Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Texas Board of Criminal Justice

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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)

STATEMENT ON CORE VALUES

Integral to the framework of our agency's mission, our core values (commitment, courage, integrity, and perseverance) form the solid foundation on which we perform our duties and conduct ourselves each day.

Our core values:

- Create a common language within our agency;
- Establish the norms of conduct and approach;
- Set the priorities of our agency;
- Provide a standard against which people can be evaluated;
- Create a platform for leaders to articulate and demonstrate what matters most; and
- Provide strategic opportunities for recognition.

The employees of this agency are committed to fulfilling our mission by upholding these core values:

Courage: The mental and moral ability to overcome fear, make a decision and take action. This is the guardian of all other values. Few people have a more difficult job than those who work in criminal justice. Courage is there when times are tough, when difficult decisions have to be made. Courage is not an emotion among others, but the foundation on which all other virtues and values rest.

Perseverance: The ability to exercise moral and physical strength to accomplish difficult tasks. The employees of this agency demonstrate incredible perseverance each and every day, consistently working to promote positive change.

Integrity: To do what is morally upright and proper at all times. It is the willingness to do what is right even when no one is looking. It is the "moral compass," the inner voice, the voice of self-control, and the basis for trust.

Commitment: The determination to exhibit loyalty in service above self. Commitment is the spirit of determination found in every criminal justice professional. It is what compels us to serve our State and this agency. It measures and proves one's desire, dedication, and faithfulness and at the very least it includes: duty before self, rule following, respect for others, discipline and self-control, and faith in the system.

Core values shape our agency's culture and define the character of our organization. Our values are steadfast and cannot be altered from situation to situation or decision to decision.

Through courage, we provide public safety. With integrity and perseverance, we will not be corrupted or manipulated as we strive to promote positive change in offender behavior. Together, we are committed to reintegrating offenders into society and assisting victims of crime. We embrace the core values as we faithfully carry out the mission of this agency.

Agency Goals and Action Plan

GOAL 1: 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

a. 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.

b. Utilize strategic planning to guide delivery of programs and services. Required statewide goals target: prison diversions 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.

c. Continue monitoring CSCDs utilization of the Texas Risk Assessment System (TRAS) and provide ongoing technical assistance. Annually evaluate TRAS data and recertify community supervision officers every three years to maintain instrument validity and reliability.

d. 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.

e. 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.

How the Goal/Action Plan Supports Each Statewide Objective

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. 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. The TDCJ's Community Justice Assistance Division (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 eleven CSCD regions every other month; participate in quarterly Probation Advisory Committee 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 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

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 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.

GOAL 2: 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

a. 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.

b. Ensure all offenders continue to receive quality and cost-effective medical and mental health care and treatment.

c. 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.

d. Maintain systemwide accreditation through American Correctional Association (ACA) accredited reviews and systemwide compliance with Prison Rape Elimination Act (PREA) standards through PREA audits. All facilities are subject to reaccreditation and review of ACA standards and PREA compliance audits every three years.

e. 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.

f. Continue to enhance safety and security through the installation of comprehensive video surveillance systems on the state's 22 maximum security correctional facilities. Fourteen of these facilities currently have comprehensive video surveillance systems installed. The 86th Legislature appropriated funding for the purpose of installing comprehensive video surveillance systems on the remaining 8 maximum security facilities.

g. 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.

How the Goal/Action Plan Supports Each Statewide Objective

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 https://comptroller.texas.gov/transparency/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 federal 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.

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. In conjunction with social media, the TDCJ website provides frequent updates when natural disasters or the potential spread of infectious disease require the suspension of visitation and other temporary measures for the welfare of both staff and offenders. The TDCJ website is ADA compliant to enable easy accessibility and use for all Texans.

   - TDCJ utilizes a wide variety of social media platforms to deliver information and engage Texans. The platforms assist in recruiting employees, highlighting programs, and distributing public safety notices.

   - 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 to federal, state, and public surveys and open records requests in a timely manner. TDCJ also receives inquiries from reporters and relays timely, accurate information regarding the various functions of the agency to the media.

Other Considerations Relative to the Goal/Action Plan

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.

GOAL 3: 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

a. Continue to maintain evidence-based programs, ensure the effectiveness of their curriculum through research and evaluation, and implement additional programs, as appropriate.

b. 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.

c. 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.

d. Continue providing identification documents to releasing offenders, and maintaining 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.

e. 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 lessons total state expenditures.

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 social media, 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

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

GOAL 4: 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

a. 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.

b. 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.

c. 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.

d. 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.

e. 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, responding to new information, modifying conditions, and imposition of sanctions up to and including revocation.

Agency Goals and Action Plan

How the Goal/Action Plan Supports Each Statewide Objective

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 concentrating 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.

- The use of family and public engagement, informational brochures, summary reports made available to the public via the agency website and social media, 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

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.

GOAL 5: 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

a. Continue using the Integrated Victim Services System (IVSS) to provide registrants (crime victims, surviving family members, witnesses who testified at trial, criminal justice professionals and concerned citizens) notifications regarding an offender's status, and maintaining a 1-800 hotline and online portal for victims and concerned citizens seeking information or other assistance. Continue to maintain the Texas Victim Resource Directory in the IVSS portal to connect victims to service providers throughout the state.

b. Continue improving the processing and collection of Victim Impact Statements (VIS) by incorporating the best practices of those–Texas counties successfully processing VISs 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.

c. Increase public awareness of a victim's right to request victim offender mediation dialogue from the Victim Services Division (VSD). VSD training staff will conduct Victim Offender Mediation Dialogue (VOMD) awareness trainings at 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.

d. 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. VSD will continue to host an in-person TVAT Academy supported by grant funds received from the Office of the Governor Criminal Justice Division, focusing on foundational skills for victim services professionals that have worked in the field less than three years. Additional training opportunities are provided by VSD staff using webinar and classroom instruction.

How the Goal/Action Plan Supports Each Statewide Objective

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, an online portal that provides 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 IVSS uses a confidential database to provide registrants (crime victims, surviving family members, witnesses who testified at trial, criminal justice professionals and concerned citizens) notifications regarding an offender's status. The IVSS registrants have the option of electing to receive notifications via letter, email, text message and phone call. The IVSS provides 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 TVAT Online, hosts an annual TVAT Academy and 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, TVAT Academy 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.

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 and IVSS portal provide 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 download. The TDCJ website and IVSS portal are 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

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

Redundancies and Impediments

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.

Natural Disaster-Related Redundancies and Impediments

The Texas Department of Criminal Justice (TDCJ) has not identified any statute, rule or regulation that is redundant or has impeded the agency's successful response to natural disasters such as Hurricane Harvey. The TDCJ engages in an internal "lessons learned" exercise subsequent to every natural disaster in which the preparations made in advance, the actions taken during the natural disaster and the recovery efforts are all subject to an in-depth review for the purpose of enhancing our response to future events. Improvements relating to command center structure, pre-deployment of assets, intra and inter-agency communications and training have been incorporated into our contingency planning pursuant to those reviews.

Redundancies and Impediments

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Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

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.

Goal 1

Objective A.1. Provide funding for community supervision and diversionary programs

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

Goal 1
Action Steps 1(a)-1(e)

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

Goal 1
Action Steps 1(a)-1(e)

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

Goal 1
Action Steps 1(a)-1(e)

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)

Goal 1
Action Steps 1(a)-1(e)

Strategy A.1.4. Treatment Alternatives to Incarceration Program

Output
- Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)

Budget Structure

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

Goals 1, 2, 3, 4

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

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

Goals 1, 2, 3, 4
Action Steps 1(d), 2(b), 3(c), 4(d), 4(e)

Strategy B.1.1. Special Needs Programs and Services

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

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

Goal 2

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

Goal 2
Action Steps 2(a), 2(d)

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

Goal 2
Action Steps 2(a), 2(c), 2(d), 2(f)

Strategy C.1.2. Correctional Support Operations

Budget Structure

Goal 2
Action Steps 2(a), 2(d)

Strategy C.1.3. Correctional Training

Goal 2
Action Steps 2(c), 2(d)

Strategy C.1.4. Offender Services

Goal 2
Action Steps 2(a), 2(c), 2(d)

Strategy C.1.5. Institutional Goods

Goal 2
Action Steps 2(a), 2(c), 2(d)

Strategy C.1.6. Institutional Services

Goal 2
Action Steps 2 (a), 2(c)-2(e)

Strategy C.1.7. Institutional Operations and Maintenance

Output
- Safety or maintenance deficiencies identified

Goal 2
Action Steps 2(b), 2(c), 2(d)

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

Goal 2
Action Steps 2(b), 2(c), 2(d)

Strategy C.1.9. Hospital and Clinical Care

Goal 2
Action Steps 2(b), 2(c), 2(d)

Strategy C.1.10. Managed Health Care – Pharmacy

Goal 2
Action Steps 2(b), 2(c), 2(d)

Strategy C.1.11. Health Services

Goal 2
Action Steps 2(d), 2(g)

Strategy C.1.12. Contract Prisons/Private State Jails

Output
- Average number of offenders in contract prisons and privately operated state jails
- Average number of offenders in work program facilities

Efficiency
- Average daily cost per offender in contract prisons and privately operated state jails
- Average work program facility contract cost per resident day

Goals 2, 3, 4

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

Budget Structure

Goals 2, 3
Action Steps 2(c), 2(d), 3(b), 3(d)

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

Goal 3
Action Steps 3(a), 3(b)

Strategy C.2.2. Academic and Vocational Training

Output

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

Goals 2, 3, 4
Action Steps 2(c), 3(a)-3(e), 4(d)

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

Goals 3, 4
Action Steps 3(a), 3(b), 4(d)

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

Goals 3, 4
Action Steps 3(a), 3(b), 4(d)

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

Efficiency
- Number of offenders completing treatment in State Jail Substance Abuse Treatment programs
- 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 2
Action Steps 2(c), 2(d), 2(e)

Objective C.3. *Ensure and maintain adequate facilities*

Strategy C.3.1. Major Repair of Facilities

GOAL D Administer the range of options and sanctions available for inmates through parole or acts of clemency.

Goal 4

Objective D.1. Operate Board of Pardons and Paroles

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

Goal 4
Action Steps 4(c), 4(e)

Strategy D.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)

Goal 4
Action Steps 4(c), 4(e)

Strategy D.1.2. Revocation Processing

Output
- Number of preliminary/revocation hearings conducted

Budget Structure

Goal 4
Action Steps 4(c), 4(e)

Strategy D.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

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

Goal 4

Objective E.1. Evaluate eligible inmates for parole or clemency

Goal 4
Action Steps 4(c)-4(e)

Strategy E.1.1. Parole Release Processing

Output
- Number of parole cases processed

Explanatory
- Number of offenders released on mandatory supervision

Goals 2, 3, 4

Objective E.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

Goals 3, 4
Action Steps 3(a), 3(d), 4(a)-4(e)

Strategy E.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

Goals 2, 4
Action Steps 2(g), 4(b)-4(e)

Strategy E.2.2. Residential Reentry Centers

Output
- Average number of releasees in residential reentry centers

Efficiency
- Average residential reentry centers contract cost per resident day

Goals 2, 4
Action Steps 2(g), 4(b)-4(e)

Strategy E.2.3. Intermediate Sanction Facilities

Output
- Average number of parolees and probationers in intermediate sanction facilities

Budget Structure

Efficiency
- ♦ Average intermediate sanction facility cost per resident day

Explanatory
- ♦ Parolees and probationers placed in intermediate sanction facilities

GOAL F Administration

Goals 1-5 **Objective F.1.** Administration

Goals 1-5 ***Strategy F.1.1. Central Administration***

Goal 5
Action Steps 5(a)-5(d) ***Strategy F.1.2. Victim Services***

Goals 1-5 ***Strategy F.1.3. Information Resources***

Goals 1-5 ***Strategy F.1.4. Board Oversight Programs***

🔑 Key Performance Measure
♦ Non-Key Performance Measure

Budget Structure

Intentionally left blank

Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Schedule B

LIST OF MEASURE DEFINITIONS

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1. Felony community supervision annual revocation rate
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of felony failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information Systems 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). Monthly counts are copied into an Excel workbook used for presentation of statewide sums of county level data and calculation of annual revocation percentages.
Methodology/Calculation	Felons revoked to TDCJ-CID, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year from an unduplicated count of felons under direct and indirect supervision, as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	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. This measure excludes felony revocations to County Jail and Other Revocations (miscellaneous revocation destination category).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

Performance Measure	A.1. Misdemeanor community supervision revocation rate
Definition	*The total number of misdemeanants revoked to county jail divided by the average misdemeanor community supervision population.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of misdemeanor failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information Systems Section staff 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). Monthly counts are copied into an Excel workbook used for presentation of annual statewide sums of county level data and calculation of revocation percentages.
Methodology/Calculation	Misdemeanants revoked to County Jail, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year from an unduplicated count of misdemeanants under direct and indirect supervision, as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	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. 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.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1.1. Average number of felony offenders under direct supervision
Definition	*The number of felony offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.*
Type measure	Output
Key or Non-Key?	Key
Purpose	This measure, along with the total misdemeanor offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff 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.
Methodology/Calculation	Felons receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	A.1.1. Average number of misdemeanor offenders under direct supervision
Definition	*The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-month average.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure, along with the total felony offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff 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 misdemeanants 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.
Methodology/Calculation	Misdemeanants receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1.1. Average Monthly Caseload
Definition	*The number of felony offenders under direct supervision, including those in residential facilities, per community supervision officer calculated as an end-of-month average.*
Type measure	Efficiency
Key or Non-Key?	Key
Purpose	This measure is intended to show the average size of community supervision caseloads for all programs.
Data Source and Collection	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 Systems 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 Monthly Community Supervision Staff Report (MCSSR) website. A Research Specialist extracts relevant data from the MCSSR website database using Statistical Package for the Social Sciences (SPSS). Statistics are 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.
Methodology/Calculation	The average number of probationers under direct supervision during the reporting period is divided by the average number of community supervision officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average on all caseloads, including specialized and residential caseloads with fewer probationers. The measure also includes probation managers supervising fewer probationers and part-time CSOs with reduced caseloads.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

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

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	A.1.2. Number of residential facility beds grant-funded
Definition	*The total number of residential facility beds funded through diversion program grants in community corrections facilities (CCFs) (excluding contract residential programs).*
Type measure	Output
Key or Non-Key?	Key
Purpose	This measure is intended to capture the extent to which grant funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget section receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the grant application process. CSCDs are required to submit an amendment to their grant application and Strategic Plan if bed capacity changes. CJAD's Research and Evaluation 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 and/or Budget Section staff and against grant award statements.
Methodology/Calculation	Sum of Community Corrections Facility (CCF) beds, excluding contract residential beds, whose funding source is Diversion Program (DP).
Data Limitations	Some CCFs are funded through multiple funding sources. In these cases, numbers of beds funded through DP are estimated based on the percentage of each type of funding. This measure does not include residential treatment beds funded through other sources (Community Corrections, Treatment Alternatives to Incarceration, Basic Supervision or federal funding).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1.2. Number of alternative sanction programs and services grant-funded (excluding non-contract residential facilities)
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are used to provide community-based diversions from prison. Excludes residential programs except for contract residential programs.
Data Source and Collection	Compiled from approved grant applications and budgets in the Strategic Plan and grant application process. Community Supervision and Corrections Departments submit grant program applications to the Community Justice Assistance Division (CJAD) biennially. Quarterly budget adjustments are submitted to CJAD as needed. Grant budget information is retrieved from a database.
Methodology/Calculation	Total number of DP-only funded non-residential and contract residential programs and services during reporting period; *plus,* total number of multiple funded non-residential and contract residential programs and services with any portion of DP funding for reporting period.
Data Limitations	This measure excludes programs that do not use DP funds.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	A.1.2. Number of grant-funded residential facility beds in operation
Definition	*The total number of residential facility beds in operation and funded through Diversion Program (DP) grants in community corrections facilities (CCFs), (excluding contract residential programs).*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are actually used to provide residential community-based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget Section receives facility, funding source, and bed capacity information submitted by Community Supervision and Corrections Departments (CSCDs) as part of the Strategic Plan and grant application process. CSCDs are required to submit an amendment to their grant application if bed capacity changes. Staff enters information into the CJAD Integrated Database (IDB) system. This database also contains funding data (Diversion Program [DP], Community Corrections, Treatment Alternatives to Incarceration) for each facility. CJAD collects data via the Intermediate System (ISYS), an offender-based tracking system. CSCDs submit data electronically to ISYS. Information Systems Section staff extracts data for relevant performance measures and places the data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). End of month counts are copied into an Excel workbook used for presentation of statewide sums of county level data and calculation of the grant beds in operation.
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) residential facility bed occupancy for DP funded beds as reported to ISYS. For facilities with budgets for multiple funding sources, the reported occupied beds are proportioned based on the facility's overall percentage of DP funding.
Data Limitations	This measure does not include residential treatment beds operated by contract providers or funded through Community Corrections.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1.2. Number of grant-funded facilities providing residential services to offenders on community supervision
Definition	*The total number of community corrections facilities (CCFs) funded through Diversion Program (DP) grants and providing residential services to offenders under community supervision, (excluding contract residential programs).*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which grant funds are used to provide residential community-based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget section receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCDs) as part of the grant application process. CSCDs are required to amend their grant application and Strategic Plan if bed capacity changes. CJAD's Research and Evaluation Section uses information from grant award letters to maintain a spreadsheet of residential facilities that lists the residential facilities in operation by CSCD and facility type. A Research Specialist uses this spreadsheet to count the number of residential facilities whose funding source includes DP.
Methodology/Calculation	Sum of residential facilities (CCFs) operating during the reporting period; plus, the total number of multiple funded residential facilities (CCFs) whose funding source includes DP, not including contract residential programs.
Data Limitations	This measure excludes facilities that do not use DP funds and contract residential programs.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	A.1.3. Number of residential facility beds funded through Community Corrections
Definition	*The total number of residential facility beds funded through Community Corrections (CC) in community corrections facilities (CCFs), (excluding contract residential programs).*
Type measure	Output
Key or Non-Key?	Key
Purpose	This measure is intended to capture the extent to which CC funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget Section receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the Strategic Plan process. CSCDs are required to submit a request for an amendment to their bed count if bed capacity changes. CJAD's Research and Evaluation 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 and/or Budget Section staff.
Methodology/Calculation	Sum of Community Corrections Facility (CCF) residential facility beds whose funding source is CC. Some CCFs are funded through multiple funding sources and maintain a separate budget for that funding source. In these cases, numbers of beds funded through CC are estimated based on the percentage of funding attributable to CC.
Data Limitations	This measure does not include residential treatment beds funded for DP funded facilities unless a separate CC budget is submitted to CJAD. In these cases, the percentage of the budget amount that is budgeted to CC is used to proportion the number of beds allocated to CC funding.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	A.1.3. Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding non-contract residential facilities)
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are used to provide non-residential community-based diversions from prison. Includes contract residential programs funded with CC funds.
Data Source and Collection	Compiled from approved Strategic Plan that Community Supervision and Corrections Departments (CSCD) submit to the Community Justice Assistance Division (CJAD) biennially. Quarterly budgets adjustment are submitted to CJAD as needed. Budget information is retrieved from a database.
Methodology/Calculation	Total number of CC-only funded non-residential and contract residential programs and services during the reporting period; *plus,* the total number of multiple funded non-residential programs and services whose majority funding source is CC for the reporting period.
Data Limitations	This measure excludes programs that use CC funds with Diversion Program funding.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	A.1.3. Number of facilities funded through Community Corrections (CC) providing residential services to offenders on community supervision
Definition	*The total number of community corrections facilities (CCFs) funded through Community Corrections (CC) and providing residential services to offenders under community supervision, (excluding contract residential programs).*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are used to provide residential community based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget Section receives facility, funding source, and bed capacity information from Community Supervision and Corrections Departments (CSCD) as part of the Strategic Plan process. CSCDs provide updated information as needed. Information is entered into the CJAD Integrated Database System (IDB) containing funding source (Diversion Program, Community Corrections, and Treatment Alternatives to Incarceration) for each facility. CJAD's Research and Evaluation Section requests budget information from the CJAD Budget Director to maintain a spreadsheet of residential facilities that contains counts by CSCD and facility type of the number of residential facilities in operation. A Research Specialist uses this spreadsheet to count the number of residential facilities whose source is CC.
Methodology/Calculation	Sum of CC-only funded residential facilities (CCFs) operating during the reporting period; *plus,* the total number of multiple funded residential facilities (CCFs) whose funding source is CC, not including contract residential programs or facilities funded with DP.
Data Limitations	This measure excludes programs that use CC funds with Diversion Program funding.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	**A.1.3. Number of operational residential facility beds funded through Community Corrections (CC)**
Definition	*The total number of residential facility beds in operation and funded through Community Corrections (CC) in community corrections facilities (CCFs), (excluding contract residential programs).*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	This measure is intended to capture the extent to which CC funds are actually used to provide residential community-based diversions from prison.
Data Source and Collection	Community Justice Assistance Division's (CJAD) Budget Section receives facility, funding source, and bed capacity information from program proposal information submitted by Community Supervision and Corrections Departments (CSCD) as part of the Strategic Plan process. CSCDs are required to submit an amendment to their bed count if bed capacity changes. Budget staff enters information into the CJAD Integrated Database (IDB) system that enables CSCDs to enter initial budgets in a Budget Website that populates the IDB with budget information for each requested program. This database also contains funding data (Diversion Program, Community Corrections, and Treatment Alternatives to Incarceration) for each facility. CJAD collects offender and program participation data via the Intermediate System (ISYS), an offender-based tracking system. CSCDs submit data electronically to ISYS. CJAD's Information Systems Section extracts data for relevant performance measures and places the data in a database file. A Research Specialist queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). Statistics are copied into an Excel workbook used for presentation of statewide sums of county level data and calculation of the beds in operation.
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) residential facility bed occupancy for CC funded beds as reported to ISYS. For facilities with Diversion Program funding and separate CC and DP budgets are submitted to CJAD, the reported occupied beds are proportioned based on the facility's overall percentage of CC funding.
Data Limitations	This measure does not include residential treatment beds funded through Diversion Funds unless a separate CC budget is submitted to CJAD.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	B.1. Offender with Special Needs Three-year Reincarceration Rate
Definition	*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.*
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 TDCJCID 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	● Many societal and criminal justice factors beyond the agency's control affect recidivism and revocation rates. ● Prison admissions data is the traditional basis for recidivism rate calculation but is subject to influence by the backlogging of state prisoners in county jails; the present measure counts releasees revoked to prison by Board of Pardons and Paroles as recidivists irrespective of readmission to CID. ● Because no one source is sufficiently complete or accurate to be relied upon exclusively, multiple computer system databases are utilized to conduct the research associated with this measure. • ● Adult offenders with special needs that are involved in the TCOOMMI program and that are detained in a local county jail during their program participation are included as part of the data set.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

Performance Measure	B.1.1. Number of special needs offenders served through the continuity of care programs
Definition	*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.*
Type measure	Output
Key or Non-Key?	Key
Purpose	The measure is intended to show a total number of offenders served through community-based programs.
Data Source and Collection	Information for this measure is collected from monthly reports submitted by community based program providers.
Methodology/Calculation	The total number of new 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.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1. Escaped offenders as percentage of number of offenders incarcerated
Definition	*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).*
Type measure	Outcome
Key or Non-Key?	Non-key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and 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.
Methodology/Calculation	Number of escaped offenders for the period as reported to the EAC, divided by the average population. This information is taken from the TDCJ Monthly Data Services Report ITS30500 from the TDCJ mainframe.
Data Limitations	Since the number of escaped offenders is so small, one or two escaped offenders may exceed the five percent allowable variance. When calculating the measure, offender population should include the same group included by escaped offenders (private and state operated facilities).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

Performance Measure	C.1. Number of eligible health care facilities accredited
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	• No variation is acceptable. • Reflects number of eligible facilities accredited by ACA, JCAHC, and/or other nationally recognized accreditation entity.
Data Source and Collection	A health care facility provides medical services to offenders and is located in each TDCJ-operated and each contracted unit. Currently, all facilities are accredited. There is a six to nine month waiting period prior to accreditation. Accreditation status is reported by each university on an ongoing basis. Copies of the actual accreditation are maintained by the Administrative Review & Risk Management (ARRM) Division.
Methodology/Calculation	The number of accredited facilities is added at the end of each period.
Data Limitations	None.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1. Three-year recidivism rate
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Key
Purpose	• The measure is intended to show the likelihood offenders released from Texas prisons will return to criminal activity. • Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.
Data Source and Collection	The Texas Department of Criminal Justice submits individual-level admission and release data to the Legislative Budget Board (LBB). The three-year recidivism rate is calculated by the LBB using a Statistical Package for the Social Sciences (SPSS) statistical software and is published in the *Statewide Criminal Justice Recidivism and Revocation Rates* by the LBB.
Methodology/Calculation	Prison release data from a fiscal year are matched with prison and state jail admission data to determine offender re-entry for revocation or new offense. Each offender is monitored for three years after release. For any offender who had more than one subsequent incarceration during the three-year follow-up period, only the first incarceration is counted in the calculation of the recidivism rate. The exact dates of the three-year follow-up period are determined individually for each case based on the offender's release date. The percentage of offenders who returned to prison or state jail within the three-year follow-up period is the recidivism rate. A recidivism rate reported in one fiscal year (ex., fiscal year 2018) refers to the prison release cohort three years prior (fiscal year 2015).
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

Performance Measure	C.1. Number of offenders who have escaped from incarceration
Definition	*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).*
Type measure	Outcome
Key or Non-Key?	Key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and 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.
Methodology/Calculation	Number of escaped offenders for the period as reported to the Emergency Action Center.
Data Limitations	Since the number of escaped offenders is so small, one or two escaped offenders may exceed the five-percent allowable variance.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	C.1. Percent compliance with contract prison operating plan
Definition	*For measuring compliance, the contract prison operating plan is considered to mean: the American Correctional Association Standards for Adult Correctional Institutions, the Prison Rape Elimination Act, the Operation and Management Services Agreement, Security Reviews, and the Unit Operational Review Manual.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	The measure is intended to indicate how well the private operator is meeting the operational expectations as defined by the contract.
Data Source and Collection	Calculations come from reviews 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 reviews, to include: • Operational Review reviews for the contract prisons that occur throughout the year. • Security Reviews that occur once every two years for the contract prisons. • Contract Reviews for the contract prisons that occur throughout the year.
Methodology/Calculation	The calculation is limited to those privately operated prisons and state jails under contract within Goal C. Percent compliance is calculated using the total number of items surveyed from the selected facility, less the number of items of non-compliance, multiplied by 100 and divided by the total number of items surveyed.
Data Limitations	Current practice does not include a weighted system. Using the method of calculation identified above, a missing holding from the facility's law library carries as much weight as the operator hiring an employee with a history of a felony conviction.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1. Number of offenders successfully completing work facility program
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	• Indicates the number of offenders successfully completing the work facility (industry) program. • The measure may be compared to the number of offenders unsuccessfully terminated from the program during the same period to obtain a measure of program success.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by staff within the Lockhart Program. The report includes release to home plans, transfer to halfway house, or discharge of sentence.
Methodology/Calculation	A yearly total is obtained by adding together the number of offenders released on parole or mandatory supervision from the Lockhart work program facility each month of the fiscal year.
Data Limitations	Successful program completion is measured by release on parole or mandatory supervision. Due to the extended period of time offenders may reside in the facility; this measure is difficult to interpret and fluctuates significantly from year to year. Also, the above-referenced monthly report is not always available in time to meet reporting deadlines. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.1. Average number of offenders receiving medical and psychiatric services from health care providers
Definition	*The average number of offenders receiving medical and psychiatric services from health care providers during the period.*
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	It depicts the average number of Texas Department of Criminal Justice (TDCJ) offenders supported by this strategy. Offenders included in this category are housed in Correctional Institutions Division facilities, Intermediate Sanction Facilities, the Lockhart Work Facility, contract prisons, and privately operated state jails.
Data Source and Collection	Information used to calculate this measure is taken from the TDCJ Monthly Report (Data Services Report ITS30500 and ITSUNT00) from the TDCJ mainframe.
Methodology/Calculation	Average number of offenders housed in Correctional Institutions Division facilities, contract prisons, privately operated state jails, the Lockhart Work Facility and the Intermediate Sanction Facilities each month in the period totaled, then divided by the number of months in the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1. Medical and psychiatric care cost per offender day
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Key
Purpose	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.
Data Source and Collection	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. • Team Review audits for the contract prisons occur annually. • Monthly audits conducted by the on-site monitors.
Methodology/Calculation	Total health and psychiatric care expenditures divided by the average daily population for the period divided by the number of days in the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.1. Use of force incidents investigated
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Indicates the number of use of force incidents referred to the Office of the Inspector General (OIG) for investigation.
Data Source and Collection	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 INGRVP63 from the TDCJ mainframe.
Methodology/Calculation	Use of force incidents are totaled.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

Performance Measure	C.1.1. Number of offenders received and initially classified
Definition	*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.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Reflects volume of work required to process incoming offenders. • The measure is a basic projection tool for determining needs related to beds, programming, necessities, food, transportation and other items included by the C.1.1. strategy. The measure is a tool to project parole needs.
Data Source and Collection	• Admissions Office of Classification and Records provides totals of offenders received based on actual admissions data (for prison sentenced offenders) and scheduled admissions data (for state jail and SAFP offenders) collected daily to generate monthly and yearly admission reports. • Mainframe computer calculated counts are used for prison sentenced offenders. Mainframe contributing sources include: SR30 State Ready Program, IK00 Scheduling System for ID Admissions, IS00 Inmate Strength program, and OnBase Report INIIK019 Intake Historical Statistical Report. • PC based scheduling system counts for State Jail and SAFP weekly scheduled admissions (matched to totals on county scheduling requests) and Access based reports to collect number of State Jail confines and SAFP clients scheduled from counties per month.
Methodology/Calculation	Add prison sentenced offender actual admissions and State Jail/SAFP scheduled admissions for total number of offenders received and initially classified. Convert calendar year data, using actual calendar dates, to fiscal year.
Data Limitations	Until ITD completes program to capture actual State Jail admissions data (ongoing project) and creates program to capture actual SAFP admissions data (similar to program that now captures actual prison sentenced admissions data), State Jail and SAFP numbers are based on scheduled admissions.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.1. Security and classification costs per offender day
Definition	*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).*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	Provides information concerning the cost to provide security and classification services to offenders served by these strategies. These strategies include operation and management of an offender classification system that provides for the physical safety of offenders and staff. In addition, these strategies ensure that legal services are provided to offenders in the form of representation and resources.
Data Source and Collection	The information is based upon expenditure data that is maintained on the *LONESTARS* mainframe system. A query is completed for Appropriations (13005), (13038) and (13039) for the period. For the source of population, see measure C.1.1. *Average Number of Offenders Incarcerated.*
Methodology/Calculation	A query is completed for Appropriations (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 and Multi-Use Facility SAFP beds for the period and the number of days for the period. Does not include privately operated state jails, contract prisons, ISF beds, or offenders housed in contractual correctional bed capacity.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.1. Number of inmate and employee assaults reported
Definition	*The number of reported assaults to employees or inmates, with or without a weapon.*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Serves as an indicator of security for both staff and offenders.
Data Source and Collection	Assault information is reported by the facilities via 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.
Methodology/Calculation	Numbers of assaults reported by the facilities are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

Performance Measure	C.1.1. Number of attempted escapes
Definition	*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).*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Indicates that offenders attempt to escape but do not always succeed.
Data Source and Collection	Attempted Escapes are reported by the facilities via telephone and 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.
Methodology/Calculation	Numbers of attempted escapes, as reported by TDCJ facilities to EAC are totaled. Note: These numbers exclude actual escapes.
Data Limitations	The Emergency Action Center (EAC) only has the information that was reported from the TDCJ facilities. Many times it is a judgment call on the part of the facility as to whether an attempted escape took place (i.e., Was the offender away from the group?).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

Performance Measure	C.1.1. Number of state jail felony scheduled admissions
Definition	*Scheduled admission numbers reflect persons who are convicted of state jail felonies beginning September 1, 1995.*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	• State Jail admissions are used as a mechanism to control capacity • It is a determiner as to what type offender will be used to back-fill State Jail facilities
Data Source and Collection	Initially, the information is gathered from the admission forms that come from the county. A database/spreadsheet maintained on personal computer (PC) in the central admissions office contains the information.
Methodology/Calculation	The measurements of scheduled admissions are calculated simply by entering specific database specifications and are printed through the report program option.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.7. Safety or maintenance deficiencies identified
Definition	*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.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Represents units of work • Measures productivity for budgeting and staffing purposes • Quantifies maintenance
Data Source and Collection	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.
Methodology/Calculation	The central maintenance office extracts and totals data from the database for individual facilities.
Data Limitations	Dollar value of actual maintenance orders vary and do not provide an equitable source of comparison.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Lower than target

Performance Measure	C.1.8. Psychiatric inpatient average daily census
Definition	*Daily average census (bed occupancy) of psychiatric offenders in an inpatient facility.*
Type measure	Output
Key or Non-Key?	Key
Purpose	Statistically capture the average daily census of offenders in all TDCJ inpatient psychiatric facilities.
Data Source and Collection	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.
Methodology/Calculation	The daily average census *(bed occupancy)* of psychiatric offenders in all TDCJ inpatient psychiatric facilities.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	C.1.8. Psychiatric outpatient average caseload
Definition	*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.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Statistically capture the total number of encounters between mental health staff and offenders that are documented in the offenders' health record.
Data Source and Collection	The information is obtained from health care providers through electronic medical records which capture encounter data.
Methodology/Calculation	Health care providers' patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.8. Developmental Disabilities Program (DDP formerly known as MROP) DDP average daily census
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Statistically capture the average daily census (bed occupancy) of offenders in the DDP
Data Source and Collection	The information is obtained from health care providers through electronic medical records which capture encounter data.
Methodology/Calculation	Health care providers' patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.1.8. Outpatient medical encounters
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Statistically captures the total number of encounters that medical and nursing staff have with offenders that are documented in the offenders' medical record.
Data Source and Collection	The information is obtained from health care providers through electronic medical records which capture encounter data.
Methodology/Calculation	Health care providers' patient encounters are added together.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.1.8. Number of health evaluations performed in segregated housing areas
Definition	*The total number of health care professional evaluation encounters for segregated offenders (administrative segregation, solitary confinement, and close custody areas).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Ensures that segregated offenders are visually assessed daily by a health care professional.
Data Source and Collection	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.
Methodology/Calculation	The number of segregated offenders during the period is checked against rosters signed by health care professionals to determine the number of health evaluation encounters provided during the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	C.1.12. Average number of offenders in contract prisons and privately operated state jails
Definition	*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.*
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	Depicts the average number of offenders housed in Correctional Institutions Division facilities for which services have been provided for the period (quarter).
Data Source and Collection	The figure is obtained by taking a total of contract prisons and privately operated state jails for the period from the Offender Monthly Report (Data Services report ITS30500).
Methodology/Calculation	By adding the average number of offenders housed in the facilities specified above during the period (quarter), then dividing by the number of months in the quarter.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.12. Average number of offenders in work program facilities
Definition	*The average number of offenders residing in work facilities as of the end of each month in the period.*
Type measure	Output
Key or Non-Key?	Key
Purpose	• Provides an estimate of the number of offenders residing in the Lockhart work program facility at any given time during the period. • The measure may be compared to the number of Lockhart work program facility beds under contract during the reporting period to determine the effectiveness of the Correctional Institutions Division in utilizing available facility bed space.
Data Source and Collection	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
Methodology/Calculation	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 the work program 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.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	C.1.12. Average daily cost per offender in contract prisons and privately operated state jails
Definition	*The average cost per resident offender day in contract prisons and privately operated state jails.*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	The Texas legislature, by enacting Government Code 495.001 V.T.C.A., granted authority to the Board to enter into contracts with private vendors for the construction, operations, maintenance, and management of secure correctional facilities for select housing of minimum custody offenders. The Texas Department of Criminal Justice (TDCJ) was created and established by law to manage and conduct, among other things, the prison system of the State of Texas and has been delegated the authority by the Texas Board of Criminal Justice to enter into operation and management contracts with private vendors. General Duties and Obligations for Operation of Each Facility: Each contract prison shall operate, maintain and manage the Facility in compliance with applicable federal and state constitutional requirements, laws, Court Orders and required American Correctional Association Standards and in accordance with the Operational Plan and each agreement.
Data Source and Collection	An Operation and Management Services Agreement contract is set up for each contract prison and privately operated state jail.
Methodology/Calculation	The computed average per diem rates for contract prisons and privately operated state jails is weighted by the facilities' offender population.
Data Limitations	**Failure to Agree on Per Diem Adjustment or Compensation for Additional Services:** If the parties cannot agree on a per diem adjustment or compensation for additional services within sixty (60) days of the date the Contractor's request is received by TDCJ, Contractor may utilize the dispute resolution process as outlined in the contract. **Position Vacancies:** TDCJ may elect to withhold from its monthly payment to the Contractor an amount equal to the base salary (including fringe benefits) for each position vacant more than 60 days, starting on the 46th day from the position being vacant. Excludes debt service. **Medical Costs:** Medical Services for contract prison and privately operated state jail is provided by Correctional Managed Health Care. These associated costs are included in Strategies C.1.8., C.1.9., and C.1.10., Managed Health Care and not included in this calculation.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.1.12. Average work program facility contract cost per resident day
Definition	*Amounts paid to facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	• Indicates the average daily cost to the agency of providing housing and related services to offenders who reside in the work program facility in Lockhart. • The measure may be compared with average daily costs to the agency associated with other residential programs.
Data Source and Collection	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.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of service provided, then divided by the average number of offenders in the program in the fiscal year.
Data Limitations	Offender/employees are required by law and the terms of a conditional work program contract to contribute to the cost of being quartered in the facility *plus* an additional amount for supervision. These amounts are included in the cost per day calculation.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

Performance Measure	C.2. Percentage change in number of offenders assigned to correctional industries
Definition	*The percentage change in number of offenders assigned to factories/facilities operated by Texas Correctional Industries (TCI) compared to the previous fiscal year.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	• Used to ascertain whether the number of offender jobs provided by TCI is keeping pace with the growth of the general offender population. Aids in assessing the agency's ability to meet its obligation to provide cost savings to the state.
Data Source and Collection	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.
Methodology/Calculation	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.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2. Number of degrees and vocational certificates awarded
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	• Provides information on how many offenders have completed certain programs. • Indicates how many offenders have attained a certain educational level. Used to measure contract performance with universities.
Data Source and Collection	Each contracting college or university confirms the academic degrees. The colleges and universities provide the 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.
Methodology/Calculation	The measure is calculated by adding all the offenders who are awarded academic degrees and vocational certifications at the appropriate time of the reporting fiscal year.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2. Percentage of participants receiving community/technical college degrees and certificates
Definition	*This measure counts the percent of offenders awarded a community or technical college postsecondary degree or certificate in a state fiscal year.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	• Indicates academic program needs • Indicates vocational program needs • Used to plan and project program growth Indicates the number of participants are served
Data Source and Collection	Each contracting 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.
Methodology/Calculation	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.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	C.2.1. Number of offenders assigned to the Texas Correctional Industries program
Definition	*The number of offenders assigned to factories operated by Texas Correctional Industries (TCI).*
Type measure	Output
Key or Non-Key?	Key
Purpose	• Indicates how many offenders are enrolled in or have completed on-the-job training during the reporting period. • Identifies the number of offender jobs provided by TCI. • Aids in assessing the TDCJ's ability to meet its obligation to provide cost savings to the state.
Data Source and Collection	The information is derived from 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.
Methodology/Calculation	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.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.2. Inmate students enrolled
Definition	*The number of inmate students enrolled in an academic course or a vocational training course during the reporting period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Indicates program needs • Indicates vocational programming demands Used to plan and project program growth
Data Source and Collection	Initial enrollment information for each academic semester is 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.
Methodology/Calculation	The measure is calculated by adding all offenders who are enrolled in post-secondary academic and vocational programs on the class certification date. The certification date is the point at the beginning of each semester when enrollments are finalized and tuition payment is certified.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.2. Number of offender students served in post-secondary academic and vocational training
Definition	*The number of offender students served in Community and Technical College Postsecondary Academic and Vocational Training in a state fiscal year.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Indicates academic program needs • Indicates vocational program needs • Used to plan and project program growth • Indicates the number of participants served
Data Source and Collection	Initial enrollment information for each academic semester 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.
Methodology/Calculation	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.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.3. Number of sex offenders receiving subsidized psychological counseling while on parole/mandatory supervision
Definition	*Number of sex offenders receiving subsidized sex offender treatment services during the period from service providers in the public and/or private sectors under contract with Texas Department of Criminal Justice (TDCJ).*
Type measure	Output
Key or Non-Key?	Key
Purpose	• It is intended to show the number of sex offenders who required the financial assistance of TDCJ Parole Division at some time during the year in order to receive sex offender treatment. • It is important in supporting the agency's appropriations request to ensure indigent sex offenders receive appropriate treatment.
Data Source and Collection	The information comes from invoices received from therapists who have treatment contracts with the Division. Specialized Programs maintains client and vendor payment information in a personal computer (PC) database. Reported numbers are obtained from summary reports generated quarterly.
Methodology/Calculation	The summary reports are intended to provide unduplicated counts by vendor of the number of releasees served during each quarter for whom invoices have been received, processed and paid.
Data Limitations	Fourth quarter data may not be available.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	C.2.3. Number of releasees with intellectual disabilities receiving services
Definition	*Number of releasees with intellectual disabilities receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the social worker clinician to develop and maintain a professional helping relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• 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. • Supports the agency's appropriations request to ensure releasees with intellectual disabilities receive needed services to assist them to successfully reintegrate into society.
Data Source and Collection	Vendors are required to submit data that includes total number of releasees with intellectual disabilities served, as well as individual names of those served. The number reported is obtained from the TCOOMMI data management system. Data may be cross referenced and corrected for accuracy with data sources from Parole Division-Specialized Supervision Section and the Offender Information Management System (OIMS).
Methodology/Calculation	The number of new offenders served during the first quarter of the fiscal year is added to the number of offenders on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of offenders served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered to have both intellectual disabilities and mental illness. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.3. Number of sex offenders completing the Sex Offender Treatment Program (SOTP)
Definition	*Total number of program completions by inmates in sex offender treatment program (SOTP).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Determines the number of sex offenders completing sex offender treatment programs. • Indicates the Texas Department of Criminal Justice's (TDCJ) commitment to lower recidivism rate of sex offenders.
Data Source and Collection	A treatment team, which is composed of 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).
Methodology/Calculation	The total number of offenders who complete the programs for the period is then queried.
Data Limitations	Does not include offenders completing the four month Sex Offender Education Program (SOEP).
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.3. Number of releasees with mental illness receiving services
Definition	*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.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• 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. • Supports the agency's appropriations request to ensure releasees with mental illness receive needed services to assist them to successfully reintegrate into society.
Data Source and Collection	Contracted vendors are required to submit monthly reports and data that include 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 the TCOOMMI data management system.
Methodology/Calculation	The number of new offenders served during the first quarter of the fiscal year is added to the number of offenders on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new offenders served each subsequent quarter is added to first quarter performance to obtain the cumulative number of offenders served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered to have both intellectual disabilities and mental illness. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.4. Number of offenders in Substance Abuse Felony Punishment Facilities
Definition	*Total number of offenders in Substance Abuse Felony Punishment Facilities (SAFPF) at end of the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	The number of offenders in the SAFPF indicates the number of participants in the program at the end of the period. This information is used to report the number currently receiving treatment, and to compare whether SAFPF treatment capacity is being fully utilized.
Data Source and Collection	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.
Methodology/Calculation	Total number of offenders in substance abuse felony punishment facility treatment programs at the end of the period.
Data Limitations	May not reflect participants' success in achieving treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	C.2.4. Number of offenders completing treatment in Substance Abuse Felony Punishment Facilities
Definition	*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.*
Type measure	Output
Key or Non-Key?	Key
Purpose	• Program completion is a measure of offenders' success in accomplishing the treatment goals of the SAFPF substance abuse program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	• Source data for numbers of completions is the Monthly Status Report, which is submitted by each Substance Abuse Felony Punishment Facility (SAFPF) treatment program to the Rehabilitation Programs Division. • Rehabilitation Programs Division consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in substance abuse felony punishment facilities during the period. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; or (c) death.
Data Limitations	• Relates to only the treatment phase of the program of about six to nine months. There is an additional 60 to 90 day program during which the offender is paroled in a Transitional Treatment Center (TTC) as part of the continuum of care along with a year of out-patient services. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year. • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.4. Number of offenders completing treatment in transitional treatment centers after completing Substance Abuse Felony Punishment Facilities
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• The measure is intended to show the number of offenders who complete the Therapeutic Community substance abuse initiative continuum of care program after completing SAFPF, which includes the incarceration phase as well as the 12 to 15 months of aftercare once released to supervision. • This provides the Department with information relative to the number who have been placed in the program and the number who completed the program. • Provides the Department with data to determine the effectiveness of the program.
Data Source and Collection	Utilize the number of offenders completing the substance abuse initiative continuum of care based on outpatient contract service availability. Program completion data for offenders transitioning to areas with no contracted outpatient services will be based on completion of the residential aftercare program.
Methodology/Calculation	Offenders completing inpatient services who are transitioning to an area with no purchased outpatient services will be downloaded from Authorization Management System (AMS), sorted and summed. Offenders completing inpatient and outpatient purchased services will be downloaded from AMS, sorted and summed. The number of offenders completing inpatient services who are unable to transition into purchased outpatient services will be added with those completing purchased outpatient and inpatient treatment and the total reported for the period.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.4. Average daily cost per offender for treatment services in Substance Abuse Felony Punishment Program
Definition	*The average per diem rate for providing treatment in Substance Abuse Felony Punishment Facilities (SAFPF).*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	• Provides information regarding the cost of delivering treatment to offenders housed in SAFPFs.
Data Source and Collection	• A Treatment Services Agreement contract is set up for each SAFPF treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of SAFPF treatment services provided, then divided by average number of offenders.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders in In-prison Therapeutic Community Substance Abuse Treatment Program
Definition	*Total number of offenders confined in In-prison Therapeutic Community (IPTC) Substance Abuse Treatment programs at the end of the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• The number of offenders in the IPTC indicates the number of participants in the program at the end of the period. • This information is used to report the number currently receiving treatment, and to compare whether IPTC treatment capacity is being fully utilized.
Data Source and Collection	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.
Methodology/Calculation	Total number of offenders in the IPTC program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.5. Number of offenders completing treatment in In-prison Therapeutic Community
Definition	*Total number of program completions by offenders in In-prison Therapeutic Community (IPTC). Measure excludes transitional treatment center and aftercare portions of the program.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Program completion is a measure of an offender's success in accomplishing the treatment goals of the IPTC substance abuse program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	Source data for number of completions is the Monthly Status Report, which is submitted by each IPTC treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in in-prison therapeutic community programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	• Relates to only the prison phase of the treatment program of about six to nine months. There is an additional 60 to 90 day program during which the offender is paroled in a Transitional Treatment Center (TTC) as part of the continuum of care along with specialized parole supervision and one year of out-patient services. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year. • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 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
Definition	*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).*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	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.
Data Source and Collection	Utilize the number of offenders completing the substance abuse initiative continuum of care based on outpatient contract service availability. Program completion data for offenders transitioning to areas with no contracted outpatient services will be based on completion of the residential aftercare program.
Methodology/Calculation	Offenders completing inpatient services who are transitioning to an area with no purchased outpatient services will be downloaded from Authorization Management System (AMS), sorted and summed. Offenders completing inpatient and outpatient purchased services will be downloaded from AMS, sorted and summed. The number of offenders completing inpatient services who are unable to transition into purchased outpatient services will be added with those completing purchased outpatient and inpatient treatment and the total reported for the period.
Data Limitations	None Noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.5. Number of offenders in Driving While Intoxicated treatment programs
Definition	*Total number of offenders confined in Driving While Intoxicated (DWI) treatment programs at the end of the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• The number of offenders in DWI treatment programs indicates the number of participants in the program at the end of the period • This information is used to report the number currently receiving treatment, and to compare whether DWI treatment capacity is being fully utilized.
Data Source and Collection	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.
Methodology/Calculation	Total number of offenders in the DWI treatment program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in Driving While Intoxicated treatment programs
Definition	*Total number of program completions by offenders in Driving While Intoxicated (DWI) treatment programs.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Program completion is a measure of an offender's success in accomplishing the treatment goals of the DWI treatment program • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period
Data Source and Collection	Source data for number~~s~~ of completions is the Monthly Status Report, which is submitted by each DWI treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in DWI treatment programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	• Relates to only the incarceration phase of the treatment program of about six months. A small number of offenders receive aftercare support after program completion • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program • Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.5. Number of offenders in State Jail Substance Abuse Treatment programs
Definition	*Total number of offenders confined in State Jails receiving substance abuse treatment at the end of the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• The number of offenders in State jail treatment programs indicates the number of participants in the program at the end of the period • This information is used to report the number currently receiving treatment, and to compare whether State Jail treatment capacity is being fully utilized.
Data Source and Collection	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.
Methodology/Calculation	Total number of offenders in the State Jail treatment program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in State Jail Substance Abuse Treatment programs
Definition	*Total number of program completions by offenders in State Jail treatment programs.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Program completion is a measure of an offender's success in accomplishing the treatment goals of the State Jail treatment program • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period
Data Source and Collection	Source data for number~~s~~ of completions is the Monthly Status Report, which is submitted by each State Jail treatment program to the Rehabilitation Programs Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in State Jail treatment programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	• Relates to only the incarceration phase of the treatment program of about two to four months. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program • Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	C.2.5. Average daily cost per offender for treatment services in In-prison Therapeutic Community Substance Abuse treatment programs
Definition	*The average per diem rate for providing substance abuse treatment in In-prison Therapeutic Communities (IPTC).*
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	• Provides information regarding the cost of delivering treatment to offenders housed in IPTCs.
Data Source and Collection	A Treatment Services Agreement contract is set up for each IPTC treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of IPTC treatment services provided, then divided by average number of offenders.
Data Limitations	• None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	C.2.5. Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs
Definition	*The average daily cost per offender calculation for the treatment portion of Driving While Intoxicated (DWI) treatment programs.*
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in DWI treatment facilities.
Data Source and Collection	A Treatment Services Agreement contract is set up for the DWI treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of DWI treatment services provided, then divided by average number of offenders.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

Performance Measure	C.2.5. Average daily cost per offender for treatment services in State Jail Substance Abuse Treatment programs
Definition	*The average daily cost per offender calculation for the treatment portion of State Jail Substance Abuse Treatment programs.*
Type measure	Efficiency
Key or Non-Key?	Non-key
Purpose	Provides information regarding the cost of delivering substance abuse treatment to offenders housed in State Jails.
Data Source and Collection	A Treatment Services Agreement contract is set up for each State Jail Substance Abuse treatment facility. Information is obtained from monthly invoices that include number of resident days of service provided and the amounts paid directly to the treatment contractor.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of State Jail Substance Abuse treatment services provided, then divided by average number of offenders.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	D.1. Percent of technical violators whose charges were disposed within 40 days
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Indicates whether the agency is disposing of charges in a timely manner when a technical (administrative) violator is arrested. The measure is intended to show timely disposition when a releasee is arrested solely for administrative violations (an administrative violator); the measure is not intended to also show timely disposition when a releasee is arrested as an administrative violator with new criminal conduct that is pending adjudication in a court of law.
Data Source and Collection	Information on technical violators is compiled and maintained in a centralized database by the Board of Pardons and Paroles and monthly disposition report is produced.
Methodology/Calculation	The date arrested (warrant execution date) is subtracted from the date the case receives final disposition to determine the number of days lapsing between arrest date and final disposition date. This calculation is performed separately for each administrative violator whose charges are disposed of during the reporting period. For performance measure reporting purposes, a case receives final disposition when one of the following actions is taken: the parole warrant is withdrawn by parole staff in the field; the Parole Board takes non-revocation action; the administrative violator is revoked by the Parole Board; or the Board votes to transfer the offender to an Intermediate Sanction Facility or other TDCJ facility. The number of administrative violators whose charges were disposed of during the reporting period within forty days of arrest is then divided by the total number of administrative violators whose charges were disposed of during the reporting period.
Data Limitations	The numbers or percentages reported are calculated on the basis of administrative violators arrested but not charged with a criminal offense before 40 days after the initial arrest.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

Performance Measure	D.1.1. Number of parole cases considered
Definition	*The number of cases considered for release by parole panels.*
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	• Indicates the cumulative total of offenders eligible for parole considered by the members of the Board and commissioners for release. • The number is significant for the purpose of projecting future board member/commissioner workload requirements, trends in prison capacity and needs associated with the supervision of those individuals released to parole. The numbers are also significant due to the legislative mandate to provide the legislature with board member/commissioner activity reports and an annual report.
Data Source and Collection	The information on the number of parole cases considered is provided by an OnBase report generated from daily board actions entered into the Clemency and Parole System (CAPS) system on the mainframe computer. The OnBase report is titled Parole Considerations Report (PDKAR03AA/00) and is provided on a monthly basis.
Methodology/Calculation	The OnBase report captures the information based on each individual board member vote entered on the mainframe computer on each offender considered for parole in the period. A Board summary report provides the cumulative numbers for all member votes with the number of cumulative cases considered.
Data Limitations	Does not include clemency. Discretionary mandatory cases are considered to be parole.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

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

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	D.1.1. Percentage of cases considered for which a favorable parole-release decision is made
Definition	*The number of inmates approved for release expressed as a percentage of the total number of inmates considered for release by parole panels.*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	The percentage of cases for which favorable parole release decisions are made is the Board of Pardons and Paroles (BPP) approval ("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.
Data Source and Collection	The information on the number of offenders approved for release to parole and the total number of offenders considered for parole is provided by an OnBase report generated from daily board actions entered into the Clemency and Parole System (CAPS) system on the mainframe computer. The OnBase report is titled Parole Considerations Report (PDKAR03AAB/00) and provided on a monthly basis.
Methodology/Calculation	The OnBase report captures the information based on each individual board member/commissioner vote entered on the mainframe computer on each offender considered for parole in any given period. Information captured includes the type of vote cast (FI [Further Investigation of parole plan], NR [Next Review date for the file], SA [Serve All], etc.). A Board summary report is also generated that provides the cumulative number for all member votes with the number of cumulative cases considered. The total number of offenders receiving an "FI" vote (approved for release to parole) during the period is then divided by the total number of offenders considered for parole during the period.
Data Limitations	The information captured in the OnBase Parole Considerations report only provides information related to the number of cases considered for parole. This does not reflect board member/commissioner activity completely because it does not track case voting in the revocation process and activity associated with the imposition and withdrawal of special conditions.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	D.1.1. Number of offenders released on parole or discretionary mandatory supervision (excluding parole-in -absentia (PIAs) and other mandatory supervision releases)
Definition	*The number of offenders released from prison on parole or discretionary mandatory supervision. Excludes other releases to mandatory supervision and PIAs.*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	• Indicates the number of offenders released from prison as the result of a favorable release decision by the Board of Pardons and Paroles (BPP). • Reflects previous trends in release decisions by the BPP, which have an important impact on the workload of parole officers and other staff in the Parole Division, as well as on the size of the prison population. • Provides information useful for projection purposes.
Data Source and Collection	Information pertaining to releases of offenders from prison 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).
Methodology/Calculation	Monthly numbers are summed to obtain the total number of parole releases to parole or discretionary mandatory supervision for the year.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	D.1.2. Number of preliminary/revocation hearings conducted
Definition	*The number of preliminary and revocation hearings conducted by hearing officers and Regional Operations Supervisors during the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Indicates the number of preliminary and revocation hearings conducted throughout the State. The number is an indicator of Board of Pardons and Paroles (BPP) workload trends. • Reflects the conduct of parolees released to supervision, how statutes and policies affect the process, and facilitates daily management and operations.
Data Source and Collection	Hearing Officers are required to maintain a daily log of the number and types of hearings conducted each day. This and other information is maintained on a Hearing Officer Daily Worksheet and Statistical Control Sheet (HS-43A). This worksheet is submitted each month to the BPP-Statistical Support Unit for compilation and entry into the BPP Disposition Database.
Methodology/Calculation	The number reported is obtained from the monthly Hearing Officer Statistical Report for August, which calculates the year to date total.
Data Limitations	Source information is compiled daily in an excel spreadsheet and submitted via email to the Regional Headquarters. Weekly totals are compiled and submitted to the Central Office where a cumulative report is prepared and distributed by the Director of Operations. It is anticipated that the Offender Information Management System (OIMS) will automate the processing, which currently begins with handwritten documents.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⮟ Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	D.1.3. Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process
Definition	*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.*
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	• 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.
Data Source and Collection	Each Institutional Parole Office submits a monthly report to the Institutional Parole Operations Executive Administration, detailing the number and types of parole summaries that were completed during the month.
Methodology/Calculation	Reports from the Institutional Parole Offices are consolidated into statewide monthly and yearly totals. The number of parole summaries prepared during the fiscal year is reported to the BPP Executive Administration on a monthly basis (BPP Consolidated Report).
Data Limitations	Due to changes in the law, some offenders are reaching their mandatory release dates prior to being considered for release on parole or mandatory supervision. Because law on all releases requires summaries, there is always a discrepancy between the number of summaries completed and the number of cases sent to the BPP for release consideration.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	E.1.1. Number of parole cases processed
Definition	*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.*
Type measure	Output
Key or Non-Key?	Key
Purpose	Indicates the cumulative impact of Board of Pardons and Paroles decisions on the size of the prison and release populations.
Data Source and Collection	Information pertaining to releases of offenders from prison is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from the mainframe computer system on a monthly basis. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (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.
Methodology/Calculation	Monthly parole, mandatory, court-ordered, discharge and death release totals are added together to obtain the number of parole cases processed for the quarter.
Data Limitations	None noted
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

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

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	E.2. Percentage of releasees revoked for new convictions
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Law violations, as evidenced by new convictions, are clear violations of the terms and conditions of release set by the Board of Pardons and Paroles and an important indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations for which a new conviction was the basis for revocation is obtained from the 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).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain the average monthly population under jurisdiction during the reporting period. The total number of revocations during the period for which a new conviction was the basis for revocation is then divided by the estimated average monthly population.
Data Limitations	The number of revocations for which a new conviction was the basis for revocation, as reported by the Board of Pardons and Paroles Statistical Section, includes revocations based on new misdemeanor convictions as well as revocations based on new felony convictions. The Board's Statistical Section also notes the information from parole officers and hearing officers must be codes from handwritten forms combined with computer generated forms, then entered into a personal computer (PC) database. The statistical data is then compiled by the Executive Administration Statistical Section.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

Performance Measure	E.2. Releasee annual revocation rate
Definition	*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.*
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	Release revocation by the Board of Pardons and Paroles is the single best available indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations is obtained from the 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 *Monthly Statewide Totals of Releasees Report* (PDSUP3K).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the reporting period. The total number of revocations during the period is then divided by the average monthly population x 100.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	➢ Lower than target

FY 2022-2023 Performance Measure Definitions

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

Performance Measure	E.2.1. Number of substance abuse tests administered
Definition	*The number of substance abuse tests administered to releasees during the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Indicates the extent of offender drug testing by parole officers and designated staff in the field. • Enables the Parole Division to monitor on a statewide basis the number of tests being administered and project whether additional testing is needed based on current and past numbers.
Data Source and Collection	Drug Coordinators compile drug-testing statistics and submit them to the Specialized Supervision Section of the District Parole Office (DPO) Monthly Drug and Alcohol Testing Report (PSVS-34). A Program Specialist maintains the data from each district parole office in a personal computer database and at the end of the fiscal year prepares a report of the number of tests administered statewide during the fiscal year.
Methodology/Calculation	The number reported is the sum of all substance abuse tests administered by parole officers and designated staff at the local level during the period.
Data Limitations	The measure does not indicate the number of offenders tested.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	Higher than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	E.2.1. Average number of releasees electronically monitored
Definition	*The average number of releasees electronically monitored during the period.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Provides an average of the number of releasees being electronically monitored at any given time during the reporting period. • Reflects the Parole Division's use of an administrative control program to sanction releasees who have demonstrated a negative adjustment to supervision and to provide the highest level of supervision and offender accountability to potentially dangerous releasees released to parole or mandatory supervision.
Data Source and Collection	The average number of releasees in the Electronic Monitoring (EM) program during the period is reported by EM Unit Supervisors in the Monthly Statistical Report submitted to a Program Specialist within the Warrants Section. This information is maintained in a personal computer (PC) database. Reports regarding the number of releasees in the Super-Intensive Supervision Program (SISP) being electronically monitored are received by a Program Specialist within the Warrants Section from two sources; the electronic monitoring vendor for releasees supervised on home electronic monitoring and a daily exception report from the field officers. This information is also maintained in a PC database. The average number of releasees on electronic monitoring is reported at end of the period by the Program Specialist (untitled reports).
Methodology/Calculation	End-of-period average figures for both the EM and SISP programs are added together to obtain an end-of-period total average.
Data Limitations	Delays on the part of EM Unit Supervisors and electronic monitoring vendors in submitting monthly report forms necessitate the number reported for this measure to be partially estimated.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

Performance Measure	E.2.1. Percentage of technical violators interviewed within 5 days of arrest
Definition	*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.*
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	Indicates whether the PD is initiating the pre-hearing process in a timely manner when an administrative violator is arrested. Unsatisfactory performance on this measure would be a possible partial explanation should the agency fail to make final disposition of charges within 40 days of arrest as required by the Texas Government Code, Section 508.282 (a)-(c). The code does not, however, require the PD to initiate the pre-hearing process within five days of arrest.
Data Source and Collection	Information utilized for reporting purposes related to technical violators arrested on or after January 1, 1998 is maintained by the Warrants Section in a personal computer (PC) database. Information is posted to this database daily by the Warrants Section. The information is provided by the Specialized Programs Section, Field Operations and the Board of Pardons and Paroles. From this database, the Warrants Section produces a monthly statistical report (Pre-Hearing Process Summary).
Methodology/Calculation	The date arrested (warrant execution date) is subtracted from the date interviewed to determine the number of days lapsing between arrest date and interview date. This calculation is performed separately for each administrative violator interviewed during the reporting period. The number of administrative violators interviewed during the reporting period within five days of arrest is then divided by the total number of administrative violators interviewed during the reporting period.
Data Limitations	This performance is limited to those offenders arrested as administrative violators only. It does not include offenders who are arrested for criminal conduct that is pending adjudication in a court of law.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⮝ Higher than target

FY 2022-2023 Performance Measure Definitions

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

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

FY 2022-2023 Performance Measure Definitions

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

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

FY 2022-2023 Performance Measure Definitions

Performance Measure	E.2.2. Average number of releasees in residential reentry centers
Definition	*The average number of parolees and mandatory supervision releasees residing in residential reentry centers at the end of each month in the period.*
Type measure	Output
Key or Non-Key?	Key
Purpose	• Provides an estimate of the number of releasees residing in residential reentry centers at any given time during the period. • The measure may be compared to the number of residential reentry center 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 residential reentry center bed space.
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all residential reentry center activity on a personal computer database. The report lists all residential reentry centers under contract that month and the number of releasees residing in each facility at month end.
Methodology/Calculation	The number of releasees residing in residential reentry centers at the end of each month is totaled, then divided by the number of months in the period.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	E.2.2. Average residential reentry centers contract cost per resident day
Definition	*The average amount paid to residential reentry centers contractors per release per day.*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	• Indicates the average daily cost of providing housing and related services to releasees who lack family and community resources. • The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	An Operation and Management Services Agreement contract is set up for the residential reentry centers. 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.
Methodology/Calculation	Total residential reentry centers' costs for the fiscal year divided by the total number of days of service provided, then divided by average number of residents. Total residential reentry centers' costs are the amounts paid to residential reentry centers' contractors by the agency less residents payments.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

FY 2022-2023 Performance Measure Definitions

Performance Measure	E.2.3. Average number of parolees and probationers in intermediate sanction facilities
Definition	*The average number of parolees and probationers residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.*
Type measure	Output
Key or Non-Key?	Key
Purpose	• Provides an estimate of the number of technical parole violators, mandatory supervision violators, and probationers residing in intermediate sanction facilities (ISFs) at any given time during the period. • The measure may be compared to the number of ISF beds under contract during the reporting period to determine the effectiveness in utilizing available ISF bed space.
Data Source and Collection	• Parole: The ISF Unit within the Central Coordination Unit reports ISF population numbers monthly via mainframe E-mail. Probation: The Probation ISF Administrator obtains end of month population counts from the ISF facilities. This information is summarized by month and facility 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.
Methodology/Calculation	The total number of releasees and probationers residing in ISF facilities at the end of each month is summed, then divided by the three months of the quarter.
Data Limitations	The data represents an average of three monthly population counts for the reporting period. Actual population counts may vary throughout the reporting period.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Higher than target

Performance Measure	E.2.3. Average intermediate sanction facility cost per resident day
Definition	*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.*
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	• Indicates the average daily cost of housing releasees in intermediate sanction facilities who violate the terms and conditions of release agreements. • The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	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 facilities 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 TDCJ-operated ISF facilities is provided by the Legislative Budget Board's Uniform Cost Report.
Methodology/Calculation	Total ISF costs for the fiscal year divided by the total number of days of service provided, then divided by the average number of residents. Total ISF costs are the amounts paid to facility contractors by the agency, *plus* an amount equal to the total number of days of service provided by the TDCJ-operated facilities times the TDCJ-operated facilities' per diem rate.
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	Lower than target

FY 2022-2023 Performance Measure Definitions

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

Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

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). With the current COVID-19 pandemic, certain adaptations and adjustments have been made in order to ensure the agency is conducting business in a safe, more risk-appropriate manner.

The agency continues to work toward surpassing our HUB goals for all procurement categories.

HUB Category	Goals	Agency HUB Performance	
		FY 2018	FY 2019
Heavy Construction	11.2%	21.96%	11.40%
Building Construction	21.1%	32.23%	9.49%
Special Trade Construction Contracts	32.9%	57.09%	46.64%
Professional Services Contracts	23.7%	10.69%	22.48%
Other Services Contracts	26.0%	11.24%	7.34%
Commodities Contracts	21.1%	13.36%	12.22%

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 2018	FY 2019
Outcome Measure:		
Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs.	18.34%	15.31%
Output Measure:		
Number of HUB contractors and subcontractors contacted for bid proposals	65,431	59,857
Number of HUB contracts and subcontracts awarded	38,780	37,111
Dollar value of HUB contracts and subcontracts awarded	$41,597,742	$33,040,994

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.

Historically Underutilized Business (HUB) Program

- Assisting HUB vendors with opportunities to present their products/services to TDCJ staff.
- Providing assistance, training, and educational programs to minority business groups and HUB vendors.
- Continuing to provide one-on-one training and annual HUB training to TDCJ Contracts and Procurement staff.
- Attending and participating in economic opportunity forums and HUB oriented trade fairs with bid opportunities.
- Attending and participating in pre-bid conferences to introduce HUB subcontractors to prime contractors and provide instruction on successful completion of the HUB Subcontracting Plan (HSP).
- Participating in HUB events sponsored by legislators and community leaders and the continuation of the agency's Annual HUB/Vendor Show.
- Providing educational materials and seminars to minority and woman owned businesses and organizations regarding "How to do Business with the State of Texas and TDCJ".
- Implementing a project to identify service-disabled veterans, women, and HUBs in specific ethnic groups where there are none available.
- Serving as members 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, for formal bids, supplementing the Centralized Master Bidders List with all vendors in the HUB directory.
- In Response to the COVID-19 pandemic, a number of the above listed events have been postponed or canceled. Processes have been temporarily modified to continue to achieve good faith efforts.

Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Schedule D

STATEWIDE CAPITAL PLAN

Statewide Capital Plan

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 87 locations throughout the state; and
- Maintaining our aging facilities infrastructure requires ongoing maintenance, 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, 2020-21 General Appropriations Act, capital planning information relating to projects for the 2022-23 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 2022-23 biennium for submission to the Legislative Budget Board and Governor's Office.

Statewide Capital Plan

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Texas Department of Criminal Justice

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Schedule E

HEALTH AND HUMAN SERVICES STATEGIC PLAN

NOT APPLICABLE TO THE TEXAS DEPARTMENT OF CRIMINAL JUSTICE

Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Schedule F1

AGENCY WORKFORCE PLAN

Workforce Plan FY 2021-2025

AGENCY OVERVIEW

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

- The first Texas prison was constructed in 1849 and opened with three incarcerated offenders. As of March 31, 2020, TDCJ was responsible for supervising 140,124 incarcerated offenders housed in 104 facilities located throughout the state. These facilities include 93 that are operated by TDCJ and 11 that are privately operated. The 93 facilities operated by TDCJ include 54 prison facilities, four pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, 10 transfer facilities, 13 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, 2020, TDCJ was responsible for supervising 83,773 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 29, 2020, the agency's workforce consisted of 34,918 employees.

Agency Mission

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

The agency's mission is carried out through:

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

AGENCY OVERVIEW (Continued)

Agency Goals, Objectives, and Strategies

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

Objective A.1. Provide funding for community supervision and diversionary programs
- ***Strategy A.1.1.*** ***Basic Supervision***
- ***Strategy A.1.2.*** ***Diversion Programs***
- ***Strategy A.1.3.*** ***Community Corrections***
- ***Strategy A.1.4.*** ***Treatment Alternatives to Incarceration***

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

Objective B.1. Direct special needs offenders into treatment alternatives
- ***Strategy B.1.1.*** ***Special Needs Programs and Services***

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

Objective C.1. Confine and supervise convicted felons
- ***Strategy C.1.1.*** ***Correctional Security Operations***
- ***Strategy C.1.2.*** ***Correctional Support Operations***
- ***Strategy C.1.3.*** ***Correctional Training***
- ***Strategy C.1.4.*** ***Offender Services***
- ***Strategy C.1.5.*** ***Institutional Goods***
- ***Strategy C.1.6.*** ***Institutional Services***
- ***Strategy C.1.7.*** ***Institutional Operations and Maintenance***
- ***Strategy C.1.8.*** ***Unit and Psychiatric Care***
- ***Strategy C.1.9.*** ***Hospital and Clinical Care***
- ***Strategy C.1.10.*** ***Managed Health Care – Pharmacy***
- ***Strategy C.1.11.*** ***Health Services***
- ***Strategy C.1.12.*** ***Contract Prisons/Private State Jails***

Objective C.2. Provide services for the rehabilitation of convicted felons
- ***Strategy C.2.1.*** ***Texas Correctional Industries***
- ***Strategy C.2.2.*** ***Academic and Vocational Training***
- ***Strategy C.2.3.*** ***Treatment Services***
- ***Strategy C.2.4.*** ***Substance Abuse Felony Punishment***
- ***Strategy C.2.5.*** ***In-Prison Substance Abuse Treatment and Coordination***

AGENCY OVERVIEW (Continued)

Objective C.3. Ensure and maintain adequate facilities
Strategy C.3.1. ***Major Repair of Facilities***

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

Objective D.1. Operate Board of Pardons and Paroles
Strategy D.1.1. ***Board of Pardons and Paroles***
Strategy D.1.2. ***Revocation Processing***
Strategy D.1.3. ***Institutional Parole Operations***

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

Objective E.1. Evaluate eligible inmates for parole or clemency
Strategy E.1.1. ***Parole Release Processing***

Objective E.2. Perform basic supervision and sanction services
Strategy E.2.1. ***Parole Supervision***
Strategy E.2.2. ***Residential Reentry Centers***
Strategy F.2.3. ***Intermediate Sanction Facilities***

GOAL F **Administration**

Objective F.1. Administration
Strategy F.1.1. ***Central Administration***
Strategy F.1.2. ***Victim Services***
Strategy F.1.3. ***Information Resources***
Strategy F.1.4. ***Board Oversight Programs***

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**
Internal Audit	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.
Office of the Inspector General	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.
State Counsel for Offenders	State Counsel for Offenders (SCFO) is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in the TDCJ. SCFO also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings in accordance with Texas Health and Safety Code Chapter 841. SCFO is appointed to handle cases for indigent clients (1) indicted for alleged criminal acts committed while in the TDCJ custody; (2) subject to immigration removal proceedings; and (3) named in civil commitment proceedings. SCFO does not handle death penalty cases, fee generating cases, cases involving civil right issues, nor parole matters.
Prison Rape Elimination Act Ombudsman	The Prison Rape Elimination Act (PREA) Ombudsman provides oversight of the TDCJ's efforts to eliminate the occurrence of sexual abuse and sexual harassment of offenders in correctional facilities. The PREA Ombudsman reviews and conducts administrative investigations regarding allegations of sexual abuse and sexual harassment of offenders. The PREA Ombudsman also reviews TDCJ policies and procedures to ensure compliance with federal and state laws and PREA standards. In addition, the PREA Ombudsman serves as an independent office and point of contact for elected officials, the public, and offenders to report allegations of sexual abuse and harassment of offenders ensuring impartial resolution of complaints received.

AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director	
Office	**Function**
Community Justice Assistance Division	The Community Justice Assistance Division (CJAD) works with the Community Supervision and Corrections Departments (CSCDs), which supervise offenders sentenced to community supervision, also known as adult probation. CJAD is responsible for distributing and oversight of formula and grant funds, developing standards (including best-practice treatment standards), processing strategic plans, budgets and quarterly financial reports, conducting program and fiscal audits, evaluating offender programs, maintaining the Community Supervision Tracking System, and accrediting Battering Intervention and Prevention programs. 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, and offer a continuum of progressive sanctions, including regular reporting specialized caseloads, community corrections facility treatment/programs, outpatient treatment services, non-residential treatment/correctional programs and jurisdictional specific programs dependent on population or department needs.
Correctional Institutions Division	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 93 state operated prisons and jails, which include 54 state prison facilities, 4 pre-release facilities, 3 psychiatric facilities, 1 developmental disabilities program facility, 2 medical facilities, 10 transfer facilities, 13 state jail facilities, 1 geriatric facility, and 5 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. The 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; security operations; canine program; offender transportation; laundry, food, and supply; security threat group management; disciplinary coordination; mail room operations; safe prisons/PREA program; and classification and records.
Reentry and Integration Division	The Reentry & Integration Division combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and an expanded reentry initiative to better focus state resources to reduce recidivism and address the needs of offenders. Services provided include the continuity of care for offenders with physical or mental impairments as well as community-based case management and support services for eligible offenders. The division centralizes the goals and functions of TCOOMMI and reentry staff to create a broad and cohesive overall strategy for preparing offenders for reentry into the community with a view for public safety.
Rehabilitation Programs Division	The Rehabilitation Programs Division integrates strategic evidence-based programs that encompass every division within the agency to ensure programs and services are administered effectively 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. Programs within this division include: Religious Services, Faith-Based Dorms, Sex Offender Rehabilitation Programs, Substance Use Treatment Programs, Volunteer Programs, Champions Youth Program, Serious and Violent Offender Reentry Initiative, Corrective Intervention Pre-release Programs, Cognitive Intervention Transition Program, Returning Population Gang Renouncement and Disassociation Process, Post-Secondary Correctional Education Programs, Female Cognitive Pre-Release Program, Our Roadway to Freedom, Baby and Mother Bonding Initiative (BAMBI), and Strength Through Restoration, Independence, Vision and Empowerment (STRIVE) Reentry Center.

AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director (Continued)	
Office	**Function**
Parole Division	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 Parole Division issues referrals to programs and services to address offender needs and board-imposed conditions. 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 residential reentry center (halfway houses) and residential treatment facilities).
Private Facility Contract Monitoring/ Oversight Division	The Private Facility Contract Monitoring/Oversight Division is responsible for the oversight and monitoring of privately operated facilities, to include correctional centers, community-based facilities, and substance abuse treatment programs. There are seven privately operated correctional centers that house general population offenders, three privately operated state jails that house state jail and transfer offenders, as well as one privately operated multi-use treatment facility that provides various substance abuse programs for both probationers and parole offenders. Other facilities include eight privately operated residential reentry centers that provide housing, training, cognitive programs, and employment assistance to paroled offenders. In addition, the Division monitors substance abuse treatment contracts at 19 correctional facilities, 19 residential community facilities, and multiple outpatient transitional treatment facilities.
Administrative Review & Risk Management Division	The Administrative Review & Risk Management Division provides oversight of agency practices and operations by evaluating processes to include, but not limited to, Access to Courts, the Offender Grievance Program, the Counsel Substitute process, TDCJ Office of Ombudsman, Administrative Review for Use of Force, Operational Review, American Correctional Association Accreditation (ACA) audits, Prison Rape Elimination Act (PREA) audits, and Risk Management functions.
Business & Finance Division	The Business and Finance Division supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, maintaining a fiduciary responsibility over offender commissary funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements. In addition, the chief financial officer has coordination authority over the Facilities Division, Information Technology Division, and Manufacturing, Agribusiness & Logistics Division. Detailed information regarding these three divisions is provided separately.
Facilities Division	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.
Health Services Division	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 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.
Human Resources Division	The Human Resources (HR) Division develops and implements activities and programs related to recruitment, staffing, employment, employee classification, compensation and benefits, as well as employee relations, employee assistance, diversity, employee recognition, and training on human resources policies and procedures.
Information Technology Division	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.

AGENCY OVERVIEW (Continued)

Functions Reporting to the Executive Director (Continued)	
Office	**Function**
Manufacturing, Agribusiness & Logistics Division	The Manufacturing, Agribusiness and Logistics (MAL) Division manages the agency's agribusiness, land and mineral operations, warehousing operations, fleet and freight transportation services, and provides customers with quality manufactured products and services 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.
Office of the General Counsel	The Office of the General Counsel helps the TDCJ manage risk by providing competent legal services in a timely manner to TDCJ management on issues concerning corrections and supervision law, employment, public information act, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against the TDCJ and its employees.
Victim Services Division	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 Integrated Victim Services System (IVSS), a confidential database, to provide notifications via letter, email, phone and/or text message regarding the incarceration and supervision of an offender, including the parole review process. The VSD also offers an internet portal for registrants to request notification, view past notifications, manage and update their contact methods, and search for resources in the Texas Victim Resource Directory. 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 packet 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 training, technical assistance, and related publications to victim service professionals. The VSD also provides direct services for crime victims including preparation and accompaniment for victims who choose to witness the execution of the offender convicted of the capital murder of their family member.
Training and Leader Development Division	Training and Leader Development Division (TLDD) delivers quality training focused on performance, centered on employee learning, development, and wellness. TLDD utilizes a blend of online training and face to face engagement. Face to face engagements are focused on building the confidence of TDCJ employees to deal with the range of challenging situations the agency faces. Employees can track their education and training, view accomplishments, and identify future training opportunities. TLDD contributes to the retention of the agency workforce by empowering them with knowledge, enabling them to see progress, facilitating advanced education, and enhancing leadership potential at all levels within the agency. TLDD is focused on three lines of operation as a learning organization: Leader Development, Online Education, and Mobile Training Teams.

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.

CURRENT WORKFORCE PROFILE

Critical Workforce Skills

As of February 29, 2020, TDCJ uses 276 different job classes within the State Classification Plan. Additionally, a contract workforce is used to provide architectural and engineering services, computer programming, and other services where specifically required skills are not readily available to TDCJ.

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

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

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

Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and turnover, the 276 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 2019 turnover rate.

Workforce Plan FY 2021-2025

CURRENT WORKFORCE PROFILE (Continued)

The following information, other than the FY 2019 Turnover Rate, is as of February 29, 2020.

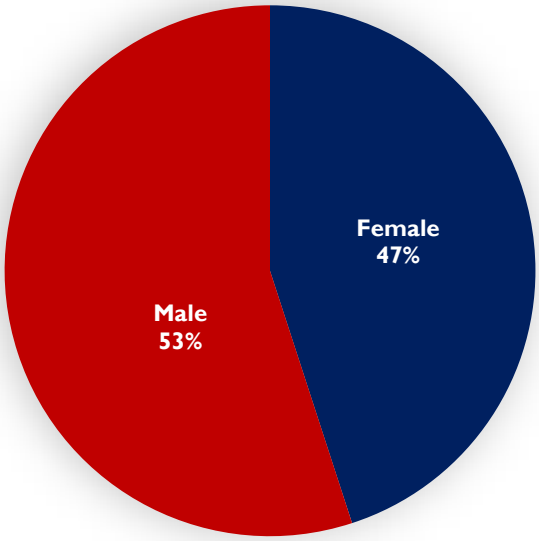
Major Job Category [1]	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2019 Turnover Rate
COs	21,411	61.3%	41	8 years	32.1%
CO Supervisors (Sergeant – Captain)	2,779	8.0%	41	12 years	15.0%
Food Service/Laundry Managers	1,390	4.0%	47	12 years	17.7%
Facilities Maintenance	663	1.9%	51	10years	19.1%
Unit Administrators (Major – Warden II)	301	0.9%	46	22 years	12.4%
Industrial Specialists	300	0.9%	52	14 years	9.4%
Case Managers	308	0.9%	45	10 years	16.5%
Agriculture Specialists	97	0.3%	48	13 years	11.6%
Counsel Substitutes	96	0.3%	43	12 years	7.0%
Substance Abuse Counselors	71	0.2%	55	5 years	36.4%
Office of Inspector General Investigators and Supervisors	138	0.4%	46	12 years	7.3%
Safety Officers and Supervisors	77	0.2%	46	12 years	20.7%
Chaplaincy	104	0.3%	58	8 years	14.1%
Parole Officers	1,370	3.9%	40	6 years	22.2%
Parole Officer Supervisors (Parole Officers III – V)	290	0.8%	44	13 years	12.8%
Program Management and Support	3,596	10.3%	46	10 years	18.9%
Business Operations	279	0.8%	46	10 years	16.5%
Human Resources	267	0.8%	46	11 years	11.0%
Information Technology	192	0.5%	45	8 years	11.5%
Legal	73	0.2%	45	6 years	26.3%
Other Staff	1,116	3.2%	49	11 years	16.5%
Total	**34,918**	**100.0%**	**42**	**9 years**	**26.7 %**

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

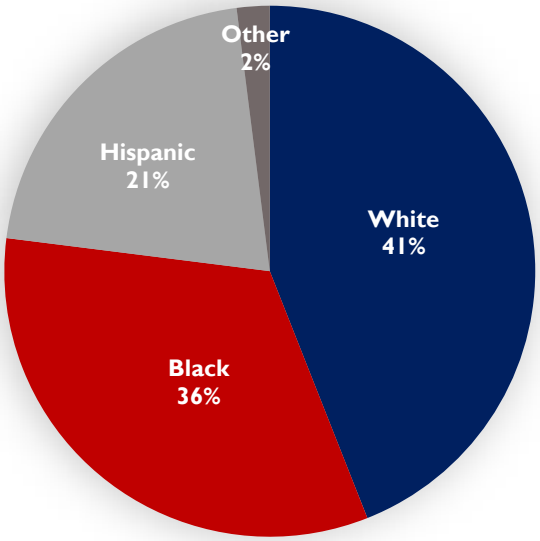
CURRENT WORKFORCE PROFILE (Continued)

TDCJ Total Workforce as of February 29, 2020

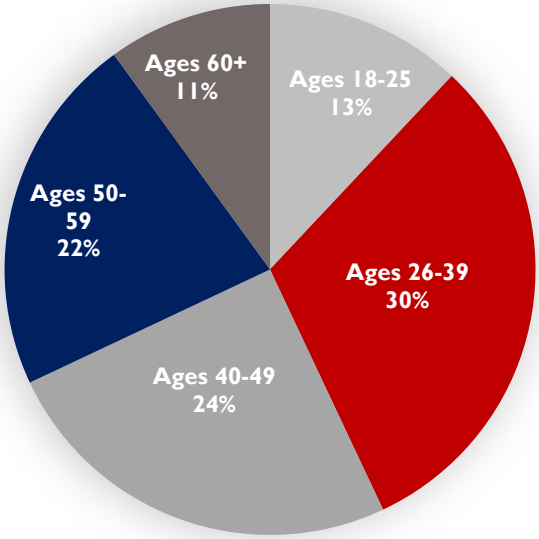
Gender



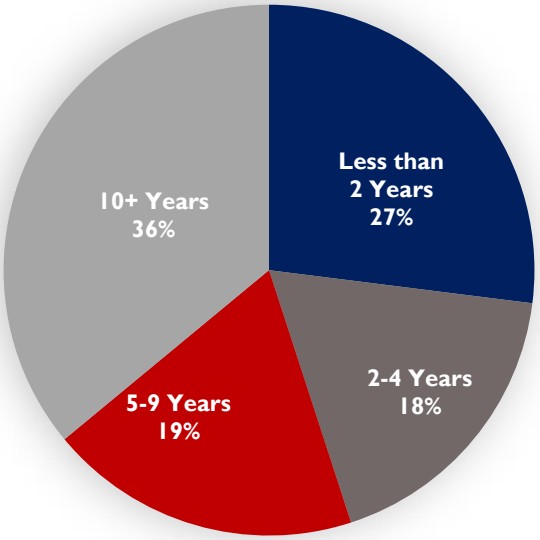
Ethnicity



Age



TDCJ Tenure



CURRENT WORKFORCE PROFILE (Continued)

Retirement Eligibility

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

FY 2020	FY 2021	FY 2022
3,092*	852	900

*Includes rollover from previous fiscal years.

Projected Employee Turnover Rate

Turnover Due to Retirement

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

- The majority of TDCJ employees do not actually retire until they are eligible to retire with full health insurance benefits and without a reduced annuity.
- The number of agency employees who retired in FY 2017 was 1,238 (monthly average 103) and in FY 2018 was 1,420 (monthly average 118).
- The number of agency employees who retired in FY 2019 was 1,268 (monthly average 106). In FY 2020 as of February 29, 2020, the number of agency employees who retired was 502 (monthly average 84).

Total Projected Turnover

The agency's annualized turnover rate for FY 2019 was 26.7%, and it is projected that the agency's turnover rate for FY 2020 will be slightly higher than the FY 2019 turnover rate.

FUTURE WORKFORCE PROFILE

Critical Functions

As previously stated, TDCJ uses 276 different job classifications within the State Classification Plan. Although there are several varied functions performed by these job classifications that are critical to achieving the agency's mission, the following functions are the most crucial because: (1) these functions help the agency ensure public safety; (2) these functions are vital to the success of the majority of other mission-critical functions; and (3) the agency's overall success in achieving its mission is dependent upon its employees.

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

Expected Workforce Changes

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

Anticipated Increase/Decrease in Required Number of Employees

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

Future Workforce Skills Needed

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

- Strategic planning to justify operations and budget allocations
- Basic and advanced computer skills due to an increasing number of manual processes being automated
- 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

FUTURE WORKFORCE PROFILE (Continued)

Recruitment Efforts to Increase the Diversity of Agency Workforce

TDCJ maintains a high priority and commitment in promoting interest for filling agency positions with diverse, qualified applicants. The FY 2019 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 and Asian 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:

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

Workforce Plan FY 2021-2025

GAP ANALYSIS (Continued)

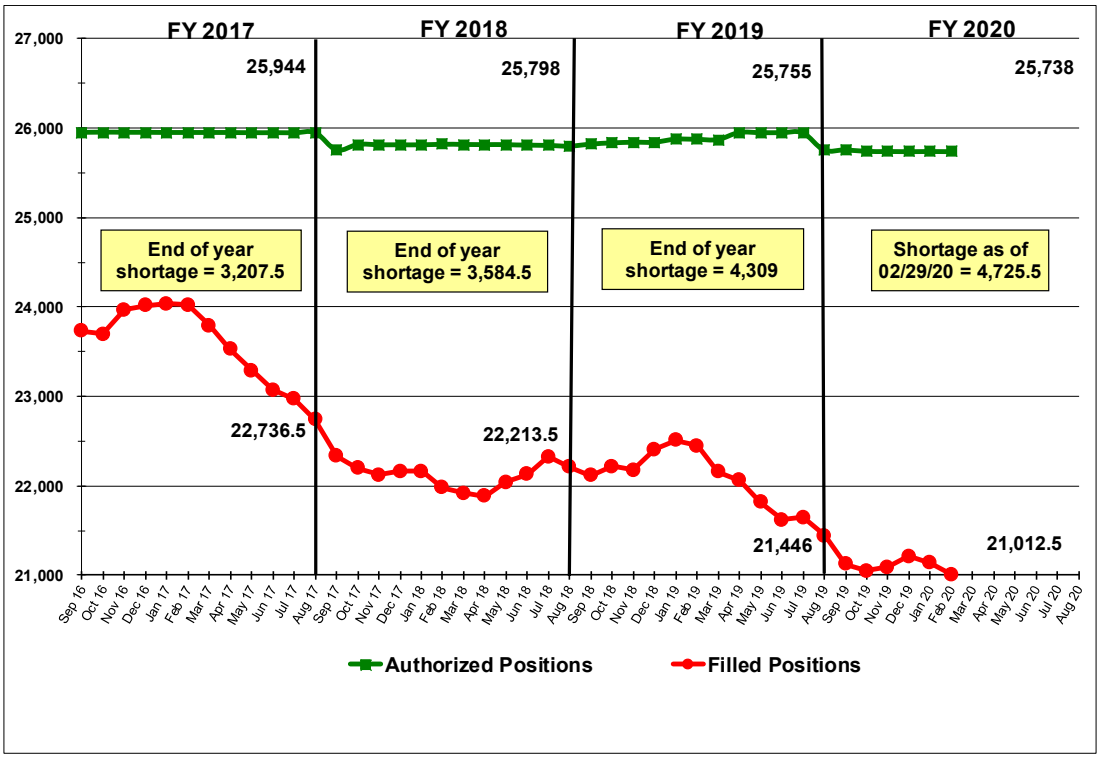
The agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, parole officers, and parole supervisors. As of February 29, 2020, these positions comprised 79% of the agency's workforce.

Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

The CO shortage remains the agency's greatest workforce challenge. The CO shortage increased in both FY 2017 and FY 2018. In an effort to improve employee morale and retention, the agency implemented CO retention strategies that reflect the agency's commitment to meet this challenge.

In addition to implementation of several retention strategies, the agency's continued aggressive recruitment efforts resulted in the hiring of 8,134 COs in FY 2019. The number of COs hired in FY 2020 as of February 29, 2020, was 3,842.

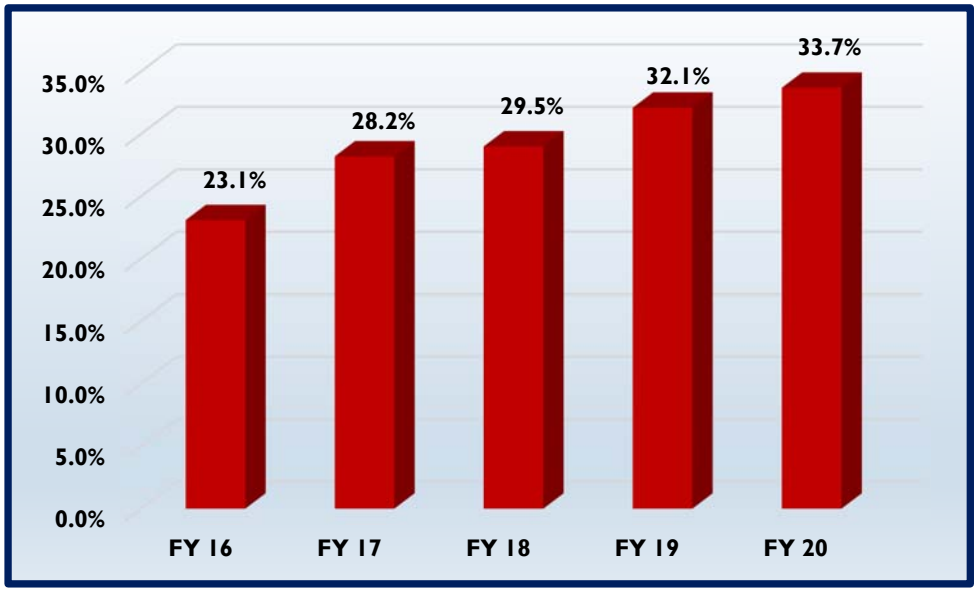


Achieving a 23% CO turnover rate was identified in the General Appropriations Act for the 2020-21 fiscal biennium as one of the outcome measures for the agency's Goal C, Incarceration. Based on the current and projected CO turnover rates as of February 29, 2020, the agency anticipates the FY 2020 CO turnover rate will be approximately 33.7%

Workforce Plan FY 2021-2025

GAP ANALYSIS (Continued)

CORRECTIONAL OFFICER TURNOVER
FY 2016 – 2020



GAP ANALYSIS (Continued)

Correctional Officer Supervisors and Unit Administrators

This group of positions includes Sergeant through Warden. 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 significant changes in these factors.

Food Service Managers and Laundry Managers

The FY 2019 SAO turnover rates for the Food Service Managers II through IV and the Laundry Managers II through IV positions were lower than the FY 2019 overall agency turnover rate of 26.7%. Food Service Manager IV and Laundry Manager IV are supervisory positions.

FY 2019 Turnover Rates	
Job Class	**Rate**
Food Service Manager II	26.6%
Food Service Manager III	13.9%
Food Service Manager IV	15.6%
Laundry Manager II	14.1%
Laundry Manager III	12.9%
Laundry Manager IV	14.3%

Parole Officers and Parole Supervisors

References to TDCJ 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 2019 turnover rate for the parole officer series was 22.2%, which is lower than the FY 2019 overall agency turnover rate of 26.7%. 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 2019 turnover rate for Parole Officers III through V positions was 12.8%, which is considerably lower than the combined turnover rate of 22.2% for Parole Officers I through II.

Parole Officer Positions	FY 2019 Turnover Rate
Parole Officer I	31.7%
Parole Officer II	16.7%
Combined, Parole Officer I & II	22.2%

GAP ANALYSIS (Continued)

Anticipated Surplus or Shortage of Skills

Correctional Officers

The TDCJ Training and Leader Development Division (TLDD) 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, TLDD 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.

TLDD revises the Pre-Service Training Academy (PSTA) curriculum to enhance areas defined through the needs assessment as requiring greater emphasis 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 20 hours and 45 minutes of orientation and administrative in-processing and 219 hours and 15 minutes of curriculum which includes:

- The Dynamic learning aspect actively engages the cadet in job related tasks. They are monitored by trained instructors to ensure tasks such as communication skills, conflict de-escalation and resolution, and adaptive response are performed properly to ensure safety.
- 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 and state issued weapons.
- 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 includes 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 32 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.
- The Physical Agility Test (PAT) has been redesigned and is no longer a prerequisite for employment. Cadets will participate in a physical agility test during the PSTA, which is conducted on weeks 1, 3, and 5. Employees that can complete the PAT within a predetermined length of time will be awarded a PAT Star to be worn on their uniform.

GAP ANALYSIS (Continued)

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 inspection; (2) properly apply and remove restraint device; (3) perform offender pat search; (4) perform offender strip search; (5) perform restrictive housing 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

- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010, has been redesigned as of June 2019. The PAT, which previously included an accumulative point scoring system, is now a self-paced agility test and all employees are encouraged to participate. Uniformed staff must complete the assessment as a requirement of the 40-hour annual in-service training. The goal is to show an improvement in the physical agility of all participants each year. Participants who complete the PAT within a designated amount of time will be awarded the PAT STAR pin that is authorized to be worn on the uniform.
- 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.

GAP ANALYSIS (Continued)

- *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.
- *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.
- Six 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 and a half hours of In-Service training are 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.

Adaptive Response Skills

- *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 Quarters Combat* course prepares COs with survival techniques in the event of an impending offender escape. Training is conducted using agency issued firearms and practical scenarios.

Armory Custodian Training

The *Armory Custodian Training* is 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.

Correctional Officer Supervisors and Unit Administrators

The agency recognizes that supervisory and management training is a fundamental tool for the improvement of management-employee relations and supervisor effectiveness. Management-employee relations 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

GAP ANALYSIS (Continued)

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 86-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 Fundamentals of Leadership (FOL) 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 FOL training is also a prerequisite for certain other supervisory training programs.

  In addition to the FOL training, the Sergeant, Food Service, and Laundry Manager Academy includes the 20-hour TDCJ Equipping Leaders with Human Resource Fundamentals 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 Equipping Leaders training within 180 days of promotion or hire.

- TDCJ Annual In-Service Training: All uniformed and designated other selected 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.
- 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 knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training.
- Correctional Administrator Preparedness Training (CAPT): The 36-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.

GAP ANALYSIS (Continued)

- 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 36-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.
- Annual Majors Training: 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 28-hour 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.
- Restrictive Housing 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 a Restrictive 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 Restrictive Housing area, and veteran employees who have been assigned to Restrictive Housing prior to creation of the 16-hour program at one facility and transfer to Restrictive Housing at a different facility. This course includes in-depth information from the Restrictive Housing Plan.
- Gender Specificity Training: This 12-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.

GAP ANALYSIS (Continued)

- 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 five days to discuss operational oversight and effective correctional management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level.

Food Service Managers and Laundry Managers

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

- Requirement for all Food Service Managers II, III, and IV and Laundry Managers II, III, and IV to attend the agency's Fundamentals of Leadership (FOL) 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.
- 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 Equipping Leaders with Human Resource Fundamentals 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.

GAP ANALYSIS (Continued)

- The development of curriculum relating to automated systems (Advanced Purchasing and Inventory Control System, Email, OnBase Reporting 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 Equipping Leaders with Human Resources Fundamentals and Fundamentals of Leadership.

Parole Officers

The TLDD 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 TLDD 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 and TLDD 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, 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.

GAP ANALYSIS (Continued)

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 32 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 include collaboration with the Training and Leader Development Division (TLDD) in order 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.

GAP ANALYSIS (Continued)

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

- The Parole Division conducts monthly director's video conferences to enhance skills and knowledge relating to policies and procedures.
- 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.
- 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 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 TLDD 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.
- 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.

The TLDD 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 began its focus on implementation of staff recertification on the TRAS.

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 Training and Leader Development Division include:

TLDD 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 Adaptive Response Fundamentals	X	X	X	X	X	X	X	X
TDCJ 16-hour Adaptive Response 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 86-Hour Sergeant, Food Service, and Laundry Managers Academy (includes 20-Hour Fundamentals of Leadership and 20-Hour Equipping Leaders with Human Resources Fundamentals)		X						
TDCJ 40-Hour Lieutenant Command School			X					
CMIT 36-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 28-Hour Warden's Peer Interaction							X	
TDCJ 5-day Leadership Forum for Wardens							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
TDCJ 36-Hour Correctional Administrator 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 Restrictive Housing Training	X	X	X	X				
TDCJ 12-Hour Gender Specificity Training	X	X	X	X				

STRATEGY DEVELOPMENT (Continued)

Assignment of Assistant Wardens or Wardens

When an assistant warden or warden vacancy occurs, the determination of whether a newly hired or promoted or current assistant warden or warden will be assigned to fill the vacancy includes consideration of the facility type and an assessment of talent to include internal job performance, experience, and tenure.
In general, facilities are defined by size (offender capacity) and security level (e.g., minimum, maximum).
Newly hired or promoted assistant wardens or wardens will typically start out at a facility with a smaller capacity and a minimum security level and progressively be reassigned to facilities with a larger capacity and higher security level based on their increased experience and tenure while demonstrating good job performance.

Encouragement for Continuation of Formal Education

As a demonstration of the agency's support for the enhancement of our employees' education, the agency implemented an employee award program, Administrative Leave for Outstanding Performance (ALOP) – Continuing Education, effective May 1, 2004. The program rewards and recognizes eligible employees who are working full-time while pursuing a college education and encourages such employees as they juggle their workload and class load. The amount of ALOP – Continuing Education that may be awarded is eight hours within a 12-month period. Since implementation, 701 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 annual performance evaluation must indicate minimum ratings of "somewhat exceeds standards".

Workforce Plan FY 2021-2025

STRATEGY DEVELOPMENT (Continued)

Gap Elimination Strategies

Gap	Correctional Officer (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	• Continue to implement aggressive, targeted recruitment strategies that have been successful, such as the Recruitment Bonus, Executive Director's Recruiting Award, and selected unit-based CO screening sessions. • Maintain aggressive recruitment strategies, to include an expedited hiring process for military veteran applicants and applicants with a degree from a Texas institution of higher education accredited by the Southern Association of Colleges and Schools Commission on Colleges by exempting the requirement of a CO pre-employment test. • Continue to enhance hiring standards for CO applicants. • Enhance effective practices and programs resulting from current retention strategies, to include the Correctional Officer, Sergeant, Food Service and Laundry Manager 90-day interview. • Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, employee wellness initiatives, management and employee relationships, and employee rewards and recognition. • Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs. • Continue to effectively assess CO training needs to ensure that training strategies are implemented and revised as needed. • Ensure management practices are consistently applied. • Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

Gap	Parole Officer Staffing Levels
Goal	Maintain PO staffing levels and reduce turnover rates in the first two levels of the parole officer series (Parole Officer I and II).
Rationale	Maintaining PO staffing levels and reducing the turnover rates in the first two levels of the parole officer series will ensure a more experienced parole officer workforce.
Action Steps	• Continue to implement aggressive, targeted recruitment strategies that have been successful in the CO series, such as the Recruitment Bonus. • Enhance effective practices and programs resulting from current retention strategies. • Review training programs in an effort to determine what areas could be improved to better prepare newly hired parole officers for the performance of their job responsibilities. • Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition. • Continue to review human resources policies to ensure they do not limit the ability to retain parole officers. • Continue effectively assessing parole officers' training needs to ensure that training strategies are implemented and revised as needed. • Ensure management practices are consistently applied. • Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

Workforce Plan FY 2021-2025

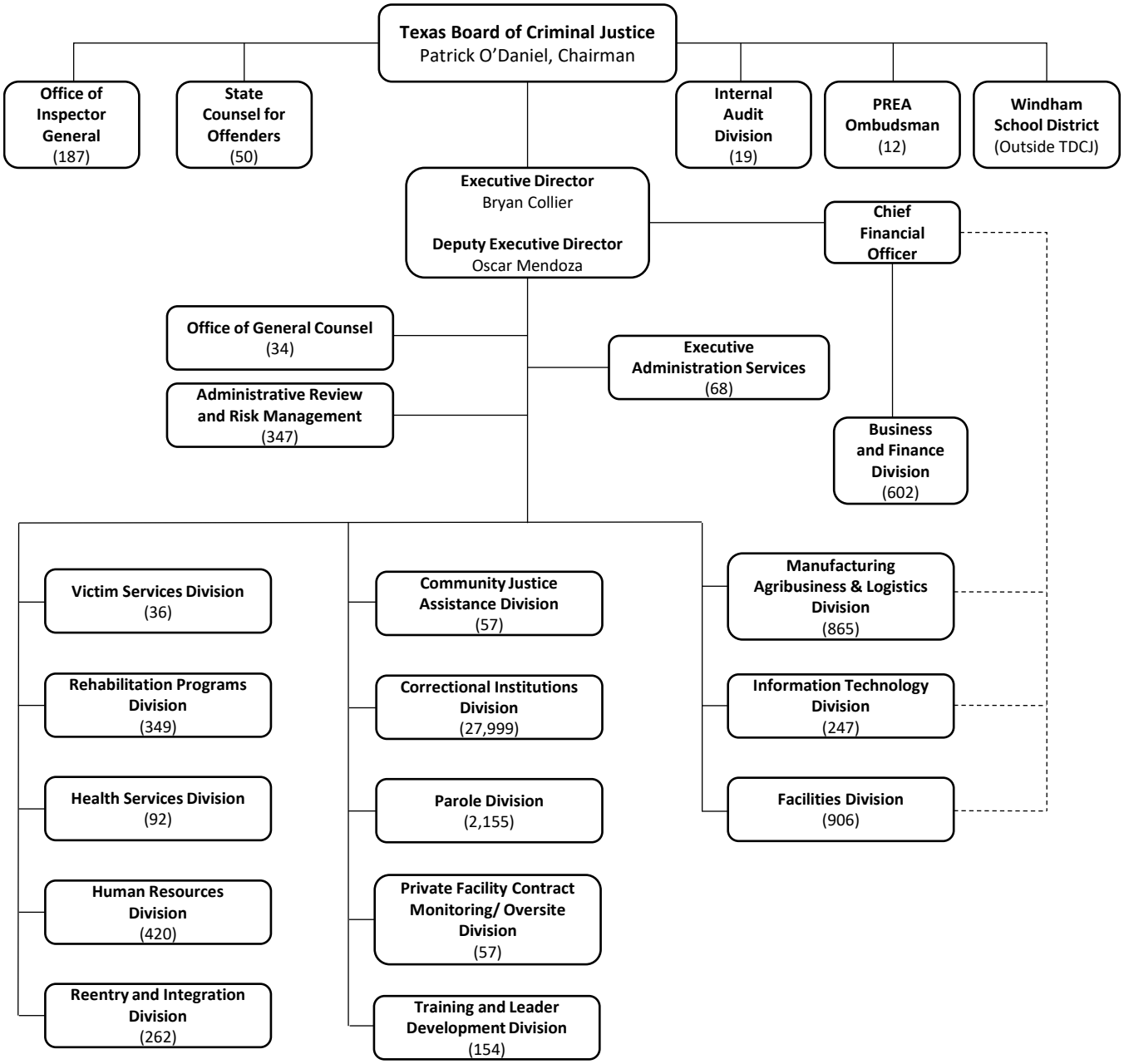
STRATEGY DEVELOPMENT (Continued)

Gap	Skills to Manage/Supervise Employees from Multiple Generations
Goal	Ensure that the agency's supervisors at all levels are provided the information required for motivating employees from multiple generations in an effort to improve employee retention by exploring the reasons for separation.
Rationale	Open lines of communication with employees in one-on-one discussion will enhance retention and utilizing the exit survey will indicate reasons why someone leaves the agency.
Action Steps	Continue to remain focused on one-on-one interviews with employees to improve retention.

Workforce Plan FY 2021-2025

Texas Department of Criminal Justice

Organizational Structure



Note: The number within parenthesis denotes filled positions as of February 29, 2020 and does not include employees on LWOP. Board of Pardons and Paroles employees (508) are not included in this organizational chart.

Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Schedule F2

SURVEY OF EMPLOYEE ENGAGEMENT

Survey of Employee Engagement Results

Background

Employees of the Texas Department of Criminal Justice (TDCJ) were asked to participate in the Survey of Employee Engagement (SEE) in November 2019. 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.

Primary Items and Survey Constructs

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

TDCJ provided employees the opportunity to participate in the Survey of Employee Engagement from November 1 to December 21, 2019. Of the total 35,905 employees invited to take the survey, 11,872 responded. The response rate for 2019 was 33.1%, an increase from 2017.

Survey Constructs Scoring

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

Areas of Strength

Higher scores indicate a more positive perception by employees. As in the 2017 SEE, the Strategic construct in the 2019 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 374 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 358. 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

Lower construct survey scores generally indicate employee dissatisfaction. The three lowest scoring constructs on the 2019 SEE were: Pay, Information Systems, and Internal Communication. While these categories were also the lowest in the 2017 SEE, Pay and Internal Communication has shown significant improvement over the past two years, while Information Systems construct scores remained low. Construct scoring results are as follows: Pay (2017: 215 / 2019: 223, a 3.7% scoring increase), Internal Communication (2017: 320 / 2019: 326, a 1.9% scoring increase), and Information Systems (2017: 325 / 2019: 320, a 1.5% scoring decrease) Recent actions implemented by the agency and the State in these identified areas include:

Pay

- Effective September 1, 2019, the 86th Legislature restructured the correctional career ladder, providing a 3.7% salary increase. The agency also reinstated the higher starting salary for correctional officer applicants with a Bachelor's degree or two years active military service, effective September 1, 2019.
- Effective September 1, 2019, the 86th Legislature provided a 5% salary increase to all parole officer positions. Parole officers receive an annual salary increase, during each of the officer's first ten years of satisfactory service, equal to one tenth of the difference between the officer's current annual salary; and the minimum annual salary of a parole officer in the next highest classification.

Internal Communication

- Leadership Forum for Wardens provides an opportunity for senior wardens to interact with TDCJ executive leadership over the course of five 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 (HR) Development Forum is a 3-hour forum style 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. HR Development Forum 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 Equipping Leaders with Human Resource Fundamentals, Texas Workforce Commission Compliance Training, and a variety of HR representative specific courses.
- Bi-weekly "HR Reminder" emails are sent to all HR representatives to recap specific HR related topics and provide an avenue for further instruction or guidance.
- 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.
- Social media provides an avenue to update and inform employees regarding agency related news.

Information Systems

- In FY 2019, TDCJ Information Technology Division (ITD) deployed several software applications throughout the agency that provided enhanced security and upgraded the infrastructure of these systems. The agency deployed several new applications to include the Safe Prison/PREA Automated Network System that automates offender protection investigations (OPI), PREA risk assessments and Safe Prison/PREA reports. ITD also developed and implemented the Legal Action Workflow System (LAWS) a case management system used by State Counsel for Offenders (SCFO). Additionally, the ITD implemented Provance a new desk top ticketing system. The 86th Legislature also appropriated funding to replace the legacy 40-year-old offender management system.
- ITD continues to maintain and replace aging PC's, laptops and devices, as established by the agency's 6-year PC replacement schedule. These replacements will include Windows 10 Operating Systems and Microsoft Office 2016.
- 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.

Survey of Employee Engagement Results

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Texas Department of Criminal Justice

Agency Strategic Plan for Fiscal Years 2021-2025

Schedule G

TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

Texas Workforce System Strategic Plan

Legislative Authority

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

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.

TDCJ Workforce System Strategy Statement

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

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

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

1. Develop and maintain partnerships between industry, WSD and TDCJ to provide industry recognized certifications to offenders that will fulfill job requirement in the current workforce.
2. Work with WSD to expand the career and technical programs and industry recognized certifications 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.

Anticipated Outcomes

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

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

Output ♦ Rate of employer satisfaction

Key Actions

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

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

Issues

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

1. Employers may have a negative attitude toward hiring 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.

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

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 Recognized Certifications for offenders. Meetings with industry leaders often resulting 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 2021-2025

Schedule H

REPORT ON CUSTOMER SERVICE

2020 Report on Customer Service

External Customers

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

Description of Services Offered

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

In previous customer service reports, the agency had two survey instruments, both with the same series of questions. One mailed version was distributed 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.

Beginning in 2016, in an effort to streamline the survey process and provide 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

- A link to the online survey was placed on the agency website homepage for a period of six 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.
- Results of the online survey were collected in a database and forwarded by TDCJ information technology staff to the TDCJ Business and Finance Division for compilation and analysis.

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 website, 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. Currently incarcerated TDCJ offenders were not included in the survey.

2020 Report on Customer Service

Data Collection Time Frames

The online survey was posted on the TDCJ website homepage from March 17 to April 17, 2020.

A link to the online survey was emailed to county judges and offender advocate groups on March 17, 2020.

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 2018 and 2020. The agency received 138 survey responses in 2020, a decrease when compared to the 248 received in 2018. As the survey instrument was made available to the entire general public, a response rate for the survey is not applicable.

	2018	2020
Respondents that expressed overall satisfaction with services TDCJ offered	49.4%	50.0%
Respondents that expressed dissatisfaction with services offered by TDCJ	50.6%	50.0%

Agency's Response to Assessment

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

- the customer not believing the agency will address a complaint
- the customer believing staff members were not courteous
- the customer not receiving clear explanations or answers to their questions about available services

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

- communication, consistency, and timeliness

The agency has identified the TDCJ Ombudsman Office 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 further analyze current assessment results and comments, using the insights gained for improving customer service. Future assessments will continue to prominently display the survey online. Additionally, the next survey instrument will allow participants to voluntarily provide contact information if follow up discussions are needed.

2020 Report on Customer Service

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 2018 depict actual data based upon the recent customer service survey. Agency-specific measures depict actual performance for fiscal year 2016 along with projected performance for fiscal year 2018.

Standard Measures	FY 2018 Performance	FY 2020 Performance
Percentage of surveyed customer respondents expressing overall satisfaction with services received	49.4%	50.0%
Percentage of surveyed customer respondents identifying ways to improve service delivery	30.2%	32.6%
Number of customers surveyed	256 Targeted & The General Public	256 Targeted & The General Public
Cost per customer surveyed	No Fiscal Impact *(existing resources utilized)*	No Fiscal Impact *(existing resources utilized)*
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 Measures	FY 2018 Performance	Projected FY 2020 Performance
Average number of days from initial inquiry to final response	16.9	2.9
Percent of inquiries involving life threatening issues	4.1%	9.6%
Total number of inquiries received by the TDCJ Ombudsman Office	46,203	38,400
Number of phone inquiries received	27,731	21,700
Number of mail inquiries received	2,312	2,200
Number of legislative/government inquires received	89	90
Number of meetings held with offender advocate groups	29	30

2020 Report on Customer Service

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