

Agency Strategic Plan

For the Fiscal Years 2009-2013

by the

Texas Department of Criminal Justice

Texas Board of Criminal Justice

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July 11, 2008

INTRODUCTION

As defined in the Agency Strategic Plan Instructions for Fiscal Years 2009-13 issued jointly by the Governor's Office of Budget, Planning and Policy (GOBPP) and the Legislative Budget Board (LBB), the following provides a brief narrative to the Strategic Planning process for state agencies:

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

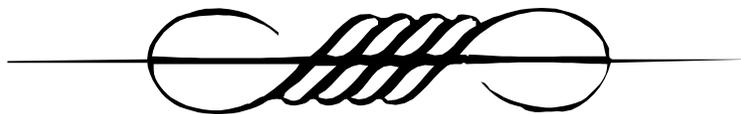
House Bill 2009 was subsequently codified as Chapter 2056 of the Government Code.

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

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

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

The Texas Department of Criminal Justice (TDCJ) Strategic Plan discusses goals and strategies to be accomplished in the next five years beginning with Fiscal Year 2009. Agency Division Directors and other key staff members provided valuable input during the preparatory phase of this Plan. *Appendix A* speaks to the Agency's Planning Process.



Texas Department of Criminal Justice
FY 2007-2011 Agency Strategic Plan

TABLE OF CONTENTS

Vision, Mission, and Philosophy for Texas State Government	1
Relevant Statewide Goals and Benchmarks.....	2
Texas Department of Criminal Justice Mission and Philosophy	2
External/Internal Assessment	
<i>The External/Internal Assessment is an evaluation of key factors that influence our success in achieving the mission and goals of the Texas Department of Criminal Justice.</i>	
Overview of Agency Scope and Functions	
Statutory Basis.....	3
Historical Perspective.....	3
Key Service Populations.....	8
Public Perception	10
Organizational Aspects	
Workforce.....	13
Organizational Structure.....	14
Geographical Location	19
Human Resource Initiatives	22
Historically Underutilized Business Program	24
Future Organizational Trends.....	25
Fiscal Aspects	30
Demographics	
Historical Characteristics.....	34
Current Characteristics	37
Future Trends	38
Technological Developments	39
Impact of Federal Statutes/Regulations	39
Economic Variables.....	40
Significant Criminal Justice Legislation - 80 th Regular Legislative Session.....	40
Self-Evaluation and Opportunities for Improvement	49
2008-09 Biennium Goals, Objectives and Outcome Measures –	
Strategies and Output, Efficiency, Explanatory Measures	52
Technology Initiative Alignment.....	57
Appendices	
A. Strategic Planning Process.....	A-1
B. Current Organizational Chart	B-1
C. Five-Year Projections for Outcomes	C-1
D. List of Measure Definitions.....	D-1
E. Implementing the Texas Transformation	E-1
F. Agency Workforce Plan	F-1
G. Survey of Organizational Excellence - Synopsis of Results	G-1
H. Workforce Development System Strategic Plan.....	H-1

Vision for Texas State Government

Working together, I know we can address the priorities of our citizens. As my administration works to create greater opportunity and prosperity for our citizens, making our state and its people truly competitive in the global marketplace, we must remain focused on the following critical priorities:

- ☆ Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for productive citizens but also emphasizes excellence and accountability in all academic and intellectual undertakings;
- ☆ Creating and retaining job opportunities and building a stronger economy to secure Texas' global competitiveness, leading our people and a stable source of funding for core priorities;
- ☆ Protecting and preserving the health, safety, and well-being of our citizens by ensuring healthcare is accessible and affordable and by safeguarding our neighborhoods and communities from those who intend us harm; and
- ☆ Providing disciplined principled government that invests public funds wisely and efficiently.

I appreciate your commitment to excellence in public service and look forward to the outcome of this necessarily rigorous process.

RICK PERRY, Governor

Mission of Texas State Government

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials

must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

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

Philosophy of Texas State Government

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

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

Relevant Statewide Goals and Benchmarks Public Safety and Criminal Justice

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

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

- Average rate of adult re-incarceration within three years of initial release
- Number of Correctional Officer and correctional staff vacancies
- Average annual incarceration cost per offender
- Percent increase in the number of faith-based prison beds
- Percent reduction in felony probation revocations
- Percent reduction in felony probation technical revocations
- Percent reduction in recidivism attributable to alternatives to incarceration



Texas Department of Criminal Justice Mission

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

Texas Department of Criminal Justice Philosophy

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



External/Internal Assessment
Overview of Agency Scope and Functions

Statutory Basis

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

Historical Perspective

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

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

1913 - Probation system established.

1926 - Texas Prison Board established and given oversight authority.

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

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

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

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

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

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

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

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

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

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

created the concept of a Substance Abuse Felony Punishment Facility. Additionally, the TDCJ was given a statutory deadline of September 1, 1995, to accept all inmates from county jails within 45 days of paper-ready status.

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

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

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

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

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

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

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

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

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

in three (3) respects: excessive use of force, conditions in administrative segregation, and failure to protect vulnerable inmates. The opinion found that the system is not unconstitutional, though deficient, in the area of health and psychiatric care. Judge Justice also ruled that the PLRA is unconstitutional, but entered an "Alternative Order" under the PLRA to be triggered in the event the 5th Circuit disagreed with the holding.

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

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

Staffing, Support Services Inmates (Building Tenders), Discipline, Access to Courts, Visiting, Crowding, Internal Monitoring and Enforcement, Health Services and Death Row. On October 12, 2001, Judge William Wayne Justice issued an order detailing remedial actions in the three (3) remaining areas and setting a target date for the end of jurisdiction on July 1, 2002. The State appealed the order but did not seek a stay pending the appeal.

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

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

programs was reduced or eliminated. The Criminal Justice Policy Council (CJPC) was eliminated effective September 1, 2003. Significant criminal justice legislation included: a requirement that judges grant community supervision for first time drug possession state jail felonies (HB 2668); expansion of eligibility and improved procedures for "medically recommended intensive supervision" (HB 1670); wholesale revision to the statute governing competency to stand trial (SB 1057); a requirement that non-violent offenders be reviewed annually for parole release, and that others be set off for up to five years (SB 917); and a reduction in the amount of time allowed to process a parole revocation for a technical violation (SB 880). In the 3rd Called Session, the Board of Pardons and Paroles was reorganized in HB 7 (Article 11). TDCJ streamlined the Agency's organizational structure, combining four (4) separate divisions, the Institutional, State Jail, Operations and Private Facilities Divisions, into a single Correctional Institutions Division.

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

External/Internal Assessment
Overview of Agency Scope and Functions

Historical Perspective *(Continued)*

justice legislation enacted by the 79th Legislature included SB 60, making life without the possibility of parole a sentencing option in capital crimes; HB 1068, creating the Texas Forensic Science Commission and HB 2036, providing for the licensing and regulation of sex offender treatment providers and the treatment of sex offenders.

2006-2007 - The TDCJ participated in the Sunset Review process. As enacted by the 80th Legislature, the Sunset bill (SB 909) made numerous changes to state law, to include authorizing judges to permit the release of state felons to medically recommended intensive supervision; and requiring the Parole Division to establish a process for identifying low risk offenders who may be released from supervision. The 80th Legislature responded to projections of

inmate population growth by appropriating additional funding for numerous programs designed to reduce recidivism or provide alternatives to incarceration. The Legislature also enacted several measures impacting TDCJ employees, to include a 2 percent pay raise in both FY 2008 and FY 2009, and an increase in hazardous duty pay for security staff. In response to SB 1580 enacted by the 80th Legislature, the Agency began implementation of an offender telephone system offering both prepaid and collect calling options. In order to consolidate oversight functions involving contract facilities, TDCJ modified the Agency's organizational structure by creating the Private Facility Contract Monitoring/Oversight Division.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Overview of Agency Scope and Functions

Key Service Populations

Community Supervision:

As of August 2007, the Community Supervision and Corrections Departments (CSCDs) offender population was composed of:

Type of Supervision	Felons	Misde-meanants	Total
Direct	164,559	106,937	271,496
Indirect	71,968	72,756	144,724
Pretrial	6,622	8,652	15,274
Total	243,149	188,345	431,494

During FY 2007, approximately 10.1 percent of felons and 14.3 percent of misdemeanants were revoked from community supervision.

Offender Population:

On August 31, 2007, the offender population was composed of:

Prison (<i>Offenders with capital, first, second and/or third degree felony convictions. Formerly referred to as the Institutional Division.</i>)	135,666
State Jail (<i>Offenders convicted of State Jail felony offenses. An individual adjudged guilty of a State Jail felony offense may be confined in a State Jail facility for a term of no more than two years nor less than 75 days. There is no parole or mandatory supervision release from State Jail.</i>)	13,808
Substance Abuse Felony Punishment Facility (SAFPF) (<i>Offenders who are sentenced by a judge as a condition of community supervision or as a modification of parole/community supervision to an intensive six-month therapeutic community program (nine-month program for offenders with special needs)</i>)	3,187
Total On Hand	152,661

Supervision Following Release:

In FY 2007:

- 34,639 offenders were released to parole or mandatory supervision; 32,228 offenders from prisons, 618 offenders from SAFPFS and 1,793 parole-in-absentia (PIA) offenders from county jails, out-of-state facilities, and federal penal institutions.
- 36,417 warrants were issued.
- 913 SISF offenders were released to supervision in Texas, while another 390 SISF offenders were revoked.

On August 31, 2007:

- Parole Officers supervised nearly 78,000 parole and mandatory supervision offenders and, during FY 2007, 10,251 offenders had their parole or mandatory supervision revoked.
- 1,262 offenders were in halfway houses and 2,795 offenders were under electronic monitoring (EM) surveillance on EM or SISF caseloads.
- 2,720 offenders were under supervision on specialized sex offender caseloads, 3,843 offenders on special needs caseloads, and 1,700 on substance abuse caseloads.
- 1,874 parole violators were incarcerated in Intermediate Sanction Facilities.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Overview of Agency Scope and Functions

Key Service Populations (Continued)

Substance Abuse Treatment Programs:

In FY 2007 the number of offenders successfully completing substance abuse treatment programs was as follows.

Substance Abuse Felony Punishment Facility (SAFPF)	5,201
In-Prison Therapeutic Community (IPTC)	892
LeBlanc - Pre-Release Substance Abuse Program (PRSAP)	1,778
Hamilton- Pre-Release Therapeutic Community (PRTC)	958

Windham School District Programs:

In FY 2006-07, 78,124 individual offenders participated in one (1) or more Windham program(s). The number of offenders who participated in each Windham School District program was as follows:

Literacy	
Literacy I, Reading	708
Literacy I, II, III	33,989
English as a Second Language	1,012
Special Education	1,740
Title I	870
Life Skills	
CHANGES/Pre-Release	30,656
Cognitive Intervention	17,424
Parenting	5,102
Perspectives and Solutions	3,441
Women's Health	993
Life Matters	447
Career and Technology	
Career & Technology Full Length Course	10,586
Career & Technology – Short Course	142
Apprenticeship Related Training	447
Continuing Education	
Two-Year College Academic	5,212
Four-Year College Academic	366
Graduate College Academic	67
Vocational College Credit	2,813
Workforce Education Non-Credit	930
Project RIO	
RIO Participants	61,663
RIO Participants Released with an Individual Employment Plan	31,517

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

Chaplaincy Program:

In FY 2007:

- The number of chaplaincy volunteers was 12,941.
- 33,628 study groups and 30,328 primary worship services were conducted.

As of August 31, 2007, 293 offenders were participating in the InnerChange Faith-Based Pre-Release Program.

Other Treatment Programs:

- In FY 2007, the Sex Offender Treatment Program (SOTP) averaged 458 offenders per month. The SOTP's capacity is 484. During the same time period, the Sex Offender Education Program (SOEP) averaged 104 offenders per month. The SOEP's capacity is 111. The combined program capacity is 595.
- In FY 2007, 411 juveniles were adjudicated as adults and sentenced to the TDCJ. Beginning in FY 2008, TDCJ improved its tracking process to more accurately determine which offenders were transferred from the Texas Youth Commission. The number of girls completing the therapeutic community program at Hilltop was six (6) while the number of boys completing the program at Clemens was 34.

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception

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

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

FACT - Today only about three (3) out of ten (10) inmates are approved for parole, compared to eight (8) out of ten (10) in FY 1990. Whereas inmates released in FY 1990 served only 20 percent of their sentence, inmates now serve over 60 percent, with violent inmates serving more than 80 percent.

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

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

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

FACT - Historically the rate of escapes from Texas prisons is low relative to the national average. During calendar year 2007 there were six (6) escapes, and two (2) escapes in each of the two (2) preceding years. All the offenders were returned to custody.

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

- *Inmates do not work.*

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

- *Inmates get paid for their labor.*

FACT - The State of Texas does not pay wages to offenders. Only offenders participating in Prison Industry Enhancement (PIE) Programs are paid wages by private-sector companies. Approximately 400 offenders currently participate in PIE Programs.

- *Prisons are air-conditioned.*

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

- *Inmates have cable TV in their cells.*

FACT - With few exceptions, inmates are not allowed television in their cells. Generally, inmates with acceptable behavior are allowed to watch television in day rooms, where twenty-to-thirty inmates or more may gather around a single TV, which is controlled by a Correctional Officer and paid for by inmate commissary expenditures.

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception (Continued)

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

FACT - During the 2006-07 school year, the Windham School District served 78,000 offenders with academic, vocational and life skills programming. Windham enabled 5,039 offenders to earn a GED certificate. Windham participants earned 5,733 vocational certificates and 2,751 industry certificates. Post-secondary education is available through contracts with local colleges and universities. Students must reimburse the state as a condition of parole or qualify for grants or scholarships, or pay tuition with personal funds. During the 2006-07 school year, 455 associate's degrees, 31 bachelor's degree and 11 master's degrees were awarded. Thousands of offenders are also participating in substance abuse treatment programs, sex offender treatment and education, faith-based programs or programs developed for youthful offenders, including programs ranging from intensive 18-month therapeutic communities to volunteer-led programs; however, the most extensive programming is targeted for well behaving inmates nearing release. Also, Texas Correctional Industries, Windham, and the Texas Workforce Commission coordinate efforts to provide job training and job placement services.

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

FACT - Research has found that the TDCJ's education and substance abuse treatment programs do reduce recidivism. Inmates with a 9th grade education had a 14 percent lower recidivism rate than inmates with a 4th grade education, while the highest impact occurred when young

illiterate property offenders were taught to read (37 percent reduction for that group).

The intensive substance abuse therapeutic community programs, followed by continuing aftercare, produced lower recidivism rates.

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

FACT - Recidivism rates peaked in FY 1992, when about half of the offenders released from prison were reincarcerated within three (3) years. However, recidivism rates are lower today, and the most recent research indicates that less than three (3) out of ten (10) inmates are returned to prison within three (3) years of release.

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

FACT - The average cost per day was \$44.21 in FY 1990 (equivalent to approximately \$73 today when considering inflation), while the current cost per day is \$42.54.

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

FACT - The homicide rate in Texas prisons is less than the homicide rate in the State of Texas. There were four (4) inmate homicides in 2007.

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

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

External/Internal Assessment
Overview of Agency Scope and Functions

Public Perception (Continued)

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

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

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

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

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

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

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

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

safe environment. The Division also offers a Victim Impact Panel Program that gives victims the opportunity to share their personal experiences with various groups including criminal justice professionals, victim advocacy groups, and offenders.

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

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

- Supervising nearly 78,000 parolees;
- Assisting local CSCDs in the supervision of more than 430,000 probationers;
- Administering the innovative state jail system for property and drug offenders;
- Administering an extensive correctional substance abuse treatment initiative;
- Assisting the Windham School District to provide academic, vocational, post-secondary, and life-skills education;
- Administering a massive work program that includes community service initiatives such as Habitat for Humanity and local food banks, as well as programs that reduce the cost of incarceration and/or provide much needed job skills (agricultural operations, prison industries, etc.); and
- Assisting victims of crime.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

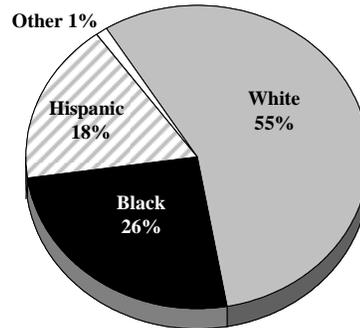
Workforce

Workforce Ethnicity

Although both the Texas Workforce Commission Civil Rights Division (TWC-CRD) and the Equal Employment Opportunity Commission (EEOC) have found the Agency's overall employee profile in compliance with Federal and State guidelines governing diversity in the workforce, the TDCJ continues to strive for increased diversity in the workplace. Under the leadership of the Executive Director as of August 31, 2007, the total number of female employees in the Agency's Executive Staff has increased by 4.4% from August 31, 2005. The Executive Director has provided ongoing leadership training that focuses on diversity, ethics and standards of conduct in the workforce. The civilian workforce job categories are defined by the U.S. Equal Employment Opportunity Commission and consist of:

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

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



Size of Workforce (as of February 28, 2008)

Administrative Review and Risk Management Division	161
Board of Pardons & Paroles	177
Business and Finance Division	893
Community Justice Assistance Division	72
Correctional Institutions Division	30,795
Executive Administration	54
Facilities Division	1,136
Health Services Division	87
Human Resources Division	170
Information Technology Division	183
Internal Audit Division	24
Manufacturing and Logistics Division	760
Office of Inspector General	127
Office of General Counsel	40
Parole Division	2,542
Private Facility Contract Monitoring/Oversight Division	64
Project RIO	112
Public Information	4
Rehabilitation and Reentry Programs Division	327
State Counsel for Offenders	56
TX Correctional Office on Offenders with Medical or Mental Impairments	19
Victim Services Division	35
TOTAL	37,838

When necessary, the TDCJ utilizes outside consultants. During 2005-07, the Agency has averaged less than \$5,000 annually on consultant services. FY 2008 expenditures are projected to be approximately \$30,000.

External/Internal Assessment
Organizational Aspects

Organizational Structure

TEXAS BOARD OF CRIMINAL JUSTICE - composed of nine (9) non-salaried members who are appointed by the Governor for staggered six-year terms. The Board governs primarily by employing the Executive Director, setting rules and policies that guide the Agency, and by considering other Agency actions at its regularly scheduled meetings. The Board members serve in a separate capacity as Board of Trustees for the Windham School District by hiring a Superintendent and providing similar oversight. The Windham School District is a separate entity whose primary funding source comes from the Texas Education Agency (TEA). In addition to the TDCJ Executive Director, the Board is responsible for appointing an Inspector General, a Director of Internal Audits, and a Director of State Counsel for Offenders.

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

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

issues, fee-generating cases, or various other legal areas depending upon circumstances.

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

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

EXECUTIVE ADMINISTRATIVE SERVICES - consists of the Public Information Office, Office of Incident Management and the Office of the Chief of Staff which has oversight of the Emergency Action Center, Executive Services, Governmental Affairs and Media Services.

External/Internal Assessment
Organizational Aspects

Organizational Structure *(Continued)*

OFFICE OF THE GENERAL COUNSEL DIVISION - consists of three (3) sections: Legal Affairs, Litigation Support, and Program Administration. The Office of the General Counsel (OGC) provides competent legal services in a timely manner.

ADMINISTRATIVE REVIEW & RISK MANAGEMENT DIVISION - provides oversight of correctional practices through a network comprised of Operational Review, Offender Grievance, Use of Force Monitoring, American Correctional Association (ACA) Accreditation, Office of Ombudsman, Risk Management, and Offender Access to Courts.

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

BUSINESS & FINANCE DIVISION - includes the following departments: Accounting and Business Services, Budget, Commissary and Trust Fund, Contracts and Procurement, Historically Underutilized Business Program, Office of Space Management, Payroll and Agribusiness, Land and Minerals.

INFORMATION TECHNOLOGY DIVISION - provides automated information services and technology support to all divisions within the TDCJ, as well as the Board of Pardons and Paroles, Correctional Managed Health Care and other external entities as needed. Services include applications programming, network support, special projects, system and network operations, support services, and voice, data and video communications for the Agency.

MANUFACTURING & LOGISTICS DIVISION - includes Fleet and Freight Transportation, Warehousing and Supply, and Texas Correctional Industries (TCI). The Manufacturing and Logistics (M&L) Division provides customers with quality products and services, maximizing effectiveness through planning, coordination, communication, and teamwork. M&L Division also oversees the Prison Industry Enhancement (PIE) Program.

FACILITIES DIVISION - is responsible for all aspects of facility management for the TDCJ. Functions include planning, design, construction, and maintenance of facilities through five (5) major departments: Engineering, Program Administration, Program Analysis, Project Administration, and Maintenance. Additionally, the Division provides construction management of various projects for the Texas Youth Commission.

VICTIM SERVICES DIVISION - focuses on the needs and concerns of crime victims and their families. This Division assists victims of offenders incarcerated in the TDCJ in determining their rights especially during the parole review process, which includes but is not limited to, protesting parole and act as a liaison between victims and voting members of the Board of Pardons and Paroles. A victim notification system, which keeps victims informed of changes in an offender's status, is operated by the Victim Services Division. This is performed via an automated callout function requested by the victims and/or family members of the victim or by direct communication with the victims. In addition, the Division prepares and accompanies victims who are given the opportunity to witness the execution of the offender convicted of the capital murder of their family member. Victim Services

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Organizational Structure (Continued)

provides a nationwide resource directory and referral, updates the Victim Impact Statement every odd-numbered year, provides statewide training for criminal justice professionals and others about issues sensitive to crime victims, and establishes and supports programs which are empowering to victims, such as Victim Offender Mediation/Dialogue, Victim Impact Panels and Bridges to Life.

REHABILITATION & REENTRY PROGRAMS DIVISION - administers and manages rehabilitation and reintegration programs; coordinates activities related to offender programs that involve two (2) or more Divisions; and ensures consistency and continuity of care in the delivery of programs across Divisional lines. Emphasis is placed on programs (*i.e., Inner Change Freedom Initiative, Sex Offender Treatment Programs, Sex Offender Education Programs, Substance Abuse Treatment Programs, Youthful Offender COURAGE Programs, Serious and Violent Offender Reentry Initiative, female offender programs and Chaplaincy*) designed to rehabilitate offenders and assist them in their reentry into the community.

HEALTH SERVICES DIVISION - ensures that access to health care services is provided to incarcerated offenders in the custody of the TDCJ. This essential function includes the monitoring of health care delivery. The TDCJ contracts with the Correctional Managed Health Care Committee (CMHCC) which is responsible for the management and administration of health care services at all TDCJ units. The CMHCC is a legislatively established committee comprised of representatives from the TDCJ, the public, the University of Texas Medical Branch (UTMB) at Galveston, and Texas Tech University Health Sciences Center.

HUMAN RESOURCES DIVISION - develops and implements activities and programs relating to recruitment, staffing, employee classification, compensation and benefits, as well as employee relations, employee assistance program, and related staff development.

TEXAS CORRECTIONAL OFFICE ON OFFENDERS WITH MEDICAL OR MENTAL IMPAIRMENTS - is comprised of 21 agencies and organizations with an interest in offenders with special needs. In addition, the Governor appoints 10 at-large members who serve staggered six-year terms. This office provides a formal structure for criminal justice, health and human service, and other affected organizations to communicate and coordinate on policy and programmatic issues affecting offenders with special needs. Special needs include offenders with serious mental illnesses, mental retardation, terminal or serious medical conditions, physical disabilities, and those who are elderly.

COMMUNITY JUSTICE ASSISTANCE DIVISION - administers community supervision, also known as adult probation in Texas. Community Justice Assistance Division (CJAD) does not work directly with offenders; rather, it works with the Community Supervision and Corrections Departments (CSCDs), which supervise the offenders. CJAD is responsible for the distribution of formula and grant funds, the development of standards (including best-practice treatment standards), approval of Community Justice Plans and budgets, conducting program and fiscal audits, and providing training and certification of Community Supervision Officers.

External/Internal Assessment
Organizational Aspects

Organizational Structure (Continued)

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

CORRECTIONAL INSTITUTIONS DIVISION

- is responsible for the confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. Institutional facilities house offenders convicted of first, second, and third degree felonies. State jail facilities house offenders convicted of a state jail felony, which is a classification created by the Legislature in 1993 and consists of certain offenses which were previously considered non-violent third degree felonies or Class C misdemeanors. Punishment can be up to two (2) years incarceration in a state jail facility and a fine not to exceed \$10,000, with possible community supervision following release from the state jail. The Division is divided into three (3) areas: Prison and Jail Management, Management Operations and Support Operations. The Division encompasses 96 state operated prisons and jails, which include 51 prison facilities, four (4) pre-release facilities, three (3) psychiatric facilities, one (1) Mentally Retarded Offender Program (MROP) facility, two (2) medical facilities, 15 transfer facilities, 15 state jail facilities, and five (5) substance abuse facilities. There are five (5) expansion cellblock facilities, additional medical facilities, boot camps, and work camps co-located within several of the facilities mentioned above. The Division is also

responsible for support functions to include: prison and jail operations for six (6) regions, security threat group, community liaison, counsel substitute, disciplinary coordination, mail systems coordinators panel, security systems, tracking canine coordinator, plans and operations, safe prisons program, classification and records, correctional training and staff development, offender transportation, laundry and food service and supply service.

PRIVATE FACILITY CONTRACT MONITORING/OVERSIGHT DIVISION

- is responsible for oversight and monitoring of contracts for privately operated secure facilities as well as community based facilities, which includes substance abuse treatment services. There are seven (7) privately operated correctional centers that house CID minimum custody offenders, five (5) privately operated state jails that house state jail felons as well as CID transfer offenders, three (3) privately operated Pre-Parole Transfer facilities, four (4) privately operated Intermediate Sanctions Facilities (ISFs), and seven (7) privately operated halfway house facilities. SAFPF/IPTC treatment programs are provided on 11 secure facilities and there are currently 21 residential Transitional Treatment Centers. Additionally, TDCJ contracts for 500 Driving While Intoxicated (DWI) treatment beds.

PAROLE DIVISION - supervises all offenders released on parole or mandatory supervision; conducts release and transition planning for all TDCJ-sentenced offenders, ensuring continuity of service; provides necessary information and administrative support to the Board of Pardons & Paroles and verifies compliance with statutory provisions of release. Additionally, the TDCJ contracts for

External/Internal Assessment
Organizational Aspects

Organizational Structure *(Continued)*

electronic monitoring and processing responses to violations; and treatment and rehabilitative services for sex offenders, offenders who are mentally ill or mentally retarded, and offenders with histories of substance abuse. The Parole Division administers rehabilitation and reintegration programs and services through District Reentry Centers (DRCs) and/or Parole Offices. The Division also includes the Interstate Compact for Adult Offender Supervision.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Geographical Location

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

Type Facility	Number of Units	Capacity	Population
Prison	51	98,249	94,450
Pre-Release	4	4,210	4,127
Psychiatric/MROP	4	3,051	2,853
Medical	2	310	600
Private Prisons	7	4,118	4,108
Multi-Use	1	184	0
Transfer	15	17,364	16,496
Pre-Parole Transfer	3	2,800	2,799
State Jail	15	20,036	18,384
Private State Jail	5	7,345	7,279
Substance Abuse	5	2,791	2,667
Total Facilities	112		
Facilities w/leased beds	4	1,916	1,888
Less Adjustments**		(2,634)	
Total Population & Capacity		159,740	155,651

Note: Capacities, Populations, and Facility Types are as of February 29, 2008.

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

The TDCJ provides oversight to 122 local Community Supervision and Corrections Departments statewide through the Community Justice Assistance Division and 96 prisons and jails operated by the Correctional Institutions Division and 20 privately operated prisons, state jails and county facilities (leased beds) through the Private Facility Contract Monitoring/Oversight Division. These facilities are spread across the state as depicted in the chart on the following page.

The Agency also maintains 66 district parole offices and eight (8) institutional parole offices statewide. The Private Facility Contract Monitoring/Oversight Division also oversees contracts four (4) intermediate sanction facilities* (1,400 beds), seven (7) halfway houses (1,531 beds), and 35 substance abuse aftercare transitional treatment centers (in-patient and out-patient).

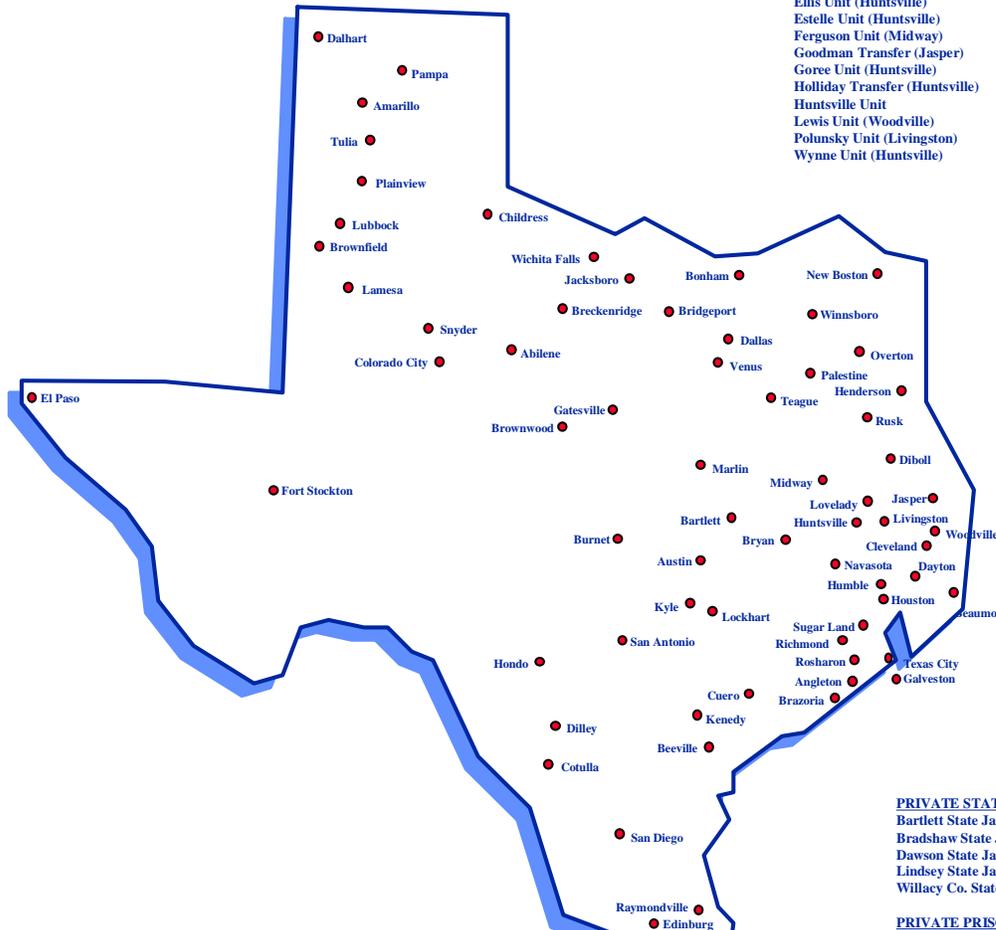
**There is also one 402-bed state operated intermediate sanction facility.*

Texas Department of Criminal Justice FY 2009-2013 Agency Strategic Plan

External/Internal Assessment *Organizational Aspects*

Geographical Location (Continued)

Texas Department of Criminal Justice



STATE OPERATED FACILITIES

REGION I

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

REGION II

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

REGION III

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

REGION IV

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

REGION VI

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

REGION V

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

PRIVATELY OPERATED FACILITIES

PRIVATE STATE JAILS

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

PRIVATE PRISONS

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

LEASED BEDS

- Bowie County (Texarkana)
- Jefferson County (Beaumont)
- Limestone County (Groesbeck)
- Newton County (Newton)

PRE-PAROLE TRANSFER FACILITIES

- Bridgeport PPT
- Lockhart Work Program
- Mineral Wells PPT

INTERMEDIATE SANCTION FACILITIES

- East Texas ISF (Henderson)
- South Texas ISF (Houston)
- North Texas ISF (Fort Worth)
- West Texas ISF (Brownfield)

External/Internal Assessment
Organizational Aspects

Geographical Location (Continued)

Texas Department of Criminal Justice

Parole Division



DISTRICT PAROLE OFFICES

- | | | |
|---|--|--|
| <p><u>Region I</u>
 Athens
 Beaumont
 Bryan (College Station)
 Conroe
 Greenville
 Huntsville
 Longview
 Marshall
 Mt. Pleasant
 Nacogdoches
 Orange
 Paris
 Texarkana
 Tyler</p> | <p><u>Region II cont.</u>
 Denton
 Ft. Worth I
 Ft. Worth II
 Ft. Worth III
 Mineral Wells
 Sherman
 Waxahachie</p> | <p><u>Region IV</u>
 Austin I
 Austin II
 Corpus Christi
 Del Rio
 Georgetown
 Harlingen
 Laredo
 McAllen
 San Antonio I
 San Antonio II
 San Antonio III
 San Antonio DRC
 Seguin
 Temple
 Victoria
 Waco</p> |
| <p><u>Region II</u>
 Dallas I
 Dallas II
 Dallas III
 Dallas IV
 Dallas V
 Dallas DRC</p> | <p><u>Region III</u>
 Angleton
 Galveston
 Houston I
 Houston II
 Houston III
 Houston IV
 Houston V (Pasadena)
 Houston VI
 Houston VII
 Liberty
 Rosenberg</p> | <p><u>Region V</u>
 Abilene
 Amarillo
 Big Spring
 Brownwood
 El Paso
 Lubbock
 Midland
 Monahans
 Odessa
 Plainview
 San Angelo
 Wichita Falls</p> |

INSTITUTIONAL PAROLE OFFICES

- | | |
|---|---|
| <p>Huntsville
 Palestine
 Arlington
 Gatesville</p> | <p>Amarillo
 Snyder
 Angleton
 Beeville</p> |
|---|---|

External/Internal Assessment
Organizational Aspects

Human Resources Initiatives

The Human Resources (HR) Division's greatest workforce challenge continues to be the recruitment of Correctional Officers (COs). Ongoing state job growth and low unemployment rates in Texas magnify the challenge. The HR Division continues to implement innovative strategies to recruit and hire qualified CO applicants in a timely and efficient manner. These efforts resulted in the hiring of 5,996 COs in FY 2007. The number of COs hired in FY 2008 as of January 31, 2008, is 3,040.

Recent initiatives relating to CO recruitment include the following:

- Changes to the CO career ladder became effective November 1, 2007, to include an accelerated career path for former CO staff returning to the Agency within 36 months, and a higher starting salary rate for CO applicants with two years active military service or a Bachelor's degree. Approximately 1,000 current Correctional Officers were positively impacted by these changes.
- In April 2008, the TDCJ began providing \$1,500 recruitment bonuses for newly-hired COs at designated understaffed correctional facilities (currently 16 facilities). Units will be reevaluated periodically to determine bonus eligibility. Additionally, the starting salary of a newly hired CO I was increased effective May 2008, by about 10%, from \$23,046 to \$25,416. The salary of the CO II was also increased by about 8%, from \$24,900 to \$26,940.
- Publicity for the new salary changes was advertised in newspapers statewide, on CareerBuilder.com and Transition

Assistance Online. Flyers were distributed to all Agency employees and posted in communities across the state. Letters were mailed to over 9,000 former correctional staff advising them of the accelerated career path for former correctional employees separated within the past 36 months. Additional letters were sent to over 240 military bases and approximately 200 colleges informing them of higher starting salary rates for applicants with two (2) years active military service or a Bachelor's degree.

- CO positions were advertised on CareerBuilder.com in the following areas with critical shortages: Huntsville, Palestine, Beaumont, Amarillo, Beeville, Fort Stockton, Dalhart, and Lamesa. Radio advertising campaigns were conducted with 30-second spots airing over two week blocks periodically during the year in Huntsville, Palestine, Panhandle, Lubbock, Beeville, and West Texas. Letters were mailed to all Texas high schools and 200 colleges highlighting career opportunities. Recruiting information was sent to over 240 military bases with Transition Assistance Programs, requesting invitations to job fairs. CO information was posted on several military websites to attract separating or retiring military personnel.
- The Correctional Prospector Program was developed to expand recruiting efforts by involving selected COs and supervisors in prospecting activities. The goal of this program is to further increase participation in job fairs and career days and to promote hiring seminars and screenings.

External/Internal Assessment
Organizational Aspects

Human Resources Initiatives *(Continued)*

- A number of enhancements were made to CO application processing to expedite the hiring process. All eligible new CO applicants are either scheduled to their unit of choice or sent an option letter offering a unit to which they can be assigned immediately. Former CO applicants are scheduled for a hire date on the same day they are sent for drug testing to expedite unit placement. Several support staff positions were assigned to the Employment Section to further expedite the processing of CO applications.
- To assist with the strategy of retaining COs, Human Resources developed a new management training program designed to teach supervisors how to relate, appreciate and develop their most valuable asset, employees. Keeping the Good Ones Employee Retention training allows supervisors an opportunity to provide a positive impact. The Agency began implementing training in February 2007, and approximately 2,700 correctional managers and supervisors have been trained through January 31, 2008.
- The Agency recently approved the new uniform for COs. The uniform consists of a polo shirt in navy that can be worn with either the current gray uniform trousers or with battle dress uniform (BDU) trousers.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Organizational Aspects

Historically Underutilized Business (HUB) Program

HUB Goal, Objective, and Assessment:

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

The Agency continues to work toward reaching and achieving Statewide percentage goals for all categories.

HUB Category	Goals	Agency HUB Performance	
		FY 2007	FY 2008 Semi-Annual
Heavy Construction Other Than Building Contracts	11.9%	11.5%	91.1%
Building Construction	26.1%	30.2%	43.9%
Special Trade Construction Contracts	57.2%	22.6%	20.9%
Professional Services Contracts	20.0%	2.0%	1.8%
Other Services Contracts	33.0%	5.4%	4.2%
Commodities Contracts	12.6%	10.3%	12.4%

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 2007	FY 2008 Semi-Annual
Outcome Measure:		
Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs	10.8%	13.5%
Output Measures:		
Number of HUB contractors and subcontractors contacted for bid proposals	15,927	9,181
Number of HUB contracts and subcontracts awarded	8,756	4,260
Dollar value of HUB contracts and subcontracts awarded	\$33,351,547	\$21,778,857

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

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

External/Internal Assessment
Organizational Aspects

Future Organizational Trends

Correctional Training and Staff Development - A continuing priority for FY 2006-07 was improving the quality of supervision the COs receive. To that end, the Agency continued the Sergeants Academy, a training course to provide newly-promoted Sergeants with the skills, knowledge, and abilities to perform their job duties effectively and efficiently and implemented a corresponding program to target veteran Sergeants. The mission of this course is to provide tenured Sergeants with high quality, fast-paced interactive training that both informs and motivates. A Command School for Lieutenants and "Keeping the Good Ones," a training course for supervisors which focuses on employee retention issues, were also implemented.

TDCJ Reengineering - The TDCJ's continuing development of the Offender Information Management System (OIMS) will enable integration of offender information management processes and thereby increase overall Agency effectiveness, efficiency and accountability by significantly reducing the number of redundant and manual offender information management practices. In September 2004 the Parole Supervision application was implemented, and in September 2006 the Parole Pre-Release application was implemented; however, use of this application has been limited while enhancements requested by the Board of Pardons and Paroles are developed. The Parole Revocation/Violation applications are currently being developed with testing and training anticipated during the summer of 2008. That will complete the first phase of the OIMS system development. The next phase will be the reengineering of the intake

and classification functions as the focus switches from Parole to the systems within the prison setting.

Texas Mental Health Initiative - This initiative directly links CSCDs, TCOOMMI and local Mental Health/Mental Retardation (MHMR) agencies. The primary method used to enhance mental health services for offenders on probation is the creation or expansion of specialized mental health caseloads. The specialized Community Supervision Officers (CSOs) receive specialized training, and work with reduced caseloads that allow intensive contact with supervisees. Officers also work directly with the MHMR case managers to ensure continuity of services.

According to a 2005 study conducted on a 2-year analysis of incarceration rates, offenders with mental illnesses involved in the initiative had a significantly lower incarceration rate compared to other control groups.

Continuity of Care - Continuity of care for offenders with special needs has resulted in improved processes, and timely and accurate identification of offenders with mental or medical impairments. A system of cross-referencing all offender data against local, state and federal program data to determine prior or current service history has significantly improved the criminal justice system's response to offenders with special needs.

Continued Use of Volunteers - In FY 2007, more than 12,900 citizens, employees and student interns were approved volunteers for the TDCJ. These volunteers provided more than 450,800 hours of assistance to the offender population. The TDCJ places a significant focus on volunteer services;

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

realizing volunteers are an essential element in the rehabilitation and reentry of offenders into communities. Volunteers will continue to provide opportunities for offenders to develop the life skills, education, vocational training, work habits and behaviors needed to abstain from criminal activity and substance abuse, successfully secure gainful employment, and responsibly reintegrate into communities.

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

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

Population - As the Agency entered the latter half of FY 2008, prison population projections prepared by the Legislative Budget Board indicate no significant growth is anticipated during the next five years. The Agency will continue to closely monitor offender population trends

Diversion Programs - Additional funding appropriated by the 80th Texas Legislature for

alternatives to incarceration and programs to reduce recidivism will increase the availability of substance abuse treatment, mental health care and other programmatic options for the offender population. Additional funding for community corrections programs appropriated by the 80th Legislature has been allocated to many local CSCDs. The Agency will continue to closely monitor the impact of the additional diversion and treatment programs.

Human Resources - As of January 31, 2008, the TDCJ employed 22,695 Correctional Officers to operate correctional institutions and maintain security for offenders. Recruiting, hiring, training and retaining the required number of qualified correctional professionals will continue to be one of the Agency's biggest challenges and highest priorities (see also Appendix F, Workforce Plan).

Facilities - Many of the correctional facilities across the State are over 20 years old – 14 of these facilities are over 70 years old. Because the TDCJ has an extensive and ongoing need for repair and renovation funding, the Legislature has appropriated and re-appropriated general obligation bonds to the Agency for an on-going facilities repair and renovation program. As these facilities continue to age, this continued program is necessary to provide a safe and secure environment within the TDCJ system.

Health Care - In general, offenders require more extensive health services than the free-world population. Increased correctional health care needs stem from lifestyles that put offenders at a high risk for health problems. The growing number of high-cost patients adds to the expense of prison health care. Four (4) groups of offenders require a

External/Internal Assessment
Organizational Aspects

Future Organizational Trends (Continued)

disproportionate amount of costly health care services: offenders with HIV/AIDS and other infectious diseases; aging offenders; the mentally impaired; and female offenders.

HIV/AIDS and Other Infectious Diseases - HIV/AIDS is a major infectious disease health problem facing criminal justice systems. Many offenders have risk factors for infection including injection drug abuse and unsafe sexual habits. There were 812 offenders with AIDS as of December 31, 2007, and another 1,646 offenders with HIV.

Hepatitis C - Hepatitis C is perhaps the most significant health challenge faced by the correctional health care system. While it is thought that 1.8% of the general public in the United States is infected, based on a 1999 study on prisoners entering the TDCJ, an estimated 29% of the offender population is infected with the virus. Most cases of Hepatitis C infection are mild and do not cause symptoms, but it is a chronic infection and it is expected 3% - 20% of those infected will develop liver cirrhosis over the next 10 - 30 years. A significant portion of those with cirrhosis will die of liver failure or liver cancer. The TDCJ is already seeing an increase in the portion of offender deaths that can be attributed to liver disease.

Aging Offenders - By the end of FY 2007, the TDCJ housed approximately 10,166 offenders age 55 and older, and continued to grow at a rate much faster than the overall offender population. This aging offender population presents significant resource demands on the correctional system, especially health care. Encounter data analyzed for the correctional health care program indicate that older offenders access health care services at a rate about four (4) times that of younger offenders. Not only do

older offenders access health care services on a more frequent basis, they also require a higher level of health care services. The steady growth in this population subset has placed increased resource demands on the correctional health care program for specialty and hospital care.

Mentally Impaired Offenders - Offenders with mental illnesses and mental retardation require special programs and expensive medications to help them cope with life in the correctional setting. In FY 2007, the TDCJ housed an average of 2,008 mentally-ill offenders in the health care system's in-patient psychiatric units, and provided mental health services to an average of 20,289 offenders on an out-patient basis. In addition, the average census in sheltered housing facilities was 718 mentally retarded offenders in FY 2007.

Female Offenders - As of August 31, 2007, females comprised approximately 7.9% of the offender population, and comprised a much higher percentage of the State Jail population and the Substance Abuse Treatment Program population. In order for the TDCJ to successfully meet the challenge of addressing the unique needs of female offenders, gender differences must be acknowledged and gender-responsive programming provided. To that end, programs such as parenting, survivor/victim of violence, and reentry are being tailored to meet the needs of female offenders.

Civil Commitment of Sexually Violent Predators - The TDCJ reviews all offenders currently serving a sentence for aggravated sexual assault, sexual assault, indecency with a child, aggravated kidnapping and burglary of a habitation with an intent to commit one of these sex offenses to determine whether they are eligible for civil commitment

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

consideration. If eligibility is determined, the TDCJ transfers the offender to the Sex Offender Treatment Program for a comprehensive evaluation and gives notice of the offender's eligibility to the multidisciplinary team. Upon recommendation of the multidisciplinary team, the TDCJ schedules the offender for an evaluation by an expert who determines whether the offender suffers from a behavioral abnormality and is likely to commit a predatory act of sexual violence after release or discharge. Based upon the results of the evaluation, the TDCJ determines whether to refer the case to the Special Prosecution Unit for civil commitment consideration. As of February 2008, 91 offenders have been committed.

DNA Testing - Effective September 1, 2005, any offender incarcerated in a TDCJ facility is subject to testing. January 31, 2008, 155,913 offenders currently incarcerated in the TDCJ have submitted a blood sample for DNA testing purposes. Blood samples are sent to the Texas Department of Public Safety (DPS) for analysis and entry into the DPS combined DNA index system.

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

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

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

External/Internal Assessment
Organizational Aspects

Future Organizational Trends *(Continued)*

- Provide information and referral services to victim service agencies, advocacy groups and criminal justice professionals who serve crime victims with disabilities.

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

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

Integration of Agency Justice Information-
TDCJ will continue the integration of the Agency's offender management business system that maximizes overall Agency effectiveness, efficiency and accountability

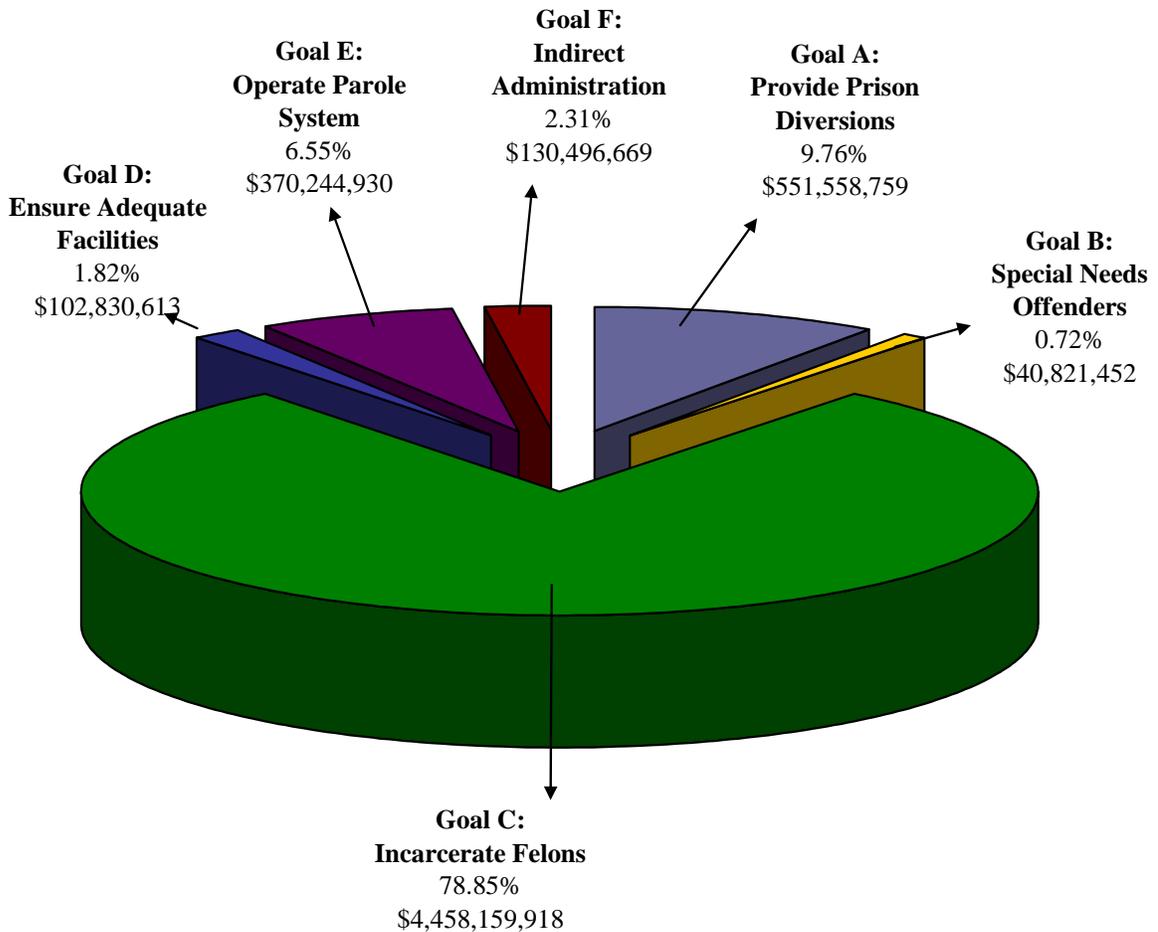
while reducing the number of redundant, paper-based business practices. Key initiatives include adopting the National Information Exchange Model (NIEM) by developing a logical database design of the Agency's criminal justice information system which will align with local, state and federal efforts to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

Reentry Focus - The Agency continues to emphasize continuity in the delivery of services and programs as offenders move from community supervision to prison to parole. One of the primary means of promoting successful reentry is through its Rehabilitation Tier Programs. The purpose of these programs is to rehabilitate offenders and reduce recidivism. The designated TDCJ Rehabilitation Tier Programs are: Substance Abuse Felony Punishment (SAFP) Program, Sex Offender Treatment Program (SOTP), InnerChange Freedom Initiative, In-Prison Therapeutic Community (IPTC) Program, Pre-Release Therapeutic Community (PRTC) Program and Pre-Release Substance Abuse Program (PRSAP). Appropriations received from the 80th Legislature are being used to expand the SAFP & IPTC Rehabilitation Tier Programs.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Fiscal Aspects

Appropriations for the 2008-2009 biennium totaled almost \$5.7 billion for the TDCJ.



External/Internal Assessment
Fiscal Aspects (Continued)

A key focus of the 80th Texas Legislature was the funding for the criminal justice system, as outlined below.

Probation:

- Funding for Basic Supervision was appropriated to fully account for the updated offender projections and provide an additional \$5 million annually to CSCDs to hire and retain experienced specialized Probation Officers and address increasing operational costs.
- An additional 800 probation residential treatment beds are included in the appropriation for the Diversion Programs line item. Also, \$5 million annually was appropriated for probation outpatient substance abuse treatment, \$1 million for medically targeted substance abuse treatment, and additional funding was provided for 700 probation ISF beds.

TCOOMMI:

- TCOOMMI was appropriated an additional \$5 million annually for mental health services, medications, and continuity of care to offenders with mental impairments.

Incarceration:

- Primary security and operational areas within the incarceration function of TDCJ (i.e., correctional salaries, food for offenders, utilities, fuel, etc.) are substantially funded at the 2006-07 levels. Additional funding of \$17.5 million annually was appropriated to partially fund the use of Correctional Officer overtime.
- Funding was provided in FY 2008 to make the renovations necessary to the TYC facilities at Marlin and San Saba in

order to house TDCJ adult offenders, approximately 600 offenders at each location. Legislative appropriations for FY 2009 will fund the operations of these two TYC facilities, as well as operations for the Marlin VA Hospital which is funded as a 200-bed in-patient mental health facility.

- A specific appropriation of \$5 million annually was provided to the Agency for the replacement of vehicles, primarily those vehicles utilized for offender transportation and freight transportation throughout the state.
- FY 2008 funding of \$36.8 million for contracted temporary capacity was based on the projected need of approximately 2,500 contract beds.

Correctional Managed Health Care:

- The 2008-09 appropriation amounts for Correctional Managed Health Care are approximately \$87 million above the 2006-07 base amounts and include funding to reflect current costs for health care delivery, for increased hospital / specialty costs and to provide for Hepatitis B vaccinations. Additionally, \$10.4 million was appropriated for repairs to the Hospital Galveston facility and \$4.8 million was appropriated in FY 2009 for the health care operations of the Marlin VA Hospital facility.

Treatment Programs:

- During the legislative session, significant focus and funding were placed on substance abuse treatment for offenders. The SAFF program, primarily for probationers sentenced to undergo substance abuse treatment, has been expanded by funding the operations and treatment of 1,500 SAFF

External/Internal Assessment
Fiscal Aspects (Continued)

beds. An additional 1,000 IPTC treatment slots within existing capacity are funded for offenders identified by the Board of Pardons & Paroles as needing substance abuse treatment. A 500-bed contract operations and treatment facility for DWI offenders was also funded, and \$2.9 million was appropriated annually for 1,200 state jail substance abuse treatment slots.

- The 2008-09 appropriations also added 20 chaplain positions to the Agency's Chaplaincy Program.

Repair of Facilities:

- The TDCJ was appropriated \$80 million in bond authority for the continuation of major repair and rehabilitation projects: \$40 million in existing state constitutional authority and \$40 million in new constitutional authority.
- This new constitutional authority in the 2008-09 General Appropriations Act also provided for \$233.4 million for the construction of three Hobby-type facilities. However, expenditure of these funds is not currently necessary based on the June 2008 population projections by the Legislative Budget Board.

Parole:

- Parole Division operations were funded based on updated offender projections and also included funding for an additional 300 halfway house beds and 700 additional intermediate sanction beds for parole offenders.

Other Legislative Provisions:

- The Legislature has provided funding for a 2% pay raise for state employees with a \$50 monthly minimum in FY 2008, with an additional pay raise of 2% with a \$50 monthly minimum in FY

2009. For TDCJ, this pay raise, including the pay increases for OIG Investigators, will total approximately \$27 million in FY 2008.

- With the passage of HB 2498, correctional employees received increases to their hazardous duty pay (from \$10 to \$12 per month per year of service). The funding for these increases (approximately \$5 million annually) was to be paid from existing Agency appropriations.
- The TDCJ Sunset bill, SB 909, includes a provision requiring the Agency to develop a career ladder for Parole Officers. Based on the details of this career ladder outlined in the bill, Parole Officers will receive annual increases for their first 10 years of service. The impact of these salary increases will total approximately \$3 million annually and were to be paid from existing appropriations.

On-going Fiscal Challenges:

- HB 15, FY 2007 Supplemental Appropriation, included a provision reducing the TDCJ FY 2009 appropriation by \$27 million.
- **Utilities and Fuel:** Due to nationwide rate increases, TDCJ expenditures for utilities and fuel will exceed the base request by approximately \$25 million annually in FY 2008-09. TDCJ has been able to substantially reduce the shortfall in utilities by pursuing competitive rates in the deregulated market. Our proactive contracting approach has resulted in lower utility and fuel rates than otherwise would be expected.
- **Food:** Rising transportation costs, increased demand for commodities and

External/Internal Assessment
Fiscal Aspects (Continued)

natural supply shortages have drastically impacted food prices nationwide. Currently, TDCJ is projecting a shortfall of approximately \$10 million annually for FY 2008-09.

- **Overtime:** Overtime remains a necessity in order to provide appropriate levels of security. We are still facing a Correctional Officer staffing shortage at many facilities statewide. Under the current overtime policy, TDCJ expenditures for correctional overtime paid has been approximately \$7 million per month. Currently, TDCJ is projecting correctional overtime to be approximately \$85 million for FY 2008.

Capital Assessment

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

- Providing adequate resources to meet Agency transportation needs;
- Maintaining the facilities' capital needs such as laundry, food service and communication equipment;
- Maintaining information technology hardware and software requirements by facilitating the consolidation of all servers and mainframe computers in accordance with the Department of Information Resources (DIR) Data Center Consolidation plans. Also replacing all "green screen" mainframe terminals with thin-client devices and continually upgrading the personal computers, wiring and telephone switches across the Agency;
- Enhancing security with advanced technology;
- Renewing the office and warehouse leased space needs of the Agency to include

approximately 90 locations throughout the state; and

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

Historically, during legislative sessions when the economic outlook is uncertain, securing funding for capital items becomes more difficult. Given the size and scope of operations and infrastructure, a significant level of capital spending remains critical during these times. Separate from the TDCJ's strategic plan, in compliance with Article IX, Section 11.02, 2008-09 General Appropriations Act, capital planning information relating to projects for the 2010-11 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 2010-11 biennium for submission to the Legislative Budget Board and Governor's Office of Budget, Planning, and Policy.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Demographics

Historical Characteristics

Highlights of the offender population trends for FY 1998 as compared to FY 2007 follow:

- Total TDCJ incarceration population increased by 6.1 percent.
 - Average time served by prison releasees increased from 3.5 years to 4.3 years.
 - Percent of sentence served in prison increased from 44 percent to 60 percent.
- Total felony and misdemeanor probationers under community supervision decreased from 440,558 to 431,494.
 - The active parole population increased more than 1,500 to nearly 78,000.

TEXAS INCARCERATION TRENDS BY YEAR

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Texas Resident Population in Thousands*	20,188	20,579	20,906	21,319	21,729	22,143	22,490	22,860	23,508	23,775
Number of Offenders in TDCJ	143,889	146,921	151,092	144,981	145,237	148,152	150,709	152,213	152,889	152,661
**Number with Violent Offenses	59,833	63,008	65,484	65,643	66,409	69,082	71,523	73,132	74,338	75,124
**Number with Drug Offenses	28,636	27,983	26,589	23,924	22,641	22,800	22,765	23,417	23,383	23,035
**Number with Property/Other Offenses	43,804	43,123	41,607	37,499	36,605	37,378	38,078	37,684	37,562	37,507
**% with Violent Offenses	45%	47%	49%	52%	53%	53%	54%	54%	55%	55%
**% with Drug Offenses	22%	21%	20%	19%	18%	18%	17%	17%	17%	17%
**% with Property/Other Offenses	33%	32%	31%	30%	29%	29%	29%	28%	28%	28%
Crime Rate (per 100,000)***	5,110.7	5,035.2	4,952.4	5,152.3	5,196.7	5,144.1	5,032.0	4,857.1	4,599.6	4,631.1
Incarceration Rate (per 100,000 citizens)	723	735	738	701	711	669	670	666	650	642

* Source for November / December 2006 Data: Texas Comptroller Public of Accounts; Texas State Data Center

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

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

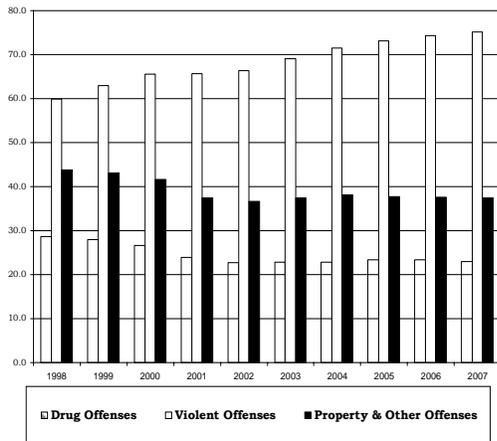
Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Demographics

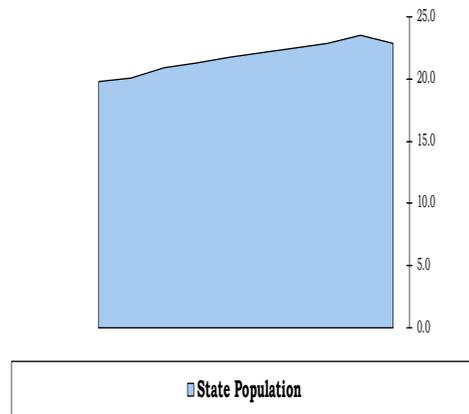
Historical Characteristics (Continued)

**Trend in Texas Prison Offenses and
State Population
1998 - 2007**

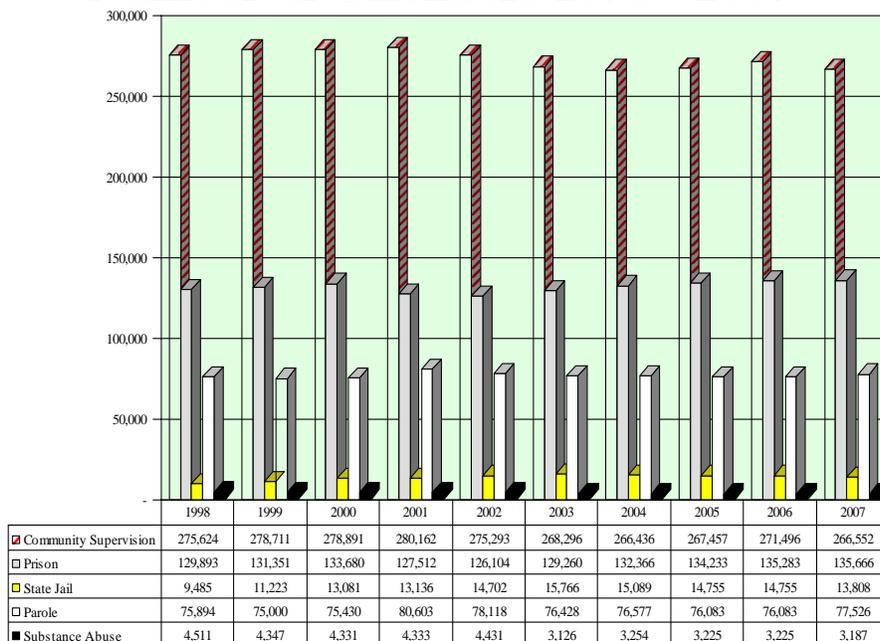
Prison Offenders in Thousands



Population in Millions



**Texas Department of Criminal Justice Growth Rate
Number of Offenders 1998 - 2007**

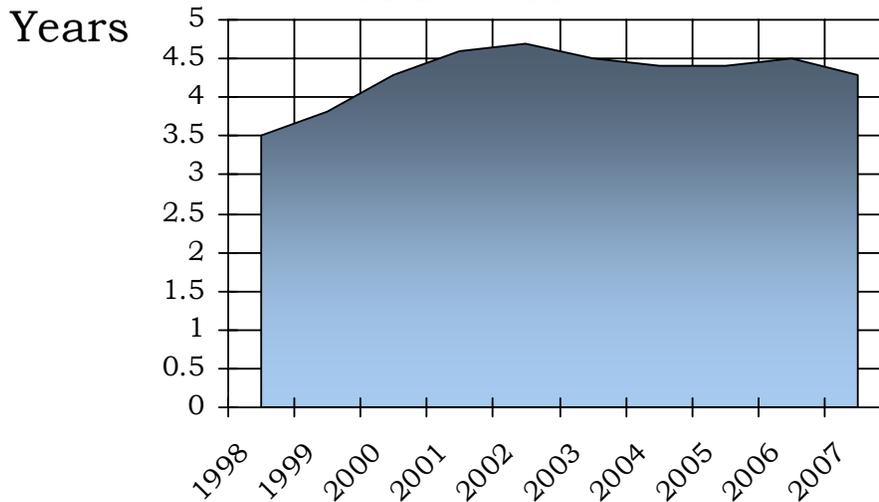


Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Demographics

Historical Characteristics *(Continued)*

Average Time Served (Years)
by Prison Releasees
1998 – 2007



Average Time Served by Prison Releasees

Year	Total Released	Average Years Served	Average Years Sentenced	Percent of Sentence Served
1998	33,276	3.5	8	44%
1999	35,381	3.8	8.4	45%
2000	36,223	4.3	8.9	48%
2001	41,067	4.6	9.4	49%
2002	37,550	4.7	9.7	49%
2003	37,760	4.5	8.7	60%
2004	41,028	4.4	8.4	60%
2005	39,397	4.4	7.9	60%
2006	41,177	4.5	8.2	61%
2007	41,808	4.3	8	60%

In FY 2003 - 2007, percent of sentence served is calculated utilizing a case-based methodology in which the percent of sentence served is calculated for each offender released, then the individual percentages are totaled and divided by the number of offenders released. This produces a more accurate representation of time-served than the methodology utilized from FY 1998 - 2002; however, the change in methodology should be considered when making comparisons between fiscal years. Note that under the prior methodology dividing average years served (column 3) by average years sentenced (column 4) equals the percent of sentenced served, but not under the case-based methodology.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Demographics

Current Characteristics

To understand the challenges facing the TDCJ in managing the incarcerated offender population, one must first examine the key characteristics of the on-hand prison population (August 31, 2007):

Category	Male	Female
Average age	37.5	36.7
Black	37.9%	36.9%
White	30.2%	42.6%
Hispanic	31.4%	20.0%
% Population with 3-G Offense ¹	45.8%	30.5%
Average I.Q. ²	90.6	90.6
Education Achievement Score ³	8.8	8.9
School Year Claimed Completed	9th	9th
Average Sentence Length ⁴	20.0	13.5

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

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

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

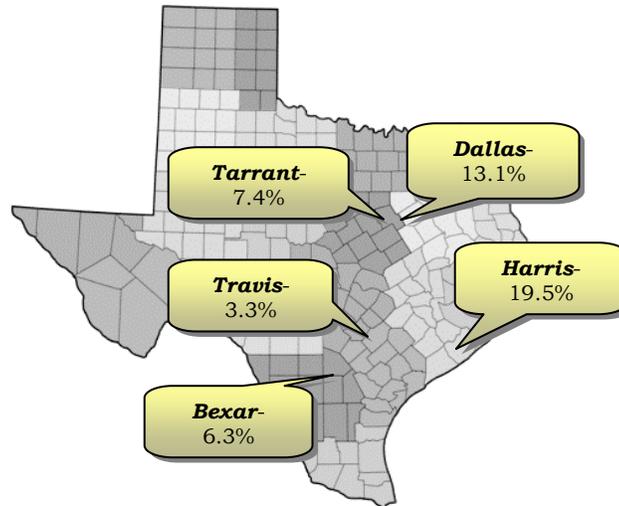
⁴ The average sentence length reflects the on-hand prison population average. The average sentence length for receives is 8.3

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

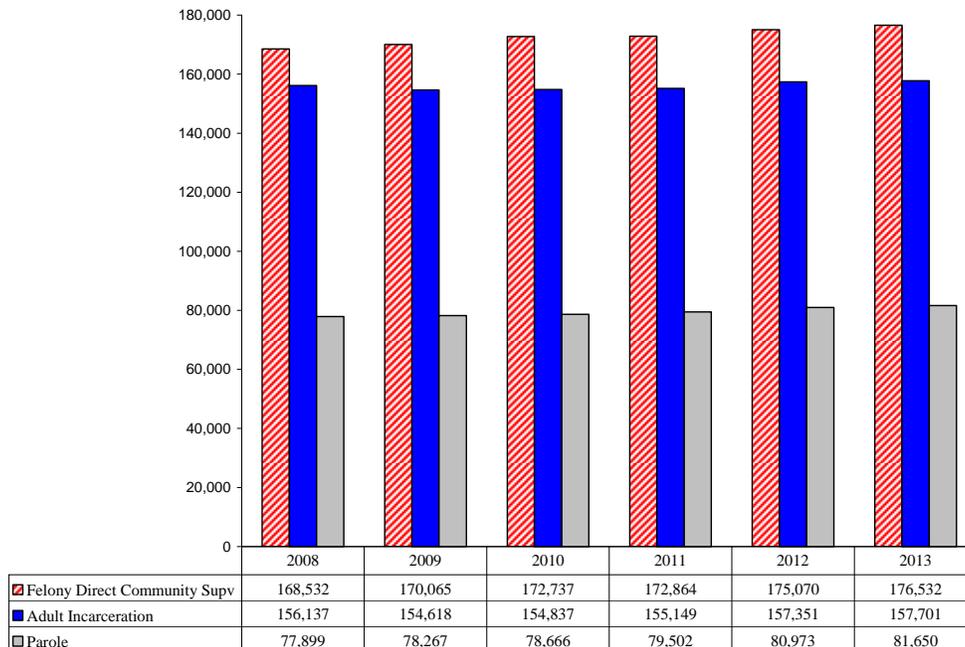
External/Internal Assessment
Demographics

Future Trends

As of August 31, 2007, the following counties of conviction account for 49.6 percent of the total population:



Texas Department of Criminal Justice
Population Projection FY 2008-2013



Note: Data is based on end of year numbers

Source: LBB Projections Fiscal Years 2008-2013, June 2008

External/Internal Assessment

*Technological
Developments*

The TDCJ will continue to make prudent use of technology and is committed to exploring new technology that promotes operational efficiency with diminished resources. Future priorities include installation of thin-client technology to replace “green screen” mainframe terminals throughout the Agency at the unit level. The thin-client work stations will communicate via Virtual Private Networks to a centralized server location. The use of imaged documents will expand greatly and be facilitated by the new Internet Services Gateway (ISG) upgrade to the Agency’s Wide Area Network (WAN). The new ISG will also provide the opportunity to consolidate the Agency servers into the State Data Centers at Austin and San Angelo. The new Data Centers will utilize virtual servers thereby providing modern servers that are faster, less expensive and provide more storage space. The Agency will continue to migrate to Open Source software such as Open Office, Linux, Apache and MYSQL. This will reduce costs and allow the use of web based applications in a secure prison environment. The ISG is also the last vital line to move to “Voice Over Internet Protocol” to further integrate the Agency's voice, video and data networks and save line costs.

*Impact of Federal
Statutes/Regulations*

The State Criminal Alien Assistance Program (SCAAP) is administered by the Bureau of Justice Assistance (BJA), Office of Justice Programs (OJP), and United States Department of Justice (DOJ), in conjunction with Immigration and Customs Enforcement (ICE). SCAAP funding partially offsets states' and localities' ongoing costs of incarcerating undocumented criminal aliens who have been accused or convicted of state and local offenses and have been incarcerated for a minimum of 72 hours. SCAAP is authorized by Section 241 of the Immigration and Nationality Act of 1990, as amended 8 U.S.C. Part 1231(I). TDCJ's SCAAP funding for 2007-08 has been approximately \$19 million each year. From 1998 to 2005 the TDCJ's budget relied upon an average of approximately \$35 million in SCAAP funding per year.

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

External/Internal Assessment

Economic Variables

Although the actual rate of unemployment declined to 4.4 percent in 2007, State projections indicate little change over the next six (6) years (*Source: Texas Comptroller of Public Accounts; Texas State Data Center*). The current rate of unemployment for the United States is 5.0 (*Source: U.S. Bureau of Labor Statistics, April 2008*). Historically, as the economy worsens, the offender population increases while a decrease in unemployment rates may positively impact recidivism rates. Unemployment rates also impact our Correctional Officer recruitment and retention efforts.

Significant Criminal Justice Legislation - 80th Regular Legislative Session

HB 8 by *Riddle* – known as the Jessica Lunsford Act, this bill largely targets the prosecution, punishment and supervision of certain sex offenders. Among its provisions, the bill:

- increases the minimum term of imprisonment for aggravated sexual assault involving children under six (6) to 25 years;
- allows the offense of aggravated sexual assault of a child under six (6) or a child under 14 who sustains serious bodily injury to be tried as a capital felony if the offender has previously been convicted of the same or similar offense;
- creates the offense of continuous sexual abuse of a child;
- allows the Office of the Attorney General to offer assistance to a county or district attorney in prosecuting

certain sex offenses involving a victim younger than 17 years of age; and

- removes or extends the statute of limitations in certain cases of sexual assault.

HB 198 by *Madden* – changes the maximum allowable daily population at a TDCJ contract prison from 1,000 to 1,150, and raises the total maximum allowable number of contract prison beds from 4,580 to 5,580.

HB 199 by *Madden* – requires TDCJ to implement a residential infant care and parenting program for confined mothers modeled after the Federal Bureau of Prisons' *Mothers and Infants Together* program in Ft. Worth.

HB 312 by *Turner* – shifts the burden to the state in a revocation proceeding where the sole violation alleged is non-payment of appointed counsel, supervision fees or court costs.

HB 429 by *Madden* – requires TDCJ to conduct a study of offenders 55 and older who have never been convicted of or received deferred adjudication for a 3g offense in order to determine the savings if those offenders were released to parole.

HB 455 by *Madden* – makes the personal information of CSCD employees, including address, home phone number, social security number and family information, confidential and therefore not subject to release pursuant to the Public Information Act.

HB 530 by *Madden* – expands the definition of drug courts to allow other types of problem-solving courts to be established, including DWI courts, juvenile drug courts, reentry drug courts and family dependency drug courts. The bill also:

- allows courts to enter an order of nondisclosure of records and files for

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

certain past participants of drug court programs;

- authorizes certain local fees for participants based upon ability to pay;
- permits three or more counties or municipalities to work together to establish a regional drug court program;
- allows a judge to encourage participation in a DWI court by suspending conditions of supervision requiring community service hours, as well as excusing a successful participant in the court from certain conditions of supervision; and
- imposes a new court cost of \$50 on the conviction of certain intoxication and drug offenses to be used to fund drug courts and authorizes the auditing of court cost collections by the comptroller.

HB 963 by *Guillen* – requires TDCJ to notify a witness who testified against a defendant when the defendant completes the sentence and is released from prison, escapes or leaves on a bench warrant. The bill also states that it is the responsibility of the witness to provide TDCJ or the local sheriff with contact information and subsequently if there is a change in address or telephone number. It requires a reasonable attempt to be made not later than 30 days prior to the release, or immediately if there is an escape. The prosecuting attorney for the state has the responsibility for informing the witness of this service upon securing a conviction.

HB 1194 by *England* – indemnifies (extends certain liability protections) to phlebotomists under contract with TDCJ who collect DNA or other forensic samples from an offender who has refused to consent to the procedure.

HB 1267 by *Pena* – requires the state to reimburse a county for the compensation and expenses of counsel representing an indigent inmate defendant. The bill also creates a new general revenue-dedicated account for indigent defense representation that could only be appropriated to the Task Force on Indigent Defense or for compensating appointed counsel. The bill eliminates the indigent fee approval process currently in place that involves the Texas Board of Criminal Justice (TBCJ) and the State Counsel for Offenders (SCFO). SCFO will no longer review claims submitted by outside counsel for indigent inmate defense and the TBCJ will no longer approve the claims. Instead, the courts will submit the claims directly to the Comptroller's office for payment.

HB 1610 by *Madden* – makes certain state jail offenders eligible for mandatory probation supervision if there is a previous conviction for a state jail felony that was punished as a Class A misdemeanor.

HB 1678 by *Madden* – provides reduced maximum terms of probation supervision of five (5) years for certain property and controlled substance crimes, and allows a court to credit time served in a substance abuse treatment facility or other court-ordered treatment facility towards time required to be spent in a state jail. The bill also requires the court to review the records of certain persons who have served the greater of half their supervision term or two (2) years and consider a reduction or termination of probation, unless the probationer is delinquent in payments of court-ordered costs or has not completed court-ordered treatment or counseling. Intoxication offenses, registered sex offenders and 3g offenders are excluded.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

In addition, courts are authorized to accept credit or debit cards for payments and to charge a fee for processing those payments.

HB 1751 *by Cohen* – establishes a \$5 entrance fee for each customer of certain sexually oriented businesses to be remitted to the Comptroller. The initial \$25 million in receipts will be deposited into the Sexual Assault Program Fund. Other funds will receive monies in excess of the initial \$25 million. The Legislature may appropriate money from the Sexual Assault Program Fund to various agencies, including TDCJ. The bill designates two programs within TDCJ, pilot projects for monitoring paroled sex offenders and increasing the number of adult sex offenders receiving treatment, for which funds may be appropriated.

HB 1944 *by Coleman* – requires the Board of Criminal Justice to appoint an ombudsperson by December 1, 2008, to coordinate Agency efforts to eliminate the occurrence of sexual assault in correctional facilities. The bill provides specifics about the duties of the ombudsperson and the adoption of policies to administer the program in each unit. The policies must address certain issues, among them inmate confidentiality, safety, medical treatment and evidence collection. The ombudsperson is required to submit the first written report regarding the prior year activities to the Legislature by January 1, 2009.

HB 2293 *by Noriega* – requires a state agency that purchases more than ten (10) cars in a biennium to ensure that at least ten (10) percent of the passenger vehicles meet or exceed certain emission standards.

HB 2389 *by Madden* – allows a TDCJ inmate younger than 18 to consent to most

medical, dental, psychological and surgical treatment by a licensed health care practitioner or a person under the supervision of a licensed health care professional.

HB 2498 *by Gonzales-Tourelles* – increases hazardous duty pay for full-time correctional positions employed by TDCJ from \$10 to \$12 for each 12-month period of lifetime service credit accrued. The maximum amount of hazardous duty pay that can be earned each month is capped at \$300.

HB 2566 *by Madden* – provides that when a real or personal property instrument is being recorded, the instrument must include a statement as to whether the person recording the instrument, or on whose behalf the person is recording it for, is an inmate. The bill also contains a rebuttable presumption that a document or instrument that purports to create a lien or assert a claim or interest in real or personal property is fraudulent if filed by or on behalf of an inmate.

HB 2611 *by Madden* – allows sex offenders to be released on medically recommended intensive supervision if they are in a persistent vegetative state or have an organic brain syndrome with significant mobility impairment.

HB 2918 *by Isett* – requires each state agency to prepare a business case and statewide impact analysis for each major information resources project and a major contract of at least \$1 million under which a vendor will perform or manage an outsourced function or process in which the vendor must develop or acquire information resources technologies where the information resources technologies will become a part of the agency's information resources technologies or where the information resources

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

technologies are the principle deliverable(s) under the contract. Also, for each major information resources project or major contract, an agency would be required to develop a project plan and file the plan with the Quality Assurance Team and the Texas Building and Procurement Commission (TBPC). The TBPC would be required to develop and provide training to contract managers on the use and application of sourcing strategies, techniques and tools. State agencies would be required to purchase an automated information system using DIR information technology contracts or use a purchasing method designated by TBPC. Agencies obtaining an exemption from the Legislative Budget Board from using the TBPC contracts would be required to use a purchasing method designated by TBPC to obtain best value for the state.

HB 3560 by *Swinford* – divides the duties and responsibilities of the TBPC between the Comptroller and a new state agency, the Texas Facilities Commission (TFC).

All powers and duties of TBPC relating to the following areas would be performed by TFC:

- charge and control of state buildings, grounds or property;
- maintenance or repair of state buildings, grounds or property;
- construction of a state building;
- purchase or lease of buildings, grounds or property by or for the state;
- child care services for state employees; and
- surplus and salvage property.

All powers and duties of TBPC relating to the following areas would be performed by the Comptroller:

- statewide procurement;
- training and compliance;
- statewide HUB program;
- travel procurement;
- fleet management; and
- support services.

HB 3688 by *Hughes* – authorizes TDCJ to convey two (2) parcels of land totaling approximately 25 acres to the City of Winnsboro, TX. The land is adjacent to the Winnsboro Municipal Airport.

SB 6 by *Zaffirini* – concerns the apprehension, prosecution and punishment of the offense of online solicitation of a minor, as well as the subsequent registration as a sex offender of the perpetrator. The bill also requires a Community Supervision or Parole Officer with jurisdiction over a student who has committed any felony or certain misdemeanors to notify the Superintendent within 24 hours if the student transfers schools or is removed from the school and subsequently returns.

SB 44 by *Nelson* – beginning September 1, 2008, requires that if a court orders a defendant convicted of an offense involving family violence to attend a Battering Intervention and Prevention Program (BIPP) as a condition of supervision and a certified program is not available, the court may approve a program that has begun the certification process. If such a program is not available, the defendant may attend counseling sessions with a licensed counselor, social worker or other professional who has completed a TDCJ-CJAD approved family violence intervention training program. Subsequent to September 1, 2009, the BIPP program serving as a referral option must be accredited. Each BIPP program must meet

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

guidelines adopted by TDCJ-CJAD with the assistance of a statewide non-profit organization that has a history of involvement with providing technical assistance to shelter centers regarding family violence. Following the adoption of these guidelines, TDCJ-CJAD would accredit BIPP programs and providers.

SB 103 by *Hinojosa* – although the majority of the bill is concerned with a revamping of the Texas Youth Commission (TYC), the age that a youth must either be released or transferred to TDCJ is lowered from 21 to 19 years of age. TYC would be required to evaluate those youth serving a determinate sentence to evaluate whether the youth is in need of additional services that could be completed within a six-month period after the youth's 18th birthday in order to prepare the youth for release or transfer to TDCJ. Those determinate sentence youth who are transferred to TDCJ would receive credit for the time served while in TYC.

SB 166 by *West* – requires TDCJ-CJAD to provide grants to selected departments for the implementation of a system of progressive sanctions designed to reduce the revocation rate of defendants on community supervision. Priority will go to counties that have historically significantly exceeded the statewide average of revocations or to those counties that have demonstrated success in reducing the revocation rate. TDCJ-CJAD is tasked with providing to the TBCJ a report every two (2) years that describes and analyzes progressive sanctions operating in counties. Upon its final approval of the report, the TBCJ would provide a copy to the legislative leadership.

SB 453 by *Ellis* – requires TDCJ to test all offenders without a record of a positive HIV

test result during the diagnostic process. The bill also requires TDCJ to maintain the confidentiality of inmates testing positive for HIV at all times, including following the inmate's jail or release from parole or mandatory supervision.

SB 737 by *Williams* – removes the \$300 per month cap for most state employees who receive hazardous duty pay. Although the cap still applies to correctional positions, hazardous duty pay for those positions was increased (see HB 2498).

SB 839 by *Duncan* – defines the continuity of care discharge from a state and services specific to the care and treatment needs of an offender. The bill requires:

- the development of a treatment plan for the care and service needs of an offender;
- the coordination of the treatment provisions among the entities providing treatment services to ensure that the treatment process continues throughout the entire judicial process, as well as post-adjudication and post conviction; and
- TDCJ, the Department of State Health Services, the Bureau of Identification and Records at DPS, and local Mental Health and Mental Retardation authorities to adopt a MOU and share in the responsibilities to institute a continuum of care and service programs for offenders with mental impairments in the criminal justice system.

SB 909 by *Whitmire* – see summary immediately below, taken largely from the final LBB fiscal analysis of the bill. Note the TDCJ and the Correctional Managed Health

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

Care Committee (CMHCC) are subject to the Sunset Act and would be abolished unless continued by the Legislature. The Board of Pardons and Paroles is not subject to abolishment, but is subject to Sunset review at the same time as TDCJ.

- Requires a county transferring a defendant to the TDCJ to deliver to an officer designated by TDCJ a copy of the defendant's Texas Uniform Health Status Update Form.
- Authorizes judges to permit the early release to intensive supervision for state jail inmates who pose no risk to public safety due to their medical conditions.
- Amends the Code of Criminal Procedure relating to the removal of records for inmates confined in a correctional facility under contract with TDCJ, or in a county jail in lieu of being confined in a TDCJ facility.
- Amends the Government Code relating to the hiring of community supervision department directors.
- Establishes a six-member Criminal Justice Legislative Oversight Committee.
- Continues TDCJ until 2011 to provide for the next Sunset review.
- Defines compliance with Sunset recommendations.
- Requires TDCJ to use a dynamic risk assessment tool to assign a risk level to an inmate serving a sentence for a sexual offense before their sentence is discharged.
- Prohibits the Agency from prohibiting a parole panel to

require an inmate to participate in and complete a treatment program operated by the Agency before the inmate is released on parole.

- Authorizes scheduled meetings between management and employees on Agency policies and issues.
- Permits the Agency to allow employees granted law enforcement authority to assist municipal, county, state or federal law enforcement.
- Permits additional offenders to participate in the TDCJ private sector industries program and amends the conditions under which the program operates.
- Requires screening for and education concerning fetal alcohol exposure during pregnancy.
- Establishes that the CMHCC is subject to review under the Texas Sunset Act during the same period in which TDCJ is reviewed.
- Requires various health institutions to comply with and implement the management action recommendations of the Sunset Advisory Commission and report requested information.
- Specifies the prerequisites of the presiding officer of the CMHCC.
- Requires CMHCC to develop statewide policies for the delivery of correctional health care.
- Defines the requirements of quality of care monitoring by TDCJ and health care providers.

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

- Requires the development of appropriate alternative dispute resolution procedures.
- Expands conflict of interest provisions concerning financial and personal interests, and previous employment restrictions to parole commissioners.
- Requires the development and implementation of policies that provide the public with opportunities to speak on issues to the Board of Pardons and Paroles.
- Requires the Board of Pardons and Paroles to prepare and submit a Legislative Appropriations Request that is separate from TDCJ. The budget structure of the Board of Pardons and Paroles shall be maintained separately from TDCJ.
- Requires the Board of Pardons and Paroles to implement appropriate technological solutions maintain a system on complaints filed with the board, negotiate rulemaking and alternative dispute resolution.
- Requires the Executive Director of TDCJ to establish a career ladder for Parole Officers.
- Requires the Board of Pardons and Paroles to allow the nearest relative by consanguinity to represent a deceased victim in the parole review process when no spouse, parent, child, or sibling can participate.
- Requires the Board of Pardons and Paroles to annually review and update the parole guidelines, and report to the Legislature its efforts to meet them. Requires members who deviate from the parole guidelines to provide specific reasons explaining the deviation.
- Requires TDCJ's Parole Division to identify eligible, low-risk offenders, and establish a process for releasing these offenders from parole and mandatory supervision early.
- Provides for the manner in which compensation is paid for overtime accrued by a TDCJ employee.
- Requires the TCOOMMI to identify and recommend state jail inmates eligible for early release to intensive supervision.
- Requires the Council of Sex Offender Treatment to develop or adopt a dynamic risk assessment tool used in determining the likelihood that a person confined in a penal institution, who will be subject to Chapter 62, will commit an offense described by Article 62.001(5) Code of Criminal Procedure (sex-related offense) after release.
- Prohibits TDCJ from exempting any employee from a licensing requirement imposed by Section 110.302 Occupations Code (sex offender treatment provider license).
- Updates department/commission titles in the Transportation Code regarding exemption from inscription requirement for certain state-owned motor vehicles.
- Requires TDCJ to study GPS tracking and electronic monitoring devices of people on parole and report the findings to the Legislature.

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

- Updates provisions relating to bringing arrested persons before the proper court within specified timeframes.
 - Provides that a determination by the court of whether it proceeds with an adjudication of guilt on the original charge is reviewable in the same manner as a revocation hearing conducted under Section 21, Article 42.12, Code of Criminal Procedures.
 - Authorizes judges, for certain state jail felony offenses, to suspend the imposition of a sentence and place the defendant on community supervision or order the sentence to be executed if the conviction resulted from an adjudication of guilt of a defendant previously placed on deferred adjudication community supervision for the offense.
 - Permits a judge to order a defendant to make a specified donation to a nonprofit food bank or food pantry in lieu of requiring the defendant to work a specified number of hours at a community service project.
 - Requires probation fees to follow defendants if they are transferred to different court jurisdictions.
 - Establishes certain requirements for conducting taste tests and awarding commissary bids within TDCJ.
 - Authorizes TDCJ to provide for the practice of bundling products into categories to ensure savings through bulk purchasing, discounts for advance invoice payments, and online ordering.
 - Requires TDCJ to adopt a zero-tolerance policy concerning the detection, prevention, and punishment of sexual abuse.
 - Requires TDCJ to conduct a study regarding certain types of inmates.
 - Requires TDCJ to conduct a feasibility study of relocating the Central Prison Unit and the adjoining prison housing units from its current location in Sugar Land, Texas to a more compatible location.
 - Specifies that an offender who otherwise meets eligibility requirements for the medical assistance program is not ineligible for the program solely on the basis of the conviction or adjudication for which the inmate was sentenced to confinement.
- SB 1461** by *Seliger* – grants the Governor contracting authority to contract with an entity, to include FutureGen Industrial Alliance, Inc., to implement a clean-coal project or a clean-coal demonstration program. The bill adds the Texas Board of Criminal Justice to the list of state entities which may enter into a lease with the Texas Railroad Commission or an owner or operator of a clean coal project for the use of lands for permanent storage of sequestered carbon dioxide captured by a clean coal project. The bill further adds the TDCJ to the list of state entities which are indemnified against liability in certain instances.
- SB 1533** by *Fraser* – transfers approximately 75 acres at the Halbert Unit that currently belongs to TDCJ to Burnet County so that Burnet County can build a new county jail and law enforcement center.

External/Internal Assessment
Significant Criminal Justice Legislation
80th Regular Legislative Session (Continued)

SB 1580 by *Van de Putte* - directs the Board of Criminal Justice to request proposals from private vendors to provide telephone service to offenders in facilities operated by the department. The bill stipulates what must be included within each vendor's proposal, to include:

- a provision for installation, operation and maintenance with no cost to the state;
- a commission of at least 40% gross revenue to the state;
- a system with the capacity to compile approved inmate calling lists, verify numbers called and personal identification numbers, use biometric identifiers, limit duration and frequency of calls, generate reports and network all individual systems;
- provision of onsite monitoring capability and a fully automated system;
- a ratio not greater than 30:1 of eligible inmates per phone; and
- other requirements related to charges for certain calls and the ability to prepay by the inmate.

The bill establishes an initial contract period of not less than seven (7) years and requires a provision in the contract giving the TBCJ the option of renewing the contract for additional two-year periods. TDCJ would be required to transfer 50% of the commissions into the crime victims compensation fund (CVCF) and 50% to undedicated general revenue, although a provision in the bill gives the first \$10 million annually collected to the CVCF. The TBCJ must award an initial contract by September 1, 2008.

The bill also requires TDCJ to adopt policies governing inmate usage of the pay telephones and must allow for an average monthly call usage rate of eight (8) calls, with each call having an average duration of not less than ten (10) minutes, per eligible inmate. Only eligible inmates would be allowed phone privileges using a pre-approved call list.

TDCJ must ensure no confidential attorney-client communication is recorded or monitored and must provide the vendor with the name and phone number of each attorney representing an offender.

SB 2033/SJR 65 by *Williams* - authorizes the Texas Public Finance Authority to issue general obligation bonds in a cumulative amount not to exceed \$1 billion for certain maintenance, improvement, repair, construction projects, and for the purchase of needed equipment. The bill provides for general obligation bonds on projects administered by or on behalf of a state agency listed in Section 50-g, Article III, Texas Constitution. The Joint Resolution, which was approved by the voters on November 7, 2007, provides a list of agencies, including TDCJ, that may utilize the bond funds.

External/Internal Assessment
Self-Evaluation and Opportunities for Improvement

Human Resources Issues - All state agencies are required to participate in the State Auditor's Office (SAO) exit survey, which was originally initiated in FY 2002. The top four (4) reasons cited for leaving in FY 2007 by Correctional Officers (COs) who voluntarily separated employment were the following:

1. Better Pay/Benefits
2. Personal or Family Health
3. Retirement
4. Issues with My Supervisor/Issues with Employees I Supervise

As a result of the feedback received from this survey, the Agency continues to evaluate and implement programs to enhance policies, procedures, and training. Several of the initiatives resulting from such evaluation are identified in the Human Resources Initiatives section of this Strategic Plan and in the Workforce Plan, which is Appendix F to this Strategic Plan.

Correctional Officers received a 2% or \$50 minimum monthly increase, as well as an increase in the hazardous duty pay rate effective September 1, 2007. The monthly hazardous duty rate increased from \$10 for every one year to \$12 for every one year up to \$300. Changes to the CO career ladder became effective November 1, 2007, which included an accelerated career path for former CO staff returning to the Agency within 36 months, and a higher starting salary rate for CO applicants with two years active military service or a Bachelor's degree. Flyers on total compensation and benefit package, retirement, Homes for Heroes program and health insurance have been provided to COs during FY 2006 and FY 2007.

In April 2008, the TDCJ began providing \$1,500 recruitment bonuses for newly hired COs on designated understaffed correctional

facilities (currently 16 facilities). Units will be reevaluated periodically to determine bonus eligibility. Additionally, the starting salary of a newly hired CO I was increased effective May 2008, by about 10%, from \$23,046 to \$25,416. The salary of the CO II was also increased by about 8%, from \$24,900 to \$26,940.

The Agency continues to offer two (2) programs to assist employees with maintaining physical and mental health. Wellness Initiative Now (WIN) promotes personal well-being, fitness, and nutrition. The Employee Assistance Program (EAP) provides confidential, professional assistance to help employees and their families resolve a variety of issues including stress management.

A number of training programs are offered to improve working relationships between employees and supervisors. Keeping the Good Ones training for supervisors emphasizes the importance of connecting with and appreciating employees. Other programs include the Sergeants Academy, Lieutenant Command School and Mid-Management Leadership Program. In addition, the Agency's dispute resolution process facilitates communication and promotes reconciliation through informal resolution.

In an effort to expand the pool of applicants for CO positions, TDCJ offers unit based training academies, allowing trainees to attend an academy closer to home. Beginning in FY 2008, training academies are scheduled more frequently to reduce the hiring waiting period.

In FY 2007, the Agency hired 5,996 COs, and 3,698 officers have been hired in FY 2008 as of February 29, 2008. As of April 30, 2008, there were 3,482 vacant CO positions, a filled rate of 86.8%. That is about 500 fewer

External/Internal Assessment
Self-Evaluation and Opportunities for Improvement
(Continued)

vacancies than there were in September 2007, when the number of CO vacancies peaked at nearly 4,000. However, it is still greater than the number of vacancies in April 2007 (which was 3,250). It should also be noted the number of vacancies usually climbs during the summer months.

Community Supervision Tracking System - CJAD updated its Community Supervision Tracking System (CSTS), which allows offenders under supervision to be tracked in a centralized statewide depository and receives its data electronically from the CSCD's local system. The data contained in CSTS is shared with that of the Corrections Tracking System (CTS) and the Texas Department of Public Safety's Computerized Criminal History (CCH) system.

State funding of community supervision is now contingent on having up-to-date records for individual offenders in the tracking system. Maintenance of this statewide database will facilitate policy and research initiatives in the future.

"What Works" Project - CJAD is continuing the "What Works" Project and the follow-up "Improving Residential Outcomes Project", to assist CSCDs and their community corrections facilities (CCFs) to implement effective programming based upon local and national research outlining the components of programs that are proven to reduce recidivism and produce long term change in offender behavior. CJAD continues to provide training related to evidence based practices, as well as training for facilitators on cognitive interventions for offenders. In addition to training, CJAD currently uses the revised Correctional Program Assessment Inventory (CPAI), now titled the Correctional Program Checklist (CPC), to ascertain how

closely programs delivered by CCFs meet known principles of effective correctional treatment. CJAD continues the second-phase of the "What Works" project to expand the availability of training on best practices and cognitive programs to CSCDs with specialized caseloads and other kinds of non-residential programs. Also, CJAD has incorporated evidence-based practices into the Substance Abuse Treatment Standards and the utilization of a progressive sanctions model which encourages CSCDs to develop a system of sanctions and correctional interventions to more effectively reduce probation revocations.

Drug Courts - The Texas Legislature has mandated that counties with populations exceeding 200,000 apply for federal and other funds to establish drug courts, which are a type of intensive supervision consisting of judicially led programs for offenders in need of substance abuse treatment. CJAD has worked closely with CSCDs and district courts throughout Texas to establish drug courts. Some of the larger jurisdictions have three to five drug treatment courts.

Safe Prisons Program - The TDCJ's Safe Prisons Program continues to emphasize the prevention, investigation and prosecution of incidents of sexual assault and reflects the Agency's "zero-tolerance" policy. The Agency's successful applications for grant funding from the Office of Justice Programs supported enhancements such as additional surveillance cameras, lexan (transparent) cell fronts and additional investigative and prosecutorial training. The Agency continues to explore innovations and technologies which enhance both offender and staff safety from any form of violence.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

2008-09 Biennium Goals, Objectives and Outcome Measures -
Strategies and Output, Efficiency, Explanatory Measures

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

Objective A.1. To provide funding for Community Supervision and Diversionary Programs

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

Strategy A.1.1. Basic Supervision

- Output** ☞ Average number of felony offenders under direct supervision
♦ Average number of misdemeanor offenders under direct supervision
- Efficiency** ☞ Average Monthly Caseload
- Explanatory** ♦ Number of felons placed on community supervision
♦ Number of misdemeanants placed on community supervision

Strategy A.1.2. Diversion Programs

- Output** ☞ Number of residential facility beds grant-funded
♦ Number of alternative sanction programs and services grant-funded
- Explanatory** ♦ Number of grant-funded residential facility beds in operation
♦ Number of grant-funded residential facilities

Strategy A.1.3. Community Corrections

- Output** ☞ Number of Community Corrections (CC)-funded residential facility beds
♦ Number of CC-funded alternative sanction programs and services
- Explanatory** ♦ Number of CC-funded residential facilities
♦ Number of CC-funded residential facility beds in operation

Strategy A.1.4. Treatment Alternatives to Incarceration

- Output** ♦ Number completing treatment in Treatment Alternatives to Incarceration Program

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

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

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

Strategy B.1.1. Special Needs Projects

- Output** ☞ Number of special needs offenders served

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

2008-09 Biennium Goals, Objectives and Outcome Measures -
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

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

Objective C.1. To confine and supervise convicted felons

- Outcome**
- ☞ Escaped offenders as percentage of number of offenders incarcerated
 - ◆ Percentage of eligible health-care facilities accredited
 - ☞ Three-year recidivism rate
 - ◆ Number of offenders who have escaped from incarceration
 - ☞ Turnover rate of correctional officers
 - ◆ Percent compliance with contract prison operating plan
 - ◆ Number of offenders successfully completing work facility program

Strategy C.1.1. Correctional Security Operations

Substrategy: Correctional Security Overtime

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

Strategy C.1.2. Correctional Support Operations

(No measures)

Strategy C.1.3. Offender Services

(No measures)

Strategy C.1.4. Institutional Goods

(No measures)

Strategy C.1.5. Institutional Services

(No measures)

Strategy C.1.6. Institutional Operations and Maintenance

- Output**
- ◆ Safety or maintenance deficiencies identified

Strategy C.1.7. Psychiatric Care

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

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

2008-09 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Strategy C.1.8. Managed Health Care

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

Strategy C.1.9. Health Services

(No measures)

Strategy C.1.10. Contracted Temporary Capacity

- Explanatory**
- ⌚ Average number of offenders in contractual correctional bed capacity

Strategy C.1.11. Contract Prisons/Private State Jails

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

Strategy C.1.12. Residential Pre-Parole Facilities

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

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

- Outcome**
- ◆ Percentage change in number of inmates assigned to correctional industries program
 - ◆ Number of degrees and vocational certificates awarded
 - ◆ Percentage of community/technical college degrees awarded

Strategy C.2.1. Texas Correctional Industries

- Output**
- ◆ Number of factories operated by the correctional industries program
 - ⌚ Number of inmates assigned to the correctional industries program

Strategy C.2.2. Academic/Vocational Training

- Output**
- ⌚ Inmate students enrolled
 - ◆ Offender students served

Strategy C.2.3. Project RIO

(No measures)

Strategy C.2.4. Treatment Services

- Output**
- ⌚ Number of sex offenders receiving psychological counseling while on parole/mandatory supervision
 - ◆ Number of mentally retarded releasees receiving services
 - ◆ Number of sex offenders completing the Sex Offender Treatment Program
 - ◆ Number of mentally ill releasees receiving services

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

2008-09 Biennium Goals, Objectives and Outcome Measures –
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

Strategy C.2.5. Substance Abuse Treatment

Substrategy: Substance Abuse Felony Punishment Facilities

Substrategy: Substance Abuse In-Prison Therapeutic Communities

Substrategy: DWI Treatment

Substrategy: State Jail Substance Abuse Treatment

- | | |
|--------------------|--|
| Output | <ul style="list-style-type: none">◆ Inmates in in-prison therapeutic community substance abuse treatment◆ Number of confinees in substance abuse felony punishment facilities◆ Number of offenders receiving purchased substance abuse outpatient services◆ Number of offenders receiving substance abuse inpatient treatment◆ Number of inmates completing treatment in in-prison therapeutic community⌚ Numbers of confinees completing treatment in substance abuse felony punishment facilities |
| Explanatory | <ul style="list-style-type: none">◆ Number of offenders completing treatment in transitional treatment centers◆ Number of felons admitted to a substance abuse felony punishment facility |

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

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

Strategy D.1.1. Facilities Construction
(No measures)

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

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

Objective E.1. To evaluate eligible inmates for parole or clemency

Strategy E.1.1. Parole Release Processing

- | | |
|--------------------|--|
| Output | ⌚ Number of parole cases processed |
| Explanatory | <ul style="list-style-type: none">◆ Number of parole reports prepared and submitted for decision-making process◆ Number of PIA reports prepared and submitted for decision-making process◆ Number of offenders released on mandatory supervision |

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

2008-09 Biennium Goals, Objectives and Outcome Measures -
Strategies and Output, Efficiency, Explanatory Measures

(Continued)

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

- Outcome**
- ◆ Percentage of releasees successfully discharging parole/mandatory supervision
 - ◆ Percentage of releasees receiving new convictions
 - ⌚ Releasee annual revocation rate

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
- Efficiency**
- ⌚ Average monthly caseload
- Explanatory**
- ◆ Number of releasees placed on electronic monitoring
 - ◆ Number of pre-revocation warrants issued

Strategy E.2.2. Halfway House Facilities

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

Strategy E.2.3. Intermediate Sanction Facilities

- Output**
- ◆ Average number of releasees in intermediate sanction facilities
- Efficiency**
- ◆ Average intermediate sanction facility cost per resident day
- Explanatory**
- ◆ Releasees placed in intermediate sanction facilities

Goal F Indirect Administration

Objective F.1. Indirect Administration

(No measures)

Strategy F.1.1. Central Administration

(No measures)

Strategy F.1.2. Correctional Training

(No measures)

Strategy F.1.3. Inspector General

(No measures)

Strategy F.1.4. Victim Services

(No measures)

Strategy F.1.5. Information Resources

(No measures)

Strategy F.1.6. Other Support Services

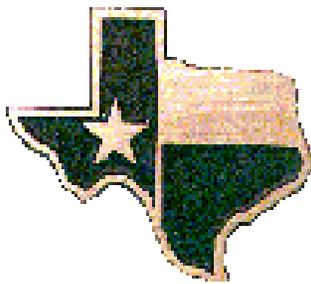
(No measures)

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Technology Initiative Alignment

Technology Initiative	Related Agency Objective	Related SSP Strategy / (ies)	Status	Anticipated Benefit(s)	Innovation, Best Practice, Benchmarking
Replace microfilming process of offender discharge records with an imaging system.	Objective C.1. To confine and supervise convicted felons Objective C.2. To provide services in support of the rehabilitation of convicted felons Objective F.1. Indirect administration	4-2	Planned	<ul style="list-style-type: none"> • Multiple users access the same documents • Accessible to the whole agency; reduce time to access information • Eliminate paper files, microfiche, and microfilm • Disaster recovery • Provide a backup to the paper files 	<p>Innovation: Using technology to replace hard copy/microfilm</p> <p>Best Practices: Store digital images</p> <p>Benchmarking: Gather retrieval metrics for manual pulling of files vs. electronic retrieval</p>
The Integrated Justice System implements a national data standard to exchange offender related data among state and federal agencies.	Objective B.1. To provide for the diversion of special needs offenders into community-based treatment alternatives to incarceration Objective C. To confine and supervise convicted felons Objective C.2. To provide services in support of the rehabilitation of convicted felons Objective E.1. To supervise and assist parolees in adjusting to community life and, when necessary, apply appropriate sanctions to those who fail to comply with the conditions of their release Objective F.1. Indirect administration	4-2	Planned	<ul style="list-style-type: none"> • Integration of state and local data • Reduce redundant data entry • Improved data integrity 	<p>Innovation: Use of XML technology for data exchange</p> <p>Best Practices: Utilize the National Information Exchange Model and Global Justice XML data model; DIR Framework – data integration</p>
A Classification Document Management System will convert paper documents to electronic images that can be quickly moved about the agency.	Objective B.1. To provide for the diversion of special needs offenders into community-based treatment alternatives to incarceration Objective C.1. To confine and supervise convicted felons Objective C.2. To provide services in support of the rehabilitation of convicted felons Objective E.1. To supervise and assist parolees in adjusting to community life and, when necessary, apply appropriate sanctions to those who fail to comply with the conditions of their release Objective F.1. Indirect administration	4-2	Planned	<ul style="list-style-type: none"> • Multiple users access the same documents • Reduce time to access information • Reduce data entry • Eliminate paper files, microfiche, and microfilm • Disaster recovery • Accessibility of information 	<p>Innovation: Using technology to replace hard copy</p> <p>Best Practices: Store digital images</p> <p>Benchmarking: Gather retrieval metrics for manual pulling of files vs. electronic retrieval</p>
OIMS, Phase 3, Period 2 will address the reengineering of the Intake and Classification processes.	Objective B.1. To provide for the diversion of special needs offenders into community-based treatment alternatives to incarceration Objective C.1. To confine and supervise convicted felons Objective C.2. To provide services in support of the rehabilitation of convicted felons Objective E.1. To supervise and assist parolees in adjusting to community life and, when necessary, apply appropriate sanctions to those who fail to comply with the conditions of their release Objective F.1. Indirect administration	4-2	Planned	<ul style="list-style-type: none"> • Replacement of a 30 year old offender information system • Reduce data entry • Consortium – other states provide technical improvement • Single source of information • Easier reporting • Enhanced data architecture • Streamline business processes 	<p>Innovation: Utilizes Open source technology; replace mainframe terminal technology with thin client or client/server technology</p> <p>Best Practices: Utilizes the National Consortium of Offender Management System</p>

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix A

Strategic Planning Process

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Strategic Planning Process

January 2008

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

March 2008

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

April 2008

- ☆ Contacted Divisions/Departments through Leadership Management for input in strategic planning process
- ☆ Discussions relating to the Workforce Plan, Texas Workforce Development System Strategic Plan, and the Statewide Capital Plan
- ☆ Submission of Performance Measure Changes, Budget Structure changes (to GOBPP and LBB)
- ☆ Administered statewide Customer Satisfaction Survey
- ☆ Entered Customer Service Satisfaction Survey responses into database

May 2008

- ☆ Instructions for the Legislative Appropriations Request issued by the LBB and the Governor's Office
- ☆ Strategic Planning core group meeting to discuss input received from Divisions/Departments through Executive Management
- ☆ Incorporate input from Divisions/Departments

June 2008

- ☆ Core group meeting to finalize the Agency Strategic Plan
- ☆ Distribution of the Agency Strategic Plan to the Texas Board of Criminal Justice for review and comment
- ☆ Approval of Budget Structure and Measure changes

July 2008

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

August 2008

- ☆ Board meets to consider/approve the Budget Request for 2010-11 Biennium
- ☆ Agency submits Legislative Appropriations Requests

September 2008

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

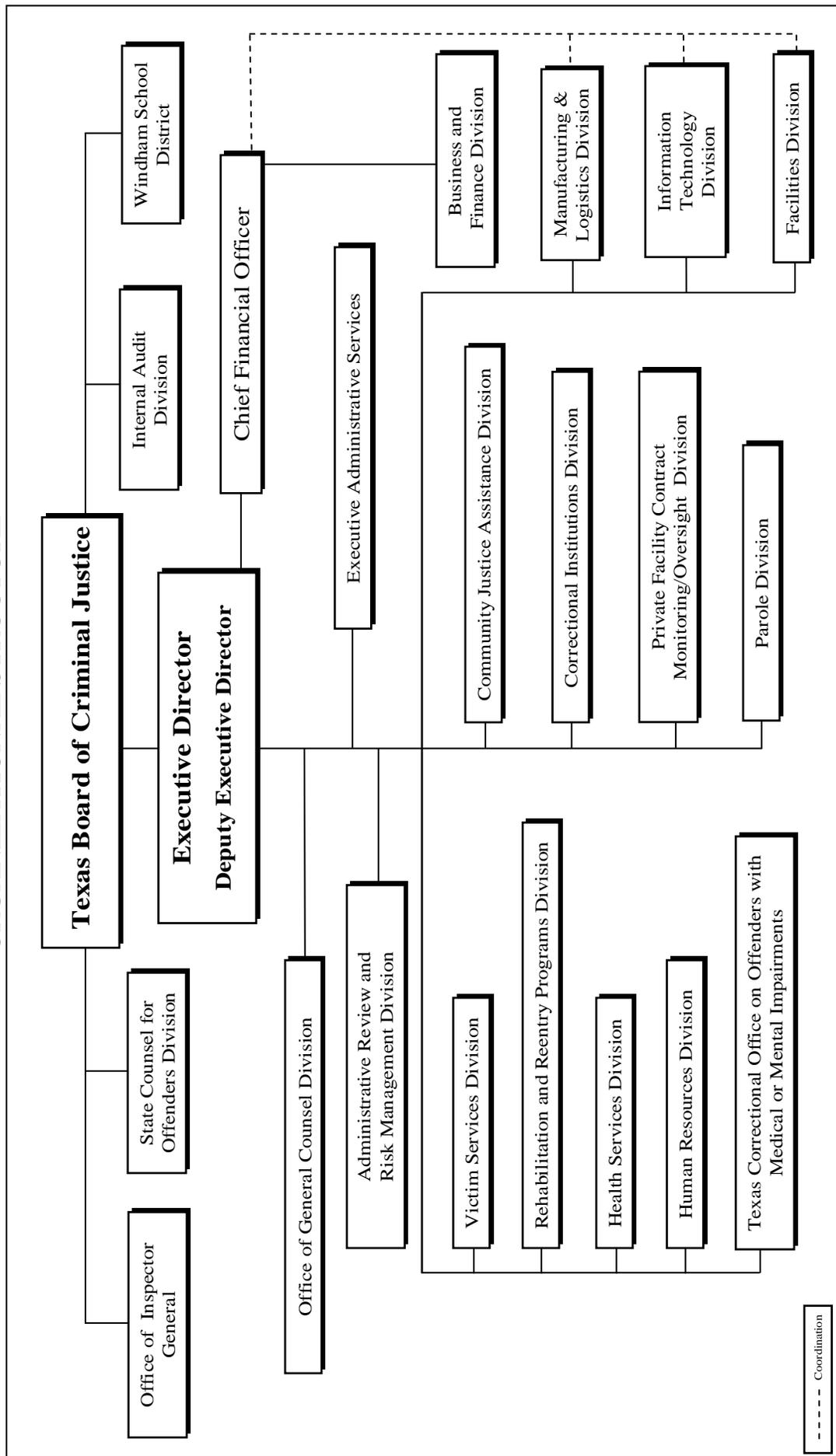
Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix B

*Current Organizational
Chart*

**TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE**



Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix C

*Five-Year Projections for
Outcomes*

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

**Preliminary Projected Outcomes
for Fiscal Years (FY) 2009-13**

Outcome Measure	2009	2010	2011	2012	2013
A.1. Felony Community Supervision Annual Revocation Rate	10%	10%	10%	10%	10%
A.1. Misdemeanor Community Supervision Revocation Rate	13%	13%	13%	13%	13%
🔑 B.1. Offenders with Special Needs Three-Year Reincarceration Rate	12%	12%	12%	12%	12%
🔑 C.1. Escaped Offenders as Percentage of Number of Offenders Incarcerated	0.0%	0.0%	0.0%	0.0%	0.0%
C.1. Percentage of Eligible Health-Care Facilities Accredited	100%	100%	100%	100%	100%
🔑 C.1. Three – Year Recidivism Rate	28.3%	28.3%	28.3%	28.3%	28.3%
C.1. Number of Offenders Who Have Escaped from Incarceration	0	0	0	0	0
🔑 C.1. Turnover Rate of Correctional Officers	24%	24%	24%	24%	24%
C.1. Percent Compliance With Contract Prison Operating Plan	90%	90%	90%	90%	90%
C.1. Number of Offenders Successfully Completing Work Facility Program	500	500	500	500	500
C.2. Percentage Change in Number of Inmates Assigned to Correctional Industries	0.0%	0.0%	0.0%	0.0%	0.0%
C.2. Number of Degrees and Vocational Certificates Awarded	1,800	1,800	1,800	1,800	1,800
C.2. Percentage of Community/Technical College Degrees Awarded	35%	35%	35%	35%	35%
E.2. Percentage of Releasees Successfully Discharging Parole/Mandatory Supervision	20%	20%	20%	20%	20%
E.2. Percentage of Releasees Receiving New Convictions	7%	7%	7%	7%	7%
🔑 E.2. Releasee Annual Revocation Rate	10%	10%	10%	10%	10%

Note: Outcomes for 2009-2013 represent preliminary estimates subject to change upon preparation of the Legislative Appropriations Request for FY 2010-11

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix D

List of Measure Definitions

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1. Felony community supervision annual revocation rate
Definition	<i>The total number of felons revoked to Texas Department of Criminal Justice (TDCJ)-Correctional Institutions Division (CID) divided by the average felony community supervision population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of felony failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	Felons revoked to CID from the CSTS 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 from the CSTS summed across all reporting counties that receive state aid.
Data Limitations	<ul style="list-style-type: none"> -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. -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. -Excludes felony revocations to State Boot Camp and County Jail.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1. Misdemeanor community supervision revocation rate
Definition	<i>The total number of misdemeanants revoked to jail divided by the average misdemeanor community supervision population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of misdemeanor failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	Misdemeanants revoked to County Jail from the CSTS 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 from the CSTS summed across all reporting counties that receive state aid.
Data Limitations	<ul style="list-style-type: none"> • 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. • 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 <i>annual</i> percentage of offenders revoked each year.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✓ Lower than target
Performance Measure	A.1.1. Average number of felony offenders under direct supervision
Definition	<i>The number of felony offenders under direct supervision, including those in residential facilities, calculated as an end-of-period average.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	This measure, along with the total misdemeanor offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	End-of-period average for the fiscal year of felons receiving direct supervision from the CSTS summed across all reporting counties that receive state aid.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.1. Average number of misdemeanor offenders under direct supervision
Definition	<i>The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-period average.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	This measure, along with the total felony offenders under direct supervision, is intended to show demand for basic community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	End-of-period average for the fiscal year of misdemeanants receiving direct supervision from the CSTS summed across all reporting counties that receive state aid.
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 Monthly Caseload
Definition	This measure is defined as the average number of probationers under direct supervision (defined as Monthly Community Supervision and Corrections Report Elements I.A.1. + I.A.2.+ I.A.3. + I.A.4.+ I.A.5.) per community supervision officer (defined as Monthly Community Supervision and Corrections Report Elements III.A. + III.B). Community supervision officers and probationers reported include all caseload types under direct supervision (regular, specialized, electronic monitoring, and intensive supervision program). Community supervision officers include full and part-time officers.
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	Information is obtained from the Monthly Community Supervision and Corrections Report collected by the Community Justice Assistance Division.
Methodology/Calculation	The average number of probationers under direct supervision during the reporting period is divided by the average number of community supervision officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average on all caseloads, including specialized caseloads with fewer probationers. The measure also includes probation managers supervising fewer probationers.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.1. Number of felons placed on community supervision
Definition	<i>The number of felons placed on deferred adjudication or receiving community supervision sentences.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It 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 Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	Original felony community supervision placements from the CSTS summed across all reporting counties that receive state aid for the fiscal year.
Data Limitations	This count may include some duplication when offenders are placed on community supervision by more than one jurisdiction.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target
Performance Measure	A.1.1. Number of misdemeanants placed on community supervision
Definition	<i>The number of misdemeanants placed on deferred adjudication or receiving community supervision sentences, as reported by participating Community Supervision and Corrections Department (CSCDs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It 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 Community Supervision Tracking System (CSTS), a case-based offender tracking system. Community Supervision and Corrections Depts (CSCD) submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist queries database for relevant data using Microsoft Access. The first calculation computes statewide sums of county level data. Data is brought into an Excel workbook thru an active link to Access database. This workbook is used for calculation and presentation of annual revocation percentages. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	Original misdemeanor community supervision placements from the CSTS summed across all reporting counties that receive state aid for the fiscal year.
Data Limitations	This count may include some duplication when offenders are placed on community supervision by more than one jurisdiction.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.2. Number of residential facility beds grant-funded
Definition	<i>The total number of residential facility beds funded through diversion program grants either in community corrections facilities (CCFs) or county correctional centers (CCCs).</i>
Type measure	Output
Key or Non-Key?	Key
Purpose	It is intended to capture the extent to which grant funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services section receives bed capacity info from sheets submitted by CSCDs (part of Community Justice Plan). CSCDs required to submit an amended cover sheet if bed capacity changes. Residential Services section enters information into a CJAD integrated database system. Research and Evaluation Unit maintains a Microsoft (MS) Access database, which tracks end-of-month bed capacity by facility. This database also contains the majority-funding source (Diversion Program [DP], Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. Database is updated every month to reflect bed counts for previous month. Research Specialist verifies bed counts and funding sources with Director of Residential Services. MS query is used to extract end of month bed counts. Results submitted to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget.
Methodology/Calculation	Sum of Community Corrections (CC) and County Correctional Center (CCC) facility capacities whose majority-funding source is DP.
Data Limitations	Excludes programs that use DP monies, but whose majority of funding comes from other sources (e.g., Community Corrections).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	A.1.2. Number of alternative sanction programs and services grant-funded (excluding residential facilities)
Definition	<i>Total number of community-based alternative sanction programs and services grants awarded through Diversion Program (DP) funds during the reporting period (including contract residential programs).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	It is intended to capture the extent to which grant funds are used to provide non-residential community-based diversions from prison.
Data Source and Collection	Compiled from approved grant proposals and budgets in the Community Justice Plans. Community Supervision and Corrections Departments submit grant program proposals to the Community Justice Assistance Division (CJAD) biennially. Grant budgets are submitted to CJAD at the beginning of each biennium. As needed, subsequent budget adjustments are submitted to CJAD each quarter. Grant proposal information is retrieved from a database. Budget information is stored in 3-ring binders. Contract residential services (CRS) operational units are in part gathered from the Residential Facilities Monthly Activity section (page 3) of the Monthly Community Supervision and Corrections Report.
Methodology/Calculation	Total number of DP-only funded non-residential programs and services during reporting period; <i>plus</i> , total number of multiple funded non-residential programs and services whose majority funding source is DP for reporting period
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.2. Number of grant-funded residential facility beds in operation
Definition	<i>The total number of residential facility beds in operation and funded through Diversion Program (DP) grants either in community corrections facilities (CCFs) or county correctional centers (CCCs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It 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	<p>Funding Source: Residential Services receives bed capacity info from Community Supervision and Corrections Departments (CSCDs). CSCDs submit facility bed capacity changes. Info entered into Community Justice Assistance Division (CJAD) integrated database system containing majority-funding source (DP, CC, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility.</p> <p>Bed Occupancy: CJAD collects data via CSTS, a case-based offender tracking system. CSCDs submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.</p>
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility occupancy for facilities whose majority funding source is DP as reported to the CSTS.
Data Limitations	<ul style="list-style-type: none"> • For CCF and CCC facilities funded with DP and Community Corrections (CC) funds, this count includes CC-funded facility beds of programs that are primarily funded with DP monies. • The CSTS contains information on offenders' participation in various programs. It is not a financial accounting system that considers funding source.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	A.1.2. Number of grant-funded facilities providing residential services to offenders on community supervision
Definition	<i>The total number of community corrections facilities (CCFs) and county correctional centers (CCCs) funded through Diversion Program (DP) grants and providing residential services to offenders under community supervision.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It is intended to capture the extent to which grant funds are used to provide residential community-based diversions from prison.
Data Source and Collection	<p>Funding Source: Residential Services receives bed capacity info from Community Supervision and Corrections Departments (CSCDs). CSCDs submit facility bed capacity changes. Info entered into Community Justice Assistance Division (CJAD) integrated database system containing majority-funding source (DP, CC, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility.</p> <p>Bed Occupancy: CJAD collects data via CSTS, a case-based offender tracking system. CSCDs submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.</p>
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility occupancy for facilities whose majority funding source is CC as reported to the CSTS.
Data Limitations	<ul style="list-style-type: none"> • For CCF and CCC facilities funded with CC and Diversion Program (DP) funds, this count excludes CC funded facility beds of programs that are primarily funded with DP monies. • The CSTS contains information on offenders' participation in various programs. It is not a financial accounting system that considers funding source.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.3. Number of residential facility beds funded through Community Corrections
Definition	<i>The total number of residential facility beds funded through Community Corrections (CC) either in community corrections facilities (CCFs) or county correctional centers (CCCs).</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	It is intended to capture the extent to which CC funds are budgeted to provide residential community-based diversions from prison.
Data Source and Collection	Residential Services section receives bed capacity info from sheets submitted by CSCDs (part of Community Justice Plan). CSCDs required to submit an amended cover sheet if bed capacity changes. Residential Services section enters information into a CJAD integrated database system. Research and Evaluation Unit maintains a Microsoft (MS) Access database, which tracks end-of-month bed capacity by facility. This database also contains the majority-funding source (DP, Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. Database is updated every month to reflect bed counts for previous month. Research Specialist verifies bed counts and funding sources with Director of Residential Services. MS query is used to extract end of month bed counts. Results submitted to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget.
Methodology/Calculation	Sum of Community Corrections Facility (CCF) and County Correctional Centers (CCC) residential facility capacities for facilities whose majority-funding source is CC.
Data Limitations	For CCF and CCC facilities funded with CC and Diversion Programs (DP) funds, this count excludes CC funded facility beds of programs that are primarily funded with DP monies. The CCF/CCC portion of the operational definition is based on capacities, not the number of beds filled.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	A.1.3. Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding residential facilities)
Definition	<i>Total number of community-based alternative sanction programs and services funded through the Community Corrections (CC) during the reporting period including contract residential programs.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	It is intended to capture the extent to which CC funds are used to provide non-residential community-based diversions from prison.
Data Source and Collection	Residential Services section receives bed capacity info from sheets submitted by CSCDs (part of Community Justice Plan). CSCDs required to submit an amended cover sheet if bed capacity changes. Residential Services section enters information into a CJAD integrated database system. Research and Evaluation Unit maintains a Microsoft (MS) Access database, which tracks end-of-month bed capacity by facility. This database also contains the majority-funding source (DP, Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) for each facility. Database is updated every month to reflect bed counts for previous month. Research Specialist verifies bed counts and funding sources with Director of Residential Services. MS query is used to extract end of month bed counts. Results submitted to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget.
Methodology/Calculation	Total number of CC-only funded non-residential programs and services during the reporting period; <i>plus</i> , the total number of multiple funded non-residential programs and services whose majority funding source is CC for the reporting period.
Data Limitations	For Community Corrections Facilities (CCF) and County Corrections Centers (CCC) facilities funded with CC and Diversion Program (DP) funds, this count excludes CC funded facility beds of programs that are primarily funded with DP monies. The CCF/CCC portion of the operational definition is based on capacities, not the number of beds filled.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.3. Number of facilities funded through Community Corrections (CC) providing residential services to offenders on community supervision
Definition	<i>The total number of community corrections facilities (CCFs) and county correctional centers (CCCs) funded through Community Corrections (CC) and providing residential services to offenders under community supervision.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It is intended to capture the extent to which CC funds are used to provide residential community-based diversions from prison.
Data Source and Collection	Budget and Residential Services sections receives residential facility information from CSCDs (part of Community Justice Plan). CSCDs required to submit amended cover sheet every time a facility opens or closes. Budget and Residential Services sections enter information into Community Justice Assistance Division (CJAD) integrated database system. To ensure accuracy, prior to the due date for the performance measures (the 15th of December, March, June, September), Research Specialist verifies list of residential facilities and funding sources with Budget Administrator and the Residential Services Director, CJAD. Research Specialist submits performance measure report to the Admin. of Research and Evaluation for review/approval. Dir. Data Mgt. provides final approval. Report is faxed to TDCJ Budget.
Methodology/Calculation	Total number of CC-only funded residential facilities (CCFs & CCCs) operating during the reporting period; <i>plus</i> the total number of multiple funded residential facilities (CCFs & CCCs) whose majority funding source is CC.
Data Limitations	When reporting this measure, dual-funded facilities are assigned to either the Diversion Program (DP) or CC category based which funding source provides the majority of financing. Over time, facilities have combined funding sources (e.g., Diversion Program, Community Corrections, Treatment Alternatives to Incarceration, or Residential Substance Abuse Treatment) to operate CCFs. For example, if a CSCD funds a facility with 55% DP monies and 30% CC monies and 15% TAIP monies. Counting such a facility as CC facility is not fully accurate.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	A.1.3. Number of operational residential facility beds funded through Community Corrections (CC)
Definition	<i>The total number of residential facility beds in operation and funded through Community Corrections (CC) either in community corrections facilities (CCFs) or county correctional centers (CCCs).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It 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	Funding Source: Residential Services receives bed capacity info from Community Supervision and Corrections Departments (CSCDs). CSCDs submit facility bed capacity changes. Info entered into Community Justice Assistance Division (CJAD) integrated database system containing majority-funding source (DP, CC, Treatment Alternatives to Incarceration, Residential Substance Abuse Treatment) for each facility. Bed Occupancy: CJAD collects data via CSTS, a case-based offender tracking system. CSCDs submit CSTS data electronically to TDCJ mainframe. CSTS staff extract data for relevant performance measures. A Research Specialist submits resulting report to Research and Evaluation Administrator and then Director of CJAD Data Management for approval. Report is faxed to TDCJ Budget. Beginning in FY04, funding allocations for CSCDs will be based upon calculations reported by CSCDs via CSTS. As a result, this data source will be utilized to report performance measure data.
Methodology/Calculation	Sum of Community Corrections Facilities (CCF) and County Correctional Centers (CCC) residential facility occupancy for facilities whose majority funding source is CC as reported to the CSTS.
Data Limitations	For CCF and CCC facilities funded with CC and DP funds, this count excludes CC funded facility beds of programs that are primarily funded with DP monies. The Community Supervision Tracking System (CSTS) contains information on offenders' participation in various programs. It is not a financial accounting system that considers funding source.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	A.1.4. Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)
Definition	<i>Total number of offenders successfully completing treatment in the Treatment Alternatives to Incarceration Program (TAIP) during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the total number of persons who successfully completed the TAIP • It is important to know the total number of persons that are affected by the program
Data Source and Collection	The information comes from the Community Justice Assistance Division (CJAD) Treatment Alternatives to Incarceration Program (TAIP) quarterly report form. Each Community Supervision and Correction Department (CSCD) funded by CJAD with TAIP funds reports the total number offenders successfully completing treatment.
Methodology/Calculation	The measure is simply a head count of offenders successfully completing treatment during the fiscal year.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	B.1. Offender with Special Needs Three-year Reincarceration Rate
Definition	<i>The reincarceration rate of adult felony offenders with special needs on probation or parole supervision that have been in Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) case management programs. Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities. This is computed as the percentage that has been revoked to TDCJ-Correctional Institutions Division (CID) within three years of entering the program. The rate is derived from the total population entering the case management programs for the fiscal year being reported.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	<p>It is intended to show the likelihood of felony offenders with special needs released on probation supervision or parole supervision and participating in TCOOMMI programs will reduce the occurrences of entry or re-entry into TDCJ-CID.</p> <p>Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.</p>
Data Source and Collection	A total population of felony offenders involved in TCOOMMI programs within the fiscal year of study are drawn from the TCOOMMI data base and subsequently copied and separated into a study data set. Representative samples (i.e., proportional stratified samples) are drawn from the study data set of both offenders on probation supervision and parole supervision. Each case is researched to determine whether the offenders were revoked and/or returned to TDCJ-CID within three years of entering TCOOMMI programs. The rate is determined from tracking the releasees for three years.
Methodology/Calculation	Outcome data is coded, entered into a database, and analyzed to determine the total number of felony offenders on probation supervision and parole supervision in the Fiscal Year sample who are revoked to TDCJ-CID within three years of entering TCOOMMI programs. The recidivism rate reported in one fiscal year (e.g.2007) refers to the fiscal year sample of program participants three years prior (fiscal year 2004). 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	<ol style="list-style-type: none"> 1. Many societal and criminal justice factors beyond the agency's control affect recidivism and revocation rates. 2. 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. 3. Because no one source is sufficiently complete or accurate to be relied upon exclusively, multiple computer system databases will be utilized to conduct the research associated with this measure. 4. 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 will still be included as part of the data set.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	B.1.1. Number of special needs offenders served through the continuity of care programs
Definition	<i>The number of special needs offenders who are mentally ill, mentally retarded, elderly, terminally ill and physically handicapped that were served through the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) funded continuity of care programs.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	It is intended to show a total number of offenders served through community based programs.
Data Source and Collection	Information for this measure is collected from monthly reports submitted by community based program providers.
Methodology/Calculation	The total number of new clients served each quarter is added together to obtain a total number served. The total number for the first quarter represents new clients from that quarter and all clients carried over from the previous fiscal year.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1. Escaped offenders as percentage of number of offenders incarcerated
Definition	<i>The percentage of offenders escaped from incarceration in state-operated units to include unit, state property or worksite. Successful escapes are ones in which the offender penetrated the outside unit-compound perimeter fence. Percentage is calculated by dividing the number of escaped offenders by the average offender population (institutional prisons, private, contract, lease beds, state jail, and transfer facilities).</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • It shows that Texas Department of Criminal Justice (TDCJ) is doing its job • Illustrates the large population versus the small number of escaped offenders
Data Source and Collection	Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The unit follows up with the EAC office with an administrative review within 20 days. The information is then entered into a database maintained by the central EAC office
Methodology/Calculation	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 (institutional prisons, private, contract, lease beds, state jail, transfer).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1. Percentage of eligible health care facilities accredited by the National Commission on Correctional Health Care (NCCHC) and/or the American Correctional Association (ACA)
Definition	<i>The percentage of eligible Texas Department of Criminal Justice (TDCJ) health care facilities accredited, calculated by dividing the number (multiplied by 100) accredited by the National Commission on Correctional Health Care and/or American Correctional Association by the total number of facilities eligible for accreditation.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is the result of policy • No variation is acceptable • Reflects language of contracts with universities
Data Source and Collection	Currently all facilities are accredited. Status remains at 100% unless a facility is denied accreditation following review. 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 Health Services.
Methodology/Calculation	Number of eligible facilities accredited versus eligible facilities.
Data Limitations	None; however, there is the possibility of conditional accreditation at some future date.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1. Three-year recidivism rate
Definition	<i>The percentage of offenders released from Texas Department of Criminal Justice (TDCJ) prison facilities under parole supervision, discretionary mandatory supervision, mandatory supervision, or discharge who are reincarcerated in prison or state jail at least once within three years of release.</i>
Type measure	Outcome
Key or Non-Key?	Ⓢ Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the likelihood offenders released from Texas prisons will return to criminal activity • Successful offender rehabilitation and reintegration into society upon release is a primary agency goal
Data Source and Collection	The Texas Department of Criminal Justice submits individual-level admission and release data to the Legislative Budget Board (LBB). The three-year recidivism rate is calculated by the LBB using a Statistical Package for the Social Sciences (SPSS) statistical software and is published in the <i>Statewide Criminal Justice Recidivism and Revocation Rates</i> by the LBB.
Methodology/Calculation	Prison release data from a fiscal year are matched with prison and state jail admission data to determine offender re-entry for revocation or new offense. Each offender is monitored for three years after release. For any offender who had more than one subsequent incarceration during the three-year follow-up period, only the first incarceration is counted in the calculation of the recidivism rate. The exact dates of the three-year follow-up period are determined individually for each case based on the offender's release date. The percentage of offenders who returned to prison or state jail within the three-year follow-up period is the recidivism rate. A recidivism rate reported in one fiscal year (ex., fiscal year 2007) refers to the prison release cohort three years prior (fiscal year 2004).
Data Limitations	None noted
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Detailed step-by-step procedures for data entry, calculation and reporting is provided below:

The three-year recidivism rate is calculated by the Legislative Budget Board. This rate is published in the *Statewide Criminal Justice Recidivism and Revocation Rates* reported by the Legislative Budget Board prior to the beginning of each regular Texas Legislative Session. The Texas Legislature and TDCJ use the recidivism rates published in the LBB report for planning purposes. Please note that the Texas Department of Criminal Justice Institutional Division has become the Texas Department of Criminal Justice Correctional Institutions Division.

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1. Number of offenders who have escaped from incarceration
Definition	<i>The number of offenders escaped from incarceration in state-operated units to include unit, state property or worksite. Successful escapes are ones in which the offender penetrated the outside unit-compound perimeter fence. The number is calculated by adding the number of escaped offenders by offender population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It shows that Texas Department of Criminal Justice (TDCJ) is doing its job • Illustrates the large population versus the small number of escaped offenders
Data Source and Collection	Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The unit follows up with the EAC office with an administrative review within 20 days. The information is then entered into a database maintained by the central EAC office.
Methodology/Calculation	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
Performance Measure	C.1. Turnover rate of correctional officers
Definition	<i>The turnover rate of Correctional Officers for a fiscal year based on the number of Correctional Officer separations divided by the average number of filled Correctional Officer positions during the fiscal year. Note: This rate is published in the State Auditor's Office (SAO) Annual Report on Full-Time Classified State Employee Turnover for each fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	☞ Key
Purpose	As of January 31, 2004, the Agency was understaffed by 2,396 Correctional Officers. This Correctional Officer staffing shortage will be significantly reduced when we reach our legislatively mandated goal of an 18% turnover rate for Correctional Officers.
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: $\frac{\text{Number of Terminations During the Fiscal Year [FY]}}{\text{Average Number of Classified Employees During the FY}} \times 100$ <p>*An average of the quarterly number of Correctional Officers was used to determine the average number of Correctional Officers during the fiscal year. The number of Correctional Officers per fiscal quarter is the headcount on the last day of each quarter.</p>
Data Limitations	The turnover rate is determined by the State Auditor's Office on an annual basis instead of a quarterly basis.
Cumulative/non-cumulative?	Non-cumulative.
New Measure?	No
Target Attainment	✓ Lower than target.

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1. Percent compliance with contract prison operating plan
Definition	<i>For measuring compliance, contract prison operating plan is considered to mean: American Correctional Association (ACA) Standards, the Operation and Management Services Agreement, and Unit Operational Review Manual. Percentage compliance is calculated using the total issues surveyed less the number of issues in non-compliance, (multiplied by 100), divided by total issues surveyed.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	It is intended to indicate how well the private operator is meeting the operational expectations as defined by the contract.
Data Source and Collection	The figures come from audits conducted by the on-site Texas Department of Criminal Justice (TDCJ) monitors and by representatives from each of the key TDCJ departments who periodically perform operational-type audits. These audits are: <ul style="list-style-type: none"> • Operational Review Audit (spring of odd-numbered years)- In previous years this audit was conducted yearly. With the current level of staffing (one monitor per contract prison) the number and frequency of functional area audits will increase. Operational Review audits for the contract prisons conform to that for all institutional prison units, once every two years. • Quarterly audits conducted by the on-site monitors. • Special audits, on an as needed basis. Some examples are: 1) Special commissary financial audits are conducted periodically by Commissary and Trust Fund; 2) Detailed audits are conducted throughout the year by both Windham School District and TDCJ's Health Services on units with poor performance records.
Methodology/Calculation	Percent compliance is calculated using the total number of issues surveyed less the number of items of non-compliance, multiplied by 100 and divided by the total number of issues surveyed.
Data Limitations	Current practice does not include a weighted system. Using the method of calculation identified above, a missing holding from the facility's law library carries as much weight as the operator hiring an employee with a history of a felony conviction.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1. Number of offenders successfully completing work facility program
Definition	<i>The number of offenders successfully discharged from work release facility as determined by division monitors. Successful terminations from the facility are considered to be offenders released on parole and/or mandatory supervision.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the number of offenders successfully completing the work facility (industry) program • It can be compared to the number of offenders unsuccessfully terminated from the program during the same period to obtain a measure of program success
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all work program facility activity on a personal computer (PC) database. The report includes the number of successful and unsuccessful terminations from the program.
Methodology/Calculation	A yearly total is obtained by adding together the number of offenders released on parole or mandatory supervision from the Lockhart work program facility each month of the fiscal year.
Data Limitations	Successful program completion is measured by release on parole or mandatory supervision. Due to the extended period of time offenders may reside in the facility; this measure is difficult to interpret and fluctuates significantly from year to year. Also, the above-referenced monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.1. Average number of offenders incarcerated
Definition	<i>The average number of offenders physically incarcerated in state-operated facilities during the period. Data on offender populations are maintained in the Texas Department of Criminal Justice (TDCJ) mainframe computer.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	It depicts the average number of TDCJ offenders included in the C.1.1. Strategy. Offenders included in this category are housed in TDCJ operated facilities. Excludes contractual correctional capacity, contract prisons, privately operated state jails, and the Baten Intermediate Sanction Facility. TDCJ will provide the LBB and Governor's Office of Budget, Planning and Policy a schedule of which facilities are included.
Data Source and Collection	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from the TDCJ mainframe.
Methodology/Calculation	Average numbers of offenders housed in TDCJ operated facilities. Excludes contractual correctional capacity, contract prisons, privately operated state jails, and the Baten Intermediate Sanction Facility.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.1. Use of force incidents investigated
Definition	<i>The number of use-of-force incidents which a report was issued. (An investigation is a systematic, impartial inquiry into allegations that unnecessary/excessive force or harassment/retaliation was perpetrated by staff on offenders, and includes interviewing witnesses, gathering evidence, polygraph testing as required, reviewing use of force reports, and completing a report which establishes the facts by preponderance of evidence).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	• Shows the number of use of force incidents referred to the Office of the Inspector General for investigation.
Data Source and Collection	Information comes from databases maintained by the Inspector General's Office, Administrative Review Use of Force Office, and Offender Grievance Office. These databases contain information as reported by TDCJ facilities. Offender grievances referred to the Inspector General's Office are taken from the TDCJ Data Services Report INGRV021 from the TDCJ mainframe
Methodology/Calculation	Use of force incidents are totaled by the Inspector General's Office.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.1. Number of offenders received and initially classified
Definition	<i>The total number of offenders received into, processed through and assigned from inmate reception centers to state penal institutions. Includes all categories of inmate admissions to prison custody. Source of data will be a combination of manual and computer tracking systems.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It reflects volume of work required to process incoming offenders • It 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 • It is a tool to project parole needs
Data Source and Collection	<ul style="list-style-type: none"> • Admissions Office of Classification and Records provides totals of offenders received based on actual admissions data (for prison sentenced offenders) and scheduled admissions data (for state jail and SAFP offenders) collected daily to generate monthly and yearly admission reports. • Mainframe computer calculated counts are used for prison sentenced offenders. Mainframe contributing sources include: SR30 State Ready Program, IK00 Scheduling System for ID Admissions, IS00 Inmate Strength program, and QMFE Quality Manager Facility mainframe program. • PC based scheduling system counts for State Jail and SAFP weekly scheduled admissions (matched to totals on county scheduling requests) and Access based reports to collect number of State Jail 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?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.1. Security and classification costs per offender day
Definition	<i>The average daily cost per offender for security and classification services for offenders incarcerated in state-operated facilities, calculated by dividing average cost per day by the average number of offenders. (Costs do not include administrative overhead that is funded under a different strategy.)</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	It 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. The Appropriation Record Inquiry Online (62) LONESTARS screen is viewed/printed for Appropriation (13005), (13038) and (13039) for the last day of the period. For the source of population, see measure C.1.1. <i>Average Number of Offenders Incarcerated.</i>
Methodology/Calculation	The Appropriation Record Inquiry Online (62) LONESTARS screen is viewed for Appropriation (13005), (13038) and (13039) for the last day of the period. The expenditures are divided by the average number of offenders funded by these strategies for the period and the number of days for the period. Offenders depicted by these strategies include those offenders housed in Texas Department of Criminal Justice (TDCJ) operated facilities. Does not include privately operated state jails, contract prisons, or offenders housed in contractual correctional bed capacity or the Baten Intermediate Sanction Facility.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.1. Number of correctional staff employed
Definition	<i>The number of correctional staff employed on the last day of the period, according to Texas Department of Criminal Justice (TDCJ) computerized payroll records. Target is based on projected staffing for new prison units based on current construction schedules.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • “Number of correctional staff employed” denotes the number of correctional staff by rank both on a cumulative and unit level • Cumulative correctional staffing numbers are utilized in ascertaining and predicting the correctional staffing budget requirements for the agency • The number of correctional staff assists in predicting agency staffing needs as new units are being opened or proposed • The number of correctional staff employed on the units is used to compare with authorized positions on that unit. This provides information on the shortages in filled positions on that unit
Data Source and Collection	Computer-generated payroll reports (PAY20300) provide totals for “authorized” and “filled” positions (sorted by unit code) are received by the Budget Office. This information is compiled into a monthly <i>Summary of Authorized and Filled Positions for Correctional Officers</i> and distributed to agency administrators.
Methodology/Calculation	Programming for the computer-generated payroll reports determines a position as “filled” if it is occupied on the last day of the month.
Data Limitations	The “number of correctional staff” does not in and of itself 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
Performance Measure	C.1.1. Number of inmate and employee assaults reported
Definition	<i>The number of reported assaults to employees or inmates, with or without a weapon.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It serves as an indicator of security for both staff and offenders
Data Source and Collection	Assault information is reported by the facilities via email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. Depending upon the seriousness of the assault, an administrative review may be conducted. The information is then entered into a database maintained by the central EAC office.
Methodology/Calculation	Numbers of assaults reported by the facilities are added together.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	∇ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.1. Number of attempted escapes
Definition	<i>Any attempt by an offender to escape from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice (TDCJ).</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It shows how well TDCJ is doing its job • Shows that offenders attempt to escape but do not always succeed
Data Source and Collection	Attempted Escapes are reported by the facilities via telephone and email in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The unit follows up with the EAC office with an administrative review within 20 days. The information is then entered into a database maintained by the central EAC office.
Methodology/Calculation	Numbers of attempted escapes, as reported by TDCJ facilities to EAC are totaled. Note: These numbers exclude actual escapes.
Data Limitations	The Emergency Action Center (EAC) only has the information that was reported from the TDCJ facilities. Many times it is a judgment call on the part of the facility as to whether an attempted escape took place (i.e., Was the offender away from the group?)
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target
Performance Measure	C.1.1. Number of state jail felony scheduled admissions
Definition	<i>Scheduled admission numbers reflect persons who are convicted of state jail felonies beginning September 1, 1995.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • State Jail admissions are used as a mechanism to control capacity • 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?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.6. Safety or maintenance deficiencies identified
Definition	<i>Maintenance deficiencies are identified and documented by work orders, which are requests by unit personnel/departments to unit maintenance to correct/replace/repair identified deficiencies. A work order is assigned a tracking number and logged to track a request to repair/correct/replace a deficiency, and document the supervisor assigned, materials used, and amount of time allocated until final disposition.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It represents units of work • It is one of the only tools used to measure productivity to budget to determine staffing • It helps justify the existence of the maintenance department • It is one of the ways to quantify maintenance
Data Source and Collection	The work order information is collected monthly from each facility maintenance and regional maintenance office by the central office. The facilities utilize a standardized spreadsheet which is emailed to the central maintenance office.
Methodology/Calculation	The central maintenance office totals the spreadsheets from the individual facilities.
Data Limitations	Dollar value of actual maintenance orders vary and do not provide an equitable source of comparison.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	∇ Lower than target
Performance Measure	C.1.7. Psychiatric inpatient average daily census
Definition	<i>Daily average of number of psychiatric patients in an inpatient facility unit.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • It shows little change which is an indicator that the program is full • Reporting is required by contract • Correctional Managed Health Care Advisory Commission staff use the information to verify payment amounts owed per contract
Data Source and Collection	The information is collected from two sources: University of Texas Medical Branch (UTMB)/Texas Tech and actual figures come from the Texas Department of Criminal Justice (TDCJ) Strength Report. Units included are Skyview, Jester IV, Mt. View, Montford and Clements.
Methodology/Calculation	The daily average of patients housed in psychiatric facilities.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.7. Psychiatric outpatient average caseload
Definition	<i>Number of patients on active outpatient unit caseload who are requiring medication, psychotherapy and/or counseling and have a documented encounter in their health record.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Reporting required by contract • Correctional Managed Health Care Committee staff use to verify payment amounts owed per contract
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech. UTMB utilizes its electronic medical record to capture caseload data. Texas Tech uses a manual log similar to what Texas Department of Criminal Justice (TDCJ) once used, however is moving to the same electronic method UTMB uses.
Methodology/Calculation	UTMB and Texas Tech patient encounters are added together.
Data Limitations	UTMB and Texas Tech methods of calculation differ slightly, although those differences are expected to be resolved once the EMR is fully integrated system wide.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.7. Mentally retarded offender program average daily census
Definition	<i>Daily average of number of offenders in Mentally Retarded Offender Program (MROP) facilities. (Currently the male MROP is located at the Hodge Unit and female MROP at Gatesville.)</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It shows little change (indicates the program is filled) • Reporting required by contract • Correctional Managed Health Care Committee staff use to verify payment amounts owed per contract
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech. UTMB utilizes its electronic medical record to capture encounter data. Texas Tech uses a manual reporting process, however is moving to the same electronic method UTMB uses.
Methodology/Calculation	UTMB and Texas Tech patient encounters are added together.
Data Limitations	Information gathering methods vary between University of Texas Medical Branch (UTMB) and Texas Tech, however once the electronic medical record is fully integrated those differences will disappear.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.7. Psychiatric care cost per offender day
Definition	<i>The average daily cost for psychiatric care for incarcerated offenders, calculated by dividing average costs per day (excluding allocated administrative overhead that is funded under a separate strategy) by the average offender population.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	It provides information concerning the cost to provide psychiatric services to offenders served by this strategy. This strategy supports the provision psychiatric and psychological services consistent with accreditation standards. Mental health services include programs for the mentally ill and mentally retarded and include the entire spectrum of care from outpatient services to chronic and acute inpatient services including transitional, continuous, extended and structured intermediate care.
Data Source and Collection	Information used to calculate cost per day is obtained from actual invoices for medical services submitted for payment to Texas Department of Criminal Justice (TDCJ) by Correctional Managed Health Care, the original psychiatric appropriation, the Managed Health Care contract (and addendum) and, when needed, the amount TDCJ must fund to reach the Operating Budget. In addition, Managed Health Care reserves used to fund current year services are included if available. Offender population data is based upon average monthly population (Data Services Report #ITS30500 and ITSUNT00) for the period for facilities funded by this strategy. The General Appropriations Act provides guidance pertaining to additional increases/decreases as authorized by the legislature.
Methodology/Calculation	Any decreases/increases as authorized by the legislature (<i>General Appropriations Act</i>), addendum to original Managed Health Care contract and, when needed, the amount TDCJ must fund to reach the Operating Budget are added to amount of original psychiatric appropriation. The sum is then divided by the average monthly population for the period for the appropriate facilities. Excludes contractual correctional bed capacity and then divided by the number of days for the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.8. Outpatient medical visits
Definition	<i>Number of outpatient medical visits are total visits for which a medical-record entry was made by a physician, physician's assistant, or nurse; or emergency visits. Excludes administrative segregation/solitary visits.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is a good input indicator of how many times an offender comes to the clinic • Reporting required by contract
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech. UTMB utilizes its electronic medical record to capture encounter data. Texas Tech uses a manual reporting process however is moving to the same electronic method UTMB uses.
Methodology/Calculation	UTMB and Texas Tech patient encounters are added together.
Data Limitations	Information gathering methods vary between University of Texas Medical Branch (UTMB) and Texas Tech; however, once the electronic medical record is fully integrated, those differences will disappear.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.8. Number of segregated inmate health evaluations
Definition	<i>The number of health care provider evaluation visits to segregated inmates (whether in administrative segregation, solitary confinement or in the newly established restricted close custody areas). Calculated on a weekly basis by obtaining the census figures for segregated populations and multiplying them times the number of health evaluation visits per week.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	It serves to ensure that segregated offenders are visited three times weekly by a "walk-by" (complies with TDCJ policy). Reporting required by contract.
Data Source and Collection	The information is collected by taking the census of segregated offenders (Data Services Report DSIUCR110)
Methodology/Calculation	The number of segregated offenders is multiplied by the number of visits. Actual measure is verified by checking against segregation confinement logbooks. This information is also recorded for the National Commission on Correctional Health Care (NCCHC).
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.8. Outpatient dental visits
Definition	<i>An offender-patient visit to a dental clinic, which results in a diagnostic, preventive or treatment service being rendered by a dental care provider.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is a good indicator of how many times an offender comes to the clinic for dental services • Reporting required by contract
Data Source and Collection	The information is obtained from University of Texas Medical Branch (UTMB) and Texas Tech. UTMB utilizes its electronic medical record to capture caseload data. Texas Tech uses a manual log similar to what Texas Department of Criminal Justice (TDCJ) once used, however is moving to the same electronic method UTMB uses.
Methodology/Calculation	UTMB and Texas Tech encounters are totaled.
Data Limitations	Information gathering methods vary between University of Texas Medical Branch (UTMB) and Texas Tech; however, as the electronic medical record is fully integrated, those differences will disappear.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.8. Average number of offenders under Correctional Managed Health Care
Definition	<i>The average number of offenders under Correctional Managed Health Care (CMHC) during the period.</i>
Type measure	Output
Key or Non-Key?	Ⓟ Key
Purpose	It depicts the average number of Texas Department of Criminal Justice (TDCJ) offenders supported by this strategy. Offenders included in this category are housed in Correctional Institutions Division facilities, Baten Intermediate Sanction Facility, the Lockhar Work Facility, contract prisons, and privately operated state jails. Excludes contractual correctional capacity.
Data Source and Collection	Information used to calculate this measure is taken from the TDCJ Monthly Report (Data Services Report ITS30500 and ITSUNT00) from the TDCJ mainframe.
Methodology/Calculation	Average numbers of offenders housed in Correctional Institutions Division facilities, contract prisons, privately operated state jails, the Lockhart Work Facility and the Baten Intermediate Sanction Facility for the period. Excludes contractual correctional capacity.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.8. Medical care cost per offender day
Definition	<i>The average daily cost for health care for incarcerated offenders, calculated by dividing average cost per day (excluding allocated administrative overhead that is funded under a separate strategy) by the average offender population. Excludes all psychiatric care.</i>
Type measure	Efficiency
Key or Non-Key?	Ⓟ Key
Purpose	It provides information concerning the cost to provide medical services to offenders served by this strategy. This strategy supports the establishment, direction and operation of a comprehensive health care program for offenders. Provision of health care services are consistent with the accreditation standards. Health care services include both preventative and medically necessary care consistent with standards of good medical practice.
Data Source and Collection	Information used to calculate cost per day is obtained from actual invoices for medical services submitted for payment to Texas Department of Criminal Justice (TDCJ) by Correctional Managed Health Care, the original medical appropriation, the Managed Health Care contract (and addendum) and, when needed, the amount TDCJ must fund to reach the Operating Budget. In addition, Managed Health Care reserves used to fund current year services are included if available. Offender population data is based upon average monthly population (Data Services Report #ITS30500 and ITSUNT00) for the period for facilities funded by this strategy. The General Appropriations Act provides guidance pertaining to additional increases/decreases as authorized by the legislature.
Methodology/Calculation	Any decreases/increases as authorized by the legislature (<i>General Appropriations Act</i>), addendum to the original Managed Health Care contract and, when needed, the amount TDCJ must fund to reach the Operating Budget are added to the amount of the original medical appropriation. The sum is then divided by the average monthly population for the period for the appropriate facilities and then divided by the number of days for the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.10. Average number of offenders in contractual correctional bed capacity
Definition	<i>The average population of offenders housed in contractual correctional bed capacity during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Ⓟ Key
Purpose	It depicts the average number of Texas Department of Criminal Justice (TDCJ) offenders represented by this strategy. Isolation of information for the strategy allows depiction of numbers of offenders for which actual services were provided.
Data Source and Collection	The information is taken from the Offender Monthly Report (Data Services report ITS30500). The Offender Monthly Report is an average of information contained by the Daily Offender Maximum Population (Data Services report ITSUNT00 on the mainframe).
Methodology/Calculation	The figure is obtained by taking a total of TDCJ offenders temporarily housed in county jails for the period from the Offender Monthly Report (Data Services report ITS30500).
Data Limitations	Contractual capacity facilities may increase or decrease over time.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	∨ Lower than target
Performance Measure	C.1.11. Average number of offenders in contract prisons and privately operated state jails
Definition	<i>The average number of offenders in contract prisons and privately operated state jails during the period. Contract prisons are privately operated facilities under contract with Texas Department of Criminal Justice (TDCJ), and for the measure include one Therapeutic Community Substance Abuse facility. Privately operated state jails are contract facilities that house offenders sentenced to state jails and non-state jail offenders housed in state jails.</i>
Type measure	Output
Key or Non-Key?	Ⓟ Key
Purpose	It 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 offenders housed in the facilities specified above during the period (quarter).
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	∧ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.11. Average daily cost per offender in contract prisons and privately operated state jails
Definition	<i>The average cost per resident offender day in contract prisons and privately operated state jails.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<p>The Texas legislature, by enacting Government Code 495.001 V.T.C.A., granted authority to the Board to enter into contracts with private vendors for the construction, operations, maintenance, and management of secure correctional facilities for select housing of minimum custody offenders. The Texas Department of Criminal Justice (TDCJ) was created and established by law to manage and conduct, among other things, the prison system of the State of Texas and has been delegated the authority by the Texas Board of Criminal Justice to enter into operation and management contracts with private vendors.</p> <p>General Duties and Obligations for Operation of Each Facility: Each contract prison shall operate, maintain and manage the Facility in compliance with applicable federal and state constitutional requirements, laws, Court Orders and required American Correctional Association Standards and in accordance with the Operational Plan and each agreement.</p>
Data Source and Collection	An Operation and Management Services Agreement contract is set up for each contract prisons 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	<p>Failure to Agree on Per Diem Adjustment or Compensation for Additional Services: If the parties cannot agree on a per diem adjustment or compensation for additional services within sixty (60) days of the date the Contractor's request is received by TDCJ, Contractor may utilize the dispute resolution process as outlined in the contract. Position Vacancies: TDCJ may elect to withhold from its monthly payment to the Contractor an amount equal to the base salary (including fringe benefits) for each position vacant more than 60 days, starting on the 46th day from the position being vacant. Excludes debt service. Medical Costs: Medical Services for contract prison and privately operated state jail is provided by Correctional Managed Health Care Committee. These associated costs are included in Strategy C.1.8. Managed Health Care and not included in this calculation.</p>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	∨ Lower than target
Performance Measure	C.1.12. Average number of pre-parole transferees in pre-parole transfer facilities
Definition	<i>The average number of pre-parole transferees residing in pre-parole transfer (PPT) facilities during the period. The total number of offenders residing in pre-parole transfer facilities at the end of each month is averaged over the three months of each quarter.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • It is intended to provide an estimate of the number of offenders residing in PPT facilities during the period • It can be compared to the number of PPT beds under contract during the reporting period to determine the effectiveness of the Correctional Institutions Division and the Board of Pardons and Paroles in utilizing available PPT bed space
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all PPT facility activity on a personal computer (PC) database. The report includes the total number of offenders residing in PPT facilities at month end.
Methodology/Calculation	The total number of offenders residing in PPT facilities at the end on each month is averaged over the three months of the quarter.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	^ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.12. Average number of offenders in work program facilities
Definition	<i>The average number of offenders residing in work facilities as of the end of each month in the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to provide an estimate of the number of offenders residing in the Lockhart work program facility at any given time during the period • It can be compared to the number of Lockhart work program facility beds under contract during the reporting period to determine the effectiveness of the Correctional Institutions Division in utilizing available facility bed space
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all work program facility activity on a personal computer (PC) database. The report includes the number of offenders residing in the Lockhart work program facility at month end.
Methodology/Calculation	The total number of offenders residing in the Lockhart work program facility at the end of each month is averaged over the three months of the quarter.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the Huntsville Unit provides the information via email. Discrepancies between what is reported via email and the monthly report when finalized are negligible.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.1.12. Average pre-parole transfer contract cost per resident day
Definition	<i>Amounts paid to pre-parole transfer facility contractors to house pre-parole transferees (net of residents' payments to the facilities) divided by the total number offender-days were housed in the facilities.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the average daily cost of providing housing and related services to offenders residing in pre-parole transfer (PPT) facilities • It can be compared with average daily costs associated with other residential programs
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Pre-Parole Transfer) Report prepared by Accounting and Business Services on a monthly basis. The report, based on facility contractors' monthly billings includes the number of resident days of service provided and the amount residents paid directly to the facilities for support.
Methodology/Calculation	Total facility costs for the fiscal year divided by the total number of days of service provided, then divided by average number of offenders. Total facility costs are the amounts paid to facility contractors by the agency less residents' payments.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.1.12. Average work program facility contract cost per resident day
Definition	<i>Amounts paid to facility operator to operate the facility. The net amount is divided by number of offender days billed by the contractor.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • This measure is intended to show the average daily cost to the agency of providing housing and related services to offenders who transfer to the work program facility in Lockhart to participate in the industry program • It can be compared with average daily costs to the agency associated with other residential programs
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Work Program Correctional Facility) Report prepared by Accounting and Business Services on a monthly basis. The report, based on the facility contractor's monthly billing, includes the number of resident days of service provided and the amounts paid to the contractor by the agency.
Methodology/Calculation	Total amounts paid to the contractor for the fiscal year divided by the total number of days of service provided, then divided by the average number of offenders.
Data Limitations	Offender/employees are required by law and the terms of a conditional work program contract to contribute to the cost of being quartered in the facility <i>plus</i> an additional amount for supervision. These amounts are deposited into the unappropriated General Revenue Fund and are not deducted from the cost per day calculation.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	∇ Lower than target
Performance Measure	C.2. Percentage change in number of inmates assigned to correctional industries program compared to previous fiscal year
Definition	<i>Percentage change in number of inmates assigned to factories/facilities operated by Texas Correctional Industries (TCI). Calculated by dividing the difference (multiplied by 100) between the number at end of the fiscal year to number at end of previous year, by the number at end of previous fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is used to ascertain whether the number of inmate jobs provided by TCI is keeping pace with the growth of the general inmate population. • It aids in assessing the agency's ability to meet its obligation to provide cost savings to the state as a whole and not just to the agency itself
Data Source and Collection	The information is derived from Industrial Strength Reports compiled by Industry Headquarters from data submitted monthly by each factory.
Methodology/Calculation	Information obtained for C.2.1. <i>Number of Inmates Assigned to the Correctional Industries Program</i> is compared to the previous year.
Data Limitations	At times, 4 th quarter data may not be available.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2. Number of degrees and vocational certificates awarded
Definition	<i>The number of degrees awarded to offenders who completed associate, baccalaureate and master's level degree requirements while incarcerated. The number of vocational certificates awarded to offenders who fulfill program requirements in a sufficient manner to be awarded a certificate of completion.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It provides information on how many offenders have completed certain programs • It shows how many offenders have attained a certain educational level • It is used to measure contract performance with universities
Data Source and Collection	Each contracting college or university confirms the academic degrees. The colleges and universities provide the Administrative Office of Continuing Education with a list of academic graduates at the end of each college semester. (No special report forms are utilized.). The vocational certificate completers are confirmed by the course instructor's completion of the College Vocational Training Evaluation Report. The vocational data is entered into the Windham School District computer database by unit educational department staff, from which the Administrative Office of Continuing Education can access the data for monthly reporting.
Methodology/Calculation	The measure is calculated by adding all the offenders who are awarded academic degrees and vocational certifications at the appropriate time of the reporting fiscal year.
Data Limitations	None.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2. Percentage of Participants Receiving Community/Technical College Degrees and Certificates
Definition	<i>This measure counts the percent of offenders awarded a community or technical college postsecondary degree or certificate in a state fiscal year.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It serves as an indicator for academic program needs • It serves as an indicator for vocational program needs • It is used to plan and project program growth • It indicates how many participants are served
Data Source and Collection	Each contracting community or technical college confirms the award of academic or vocational degrees or certificates. Receipt of an appropriate transcript for each academic degree awarded is verified prior to inputting data for uploading to the TDCJ mainframe. Receipt of an appropriate document for each vocational completer is verified prior to inputting data for uploading to the TDCJ mainframe.
Methodology/Calculation	After each academic semester, the contracting colleges provide the Administrative Office of Continuing Education (AOCE) a list of the academic graduates along with an official college transcript for each offender. The vocational certificates awarded are confirmed by the course instructor's completion of the College Vocational Achievement Report, which is forwarded to the Regional Continuing Education Coordinator (RCEC). Each RCEC then compiles the data and submits the number of completers to the AOCE on a monthly basis. A system wide report for both community and technical college academic or vocational degree and certificate completers is compiled by an Education Secretary III and is reviewed by the Administrator of Post-Secondary Programs. The numerator is the number of participants that receive a degree or certificate during a fiscal year. The denominator is the number of participants that completed or dropped from the program during a fiscal year.
Data Limitations	None
Cumulative/non-cumulative?	Non-Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.1. Number of factories operated by the correctional industries program
Definition	<i>Number of factories operated by Texas Correctional Industries (TCI).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It aids in efficient use of Texas Correctional Industries (TCI) assets. • Identifies factories, which need to increase percentage of outside sales
Data Source and Collection	The data is collected by doing a physical count of number of factories in operation.
Methodology/Calculation	Data is compiled by the central TCI office.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2.1. Number of inmates assigned to the Texas Correctional Industries program
Definition	<i>The number of inmates assigned to factories operated by Texas Correctional Industries (TCI).</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<p>It tells how many offenders are going through on-the-job training.</p> <p>It helps to ascertain the number of offender jobs provided by Texas Correctional Industries (TCI).</p> <p>It aids in assessing the TDCJ's ability to meet its obligation to provide cost savings to the state as a whole and not just to the agency itself.</p>
Data Source and Collection	The information is derived from Industrial Strength Reports compiled by Industry Headquarters from data submitted monthly by each factory.
Methodology/Calculation	This performance measure is calculated based on information derived from monthly Inmate Strength Reports prepared by Industry Headquarters from data submitted each month by every TCI factory.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2.2. Inmate students enrolled
Definition	<i>The number of inmate students enrolled in an academic course or a vocational training course during the reporting period.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • It serves as an indicator for program needs • It shows where dollars are going • It shows vocational programming demands • It is used to plan and project program growth
Data Source and Collection	Initial enrollment information for each academic semester is provided electronically by contracting colleges and universities. Vocational enrollments and academic and vocational changes are entered by Windham School District unit secretaries. This information is reported to the Administrative Office of Continuing Education on a monthly basis for vocational programs and on a semester basis for academic programs.
Methodology/Calculation	The measure is calculated by adding all offenders who are enrolled in post-secondary academic and vocational programs on the class certification date. The certification date is the point at the beginning of each semester when enrollments are finalized and tuition payment is certified. This data comes from each class attendance roster.
Data Limitations	None.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.2. Number of offender students served in post-secondary academic and vocational training
Definition	<i>The number of offender students served in Community and Technical College Postsecondary Academic and Vocational Training in a state fiscal year.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It serves as an indicator for academic program needs • It serves as an indicator for vocational program needs • It is used to plan and project program growth • It indicates how many participants are served
Data Source and Collection	Initial enrollment information for each academic semester is provided electronically by contracting Community and Technical colleges and universities. Vocational enrollments and academic and vocational changes are entered by unit secretaries. This information is reported to the Administrative Office of Continuing Education using the Registration Roster on a monthly basis for vocational programs and on a semester basis for academic programs.
Methodology/Calculation	The Windham School District Computer Services Department calculates the measure by producing a data run of enrollments. The enrollments are based on class certification date which is the point at the beginning of each semester when enrollments are finalized and tuition payment is finalized. Academic and Vocational programs are combined and students are counted just one time during the year.
Data Limitations	None
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2.4. Number of sex offenders receiving psychological counseling while on parole/mandatory supervision
Definition	<i>Number of sex offenders receiving subsidized sex offender treatment services during the period from service providers in the public and/or private sectors under contract with Texas Department of Criminal Justice (TDCJ).</i>
Type measure	Output
Key or Non-Key?	☞ Key
Purpose	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	At times, 4 th quarter data may not be available.
Cumulative/non-cumulative?	Cumulative
New Measure?	No, but changes in wording of the measure were made for the 2002-2003 biennium to more accurately reflect the group that is being served.
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.4. Number of mentally retarded releasees receiving services
Definition	<i>Number of mentally retarded releasees receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It tracks the total number of mentally retarded releasees receiving case management services from Mental Health and Mental Retardation (MH/MR) community centers, provided in accordance with vendor contract requirements. • It is important in supporting the agency's appropriations request to ensure mentally retarded releasees receive needed services to assist them in successfully reintegrating into society.
Data Source and Collection	Vendors are required to submit monthly reports and database submissions that include total number of mentally retarded releasees served, as well as individual names of those served. The number reported is obtained from a live database and personal computer-based spreadsheet updated quarterly by a Program Specialist. Data may be cross referenced and corrected for accuracy with data sources from Parole Division- Specialized Supervision Section and the Offender Information Management System (OIMS).
Methodology/Calculation	The number of new clients served during the first quarter of the fiscal year is added to the number of clients on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of clients served during the fiscal year.
Data Limitations	Data is to some extent dependent on the accuracy of vendor reports. Some offenders are considered both mentally retarded and mentally ill. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2.4. Number of sex offenders completing the Sex Offender Treatment Program (SOTP)
Definition	<i>Total number of program completions by inmates in sex offender treatment program (SOTP).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • The Legislature incorporated this measure to determine how many sex offenders were completing sex offender treatment programs • It is an indicator of Texas Department of Criminal Justice's (TDCJ) commitment to lower recidivism rate of sex offenders
Data Source and Collection	A treatment team, which is composed of Sex Offender Treatment Program (SOTP) therapists, along with the SOTP Director determines approval of the offender as a program completion. Program completion entails offender completion of all assigned tasks within the two year SOTP protocol. Tasks include evaluation, determination of goals and relapse prevention planning. The SOTP or designee provides information regarding program completions to SOTP staff who, in turn, enter the information on the SOTP mainframe screen. A Treatment Team Evaluation Form, which denotes program completion/program non-completion, is included in each offender's SOTP file.
Methodology/Calculation	The total number of offenders who complete the program for the period is then tallied.
Data Limitations	This is a relatively new program so data is only available a few years back.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.4. Number of mentally ill releasees receiving services
Definition	<i>Number of mentally ill releasees receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional social worker assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for a package of multiple services to meet the specific offender's complex needs. It requires the social worker to develop and maintain a therapeutic relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It tracks the total number of mentally ill releasees receiving case management services from Mental Health and Mental Retardation (MH/MR) community centers, provided in accordance with vendor contract requirements. • It is important in supporting the agency's appropriations request to ensure mentally ill releasees receive needed services to assist them in successfully reintegrating into society.
Data Source and Collection	Vendors are required to submit a TCOOMMI database monthly that includes total number of mentally ill and mentally retarded releasees served, as well as individual names of those served. The number reported is obtained from a live database processed monthly by a Program Specialist.
Methodology/Calculation	The number of new clients served during the first quarter of the fiscal year is added to the number of clients on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of clients served during the fiscal year.
Data Limitations	Data is to some extent dependent on the accuracy of vendor reports. Some offenders are considered both mentally retarded and mentally ill. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	C.2.5. Number of inmates in In-prison Therapeutic Community Substance Abuse Treatment Program
Definition	<i>Total number of inmates confined in In-prison Therapeutic Community (IPTC) Substance Abuse Treatment programs at the end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • The number of inmates in the IPTC indicates the number of participants in the program at the end of the period • This information is used to report the number currently receiving treatment, and to compare whether IPTC treatment capacity is being fully utilized.
Data Source and Collection	A form is filled out by the IPTC and sent to the central Substance Abuse Administration office (Intensive Treatment Section) on a monthly basis.
Methodology/Calculation	Total number of inmates in the IPTC program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.5. Number of confinees in substance abuse felony punishment facilities
Definition	<i>Total number of confinees in Substance Abuse Felony Punishment Facilities (SAFPF) at end of the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	The number of confinees in the SAFPF indicates the number of participants in the program at the end of the period. This information is used to report the number currently receiving treatment, and to compare whether SAFPF treatment capacity is being fully utilized.
Data Source and Collection	Logs are maintained at the individual facilities. A form is filled out at the SAFPF and sent to the central Substance Abuse Treatment Administration office.
Methodology/Calculation	Total number of confinees 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.2.5. Number of offenders receiving purchased substance abuse outpatient services
Definition	<i>Number of offenders receiving purchased substance abuse outpatient services during the period from service providers in the public and/or private sectors under contract with Texas Department of Criminal Justice (TDCJ). The numbers reported represent probationers, and also parole and mandatory supervision offenders provided services through agency contracts. Offenders shall have received services in Substance Abuse Felony Punishment Facilities (SAFPF), In-prison Therapeutic Communities (IPTC), or Driving While Intoxicated (DW) Treatment.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to track those offenders (Therapeutic Community) through the contracted outpatient services in order to determine if adequate funding exists or additional funding is needed • It is also used to determine if additional outpatient services are needed and to reflect a snapshot of those whose transition from residential to outpatient services while continuing participation in the program
Data Source and Collection	The information is collected from the Authorization Management System (AMS). AMS is utilized to capture outpatient authorizations and billing information.
Methodology/Calculation	The measure is being reported using the following methodology: AMS authorizations are downloaded into an Excel spreadsheet and sorted by offender name and type of service to generate a listing of offenders receiving outpatient treatment. The data is reviewed and authorizations are researched as necessary to determine status and develop the most accurate count. Authorizations may or may not have incurred billing activity during the time period being reported. The spreadsheet will be summed to provide a total number of offenders receiving purchased outpatient services for the period.
Data Limitations	None Noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.5. Number of offenders receiving substance abuse inpatient treatment services
Definition	<i>Number of offenders receiving purchased substance abuse inpatient treatment during the period from service providers in the public and/or private sectors under contract with Texas Department of Criminal Justice (TDCJ). The numbers reported represent probationers and also parole and mandatory supervision offenders provided services through agency contracts. Offenders shall have received services in Substance Abuse Felony Punishment Facilities (SAFPF), In-prison Therapeutic Communities (IPTC), or Driving While Intoxicated (DW) Treatment.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to track the number of offenders who are placed in inpatient services (Therapeutic Community), which include residential, relapse residential and detoxification • It is intended to provide an unduplicated count of offenders receiving inpatient services. It is used to determine utilization rates of beds in order to project number of additional beds/funding needed
Data Source and Collection	The information is collected from Authorization Management System (AMS). AMS is utilized to capture outpatient authorizations and billing information.
Methodology/Calculation	The measure is reported using the following methodology: AMS is utilized to capture inpatient authorizations and billing information. AMS authorizations are downloaded into an Excel spreadsheet and sorted by offender name and type of service to generate a listing of offenders receiving inpatient treatment. The data is reviewed and authorizations are researched as necessary to determine status and develop the most accurate count. Authorizations may or may not have incurred billing activity during the time period being reported. The spreadsheet will be summed to provide a total number of offenders receiving purchased inpatient services 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 inmates completing treatment in In-prison Therapeutic Community
Definition	<i>Total number of program completions by inmates in In-prison Therapeutic Community (IPTC).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of an inmate's success in accomplishing the treatment goals of the IPTC substance abuse program • The number of completions indicates the number of inmates who have successfully completed the treatment phase of the program during the period
Data Source and Collection	<ul style="list-style-type: none"> • Source data for numbers of completions is the Monthly Status Report, which is submitted by each IPTC treatment program to the Substance Abuse Treatment Program (SATP) Administration (Intensive Treatment Services Section) • Intensive Treatment Services Section consolidates the data for monthly statistics • Intensive Treatment Services section calculates percentage
Methodology/Calculation	Total number of program completions by inmates in in-prison therapeutic community programs. A program completion is defined as the completion of all required components of the program, and/or an inmate's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the prison phase of the treatment program of about six to eight months. There is an additional three month program during which the inmate 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 • Inmates admitted into the treatment program during one fiscal year may complete in the next fiscal year • Is an interim performance measure because the impact on recidivism cannot be determined until two to three years after completion of the twenty-three month program • Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.5. Number of confinees completing treatment in substance abuse felony punishment facilities
Definition	<i>Total number of program completions by offenders in Substance Abuse Felony Punishment Facilities (SAFPF). 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.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of confinees' success in accomplishing the treatment goals of the SAFPf substance abuse program • The number of completions indicates the number of confinees who have successfully completed the treatment phase of the program during the period
Data Source and Collection	<ul style="list-style-type: none"> • Source data for numbers of completions is the Monthly Status Report, which is submitted by each Substance Abuse Felony Punishment Facility (SAFPF) treatment program to the Substance Abuse Treatment Program (SATP) Administration (Intensive Treatment Section) • Intensive Treatment Services Section consolidates the data for monthly statistics
Methodology/Calculation	Total number of program completions by offenders in substance abuse felony punishment facilities. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; or (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the treatment phase of the program of about six to eight months. There is an additional three month program during which the offender is paroled in a Transitional Treatment Center (TTC) as part of the continuum of care along 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

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	C.2.5. Number of offenders completing treatment in transitional treatment centers
Definition	<i>Total number of offenders discharged from Transitional Treatment Centers (TTC) as a program completion during the period. A program completion is defined as the completion of all required components of the program and/or an offender's release from the program that is not related to a) any non-compliant behavior; b) an inappropriate placement; or c) death. Offenders shall have received services in Substance Abuse Felony Punishment Facilities (SAFPF), In-Prison Therapeutic Communities (IPTC), or Driving While Intoxicated (DWI) Treatment.</i>
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, which includes the incarcerate 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. It 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	The measure is currently being reported using the following methodology: 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 felons admitted to a substance abuse felony punishment facility (SAFPF)
Definition	<i>Total number of new admissions ("receives") at all substance abuse felony punishment facilities (SAFPF) during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	The number of admissions to SAFPF reflects the number of felony offenders "diverted" from incarceration by admission into SAFPF treatment programs.
Data Source and Collection	<ul style="list-style-type: none"> • Source data for numbers of SAFPF admissions: Monthly Status Report, which is submitted by each SAFPF treatment program to Substance Abuse Treatment Program (SATP) Administration (Intensive Treatment Services Section) • Intensive Treatment Services section consolidates the data for monthly statistics
Methodology/Calculation	Total number of clients admitted to substance abuse felony punishment facilities during the period.
Data Limitations	<ul style="list-style-type: none"> • The current number of beds limits the number of felons admitted to SAFPF programs. • The number of felons admitted to SAFPF programs does not reflect those admitted to other substance abuse treatment programs.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.1.1. Number of parole cases processed
Definition	<i>The number of offenders released from prison or county jails to parole or mandatory supervision during the period, plus the number of offender cases closed during the period due to termination or discharge of sentence, or death.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	It shows the cumulative impact of legislative and Board of Pardons and Paroles decisions on the size of the prison and release populations to be managed.
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 (PC)-based specialized statistical software (SPSS [Statistical Package for the Social Sciences]). Parole-in-Absentia (PIA) release information is obtained from a monthly report from the Huntsville Placement and Release Unit of the Review and Release Processing Section.
Methodology/Calculation	Monthly parole, mandatory, court-ordered, discharge and death release totals are added together to obtain the number of parole cases processed for the quarter.
Data Limitations	None Noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target
Performance Measure	E.1.1. Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process
Definition	<i>The number of parole summaries prepared by Institutional Parole staff for offenders eligible for release consideration within the Correctional Institutions Division (CID). The parole summary is a comprehensive document summarizing all pertinent data related to the release decision-making process. The parole summary is compiled following identification of the offender by a case pull process which reflects a listing of all release eligible offenders within a set period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It shows the number of parole summaries prepared by Institutional Parole staff for release eligible offenders with the Correctional Institutions Division (CID). It is the primary work measure for the Review and Release Processing Section (approximately 400 agency employees)
Data Source and Collection	Each Institutional Parole Office submits a monthly report to Central Office Staff within the Review and Release Processing Section, 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 TDCJ Budget on a monthly basis (Review and Release Processing 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 Parole Board for release consideration.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	E.1.1. Number of parole-in-absentia reports prepared and submitted to the Board of Pardons and Paroles to facilitate the release decision-making process
Definition	<i>The number of parole summaries prepared by Institutional Parole staff for offenders eligible for release consideration within county jails and other institutions awaiting transfer into Correctional Institutions Division (CID). The parole summary is a comprehensive document summarizing all pertinent data related to the release decision-making process. The parole summary is compiled following identification of the offender by a case pull process that reflects a listing of all release eligible offenders within a set period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It shows the number of parole summaries prepared by Institutional Parole Staff for release eligible offenders in institutions other than the CID • It provides a measure of the parole summaries prepared for offenders who are not in the physical custody of the CID
Data Source and Collection	Each Institutional Parole Office submits a monthly report to Central Office Staff within the Review and Release Processing Section, 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 TDCJ Budget on a monthly basis (Review and Release Processing 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 discretionary mandatory supervision. Because summaries are required by law on all releases, there is always a discrepancy between the number of summaries completed and the number of cases sent to the Parole Board for release consideration.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	E.1.1. Number of offenders released on mandatory supervision
Definition	<i>The number of offenders released on mandatory supervision. Includes both Texas Department of Criminal Justice and Parole-in-Absentia (PIA) mandatory supervision releases. Excludes discretionary mandatory supervision releases.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It shows the number of offenders released from prison as a matter of state laws that have since been repealed. It is reflective of 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 • It is of legislative and public interest to know how many offenders are 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 (PC)-based specialized statistical software (SPSS [Statistical Package for the Social Sciences]).
Methodology/Calculation	Monthly numbers are summed to obtain the number of mandatory releases for the fiscal year.
Data Limitations	None Noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2. Percentage of releasees successfully discharging parole/mandatory supervision
Definition	<i>The number of releasees under jurisdiction successfully completing supervision expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Discharge of sentence while under parole or mandatory supervision is the best available indicator of successful reintegration into society. An important agency objective is to assist releasees in adjusting to community life. The measure contributes significantly to recidivism analysis.
Data Source and Collection	A monthly count of releasees successfully discharging their sentences while on parole or mandatory supervision is obtained from the Monthly Discharge Statistical Report prepared by the Regular Supervision Section based on lists supplied by Texas Department of Criminal Justice (TDCJ) Correctional Institutions Division (CID) and information from release certificates. The number of releasees under jurisdiction at the end of each month is obtained from the Monthly Statewide Totals of Releasees Report (PDSUP3K). This number includes releasees under active supervision, on out-of-state supervision, or released on detainer.
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the period. The total number of releasees successfully completing supervision during the period is then divided by the average monthly population.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target
Performance Measure	E.2. Percentage of releasees receiving new convictions
Definition	<i>The number of revocations during the period for which a new conviction was the basis for revocation expressed as a percentage of the average number of releasees under jurisdiction during the period.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Law violations, as evidenced by new convictions, are clear violations of the terms and conditions of release set by the Board of Pardons and Paroles and an important indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations for which a new conviction was the basis for revocation is obtained from the Disposition Database Report prepared monthly by the Hearing Section, based on information supplied by hearing officers and parole officers on handwritten forms (Hearing Report Processing [HS-135] and Parole Division Waiver Processing [PSV-67]). 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 Hearing Section, includes revocations based on new misdemeanor convictions as well as revocations based on new felony convictions. The Hearing Section also notes the information from parole officers and hearing officers must be codes from handwritten forms, then entered into a personal computer (PC) database that is archaic and cumbersome.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2. Releasee annual revocation rate
Definition	<i>The number of revocations during the period, expressed as a percentage of the average monthly population under jurisdiction during the period. The average population is based on end-of-the-month counts averaged over a 12-month period.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	Release revocation by the Board of Pardons and paroles is the single best available indicator of failure while on parole or mandatory supervision. The measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations is obtained from the Disposition Database Report prepared monthly by the Hearing Section, based on information supplied by hearing officers and parole officers. The number of releasees under jurisdiction (and therefore subject to revocation) at the end of each month is obtained from the <i>Monthly Statewide Totals of Releasees Report</i> (PDSUP3K).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the reporting period. The total number of revocations during the period is then divided by the average monthly population x 100.
Data Limitations	None.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target
Performance Measure	E.2.1. Average number of offenders under active parole supervision
Definition	<i>This measure counts average number of offenders under active parole supervision during a fiscal year.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	It 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 total number of offenders under active parole supervision each month is taken from the Monthly Summary of Caseloads Supervised (PPSUPP3C).
Methodology/Calculation	The total number under active supervision for each month during the fiscal year are added together and divided by the number of months in the reporting period to get the average number of offenders under parole supervision.
Data Limitations	None
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	<i>The number of substance abuse tests administered to releasees during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the extent of offender drug testing by parole officers and designated staff in the field • It enables the 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 on 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 (PC) 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 fiscal year.
Data Limitations	The measure does not indicate the number of offenders tested.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.1. Average number of releasees electronically monitored
Definition	<i>The average number of releasees electronically monitored during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to provide an average of the number of releasees being electronically monitored at any given time during the reporting period • It is important because it 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 being electronically monitored during the period is reported by EM Unit Supervisors in the field on a form (Monthly Statistical Report) submitted monthly 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

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.1. Percentage of technical violators interviewed within 5 days of arrest
Definition	<i>During the reporting period, the total number of technical violators interviewed by the Texas Department of Criminal Justice (TDCJ) Parole Division (PD) within five days of notification by the sheriff's department having custody of the technical violator, divided by the total number of technical violators interviewed by the PD. A technical violator is defined as a person charged with an administrative violation of a condition of release as described by Article 42.18, Section 14(c), Tx.C.C.P. An interview with the PD is defined as a meeting between the releasee and an agent of the PD where the releasee is notified of his alleged violations, rights during the revocation process and is given an opportunity to request or waive his hearing.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	It is intended to show 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) does not, however, require the PD to initiate the pre-hearing process within five days of arrest. This measure should therefore be reclassified as "explanatory," and its value re-examined in light of the resource-intensive efforts required meeting the standards imposed by it.
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-SB 880, 78 th Legislature Regular Session).
Methodology/Calculation	The date arrested (warrant execution date) is subtracted from the date interviewed to determine the number of days lapsing between arrest date and interview date. This calculation is performed separately for each administrative violator interviewed during the reporting period. The number of administrative violators interviewed during the reporting period within five days of arrest is then divided by the total number of administrative violators interviewed during the reporting period.
Data Limitations	This performance is limited to those offenders arrested as administrative violators only. It does not include offenders who are arrested for criminal conduct that is pending adjudication in a court of law.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.1. Percentage of technical violators scheduled for hearing within 2 days of being interviewed
Definition	<i>During the reporting period, the total number of technical violators scheduled a revocation hearing within two days of being interviewed by the Texas Department of Criminal Justice (TDCJ) Parole Division (PD), divided by the total number of technical violators scheduled a revocation hearing. A technical violator is defined as a person charged with an administrative violation of a condition of release as described by Article 42.18, Section 14(c), Tx.C.C.P. An interview by the PD is defined as a meeting between the releasee and an agent of the PD where the releasee is notified of his alleged violations, rights during the revocation process and is given an opportunity to request or waive his hearing.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	It is intended to show 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. This measure should therefore be reclassified as “explanatory,” and its value re-examined in light of the resource-intensive efforts required meeting the standards imposed by it.
Data Source and Collection	Information utilized for reporting purposes related to administrative 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 by 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 between interview date and date a hearing was scheduled. 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	<i>This measure is defined as the average number of releasees under active parole supervision per parole officer in the field. Parole officers and releasees reported include all caseload types (regular, specialized, electronic monitoring and super intensive program).</i>
Type measure	Efficiency
Key or Non-Key?	Key
Purpose	This measure is intended to show the average size of parole caseloads for all programs
Data Source and Collection	The number of parole officers in the field is obtained from monthly payroll reports (PAYM19P-U). The number of releasees under active supervision is obtained from the INFOPAC “Summary of Caseloads Supervised” numbered as PPSUPP3C.
Methodology/Calculation	The average monthly number of releasees under active parole supervision during the reporting period is divided by the average monthly number of parole officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average of releasees supervised on all caseloads, including specialized caseloads with fewer parolees.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.1. Number of releasees placed on electronic monitoring
Definition	<i>The number of releasees placed on electronic monitoring during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It is intended to show the total number of releasees placed on electronic monitoring during the reporting period. It is important because 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 on electronic monitoring come from a form (Monthly Statistical Report) completed by EM Unit Supervisors in the field. The form is submitted monthly to a Program Specialist within the Specialized Programs Section who maintains the information in a personal computer (PC) database. Information regarding SISP placements on electronic monitoring is received by a Program Specialist within the Specialized Programs Section as offenders cases are approved for release with SISP special conditions imposed by the Board of Pardons and Paroles occur. 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 Electronic Monitoring (EM) program typically remain on electronic monitoring 60-90 days. In contrast, releasees in the Super-Intensive Supervision Program (SISP), newly implemented in FY98, remain on electronic monitoring indefinitely or until removed by the Board of Pardons and Paroles.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target
Performance Measure	E.2.1. Number of pre-revocation warrants issued
Definition	<i>The number of pre-revocation warrants issued during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	It is intended to reflect workload activity for the Warrants Section in the Central Office. Additionally, factoring for caseload growth, the number of warrants issued could reflect on compliance to 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 TDCJ Mainframe (#15 Warrant Tracking, #9 Warrants – Add New Record). 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 are totaled to report quarterly amounts, for inclusion in the Performance Reports.
Data Limitations	There are no limitations regarding the data. Releasee behavior and Parole Division policies are the determining factors regarding the number of warrants issued.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.2. Average number of releaseses in halfway houses
Definition	<i>The average number of parolees and mandatory supervision releaseses residing in halfway houses at the end of each month in the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to provide an estimate of the number of releaseses residing in halfway houses at any given time during the period • It can be compared to the number of halfway house beds under contract during the reporting period to determine the effectiveness of the Parole Division and the Board of Pardons and Paroles in utilizing available halfway house bed space
Data Source and Collection	The information comes from a monthly report (untitled) prepared by Huntsville Unit staff within the Specialized Supervision Section who track all halfway house activity on a personal computer (PC) database. The report lists all halfway houses under contract that month and the number of releaseses residing in each facility at month end.
Methodology/Calculation	The total number of releaseses residing in halfway houses at the end of each month is averaged over the twelve months of the fiscal year.
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 halfway house contract cost per resident day
Definition	<i>Amounts paid to halfway house contractors to house releaseses (net of residents' payments to the facilities) divided by the total number of resident-days were housed in the facilities.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the average daily cost of providing housing and related services to releaseses who lack family and community resources • It can be compared with average daily costs associated with other residential programs
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Regular) Report prepared by Accounting and Business Services on a monthly basis. The report, based on halfway house contractors' monthly billings, includes the number of resident days of service provided and the amount residents paid directly to the facilities for support.
Methodology/Calculation	Total halfway house costs for the fiscal year divided by the total number of days of service provided, then divided by average number of residents. Total halfway house costs are the amounts paid to halfway house contractors by the agency less residents payments.
Data Limitations	Excluded from the calculation of this measure are costs and resident days of service associated with the county jail work release program. The county jail work release program was initiated to supplement the halfway house program in areas where residential facilities were not available.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

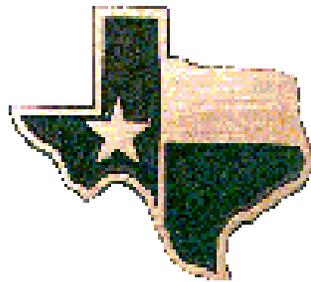
Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.3. Average number of releasees in intermediate sanction facilities
Definition	<i>The average number of releasees residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to provide an estimate of the number of technical parole and mandatory supervision violators residing in intermediate sanction facilities (ISFs) at any given time during the period • It can be compared to the number of ISF 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 ISF bed space
Data Source and Collection	The ISF Unit within the Central Coordination Unit reports ISF population numbers monthly via mainframe E-mail.
Methodology/Calculation	The total number of releasees residing in ISF facilities at the end of each month is averaged over the three months of the quarter.
Data Limitations	Effective January 1, 1998, the number reported for this measure includes technical violators placed into ISFs pending final disposition of charges by the Board of Pardons and Paroles.
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	<i>The average cost to house residents in intermediate sanction facilities (ISF) during the period. The amounts paid to ISF contractors plus per diem charges from the Correctional Institutions Division (CID) are totaled and then divided by the numbers of resident days billed to determine an overall average cost per day.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the average daily cost of housing releasees who violate the terms and conditions of their release agreements in intermediate sanction facilities (ISFs) • It can be compared with average daily costs associated with other residential programs
Data Source and Collection	Information is obtained from the Halfway House Contract Services (Intermediate Sanction Facilities) Report prepared by Accounting and Business Services on a monthly basis. The report, based on facility contractors' monthly billings, includes the number of resident days of service provided. The number of resident days of service provided by the Texas Department of Criminal Justice (TDCJ)-operated ISF facility in Pampa is obtained on a monthly basis from the ISF Unit within the Specialized Supervision Section (facility voucher processing worksheet). The per diem rate for the Pampa ISF is provided from Accounting and Business Services.
Methodology/Calculation	Total ISF costs for the fiscal year divided by the total number of days of service provided, then divided by the average number of residents. Total ISF costs are the amounts paid to facility contractors by the agency, <i>plus</i> an amount equal to the total number of days of service provided by the Pampa ISF times the Pampa ISF per diem rate.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Performance Measure	E.2.3. Releasees placed in intermediate sanction facilities
Definition	<i>Placements in intermediate sanction facilities during the reporting period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • It is intended to show the number of releasees incarcerated in Intermediate Sanction Facilities (ISFs) during the period for violating the terms and conditions of their release agreements • It is an indicator of the Division's effectiveness in sanctioning technical parole and mandatory supervision violators as directed by the Board of Pardons and Paroles (BPP)
Data Source and Collection	The ISF Unit within the Specialized Supervision Section tracks ISF activity on a personal computer (PC) database, and reports placements and terminations on a daily basis via email. The ISF Unit also reports ISF placement totals for each month of the fiscal year at year-end upon request (untitled report).
Methodology/Calculation	Monthly placement totals are summed to obtain the total number of ISF placements during the fiscal year.
Data Limitations	Effective January 1, 1998, the number reported for this measure would include technical violators placed into ISFs pending final disposition of charges by the BPP.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	✓ Lower than target

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix E

*Implementing the
Texas Transformation*

Implementing the Texas Transformation

Managed Service Delivery

Has the agency considered use of managed services in order to focus more on its business needs?

The Texas Department of Criminal Justice is one of 27 agencies prioritized to participate in the Data Center Consolidation. The Agency consistently utilizes DIR Telecommunications Division managed services contracts, such as TEX-AN, for purchasing voice, data, and video telecommunications services. TDCJ has considered the use of managed desktop services; however, due to funding constraints, the Agency has not been in a position to utilize those services.

Managed IT Supply Chain

Does the agency leverage and obtain additional value from the Information and Communications Technology (ICT) Cooperative Contracts program; for example, by further negotiating not-to-exceed pricing?

Legislation repealing the Catalog Information System Vendor (CISV) process has streamlined the contracting efforts associated with IT commodity products and services immensely as agencies are required to first determine availability through DIR's Cooperative Contracts Program (CCP). Since inception of the CCP, TDCJ has been supportive of this direct procurement method.

Agencies reserved the ability to negotiate lower rates and more favorable terms and conditions thus allowing the ability to structure DIR contracts that accommodate each agency's unique business requirements. TDCJ has requested certain contracts be added to the Go-DIRECT program to leverage the enhanced contract terms and conditions. Long-term benefits include reduced staff time to procure needed IT commodities and services, an increase in the number of HUB vendors contracted for business opportunities, and continued exemptions for goods and services that demand a quick turnover for day-to-day operations.

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Security and Privacy

Describe the agency's strategies to align with the State Enterprise Security Plan (SESP).

SESP Strategy 1

Align Texas cybersecurity initiatives and resources to ensure consistent adherence to the SESP and satisfy statewide cybersecurity goals and objectives.

Agency Responsibilities

- 1.1. Support core TDCJ mission areas by maintaining a safe and secure environment for all assigned information and communication resources
- 1.2. Manage TDCJ's IT security program and initiate measures to assure and demonstrate compliance with applicable state security policies, standards, and laws, as well as applicable federal requirements

SESP Strategy 2

Conduct statewide annual cybersecurity risk, vulnerability, systems, and equipment assessments and track strengths, weaknesses, and remediation activities for all eligible entities.

Agency Responsibilities

- 2.1. Sponsor or conduct regular (at least annual) external network vulnerability and penetration testing and assessments as required
- 2.2. Continue to participate in current and ongoing statewide assessment activities

SESP Strategy 3

Establish a state Computer Security Incident Response Team to rapidly identify, contain, and recover from any attack or attempt to disrupt the state's critical IT infrastructure.

Agency Responsibilities

- 3.1. Participate in statewide collaborative opportunities such as the computer security incident response and recovery capability program by making IT security personnel available for specialized training and certification

SESP Strategy 4

Identify, develop, and maintain best practice rules, performance standards, and guidelines to help reduce agency workload while providing timely, complete, and accurate data for internal and external monitoring and management.

Agency Responsibilities

- 4.1. Develop and follow cybersecurity guidelines, best practices, and standard operating procedures to meet standards, save time, and better secure agency assets
- 4.2. Help develop and adhere to IT security training and certification guidelines for all personnel
- 4.3. Develop and sustain methodologies to budget for and track the effectiveness of IT security investments
- 4.4. Use appropriate best-value group purchase agreements and take full advantage of DIR-negotiated rates for security, certification, continuing professional education, and user training
- 4.5. Require the agency employee in charge of information security for the agency (e.g., the Information Security Officer (ISO)) to review and approve all major information resources projects

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

SESP Strategy 5

Establish a Network and Security Operations Center (NSOC) to initially focus on network security system services for those agencies and networks that are part of the consolidated Network Operations Center (NOC).

Agency Responsibilities

- 5.1. Leverage NSOC information sharing, analysis, and response processes

SESP Strategy 6

Leverage technology to improve cybersecurity information sharing and enhance security communication, collaboration, and information sharing capabilities throughout the state.

Agency Responsibilities

- 6.1. Work with DIR to plan, execute, and evaluate proof-of-concept pilots and topical workshops
- 6.2. Provide two-way exchange of information and feedback and use collaborative tools
- 6.3. Participate in the DIR-sponsored online security risk assessment program to help identify requirements and reduce vulnerability through gap analysis and risk reduction planning (e.g., Information Sharing and Analysis Centers)

SESP Strategy 7

Promote cybersecurity awareness, training, education, and certification programs to ensure that IT security professionals, agency leadership, and network users at all levels are able to perform cybersecurity responsibilities, as directed in the Texas Homeland Security Strategic Plan (TxHSSP).

Agency Responsibilities

- 7.1. Fund and participate in technical cybersecurity training and awareness on an annual basis at multiple levels to ensure the greatest penetration possible
- 7.2. Participate in IT security forums, seminars, and conferences

SESP Strategy 8

Integrate cybersecurity into state homeland security exercises and promote tailored exercises to help reduce network vulnerabilities and minimize the severity of cyber attacks.

Agency Responsibilities

- 8.1. Demonstrate due diligence, and periodically test and exercise cybersecurity plans
- 8.2. Include cybersecurity as part of participation in emergency response exercises as outlined in the TxHSSP and State Strategic Plan (SSP)

Describe the agency's policies, practices and programs, implemented or planned, that comply with relevant statutes and administrative rules to ensure the privacy of confidential data. Consider federal privacy requirements (e.g., the Health Insurance Portability and Accountability Act or the Family Educational Rights and Privacy Act) that apply to the agency. List the organizational units (program, offices, IT, legal, etc.) that manage privacy functions. Describe any future plans for improvement.

TDCJ Information Technology Division (ITD) is responsible for developing an IT security program to protect the agency's communications systems, computer systems, networks, and data, in accordance with state IT security policy. The Texas Administrative Code (TAC 202) specifies the major components that must be included in every IT security program. At a minimum, each

Texas Department of Criminal Justice *FY 2009-2013 Agency Strategic Plan*

program must contain the following elements: Security Policy, Risk Assessment and Management, Systems Development Life Cycle Methodology, Security Certification and Accreditation, Disaster Recovery Planning, Security Awareness Training, Incident Response Process, and External Connections Review.

TDCJ's Executive Director must designate an individual (or individuals) independent of the information security program to review, at least annually, the agency's information security program for compliance with state standards, based on business risk management decisions.

Additionally, TDCJ's IT security responsibilities are as follows:

- Plan and budget for network security system service costs and ensure that security investment is addressed for each "major information resources project"
- Ensure the confidentiality, integrity, availability, and accountability of all agency IT assets, including information while it is being processed, stored, and/or transmitted electronically
- Ensure that TDCJ's IT security program is established and implemented in compliance with state security policies and standards and state and federal laws and regulations, as applicable (such as Criminal Justice Information Services, Health Insurance Portability and Accountability Act, etc.)
- Incorporate and implement periodic information vulnerability assessments into agency security policy
- Participate in current and ongoing statewide assessment activities
- Participate in collaborative opportunities, such as the statewide computer security incident response and recovery program
- Demonstrate compliance with security requirements
- Ensure separation of duties and adhere to a configuration/change management process to maintain the security of the information resources
- Ensure that user access within the agency infrastructure is established on the principle of least privilege and adequate policies and processes exist for user provisioning, privilege management, and review of user access rights
- Establish a means to track and provide information regarding requested and allocated technology security budgets
- Leverage DIR's information sharing, analysis, and response capabilities
- Work with DIR to plan, execute, and evaluate new technologies and programs
- Fund and participate in cybersecurity awareness, training, and technical certifications
- Participate in IT security forums, seminars, and conferences
- Demonstrate due diligence and periodically testing and exercising cybersecurity and disaster recovery plans.

The organizational entities that assist in managing privacy functions include the agency's ITD, Executive Services, and Office of the General Counsel.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan

Technology Policy, Best Practices, and Partnerships

What current practices or plans are in place to improve usability and searchability of the agency's Web content? (2007 SSP, Strategy 4-1)

The Agency currently employs practices related to its Web content that address such issues as testing, accessibility, privacy and security, and links, and plans a redesign effort to enhance usability of the Agency Web site. Agency Web/application design staff test new and changed applications for accessibility compliance on a regular basis. Such testing occurs when a problem is identified; upon modification of existing design or functionality; and upon development of new design or functionality. Testing methods include manual testing and the use of validation tools. In accordance with applicable statutes, the home page of the Agency's Web site, and key public entry points, include an "Accessibility" link to, or a "Site Policies" link to, a Web page that contains the Agency's accessibility policy [TAC §206.50/§206.70], site validation (e.g., §508), contact information for the Agency's accessibility coordinator, and a link to the Governor's Committee on People with Disabilities Web site [TAC §206.51/ §206.71].

Similarly, the Agency adheres to applicable statutes with regard to privacy and security issues. The Agency has posted a link to its privacy and security policy from its home page or a "Site Policies" page that addresses all listed standards [TAC §206.53(a)/ §206.73(a)], and any Web-based form that requests information from the public has a link to the associated privacy and security policy [TAC §206.53(d)/ §206.73(d)]. Additionally, the Agency has conducted a transaction risk assessment and implemented appropriate privacy and security safeguards in accordance with statutes requiring that an agency with a Web site that requires user identification conduct such an assessment prior to providing access to information or services on the site [TAC §206.53(c)/ §206.73(c)].

The Agency is also in compliance with listed requirements applicable to linking to agency Web sites, the use of, or copying information from agency Web sites [TAC §206.54(1)/ §206.74(1)] and with listed standards applicable to linking to agency Web sites from all key public entry points [TAC §206.55(c)/ §206.75]. Lastly, TDCJ ITD Web Services plans to design, develop, and implement an enhanced Agency Web site that will provide for improved usability, navigability, accessibility, and searchability of Agency Web content.

What current practices or plans are in place to improve life cycle management of agency data and information? Include the agency's approach and ability to meet future open records and e-discovery requests. (2007 SSP, Strategy 4-1)

The Agency has established policies and practices for keeping enterprise data models, database designs, and/or data dictionaries/taxonomies up to date. All changes to the Agency's DB2 databases are approved by the Data Management section, after which the data dictionaries are updated. Programmers must submit a change request to the Data Management section for approval prior to implementation of the physical change. Further, the Agency manages electronic records according to the Electronic Records Standards and Procedures adopted by the Texas State Library and Archives Commission [13 TAC §§6.91-6.97] and employs strategies (best practices) for ensuring that electronic records in its custody that have historical value to the state are properly preserved [TGC § 441.186]. Each Agency division is responsible for properly

Texas Department of Criminal Justice *FY 2009-2013 Agency Strategic Plan*

maintaining such records by taking appropriate steps to ensure the preservation of paper-based and electronic documents.

In the case of electronic documents stored on DB2, or PC based databases, ITD provides for the automatic backup of all electronic files. In addition, with the transition to the Offender Information Management System, the Agency has begun the electronic capture of paper-based documents (offender related) with storage on the enterprise database. In those instances where divisions maintain paper-based documents, it is their responsibility to ensure the preservation and, as necessary, transfer of those documents to the State Library and Archives.

Describe agency methods and standards (federal, state, industry), implemented or planned, intended to enhance data sharing (i.e., improve interoperability) with other entities. (2007 SSP, Strategy 4-2)

The Agency collaborates with other agencies, institutions of higher education and/or local governments to improve interoperability. HB 2195 and SB 396 encourage information sharing (offender information) with Veterans Administrations, Department of Assistive and Rehabilitative Services (DARS), and Department of State Health Services (DSHS). TDCJ is collaborating with these agencies to achieve this objective. Further, the Agency has Memorandums of Understanding in place with the Department of Public Safety (DPS), Office of the Attorney General (OAG), Texas Workforce Commission (TWC), Texas Health and Human Services (HHSC) agencies, University of Texas Medical Branch (UTMB), Social Security Administration (SSA), Comptroller of Public Accounts (CPA), Internal Revenue Service (IRS), and local law enforcement that provide for information sharing, and/or data access.

Additionally, TDCJ, DPS and Office of Court Administration (OCA), through a Memorandum of Understanding, have collaborated with local law enforcement and criminal justice agencies in the Texas Path to National Information Exchange Model (NIEM) project, which facilitates integrated justice and information sharing following the Department of Justice NIEM standards. With this collaboration, the Agency is moving towards adopting the NIEM standard and standard electronic exchanges.

The adoption of standardized documents and forms, designed for the transfer of information, as well as subsequent storage, retrieval and sharing of data elements from a central electronic repository, represents an ongoing potential opportunity for interoperability between state and local entities and between state agencies and institutions. Values associated with such an opportunity include reduced level of effort and cost, reduction in errors and redundancy, and standardized data definitions. The Agency believes the planned transition to Integrated Justice Systems and the NIEM standards, for example, offers significant opportunities for expanded collaboration between Federal, State and Local law enforcement entities. As integrated justice exchanges are developed, the Agency will continue collaboration with local law enforcement and justice agencies.

Texas Department of Criminal Justice

FY 2009-2013 Agency Strategic Plan

Core Missions

Does the agency have any plans to simplify or reduce the number of existing software platforms (e.g., operating systems, application development environments, database systems, office suites, other COTS applications)? If no, is the agency fully leveraging its technology to support both its current and future business environment?

With the Data Center Consolidation, an effort to standardize software products is being addressed at a state level. IBM Team for Texas is in the process of identifying standard server software.

TDCJ has standardized desktop software and hardware platforms within the Agency. ITD is in the process of reducing the number of existing software platforms as funding permits through a scheduled PC replacement program. TDCJ utilizes DIR contracts for hardware and software procurement.

Describe any current or planned activities targeted at reducing the environmental resource consumption of technology equipment (recycling, consolidating, virtualizing, buying energy efficient equipment, etc.)

Through the Data Center Consolidation, the number of servers will be reduced statewide.

TDCJ also replaces older computers with computers that are energy efficient with LCD monitors that also use less energy to operate and have a lower thermal signature, requiring less air conditioning to neutralize generated heat. Additionally, in an effort to replace older non-energy efficient equipment, TDCJ obtains newer surplus computer equipment from other state agencies as replacements for older non-energy efficient computers.

Obsolete decommissioned servers and personal computers are being recycled through the Texas Correctional Industries (TCI) computer recovery facilities in Huntsville and Snyder. TCI refurbishes equipment when possible and reissues to Texas educational entities.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix F

Workforce Plan

Texas Department of Criminal Justice
FY 2009 – 2013 Agency Strategic Plan

Workforce Plan FY 2009 - 2013

Table of Contents

I. Agency Overview

A. Mission	F-1
B. Strategic Goals and Objectives	F-2
C. Agency Structure	F-4
D. Anticipated Changes in Mission, Strategies, and Goals	F-6

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills	F-7
B. Workforce Demographics and Turnover	F-7
C. Retirement Eligibility	F-9
D. Projected Employee Turnover	F-10

III. Future Workforce Profile (Demand Analysis)

A. Critical Functions	F-10
B. Expected Workforce Changes	F-10
C. Anticipated Increase/Decrease in Required Number of Employees	F-11
D. Future Workforce Skills Needed	F-11

IV. Gap Analysis

A. Anticipated Surplus or Shortage in Staffing Levels	
Correctional Officers	F-11
Correctional Officer Supervisors and Unit Administrators	F-12
Food Service Managers and Laundry Managers	F-13
Parole Officers	F-13
B. Anticipated Surplus or Shortage of Skills	
Correctional Officers	F-14
Correctional Officer Supervisors and Unit Administrators	F-16
Food Service Managers and Laundry Managers	F-19
Parole Officers	F-20

V. Strategy Development

A. Succession Planning	F-22
B. Gap Elimination Strategies	F-24

Agency Organizational Structure (Attachment A)	F-26
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TEXAS DEPARTMENT OF CRIMINAL JUSTICE

WORKFORCE PLAN

FISCAL YEAR 2009-2013

I. Agency Overview

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

- The first Texas prison was constructed in 1849 and opened with three (3) incarcerated offenders. As of February 29, 2008, TDCJ was responsible for supervising 155,651 incarcerated offenders housed in 112 facilities located throughout the state. These facilities include 96 that are operated by TDCJ and 16 that are privately operated. The 96 facilities operated by TDCJ include 51 prison facilities, four (4) pre-release facilities, three (3) psychiatric facilities, one (1) Mentally Retarded Offender Program (MROP) facility, two (2) medical facilities, 15 transfer facilities, 15 state jail facilities, and five (5) Substance Abuse Felony Punishment Facilities (SAFPF). In addition to these 112 facilities, TDCJ leases beds from 4 county facilities when necessary.
- TDCJ maintains 74 field and institutional parole offices statewide. As of August 31, 2007, TDCJ was responsible for supervising nearly 78,000 offenders released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 29, 2008, the Agency's workforce consisted of 37,838 employees.

A. Agency Mission

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

The Agency's mission is carried out through:

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

I. Agency Overview (Continued)

B. Agency Goals, Objectives, and Strategies

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

Objective A.1. To provide funding for Community Supervision and Diversionary Programs.

Strategy A.1.1. Basic Supervision

Strategy A.1.2. Diversion Programs

Strategy A.1.3. Community Corrections

Strategy A.1.4. Treatment Alternatives to Incarceration

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

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

Strategy B.1.1. Special Needs Projects

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

Objective C.1. To confine and supervise convicted felons

Strategy C.1.1. Correctional Security Operations

Substrategy: Correctional Security Overtime

Strategy C.1.2. Correctional Support Operations

Strategy C.1.3. Offender Services

Strategy C.1.4. Institutional Goods

Strategy C.1.5. Institutional Services

Strategy C.1.6. Institutional Operations and Maintenance

Strategy C.1.7. Psychiatric Care

Strategy C.1.8. Managed Health Care

Strategy C.1.9. Health Services

Strategy C.1.10. Contracted Temporary Capacity

Strategy C.1.11. Contract Prisons/Private State Jails

Strategy C.1.12. Residential Pre-Parole Facilities

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

Strategy C.2.1. Texas Correctional Industries

Strategy C.2.2. Academic/Vocational Training

Strategy C.2.3. Project RIO

Strategy C.2.4. Treatment Services

Strategy C.2.5. Substance Abuse Treatment

Substrategy: Substance Abuse Felony Punishment Facilities

Substrategy: Substance Abuse In-Prison Therapeutic Communities

Substrategy: DWI Treatment

Substrategy: State Jail Substance Abuse Treatment

I. Agency Overview (Continued)

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

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

Objective D.1. To ensure and maintain adequate facilities.

Strategy D.1.1. Facilities Construction

Strategy D.1.2. Lease-Purchase of Facilities

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. To evaluate eligible inmates for parole or clemency.

Strategy E.1.1. Parole Release Processing

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

Strategy E.2.1. Parole Supervision

Strategy E.2.2. Halfway House Facilities

Strategy E.2.3. Intermediate Sanction Facilities

Goal F *Indirect Administration*

Objective F.1. Indirect Administration

Strategy F.1.1. Central Administration

Strategy F.1.2. Correctional Training

Strategy F.1.3. Inspector General

Strategy F.1.4. Victim Services

Strategy F.1.5. Information Resources

Strategy F.1.6. Other Support Services

I. Agency Overview (Continued)

C. 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 (9) 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, and State Counsel for Offenders.

Functions Reporting Directly to the TBCJ	
Office	Function
Internal Audit	Examines and evaluates the adequacy and effectiveness of the Agency's system of internal controls and the quality of Agency performance in carrying out assigned responsibilities.
Office of the Inspector General (OIG)	Provides oversight to the Investigations Department, Administrative Support and Programs Department, and the Task Force Operations Group.
State Counsel for Offenders (SCFO)	Provides TDCJ indigent offenders with legal counsel that is independent of TDCJ and that does not relate to civil rights issues, TDCJ policy or procedure issues, fee-generating cases, and various other legal areas depending upon the circumstances. The five legal sections within SCFO include Trial, Immigration, General Legal, Civil Commitment, and Appellate.

Functions Reporting to the Executive Director/Deputy Executive Director	
Administrative Review & Risk Management Division	This division includes the following program areas: Access to Courts, Offender Grievance Program, Office of TDCJ Ombudsman, Review & Standards (Administrative Monitor for Use of Force, Operational Review, and American Correctional Association), and Risk Management.
Business & Finance Division	Departments within the Business and Finance Division report directly to the Chief Financial Officer. The Business and Finance Division supports the Agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, agribusiness, land and mineral operations, maintaining a fiduciary responsibility over offender education and recreation funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements. In addition, the Chief Financial Officer has coordination authority over the Facilities Division, Information Technology Division and Manufacturing & Logistics Division. Detailed information regarding these three divisions is provided separately within this table of functions.
Community Justice Assistance Division (CJAD)	CJAD administers community supervision (adult probation) in Texas. TDCJ-CJAD does not work directly with offenders; rather, it works with the Community Supervision and Corrections Departments (CSCDs) which supervise the offenders. TDCJ-CJAD is responsible for the distribution of formula and grant funds, the development of standards (including best-practice treatment standards), approval of Community Justice Plans, conducting program and fiscal audits, and providing training and certification of community supervision officers.

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director/Deputy Executive Director (Continued)

<p>Correctional Institutions Division (CID)</p>	<p>The CID is responsible for the safe and appropriate confinement of adult felony and state jail offenders who are sentenced to incarceration in a secure correctional facility. The Division is also responsible for support operations (Classification and Records; Laundry, Food and Supply; Mail System Coordinators Panel; Disciplinary Coordination; Counsel Substitute; Correctional Training and Staff Development, and Offender Transportation).</p>	
<p>Executive Administrative Services</p>	<p>Executive Administrative Services includes the following functions.</p>	
	<p>Office of the Chief of Staff</p>	<p>This office has oversight of the Emergency Action Center, Executive Services, Governmental Affairs, and Media Services, and is responsible for providing administrative support to the Executive Director and Deputy Executive Director.</p>
	<p>Public Information Office</p>	<p>This office works with news media throughout the world and assists reporters in covering prison events and understanding TDCJ objectives.</p>
<p>Office of Incident Management</p>	<p>This office is responsible for coordination of TDCJ emergency preparedness activities for all Agency divisions and departments to ensure a comprehensive and consistent approach to managing critical incidents. In addition, this office works with the Governor's Division of Emergency Management to fulfill TDCJ's support responsibilities during State emergencies.</p>	
<p>Facilities Division</p>	<p>The Facilities Division is responsible for all aspects of facility management for the TDCJ. Functions include planning, design, construction, and maintenance. The Division also provides construction management of various projects for the Texas Youth Commission.</p>	
<p>Health Services Division</p>	<p>The Health Services Division provides no direct patient care service; however, it has been designated as the principal contract monitor of the Correctional Managed Health Care Program and does retain several responsibilities under this program. These responsibilities include: ensuring that offender patients are appropriately classified, assigned to facilities, and transported consistent with their medical needs; investigating and responding to each second-level offender grievance related to health care issues and to all correspondence regarding patient care issues; conducting operational reviews to evaluate the health care delivery systems in place at each facility; and monitoring and reporting on preventive medicine issues statewide.</p>	
<p>Human Resources (HR) Division</p>	<p>The HR Division develops and implements activities and programs relating to recruitment, staffing, employee classification, compensation and benefits, as well as employee relations, the employee assistance program, and related staff development.</p>	
<p>Information Technology Division</p>	<p>The Information Technology Division provides automated information services and support to all divisions within TDCJ, as well as, the Board of Pardons and Paroles, Correctional Managed Health Care and other external entities as needed.</p>	
<p>Manufacturing & Logistics Division (M&L)</p>	<p>M&L includes Transportation & Supply, which operates 18 freight, fleet, and warehousing facilities, and Texas Correctional Industries (TCI), which operates 37 industrial facilities located on various units and 2 warehouses located in Huntsville and Austin.</p>	

I. Agency Overview (Continued)

C. Agency Structure (Continued)

Functions Reporting to the Executive Director/Deputy Executive Director (Continued)

Office of the General Counsel (OGC) Division	<p>The OGC provides litigation support to the Office of Attorney General on TDCJ lawsuits, handles claims against TDCJ prior to litigation, and provides legal advice to Agency management on issues including corrections and supervision law, employment, open records, open meetings, and transactional matters.</p>
Parole Division	<p>The Parole Division is responsible for the supervision of offenders released from prison to serve the remainder of their sentences in Texas communities on parole or mandatory supervision. The Division also performs pre-release functions and contracts with private vendors for residential and therapeutic services that include halfway houses and residential facilities.</p>
Private Facility Contract Monitoring/Oversight Division	<p>The Private Facility Contract Monitoring/Oversight Division is responsible for oversight and monitoring of contracts for privately operated secure facilities as well as community based facilities, which includes substance abuse treatment services.</p>
Rehabilitation and Reentry Programs Division	<p>The Rehabilitation and Reentry Programs Division integrates strategic evidence-based programs across divisional lines which include: Community Justice Assistance Division, Parole Division, Windham School District and Correctional Institutions Division. The programs are designed to meet the offender's individual needs, improve offender institutional adjustment and facilitate offender transition from prison into the community. The collaborative efforts of TDCJ Divisions, releasing authorities, community human service agencies and secular support faith-based organizations result in an increase in public safety and a reduction in recidivism and victimization. Departments within this division include: Chaplaincy, Sex Offender Treatment Program (to include: Civil Commitment, Risk Assessment and representation on the Advisory Committee for Council of Sex Offender Treatment), Substance Abuse Treatment Program, Volunteer Coordination Committee, and the Youthful Offender Program.</p>
Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)	<p>TCOOMMI is responsible for addressing the establishment of a comprehensive continuity of care system that emphasizes its primary goals of public safety and treatment intervention for juveniles and adults with mental illness, mental retardation, developmental disabilities, serious or chronic medical conditions, physical disabilities or who are elderly.</p>
Victim Services Division	<p>The Victim Services Division provides a central mechanism for victims to participate in the criminal justice process. Its many services include a toll-free hotline, parole review notification, assistance with protest letters and special condition requests, victim/offender mediations, training and education, victim impact panels, execution viewing, annual conference, an advisory council and prison tours.</p>

D. Anticipated Changes in Mission, Strategies and Goals

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

II. Current Workforce Profile

A. Critical Workforce Skills

TDCJ utilizes 237 different job classes within the State Classification Plan. Additionally, a contract workforce is utilized to provide architectural and engineering services, computer programming and other services where specifically required skills are not readily available to TDCJ.

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

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

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

B. Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and attrition, the 237 job classes utilized by the Agency have been grouped into the 23 major job categories indicated in the table on the next page. The major job categories encompass all of the skills that are critical to the TDCJ workforce. The table indicates the following for each major job category: (1) number and percentage of employees within the job category; (2) average age; (3) average TDCJ tenure; and (4) FY 2007 attrition rate.

II. Current Workforce Profile (Continued)

B. Workforce Demographics and Turnover (Continued)

The following information, other than the FY 2007 Attrition Rate, is as of February 29, 2008.

Major Job Category ⁽¹⁾	# Employees	% Total Employees	Average Age	Average TDCJ Tenure	FY 2007 Attrition Rate
COs	23,045	60.90%	40	8 years	24.2%
CO Supervisors (Sergeant – Captain)	2,876	7.60%	41	13 years	10.1%
Food Service/Laundry Managers	1,532	4.05%	47	11 years	12.6%
Facilities Maintenance	837	2.21%	50	10 years	14.9%
Unit Administrators (Major – Warden II)	303	0.80%	45	21 years	10.7%
Industrial Specialists	389	1.03%	48	14 years	11.0%
Case Managers	171	0.45%	44	14 years	13.2%
Correctional Transportation Officers	108	0.29%	50	11 years	21.1%
Agriculture Specialists	108	0.29%	45	14 years	15.7%
Counsel Substitutes	98	0.26%	43	12 years	6.8%
Substance Abuse Counselors	99	0.26%	51	5 years	16.3%
Office of Inspector General Investigators and Supervisors	91	0.24%	47	12 years	12.1%
Safety Officers and Supervisors	83	0.22%	47	15 years	14.7%
Chaplaincy	91	0.24%	58	11 years	9.7%
Associate Psychologists	29	0.08%	48	10 years	10.1%
Parole Officers (includes Parole Case Managers I ⁽²⁾ and Parole Officers I – II)	1,446	3.82%	40	6 years	19.3%
Parole Officer Supervisors (Parole Officers III – V)	347	0.92%	46	14 years	8.2%
Program Management and Support	4,463	11.80%	45	9 years	14.6%
Business Operations	279	0.74%	47	11 years	9.2%
Human Resources	254	0.67%	45	12 years	9.5%
Information Technology	159	0.42%	46	11 years	20.3%
Legal	78	0.21%	45	7 years	19.6%
Other Staff	952	2.52%	47	12 years	11.6%
Total	37,838	100.00%	42	9 years	20.1%

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

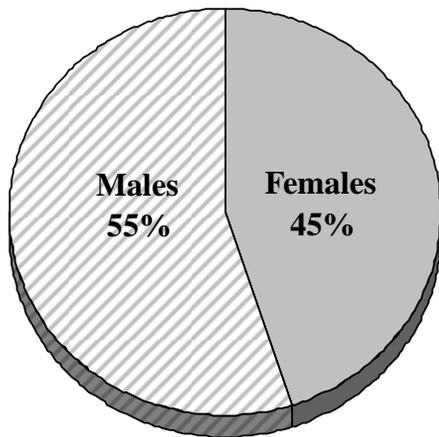
⁽²⁾ Case Manager I positions within the Parole Division were reclassified to Parole Officers in August 2007.

II. Current Workforce Profile (Continued)

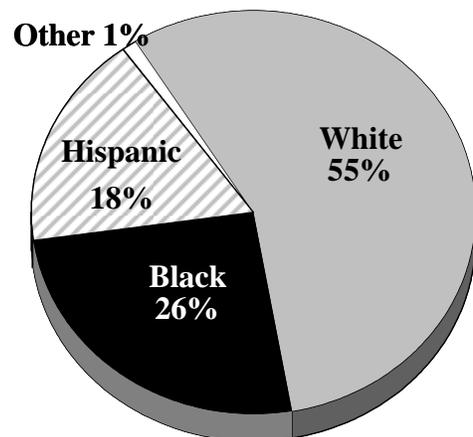
B. Workforce Demographics and Turnover (Continued)

TDCJ Total Workforce as of February 29, 2008

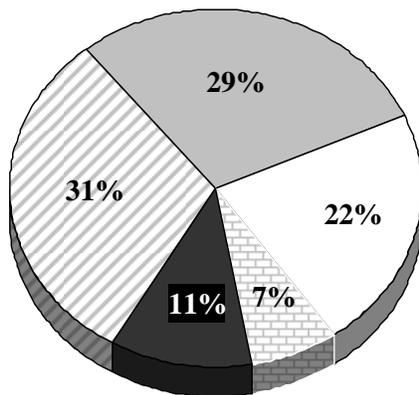
Gender



Ethnicity



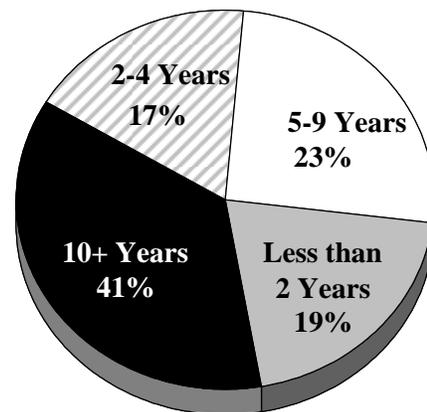
Age



Age Groups

18-25
26-39
40-49
50-59
60 Plus

TDCJ Tenure



C. Retirement Eligibility

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

FY 08	FY 09	FY 10	FY 11	Cumulative
5,175*	1,376	1,470	1,440	9,461

*Includes all employees who first became eligible for retirement prior to FY 2008.

II. Current Workforce Profile (Continued)

D. Projected Employee Turnover Rate

Turnover Due to Retirement

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

- The majority of TDCJ employees do not actually retire until they are eligible to retire with full health insurance benefits and without a reduced annuity.
- The number of Agency employees who retired in FY 2004 was 751 (monthly average 63) and in FY 2005 was 987 (monthly average 82). The number of Agency employees who retired in FY 2006 was 626 (monthly average 52). The decrease in the number of retirements in FY 2006 is attributed to the expiration of the retirement incentive implemented via HB 3208, 78th Legislature.
- The number of Agency employees who retired in FY 2007 was 829 (monthly average 69) and in FY 2008 as of February 29, 2008, was 405 (monthly average 68). The monthly average number of retirees for FY 2008 is a slight decrease from the past fiscal years.

Total Projected Attrition

The Agency's annualized attrition rate for FY 2008 as of February 29, 2008 was 19.3%, and it is projected that the Agency's attrition rate for FY 2008 - FY 2009 will be slightly higher than the FY 2006 - FY 2007 attrition rate due to a lower unemployment rate and stronger job market.

III. Future Workforce Profile

A. Critical Functions

As previously stated, TDCJ utilizes 237 different job classifications within the State Classification Plan. Although there are several varied functions performed by these job classifications that are critical to achieving the Agency's mission, the following functions are the most crucial because: (1) these functions help the Agency ensure public safety; (2) these functions are vital to the success of the majority of other mission-critical functions; and (3) the Agency's overall success in achieving its mission is dependent upon its employees.

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

B. Expected Workforce Changes

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

III. Future Workforce Profile (Continued)

C. Anticipated Increase/Decrease in Required Number of Employees

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

D. Future Workforce Skills Needed

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

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

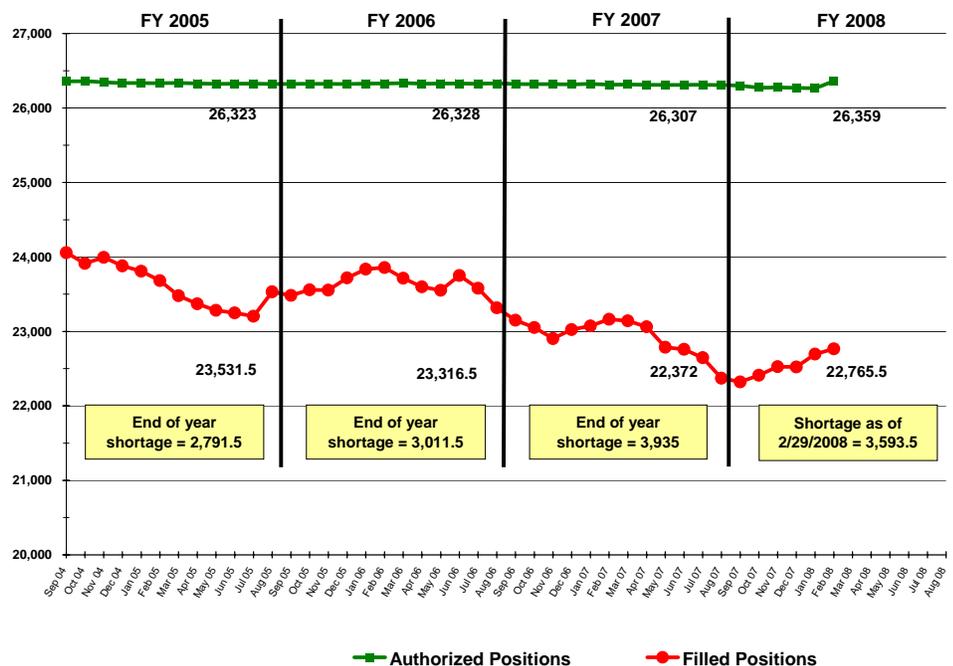
IV. Gap Analysis

The Agency's Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled offenders and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, CO Supervisors, laundry managers and food service managers, unit administrators, and parole officers. As of February 29, 2008, these positions comprised 78.09% of the Agency's workforce.

A. Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

It is anticipated the CO shortage will remain the Agency's greatest workforce challenge. In FY 2007, this challenge intensified as a result of the state's significant job growth and low unemployment rates. The CO retention strategies implemented by the Agency in an effort to improve employee morale and retention reflect the Agency's commitment to meet this challenge. In addition to implementation of several retention strategies, the Agency's continued aggressive recruitment efforts resulted in the hiring of 6,753 COs in FY 2007. The number of COs hired in FY 2008 as of February 29, 2008, is 3,698.



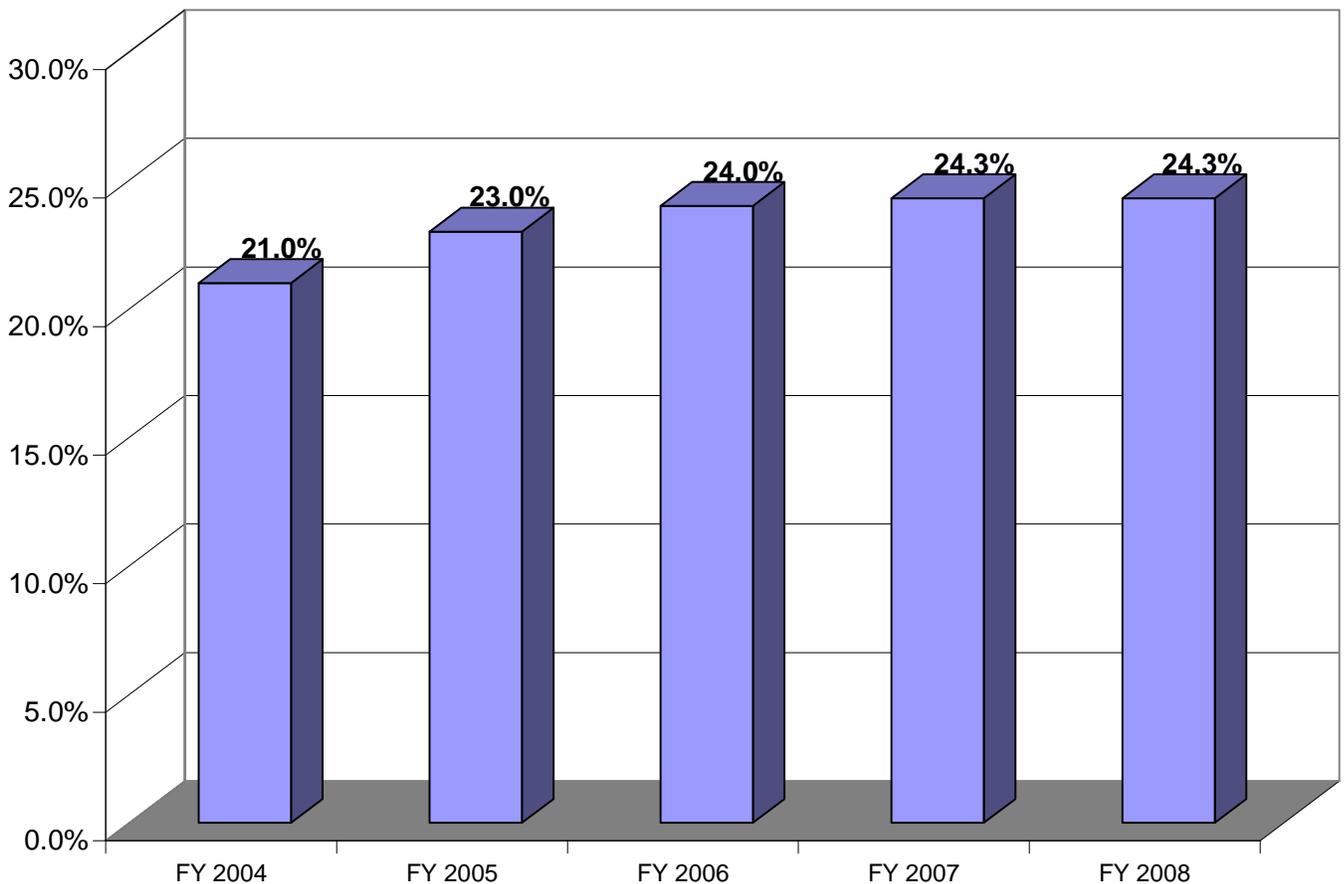
IV. Gap Analysis (Continued)

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

Correctional Officers (Continued)

- Achieving an 18% CO turnover rate was identified in the General Appropriations Act for the fiscal year 2006 - 2007 biennium as one of the outcome measures for the Agency's Goal C, Incarceration.
- Based on the current and projected CO attrition rates as of February 29, 2008, the Agency anticipates the FY 2008 CO attrition rate will be the same as FY 2007, which was 24.3%.

Correctional Officer Attrition FY 2004 – FY 2008



Correctional Officer Supervisors and Unit Administrators

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

IV. Gap Analysis (Continued)

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

Food Service Managers and Laundry Managers

The FY 2007 SAO attrition rates for the Food Service Managers III and IV and the Laundry Managers III and IV positions were lower than the Agency's total FY 2007 attrition rate of 20.2%.

FY 2007 Attrition Rates	
Job Class	Rate
Food Service Manager III	13.15%
Food Service Manager IV	14.89%
Laundry Manager III	11.97%
Laundry Manager IV	9.52%

Based on the current attrition rates for these positions as of February 29, 2008, the Agency anticipates that the FY 2008 attrition rates will be somewhat lower than the FY 2007 attrition rates.

Parole Officers

Note: References to Parole Officers will only include those positions within the Parole Officer career ladder, which include Parole Officer I (title changed from Parole Case Manager I effective August 1, 2007), and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2007 internal attrition rate for the Parole Officer series was 19.3%. This rate is higher than the FY 2005 attrition rate of 18.5%. Within the Parole Officer series, there was a sharp decrease in the attrition rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service. The Parole Officer attrition rate is projected to be 16.6% for FY 2008 which is lower than the FY 2007 attrition rate.

2007 Parole Officer Positions	FY 2007 Attrition Rate
Case Manager I (Parole Division Only) ⁽¹⁾	41.43%
Parole Officer I	23.04%
Parole Officer II	14.55%
Parole Officer Series	19.33%

⁽¹⁾This rate includes only those positions within the Parole Division. Case Manager I positions within the Parole Division were reclassified to Parole Officer I's in August 2007, pursuant to SB 909, 80th Legislature.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills

Correctional Officers

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

CTSD revised the FY 2008 Pre-Service curriculum to enhance areas defined through the needs assessment as requiring greater emphasis and in response to emerging security concerns.

- Training relating to prevention of inappropriate staff/offender relations is covered in a four hour session.
- A one hour class was added titled Human Resource Topics. This topic was added to provide additional knowledge of Personnel Directives: PD-03, "Employee ID Cards"; PD-17, "Drug Free Workplace"; PD-20, "Employee Assistance Program"; PD-27, "Employment Status Pending Resolutions of Criminal Charges or Protective Orders"; PD-30, "Employee Grievance Procedures"; PD-52, "Performance Evaluations"; PD-71, "Selection System Procedures" and PD-80, "Outside Employment" and to enhance the students' knowledge and understanding of the Homes for Heroes and Texas Legal Protection Plan programs.
- A section was added to our Ethics lesson plan on Professionalism. Professionalism is addressed through not only how it relates to everyday work, but also how it relates to ethics within the workplace.
- A new video "Responding to Suicides and Attempted Suicides" was added to ensure more knowledge of procedures and actions needed when dealing with suicidal offenders.
- The Risk Management – Emergency Procedures lesson plan was increased by one hour to better address safety concerns.
- A more extensively written lesson plan for First Aid and Infection Control was added. This lesson plan follows a video presentation. Also, a new video "Spill Kit" was added to the lesson plan.
- Additional information concerning the handling and recognition of religious items was added to Offender Property. This information was also added to the Contraband and Shakedown lesson plan.

Other on-going training initiatives that were implemented as a result of the needs assessment include the following:

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

- The Phase II One-on-One Shadowing Observation was revised to increase the new officer's involvement in guided practice from 16 to 48 hours. The newly assigned 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.
- Phase III On-the-Job Mentoring Program: This six-month program allows a mentor to maintain open communication with the newly assigned CO as often as possible to assist the CO's growth and development and to assist with job-hindering situations that the newly assigned CO may encounter. When possible, the Phase III mentor is the same mentor assigned in Phase II training.
- Phase III, Shift Mentor Program: As each new officer is assigned to shift, the officer is assigned a mentor on that shift. The new officer works in direct contact with the shift mentor the first two (2) 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 (6) months.

In-Service & Specialized Training

- Correctional Awareness staff will now attend the 40-hour In-Service with four (4) specialized mandatory workshops. This allows all unit staff to be trained comparably. It also utilizes additional training for situations unique to clerical workers.
- A Female Offender workshop was added with mandatory participation for employees housed at female units.
- Two field force workshops were added with mandatory attendance for field force employees who must attend the Ruger M-77 familiarization workshop and highriders must attend the Highrider Familiarization workshop. Other employees may attend the Highrider workshop if so desired.
- Added to the core curriculum was a lesson on policies and procedures updates. This included a review of any new policies and how to obtain updates.
- Conducting a Thorough Investigation lesson was added to ensure proper procedures are followed during any type of Safe Prisons investigation.
- Turn-Out Lesson Plans were added this year. There are 52 lesson plans on various security subjects that are sent to each unit to be taught at turn-out on each shift once a week.

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

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators

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

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

- **Sergeants, Food Service and Laundry Managers Academy:** Newly selected uniformed supervisors are required to complete the 96-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected Sergeants, Food Service and Laundry Managers and provides them with the skills, knowledge and abilities to effectively lead Correctional Officers. Position-specific topics include Count Procedures, Use of Force Management, Emergency Action Center and Conducting Thorough Investigations.

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

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

- **Sergeants, Food Service and Laundry Managers Retreat:** The mission of the 50-hour retreat training program is to provide tenured Sergeants, Food Service and Laundry Managers with high quality, fast-paced interactive training that both informs and motivates. This six day course is provided once per month in Huntsville to 30 students (5 per region).
- **TDCJ Annual In-Service Training:** All uniformed and designated non-uniformed TDCJ personnel are required to attend a 40-hour annual In-Service Training Program. Several topic areas are covered, including interpersonal relations, communication skills, counseling techniques, and cultural diversity.
- **TDCJ Correctional Leadership Seminar:** This 16-hour seminar provides new supervisors with knowledge and leadership skills that when applied to the job will lead to improved human relations, communications, and job satisfaction for both the supervisor and subordinates.
- **TDCJ Success Through Active and Responsible Supervision (STARS):** The 36-hour STARS program allows supervisors to focus on improving their individual management skills.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- Lieutenants Command School: The mission for this 40-hour program is to provide leadership and core crisis management skills. The foundation of this Lieutenants Command School is a hands-on training that uses scenarios, simulated emergencies and role plays. Lieutenants must possess the necessary knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training. The Lieutenants Command School course is provided monthly on a rotating regional basis to 30 students. The training schedule is designed to affect 360 Lieutenants per year and cover the entire job class in approximately two (2) years. As of February 29, 2008, 796 Lieutenants have attended the course.
- Captains/Laundry Managers/Food Service Managers Supervisory Class: This course is in the development stage with a projected implementation of Spring 2008. The course is designed to further enhance supervisory training provided by the Lieutenant Command School. The target audience is staff currently in senior supervisory positions in their respective departments. The focus will be on advanced management techniques and incident management.
- Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program: Newly promoted Captains of Correctional Officers are nominated to participate in this program to ensure they are provided the necessary skills to bridge the transition from a first-level management position to a mid-management position. The curriculum for this 32-hour program which was developed with the assistance of several needs assessment surveys and the involvement of an outstanding focus group, 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.
- CMIT Correctional Leadership Seminar: The CMIT offers the George J. Beto Leadership Seminars for criminal justice and juvenile justice professionals a minimum of four (4) times a year. Presenters speak on a variety of issues relating to leadership, such as "*Why Managers Fail to Make an Impact: an Analysis of Leadership Problems in Criminal Justice Agencies.*"
- TDCJ Annual Majors Training/Annual Assistant Wardens Training: Utilizing Agency staff, this annually required 40-hour course trains Majors and Assistant Wardens on a variety of topics related to Human Resources, Correctional Training, leadership, motivation, safety, security, emergency management, budget, media, new initiatives, and other such topics.
- CMIT Warden's Peer Training: This four-day program, which brings together wardens from throughout the United States, consists of presentations by participants on relevant issues in institutional corrections and is offered two (2) to four (4) times each year.
- TDCJ Managing Diversity Training Series: This four-part 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 to their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Correctional Officer Supervisors and Unit Administrators (Continued)

- **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.
- **Employee Retention “Keeping the Good Ones”:** This four-hour course is recommended for all supervisors (Wardens, Majors, Captains, Lieutenants, Sergeants, and Parole) and is designed to encourage discussion and reflection about why employees leave and how the Agency can keep the good ones. Information is given to the participants that will help them begin to connect with their employees in a positive way that encourages the good employee to stay and continue to perform well.
- **Field Force Course:** This newly developed 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.
- **16-Hour Female Offender Course:** This newly developed course is required for employees newly assigned to facilities that house female offenders. This course is included as part of their on-the-job training. Topics taught within this program deal with gender-specific issues.

Many of these programs have been recently implemented, and the capacities of training sessions are limited to ensure an effective delivery. Therefore, every CO supervisor and unit administrator has not had the opportunity to participate in these programs. The Agency will take steps, including tracking the completion of training programs through the Agency’s automated training database, to ensure the greatest possible participation in these programs.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Food Service Managers and Laundry Managers

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

- Training strategies incorporated into the Pre-Service Training Academy and in-service curriculum.
- Requirement for all Food Service Managers III and IV and Laundry Managers III and IV to attend the Agency's Principles of Supervision (POS) training, which addresses the application of general management skills, to include interpersonal communication skills relevant to the correctional environment and emphasizes professional conduct, basic respect for other people, and motivation techniques. This training is included in the Sergeant, Food Service and Laundry Managers Academy for all newly selected Food Service Manager III's and Laundry Manager III's.
- Implementation of a mentoring program that is part of the on-the-job training for a newly hired or newly promoted Food Service Manager or Laundry Manager, 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's class and a Food Service Manager IV's 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 III and IV and Laundry Managers III and IV to attend the Agency's Human Resources Topics for Supervisors training. This training is included in the Sergeant, Food Service and Laundry Managers Academy for all newly promoted Food Service Manager III's and Laundry Manager III's.
- The development of curriculum relating to automated systems (Advanced Purchasing and Inventory Control System, Email, Infopac Report System and Inventory Management System), implementation of a training program that provides all newly hired/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 III and Laundry Managers III to attend the Sergeant, Food Service and Laundry Managers Academy prior to being placed on a shift. This training gives basic supervisory skills required of a newly promoted Sergeant, Food Service Manager III and Laundry Manager III, including the required Human Resource Topics for Supervisor (HRTS) and Principles of Supervision (POS).
- Requirement for veteran or current Food Service Managers III and Laundry Managers III to attend the Sergeant, Food Service and Laundry Managers Retreat, which is a one-week training of basic supervisory skills needed in a corrections environment.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers

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

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

The Parole Division has significantly reduced this gap through the implementation of training programs for current and newly hired Parole Officers and through timely identification of updated training components as the OIMS continues to be improved and new procedures implemented. The Parole Division conducted OIMS training for current Parole Officers during August and September 2004. In addition, the TDCJ Parole Division's Parole Officer Entry Level Training Academy (POTA) for newly hired Parole Officers was expanded in 2004 to include 28 hours of OIMS-related training. The OIMS training was updated and incorporated into the Parole Officers' "Back to Basics" core training for current Parole Officers, which was conducted beginning in July 2005 and concluding in August 2005. A new OIMS curriculum was incorporated into the POTA in March 2007, which provided newly hired Parole Officers more "hands-on" experience. Additionally, all employees have access to OIMS support staff, the OIMS user manual available in the OIMS document library, and an electronic "tip of the week" designed to help users become aware of system changes as they are implemented. In October 2005, the Parole Division began an extensive review and update to all POTA curriculums. The updated curriculum was incorporated into the training sessions during March 2007. The Parole Division also developed Interstate Compact training for Parole and Probation Officers in 2007. The Interstate Compact training was conducted for all Parole Officers from June to October 2007.

Other training strategies implemented by the Parole Division in recent years include training relating to specialized caseloads (i.e., sex offenders, offenders who are mentally ill, etc.) so that Parole Officers will be trained prior to or immediately after being assigned to such cases. Currently, four (4) specialized schools are conducted, and all Parole Officers assigned to supervise a specialized caseload must attend the applicable specified school within 90 days of assuming the caseload.

Specialized School	Description
Super Intensive Supervision/Electronic Monitoring Program(SISP/EM)	Both the SISP/EM and SO schools are 40 hours in length and provide an overview of current policy and operating procedures. The SISP/EM school provides Parole Officers with information on the latest technology in radio frequency monitoring to include active and passive Global Positioning Satellite (GPS). Both schools include discussions on current sex offender registration law and sex offender treatment requirements. The SO school provides officers with modules on offender relapse cycles and practical supervision strategies developed by the federal Center for Sex Offender Management (CSOM). These modules provide Parole Officers with basic knowledge on interview techniques, the offense cycle, dealing with lapses and effective supervision strategies for sex offenders. The Parole Division has developed an Advance GPS course designed to measure proficiency and enhance the skills of individuals that previously attended the SISP/EM school. The initial course will be offered in March 2008.
Sex Offender (SO) Program	
Special Needs Offender Program (SNOP)	The SNOP school is 32 hours in length and provides an overview of current policy and operating procedures, as well as current treatment requirements. TCOOMMI also provides a 2-hour presentation for the SNOP school on offender medication monitoring, dual diagnosis, and placement procedures for offenders being released on Medically Recommended Intensive Supervision.
Therapeutic Community (TC) Program	The TC school is 32 hours in length and provides an overview of current policy and operating procedures. The school provides a basic overview of drugs and their current use in Texas, drug monitoring, treatment team meetings, as well as a cognitive overview and current revisions to contract monitoring and vendor referrals.

IV. Gap Analysis (Continued)

B. Anticipated Surplus or Shortage of Skills (Continued)

Parole Officers (Continued)

The Parole Division is also exploring the feasibility of utilizing online learning technology to enhance the POTA, Specialized Schools, Institutional Parole Officer Pre-service training and Parole Officer In-service training. Initial reviews suggest that the use of such technology will be cost effective and will decrease the amount of time that officers and/or trainers are required to travel from their designated headquarters.

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

- Beginning in May 2006, Parole Division trainers are participating in the National Institute of Corrections' web-based training relating to effective curriculum writing and delivery.
- The Parole Division conducts monthly director's videoconferences to enhance skills and knowledge relating to policies and procedures.
- District Reentry Center (DRC) Officers are trained in "Basic Foundation Skills for Trainers" by Human Resources to provide the necessary training. Once the training is completed, DRC Officers are afforded the opportunity to receive training regarding cognitive intervention skills.

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

V. Strategy Development

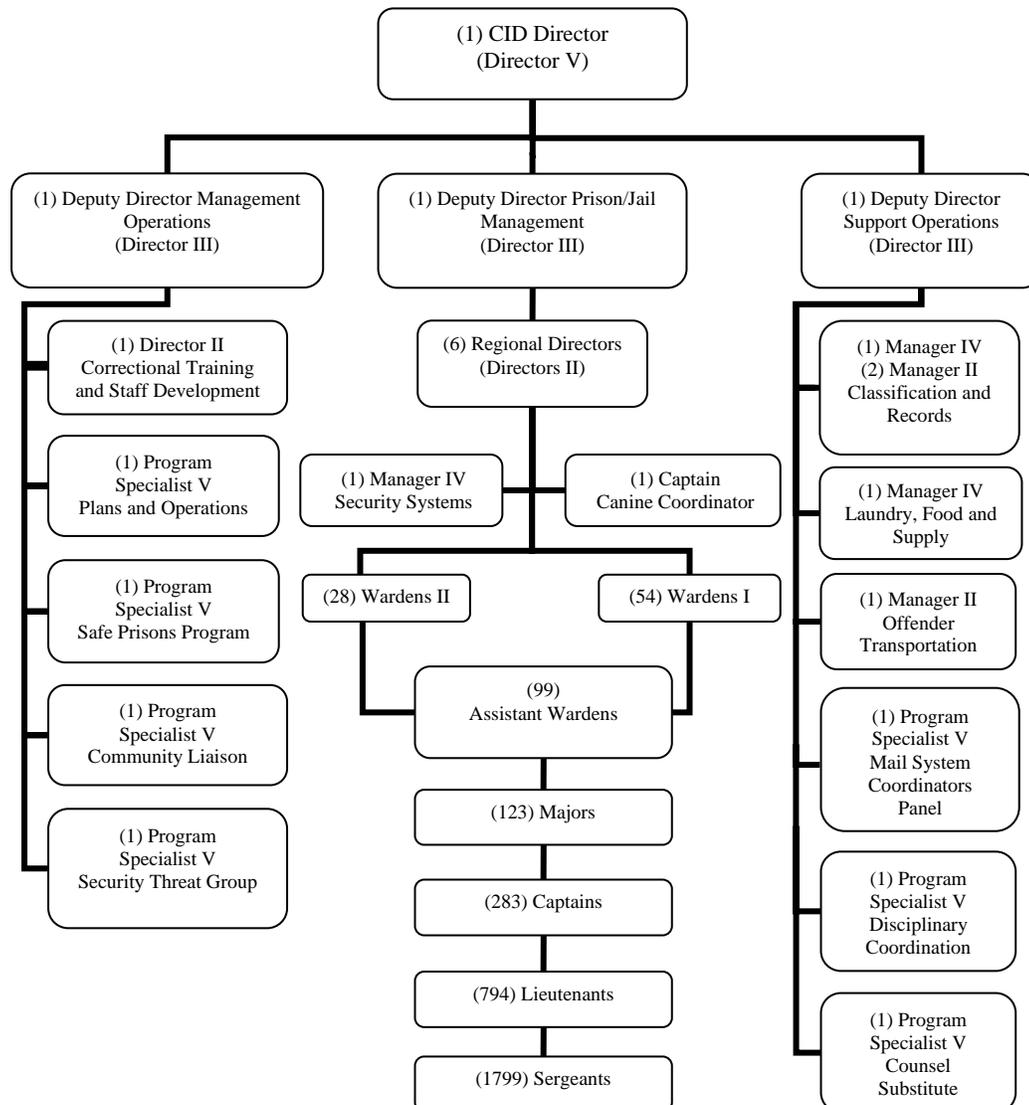
A. Succession Planning

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

The Succession Planning section of the TDCJ Workforce Plan for FY 2009 – FY 2013 will focus on the Correctional Institutions Division (CID) as the CID represents the Agency’s largest operational division. Additional reasons for focusing on the CID include:

- As of February 29, 2008, the number of employees assigned to the CID was 30,795, which represents 81.4% of the Agency’s workforce.
- The CID is responsible for management of the TDCJ correctional institutions, which is a crucial function of the Agency.
- It is anticipated that the CO shortage will remain the Agency’s greatest workforce challenge, and achieving an 18% CO attrition rate is a legislatively mandated goal.

CID Management Positions, Unit Administrators, and CO Supervisors as of February 29, 2008.



V. Strategy Development (Continued)

A. Succession Planning (Continued)

Training Programs

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

Training Program	Positions Eligible to Participate							Regional Directors and Higher Levels of Authority
	COs	Sgts., FSM, LM	Lts.	Cpts.	Majors	Asst. Wardens	Wardens I and II	
TDCJ Self-Paced Correctional Professional Certification Program	X							
TDCJ Annual 40-hour In-Service Training	X	X	X	X				
TDCJ 96-Hour Sergeant, Food Service and Laundry Managers Academy (includes 20-Hour Principles of Supervision and 20-Hour HR Topics for Supervisors)		X						
TDCJ 50-Hour Sergeant, Food Service and Laundry Managers Retreat		X						
TDCJ 16-Hour Correctional Leadership Seminar		X	X	X				
TDCJ 36-Hour Success Through Active and Responsible Supervision		X	X	X	X	X	X	
CMIT Correctional Leadership Seminar		X	X	X	X			
TDCJ 40-Hour Lieutenants Command School			X					
CMIT 32-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 20-Hour Warden's Peer Training							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
Captains/Laundry Managers/Food Service Managers Supervisory Class		X		X				
Field Force Course	X							
16-Hour Female Offender Course	X	X	X	X				
Employee Retention "Keeping the Good Ones"		X	X	X	X	X	X	X

V. Strategy Development (Continued)

A. Succession Planning (Continued)

Encouragement for Continuation of Formal Education

As a demonstration of the Agency's support for the enhancement of our employees' education, the Agency implemented an employee award program, Administrative Leave for Outstanding Performance (ALOP) – Continuing Education, effective May 1, 2004. The program rewards and recognizes eligible employees who are working full-time while pursuing a college education and encourages such employees as they juggle their workload and class load. The amount of ALOP – Continuing Education that may be awarded is 8.0 hours within a 12-month period. Since implementation, 211 awards have been granted.

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

Assignment of Assistant Wardens/Wardens

When an Assistant Warden/Warden vacancy occurs, the determination of whether a newly hired/promoted or current Assistant Warden/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/promoted Assistant Wardens and Wardens will typically start out at a facility with a smaller capacity and a minimum security level and progressively be reassigned to facilities with a larger capacity and higher security level based on their increased experience and tenure while demonstrating good job performance.

B. Gap Elimination Strategies

Gap	CO Staffing Levels
Goal	Increase CO staffing levels and reduce CO attrition to 18%
Rationale	Increasing CO staffing levels is vital to the successful operation of TDCJ correctional institutions and the achievement of the legislatively mandated 18% CO attrition rate goal.
Action Steps	<ul style="list-style-type: none">• Continue to implement recruitment strategies that have been successful (e.g., Executive Director's Recruiting Award, Selected Unit CO Screening Sessions).• Identify and develop new aggressive recruitment strategies (CO Recruitment Bonus).• Enhance effective practices and programs resulting from current retention strategies.• Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, management and employee relationships, and employee rewards and recognition.• Continue to review Human Resources policies to ensure they do not limit the ability to recruit or retain COs.• Continue effectively assessing CO training needs to ensure that training strategies are implemented and revised as needed.• Ensure management practices are consistently applied.• Continue to emphasize and expand supervisory training to increase supervisor effectiveness.

V. Strategy Development (Continued)

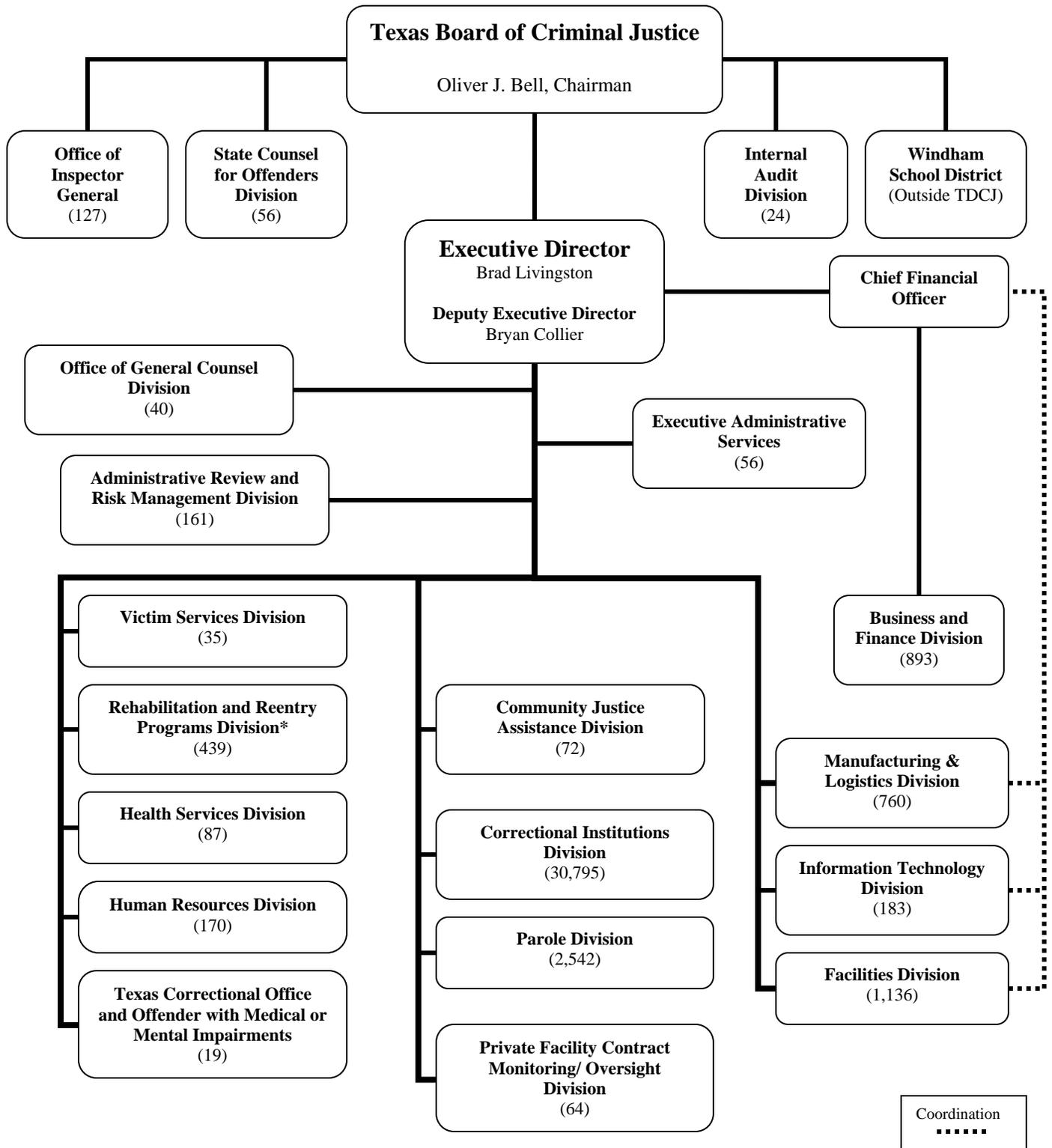
B. Gap Elimination Strategies (Continued)

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

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

TEXAS DEPARTMENT OF CRIMINAL JUSTICE
ORGANIZATIONAL STRUCTURE

Workforce Plan
Attachment A



Note: The number within parenthesis denotes filled positions as of February 29, 2008 and does not include employees on LWOP.
*Rehabilitation and Reentry Programs Division includes 112 Project RIO employees.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix G

*Survey of Organizational
Excellence Results*

Survey of Organizational Excellence

Synopsis of Results

Background

Every two years, employees of the Texas Department of Criminal Justice (TDCJ), Windham School District and the Board of Pardons and Paroles are asked to participate in the *Survey of Organizational Excellence* (SOE). The SOE is a state employee attitude survey designed by the University of Texas at Austin, School of Social Work, in conjunction with the Texas Department of Criminal Justice.

Survey Dimensions and Constructs

The SOE assesses five workplace dimensions capturing the total work environment. The five workplace dimensions are Workgroup, Accommodations, Organizational Features, Information and Personal. Each workplace dimension consists of survey constructs, which are identified in the following table.

Dimension I Work Group	Dimension II Accommodations	Dimension III Organizational Features	Dimension IV Information	Dimension V Personal
Supervisor Effectiveness Fairness Team Effectiveness Diversity	Fair Pay Physical Environment Benefits Employment Development	Change Oriented Goal Oriented Holographic Strategic Quality	Internal Availability External	Job Satisfaction Time and Stress Burnout Empowerment

Response Rates

The SOE contains responsive data gathered January 21 to February 29, 2008, from 10,959 employees of the total 39,775 workforce who were invited to participate in the survey. The SOE response rate for 2008 was 28% of the total number of employees who were provided an opportunity to participate, which is the same response rate as the 2006 SOE. Of the total 2008 responses, 9,100 were submitted by unit-assigned employees and 1,859 were submitted by non-unit employees.

Unit-Assigned Versus Non-Unit Employees

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

Areas of Strength

Higher scores indicate a more positive perception by employees. The Agency's 2008 scores were higher than the Agency's 2006 scores for 18 of the 20 survey constructs, with an average increase of 3.4 points. The Benefits construct score of 339 was the most improved area with the highest scoring increase of 9 points. The Supervisor Effectiveness construct and the Holographic construct increased by 7 points each.

Scores above 300 points are considered relative strengths. In 2008, the Strategic construct (ability of the organization to seek out and work with relevant external entities) received the highest score at 342. The other constructs receiving a score higher than 300 points in were Employment Development (captures perceptions of the priority given to the career and personal development of employees by the organization), Quality (the degree to which quality principles are a part of the organizational culture), Goal Oriented (addresses the organization's ability to include all its members in focusing resources towards goal accomplishment), Benefits, External Communication, Physical Environment and Information Availability.

Opportunities for Improvement

The Agency did not receive a score of less than 200 for any construct, which would have indicated a significant area of concern. Fair Pay scored two (2) points higher than in 2006; however, it continued to be the lowest scoring construct with a 2008 score of 226. The scores for Change Orientation and Internal Communication, which were both below 280 points in 2006, increased by five (5) and six (6) points respectively. The scores for Supervisor Effectiveness, Fairness, Internal Communication, and Change Orientation were higher than the 2006 scores by at least five (5) points each.

Survey Utilization

The SOE serves as a measurement of our progress over the last two (2) years, and is one of the best methods for employees to express to Management how they perceive various aspects of the workplace. Feedback received from the SOE assists in identifying strengths and improving working conditions. The responses are a powerful influence for implementing successful change. Several actions implemented in those areas previously identified as having opportunities for improvement may have been a factor in the higher 2008 scores. These actions include the following, which were implemented by the Agency unless otherwise indicated as being implemented by the 80th Legislature.

Fair Pay:

- TDCJ employees were positively impacted by legislative actions, which included the granting of back-to-back pay raises for FY 2008 and FY 2009. Employees received an increase in their monthly income with their September 2007 pay, received on October 1, 2007.
- Employees in Salary Schedules A and B will see another increase effective September 1, 2008, which would be the fourth consecutive year of across-the-board pay increases. These pay increases will allow employees to have more take-home pay while employed and a higher annuity upon retirement.
 - Employees in Salary Schedule A and B: 2% or \$50 minimum monthly increase, whichever is greater, effective September 1, 2007 and September 1, 2008.
 - Employees in Salary Schedule C: varied up to 10% effective September 1, 2007; no additional increase in 2008.
- Changes to the Correctional Officer career ladder became effective November 1, 2007, to include an accelerated career path for former CO staff returning to the Agency within 36 months, and a higher starting salary rate for CO applicants with two (2) years active military service or a Bachelor's degree. Approximately 1,000 current correctional officers were positively impacted by these changes.
- Effective September 1, 2007, the hazardous duty pay rate for employees in a correctional career position increased from \$10 to \$12 for every one (1) year up to \$300. Employees in positions other than a correctional career position who have 30 or more years of hazardous duty service are no longer subject to a \$300 maximum for hazardous duty pay.
- Effective August 1, 2007, the parole officer career ladder included ten (10) pay levels for Parole Officers I thru V positions based on years of service and satisfactory performance.

Supervisory Effectiveness:

- The Sergeants, Food Service and Laundry Managers Academy, previously known as the Sergeant's Academy, was expanded to include FSM IIIs and LM IIIs in November 2007. Newly selected uniformed supervisors are required to complete the 96-hour course before assuming supervisory responsibilities.
- The Sergeants, Food Service and Laundry Managers Retreat, formerly known as the Sergeant's Retreat, was expanded to include FSM IIIs and LM IIIs to provide tenured Sergeants, FSM IIIs and LM IIIs with high quality, fast-paced interactive training that both informs and motivates.
- To assist with the strategy of retaining Correctional Officers, Human Resources developed a new management training program designed to teach supervisors how to relate, appreciate

and develop their most valuable asset, employees. Keeping the Good Ones Employee Retention training allows supervisors an opportunity to provide a positive impact. The Agency began implementing training in February 2007, and approximately 2,700 correctional managers and supervisors have been trained through January 31, 2008.

Internal Communication:

- The “Building a Bridge to the Future Leadership Training” is a 20-hour training facilitated by Human Resources Staff Development with the unique opportunity for participants to be trained by Agency officials. Topics covered reflect insights to Agency leadership, vision, and goals and how implementing these important management tools can combine to create synergy across divisional lines, building unity within the Agency.
- Ongoing payroll notices are distributed with the monthly Employee Time Report to inform employees, with limited computer accessing, of critical Agency and employment policies changes.
- Beginning September 1, 2008, families will be able to lock in their children’s future higher education costs at today’s prices by investing in the Texas Tomorrow Fund II. Details will be made available through public announcements across the state prior to September 1, 2008.

Change Oriented:

- The Agency recently approved the new uniform for Correctional Officers. The uniform consists of a polo shirt in navy that can be worn with either the current gray uniform trousers or with a battle dress uniform (BDU) trousers.
- Effective January 1, 2007, non-exempt employees who are eligible to accrue FLSA overtime were no longer be required to “bank” 240 overtime hours before receiving payment for overtime worked. Any overtime hours “banked” prior to January 1, 2007, shall be maintained in an employee’s accrued overtime balance to be used as leave during employment or paid in a lump sum upon separation from employment.

Texas Department of Criminal Justice
FY 2009-2013 Agency Strategic Plan



Appendix H

*Workforce Development
System Strategic Plan*

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

<p>Legislative Authority</p>	<p>The Texas Workforce Investment Council (Council) was created in 1993 by the 73rd Texas Legislature. The Council was created to promote the development of a highly skilled and well-educated workforce for The State of Texas, and to assist the Governor and the Legislature with strategic planning for and evaluation of the Texas Workforce Development System (TWDS). In addition to its responsibilities in State law, the Council serves as the State Workforce Investment Board under the Federal Workforce Investment Act of 1998.</p> <ul style="list-style-type: none"> • Chapter 2308.104, Texas Government Code, mandates the Council to develop a “single strategic plan that established the framework for budgeting and operation of the workforce development system”. • Senate Bill 429, 77th Legislature, (<i>incorporated statutory language in Chapter 2308.104, Texas Government Code</i>) also requires the Council to include additional agencies in the Strategic Plan. Specifically, the Strategic Plan must include goals, objectives, and performance measures that involve programs of all state agencies that administer workforce programs. <p>The Texas Workforce Development System is comprised of the workforce programs, services and initiatives administered by eight (8) state agencies and 28 local workforce development boards, independent school districts, community and technical colleges and local adult education providers including:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Economic Development and Tourism (EDT)</td> <td style="width: 50%;">Texas Health and Human Services Commission (HHSC)</td> </tr> <tr> <td>Texas Association of Workforce Boards (TAWB)</td> <td>Texas Higher Education Coordination Board (THECB)</td> </tr> <tr> <td>Texas Department of Criminal Justice (TDCJ)</td> <td>Texas Veterans Commission (TVC)</td> </tr> <tr> <td>Texas Education Agency (TEA)</td> <td>Texas Workforce Commission (TWC)</td> </tr> <tr> <td></td> <td>Texas Youth Commission (TYC)</td> </tr> </table>	Economic Development and Tourism (EDT)	Texas Health and Human Services Commission (HHSC)	Texas Association of Workforce Boards (TAWB)	Texas Higher Education Coordination Board (THECB)	Texas Department of Criminal Justice (TDCJ)	Texas Veterans Commission (TVC)	Texas Education Agency (TEA)	Texas Workforce Commission (TWC)		Texas Youth Commission (TYC)
Economic Development and Tourism (EDT)	Texas Health and Human Services Commission (HHSC)										
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Texas Department of Criminal Justice (TDCJ)	Texas Veterans Commission (TVC)										
Texas Education Agency (TEA)	Texas Workforce Commission (TWC)										
	Texas Youth Commission (TYC)										
<p>Background</p>	<p>Council staff and agency representatives met numerous times for the development of the Workforce System Integrated Strategic Plan. Meetings focused on the workforce system as a whole and the opportunities and challenges faced by system partners in preparing a skilled workforce for Texas in the 21st century. All partnered agencies were involved throughout the process and that allowed for continuous opportunities for partner’s input and feedback. Governor Perry approved and signed the “Destination 2010” FY 2004-09 Strategic Plan on October 15, 2003. The Chair of the Texas Workforce Investment Council constituted a System Integration Technical Adversity Committee (SITAC) to oversee implementation of “Destination 2010.” The SITAC will work to remedy those barriers to system integration that emerge during implementation of the system strategic plan. Debbie Roberts, Windham School District Superintendent, represents the interest of the TDCJ on the SITAC.</p>										
<p>TDCJ Workforce System Strategy Statement</p>	<p>A major goal of the TDCJ is the successful re-integration of ex-offenders into society and appropriate, sustainable employment serves as a fundamental strategy of the agency. The strategies of the TDCJ workforce initiatives are to:</p> <ul style="list-style-type: none"> • Provide quality skills training and services necessary for a seamless transition from in-prison job preparation programs for appropriate employment placement post release. • Coordinate data and information and analysis between the agency and the Texas Workforce Commission, the Texas Education Agency, Local Workforce Development Boards, parole services and other workforce system partners. • Develop statewide collaborations with employers, industry representatives, Chambers of Commerce and employer associations to ensure the design and use of effective strategies in meeting employers’ workforce needs. • Enhance the policies and procedures for placing offenders into jobs prior to release. 										

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

(continued)

TDCJ's Role in Destination 2010	This plan is devised on a six (6) year timeframe to align with the existing Texas Strategic Planning and Performance Budgeting System and reauthorization of federal workforce legislation. Under this system, each state agency is required to submit strategic plans to the Governor's Office of Budget, Planning, and Policy and the Legislative Budget Board on a biennial basis. The Integrated Strategic Plan for the Texas Workforce Development System could impact the strategic plans of the individual agencies in planning cycles to be completed in 2008.
Measures	<i>Strategy C.2.2. Academic/Vocational Training</i> Output ∞ Inmate students enrolled ◆ Offender students served
Long Term Objectives (LTOs)	Long Term Objectives (LTOs) were developed to ensure that quantifiable or measurable outcomes to the workforce system would be in place to achieve goals within a stated timeframe. On December 1, 2003, the SITAC convened to begin implementation of the Strategic Action Plans, which incorporate the 22 long-term objectives necessary for attainment of the Texas Workforce Investment Council's vision. The SITAC is the committee of the council charged with implementation of the System Strategic Plan. The SITAC is authorized to create and deploy cross-agency teams to attain integrated solutions to issues associated with the implementation of long-term objectives. The LTOs that have significant impact on TDCJ Project Re-Integration of Offenders (RIO) operations have been updated as action steps and are completed. The LTOs applicable to TDCJ and their up-to-date action steps are listed as follows:
System Long Term Objectives	<ul style="list-style-type: none"> ➤ All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway designed to provide a consistent and universal framework for all system customers and provider information on system projects, services, and solutions. System providers and customers will achieve uniform utilization by Q2/2008. <i>UPDATE: The Texas Work Explorer Portal website was developed as a web information gateway that serves as the primary information source about the workforce system. The site is not intended to replace partner agency or local board websites, but rather to provide an overarching information source for internal and external customers, providing ready access to consistent and accurate information about available programs and services. To increase visibility and credibility, and for long term cost effectiveness, the website was relocated to TexasOnline, Texas' official website. The updated Texas Work Explorer Portal, with new features incorporated, came online in April 2007. System partners are responsible for regular site reviews in order to maintain and update their respective content areas.</i> ➤ Increase system-wide, the number of employers using system products and services by a percentage growth rate to be determined by Q4/2009. <i>UPDATE: The intended outcome of this objective is to overcome lack of awareness, understanding or confidence of system capabilities among employers through communication, marketing and adding to the employer customer value, thereby generating system outcomes relevant to employers. In 2006, SITAC's assessment of system partners' programs and services was updated. The revision was completed as one component of a 2006 State of the Workforce Report that outlined recommendations for continued work by SITAC. TDCJ through Project RIO has specific strategies to educate the offender population of benefits the Texas Workforce System offers. Project RIO staff includes this information when offenders are enrolled in the program and re-informed during quarterly counseling sessions. Information for employers describes the benefits of the Texas Workforce System and will include specific offender employment incentives such as the Fidelity Bonding Program and the Work Opportunity Tax Credit.</i>

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

(continued)

<p>System Long Term Objectives <i>(continued)</i></p>	<p>➤ Employer Customer Satisfaction level will achieve a percentage increase in the combined satisfactory and above satisfactory categories in the Agency’s Employer Survey. <i>UPDATE: Windham School District (WSD) through Project RIO developed operationalized plans for a new standardized employer survey to be used at Career Awareness Days and Job Fairs. Required by Project RIO operating procedures, implementation of the unit-level survey began in February 2007. Employers that participate in TDCJ Career Awareness days and Job Fairs are given a survey form to complete. The survey addresses employer perception regarding the adequacy of job training and education of offenders within TDCJ.</i></p> <ul style="list-style-type: none"> • <i>Profiles of employer surveys include questions such as: 1) What region of the State of Texas is the business located? 2) How many employees does the company employ? 3) How many years has the business been operating in Texas?</i> • <i>Profiles of ex-offender workers include: 1) What are the skills required for entry-level employment in the company? 2) Does the company consider employability skills such as teamwork, problem-solving ability, or dependability? 3) How long has the company employed ex-offenders and what has been the success rate?</i>
<p>Programmatic Long Term Objectives</p>	<p>➤ Establish a standard for job placement for adult and youthful offenders prior to release by Q4/2004. Increase the percentage of adult offenders placed in jobs prior to release by 5 percent from actual rate of previous year to Q4/2009.</p> <p>➤ <i>UPDATE: Staff designed standard policy and practice to ensure that TDCJ through Project RIO implements pre-release employment programs consistently throughout the system. This process establishes standard practices and activities for employers of offenders. In FY 2007, 2,793 offenders obtained employment opportunities prior to release from incarceration from a Project RIO served number of 31,517. Memorandums of understanding are being developed between the Texas Department of Criminal Justice Parole Division and local workforce boards establishing information exchanges regarding referrals for post-release Project RIO services and the status of such services.</i></p>