise convicted felons

- Outcome**
- ◆ Escaped offenders as percentage of number of offenders incarcerated
  - ◆ Number of eligible health care facilities accredited
  - 🔑 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
  - 🔑 Average number of offenders receiving medical and psychiatric services from health care providers
  - 🔑 Medical and psychiatric care cost per offender day

##### 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 cost 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. Correctional Training

(No measures)

##### Strategy C.1.4. Offender Services

(No measures)

##### Strategy C.1.5. Institutional Goods

(No measures)

##### Strategy C.1.6. Institutional Services

(No measures)

##### Strategy C.1.7. Institutional Operations and Maintenance

- Output**
- ◆ Safety or maintenance deficiencies identified

## 2016-17 Biennium Goals, Objectives and Outcome Measures

### Strategies and Output, Efficiency, Explanatory Measures (Continued)

#### **Strategy C.1.8. Unit and Psychiatric Care**

- Output**
- 🔗 Psychiatric inpatient average daily census
  - ◆ Psychiatric outpatient average caseload
  - ◆ Developmental Disabilities Program (DDP formerly known as MROP) DDP average daily census
  - ◆ Outpatient medical encounters
  - ◆ Number of health evaluations performed in segregated housing areas
  - ◆ Outpatient dental encounters

#### **Strategy C.1.9. Hospital and Clinical Care**

(No measures)

#### **Strategy C.1.10. Managed Health Care – Pharmacy**

(No measures)

#### **Strategy C.1.11. Health Services**

(No measures)

#### **Strategy C.1.12. 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.1.13. 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. Provide services for the rehabilitation of convicted felons**

- Outcome**
- ◆ Percentage change in number of offenders assigned to correctional industries
  - ◆ 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 offenders assigned to the Texas Correctional Industries program

#### **Strategy C.2.2. Academic and Vocational Training**

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

#### **Strategy C.2.3. Treatment Services**

- Output**
- 🔗 Number of sex offenders receiving subsidized psychological counseling while on parole/mandatory supervision
  - ◆ Number of releasees with intellectual disabilities receiving services
  - ◆ Number of sex offenders completing the Sex Offender Treatment Program (SOTP)
  - ◆ Number of releasees with mental illness receiving services

## 2016-17 Biennium Goals, Objectives and Outcome Measures

### Strategies and Output, Efficiency, Explanatory Measures (Continued)

#### Strategy C.2.4. Substance Abuse Felony Punishment

- Output**
- ◆ Number of offenders in Substance Abuse Felony Punishment Facilities
  - ☞ Number 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 Program

#### Strategy C.2.5. In-Prison Substance Abuse Treatment and 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 programs
  - ◆ Number of offenders completing treatment 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

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

#### Objective D.1. Ensure and maintain adequate facilities

(No measures)

##### Strategy D.1.1. Major Repair of Facilities

(No measures)

##### Strategy D.1.2. Lease Purchase of Facilities

(No measures)

### Goal E Administer the range of options and sanctions available for inmates through parole or acts of clemency.

#### Objective E.1. Operate Board of Pardons and Paroles

- Outcome** ◆ Percent of technical violators whose charges were disposed within 40 days

##### Strategy E.1.1. Board of Pardons and Paroles

- Output** ☞ Number of parole cases considered
- 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 [PIAs] and other mandatory supervision releases)
  - ◆ Number of offenders released on parole-in-absentia (PIA)

## 2016-17 Biennium Goals, Objectives and Outcome Measures

### Strategies and Output, Efficiency, Explanatory Measures (Continued)

#### Strategy E.1.2. Revocation Processing

- Output** ♦ Number of preliminary/revocation hearings conducted

#### Strategy E.1.3. Institutional Parole Operations

- ♦ 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

**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. Evaluate eligible inmates for parole or clemency

##### Strategy F.1.1. Parole Release Processing

- Output** 🔑 Number of parole cases processed  
**Explanatory** ♦ Number of offenders released on mandatory supervision

#### Objective F.2. Perform basic supervision and sanction services

- Outcome** ♦ Percentage of releasees successfully discharging parole/mandatory supervision  
 ♦ Percentage of releasees revoked for new convictions  
 🔑 Releasee annual revocation rate

##### Strategy F.2.1. Parole Supervision

- 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



## 2016-17 Biennium Goals, Objectives and Outcome Measures

### Strategies and Output, Efficiency, Explanatory Measures (Continued)

#### **Goal G Indirect Administration**

##### **Objective G.I. Indirect Administration**

*(No measures)*

##### **Strategy G.I.1. Central Administration**

*(No measures)*

##### **Strategy G.I.2. Inspector General**

*(No measures)*

##### **Strategy G.I.3. Victim Services**

*(No measures)*

##### **Strategy G.I.4. Information Resources**

*(No measures)*

## Technology Initiative Assessment and Alignment

<b>1. Initiative Name:</b> Name of the current or planned technology initiative.					
Enterprise On Line (Web-Based) Training					
<b>2. Initiative Description:</b> Brief description of the technology initiative.					
Provide the technology, tools, and infrastructure required to deliver online training content to agency employees and external stakeholders located across the state (e.g., Community Supervision Officers) in a secure environment and in a variety of formats.					
<b>3. Associated Project(s):</b> Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.					
<b>Name</b>	<b>Status</b>				
<b>4. Agency Objective(s):</b> Identify the agency objective(s) that the technology initiative supports.					
A.1. Provide funding for community supervision and diversionary programs B.1. Direct special needs offenders into treatment alternatives C.1. Confine and supervise convicted felons C.2. Provide services for the rehabilitation of convicted felons E.1. Operate Board of Pardons and Paroles F.1. Evaluate eligible inmates for parole or clemency F.2. Perform basic supervision and sanction services G.1. Indirect Administration					
<b>5. Statewide Technology Priority(ies):</b> Identify the statewide technology priority or priorities the technology initiative aligns with, if any.					
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Business Continuity, Enterprise Planning and Collaboration, IT Workforce, Mobility					
<b>6. Anticipated Benefit(s):</b> Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:					
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<p>An enterprise online training solution will provide the agency with a cost-effective method for delivering user training with greater frequency and to a larger number of users (either simultaneously or on-demand). Online training can be tailored to better address the needs of individual departments and business units and can provide a common platform for training new or existing business processes and practices, new or modified agency policies, new or modified technologies and systems (e.g., O365, Office 2013, Travel Card), and end user security awareness. It also provides a mechanism for training new employees on agency procedures and automated systems more quickly to maximize employee effectiveness and improve job performance.</p> <p>Specific benefits expected include:</p> <ul style="list-style-type: none"> <li>• Reduction in loss of work productivity that occurs when instructors and/or trainees are required to travel to a central location for training.</li> <li>• Capability to train more employees with greater frequency, which results in increased learning, improves productivity and employee performance in required job functions.</li> <li>• Enhanced user security awareness.</li> <li>• Decrease in the number of negative operational review findings.</li> <li>• Improved compliance with agency policies and procedures.</li> <li>• Simplified Community Supervision Officer (CSO) certification training for new hire CSOs.</li> <li>• More effective and efficient training for CSOs in the use of the Texas Risk Assessment System (TRAS).</li> <li>• Increased staff retention of qualified treatment providers for the Rehabilitation Programs Division.</li> </ul>					
<b>7. Capabilities or Barriers:</b> Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.					
Assessment of agency network/bandwidth capabilities required to determine potential impact					

## Technology Initiative Assessment and Alignment (Continued)

<b>1. Initiative Name:</b> Name of the current or planned technology initiative.	
Uni: Legacy Network Infrastructure Modernization	
<b>2. Initiative Description:</b> Brief description of the technology initiative.	
Modernize the unit legacy network infrastructure through installation of network components such as fiber optic cabling, fiber optic cabling, network cabling, switches, routers, distribution, termination systems, and mainframe terminal replacement including any related equipment.	
<b>3. Associated Project(s):</b> Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
<b>Name</b>	<b>Status</b>
<b>4. Agency Objective(s):</b> Identify the agency objective(s) that the technology initiative supports.	
B.1. Direct special needs offenders into treatment alternatives C.1. Confine and supervise convicted felons C.2. Provide services for the rehabilitation of convicted felons F.2. Perform basic supervision and sanction services G.1. Indirect Administration	
<b>5. Statewide Technology Priority(ies):</b> Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
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Security and Privacy, Cloud Services, Business Continuity, Legacy Modernization, IT Workforce, Enterprise Planning and Collaboration, Network	
<b>6. Anticipated Benefit(s):</b> Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> <li>• Operational efficiencies (time, cost, productivity)</li> <li>• Citizen/customer satisfaction (service delivery quality, cycle time)</li> <li>• Security improvements</li> <li>• Foundation for future operational improvements</li> <li>• Compliance (required by State/Federal laws or regulations)</li> </ul>	
Operational efficiencies: Reduction in unit network service trouble tickets attributed to the legacy unit network infrastructure. Replacement will provide current and cost-effective computing technology.	
Citizen/customer satisfaction: Reduce downtime for users.	
Security Improvements: Provides ability to patch operating systems and deliver anti-virus updates.	
Foundation for future operational improvements: Provides for future network needs. Enables TDCJ to be positioned for future applications and technological capabilities as needed.	
<b>7. Capabilities or Barriers:</b> Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.	
Some mainframe programs may need to be modified to ensure the printer technology functions in the new environment.	

## Technology Initiative Assessment and Alignment (Continued)

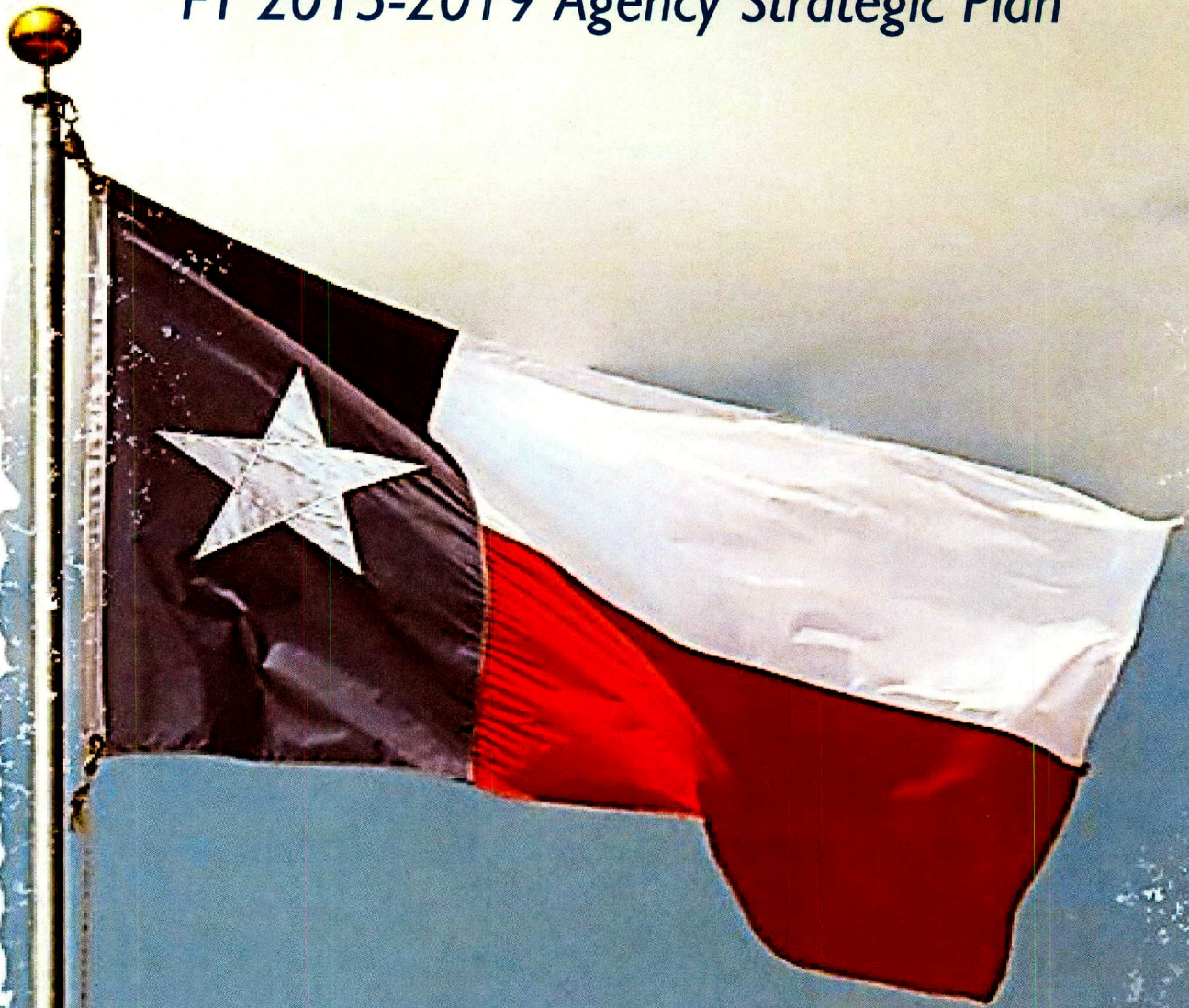
<b>1. Initiative Name:</b> Name of the current or planned technology initiative.			
Information Security Strategic Initiative			
<b>2. Initiative Description:</b> Brief description of the technology initiative.			
Due to advances in technology, threats to information resources are constantly evolving. In order to be prepared to address threats that are escalating in both frequency and complexity, it is necessary that the agency enhance its Information Security posture.			
<b>3. Associated Project(s):</b> Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.			
<b>Name</b>	<b>Status</b>		
<b>4. Agency Objective(s):</b> Identify the agency objective(s) that the technology initiative supports.			
A.1. Provide funding for community supervision and diversionary programs B.1. Direct special needs offenders into treatment alternatives C.1. Confine and supervise convicted felons C.2. Provide services for the rehabilitation of convicted felons E.1. Operate Board of Pardons and Paroles F.1. Evaluate eligible inmates for parole or clemency F.2. Perform basic supervision and sanction services G.1. Indirect Administration			
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Security and Privacy, Cloud Services, Enterprise Planning and Collaboration, Data Management, Mobility, Network			
<b>6. Anticipated Benefit(s):</b> Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:			
<ul style="list-style-type: none"> <li>• Operational efficiencies (time, cost, productivity)</li> <li>• Citizen/customer satisfaction (service delivery quality, cycle time)</li> <li>• Security improvements</li> <li>• Foundation for future operational improvements</li> <li>• Compliance (required by State/Federal laws or regulations)</li> </ul>			
Operational efficiencies: A Security Information and event Management (SIEM) will consolidate logs into a centralized location and will reduce the amount of time needed to review audit logs.			
Security Improvements: The security strategy initiative will incorporate areas such as application vulnerability scanning, Enterprise Mobile Media Encryption, Security Information and Event Management (SIEM), Mobile Device Management, Network Access Control, Data Loss Prevention (DLP), data transformation / masking and Multi-Factor Authentication.			
<b>7. Capabilities or Barriers:</b> Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.			
None has been identified.			

## Technology Initiative Assessment and Alignment (Continued)

<b>1. Initiative Name:</b> Name of the current or planned technology initiative.	
Personal Computing Replacement Project (PCRP)	
<b>2. Initiative Description:</b> Brief description of the technology initiative.	
TDCJ divisions require adequate personal computer (PC) and laptop hardware to effectively perform day-to-day work activities, enabling them to attain their organizational goals and objectives.	
The Personal Computing Replacement Project addresses the need to provide PC and laptop resources to users throughout the agency. It provides appropriate tools that enhance the agency's day-to-day operational activities, commensurate with agency funding objectives, while ensuring acquisition of these assets through the most cost-effective means available.	
<b>3. Associated Project(s):</b> Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
<b>Name</b>	<b>Status</b>
<b>4. Agency Objective(s):</b> Identify the agency objective(s) that the technology initiative supports.	
A.1. Provide funding for community supervision and diversionary programs B.1. Direct special needs offenders into treatment alternatives C.1. Confine and supervise convicted felons C.2. Provide services for the rehabilitation of convicted felons D.1. Ensure and maintain adequate facilities F.1. Evaluate eligible inmates for parole or clemency F.2. Perform basic supervision and sanction services G.1. Indirect administration	
<b>5. Statewide Technology Priority(ies):</b> Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> <li>• Security and Privacy</li> <li>• Cloud Services</li> <li>• Legacy Modernization</li> <li>• Business Continuity</li> <li>• Enterprise Planning and Collaboration</li> <li>• IT Workforce</li> <li>• Virtualization</li> <li>• Data Management</li> <li>• Mobility</li> <li>• Network</li> </ul>	
Security and Privacy, Cloud, Mobility	
<b>6. Anticipated Benefit(s):</b> Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> <li>• Operational efficiencies (time, cost, productivity)</li> <li>• Citizen/customer satisfaction (service delivery quality, cycle time)</li> <li>• Security improvements</li> <li>• Foundation for future operational improvements</li> <li>• Compliance (required by State/Federal laws or regulations)</li> </ul>	
Operational efficiencies: Through providing current and cost-effective desktop computing technology, the Personal Computing Replacement Project supports the Agency programs in meeting their service delivery goals and objectives. Cost benefits, shown in lower per-unit prices, are realized through volume purchasing to take advantage of volume pricing. Total cost of ownership would continue to drop as costs for outdated equipment maintenance are eliminated and TDCJ realizes lower costs to maintain standard platforms. The replacement and removal of outdated equipment will also increase work output and reduce costs involved with training technical and non-technical staff on various operating systems and software.	
<b>7. Capabilities or Barriers:</b> Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.	
None has been identified.	

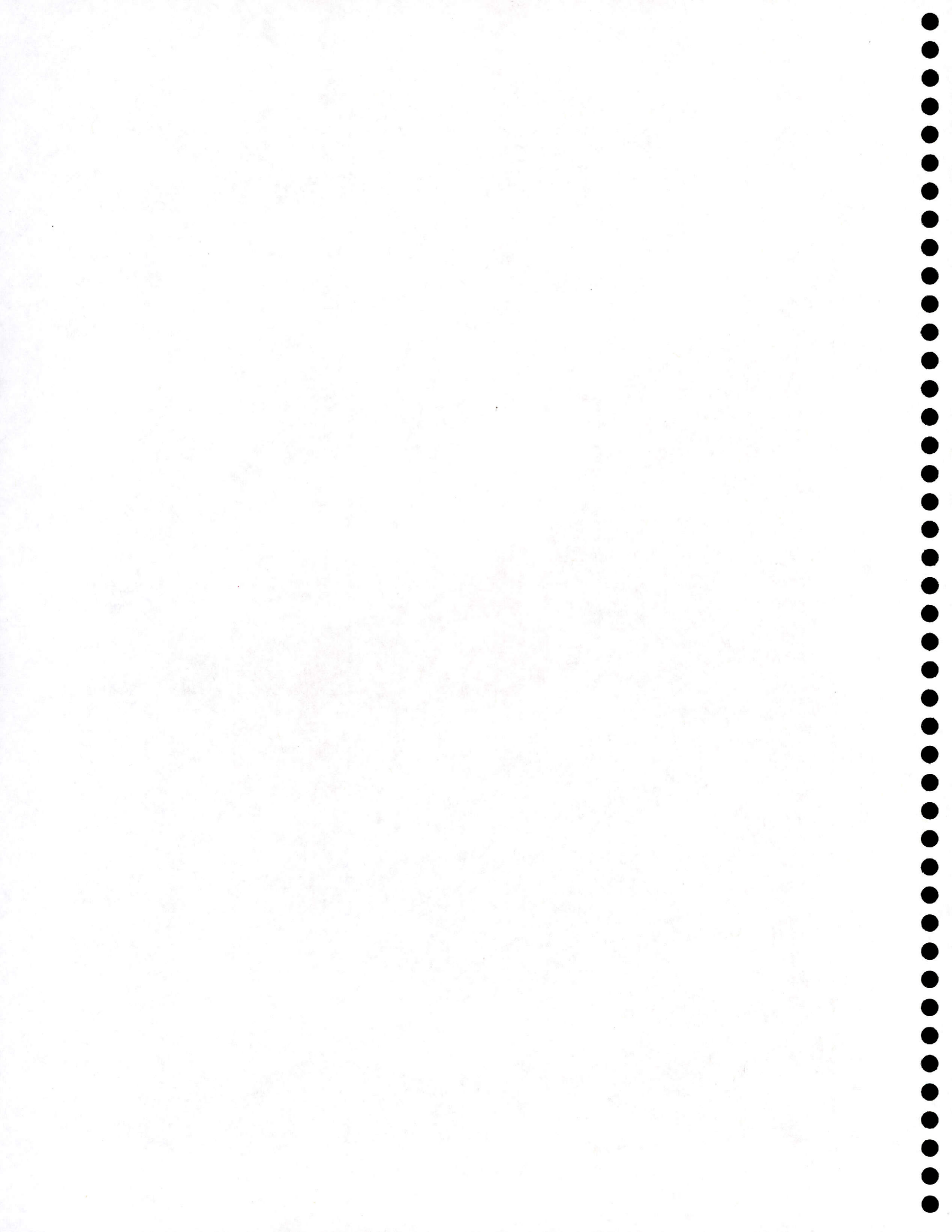
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**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix A**

**Strategic Planning Process**





## Strategic Planning Process

### January 2014

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

### April 2014

- ☆ 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
- ☆ 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 2014

- ☆ Entered Customer Service Survey responses into database
- ☆ Strategic planning core group meeting to discuss input received from divisions/departments through executive management
- ☆ Incorporate input from divisions/departments
- ☆ Submission of Report on Customer Service

### June 2014

- ☆ Instructions for the Legislative Appropriations Request issued by the LBB and the Governor's Office
- ☆ 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
- ☆ Anticipated date of approval of budget structure and measure changes

### July 2014

- ☆ 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 2014

- ☆ Texas Board of Criminal Justice meets to consider/approve the Budget Request for 2016-17 Biennium
- ☆ Agency submits Legislative Appropriations Request

### September 2014

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



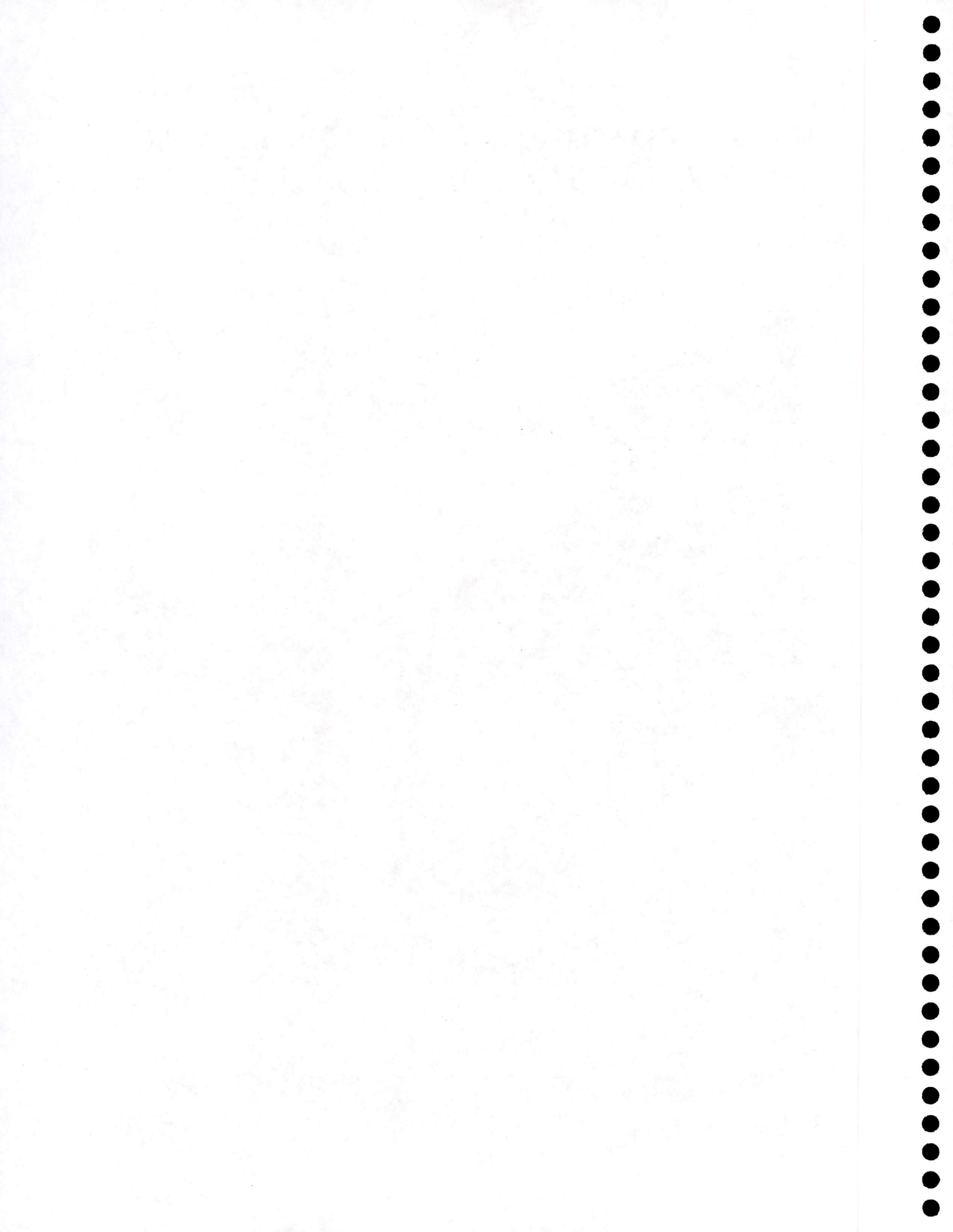
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Texas Department of Criminal Justice  
*FY 2015-2019 Agency Strategic Plan*



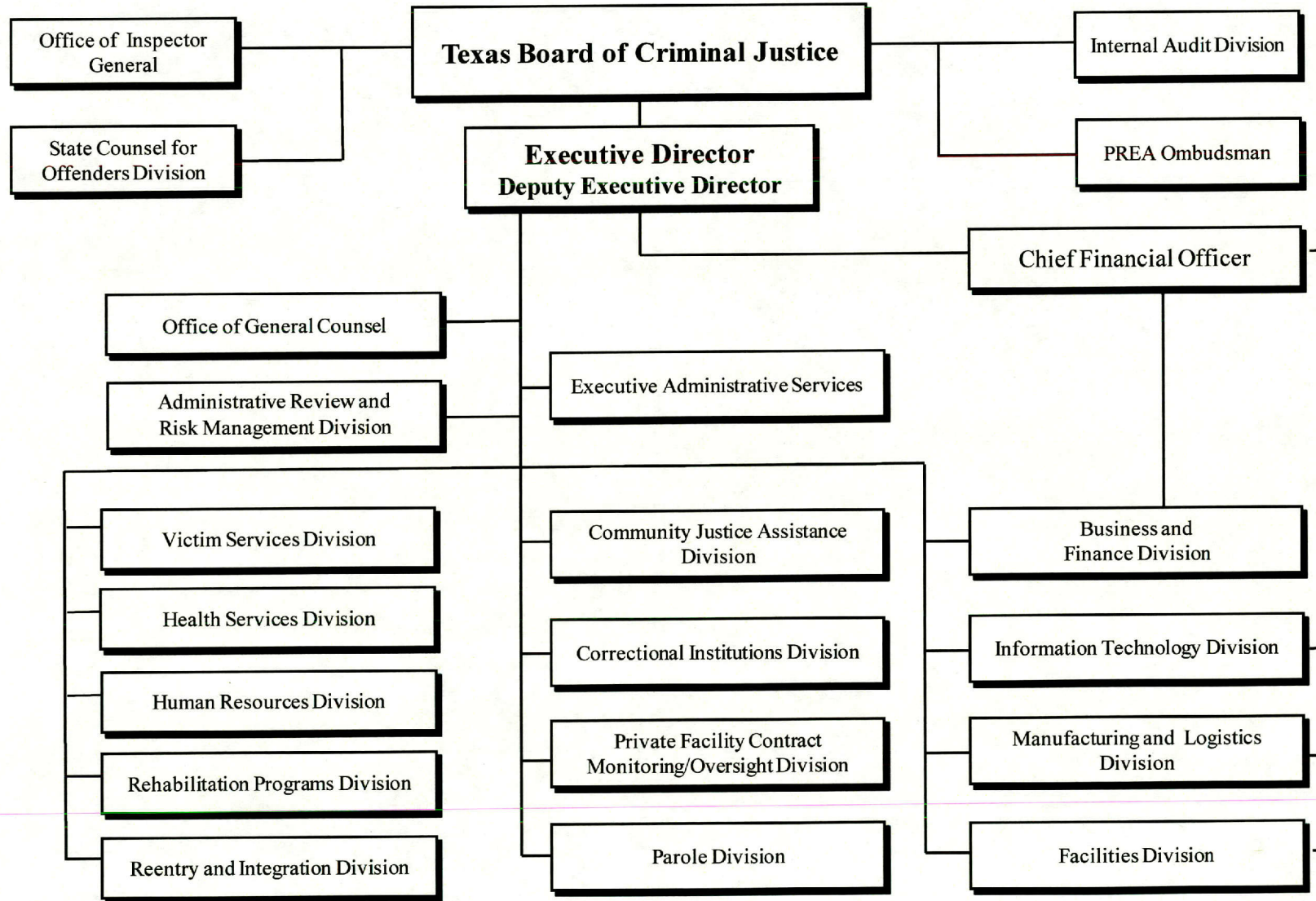
**Appendix B**

**Current Organizational Chart**



Current Organizational Chart

TEXAS DEPARTMENT OF CRIMINAL JUSTICE  
ORGANIZATIONAL STRUCTURE

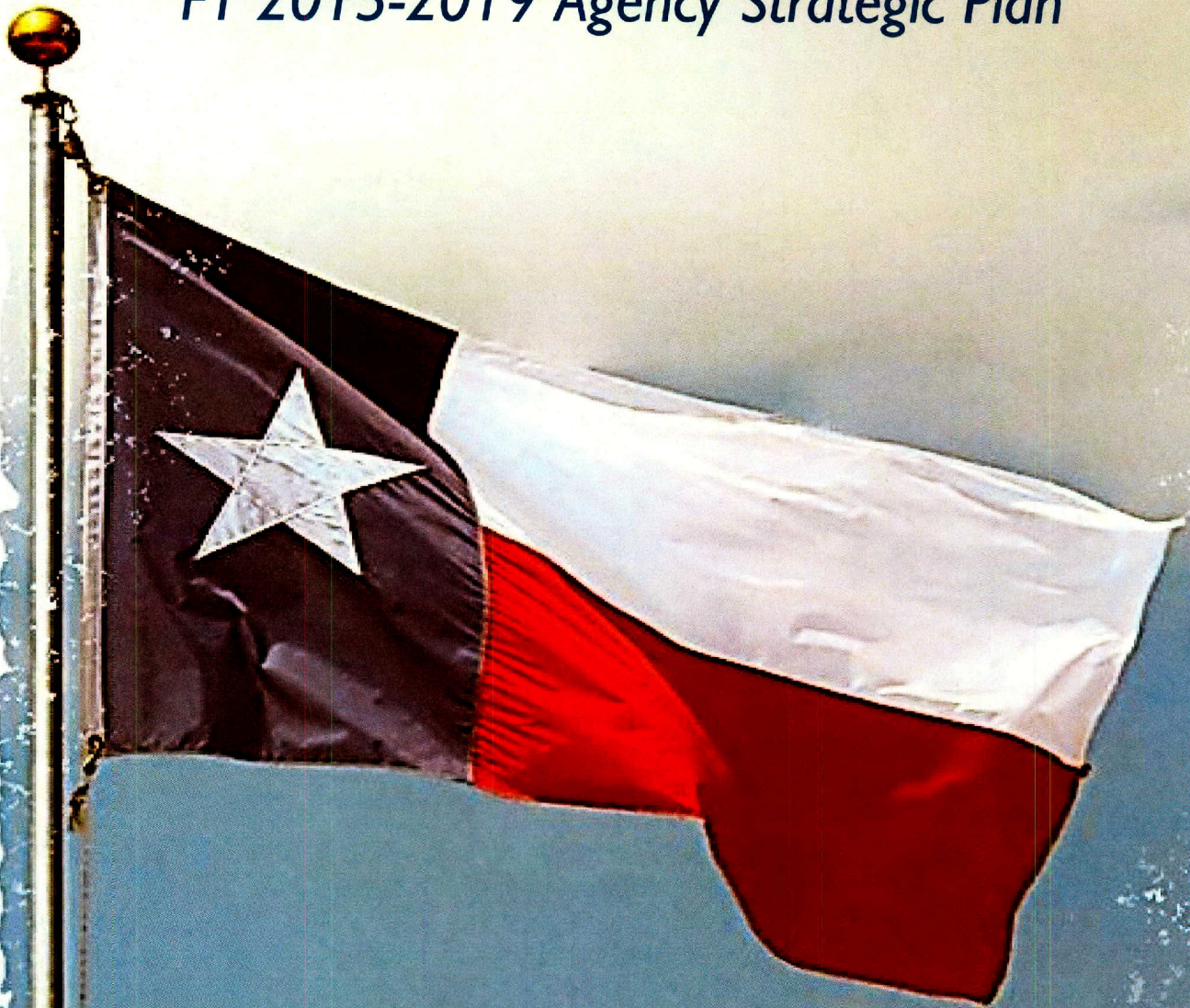


----- Coordination



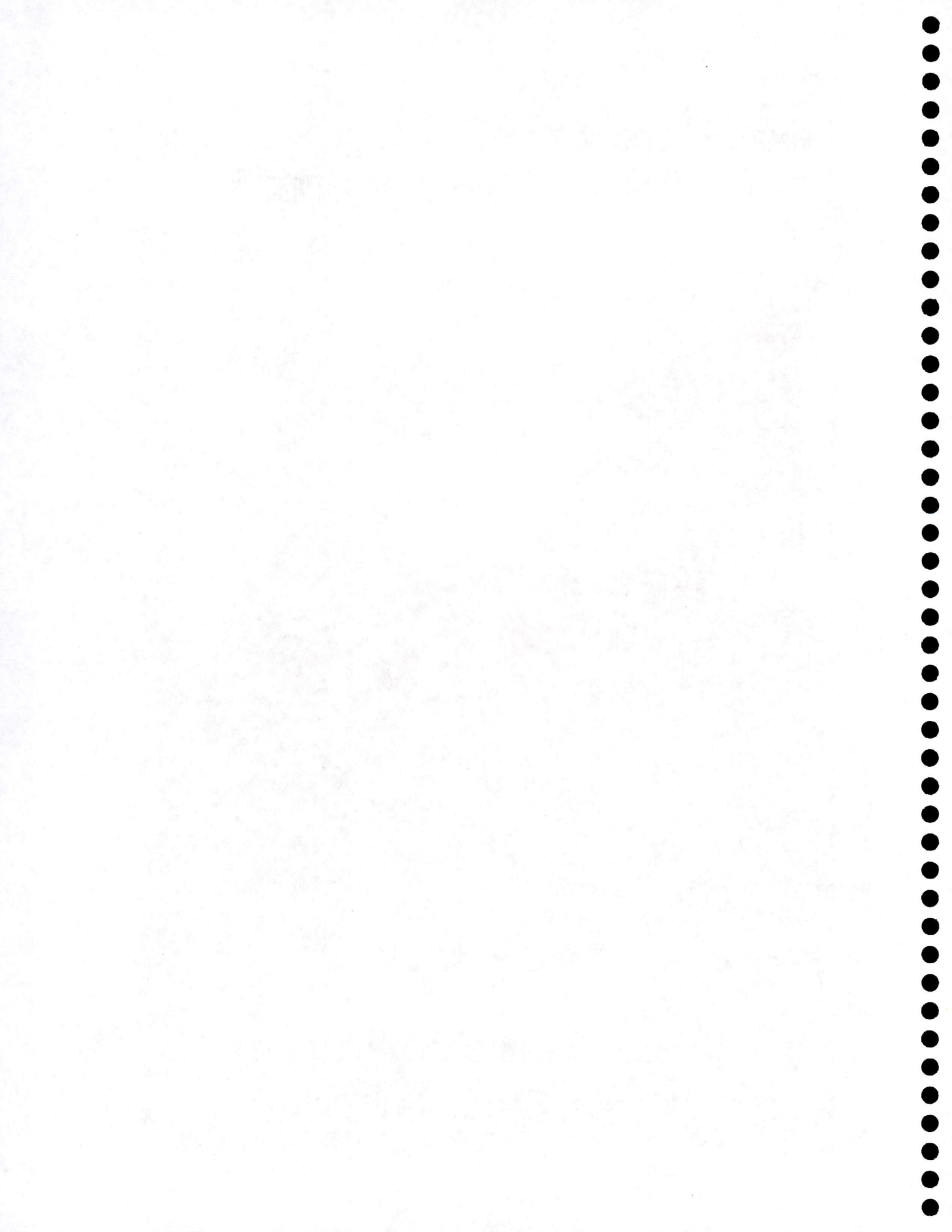
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**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix C**

**Five-Year Projections  
for Outcomes**





## Five-Year Projections for Outcomes

### Preliminary Projected Outcomes For Fiscal Years (FY) 2015-19

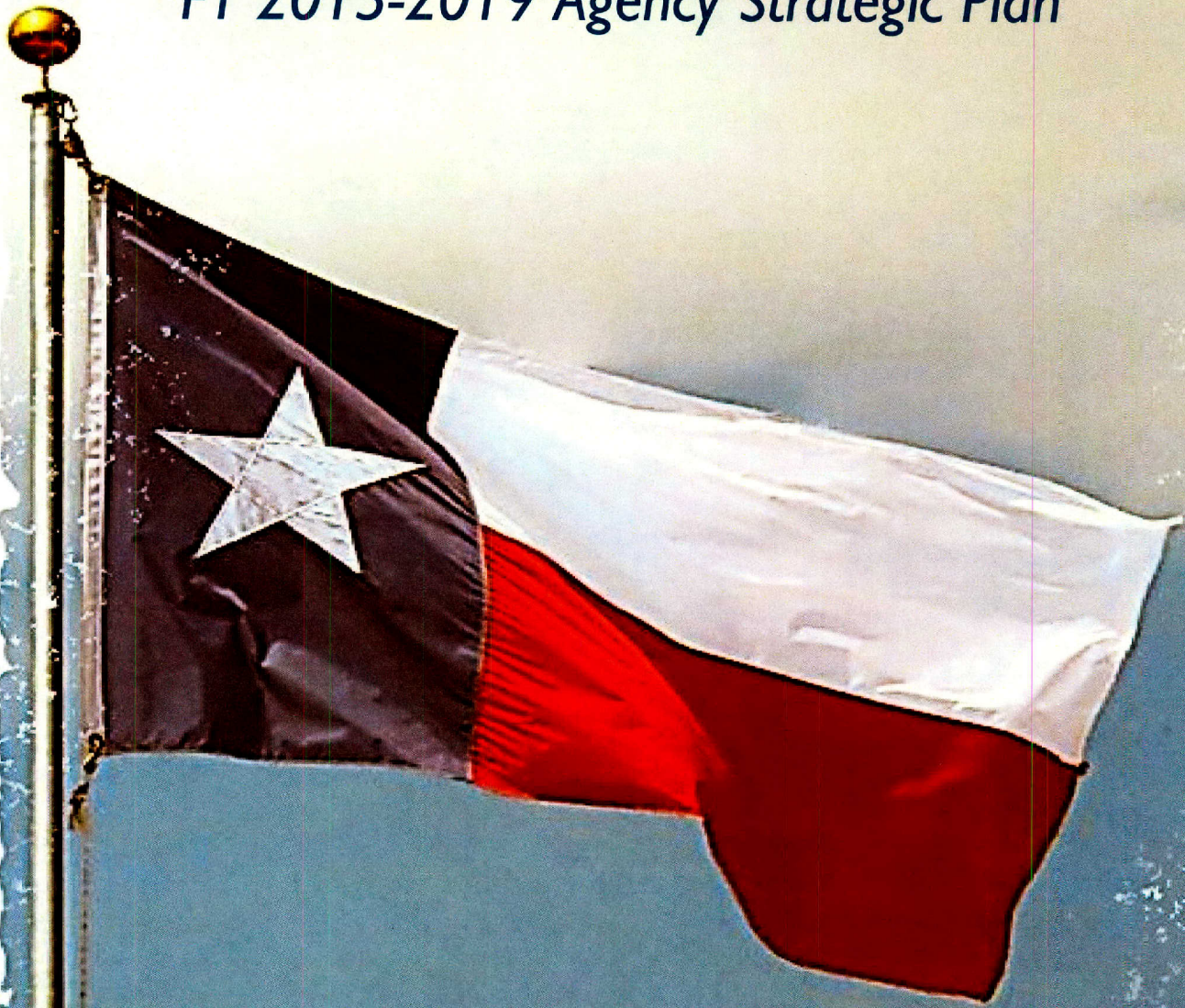
Outcome Measure	2015	2016	2017	2018	2019
A.1. Felony Community Supervision Annual Revocation Rate	11%	11%	11%	11%	11%
A.1. Misdemeanor Community Supervision Revocation Rate	15%	15%	15%	15%	15%
🔑 B.1. Offenders with Special Needs Three-Year Reincarceration Rate	23%	23%	23%	23%	23%
C.1. Escaped Offenders as Percentage of Number of Offenders Incarcerated	0.0%	0.0%	0.0%	0.0%	0.0%
C.1. Number of Eligible Health Care Facilities Accredited	109	109	109	109	109
🔑 C.1. Three – Year Recidivism Rate	23%	23%	23%	23%	23%
🔑 C.1. Number of Offenders Who Have Escaped from Incarceration	0	0	0	0	0
🔑 C.1. Turnover Rate of Correctional Officers	25%	25%	25%	25%	25%
C.1. Percent Compliance With Contract Prison Operating Plan	90%	90%	90%	90%	90%
C.1. Number of Offenders Successfully Completing Work Facility Program	610	610	610	610	610
🔑 C.1. Average Number of Offenders receiving medical services from health care providers	152,746	152,746	152,746	152,746	152,746
🔑 C.1. Medical Care Cost Per Offender Day	\$8.71	\$8.71	\$8.71	\$8.71	\$8.71
C.2. Percentage Change in Number of Offenders Assigned to Correctional Industries	0%	0%	0%	0%	0%
C.2. Number of Degrees and Vocational Certificates Awarded	1,622	1,622	1,622	1,622	1,622
C.2. Percentage of Participants receiving Community/Technical College Degrees and Certificates	60%	60%	60%	60%	60%
E.1. Percentage of Technical Violators whose charges were disposed within 40 days	93%	93%	93%	93%	93%
F.2. Percentage of Releasees Successfully Discharging Parole/Mandatory Supervision	24%	24%	24%	24%	24%
F.2. Percentage of Releasees Receiving New Convictions	4%	4%	4%	4%	4%
🔑 F.2. Releasee Annual Revocation Rate	7%	7%	7%	7%	7%

Note: Outcomes for 2015-19 represent preliminary estimates subject to change upon preparation of the Legislative Appropriations Request for FY 2016-17



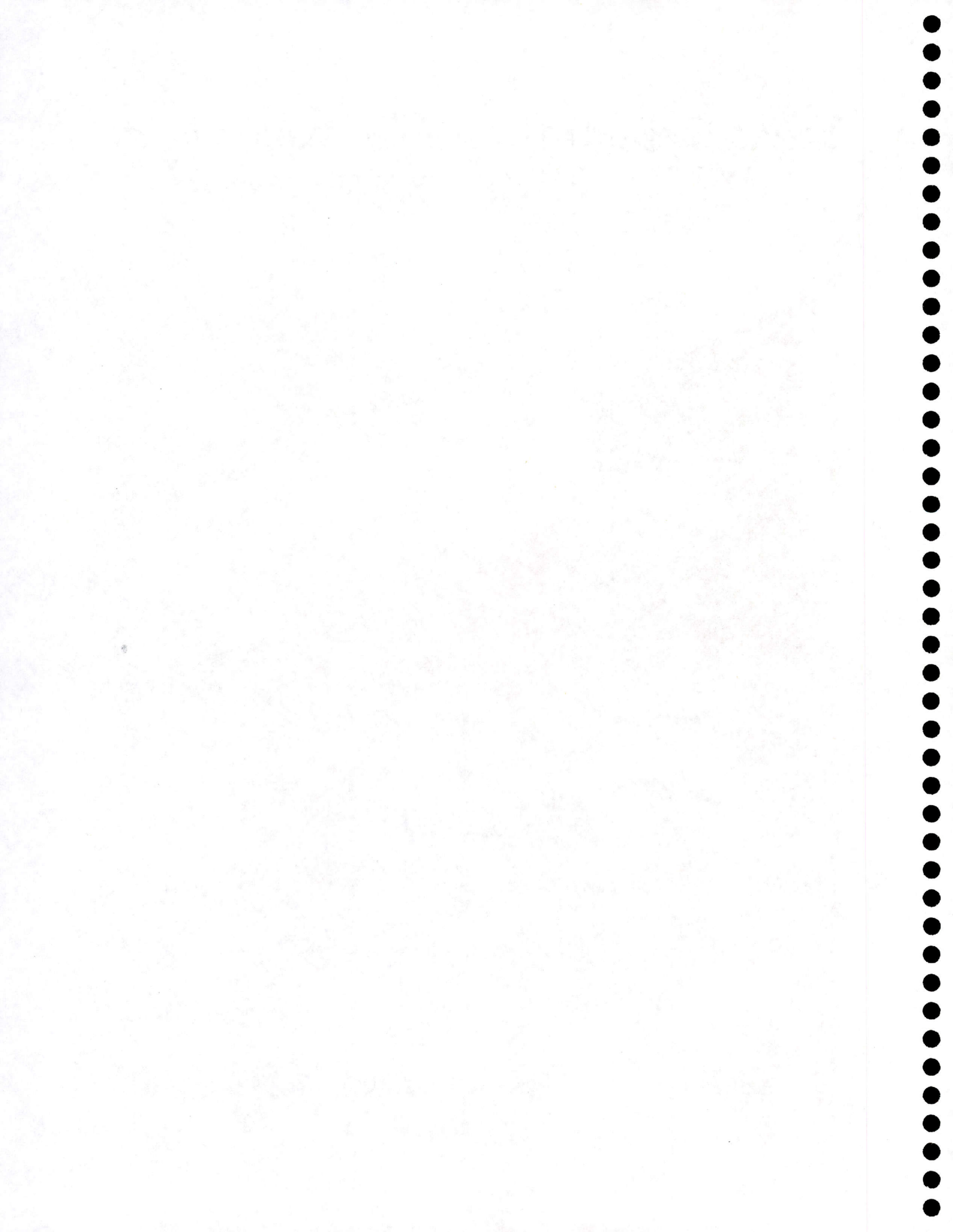
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**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix D**

**List of Measure Definitions**



## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1. Felony community supervision annual revocation rate
<b>Definition</b>	<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>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to serve as an indicator of felony failure under community supervision.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<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 County Jail.</p>
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1. Misdemeanor community supervision revocation rate
<b>Definition</b>	The total number of misdemeanants revoked to county jail divided by the average misdemeanor community supervision population.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to serve as an indicator of misdemeanor failure under community supervision.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.  This measure does not completely measure recidivism as it does not capture re-arrests.  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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	A.1.1. Average number of felony offenders under direct supervision
<b>Definition</b>	The number of felony offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Ⓟ Key
<b>Purpose</b>	This measure, along with the total misdemeanor offenders under direct supervision, is intended to show demand for basic community supervision services.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure does not consider workload factors associated with indirect cases.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	△ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.I.I. Average number of misdemeanor offenders under direct supervision
<b>Definition</b>	The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure, along with the total felony offenders under direct supervision, is intended to show demand for basic community supervision services.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure does not consider workload factors associated with indirect cases.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	^ Higher than target

Performance Measure	A.I.I. Average Monthly Caseload
<b>Definition</b>	The number of felony offenders under direct supervision, including those in residential facilities, per community supervision officer calculated as an end-of-month average.
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	✓ Key
<b>Purpose</b>	This measure is intended to show the average size of community supervision caseloads for all programs.
<b>Data Source and Collection</b>	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.  CSCDs submit monthly counts of community supervision officers (full- and part-time) via the Community Supervision Monthly Staff Report. Research Section staff enter data into a database of CSCD staff.  A Research Specialist queries the databases for relevant data using Statistical Package for the Social Sciences (SPSS) and Microsoft Access. Data is copied into an Excel workbook used for calculation and presentation of annual statewide sums of county level data.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1.1. Number of felons placed on community supervision
<b>Definition</b>	<i>The number of felons placed on deferred adjudication or receiving community supervision sentences.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	Original felony community supervision placements, as reported in ISYS, summed across all reporting counties that receive state aid for the fiscal year.
<b>Data Limitations</b>	This count may include duplication when offenders are placed on community supervision by more than one jurisdiction.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✔ Lower than target

Performance Measure	A.1.1. Number of misdemeanants placed on community supervision
<b>Definition</b>	<i>The number of misdemeanants placed on deferred adjudication or receiving community supervision sentences.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	Original misdemeanor community supervision placements, as reported in ISYS, summed across all reporting counties that receive state aid for the fiscal year.
<b>Data Limitations</b>	This count may include some duplication when offenders are placed on community supervision by more than one jurisdiction.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✔ Lower than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1.2. Number of residential facility beds grant-funded
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Key
<b>Purpose</b>	This measure is intended to capture the extent to which grant funds are budgeted to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field 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 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. CJAD's Research Section maintains a spreadsheet of residential facilities which tracks bed counts by facility and funding source. Research Specialist verifies bed counts and funding sources with Field Services Regional Directors.
<b>Methodology/Calculation</b>	Sum of Community Corrections Facility (CCF) and County Correctional Center (CCC) beds, excluding contract residential beds, whose funding source is Diversion Program (DP).
<b>Data Limitations</b>	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).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	A.1.2. Number of alternative sanction programs and services grant-funded (excluding non-contract residential facilities)
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure excludes programs that use DP funds with majority funding from other sources (e.g., Community Corrections).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1.2. Number of grant-funded residential facility beds in operation
<b>Definition</b>	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).
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to capture the extent to which grant funds are actually used to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field Services receives facility, funding source, and bed capacity information from program proposal cover sheets submitted by Community Supervision and Corrections Departments (CSCDs) as part of the Community Justice Plan (CJP) process. CSCDs are required to submit an amended cover sheet if bed capacity changes. Staff enter information into a CJAD Integrated Database (IDB) system. This database also contains funding data (Diversion Program [DP], Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. CJAD collects data via the Intermediate System (ISYS), a case-based offender tracking system. CSCDs 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 the grant beds in operation.
<b>Methodology/Calculation</b>	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility bed occupancy for DP funded beds as reported to ISYS. For facilities with multiple funding sources, the reported occupied beds are proportioned based on the facility's overall percentage of DP funding.
<b>Data Limitations</b>	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).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1.2. Number of grant-funded facilities providing residential services to offenders on community supervision
<b>Definition</b>	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).
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to capture the extent to which grant funds are used to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field 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 a CJAD integrated database system containing majority-funding source (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility. CJAD's Research Section utilizes this information to maintain a spreadsheet of residential facilities. The spreadsheet 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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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).
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	^ Higher than target

Performance Measure	A.1.3. Number of residential facility beds funded through Community Corrections
<b>Definition</b>	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).
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	^ Key
<b>Purpose</b>	This measure is intended to capture the extent to which CC funds are budgeted to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field 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 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. CJAD's Research Section maintains a spreadsheet of residential facilities which tracks bed counts by facility and funding source. A Research Specialist verifies bed counts and funding sources with Field Services Regional Directors.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure does not include residential treatment beds funded through other sources (Diversion Program, Treatment Alternatives to Incarceration, or federal funding).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	^ Higher than target

## FY 2016-2017 Performance Measure Definitions

<b>Performance Measure</b>	<b>A.1.3. Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding non-contract residential facilities)</b>
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure excludes programs that use CC funds with majority funding from other sources (e.g., Diversion Program).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

<b>Performance Measure</b>	<b>A.1.3. Number of facilities funded through Community Corrections (CC) providing residential services to offenders on community supervision</b>
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to capture the extent to which CC funds are used to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field 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 CJAD integrated database system containing majority-funding source (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility. CJAD's Research Section utilizes this information to maintain a spreadsheet of residential facilities. This spreadsheet 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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	This measure excludes programs that use CC funds with majority funding from other sources (e.g., Diversion Program, Treatment Alternatives to Incarceration).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	<b>A.1.3. Number of operational residential facility beds funded through Community Corrections (CC)</b>
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to capture the extent to which CC funds are actually used to provide residential community-based diversions from prison.
<b>Data Source and Collection</b>	Community Justice Assistance Division's (CJAD) Field Services Section receives facility, funding source, and bed capacity information from program proposal cover sheets submitted by Community Supervision and Corrections Departments (CSCD) as part of the Community Justice Plan (CJP) process. CSCDs are required to submit an amended cover sheet if bed capacity changes. Clerical and planning staff enters information into a CJAD Integrated Database (IDB) system. This database also contains funding data (Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. CJAD collects data via the Intermediate System (ISYS), a case-based offender tracking system. CSCDs submit data electronically to ISYS. CJAD's Information System Management Section extracts 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 the grant beds in operation.
<b>Methodology/Calculation</b>	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility bed occupancy for CC funded beds as reported to ISYS. For facilities with multiple funding sources, the reported occupied beds are proportioned based on the facility's overall percentage of CC funding.
<b>Data Limitations</b>	This measure does not include residential treatment beds funded through other sources (Diversion Program, Treatment Alternatives to Incarceration, or federal funding).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	<b>A.1.4. Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)</b>
<b>Definition</b>	<i>Total number of offenders successfully completing treatment in the Treatment Alternatives to Incarceration Program (TAIP) during the period.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	This measure is intended to show the total number of persons who successfully completed TAIP.
<b>Data Source and Collection</b>	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 Specialist. A Research Specialist queries the workbook to count offenders successfully completing treatment.
<b>Methodology/Calculation</b>	The measure is simply a head count of offenders successfully completing treatment during the fiscal year.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	B.1. Offender with Special Needs Three-year Reincarceration Rate
<b>Definition</b>	<i>The reincarceration rate of adult felony offenders with special needs on probation or parole supervision who 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 clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the clinician to develop and maintain a professional helping 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 which 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>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	The measure is intended to show the likelihood of occurrences of re-entry into TDCJ-CID for felony offenders with special needs released on probation supervision or parole supervision who participate in TCOOMMI programs. Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<ul style="list-style-type: none"> <li>• Many societal and criminal justice factors beyond the agency's control affect recidivism and revocation rates.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▼ Lower than target

## FY 2016-2017 Performance Measure Definitions

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

Performance Measure	C. I. Escaped offenders as percentage of number of offenders incarcerated
<b>Definition</b>	<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>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Illustrates the degree to which security is maintained.
<b>Data Source and Collection</b>	Escapes are reported by the facilities via telephone and mainframe 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 downloaded from the mainframe by Executive Services.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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).
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⤵ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I. Number of eligible health care facilities accredited
<b>Definition</b>	The number of eligible Texas Department of Criminal Justice (TDCJ)-operated and contracted health care facilities accredited by the American Correctional Association (ACA), the Joint Commission on Accreditation of Health Care (JCAHC), and/or other nationally recognized accreditation entity.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>No variation is acceptable.</li> <li>Reflects number of eligible facilities accredited by ACA, JCAHC, and/or other nationally recognized accreditation entity.</li> </ul>
<b>Data Source and Collection</b>	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 Administrative Review & Risk Management (ARRM) Division.
<b>Methodology/Calculation</b>	The number of accredited facilities is added at the end of each period.
<b>Data Limitations</b>	None.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆ Higher than target

Performance Measure	C.I. Three-year recidivism rate
<b>Definition</b>	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.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Ⓚ Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>The measure is intended to show the likelihood offenders released from Texas prisons will return to criminal activity.</li> <li>Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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 2011) refers to the prison release cohort three years prior (fiscal year 2008).
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇ Lower than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I. Number of offenders who have escaped from incarceration
<b>Definition</b>	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 (private and state operated facilities).
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Key
<b>Purpose</b>	Illustrates the degree to which security is maintained.
<b>Data Source and Collection</b>	Escapes are reported by the facilities via telephone and mainframe 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 downloaded from the mainframe by Executive Services.
<b>Methodology/Calculation</b>	Number of escaped offenders for the period as reported to the Emergency Action Center.
<b>Data Limitations</b>	Since the number of escaped offenders is so small, one or two escaped offenders may exceed the five-percent allowable variance.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

Performance Measure	C.I. Turnover rate of correctional officers
<b>Definition</b>	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.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	✓ Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	The State Auditor's Office collects/gathers/summarizes the information from the Comptroller of Public Accounts' Standardized Payroll/Personnel Reporting System.
<b>Methodology/Calculation</b>	For the purposes of determining turnover, the following calculation was used to identify the turnover rate: $\frac{\text{Number of Separations During the Fiscal Year [FY]}}{\text{Average Number of Correctional Officers During the FY}} \times 100$ *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 the fiscal year and then dividing this total by four quarters.
<b>Data Limitations</b>	The turnover rate is determined by the State Auditor's Office on an annual basis.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1. Percent compliance with contract prison operating plan
<b>Definition</b>	<i>For measuring compliance, the contract prison operating plan is considered to mean: the American Correctional Association (ACA) Standards for Adult Correctional Institutions, the Operation and Management Services Agreement, and the 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>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	The measure is intended to indicate how well the private operator is meeting the operational expectations as defined by the contract.
<b>Data Source and Collection</b>	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"> <li>• Operational Review audits for the contract prisons occur once every three years.</li> <li>• Security Review audits for the contract prisons occur once every two years.</li> <li>• Team Review audits for the contract prisons occur annually.</li> <li>• Monthly audits conducted by the on-site monitors.</li> </ul>
<b>Methodology/Calculation</b>	The calculation is limited to those facilities within Goal C, which include contract correctional centers, private state jails, and pre-parole transfer facilities. Percent compliance is calculated using the total number of issues surveyed from the selected facilities, less the number of items of non-compliance, multiplied by 100 and divided by the total number of issues surveyed.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆ Higher than target

Performance Measure	C.1. Number of offenders successfully completing work facility program
<b>Definition</b>	<i>The number of offenders successfully discharged from work release facility as determined by unit monitors. Successful terminations from the facility are considered to be offenders released on parole and/or mandatory supervision.</i>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates the number of offenders successfully completing the work facility (industry) program.</li> <li>• 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.</li> </ul>
<b>Data Source and Collection</b>	The information comes from a monthly report (untitled) prepared by staff within the Lockhart Program. The report includes release to home plans, transfer to halfway house, or discharge of sentence.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I. Average number of offenders receiving medical and psychiatric services from health care providers
<b>Definition</b>	<i>The average number of offenders receiving medical and psychiatric services from health care providers during the period.</i>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	☞ Key
<b>Purpose</b>	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, Roach Intermediate Sanction Facility, the Lockhart Work Facility, contract prisons, and privately operated state jails. Excludes contractual correctional capacity for East Texas and Bridgeport Pre-Parole Transfer (PPT) Facility.
<b>Data Source and Collection</b>	Information used to calculate this measure is taken from the TDCJ Monthly Report (Data Services Report ITS30500 and ITSUNT00) from the TDCJ mainframe.
<b>Methodology/Calculation</b>	Average number of offenders housed in Correctional Institutions Division facilities, contract prisons, privately operated state jails, the Lockhart Work Facility and the Roach Intermediate Sanction Facility each month in the period totaled, then divided by the number of months in the period. Excludes contractual correctional capacity for East Texas and Bridgeport Pre-Parole Transfer (PPT) Facility.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆ Higher than target

Performance Measure	C.I. Medical and psychiatric care cost per offender day
<b>Definition</b>	<i>The average daily cost for health and psychiatric 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.</i>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	☞ Key
<b>Purpose</b>	Provides information concerning the cost to provide medical and psychiatric 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.
<b>Data Source and Collection</b>	Information used to calculate cost per day is obtained from actual invoices for medical and psychiatric services submitted for payment to Texas Department of Criminal Justice (TDCJ) by the health care providers, the original medical appropriation, and, when needed, the amount TDCJ must fund to reach the Operating Budget. Offender population data is based upon average monthly population (Data Services Report #ITS30500) 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.
<b>Methodology/Calculation</b>	Total health and psychiatric care expenditures divided by the average daily population for the period divided by the number of days in the period.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I.I. Average number of offenders incarcerated
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	Depicts the average number of TDCJ offenders included in the C.I.I. 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.
<b>Data Source and Collection</b>	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
<b>Methodology/Calculation</b>	Average numbers of offenders housed in TDCJ-operated facilities. Excludes contractual correctional capacity, contract prisons, privately operated state jails, and ISF beds.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆ Higher than target

Performance Measure	C.I.I. Use of force incidents investigated
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Indicates the number of use of force incidents referred to the Office of the Inspector General for investigation.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	Use of force incidents are totaled by the Inspector General's Office.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I.I. Number of offenders received and initially classified
<b>Definition</b>	The total number of offenders received into, processed through and assigned from intake units to state penal institutions. Includes all categories of offender admissions to prison custody. Source of data will be a combination of manual and computer tracking systems.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Reflects volume of work required to process incoming offenders.</li> <li>• The measure is a basic projection tool for determining needs related to beds, programming, necessities, food, transportation and other items included by the C.I.I. strategy.</li> <li>• The measure is a tool to project parole needs.</li> </ul>
<b>Data Source and Collection</b>	<ul style="list-style-type: none"> <li>• 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 SAFF offenders) collected daily to generate monthly and yearly admission reports.</li> <li>• 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 InfoPac Report INI1K019 Intake Historical Statistical Report.</li> <li>• PC based scheduling system counts for State Jail and SAFF weekly scheduled admissions (matched to totals on county scheduling requests) and Access based reports to collect number of State Jail confines and SAFF clients scheduled from counties per month.</li> </ul>
<b>Methodology/Calculation</b>	Add prison sentenced offender actual admissions and State Jail/SAFF scheduled admissions for total number of offenders received and initially classified. Convert calendar year data, using actual calendar dates, to fiscal year.
<b>Data Limitations</b>	Until ITD completes program to capture actual State Jail admissions data (ongoing project) and creates program to capture actual SAFF admissions data (similar to program that now captures actual prison sentenced admissions data), State Jail and SAFF numbers are based on scheduled admissions.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⤴ Higher than target

Performance Measure	C.I.I. Security and classification cost per offender day
<b>Definition</b>	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).
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	The information is based upon expenditure data that is maintained on the LONESTARS mainframe system. The Appropriation Record Inquiry Online (62) LONESTARS 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.I.I. Average Number of Offenders Incarcerated.
<b>Methodology/Calculation</b>	The Appropriation Record Inquiry Online (62) LONESTARS 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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⤵ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I.I. Number of correctional staff employed
<b>Definition</b>	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.
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• “Number of correctional staff employed” denotes the number of correctional staff by rank both on a cumulative and unit level.</li> <li>• Cumulative correctional staffing numbers are utilized in ascertaining and predicting the correctional staffing budget requirements for the agency.</li> <li>• The number of correctional staff assists in predicting agency staffing needs as new units are being opened or proposed.</li> <li>• 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.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	Programming for the computer-generated payroll reports determines a position as “filled” if it is occupied on the last day of the month.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	None

Performance Measure	C.I.I. Number of inmate and employee assaults reported
<b>Definition</b>	The number of reported assaults to employees or inmates, with or without a weapon.
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Serves as an indicator of security for both staff and offenders.
<b>Data Source and Collection</b>	Assault information is reported by the facilities via telephone and mainframe 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 downloaded from the mainframe by Executive Services.
<b>Methodology/Calculation</b>	Numbers of assaults reported by the facilities are added together.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.I.I. Number of attempted escapes
<b>Definition</b>	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).
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Indicates that offenders attempt to escape but do not always succeed.
<b>Data Source and Collection</b>	Attempted Escapes are reported by the facilities via telephone and mainframe 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 downloaded from the mainframe by Executive Services.
<b>Methodology/Calculation</b>	Numbers of attempted escapes, as reported by TDCJ facilities to EAC are totaled. Note: These numbers exclude actual escapes.
<b>Data Limitations</b>	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?).
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

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

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.7. Safety or maintenance deficiencies identified
<b>Definition</b>	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.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Represents units of work</li> <li>• Measures productivity for budgeting and staffing purposes</li> <li>• Quantifies maintenance</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	The central maintenance office totals the spreadsheets from the individual facilities.
<b>Data Limitations</b>	Dollar value of actual maintenance orders vary and do not provide an equitable source of comparison.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	C.1.8. Psychiatric inpatient average daily census
<b>Definition</b>	Daily average census (bed occupancy) of psychiatric offenders in an inpatient facility.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Ⓚ Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Statistically capture the average daily census of offenders in all TDCJ inpatient psychiatric facilities.</li> </ul>
<b>Data Source and Collection</b>	The information is collected from health care providers, 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.
<b>Methodology/Calculation</b>	The daily average census (bed occupancy) of psychiatric offenders in all TDCJ inpatient psychiatric facilities.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.1.8. Psychiatric outpatient average caseload
<b>Definition</b>	Number of active offenders on the facilities outpatient caseloads who require medication, psychotherapy and/or counseling, and have a documented encounter in the offenders' health record.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Statistically capture the total number of encounters between mental health staff and offenders that are documented in the offenders' health record.</li> </ul>
<b>Data Source and Collection</b>	The information is obtained from health care providers through electronic medical records which capture encounter data.
<b>Methodology/Calculation</b>	Health care providers' patient encounters are added together.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.8. Developmental Disabilities Program (DDP formerly known as MROP) DDP average daily census
<b>Definition</b>	<i>Average Daily Census (bed occupancy) of offenders in the DDP facilities. (Currently the male DDP is located at the Hodge Facility, and the female DDP is at the Crain Facility).</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Statistically capture the average daily census (bed occupancy) of offenders in the DDP</li> </ul>
<b>Data Source and Collection</b>	The information is obtained from health care providers through electronic medical records which capture encounter data.
<b>Methodology/Calculation</b>	Health care providers' patient encounters are added together.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.1.8. Outpatient medical encounters
<b>Definition</b>	<i>The total number of outpatient medical encounters are the total encounters for which a medical-record entry was made by a physician, physician assistant, advanced practice nurse, or nurse (i.e. registered nurse, or licensed vocational nurse). (Excludes administrative segregation/solitary encounters / emergency encounters).</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Statistically captures the total number of encounters that medical and nursing staff have with offenders that are documented in the offenders' medical record.</li> </ul>
<b>Data Source and Collection</b>	The information is obtained from health care providers through electronic medical records which capture encounter data.
<b>Methodology/Calculation</b>	Health care providers' patient encounters are added together.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.1.8. Number of health evaluations performed in segregated housing areas
<b>Definition</b>	<i>The total number of health care professional evaluation encounters for segregated offenders (administrative segregation, solitary confinement, and close custody areas).</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Ensures that segregated offenders are visually assessed daily by a health care professional.</li> </ul>
<b>Data Source and Collection</b>	The information is collected by taking the census of segregated offenders (Data Services Report DSIUCR110) and checking it against rosters signed by health care professionals.
<b>Methodology/Calculation</b>	The number of segregated offenders during the period is checked against rosters signed by health care professionals to determine the number of health evaluation encounters provided during the period.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.8 . Outpatient dental encounters
<b>Definition</b>	<i>The total number of dental encounters are the total encounters for which a medical record entry was made by dental staff.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Statistically captures the total number of encounters that dental staff have with offenders that are documented in the offenders' health record.</li> </ul>
<b>Data Source and Collection</b>	The information is obtained from health care providers through electronic medical records which capture encounter data.
<b>Methodology/Calculation</b>	Health care providers' encounters are totaled.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.1.12 Average number of offenders in contract prisons and privately operated state jails
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	☞ Key
<b>Purpose</b>	Depicts the average number of offenders housed in Correctional Institutions Division facilities for which services have been provided for the period (quarter).
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.12. Average daily cost per offender in contract prisons and privately operated state jails
<b>Definition</b>	<i>The average cost per resident offender day in contract prisons and privately operated state jails.</i>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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. 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.
<b>Data Source and Collection</b>	An Operation and Management Services Agreement contract is set up for each contract prison and privately operated state jail.
<b>Methodology/Calculation</b>	The computed average per diem rates for contract prisons and privately operated state jails is weighted by the facilities' offender population.
<b>Data Limitations</b>	<b>Failure to Agree on Per Diem Adjustment or Compensation for Additional Services:</b> 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. <b>Position Vacancies:</b> 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. <b>Medical Costs:</b> Medical Services for contract prison and privately operated state jail is provided by Correctional Managed Health Care. These associated costs are included in Strategies C.1.8., C.1.9., and C.1.10., Managed Health Care and not included in this calculation.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	C.1.13. Average number of pre-parole transferees in pre-parole transfer facilities
<b>Definition</b>	<i>The average number of pre-parole transferees residing in pre-parole transfer (PPT) facilities during the period.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Ⓟ Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Provides an estimate of the number of offenders residing in PPT facilities during the period.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
<b>Methodology/Calculation</b>	The average numbers of pre-parole transferees in pre-parole facilities. The ITS30500 report (a report available on the TDCJ mainframe) provides a monthly average for each facility. For this measure, the total average monthly population for each PPT facility is totaled for the 3 months within the quarter. The total is then divided by 3 to obtain the quarterly average. For the end-of-year/year-to-date performance the average monthly population for each PPT facility is totaled for the number of months in the reporting period then divided by the number of months in the reporting period to obtain the end-of-year/year-to-date average.
<b>Data Limitations</b>	None noted.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	Ⓜ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.13. Average number of offenders in work program facilities
<b>Definition</b>	<i>The average number of offenders residing in work facilities as of the end of each month in the period.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Provides an estimate of the number of offenders residing in the Lockhart work program facility at any given time during the period.</li> <li>• 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.</li> </ul>
<b>Data Source and Collection</b>	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
<b>Methodology/Calculation</b>	The average numbers of offenders in Lockhart work program facility. The ITS30500 report (a report available on the TDCJ mainframe) provides a monthly average for each facility. For this measure, the total average monthly population for the Lockhart work program facility is totaled for the 3 months within the quarter. The total is then divided by 3 to obtain the quarterly average. For the end-of-year/year-to-date performance the average monthly population for each PPT facility is totaled for the number of months in the reporting period then divided by the number of months in the reporting period to obtain the end-of-year/year-to-date average.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆️ Higher than target

Performance Measure	C.1.13. Average pre-parole transfer contract cost per resident day
<b>Definition</b>	<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>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates the average daily cost of providing housing and related services to offenders residing in pre-parole transfer (PPT) facilities.</li> <li>• The measure may be compared with average daily costs associated with other residential programs.</li> </ul>
<b>Data Source and Collection</b>	An Operation and Management Services Agreement contract is set up for each Pre-Parole Transfer Facility. Information is obtained from monthly invoices that include the number of resident days of service provided and the amount paid directly to the contractor by the agency.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇️ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.1.13. Average work program facility contract cost per resident day
<b>Definition</b>	Amounts paid to facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>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.</li> <li>The measure may be compared with average daily costs to the agency associated with other residential programs.</li> </ul>
<b>Data Source and Collection</b>	An Operation and Management Services Agreement contract is set up for the Work Program Correctional Facility. Information is obtained from monthly invoices that include the number of resident days of service provided and the amount paid directly to the contractor by the agency.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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 plus an additional amount for supervision. These amounts are included in the cost per day calculation.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	C.2. Percentage change in number of offenders assigned to correctional industries
<b>Definition</b>	The percentage change in number of offenders assigned to factories/facilities operated by Texas Correctional Industries (TCI) compared to the previous fiscal year.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Used to ascertain whether the number of offender jobs provided by TCI is keeping pace with the growth of the general offender population.</li> <li>Aids in assessing the agency's ability to meet its obligation to provide cost savings to the state.</li> </ul>
<b>Data Source and Collection</b>	The information is derived from Manufacturing and Logistics (M&L) Offender Strength Reports compiled by M&L Administration from data submitted monthly by each factory.
<b>Methodology/Calculation</b>	Calculated by dividing the difference (multiplied by 100) between the number at the end of the fiscal year to the number at the end of the previous fiscal year, by the number at the end of the previous fiscal year.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	△ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2. Number degrees and vocational certificates awarded
<b>Definition</b>	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.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Provides information on how many offenders have completed certain programs.</li> <li>• Indicates how many offenders have attained a certain educational level.</li> <li>• Used to measure contract performance with universities.</li> </ul>
<b>Data Source and Collection</b>	Each contracting college or university confirms the academic degrees. The colleges and universities provide the Rehabilitation Programs Division 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. Academic degrees and vocational certificates are entered into the Post-Secondary Education Screening and Tracking System (ES30/ES00) by the college/university. Rehabilitation Programs Division can access the data for reporting.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2. Percentage of participants receiving community/technical college degrees and certificates
<b>Definition</b>	This measure counts the percent of offenders awarded a community or technical college postsecondary degree or certificate in a state fiscal year.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates academic program needs</li> <li>• Indicates vocational program needs</li> <li>• Used to plan and project program growth</li> <li>• Indicates the number of participants are served</li> </ul>
<b>Data Source and Collection</b>	Each contracting college or university confirms the academic degrees. The colleges and universities provide the Rehabilitation Programs Division (RPD) Administrative Office with a list of academic graduates at the end of each semester. The vocational certificate completers are confirmed by the course instructor's completion of the College Vocational Training Evaluation Report. Academic degrees and vocational certificates are entered the Post-Secondary Education Screening and Tracking System (ES30/ES00) by the college/university. RPD Administrative Office can access the data for reporting. Each college/university must enroll students in the Post-Secondary Education Tracking and Screening System (ES30/ES00) prior to each academic semester or vocational course cycle. Any changes to academic or vocational enrollment are entered by the college/university. A report can be requested from ES30/ES00 to determine the number of offender participants enrolled in academic or vocational courses.
<b>Methodology/Calculation</b>	After each academic semester, the contracting colleges provide the Rehabilitation Programs Division 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 Rehabilitation Programs Division Operations Department. 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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.1. Number of factories operated by the correctional industries program
<b>Definition</b>	<i>Number of factories operated by Texas Correctional Industries (TCI).</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Aids in assessing the agency's ability to meet its obligation to provide cost savings to the state.</li> </ul>
<b>Data Source and Collection</b>	The data is collected by doing a physical count of number of factories in operation.
<b>Methodology/Calculation</b>	Data is compiled by Manufacturing and Logistics Division.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.1. Number of offenders assigned to the Texas Correctional Industries program
<b>Definition</b>	<i>The number of offenders assigned to factories operated by Texas Correctional Industries (TCI).</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	☑ Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates how many offenders are enrolled in or have completed on-the-job training during the reporting period.</li> <li>• Identifies the number of offender jobs provided by TCI.</li> <li>• Aids in assessing the TDCJ's ability to meet its obligation to provide cost savings to the state.</li> </ul>
<b>Data Source and Collection</b>	The information is derived from Offender Strength Reports compiled by Manufacturing and Logistics Division from data submitted monthly by each factory. Each factory keys data into a daily Offender Strength Report Excel document. This data includes the following information: number of offenders required, requested, assigned, and turned out to a factory.
<b>Methodology/Calculation</b>	This performance measure is calculated based on information derived from monthly Offender Strength Reports prepared by Manufacturing and Logistics Division from data submitted each month by each TCI factory. Each month, this data is compiled and used to create the Offender Strength Report summary, which is a monthly average summary used to calculate the measure. For this measure, monthly number of offenders assigned for the appropriate quarter is divided by 3 to determine quarterly average number of offenders assigned. For the end-of-year/year-to-date performance the average monthly population for each TCI factory is totaled for the number of months in the reporting period then divided by the number of months in the reporting period to obtain the end-of-year/year-to-date average.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.2. Inmate students enrolled
<b>Definition</b>	The number of inmate students enrolled in an academic course or a vocational training course during the reporting period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates program needs</li> <li>• Indicates vocational programming demands</li> <li>• Used to plan and project program growth</li> </ul>
<b>Data Source and Collection</b>	Initial enrollment information for each academic semester is entered electronically by contracting colleges and universities into the Post-Secondary Education Tracking and Screening System (ES30/ES00). Vocational enrollments and academic and vocational changes are entered by contracting colleges and universities into the Post-Secondary Education Tracking and Screening System (ES30/ES00). Enrollment information entered in the ES30/ES00 is verified against the college/university rosters and the unit rosters as of the class certification date.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.2. Number of offender students served in post-secondary academic and vocational training
<b>Definition</b>	The number of offender students served in Community and Technical College Postsecondary Academic and Vocational Training in a state fiscal year.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates academic program needs</li> <li>• Indicates vocational program needs</li> <li>• Used to plan and project program growth</li> <li>• Indicates the number of participants served</li> </ul>
<b>Data Source and Collection</b>	Initial enrollment information for each academic semester or vocational cycle is entered electronically by contracting colleges and universities into the Post-Secondary Education Tracking and Screening System (ES30/ES00). Academic and vocational changes are entered by contracting colleges and universities into the Post-Secondary Education Tracking and Screening System (ES30/ES00). Enrollment information entered in the ES30/ES00 is verified against the college/university rosters and the unit rosters as of the class certification date.
<b>Methodology/Calculation</b>	Rehabilitation Programs Division Business Office calculates the measure by requesting a report from the Post-Secondary Education Tracking and Screening System (ES30/ES00) 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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.3. Number of sex offenders receiving subsidized psychological counseling while on parole/mandatory supervision
Definition	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).
Type measure	Output
Key or Non-Key?	Key
Purpose	<ul style="list-style-type: none"> <li>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.</li> <li>It is important in supporting the agency's appropriations request to ensure indigent sex offenders receive appropriate treatment.</li> </ul>
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

Performance Measure	C.2.3. Number of releasees with intellectual disabilities receiving services
Definition	Number of releasees with intellectual disabilities 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 clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the social worker clinician to develop and maintain a professional helping relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> <li>Tracks the total number of releasees with intellectual disabilities receiving case management services from local mental health authorities and community centers, provided in accordance with vendor contract requirements.</li> <li>Supports the agency's appropriations request to ensure releasees with intellectual disabilities receive needed services to assist them to successfully reintegrate into society.</li> </ul>
Data Source and Collection	Vendors are required to submit monthly reports and database submissions that include total number of releasees with intellectual disabilities 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 offenders served during the first quarter of the fiscal year is added to the number of offenders 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 offenders served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered to have both intellectual disabilities and mental illness. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	^ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.3. Number of sex offenders completing the Sex Offender Treatment Program (SOTP)
<b>Definition</b>	Total number of program completions by inmates in sex offender treatment program (SOTP).
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Determines the number of sex offenders completing sex offender treatment programs.</li> <li>• Indicates the Texas Department of Criminal Justice's (TDCJ) commitment to lower recidivism rate of sex offenders.</li> </ul>
<b>Data Source and Collection</b>	A treatment team, which is composed of licensed sex offender treatment providers (therapists), determines approval of the offender as a program completion. Program completion entails offender completion of all assigned tasks within the 18 month Sex Offender Treatment Program (SOTP) protocol. Support staff then enters 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).
<b>Methodology/Calculation</b>	The total number of offenders who complete the program for the period is then queried.
<b>Data Limitations</b>	Does not include offenders completing the four month Sex Offender Education Program (SOEP) or the offenders completing the nine month Sex Offender Treatment Program (SOTP).
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.3. Number of releasees with mental illness receiving services
<b>Definition</b>	Number of releasees with mental illness 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 clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the clinician to develop and maintain a professional helping relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Tracks the total number of offenders with mental illness receiving case management services from local mental health authorities and community centers, provided in accordance with vendor contract requirements.</li> <li>• Supports the agency's appropriations request to ensure releasees with mental illness receive needed services to assist them to successfully reintegrate into society.</li> </ul>
<b>Data Source and Collection</b>	Vendors are required to submit a Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) database monthly that includes total number of releasees with mental illness and intellectual disabilities served, as well as individual names of those served. The number reported is obtained from a live database processed monthly by a Program Specialist.
<b>Methodology/Calculation</b>	The number of new offenders served during the first quarter of the fiscal year is added to the number of offenders on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new offenders served each subsequent quarter is added to first quarter performance to obtain the cumulative number of offenders served during the fiscal year.
<b>Data Limitations</b>	Data is dependent on the accuracy of vendor reports. Some offenders are considered to have both intellectual disabilities and mental illness. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.4. Number of offenders in Substance Abuse Felony Punishment Facilities
<b>Definition</b>	Total number of offenders in Substance Abuse Felony Punishment Facilities (SAFPF) at end of the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	Source data is the Monthly Status Report. The SAFPf treatment program staff submits the necessary information to the Rehabilitation Programs Division who then consolidates the information into the Monthly Status Report.
<b>Methodology/Calculation</b>	Total number of offenders in substance abuse felony punishment facility treatment programs at the end of the period.
<b>Data Limitations</b>	May not reflect participants' success in achieving treatment goals
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.4. Number of offenders completing treatment in Substance Abuse Felony Punishment Facilities
<b>Definition</b>	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.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Program completion is a measure of offenders' success in accomplishing the treatment goals of the SAFPf substance abuse program.</li> <li>• The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.</li> </ul>
<b>Data Source and Collection</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Rehabilitation Programs Division consolidates the data for monthly statistics.</li> </ul>
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<ul style="list-style-type: none"> <li>• Relates to only the treatment phase of the program of about six to nine 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.</li> <li>• Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year.</li> <li>• 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.</li> <li>• Does not reflect other indicators of rehabilitation.</li> </ul>
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.4. Number of offenders completing treatment in transitional treatment centers after completing Substance Abuse Felony Punishment Facilities
<b>Definition</b>	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).
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• This provides the Department with information relative to the number who have been placed in the program and the number who completed the program.</li> <li>• Provides the Department with data to determine the effectiveness of the program.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.4. Average daily cost per offender for treatment services in Substance Abuse Felony Punishment Program
<b>Definition</b>	The average per diem rate for providing treatment in Substance Abuse Felony Punishment Facilities (SAFPF).
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Provides information regarding the cost of delivering treatment to offenders housed in SAFPf.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	Yes
<b>Target Attainment</b>	▼ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders in In-prison Therapeutic Community Substance Abuse Treatment Program
<b>Definition</b>	Total number of offenders confined in In-prison Therapeutic Community (IPTC) Substance Abuse Treatment programs at the end of the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>The number of offenders in the IPTC indicates the number of participants in the program at the end of the period.</li> <li>This information is used to report the number currently receiving treatment, and to compare whether IPTC treatment capacity is being fully utilized.</li> </ul>
<b>Data Source and Collection</b>	Source data is the Monthly Status Report. The IPTC treatment program staff submits the necessary information to the Rehabilitation Programs Division who then consolidates the information into the Monthly Status Report.
<b>Methodology/Calculation</b>	Total number of offenders in the IPTC program at end of period.
<b>Data Limitations</b>	May not reflect participants' success in achieving the treatment goals
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.5. Number of offenders completing treatment in In-prison Therapeutic Community
<b>Definition</b>	Total number of program completions by offenders in In-prison Therapeutic Community (IPTC). Measure excludes transitional treatment center and aftercare portions of the program.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Program completion is a measure of an offender's success in accomplishing the treatment goals of the IPTC substance abuse program.</li> <li>The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<ul style="list-style-type: none"> <li>Relates to only the prison phase of the treatment program of about six to nine 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.</li> <li>Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year.</li> <li>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.</li> <li>Does not reflect other indicators of rehabilitation.</li> </ul>
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in transitional treatment centers after In-prison Therapeutic Community substance abuse treatment
<b>Definition</b>	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).
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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. 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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None Noted.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.5. Number of offenders in Driving While Intoxicated treatment programs
<b>Definition</b>	Total number of offenders confined in Driving While Intoxicated (DWI) treatment programs at the end of the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>The number of offenders in DWI treatment programs indicates the number of participants in the program at the end of the period</li> <li>This information is used to report the number currently receiving treatment, and to compare whether DWI treatment capacity is being fully utilized.</li> </ul>
<b>Data Source and Collection</b>	Source data is the Monthly Status Report. The DWI treatment program staff submits the necessary information to the Rehabilitation Programs Division who then consolidates the information into the Monthly Status Report.
<b>Methodology/Calculation</b>	Total number of offenders in the DWI treatment program at end of period.
<b>Data Limitations</b>	May not reflect participants' success in achieving the treatment goals
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in Driving While Intoxicated treatment programs
<b>Definition</b>	Total number of program completions by offenders in Driving While Intoxicated (DWI) treatment programs.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Program completion is a measure of an offender's success in accomplishing the treatment goals of the DWI treatment program</li> <li>The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period</li> </ul>
<b>Data Source and Collection</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<ul style="list-style-type: none"> <li>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</li> <li>Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year</li> <li>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</li> <li>Does not reflect other indicators of rehabilitation</li> </ul>
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	^ Higher than target

Performance Measure	C.2.5. Number of offenders in State Jail Substance Abuse Treatment programs
<b>Definition</b>	Total number of offenders confined in State Jails receiving substance abuse treatment at the end of the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>The number of offenders in State jail treatment programs indicates the number of participants in the program at the end of the period</li> <li>This information is used to report the number currently receiving treatment, and to compare whether State Jail treatment capacity is being fully utilized.</li> </ul>
<b>Data Source and Collection</b>	Source data for number of completions is the Monthly Status Report. The State Jail treatment program staff submits the necessary information to the Rehabilitation Programs Division who then consolidates the information into the Monthly Status Report.
<b>Methodology/Calculation</b>	Total number of offenders in the State Jail treatment program at end of period.
<b>Data Limitations</b>	May not reflect participants' success in achieving the treatment goals
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	^ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in State Jail Substance Abuse Treatment programs
<b>Definition</b>	Total number of program completions by offenders in State Jail treatment programs.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Program completion is a measure of an offender's success in accomplishing the treatment goals of the State Jail treatment program</li> <li>The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period</li> </ul>
<b>Data Source and Collection</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	<ul style="list-style-type: none"> <li>Relates to only the incarceration phase of the treatment program of about two to four months.</li> <li>Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year</li> <li>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</li> <li>Does not reflect other indicators of rehabilitation</li> </ul>
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	C.2.5. Average daily cost per offender for treatment services in In-prison Therapeutic Community Substance Abuse treatment programs
<b>Definition</b>	The average per diem rate for providing substance abuse treatment in In-prison Therapeutic Communities (IPTC).
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-key
<b>Purpose</b>	Provides information regarding the cost of delivering treatment to offenders housed in IPTCs.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted.
<b>Cumulative/non-cumulative?</b>	No
<b>New Measure?</b>	Yes
<b>Target Attainment</b>	▼ Lower than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	<b>C.2.5. Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs</b>
<b>Definition</b>	<i>The average daily cost per offender calculation for the treatment portion of Driving While Intoxicated (DWI) treatment programs.</i>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-key
<b>Purpose</b>	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in DWI treatment facilities.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	Yes
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	<b>C.2.5. Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment programs</b>
<b>Definition</b>	<i>The average daily cost per offender calculation for the treatment portion of State Jail Substance Abuse Treatment programs.</i>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-key
<b>Purpose</b>	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in State Jails.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted.
<b>Cumulative/non-cumulative?</b>	No
<b>New Measure?</b>	Yes
<b>Target Attainment</b>	∇ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	E.1. Percent of technical violators whose charges were disposed within 40 days
<b>Definition</b>	<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>
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∨ Lower than target

Performance Measure	E.1.1. Number of parole cases considered
<b>Definition</b>	<i>The number of cases considered for release by parole panels.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Ⓚ Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Indicates the cumulative total of offenders eligible for parole considered by the members of the Board and commissioners for release.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	Does not include clemency. Discretionary mandatory cases are considered to be parole.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∧ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	E.I.I. Average percentage of sentence served by inmates released from prison
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	Information is obtained from the annual TDCJ Statistical Report which is prepared by Executive Services.
<b>Methodology/Calculation</b>	The actual time served is divided by the sentence received for each releasee for the period. The percentages for each releasee are then averaged.
<b>Data Limitations</b>	The Statistical Report is not available by the time annual measure information is due.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	E.I.I. Average time (months) served by inmates released from prison
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	Information is obtained from the annual Texas Department of Criminal Justice (TDCJ) Statistical Report which is prepared by Executive Services.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	The Statistical Report is not available by the time annual measure information is due.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	E.I.I. Percentage of cases considered for which a favorable parole-release decision is made
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	The percentage of cases for which favorable parole release decisions are made is the Board of Pardons and Paroles (BPP) approval ("FI") 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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	E.I.I. Number of offenders released on parole or discretionary mandatory supervision (excluding parole-in -absentia (PIAs) and other mandatory supervision releases)
<b>Definition</b>	<i>The number of offenders released from prison on parole or discretionary mandatory supervision. Excludes other releases to mandatory supervision and PIAs.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates the number of offenders released from prison as the result of a favorable release decision by the Board of Pardons and Paroles (BPP).</li> <li>• 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.</li> <li>• Provides information useful for projection purposes.</li> </ul>
<b>Data Source and Collection</b>	Information pertaining to releases of offenders from prison to parole or discretionary mandatory supervision 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).
<b>Methodology/Calculation</b>	Monthly numbers are summed to obtain the total number of parole releases to parole or discretionary mandatory supervision for the year.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	E.1.1. Number of offenders released on parole-in-absentia (PIA)
<b>Definition</b>	The number of offenders released on parole or discretionary mandatory supervision from institutions other than Texas Department of Criminal Justice (TDCJ).
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Indicates agency success/failure in maintaining the state's duty-to-accept offender population in institutions other than TDCJ at or near zero.</li> <li>Indicates whether there has been sufficient prison bed space available during the period to meet demand.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	The monthly number of offenders on parole or discretionary mandatory supervision are added together to obtain the yearly PIA release total.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	E.1.2. Number of preliminary/revocation hearings conducted
<b>Definition</b>	The number of preliminary and revocation hearings conducted by hearing officers and Regional Operations Supervisors during the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Reflects the conduct of parolees released to supervision, how statutes and policies affect the process, and facilitates daily management and operations.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	The number reported is obtained from the monthly Hearing Officer Statistical Report for August, which calculates the year to date total.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▼ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	E.1.3. Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	Indicates the number of parole summaries prepared by Institutional Parole staff for releasing eligible offenders from the Correctional Institutions Division (CID). It is the primary work measure for the Board of Pardons and Paroles (BPP), Institutional Parole Operations.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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).
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	E.1.3. Number of parole-in-absentia reports prepared and submitted to the Board of Pardons and Paroles to facilitate the release decision-making process
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates the number of parole summaries prepared by Institutional Parole Staff for release eligible offenders in institutions other than the CID.</li> <li>• Provides a measure of the parole summaries prepared for offenders who are not in the physical custody of the CID.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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).
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.I.I. Number of parole cases processed
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	Indicates the cumulative impact of Board of Pardons and Paroles decisions on the size of the prison and release populations.
<b>Data Source and Collection</b>	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). 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.
<b>Methodology/Calculation</b>	Monthly parole, mandatory, court-ordered, discharge and death release totals are added together to obtain the number of parole cases processed for the quarter.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⚠ Higher than target

Performance Measure	F.I.I. Number of offenders released on mandatory supervision
<b>Definition</b>	<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>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Indicates the number of offenders being released on supervision who were denied parole by the Board of Pardons and Paroles.</li> </ul>
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	Monthly numbers are summed to obtain the number of mandatory releases for the fiscal year.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⚠ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2. Percentage of releasees successfully discharging parole/mandatory supervision
<b>Definition</b>	The number of releasees under jurisdiction successfully completing supervision expressed as a percentage of the average number of releasees under jurisdiction during the period.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	F.2. Percentage of releasees revoked for new convictions
<b>Definition</b>	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.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	The number of revocations for which a new conviction was the basis for revocation is obtained from the Administrative Hearing Fiscal Year Report prepared monthly by the Executive Administration Statistical Section, based on information supplied by hearing officers and parole officers generated through the 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).
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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. The statistical data is then compiled by the Executive Administration Statistical Section.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▼ Lower than target



## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2. Releasee annual revocation rate
<b>Definition</b>	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.
<b>Type measure</b>	Outcome
<b>Key or Non-Key?</b>	☞ Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	The number of revocations is obtained from the Administrative Hearings Fiscal Year Report prepared monthly by the Executive Administration Statistical Section based on information supplied by hearing officers and parole officers generated through the Offender Information Management System-PAVR. 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 (PDSUP3K)</i> .
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

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

Performance Measure	F.2.1. Number of substance abuse tests administered
<b>Definition</b>	The number of substance abuse tests administered to releasees during the period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Indicates the extent of offender drug testing by parole officers and designated staff in the field.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	Drug Coordinators compile drug-testing statistics and submit them to the Specialized Supervision Section of the District Parole Office (DPO) <i>Monthly Drug and Alcohol Testing Report (PSVS-34)</i> . 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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	The measure does not indicate the number of offenders tested.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2.1. Average number of releasees electronically monitored
<b>Definition</b>	<i>The average number of releasees electronically monitored during the period.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Provides an average of the number of releasees being electronically monitored at any given time during the reporting period.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	End-of-period average figures for both the EM and SISP programs are added together to obtain an end-of-period total average.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

Performance Measure	F.2.1. Percentage of technical violators interviewed within 5 days of arrest
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	▲ Higher than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2.1. Percentage of technical violators scheduled for hearing within 2 days of being interviewed
<b>Definition</b>	<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>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure</b>	No
<b>Target Attainment</b>	⤴ Higher than target

Performance Measure	F.2.1. Average Monthly Caseload
<b>Definition</b>	<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>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Ⓜ Key
<b>Purpose</b>	Indicates the average size of parole caseloads for all programs.
<b>Data Source and Collection</b>	The number of parole officers in the field is obtained from monthly payroll reports (PAYM18P-U). The number of releasees under active supervision is obtained from the INFOPAC "Summary of Caseloads Supervised" numbered as PPSUPP3C.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	The primary limitation of the data is that it reports the average of releasees supervised on all caseloads, including specialized caseloads with fewer parolees.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⤵ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2.1. Number of releasees placed on electronic monitoring
<b>Definition</b>	<i>The number of releasees placed on electronic monitoring during the period.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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).
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✔ Lower than target

Performance Measure	F.2.1. Number of pre-revocation warrants issued
<b>Definition</b>	<i>The number of pre-revocation warrants issued during the period.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	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.
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	Monthly totals of warrants issued each month are totaled to report quarterly amounts, for inclusion in the Performance Reports.
<b>Data Limitations</b>	There are no limitations regarding the data. Releasee behavior and Parole Division policies are the determining factors regarding the number of warrants issued.
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✔ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2.2. Average number of releasees in halfway houses
<b>Definition</b>	<i>The average number of parolees and mandatory supervision releasees residing in halfway houses at the end of each month in the period.</i>
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Provides an estimate of the number of releasees residing in halfway houses at any given time during the period.</li> <li>• 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.</li> </ul>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	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.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆️ Higher than target

Performance Measure	F.2.2. Average halfway house contract cost per resident day
<b>Definition</b>	<i>The average amount paid to Halfway House contractors per release per day.</i>
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Indicates the average daily cost of providing housing and related services to releasees who lack family and community resources.</li> <li>• The measure may be compared with average daily costs associated with other residential programs.</li> </ul>
<b>Data Source and Collection</b>	An Operation and Management Services Agreement contract is set up for the Halfway House Facilities. Information is obtained from monthly invoices that include the number of resident days of service provided and the amount residents paid directly to the facilities for support.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	None noted.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇️ Lower than target

## FY 2016-2017 Performance Measure Definitions

Performance Measure	F.2.3. Average number of parolees and probationers in intermediate sanction facilities
<b>Definition</b>	The average number of parolees and probationers residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	🔑 Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	<ul style="list-style-type: none"> <li>Parole: The ISF Unit within the Central Coordination Unit reports ISF population numbers monthly via mainframe E-mail.</li> <li>Probation: The Probation ISF Administrator obtains end of month population counts from the ISF facilities. This information is summarized by month and facility and 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.</li> </ul>
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	The data represents an average of three monthly population counts for the reporting period. Actual population counts may vary throughout the reporting period.
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬆️ Higher than target

Performance Measure	F.2.3. Average intermediate sanction facility cost per resident day
<b>Definition</b>	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.
<b>Type measure</b>	Efficiency
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Indicates the average daily cost of housing releasees in intermediate sanction facilities who violate the terms and conditions of release agreements.</li> <li>The measure may be compared with average daily costs associated with other residential programs.</li> </ul>
<b>Data Source and Collection</b>	An Operation and Management Services Agreement contract is set up for the Intermediate Sanction Facilities. Information is obtained from monthly invoices that include 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.
<b>Methodology/Calculation</b>	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, plus an amount equal to the total number of days of service provided by the Pampa ISF times the Pampa ISF per diem rate.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	⬇️ Lower than target

## FY 2016-2017 Performance Measure Definitions

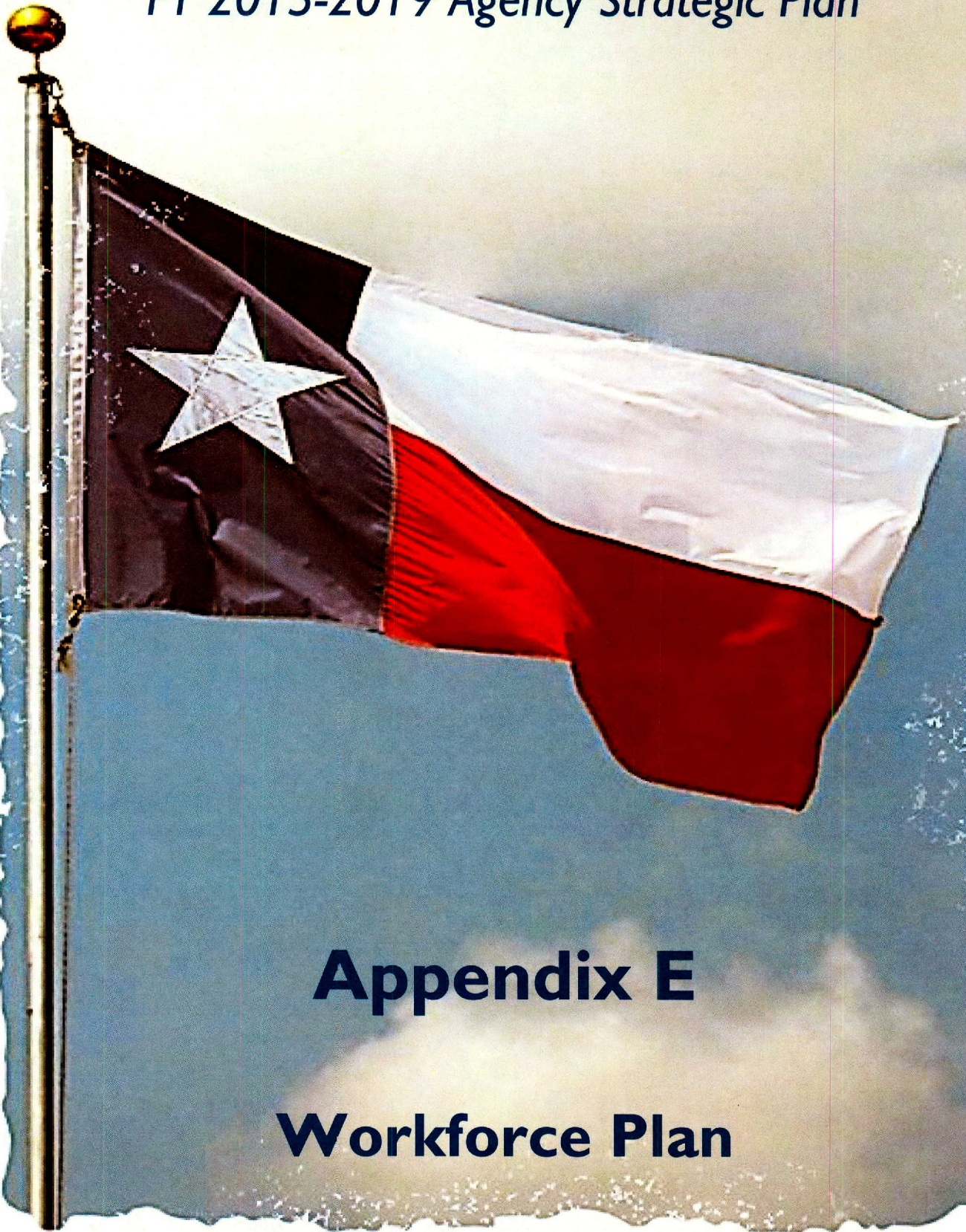
Performance Measure	F.2.3. Parolees and probationers placed in intermediate sanction facilities
<b>Definition</b>	<i>Placements in intermediate sanction facilities during the reporting period.</i>
<b>Type measure</b>	Explanatory
<b>Key or Non-Key?</b>	Non-Key
<b>Purpose</b>	<ul style="list-style-type: none"> <li>Indicates the number of parolees and probationers placed in Intermediate Sanction Facilities (ISFs) during the reporting period.</li> <li>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.</li> </ul>
<b>Data Source and Collection</b>	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 reports parole ISF placement totals for each month of the fiscal year at year-end upon request (untitled report). A CJAD Research Specialist queries the database maintained by the Probation ISF Administrator to obtain probation ISF placement totals.
<b>Methodology/Calculation</b>	Monthly placement totals are summed to obtain the total number of ISF placements during the fiscal year.
<b>Data Limitations</b>	None noted
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	✓ Lower than target

## FY 2016-2017 Performance Measure Definitions

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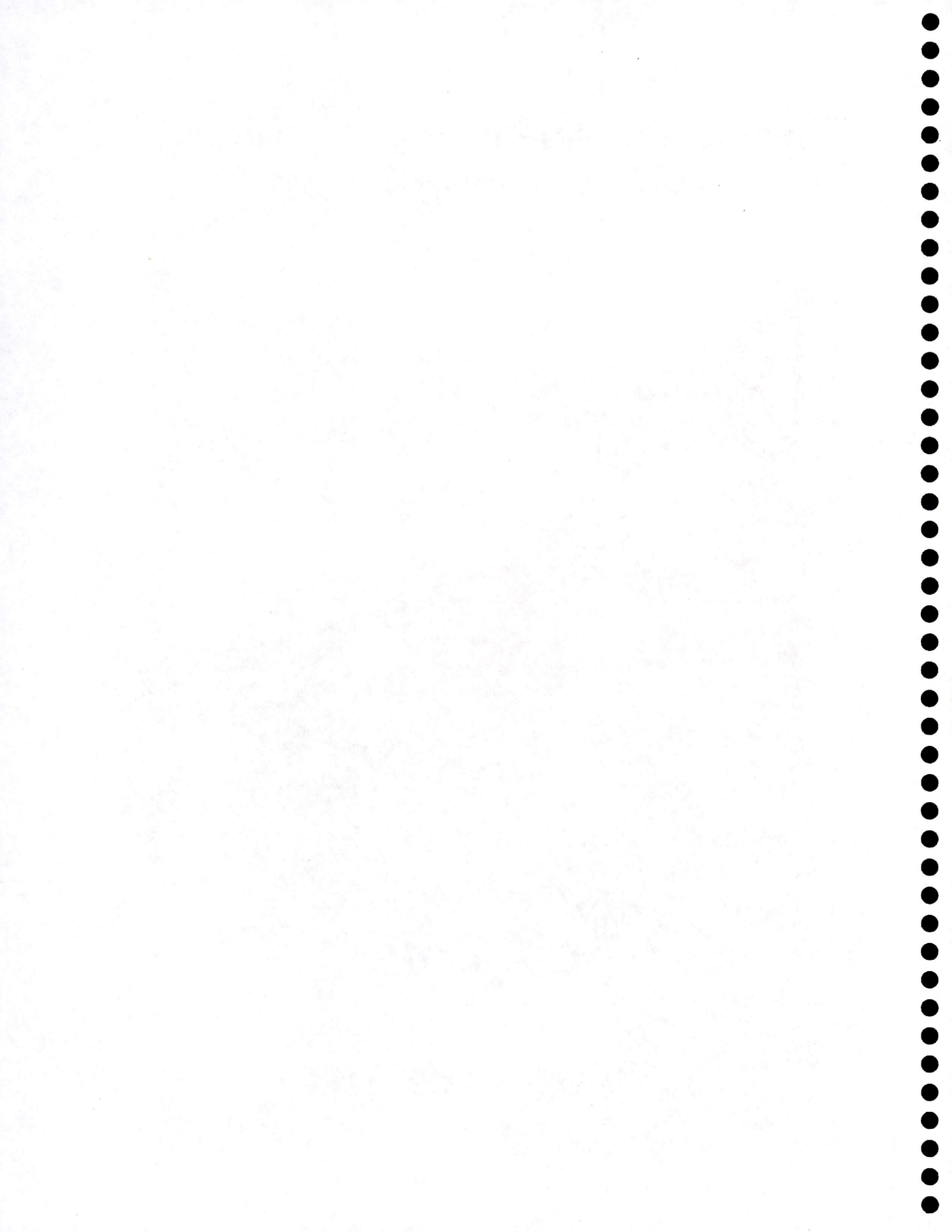


**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix E**

**Workforce Plan**



# Workforce Plan

## Fiscal Years 2015-19

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Prepared by: TDCJ Human Resources/Administrative Support

**Workforce Plan FY 2015-19**

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## Workforce Plan FY 2015-19

### Agency Overview

The Texas Department of Criminal Justice (TDCJ or agency) primarily supervises adult offenders 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, 2014, TDCJ was responsible for supervising 150,573 incarcerated offenders housed in 109 facilities located throughout the state. These facilities include 95 that are operated by TDCJ and 14 that are privately operated. The 95 facilities operated by TDCJ include 50 prison facilities, four pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities (SAFPF).
- TDCJ also maintains 67 district parole offices. As of February 28, 2014, TDCJ was responsible for supervising 86,677 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2014, the agency's workforce consisted of 37,188 employees.

### 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:

- providing diversions through probation and community-based programs;
- 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, such as 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; and
- providing a central mechanism for victims and the public to participate in the criminal justice system.

**Workforce Plan FY 2015-19**

## Agency Overview (Continued)

## 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.** 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 Program*

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

**Objective B.1.** Direct special needs offenders into treatment alternatives

**Strategy B.1.1.** *Special Needs Programs and Services*

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

**Objective C.1.** Confine and supervise convicted felons

**Strategy C.1.1.** *Correctional Security Operations*

**Strategy C.1.2.** *Correctional Support Operations*

**Strategy C.1.3.** *Correctional Training*

**Strategy C.1.4.** *Offender Services*

**Strategy C.1.5.** *Institutional Goods*

**Strategy C.1.6.** *Institutional Services*

**Strategy C.1.7.** *Institutional Operations and Maintenance*

**Strategy C.1.8.** *Unit and Psychiatric Care*

**Strategy C.1.9.** *Hospital and Clinical Care*

**Strategy C.1.10.** *Managed Health Care – Pharmacy*

**Strategy C.1.11.** *Health Services*

**Strategy C.1.12.** *Contract Prisons/Private State Jails*

**Strategy C.1.13.** *Residential Pre-Parole Facilities*

**Objective C.2.** Provide services for the rehabilitation of convicted felons

**Strategy C.2.1.** *Texas Correctional Industries*

**Strategy C.2.2.** *Academic and Vocational Training*

**Strategy C.2.3.** *Treatment Services*

**Strategy C.2.4.** *Substance Abuse Felony Punishment*

**Strategy C.2.5.** *In-Prison Substance Abuse Treatment and Coordination*

**Workforce Plan FY 2015-19**

## Agency Overview (Continued)

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

**Objective D.1.** Ensure and maintain adequate facilities

**Strategy D.1.1.** *Major Repair of Facilities*

**Strategy D.1.2.** *Lease Purchase of Facilities*

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

**Objective E.1.** Operate Board of Pardons and Paroles

**Strategy E.1.1.** *Board of Pardons and Paroles*

**Strategy E.1.2.** *Revocation Processing*

**Strategy E.1.3.** *Institutional Parole Operations*

**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.** Evaluate eligible inmates for parole or clemency

**Strategy F.1.1.** *Parole Release Processing*

**Objective F.2.** 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.** *Inspector General*

**Strategy G.1.3.** *Victim Services*

**Strategy G.1.4.** *Information Resources*

## Workforce Plan FY 2015-19

### Agency Overview (Continued)

#### 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 Prison Rape Elimination Act (PREA) Ombudsman Office.

Functions Reporting Directly to the TBCJ	
Office	Function
<b>Internal Audit</b>	The Internal Audit Division conducts comprehensive audits of the TDCJ's major systems and controls. These independent analyses and assessments include recommendations for improvements that 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.
<b>Office of the Inspector General</b>	The 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).
<b>State Counsel for Offenders</b>	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.
<b>Prison Rape Elimination Act Ombudsman Office</b>	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	
<b>Administrative Review &amp; Risk Management Division</b>	The 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).
<b>Business &amp; Finance Division</b>	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 commissary funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements.  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.



## Workforce Plan FY 2015-19

### Agency Overview (Continued)

Functions Reporting to the Executive Director							
Office	Function						
<b>Community Justice Assistance Division</b>	<p>The Community Justice Assistance Division works with the Community Supervision and Corrections Departments (CSCDs), which supervise the offenders sentenced to community supervision, also known as adult probation. The TDCJ-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.</p> <p>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.</p>						
<b>Correctional Institutions Division</b>	<p>The Correctional Institutions Division is responsible for the confinement of adult felony and state jail felony offenders who are sentenced to incarceration in a secure correctional facility. State jail felony offenders, which is a classification created by the legislature in 1993, consists of certain offenses previously considered non-violent third degree felonies or Class A misdemeanors. Punishment can be up to two years in a state jail facility and a fine not to exceed \$10,000, including possible community supervision following release from state jail custody. The Correctional Institutions Division (CID) is divided into three areas: Prison and Jail Operations, Management Operations, and Support Operations. The division encompasses 95 state operated prisons and jails, which include 50 state prison facilities, four pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, 14 transfer facilities, 15 state jail facilities, one geriatric facility, and five substance abuse felony punishment facilities. There are additional expansion cellblocks, medical facilities, and a work camp co-located within several of the facilities mentioned above. CID also houses offenders in private contract facilities; for details, see Private Facility Contract Monitoring and Oversight Division. The division is also responsible for support functions to include: prison and jail operations for six regions, offender transportation, laundry, food, and supply, security threat group management, counsel substitute, disciplinary coordination, mail room operations, safe prisons/PREA program, classification and records, and correctional training and staff development.</p>						
<b>Executive Administrative Services</b>	<p>Executive Administrative Services includes the following functions.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;"><b>Office of the Chief of Staff</b></td> <td>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.</td> </tr> <tr> <td style="vertical-align: top;"><b>Public Information Office</b></td> <td>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.</td> </tr> <tr> <td style="vertical-align: top;"><b>Office of Incident Management</b></td> <td>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.</td> </tr> </table>	<b>Office of the Chief of Staff</b>	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.	<b>Public Information Office</b>	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.	<b>Office of Incident Management</b>	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.
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<b>Facilities Division</b>	<p>The Facilities Division is responsible for all aspects of physical plant management for the TDCJ. Functions include planning, design, construction, maintenance, and environmental quality assurance and compliance of facilities.</p>						

## Workforce Plan FY 2015-19

### Agency Overview (Continued)

#### Functions Reporting to the Executive Director (Continued)

Office	Function
<b>Health Services Division</b>	The Health Services Division works with health care contractors and the Correctional Managed Health Care Committee (CMHCC) to ensure health care services are provided to incarcerated offenders in the custody of the TDCJ. The Health Services Division has statutory authority to ensure access to care, monitor quality of care, investigate medical grievances, and conduct operational review audits of health care services at TDCJ facilities.
<b>Human Resources Division</b>	The Human Resources (HR) 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.
<b>Information Technology Division</b>	The Information Technology Division provides automated information services and technology support to all divisions within the TDCJ, Board of Pardons and Paroles, and other external entities as needed. Services include applications programming, network support, system and network operations, support services, information security, and voice, data and video communications for the agency.
<b>Manufacturing &amp; Logistics Division</b>	The Manufacturing & Logistics Division benefits the state of Texas by providing quality service in warehousing operations, freight transportation, the management of TDCJ vehicles, and by manufacturing quality products and services for the TDCJ, other state agencies and political subdivisions, while providing marketable job skills training for incarcerated offenders. The division also monitors the Prison Industry Enhancement (PIE) program to ensure compliance with state and federal guidelines.
<b>Office of the General Counsel Division</b>	The 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.
<b>Parole Division</b>	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 division also 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 and coordinates with the Private Facility Contract Monitoring/Oversight Division (PFCMOD) for residential and therapeutic services (including halfway houses and residential facilities).
<b>Private Facility Contract Monitoring/Oversight Division</b>	The Private Facility Contract Monitoring/Oversight Division is responsible for the oversight and monitoring of privately operated secure facilities, community based facilities, and substance abuse treatment programs to include in-prison, residential, and outpatient services. There are seven privately operated correctional centers that house minimum custody offenders and four privately operated state jails that house state jail and transfer offenders. There is also one privately operated multi-use treatment facility that provides various substance abuse programs to include DWI, SAFF, and/or ISF treatment services and two privately operated pre-parole transfer facilities. Other facilities include seven privately operated halfway house facilities and two intermediate sanction facilities. These facilities primarily house offenders who have violated parole and also provide employment assistance. In addition to state jail substance abuse and SAFFP/IPTC treatment programs, which take place in correctional facilities, the division monitors 23 residential transitional treatment centers that provide substance abuse aftercare services.
<b>Reentry and Integration Division</b>	The Reentry & Integration Division combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and an expanded reentry initiative to better focus state resources to reduce recidivism and address the needs of 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. The division centralizes the goals and functions of TCOOMMI 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.

**Workforce Plan FY 2015-19**

Agency Overview (Continued)

**Functions Reporting to the Executive Director (Continued)**

Office	Function
<p><b>Rehabilitation Programs Division</b></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. Departments within this division include: Chaplaincy, Faith-Based Dorms, Sex Offender Rehabilitation Programs, Substance Abuse Treatment Programs, Volunteer Programs, Youthful Offender Program (COURAGE), Serious and Violent Offender Reentry Initiative, Administrative Segregation Pre-Release and Transition Programming, Post Secondary Education Programs, and Baby and Mother Bonding Initiative (BAMBI).</p>
<p><b>Victim Services Division</b></p>	<p>The Victim Services Division provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The Victim Services Division (VSD) utilizes the Victim Notification System (VNS), a confidential database, to provide notifications via letter, email or both regarding the incarceration and supervision of an offender, including the parole review process. The VSD Victim Offender Mediation/Dialogue program provides an opportunity for crime victims to exercise their right to initiate a person-to-person meeting with the offender responsible for their victimization. The VSD Texas Crime Victim Clearinghouse: revises the Victim Impact Statement form after every legislative session; collects statistics from district and county attorney's offices regarding the distribution and collection of the Victim Impact Statement; and provides a web-based Victim Resource Directory. The VSD also prepares and accompanies victims who choose to witness the execution of the offender convicted of the capital murder of their family member.</p>

**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.

## Workforce Plan FY 2015-19

### Current Workforce Profile

#### Critical Workforce Skills

As of February 28, 2014, TDCJ uses 274 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
- Coordination with Other Agencies
- Effective Communication of Ideas and Instructions
- Interpretation and Application of Rules and Regulations
- Interviewing Skills
- Inventory Maintenance
- Leadership and Team-Building
- Planning
- Problem-Solving Techniques
- Program Development, Monitoring, and Evaluation
- Public Address
- Report Writing
- Supervising and Training Offenders
- Supervising and Training Employees
- Marketing Skills
- 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.

#### Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and turnover, the 274 job classes used by the agency have been grouped into the 22 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 2013 turnover rate.

## Workforce Plan FY 2015-19

### Current Workforce Profile (Continued)

The following information, other than the FY 2013 Turnover Rate, is as of February 28, 2014.

Major Job Category <sup>(1)</sup>	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2013 Turnover Rate
COs	23,187	62.4%	41	8 years	24.6 %
CO Supervisors (Sergeant – Captain)	2,904	7.8%	41	13 years	10.6%
Food Service/Laundry Managers	1,495	4.0%	47	11 years	17.1%
Facilities Maintenance	868	2.3%	51	10 years	18.0%
Unit Administrators (Major – Warden II)	302	0.8%	46	22 years	8.1%
Industrial Specialists	338	0.9%	51	14 years	12.8%
Case Managers	256	0.7%	45	10 years	13.1%
Correctional Transportation Officers	111	0.3%	53	11 years	20.0%
Agriculture Specialists	118	0.3%	47	13 years	16.7%
Counsel Substitutes	100	0.3%	43	12 years	14.9%
Substance Abuse Counselors	86	0.2%	52	6 years	16.2%
Office of Inspector General Investigators and Supervisors	126	0.3%	45	11 years	7.4%
Safety Officers and Supervisors	79	0.2%	47	14 years	13.9%
Chaplaincy	119	0.3%	58	7 years	18.6%
Parole Officers	1,426	3.8%	40	6 years	14.4%
Parole Officer Supervisors (Parole Officers III – V)	281	0.8%	47	15 years	8.6%
Program Management and Support	3,638	9.8%	46	10 years	15.1%
Business Operations	257	0.7%	46	11 years	12.7%
Human Resources	259	0.7%	46	13 years	11.2%
Information Technology	155	0.4%	49	11 years	10.9%
Legal	76	0.2%	45	8 years	17.0%
Other Staff	1,007	2.7%	48	12 years	13.8%
<b>Total</b>	<b>37,188</b>	<b>100.00%</b>	<b>42</b>	<b>9 years</b>	<b>20.6%</b>

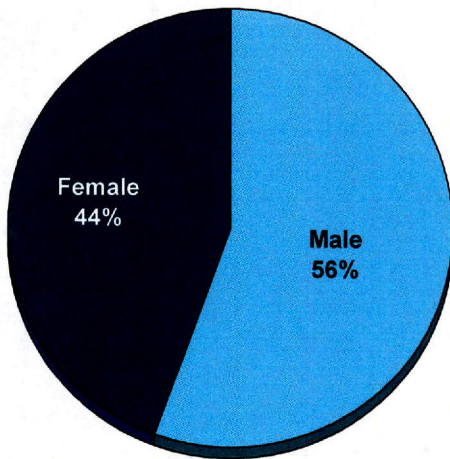
<sup>(1)</sup> The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

# Workforce Plan FY 2015-19

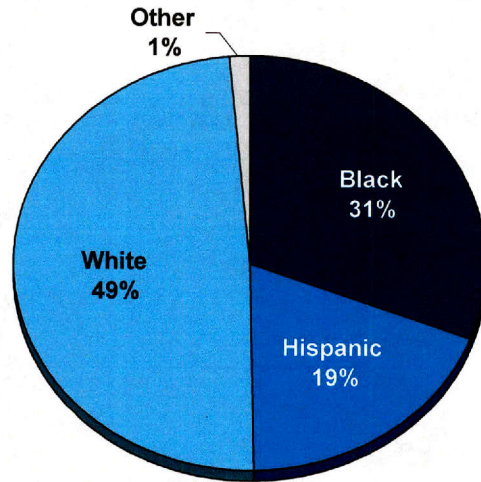
## Current Workforce Profile (Continued)

### TDCJ Total Workforce as of February 28, 2014

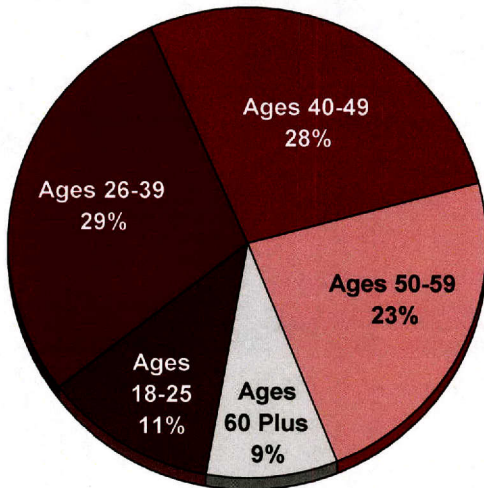
**Gender**



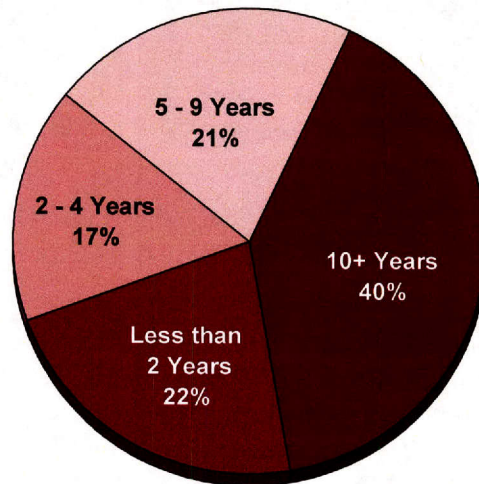
**Ethnicity**



**Age**



**TDCJ Tenure**



## Workforce Plan FY 2015-19

### Current Workforce Profile (Continued)

#### Retirement Eligibility

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

FY 2014	FY 2015	FY 2016
3,598*	1,183	1,196

\*Includes carry-over from previous fiscal years.

#### 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 2011 was 1,172 (monthly average 98) and in FY 2012 was 1,356 (monthly average 113).
- The number of agency employees who retired in FY 2013 was 1,434 (monthly average 120). In FY 2014 as of February 28, 2014, the number of agency employees who retired was 611 (monthly average 102).

##### Total Projected Turnover

The agency's annualized turnover rate for FY 2013 was 20.6%, and it is projected that the agency's turnover rate for FY 2014 will be slightly higher than the FY 2013 turnover rate.

## Workforce Plan FY 2015-19

### Future Workforce Profile

#### Critical Functions

As previously stated, TDCJ uses 274 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

#### Expected Workforce Changes

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

#### 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 any privatization of major agency operations.

#### 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



## Workforce Plan FY 2015-19

### Future Workforce Profile (Continued)

#### Recruitment Efforts to Increase the Diversity of Agency Workforce

The TDCJ maintains a high priority and commitment in promoting interest for filling agency positions with diverse, qualified applicants. The FY 2013 statistical reports compiled pursuant to the Texas Workforce Commission Civil Rights Division (TWC-CRD) and the Equal Employment Opportunity Commission (EEOC) guidelines indicate the primary areas of underutilization involve Hispanic employees. The civilian workforce job categories with the highest percentage of underutilization in the Hispanic population are skilled craft, service and maintenance, and technical.

The TDCJ is emphasizing strategies to address the underutilization of all ethnicities, specifically the Hispanic population. The Human Resources Division continues to develop various recruiting methods and initiatives to encourage and promote interest in employment within the Hispanic community, such as, but not limited to:

- Attending job fairs at colleges and trade schools in areas with a high Hispanic population;
- Advertising job postings on Hispanic professional and technical career websites;
- Mailing correspondence and recruitment material to various high schools, colleges, military installations, and Hispanic organizations;
- Contacting Hispanic Chambers of Commerce in various counties, Workforce Development Boards, and local League of United Latin American Citizens (LULAC) representatives throughout Texas;
- Advertising in community publications that target the Hispanic community;
- Promoting college internship opportunities within the TDCJ; and
- Researching the feasibility of advertising on local Hispanic radio and television stations.

## Workforce Plan FY 2015-19

### Gap Analysis

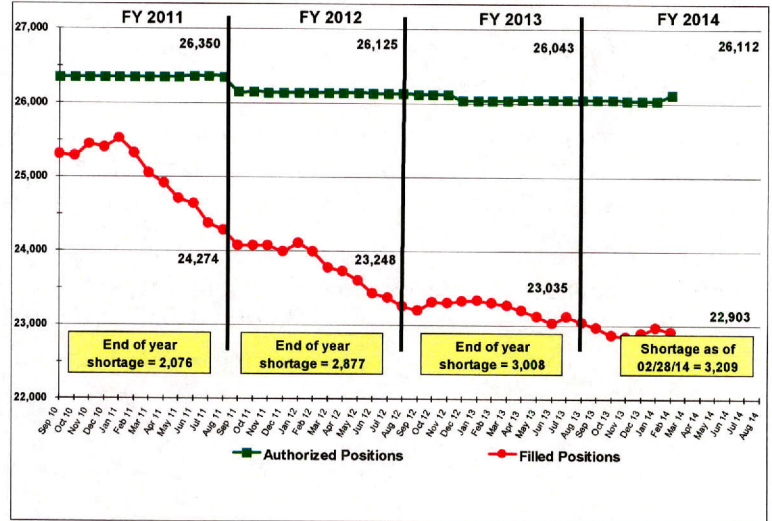
The agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, parole officers, and parole supervisors. As of February 28, 2014, these positions comprised 79.6% of the agency's workforce.

#### Anticipated Surplus or Shortage in Staffing Levels

##### Correctional Officers

Historically, the CO shortage is the agency's greatest workforce challenge and in FY 2013 and FY 2014, the CO shortage increased. 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 6,683 COs in FY 2013. The number of COs hired in FY 2014 as of February 28, 2014, was 3,020.

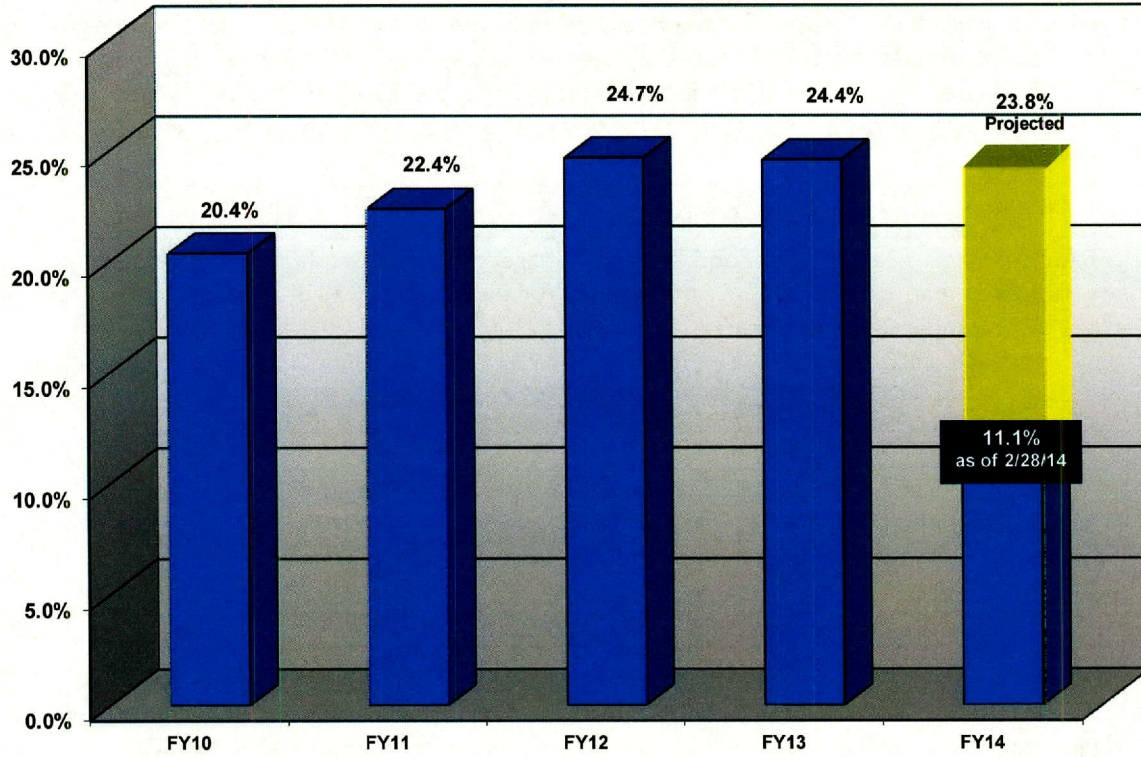


- Achieving a 25% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2014-15 biennium as one of the outcome measures for the agency's Goal C, Incarceration.
- Based on the current and projected CO turnover rates as of February 28, 2014, the agency anticipates the FY 2014 CO turnover rate will be slightly lower than FY 2013 which was 24.6%.

### Workforce Plan FY 2015-19

#### Gap Analysis (Continued)

### Correctional Officer Turnover FY 2010 – 2014



## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

#### Correctional Officer Supervisors and Unit Administrators

This group of positions includes Sergeant 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 or unit administration job class having significantly fewer positions than the job classes from which the applicants usually promote, for example from Sergeant to Lieutenant or from Captain to Major. In addition, the turnover 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.

#### Food Service Managers and Laundry Managers

The FY 2013 SAO turnover rates for the Food Service Managers III and IV and the Laundry Managers II through IV positions were lower than the FY 2013 overall agency turnover rate of 20.6%. Food Service Manager IV and Laundry Manager IV are supervisory positions.

FY 2013 Turnover Rates	
Job Class	Rate
Food Service Manager II	22.4%
Food Service Manager III	15.4%
Food Service Manager IV	6.9%
Laundry Manager II	19.8%
Laundry Manager III	12.6%
Laundry Manager IV	16.3%

#### Parole Officers and Parole Supervisors

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 2013 SAO turnover rate for the parole officer series was 14.4%, which is lower than the FY 2011 overall agency turnover rate of 20.6%. Within the parole officer series, there was a sharp decrease in the turnover rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service. The turnover rate continues to decrease within parole supervisory positions. The combined FY 2013 SAO turnover rate for Parole Officers III through V positions was 8.6%, which is considerably lower than the combined turnover rate of 14.4% for Parole Officers I through II.

Parole Officer Positions	FY 2013 Turnover Rate
Parole Officer I	21.4%
Parole Officer II	11.2%
Combined, Parole Officer I & II	14.4%

## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

#### Anticipated Surplus or Shortage of Skills

##### Correctional Officers

The TDCJ Correctional Training and Staff Development Department (CTSD) receives input from unit/regional/departmental 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 revises the Pre-Service Training Academy (PSTA) 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 is comprised of 16 hours of administrative in-processing and 200 hours of curriculum which includes:

- The agency's hiring standards for uniformed staff requires successful completion of a physical agility test (PAT) that was implemented March 1, 2010. Applicants scheduled to attend the PSTA are required to pass the PAT as a condition of employment prior to beginning the academy.
- The PSTA tests the trainee's knowledge and skills as it pertains to practical tasks. Trainees are required to demonstrate competency in restraint and escort procedures, defensive tactics techniques, and the use of chemical agents.
- The Safe Prisons/PREA lesson has been revised to incorporate the federal *Prison Rape Elimination Act* (PREA) standards and now includes the *Safe Prisons/PREA in Texas* video.
- In addition to the Safe Prisons/PREA lesson, the Contraband and Shakedown lesson was revised to include new TDCJ pat search procedures and the revised video titled *Contraband Control: Pat Search Procedures* that resulted from incorporating the federal PREA standards.
- The *Executive Director's Statement on Illegal Discrimination, Equal Employment Opportunity Training, and Advisory Council on Ethics* training video addresses employees' rights in the workplace.
- The PSTA introduces trainees to the TDCJ's Core Values: Integrity, Courage, Commitment, and Perseverance.
- Mental Health/Suicide Prevention was enhanced to ensure trainees are well prepared to manage mentally ill and suicidal offenders.

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/solitary escort, (6) perform weapons inspections, issue and receipt, (7) identify chemical agents used on the unit, (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.

## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

- **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.
- **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

- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010 for familiarization, is now a pass requirement for uniformed staff to successfully complete In-Service training. A minimum score of 75 is required to pass the PAT and uniformed staff members are provided three separate attempts to successfully pass the PAT within a 30-day period. Failure to achieve a minimum score of 75 on the PAT will result in administrative separation.
- Updated lesson plans are utilized in the In-Service curriculum each year to address the training needs of correctional staff as determined through the annual comprehensive needs assessment.
  - *Core Values* is tailored to both supervisors and non-supervisors and serves to impress these values and their importance in the workplace to all staff.
  - *Back to Basics* serves to remind students of their basic responsibilities as correctional professionals to include offender management and career path.
  - *Effective Leadership* and *Core Values* serve to enhance supervisor's leadership skills and foster an attitude and environment reflective of the TDCJ Core Values: Integrity, Courage, Commitment, and Perseverance.
  - *First Responder* training was incorporated into in-service curriculum to provide all correctional staff with a basic understanding of what to do as a first responder at the scene of a critical incident.
  - *Use of Force* has been enhanced with videos that effectively capture the spirit of the *Use of Force Plan* and its application on the unit.
  - *Emergency Procedures* has been enhanced to provide students with practical application exercises regarding fire, smoke, explosions; Incident Command Systems (ICS); risk management; riots and escapes.
  - *Safe Prisons/PREA* has been revised to reflect the TDCJ's commitment to adhering to the federal PREA standards and now includes the *Safe Prisons/PREA in Texas* video.
  - *Public Medical Facility Transport* focuses on the unique balancing act required of maintaining security while facilitating medical care for offenders in public medical facilities.
  - Two hours of In-Service training is reserved as the *Regional Director's Discretionary Block*. Topics of instruction are selected by the regional director to address specific issues relevant to the units in the region.

#### Defensive Tactics Training

- *Fundamentals* instructs employees on the techniques to evade strikes on the face, head, and upper torso. Participants are taught how to incorporate movements, blocks, and strikes into self-defense practice to enhance personal safety.
- *Edged Weapons* provides correctional staff with the knowledge and skills in basic knife defense techniques. Participants are taught how to move properly during a knife attack, how to block and defend, and how to counter and strike.

## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

- *Ground Defense Tactics* focuses on personal defense techniques when an individual is taken to the ground. Participants are taught how to fall properly, escape techniques, methods of control, joint manipulation, and counter moves.
- The *Close Quarter Combat* course prepares COs with survival techniques in the event of an impending offender escape. Training is conducted using agency issued firearms and practical scenarios.

#### Armory Custodian Training

The *Armory Custodian Training* is a newly designed course to provide unit armory custodians with a working knowledge for armory operations to include: armory custodian responsibilities, firearms and use of force equipment inventory, transfer, repair, replacement, and cleaning procedures, AIMS and LONESTAR inventory systems, emergency call up equipment issue procedures, and unit armory required documentation.

#### Hostage Negotiation Training

Participants in the *Hostage Negotiation Training* are equipped for hostage negotiation in a correctional environment through intense scenarios and practical evaluations. The course focuses on active listening skills and the role of each hostage negotiation team member.

Training is added or revised as a result of the information obtained from COs, leadership, and supervisors, through annual needs assessments. This ensures all staff receive 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.

#### 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).

- **Sergeant, Food Service, and Laundry Manager 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 Sergeant, Food Service, and Laundry Manager 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.

## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

In addition to the POS training, the Sergeant, Food Service, and Laundry Manager 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.

- **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: ethics and professionalism, core values, public medical facility transport, safe prisons program/PREA, emergency procedures, use of force, and mental health and suicide prevention.
- **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.
- **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. Each class 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 general management, labor laws, employee-management relation, the criminal justice system, and relationships with other service agencies.
- **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 general management, labor laws, employee-management relations, the criminal justice system, and relationships with other service agencies.
- **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.
- **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.



## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

- **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.
- **Leadership Forum for Wardens:** This forum is an opportunity for senior wardens to interact with TDCJ executive leadership over the course of three days to discuss operational oversight and effective correctional management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level.

#### 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 Sergeant, Food Service, and Laundry Manager 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 Sergeant, Food Service, and Laundry Manager 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 Sergeant, Food Service, and Laundry Manager 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 Sergeant, Food Service, and Laundry Manager Retreat, which is a one-week training of basic supervisory skills needed in a corrections environment.

## Workforce Plan FY 2015-19

### Gap Analysis (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. 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 incorporated OIMS user training and all components of the OIMS into the Parole Officer Training Academy (POTA). POTA currently spends a total of 98 hours training the OIMS systems to include 44 hours on the Parole Violation and Revocation (PVAR) system. Additionally, all employees have access to OIMS support staff and the OIMS user manuals.

Additional training strategies implemented by the Parole Division in recent years include training relating to specialized caseloads, such as sex offender program and special needs offender program, so that parole officers will be trained prior to or immediately after being assigned to such cases. Currently, the Parole Division conducts five specialized schools and all parole officers assigned to supervise a specialized caseload are scheduled to attend the applicable specified school prior to assuming the caseload.

Specialized School	Description
Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)	The SISP/EM is 40 hours and provides 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 System (GPS).
Sex Offender (SO) Program	The SO school is 36 hours and provides an overview of current policy and operating procedures. In addition, the SO school provides parole officers with instructions on sex offender registration laws, treatment requirements, child safety zones, the science and use of polygraph testing, sex offender treatments, offense cycles, relapse prevention, and evaluation reports. The curriculum contains strategies for supervising offenders on the SO caseload and includes a mock home visit exercise.
Special Needs Offender Program (SNOP)	The SNOP school is 32 hours and provides an overview of current policy and operating procedures. In addition, the SNOP school provides current treatment requirements, community referral information, and techniques for collaborating with mental health professionals. The curriculum contains strategies for supervising offenders on the SNOP caseload and includes a presentation by the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) regarding signs and symptoms of mental illness that include priority diagnosis information on psychotropic medications and TCOOMMI continuity of care procedures.
Therapeutic Community (TC) Program	The TC school is 32 hours and provides an overview of the TC history, current policies, and operating procedures. In addition, the TC school provides a basic overview of drug abuse, drug testing and monitoring procedures, treatment team meetings, and TC phases and transitions. The curriculum contains strategies for supervising offenders on the TC caseload and includes an overview of the Authorization Management System (AMS) used for contract vendor referrals and payment.

## Workforce Plan FY 2015-19

### Gap Analysis (Continued)

District Reentry Center (DRC)	The DRC school is 24 hours and provides an overview of current policies and operating procedures. In addition, the DRC school provides a basic overview of Community Opportunity Programs in Education (Project COPE), Community Service programs, and Victim Impact Panels. The curriculum contains strategies for supervising offenders on the DRC caseload and includes an overview of core programming such as Turning Point, Anger Management, and Pre-Employment. The TDCJ-CID Security Threat Group (STG) Department provides a 2-hour presentation on STG's, street gangs, cliques who are a criminal threat to TDCJ personnel, offenders in prison, and the public.
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The Parole Division has explored the feasibility of utilizing online learning technology to enhance the POTA, Specialized Schools, and Parole Officer in-service training. POTA uses the interactive Ethics training located on the TDCJ website and internet based polling software to develop cognitive applications. The use of such technology is cost effective and decreases 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.

- 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.
- Motivational Interviewing was introduced to the Parole Division in FY 2010 as a 4-hour course. After evaluating the successfulness of the course, Motivational Interviewing transitioned into a 20-hour In-Service course in FY 2011 and was incorporated into the POTA in May 2012. Motivational Interviewing continues to be an annual in-service topic.
- Incorporated the use of enhanced technology for surveying staff and for use in real time training environments.
- Lesson plans have been enhanced with video clips and electronic data to improve course delivery and comprehension by attendees.
- During FY 2012, an 80-hour policy review and preparatory training was implemented as criteria to enhance knowledge, experience, and job exposure for parole officers prior to attending the POTA.
- During FY 2012, the Parole Division has added Advanced courses and workshops for the District Reentry Center (DRC), Special Need Offender Program (SNOP), Therapeutic Community (TC), and Electronic Monitoring (EM)/Super-Intensive Supervision Program (SISP).
- 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 and Sex Offender schools. A SISP/EM Supervisors Workshop was also developed and is designed to provide supervisors with the skills needed to effectively manage their staff.
- Utilization of video conference equipment to deliver training and conduct meetings statewide.

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.

# Workforce Plan FY 2015-19

## Strategy Development

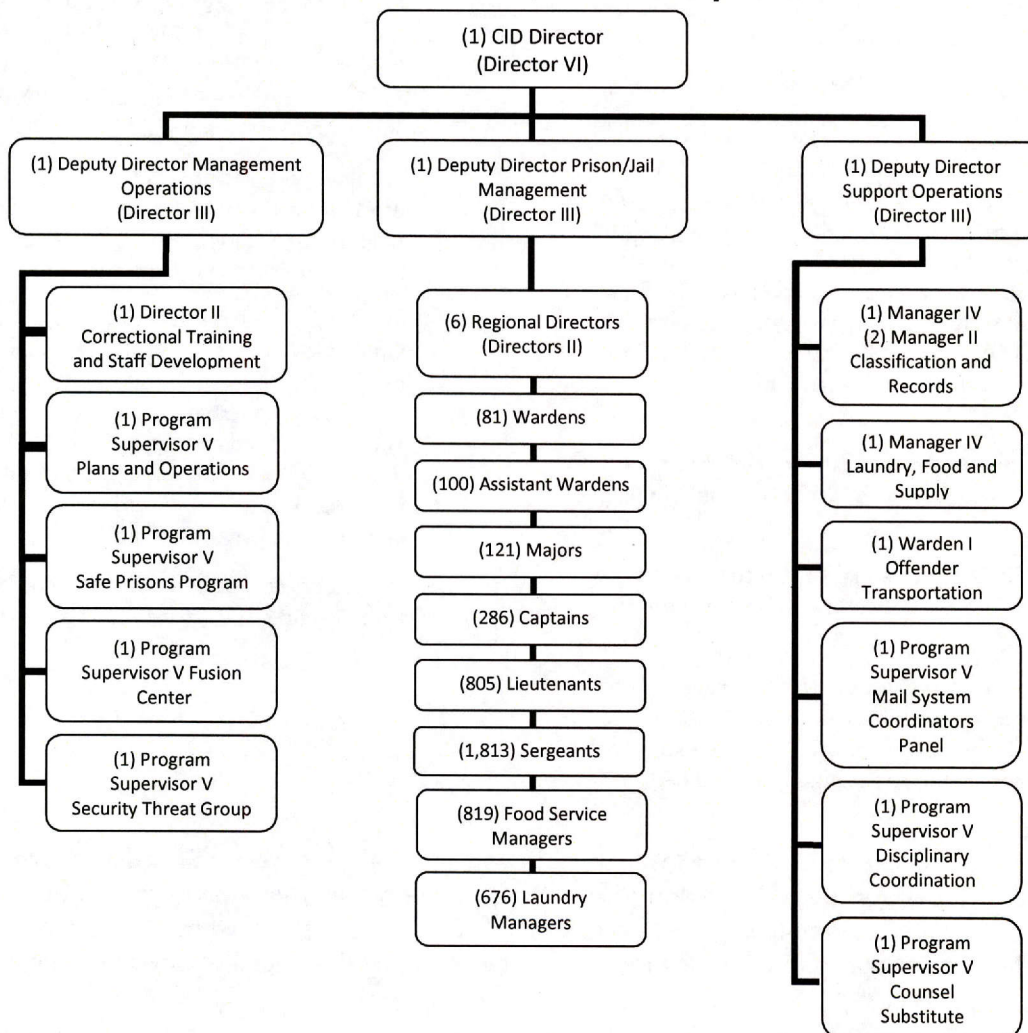
### Succession Planning

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 2015-2019 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, 2014, the number of employees assigned to the CID was 30,688, which represents 82.5% 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.

### CID Management Positions, Unit Administrators, and CO Supervisors as of February 28, 2014.



## Workforce Plan FY 2015-19

### Strategy Development (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							
	COs	Sgts., FSMs, LMs	Lts.	Cpts.	Majors	Asst. Wardens	Wardens I and II	Regional Directors and Higher Levels of Authority
TDCJ 8-hour Defensive Tactics Fundamentals	X	X	X	X	X	X	X	X
TDCJ 16-hour Defensive Tactics Edged Weapons Training	X	X	X	X	X	X	X	X
TDCJ 16-hour Ground Defense Tactics Training	X	X	X	X	X	X	X	X
TDCJ 40-hour Training for Staff Trainers	X	X	X	X	X	X	X	X
TDCJ 16-hour Close Quarters Combat Training	X	X	X	X	X	X	X	X
TDCJ Annual 40-hour In-Service Training	X	X	X	X				
TDCJ 40-hour Hostage Negotiation 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 16-Hour Leadership Forum		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 3-day Leadership Forum for Wardens:							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
TDCJ 32-Hour Correctional Administrators Preparedness Training (CAPT)				X				
TDCJ 24-Hour Field Force Training	X							
TDCJ 16-Hour Gender Specificity Training	X	X	X	X				

## Workforce Plan FY 2015-19

### Strategy Development (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 eight hours within a 12-month period. Since implementation, 337 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.

#### Gap Elimination Strategies

Gap	CO Staffing Levels
Goal	Maintain CO staffing levels and reduce CO turnover.
Rationale	Maintaining CO staffing levels is vital to the successful operation of TDCJ correctional institutions.
Action Steps	<ul style="list-style-type: none"> <li>• Continue to implement recruitment strategies that have been successful, such as the Recruitment Bonus, Executive Director's Recruiting Award and selected unit-based CO screening sessions.</li> <li>• Maintain aggressive recruitment strategies.</li> <li>• Continue to enhance hiring standards for CO applicants.</li> <li>• Enhance effective practices and programs resulting from current retention strategies.</li> <li>• 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.</li> <li>• Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs.</li> <li>• Continue to effectively assess CO training needs to ensure that training strategies are implemented and revised as needed.</li> <li>• Ensure management practices are consistently applied.</li> <li>• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.</li> </ul>

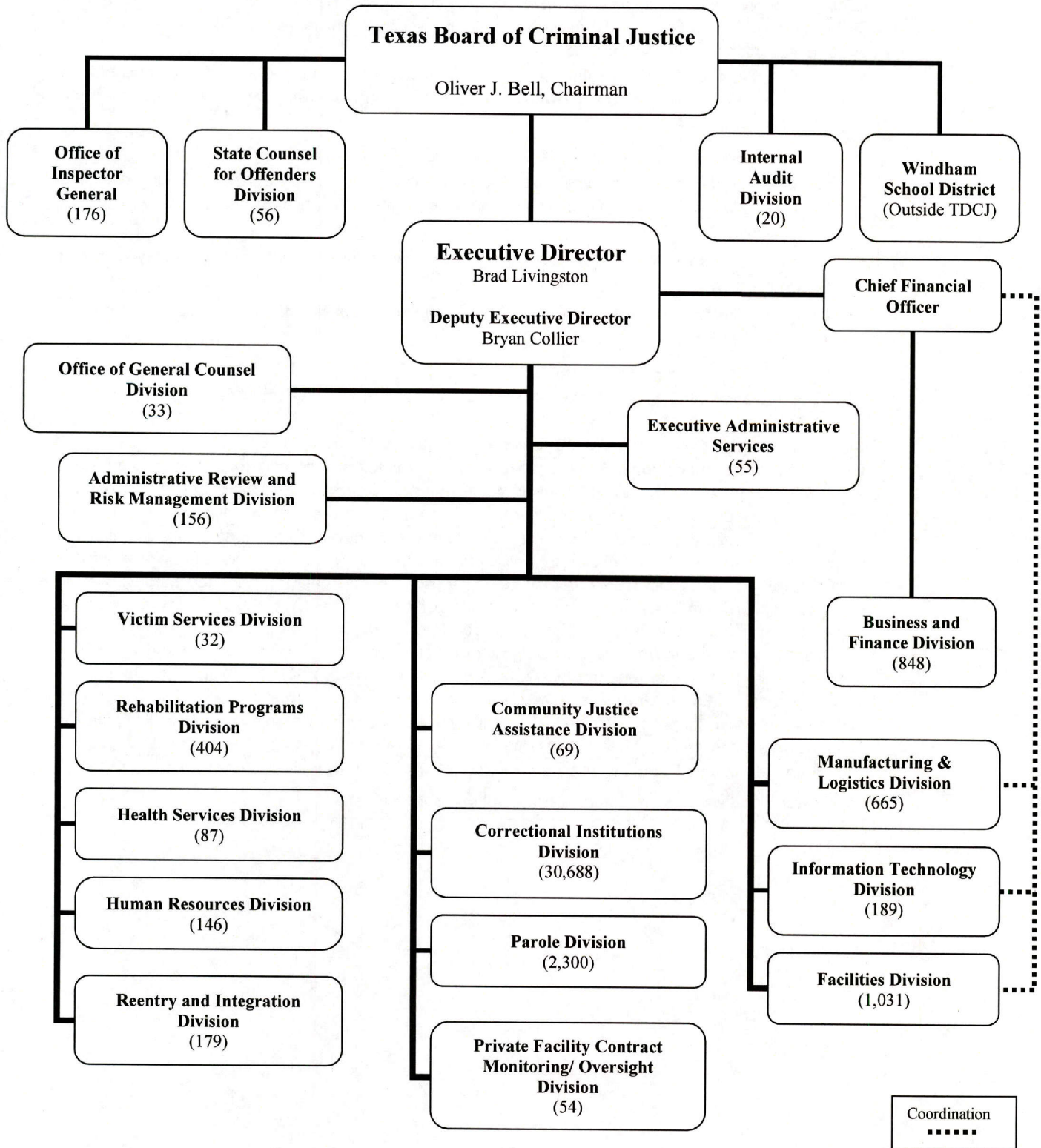
## Workforce Plan FY 2015-19

### Strategy Development (Continued)

Gap	<b>Parole Officer Staffing Levels</b>
Goal	Reduce turnover rates in the first two levels of the parole officer series (Parole Officer I and II).
Rationale	Reducing the turnover 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"> <li>• 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.</li> <li>• Enhance effective practices and programs resulting from current retention strategies.</li> <li>• 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.</li> <li>• Continue to review human resources policies to ensure they do not limit the ability to retain parole officers.</li> <li>• Continue effectively assessing parole officers' training needs to ensure that training strategies are implemented and revised as needed.</li> <li>• Ensure management practices are consistently applied.</li> <li>• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.</li> </ul>
Gap	<b>Skills to Manage/Supervise Employees from Multiple Generations</b>
Goal	Ensure that the agency's supervisors at all levels are provided the information, tools, and guidance to develop and refine 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 or other established supervisory training as standard ongoing supervisory training.
Action Steps	<ul style="list-style-type: none"> <li>• Train Correctional Training and Staff Development trainers to deliver the lesson plan.</li> <li>• Systematically train unit administrators and CO supervisors.</li> </ul>

# Workforce Plan FY 2015-19

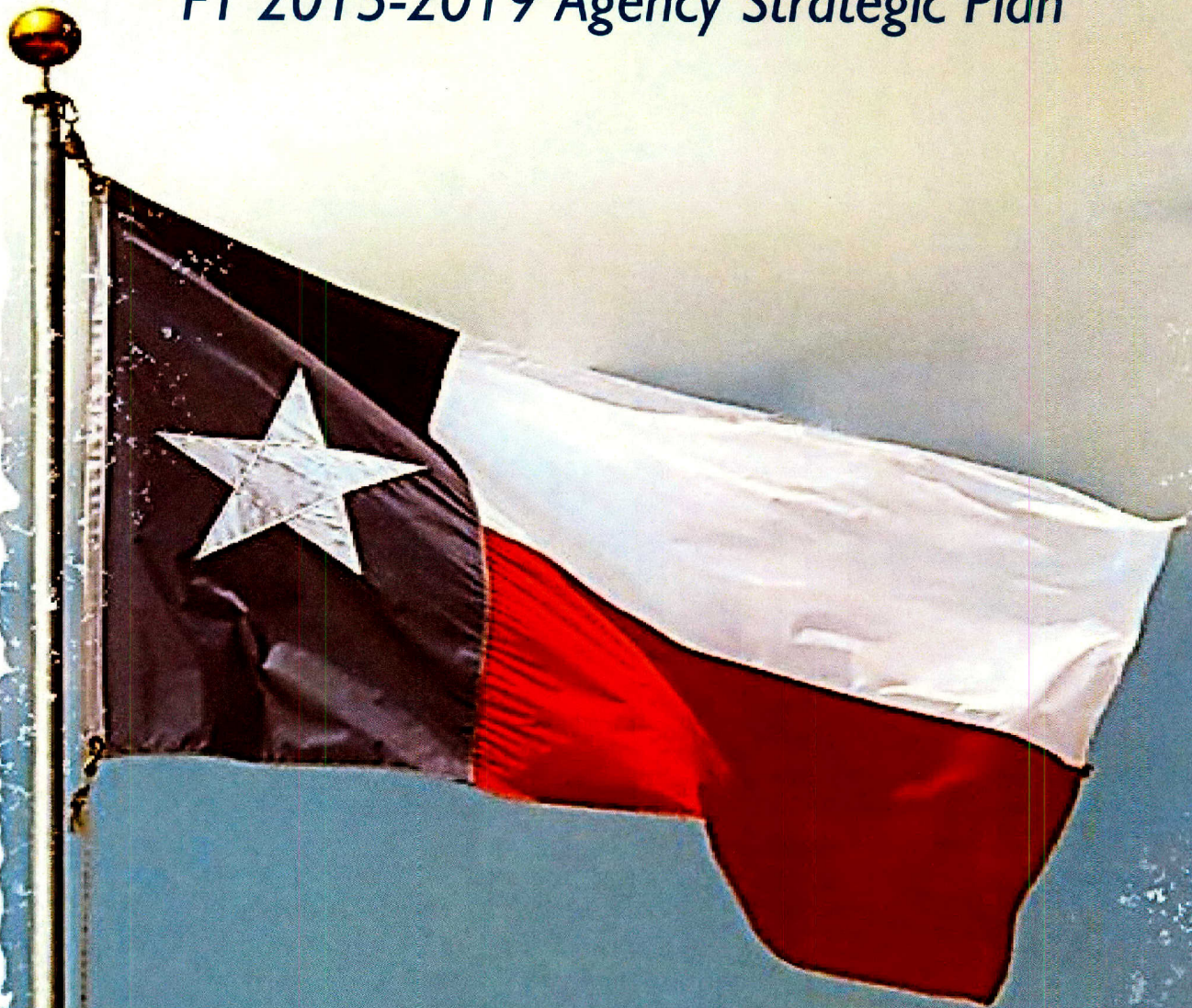
## TEXAS DEPARTMENT OF CRIMINAL JUSTICE ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 28, 2014 and does not include employees on LWOP. Board of Pardons and Paroles employees (573) are not included in this organizational chart.

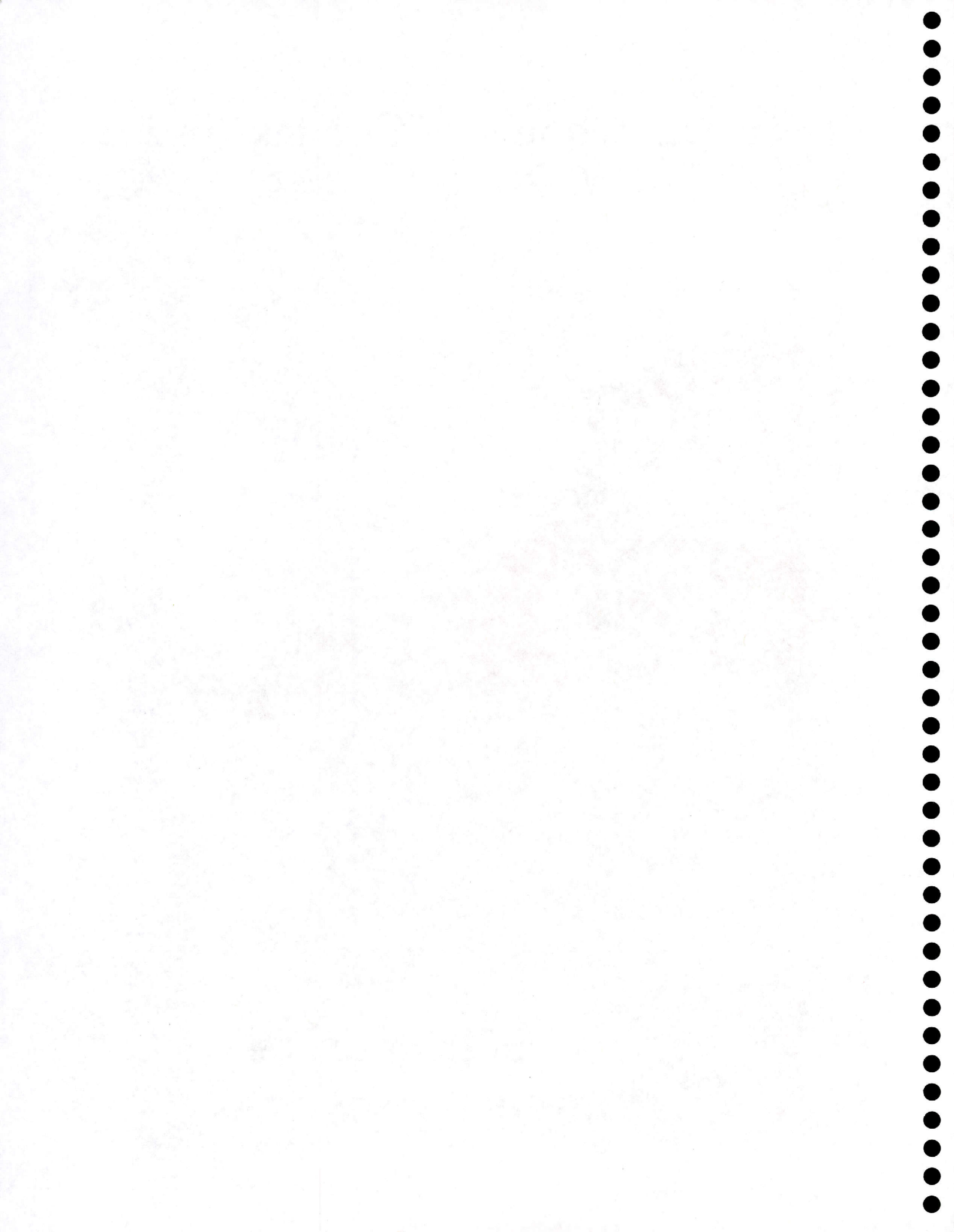


**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix F**

**Survey of Employee  
Engagement Results**



## Survey of Employee Engagement Results

### Background

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 2014. 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 six workplace dimensions are Work Group, Accommodations, Organization, 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 Organization	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

### Response Rates

The SEE contains responsive data gathered January 21 to February 14, 2014, from 8,004 employees of the total 38,380 workforce who were invited to participate in the survey. The SEE response rate for 2014 was 21% of the total number of employees who were provided an opportunity to participate, which is a slightly higher response rate than the 2012 SEE. Of the total 2014 responses, 6,644 were submitted by unit-assigned employees and 1,360 were submitted by non-unit employees. The response rate was 20% for unit-assigned employees and 24% for 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 slightly different survey 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.

## Survey of Employee Engagement Results

### Areas of Strength

Higher scores indicate a more positive perception by employees. As in the 2012 SEE, the Strategic construct in the 2014 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 367. 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 364 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 343 points and is considered a relative strength for the organization. Employee Development scored 335 points, Team scored 326 points, and Employee Engagement scored 325 points.

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 338 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 331 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 an area of concern. Pay continues to be the lowest scoring construct. The 2014 Pay construct score remained the same at 188 as the 2012 Pay score. Internal Communication received a score of 295 and Information Systems received a score of 294.

### 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 83<sup>rd</sup> Legislature.

#### Pay

The 83<sup>rd</sup> Legislative Session funded a 5% pay raise in FY 2014 for targeted positions, to include correctional officer through warden and correctional food service/laundry managers. Salary Schedule A and B positions received a 1% or \$50 monthly minimum in FY 2014; and will receive an additional 2% or \$50 monthly minimum in FY 2015. Salary Schedule C positions will receive pay equity adjustments in FY 2014 and FY 2015.

#### Information Systems

- Information Technology Division (ITD) is currently in the process of distributing new personal computers (PCs) as well as upgrading PCs throughout the agency. These PCs will include updated Windows Operating Systems and Microsoft Office 2013.
- ITD is currently working on Electronic Document Management System (EDMS), which is a new imaging system that will replace stand-alone imaging systems with an agency-wide imaging system. This system will make documents available electronically, thereby making obtaining information more readily available throughout the agency, according to privileges.

## Survey of Employee Engagement Results

- Office365 (O365) is the latest technology for communication and production within an organization and TDCJ is currently in the process of switching to this new platform. There are many benefits to O365. The Outlook App, which will replace Lotus Notes, will provide users with 50GB of cloud storage with their email. Using cloud powered connection, it allows for more collaborative work and documents to be easily shared through One Drive as well as SharePoint. And last, but most certainly not least, O365 allows our technology to always be up-to-date with the latest version of Microsoft Office.
- ITD has a training department which provides training to agency staff on computer programs. Information regarding these trainings is made available to all employees via the agency Intranet and the Mainframe system. In addition, User Manuals for computer programs are available on the Intranet for employee reference. ITD publishes a monthly newsletter available on the Intranet. The newsletter provides up-to-date information technology news to employees.

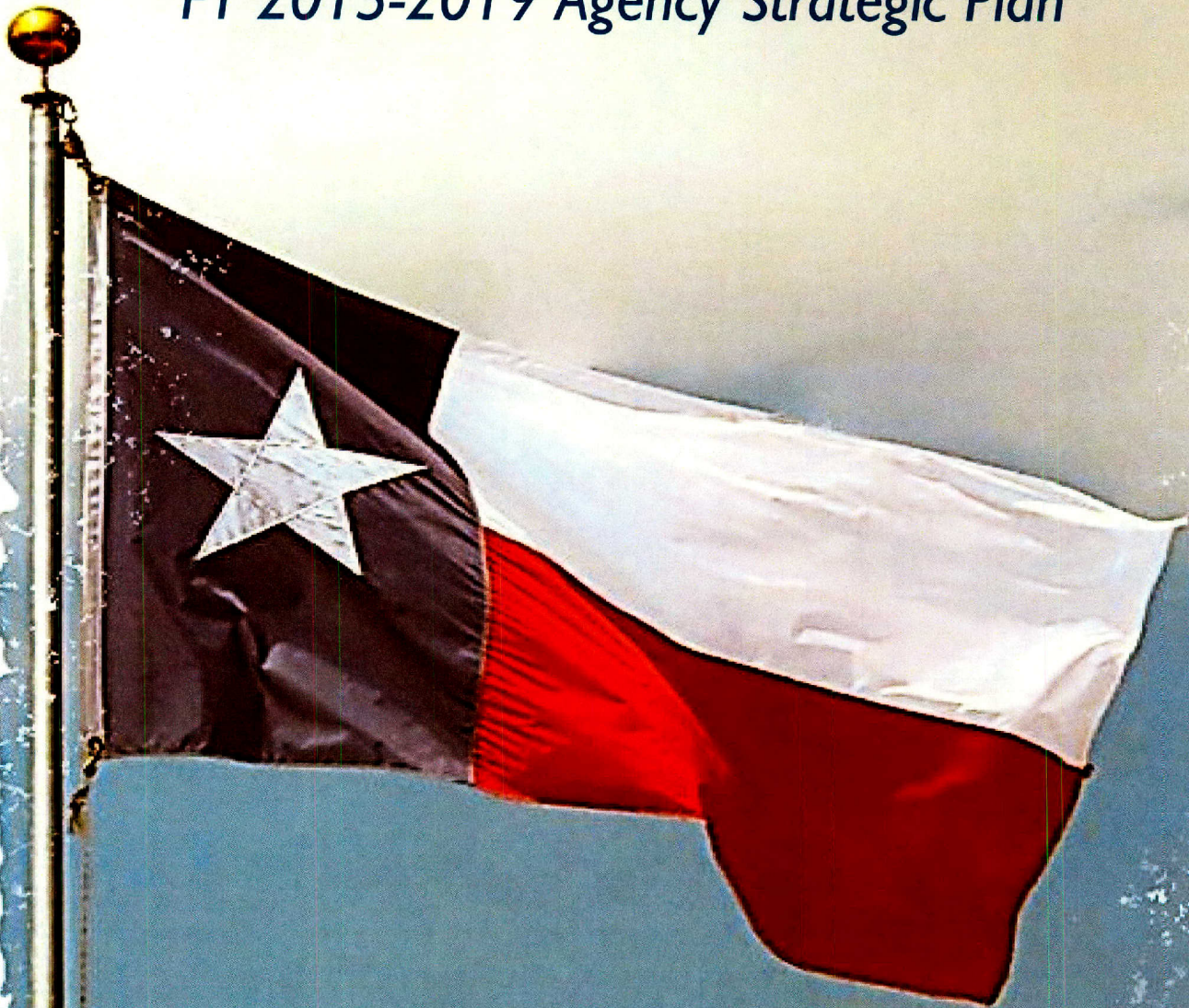
### Internal Communication

- Leadership Forum for Wardens provides an opportunity for senior wardens to interact with TDCJ executive leadership over the course of three days to discuss operational oversight and effective correctional management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level.
- Parole Division Leadership Forum is an 18-hour training with an opportunity for senior level parole management to interact with TDCJ executive leadership to discuss operational oversight and effective parole management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful management.
- Human Resources Topics for Supervisors has been added to the Lieutenant Command School and the Correctional Administrator Preparedness Training (C.A.P.T.) to provide updates on human resources (HR) policies and procedures to ensure that mid-level supervisory staff are administering current policy and practices in the supervision of unit staff.
- 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. 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.
- The *Connections* newsletter is made available to employees on a quarterly basis and provides information on a variety of topics to include changes to HR related information, such as insurance, retirement, and leaves.
- Video conferences are utilized to share information with HR representatives within the agency and provide training to employees in outlying areas of the state. Examples of training provided via video conference include Human Resources Topics for Supervisors, Telephone Skills, Texas Workforce Commission Compliance Training, and a variety of HR representative specific courses.
- DVD training videos, such as the *Executive Director's Statement on Illegal Discrimination*, *Equal Employment Opportunity Training*, and *Advisory Council on Ethics*, are used to share information with agency employees in short timeframes.
- Ongoing payroll notices are distributed with the monthly Employee Time Report to inform employees of critical agency and employment changes.

## Survey of Employee Engagement Results

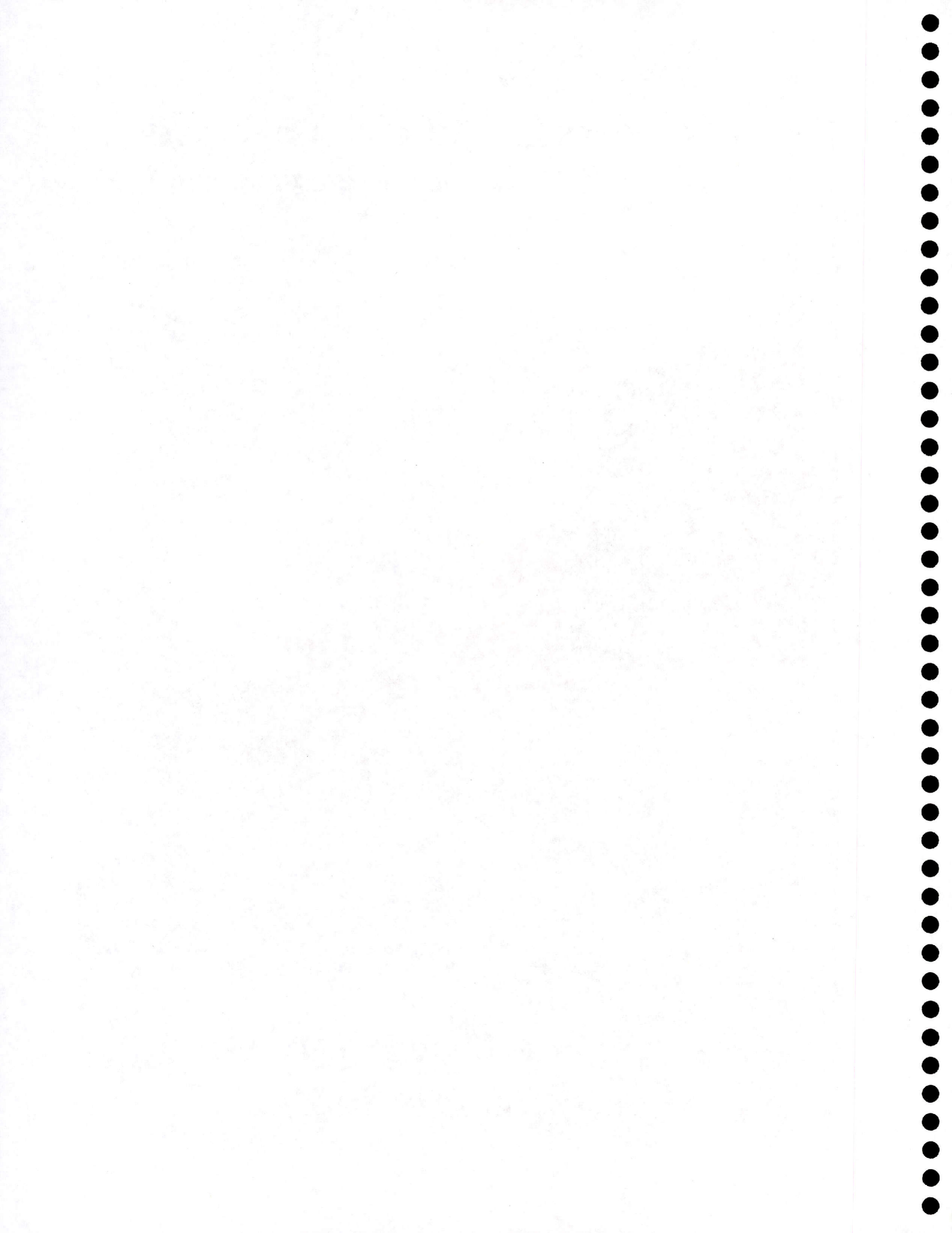
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**Texas Department of Criminal Justice**  
*FY 2015-2019 Agency Strategic Plan*



**Appendix G**

**Workforce Development  
System Strategic Plan**





## Texas Workforce Development System Strategic Plan

### Texas Department of Criminal Justice

<b>Legislative Authority</b>	<p>Chapter 2308.104 and Chapter 2308.1015 of the Government Code provide that the Texas Workforce Investment Council shall develop a single strategic plan for the Texas workforce system, and that the strategic plan must include goals, objectives, and performance measures for the workforce development system and those state agencies that administer workforce programs. The code further mandates that, upon approval of the strategic plan by the Governor, each agency administering a workforce program shall use that strategic plan in developing the agency’s operational plan. The Governor approved Advancing Texas: Strategic Plan for the Texas Workforce Development System FY2010-2015 (Advancing Texas) on October 23, 2009.</p> <p>System partner agencies include:</p> <ul style="list-style-type: none"> <li>Economic Development and Tourism (EDT)</li> <li>Texas Department of Criminal Justice (TDCJ)– Windham School District</li> <li>Texas Education Agency (TEA)</li> <li>Texas Health and Human Services Commission – Department of Assistive and Rehabilitative Services (HHSC DARS)</li> <li>Texas Higher Education Coordination Board (THECB)</li> <li>Texas Veterans Commission (TVC)</li> <li>Texas Workforce Commission (TWC)</li> <li>Texas Juvenile Justice Department (TJJJD)</li> </ul>
<b>Background</b>	<p>Council staff and agency representatives met numerous times for the development of the strategic plan. The development of the system plan was performed by the council’s System Integration Technical Advisory Committee (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 21<sup>st</sup> century. All partnered agencies were involved throughout the process and that allowed for continuous opportunities for partner’s input and feedback.</p> <p>“Advancing Texas,” covers the period from September 1, 2010 to August 31, 2015, and 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>
<b>TDCJ Workforce System Strategy Statement</b>	<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"> <li>• Provide quality skills training and services necessary for a seamless transition from in-prison job preparation programs for appropriate employment placement post release.</li> <li>• 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.</li> <li>• Develop partnerships with agencies, businesses and industries to promote positive relationships for ex-offender programs.</li> <li>• Develop the strategy and capacity to institute programs and processes that enable secured employment prior to release.</li> </ul>
<b>TDCJ’s Role in Advancing Texas</b>	<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>

## Texas Workforce Development System Strategic Plan

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<b>Measures</b>	<p><b>Strategy C.2.2. Academic/Vocational Training</b></p> <p><b>Output</b> ♦ Inmate students enrolled</p> <p>♦ Number of offender students served in post-secondary academic &amp; vocational training</p>
<b>Long Term Objectives</b>	<p>Long Term Objectives (LTOs) are quantifiable or measurable 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> <hr/> <p><b>LTO Reference No. P5:</b> Partner agencies will gather data from employer customers at appropriate intervals to determine employer needs and satisfaction.</p> <p><b>Strategy:</b> To use data from employer customers to provide quality skills training and services to prepare offenders for employment upon release.</p> <p><b>Key Actions:</b></p> <ol style="list-style-type: none"> <li>1. Assess and determine appropriate options (e.g. staff-administered instrument for use in-person or by phone) for collecting data to measure employer feedback on program relevance, importance, and satisfaction</li> <li>2. Develop and finalize an instrument to capture data</li> <li>3. Develop an action plan to capture data (e.g. visits to workforce development boards, one-on-one visits with employers)</li> <li>4. Implement data collection efforts</li> <li>5. Review and analyze data</li> <li>6. Utilize data as a resource for strategic plan development, in preparation for future legislative session and other purposes, as appropriate</li> <li>7. Continue data collection on an annual basis and review data to determine program changes, if necessary, and employer satisfaction of training programs</li> </ol> <p><b>Anticipated Outcomes:</b> To utilize data collected for Career Technical Education (CTE) program planning and management; therefore, programming will reflect current industry needs and offenders will gain employment upon release.</p>

# Texas Workforce Development System Strategic Plan

## Texas Department of Criminal Justice

**Long Term Objectives (Continued)**

**LTO Reference No. P6:**

Partner agencies will use the employment data/outcome of their programs to understand and improve those programs.

**Strategy:**

To use data for program management purposes, namely the identification of best practices, areas for improvement, and opportunities to leverage existing practices and infrastructure.

**Key Actions:**

1. Review data collected from meetings with workforce development boards/employers to evaluate training program relevance and quality and participant placement success
2. Review data collected from legislatively mandated reports that evaluate the kind of training services provided, the kind of employment the offender obtains upon release, and the retention factors associated with the employment
3. Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate
4. Collect data from workforce development boards/employers on an annual basis to determine appropriateness of training provided to incarcerated offenders within TDCJ

**Anticipated Outcomes:**

To utilize data collected for CTE program planning and management; therefore, programming will reflect current industry needs and offenders will gain employment upon release.

**Issues**

Issues that are most likely to have a significant impact on Agency workforce programs, activities, or initiatives include:

1. Employers may have a negative attitude toward hiring offenders.  
Action: WSD staff will educate employers regarding the quality of CTE programming and benefits of hiring ex-offenders through one-on-one meetings.
2. Employers may not self-disclose that they approve or exclude ex-offender employment.  
Action: WSD staff will educate employers regarding the quality of CTE programming and benefits of hiring ex-offenders through one-on-one meetings.
3. The geographical scope of the state limit the ability to increase partnerships that would benefit the majority of students.  
Action: WSD staff will focus on the geographical areas where the majority of offenders will release and seek employment.

**Opportunities**

Opportunities that the agency can take advantage of and leverage to increase workforce outcomes over the next five years include:

1. Career and Technical Education Teacher Staff Development – one-on-one meetings with employers facilitate the development of partnerships that benefit students and teachers alike. The WSD will work with employers to secure on-site tours and/or activities for teachers that will allow them to stay abreast of current industry trends. The information secured from employers also allows the WSD to gain knowledge regarding current tools and equipment as well as curriculum to further support workforce needs.
2. Expand the opportunities for Industry Certifications for offenders enrolled in Career and Technical Education courses. Meetings with industry leaders often result in refined knowledge regarding the licenses and certifications desired by the industry. Information may lead to the implementation of additional curriculum as well as expanded opportunities in the provision of certified and licensure for both teachers and students.
3. Allow employers the opportunity to meet workforce needs through the WSD website. The WSD website has been redesigned to allow employers to post, with no financial benefit to the WSD, open and available employment opportunities for former offenders. The availability to post jobs is being shared with various employment groups.

# Texas Workforce Development System Strategic Plan

Texas Department of Criminal Justice

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