

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Texas Board of Criminal Justice

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Table of Contents

**SECTION I – STRATEGIC PLAN**

Agency Mission..... 1

Agency Goals and Action Plan .....2

Redundancies and Impediments..... 16

**SECTION II - SUPPLEMENTAL**

A. Budget Structure ..... A – 1

B. List of Measure Definitions .....B – 1

C. Historically Underutilized Business Plan..... C – 1

D. Statewide Capital Plan ..... D – 1

E. Health and Human Services Strategic Plan ..... E – 1

F1. Agency Workforce Plan..... F1 – 1

F2. Survey of Employee Engagement ..... F2 – 1

F3. Texas Workforce System Strategic Plan ..... F3 – 1

G. Report on Customer Service..... G – 1

H. Assessment of Advisory Committees..... H – 1

# AGENCY 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.

*(Section 493.001, Texas Government Code)*

## Agency Goals and Action Plan

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### **GOAL: Probation Supervision and Community Diversions to Incarceration**

**To provide diversions to traditional incarceration through the use of effective community supervision and other community-based programs.**

#### **Action Steps to Achieve Goal**

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- Promulgate standards for Community Supervision and Corrections Departments (CSCDs) to ensure departments maintain consistent, effective, and efficient statewide supervision of the state's probation population. In collaboration with the local CSCDs and Judicial Advisory Council, continue an annual review and revision process of the standards.
- Replace the Community Justice Plan process with statewide implementation of Strategic Planning to be effective September 1, 2017. Required statewide goals target: prison diversion including improved revocation rates, technical violation percentages, and program success rates; and accountability including internal audits, fiscal accountability tools, and data management procedures supporting an accurate Community Supervision Tracking System. Monitor CSCD's annual revisions of their respective plans and evaluate/revise the Strategic Planning process biennially.
- Continue implementation of the Texas Risk Assessment System (TRAS) which went into effect January 2015. Monitor and provide technical assistance at the CSCDs for the TRAS process. Develop a research study to determine reassessment timeframes to ensure that reassessments are conducted in a timely manner that can measure offender change. Annually evaluate TRAS data and recertify community supervision officers every three years to maintain instrument validity and reliability.
- Continue to review the grant application and award process for Diversion Programs and Treatment Alternative to Incarceration Programs and revise in accordance with evidence-based practices. Use data-driven policy decision making to require minimum/maximum specialized caseload conditions which will result in lower revocation rates for populations such as offenders with mental illness and/or substance abuse dependencies.
- Maintain an evidence-based community supervision officer certification training that incorporates individual study, online training modules, and face-to-face experiential exercises to build the skill-base of probation department officers and increase public safety. Evaluate curriculum and certification processes annually to determine appropriateness of delivered material.

## Agency Goals and Action Plan

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### How the Goal/Action Plan Supports Each Statewide Objective

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#### 1. **Accountable to tax and fee payers of Texas.**

- Grant application processes based on data-driven policy decisions will assist in ensuring that state funding is allocated to CSCDs that have a high need offender population while also providing an opportunity to positively affect offender behavior change. As a result, diverting offenders from incarceration could net a cost savings compared to costs associated with incarceration.
- Certification training for community supervision officers, which incorporates blended learning, uses officer and staff time more efficiently, thereby reducing overall costs to the state and local entities.

#### 2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds; including through the elimination of redundant and non-core functions.**

- Allocating funds to the CSCDs through a grant application process assists in the proper allocation of state funds to CSCDs that have a high need offender population in areas such as substance abuse and mental health services. Through a thorough assessment process, CSCDs can target criminogenic needs and make proper referrals to programs and services that will benefit the offender. Additionally, utilizing personal study, online modules and minimal face-to-face training, through blended learning, eliminates waste of taxpayer funds.

#### 3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**

- The strategic plan that each CSCD has created has two required statewide goals: prison diversion and accountability. These goals focus on the reduction of revocations to incarceration and more accountability for the services the CSCDs provide for offenders and performance targets. CSCDs across the state are unique given the availability of resources in their area. For this reason, CSCDs are able to add goals their department needs to achieve within a specific timeframe and which is specific to their jurisdictional needs. For example, a CSCD that wishes to incorporate an in-house training department would develop incremental goals that address the acquisition of training staff and necessary equipment, and curriculum development. Monitoring the CSCDs on state standards and individualized strategic plans will allow the state to evaluate success in achieving performance and identifying plans to improve processes at all 122 CSCDs statewide.

#### 4. **Providing excellent customer service.**

- Collaboration with community supervision stakeholders will improve the process in awarding grants, assessment of the offender population, and continual training of newly certified community supervision officers. TDCJ-CJAD will continue to: establish state and CSCD joint field committees; conduct informational webinars for the CSCDs every other month in even numbered years and monthly during the legislative session; conduct phone conferences with each of the nine CSCD regions every other month; participate in quarterly Probation Advisory Committee

## Agency Goals and Action Plan

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and Judicial Advisory Council meetings; and present statewide information for the CSCDs at the annual Probation Chiefs Conference.

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

- The TDCJ website contains information regarding the makeup of TDCJ-CJAD, rules and standards for CSCDs, information on the Judicial Advisory Council, CSCD statewide directory, CSCD funding, numerous publications, and listing of programs for rehabilitation.

### **Other Considerations Relative to the Goal/Action Plan**

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The Texas probation system is decentralized and the individual CSCD directors are appointed by the District Court Judges and County Court-at-Law Judges in the jurisdiction(s) served by the department. The TDCJ-CJAD is the state oversight entity which provides funding, promulgates standards, monitors and certifies officers within the CSCDs. Through a collaborative structure, the state and community supervision stakeholders work to improve the system, with final approval and oversight provided by TDCJ.

## Agency Goals and Action Plan

### **GOAL: Custody, Care, and Management of Incarcerated Offenders**

**To provide secure confinement, custodial care, and support services for adult felons in TDCJ correctional facilities while ensuring public, staff, and offender safety.**

### Action Steps to Achieve Goal

- Continue to recruit, retain, and develop professional correctional staff, which requires effective pre-service, in-service, and leadership training. Evaluate curriculum annually to ensure appropriateness of material.
- Ensure all offenders continue to receive quality and cost-effective medical and mental health care and treatment.
- Continue to enhance safety and security through the installation of comprehensive video surveillance systems in maximum security correctional facilities. By the end of FY 2017, 13 facilities will have comprehensive video surveillance systems installed, and at the current rate of funding, installation will be completed on all 22 maximum-security correctional facilities by FY 2023.
- Maintain systemwide accreditation through American Correctional Association (ACA) accredited reviews and systemwide compliance with Prison Rape Elimination Act (PREA) standards through PREA audits. All PREA compliance audits of TDCJ facilities will be completed by the end of FY 2017. All facilities are subject to reaccreditation and review of ACA standards and PREA compliance every three years.
- Ensure the continuation of support services that provide effective classification and housing assignments as well as wholesome and nutritious meals, clean and sanitary clothing and bedding, personal hygiene items, and the supplies and equipment necessary to maintain a clean and safe environment, with a focus on prison-produced goods to reduce costs.
- Continue maintaining our facilities and aging infrastructure at the highest operational level possible by identifying and documenting deficiencies on a daily basis with corrective and preventive maintenance work orders and/or major work requests to correct/repair/replace identified deficiencies in a timely manner.
- Provide ongoing monitoring and oversight of contractual requirements for the privately operated prisons, state jails, and other contracted facilities and services. Ongoing operational reviews, contract reviews, and quality assurance reviews are conducted to validate adherence to policy and contractual requirements at all privately operated facilities to ensure security, safety, and asset protection for the agency.

## Agency Goals and Action Plan

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### How the Goal/Action Plan Supports Each Statewide Objective

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#### 1. **Accountable to tax and fee payers of Texas.**

- TDCJ provides a secure, safe, and sanitary environment for convicted felons, while ensuring security is maintained at the highest standards to prevent escape or harm to offenders, staff, volunteers, and the public.
- Allegations of waste, fraud and abuse of agency resources can be reported to the State Auditor's Office, TDCJ Internal Auditor, or TDCJ Office of the Inspector General through the TDCJ website or a toll-free hotline number.
- Agency expenditures are recorded and are available for viewing at [http://www.texasransparency.org/State\\_Finance/Spending/](http://www.texasransparency.org/State_Finance/Spending/). Listings of contracts and purchase orders can be found on the TDCJ and Legislative Budget Board (LBB) websites. Numerous quarterly and annual reports from various operational areas within the agency can also be found on the TDCJ website.
- Monthly offender population reports and biennial population projections are developed by the LBB (independent from TDCJ) and provided to state leaders for decision-making purposes and made available to the general public through the LBB website.

#### 2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds; including through the elimination of redundant and non-core functions.**

- TDCJ manages agency resources efficiently and uses prison-produced items (from agricultural and industrial operations) to the maximum extent possible.
- Utilizing a thorough offender intake process, TDCJ gathers all of the required information (through various assessment instruments) to properly classify and house offenders and initiate an individualized treatment plan that will be used throughout their incarceration.
- University health care providers, in coordination with TDCJ, utilize 340B drug pricing, telemedicine, electronic medical records, regionally-placed hub operations, cohorting of subpopulations with similar conditions, and many other operational tools to maximize healthcare funding.

#### 3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**

- Performance success at TDCJ correctional facilities is measured through operational reviews, security reviews, internal audits, ACA audits, PREA compliance audits, and other management oversight tools. Outcomes are used to make ongoing improvements systemwide and enhance employee training and development.
- Staff from agriculture, industry, food service, warehousing, transportation, and procurement operations meet regularly to review performance of internal productions and make adjustments as needed.

## Agency Goals and Action Plan

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### **4. Providing excellent customer service.**

- The TDCJ Ombudsman, TDCJ Office of Inspector General, PREA Ombudsman, and Office of Professional Standards (for health-related matters) investigate inquiries and grievances from family members and the general public and provide responses in a timely matter. Unit and departmental staff regularly provide verbal and written responses to relatives, friends, and the general public concerning questions and concerns.
- The agency conducts and attends organizational meetings and conferences, such as the Public Awareness – Corrections Today (PACT) conference and Texas Inmate Family Association (TIFA) regional/statewide meetings, and provides updated information on the agency website.
- Requests for open records are completed timely and in compliance with the Texas Public Information Act.

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

- The TDCJ website provides a wide range of content intended to inform offender friends and family, to include a unit directory, information concerning divisions and departments, contact information, a quick link to locate offenders, visitation hours and rules, information about offender telephone and messaging systems and electronic commissary purchases, as well as numerous agency publications available for downloading. The TDCJ website is ADA compliant to enable easy accessibility and use for all Texans.
- New information is routinely posted on bulletin boards in visitation areas to update and inform offender families. Staff frequently attend and speak at meetings/conferences addressing the public and answer questions.
- TDCJ responds and encourages open correspondence by responding to federal, state, and public surveys and open records requests in a timely manner.

### **Other Considerations Relative to the Goal/Action Plan**

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The prison population increasingly consists of offenders serving sentences for violent crimes as well as a growing number of elderly offenders, although elderly offenders as a percent of the total prison population remains relatively small. The agency considers these trends while providing for secure confinement and adequate offender health care.

## Agency Goals and Action Plan

### **GOAL: Rehabilitation and Reentry Programs**

**To develop and provide evidence-based rehabilitation and reentry programs that reduce recidivism and facilitate positive change in the lives of offenders.**

### Action Steps to Achieve Goal

- Continue to maintain evidence-based programs, ensure the effectiveness of their curriculum through research and evaluation, and implement additional programs, as appropriate.
- Continue to provide offenders with educational, vocational, and substance abuse treatment and other programs based on their needs and priorities by effectively utilizing intake screening tools and the Texas Risk Assessment System (TRAS) as well as other agency implemented assessments to guide programming.
- Evaluate recent enhancements in continuity of care for special needs offenders nearing release, to include programming and processes for coordinating benefit entitlements (securing Social Security, Medicare, Medicaid, Veterans Administration benefits, etc.). This ongoing effort will identify increased efficiencies and service delivery and keep the agency informed and proactive with all continuity of care practices for the special needs population.
- Continue providing identification documents to releasing offenders, and develop an automated tool for sharing pre-release job training and certification information with future employers and further enhance offender opportunity for applying those skills to sustainable post-release employment.
- Enhance the process of establishing and maintaining volunteer status through increased use of virtual and automated enrollment, retraining and notifications. Work with the community to increase the number of community-based volunteers to provide program service delivery, thereby assisting in reducing recidivism.

### How the Goal/Action Plan Supports Each Statewide Objective

#### **1. Accountable to tax and fee payers of Texas.**

- By working towards a successful reentry transition of offenders, a reduction in recidivism allows for a decrease in utilization of county jails and state correctional facilities.
- Timely and accurate placement of offenders into quality rehabilitation programs, to include transitioning offenders upon program completion, reduces recidivism and lessens total state expenditures.

## Agency Goals and Action Plan

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- 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds; including through the elimination of redundant and non-core functions.**
  - Collaboration with other state agencies assists in the assessment and identification of best practices and the elimination of redundancy.
- 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**
  - By reviewing recidivism and program outcome studies, the successful outcomes across programs can be examined and result in changes that continue to improve upon the safe and productive reintegration of offenders back into the community.
- 4. Providing excellent customer service.**
  - By assisting the offender in the reentry transition and ensuring necessary resources and services are provided, a successful reintegration back to society provides a benefit to both the offender and the community.
  - A toll-free reentry hotline, identification documents, and targeted reentry resource materials are provided to releasing offenders.
  - Requests for open records or other inquiries are completed timely and in compliance with the Texas Public Information Act.
- 5. Transparent such that agency actions can be understood by any Texan.**
  - The use of family and public engagement, informational brochures, summary reports made available to the public via the agency website, and participation in public forums regarding reentry efforts by TDCJ, assists in increasing public understanding of what successful reentry can mean to local communities.

### Other Considerations Relative to the Goal/Action Plan

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Providing successful reentry services requires inter-agency cooperation and information sharing. Numerous state and local agencies work with TDCJ to provide successful offender outcomes.

## Agency Goals and Action Plan

### **GOAL: Parole Supervision and Revocation Diversions**

**To provide effective supervision and administer the range of options and sanctions available for offenders' successful reintegration back into society following release from confinement.**

### Action Steps to Achieve Goal

- Continue to maintain parole staff at levels that will be conducive to managing caseloads at established ratios. Management monitors caseload ratios on a monthly basis, which includes an evaluation of each parole office.
- Provide training to ensure staff has the ability to supervise and interact with offenders in the most effective and efficient manner based upon offender risk levels. Continue to review policies and training materials annually to provide staff with evidence-based practices that will assist with the supervision of offenders, and routinely review the Parole Officer Training Academy (POTA) curriculum to ensure any changes in policies or procedures are identified and updated.
- Continue to effectively respond to violations, to include utilizing graduated sanctions when appropriate for administrative violations. All cases are reviewed upon warrant confirmation for alternate action by local staff and management, and eligible cases are reviewed for use of a summons in lieu of a warrant. This evaluation is further enhanced for offenders identified as special needs.
- Collaborate with communities, state and federal agencies, employers, non-profit organizations, and TDCJ reentry case managers to create additional opportunities for offenders with limited resources. Information collected pertaining to referrals made for housing, veteran services, substance abuse, employment, medical, mental health, education, and basic needs allows the agency to evaluate and identify locations where additional services are needed.
- Coordinate with the Board of Pardons and Paroles (BPP) to provide necessary information for parole decisions, to include voting parole and discretionary mandatory cases, imposition of all appropriate special conditions, considering new information, modifying conditions, and imposition of sanctions up to and including revocation.

## Agency Goals and Action Plan

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### How the Goal/Action Plan Supports Each Statewide Objective

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**1. Accountable to tax and fee payers of Texas.**

- Successful reintegration allows formerly incarcerated offenders to support themselves and their families. Individuals that maintain housing, employment, and a drug free lifestyle reduce the burden on society and allow state resources to be allocated to other public issues and concerns.
- Independent from, but in collaboration with TDCJ, the BPP considers all eligible offenders for parole, conducts hearings when requested, and reviews every clemency application and request received while continuously reviewing internal processes.

**2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds; including through the elimination of redundant and non-core functions.**

- Housing and employment continue to be barriers to successful reentry. Focusing on these two key areas will enable the agency to continue to concentrate on reducing recidivism rates. Maximum utilization of existing reentry resources in the community avoids redundant functions and does not cost additional state funds.

**3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**

- Sufficient, well-trained staff provide the greatest opportunity to maintain the ability to enhance supervision by creating optimal communication with offenders. The ability to increase individual focus and contact allows the parole officer to work diligently with the offender on any issues and barriers to successful reintegration.

**4. Providing excellent customer service.**

- By assisting the offender in the reentry transition and ensuring necessary resources and services are provided, a successful reintegration back to society provides a benefit to both the offender and the community.
- Parole staff regularly provide verbal and written responses to relatives, friends, and the general public concerning questions and concerns. Information is also provided to offenders through interviews, committees, and hearings.
- Requests for open records are completed timely and in compliance with the Texas Public Information Act.

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

- Parole policies and procedures are available on the TDCJ website, which also provides telephone numbers for any member of the public to have their questions answered by a qualified agency representative. Additionally, TDCJ's website provides the public the opportunity to submit a request for public information.

## Agency Goals and Action Plan

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- The use of family and public engagement, informational brochures, summary reports made available to the public via the agency website, and participation in public forums, assists in increasing public understanding of the parole supervision functions in Texas.

### Other Considerations Relative to the Goal/Action Plan

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Technology such as electronic monitoring utilizing radio frequency equipment, or active, passive, and hybrid Global Positioning Satellite systems, is used to enhance supervision of high risk offenders or as an alternative to revocation for lower risk offenders.

## Agency Goals and Action Plan

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### **GOAL: Victim Services**

**To assist victims of crime and provide a central mechanism for crime victims to participate in the criminal justice system.**

### **Action Steps to Achieve Goal**

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- Continue using the Victim Notification System (VNS) to provide registrants (crime victims, surviving family members, witnesses who testified at trial, and concerned citizens) notifications regarding an offender's status, and maintaining a 1-800 hotline for victims and concerned citizens seeking information or other assistance.
- Improve the processing and collection of Victim Impact Statements (VIS). The Victim Services Division (VSD) will conduct a VIS county observation study with Texas counties identified as having a high rate of success processing VISs. The goal of the study is to identify those procedures and practices that contribute to these successes and include these best practices in all training materials, thereby providing greater opportunities for victims to exercise their right to complete a VIS and have it considered at various stages of the criminal justice process.
- Increase public awareness of a victim's right to request victim offender mediation dialogue from VSD. VSD training staff will conduct Victim Offender Mediation Dialogue (VOMD) awareness trainings at regional TDCJ wardens' meetings, statewide conferences, regional coalition meetings, and other identified community group meetings. Other public awareness initiatives will include webinars, articles for publications, and discussing VOMD with individuals who call into the VSD 1-800 hotline.
- Increase access to necessary foundation level and advanced training. To allow victim services/criminal justice professionals to access quality training without incurring registration or travel costs, VSD will continue to maintain and update the Texas Victim Assistance Training (TVAT) Online, a foundational web-based training developed by identified stakeholders and VSD staff. In addition, a needs assessment will be conducted to determine gaps in training topics, and develop training offerings, such as live trainings and webinars, based on these identified needs. Recent grant funds received from the Office of the Governor Criminal Justice Division will allow VSD to collaborate with state partners to host an in-person foundational statewide Victim Assistance Academy and enhance the TVAT Online.

## Agency Goals and Action Plan

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### How the Goal/Action Plan Supports Each Statewide Objective

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#### **1. Accountable to tax and fee payers of Texas.**

- A primary function of VSD is to provide accurate information to victims through notification, facilitate their ability to exercise their rights and participate in the criminal justice system, and to make appropriate referrals as needed. The agency offers a 1-800 hotline for victims and concerned citizens who have questions regarding offender status and information on victim rights, a 24-hour automated system that provides limited offender status information, as well as direct services to crime victims and training to criminal justice and victim services professionals.

#### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds; including through the elimination of redundant and non-core functions.**

- VSD focuses on legislatively mandated services to ensure crime victims can make informed decisions regarding their participation in the criminal justice system. The VNS uses a confidential database to provide registrants (crime victims, surviving family members, witnesses who testified at trial, and concerned citizens) notifications regarding an offender's status. The VNS registrants have the option of electing to receive notifications via letter, email or both. In addition, statutory victims may also elect to receive some notifications via text. The VNS provides more than 80 points of notification regarding several phases of an offender's incarceration and supervision, including the parole review process.
- In addition to live trainings, web-based and on-line training modules are utilized to ensure crime victims, criminal justice professionals and victim services professionals can receive current and relevant training on victim services issues. Currently, VSD staff maintains the online training program, TVAT Online, and hosts monthly webinars to provide training and information for agencies and advocates statewide.

#### **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**

- Data collected on the VIS is analyzed to determine which Texas counties are consistently in compliance with state-mandated laws regarding the utilization and processing of VISs and to provide training and technical needs throughout the state. TDCJ staff reviews training evaluations and/or direct service surveys to measure the success of services provided and evaluate the need to enhance or modify services. For example, the Texas Crime Victim Clearinghouse (TxCVC) uses evaluations after live training, webinars, and the TVAT Online. The TxCVC regional victim service coordinators provide a direct survey to crime victims, which can be completed and returned anonymously to the TxCVC supervisor or program section manager. Post-mediation assessments are also conducted following victim and offender dialogues.

## Agency Goals and Action Plan

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### 4. Providing excellent customer service.

- TDCJ seeks to improve the quality of service provided to each victim, concerned citizen and criminal justice professional that interacts with the agency. The agency provides extensive training to new employees regarding crime victims' rights, victim sensitivity, and post-conviction procedures. In addition, training for all staff is provided on an ongoing basis.
- VSD is a member of the Victim Services Coalition, along with other state and federal agencies, and non-profit organizations who directly or indirectly provide services to crime victims. The purpose of the coalition is to network and share information regarding victim services within each agency.
- Regional Victim Services staff also work on regional and community-based coalitions. Input from crime victims is routinely sought to ensure that services and written materials are user-friendly, understandable and that they provide needed information.

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

- TDCJ is mandated to revise the VIS and VIS related documents after every legislative session. In addition to considering legislative mandates, the VIS Revision Committee reviews the materials to ensure the information can be easily understood by any crime victim. Victims have periodically been invited to review updates to written materials, such as the VIS, to ensure the materials are user-friendly and victim sensitive.
- The TDCJ website provides a wide range of content intended to inform victims and their families, concerned citizens, and criminal justice professionals, to include announcements of upcoming events and new services, information concerning victim notification registration, contact information, and listings of available programs and victim resources, as well as numerous agency publications available for downloading. The TDCJ website is ADA compliant to enable easy accessibility and use for all Texans.
- All notifications, Victim Impact Statements, and brochures are available in English and Spanish. TDCJ began utilizing an interpreter service in FY 2016 which enhances the division's capability to meet the needs of clients with limited English proficiency. Staff can access the service by initiating a conference call between the victim, VSD staff, and professional interpreter.

## Other Considerations Relative to the Goal/Action Plan

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VSD services are also enhanced with the utilization of volunteers and interns. VSD has utilized volunteers as mediators, panelists for Victim Impact Panels, and interns in various support positions.

## Redundancies and Impediments

Service, Statute, Rule or Regulation	Reason Regulation Results in Inefficient or Ineffective Agency Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Sections 552.221, 552.222 and 552.2615, Texas Government Code (Public Information Act)	Requires responses via U.S. mail.	Revise to permit responses either by mail or electronic means (email).	Potentially a small savings in expenditures for postage.
Annual review of good time policies relating to retroactive awarding of good time credits upon promotion in time earning class – Section 498.005, Texas Government Code	The practice of retroactively awarding good time credits upon promotion in time earning class was terminated in 1995.	Repeal Section 498.005, Texas Government Code	No fiscal impact. Since 1995 there has been no reasonable expectation that TDCJ will use this statutorily required review, which was originally intended to relieve prison overcrowding, to cause the early-release of offenders. Eliminates time spent by board and staff relative to the annual policy review.
Sale/transfer of the vacant, state-owned Marlin VA Hospital and Dawson State Jail.	Funding for renovating the Marlin VA facility was discontinued in 2010. The contract operations at the Dawson facility expired in 2013, with no appropriations provided for the 2014-15 biennium. TDCJ has no current plans for utilizing these facilities.	Sell the facility and surrounding property pursuant to Section 496.0021, Texas Government Code, and Section 31.158, Texas Natural Resources Code.	The sale would provide a one-time revenue gain to the state. In addition, TDCJ staff maintaining these facilities could return to their original unit of assignment.

Note: The Texas Department of Criminal Justice (TDCJ) is not a regulatory agency and therefore has promulgated no regulations that could be a barrier to economic prosperity or otherwise impact effectiveness and efficiency. TDCJ has very limited rule-making authority, as well as a unique mission in the state of Texas that avoids duplication of services with other agencies. While there are numerous statutes and laws governing various aspects of agency operations, to include but not limited to purchasing, contracting, employment, and information technology, they neither distract from TDCJ's core mission, compromise efficiency or effectiveness, nor impose a workload disproportionate to the benefits incurred by the state.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule A

## **BUDGET STRUCTURE**

## Budget Structure

## **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

## Budget Structure

**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**

**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**

- Output**
- ◆ Safety or maintenance deficiencies identified

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

- Output**
- 🔑 Psychiatric inpatient average daily census
  - ◆ Psychiatric outpatient average caseload
  - ◆ Developmental Disabilities Program average daily census
  - ◆ Outpatient medical encounters
  - ◆ Number of health evaluations performed in segregated housing areas
  - ◆ Outpatient dental encounters

## Budget Structure

### 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

**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

## Budget Structure

- 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 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

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

## Budget Structure

## 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)

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

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

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

**Explanatory** ♦ Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process  
 ♦ Number of parole-in-absentia reports prepared and submitted to the Board of Pardons and Paroles to facilitate the release decision-making process

## 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

## Budget Structure

- 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

### 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**

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule B

## 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>	<i>The total number of misdemeanants revoked to county jail divided by the average misdemeanor 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 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>	<i>The number of felony offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.</i>
<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 extracts data for relevant performance measures and places data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS) to sum of the number of felons as of the last working day of each month for all counties. Data is copied into an Excel workbook to present the monthly statewide sums and the average for the reporting period.
<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>	<i>The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.</i>
<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 extracts data for relevant performance measures and places data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS) to sum the number of misdeameanants for all counties for each month in the reporting period. Data is copied into an Excel workbook to present the monthly statewide sums and the average for the reporting period.
<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>	<i>The number of felony offenders under direct supervision, including those in residential facilities, per community supervision officer calculated as an end-of-month average.</i>
<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 extracts data for relevant performance measures and places 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 aggregate CSCD staff counts.  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 the monthly population and staff counts and the statewide average caseload for the reporting period.
<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 and residential 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. I. I. 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. I. I. 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

<b>Performance Measure</b>	<b>A.1.2. Number of grant-funded residential facility beds in operation</b>
<b>Definition</b>	<i>The total number of residential facility beds in operation and funded through Diversion Program (DP) grants either in community corrections facilities (CCFs) or county correctional centers (CCCs), (excluding contract residential programs).</i>
<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

<b>Performance Measure</b>	<b>A.1.2. Number of grant-funded facilities 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 Diversion Program (DP) grants 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 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

## FY 2016-2017 Performance Measure Definitions

Performance Measure	A.1.3. Number of residential facility beds funded through Community Corrections
<b>Definition</b>	<i>The total number of residential facility beds funded through Community Corrections (CC) either in community corrections facilities (CCFs) or county correctional centers (CCCs), (excluding contract residential programs).</i>
<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

Performance Measure	A.1.3. Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding non contract residential facilities)
<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

## FY 2016-2017 Performance Measure Definitions

<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

<b>Performance Measure</b>	<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

## FY 2016-2017 Performance Measure Definitions

<b>Performance Measure</b>	<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. I. Offender with Special Needs Three-year Reincarceration Rate
Definition	<i>The reincarceration rate of adult felony offenders with special needs on probation or parole supervision 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>
Type measure	Outcome
Key or Non-Key?	☞ Key
Purpose	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.
Data Source and Collection	A total population of felony offenders involved in TCOOMMI programs within the fiscal year of study are drawn from the TCOOMMI data base and subsequently copied and separated into a study data set. Representative samples (i.e., proportional stratified samples) are drawn from the study data set of both offenders on probation supervision and parole supervision. Each case is researched to determine whether the offenders were revoked and/or returned to TDCJ-CID within three years of entering TCOOMMI programs. The rate is determined from tracking the releasees for three years.
Methodology/Calculation	Outcome data is coded, entered into a database, and analyzed to determine the total number of felony offenders on probation supervision and parole supervision in the fiscal year sample who are revoked to TDCJ-CID within three years of entering TCOOMMI programs. The recidivism rate reported in one fiscal year (e.g.2009) refers to the fiscal year sample of program participants three years prior (fiscal year 2006). The total number of felony offenders who were revoked to TDCJ-CID within three years of release are then divided by the total number of the sample and subsequently multiplied by 100 to obtain three-year reincarceration rate.
Data Limitations	<ul style="list-style-type: none"> <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>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ 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 2016) refers to the prison release cohort three years prior (fiscal year 2013).
<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>	<i>The number of offenders escaped from incarceration in state or privately-operated facilities to include unit, state property or worksite. All successful escapes from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice are included. The number is calculated by adding the number of escaped offenders (private and state operated facilities).</i>
<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>	<i>The turnover rate of Correctional Officers for a fiscal year based on the number of Correctional Officer separations divided by the average number of filled Correctional Officer positions during the fiscal year. Note: This rate is published in the State Auditor's Office (SAO) Annual Report on Full-Time Classified State Employee Turnover for each fiscal year.</i>
<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: $\text{Turnover Rate} = \frac{\text{Number of Separations During the Fiscal Year [FY]}}{\text{Average Number of Correctional Officers During the FY}} \times 100$ *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.I. 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.I. 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, pre-parole transfer facilities, 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, pre-parole transfer facilities, 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 an investigation was initiated and opened. (An investigation is a systematic, impartial inquiry into allegations that unnecessary and/or excessive force or harassment and/or 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 (OIG) for investigation.
<b>Data Source and Collection</b>	Information comes from databases maintained by the Inspector General's Office, the Administrative Review Use of Force Office, and the 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>	<i>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.</i>
<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 INIHK019 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>	<i>The average daily cost per offender for security and classification services for offenders incarcerated in state-operated facilities, calculated by dividing average cost per day by the average number of offenders. (Costs do not include administrative overhead that is funded under a different strategy).</i>
<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. <i>Average Number of Offenders Incarcerated</i> .
<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, pre-parole transfer facilities, ISF beds, or offenders housed in contractual correctional bed capacity.
<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>	<i>The number of correctional staff employed on the last day of the period, according to Texas Department of Criminal Justice (TDCJ) computerized payroll records. Target is based on projected staffing for new prison units based on current construction schedules.</i>
<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>	<i>The number of reported assaults to employees or inmates, with or without a weapon.</i>
<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>	<i>Any attempt by an offender to escape from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice (TDCJ).</i>
<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>	<i>Scheduled admission numbers reflect persons who are convicted of state jail felonies beginning September 1, 1995.</i>
<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>	<i>Maintenance deficiencies are identified and documented by work orders, which are requests by unit personnel/departments to unit maintenance to correct/replace/repair identified deficiencies. A work order is assigned a tracking number and logged to track a request to repair/correct/replace a deficiency, and document the supervisor assigned, materials used, and amount of time allocated until final disposition.</i>
<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 facilities utilize a centralized database to record and track all activity for work orders. The work order information is collected monthly from each facility maintenance and regional maintenance office by the central office.
<b>Methodology/Calculation</b>	The central maintenance office extracts and totals data from the database for 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>	<i>Daily average census (bed occupancy) of psychiatric offenders in an inpatient facility.</i>
<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>	<i>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.</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 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.I.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>	<p>The Texas legislature, by enacting Government Code 495.001 V.T.C.A., granted authority to the Board to enter into contracts with private vendors for the construction, operations, maintenance, and management of secure correctional facilities for select housing of minimum custody offenders. The Texas Department of Criminal Justice (TDCJ) was created and established by law to manage and conduct, among other things, the prison system of the State of Texas and has been delegated the authority by the Texas Board of Criminal Justice to enter into operation and management contracts with private vendors.</p> <p>General Duties and Obligations for Operation of Each Facility: Each contract prison shall operate, maintain and manage the Facility in compliance with applicable federal and state constitutional requirements, laws, Court Orders and required American Correctional Association Standards and in accordance with the Operational Plan and each agreement.</p>
<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>	<p><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.I.8., C.I.9., and C.I.10., Managed Health Care and not included in this calculation.</p>
<b>Cumulative/non-cumulative?</b>	Non-cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∇ Lower than target

Performance Measure	C.I.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. I. 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. I. 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>	<i>Amounts paid to facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.</i>
<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 <i>plus</i> 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>	<i>The percentage change in number of offenders assigned to factories/facilities operated by Texas Correctional Industries (TCI) compared to the previous fiscal year.</i>
<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 of degrees and vocational certificates awarded
<b>Definition</b>	<i>The number of degrees awarded to offenders who completed associate, baccalaureate and master's level degree requirements while incarcerated. The number of vocational certificates awarded to offenders who fulfill program requirements in a sufficient manner to be awarded a certificate of completion.</i>
<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 and vocational certificate completions via an Achievement 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>	<i>This measure counts the percent of offenders awarded a community or technical college postsecondary degree or certificate in a state fiscal year.</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 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 with a list of academic graduates and vocational certificate completions via an Achievement Report. Academic degrees and vocational certificates are entered the Post-Secondary Education Screening and Tracking System (ES30/ES00) by the college/university. Rehabilitation Programs Division 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>	<i>The number of inmate students enrolled in an academic course or a vocational training course during the reporting 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>• 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>	<i>The number of offender students served in Community and Technical College Postsecondary Academic and Vocational Training in a state fiscal year.</i>
<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
<b>Definition</b>	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).
<b>Type measure</b>	Output
<b>Key or Non-Key?</b>	☞ Key
<b>Purpose</b>	<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>
<b>Data Source and Collection</b>	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.
<b>Methodology/Calculation</b>	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.
<b>Data Limitations</b>	Fourth quarter data may not be available.
<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 intellectual disabilities receiving services
<b>Definition</b>	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.
<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 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>
<b>Data Source and Collection</b>	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).
<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 clients 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.2.3. 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-18) or the nine-month Sex Offender Treatment Program (SOTP-9) protocols. 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 programs for the period is then queried.
<b>Data Limitations</b>	Does not include offenders completing the four month Sex Offender Education Program (SOEP).
<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

<b>Performance Measure</b>	<b>C.2.4. Number of offenders completing treatment in transitional treatment centers after completing Substance Abuse Felony Punishment Facilities</b>
<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

<b>Performance Measure</b>	<b>C.2.4. Average daily cost per offender for treatment services in Substance Abuse Felony Punishment Program</b>
<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 SAFPFs.
<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	C.2.5. Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs
<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	C.2.5. Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment programs
<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, Texas Government 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>	<i>The number of offenders released on parole or discretionary mandatory supervision from institutions other than Texas Department of Criminal Justice (TDCJ).</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 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>	<i>The number of preliminary and revocation hearings conducted by hearing officers and Regional Operations Supervisors 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>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

<b>Performance Measure</b>	<b>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>
<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

<b>Performance Measure</b>	<b>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>
<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>	<i>The number of releasees under jurisdiction successfully completing supervision expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
<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>	<i>The number of revocations during the period for which a new conviction was the basis for revocation expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
<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 Monthly Summary of Caseloads Supervised (PPSUPP3C).
<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) Monthly Drug and Alcohol Testing Report (PSVS-34). A Program Specialist maintains the data from each district parole office in a personal computer database and at the end of the fiscal year prepares a report of the number of tests administered statewide during the fiscal year.
<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>	<i>The average number of parolees and probationers residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.</i>
<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>	<i>The average cost to house residents in intermediate sanction facilities (ISF) during the period. The amounts paid to ISF contractors plus per diem charges from the Correctional Institutions Division (CID) are totaled and then divided by the numbers of resident days billed to determine an overall average cost per resident 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 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 Roach 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 Roach 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 Roach ISF times the Roach 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>	<b>None noted</b>
<b>Cumulative/non-cumulative?</b>	Cumulative
<b>New Measure?</b>	No
<b>Target Attainment</b>	∨ Lower than target

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule C

## **HISTORICALLY UNDERUTILIZED BUSINESS PLAN**

## Historically Underutilized Business (HUB) Program

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 2014	FY 2015
Heavy Construction	17.5%	3.3%	11.8%
Building Construction	36.9%	7.8%	0.0%
Special Trade Construction Contracts	32.7%	50.5%	59.2%
Professional Services Contracts	23.6%	1.2%	6.0%
Other Services Contracts	24.6%	4.8%	6.1%
Commodities Contracts	21.0%	15.5%	12.7%

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 2014	FY 2015
<b>Outcome Measure:</b>		
Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs.	16.2%	14.6%
<b>Output Measure:</b>		
Number of HUB contractors and subcontractors contacted for bid proposals	37,414	33,637
Number of HUB contracts and subcontracts awarded	9,851	10,075
Dollar value of HUB contracts and subcontracts awarded	\$42,746,185	\$34,519,230

## Strategies

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.

## Historically Underutilized Business (HUB) Program

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- 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.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule D

## STATEWIDE CAPITAL PLAN

## Statewide Capital Plan

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The size and complexity of 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
- 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 11.03, 2016-17 General Appropriations Act, capital planning information relating to projects for the 2018-19 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 2018-19 biennium for submission to the Legislative Budget Board and Governor's Office.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule E

## HEALTH AND HUMAN SERVICES

## STRATEGIC PLAN

NOT APPLICABLE TO THE TEXAS DEPARTMENT OF CRIMINAL JUSTICE

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule F1

## **AGENCY WORKFORCE PLAN**

## Workforce Plan FY 2017-2021

### AGENCY OVERVIEW

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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, 2016, TDCJ was responsible for supervising 147,611 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 29, 2016, TDCJ was responsible for supervising 87,552 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 29, 2016, the agency's workforce consisted of 37,584 employees.

### Agency Mission

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***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 on parole or mandatory supervision;
- 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 2017-2021

## 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

- |                        |                                                        |
|------------------------|--------------------------------------------------------|
| <i>Strategy A.1.1.</i> | <i>Basic Supervision</i>                               |
| <i>Strategy A.1.2.</i> | <i>Diversion Programs</i>                              |
| <i>Strategy A.1.3.</i> | <i>Community Corrections</i>                           |
| <i>Strategy A.1.4.</i> | <i>Treatment Alternatives to Incarceration Program</i> |

**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

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|------------------------|--------------------------------------------|
| <i>Strategy B.1.1.</i> | <i>Special Needs Programs and Services</i> |
|------------------------|--------------------------------------------|

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

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

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|-------------------------|-------------------------------------------------|
| <i>Strategy C.1.1.</i>  | <i>Correctional Security Operations</i>         |
| <i>Strategy C.1.2.</i>  | <i>Correctional Support Operations</i>          |
| <i>Strategy C.1.3.</i>  | <i>Correctional Training</i>                    |
| <i>Strategy C.1.4.</i>  | <i>Offender Services</i>                        |
| <i>Strategy C.1.5.</i>  | <i>Institutional Goods</i>                      |
| <i>Strategy C.1.6.</i>  | <i>Institutional Services</i>                   |
| <i>Strategy C.1.7.</i>  | <i>Institutional Operations and Maintenance</i> |
| <i>Strategy C.1.8.</i>  | <i>Unit and Psychiatric Care</i>                |
| <i>Strategy C.1.9.</i>  | <i>Hospital and Clinical Care</i>               |
| <i>Strategy C.1.10.</i> | <i>Managed Health Care – Pharmacy</i>           |
| <i>Strategy C.1.11.</i> | <i>Health Services</i>                          |
| <i>Strategy C.1.12.</i> | <i>Contract Prisons/Private State Jails</i>     |
| <i>Strategy C.1.13.</i> | <i>Residential Pre-Parole Facilities</i>        |

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

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|------------------------|-------------------------------------------------------------|
| <i>Strategy C.2.1.</i> | <i>Texas Correctional Industries</i>                        |
| <i>Strategy C.2.2.</i> | <i>Academic and Vocational Training</i>                     |
| <i>Strategy C.2.3.</i> | <i>Treatment Services</i>                                   |
| <i>Strategy C.2.4.</i> | <i>Substance Abuse Felony Punishment</i>                    |
| <i>Strategy C.2.5.</i> | <i>In-Prison Substance Abuse Treatment and Coordination</i> |

## Workforce Plan FY 2017-2021

## 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*

**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 2017-2021

## AGENCY OVERVIEW (Continued)

## Agency Structure

The mission of 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.

Functions Reporting Directly to the TBCJ	
Office	Function
<b>Internal Audit</b>	The Internal Audit Division conducts comprehensive audits of 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 the Inspector General (OIG) provides oversight to TDCJ by enforcement of state and federal laws, and TDCJ policy and procedures. The OIG is the primary investigative arm for all criminal and administrative investigations for TDCJ. The OIG is dedicated to promoting the safety of employees and offenders throughout the agency. The inspector general reports to the 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 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</b>	The PREA Ombudsman provides oversight of administrative investigations of offender complaints of sexual assaults and ensures impartial resolution of those complaints.

## Workforce Plan FY 2017-2021

## AGENCY OVERVIEW (Continued)

## Functions Reporting to the Executive Director

Office	Function
<p><b>Community Justice Assistance Division</b></p>	<p>The Community Justice Assistance Division (CJAD) works with the Community Supervision and Corrections Departments (CSCDs), which supervise the offenders sentenced to community supervision, also known as adult probation. TDCJ-CJAD is responsible for the distribution and oversight of formula and grant funds, the development of standards (including best-practice treatment standards), processing strategic plans, budgets and quarterly financial reports, conducting program and fiscal audits, maintaining the Community Supervision Tracking System, and providing certification and training of Community Supervision Officers.</p> <p>The 122 CSCDs supervise and rehabilitate offenders sentenced to community supervision, assess criminogenic risk/needs using the Texas Risk Assessment System, 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>
<p><b>Correctional Institutions Division</b></p>	<p>The Correctional Institutions Division (CID) is responsible for the confinement of adult felony offenders who are sentenced to incarceration in a secure correctional facility and 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/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>
<p><b>Reentry and Integration Division</b></p>	<p>The Reentry &amp; 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.</p>
<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, as identified in the Individualized Treatment Plan (ITP), improve institutional adjustment and facilitate transition from prison into the community. Departments and programs 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, Corrective Intervention Pre-release Program, Administrative Segregation Transition Program, Administrative Segregation Diversion Program, Mental Health Therapeutic Diversion Program, Post-Secondary Education Programs, Our Roadway to Freedom, and Baby and Mother Bonding Initiative (BAMBI).</p>

## Workforce Plan FY 2017-2021

## AGENCY OVERVIEW (Continued)

## Functions Reporting to the Executive Director (Continued)

Office	Function	
<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 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 eight 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 20 residential transitional treatment centers that provide substance abuse aftercare services.	
<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, PREA, and Risk Management).	
<b>Business &amp; Finance Division</b>	<p>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.</p> <p>In addition, the chief financial officer has coordination authority over the Facilities Division, Information Technology Division, and Manufacturing &amp; Logistics Division. Detailed information regarding these three divisions is provided separately within this table of functions.</p>	
<b>Executive Administrative Services</b>	Executive Administrative Services includes the following functions.	
	<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>	The Public Information Office (PIO) acts as the liaison between TDCJ and the media 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.	

## Workforce Plan FY 2017-2021

## AGENCY OVERVIEW (Continued)

## Functions Reporting to the Executive Director (Continued)

Office	Function
<b>Facilities Division</b>	The Facilities Division is responsible for all aspects of physical plant management for TDCJ. Functions include planning, design, construction, maintenance, and environmental quality assurance and compliance of facilities.
<b>Health Services Division</b>	The Health Services Division works with the university providers and the Correctional Managed Health Care Committee (CMHCC) to ensure health care services are provided to incarcerated offenders in the custody of 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 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 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</b>	The Office of the General Counsel provides legal advice to TDCJ 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>Victim Services Division</b>	The Victim Services Division (VSD) provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. The 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.

## Anticipated Changes in Mission, Strategies, and Goals

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

## Workforce Plan FY 2017-2021

### CURRENT WORKFORCE PROFILE

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#### Critical Workforce Skills

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As of February 29, 2016, TDCJ uses 273 different job classes within the State Classification Plan. Additionally, a contract workforce is used to provide architectural and engineering services, computer programming, and other services where specifically required skills are not readily available to TDCJ.

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

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

Employees may obtain critical skills through other employment-related experiences or education. However, the application of these skills in a correctional environment when job duties include extensive interactions with offenders is a unique experience. Therefore, a basic requirement for agency employees whose performance of job duties includes extensive interaction with offenders is participation in 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

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For the purpose of workforce demographics relating to age, tenure, and turnover, the 273 job classes used by the agency have been grouped into the 21 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 2015 turnover rate.

## Workforce Plan FY 2017-2021

## CURRENT WORKFORCE PROFILE (Continued)

The following information, other than the FY 2015 Turnover Rate, is as of February 29, 2016.

Major Job Category <sup>(1)</sup>	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2015 Turnover Rate
COs	23,488	62.5%	40	8 years	26.1%
CO Supervisors (Sergeant – Captain)	2,899	7.7%	41	13 years	12.3%
Food Service/Laundry Managers	1,471	3.9%	46	12 years	16.6%
Facilities Maintenance	744	2.0%	51	10 years	17.3%
Unit Administrators (Major – Warden II)	304	0.8%	47	23 years	9.7%
Industrial Specialists	290	0.8%	52	14 years	14.3%
Case Managers	304	0.8%	45	10 years	13.4%
Agriculture Specialists	98	0.3%	48	13 years	19.7%
Counsel Substitutes	94	0.3%	42	11 years	13.8%
Substance Abuse Counselors	97	0.3%	52	5 years	19.0%
Office of Inspector General Investigators and Supervisors	139	0.4%	45	12 years	5.8%
Safety Officers and Supervisors	80	0.2%	47	12 years	15.5%
Chaplaincy	112	0.3%	58	8 years	10.1%
Parole Officers	1,487	4.0%	40	6 years	18.3%
Parole Officer Supervisors (Parole Officers III – V)	284	0.8%	46	15 years	7.5%
Program Management and Support	3,784	10.1%	46	10 years	15.8%
Business Operations	250	0.7%	46	12 years	14.2%
Human Resources	263	0.7%	46	13 years	13.0%
Information Technology	180	0.5%	47	9 years	11.0%
Legal	77	0.2%	44	8 years	17.1%
Other Staff	1,139	3.0%	49	12 years	13.2%
<b>Total</b>	<b>37,584</b>	<b>100.0%</b>	<b>42</b>	<b>9 years</b>	<b>21.9%</b>

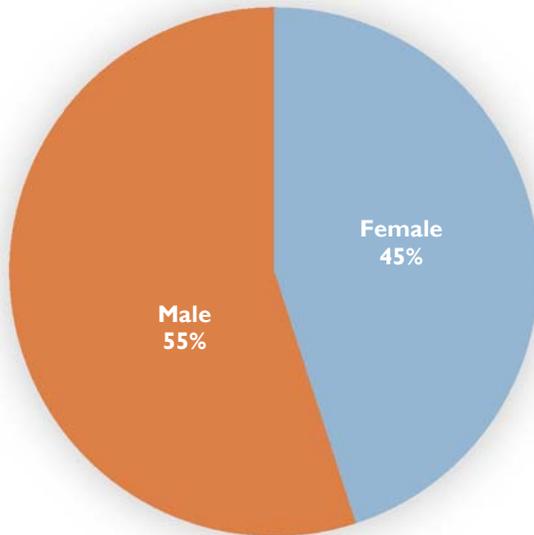
<sup>(1)</sup> The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

Workforce Plan FY 2017-2021

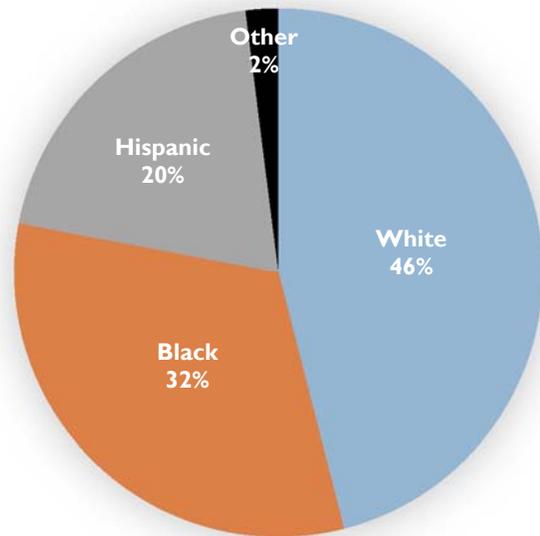
CURRENT WORKFORCE PROFILE (Continued)

TDCJ Total Workforce as of February 29, 2016

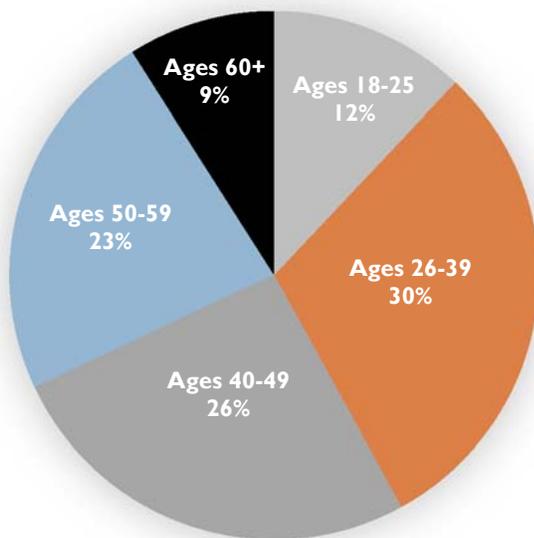
Gender



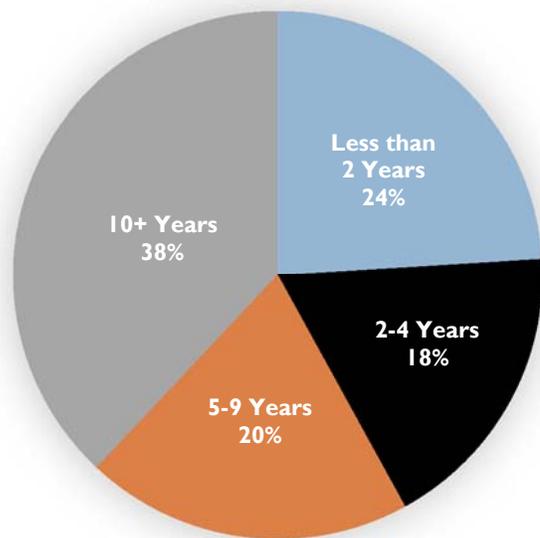
Ethnicity



Age



TDCJ Tenure



## Workforce Plan FY 2017-2021

**CURRENT WORKFORCE PROFILE (Continued)**

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**Retirement Eligibility**

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

FY 2016	FY 2017	FY 2018
1,196	1,142	1,275

In addition to the FY 2016 amount above, 2,292 current TDCJ employees became retirement eligible during previous fiscal years.

**Projected Employee Turnover Rate**

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**Turnover Due to Retirement**

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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 2013 was 1,411 (monthly average 118) and in FY 2014 was 1,502 (monthly average 125).
- The number of agency employees who retired in FY 2015 was 1,317 (monthly average 110). In FY 2016 as of February 29, 2016, the number of agency employees who retired was 474 (monthly average 79).

**Total Projected Turnover**

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The agency's annualized turnover rate for FY 2015 was 21.9%, and it is projected that the agency's turnover rate for FY 2016 will be lower than the FY 2015 turnover rate.

## Workforce Plan FY 2017-2021

### FUTURE WORKFORCE PROFILE

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#### Critical Functions

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As previously stated, TDCJ uses 273 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

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- 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

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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

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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
- 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
- Multi-lingual skills based on increasing diversity of offender population
- Enhanced management and leadership skills based on criticality of agency mission

## Workforce Plan FY 2017-2021

## FUTURE WORKFORCE PROFILE (Continued)

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

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TDCJ maintains a high priority and commitment in promoting interest for filling agency positions with diverse, qualified applicants. The FY 2015 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.

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 TDCJ; and
- Researching the feasibility of advertising on local Hispanic radio and television stations.

# Workforce Plan FY 2017-2021

## GAP ANALYSIS

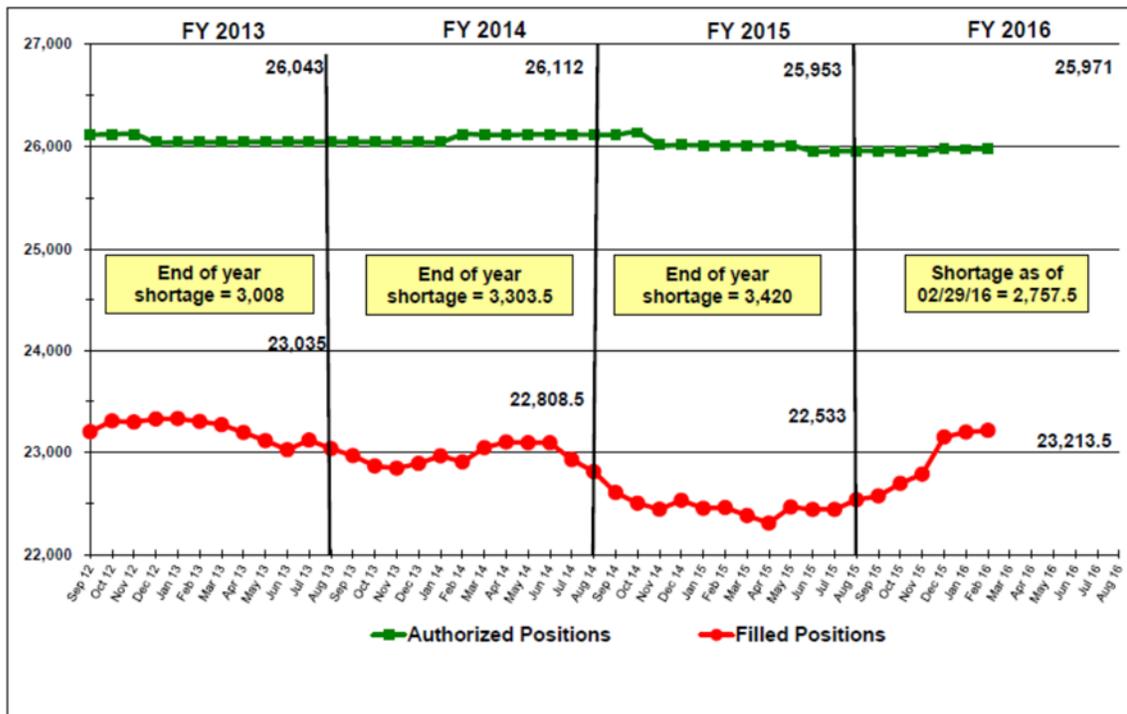
The agency’s Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, parole officers, and parole supervisors. As of February 29, 2016, these positions comprised 79.4% 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 2014 and FY 2015, 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 6,877 COs in FY 2015. The number of COs hired in FY 2016 as of February 29, 2016, was 3,617.

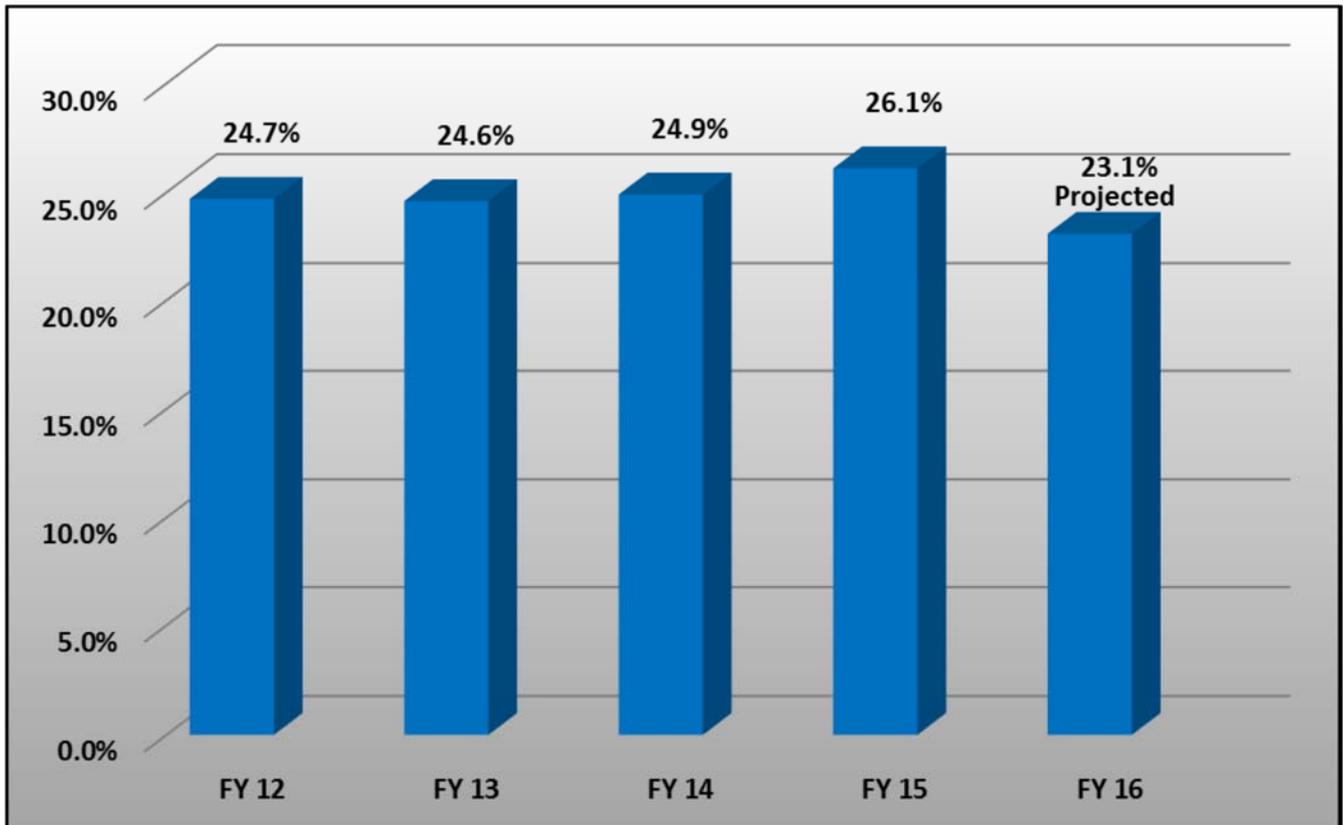


Achieving a 23% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2016-17 biennium as one of the outcome measures for the agency’s Goal C, Incarceration. Based on the current and projected CO turnover rates as of February 29, 2016, the agency anticipates the FY 2016 CO turnover rate will be approximately 23.1%.

Workforce Plan FY 2017-2021

GAP ANALYSIS (Continued)

**CORRECTIONAL OFFICER TURNOVER  
FY 2012 – 2016**



## Workforce Plan FY 2017-2021

## 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 2015 SAO turnover rates for the Food Service Managers III and IV and the Laundry Managers II through IV positions were lower than the FY 2015 overall agency turnover rate of 21.9%. Food Service Manager IV and Laundry Manager IV are supervisory positions.

FY 2015 Turnover Rates	
Job Class	Rate
Food Service Manager II	19.4%
Food Service Manager III	24.0%
Food Service Manager IV	11.4%
Laundry Manager II	13.2%
Laundry Manager III	12.9%
Laundry Manager IV	8.3%

**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 2015 turnover rate for the parole officer series was 18.3%, which is lower than the FY 2015 overall agency turnover rate of 21.9%. 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 2015 turnover rate for Parole Officers III through V positions was 7.5%, which is considerably lower than the combined turnover rate of 18.3% for Parole Officers I through II.

Parole Officer Positions	FY 2015 Turnover Rate
Parole Officer I	25.7%
Parole Officer II	14.5%
Combined, Parole Officer I & II	18.3%

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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### Anticipated Surplus or Shortage of Skills

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#### Correctional Officers

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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 is 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. Pre-service training is comprised of three phases totaling 384 hours. Phase I of the pre-service training is comprised of 16 hours of orientation and administrative in-processing and 224 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 has been restructured into three blocks, utilizing a "crawl-walk-run" learning approach which is tailored to meet the cognitive, affect, and psychomotor needs of adult learners.
- The PSTA tests the trainee's knowledge and skills as it pertains to practical tasks. Trainees are required to demonstrate competency in offender management scenarios, offender management continuum scenarios, to include defensive tactics techniques, restraint and escort procedures, 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 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 TDCJ's Core Values: Integrity, Courage, Commitment, and Perseverance.
- The PSTA includes 31.75 hours of Mental Health Crisis Intervention training to ensure trainees are well prepared to manage mentally ill and suicidal offenders, and to manage dangerous situations and/or aggressive offenders utilizing non-violent crisis intervention techniques.

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)

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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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.

- **One-on-One Shadowing Observation:** During Phase II of 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 Phase II of the OJT Program, each new officer will participate in Phase III (40 hours) where they will be 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

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- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010, is a 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.
  - *Security Issues* serves to remind students of their basic responsibilities as correctional professionals and includes a practical application demonstration for applying and removing hand restraints and conducting an offender pat search.
  - *Use of Force* training has been tailored to address preventing employee injuries due to acts of offender aggression. This training effectively captures the spirit of the Use of Force Plan and its application on the unit.
  - *Incident Command Systems (ICS) and Emergency Procedures* has been enhanced to provide students with information regarding fire, smoke, explosions; ICS; hostage situations; and escapes.

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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- *Safe Prisons/PREA* has been revised to reflect TDCJ's commitment to adhering to the federal PREA standards and includes the *Safe Prisons/PREA in Texas* video.
- Eight hours of In-Service training is dedicated to *Mental Health Crisis Intervention Training*. This training is designed to ensure trainees are well prepared to manage mentally ill and suicidal offenders, and to manage dangerous situations and/or aggressive offenders utilizing non-violent crisis intervention techniques.
- One hour 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

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- *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.
- *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

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The *Armory Custodian Training* is designed 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

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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.

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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### **Correctional Officer Supervisors and Unit Administrators**

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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 have 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 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, core values, security issues, safe prisons program/PREA, ICS and emergency procedures, use of force, crisis intervention, 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.
- **Lieutenant Command School:** The mission for this 40-hour program is to provide leadership and core crisis management skills. The Lieutenant Command School is a hands-on training that uses scenarios, simulated emergencies, and role plays. Lieutenants must possess the necessary

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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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 2017-2021

**GAP ANALYSIS (Continued)**

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- **Administrative Segregation Training:** This 16-hour course, conducted as part of on-the-job training, is required for all employees who are newly assigned to work in an Administrative Segregation housing area. This includes all newly assigned employees (OJT's), direct hire employees, employees who are assigned to general population but are utilized to help conduct meals/movement/etc., in the Administrative Segregation housing area, and veteran employees who have been assigned to Administrative Segregation prior to creation of the 16-hour program at one facility and transfer to Administrative Segregation at a different facility. This course includes in-depth information from the Administrative Segregation Plan.
- **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.
- **Mental Health Training:** This 32-hour course, that was previously categorized as pre-requisite training during on-the-job training for employees assigned to designated mental health facilities (Clements, Hodge, Hughes, Jester IV, Michael, Montford, Mountain View, and Skyview) has now been incorporated into the Pre-Service Training Academy curriculum. In order to ensure all employees assigned to one of the above-mentioned facilities receive appropriate mental health training, this pre-requisite training will be required for all employees who have not previously completed the 32-hour program (and had completion documented in the training database) or graduated from the Pre-Service Training Academy prior to FY 2016. Topics taught within this program deal with effective offender management, types of mental illness, working with aggressive mentally ill offenders, and non-violent crisis intervention strategies.
- **Treatment Community Training:** This 8.5-hour course, conducted as part of on-the-job training, is required for employees newly assigned to treatment community facilities. This training program is designed to familiarize employees with the treatment process, their role as part of the treatment team, and includes observation of treatment processes.
- **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**

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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.

## Workforce Plan FY 2017-2021

**GAP ANALYSIS (Continued)**

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- 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.

**Parole Officers**

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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 and special needs offender programs, so that parole officers will be trained prior to or immediately after being assigned to such cases. Currently,

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

the Parole Division conducts five specialized trainings and all parole officers assigned to supervise a specialized caseload are scheduled to attend the applicable specified training prior to assuming the caseload.

Specialized Training	Description
Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)	The SISP/EM training is 40 hours and provides an overview of current policy and operating procedures. The SISP/EM training 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 training is 36 hours and provides an overview of current policy and operating procedures. In addition, the SO training provides parole officers with information 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 training is 32 hours and provides an overview of current policy and operating procedures. In addition, the SNOP training provides parole officers with information on mental health treatment requirements, community referrals, 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, which includes priority diagnoses, psychotropic medications, and TCOOMMI continuity of care procedures.
Therapeutic Community (TC) Program	The TC training is 32 hours and provides an overview of the TC history, current policies, and operating procedures. In addition, the TC training provides parole officers with information on substance abuse, drug testing and monitoring procedures, treatment team meetings, TC phases and transitions, and the Substance Abuse Counseling Program. 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.
District Reentry Center (DRC)	The DRC training is 24 hours and provides an overview of current policies and operating procedures. In addition, the DRC training provides parole officers with information on 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 information on core programming such as Turning Point, Anger Management, and Pre-Employment. The TDCJ-CID Security Threat Group (STG) Department provides a presentation on STG's, street gangs, and cliques who are a criminal threat to TDCJ personnel, offenders in prison, and the public.

The Parole Division continues to explore the feasibility of utilizing online learning technology to enhance the POTA, Specialized Training, 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.

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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- 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 trainings. A SISP/EM Supervisors Workshop was also developed and is designed to provide supervisors with the skills needed to effectively manage their staff.
- In December 2012, the POTA developed and implemented a 16-hour block of experiential training in which attendees conduct office and field contacts during academy training.
- The Texas Risk Assessment System (TRAS) was implemented in the POTA in FY 2015 as a 28-hour block of instruction.
- In March 2016, the POTA created and developed a group of field supervisory parole officers to assist with instructing at the academy.
- Upon graduating the POTA, parole officers are provided laptops and cellular devices to maximize work productivity and enhance officer safety when conducting field visits.
- Utilization of video conference equipment, as well as online video conferencing applications, to deliver training and conduct meetings statewide.

The organization of the Parole Division allows trainers and internal reviewers to coordinate efforts and identify policy deficiencies through internal parole office review audits. The internal parole office review process identifies areas requiring additional training and whether current training methods are effective. This allows appropriate training modules to be developed or revised to improve skills prior to the formation of a significant deficiency gap.

## Workforce Plan FY 2017-2021

## GAP ANALYSIS (Continued)

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The Parole Division provides training and certifies all parole officer series staff on the implementation of TRAS and the use of the assessment tool. In addition, policies were modified in conjunction with the implementation process and weekly teleconferences conducted to assist staff on the process. In FY 2017, in addition to the audit process which identifies deficiencies with utilization of the TRAS tool, the division will focus on implementation of staff recertification on the TRAS.

## Workforce Plan FY 2017-2021

## STRATEGY DEVELOPMENT (Continued)

## 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. As an example of the agency's focus on strong succession planning, programs provided by the Correctional Institutions Division (which represents over 80% of the TDCJ workforce) include:

## 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.

TRAINING PROGRAM	POSITIONS ELIGIBLE TO PARTICIPATE							
	Correctional Officers	Sergeants, FSMs, LMs	Lieutenants	Captains	Majors	Assistant Wardens	Wardens I & II	Regional Directors & 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				X				
TDCJ 24-Hour Field Force Training	X							
TDCJ 8.5-hour Treatment Community Training	X	X	X	X				
TDCJ 32-hour Mental Health Training	X	X	X	X	X			
TDCJ 16-hours Administrative Segregation Training	X	X	X	X				
TDCJ 16-Hour Gender Specificity Training	X	X	X	X				

## Workforce Plan FY 2017-2021

**STRATEGY DEVELOPMENT (Continued)**

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**Assignment of Assistant Wardens or Wardens**

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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.

**Encouragement for Continuation of Formal Education**

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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, 348 awards have been granted.

The requirements for this award include completing 12 hours of college course credit within the previous 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

## Workforce Plan FY 2017-2021

## STRATEGY DEVELOPMENT (Continued)

## 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, selected unit-based CO screening sessions, and higher starting salaries for applicants with a bachelor's degree or two years active military service with an honorable discharge.</li> <li>Maintain aggressive recruitment strategies, to include an expedited hiring process for military veteran applicants by exempting the requirement of a CO pre-employment test.</li> <li>Continue to enhance hiring standards for CO applicants.</li> <li>Enhance effective practices and programs resulting from current retention strategies, to include the Correctional Officer, Sergeant, Food Service and Laundry Manager 90-day interview.</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>

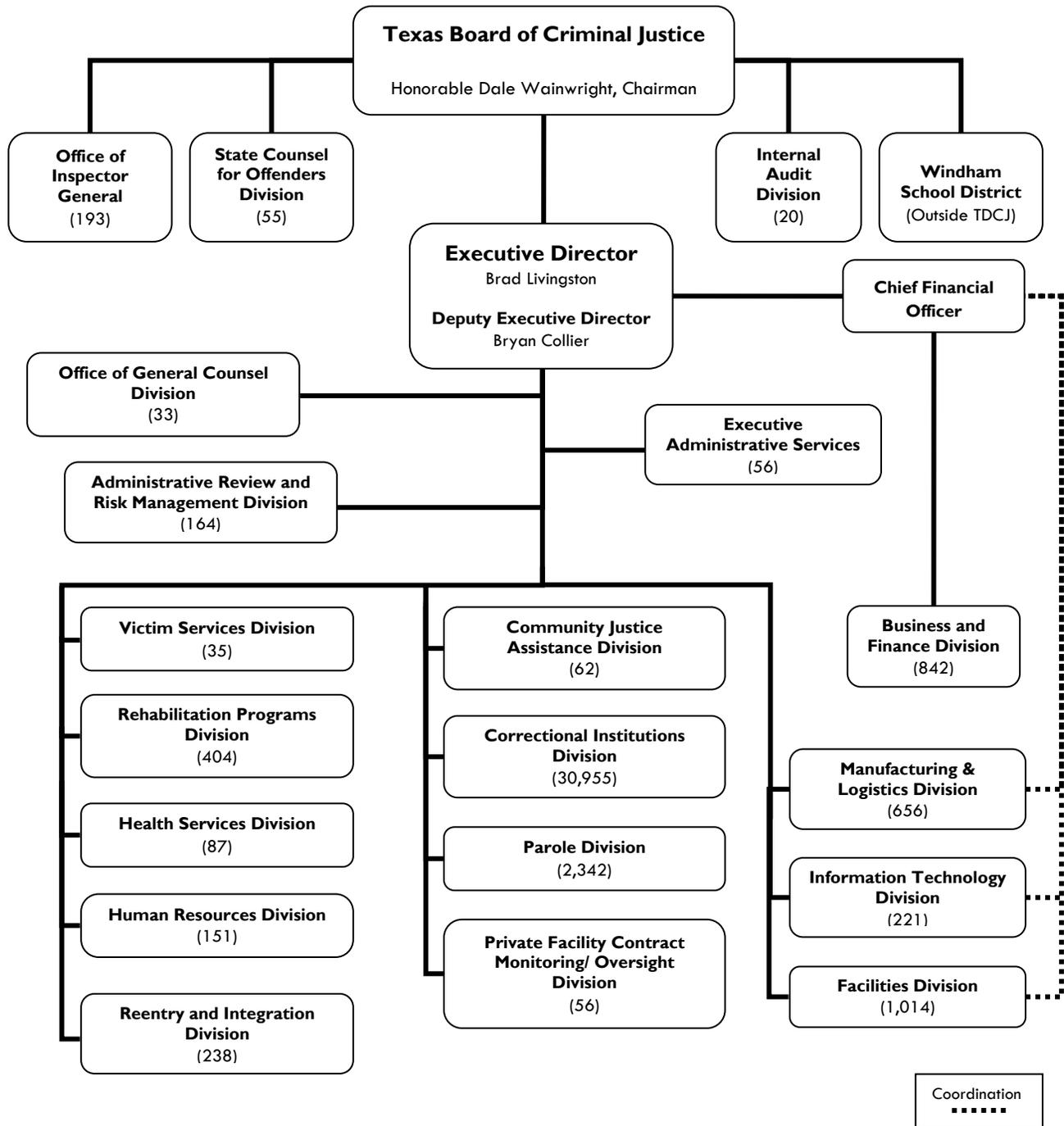
Gap	Parole Officer Staffing Levels
Goal	Reduce turnover rates in the first two levels of the parole officer series (Parole Officer I and II).
Rationale	Reducing the turnover rates in the first two levels of the parole officer series will ensure a more experienced parole officer workforce.
Action Steps	<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>

## Workforce Plan FY 2017-2021

## STRATEGY DEVELOPMENT (Continued)

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 August 2014, the Human Resources Division implemented a new training course titled, <i>Diversity: Finding Value in Our Differences</i> . This course was designed to increase awareness and understanding of differences in our workplace, to include generational differences, leading to positive communication and inclusion, and embracing respect and equality for all agency employees.
Action Steps	Continue to deliver the lesson plan to agency staff and supervisors via live or video conference training.

## TEXAS DEPARTMENT OF CRIMINAL JUSTICE ORGANIZATIONAL STRUCTURE



Note: The number within parenthesis denotes filled positions as of February 29, 2016 and does not include employees on LWOP. Board of Pardons and Paroles employees (581) are not included in this organizational chart.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule F2

## **SURVEY OF EMPLOYEE ENGAGEMENT**

## Survey of Employee Engagement Results

### Background

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Employees of the Texas Department of Criminal Justice (TDCJ) were asked to participate in the Survey of Employee Engagement (SEE) in November 2015. The SEE is designed by the University of Texas at Austin, School of Social Work, in conjunction with TDCJ.

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.

### Unit-Assigned Versus Non-Unit Employees

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As a result of 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 provided a slightly different survey to effectively assess the unit environment.

### Primary Items and Survey Constructs

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The SEE consists of 48 primary items that are used to assess essential and fundamental aspects of how TDCJ functions. The items are on a 5-point scale ranging from (5)=Strongly Agree to (1)=Strongly Disagree. TDCJ employees were asked to indicate how they agreed with each positively phrased statement. If the primary item did not apply, employees were to select Don't Know/Not Applicable.

Similar primary items are grouped together and their scores are averaged to produce 12 construct measures. These survey constructs capture the concepts most utilized by leadership and drive organizational performance and engagement. The 12 survey constructs include: Workgroup, Strategic, Supervision, Workplace, Community, Information Systems, Internal Communication, Pay, Benefits, Employee Development, Job Satisfaction, and Employee Engagement.

### Response Rates

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TDCJ provided employees the opportunity to participate in the SEE from November 2 to November 30, 2015, with final responses reported through January 4, 2016. Of the total 38,190 employees invited to take the survey, 8,912 responded. The SEE response rate for 2016 was 23.3%, an increase of 2.5% from the 2014 SEE. Of the total 2016 responses, 7,374 were submitted by unit-assigned employees and 1,538 were submitted by non-unit employees. The response rate was 23.2% for unit-assigned employees, an increase of 2.9% from the 2014 SEE, and remained about the same for non-unit employees at 24.2%.

### Survey Constructs Scoring

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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 325 should be a significant source of concern and receive immediate attention.

## Survey of Employee Engagement Results

### Areas of Strength

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Higher scores indicate a more positive perception by employees. As in the 2014 SEE, the Strategic construct in the 2016 SEE received the highest score at 376. The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher strategic scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive. The second highest score was Supervision with a score of 371 points. The supervision construct provides insight into the nature of supervisory relationships within the organization. Higher supervision scores suggest that employees view their supervisors as fair, helpful, and critical to the flow of work. Employee Engagement received the third highest score at 356. The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization, and are present while working. Higher employee engagement scores suggest that employees feel their ideas count, their work impacts the organization, and their well-being and development are valued.

### Opportunities for Improvement

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Lower construct survey scores generally indicate employee dissatisfaction. The three lowest scoring constructs on the 2016 SEE were: Pay, Information Systems, and Internal Communication. While these categories were also the lowest in the 2014 SEE, each one has shown significant improvement over the past two years – Pay (2014: 188 / 2016: 223, a 19% scoring increase), Information Systems (2014: 294 / 2016: 311, a 6% scoring increase), and Internal Communications (2014: 295 / 2016: 321, a 9% scoring increase). Recent actions implemented by the agency and the State in these identified areas include:

#### Pay

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The 84<sup>th</sup> Legislative Session funded a 10.5% pay raise for correctional officers, correctional laundry and food service managers, ranking correctional officers, and parole officers in FY 2016. The legislature also funded a 2.5% pay raise for most other state employees in FY 2016.

#### Information Systems

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- In FY 2016, TDCJ Information Technology Division (ITD) deployed a number of software applications throughout the agency that provided enhanced security, improved performance and management of user desktop (PC's) and laptop computer devices including: (1) Dell Identity Manager provides synchronization of user passwords on Novell and Active Directory user accounts; (2) System Center Console Manager (SCCM) provides ITD a productive tool in the management of PC's and laptops for delivery of antivirus and other important software updates, as well as inventory management tools; and (3) Symantec PGP application that encrypts hard drives and protects agency laptops from loss of data.
- ITD is currently in the process of acquiring and distributing new PC's and laptops for replacement of aging devices. These PC's and laptops will include Windows Operating Systems and Microsoft Office 2013. Additionally, the agency is working to install fiber optic and other network cabling throughout selected areas of every CID unit for improved data network performance and provide for replacement of green screen technology with PC's.

## Survey of Employee Engagement Results

- 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

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- 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. Similar leadership training opportunities are provided to all ranking correctional officers from sergeants to assistant wardens.
- The Focused Leadership Conference, delivered by the TDCJ executive director, deputy executive director, and chief financial officer, provides leadership development for TDCJ managers and facilitates self-identification of their leadership style.
- 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 (HRTS) Refresher is an 8-hour training that provides updates on human resources (HR) policies and procedures to ensure mid-level supervisory staff are administering current policy and practices in the supervision of staff. HRTS Refresher has been added to the Lieutenant Command School and the Correctional Administrator Preparedness Training.
- The *Connections* newsletter is made available to employees on a bi-monthly 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, 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, Wage and Hour Training*, *Sensitive Personal Information*, and *Cybersecurity Awareness*, 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.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule F3

## TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

# Texas Workforce System Strategic Plan

## Legislative Authority

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Texas Government Code, Section 2308.104 requires the Texas Workforce Investment Council to develop a single strategic plan, to include goals, objectives, and performance measures for the Texas workforce development system and those state agencies that administer workforce programs. Under the state strategic planning and budgeting system, each state agency is required to submit a biennial strategic plan to the Governor's Office and the Legislative Budget Board. The Governor approved the Texas Workforce System Strategic Plan for FY 2016-2023.

System partner agencies include:

- Governor's Office of Economic Development and Tourism (EDT)
- Texas Association of Workforce Boards
- Texas Department of Criminal Justice (TDCJ) and the Windham School District (WSD)
- Texas Education Agency (TEA)
- Texas Health and Human Services Commission and its Department of Assistive and Rehabilitative Services (HHSC DARS)
- Texas Higher Education Coordination Board (THECB)
- Texas Veterans Commission (TVC)
- Texas Workforce Commission (TWC)
- Texas Juvenile Justice Department (TJJD)

## Background

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Council staff and agency representatives met numerous times for the development of the strategic plan. The development of the system plan began by the council's System Integration Technical Advisory Committee (SITAC) and completed as a workgroup with Texas Workforce Investment Council (TWIC) staff and stakeholders. 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. All partnered agencies were involved throughout the process, allowing for continuous opportunities for partner's input and feedback.

The Texas Workforce System Strategic Plan for FY 2016-2023 built upon "Advancing Texas" using a modified planning framework. Efforts focused on identifying critical issues and opportunities that system partners must address in the next five to eight years. This fulfills the legislative planning responsibilities of the council, building on the solid foundation of work accomplished under the previous strategic plan, "Advancing Texas." The Texas Department of Criminal Justice and Windham School District will work with the Texas Workforce Investment Council to remedy those barriers to system integration that emerge during implementation of the system strategic plan.

## Texas Workforce System Strategic Plan

### TDCJ Workforce System Strategy Statement

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A major goal of TDCJ, with WSD, 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 TDCJ workforce initiatives are to:

- Provide quality skills training and services necessary for a seamless transition from in-prison job preparation programs for appropriate employment placement post-release.
- Coordinate data and information and analysis between the agency and the Texas Workforce Commission, the Texas Education Agency, Local Workforce Development Boards, parole services and other workforce system partners.
- Develop partnerships with agencies, businesses, and industries to promote positive relationships for ex-offender programs.
- Develop the strategy and capacity to institute programs and processes that enable secured employment prior to release.

### TDCJ's Role in the Texas Workforce System Strategic Plan

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This plan is devised on an eight year timeframe to align with the new workforce requirements under the Workforce Innovation and Opportunity Act, which requires each state to submit its first four-year unified or combined state plan to the U.S. Department of Labor. Under this system, each state agency is required to submit strategic plans to the Governor's Office and the Legislative Budget Board on a biennial basis.

#### Strategy

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Use third-party, industry-based certifications where relevant as an education or training outcome to connect graduate competencies to job skill requirements.

- Output**
- ◆ Type and number of third-party, industry-based certifications successfully completed by program participants
  - ◆ Certification success rate for offenders served in career and technical education training

#### Key Actions

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1. Develop and maintain partnerships between industry and TDCJ to provide industry certifications to offenders that will fulfill job requirement in the current workforce.
2. Expand the career and technical programs offered by the WSD and evaluate program effectiveness.
3. Implement data collection efforts.
4. Review and analyze data.
5. Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.
6. Continue data collection on an annual basis and review data to determine program changes, if necessary, and employer satisfaction of training programs.

## Texas Workforce System Strategic Plan

### Anticipated Outcomes

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To utilize data collected for Career and Technical Education (CTE) program planning and management; therefore, programming will reflect current industry needs and build partnerships with industry to help offenders gain employment upon release.

### Strategy

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Establish and leverage regional employer partnerships to benefit incarcerated offenders pre- and post-release.

**Output** ♦ Rate of employer satisfaction

#### Key Actions

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1. Develop partnerships with employers and implement pre-employment CTE education programs to meet the needs of employers for potential offender employment.
2. Expand career expos for the offenders located on the units and reentry job fairs, located outside TDCJ facilities to access service providers and employers to help offenders locate employment.
3. Continue to enhance the process for the issuance of identification documents for releasing offenders, thus minimizing employment barriers.
4. Review data collected from meetings with employers to evaluate training program relevance and quality and participant placement success.
5. 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.
6. Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.
7. Collect data from employers on an annual basis to determine appropriateness of training provided to incarcerated offenders within TDCJ.

### Anticipated Outcomes

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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

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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 ex-offenders.  
Action: TDCJ and 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: TDCJ and WSD staff will educate employers regarding the quality of CTE programming and benefits of hiring ex-offenders through one-on-one meetings.

## Texas Workforce System Strategic Plan

3. The geographical scope of the state limits the ability to increase partnerships that would benefit the majority of offenders.  
Action: TDCJ and WSD staff will focus on the geographical areas where the majority of offenders will release and seek employment.

### Opportunities

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Opportunities that TDCJ and WSD can take advantage of and leverage to increase workforce outcomes over the next eight years include:

1. Expand the opportunities for Industry Certifications for offenders. 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 certifications and licensure for both teachers and offenders.
2. Allow employers the opportunity to meet workforce needs through the TDCJ and WSD websites. The WSD website has recently been enhanced to allow employers to post, with no financial benefit to TDCJ or WSD, open and available employment opportunities for former offenders. The availability to post jobs is being shared with various employment groups.
3. Career and Technical Education Staff Development – one-on-one meetings with employers facilitate the development of partnerships that benefit offenders and staff alike. TDCJ and WSD will work with outside employers to stay abreast of current industry trends, and the information secured from employers will allow TDCJ and WSD to gain knowledge regarding current tools and equipment as well as curriculum to further support workforce needs.

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule G

## REPORT ON CUSTOMER SERVICE

## Texas Department of Criminal Justice

# 2016 Report on Customer Service

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### External Customers

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The general public has been identified as the external customer of the Texas Department of Criminal Justice.

### Description of Services Offered

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The mission of the Texas Department of Criminal Justice (TDCJ) is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime. On behalf of the agency, information is primarily disseminated to the public through the TDCJ Ombudsman Office and the Victim Services Division, in addition to the agency website. (Note: Confidentiality requirements can restrict some information from being released.)

The Ombudsman Office facilitates the provision of information to the public in response to specific inquiries regarding the agency, offenders, or staff. The office also provides resolution regarding written inquiries from families and friends of offenders. When necessary, investigations are coordinated through the appropriate TDCJ officials. Additionally, the Victim Services Division provides information and services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals.

### Priority Populations of Customers

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In previous customer service reports, the agency had two survey instruments, both with the same series of questions. One mailed version was distributed as an email attachment to county judges and offender advocate groups, who were asked to submit their responses by email or fax. The second was an online survey instrument originally implemented in 2010, to reach interested members of the general public.

This year, in an effort to streamline the survey process and ensure anonymity to all survey respondents, the agency continued the use of the online survey instrument, but discontinued the mailed version of the survey. Instead of providing an attachment, targeted emails to county judges and offender advocate groups included a link to the online survey.

### Description of Information-Gathering Methods

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- A link to the online survey was placed on the agency website homepage for a period of five weeks. Limitations of one submission per IP address were set to help prevent multiple submissions from one survey taker.
- An email with a link to the online survey was sent to county judges and offender advocate groups. The TDCJ Ombudsman Office provided email addresses for the offender advocate groups.
- Weekly results of the online survey were collected in a database and forwarded by agency IT staff to the Business and Finance Division for compilation and analysis.

## Texas Department of Criminal Justice

# 2016 Report on Customer Service

### Summary Description of Survey

Patterned after a similar survey used by the agency over the past several years, the survey asks respondents to indicate how strongly they agree or disagree with survey statements that assess their levels of customer satisfaction in the areas of facilities, staff, communications, internet site, complaint handling process, timeliness and printed information.

### Customer Groups Excluded

The agency's survey approach targeted county judges, offender advocate groups and all members of the general public via the online survey. Incarcerated TDCJ offenders were not included in the survey.

### Data Collection Time Frames

The online survey was posted on the TDCJ website homepage from April 19 to May 20, 2016.

A link to the online survey was emailed to county judges and offender advocate groups on April 19, 2016. A reminder was sent on May 12, 2016.

### Number of Customers Surveyed

Surveys were distributed as follows:

- 254 online survey links were emailed to county judges (every Texas county)
- 2 online survey links were emailed to offender advocate groups
- The online survey was made available to the general public on the TDCJ website homepage.

### Survey Results

As a comparison, below are the survey results from 2014 and 2016. The agency received 327 survey responses in 2016, an increase of 49% when compared to the 220 received in 2014. As the survey instrument was made available to the entire general public, a response rate for the survey is not applicable.

	2014	2016
Respondents that expressed overall satisfaction with services TDCJ offered	50.51%	55.38%
Respondents that expressed dissatisfaction with services offered by TDCJ	49.49%	44.62%

### Agency's Response to Assessment

While the majority of survey submissions reflect favorable results, the following represent areas for improvement:

- the customer not believing the agency will address a complaint
- the customer not receiving the information they were looking for in a timely manner

## 2016 Report on Customer Service

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- the customer not receiving clear explanation about services available

In addition, open-ended comments identifying ways to improve service delivery were related to:

- communication, consistency, and timeliness

In response to this assessment, the agency has identified areas of improvement, both in the process of conducting this assessment and in areas identified in the survey results.

The process for conducting the survey continued to include the online survey instrument originally implemented in 2010; however, this year the survey link was also emailed to county judges and offender advocate groups in an effort to streamline the process. Future assessments will continue to prominently display the survey online.

The agency has identified the TDCJ Ombudsman Coordinator as the customer relations representative and Ombudsman Coordinators have posted contact information at every facility and probation/parole offices. Additionally, the agency periodically holds a Public Awareness – Corrections Today (PACT) Conference focused entirely on providing families of incarcerated individuals with direct access to information they need about TDCJ programs, services and policies. The agency will continue to further analyze assessment results and comments, using the insights gained for improving customer service.

## Texas Department of Criminal Justice

## 2016 Customer Related Performance Measures

All Texas state agencies have been instructed to include standard measures (as developed by the LBB and GOBPP) as well as agency-specific performance measures related to customer service standards and customer satisfaction. Standard measures for fiscal year 2016 depict actual data based upon the recent customer service survey. Agency-specific measures depict actual performance for fiscal year 2014 along with projected performance for fiscal year 2016.

STANDARD MEASURE	FY 2014 PERFORMANCE	FY 2016 PERFORMANCE
Percentage of surveyed customer respondents expressing overall satisfaction with services received	50.51%	55.38%
Percentage of surveyed customer respondents identifying ways to improve service delivery	15.91%	18.04%
Number of customers surveyed	256 Targeted & The General Public	256 Targeted & The General Public
Cost per customer surveyed	No Fiscal Impact <i>(existing resources utilized)</i>	No Fiscal Impact <i>(existing resources utilized)</i>
Number of customers identified/served	The General Public	The General Public
Number of customer groups inventoried	2 Priority Groups (County Judges, Offender Advocate Groups) and Online Submissions	2 Priority Groups (County Judges, Offender Advocate Groups) and Online Submissions

AGENCY-SPECIFIC MEASURE	FY 2014 PERFORMANCE	PROJECTED FY 2016 PERFORMANCE
Average number of days from initial inquiry to final response	4.2	4.5
Percent of inquiries involving life threatening issues	7.3%	7.6%
Total number of inquiries received by the TDCJ Ombudsman Office	17,605	18,960
Number of phone inquiries received	4,567	4,927
Number of mail inquiries received	2,325	2,093
Number of internet inquiries received	10,713	11,940
Number of inquiries in person	0	0
Number of legislative/government inquiries received	289	385
Number of meetings held with offender advocate groups	7	8

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

## Agency Strategic Plan for Fiscal Years 2017-2021



### Schedule H

## ASSESSMENT OF ADVISORY COMMITTEES

# Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL

**ASSESSMENT OF ADVISORY COMMITTEES**  
 March, 2016  
 (696 Texas Department of Criminal Justice)

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Crite1", select Move or Copy, select Create a copy and move to end.

**NOTE:** Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

**Committee Name:**

**Number of Members:**

**Committee Status (Ongoing or Inactive):**  Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date Created:**  **Date to Be Abolished:**

**Budget Strategy (Strategies) (e.g. 1-2-4):**  **Strategy Title (e.g. Occupational Licensing):**

**Budget Strategy (Strategies):**  **Strategy Title:**

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	Sec. 493.003(b), Texas Government Code
State Authority		
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' <u>Direct</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$8,308	\$11,895	\$11,895
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$1,908	\$1,908
<b>Total, Committee Expenditures</b>	<b>\$8,308</b>	<b>\$13,803</b>	<b>\$13,803</b>

Committee Members' <u>Indirect</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Method of Financing	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$8,308	\$13,803	\$13,803
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Meetings Per Fiscal Year	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
	4	4	4

**Committee Description:**

# Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

SECTION B: ADDITIONAL COMMITTEE INFORMATION	
Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.	
1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?	The Judicial Advisory Council meets quarterly each year in Austin (January, April, and July) and Galveston (October). There is no statutory requirement regarding the frequency of meetings. The Council created bylaws indicate meeting frequency.
2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.	
No specific deliverables or reports. The Judicial Advisory Council advises the director of the Community Justice Assistance Division and the Board of Criminal Justice on matters of interest to the judiciary.	
3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?	
Recommendations for the agency's Legislative Appropriations Request - Exceptional Items Requests. The recommendations were adopted.	
4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency ?	<input checked="" type="checkbox"/> Yes <span style="margin-left: 200px;"><input type="checkbox"/> No</span>
5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?	110.0
5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.	
COORDINATION -- prepare and distribute agendas; print agendas, handouts, and meeting packets; set up and tear down meeting room; attend each meeting and take notes; prepare minutes for previous meeting; maintain historical records; ad hoc activities as needed. TRAVEL -- contact area hotel and arrange room block; book hotel rooms; arrange flight/rental car as needed; communicate with JAC members and/or their staff. coordinate travel reimbursement; maintain paperwork and records.	
6. Have there been instances where the committee was unable to meet because a quorum was not present?	<input type="checkbox"/> No <span style="margin-left: 200px;">Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.</span>
7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?	
The date for the upcoming meeting is posted on the TDCJ website. Meeting agendas are emailed to certain external stakeholders before each meeting (staff at the Governor's office, Legislative Budget Board, Senate Criminal Justice Committee, House Corrections Committee, Office of Court Administration, and Correctional Management Institute of Texas).	
7b. Do members of the public attend at least 50 percent of all committee meetings?	<input checked="" type="checkbox"/> Yes <span style="margin-left: 200px;"><input type="checkbox"/> No</span>
7c. Are there instances where no members of the public attended meetings?	<input type="checkbox"/> Yes
8. Please list any external stakeholders you recommend we contact regarding this committee.	
None at this time.	
9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?	<input checked="" type="checkbox"/> Yes
9b. Please describe the rationale for this opinion.	
The Judicial Advisory Council has evolved and now helps educate the judiciary and other stakeholders statewide regarding its activities and community supervision issues pertinent to the judiciary.	
10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:	
10a. Is there any functional benefit for having this committee codified in statute?	<input checked="" type="checkbox"/> Yes <span style="margin-left: 200px;"><input type="checkbox"/> No</span>
10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?	<input type="checkbox"/> No
10c. If "Yes" for Question 10b, please describe the rationale for this opinion.	
This committee is already codified in statute.	
11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?	<input type="checkbox"/> Retain
11b. Please describe the rationale for this opinion.	
The Judicial Advisory Council advises the director of the Community Justice Assistance Division and the Board of Criminal Justice on matters of interest to the judiciary.	
12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?	<input type="checkbox"/> Yes
12b. If "Yes" for Question 12a, please describe the rationale for this opinion.	
Policies and procedures related to the judiciary and community supervision would not be fully vetted.	
13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.	
None at this time.	

## Assessment of Advisory Committees

### JUDICIAL ADVISORY COUNCIL (Continued)

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#### Bylaws

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**BY-LAWS**  
of the  
**JUDICIAL ADVISORY COUNCIL**  
of the  
**COMMUNITY JUSTICE ASSISTANCE DIVISION**  
of the  
**TEXAS DEPARTMENT OF CRIMINAL JUSTICE**

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#### **I. Purpose**

The Judicial Advisory Council shall advise the Director of the Community Justice Assistance Division and shall also advise the Board of Criminal Justice on all matters under consideration by the Division or the Board that are of interest to the judiciary, specifically including, without limitation, all matters that affect the administration of Community Supervision and Corrections Departments. The council shall report to the Board of Criminal Justice at least annually on the status and needs of the community corrections components of the Criminal Justice System.

#### **II. Membership**

The membership of the Judicial Advisory Council shall be those persons appointed by the Chief Justice of the Supreme Court of Texas and Presiding Judge of the Texas Court of Criminal Appeals in accordance with Acts 1989, 71st Legislature, Chapter 785, Section 1.12.

#### **III. Term of Membership**

Members serve at the pleasure of the appointing authority.

#### **IV. Officers**

The Chair is appointed by the Chief Justice and the presiding Judge, jointly. At its first meeting, and at the first meeting of the first fiscal year of each biennium thereafter, the Council will elect from its membership a Vice-Chair and Secretary. If a vacancy occurs in any office before the next election, the office will be filled by election at the next meeting. Officers will serve until their successors are elected and assume the office. The Division Director, in consultation with the Chair, will appoint a member of the staff of the Division to be the Recording Secretary for the Council.

#### **V. Duties of Office**

The Chair shall preside at all meetings and oversee the operations of the Council. The Vice-Chair shall perform the functions of the Chair in the Chair's absence. The Secretary shall maintain the minutes of the Council's proceedings. The Recording Secretary shall record the minutes of the Council's proceedings, including committee meetings, and provide a summary of the minutes prior to the following meeting.

## Assessment of Advisory Committees

### JUDICIAL ADVISORY COUNCIL (Continued)

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#### Bylaws (Continued)

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**BY-LAWS  
of the  
JUDICIAL ADVISORY COUNCIL  
of the  
COMMUNITY JUSTICE ASSISTANCE DIVISION  
of the  
TEXAS DEPARTMENT OF CRIMINAL JUSTICE**

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#### **VI. Meetings**

Meetings shall be held at the call of the Chair. There shall be at least one meeting held in each quarter of each fiscal year. Meetings will be timed to provide for expeditious review of matters coming before the Council.

#### **VII. Place of Meetings**

Meetings will be held in Austin, Texas, unless the Council determines that meeting in another place within the State of Texas will assist the Council to fulfill its advisory role.

#### **VIII. Rules and Procedures**

All business of the Council shall be conducted in accordance with the administrative rules of the Department of Criminal Justice and the Community Justice Assistance Division, procedural rules adopted by the Council, and Robert's Rules of Order. A majority of the members of the Council or of a committee constitutes a quorum for transacting business.

#### **IX. Committees**

The Chair may appoint committees to perform or assist in the performance of the duties of the Council. Committee members serve at the pleasure of the Chair. The Council may delegate to a committee the authority to perform any duty or functions of the Council during periods between meetings of the Council.

#### **X. Executive Committee**

The Chair, Vice-Chair and Secretary comprise the Executive Committee. The Council may delegate to the Executive Committee the authority to perform any duty or function of the Council during periods between meetings of the Council.

#### **XI. Attendance**

If a member misses two or more consecutive meetings without good cause, that fact shall be reported to the appointing authority by the Chair.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**JUDICIAL ADVISORY COUNCIL****MEETING MINUTES****January 8, 2016**

Court of Criminal Appeals Courtroom  
 Supreme Court Building, 201 W. 14th Street  
 Austin, Texas

**JAC Members Present**

Joan Buschor, Houston

David Escamilla, Austin

Honorable Jody Gilles, Midland

Leighton Iles, Fort Worth

Honorable Sharon Keller, Austin

Honorable Rebecca Palomo, Laredo

Honorable Rose Guerra Reyna, Edinburg

Honorable Brock Thomas, Houston

Honorable Angela Tucker, McKinney

**JAC Members Not Present**

Honorable Mary Anne Bramblett, El Paso

Honorable John C. Creuzot, Dallas

Daniel K. Hagood, Dallas

**I. Call to Order**

Judge Rose Guerra Reyna, Judicial Advisory Council (JAC) Vice Chair, called the meeting to order at 9:00 a.m. A quorum of the Council was present.

**II. Introduction of Guests/Staff and Presentation of State Service Awards**

Judge Reyna introduced Manny Rodriguez, Texas Department of Criminal Justice-Community Justice Assistance Division (TDCJ-CJAD) Deputy Director. Mr. Rodriguez discussed recent staff changes at TDCJ-CJAD. Veronica Busti is now Region I Director and was previously the Assistant Region 1 Director under John Hill, who recently retired. Marcia Roberts retired as Director of Internal Operations; the position is currently vacant, and Mr. Rodriguez stated the division is taking applications and he hopes to conduct interviews as soon as possible. TDCJ-CJAD management are also in the process of filling the division's Director of Fiscal Management position and hope to have a new employee in place by the end of January. Finally, Jennifer Santana is now the Assistant Region 3 Director under Jennifer King.

Mr. Rodriguez presented 30-year state service awards to Jennifer King, TDCJ-CJAD Region 3 Director, and Marty Martin, TDCJ-CJAD Director of Special Projects.

Judge Reyna acknowledged Judge Larry J. Gist, former JAC Chair and current Texas Board of Criminal Justice member, who was in the audience.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**III. Approval of Minutes from October 2015 JAC Meeting**

Judge Reyna requested a motion to approve the minutes from the October 2015 JAC meeting. Judge Keller moved that the minutes be approved as presented. Ms. Buschor seconded the motion. The minutes were approved unanimously.

**IV. Report from TDCJ-Reentry and Integration Division (RID) Director**

Judge Reyna introduced April Zamora, TDCJ-Reentry and Integration Division (RID) Director. Ms. Zamora invited the JAC members to attend the upcoming Reentry Task Force meeting on January 19th, noting that the task force works with communities and local task forces regarding reentry issues.

Ms. Zamora stated that the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) received \$6 million from the 84th Texas Legislature. TCOOMMI used \$4 million to expand continuity of care efforts across the state. Psychiatry fees have increased and it is difficult to retain qualified psychiatrists. Ms. Zamora noted that many local mental health authorities (LMHA) have started to use telemedicine, a process by which the psychiatrist and patient meet over video screen (similar to Skype), with a case manager or nurse practitioner also with the client reporting any necessary observations to the psychiatrist. With Legislative funding TCOOMMI also firmed up all current contracts that require 40 hours of criminal justice training when the agency directly pays the contractor's salary. This requirement was already in place for case managers and has now expanded to physicians and nurses. Ms. Zamora noted that Tarrant County assisted with this process and spoke with multiple LMHAs about the benefits.

Ms. Zamora stated that the remaining \$2 million in funding will be used for jail diversion programs. TDCJ-RID's goal is to divert offenders out of a state jail or prison setting, noting that the likelihood of success is much greater if the offender is diverted to a probation environment. Ms. Zamora stated that TCOOMMI and the Mental Health Initiative boast a 12-13% recidivism rate versus approximately 33% recidivism among offenders coming directly from incarceration. Each offender must receive reentry services that are the best fit individually; for example, an offender may be diverted directly to the state hospital system but also receive risk-based treatment.

TDCJ-RID also received 50 additional case managers, 40 of whom will work out of district parole offices and halfway houses. The division will be working with 15 preferred employers who have agreed to hire offenders from our population on the spot; transitional treatment center offenders are now included in this process. The remaining 10 new case managers will be placed on units with offenders with special needs, such as geriatric offenders. TDCJ-RID initiates the benefits application for offenders who are eligible for nursing homes and follows up with the offenders through their term of supervision.

TDCJ-RID recently received two federal grants, one from the Bureau of Justice Statistics and one from Second Chance. The grant funds will be used to place one health and human services specialist in every halfway house across the state. These specialists will coordinate any special-needs offenders who have come from field placements and will work with reentry coordinators in the field.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

Judge Reyna asked if the \$6 million in funding from the 84th Texas Legislature was more or less than previous funding. Ms. Zamora stated that it is the same amount funded in the 83rd Legislative Session. Judge Reyna asked how offenders are classified as “geriatric” for TDCJ. Ms. Zamora stated that offenders age 65 or older are considered geriatric; additionally, offenders who are under 65 and unable to completely self-care (similar to an assisted living facility) are housed at the Duncan Unit and are considered geriatric. Judge Reyna asked for the amounts of the previously mentioned federal grants. Ms. Zamora stated one was for \$650,000 and the other is a block grant with \$150,000 the first year of the biennium and \$200,000 the second year. Judge Keller asked how often the TCOOMMI contractors are required to complete 40 hours of criminal justice training. Ms. Zamora stated they are required to complete 40 hours every two years.

Mr. Iles noted that at one point it was discussed to obtain IDs for offenders released from a Substance Abuse Felony Punishment Facility (SAFPF). Ms. Zamora stated that SAFPF offenders are now processed at intake for a social security card and birth certificate, as all paperwork the offender has at intake must go directly to the TDCJ-RID administration office, resulting in less backlog for offenders to obtain identification. Ms. Zamora noted that it usually takes about four months from the time the agency orders a social security card for TDCJ-RID to receive the identification, barring any paperwork issues or other glitches. However, many SAFPF sentences are only six months, so sometimes the card comes after the offender is released. Ms. Zamora stated that the division is working on ways to improve this process, noting that the current memorandum of understanding between TDCJ and the community supervision and corrections departments (CSCD) does not allow the division to turn over official government paperwork to a probation office. Ms. Zamora noted that Tracy Dingman, TDCJ-Office of the General Counsel, will be in the next MOU negotiation about that issue. Mr. Iles asked if Ms. Zamora is familiar with a current grant in Tarrant County about job coaches. Ms. Zamora stated she is familiar with this grant that puts job kiosks at halfway houses and TDCJ-RID is applying for another grant to expand this program.

**V. Report from Probation Advisory Committee Chair**

Judge Reyna introduced Arnold Patrick, Hidalgo County CSCD Director and the newly elected Probation Advisory Committee (PAC) Chair. Mr. Patrick stated Mike Wolfe, Taylor County CSCD Director, was one of the most effective PAC Chairs and will definitely be missed in that position.

Mr. Patrick noted that the PAC workshop convened Wednesday afternoon, where Jarvis Anderson, Bexar County CSCD Director, was reelected as PAC Vice Chair. Mr. Patrick noted that Carey Welebob, TDCJ-CJAD Director, gave an update on activities of the funding committee, which just ended its data-gathering phase and will begin meeting more regularly to complete the required report. The funding committee also took public testimony from a number of CSCD directors and other community stakeholders.

At the PAC meeting on Thursday morning, Mark Xavier from the Employee Retirement System of Texas (ERS) spoke about Form 1095 reporting requirements from IRS for health insurance coverage. Mr. Xavier also addressed the 218 agreement issue, noting that his expert does not believe that the Social Security Administration will say that CSCDs are covered under the state’s 218 agreement but it is highly possible they will be covered under county agreements. If not, ERS is prepared to help CSCDs get their own agreements. Mr. Patrick reported that Ms. Dingman gave

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

an update on current Office of the Attorney General opinions regarding the new open carry law in Texas, specifically under what circumstances to allow open carry in CSCDs or stand-alone probation buildings. Mr. Patrick stated that the judges in his jurisdiction have agreed to designate the CSCD office and the community corrections facility as “court essential offices” so they are under the same restrictions as the court buildings. However, each CSCD configuration is specific to its county and there is no statewide consensus among probation departments regarding “court essential offices” or open carry restrictions.

**VI. TDCJ-CJAD Update**

Mr. Rodriguez gave an update on TDCJ-CJAD activities. Now that the Texas Risk Assessment System is implemented, TDCJ-CJAD’s main focus is moving from the Community Justice Plan (CJP) to strategic planning statewide. TDCJ-CJAD and the CSCDs have been working over two years on strategic planning, and the division has now started training the field with a comprehensive template. The 84th Texas Legislature passed House Bill 1930 which changed the wording in statute from CJP to strategic plan; had the bill not passed, TDCJ-CJAD would have continued its work to create and implement strategic planning statewide. The strategic plan is a meaningful document that CSCDs will use with local stakeholders to show how they are moving forward. TDCJ-CJAD has trained staff from 80 CSCDs in interactive workshops where staff leave with a good start toward a strategic plan. TDCJ-CJAD staff and CSCD staff who were involved in the pilot process offer technical assistance during the trainings. Strategic planning training will be complete in January. The first strategic plan is due to TDCJ-CJAD by March 1, 2016, but will go into effect September 1, 2017, for the Fiscal Year 2018-2019 biennium.

Mr. Escamilla noted that the JAC members heard an overview of the strategic plan at the previous meeting in Galveston, and at the time he was concerned about less involvement from stakeholders as compared to the CJP process. Mr. Rodriguez asked if he is referring to the community justice council and other local stakeholders. Mr. Escamilla stated he is referring to the different stakeholders themselves in the community at large, not necessarily a specific body or group. Mr. Rodriguez noted that the CSCDs have more autonomy with the strategic plan process, and TDCJ-CJAD does not have the authority to require the CSCD to have community meetings or to share certain information with judges or other local stakeholders. Mr. Iles noted that from his perspective, the CSCDs have a short time frame to submit the first strategic plan with the required SWOT analysis, and he does not have a lot of time for external discussion and feedback. Tarrant County CSCD has identified a number of opportunities and concerns outside the CSCD, but there is not enough time for meaningful engagement with external stakeholders. Mr. Wolfe noted that Taylor County CSCD was part of the pilot group and it is almost impossible to put the objectives together without bringing in local stakeholders.

Mr. Iles asked when the grant application process and requirements will be distributed and whether the CSCDs will be required to submit budgets with the grant applications. Mr. Rodriguez noted that a template will be created for the grant application and TDCJ-CJAD hopes to automate it. Additionally, the division will need grant applications and budgets just like previous funding cycles because it is part of the Legislative Appropriations Request process. TDCJ-CJAD will send dates to the field when they are finalized.

Mr. Rodriguez noted that community supervision officer (CSO) certification is under complete revision. Mr. Rodriguez introduced Matt Ade, TDCJ-CJAD Training and Staff Development

## Assessment of Advisory Committees

### JUDICIAL ADVISORY COUNCIL (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

Director. Mr. Ade stated the division sent a survey to many CSOs and CSCD directors across the state to determine a core list of tasks that CSOs complete. TDCJ-CJAD is developing CSO certification training and core objectives around those tasks, and questions for the final exam are related to those core objectives. TDCJ-CJAD will pilot the new certification exam with some current certified CSOs to ensure the wording of questions and multiple choice answers. Mr. Ade stated that online training modules are part of the new certification training. TDCJ-CJAD is partnering with Sam Houston State University to develop the online modules, and the division will also conduct pilot trainings for the modules. Completing the online training modules is a prerequisite to attending the classroom portion of certification training. TDCJ-CJAD will conduct training-of-trainer sessions before offering the full new certification process. Mr. Ade stated that the timeframe is tentative, but he expects pilot training in mid-to-late March, training-of-trainers in April, and going live with CSO certification in May. Mr. Ade thanked all of the TDCJ-CJAD and CSCD staff who have worked on the new certification training.

Judge Reyna asked whether TDCJ-CJAD reviews the training curriculum for new ideas and trends. Mr. Ade stated that the curriculum is reviewed every year in a meeting with the resource training officers which usually results in minor revisions. Mr. Ade stated that the certification curriculum is usually rewritten every five or six years. The current revision is a top-to-bottom overhaul, especially with the integration of the Texas Risk Assessment System and the new online training modules. Mr. Ade stated that the trainers only have one week in person with the new CSOs and that week should be less lecture and more experiential and hands-on learning.

**VII. Audience Comments**

There were no audience comments.

**VIII. Council Member Issues**

There were no Council member issues.

**IX. Adjournment**

With no further business, Judge Reyna adjourned the meeting at 10:13 a.m.

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Honorable Rose Guerra Reyna, Vice Chair

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**JUDICIAL ADVISORY COUNCIL****MEETING MINUTES****October 6, 2015****43rd Annual Chief Probation Officers Conference**

The San Luis Hotel

5222 Seawall Boulevard

Galveston, Texas 77550

**JAC Members Present**

Honorable Mary Anne Bramblett, El Paso

Joan Buschor, Houston

Honorable John C. Cruzot, Dallas

David Escamilla, Austin

Honorable Jody Gilles, Midland

Leighton Iles, Fort Worth

Honorable Rebecca Palomo, Laredo

Honorable Rose Guerra Reyna, Edinburg

Honorable Brock Thomas, Houston

Honorable Angela Tucker, McKinney

**JAC Members Not Present**

Daniel K. Hagood, Dallas

Honorable Sharon Keller, Austin

**I. Call to Order**

Judge Bramblett, Judicial Advisory Council (JAC) chair, called the meeting to order at 3:01 p.m. A quorum of the Council was present. Judge Bramblett introduced two new Council members: Judge Rebecca Palomo, 341st District Court in Laredo, and Judge Brock Thomas, 338th District Court in Houston.

**II. Special Recognition Honoring Judge Carroll Wilborn**

Judge Bramblett spoke about the late Carroll Wilborn, former JAC member. Todd Jermstad, Bell County community supervision and corrections department (CSCD) director, presented resolutions to Judge Wilborn's family on behalf of the JAC and the Probation Advisory Committee (PAC).

**III. Approval of Minutes from July 2015 JAC Meeting**

Judge Bramblett asked for a motion to approve the minutes. Judge Cruzot moved to approve the minutes. Judge Reyna seconded the motion. The minutes were approved unanimously.

**IV. Presentation from the Robina Institute of Criminal Law and Criminal Justice**

Mr. Jermstad introduced Mariel Alper and Ebony Ruhland with the Robina Institute of Criminal Law and Criminal Justice. The Robina Institute completed a study of probation revocations and is now focusing on how community supervision is funded through offender fees in four states, including Texas. Judge Bramblett asked to clarify whether the Robina Institute is working directly with Texas counties or just looking at data. Ms. Alper confirmed they are working with both, and specifically with Bell and Matagorda counties so far.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

The Institute's research documents a range of practices, and through extensive interviews and gathering quantitative data, the researchers have identified specific issues regarding supervision fees. Participant fees fund half of community supervision statewide, community supervision in Texas has the lowest cost per day when compared to prison and parole, and community supervision serves the largest population in the state. In addition to supervision fees, probationers in Texas may pay fines, court costs, treatment fees, restitution, child support, and other fees. Ms. Alper noted that the effects of this funding structure may increase the community supervision population, may increase the incarcerated population, takes a significant amount of time for community supervision officers (CSOs), and may reduce probationers' ability to be financially stable, all leading to increased costs and decreased efficiency.

Ms. Alper briefly reviewed fee collection models in Massachusetts (collects fees that go to a general fund), Minnesota (a separate agency collects fees and uses revenue recapture), and New York (the state does not charge any general supervision fees). Regarding Massachusetts, Ms. Alper stated that between 2000 and 2012, supervision fees accounted for 15-20% of the state budget, but by 2012 probation fees no longer factored into the state budget. The state Legislature acted because of judicial administrators' petitions.

Mr. Iles asked whether this started as a revocation study. Ms. Alper confirmed that the initial study was about revocations, and the research about fees came from that study. Mr. Iles asked whether the Robina Institute's preliminary work in Texas found any ties between supervision fees and an increase in revocations. Ms. Alper stated that during the preliminary study that focused on revocations, the researchers did find links between fees and revocations, and the next step is the current detailed study about supervision fees. Mr. Iles asked if they found instances where only excessive fees have led to revocation, noting that Texas is fully at one end of the fee collection spectrum when compared to other states. Judge Creuzot stated that probationers will get revoked for many other reasons and "fees" may be thrown in with the motion to revoke because it is eye-catching. Is there any direct correlation between the two, where a person was revoked only because he or she did not pay required supervision fees? Ms. Alper stated there is rarely a direct link between the two for only a violation of not paying fees, but there will be some degree of link between fees and revocations.

Mr. Jermstad stated that Bell County CSCD is working with the Robina Institute to study community supervision fees. Mr. Jermstad noted that he is interested in the consequences of being poor while on probation. He believes a primary reason for absconding is fees, and some probationers may have so many fees that they give up entirely and are revoked. Bell County CSCD wants to look at the absconder population once they are recaptured. Mr. Jermstad stated one of his theories is whether revenue in departments can increase if probationer fees are reduced to a more payable amount. Additionally, the CSCD would like the county's courts to look at alternative ways to take care of the fees, community service, and other obligations. Mr. Jermstad noted that Bell County CSCDs do not receive raises unless there is an increase in fee collections.

Mike Wolfe, Taylor County CSCD and PAC Chair, stated the political reality of Texas means departments must continue relying on supervision fees, but changes can be made at the departmental level. The Texas Legislature will not ask the taxpayers to fund probationers. Mr. Wolfe noted that parole fees collected by the Texas Department of Criminal Justice (TDCJ) go back into general revenue, and community supervision does not want to set itself up to look like a

## Assessment of Advisory Committees

### JUDICIAL ADVISORY COUNCIL (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

state agency.

Judge Creuzot noted that this study is preliminary and the Robina Institute needs the time to gather and analyze data and produce recommendations. For example, if it appears the overall fee collection structure results in more people revoked to prison, you may be hard pressed to say let's just keep it like it is. The study results may help community supervision have more good ideas to move forward, and Judge Creuzot stated he is looking forward to the final analysis.

Mr. Escamilla asked about the motivation for changes in Massachusetts. Ms. Alper stated that the judiciary was concerned that too many people were incarcerated for not being able to pay their fees. Judge Creuzot asked whether Massachusetts has seen a decline in cost-per-day. Ms. Alper stated not that she is aware of, although that state's incarceration rate has always been lower than the national average.

Judge Bramblett asked whether the Robina Institute research includes both prison and jail revocations. Ms. Alper confirmed. Mr. Iles asked about the timeframe for the remaining part of the study. Ms. Alper noted that the report about Bell County should be ready in a few months, with a second report a few months after that and final analysis of the entire project ready within the next one and a half years. Mr. Iles stated that he would like to recognize that we are talking about a significant amount of money for Texas, and we do not believe the Legislature will ever come up with that kind of money. He is concerned that the Robina Institute could produce recommendations that could potentially destabilize the community supervision funding source, and it could have a serious negative affect if there is not a replacement for the current method. Ms. Alper noted that they have learned from speaking to people at the Chiefs Conference that relying heavily on fees is somewhat unstable, and the goal is for a more stable and efficient funding method.

#### V. Strategic Planning Update

Judge Bramblett introduced Valerie Hollier, TDCJ-Community Justice Assistance Division (CJAD) Planner. Ms. Hollier discussed the current planning process using community justice plans (CJP) and how the CJP functions for both TDCJ-CJAD and the CSCDs. The division and the probation departments are working together to implement strategic planning as a replacement for CJP. Strategic plans will be useful, historical documents that help with funding planning a number of years into the future, and they will also incorporate data collected for the newly implemented Texas Risk Assessment System (TRAS). Ms. Hollier reviewed the basic concepts of strategic planning and explained how the system can be applied to community supervision. Some indicators of success in using strategic planning include measuring improving technical revocation and program completion rates and observing positive changes in offender behavior.

Ms. Hollier discussed the strategic plan created by Williamson County for piloting the strategic planning process. The plan includes a comparison of revocation rates for the department and statewide for FY2014, and a list of factors attributed to the department maintaining felony and misdemeanor revocation rates below the state average. The plan also includes detailed strategies, objectives, process measures, and outcomes for FY2016 for the department. For example, for the strategy to maintain or reduce revocation rates, objectives include felony revocation less than or equal to 11.2% and misdemeanor revocation less than or equal to 15.3%.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

Ms. Hollier discussed the strategic planning pilot group activities over the last two years and the strategic planning training for CSCDs through January 2016. CSCDs will submit strategic plans and Diversion Program grant funding applications in March of 2016, and strategic plans will be effective September 1, 2017. Ms. Hollier explained how TDCJ-CJAD determines the benchmark for each program. Judge Bramblett thanked Ms. Hollier and everyone involved with implementing the strategic plan process.

**VI. Training Update**

Judge Bramblett introduced Matthew Ade, TDCJ-CJAD Training Director. Mr. Ade stated TDCJ-CJAD is continuing with the revision of CSO Certification and incorporating TRAS into the training curriculum. Certification now has both an online component and a classroom component, and CSOs will be required to complete online training modules and obtain baseline knowledge before attending classroom training. The timeline for the new CSO Certification rollout is now the beginning of 2016; there are no major issues, it's just taking longer than anticipated. The Correctional Management Institute of Texas should complete the online training modules in early January, after which TDCJ-CJAD will pilot the full training and make any necessary adjustments. Resource training officers will then be trained across the state, with statewide rollout to CSOs anticipated in February or March. Judge Bramblett asked how long the online modules would take to complete. TDCJ-CJAD is anticipating five or six online modules to complete before classroom training, and the goal is to keep each module at one hour or less.

Mr. Ade stated that TDCJ-CJAD hosted a virtual Skills Conference last week that consisted exclusively of webinars. The event had many nationally-recognized speakers, and the feedback so far has been very positive.

**VII. Report from Probation Advisory Committee Chair**

Mr. Wolfe noted that a delegation from Poland presented at the PAC meeting earlier today about probation in their country, and the Robina Institute hosted a lengthy discussion about their revocation research project. The PAC also had presentations about independent audit reviews, the Financial Management Manual, and the Contract Management Manual. Mr. Wolfe noted that Mr. Jermstad reviewed Attorney General Opinion requests from Senator Whitmire and a number of district attorneys regarding Senate Bill 273, and he is hoping that CSCDs will qualify for the judicial exemption in the statute.

**VIII. Report from TDCJ-CJAD Director**

Judge Bramblett introduced Carey A. Welebob, TDCJ-CJAD Director. Ms. Welebob stated that the Honorable Dale Wainwright of Austin is the new Texas Board of Criminal Justice Chair, replacing Oliver Bell. The Board also has two new members: Thomas G. Fordyce of Whitsett and Derrelynn Perryman of Amarillo. Ms. Welebob discussed the "Coffee with Carey" meetings she conducts with CSCD directors every other month when the Legislature is not in session. These are webinars organized by PAC region with an open agenda where Ms. Welebob and the directors can discuss any issues. Ms. Welebob noted that Rissie Owens retired from the Board of Pardons and Paroles and was replaced by David Gutierrez, a former sheriff from Lubbock.

Regarding legislation, Ms. Welebob noted that benefits for the supplemental nutrition assistance program have expanded so now anyone qualifies for assistance; if an offender violates they are disqualified for two years, and if they receive a conviction they are disqualified permanently.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

TDCJ-CJAD discussed with the Department of State Health Services (DSHS) how they define “violate” and provided the agency with sample court documents to show their board. TDCJ-CJAD recommend that “violation” should only occur if a judge determines such after a motion to revoke is filed, as this gives the individual due process. As of this meeting, DSHS has not issued a final definition for “violate.” Additionally, Ms. Welebob noted that House Bill 1908 broadens the scope of mental health services across the state, and there should not be a gap in service from the time of arrest through the system to either probation or parole.

Ms. Welebob thanked Arnold Patrick, Hidalgo County CSCD director, for co-chairing the funding committee with her. TDCJ-CJAD is sending a survey about funding to all departments, and Ms. Welebob will update the JAC once survey results are compiled. Ms. Welebob noted that TDCJ-CJAD has started preliminary work for the next Sentencing Conference but it will not happen in January. Ms. Welebob stated that she will contact each JAC member before the next JAC meeting to get their input. The current plan is to host regional mini workshops one day in length, and the division is looking to host as many people as possible.

**IX. Audience Comments**

There were no audience comments.

**X. Discussion of 2016 JAC Meeting Dates**

The Council members discussed proposed 2016 meeting dates of January 7-8, April 7-8, July 7-8, and October to be determined based on scheduling of the Chiefs Conference next year. The council approved the proposed dates unanimously.

**XI. Council Member Issues**

Judge Bramblett asked the Council members to review current vacancies on committees and email her if they want fill a vacancy or join a different committee.

**XII. Adjournment**

With no further business, Judge Bramblett adjourned the meeting at 4:30 p.m.

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Honorable Mary Anne Bramblett, Chair

## Assessment of Advisory Committees

### JUDICIAL ADVISORY COUNCIL (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### JUDICIAL ADVISORY COUNCIL

#### MEETING MINUTES

July 9, 2015

1:30 PM

#### Court of Criminal Appeals Courtroom

Supreme Court Building

201 W. 14<sup>th</sup> Street

Austin, Texas 78701

#### JAC Members Present:

Joan Buschor, Houston

Honorable Caprice Cospers, Houston

David Escamilla, Austin

Honorable Jody Gilles, Midland

Leighton Iles, Fort Worth

Honorable Sharon Keller, Austin

Honorable Rose Guerra Reyna, Edinburg

Honorable Angela Tucker, McKinney

#### JAC Members Not Present:

Honorable Mary Anne Bramblett, El Paso

Honorable John C. Creuzot, Dallas

Daniel K. Hagood, Dallas

#### I. Call to Order

The Honorable Rose Guerra Reyna, Judicial Advisory Council (JAC) Vice Chair, called the meeting to order at 1:30 p.m. A quorum of the Council was present. The Council and the audience members observed a moment of silence in honor of Judge Carroll Wilborn.

#### II. Approval of Minutes from April 2015 JAC Meeting

Judge Reyna asked for a motion to approve the minutes from the April 2015 JAC meeting. Judge Tucker moved to approve the minutes. Mr. Iles seconded the motion. The minutes were approved unanimously.

#### III. Update on Outcomes from the 84th Texas Legislature

Judge Reyna introduced Carey A. Welebob, Texas Department of Criminal Justice-Community Justice Assistance Division (TDCJ-CJAD) Director, to provide an update on the 84th Legislative Session. Ms. Welebob stated that TDCJ-CJAD reviewed 174 bills related to community supervision and will prepare 29 implementation plans for TDCJ Executive staff. Bill filings were up at the beginning of session compared to previous sessions, but there was limited movement on most of the bills, with about 150 fewer bills passing than in the 83rd. Among the appropriations for TDCJ, the agency received 500 additional DWI treatment slots for the prison system; \$6M additional funding for expansion of mental health services in TDCJ-CJAD and the Parole Division; 150 reentry case managers; and \$2M to conduct a pilot study for reentry programs to assist with reintegration of offenders in Dallas and Houston.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

JAC Meeting Minutes, July 9, 2015

Ms. Welebob stated that due to the unique situation of health insurance for community supervision and corrections department (CSCD) employees, Brad Livingston, TDCJ Executive Director, requested an exception to the FY2016-2017 budget instructions from the Legislative Budget Board (LBB) that would allow the agency to use FY2015 budgeted amounts for both FY2016 and FY2017 Legislative Appropriations Request (LAR) calculations. The LBB approved the request, which resulted in about \$8.2 million added to TDCJ-CJAD's base request before submitting any Exceptional Items Requests (EIR).

Ms. Welebob reviewed funding amounts for FY2016-2017 for CSCD employee insurance, Basic Supervision funding, and Diversion Program funding for Battering Intervention and Prevention Programs (BIPP). Before the agency was able to secure dedicated Legislative funding for insurance, the CSCDs had to cover employee insurance from their Basic Supervision funds. The division was projecting that insurance premiums would increase 7% but they actually increased 7.3%. TDCJ-CJAD will be monitoring this closely to ensure we are able to fully fund insurance for FY2017. Ms. Welebob also noted that Representative John Otto, a vocal advocate for a health insurance base for the CSCDs, is not running for reelection.

Ms. Welebob reviewed felony and misdemeanor population projections released by the LBB for FY2015 through FY2020. The LBB projects that the felony end-of-month yearly average for the adult felony direct community supervision population will change slightly each year but remain relatively stable, from 159,355 in FY2015 to 159,548 in FY2020. The LBB projects that misdemeanor placements will continue to decrease, from 99,401 in FY2015 to 96,723 in FY2020. Ms. Welebob noted that as misdemeanor placements decrease, so does the amount of money TDCJ-CJAD receives to distribute to the CSCDs. The community supervision population in Texas has changed over the last eight years. Early terminations have increased significantly, but those are generally the offenders who pay all their fees and do what they're supposed to do while on supervision. Additionally, probation sentences are not as long as they used to be. CSCDs are left with more medium- and high-risk offenders, populations that must be supervised more intensely and with more money. Early terminations have typically helped offset the high cost for all the other offenders, and when that funding source is removed, departments do not fully have the resources necessary for solid assessment or treatment systems within the community. In response to that, the Funding Committee, which is a subcommittee of the Fiscal Issues Committee, was established out of the 83rd Session. During the 84th Session, the House Corrections Committee moved up the Funding Committee's due date for recommendations to November 2016, as they may hold hearings about the recommendations during the 85th Session.

Ms. Welebob noted that the LBB also allowed the agency to use June 2015 population projections to determine community supervision funding, rather than February 2015 population projections, which saved TDCJ-CJAD from a potential overall loss of \$4.7 million in FY2016-2017 funding. TDCJ-CJAD received \$10 million in Basic Supervision funding from the Legislature, with a net increase of \$7.3 million.

Ms. Welebob noted that the TDCJ Office of the General Counsel will host a Legislative update webinar on August 19th at 10:00 a.m. and invited the JAC members to attend. The webinar will be recorded and can be listened to at a later date. Ms. Welebob noted that Legislative committees are now forming for interim charges, and we may know more about interim charges as soon as November.

Ms. Welebob reviewed a few bills passed by the 84th Legislature. HB 1930 changes the community justice plan (CJP) process to strategic planning and makes community justice councils discretionary instead of mandatory. HB 2299 reorganizes Article 42.12, Code of

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

JAC Meeting Minutes, July 9, 2015

Criminal Procedure, into Article 42A, which goes into effect January 1, 2017. HB 307 requires TDCJ to study and conduct a cost/benefit analysis of a pay-for-performance program for contract services; this bill does not directly impact community supervision and will not be covered during the webinar. SB 1139 creates new judicial districts, amends some requirements for magistrates, and has specific language about pretrial diversion programs in El Paso. HB 1546 makes amendments to the process for diligent participation credits, which were introduced in HB1205 during the 83rd Session. The sentencing judge must enter a finding of whether the offender is presumptively entitled to earn diligent participation credit before he or she goes to TDCJ, and TDCJ either credits the offender's time or prepares a report for the judge similar to the current process. There is no direct effect for community supervision officers. TDCJ-CJAD is working on an article with contributions by Judge Wilborn and Judge Gist regarding the judicial change in the bill, to be published by the Texas Center for the Judiciary. Judge Atkinson has requested that Judge Gist write a tribute to Judge Wilborn at the beginning of the article, and the article itself will be attributed to Judge Wilborn upon publication.

**IV. Discussion, Consideration, and Possible Action on Proposed Revisions to TDCJ-CJAD Standards**

Judge Reyna introduced John R. Hill, TDCJ-CJAD Region 1 Director, to discuss proposed changes and/or readoption on revisions to TDCJ-CJAD Standards.

Regarding Rules §161.21 (Role of the Judicial Advisory Council), §163.21 (Administration), §163.45 (Distribution of Community Corrections Funding), and §163.46 (Allocation Formula for Community Corrections Program), Mr. Hill noted that there are no revisions to the Standards and requested that the JAC readopt them as written. The JAC readopted the Standards unanimously.

Regarding Rule §163.34 (Carrying of Weapons), the Standard was revised to reflect a name change from Texas Commission on Law Enforcement Officer Education and Standards (TCLEOSE) to Texas Commission on Law Enforcement (TCOLE) as passed by the 83rd Texas Legislature. The JAC approved the revisions unanimously.

Regarding Rule §163.35 (Supervision), Mr. Hill noted that the definition of "direct supervision" was revised to align more closely with the definition currently in the TDCJ-CJAD Data Management Manual. Additionally, the requirement to submit criminal history in intrastate transfer cases was deleted. Regarding the definition of "face to face," Judge Reyna asked whether any CSCDs use Skype or FaceTime with offenders. Mr. Hill stated that it happens usually with offenders who are in jail and carried as a direct case. Mr. Hill noted that a Probation Advisory Committee (PAC) subcommittee was studying the use of technology with regard to supervising offenders and the Standard will be updated to reflect any recommendations from the committee. The JAC approved the revisions unanimously.

Regarding Rule §163.40 (Substance Abuse Treatment), Mr. Hill noted that the Standard was revised to allow treatment providers to determine the amount of treatment the offender receives versus the previous requirement for weekly treatment hours. Additionally, the definitions for "discharges" through treatment programs were revised to align more closely with TDCJ-CJAD's Intermediate System (ISYS) data system. The JAC approved the revisions unanimously.

Mr. Hill stated that this is his last presentation for the JAC, as he will be retiring on August 31st. Judge Reyna and the other JAC members congratulated Mr. Hill on his upcoming retirement and thanked him for his service to community supervision.

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

JAC Meeting Minutes, July 9, 2015

**V. Discussion of Diversion Program Funding**

Judge Reyna introduced Lynn Arneson, TDCJ-CJAD Region 2 Director. Ms. Arneson noted that TDCJ-CJAD created the Field Committee a few years ago to get input from CSCDs regarding evaluation criteria for grant funding. The committee has met numerous times to discuss not only evaluation criteria but also to discuss replacing the CJP process with strategic planning. Now that the Legislature has passed HB 1930 regarding strategic planning, evaluation criteria for grant program funding will look different. For FY2016-2017 funding, the departments had to submit their CJP's by March 3, 2014.

Ms. Arneson reviewed required elements for the FY2016-2017 CJP's: signed judicial endorsement page; CJC information; signed special grant conditions; full program proposal with corresponding budget; and residential outcome analysis form (if applicable). Ms. Arneson noted that CJC review and approval is now optional starting with FY2018-2019 funding due to the passage of HB 1930. New special grant conditions will be sent to the CSCDs with grant award statements so the director can sign everything at once.

Ms. Arneson stated that TDCJ-CJAD field services staff looked at six elements for analysis when evaluating each program proposal: **why** does the CSCD need the program; **who** is served by the program; **what** services are provided; **when** is an offender placed in the program; **where** are services delivered; and **how** does an offender successfully complete the program. Each program can receive a total of 40 points for this section. Mr. Escamilla asked whether the program received the full 40 points if the CJP answered each question, regardless of the actual answer. Ms. Arneson concurred.

Regarding program outcomes for continuing programs, TDCJ-CJAD field services staff compared the number of offenders who successfully completed the program and the total number of discharges (for either successful completion, revocation, violation, or absconding). TDCJ-CJAD staff groups like-type programs by program code and established a benchmark standard for successful completions. Programs at or above the benchmark for like-type programs received the full 50 points (programs 5% plus or minus the benchmark were considered "at" the benchmark). Programs determined to be below the benchmark were awarded fewer than 50 points on a descending scale. TDCJ-CJAD staff also allocated points based on how many of the 14 recommended components of an effective progressive sanctions model were included in the program proposal. For residential programs, TDCJ-CJAD field services staff gave each program up to 75 points based on a residential outcome study conducted by TDCJ-CJAD research staff, and up to 25 points based on bed utilization.

Ms. Arneson stated that TDCJ-CJAD budget staff analyzed each program proposal and scored up to 100 points for non-residential or 120 points for residential programs based on the following elements: unit cost request; timely submission of quarterly reports; proposed overhead and administrative costs (supervisor and administrative salaries); independent audit risk analysis; unit cost per bed (community corrections facilities [CCF] only); and whether the budget corresponds with the CJP.

All new program proposals were scored by TDCJ-CJAD field services and budget staff on all elements except successful outcomes, as the division had no previous data to use for comparison for this element.

Ms. Arneson stated that once each program had a field services score and a budget score, TDCJ-CJAD staff added the two scores for each program and determined an average score for like-type

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

JAC Meeting Minutes, July 9, 2015

programs based on program code. Programs below the average score and below the benchmark for successful outcomes had a 10% reduction in funding from FY2015. Programs below the average score but above the benchmark, and programs above the average score but below the benchmark, were funded at FY2015 amounts. Programs above the average score and above the benchmark received a 10% increase from FY15 levels; however, if one of these programs requested additional funding above FY2015 levels but below the amount that would equal a 10% increase, the program was funded at the requested increased amount.

Ms. Arneson stated that all residential facilities were funded at FY2015 levels except two CCFs: one was reduced by the amount of money spent over the previous biennium for one-time expenditures, and one was reduced due to numerous deobligations of funding over the last several years. Additionally, TDCJ-CJAD closed one existing CCF.

In summary, Ms. Arneson noted that TDCJ-CJAD staff reviewed 230 non-residential (169 continuing and 61 new), 29 residential, and 29 Treatment Alternatives to Incarceration Program (TAIP) requests, for a total of 288 program reviews. The division funded thirty new programs and declined to continue funding for five non-residential programs and one CCF.

**VI. Report from Probation Advisory Committee (PAC) Chair**

Introduced Mike Wolfe, Taylor County CSCD Director and PAC Chair. Mr. Wolfe stated the PAC formed a Technology Committee last year. The Committee completed a report that included recommendations for using Skype and FaceTime to supervise offenders. Bell County has used this technology with soldiers overseas. The field and the JAC should see changes to Standards soon. The PAC this morning voted to create a resolution for Judge Wilborn and will present it officially at the upcoming PAC meeting in October. Mr. Wolfe stated that the PAC approved all Standards revisions and readoptions at its meeting this morning. There have been multiple CSCD Director changes due to retirements and promotions, and Mr. Wolfe will discuss those in more detail at the October meeting.

Mr. Wolfe stated that the field is very happy when they receive additional funding, and the 84<sup>th</sup> Legislature was a learning process for community supervision. CSCDs will need to watch population projections closely and be their own advocates for the appropriate Legislative stakeholders. Mr. Wolfe mentioned Chairman Otto's decision not to seek reelection and reiterated that CSCDs will need to be proactive in informing Legislative stakeholders about community supervision issues during the next session. The Texas Probation Association will continue to pursue including insurance in the appropriations for next session. Mr. Wolfe praised Ms. Welebob and TDCJ Executive staff for their tireless work regarding CSCD employee insurance.

The final version of HB 1930 included wording that made everyone happy. Mr. Wolfe recognized TDCJ-CJAD Planners Charlene Anderson, Randy Castillo, and Valerie Hollier for their hard work in bringing strategic planning forward for the field. The strategic plans will include succession planning and four-year goals for each CSCD, making them much more useful than CJP's.

Mr. Wolfe SB 273 regarding the open carrying of firearms in governmental buildings in Texas. Many probation departments are not housed in courthouses or judicial buildings, so there are questions of whether the provisions of SB 273 would apply to them. Many of the larger departments have multiple satellite offices around their county. Mr. Wolfe asked Mr. Escamilla if they could discuss this issue after the meeting. Mr. Escamilla that his office used to be with the commissioner's court but the court moved so his office would no longer be protected. Mr. Wolfe

## Assessment of Advisory Committees

## JUDICIAL ADVISORY COUNCIL (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

JAC Meeting Minutes, July 9, 2015

noted that the concern is not necessarily probationers, but those who accompany probationers to the CSCD offices. Not all CSCDs have secured entrances, metal detectors, or physical protection, and this issue is important for the entire field. Taylor County CSCD staff do not carry weapons, but other people would now be able to carry weapons into the CSCD offices. Judge Keller stated that people could have always carried concealed weapons into the departments in the past. Mr. Wolfe concurred and noted that now the weapons can be carried in the open. Judge Cospser asked whether the CSCDs could designate open versus protected office space, and Mr. Wolfe noted that each CSCD building is physically designed so differently that it would be difficult to apply one standard to the entire field. Mr. Escamilla noted that the criminal offense tied to open carry is now for applying a prohibition incorrectly.

**VII. Audience Comments**

Ms. Welebob noted that July 12-18, 2015, is Pretrial, Probation, and Parole Supervision week sponsored by the American Probation and Parole Association (APPA). The theme this year is "A Worldwide Force for Change," and Ms. Welebob encouraged those in attendance to visit the APPA website for resources and to take time to recognize their employees next week.

**VIII. Council Member Issues**

Judge Reyna made a motion that the JAC prepare a formal resolution to honor Judge Wilborn and present it at the October meeting. Judge Gilles seconded and the motion was approved unanimously. Judge Reyna asked TDCJ-CJAD to assist with preparing the resolution.

Judge Cospser stated that this is her last JAC meeting as her term expires on September 1st and she is not seeking reappointment. She spoke about the many changes and improvements she has seen in community supervision since her first appointment to the Council, and she encouraged everyone to continue along the same path.

**IX. Adjournment**

With no further business, Judge Reyna adjourned the meeting at 2:31 p.m.

\_\_\_\_\_  
Honorable Rose Guerra Reyna  
JAC Vice Chair

Assessment of Advisory Committees

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (TCOOMMI)

ASSESSMENT OF ADVISORY COMMITTEES  
March, 2016  
696 Department of Criminal Justice

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

NOTE: Only the items in blue are required for inactive committees.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name: Texas Correctional Office on Offenders with Medical or Mental Impairments Advisory Committee

Number of Members: 28

Committee Status (Ongoing or Inactive): Ongoing  
 Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

Date Created: 9/1/2014 Date to Be Abolished:

Budget Strategy (Strategies) (e.g. 1-2-4): 2-1-1 Strategy Title (e.g. Occupational Licensing): Special Needs Programs and Services  
 Budget Strategy (Strategies): Strategy Title:

State / Federal Authority

State Authority  
State Authority

State Authority  
Federal Authority  
Federal Authority  
Federal Authority

Select Type

Statute

Identify Specific Citation

Health and Safety Code 614

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$218	\$5,900	\$5,900
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$218	\$5,900	\$5,900

Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Method of Finance			
1 - General Revenue Fund	\$218	\$5,900	\$5,900
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs Difference: \$0 \$0 \$0

Meetings Per Fiscal Year: 4 4 4

Committee Description: The 28 member committee consist of a diverse body of juvenile and adult criminal justice, health and human service and advocacy representatives, through collaboration focusing on maintaining a seamless system of care for juvenile and adult offenders with special needs.

# Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 10b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

Assessment of Advisory Committees

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

Bylaws

Texas Correctional Office on

Offenders with

Medical or Mental Impairments

(TCOOMMI)

ADVISORY COMMITTEE

OPERATING PROCEDURES

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS	POLICIES
<b>TABLE OF CONTENTS</b>	
INTRODUCTION.....	PAGE 4
ARTICLE I -- GENERAL MISSION & PURPOSE	
SECTION 1--AUTHORITY AND PRIMARY PURPOSES.....	PAGE 4
ARTICLE II -- POWERS AND DUTIES	
SECTION 1--POWERS AND DUTIES.....	PAGE 5
SECTION 2--ADDITIONAL DUTIES.....	PAGE 7
ARTICLE III -- COMMITTEE MEMBERSHIP AND STRUCTURE	
SECTION 1--COMPOSITION OF COMMITTEE.....	PAGE 7
SECTION 2--ADDITIONAL MEMBERSHIP PROVISIONS.....	PAGE 11
SECTION 3--TCOOMMI MEMBERS DUTIES AND RESPONSIBILITIES.....	PAGE 11
SECTION 4--ABSENCES OF COMMITTEE MEMBERS.....	PAGE 15
ARTICLE IV -- OFFICERS OF THE COMMITTEE	
SECTION 1—CHAIR.....	PAGE 16
SECTION 2—VICE-CHAIR.....	PAGE 16
SECTION 3—VACANCIES FOR ELECTED POSITIONS.....	PAGE 16
SECTION 4—DUTIES AND POWERS OF THE CHAIRPERSON.....	PAGE 17
SECTION 5--DUTIES AND POWERS OF THE VICE CHAIRPERSON.....	PAGE 17
SECTION 6--DUTIES AND POWERS OF AT-LARGE MEMBERS.....	PAGE 17
SECTION 7--DUTIES AND POWERS OF COMMITTEE CHAIRS.....	PAGE 18
ARTICLE V -- COMMITTEES	
SECTION 1—COMMITTEES .....	PAGE 18
A. COMMITTEE CRITERIA.....	PAGE 18
B. STANDING COMMITTEES.....	PAGE 19
(1) PLANNING/LEGISLATIVE.....	PAGE 19
(2) PROGRAM/RESEARCH.....	PAGE 19
(3) JUVENILE COMMITTEE.....	PAGE 20
C. AD HOC COMMITTEE.....	PAGE 21
ARTICLE VI -- CONDUCT OF COMMITTEE MEETINGS	
SECTION 1--REQUIRED MEETINGS.....	PAGE 21
SECTION 2--ADDITIONAL MEETINGS.....	PAGE 21
SECTION 3--QUORUM.....	PAGE 21
SECTION 4--APPLICABILITY OF TEXAS OPEN MEETINGS LAW.....	PAGE 21
SECTION 5--MEETING AGENDA.....	PAGE 22
SECTION 6--NOTICE OF MEETINGS.....	PAGE 23
SECTION 7--TRANSACTION OF BUSINESS.....	PAGE 23

# Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS	POLICIES
SECTION 8--PUBLIC ACCESS.....	PAGE 23
SECTION 9--MINUTES.....	PAGE 24
ARTICLE VII -- COMPENSATION AND EXPENSES	
SECTION 1--NO COMPENSATION FOR MEMBERS.....	PAGE 24
SECTION 2--NECESSARY EXPENSES OF THE COMMITTEE.....	PAGE 24
ARTICLE VIII -- PERSONNEL.....	PAGE 25

*Italicized language denotes statutory citations.*

3

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

**INTRODUCTION**

The 70th Texas Legislature created the Texas Correctional Office on Offenders with Medical or Mental Impairments to address the issues arising with the growing population of persons with mental impairments who are associated with the criminal justice system. The 73rd Legislature expanded the scope of the Committee's functions by including offenders who are elderly, significantly ill, or have physical disabilities. It is the Committee's intent to refer to these offenders in 'people first language' where legislative language is not directly paraphrased. The Committee's collaborative efforts on behalf of these populations, hereinafter called offenders with special needs, are designed to identify more cost and programmatically effective alternatives to incarceration.

**ARTICLE I****GENERAL MISSION & PURPOSE****Section 1. Authority and Primary Purposes:**

The Texas Correctional Office on Offenders with Medical or Mental Impairments (hereafter referred to as "The Committee"), is a creation of the Texas Legislature (70th Session-Senate Bill 719). The authority, powers, duties, and membership of the Committee are prescribed by the Texas Legislature.

The Committee's Mission is to provide a formal structure for criminal justice, health and human service, and other affected organizations to communicate and coordinate on policy, legislative, and programmatic issues affecting offenders with special needs. The intent of the Committee is not to establish separate or segregated service delivery systems, but rather to coordinate and integrate existing services to best meet the needs of the offender with special needs.

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

The Goals of the Committee are:

- \* To collaborate on the development of an integrated continuity of care system for offenders with special needs that is responsive at any point of the criminal justice system.
- \* To actively identify system-wide barriers to service delivery for offenders with special needs.
- \* To identify and develop strategies for identifying offenders with special needs through a uniform method of assessment and training standards.
- \* To develop and implement state of the art community-based treatment alternatives to incarceration that can be replicated across the state.
- \* To conduct quality research and evaluation of: effective program strategies and disseminate findings of local and state criminal justice and social service systems.

## ARTICLE II

### POWERS AND DUTIES

#### Section 1. Powers and Duties:

*The Committee shall:*

- A. determine the status of offenders with medical or mental impairments in the state criminal justice system;*
- B. identify needed services for offenders with medical or mental impairments;*

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS	POLICIES
<i>C. develop a plan for meeting the treatment, rehabilitative, and educational needs of offenders with medical or mental impairments that includes a case management system and the development of community-based alternatives to incarceration;</i>	
<i>D. cooperate in coordinating procedures of represented agencies for the orderly provision of services for offenders with medical or mental impairments;</i>	
<i>E. evaluate programs in this state and outside this state for offenders with medical or mental impairments and recommend to the directors of state programs methods of improving the programs;</i>	
<i>F. collect disseminate information about available programs to judicial officers, law enforcement officers, probation and parole officers, providers of social services or treatment, and the public;</i>	
<i>G. provide technical assistance to represented agencies and organizations in the development of appropriate training programs;</i>	
<i>H. apply for and receive money made available by the federal or state government or by any other public or private source to be used by the office to perform its duties;</i>	
<i>I. distribute to political subdivisions, private organizations, or other persons money appropriated by the legislature to be used for the development, operation, or evaluation of programs for offenders with medical or mental impairments;</i>	
<i>J. develop and implement pilot projects to demonstrate cooperative program to identify, evaluate and manage outside of incarceration offenders with medical or mental impairments; and</i>	
<i>K. assess the need for demonstration projects and provide management for approved projects.</i>	

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

#### Section 2. Additional Duties:

*Not later than February 1st each biennium, the Committee shall file a report with the Governor, Lieutenant Governor, and Speaker of the House of Representatives detailing the activities of the Committee during the preceding year. The report must include an evaluation of the Committee's progress toward developing a plan for meeting the treatment, rehabilitative, and educational needs of mentally retarded, developmentally disabled, and mentally ill offenders, recommendations of the Committee made in accordance with Subdivision (E) of Article II above, and any other recommendation that the Committee considers appropriate.*

HB 93, enacted by the 72nd Legislature directed that *the Committee shall perform the same duties for an offender identified as being elderly, significantly ill, or physically handicapped as the Committee is required to perform under this chapter for offenders with mental impairments.*

Effective date December 1, 1991.

### ARTICLE III

#### COMMITTEE MEMBERSHIP AND STRUCTURE

#### Section 1. Composition of Committee:

*The Advisory Committee to the Texas Board of Criminal Justice on Offenders with Medical or Mental Impairments is composed of twenty eight (28) members. The Governor shall, appoint with the advice and consent of the Senate:*

- 1) four at-large members who have expertise in mental health, intellectual disabilities, or developmental disabilities, three of whom must be forensic psychiatrists or forensic psychologists;*
- 2) one at-large member who is the judge of a district court with criminal jurisdiction;*
- 3) one at-large member who is a prosecuting attorney;*
- 4) one at-large member who is a criminal defense attorney;*

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS	POLICIES
<p>5) <i>two at-large members who have expertise in the juvenile justice or criminal justice system; and</i></p> <p>6) <i>one at-large member whose expertise can further the mission of the committee.</i></p>	
<p><i>The following entities, by September 1 of each even-numbered year, shall submit to the governor for consideration a list of five candidates from their respective fields for at-large membership on the committee:</i></p>	
<ul style="list-style-type: none"> <li><i>A. the Texas District and County Attorneys Association;</i></li> <li><i>B. the Texas Criminal Defense Lawyers Association;</i></li> <li><i>C. the Texas Association of Counties;</i></li> <li><i>D. the Medical Association;</i></li> <li><i>E. the Texas Society of Psychiatric Physicians;</i></li> <li><i>F. the Texas Psychological Association;</i></li> <li><i>G. the Sheriff's Association of Texas;</i></li> <li><i>H. the court of criminal appeals;</i></li> <li><i>I. the County Judges and Commissioners Association of Texas; and</i></li> <li><i>J. the Texas Conference of Urban Counties.</i></li> </ul>	
<p><i>The Texas Medical Association, the Texas Society of Psychiatric Physicians, and the Texas Psychological Association may submit a candidate for membership only if the candidate has documented expertise and educational training in, as appropriate, medical forensics, forensic psychology, or forensic psychiatry.</i></p>	
<p><i>A person may not be a member of the Committee if the person is required to register as a lobbyist under Chapter 305, Government code, because of the person's activities for compensation on behalf of a professional related to the operation of the Committee.</i></p>	
<p><i>The Executive head of each of the following agencies, divisions of agencies or associations, or that person's designated representative, shall serve as members of the Committee:</i></p>	

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

- *Texas Department of Criminal Justice*
  - *Correctional Institutional Division*
  - *Paroles Division*
  - *Community Justice Assistance Division*
  
- *Department of State Health Services*
  
- *Texas Juvenile Justice Department*
  
- *Department of Assistive and Rehabilitative Services*
  
- *Mental Health America of Texas*
  
- *Texas Commission on Law Enforcement*
  
- *Texas Council of Community Centers*
  
- *Texas Commission on Jail Standards*
  
- *Texas Planning Council for Developmental Disabilities*
  
- *the Arc of Texas*
  
- *National Alliance on Mental Illness of Texas*
  
- *Parent Association for the Retarded of Texas, Inc.*
  
- *Health and Human Services Commission*
  
- *Department of Aging and Disability Services*

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

*In making at large appointments, the governor shall attempt to reflect the geographic and economic diversity of the state. Appointments to the Committee shall be made without regard to the race, color, disability, sex, religion, age, or national origin of the appointees*

*It is a ground for removal from the Committee that an at-large member:*

- 1) does not have at the time of taking office the qualifications required;*
- 2) does not maintain during service on the Committee the qualifications required;*
- 3) is ineligible for membership under Chapter 305, Government Code;*
- 4) cannot, because of illness or disability, discharge the member's duties for a substantial part of the member's term;*
- 5) is absent from more than half of the regularly scheduled Committee meetings that the member is eligible to attend during a calendar year without an excuse approved by a majority vote of the committee; or*
- 6) is absent from more than two consecutive regularly scheduled committee meetings that the member is eligible to attend.*

*The validity of an action of the Committee is not affected by the fact that it is taken when a ground for removal of a Committee member exists. If the director of the Committee has knowledge that a potential ground for removal exists, the director shall notify the presiding officer of the Committee of the potential ground. The presiding officer shall then notify the governor and the attorney general that a potential ground for removal exists. If the potential ground for removal involves the presiding officer, the director shall notify the next highest ranking officer of the Committee, who shall then notify the governor and the attorney general that a potential ground for removal exist.*

*A representative designated by the executive head of a state agency must be an officer or employee of the agency when designated and while serving on the committee, except the representative designated by the director of the Criminal Justice Policy Council must be an employee of that council.*

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

*The committee shall advise the board and the director of the Texas Correctional Office on Offenders with Medical or Mental Impairments on matters related to offenders with medical or mental impairments and perform other duties imposed by the board.*

#### Section 2. Additional Membership Provisions:

- A. Agencies or Associations that designate a representative or alternate in lieu of the agency or association executive director, should ensure that their representative is authorized to make decisions on behalf of their director or is in a position to function as an intermediary. When possible, the agency or association executive director should submit their designated representative's and alternate's name in writing to the Committee's Chair.
- B. If an agency or association has more than one staff person in attendance at Committee meetings, only the designated member is counted for voting purposes.

#### Section 3. TCOOMMI Members Duties and Responsibilities:

The TCOOMMI membership is comprised of a diverse group of criminal justice, health and human service, policy, regulatory and advocacy representatives. As a collective body, the membership addresses procedural, programmatic, statutory or administrative issues affecting offenders with special needs. To facilitate the full Committee's efforts, individual members have the following responsibilities.

#### **A. Members Who Represent an Agency or Association**

- 1) **Promote and support the legislative mandates assigned to the Committee in Chapter 614 of the Health and Safety Code.**

The legislative mandates, as outlined in Article II of this document describe the general scope of responsibility of the Committee as a whole. In order to achieve or respond to those directives, the individual members of the agency must be informed

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

as to what, if any responsibility their agency or association has in fulfilling their statutory obligations. To accomplish this, each member of the Committee should participate and complete an orientation on the role and purpose of the Committee, including but not limited to training on the following: role and purpose of the Committee, statutory mandates, historical background and review of Committee operating policies and procedures.

- 2) **Attend and actively participate in regularly scheduled Committee meetings. The designated agency or association member is responsible for sending an alternate to meetings that the designated member is unable to attend.**

Each member of the Committee was legislatively included in the membership to ensure that the issues addressed by the Committee provide the broadest representation of viewpoints. In order to achieve this, each member must be an active participant in formal and informal activities of the Committee. This includes not only attending meetings, but providing on-going input and guidance to the efforts of the Committee.

- 3) **Serve as a liaison between TCOOMMI and their agency or association. Designated members should communicate TCOOMMI activities to their agency's or association's administrative and governing personnel and reciprocally, convey relevant activities of their agency or association to the TCOOMMI membership.**

Each member of the Committee possesses expertise in their given field. Each member has an equal role in the development of policy, as well as an equal responsibility for ensuring implementation.

- 4) **Provide technical assistance to the Committee on their field of expertise and their agency's or association's policies and procedures.**

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

In order to effectively address issues impacting offenders with special needs, the Committee must rely on the individual members to provide guidance and direction as it relates to their respective fields of expertise. Furthermore, each member possesses knowledge on their individual agency's policies, regulatory or programmatic practices which will impact the manner in which the offender with special needs is responded to throughout the service delivery system.

- 5) Represent the views and goals of their agency or association by providing guidance to the TCOOMMI membership during the policy and program development processes.

It is the responsibility of each Committee member to provide routine information to the Committee on current or proposed policies, rules or regulations specific to their areas of expertise. This information should be communicated on a routine basis in order to ensure that the Committee's membership can provide input into any current or proposed changes that may directly or indirectly impact offenders with special needs.

- 6) Promote information about offenders with special needs and TCOOMMI activities to administrative and line staff personnel or members within their agency or association. This would include training, distribution of newsletter articles or journals, status reports to administrators and governing boards.

One of the most important functions of the Committee is to provide a formal forum for the discussion and sharing of information among the represented members. However, it is incumbent upon the individual members to ensure that such information is distributed within their agencies and/or associations. It is the responsibility of each Committee member to develop a process for communicating within their respective agencies/associations about Committee matters, as well as communicating to the Committee any issues identified by their agency staff or association's members.

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

**B. Members Who Are Gubernatorial Appointees**

- 1) Promote and support the legislative mandates assigned to the Committee in Chapter 614 of the Health and Safety Code.**

The legislative mandates, as outlined in Article II of this document describe the general scope of responsibility of the Committee as a whole. In order to achieve or respond to those directives, the individual members must be informed as to what, if any responsibility they have in fulfilling their statutory obligations. To accomplish this, each member of the Committee should participate and complete an orientation on the role and purpose of the Committee, including but not limited to training on the following: role and purpose of the Committee, statutory mandates, historical background and review of Committee operating policies and procedures.

- 2) Attend and actively participate in regularly scheduled Committee meetings.**

Each member of the Committee was legislatively included in the membership to ensure that the issues addressed by the Committee provide the broadest representation of viewpoints. In order to achieve this, each member must be an active participant in formal and informal activities of the Committee. This includes not only attending meetings, but providing on-going input and guidance to the efforts of the Committee.

- 3) Provide technical assistance to the TCOOMMI on their field of expertise.**

In order to effectively address issues impacting offenders with special needs, the Committee must rely on the individual members to provide guidance and direction as it relates to their respective fields of expertise. Members should offer technical assistance on matters where they possess knowledge or expertise.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

- 4) Disseminate information about Committee activities to persons or organizations who would benefit from knowledge about the Committee or be able to facilitate the Committee's goals.

One of the most important functions of the Committee is to provide a formal forum for the discussion and sharing of information among the represented members. However, it is incumbent upon the individual members to ensure that such information is distributed to other practitioners in their field. A Committee member should develop a process to disseminate information about Committee matters to their colleagues and other professionals in related fields with whom they work. The Committee member should relate to the Committee issues that colleagues or members of the public have conveyed to them.

- 5) Represent the interests and remain cognizant of the welfare of the State by providing guidance to the TCOOMMI membership during the policy and program development processes.

While members are appointed based on an established area of expertise, their responsibility on the Committee extends beyond their represented field. A member must ensure that the Committee's policies are sound public policies that benefit the entire State and not just a limited interest.

#### Section 4. Absences of Committee Members:

- A. Members are expected to attend all Committee. Members shall notify the Chair or the Director of any necessary absence at least five workdays prior to the meeting except for emergencies.
- B. The Committee Chair may ask the membership to review the attendance record and reasons for absences of any Governor appointed member who has been absent for more than two consecutive regular Committee meetings, or from more than half of the regularly

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

scheduled Committee meetings during a calendar year. With the Committee's concurrence, the Chair shall provide written notice to the Governor requesting a new appointment to fill the remainder of the unexpired term.

- C. The Committee Chair may ask the Committee to review the attendance record and reasons for absences of any agency/association representative to the Committee who has been absent for more than two consecutive regular meetings or more than half of the regularly scheduled meetings during a calendar year. With the Committee's concurrence, the Chair shall provide written notice to the member's agency or association executive head requesting designation of another individual to represent that agency/association as a Committee member.

## ARTICLE IV

### OFFICERS OF THE COMMITTEE

#### Section 1 Chair:

The Governor shall designate a member of the Committee as the presiding officer of the Committee to serve in that capacity at the pleasure of the Governor.

#### Section 2 Vice-Chair:

The Chair, with the advice and consent of the members, shall select a vice-chair of the Committee.

#### Section 3. Vacancies for Elected Positions

In the event of a vacancy for the position of Chair, the Vice-Chair shall serve as interim Chair until such time the Governor appoints a new Chair. For vacancies in other elected positions,

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

the Chair shall appoint a member to serve the remainder of the unexpired term until the next regularly scheduled election of officers conducted by the Committee.

#### Section 4. Duties and Powers of the Chairperson:

The Chairperson shall preside at all meetings of the Committee. The Chairperson, with the advice of the Vice-Chair, shall appoint the individual chairperson and Vice-Chairs of subcommittees. S/he is a voting Committee member only in the event of a tie. S/he shall exercise general supervision over the work of the other officers to assure that the mission, goals, and policies of the Committee are adhered to. The Chairperson is responsible for ensuring that all duties and directives set forth in the Committee's authorizing legislation are adhered to by the Committee. The Chairperson will be responsible for ensuring that a biennium report is prepared and submitted to the Texas Board of Criminal Justice (TBCJ), detailing the Committee's activities toward legislative mandate/directives.

#### Section 5. Duties and Powers of the Vice Chairperson:

The Vice-Chair will assist the Chairperson in planning and maintaining the Committee's operations, responding to legislative mandates and assisting in the selection of subcommittee chairs and vice-chairs.

#### Section 6. Duties and Powers of At-Large Members:

At-large members shall be selected from the general membership to serve as voting members of the Executive Committee. The at-large members should be selected to ensure a diverse representation on the Executive Committee, and should consist of a gubernatorial appointee and an advocacy representative if not otherwise represented on the committee. The number of at-large members selected is subject to the needs of the Executive Committee in responding to the goals and functions of the Committee.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

#### Section 7. Duties and Powers of Committee Chairs and Vice Chairs:

The Chair of the Committee, in cooperation with the Vice-Chair, is responsible for selecting Chairs and Vice-Chairs for each standing subcommittee. Subcommittee Chairs are responsible for ensuring that their committee responds to all issues that fall under the oversight of that specific committee.

### ARTICLE V

#### COMMITTEES OF THE COMMITTEE

#### Section 1. Committees:

##### A. Committee Criteria:

- (1) The Chair in cooperation with the vice chair shall select the chairs and Vice-Chairs of all committees.
- (2) The Chair and Vice-Chair of the Committee shall be an ex-officio member of all standing committees.
- (3) A committee shall transact business in any manner calculated to expedite its work.
- (4) The chairs of each standing committee are responsible for presenting any recommendations made by their members to the full Committee.
- (5) There are no quorum requirements for standing subcommittees.
- (6) Meeting of standing subcommittees are subject to the Texas Open Meetings Act, Texas Government Code, Section 551 *et seq.*

##### B. Standing subcommittees are as follows:

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS	POLICIES
<p data-bbox="305 457 841 489">(1) <u>PLANNING/LEGISLATIVE COMMITTEE</u></p> <p data-bbox="344 558 1159 590">The basic responsibilities of the Planning/Legislative Committee are:</p> <ul data-bbox="326 680 1349 1199" style="list-style-type: none"><li data-bbox="326 680 1273 711">• review and monitor legislative issues impacting offenders with special needs;</li><li data-bbox="326 762 1295 793">• recommend to the Committee legislative initiatives that need to be undertaken;</li><li data-bbox="326 844 1349 934">• coordinate with other Committee committees on identifying barriers affecting offenders with special needs.</li><li data-bbox="326 984 1349 1075">• identify policy, statutory, or administrative practices that affect continuity of care for offenders with special needs; and</li><li data-bbox="326 1125 1349 1199">• recommend to the Committee any changes and/or actions required to improve the coordination between criminal justice and human service systems.</li></ul> <p data-bbox="272 1266 821 1297">(2) <u>PROGRAM/RESEARCH COMMITTEE</u></p> <p data-bbox="344 1367 1159 1398">The basic responsibilities of the Program/Research Committee are:</p> <ul data-bbox="344 1446 1349 1839" style="list-style-type: none"><li data-bbox="344 1446 1349 1577">• maintain awareness of the service elements and approaches which service contractors demonstrate to be effective supports and interventions for preventing recidivism among persons with special needs who are offenders;</li><li data-bbox="344 1627 1349 1717">• recommend to the Committee actions to remove barriers in the service delivery system;</li><li data-bbox="344 1768 1349 1839">• recommend actions to the Committee which publicize effective services for persons with special needs who are offenders;</li></ul>	

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

- identify programmatic practices that affect continuity of care for offenders with special needs;
- identify research and/or evaluation needs of Committee sponsored programs for offenders with special needs;
- evaluate various in-state or out-of-state programs for offenders with special needs.

**(3) JUVENILE COMMITTEE**

The basic responsibilities of the Juvenile Committee are:

- maintain awareness of the service elements and approaches which service contractors demonstrate to be effective supports and interventions for preventing recidivism among juveniles with special needs who are involved in the juvenile justice system;
- recommend to the Committee actions to remove barriers in the service delivery system;
- recommend actions to the Committee which publicize effective services for juveniles with special needs who are involved in the juvenile justice system;
- identify programmatic practices that affect continuity of care for juveniles with special needs who are involved in the juvenile justice system;
- identify research and/or evaluation needs of Committee sponsored programs for juveniles with special needs who are involved in the juvenile justice system;
- evaluate various in-state or out-of-state programs for juvenile offenders with special needs who are involved in the juvenile justice system.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

#### **C. Ad Hoc Committee:**

An Ad-hoc Committee is appointed on a temporary basis by the Chair to address a specific issue or problem that includes a clear charge of duty and an established date of completion. Ad-hoc Committees keep the Chair appraised of their work and submit final recommendations to the Chair and Director prior to submission for to the Committee.

### ARTICLE VI

#### **CONDUCT OF COMMITTEE MEETINGS**

##### **Section 1. Required Meetings:**

The Committee shall meet at least four times a calendar year.

##### **Section 2. Additional Meetings:**

The Committee may meet at other times at the call of the Chairperson or as provided by Committee motion or rule.

##### **Section 3. Quorum:**

A quorum of the Committee consists of fifteen (16) of the Committee's regular members.

##### **Section 4. Applicability of Texas Open Meetings Law:**

The Committee in all meetings is subject to the requirements of the Texas Open Meetings Act, Texas Government Code, section 551 *et seq.* and where applicable is subject to the Open Records Act, Texas Government Code, section 552 *et seq.*

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

#### Section 5. Meeting Agenda:

- A. The Chair, in consultation with the Director, shall prepare the agenda for each committee meeting. The Chair should give due consideration to all Committee members for placement of items on the Committee's agenda.
- B. The Texas Open Meetings Law requires a subject to be placed on the Committee's agenda before the Committee may take action with regard to that subject.
- C. Any individual or organization, not represented on the Committee, that desires to have a subject placed on the agenda of a Committee meeting shall make a request to do so by contacting the Chair of the Committee at this address, Chair, Texas Correctional Office on Offenders with Medical or Mental Impairments, 4616 W. Howard Ln, Suite 200, Austin, Texas 78728.

The request to have a subject placed on the agenda of a Committee meeting shall:

- (1) state the subject to be placed on the agenda;
- (2) state the time required to provide presentation at the full Committee meeting; and
- (3) be made to accommodate receipt for compliance with the Texas Open Meeting Law and notification to Committee members and the Texas Register prior to the Committee meeting which is to have as part of its agenda the subject that the individual or organization desires to have considered by the Committee.

#### Section 6. Notice of Meetings:

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

- A. Written notice of time, place, and subject of each Committee meeting shall be made as required.
- B. Notice to the Texas Register for posting shall be submitted seven (7) full 24-hour periods prior to an impending meeting to not include the day of posting and the day of the meeting.
- C. A copy of the notice of each Committee meeting shall be sent to each member at least eight (8) days prior to the meeting except in emergency cases; as determined by the Chair.
- D. Minutes of all Committee meetings shall be maintained and certified copies filed with the Legislative Reference Library, immediately upon transcription.

**Section 7. Transaction of Business:**

- A. All meetings of the Full Committee shall be conducted according to Robert's Rules of Order, Revised, except as provided in the Operating Policies.
- B. All Committee actions taken must be approved by a simple majority vote of the members present, except as otherwise provided by Robert's Rules of Order, Revised. Abstention votes will be recorded, but not considered in the final decision.

**Section 8. Public Access:**

The committee shall develop and implement policies that provide the public with a reasonable opportunity to appear before the committee and to speak on any issue under the jurisdiction of the committee or office.

**Section 9. Minutes:**

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

The Director shall be responsible for the minutes of the Committee. The Director shall assure that approved minutes are distributed to the members of the Committee and to such others as the Chair may direct.

## ARTICLE VII

COMPENSATION AND EXPENSESSection 1. No Compensation for Members:

Members of the Committee shall not receive compensation for the performance of their duties on the Committee.

Section 2. Necessary Expenses of the Committee:

- A. Members of the Committee shall receive reimbursements for travel incurred in the performance of their duties at the same rate provided for State employees in the General Appropriations Act of the current biennium and in accordance with Committee Policy.
- B. Members of the Committee and its employees shall conserve State funds by maximizing economy and efficiency when planning travel and by ensuring that expenses for transportation, lodging, meals, and incidental expenses are the lowest possible within relevant circumstances.
- C. Travel and related expenses shall be reimbursed only for approved and sanctioned business of the Committee.

## Assessment of Advisory Committees

## TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

## Bylaws (Continued)

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS

POLICIES

- D. General authority to allow or disallow travel reimbursements is held by the Director, and in accordance with the Texas Department of Criminal Justice travel guidelines. (Attachment A)

## ARTICLE VIII

PERSONNEL

The Texas Correctional Office on Offenders with Medical or Mental Impairments shall perform duties imposed on or assigned to the office by this chapter, other law, the board, and the executive director of the Texas Department of Criminal Justice. The executive director of the Texas Department of Criminal Justice shall hire a director of the office. The director serves at the pleasure of the executive director. The director shall hire the employees for the office.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings

**TEXAS CORRECTIONAL OFFICE ON OFFENDERS  
WITH MEDICAL OR MENTAL IMPAIRMENTS  
(TCOOMMI)**

**ADVISORY COMMITTEE MEETING  
MINUTES**

MARCH 21, 2016

**CJAD TRAINING ROOM  
4616 W. HOWARD LANE, STE. 200  
AUSTIN, TX 78728**

**MEMBERS PRESENT**

Judge Robb Catalano (At-Large Member)  
Trenton Marshall, (At-Large Member)  
Dr. Eulon Ross Taylor, (At-Large Member)  
Mary D. Ford, (At-Large Member)  
Christina Propes for Stuart Jenkins, TDCJ-Parole  
Darcy Kues for Gyl Wadge Switzer, MHAT  
Mary Sowder for Lauren Lacefield Lewis, DSHS  
Ed Robertson for David Gutierrez, BPP  
Diana Spiller, TCJS  
Steve Spencer for David Reilly, TJJD  
Carey Welebob, TDCJ-CJAD  
Wanda Perez for Elisa J. Garza, DADS  
Lorie Davis for Bill Stephens, CID  
Andrea Richardson, Bluebonnet Trails MHMR  
Belinda Carlton, TCDD

**AD HOC MEMBERS PRESENT**

**PRESENTERS**

**EXCUSED ABSENCES**

Martin Deleon Jr., (At-Large Member)  
Dr. Kathy Flanagan, (At-Large Member)  
Dr. Robert Morgan, (At-Large Member)  
Christopher C. Kirk, (At-Large Member)  
Dr. Eulon Ross Taylor, (At-Large Member)  
Denise Oncken, (At-Large Member)  
Kathryn Kotrla, (At-Large Member)  
Davin Davis, DARS  
Susan Brundage, MHA  
Sonja Gaines, HHSC  
Laurence Coleman, SCJC  
Judge Sharon Keller, CCA  
Brad Livingston, TDCJ-Executive Service  
Bryan Collier, TDCJ-Executive Services  
Dr. Lannette Linthicum, TDCJ-Health Services  
Dr. Linda Knight, TDCJ-Health Service  
Tracy Dingman, TDCJ-OGC  
Maurice Dutton, NAMI-TX

**TDCJ STAFF PRESENT**

April Zamora, RID, Director  
Lisa Howard, RID, Deputy Director  
Tina Balandran, RID, Program Specialist V  
Leonardo Colunga, RID, Program Specialist V  
Laura Carver, RID, Program Specialist V  
Emily Eisenman, Program Supervisor V  
Daniel Garcia, RID, Executive Assistant I

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### **I. Call to Order/Introduction**

Judge Robb Catalano, chair, called the meeting of the TCOOMMI Advisory Committee to order at 10:02 A.M. A quorum of the committee was not present.

#### **II. Approval of Minutes**

Judge Catalano acknowledged that a quorum was not met, subsequently the meeting notes could not be approved.

#### **III. Texas Department of Criminal Justice Overview of Federal Grant Awards**

Lisa Howard – Reentry and Integration, Deputy Director

Ms. Howard presented the following:

September of 2015 Reentry was awarded the Texas Department of Criminal Justice 2015 Second Chance Act grant and the 2015 Justice and Mental Health Collaboration Program grant, both in the areas of Reentry.

The Justice and Mental Health Collaboration Program grant, entitled "Texas Reentry and Integration – Halfway House to Home for Special Needs", is a two year grant that will fund two Human Service Specialists to provide screening, linkage to service and reentry services for moderate to high risk non-violent offenders with special needs in the Austin and Houston area. The case load will be approximately fifty (50) offenders per specialist with a total service population of two hundred (200). The current average length of stay is ninety (90) days, the desire is to drop the length of stay to seventy five (75) days or less, and reduce recidivism by 5%. Provided there is a mental health diagnosis, the Texas Risk Assessment System will be used to determine the level of risk and predominately serving those with mid to high level risk. A continued partnership with the Local Mental Health Authority will be used to ensure services are delivered and any applicable benefits applied for. The budget for this grant is \$250,000.00.

Still in the planning phase, the Second Chance Act Reentry Demonstration grant entitled "Texas Reentry and Integration Halfway House to Home Project", is a three year grant that will fund two Human Service Specialist at the Dallas and Ft. Worth halfway houses. Like the Justice and Mental Health Collaboration grant, this program will provide for screening, linkage and reentry services with the same goal for recidivism and length of stay. The first year of the grant is intended to be a planning and implementation phase but can go to full service within the first year, with approval. The budget for this grant is \$628,000.00

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

According to the Bureau of Justice Assistance, Texas was one of four states awarded this grant.

#### IV. **Update on Jail Diversion Projects**

April Zamora – Reentry and Integration, Director

Ms. Zamora presented the following:

Using money allocated this last legislative session, this office is working to expand Jail Diversion sites across the state. This expansion allowed for the allocation of more money into existing programs in Travis, Dallas, El Paso, Harris and Bexar County. Three of the counties are already fully functional: Austin, Bexar, and Dallas. The other counties are still coming along because this office requires that a licensed professional to treat the population. The goal in mind is that clinical assessments will be performed and provided to the court with all information available. This is especially beneficial in areas like Dallas and Travis where expungement opportunities are available through the court. There have been some barriers in staffing all of the offices with licensed staff, such as License Professional Counselor Interns have served specific areas, such as El Paso. This prompted the exploration of collaborating with local universities to get staff trained in forensic psychiatry. This shortage has also allowed for volunteer opportunities that just two years ago did not exist.

Mental Health is not a predictor of incarceration and helping the public understand that this diversion is not a punitive measure but an alternative to prison by providing a combined level of care for specialized officer with a treatment provider. Along with this programing, additional funding of six (6) million dollars was allocated to increase Continuity of Care and Intensive Case Management. This money is designed for large counties but without a smaller scale of reference it is difficult to project how it will work. Concho Valley is serving as our test site because it is located in small rural area of Tom Greene County.

#### V. **Discussion of Behavioral Health Coordinating Council**

April Zamora – Reentry and Integration, Director

Ms. Zamora presented the following:

House Bill 1 requires the coordination of all Behavioral Health dollars. The first draft of The Statewide Behavioral Health Strategic Plan was ninety (90) pages. As drafting continues there are plans to involve feedback from the TCOOMMI Advisory Committee.

There can be no money spent this next fiscal year if this plan is not passed by the commissioner, HHSC, and the LBB. This encompasses, mental health, IDD services, anything involving juveniles, and substance abuse. In regards to the criminal justice section the biggest

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

gap in service is found in our county jail, the entry point of continuity of care. TCOOMMI was at one point one of the largest provider of jail diversion, however this programming was cut several sessions ago.

With funding now available there is need to reduce redundancy and provide a transparent explanation to the LBB and all seventeen agencies that are involved.

#### VI. **Agency Updates**

Andrea Richardson, TCCC – Commented on the lack of funding going into the next legislative session and finding ways to restructure and looking at the strategic planning of the things that do not cost money like the realignment of goals and performance measures.

Wanda Perez, DADS – Commented on the two MOU's between her agency, TJJJ and TDCJ, she was able to confirm that a continuation is expected after expiration.

Mary Sowder, DSHS – Commented on their continued work on forensic group as well as recent transformation. New organizational charts are available through their website. Mental Health and Substance abuse are now routed through HHSC with the exception of State Hospitals. Although these plans are not yet concrete, they will have a firm grasp on all the new changes by September 1, 2016.

Lorie Davis, TDCJ – Forensic Committee – Program implementation, and the expansion of programming.

Steve Spencer, TJJJ – Updating standards on SNRP and fixed duplication

Diane Spiller, TCJS – Implemented intake screening and to take effect in all county by December 1, 2015. Will help notify the magistrate of any concerns of Mental Health. Additionally no suicides have been reported by a county jail since November 1, 2015.

Ed Robertson, BPP – Regional meeting was recently held about conditions placed on cases and streamlining their process.

Adjournment – 12:00 PM

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

**TEXAS CORRECTIONAL OFFICE ON OFFENDERS  
WITH MEDICAL OR MENTAL IMPAIRMENTS  
(TCOOMMI)**

**ADVISORY COMMITTEE MEETING  
MINUTES**

AUGUST 05, 2015

**CJAD TRAINING ROOM  
4616 W. HOWARD LANE, STE. 200  
AUSTIN, TX 78728**

**MEMBERS PRESENT**

Judge Robb Catalano (At-Large Member)  
Christopher Kirk, (At-Large Member)  
Dr. Ross Taylor, (At-Large Member)  
Denise Oncken, (At-Large Member)  
Martin DeLeon, Jr., (At-Large Member)  
Ervin Toliver for Stuart Jenkins, TDCJ-Parole  
Gyl Wadge Switzer, MHAT  
Courtney Heard for Lauren Lacefield Lewis,  
DSHS  
Diana Spiller, TCJS  
Dr. Madeline Byrne for David Reilly, TJJD  
Carey Welebob, TDCJ-CJAD  
Wanda Perez for Elisa J. Garza, DADS  
Lorie Davis for Bill Stephens, CID  
Susan Brundage, TCLEOSE  
Andrea Richardson, Bluebonnet Trails MHMR  
Belinda Carlton, TCDD

**AD HOC MEMBERS PRESENT**

Dr. Linda Knight, TDCJ-Health Services  
Judge Sharon Keller, CCA  
Tracy Dingman, OGC

**PRESENTERS**

Sherri Hammack for Sonja Gaines, HHSC  
Debra Gonzales for Sonja Gaines, HHSC

**EXCUSED ABSENCES**

Mary D. Ford, (At-Large Member)  
Dr. Kathy Flanagan, (At-Large Member)  
Dr. Robert Morgan, (At-Large Member)  
Martin DeLeon, Jr., (At-Large Member)  
Dr. Eulon Ross Taylor, (At-Large Member)  
Kathryn Kotrla, (At-Large Member)  
Trenton Marshall, (At-Large Member)  
Bryan Collier, TDCJ-Executive Services  
Maurice Dutton, NAMI-TX  
David Gutierrez, TX Board of Pardons & Paroles

**TDCJ STAFF PRESENT**

April Zamora, RID, Director  
Lisa Howard, RID, Deputy Director  
Amanda Vasquez, RID, Manager III  
Giovanna Nava, RID, Program Supervisor V  
Tina Balandran, RID, Program Specialist V  
Aaron Sharp, RID, Program Specialist V  
Laura Carver, RID, Program Specialist V  
Daniel Garcia, RID, Executive Assistant I

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### **I. Call to Order/Introduction**

Judge Robb Catalano, chair, called the meeting of the TCOOMMI Advisory Committee to order at 10:02 A.M. A quorum of the committee was present.

#### **II. Approval of Minutes**

Judge Catalano called for the approval of the December 8, 2014 committee meeting minutes. The minutes were approved unanimously.

#### **III. Texas Department of Criminal Justice Legislative Overview**

April Zamora – Reentry and Integration, Director

Ms. Zamora presented the following:

During the 84<sup>th</sup> Legislative Session, Reentry and Integration Division was granted fifty (50) additional case manager position. Of these fifty (50), forty (40) will be Community Case Managers to work with community programs and halfway houses. Ten (10) positions will be utilized as special needs reentry transitional coordinators dedicated to address the mental health needs of incarcerated offenders by providing a full range of reentry services to this special needs population. TCOOMMI will receive \$6 million in funding. \$2 million for jail diversion programs at El Paso, Harris, Travis, Bexar, and Dallas County. Additional \$4 million will allow for an expanded caseload that will serve offenders with a high criminogenic risk and clinical care need through our contracts with local mental health authorities. Expansion of jail diversion programs and services will increase capability to provide intensive mental health case management. Each year, over 70,000 offenders are released from TDCJ with over half of that number not subject to any supervision requirements. Resource referral manuals located in Parole Offices, classrooms, and anywhere reentry programs and services are provided have been made available to offenders as subject to Senate Bill 578. Amendments to House Bill 1908, relating to the continuity of care for offenders with mental impairments, were made during the 84<sup>th</sup> legislative session and become effective September 1, 2015.

Judge Catalano presented the following:

Houston, Travis, Dallas, and Bexar County have elected four (4) new District Attorneys.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### IV. **Programs Allocation and Planning Presentation**

Debra Gonzales and Sherri Hammack

Sherri Hammack presented the following:

Office of Mental Health Coordination (MHC) shall consult and coordinate with other state agencies, local governments and other entities to ensure a strategic, statewide approach to mental health. Health coordination serves as a catalyst to develop an accountable system of mental health care. New expansion communities have been determined, along with two (2) new federally funded communities. The Mental Health Texas Website offers a one-stop web based resource point for Texas residents in need of immediate mental health information and resources to find basic mental health information and direction. The 84<sup>th</sup> Texas Legislature passed Senate Bill 55, to establish a pilot program and a grant program to support veteran at HHSC. House Bill 1 Article IX, Section 10.04 created the Statewide Behavioral Health Strategic Plan and Coordinated Expenditures to eliminate redundancy, ensure service delivery, and collect comparable data on effectiveness. Sunset and Rider 85 of House Bill 1 discontinues NorthSTAR. Sherri Hammack concluded the presentation by stating Senate Bill 1507 pushed for regional allocation collected from the Forensic Director, the forensic work group, and considers the previous allocation methodology.

#### V. **Discussion on Work Groups and Committees**

Judge Robb Catalano – TCOOMMI Advisory Committee, Chair

Judge Catalano presented the following:

El Paso, Harris, Dallas, Travis, and Bexar County will receive Jail Diversion money and would like to create a subcommittee that will become a leader in these areas. Judge Catalano appointed Denise Oncken as Chair to the Jail Diversion Subcommittee. Gyl Wadge Switzer, Martin DeLeon, Jr., Christopher Kirk, Carey Welebob, Andrea Richardson were all named as members to the Jail Diversion Subcommittee. Judge Catalano appointed Diana Spiller as Chair to the workgroup on Risk Assessment Screens to help county jails serve the mentally ill. Christopher Kirk, Susan Brundage, Carey Welebob, and Gyl Wadge Switzer were all named as members to the Risk Assessment work group.

Adjournment – 11:52 AM

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

**TEXAS CORRECTIONAL OFFICE ON OFFENDERS  
WITH MEDICAL OR MENTAL IMPAIRMENTS  
(TCOOMMI)**

**ADVISORY COMMITTEE MEETING  
MINUTES**

**DECEMBER 8, 2014**

**CJAD TRAINING ROOM  
4616 W. HOWARD LANE, STE. 200  
AUSTIN, TX 78728**

**MEMBERS PRESENT**

Judge Robb Catalano (At-Large Member)  
Christopher Kirk, (At-Large Member)  
Dr. Ross Taylor, (At-Large Member)  
Kathryn Kotrla, (At-Large Member)  
Denise Oncken, (At-Large Member)  
Ervin Toliver for Stuart Jenkins, TDCJ-Parole  
Cate Gutciani for Gyl Wadge Switzer, Mental  
Health America of Texas  
Courtney Heard for Lauren Lacefield Lewis,  
DSHS  
Diana Spiller, TCJS  
Linda Brook, TJJD  
Sonja Gaines, HHSC  
Carey Welebob, TDCJ-CJAD  
Gyl Wadge Switzer, MHAT  
Bill Stephens, CID  
Susan Brundage, TCLEOSE

**AD HOC MEMBERS PRESENT**

Dr. Linda Knight, TDCJ-Health Services

**PRESENTERS**

Judge Brent Carr, Tarrant County  
Tracy Koller, Tarrant County

**EXCUSED ABSENCES**

Mary D. Ford, (At-Large Member)  
Dr. Kathy Flanagan, (At-Large Member)  
Dr. Robert Morgan, (At-Large Member)  
Martin DeLeon, Jr., (At-Large Member)  
Trenton Marshall (At-Large Member)  
Bryan Collier, TDCJ-Executive Services  
Davin Davis, DARS  
Maurice Dutton, NAMI-TX  
Juanita Gonzalez, TX Board of Pardons &  
Paroles  
Andrea Richardson, Bluebonnet Trails MHMR  
Belinda Carlton, TCDD  
Elisa Garza for Gary Jesse, DADS

**TDCJ STAFF PRESENT**

April Zamora, RID, Director  
Lisa Howard, RID, Deputy Director  
Amanda Vasquez, RID, Manager III  
Giovanna Nava, RID, Executive Assistant I  
Monica Ramirez-Fernandez, RID, Administrative  
Assistant IV

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### **I. Call to Order/Introduction**

Judge Robb Catalano, chair, called the meeting of the TCOOMMI Advisory Committee to order at 1:04 P.M. A quorum of the committee was present.

#### **II. Approval of Minutes**

Judge Catalano called for the approval of the March 24, 2014 committee meeting minutes. The minutes were approved unanimously.

#### **III. Texas Department of Criminal Justice Legislative Appropriations Request TCOOMMI Overview**

April Zamora – Reentry and Integration, Director

Ms. Zamora presented the following:

TCOOMMI is on the horizon for remarkable items and progress, the base budget for this upcoming legislative session is forty-one (41) million dollars. The Executive Director requested for twelve (12) exceptional line items for the upcoming Legislative Appropriations for the Texas Department of Criminal Justice. Two (2) of which are specific to the Reentry and Integration. TCOOMMI will receive \$6 million for jail diversion programs. As of September 2014, seventeen (17) percent of state jail population fell under the three (3) jail diversion programs. Additional funding will allow expansion of jail diversion services providing offenders with special needs services designated to divert them from incarceration in prison or state jails. Additional monies will allow for an expanded caseload that will serve offenders with a high criminogenic risk and clinical care need through our contracts with local mental health authorities. Expansion of jail diversion programs and services will increase capability to provide intensive mental health case management. Carey Welebob, Community Justice Assistance Division – TDCJ, stated that discretionary dollars will be applied to specialized caseloads that focus on twenty-nine (29) outpatient facilities and three (3) mentally impaired centers for after-care treatment. Over 8,000 of TDCJ offender population have been released in need of benefits, nursing home, oncology, and advanced care facilities.

In addition to monies allocated for jail diversion program, TDCJ has requested for fifty (50) additional reentry transitional coordinators to enhance agency reentry initiatives. Of these fifty (50), ten (10) positions will be utilized as special needs reentry transitional coordinators

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

dedicated to address the mental health needs of incarcerated offenders by providing a full range of reentry services to this special needs population.

#### IV. **Tarrant County Jail Diversion Programs**

Judge Brent Carr and Tracy Koller

Judge Carr presented the following:

In 2005 more than half of all prison and jail inmates had a mental health problem, as reported by the U.S. Department of Justice. Mental health problems were defined by two measures: a recent history or symptoms of a mental health problem. MHMR Tarrant Programs and Services provide a spectrum of services which are varied and individualized as the people they serve.

- Mental Health Diversion Program,
- Veterans Court Diversion Program,
- Reaching Independence through Self-Empowerment (RISE),
- Tarrant County Assertive Treatment,
- Outpatient Competency Restoration Program,
- Tarrant County Mental Health Coordinator,
- Drug Impact Rehabilitation Enhanced Comprehensive Treatment,
- Felony Alcohol Intervention Program,
- Supervision with Intensive Enforcement,
- Domestic Violence Diversion Program,
- Youth Offender Diversion Program,
- Substance Abuse Felony Punishment Facility and IDT Reentry,
- Day Treatment Program, and
- Deferred Prosecution Program

#### V. **Discussion on Work Groups and Committees**

Judge Robb Catalano – TCOOMMI Advisory Committee, Chair

Judge Catalano presented the following:

Judge Catalano proposed the establishment of three (3) new subcommittee work groups: Urban/Rural Programs Subcommittee, Jail Diversion Program Subcommittee, and Education Subcommittee. Denise Oncken is the appointed chair for the Urban/Rural Programs Subcommittee.

## Assessment of Advisory Committees

### TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

The committee will assist in expanding successful programs to other jurisdictions and set up visits to see TCOOMMI programs. Andrea Richardson is the appointed chair for the Jail Diversion Program Subcommittee. The committee will help prioritize program requests. Susan Brundage is the appointed chair for the Education Subcommittee. The committee will review current educational curriculum.

Adjournment - 2:54 PM

# Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION

**ASSESSMENT OF ADVISORY COMMITTEES**  
 March, 2016  
 (Enter Agency # and Name)

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Crite1", select Move or Copy, select Create a copy and move to end.

**NOTE:** Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

**Committee Name:**

**Number of Members:**

**Committee Status (Ongoing or Inactive):**  Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date Created:**  **Date to Be Abolished:**

**Budget Strategy (Strategies) (e.g. 1-2-4)**  **Strategy Title (e.g. Occupational Licensing)**

**Budget Strategy (Strategies)**  **Strategy Title**

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	Texas Govt. Code, Chapter 510
State Authority		
State Authority	Rules	http://www.interstatecompact.org/
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' <u>Direct</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$2,000	\$2,000
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$2,000	\$2,000

Committee Members' <u>Indirect</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$2,000	\$2,000

Meetings Per Fiscal Year	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
	0	1	1

**Committee Description:** The Texas State Council for Interstate Adult Offender Supervision advises the Compact Administrator and State Commissioner on the state's participation in compact activities and the state's participation in the Interstate Compact for Adult Offender Supervision. Each state or territory that is a member of the Compact has a central authority, the Compact Office in that state that is responsible for monitoring and overseeing the day to day operation of the Compact. The members of the Council are from the three branches of Government in addition to the victim's representative.

Assessment of Advisory Committees

TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 Committee must submit meeting minutes to the National Office of the Interstate Commission for Adult Offender Supervision within 60 days of the meeting according to Commission policy.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

Oversight of parole and probation compliance with Interstate Commission rules.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 COORDINATION -- prepare and distribute agendas; print agendas, handouts, and meeting packets; set up and tear down meeting room; attend each meeting and take notes; prepare minutes for previous meeting. TRAVEL -- may coordinate travel reimbursement; maintain paperwork and records.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 Meetings are required to be posted by the Secretary of State's office and open to the public if they wish to attend.

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 None at this time.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.  
 The duties of the council include advising the Compact Administrator and the State Commissioner on the state's participation in commission activities and the state's administration of the compact. The Commissioner and Compact Administrator are part of the Council, in addition to the Director of the Interstate Compact Office which ensures effective communication on compact needs for the state.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 10b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.  
 Texas' participation in the Compact is required by State and Federal law. The rules of the Interstate Commission are located at [www.interstatecompact.org](http://www.interstatecompact.org). The state statute forming the council and setting forth the compact, which is an agreement regarding the transfer of supervision of parolees and probationers to a state other than the State of Conviction and retaking or return in the event of certain violations, is located at Texas Government Code, Chapter 510. All 50 States, the District of Columbia, the Virgin Islands, and Puerto Rico are members of the Interstate Compact for Adult Offender Supervision based on legislation passed in those States and Territories.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.  
 The duties of the Council include advising the Compact Administrator and State Commissioner on the state's participation in commission activities and the administration of the compact, and the mission of the Parole Division is to promote public safety and positive offender change through effective supervision, programs, and services. The duties of the Council and mission of the Parole Division are consistent with public safety and offender rehabilitation concerns for offenders who must be supervised in the community.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.  
 None at this time.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws

**INTERSTATE COMMISSION FOR ADULT OFFENDER SUPERVISION  
BYLAWS****ARTICLE I****COMMISSION PURPOSE, FUNCTION AND BY-LAWS*****Section 1. Purpose.***

Pursuant to the terms of the Interstate Compact for Adult Offender Supervision, (the "Compact"), the Interstate Commission for Adult Offender Supervision (the "Commission") is established to fulfill the objectives of the Compact, through means of joint cooperative action among the Compacting States: to promote, develop and facilitate safe, orderly, efficient, cost effective and uniform transfer and supervision of adult offenders in the community who are authorized pursuant to the bylaws and rules of this Compact to travel across state lines both to and from each compacting state, and, when necessary, return offenders to the originating jurisdictions.

***Section 2. Functions.***

In pursuit of the fundamental objectives set forth in the Compact, the Commission shall, as necessary or required, exercise all of the powers and fulfill all of the duties delegated to it by the Compacting States. The Commission's activities shall include, but are not limited to, the following: the promulgation of binding rules and operating procedures; oversight and coordination of offender transfer and supervision activities in Compacting States; provision of a framework for the promotion of public safety and protection of victims; provision for the effective tracking, supervision, and rehabilitation of these offenders by the sending and receiving states; equitable distribution of the costs, benefits and obligations of the Compact among the Compacting States; enforcement of Commission Rules, Operating Procedures and By-laws; provision for dispute resolution; coordination of training and education regarding the regulation of interstate movement of offenders for officials involved in such activity; and the collection and dissemination of information concerning the activities of the Compact, as provided by the Compact, or as determined by the Commission to be warranted by, and consistent with, the objectives and provisions of the Compact.

***Section 3. By-laws.***

As required by the Compact, these By-laws shall govern the management and operations of the Commission. As adopted and subsequently amended, these By-laws shall remain at all times subject to, and limited by, the terms of the Compact.

**ARTICLE II**

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

**MEMBERSHIP*****Section 1. Commissioners***

The Commission Membership shall be comprised as provided by the Compact. Each Compacting State shall have and be limited to one Member. A Member shall be the Commissioner of the Compacting State. Each Compacting State shall forward the name of its Commissioner to the Commission chairperson. The Commission chairperson shall promptly advise the Governor and State Council for Interstate Adult Supervision of the Compacting State of the need to appoint a new Commissioner upon the expiration of a designated term or the occurrence of mid-term vacancies.

***Section 2. Ex-Officio Members***

The Commission membership shall also include but are not limited to individuals who are not commissioners and who shall not have a vote, but who are members of interested organizations. Such non-commissioner members must include a representative of the National Governors Association, the National Conference of State Legislatures, the Conference of Chief Justices, the National Association of Attorneys General and the National Organization for Victim Assistance. In addition, representatives of the National Institute of Corrections, the American Probation and Parole Association, Association of Paroling Authorities International, the Interstate Commission for Juveniles, the Association of Prosecuting Attorneys, the Conference of State Court Administrators, the National Sheriff's Association, the American Jail Association, the National Association of Police Organizations, the National Association for Public Defense and the International Association of Chief of Police may be ex-officio members of the Commission.

**ARTICLE III****OFFICERS*****Section 1. Election and Succession.***

The officers of the Commission shall include a chairperson, vice chairperson, secretary and treasurer. The officers shall be duly appointed Commission Members, except that if the Commission appoints an Executive Director, then the Executive Director shall serve as the secretary. Officers shall be elected every two years by the Commission at any meeting at which a quorum is present, and shall serve for two years or until their successors are elected by the Commission. The officers so elected shall serve without compensation or remuneration, except as provided by the Compact.

***Section 2. Duties.***

The officers shall perform all duties of their respective offices as provided by the Compact and these By-laws. Such duties shall include, but are not limited to, the following:

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

a. *Chairperson.* The chairperson shall call and preside at all meetings of the Commission and in conjunction with the Executive Committee shall prepare agendas for such meetings, shall make appointments to all committees of the Commission, and, in accordance with the Commission's directions, or subject to ratification by the Commission, shall act on the Commission's behalf during the interims between Commission meetings.

b. *Vice Chairperson.* The vice chairperson shall, in the absence or at the direction of the chairperson, perform any or all of the duties of the chairperson. In the event of a vacancy in the office of chairperson, the vice chairperson shall serve as acting chairperson until a new chairperson is elected by the Commission.

c. *Secretary.* The secretary shall keep minutes of all Commission meetings and shall act as the custodian of all documents and records pertaining to the status of the Compact and the business of the Commission.

d. *Treasurer.* The treasurer, with the assistance of the Commission's executive director, shall act as custodian of all Commission funds and shall be responsible for monitoring the administration of all fiscal policies and procedures set forth in the Compact or adopted by the Commission. Pursuant to the Compact, the treasurer shall execute such bond as may be required by the Commission covering the treasurer, the executive director and any other officers, Commission Members and Commission personnel, as determined by the Commission, who may be responsible for the receipt, disbursement, or management of Commission funds.

***Section 3. Costs and Expense Reimbursement.***

Subject to the availability of budgeted funds, the officers shall be reimbursed for any actual and necessary costs and expenses incurred by the officers in the performance of their duties and responsibilities as officers of the Commission.

***Section 4. Vacancies.***

Upon the resignation, removal, or death of an officer of the Commission before the next annual meeting of the Commission, a majority of the Executive Committee shall appoint a successor to hold office for the unexpired portion of the term of the officer whose position shall so become vacant or until the next regular or special meeting of the Commission at which the vacancy is filled by majority vote of the Commission, whichever first occurs.

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

## ARTICLE IV

## COMMISSION PERSONNEL

*Section 1. Commission Staff and Offices.*

The Commission may by a majority of its Members, or through its executive committee appoint or retain an executive director, who shall serve at its pleasure and who shall act as secretary to the Commission, but shall not be a Member of the Commission. The executive director shall hire and supervise such other staff as may be authorized by the Commission. The executive director shall establish and manage the Commission's office or offices, which shall be located in one or more of the Compacting States as determined by the Commission.

*Section 2. Duties of the Executive Director.*

As the Commission's principal administrator, the executive director shall also perform such other duties as may be delegated by the Commission or required by the Compact and these By-laws, including, but not limited to, the following:

- a. Recommend general policies and program initiatives for the Commission's consideration;
  - b. Recommend for the Commission's consideration administrative personnel policies governing the recruitment, hiring, management, compensation and dismissal of Commission staff;
  - c. Implement and monitor administration of all policies programs, and initiatives adopted by Commission;
  - d. Prepare draft annual budgets for the Commission's consideration;
  - e. Monitor all Commission expenditures for compliance with approved budgets, and maintain accurate records of account;
  - f. Assist Commission Members as directed in securing required assessments from the Compacting States;
  - g. Execute contracts on behalf of the Commission as directed;
  - h. Receive service of process on behalf of the Commission;
  - i. Prepare and disseminate all required reports and notices directed by the Commission;
- and

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

j. Otherwise assist the Commission's officers in the performance of their duties under Article III herein.

**ARTICLE V****QUALIFIED IMMUNITY, DEFENSE, AND INDEMNIFICATION*****Section 1. Immunity.***

The Commission, its Members, officers, executive director, and employees shall be immune from suit and liability, either personally or in their official capacity, for any claim for damage to or loss of property or personal injury or other civil liability caused or arising out of or relating to any actual or alleged act, error, or omission that occurred, or that such person had a reasonable basis for believing occurred within the scope of Commission employment, duties, or responsibilities; provided, that any such person shall not be protected from suit or liability, or both, for any damage, loss, injury, or liability caused by the intentional or willful and wanton misconduct of any such person.

***Section 2. Defense***

Subject to the provisions of the Compact and rules promulgated thereunder, the Commission shall defend the Commissioner of a Compacting State, the Commissioner's representatives or employees, or the Commission, and its representatives or employees in any civil action seeking to impose liability against such person arising out of or relating to any actual or alleged act, error or omission that occurred within the scope of Commission employment, duties, or responsibilities or that such person had a reasonable basis for believing occurred within the scope of Commission employment, duties or responsibilities; provided, that the actual or alleged act, error, or omission did not result from gross negligence or intentional wrongdoing on the part of such person.

***Section 3. Indemnification.***

The Commission shall indemnify and hold the Commissioner of a Compacting State, his or her representatives or employees, or the Commission, and its representatives or employees harmless in the amount of any settlement or judgment obtained against such person arising out of or relating to any actual or alleged act, error, or omission that occurred within the scope of Commission employment, duties, or responsibilities or that such person had a reasonable basis for believing occurred within the scope of Commission employment, duties, or responsibilities; provided, that the actual or alleged act, error, or omission did not result from gross negligence or intentional wrongdoing on the part of such person.

**ARTICLE VI**

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

**MEETINGS OF THE COMMISSION*****Section 1. Meetings and Notice.***

The Commission shall meet at least once each calendar year at a time and place to be determined by the Commission. Additional meetings may be scheduled at the discretion of the chairperson, and must be called upon the request of a majority of Commission Members, as provided by the Compact. All Commission Members shall be given written notice of Commission meetings at least thirty (30) days prior to their scheduled dates.

Final agendas shall be provided to all Commission Members no later than ten (10) days prior to any meeting of the Commission. Thereafter, additional agenda items requiring Commission action may not be added to the final agenda, except by an affirmative vote of a majority of the Members. All Commission meetings shall be open to the public, except as set forth in Commission Rules or as otherwise provided by the Compact. Prior public notice shall be provided in a manner consistent with the federal Government in Sunshine Act, 5 U.S.C. § 552b, including, but not limited to, the following: publication of notice of the meeting at least ten (10) days prior to the meeting in a nationally distributed newspaper or an official newsletter regularly published by or on behalf of the Commission and distribution to interested parties who have requested in writing to receive such notices. A meeting may be closed to the public where the Commission determines by two-thirds (2/3rds) vote of its Members that there exists at least one of the conditions for closing a meeting, as provided by the Compact or Commission Rules.

***Section 2. Quorum.***

Commission Members representing a majority of the Compacting States shall constitute a quorum for the transaction of business, except as otherwise required in these By-laws. The participation of a Commission Member from a Compacting State in a meeting is sufficient to constitute the presence of that state for purposes of determining the existence of a quorum, provided the Member present is entitled to vote on behalf of the Compacting State represented. The presence of a quorum must be established before any vote of the Commission can be taken.

***Section 3. Voting.***

Each Compacting State represented at any meeting of the Commission by its Member is entitled to one vote. A Member shall vote himself or herself and shall not delegate his or her vote to another Member. Members may participate and vote in meetings of the Commission and its duly authorized committees by telephone or other means of telecommunication or electronic communication. Except as otherwise required by the Compact or these By-laws, any question submitted to a vote of the Commission shall be determined by a simple majority.

***Section 4. Procedure.***

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

Matters of parliamentary procedure not covered by these By-laws shall be governed by Robert's Rules of Order.

**ARTICLE VII****COMMITTEES*****Section 1. Executive Committee.***

The Commission may establish an executive committee, which shall be empowered to act on behalf of the Commission during the interim between Commission meetings, except for rulemaking or amendment of the Compact. The Committee shall be composed of all officers of the Interstate Commission, the chairpersons or vice-chairpersons of each committee, the regional representatives or designees, and the ex-officio victims' representative to the Interstate Commission. The immediate past chairperson of the Commission shall also serve as an ex-officio member of the executive committee and both the ex-officio victims' representative and immediate past chairperson shall serve for a term of two years. The procedures, duties, budget, and tenure of such an executive committee shall be determined by the Commission. The power of such an executive committee to act on behalf of the Commission shall at all times be subject to any limitations imposed by the Commission, the Compact or these By-laws.

***Section 2. Standing Committees.***

The Commission may establish such other committees as it deems necessary to carry out its objectives, which shall include, but not be limited to Finance Committee; Rules Committee; Compliance Committee; Information Technology Committee; and Training, Education and Public Relations Committee. The composition, procedures, duties, budget and tenure of such committees shall be determined by the Commission. In the event a chairperson of a standing committee is unable to attend a specified meeting of a standing committee or a meeting of the executive committee, each standing committee may designate a vice-chairperson to act on behalf of the standing committee at a specified standing or executive committee meeting.

***Section 3. Ad hoc Committees.***

The Commission may establish ad hoc committees to perform special purposes or functions. Upon creation of an *ad hoc* committee, the chairperson of the Commission shall issue a charge to the committee, describing the committee's duties and responsibilities. The charge shall specify the date by which the *ad hoc* committee shall complete its business and shall specify the means by which the *ad hoc* committee shall report its activities to the Commission.

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

***Section 4. Regional Representatives.***

A regional representative of each of the four regions of the United States, Northeastern, Midwestern, Southern, and Western, shall be elected or reelected, beginning with the 2005 annual meeting, by a plurality vote of the commissioners of each region, and shall serve for two years or until a successor is elected by the commissioners of that region. The states and territories comprising each region shall be determined by reference to the regional divisions used by the Council of State Governments. In the event a regional representative is unable to attend a regional meeting or a meeting of the executive committee, that region shall be authorized to designate an alternative representative who is a commissioner from the same region to act on behalf of a regional representative at a specified regional or executive committee meeting.

**ARTICLE VIII****FINANCE*****Section 1. Fiscal Year.***

The Commission's fiscal year shall begin on July 1 and end on June 30.

***Section 2. Budget.***

The Commission shall operate on an annual budget cycle and shall, in any given year, adopt budgets for the following fiscal year or years only after notice and comment as provided by the Compact.

***Section 3. Accounting and Audit.***

The Commission, with the assistance of the executive director, shall keep accurate and timely accounts of its internal receipts and disbursements of the Commission funds, other than receivership assets. The treasurer, through the executive director, shall cause the Commission's financial accounts and reports, including the Commission's system of internal controls and procedures, to be audited annually by an independent certified or licensed public accountant, as required by the Compact, upon the determination of the Commission, but no less frequently than once each year. The report of such independent audit shall be made available to the public and shall be included in and become part of the annual report to the governors, legislatures, and judiciary of the Compacting States.

The Commission's internal accounts, any workpapers related to any internal audit, and any workpapers related to the independent audit shall be confidential; provided, that such materials shall be made available: (i) in compliance with the order of any court of competent jurisdiction; (ii) pursuant to such reasonable rules as the Commission shall

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Bylaws (Continued)

promulgate; and (iii) to any Commissioner of a Compacting State, or their duly authorized representatives.

#### *Section 4. Public Participation in Meetings.*

Upon prior written request to the Commission, any person who desires to present a statement on a matter that is on the agenda shall be afforded an opportunity to present an oral statement to the Commission at an open meeting. The chairperson may, depending on the circumstances, afford any person who desires to present a statement on a matter that is on the agenda an opportunity to be heard absent a prior written request to the Commission. The chairperson may limit the time and manner of any such statements at any open meeting.

#### *Section 5. Debt Limitations.*

The Commission shall monitor its own and its committees' affairs for compliance with all provisions of the Compact, its rules and these By-laws governing the incurring of debt and the pledging of credit.

#### *Section 6. Travel Reimbursements.*

Subject to the availability of budgeted funds and unless otherwise provided by the Commission, Commission Members shall be reimbursed for any actual and necessary expenses incurred pursuant to their attendance at all duly convened meetings of the Commission or its committees as provided by the Compact.

### ARTICLE IX

#### WITHDRAWAL, DEFAULT, AND TERMINATION

Compacting States may withdraw from the Compact only as provided by the Compact. The Commission may terminate a Compacting State as provided by the Compact.

### ARTICLE X

#### ADOPTION AND AMENDMENT OF BY-LAWS

Any By-law may be adopted, amended or repealed by a majority vote of the Members, provided that written notice and the full text of the proposed action is provided to all Commission Members at least thirty (30) days prior to the meeting at which the action is to be considered. Failing the required notice, a two-third (2/3rds) majority vote of the Members shall be required for such action.

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended/effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Bylaws (Continued)

**ARTICLE XI****DISSOLUTION OF THE COMPACT**

The Compact shall dissolve effective upon the date of the withdrawal or the termination by default of a Compacting State that reduces membership in the Compact to one Compacting State as provided by the Compact.

Upon dissolution of the Compact, the Compact becomes null and void and shall be of no further force and effect, and the business and affairs of the Commission shall be wound up. Each Compacting State in good standing at the time of the Compact's dissolution shall receive a pro rata distribution of surplus funds based upon a ratio, the numerator of which shall be the amount of its last paid annual assessment, and the denominator of which shall be the sum of the last paid annual assessments of all Compacting States in good standing at the time of the Compact's dissolution. A Compacting State is in good standing if it has paid its assessments timely.

**History:** Adopted/effective November 20, 2002; amended/effective November 3, 2003; amended/effective October 27, 2004; amended /effective September 13, 2005; amended/effective October 4, 2006; amended September 14, 2011, effective March 1, 2012; amended October 7, 2015, effective March 1, 2016.

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings

#### **TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION MEETING MINUTES**

**1:03 pm. CST**

**January 23, 2014**

**TEXAS STATE CAPITAL, ROOM E1.016**

#### **Members in Attendance**

1. Steve Robinson, Commissioner
2. Stuart Jenkins, Compact Administrator
3. Regina Grimes, Executive Director's Designee
4. Mike Wolfe, Appointee of the Lieutenant Governor
5. Rissie Owens, Chairperson, Texas Board of Pardons and Paroles, Appointee of the Governor

#### **Members not in Attendance**

1. The Honorable Lee Gabriel, Appointee of the Presiding Judge of the Texas Court of Criminal Appeals
2. Linda White, Victims' Representative, Appointee of the Governor
3. State Rep. Tan Parker

#### **Guests**

1. David Moreno, Assistant to Section Director, Texas Interstate Compact
2. Jennifer King, TDCJ Criminal Justice Assistance Division
3. Brenda Musgrove, TDCJ Criminal Justice Assistance Division
4. Texas Legislative Services

#### **Call to Order**

Mr. Robinson called the meeting to order at 1:03 p.m. Five voting members were present establishing a quorum.

#### **Agenda**

Mr. Wolfe made a motion to approve the agenda. Ms. Owens seconded. Agenda approved.

#### **Minutes**

Mr. Wolfe made a motion to approve the minutes of the November 8, 2012 State Council meeting as amended. Ms. Owens seconded. The minutes were approved as amended.

#### **Discussion**

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

Ms. Grimes presented the Texas Interstate Compact office (TXICO) report to the Council.

Ms. Grimes presented handouts and provided a brief overview.

Ms. Grimes reported as follows:

**a. Offenders Supervised**

A copy of the TDCJ website Interstate Compact page was distributed. For FY 2013, the number of Texas (TX) probationers supervised out-of-state was 7,379. The number of Texas parolees supervised out-of-state was 3,443. The number of probationers from other states supervised in TX was 4,329. The number of parolees from other states supervised in TX was 2,056. There was a total of 17,187 offenders on either parole or probation transferred to or from TX under the compact.

**b. Compliance Percentages**

Compliance percentages taken from the Interstate Compact Offender Tracking System (ICOTS) are run monthly. The Texas Compact Office provides a monthly ICOTS/ICAOS update to all ICOTS users..

**Mr. Wolfe** said that TX has 122 probation departments covering 254 counties.

**Mr. Robinson** asked Mr. Wolfe if Community Supervision and Corrections departments (CSCDs or Texas probation departments) have specified Interstate compact caseloads.

**Mr. Wolfe** explained that whether a department has a specialized Interstate Compact unit depends on the size of the department.

**Regina Grimes** said that based on the ICOTS external reports run monthly, the parole division compliance rate for progress reports for TO TX parole only cases has been 100% from April to December 2013.

The percentage for parole progress reports was based on a pilot project conducted in February 2013. February 2013 was parole division progress reports month. All parole ICOTS users who are the parole supervisors and unit supervisors submitted progress reports in February 2013 on all TO TX parole cases. This submission did three (3) things. The submissions stopped email traffic on the status of the progress report which is important because TX Interstate Compact receives 400 to 600 ICOTS notifications a day; increased the compliance percentage; and reset the next due date for 365 days from the submission, since the rules only require submission annually.

**Steve Robinson** responded that the technology allows for people to be reminded ahead of time versus after the fact, and that this submission has in fact increased the compliance percentages.

**Stuart Jenkins** said that the compliance rates for probation are probably higher than the reports indicate. In his opinion the reports are a problem because what he found out was that the compliance numbers kept dropping, but the progress reports were being done. He used an analogy. If your inspection sticker comes due, you have to the end of the month to get your inspection sticker. Parole processing historically is due by the end of the month so for progress reports, if the officer completes it February 6 but it was due February 4 the system shows you are not in compliance. So for Mr. Jenkins that was the main reason

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

why parole started the project. Mr. Jenkins said in his opinion, the work that is being done is sometimes not being reflected that way.

**Steve Robinson** asked who receives the monthly update?

**Regina Grimes** answered that the monthly update is sent to approximately 1500 TX ICOTS users including 1200 probation users and 300 parole.

The ICOTS/ICAOS update also advised users of the new rules effective March 1, and training.

**Regina Grimes** said that the idea of an annual progress reports month was discussed with the Probation Advisory Council (PAC) .

**Mike Wolfe** said that the PAC is the only committee that represent all 122 chiefs and explained that the PAC meets quarterly in Austin. Mr. Wolfe recommended a room change for the State Council meeting due to easier access. Mr. Wolfe advised that Ms. Grimes has been a regular on the PAC agenda for about 4-5 years and gives updates on compliance and constantly urges probation to be in compliance. Mr. Wolfe said that Ms. Grimes has submitted a late list to the departments, but that probation has never been able to come to an agreement on doing what parole did on progress reports. Mr. Wolfe explained that there is one parole division director, but 122 probation directors. He said that at a PAC meeting there may be 50 to 70 probation department directors in attendance and there are some CSCDs that will not move and there are some that are very compliant and will help no matter what on compact issues, but that is an ongoing issue that has been addressed with CSCDs.

**Steve Robinson** wanted to get some clarity about the submission of progress reports because he was formerly a juvenile chief for several years and understands the challenge and suggested that if the state council was going to move forward with some type of strategy on raising compliance rates on a project similar to the parole progress reportst project that the council look at it and have a presentation about it and talk about how it could be done and what the expectations would be before we launch out because there is need to take on something that has a high probability of failing.

**Mike Wolfe** added that since the inception of ICOTS, the response rate, even though it is 78% for probation and there are 4300 people that TX probation is supervising, which is a little more than twice of parole that the rate is still pretty good. Mr. Wolfe also supported Mr. Jenkins in his analysis that if you miss it by the one year anniversary date even by a day, it is considered late.

**Steve Robinson** said that if he understands this correctly, the compliance rate does not mean that the progress reports are not getting done.

**Mike Wolfe** answered with regards to the CSCDS and the Texas Interstate Compact Office there has never been a better spirit of cooperation over the last 4-5 years since Ms. Grimes has been the Director. Ms. Grimes has made herself available at PAC meetings and made herself available to the Directors, and has taken on department issues, so if a probation department is not communicating with the Compact office, it is because they chose not too.

**Steve Robinson** asked if the font could be a little bit bigger on the ICOTS/ICAOS update.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**Regina Grimes** said that Texas consistently has fewer items owed to other states than states owe to TX. For December, 2013 there were a total of 1094 overdue items for Texas parole and probation combined with Texas being responsible for 489 items and other states being responsible for 605 items.

**Mike Wolfe** commented that the vast majority of those are probably overdues for CSCDs

**Regina Grimes** answered the vast majority of overdue items are Notices of Arrivals (NOAs) and Notices of Departures (NODs) and added that some of the parole NODs can be discounted by about 50% because of the release dates. Ms. Grimes said that it seems that officers forget that last step, the NOD. NODs remain an area where there could be improvement.

**Regina Grimes** said that there have been a few issues with sporadic ICOTS outages recently but the National Office monitors the system and they are usually really good about responding to technical issues and problems .

**c. Training**

**Regina Grimes** said that the National Office trainings offered for the upcoming month are part of the ICOTS/ICAOS updates. The Texas Compact Office encourages users to use the on-demand training modules. The Parole Division has new officers take the on-demand training modules that take about an hour in a half within 180 days of hire.

**Steve Robinson** requested if the Interstate compact office would send a reminder to the ICOTS users the second week of February of the Rules training hosted by the National Office.

**Regina Grimes** answered yes.

**Mike Wolfe** said that Ms. Grimes was given access to the CSCD list server 2 years ago which is the server that all the probation directors use and she is able to send out email notifications to all the probation directors and assistant directors, including routine notifications.

**Regina Grimes** said that there were about 1198 parole and probation staff who accessed the live webex trainings last year in Texas.

**d. Attorney CLE**

**Regina Grimes** said that Texas is one of 11 states that has a Continuing Legal Education accreditation for attorneys who take six (6) of the on-demand training modules.

**e. Retaking**

**Regina Grimes** provided a copy of an article on retaking that Ms. Winckler and she published in June, 2013 on the Texas District and County Attorney's Association (TDCAA) website to reach out to prosecutors because in Texas, prosecutors usually make warrant issuance decisions. The Jail administrator guide was provided to the Texas Sheriff's Association and to State Council members.

**Mike Wolfe** said he had not heard any recent complaints on retaking and asked Ms. Grimes if she had.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**Regina Grimes** answered there have been concerns with individual prosecutors who have had to be contacted regarding a warrant decision and they are not familiar with compact provisions. The prosecutor may have made a decision that because the case is a misdemeanor that they do not have to retake, but once the prosecutor is informed of the rules, there is cooperation.

**Mike Wolfe** said that what has been happening is that there were certain sheriff's departments utilizing their autonomy and who they would and would not pick up. This was mostly a probation issue. Mr. Wolfe stated that he did not think parole had this issue because of the nature of their warrants, but in some probation cases there could actually be a felony deferred adjudication and the sheriff's department would refuse to go retake after a warrant had been issued. Ms. Grimes has spent an enormous amount of time working on the issue which continues to surface.

**Steve Robinson** said that in reality they don't have that choice based on the compact rules.

**f. VINE**

**Regina Grimes** Said that victim's representatives were familiar with the VINE system . ICOTS was tied with the VINE system to get notifications to victims who request certain offender movement notification.

Regina Grimes welcomed the new Commissioner.

**Report from Texas Interstate Compact Commissioner**

- a. Chairman Steve Robinson** commended Kathy Winckler for the tremendous amount of time and effort that she gave as the Texas Commissioner, and into chairing this committee. Ms. Winckler's rules summary and a copy of the amended rules that passed were distributed to the council members.
- b. Chairman Robinson** said that an ad hoc committee that had been created by the national commission to study the issue of cross border supervision. Based on a report prepared by Kathie Winckler, Commissioner Robinson said that there are an estimated 76 million people on probation and parole supervision that live on one side of the river and work on the other or who work and reside across jurisdictions and that brought about the creation of an ad hoc committee to study that. The first meeting was January 22, 2014, the day before the Texas State Council meeting and that both Ms. Grimes and Chairman Robinson are members of that ad hoc committee held in Columbus Ohio. Neither was able to attend due to the scheduled TX State Council meeting.

**Chairman Robinson** concluded the agenda items and asked if there were any other issues that any member of the council needed to discuss or had information they needed to bring forward.

Hearing none

**Chairman Robinson** made a motion to adjourn. Ms. Owens seconded. The motion passed.

**The meeting was adjourned at 1:45 p.m.**

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

#### **TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION MEETING MINUTES**

**1:00 pm. CST**

**November 8, 2012**

**TEXAS STATE CAPITOL, ROOM E1.016**

#### **Members in Attendance**

1. Kathie Winckler, Ms
2. Stuart Jenkins, Compact Administrator
3. Regina Grimes, Executive Director's Designee
4. Mike Wolfe, Appointee of the Lieutenant Governor
5. Marsha McLane, Representing State Rep. Jerry Madden

#### **Members not in Attendance**

1. The Honorable Lee Gabriel, Appointee of the Presiding Judge of the Texas Court of Criminal Appeals
2. State Rep. Jerry Madden, Appointee of the Speaker of the Texas House
3. Linda White, Victims' Representative, Appointee of the Governor
4. Rissie Owens, Chairperson, Texas Board of Pardons and Paroles, Appointee of the Governor

#### **Guests**

1. Ethel White, Texas Interstate Compact Assistant Director
2. David Moreno, Assistant to Section Director, Texas Interstate Compact
3. Pete Winckler, Legislative aide, Senator Glenn Hegar

#### **Call to Order**

Ms. Winckler called the meeting to order at 1:00 p.m. Five voting members were present establishing a quorum.

#### **Agenda**

Mr. Wolfe made a motion to approve the agenda. Ms. Grimes seconded. Agenda approved.

#### **Minutes**

Ms. Grimes requested to make the following changes to the minutes: On the first page and second page at the bottom of the last paragraph, the advisory opinion should be referred to as "2-2008."

Mr. Wolfe made a motion to approve the minutes of the October 21, 2011 State Council meeting as amended. Mr. Jenkins seconded. The minutes were approved as amended.

#### **Discussion**

Ms. Winckler requested that David Moreno send the approved minutes to the Interstate Commission's National Office.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**Reports**

Ms. Grimes presented the Texas Interstate Compact office (TXICO) report to the Council.

Ms. Grimes presented handouts and provided a brief overview.

Ms. Grimes's reported as follows:

**Offenders supervised**

A copy of the monthly ICAOS and ICOTS update was distributed. For FY 2012, Texas had 7,580 probationers and 3,151 parolees supervised in other states, and 4,524 probationers and 2,081 parolees supervised in Texas, for a total of 17,336 offenders under Interstate Compact jurisdiction.

**Compliance percentages**

Compliance percentages are taken from ICOTS internal reports. TXICO runs these reports monthly. The internal report averages the compliance rate over the past 12 months. The compliance rate for transfer investigation replies has exceeded 90 percent for both probation and parole consistently for the past twelve months. For October 2012, the parole compliance rate for transfer investigation replies was 94 percent, and for probation it was 92 percent. Timely responses to violation replies on From TX cases and progress reports on To TX cases are needed.

Mr. Wolfe suggested that pending progress reports be sent monthly on the CSCD directory server to those jurisdictions that are delinquent. This would allow the Community Supervision and Corrections Departments (CSCDs) the opportunity to see improvement prior to the upcoming January PAC meeting.

For October 2012, there was a total of 1,032 overdue TO and FROM TX items. Texas owed 427 items to other states, and the states were responsible for 605 responses. States have consistently owed Texas more responses than TX owed to the states for the past year.

Texas users and states need to improve compliance with notices of arrival and notices of departure.

**Ms. McLane** asked if offenders in prison who plan to go out of state are being told to wait until release to fill out the paper work. This was a problem in the past, and should be looked into due to the high cost of maintaining offenders in halfway houses.

**Ms. Winckler** asked if institutional parole officers are getting sufficient training.

**Ms. McLane** asked if statistics on the number of offenders who submit the transfer request while in a halfway house could be obtained so that a determination can be made to see the size of the problem.

**Mr. Jenkins** advised that the state pays \$38 a day per offender for halfway house.

**Ms. Grimes** reported that there have been sporadic performance issues with ICOTS, but none that have interfered with conducting business in the Interstate Compact Office.

**Mr. Wolfe** said that ICOTS is getting good reviews, and that whoever was responsible for ICOTS in Lexington, Kentucky deserves kudos.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**Trainings**

Over the past year the Texas Interstate Compact Office has trained at the Parole and Unit Supervisor schools. The focus of those trainings has been transfer investigation requests. TXICO staff report some improvement by parole in processing FROM TX transfer requests. TXICO also trained at the CJAD Skills Conference, the Texas Board of Pardons and Paroles, the JAC trainings, and on-site trainings for Bell and McClellan counties.

Revisions to the CJAD Bench Manual on retaking have been submitted

Texas is one of 15 states that provides CLE credits to attorneys for the on-demand training modules. The Bexar County District Attorney's office recently contacted TXICO to inquire about providing this training option to the assistant district attorneys in their office.

**Retaking vs Extradition**

The question of informing sheriffs of the obligation to retake offenders when they are being held in other states was raised. The National Office of the Interstate Commission has prepared training modules for sheriffs.

**Marsh McLane** will provide a contact for the Commission on Jail standards to Ms. Grimes.

**Mr. Wolfe** will provide a contact from the Texas Association of Councils who works with the Sheriffs Association.

**Ms. Winckler** said that funding for trips to pick up offenders continues to be a concern to sheriffs.

**Mr. Wolfe** pointed out that smaller jurisdictions have budget concerns, but Taylor County's sheriffs will retake or extradite as needed. Mr. Wolfe suggested that probation departments reimburse the sheriffs' offices for retaking expenses. If CJAD were to require CSCDs to set up a retaking fee as a CSCD standard that fee could be used to offset the cost of retaking. This is something that could be discussed with Carey Welebob, the Community Justice Assistance Division (CJAD) Director.

**Ms. Winckler** questioned whether this standard would be popular among the CSCDs.

**Mr. Wolfe** said that whether a standard will be popular depends on what it is, what it is for, and whether there is real meaning behind it. . Requiring CSCD reimbursement of sheriffs for the costs incurred in retaking offenders turns this into a local issue, not a state wide issue. It becomes an issue of the local CSCD department's ability to talk to the local sheriff, which sometimes can be a easier and cleaner. However, it may not work well in all cases because of varying local circumstances, but at least this would be a starting point.

**Recognition**

Ethel White retires at the end of December after 30 years of state service. Congratulatory comments were received from Mr. Wolfe, Ms. Winckler, Mr. Jenkins, Ms. McLane and Ms Grimes.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**Ms. Winckler presented the Commissioner's report to the State Council**

Ms. Winckler reported on the Interstate Commission for Adult Offender Supervision (ICAOS) Annual Business meeting, (ABM) held August 28, 2012, in Madison, Wisconsin.

This year, a non-rule making year, marked the tenth anniversary of the Commission. .

The annual meeting has three parts: in-service training; separate meetings of the South, Mid-West, East, and West regions; and the general session. Georgia had several rules proposals in the South Region meeting, but after discussion, no action was taken on the proposals.

In the general session, the Technology Committee, which Ms. Winckler chairs, presented a request for authorization of expenditures to redesign the violation report process. The expenditure was approved, and work will move forward on the redesign, with a launch date of summer 2013 expected. In addition to the redesign of the violation report process, Ms. Winckler announced that talks are ongoing with the vendor to create an automated victim notification system at a monthly cost of about \$4,000, and it is hoped that this system can be launched at the same time as the violation report process. A vote of the commissioners on their willingness to incur this monthly cost, and the response was resoundingly favorable.

The Victims' Committee representative, Pat Tuthill, reported that an automated victim notification system is highly sought by the victims' community.

At the ABM the Training Committee chair reported that Texas had participated in a pilot program at the request of that committee to target specific areas of user error. The pilot resulted in a 100 percent increase in compliance. The pilot consisted of contact by the National Office to the user directly giving the user a mini training.

The Finance Committee reported that the Commission was operating at 17 percent under budget. The Commission voted to recommend an increase in the amount of investments to \$30,000 a month in order to secure a sufficient reserve.

**Thanks was given to Pete Winckler, with Senator Hegar's office for once again securing a meeting location at the State Capitol.**

**The Commissioner's report continued:**

A panel of judges led by the chief justice of the North Dakota Supreme Court provided insights from the bench to the commissioners at the ABM. Ms. Winckler discussed two newly issued advisory opinions, 4-2012, on the definition of the defined term "relocate"; and 5-2012 on the use of video closed circuit TV for probable cause hearings to protect a witness. Ms. Winckler expressed concern about the probability that the term "relocate" will be redefined at the next ABM in a way that would prevent supervising officers from issuing travel permits to offenders for relatively short-term work outside of Texas.

A summary of the recent advisory opinions prepared by Ms. Winckler was distributed.

**Ms. Winckler** asked how are persons who travel for work supervised?

**Mr. Wolfe** said that Taylor County had offenders who worked outside of Texas on windmill farms. In these instances, the employers are contacted and asked where the offender would live and his work schedule. Mr. Wolfe said that Taylor County has frequently found that the offender's work schedule is seven days a week, 12 hours a day, and then seven days off. A face-to-face interview is required within the 45-day period to verify

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

that the offender is actually living in their jurisdiction and to issue a travel permit. Another population that creates a similar problem is truck drivers. Sex offenders also present a problem until GPS is established.

**Ms. Winckler** informed the Council that in draft form the last paragraph of the opinion had originally said that the practice of reissuing travel permits is subject to criticism based on public safety concerns. Ms. Winckler stated that she raised objection during discussion of the opinion that this language would seem to be stating that the Interstate Commission's own rules were contrary to public safety and asked that the language be changed. The opinion as published reads "While such a practice **may** be subject to criticism based on public safety concerns, the current definition of 'Relocate' does not appear to limit the cumulative number of days within which an offender may be permitted to remain in another state to a total of 45 cumulative days during the same 12 month period." The Rules Committee will likely review and propose revision of the "relocate" definition.

Mr. Wolfe asked if TXICO tracks temporary travel permits on offenders being supervised by the county. Ms. Grimes replied that it does not.

Ms. Winckler will write a statement explaining her concerns about advisory opinion 4-2012 and send it to Ms. Grimes, who will circulate it to the CSCD Directors.

**Mr. Wolfe** will emphasize the advisory opinion at the January PAC meeting. There are probably 50 to 60 directors in the state that get an Interstate update from Ms. Grimes every quarter. Mr. Wolfe suggested that Carey Welebob, the CJAD Director, should be invited to the next State Council meeting. The relationship between probation and Interstate Compact is significantly better than it has ever been. Once the advisory opinion is released to the directors, it will be discussed among the directors who may express concerns about it. Mr. Wolfe has been advocating to the PAC that there be an Interstate Compact training module for CSOs in the CSO certification training.

**Old Business**

At the last State Council meeting in 2011, Ms. Winckler suggested a policy be implemented to advise states when offenders may be eligible for time credits following the completion of certain educational and treatment requirements and to receive information from receiving states as offenders complete programs that may make them eligible for time credits. As a result, Ms. Grimes requested in the regularly sent Texas Interstate Compact Office *ICAOS/ICOTS Updates* that ICOTS users submit Compact action requests to determine if an offender has completed a program and is entitled to time credits.

At the last State Council meeting, Ms. Winckler had asked to be informed of the number of discretionary cases approved by Texas. While Texas Interstate has seen a decrease in the number of discretionary cases submitted from the field, the numbers were not available to determine the percentage of discretionary cases Texas has accepted. However, Ms. Grimes said she would get those numbers and inform Ms. Winckler.

Ms. Winckler advised that the Commission is engaged in a project with the American Parole and Probation Association (APPA), under a grant obtained by APPA from the Bureau of Justice Assistance, to make information about certain Interstate Compact offenders available to local law enforcement agencies through their state-created fusion centers. The project is moving slowly, but it is expected to move forward and be made available to states sometime in the next year.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**New Business**

Annual reports prepared by the ICAOS National Office were distributed to all Council members.

Texas submitted a complaint to New York State complaining that New York was unwilling to conduct a probable cause hearing for a Texas offender. The Commission responded that this case would be used as an example in training but that no action would be taken by the Compliance Committee against New York.

**Ms. Winckler** called for any other new business, and hearing none, began discussion of the next meeting date. The next meeting date was established as November 7, 2013 at 1:00 p.m.

**Ms. Winckler asked for a motion to adjourn, which was made and seconded. The motion passed.**

**The meeting was adjourned at 2:45 p.m.**

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

**TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION  
MEETING MINUTES  
1:00 pm. CST  
October 21, 2011  
TEXAS STATE CAPITIAL, ROOM E1.016**

#### Members in Attendance

1. Kathie Winckler, Chairperson
2. Stuart, Jenkins, Compact Administrator
3. Rissie Owens, Governor's Appointee
4. Regina Grimes, Executive Director's Designee
5. Mike Wolfe, Lt. Governor Appointee
6. Linda White, Victims Representative

#### Members not in Attendance

1. The Honorable Lee Gabriel, Appointee of the Presiding Judge of the Texas Court of Criminal Appeals
2. Representative Jerry Madden, Speaker of the House Appointee

#### Guests

1. John Mullaney, Program Specialist I
2. Ethel White, Texas Interstate Compact Assistant Director
3. David Moreno, Assistant to Section Director, Texas Interstate Compact
4. Tracy Dingman, Office of the General Counsel
5. Pete Winckler, Legislative aide, Senator Glenn Hager

#### Call to Order

Chairperson Winckler called the meeting to order at 1:02 p.m. Six voting members were present establishing a quorum.

#### Agenda

**Rissie Owens made a motion to approve the agenda. Stuart Jenkins seconded. Agenda approved.**

#### Minutes

**Chairperson Winckler made a motion to approve the minutes of the January 15, 2010 State Council meeting. Rissie Owens seconded. The minutes were approved as drafted.**

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

##### Reports

Ms. Grimes presented her report to the Council.

Ms. Grimes presented a handout and provided a brief overview of the 2011 retaking rules amendments effective March 1, 2011.

##### **a. NCIC warrant issuance requirements and violation report responses**

Mr. Wolfe commented that most Community Supervision and Corrections Departments (CSCDs) do not have the authority to enter warrants. Mr. Wolfe did not see this issue going away anytime soon. He suggested that Ms. Grimes contact district attorneys and make them aware of the rules requirements.

Ms. Grimes commented that new rules require states to file warrants and detainers for offenders who are in jail. Ms. Winckler stated that she voted against this because she felt that this was a very costly to states and not necessary in all cases.

Chairperson Winckler commented that at the Annual Business Meeting there were discussions on whether some mechanism can be devised to make it feasible for states to retake offenders without incurring the expense. However, in the meantime retaking must be done.

Mr. Wolfe asked about extradition fees that some CSCDs impose. This was viewed as a valid option by Ms. Grimes.

##### **b. Submission of discretionary cases for supervision, including ineligible misdemeanors**

Chairperson Winckler questioned how we can get states to stop rejecting discretionary cases. She cited rule 3.101 (c)(2), which states that all states must use their discretion in accepting or rejecting offenders consistent with the purpose of the Compact, and further cited the "Purpose" provisions of the Compact, which include promotion of joint and cooperative action, promotion of public safety, protection of the rights of victims, control and regulation of interstate movement of offenders, effective tracking, supervision and rehabilitation of offenders, and equitable distribution of costs, benefits, and obligations. Chairperson Winckler commented that for calendar year 2011, on average, states have accepted 57 percent of discretionary transfer cases. Texas has accepted 38 percent. Ms. Ethel White commented that discretionary cases, such as those who have received scholarships, are reviewed on a case-by-case basis.

Ms. Linda White asked what makes an offender a discretionary or non-discretionary case. Ms. Grimes briefly explained the difference between discretionary and mandatory cases. Chairwoman Winckler commented that she wanted to raise awareness of discretionary case issues because several states have raised the concern with her. Mr. Jenkins commented that it is not a huge problem but is more of a consistency issue.

Ms. Grimes stated that on ineligible misdemeanors, CSCDs could submit a request, but that receiving states would not necessarily give the Texas compact office a decision, but would often return the request saying they do not supervise misdemeanors. The compact office reminded the CSCDs of the Commission's Advisory Opinion 2.2008, allowing offender relocation on ineligible misdemeanors without a transfer request.

## Assessment of Advisory Committees

## TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

## Minutes and Attendance From Recent Meetings (Continued)

**c. Compliance percentages on TO TX probation and parole cases**

Ms. Grimes stated that the compliance percentages for transfer replies for parole stated at our last meeting were 85 percent and for probation were 87 percent, and that probation has been at 90 percent or better since July 2010. With the exception of July 2011 when parole was at 89 percent, parole has been at 90 percent since December 2010. Mr. Wolfe wanted it noted that probation is out-performing parole.

**d. Total active offender numbers and pending or overdue item numbers**

Ms Grimes distributed a handout listing the number of total active offenders. Ms. Grimes commented that the areas of concern on the overdue reports are progress and violation reports. Also on overdue items, for the first time in three years, Texas owed more items to states than states owed to us for the month of September 2011.

At the October Probation Advisory Committee (PAC) meeting, lists of delinquent items owed to the Interstate Compact Office, such as notices of arrival, notices of departure, and overdue progress reports, were distributed to the CSCD directors. The Texas Compact Office continually needs help from directors and ICOTS users to monitor their cases.

**e. SB 1681**

Ms Grimes discussed recent legislation passed in the 80<sup>th</sup> legislative session and its potential impact on Interstate Compact cases. Chairperson Winckler asked if it is believed that Senate Bill 1681 could present issues for Interstate Compact offenders. Ms. Grimes responded that she believes there will be no impact on Interstate cases. Interstate offenders would have to be taken before a magistrate within 48 hours of a new arrest as would any other offender.

**f. HB 1205, discretionary early termination for an offender receiving a high school diploma, associates degree, or other diploma**

Offenders may receive a credit of 90 days if they accomplish this goal. Mr. Wolfe stated that if the offender's probation is revoked, the 90-day credit would go against his CSCD time.

Chairperson Winckler said that we need to notify sending states of this 90-day credit when an offender becomes eligible to receive it. Ms. Grimes advised that ICOTS users could submit a CAR to determine offender completion of programs that would make offenders eligible for time credit sentenced to community supervision after September 1, 2011.

Ms Winckler said that a policy and procedure implementing the steps to be taken would be very useful.

**g. ICOTS and rules trainings conducted by Texas Interstate and referrals to National Office trainings in the ICAOS and ICOTS updates**

Ms. Grimes talked about the trainings both the National Office of the Interstate Commission and the Texas Interstate Compact Office provide. Ms. Grimes informed the Council that ICOTS and ICAOS updates are sent out every month to make all users aware of trainings. However, recently Texas Interstate has had to cancel some trainings because of a lack of participation.

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

Mr. Wolfe commented on trainings. CSCD directors approve officer training hours. At times directors forget to send officers to these trainings. At the next PAC meeting the directors will make it a requirement that probation officers take a required number of hours of Interstate Compact training.

Chairperson Winckler said that she believes that requiring training in Interstate Compact rules would be very helpful because she sometimes receives phone calls from family members saying that officers appear not to know how to do interstate transfers.

#### **h. Notification from the Texas State Bar that Interstate Compact article was to be submitted to the State Bar Board of Directors**

Ms. Grimes informed the Council that she wrote an article for the Texas State Bar and that they may be publishing it.

#### **i. Quick Reference Guide**

Ms. Grimes presented the Quick Reference Guide prepared and distributed by the Texas Interstate Compact Office, explained that this provides a brief overview of the Interstate Compact for Adult Offender Supervision, (ICAOS) and said that all ICAOS Rules and other ICAOS information can be found on the Interstate Compact website, [interstatecompact.org](http://interstatecompact.org).

#### **j. Staff Recognition**

Ms. Grimes presented John Mullaney and Ethel White with plaques of recognition for their work on ICOTS implementation. Kathie Winckler also commended Mr. Mullaney and Ms White for all their hard work.

#### **Report of the State Council Chair**

Chairperson Kathie Winckler presented her report to the Council.

#### **Recent amendments to ICAOS Rules**

Chairperson Winckler stated that on March 1, 2012, the recent amendments to the ICAOS Rules will go into effect. Ms Winckler distributed a summary of rule amendments that were passed at the September 2011 Annual Business Meeting of the Interstate Commission for Adult Offender Supervision in Montgomery, Alabama. Ms Winckler and the Council discussed rule amendments, such as the change to the definition of resident that will allow those who have been absent from a state because of military deployment to be considered residents of the receiving state, and the requirement that transfer requests include known gang affiliation.

#### **Issues analyzed and reported on by ICAOS's ad hoc committees**

i. **Retaking** Ms. Winckler would like an ad hoc committee to continue to look at the effect of rule amendments that require retaking.

ii. **Dues formula** Ms. Winckler served on this ad hoc committee. Ms. Winckler strongly opposed an effort from Tennessee that would have more than doubled Texas' dues. The proposal would have required that states with the most offenders leaving the state pay the greatest dues.

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

#### Minutes and Attendance From Recent Meetings (Continued)

##### iii. Risk assessment instruments

An ad hoc committee formed to study the use of risk assessment instruments rejected the use of one instrument by all states. However, the committee believed that the use of risk assessment instruments would be very helpful in determining the level of supervision for transferred offenders if the various results of the instruments could be made meaningful by standardizing them.

The Commission's Executive Committee will take up the matter. A recommendation was made that the risk assessment result be required in the transfer material that is given to the receiving state.

##### iv. Victims' issues

Pat Tuthill, the Interstate Commission's victims advocate, is strongly advocating that victim notification be automated and made part of the automated offender tracking system

##### Information technology initiatives

The Commission received a proposal from Appriss, the vendor for the Interstate Compact Offender Tracking System (ICOTS), to renew the contract. The last three years have gone well with Appriss, and ICOTS has proven a stable and reliable system. However, the Commission wants to make sure that it is receiving the best possible service at the lowest price. Therefore, a request for proposals will be issued by the Commission to potential vendors in spring 2012, and the responses will be compared to Appriss's proposal.

The Commission received a proposal from Appriss that it share ICOTS information with Appriss's proprietary information system, Justice Xchange, in return for a share of the revenue. The Commission rejected Appriss's initial proposal and is drafting its own counter proposal. While the majority of commissioners appear to feel that making Interstate Compact offender information more freely available to law enforcement is important, it is also believed that the information must be protected from exposure to non-essential users.

The American Parole and Probation Association (APPA) received a grant from the Bureau of Justice Assistance to work with the Commission to make ICOTS data available to states through their fusion centers or other state criminal justice information centers. While fusion centers were mainly devised to monitor security threats, there is an attempt being made to make them inclusive of all hazards, rather than just security. New York State has done a small pilot project within its fusion center that appeared to be successful.

##### Old Business

There was no old business

##### New Business

Ms. Grimes said the impact of ICOTS to the Texas Interstate Compact Office could be seen in the deletion of six positions in the office, while at the same time the time needed to enter ICOTS transfer requests declined from 12 to 8 minutes. However, a large part of what Texas Interstate staff does is remind officers and states to respond.

External reports have not been performing consistently. The longest period of time that the external reports were not available was seven weeks. Because she chairs the Commission's Technology Committee, Chairperson Winckler asked to be notified when the reports do not work so that she may investigate the cause.

## Assessment of Advisory Committees

### TEXAS STATE COUNCIL FOR INTERSTATE ADULT OFFENDER SUPERVISION (Continued)

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#### Minutes and Attendance From Recent Meetings (Continued)

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Chairperson Winckler called for any other new business, and hearing none, began discussion of the next meeting date. The last meeting was January 15, 2010. Council decided to meet annually on Friday afternoons. The next meeting date is October 19, 2012 at 1 pm.

**Chairperson Winckler made a motion to adjourn. Ms. Grimes seconded. The motion passed.**

**The meeting was adjourned about at 3:00 p.m.**

# Assessment of Advisory Committees

## REENTRY TASK FORCE

**ASSESSMENT OF ADVISORY COMMITTEES**  
 March, 2016  
 696 Department of Criminal Justice

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Crite1", select Move or Copy, select Create a copy and move to end.

**NOTE:** Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

**Committee Name:**

**Number of Members:**

**Committee Status (Ongoing or Inactive):**  Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date Created:**  **Date to Be Abolished:**

**Budget Strategy (Strategies) (e.g. 1-2-4):**  **Strategy Title (e.g. Occupational Licensing):**

**Budget Strategy (Strategies):**  **Strategy Title:**

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	Texas Gov't Code 501.098
State Authority		
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' <u>Direct</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Committee Members' <u>Indirect</u> Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$0	\$0

Meetings Per Fiscal Year	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
	4	4	4

**Committee Description:**

# Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

SECTION B: ADDITIONAL COMMITTEE INFORMATION	
Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.	
1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?	The committee meets annually at the office of the Texas Department of Criminal Justice Reentry and Integration Division. There are no requirements in regards to frequency of the meetings.
2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.	
Biennial Report.	
3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?	
Advice from members is taken and applied which results in federal grant awards.	
4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?	Yes <input type="checkbox"/>
4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?	No <input type="checkbox"/>
5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?	16 hours <input type="checkbox"/>
5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.	
Staff prepares agendas, notification of meetings as well as set up of meeting room.	
6. Have there been instances where the committee was unable to meet because a quorum was not present?	No <input type="checkbox"/> Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.
7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?	
Through public presentations, people are made aware of the Task Force and offered to be added to the Task Force mailing list for notices of upcoming meetings.	
7b. Do members of the public attend at least 50 percent of all committee meetings?	no <input type="checkbox"/>
7c. Are there instances where no members of the public attended meetings?	yes <input type="checkbox"/>
8. Please list any external stakeholders you recommend we contact regarding this committee.	
None at this time.	
9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?	Yes <input type="checkbox"/>
9b. Please describe the rationale for this opinion.	
Evidence by attainment of Federal grant award and forward movement in Reentry.	
10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:	
10a. Is there any functional benefit for having this committee codified in statute?	Yes <input type="checkbox"/>
10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?	No <input type="checkbox"/>
10c. If "Yes" for Question 10b, please describe the rationale for this opinion.	
11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?	Retain <input type="checkbox"/>
11b. Please describe the rationale for this opinion.	
Serves as advisory for reentry issues statewide.	
12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?	Yes <input type="checkbox"/>
12b. If "Yes" for Question 12a, please describe the rationale for this opinion.	
This task force serves as an advisory for statewide issues and vets many areas that create change and forward movement.	
13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.	
None at this time.	

## Assessment of Advisory Committees

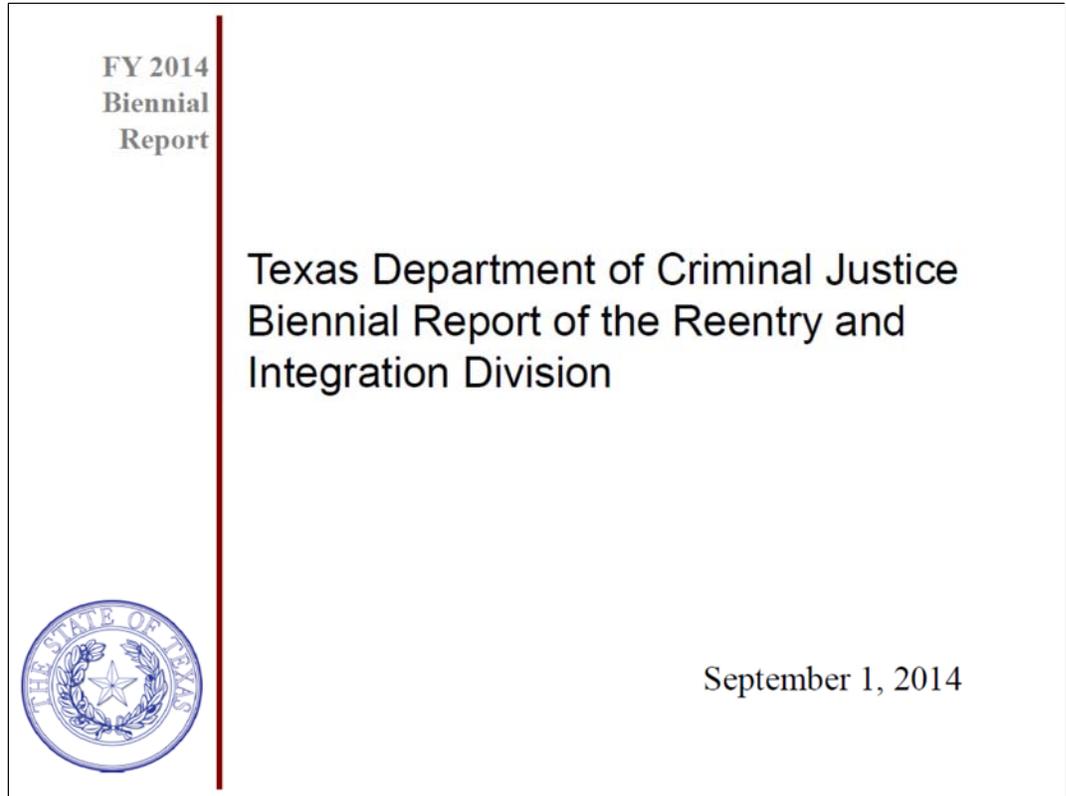
### REENTRY TASK FORCE (Continued)

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#### Bylaws

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No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.



# Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

### Bylaws

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

<p><b>FY 2014 Biennial Report</b></p> 	<p><b>TEXAS BOARD OF CRIMINAL JUSTICE</b></p> <p>P. O. Box 13084 Austin, Texas 78711 Phone (512) 475-3250 Fax (512) 305-9398</p> <p><b>Mr. Oliver J. Bell, Chairman</b> <b>Houston, TX</b></p> <table border="0"> <tr> <td>Mr. Tom Mechler, Vice-Chairman Amarillo, TX</td> <td>Mr. Leopoldo R. Vasquez III, Secretary Houston, TX</td> </tr> <tr> <td>Mr. John "Eric" Gambrell, Member Highland Park, TX</td> <td>Ms. Carmen Villanueva-Hiles, Member Palmhurst, TX</td> </tr> <tr> <td>Judge Larry Gist, Member Beaumont, TX</td> <td>Ms. Janice Harris Lord, Member Arlington, TX</td> </tr> <tr> <td>Mr. R. Terrell McCombs, Member San Antonio, TX</td> <td>Mr. Thomas P. Wingate, Member McAllen, TX</td> </tr> </table> <p><b>Texas Department of Criminal Justice</b></p> <p><b>Brad Livingston, Executive Director</b></p> <p>Bryan Collier, Deputy Executive Director</p> <p>April Zamora, Director Reentry and Integration Division</p>	Mr. Tom Mechler, Vice-Chairman Amarillo, TX	Mr. Leopoldo R. Vasquez III, Secretary Houston, TX	Mr. John "Eric" Gambrell, Member Highland Park, TX	Ms. Carmen Villanueva-Hiles, Member Palmhurst, TX	Judge Larry Gist, Member Beaumont, TX	Ms. Janice Harris Lord, Member Arlington, TX	Mr. R. Terrell McCombs, Member San Antonio, TX	Mr. Thomas P. Wingate, Member McAllen, TX
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Mr. R. Terrell McCombs, Member San Antonio, TX	Mr. Thomas P. Wingate, Member McAllen, TX								

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

<p><b>FY 2014 Biennial Report</b></p> 	<b>TABLE OF CONTENTS</b>
	<b>4 Introduction</b>
	<b>5 Recidivism</b>
	<b>6 Offender Demographics</b>
	<b>7 Reentry Task Force Membership</b>
	<b>8 Reentry Task Force Working Groups</b>
	<b>9 Volunteer Recruitment Efforts</b>
	<b>10 Texas Risk Assessment System</b>
	<b>11 Three Phase Reentry Program</b>
	<b>12 Reentry Services in the Community</b>
	<b>13 Automated Birth Certificate and DPS Identification Card Implementation</b>
	<b>14 Veterans Reentry Services</b>
	<b>15 Reentry Initiatives</b>
	<b>16 Looking Forward</b>
	<b>17 Conclusion</b>

<p><b>FY 2014 Biennial Report</b></p> 	<b>INTRODUCTION</b>
	<p>This report contains an evaluation of data and a summary of activities completed since September of 2012 for the Reentry and Integration Division of the Texas Department of Criminal Justice (TDCJ). As demonstrated throughout this report, the Reentry and Integration Division has continued to grow and adopt practices which ensure effective service delivery for offenders returning to the community following incarceration. However, it should be noted that many other reentry-related programs administered by other divisions within the TDCJ and the Windham School District also contribute to reduced recidivism.</p> <p>During the 83<sup>rd</sup> Legislature state policymakers continued to demonstrate commitment to enhancing both state and local level reentry practices. Policy initiatives were facilitated to enhance the development of a comprehensive reentry process designed to eliminate reentry barriers to achieve the goals of increased public safety and reduced recidivism. Measures taken by the Legislature enabled the TDCJ to further implement evidence based practices to assess criminogenic risk and needs, and apply that information to develop effective individualized plans for return to the community. As a result, there were numerous accomplishments, including:</p> <ul style="list-style-type: none"> <li>▪ Continued engagement with the Reentry Task Force;</li> <li>▪ Adopted a validated risk assessment instrument;</li> <li>▪ Added 75 reentry transition coordinator positions;</li> <li>▪ Expanded the Reentry Program into the community;</li> <li>▪ Implemented Texas ID card ordering;</li> <li>▪ Automated and otherwise enhanced processing of identification documents such as birth certificates and social security cards; and</li> <li>▪ Enhanced veterans reentry services</li> </ul> <p>These implementation activities, along with other initiatives, are discussed in detail throughout the remainder of this report.</p>

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



### RECIDIVISM

The ultimate goal of the TDCJ's reentry program is reduced recidivism. Recidivism rates for the TDCJ offender population are among the lowest in the country and are noted in the chart below. Three year recidivism rates for participants in the Reentry and Integration Division's new three phase program will be provided in future reports.

Release Type	Recidivism Rate
Prison Offenders Discharged	23.30%
Prison Offenders Released to Supervision	22.40%
State Jail Discharged	31.10%

Source: Legislative Budget Board, "Statewide Criminal Justice Recidivism and Revocation Rates" January 2013

**FY 2014  
Biennial  
Report**



### OFFENDER DEMOGRAPHICS

Throughout Texas, over a million offenders are processed in local jails each year, many of whom transition to the TDCJ supervision. As of July 31, 2014 a combined total of approximately 633,000 offenders were under supervision of the TDCJ. This population includes individuals on probation, in prison, and on parole supervision:

- 395,000 on misdemeanor or felony probation;
- 151,000 incarcerated in the TDCJ facilities; and
- 87,000 on parole supervision

In considering the demographics of the offender population, it is important to also consider those impacted beyond each individual offender. The offender population represents families, communities, and victims from every segment of the state's demographics who must also be served in order for reentry initiatives to realize success. Thus, those affected demographics goes far beyond persons under the TDCJ supervision.

While the numbers alone are staggering, the challenge is magnified by the sizeable geographical area within the state of Texas. It is with those challenges in mind that the TDCJ continued engagement with state and local partners, as well as developing and implementing internal initiatives, that provided significant momentum toward a seamless system where all components work in tandem to achieve the ultimate goal of reduced recidivism.

# Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

### Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



### REENTRY TASK FORCE MEMBERSHIP

The statewide Reentry Task Force continues to provide a conduit for state and local stakeholders to address reentry practices and provide recommendations for continued enhancement of reentry services across the state. Considering the size of the state and the volume of citizens involved in the criminal justice system, the Reentry Task Force maintained expanded membership of 25 individuals representing a cross-section of Texas agencies, organizations, and communities:

Texas Juvenile Justice Department	Texas District and County Attorneys Association
Texas Workforce Commission	Texas Conference of Urban Counties
Texas Department of Public Safety	Criminal Justice Coordinator, Urban County
Texas Department of Housing and Community Affairs	Reentry Coordinator, Urban County
TCOOMMI Advisory Committee	Urban County Representative
Health and Human Services Commission	Urban County Commissioner
Texas Judicial Council	Rural County Judge
Judicial Advisory Council	Rural County Commissioner
Texas Board of Pardons and Paroles	Texas Inmate Family Association
Windham School District	Texas Criminal Justice Coalition
Texas Commission on Jail Standards	Texas Department of Family and Protective Services
Department of State Health Services	Office of Court Administration
Texas Court of Criminal Appeals	Texas Department of Criminal Justice
County Judges and Commissioners Association of Texas	Texas Veterans Commission
Sheriff's Association of Texas	Faith-Based Volunteer

7

**FY 2014  
Biennial  
Report**



### REENTRY TASK FORCE WORKING GROUPS

The expanded Reentry Task Force designated working groups to addressing specific barriers to successful reentry. Each group was tasked with developing findings and recommendations to address all gaps and barriers identified. Working groups include:

- **Community Reentry Working Group:** goals included identifying current support program or initiatives and successful reentry practices in operation within Texas communities.
- **Housing Working Group:** goals included identifying existing housing initiatives that provide services to the formerly incarcerated as well as model housing initiatives or efforts currently in operation in Texas communities.
- **Women Offenders Working Group:** goals included identifying current gender specific programming or practices in the state juvenile and adult justice systems, as well as gender specific best practices for women within the state and nationally.
- **Family and Faith-Based Working Group:** goals included identifying current programs or resources available to promote family reunification and advance faith-based and other community-based initiatives focused on family reunification; identify strategies to improve family involvement with offender reentry efforts; and identify strategies to enhance pre-release and post-release support provided by community-based groups.

Through implementation of previous findings and recommendations as well as the body of work produced by the Reentry Task Force throughout the current biennium, the Reentry and Integration Division, alongside agency leadership, has created expanded and refined reentry service delivery systems.

8

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



**VOLUNTEER RECRUITMENT EFFORTS**

The TDCJ is proactive in seeking and recruiting volunteers and faith-based groups to assist in reentry strategies. The reentry program designated a full-time Resource and Volunteer Coordinator to assist in this endeavor. The coordinator is responsible for soliciting reentry resources while maintaining a resource directory for use by the TDCJ staff, recruiting and tracking reentry volunteers, and attending conferences, forums and similar events which provide an opportunity to simultaneously share information regarding the program and solicit resources and volunteers.

Representatives from the TDCJ regularly attend and participate in conferences, gatherings and meetings hosted by various faith-based groups. These groups consist of Christian denominations and churches, non-Christian faith groups, and non-profit faith-based groups.

The faith-based community in Texas is generous and quick to respond to community needs, major disasters and emergencies. However, like many individuals, much of the faith-based community may not fully understand the crisis of families and individuals facing incarceration and reentry. The faith-based community continues to benefit from education and awareness activities which increase their knowledge of the needs and struggles for which tens of thousands of Texas families go through every year when their loved one enters prison or re-enters the community after release.

The faith-based community in Texas is numerous, resourceful and autonomous of each other. In most cases, the working group has found that local faith-based communities agree that something must be done regarding reentry, however, struggle to find ways to collaborate amongst the autonomous groups to address these needs. Continual identification and communication with local faith-based groups will be a constant challenge in the face of turnover within leadership and volunteers.

9

**FY 2014  
Biennial  
Report**



**TEXAS RISK ASSESSMENT SYSTEM**

In keeping with continued efforts to ensure evidence based reentry practices are implemented, the TDCJ implemented the Texas Risk Assessment System (TRAS). The TRAS was adopted from an instrument initially developed and validated by the University of Cincinnati as an instrument for accurate assessment of criminogenic risk and need. This instrument includes tools for assessing at each juncture of the criminal justice system: probation, prison intake, reentry from prison to community and parole supervision.

The TDCJ's reentry program implemented the TRAS Supplemental Reentry Tool. After training provided by the University of Cincinnati, the tool was piloted amongst 10 case managers. Upon conclusion of the pilot phase, state-wide implementation was initiated and by April 2013 all reentry case managers were administering the TRAS Supplemental Reentry Tool. Currently, results from the tool determine whether an offender is eligible for enrollment in reentry case management pre-release. Those who score moderate or high risk are offered enrollment.

The TDCJ Information Technology Division developed an automated means for displaying assessment results. Assessment scores from the TRAS Supplemental Reentry Tool are entered into the electronic offender record and are available on each offender's Individualized Treatment Plan, making that information available to all stakeholders as offender needs are addressed throughout incarceration and into parole supervision.

10

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



### THREE PHASE REENTRY PROGRAM

Eighty-third Legislature appropriations provided funding to add 75 reentry case managers to the 64 existing positions. Currently, 126 case managers provide pre-release and 13 case managers provide post-release services to offenders across the state. With the increased staffing, an opportunity was realized to develop a new and more efficient service delivery structure. A three phase program system was devised including:

Reentry Phase I:

- Ordering a replacement social security card, certified birth certificate, and certificate of release or discharge from active duty for those within six months of parole eligibility for prison sentenced offenders, or within one week of arrival to the TDCJ for state jail offenders;
- Upon receipt of a social security card and certified birth certificate, ordering Department of Public Safety (DPS) identification (ID) card for those with parole approval or ordering for state jail offenders upon receipt of documents;
- Both components of Reentry Phase I are denoted on the Individualized Treatment Plan and the information is available to stakeholders throughout the TDCJ continuum.

Reentry Phase II:

- Parole approved offenders with moderate/high risk intake assessment are scheduled for reentry assessment;
- Those scoring moderate or high risk on reentry assessment are offered enrollment and receive individual case planning to address needs, goals, action steps and resources targeted toward equipping the offender for successful return to the community;
- Offenders are referred to Phase III upon release from the TDCJ.
- Enrollment is denoted on the Individualized Treatment Plan and the information is available to stakeholders throughout the TDCJ continuum.

Reentry Phase III:

- Available to clients enrolled in Phase II pre-release, or with moderate or high risk assessment score who are self referred or referred by a parole officer.
- Those who agree to enrollment receive continued individual case planning, if referred from Phase II, or have case planning initiated when entering service post release and may participate in group activities.

11

**FY 2014  
Biennial  
Report**



### REENTRY SERVICES IN THE COMMUNITY

While several components of the three phase program existed previously, Phase III, or Community Reentry, is in its infancy. Development of the Community Program became possible with the added positions resulting from 83<sup>rd</sup> Legislature allocation.

Community Reentry services are provided by 13 case managers located in District Reentry Centers or parole offices statewide. The community program provides individual case planning to address each need, barrier and goal of the Individual Reentry Plan. Additionally, community case managers:

- Actively seek and engage employers willing to consider hiring the formerly incarcerated.
- Actively seek sustainable housing options for the formerly incarcerated.
- Coordinate the distribution of the identification documents in the event documents are not delivered to clients pre-release.
- Liaison with parole officers, local service providers, unit reentry case managers and other stakeholders to ensure client needs are addressed.
- Provide group employment readiness classes, using curriculum adopted from the United States Department of Labor. The course prepares clients for employment by teaching skills such as: basic hygiene, determining job qualifications, identifying employment opportunities, job interviewing skills, appropriate interview attire, appropriate use of acknowledgements post-interview and basic interview coaching.
- Plan, coordinate and facilitate job fairs to include identifying employers willing to participate, scheduling job-ready clients to attend, coordinating with parole officers and halfway house staff to encourage their engagement in the client's employment process and providing follow up case management for clients post-job fair to ensure sustainable employment is acquired.

12

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



**AUTOMATED BIRTH CERTIFICATE AND DPS IDENTIFICATION CARD IMPLEMENTATION**

Pursuant to Texas Government Code section 501.0165, and in culmination of a multi-year effort, the TDCJ, in cooperation with the Department of State Health Services (DSHS) and the DPS, successfully implemented automated birth certificate ordering and the offender DPS identification card process.

Through an agreement with DSHS, the TDCJ was able to implement an automated birth certificate ordering process. Instead of completing hard copy birth certificate applications, case managers use a computerized application to complete offender demographic information, and use a signature capture tool to attach offender signature to the application. The automation will allow for improved efficiency for DSHS and reduce the time between ordering and receipt of the birth certificate by the TDCJ. Automated birth certificate ordering was implemented as of July 2014.

The TDCJ and DPS entered into an agreement whereby the DPS Offender Identification Card System is used by the TDCJ reentry case managers to submit applications for DPS identification cards for eligible offenders. The TDCJ acquired computers, scanners, cameras, signature pads and fingerprint scanners to allow case managers to capture the information required by DPS. Upon the case manager submitting eligibility criteria, the offender is reviewed for eligibility by DPS, and if the offender is eligible, the case manager submits the required information to request a DPS ID card. The first offender DPS ID card was issued in February 2014.

13

**FY 2014  
Biennial  
Report**



**VETERANS REENTRY SERVICES**

The TDCJ's collaboration with veterans service organizations continues to grow. In addition to the long-standing partnerships with Veterans Integrated Service Network, Texas Health and Human Services Commission (HHSC), and Texas Coordinating Council for Veteran Services; the TDCJ has partnered with Texas Veterans Commission (TVC), Military Veterans Peer Network and the Veterans Administration (VA).

The TDCJ and HHSC have entered into an agreement for electronic verification of veteran information, as per Texas Government Code section 501.023. Through electronic file transfer, HHSC will provide the TDCJ with verified veteran information from the Public Assistance Reporting Information System (PARIS). This will enable the TDCJ to provide services to veteran offenders based on verified data as opposed to the current self reported information. The electronic file transfer process is scheduled for implementation in the fall of 2014.

A Veterans Services Coordinator has been assigned to manage data identifying veterans near release, and forward referrals to the Veterans Integrated Service Network and the Military Veterans Peer Network, and to case managers. This coordination provides linkage to county service officers and to a peer network and initiates the benefit application process prior to release. The coordinator also facilitates pre-release appointments with veteran offenders for these entities. In conjunction with the TVC, the TDCJ has trained all reentry case managers to complete veteran benefit applications. Case managers also provide offenders a VA publication titled "Federal Benefits for Veterans, Dependents and Survivors", information regarding Hazelwood Act benefits, and a veterans information sheet with contact information for the Military Veterans Peer Network representative and TVC county service officer for the area where the offender plans to reside upon release.

Most recently, in partnership with Military Veterans Peer Network, the TDCJ has opened the first TDCJ veterans reentry dorm. Guidelines were established for assessment and enrollment in the program. The veteran specific program curriculum includes Seeking Safety, Bringing Everyone In the Zone, Brief Solution Focused Therapy, Tai Chi, and Group Sessions focused on Home Readiness activities. The program began with its first group of participants in July 2014.

14

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**FY 2014  
Biennial  
Report**



**REENTRY INITIATIVES**

Beyond the implementation steps described thus far and their benefit to the state's reentry efforts, growth and development of the reentry program was demonstrated through numerous other endeavors throughout the biennium including:

- Process was implemented for tracking common reentry barriers and resources to provide a mechanism for trend analysis and reporting of related data.
- Case manager training curriculum was formalized, meeting agency training standards, and tracking through the agency training database was implemented.
- Revised the Individual Reentry Plan to create a detailed individual case plan, requiring the offender and case manager to work together to identify needs, goals, action steps and to provide a link to necessary resources.
- Implemented scanning of reentry documents into the TDCJ imaging system, enhancing information sharing among pre-release case managers, community case manager, and parole officers.
- Assigned reentry case managers to additional release processing duties on prison units, including issuing of release certificates as well as reentry packets and identification pouches.
- Coordinated with the Windham School District to include commercial driver licenses, industrial training certificates and vocational training certificates in the reentry release packet to ensure the offender leaves custody with all pertinent documents in hand.

15

**FY 2014  
Biennial  
Report**



**LOOKING FORWARD**

The implementation steps and initiatives detailed thus far - additional staff, automating birth certificate ordering, providing offenders with a DPS ID card, and adding a community component to aid in offender transition upon release, and a list of other activities - mark tremendous growth and development of the reentry program. That momentum will continue, with the following planned for the immediate future:

- Certify the TDCJ staff as TRAS trainers, ensuring that all TRAS training for reentry case managers is provided by a certified trainer.
- Coordinate with the DPS to modify the Offender ID Card System to allow for a request of a DPS ID card for offenders with a valid or renewable ID or driver license in order to expand the DPS ID eligible population.
- Implement use of the automated TRAS case management system allowing for automated assessments and case tracking.
- Further develop partnerships with local providers, agencies and organizations through the efforts of the Resource and Volunteer Coordinator and the Community Reentry Case Managers.
- Expand the utilization of Employment Job Fairs to assist Reentry Phase III parolees participating in the community reentry program.

16

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

<p><b>FY 2014 Biennial Report</b></p> 	<p><b>CONCLUSION</b></p> <p>Significant progress has been realized since inception of the Reentry and Integration Division in September 2009. Through collaboration with partner agencies and organizations, the TDCJ has implemented a validated risk assessment to ensure services are targeted appropriately, provides offenders with identification documents which help to make them employment ready as they walk out of the TDCJ, provides transition to a community case manager to close the gap that occurs upon release to the community, has enhanced services for veteran offenders and achieved countless other measures. The goal of developing a seamless system continues to be realized as barriers to information sharing are broken and stakeholders coordinate throughout implementation periods. The next steps articulated in this report will continue to advance the TDCJ toward the goals set forth.</p> <p>While those efforts are commendable, they in no way indicate that the work is complete. It is imperative that local and state level partners continue to collaborate, addressing immediate any future steps necessary to keep Texas on target toward the goal of continued reduction in recidivism.</p>
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	<p><b>Texas Department of Criminal Justice:</b></p> <p><b>Reentry Update</b></p> <p>September 1, 2012</p>
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Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**  
**Reentry Update**



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1

**Table of Contents**



**TABLE OF CONTENTS**

3	<b>Introduction</b>
4	<b>Offender Demographics</b>
5	<b>Reentry Task Force</b>
6	<b>Role of the Reentry Task Force</b>
7	<b>Reentry Task Force Recommendations</b>
14	<b>TDCJ Reentry Initiatives</b>
16	<b>HB 2161</b>
18	<b>Summary</b>

2

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**  
Reentry Update



**INTRODUCTION**

During the past two legislative sessions, the state's Leadership has demonstrated a continued commitment to enhancing the reentry practices at the state and local levels of government. During the 81<sup>st</sup> Legislative session, the Texas Legislature enacted several policy initiatives designed to develop a more comprehensive reentry process for offenders involved in the adult criminal justice system. Those policy measures included the enactment of HB 1711, HB 2161 and new funding to create sixty-four (64) reentry case management positions within the Texas Department of Criminal Justice (TDCJ).

Although recent budget reductions have impacted reentry initiatives as well as other aspects of the agency's operations, the 82<sup>nd</sup> Legislature continued funding for sixty-four (64) case manager positions. Ongoing funding for these critical positions allowed TDCJ to maintain its momentum in providing targeted reentry services to those offenders determined to be at highest risk of recidivism.

During the past fiscal year, TDCJ has been involved in the Sunset Review process. As a result, a number of recommendations regarding the agency's and states' reentry practices were included in the report to the Sunset Commission. Those recommendations included the following:

1. The agency should develop a reentry plan in accordance with HB 1711;
2. The Individual Treatment Plan (ITP) should be revised to provide substantive information regarding the offenders treatment and programming for the Board of Pardons and Paroles in their decision making process;
3. The Reentry Task Force membership should be expanded to include key stakeholders in the reentry process; and
4. The agency's reentry case management program should be focused on certain offender population and activities.

These and other implementation activities are discussed in more detail in the following sections of this report.

3

**TDCJ**  
Reentry Update



**OFFENDER DEMOGRAPHICS**

According to a 2008 report by the Pew Foundation, 1 out of 22 Texans were under some form of supervision in the state's criminal justice system. Four years later, a comparable number of offenders are involved in the state's criminal justice system. This number includes the following offender populations:

- One million plus offenders are processed in local jails on an annual basis;
- 414,000 offenders on misdemeanor or felony probation;
- 154,000 offenders incarcerated in TDCJ facilities; and
- 83,000 offenders on parole.

The combined total of offenders under TDCJ's direct jurisdiction (probation, prison, parole) is approximately 651,000. Based upon the most recent data reports, Texas has the country's largest criminal justice population. When coupled with the sheer size of the state, providing comprehensive reentry services for 1 out of 22 Texans is not the sole role and responsibility of one agency, but rather a collaborative approach between local and state entities.

An important component of HB 1711 requires TDCJ, in cooperation with the Office of Court Administration, to create an eight (8) member Reentry Task Force (RTF) to coordinate the development of a statewide reentry process. Due to the size and scope of the challenge, the agency expanded the membership from 8 to 22 members.

4

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**

**Reentry Update**



The size and scope of reentry issues requires a multi-agency approach to address the many reentry needs presented by the offender population. The statewide Reentry Task Force (RTF) provides a formal mechanism for local and state stakeholders to guide the discussion on the state's reentry practices. In order to comprehensively address all the related reentry issues, TDCJ expanded the legislatively mandated eight members to the following twenty-two entities:

Texas Department of Criminal Justice Texas Board of Pardons and Paroles Office of Court Administration Texas Department of Public Safety Texas Department of Family and Protective Services Texas Commission on Jail Standards Department of State Health Services Texas Workforce Commission Texas Department of Housing and Community Affairs Health and Human Services Commission Criminal Justice Coordinator, Urban County	Windham School District TCOOMMI Advisory Committee Judicial Advisory Council Sheriff's Association of Texas Urban County Commissioner Rural County Judge Texas Inmate Family Association Texas Criminal Justice Coalition Faith Based Volunteer Reentry Coordinator, Urban County Texas Juvenile Justice Department
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5

**TDCJ**

**Reentry Update**



**ROLE OF THE REENTRY TASK FORCE**

As outlined in H.B. 1711, the role and function of the Reentry Task Force is as follows:

*(b) The reentry task force established under Subsection (a) may :*

- (1) identify gaps in services for offenders following their release or discharge to rural or urban communities in the areas of employment, housing, substance abuse treatment, medical care, and any other areas in which the offenders need special services; and*
- (2) coordinate with providers of existing local reentry and reintegration programs, including programs operated by a municipality or county, to make recommendations regarding the provision of comprehensive services to offenders following their release or discharge to rural or urban communities.*

Identifying gaps in the reentry service delivery system for urban and rural counties is a fairly straightforward process. The lack of affordable and safe housing, opportunities for meaningful employment, timely access to substance abuse and mental health treatment, health care and other basic living supports have been and continue to be the biggest reentry hurdles in rural and urban communities. Some of these barriers are due to financial constraints; others are due to local, state or federal policies that restrict offenders from accessing services due to criminal history or instant offense. The following section provides a brief overview of the barriers and possible recommended course of actions.

6

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**

Reentry Update



**REENTRY BARRIERS AND RECOMMENDATIONS**

**Housing** – Proper Housing is critical component to meaningful participation in the community, yet many barriers to obtaining housing still exist. Housing restrictions can further isolate individuals and place them in unhealthy and counterproductive environments that ultimately contribute to homelessness and recidivism. Housing barriers can substantially impede and individual’s ability to reconnect with his or her family and loved ones, making it more difficult to associate with positive support groups. In addition to identifying available housing for system involved individuals –from probationers to parolees—providing assistance and ensuring placement is essential to successful reintegration into the community. Unfortunately, many offenders are financially unable to rent or own residences therefore rely on subsidized housing or family support for residential needs. While federal housing restrictions are minimal, local housing authorities are allowed broad discretion by the federal government in establishing eligibility criteria for persons with a criminal justice history; consequently most have adopted some type of exclusionary guidelines for offender populations. To address this and other issues, the following recommendations are offered:

- Housing providers, both public and private, should coordinate with TDCJ to identify available housing and collaborate to assist offenders in obtaining safe and affordable housing.
- Continue to coordinate efforts with community resources and various authorities to target the specific housing needs of veterans, persons with special needs, and those with mental health issues.
- Local housing authorities should be encouraged to consider targeting a certain amount of subsidized housing slots for offenders in safe neighborhoods within the community.
- Provide tax incentives for landlords or rental associations that will allow offenders to rent in privately owned properties.
- Coordinate with the state housing agency on identifying funding streams or model housing programs that target offenders for certain residential supports.
- Explore opportunities to blend public and private funding to provide more housing opportunities for offender populations.
- Every effort should be made to maintain, and to eventually increase, the transitional housing available to offenders being released and discharged from incarceration and to encourage and facilitate direct communication between the providers and offenders whenever possible.

**TDCJ**

Reentry Update



**REENTRY BARRIERS AND RECOMMENDATIONS**

**Employment** – During the 81st legislative session, funding for the Project RIO program was eliminated. As a result, targeted job training and supports for offenders during and after incarceration were no longer available after August 31, 2011. Another barrier to employment after release is the occupational code restrictions that prevent offenders from acquiring certain licenses or holding certain jobs. Studies show direct links between post-prison employment and lowered recidivism rates. Besides providing income for immediate needs, employment provides a stabilizing routine, occupies time that might otherwise be used for illegal activities, develops self-discipline, and enhances former offenders’ self-image and self-esteem. The following recommendations are offered as possible strategies to enhance and expand employment options for offenders:

- Tax incentives and bonding programs could be expanded to increase the pool of potential employers willing to hire or provide paid apprenticeships for offenders.
- Review the current occupational code restrictions to determine if exclusions could be narrowed to certain offenses or if possible eliminated.
- Expand vocational and training opportunities to incarcerated offenders based on job market demands within local communities or the state.
- Continue working on a verification system between the TDCJ and the Texas Veterans Administration to identify offenders who may qualify for targeted vocational and educational programs.
- Examine opportunities to develop and expand partnerships with educational providers and potential employers to fill gaps in services and to provide additional resources for individuals reentering the community.

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**  
Reentry Update



**REENTRY BARRIERS AND RECOMMENDATIONS**

**Treatment and Support Services** – Most of the people in Texas prisons will be released at some point. To create more opportunity for the offender to succeed, to prevent gaps in needed treatment, and to lessen the risk of relapse or potential recidivism, there must be robust treatment options as well as continuity between institutional services those offered in the community. The majority of individuals involved in the local and state criminal justice systems have a substance abuse problem that contributes to their illegal behavior. Also, routine data matches between the criminal justice and mental health systems show a continued growth in the number of offenders with serious mental illnesses incarcerated in local jails and state correctional facilities. Identifying individuals with these issues is a critical first step, but providing a continuum of treatment and services is crucial to successful reentry. Recent studies on recidivism rates demonstrate positive results for those offenders involved in specialized supervision and treatment programs funded by the Texas Legislature. The following recommendations could potentially result in better outcomes for this offender population:

- Encourage all state funded treatment programs to be research driven and evidenced based. Allocation of funds should be based on outcomes and results.
- Improve the exchange of information related to treatment and needed services.
- Create continuity by collaborating with community service providers to offer institutional treatment and programming and to ensure that similar services are available to the offender upon release to the community.
- Expand the availability of and eligibility for targeted mental health and substance abuse treatment programs for offenders.
- Examine strategies to maximize Medicaid to offset state costs associated with outpatient substance abuse and mental health treatment. Enhancing federal revenue would allow for an expanded number of offenders to be served with existing state funds.
- Coordinate with the TCOOMMI Advisory Committee in the development of special need offender reentry recommendations to be included in their report to the Legislature in January 2013.

9

**TDCJ**  
Reentry Update



**REENTRY BARRIERS AND RECOMMENDATIONS**

**Additional Support Services** — Basic-life skills such as money management, healthy life styles, pro-social decision making and interpersonal communication also represent critical elements to an offender’s successful reentry into society. Institutional programming and services can provide a foundation for these basic skills, however without a comparable level of services once released, the outcomes may be negatively impacted. The following recommendations can help enhance and expand basic resources and services necessary to provide individuals the tools necessary to fully integrate back into the community:

- Examine current availability of community support services, eligibility requirements and exclusions from participation. Work with local and state public and private providers to minimize or eliminate restrictions that preclude offenders from accessing basic life from skill supports and services.
- Enhance and expand current reentry and continuity of care service efforts by developing more formal pre and post release referral processes between the agency and local community providers.
- Enhance current information sharing processes that have a role in the reentry process.

10

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**  
Reentry Update



**REENTRY BARRIERS AND RECOMMENDATIONS**

**Family and Pro-Social Support Systems** – Many offenders come from environments where criminal thinking and behavior is the norm. As a result, many offenders have minimal exposure to pro-social values and beliefs. TDCJ has over 18,000 volunteers, most of them faith-based, who serve as positive role models and support systems for offenders. Unfortunately, a similar level of volunteerism does not exist for those same offenders once they are released from custody and returned to the community. Community involvement in the reentry process should be encouraged as it serves to destigmatize offenders, allowing them to view themselves as valued members of society. Pro-social attitudes and behaviors are learned through modeling and positive interactions, making volunteers and mentors crucial to the reentry process. The following recommendations will be further developed by the RTF during the next biennium:

- Recruit volunteers, including ex-offenders, to serve as certified reentry mentors. Faith-based organizations of different denominations, reflective of the diversity of offenders and their religious preferences, will be recruited and trained to provide individual mentoring and support to the offender AND family on a pre and post release basis.
- Coordinate with family associations and other special interest groups on strategies to recruit volunteers or mentors from their respective organizations. Families of offenders are an excellent resource to other families who may be struggling with their loved ones incarceration or return to the community.
- Identify private funding sources to provide stipends to ex offenders to serve as mentors to offenders after their release from incarceration. A small stipend could be used to offset transportation or communication costs incurred by the ex offender in their mentoring activities.
- Continue the expansion of faith-based domns of different denominations to include an intensive focus on pre and post release reentry planning and supports.
- Continue to work with the Attorney Generals office on child support issues, and its potential impact on the offenders reentry to the community.
- Strengthen the interactions between criminal justice agencies and the Department of Family and Protective Services to improve their respective interventions with mutual clients.

**TDCJ**  
Reentry Update



**OTHER REENTRY BARRIERS AND RECOMMENDATIONS**

In addition to these reentry service barriers, there are other challenges that impact the state's efforts to improve the reentry process in Texas. During the upcoming biennium, the agency in cooperation with its local and state partners will continue to coordinate our individual and collective efforts to establish a comprehensive and seamless reentry process within the state of Texas. To accomplish this worthwhile goal, the following recommendations are offered for consideration:

- Examine strategies to improve information sharing among local and state agencies. There continues to be considerable duplication of effort among staff due to conflicting laws or administrative practices that unintentionally create barriers to communication and data sharing.
- Examine opportunities to promote cross-training and certification of staff to perform certain functions of other agencies. This strategy could result in improved reentry processes for issuing birth certificates, the renewal of driver's license or state identification cards and timely access to federal entitlements for eligible offender populations.
- Expand efforts to engage offenders in programming and treatment services during and after incarceration. Without the offenders willing participation, essential changes in their criminal thinking and behavior patterns is less likely to occur.
- Consider establishing state policy similar to TCOOMMI's continuity of care for special needs offenders for ALL offenders involved in the adult criminal justice system. Requiring local and state governmental entities to define their individual and collective role and responsibility in the reentry process would ensure some level of accountability for all affected agencies.
- Community service and resource information provided to the offender during incarceration and at time of release must be comprehensive and current. The information should be county-specific, up-to-date, available in Spanish, contain verifiable contact information, and readily accessible in unit law libraries and school libraries. The RTF should play a critical role in ensuring that service information regarding their respective agencies, associations or organizations is routinely provided to TDCJ.
- Information on state and federal entitlement programs, including eligibility and exclusionary criteria should be available in all correctional settings, including local jails, probation, prison and parole offices.

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

## Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

**TDCJ**

Reentry Update



**TDCJ REENTRY INITIATIVES**

TDCJ, like other states' adult criminal justice agencies, is implementing research driven and evidenced based approaches in working with the offender population. Research has proven that targeting offenders assessed as having the highest criminogenic factors and needs will have the most dramatic impact on reducing recidivism and improving public safety. The agency has adopted or is in the process of implementing the following evidenced based practices in its day to day operations:

- All current and future treatment or interventions must adhere to evidenced based practice models;
- A new risk and need assessment covering all stages of the criminal justice system is being piloted in community supervision departments and the Reentry Division. The goal is to implement a uniform assessment tool across the agency to improve consistency in supervision, classification and program assignment of offenders on probation, parole or incarcerated in TDCJ correctional facilities;
- An integrated casemanagement system is being examined that will record and track offender programming, assessments and progress.
- The Individual Treatment Plan (ITP) is being revised in cooperation with the Board of Pardons and Paroles (BPP) to enhance offender programming documentation;
- Internal workgroups continue to meet to identify reentry barriers, and make recommendations for resolving problems; and
- A comprehensive reentry plan is being developed in cooperation with the BPP and the WSD to establish short and long term goals and objectives for system wide reentry best practices. The RTF and key community partners will be solicited for their input and recommendations to be included in the state's reentry plan.

14

**TDCJ**

Reentry Update



**TDCJ REENTRY ISSUES**

Although the past year produced a number of positive changes to the agency's reentry efforts, the overall progress was impacted by fiscal challenges facing the state during this time period. Due to budget reductions prior to, during and after the 81<sup>st</sup> Legislative session, the agency reduced its workforce by 1044 positions. Included in this number was 168 Project RIO staff assigned to correctional facilities to assist offenders in reentry and employment related support services. To minimize the impact of the staff reduction, the following interim measures were implemented:

- Identification document processing activities have been assigned to other unit based staff such as chaplains and treatment providers. Although the number of documents processed during the past year decreased, the overall impact was less severe than it would have been.
- Prior to the staff reduction, 100% of the TDCJ correctional facilities had reentry staff assigned to the units. Today, 48% of the units have reentry support staff. To maximize the remaining staff resources, offenders assessed as highest risk are prioritized for reentry services. Priority for reentry services will also be limited to offenders released on some form of supervision to ensure compliance to the post-release reentry plan.
- Distribution of birth certificates, social security cards and other identification documents occurs at the offenders' initial visit with his/her parole officer rather than at time of release. This change not only decreased the amount of time reentry staff spent distributing documents during the release process, but decreased the likelihood of the offender losing the documents.

15

Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

<p style="text-align: center;"><b>TDCJ</b></p> <p style="text-align: center;">Reentry Update</p> 	<p style="text-align: center;"><b>State Identification Card Update</b></p> <p>During the past year, the TDCJ, Department of State Health Services (DSHS) and Department of Public Safety (DPS) have continued to work on establishing an electronic process for issuing a state identification card for all offenders released or discharged from state correctional facilities. Full implementation of this initiative has not yet been achieved due to a variety of policy and funding issues. Despite these issues, the TDCJ has instituted the following interim measures to assist the offender in securing a state issued identification card after their release to the community:</p> <ul style="list-style-type: none"> <li>▪ TDCJ and DSHS have entered into an interagency contract to obtain birth certificates for those offenders who were born in Texas and whose driver license/state ID will expire prior to their release. Offenders who are eligible to renew their cards or licenses after release, have pending felony detainers or illegal aliens are excluded from the birth certificate application process.</li> <li>▪ TDCJ has an interagency agreement with the Social Security Administration to provide replacement Social Security Cards for offenders scheduled for release within six months.</li> <li>▪ Other supporting identification documents such as military records or offender identification cards that may be used to secure a state drivers license or identification card are provided to offenders at time of their release.</li> <li>▪ Offenders who are eligible to renew their state issued drivers license or identification card after their return to the community are provided written notification of this status prior to and at the time of their release.</li> <li>▪ TDCJ, DSHS and DPS are in the process of finalizing interagency contracts for issuing the state identification card through an electronic process. A pilot program for identification card applications and processing will be operational in Spring, 2013.</li> </ul> <p style="text-align: right;">16</p>
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<p style="text-align: center;"><b>TDCJ</b></p> <p style="text-align: center;">Reentry Update</p> 	<p style="text-align: center;"><b>OTHER REENTRY BARRIERS</b></p> <p>In addition to local and state policies that impact reentry, a number of federal rules have been cited as barriers to the process. Prior to 9/11, federal agencies such as the Social Security and Veterans Administration provided the TDCJ with verified social security number, military status and disability benefit eligibility information on offenders incarcerated in the states correctional facilities. Without a state issued identification card, the offender will be unable to obtain basic living needs such as renting a house, opening a bank account, applying for a job or accessing entitlement programs. The following provides a brief overview of the current guidelines and processes for requesting and obtaining this information and puts forward recommendations that may help overcome some barriers:</p> <ul style="list-style-type: none"> <li>▪ The Social Security Administration (SSA) will provide an affirmative or negative response to each verification request. Unfortunately, if the SS number is not correct, the SSA will only respond with a rejection rather than the accurate number. Due to the significant number of incorrect numbers provided by offenders, the agency opted not to pursue this option. The TDCJ is however working with the DPS on an alternative strategy for verifying an offender's SS number.</li> <li>▪ The TDCJ currently serves as a member of the Texas Coordinating Council for Veteran Services sponsored by the Texas Veterans Commission. One of the key issues the agency is working on with the council is the accurate and timely identification of veterans within the local and state criminal justice systems. In the past, the agency provided the names of all offenders to the Veterans Administration (VA) for verification of the offenders military status. Due to changes in federal security laws, the identification of veterans in the criminal justice system is now limited to self-reporting. For those who self-identify as veterans, the agency refers that person to the VA for pre and post release supports. To further enhance our current identification process, the agency will submit a data report on all offender admissions to the VA in the hope the VA will use the data to identify other eligible veterans who did not self-report veteran status to TDCJ.</li> <li>▪ State policy requires the TDCJ to initiate the disability benefit reapplication process on any offender incarcerated in our correctional facilities for 12 months or less. For offenders with mental illnesses or other special needs this is a great strategy for reinstatement of benefits prior to release. Unfortunately the SSA does not provide the information without a signed release of information and self-reporting is less than reliable. TDCJ will continue to work with key health and human service partners towards creating a more reliable process for identifying offenders who may have received some type of federal entitlement service prior to their incarceration.</li> </ul> <p style="text-align: right;">17</p>
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Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Bylaws (Continued)

No specific bylaws have been established; however, recent TDCJ publications on Reentry have been attached.

<p style="text-align: center;"><b>TDCJ</b></p> <p><b>Reentry Update</b></p> 	<p><b>Summary</b></p> <p>Since the implementation of HB 1711 in September 2009, the agency has made considerable progress towards enhancing reentry practices within the state. Most notably, efforts to adopt and implement a uniform risk assessment for the probation, prison, reentry and parole systems is a positive step in the right direction. This strategy will ensure that all TDCJ divisions are targeting the appropriate level of supervision and treatment to offenders who pose the highest risk of recidivism and to public safety.</p> <p>The Reentry Task Force's commitment to improving the coordination between local and state entities on reentry issues will continue to have a positive impact on the states reentry efforts. The RTF recognizes that the role and responsibility of reentry is not solely the function of the TDCJ but rather a collaborative partnership among key public and private stakeholders. Despite the progress, the RTF and agency acknowledge that significant challenges still exist.</p> <p>Creating a comprehensive reentry process that addresses rural and urban differences, financial constraints, regulatory barriers and the ever-changing demographics of the state is and will continue to be difficult challenges. The current and proposed recommendations outlined in this report however are intended to provide the TDCJ and its partner with a short and long term plan of action towards reducing recidivism and enhancing the public safety of the citizens of Texas.</p>
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## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

[Minutes/Agendas and Attendance Records](#)**REENTRY TASK FORCE MEETING**

CJAD Training Room  
4616 W. Howard Lane, Ste. 200  
Austin, TX 78728  
Tuesday, January 19, 2016  
10:00 AM – 1:00 PM

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**AGENDA:****I. Call to Order / Introductions**

- Bryan Collier

**II. Review of Reentry and Parole Referral Report**

- April Zamora

**III. Overview of Awarded Federal Grants**

- Texas Reentry and Integration Halfway House to Home for Special Needs Offenders – Lisa Howard
- Texas Reentry and Integration Halfway House to Home Project – Lisa Howard

**IV. Discussion from Work Groups****V. Announcements****ADJOURNMENT**

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

Minutes/Agendas and Attendance Records (Continued)**REENTRY TASK FORCE MEETING**

CJAD Training Room  
4616 W. Howard Lane, Ste. 200  
Austin, TX 78728  
Monday, August 3, 2015  
10:00 AM – 1:00 PM

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**AGENDA:**

- I. Call to Order / Introductions**
  - Bryan Collier
  
- II. Legislative Update**
  - April Zamora
  
- III. Referral and Resource Brochures for Offenders**
  - Senate Bill 578 – April Zamora
  - Community Reentry Workgroup Plan – Kimberly Pierce
  - Texas Connector Overview – Frances Gattis
  
- IV. Discussion from Work Groups**
  
- V. Announcements**

**ADJOURNMENT**

## Assessment of Advisory Committees

## REENTRY TASK FORCE (Continued)

Minutes/Agendas and Attendance Records (Continued)**REENTRY TASK FORCE MEETING**

CJAD Training Room  
4616 W. Howard Lane, Ste. 200  
Austin, TX 78728  
Tuesday, August 12, 2014  
10:00 AM – 1:00 PM

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**AGENDA:**

- I. Call to Order / Introductions**
  - Bryan Collier
  
- II. Biennial Report of the TDCJ Reentry and Integration Division**
  
- III. Reentry and Integration Division Update**
  - Reentry Projects – April Zamora
  - DPS ID Project – April Zamora
  
- IV. Discussion from Work Groups**
  
- V. Announcements**

**ADJOURNMENT**





Assessment of Advisory Committees

REENTRY TASK FORCE (Continued)

Minutes/Agendas and Attendance Records (Continued)

<b>Reentry Task Force Meeting August 12, 2014</b>								
<b>RTF Members</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
1	TDCJ	Brad Livingston		x				
2	TDCJ	Bryan Collier	✓					
3	BPP	Rissie Owens		x	Tim McDonnell	✓		
4	JAC	Judge Sharon Keller		x	Troy Fox	✓		
5	CRR	Caprice Cospers	✓					
6	OCA	David Slayton		x				
7	TAC	John Martin Bradley		x				
8	HHSC	Gina Perez	✓					
9	DSHS	Lauren Lacefield	✓		Ross Robinson	✓		
10	TWC	Reagan Miller		x	Patricia Martinez	✓		
11	WSD	Clint Carpenter, Dr.		x	Veronica Casanova	✓		
12	TDHCA	Naomi Trejo	✓					
13	TJJD	David Raily		x	Devona Graham	✓		
14	DPS	Sheri Gipson		x	Connie Simon	✓		
15	TIFA	Jennifer Erschabeck	✓					
16	TCJC	Ana Yanez-Correa, Dr.		x	Jorge Renaud	✓		
17	FB	David Valentine	✓					
18	SAT	Greg Hamilton		x				
19	TCJS	Mark Wilson		x	Diana Spiller	✓		
20	DFPS	Larry Burgess	✓		Kenneth Thompson	✓		
21	CJR	Judge Joe English		x				
22	CR	Kimberly Pierce	✓					
23		Commissioner Roy Brooks		x				
24	TVC	Jeff Williford		x				
25		Commissioner Tommy Adkisson		x				
<b>TDCJ Resource List</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
26	TDCJ	Jeff Baldwin		x				
27	TDCJ	Carey Welebob		x	Manny Rodriguez	✓		
28	TDCJ	Bill Stevens		x				
29	TDCJ	Madeline Ortiz	✓					
30	TDCJ	Stuart Jenkins	✓					
31	TDCJ	Angie McCown	✓					
<b>Resource / Ad Hoc Members</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
33	SCCJ	Larance Coleman		x				
34		Alison Brock	✓					
35		Jennifer Jones		x				
36		Mike Lozito	✓		Debra Jordan	✓		
37		Britanie Olvera		x				
<b>Other/ TDCJ Senior Staff</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
38	TDCJ	Scott Hornung		x				
39	TDCJ	Mike Bell		x				
<b>RID Staff</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
40	TDCJ	April Zamora	✓					
41	TDCJ	BJ Wagner	✓					
42	TDCJ	Frances Gattis		x				
43	TDCJ	Kristi Rushing	✓					
44	TDCJ	Giovanna Nava	✓					
<b>Guest Speakers</b>			<b>Yes</b>	<b>No</b>	<b>Representative</b>	<b>Yes</b>	<b>No</b>	
45								
* indicates representation will be only attending								
** also in attendance along with member								
✓								
x								