

2030 vision

public safety

workforce

operational efficiencies

technology

health & wellness

rehabilitation

reentry success

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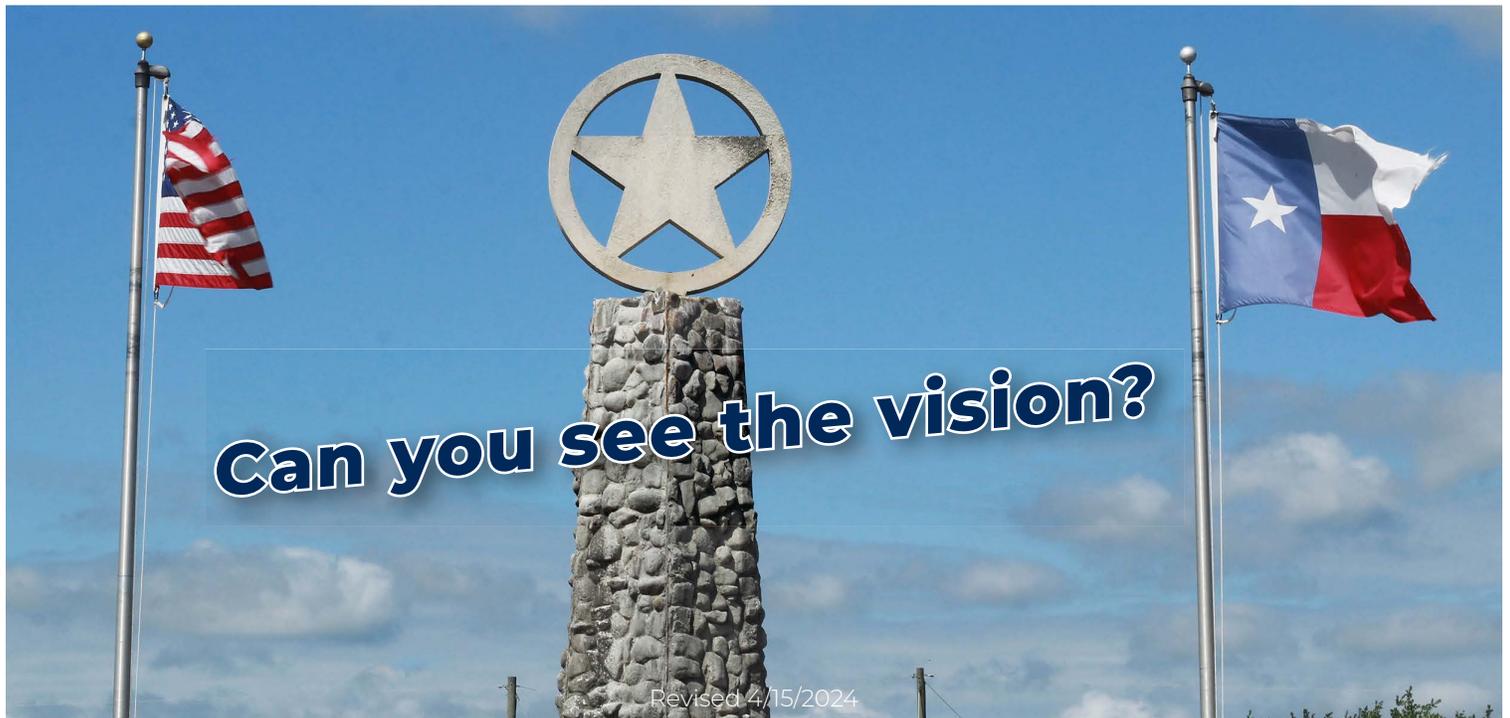
For 175 years, the Texas Department of Criminal Justice (TDCJ) has cemented itself as a leader in corrections with its storied history and a standard of excellence unmatched anywhere else.

Today, TDCJ is at a turning point. The COVID-19 pandemic presented unprecedented challenges that pushed the agency to overcome new obstacles and reevaluate its processes. Now, TDCJ has an opportunity to seize this momentum and make changes in our culture and our system.

To help our agency flourish, leaders who oversee every function within this agency were challenged to create a framework that would catapult TDCJ to the future and help us achieve our goals. Each unique topic related to the 2030 Vision will increase our momentum and position TDCJ as a best place to work and pioneers of corrections.

United by an aspirational vision for the future of this agency, the 2030 Vision outlines an ambitious and shared path, reaffirming the agency's commitment to keeping the public safe, positively influencing inmate behavior to help them reenter their communities, and aiding victims of crime.

We explored social and technological trends that could affect corrections going forward—trends that can help us tackle challenges or present opportunities to improve the agency's performance. As we have progressed and grown, it has become increasingly clear that our ability to achieve our goals is intimately and directly related to our capacity to come together as an agency. We want to reach that 2030 milestone and be the best that we can be. As we move into 2030 with vigor and a firm commitment to the success of this agency and to each other, we are grateful for what we have been given, optimistic about the future, and enthusiastic about serving our community and state.



pillars of impact



■ The 2030 Vision consists of seven Pillars of Impact that will help us transform lives for a better Texas and protect our great state. These pillars are the blueprint for the future, helping us achieve real-life outcomes and charting tangible impact.

Public Safety

At TDCJ, public safety is always at the forefront of our minds and at the heart of the work that we do every day. Public safety is part of our mission, and we firmly believe in our responsibility to protect those in our custody, our staff and the citizens of our great state. TDCJ's 2030 Vision reimagines multiple processes that will directly impact public safety.

Workforce

Our workforce is the backbone of this agency and investing in their well-being and development is vital. With the goal of becoming the number one rated employer in the state by our employees, TDCJ's 2030 Vision invests in staff and provides them the necessary resources to excel.

Operational Efficiencies

Through innovative approaches to operations and programming, TDCJ will optimize resources and pave the way for a more sustainable and effective future. The 2030 Vision employs new technology and redefines processes to enhance TDCJ operations.

Technology

By prioritizing emerging technologies, TDCJ will be better equipped to meet the challenges of the future. The technology section of the 2030 Vision modernizes multiple TDCJ systems bringing the agency to the forefront of technological advancements. These modernizations will revolutionize the agency and its procedures as we know it.

Health and Wellness

The health and wellness of both staff and incarcerated individuals is paramount to the agency. The 2030 Vision provides new

resources to inmates and staff to address their physical and mental health needs. This focus on holistic wellbeing will make TDCJ a healthier environment for everyone and lead to better public health outcomes.

Rehabilitation

A critical component to keeping the public safe is by transforming the lives of those incarcerated. Through rehabilitation, individuals can change their maladaptive thinking and overcome previous unhealthy behavior patterns. Looking ahead to the future of this great agency, we are committed to restoring lives, enhancing programming, and providing additional resources to be a national leader in rehabilitative programming for incarcerated individuals and those on community supervision.

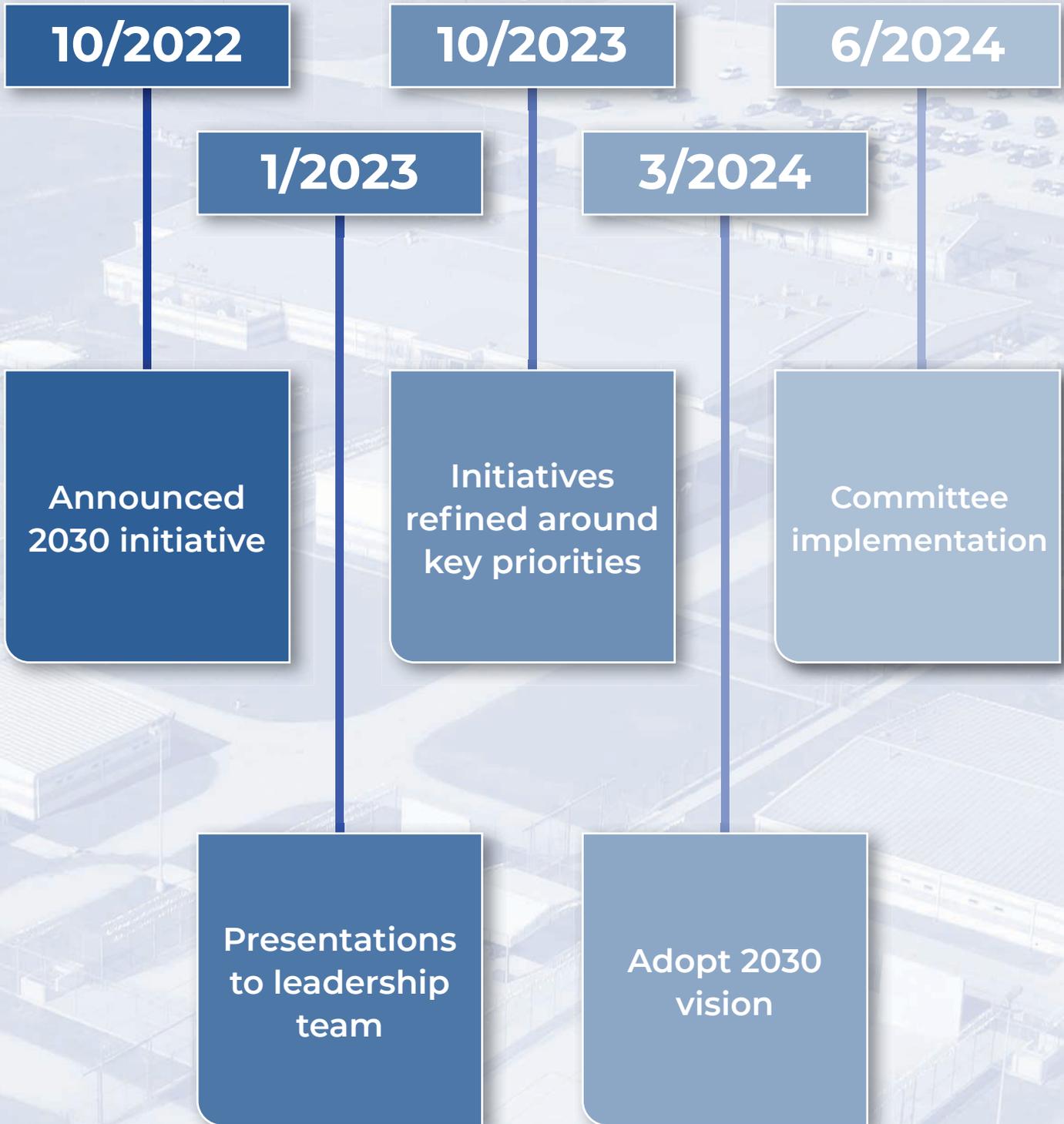
Reentry Success

TDCJ's goal is to become a premiere workforce supplier for the State of Texas. By 2030, the majority of inmates will have meaningful employment prior to releasing from TDCJ. By providing the necessary education and workforce training, those leaving TDCJ will have the knowledge and skills to successfully reenter and stay in our Texas communities.

CONCLUSION

By investing in all seven pillars, TDCJ can and will achieve more in the decade ahead. The 2030 Vision looks at the agency as a whole and establishes the vision as a starting point for future planning and policy work. In that way, this plan is a beginning and seeks to reframe conversations about where we collectively want to go as we move into 2030.

2030 vision timeline





■ CONTRABAND

Over the last five years, the volume of illegal narcotics entering the system has substantially increased. This directly impacts the safety of staff and inmates. The agency is dedicated to reducing the amount of contraband in the system by improving processes, technology, and security intelligence.

■ STRATEGIES

- Upgrade equipment such as body scanners, parcel scanners, and metal detectors to help detect contraband being brought into the facilities.
- Enhance drug testing, including fentanyl, through the use of mobile drug testing applications.
- Expand the kennel program to increase canine searches for visitors and volunteers.
- Establish a communication platform that facilitates real-time intelligence notifications from investigators to stakeholders.
- Expand treatment programs to combat substance use.



■ CITIZENS ACADEMY

To help foster meaningful relationships with government officials, media, and citizens, TDCJ will develop a Citizens' Academy providing community members a behind-the-scenes look at the agency in their area.

■ STRATEGY

- Establish a pilot program and then expand to all regions.



■ COMMUNITY SUPERVISION

TDCJ will implement new policies, programs, and services to improve the success of our clients in their communities.

■ STRATEGIES

- Explore modernization of the community supervision system structure to improve practices, responses to violations and, ultimately, revocation rates.
- Examine use of a statewide case management system to enable real-time access to community supervision data.
- Reduce the number of warrants issued each year by reviewing and changing policies.
- Enhance transparency of community supervision system through an interactive dashboard.
- Reduce the amount of time inmates are waiting to release to Residential Reentry Centers through improved home plans and increased bed availability.



■ DE-ESCALATION

TDCJ's mission is public safety—protecting the inmates in our custody and the staff that are dedicated to serving our great state. To improve safety measures, the agency is enhancing de-escalation methods.

■ STRATEGIES

- Conduct de-escalation training twice a year on crisis intervention, verbal de-escalation, de-escalation practices, skills to manage aggressive situations with mentally ill individuals, and the agency's Behavioral Intervention Plan.
- Evaluate the needs of the inmate population, including restrictive housing, female inmates, and those with a mental health or cognitive impairment. Update training and policy to address those needs.
- Establish a virtual reality training to facilitate real-life scenarios.
- Deploy tasers to all units for use in emergency situations.
- Deploy body cameras to 23 units.
- Track de-escalation events through the body cameras and taser systems.





■ BEST EMPLOYER

TDCJ strives to become the Best Employer in Texas. The agency will focus on transforming the culture and boosting morale to increase recruitment and retention efforts. By 2030, the agency will be voted by employees as the number one employer in Texas.

■ STRATEGIES

- Develop career counseling and expand career ladders to promote employee growth.
- Revise the agency's policies on employee conduct to emphasize coaching.
- Establish flexible and hybrid work schedules to promote positive work/life balance.
- Develop a multi-disciplinary team to research innovative concepts in corrections.
- Host town hall meetings at each division and for the agency as a whole.
- Create employee affinity groups to increase a sense of community among staff.
- Develop a tuition reimbursement program to encourage employees to pursue educational opportunities.



■ STAFFING

TDCJ's biggest operational challenge is staffing. The agency is dedicated to improving staffing through increased recruitment and retention efforts.

■ STRATEGIES

- Establish a relationship with Texas Commission on Law Enforcement (TCOLE) to improve recruitment and training efforts.
- Incorporate retention education into training for supervisors.
- Realign minimum job requirements to current workforce.
- Partner with higher education institutions to expand potential applicant pool.



■ TRAINING

To create a multi-skilled workforce, improve retention, and increase employee satisfaction, TDCJ will enhance agency training through new curriculum, methodologies, and programs.

■ STRATEGIES

- Establish Individualized Training Plans for employees to strengthen skill sets.
- Develop an agencywide mentorship program.
- Expand training through the use of technology such as online learning platforms and virtual reality.
- Expand the warden development program by establishing new and enhancing a warden mentor program, developing leadership forums and online training, and creating a warden's handbook.
- Expand Parole Officer training by developing cognitive, empathy, and communication-focused curriculum as well as an on-the-job training program.
- Revise in-service training for agency staff to provide a better understanding of TDCJ's mission, divisions, and populations served.
- Expand leadership training to all front line supervisors.
- Provide enhanced training on specialized populations.



operational efficiencies



■ INNOVATION UNIT

The agency recognizes the need to evolve practices to keep up with standards and trends. Therefore, TDCJ will designate units as pilot locations for innovative approaches to prison operations and programming.

■ STRATEGIES

- Identify one to two locations to serve as pilot sites.
- Determine approaches to be piloted.



■ ENERGY CONSERVATION

To conserve energy and reduce costs, the agency will implement sustainable initiatives for the future.

■ STRATEGIES

- Participate in CLEARResult administered programs statewide.
- Implement energy-saving performance contracts.
- Install higher-rated efficiency equipment and systems.
- Pursue renewable and alternative energy sources.
- Define energy conservation measures for units in Environment Protection Agency designated non-attainment areas and for units with added air conditioning equipment.



■ INFRASTRUCTURE

To combat aging infrastructure, TDCJ will explore efficient and effective methods to improve facilities.

■ STRATEGIES

- Install microwave/pulse detection fencing.
- Continue to expand fire alarm certification plan.
- Continue to implement an air conditioning plan.
- Add equipment to emergency power.
- Improve door controls.
- Continue to develop constant and direct observation rooms.

operational efficiencies



■ TEXAS RISK ASSESSMENT SYSTEMS

The Texas Risk Assessment System (TRAS) evaluates an inmate's criminal history and criminogenic needs to allow professionals to develop effective case plans. Transitioning to an automated process will save the agency money, thus reducing recidivism and increasing public safety.

■ STRATEGIES

- Develop a Memorandum of Understanding with a university to establish a risk-based algorithm.
- Develop data mining and machine learning tools for new system.

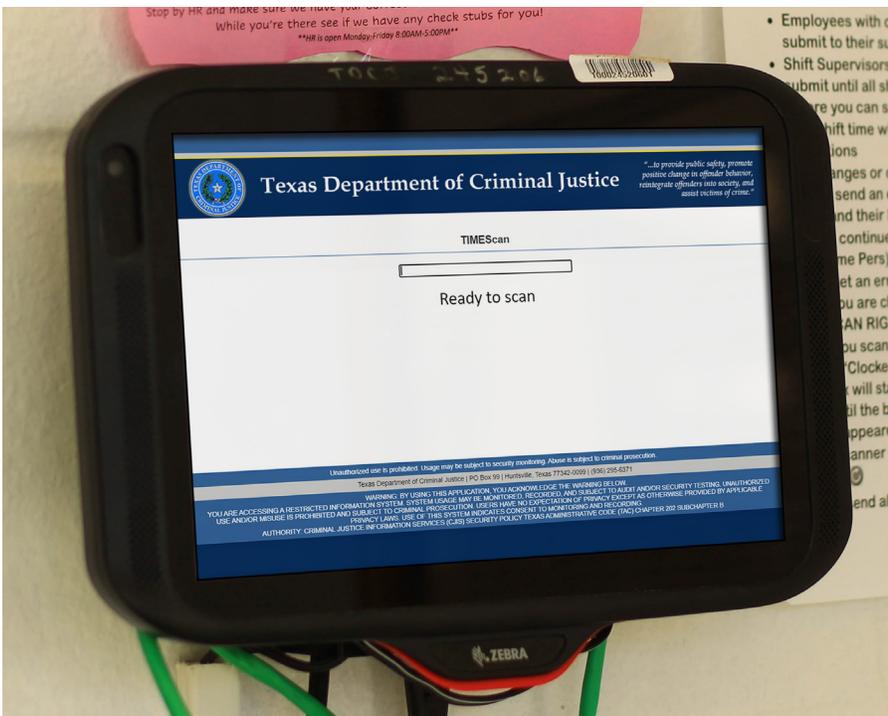


■ ELECTRONIC DOCUMENTS AND AUTOMATED WORKFLOW

To improve operations and increase efficiencies at TDCJ, the agency must transition processes to automated workflows and electronic documentation. By going to paperless documents and automated processes, the agency will save money on printing costs and staffing to complete processes.

■ STRATEGIES

- Implement enterprise-level digital signature software.
- Provide divisions with equipment and training to scan documents.
- Implement automated workflow process for routing, reviewing, approving, and tracking documents.



operational efficiencies



■ INTAKE

Intake is the first step for an inmate coming into the TDCJ system. By 2030, the process will be revolutionized and focused on rehabilitation and reentry to one's community.

■ STRATEGIES

- Standardize a digital process for counties to send incoming inmate information to TDCJ.
- Develop a new process for building an inmate profile and needs assessment during intake.
- Establish a new classification model that incorporates machine learning and incentives.
- Identify domestic violence and sexual assault victims at intake to provide additional opportunities for specialized services.
- Review unit processes to ensure it aligns with the goal of rehabilitation and reentry.



■ CREDIT CARD PROCESSING

To improve payment and reimbursement processes for vendors, employees, parolees, and customers, TDCJ will implement a credit card processing system.

■ STRATEGIES

- Develop or purchase software to accept payments online.
- Implement through business processes.

■ TABLET SERVICES

Evolving with technology, TDCJ will expand services offered on the tablets to improve operational efficiencies.

■ STRATEGIES

- Work with vendor to incorporate commissary module and e-commerce into the tablet system.
- Implement fillable forms on the tablet to allow inmates to submit documents electronically.
- Launch a program for officers to use tablets for unit operations.

■ MODERNIZATION

Technology advancement is a main focus of TDCJ's 2030 Vision. The agency will modernize its systems to improve operations and services provided.

■ STRATEGIES

- Modernize financial and employee systems through the implementation of the Centralized Accounting and Payroll Personnel System (CAPPS).
- Increase the application and new hire process through the implementation of Taleo.
- Upgrade the inmate management system through the implementation of Corrections Information Technology System (CITS).
- Enhance services provided to victims through the implementation of an electronic Victim Impact Statement.
- Implement technology advancements to help correctional officers with their daily performances such as cell checks and inmate count procedures.
- Modernize the network with increased bandwidth.

health & wellness

■ EMPLOYEES

The health and wellness of our employees is vital to fulfilling our mission. The agency will establish new and enhance existing programs to further incentivize employees to prioritize their wellbeing.

■ STRATEGIES

- Offer a comprehensive mental health program for employees, including enhancing Crisis Response Intervention Support Programs (CRISP), making self-harm prevention offices for employees available, improving employee assistance programming, utilizing emotional support dogs, and hiring regional licensed clinicians to provide care.
- Develop an employee exercise program for employees during work hours.
- Implement a chaplaincy program for employees.
- Establish an Employee Health and Wellness Section to conduct pre-employment physicals, occupational assessments, and wellness education.

■ INMATES

TDCJ is dedicated to providing quality healthcare services to inmates. The agency is exploring new innovative programs and initiatives to increase services offered.

■ STRATEGIES

- Decrease inmate suicides and self-harm through self-harm prevention offices and suicide awareness training.
- Establish a comprehensive denture/prosthetics program.
- Provide healthier food options to inmates through the implementation of fresh-frozen meal program.



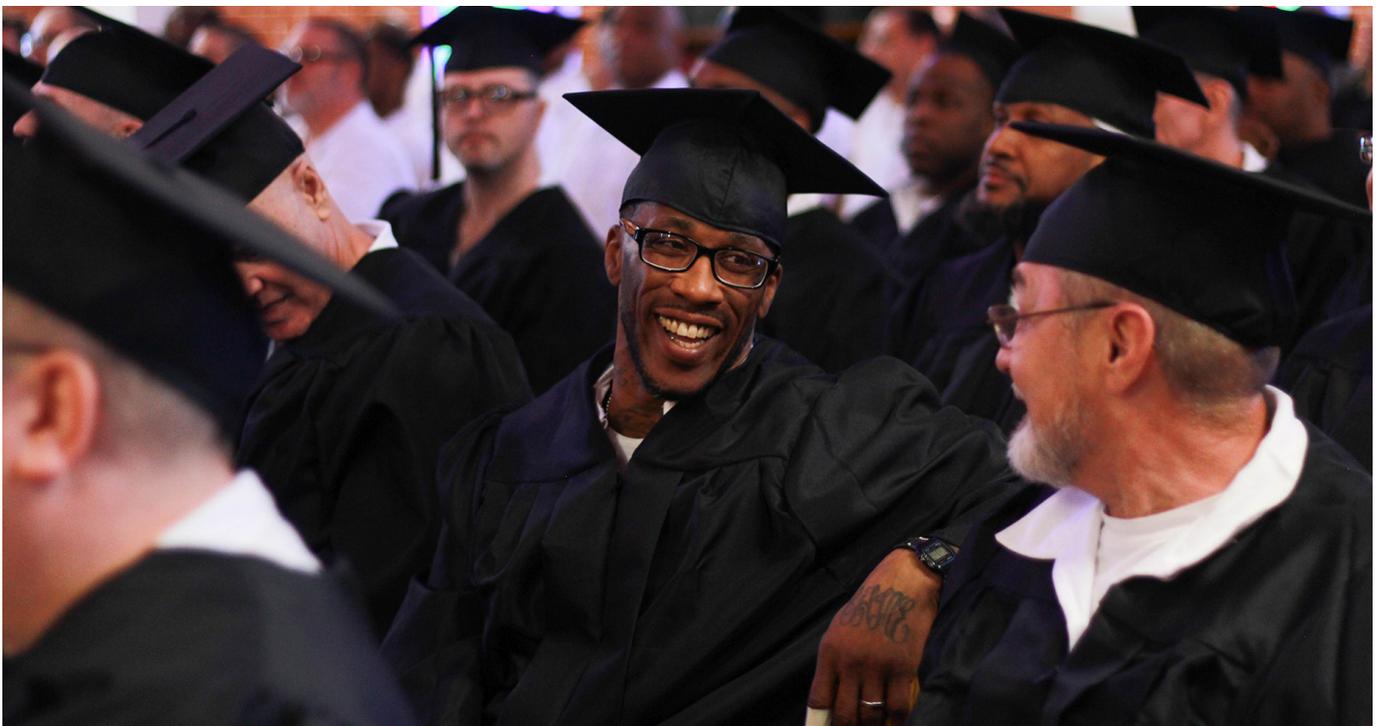


■ EXPAND PROGRAM OPPORTUNITIES

True public safety happens through the rehabilitation of individuals in TDCJ's care. The agency is expanding programming opportunities available to inmates to aid them on their journey of rehabilitation.

■ STRATEGIES

- Develop individualized treatment program tracks for inmates that focus on a holistic approach to rehabilitation.
- Increase programming offered to sex offenders, including those in restrictive housing, through virtual technology and peer mentors.
- Expand programming opportunities available to female inmates .
- Increase the number of field ministers and life coaches to lead groups for specific population programs such as Gang Renouncement and Disassociations (GRAD); Serious and Violent Offender Reentry Initiative (SVORI); Cognitive Intervention Transition Program (CITP).
- Expand restrictive housing programming for inmates to aid in the development of more social and life skills.
- Expand religious programming through the construction of 10 new chapels.
- Standardize faith-based dorms into a three-phase program.
- Use technology to expand programming, including the use of virtual classes and inmate tablets.
- Increase post-secondary opportunities available to population.
- Enhance fidelity of programs through evaluations.



reentry success



■ 95% OF INMATES EMPLOYED PRIOR TO RELEASE

TDCJ will impact reentry success by providing incarcerated individuals enhanced training and workforce opportunities.

■ STRATEGIES

- Facilitate employment opportunities for inmates prior to release by enhancing employment readiness coursework for inmates, establishing Career and Skills Expos for second-chance employers, and coordinating pre-release employment hiring.
- Expand skills and certification opportunities for inmates to increase hiring chances.
- Work with business associations to identify trends for workforce programs, certifications, and skills.
- Expand existing and establish new programs to prepare inmates to release to their communities.
- Leverage technology for reentry services such as resources on the tablets, virtual interviews, electronic bulletin boards and job applications.
- Establish a state-wide inmate tattoo removal program.
- Increase gender-specific reentry services at the female units.



■ CONTINUITY OF CARE

TDCJ will enhance continuity of care for all TDCJ programs from pre-release to post-release.

■ STRATEGIES

- Establish a multidisciplinary team to review programs and continuity of care.
- Develop Resource Centers for clients in the community to increase efficiencies and improve participation.
- Improve residential reentry centers by offering continued programming such as employment, education, and religious programming opportunities.



conclusion

TDCJ is excited about the transformative potential of the 2030 Vision and the positive impact it will have on the lives of our staff, those in our custody, and the citizens of our great state. By investing in this plan, we will see a decline in recidivism, an improvement in staffing, and a cost savings for the state.

The 2030 Vision is a bold plan that will guide us into the future. Together, we can make this vision a reality. Through collaboration, innovation, and a steadfast commitment to excellence, TDCJ is poised to create a better Texas for all.

