

Agency Strategic Plan Fiscal Years 2027-2031 Texas Department of Criminal Justice



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AGENCY MISSION

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

(Section 493.001, Texas Government Code)

STATEMENT ON CORE VALUES

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

Our core values help to:

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

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

Courage: The mental and moral ability to overcome fear, make a decision and take action. This is the guardian of all other values. Few people have a more difficult job than those who work in criminal justice. Courage is there when times are tough and when difficult decisions have to be made.

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

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

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

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

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

Agency Goals and Action Plan

GOAL 1: PROBATION Supervision and Community Diversions to Incarceration
To provide diversions to traditional incarceration through the use of effective community supervision and other community-based programs.

Action Steps to Achieve Goal

- a. Promulgate standards for Community Supervision and Corrections Departments (CSCDs) to ensure departments maintain consistent, effective, and efficient statewide supervision of the state's probation population. In collaboration with the local CSCDs and Judicial Advisory Council, facilitate necessary reviews and revisions of the standards.
- b. Utilize strategic planning to guide delivery of programs and services. Required statewide goal targets: prison diversions including improved revocation rates, technical revocations, and program success rates. Additionally, this process continues to identify opportunities for regionalization of CSCD programs to cover underserved areas of the state and develop resources for CSCDs that participate in this process. Projected completion date: January 1, 2027. Monitor CSCD annual revisions of their respective plans and evaluate/revise the strategic planning process biennially.
- c. Collaborate with CSCDs and conduct research to assist in the enhancement of research based statewide policy for utilization of the Texas Risk Assessment System (TRAS), Risk, Needs and Responsivity (RNR), and associated trailers. This will ensure criminogenic factors and barriers to supervision are appropriately addressed in CSCD supervision strategies and Community Justice Assistance Division (CJAD) can provide ongoing technical assistance. Projected completion date: September 1, 2029.
- d. Review the grant application and award process for Diversion Programs and Treatment Alternative to Incarceration Programs and revise in accordance with evidence-based practices. Use data-driven decision making for grant programs that result in lower revocation rates for populations such as those with mental illness and/or substance use dependencies and ensure alignment of the grant award methodology with program regionalization. Projected completion date: September 1, 2029.
- e. Inspect and evaluate CSCDs to determine compliance with applicable rules and standards, accuracy of criminal case and program information submitted to CJAD, accuracy of felony case reporting for state funding, implementation of the required internal auditing plan and general case management practices. Additionally, CJAD inspects and evaluates community corrections facilities' adherence to residential treatment standards. Projected completion date: September 1, 2029.
- f. Ensure funding recipients maintain fiscal responsibility and accountability and that state funds are expended in accordance with statutory requirements. Review funding recipients' quarterly financial reports and CSCD independent audits to ensure accurate documentation of financial transactions and the existence of adequate financial controls.

Agency Goals and Action Plan

How the Goal/Action Plan Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- Grant application processes based on data-driven decisions will assist in ensuring that state funding is allocated to CSCDs that have a high risk and/or need offender population while also providing an opportunity to positively affect offender behavior change. As a result, diverting offenders from incarceration results in a net cost savings since the daily cost of probation is significantly lower than the daily cost of incarceration.
- Reviewing quarterly financial reports and independent audits helps ensure accountability regarding the expenditure of all state funding.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

- Allocating funds to CSCDs through a grant application process assists in the proper allocation of state funds to CSCDs that have a high risk and/or need offender population in areas such as substance use and mental health services. Through a thorough assessment process, CSCDs can target criminogenic needs and barriers to supervision enabling officers to make proper referrals to programs and services that will benefit the participant. Additionally, the division biennially reviews the grant application process to ensure its effectiveness while affirming its efficacy in collecting data that reflects changes in probationer behavior.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- The strategic plan that each CSCD has created has the required statewide goal of prison diversion that focuses on the reduction of revocations to incarceration. CSCDs across the state are unique given the availability of resources in their area. For this reason, CSCDs are able to add department-based goals with specific timeframes based on their jurisdictional needs. Monitoring the CSCDs on state standards and individualized strategic plans allows the state to evaluate success in achieving performance and identifying plans to improve processes at all 120 CSCDs statewide. Additionally, the division created a Fidelity Operation unit to evaluate its own effectiveness and adherence to best practice models. This helps the division fulfill core functions, achieve performance measures and continuously improve.

4. Attentive to providing excellent customer service.

- In this context, CSCDs are not customers but partners with TDCJ in effective community justice efforts. Collaboration with community supervision stakeholders improves the process in awarding grants, assessing the supervised population, and training of community supervision officers and other CSCD staff. CJAD will continue to: establish state and CSCD joint field committees; conduct informational virtual trainings and meetings for the CSCDs; conduct phone conferences with each of the eleven CSCD judicial regions every other month; participate in quarterly Probation Advisory Committee and Judicial Advisory Council meetings; and present statewide information for CSCDs at the annual Probation Leadership Conference and Chiefs' Summit. The

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division also strives to be professionally responsive to the judiciary, elected officials, other state agencies and the public.

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

- The TDCJ website contains information regarding the composition of CJAD, rules and standards for CSCDs, information on the Judicial Advisory Council, CSCD statewide directory, CSCD funding, numerous publications, and listing of programs for rehabilitation. The division also executes its customer service in a manner where individuals not familiar with the criminal justice system can understand the role, vision, mission, and core values associated with effective community justice programs.

Other Considerations Relative to the Goal/Action Plan

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

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GOAL 2: CUSTODY, CARE, AND MANAGEMENT OF INCARCERATED INMATES

TO PROVIDE SECURE CONFINEMENT, CUSTODIAL CARE, AND SUPPORT SERVICES FOR ADULT FELONS IN TDCJ CORRECTIONAL FACILITIES WHILE ENSURING PUBLIC, STAFF, AND INMATE SAFETY.

Action Steps to Achieve Goal

- a. Continue to recruit, retain, and develop professional correctional staff, which requires effective pre-service, in-service, and leadership training. Evaluate curriculum annually to ensure appropriateness of material.
- b. Ensure all inmates continue to receive quality and cost-effective medical, dental, and behavioral health care services.
- c. Ensure the continuation of support services that provide effective classification and housing assignments as well as wholesome and nutritious meals, clean and sanitary clothing and bedding, personal hygiene items, and the supplies and equipment necessary to maintain a clean and safe environment, with a focus on prison-produced goods to reduce costs.
- d. Decrease the frequency of inmate transports while increasing the safety and security of the public, staff, and inmates being transported.
- e. Strengthen facility operations through trauma-informed practices and maintain living environments that promote holistic wellbeing, positive behavior change, and rehabilitative progress.
- f. Maintain systemwide accreditation through American Correctional Association (ACA) accredited reviews and systemwide compliance with Prison Rape Elimination Act (PREA) standards through PREA audits. All facilities are subject to reaccreditation and review of ACA standards and PREA compliance audits every three years. An ACA Performance Monitoring Visit will also occur at each facility approximately one year following the ACA audit to serve as a supplement to the initial audit and follow-up on any action plans.
- g. Continue maintaining our facilities and aging infrastructure at the highest operational level possible by identifying and documenting deficiencies on a daily basis with corrective and preventive maintenance work orders and/or major work requests to correct/repair/replace identified deficiencies in a timely manner.
- h. Enhance safety and security through expanded installation of Internet Protocol (IP) camera systems, deployment of supplemental cameras as legacy systems are replaced, and strategic technology upgrades. These include modernization of network infrastructure, advanced environmental monitoring tools, and secure software solutions for operational effectiveness.

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- i. Utilize legislative appropriations to enhance safety and security at all facilities by acquiring additional security equipment and contraband interdiction technologies. These investments include individual protective gear, body-worn cameras, walk-through metal detectors, body scanners, hand held metal detectors, and ferrous metal detection systems to enhance detection capabilities and safeguard staff, inmates and public safety. Projected completion date: September 1, 2029.
- j. Provide ongoing monitoring and oversight of contractual requirements for contracted facilities, supplies, and services. Conduct regular contract and quality assurance reviews to validate policy adherence, security standards, and protection of agency assets.
- k. Creation and implementation of tools to assist unit and headquarters-based classification staff to review classification and housing criteria to meet inmate needs; improved criteria for the classification of inmates' system wide utilizing evidence-based practices; improve quality control processes regarding data entry.
- l. Continue to identify opportunities for modernization, such as inmate count methods and the utilization of contraband detection technology. Technology Enhanced Inmate Count Pilot Project projected completion: July 2026.

How the Goal/Action Plan Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- The TDCJ maintains secure, safe, and sanitary correctional environments, while ensuring operations meet the highest standards to prevent escape, injury, or harm to inmates, staff, volunteers, and the public. Allegations of waste, fraud, and abuse of agency resources can be reported to the State Auditor's Office, the Office of Independent Auditor that reports to the Texas Board of Criminal Justice's (TBCJ), or the Office of the Inspector General that also reports to TBCJ, through the TDCJ website or a toll-free hotline number.
- Agency expenditures are recorded and are available for viewing at <https://comptroller.texas.gov/transparency/spending/>. Listings of contracts and purchase orders can be found on the TDCJ and Legislative Budget Board (LBB) websites. Numerous quarterly and annual reports from various operational areas within the agency can also be found on the TDCJ website.
- Monthly inmate population reports and biennial population projections are developed by the LBB (independently from TDCJ) and provided to state leaders for decision-making purposes and made available to the general public through the LBB website.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

- TDCJ manages agency resources efficiently and uses prison-produced items (from agricultural and industrial operations) to the maximum extent possible.
- TDCJ is expanding new correctional officer deployment models at select facilities. The new model focuses on establishing teams of officers to oversee the bulk of operations rather than the more traditional model of officers being assigned to individual duty posts. The teams will have primary functional assignments but will also carry out additional

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functions. The new deployment approach provides better learning and accountability frameworks. Utilizing a thorough inmate intake process, TDCJ gathers all the required information (through various assessment instruments) to properly classify and house inmates and initiate an individualized treatment plan that will be used throughout their incarceration.

- University health care providers, in coordination with TDCJ, utilize Federal 340B drug pricing, telemedicine, electronic health records, regionally-placed hub operations, charting of inmates with similar conditions, and many other operational tools to maximize healthcare funding.
- TDCJ is currently working on expanding tablet services to replace manual processes at its correctional facilities.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- Performance success at TDCJ correctional facilities is measured through risk-based monitoring reviews, security assessments, economy and efficiency audits, ACA audits, PREA compliance audits, and other management oversight tools. Outcomes are used to make ongoing improvements systemwide and enhance employee training and development.
- Staff from agriculture, industry, food service, warehousing, transportation, and procurement operations meet regularly to review performance of internal productions and make adjustments as needed.
- Additionally, there will be more medical services provided at the unit level to decrease inmate transportation. These specialty services include mobile imaging (ie, MRI, ultrasound), physical therapy and occupational therapy, orthopedics, obstetrics and gynecological services and a regionally located emergency medical department.

4. Attentive to providing excellent customer service.

- In this context, the “customers” of TDCJ include the public at large, whose safety is served through these agency operations. TDCJ maintains information available to all members of the public on its operations including operations of the facilities in which inmate populations are housed.
- The Office of the Independent Ombudsman, Office of Inspector General, the PREA Ombudsman, TDCJ Office of Family Services, and Office of Professional Standards (for health-related matters) investigate inquiries from family members and the general public and provide responses in a timely matter. Unit and departmental staff regularly provide verbal and written responses to relatives and friends of inmates and to the general public regarding questions and concerns.
- The agency conducts and attends organizational meetings and conferences, such as the TDCJ Summit conference (formerly known as the Public Awareness – Corrections Today (PACT)) conference and Texas Inmate Family Association (TIFA) regional/statewide meetings and provides updated information on the agency website.
- The agency has also recently created the IMPACT (Inmate Management, Partnership for Accountability, Collaboration, and Transparency) Consortium, an advisory body aimed at

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fostering collaboration between stakeholders to advance understanding, safety, and transparency within corrections and community supervision.

- Requests for open records are completed timely and in compliance with the Texas Public Information Act.

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

- TDCJ is revamping the agency's website which provides a wide range of content intended to inform inmate friends and family, to include a unit directory, information concerning divisions and departments, contact information, a quick link to locate inmates, visitation hours and rules, information about inmate telephone and messaging systems and electronic commissary purchases, as well as numerous agency publications available for downloading. The website redesign will enhance accessibility and compatibility on mobile devices. In conjunction with social media, the TDCJ website provides frequent updates when natural disasters or the potential spread of infectious disease requires the suspension of visitation and other temporary measures for the welfare of both staff and inmates. The TDCJ website is Americans with Disabilities Act (ADA) compliant to enable easy accessibility and use for all individuals.
- TDCJ utilizes a wide variety of social media platforms to deliver information and engage individuals. The platforms assist in recruiting employees, highlighting programs, and distributing public safety notices.
- New information is routinely posted on bulletin boards in visitation areas to update and inform inmate families. Staff frequently attend and speak at meetings/conferences to address the public and answer questions.
- TDCJ responds to federal, state, and public surveys and open records requests in a timely manner. The TDCJ also receives inquiries from reporters and relays timely, accurate information regarding the various functions of the agency to the media.
- Summaries of all proposed new rules, proposed amendments and proposed repeals approved for publication in the Texas Register to receive public comments are placed on the TDCJ website.

Other Considerations Relative to the Goal/Action Plan

The prison population increasingly consists of inmates serving sentences for violent crimes as well as a growing number of elderly inmates. Furthermore, the share of the population with significant medical and mental health challenges is increasing. Over the past few years overall TDCJ populations have continued to increase, expanding these sub-populations. The agency considers these trends while providing for secure confinement and adequate inmate health care.

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GOAL 3: REHABILITATION AND REENTRY PROGRAMS

TO DEVELOP AND PROVIDE EVIDENCE-BASED REHABILITATION AND REENTRY PROGRAMS THAT REDUCE RECIDIVISM AND FACILITATE POSITIVE CHANGE IN THE LIVES OF INMATES.

Action Steps to Achieve Goal

- a. Continue to maintain evidence-based programs, ensure the effectiveness of their curriculum through ongoing research and evaluation, and implement additional programs, programs through a multi-disciplinary committee.
- b. Continue to provide inmates with rehabilitative programming; such as substance use, cognitive, and sex offender treatment and facilitate connection to educational, vocational, and other skill building opportunities that support community reentry; identified through intake screening tools, the Texas Risk Assessment System (TRAS) and, other agency implemented assessments that inform the individualized treatment plan.
- c. Continue continuity of care for special needs inmates nearing release, to include programming and processes for coordinating benefit entitlements (securing Social Security, Medicare, Medicaid, Veterans Administration benefits, etc.). Continue to adapt and enhance program case management to engage special needs inmates in long-term positive health planning through identification, referral, and collaboration with community-based resources throughout the goal period.
- d. Continue to inform and align curriculum, educational, and vocational opportunities with current community demand through multi-agency advisory meetings. Continue to promote opportunities for employers to engage pre-release with both inmates and Windham School District (WSD) to create awareness of a skilled workforce, opportunity for educational and vocational expansion or alignment, and boost employability outcomes. This step aligns with the agency 2030 plan for facilitating 95% of work capable inmates obtaining meaningful employment prior to release. Evaluate current enhancements to the process of establishing and maintaining volunteer status through increased use of virtual and automated enrollment, retraining and notifications. Continue to work with the community to increase the number of community-based volunteers to provide program service delivery, thereby assisting in reducing recidivism.
- e. Continue to enhance and establish programming opportunities and services for veterans that promote peer housing, address veteran specific needs, and build a bridge from incarceration to the community.
- f. Continue to seek and leverage partnerships and volunteer services with the community and within other agency divisions to enhance programming opportunities and incorporate appropriate program classification structure that facilitates opportunities for inmate self-efficacy through technology and interactions with their individualized treatment plan.
- g. Continue to identify and train incarcerated individuals to serve as peer support to assist in facilitating faith-based and cognitive classes to their peers that promote positive change and reduce recidivism. The long-term goal is to have inmate peer support on all units.

Agency Goals and Action Plan

How the Goal/Action Plan Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- Achieving successful reentry reduces recidivism, which in turn decreases reliance on county jails and state correctional facilities, resulting in long-term cost savings for taxpayers.
- Timely and accurate placement into high-quality, evidence-based rehabilitation programs, paired with appropriate transition support upon completion, reduces returns to custody and lower total state expenditures.
- Connecting releasing individuals to employment with sustainable wages supports their successful transition to tax-paying citizens contributing to the economic health of Texas communities.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

- Collaboration with state and local partners facilitates the identification of best practices and reduces programmatic duplication, enabling more efficient use of agency and community resources.
- Engaging volunteers to assist with program delivery provides additional rehabilitative, educational, and faith-based services without increasing staffing costs, thereby expanding impact while conserving state funds.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- Ongoing review of recidivism trends, program effectiveness, and outcome evaluations informs continuous improvement efforts and strengthens the agency's ability to deliver evidence-based programs that support safe and productive reintegration.
- Aligning curriculum, vocational training, and rehabilitative programming with identified criminogenic needs ensures services remain targeted, relevant, and aligned with statewide performance expectations.

4. Attentive to providing excellent customer service.

- By assisting the inmate in the reentry transition and ensuring necessary resources and services are provided, a successful reintegration back to society provides a benefit to both the inmate and the community. A toll-free rehabilitation and reentry hotline for questions regarding programming, release, reentry resources is established to facilitate communication with the public and released individuals. Additionally, provision of, identification documents, and targeted reentry resource materials is made available to releasing inmates.
- Through technology interfaces with the Individualized Treatment Plan and substance use portal an inmate is able to communicate perceived errors, request assistance or program information; with planned updates to allow for requesting program enrollments.

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- The rehabilitation family liaison, Chaplaincy and Volunteer Services family liaison, and Volunteer Services liaison email addresses were developed to provide an additional avenue for families, friends, and volunteers to submit programming and service inquiries and communicate with staff.
- Requests for open records or other inquiries are processed timely and in compliance with the Texas Public Information Act, ensuring responsiveness and adherence to statutory requirements.

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

- Family and public engagement efforts, informational materials, public forums, and reports made available through the agency website and social media platforms increase visibility and understanding of rehabilitation and reentry activities.
- Public-facing communication about program outcomes, reentry initiatives, and opportunities for community partnership helps Texans better understand the role of rehabilitation in promoting safer communities.

Other Considerations Relative to the Goal/Action Plan

Effective delivery of rehabilitation and reentry services requires robust interagency coordination and systematic information sharing. Achieving positive outcomes for individuals preparing for release relies on the combined efforts of multiple state and local partners who work collaboratively with TDCJ to ensure continuity of care, access to resources, and alignment of services.

Agency Goals and Action Plan

GOAL 4: PAROLE SUPERVISION AND REVOCATION DIVERSIONS

TO PROVIDE EFFECTIVE SUPERVISION AND ADMINISTER THE RANGE OF OPTIONS AND SANCTIONS AVAILABLE FOR INMATES' SUCCESSFUL REINTEGRATION BACK INTO SOCIETY FOLLOWING RELEASE FROM CONFINEMENT.

Action Steps to Achieve Goal

- a. Continue to maintain parole staff at levels conducive to managing caseloads at established ratios. Management monitors caseload ratios monthly, which includes an evaluation of each parole office.
- b. Continue to provide training and update procedures to ensure staff has the ability to supervise and interact with individuals on supervision in the most effective and efficient manner based upon the individuals risk levels. Currently the agency is reviewing the Risk Assessment tool to better identify low risk individuals, exploring options to enhance virtual reporting for low-risk individuals, and implementing an electronic application to allow individuals to pay supervision fees and restitution electronically. Continue to review policies and training materials annually to provide staff with evidence-based practices that will assist with the supervision of individuals and routinely review the Parole Officer Training Academy (POTA) curriculum to ensure any changes in policies or procedures are identified and updated. Projected completion date: November 2026.
- c. Continue to respond effectively to violations by implementing graduated sanctions as appropriate for administrative infractions. When reviewing eligible cases, consider the use of a summons in lieu of a warrant. Local staff and management will review all cases upon warrant confirmation to determine the appropriate course of action, and a comprehensive evaluation will be conducted for individuals identified as having special needs Collaborate with communities, state and federal agencies, employers, non-profit organizations, and TDCJ reentry case managers to create additional opportunities for individuals with limited resources. Information collected pertaining to referrals made for housing, veteran services, substance use, employment, medical, mental health, education, and basic needs allows the agency to evaluate and identify locations where additional services are needed.

Coordinate with the Board of Pardons and Paroles (BPP) to provide necessary information for parole decisions, to include voting parole and discretionary mandatory cases, imposition of all appropriate special conditions, responding to new information, modifying conditions, and imposition of sanctions up to and including revocation.

How the Goal/Action Plan Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- Successful reintegration allows formerly incarcerated individuals to support themselves and their families. Individuals who maintain housing, employment, and a drug free lifestyle reduce the burden on society and allow state resources to be allocated to other public issues and concerns.

Agency Goals and Action Plan

- Independent from, but in collaboration with TDCJ, BPP considers all eligible inmates for parole, conducts hearings when requested, and reviews every clemency application and request received while continuously reviewing internal processes.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

- Housing and employment continue to be barriers to successful reentry. Focusing on these two key areas will enable the agency to continue concentrating on reducing recidivism rates. Maximum use of existing reentry resources in the community avoids redundant functions and does not cost additional state funds.
- TDCJ is currently in the process of modernizing the approach to conducting risk assessments for the parole client population. Utilizing advancements in machine learning techniques and automated acquisition and processing of routine data, the agency will be bringing tremendous efficiency to the overall process and reduce the burden associated with manual processes. Additionally, the accuracy and precision of risk modeling will improve.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- Sufficient, well-trained staff provide the greatest opportunity to maintain the ability to enhance supervision by creating optimal communication with individuals on supervision.
- Utilization of best practices to focus parole officer resources towards increased contacts on higher risk individuals, while reducing interaction with lower risk individuals is ongoing.

4. Attentive to providing excellent customer service.

- The Parole Division's priority is to increase successful completions of supervision by assisting individuals in the reentry transition and ensuring necessary resources and services are provided. A successful reintegration and completion of supervision provides a benefit to both the individual and the community as formerly incarcerated individuals transition to productive and contributing members of society. The Parole Division is committed to acknowledging the accomplishments of clients who successfully adhere to parole supervision by celebrating their successes since release and providing them with an opportunity to share their reintegration experiences.
- Parole staff regularly provide verbal and written responses to relatives, friends, and the general public concerning questions and concerns. When requested, the client's family or sponsor may accompany the client to a scheduled office appointment to gain a firsthand understanding of the terms and conditions of release.
- Requests for open records are completed timely and in compliance with the Texas Public Information Act.

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

- Parole policies and procedures are available on the TDCJ website, which also provides telephone numbers for any member of the public to have their questions answered by a qualified agency representative. Policies are regularly reviewed to incorporate current supervision requirements and industry best practices. Additionally, the TDCJ website provides the public the opportunity to submit a request for public information.
- The use of family and public engagement, informational brochures, summary reports made available to the public via the agency website and social media, and participation in public forums, assists in increasing public understanding of the parole supervision functions in Texas.

Other Considerations Relative to the Goal/Action Plan

Technology such as electronic monitoring using radio frequency equipment or Global Positioning Satellite systems, is used to enhance supervision of high-risk individuals upon release or used as an alternative to revocation for individuals who have violated release conditions and may benefit from a more structured level of supervision. Virtual visits are employed to facilitate communication between clients and staff, providing an additional method for clients to demonstrate compliance with their reporting obligations. This approach aims to enhance client accountability and ensure timely reporting to officers by addressing common barriers such as transportation issues, work commitments, or other responsibilities.

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GOAL 5: VICTIM SERVICES

TO ASSIST VICTIMS OF CRIME AND PROVIDE A CENTRAL MECHANISM FOR CRIME VICTIMS TO PARTICIPATE IN THE CRIMINAL JUSTICE SYSTEM.

Action Steps to Achieve Goal

- a. Continue using the Integrated Victim Services System (IVSS) to provide registrants (crime victims, surviving family members, witnesses who testified at trial, criminal justice professionals and concerned citizens) notifications regarding an inmate's status, and maintaining a 1-800 hotline and online portal for victims and concerned citizens seeking information or other assistance. Continue to maintain the Texas Victim Resource Directory and increase resource information in the IVSS portal to connect victims and TDCJ staff to service providers throughout the state.
- b. Continue improving the processing and collection of Victim Impact Statements (VIS) by incorporating the best practices of those Texas counties successfully processing VISs in all training materials, thereby providing greater opportunities for victims to exercise their right to complete a VIS and have it considered at various stages of the criminal justice process.
- c. Increase public awareness of a victim's right to request Victim Offender Mediation Dialogue from the Victim Services Division (VSD). VSD training staff will conduct Victim Offender Mediation Dialogue (VOMD) awareness trainings at statewide conferences, regional coalition meetings, and other identified community group meetings. Other public awareness initiatives will include victim outreach, webinars, articles for publications, and discussing VOMD with individuals who call into the VSD 1-800 hotline or request program information through the IVSS portal.
- d. Increase access to necessary foundation level and advanced training. To allow victim services/criminal justice professionals to access quality training without incurring registration or travel costs, VSD will continue to maintain and update the Texas Victim Assistance Training (TVAT) Online, a foundational web-based training developed by identified stakeholders and VSD staff. VSD will continue to host an in-person TVAT Academy supported by grant funds received from the Office of the Governor Criminal Justice Division, focusing on foundational skills for victim services professionals that have worked in the field less than three years. Additional training opportunities are provided by VSD staff using webinar and classroom instruction.
- e. Increase support to agency staff through peer support, access to mental health services, resource information and referrals, post critical event support debriefing, wellness and resiliency training, and follow-up. This creates an environment where staff feel supported, which has a positive impact on retention and the overall well-being of the agency.

Agency Goals and Action Plan

How the Goal/Action Plan Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- A primary function of VSD is to provide accurate information to victims through notification, facilitate their ability to exercise their rights and participate in the criminal justice system, and to make appropriate referrals as needed. The agency offers a 1-800 hotline for victims and concerned citizens who have questions regarding inmate status and information on victim rights, an online portal that provides inmate status information, as well as direct services to crime victims and training to criminal justice and victim services professionals.
- Employee Support Services (ESS) provides resources and support services to enhance wellbeing and build resilience. Employing and retaining healthy and resilient staff assists the agency in accomplishing its mission of promoting public safety.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

- VSD focuses on legislatively mandated services to ensure crime victims can make informed decisions regarding their participation in the criminal justice system. The IVSS uses a confidential database to provide registrants (crime victims, surviving family members, witnesses who testified at trial, criminal justice professionals and concerned citizens) notifications regarding an inmate's status. The IVSS registrants have the option of electing to receive notifications via letter, email, text message and phone call. The IVSS provides notification regarding several phases of an inmate's incarceration and supervision, including the parole review process.
- In addition to live trainings, web-based and on-line training modules are utilized to ensure crime victims, criminal justice professionals and victim services professionals can receive current and relevant training on victim services issues. Currently, VSD staff maintains the TVAT Online, hosts an annual TVAT Academy hosts webinars, and publishes informational videos to provide training and information for agencies and advocates statewide.
- ESS has strategically placed trainers in each region to facilitate trauma-informed wellness and resiliency training for agency staff. Regionally placed mental health clinicians provide brief therapy and identify community mental health providers who are culturally competent and accept insurance to build a referral base that agency staff can access. Agency staff volunteers are trained in crisis intervention and peer support to enhance their ability to serve staff across the state.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- Data regarding the utilization and processing of VISs is collected by county and is analyzed to help ensure compliance with state law and to provide training and technical needs throughout the state. TDCJ staff review training evaluations and/or direct service surveys to measure the success of services provided and evaluate the need to enhance or modify services. For example, the Texas Crime Victim Clearinghouse (TxCVC) uses evaluations after live training, webinars, TVAT Academy and the TVAT Online. The Direct

Agency Goals and Action Plan

Services regional victim service coordinators provide a survey to crime victims, which can be completed and returned anonymously to the Direct Services supervisor or program section manager. Post-mediation assessments are also conducted following victim and inmate dialogues. ESS collects data related to available services and surveys agency staff to identify trends, gaps, and additional service needs that drive successful program operations.

4. Attentive to providing excellent customer service.

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

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

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

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Other Considerations Relative to the Goal/Action Plan

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

Redundancies and Impediments

Redundancies and Impediments	
Service, Statute, Rule, Regulation, Program or State Operation	TDCJ is not a regulatory agency and therefore has not promulgated regulations that could be a barrier to economic prosperity or otherwise impact effectiveness and efficiency. TDCJ has very little rule-making authority, as well as a unique mission in the state of Texas that avoids duplication of services with other agencies. While there are numerous statutes and laws governing various aspects of agency operations, to include but not limited to purchasing, contracting, employment, and information technology, they neither distract from the TDCJ's core mission, compromise efficiency or effectiveness, nor impose a workload disproportionate to the benefits incurred by the state.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operation	TDCJ has not identified any statute, rule, or regulation that creates inefficiencies or impedes the agency's effectiveness.
Provide agency Recommendation for Modification or Elimination	No changes are recommended.
Describe the estimated Cost Savings or Other Benefit Associated with Recommended Change	No changes are recommended.

**Agency Strategic Plan
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Texas Department of Criminal Justice**



Schedule A

Budget Structure

Budget Structure

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

Goal 1	Objective A.1. Provide funding for community supervision and diversionary programs
	Outcome <ul style="list-style-type: none"> ◆ Felony community supervision annual revocation rate ◆ Misdemeanor community supervision revocation rate
Goal 1 Action Steps 1(a)-1(e)	Strategy A.1.1. Basic Supervision
	Output <ul style="list-style-type: none"> 🔑 Average number of felony offenders under direct supervision ◆ Average number of misdemeanor offenders under direct supervision
	Efficiency <ul style="list-style-type: none"> 🔑 Average monthly caseload
	Explanatory <ul style="list-style-type: none"> ◆ Number of felons placed on community supervision ◆ Number of misdemeanants placed on community supervision
Goal 1 Action Steps 1(a)-1(e)	Strategy A.1.2. Diversion Programs
	Output <ul style="list-style-type: none"> 🔑 Number of residential facility beds grant-funded ◆ Number of alternative sanction programs and services grant-funded (excluding non-contract residential facilities)
	Explanatory <ul style="list-style-type: none"> ◆ Number of grant-funded residential facility beds in operation ◆ Number of grant-funded facilities providing residential services to offenders on community supervision
Goal 1 Action Steps 1(a)-1(e)	Strategy A.1.3. Community Corrections
	Output <ul style="list-style-type: none"> 🔑 Number of residential facility beds funded through Community Corrections ◆ Number of alternative sanction programs and services funded through Community Corrections (CC) (excluding non-contract residential facilities)
	Explanatory <ul style="list-style-type: none"> ◆ Number of facilities funded through Community Corrections (CC) providing residential services to offenders on community supervision ◆ Number of operational residential facility beds funded through Community Corrections (CC)
Goal 1 Action Steps 1(a)-1(e)	Strategy A.1.4. Treatment Alternatives to Incarceration Program
	Output <ul style="list-style-type: none"> ◆ Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)

Budget Structure



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

Goals 1, 2, 3, 4	Objective B.1. Outcome	Direct special needs offenders into treatment alternatives 🔑 Offender with Special Needs Three-year Reincarceration Rate
Goals 1, 2, 3, 4 Action Steps 1(d), 2(b), 3(c), 4(d), 4(e)	Strategy B.1.1. Output	Special Needs Programs and Services 🔑 Number of special needs offenders served through the continuity of care programs

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

Goal 2	Objective C.1. Outcome	Confine and supervise convicted felons ◆ Escaped inmates as percentage of number of inmates incarcerated ◆ Number of eligible health care facilities accredited 🔑 Three-year recidivism rate 🔑 Number of inmates who have escaped from incarceration 🔑 Turnover rate of correctional officers 🔑 Average number of inmates receiving medical and psychiatric services from health care providers 🔑 Medical and psychiatric care cost per inmate day
Goal 2 Action Steps 2(a), 2(d)	Strategy C.1.1. Output	Correctional Security Operations 🔑 Average number of inmates incarcerated ◆ Use of force incidents investigated ◆ Number of inmates received and initially classified
	Efficiency	◆ Security and classification cost per inmate day
	Explanatory	◆ Number of correctional staff employed ◆ Number of inmate and employee assaults reported ◆ Number of attempted escapes ◆ Number of state jail felony scheduled admissions
Goal 2 Action Steps 2(a), 2(c), 2(d), 2(f)	Strategy C.1.2.	Correctional Support Operations
Goal 2 Action Steps 2(a), 2(d)	Strategy C.1.3.	Correctional Training and Leader Development

Budget Structure

Goal 2 Action Steps 2(c), 2(d)	Strategy C.1.4. Inmate Services
Goal 2 Action Steps 2(a), 2(c), 2(d)	Strategy C.1.5. Institutional Goods
Goal 2 Action Steps 2(a), 2(c), 2(d)	Strategy C.1.6. Institutional Services
Goal 2 Action Steps 2 (a), 2(c)-2(e)	Strategy C.1.7. Institutional Operations and Maintenance Output ♦ Safety or maintenance deficiencies identified
Goal 2 Action Steps 2(b), 2(c), 2(d)	Strategy C.1.8. Unit and Psychiatric Care Output  Psychiatric inpatient average daily census ♦ Psychiatric outpatient average caseload ♦ Developmental Disabilities Program average daily census ♦ Outpatient health care encounters ♦ Number of health evaluations performed in restricted housing areas ♦ Outpatient dental encounters
Goal 2 Action Steps 2(b), 2(c), 2(d)	Strategy C.1.9. Hospital and Clinical Care
Goal 2 Action Steps 2(b), 2(c),	Strategy C.1.10. Managed Health Care – Pharmacy
Goal 2 Action Steps 2(b), 2(c), 2(d)	Strategy C.1.11. Health Services
Goals 2, 3, 4	Objective C.2. Provide services for the rehabilitation and reintegration of convicted felons Outcome ♦ Percentage change in number of inmates assigned to correctional industries ♦ Number of postsecondary degrees and workforce education certificates awarded ♦ Percentage of students awarded postsecondary and workforce education degrees and certificate Strategy C.2.1. Texas Correctional Industries Output ♦ Number of factories operated by the correctional industries program  Number of inmates assigned to the Texas Correctional Industries program
Goals 2, 3 Action Steps 2(c), 2(d), 3(b), 3(d)	
Goal 3 Action Steps 3(a), 3(b)	Strategy C.2.2. Academic and Vocational Training Output ♦ Number of enrollments in postsecondary programs and/or a workforce education program(s) ♦ Number of students enrolled in post-secondary degree or workforce education programs

Budget Structure

<p>Goals 2, 3, 4 Action Steps 2(c), 3(a)-3(e), 4(d)</p>	<p>Strategy C.2.3. Output</p>	<p>Treatment Services</p> <ul style="list-style-type: none"> 🔑 Number of sex offenders receiving subsidized psychological counseling while on parole/mandatory supervision ◆ Number of releasees with intellectual disabilities receiving services ◆ Number of sex offenders completing the Sex Offender Treatment Program (SOTP) ◆ Number of releasees with mental illness receiving services
<p>Goals 3, 4 Action Steps 3(a), 3(b), 4(d)</p>	<p>Strategy C.2.4. Output</p>	<p>Substance Abuse Felony Punishment</p> <ul style="list-style-type: none"> ◆ Number of offenders in Substance Abuse Felony Punishment Facilities 🔑 Number of offenders completing treatment in Substance Abuse Felony Punishment Facilities ◆ Number of offenders completing treatment in transitional treatment centers after completing Substance Abuse Felony Punishment Facilities
	<p>Efficiency</p>	<ul style="list-style-type: none"> ◆ Average daily cost per offender for treatment services in Substance Abuse Felony Punishment Program
<p>Goals 3, 4 Action Steps 3(a), 3(b), 4(d)</p>	<p>Strategy C.2.5. Output</p>	<p>In-Prison Substance Abuse Treatment and Coordination</p> <ul style="list-style-type: none"> ◆ Number of offenders in In-prison Therapeutic Community Substance Abuse Treatment Program ◆ Number of offenders completing treatment in In-prison Therapeutic Community ◆ Number of offenders completing treatment in transitional treatment centers after In-prison Therapeutic Community substance abuse treatment ◆ Number of offenders in Driving While Intoxicated treatment programs ◆ Number of offenders completing treatment in Driving While Intoxicated treatment programs ◆ Number of offenders completing treatment in State Jail Substance Use Education Class
	<p>Efficiency</p>	<ul style="list-style-type: none"> ◆ Average daily cost per offender for treatment services in In-prison Therapeutic Community Substance Abuse treatment programs ◆ Average daily cost per offender for treatment services in Driving While Intoxicated treatment programs
<p>Goal 2 Action Steps 2(c), 2(d), 2(e)</p>	<p>Objective C.3. Ensure and maintain adequate facilities</p>	<p>Strategy C.3.1. Major Repair of Facilities</p>

Budget Structure

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

Goal 4

Objective D.1. Operate Board of Pardons and Paroles
 Outcome ♦ Percent of technical violators whose charges were disposed within 40 days

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

Strategy D.1.1. Board of Pardons and Paroles
 Output 🔑 Number of parole cases considered
 Explanatory ♦ Average percentage of sentence served by inmates released from prison
 ♦ Average time (months) served by inmates released from prison
 ♦ Number of inmates released on parole or discretionary mandatory supervision (excluding parole-in-absentia [PIAs] and other mandatory supervision releases)
 ♦ Number of inmates released on parole-in-absentia (PIA)

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

Strategy D.1.2. Revocation Processing
 Output ♦ Number of preliminary/revocation hearings completed

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

Strategy D.1.3. Institutional Parole Operations
 Explanatory ♦ Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision-making process

Budget Structure

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

Goal 4

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

Goals 2, 3, 4


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


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

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


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



Strategy E.1.1. Parole Release Processing

Output  Number of parole cases processed


Explanatory  Number of inmates released on mandatory supervision





Objective E.2. Perform basic supervision and sanction services

Outcome  Percentage of releasees successfully discharging parole/mandatory supervision



 Percentage of releasees revoked for new convictions
 Releasee annual revocation rate

Strategy E.2.1. Parole Supervision


Output  Average number of releasees under active parole supervision


-  Number of substance abuse tests administered
-  Average number of releasees electronically monitored
-  Percentage of technical violators interviewed within 5 days of arrest
-  Percentage of technical violators scheduled for hearing within 2 days of being interviewed

Efficiency  Average monthly caseload


Explanatory  Number of releasees placed on electronic monitoring
 Number of warrants issued


Strategy E.2.2. Residential Reentry Centers


Output  Average number of releasees in residential reentry centers

Efficiency  Average residential reentry centers contract cost per resident day

Strategy E.2.3. Intermediate Sanction Facilities

Output  Average number of parolees and probationers in intermediate sanction facilities



Efficiency  Average intermediate sanction facility cost per resident day

Explanatory  Parolees and probationers placed in intermediate sanction facilities

Budget Structure

GOAL F Administration

Goals 1-5	Objective F.1.	Administration
Goals 1-5	Strategy F.1.1.	Central Administration
Goal 5 Action Steps 5(a)-5(d)	Strategy F.1.2.	Victim Services
Goals 1-5	Strategy F.1.3.	Information Resources
Goals 1-5	Strategy F.1.4.	Board Oversight Programs

 Key Performance Measure
 Non-Key Performance Measure

Budget Structure

Intentionally left blank

**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule B

List of Measure Definitions

FY 2028-2029 Performance Measure Definitions

Performance Measure	A.1. Felony community supervision annual revocation rate
Definition	<i>The total number of felons revoked to Texas Department of Criminal Justice-Correctional Institutions Division (TDCJ-CID) divided by the average felony community supervision population.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	This measure is intended to serve as an indicator of felony failure under community supervision.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information Systems Section staff extract data for relevant performance measures and place data in a database file. A Data Analyst queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). Monthly counts are copied into an Excel workbook used for presentation of statewide sums of county level data and calculation of annual revocation percentages.
Methodology/Calculation	Felons revoked to TDCJ-CID, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year count of felons under direct and indirect supervision (excluding intrastate transfers), as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	<p>A high number of revocations could imply that offenders are being closely supervised and appropriately revoked, or that closer supervision or special programming is needed to divert offenders from revocation. Additionally, revocation trends can be influenced by local judicial tolerances.</p> <p>This measure does not completely measure recidivism as it does not capture re-arrests.</p> <p>The way in which this measure is calculated does not yield a revocation rate based on the number of years under supervision. The current formula can only provide an annual percentage of offenders revoked each year.</p> <p>This measure excludes felony revocations to County Jails and Other Revocations (miscellaneous revocation destination category).</p>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	A.1. Misdemeanor community supervision revocation rate
Definition	<i>The total number of misdemeanants revoked to county 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 the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information Systems Section staff extract data for relevant performance measures and place data in a database file. A Data Analyst queries the database for relevant data using Statistical Package for the Social Sciences (SPSS). Monthly counts are copied into an Excel workbook used for presentation of annual statewide sums of county level data and calculation of revocation percentages.
Methodology/Calculation	Misdemeanants revoked to County Jail, as reported in ISYS, are summed across all reporting counties that receive state aid for the fiscal year divided by the end-of-month average for the fiscal year count of misdemeanants under direct and indirect supervision (excluding intrastate transfers), as reported in ISYS, summed across all reporting counties that receive state aid.
Data Limitations	<p>A high number of revocations could imply that offenders are being closely supervised and appropriately revoked, or that closer supervision or special programming is needed to divert offenders from revocation. Additionally, revocation trends can be influenced by local judicial tolerances.</p> <p>The way in which this measure is calculated does not yield a revocation rate based on the number of years under supervision. The current formula can only provide an annual percentage of offenders revoked each year.</p>
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

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-month 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 the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extracts data for relevant performance measures and places data in a database file. A Data Analyst queries the database for relevant data using Statistical Package for the Social Sciences (SPSS) to sum of the number of felons as of the last working day each month for all counties. Data is copied into an Excel workbook to present the monthly statewide sums and the average for the reporting period.
Methodology/Calculation	Felons receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Performance Measure	A.1.1. Average number of misdemeanor offenders under direct supervision
Definition	<i>The average number of misdemeanor offenders under direct supervision, including those in residential facilities, calculated as an end-of-month 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 the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extracts data for relevant performance measures and places data in a database file. A Data Analyst queries the database for relevant data using Statistical Package for the Social Sciences (SPSS) to sum the number of misdemeanants for all counties for each month in the reporting period. Data is copied into an Excel workbook to present the monthly statewide sums and the average for the reporting period.
Methodology/Calculation	Misdemeanants receiving direct supervision as of the last working day of the month, as reported in ISYS, summed across all reporting counties that receive state aid divided by the number of months in the reporting period.
Data Limitations	This measure does not consider workload factors associated with indirect cases.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	A.11. Average Monthly Caseload
Definition	<i>The number of felony offenders under direct supervision, including those in residential facilities, per community supervision officer calculated as an end-of-month average.</i>
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	<p>Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information Systems Management Section staff extracts data for relevant performance measures and places data in a database file.</p> <p>CSCDs submit monthly counts of community supervision officers (full- and part-time) via the Monthly community Supervision Staff Report (MCSSR) website.</p> <p>A Data Analyst extracts relevant data from the MCSSR website database using Statistical Package for the Social Sciences (SPSS). Statistics are copied into an Excel workbook used for calculation and presentation of the monthly population and staff counts and the statewide average caseload for the reporting period.</p>
Methodology/Calculation	The average number of probationers under direct supervision during the reporting period is divided by the average number of community supervision officers employed during the reporting period.
Data Limitations	The primary limitation of the data is that it reports the average on all caseloads, including specialized and residential caseloads with fewer probationers. The measure also includes probation managers supervising fewer probationers and part-time CSOs with reduced caseloads.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	☑ Lower than target

Performance Measure	A.11. 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	This measure is intended to show demand for basic community supervision services. Trend changes in new placements are useful in estimating future demand for community supervision services.
Data Source and Collection	Community Justice Assistance Division (CJAD) collects data via the Intermediate System (ISYS), a case-based offender tracking system. Community Supervision and Corrections Departments (CSCD) submit data electronically to ISYS. Information System Management Section staff extract data for relevant performance measures and place data in a database file. A Data Analyst queries database for relevant data using Statistical Package for the Social Sciences (SPSS). Data is copied into an Excel workbook used for presentation of annual statewide sums of county level data.
Methodology/Calculation	Original felony community supervision placements, as reported in ISYS, summed across all reporting counties that receive state aid for the fiscal year.
Data Limitations	This count may include duplication when offenders are placed on community supervision by more than one jurisdiction.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	☑ Lower than target

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	A.1.4. Number of persons completing the treatment in Treatment Alternatives to Incarceration Program (TAIP)
Definition	<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	This measure is intended to show the total number of persons who successfully completed TAIP.
Data Source and Collection	The information comes from the Community Justice Assistance Division (CJAD) Treatment Alternatives to Incarceration Program (TAIP) quarterly data form (QDF), which is entered into the TAIP website. Each Community Supervision and Correction Department (CSCD) funded by CJAD with TAIP funds reports the total number of offenders successfully completing treatment. Research and Evaluation staff extract relevant data from the TAIP website using the Statistical Packages for Social Sciences (SPSS). Completions are aggregated to show the total number of persons who successfully completed treatment for the reporting period.
Methodology/Calculation	The measure is simply a head count of offenders successfully completing treatment during the fiscal year.
Data Limitations	This count may include some duplication when offenders are placed in and complete different TAIP programs (outpatient, residential, detox, intensive residential) in the reporting period.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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 who have been in Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) case management programs. Case management is a method of providing services whereby a professional clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the clinician to develop and maintain a professional helping relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities. This is computed as the percentage which has been revoked to TDCJ-Correctional Institutions Division (CID) within three years of entering the program. The rate is derived from the total population entering the case management programs for the fiscal year being reported.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	The measure is intended to show the likelihood of occurrences of re-entry into TDCJ-CID for felony offenders with special needs released on probation supervision or parole supervision who participate in TCOOMMI programs. Successful offender rehabilitation and reintegration into society upon release is a primary agency goal.
Data Source and Collection	A total population of felony offenders involved in TCOOMMI programs within the fiscal year of study are drawn from the TCOOMMI data base and subsequently copied and separated into a study data set. Representative samples (i.e., proportional stratified samples) are drawn from the study data set of both offenders on probation supervision and parole supervision. Each case is researched to determine whether the offenders were revoked and/or returned to TDCJ-CID within three years of entering TCOOMMI programs. The rate is determined from tracking the releases for three years.
Methodology/Calculation	Outcome data is coded, entered into a database, and analyzed to determine the total number of felony offenders on probation supervision and parole supervision in the fiscal year sample who are revoked to TDCJCID within three years of entering TCOOMMI programs. The recidivism rate reported in one fiscal year (e.g.2009) refers to the fiscal year sample of program participants three years prior (fiscal year 2006). The total number of felony offenders who were revoked to TDCJ-CID within three years of release are then divided by the total number of the sample and subsequently multiplied by 100 to obtain three-year reincarceration rate.
Data Limitations	<ul style="list-style-type: none"> ● Many societal and criminal justice factors beyond the agency's control affect recidivism and revocation rates. ● Prison admissions data is the traditional basis for recidivism rate calculation but is subject to influence by the backlogging of state prisoners in county jails; the present measure counts releases revoked to prison by Board of Pardons and Paroles as recidivists irrespective of readmission to CID. ● Because no one source is sufficiently complete or accurate to be relied upon exclusively, multiple computer system databases are utilized to conduct the research associated with this measure. ● Adult offenders with special needs that are involved in the TCOOMMI program and that are detained in a local county jail during their program participation are included as part of the data set.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ Lower than target

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	C.1. Escaped inmates as percentage of number of inmates incarcerated
Definition	<i>The percentage of inmates escaped from incarceration in state or privately-operated facilities to include unit, state property or worksite. All successful escapes from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice are included. Percentage is calculated by dividing the number of escaped inmates by the average inmate population (private and state operated facilities).</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and the TDCJ computer system in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then downloaded from the TDCJ computer system by Executive Services.
Methodology/Calculation	Number of escaped inmates for the period as reported to the EAC, divided by the average population. This information is taken from a TDCJ Monthly Report from the TDCJ computer system.
Data Limitations	Since the number of escaped inmates is so small, one or two escaped inmates may exceed the five percent allowable variance. When calculating the measure, inmate population should include the same group included by escaped inmates (private and state operated facilities).
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬇️ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1. Number of eligible health care facilities accredited
Definition	<i>The number of eligible Texas Department of Criminal Justice (TDCJ)-operated and contracted health care facilities accredited by the American Correctional Association (ACA), the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), and/or other nationally recognized accreditation entity.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • No variation is acceptable. • Reflects number of eligible facilities accredited by ACA, JCAHO, and/or other nationally recognized accreditation entity.
Data Source and Collection	A health care facility provides medical services to inmates and is located in each TDCJ-operated and each contracted unit. Currently, all TDCJ facilities are accredited, inclusive of the health care units. Accreditation status is reported by each university on an ongoing basis. Copies of the actual accreditation reports are maintained by the Administrative Review & Risk Management (ARRM) Division.
Methodology/Calculation	The number of accredited facilities is added at the end of each period.
Data Limitations	None.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.1. Three year recidivism rate
Definition	<i>The percentage of inmates released from Texas Department of Criminal Justice (TDCJ) 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"> • The measure is intended to show the likelihood inmates released from Texas prisons will return to criminal activity. • Successful inmate 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 inmate re-entry for revocation or new offense. Each inmate is monitored for three years after release. For any inmate 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 inmate's release date. The percentage of inmates who returned to prison or state jail within the three-year follow-up period is the recidivism rate. A recidivism rate reported in one fiscal year (ex., fiscal year 2018) refers to the prison release cohort three years prior (fiscal year 2015).
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1. Number of inmates who have escaped from incarceration
Definition	<i>The number of inmates escaped from incarceration in state or privately-operated facilities to include unit, state property or worksite. All successful escapes from the unit, state property or worksite while in custody of the Texas Department of Criminal Justice are included. The number is calculated by adding the number of escaped inmates (private and state operated facilities).</i>
Type measure	Outcome
Key or Non-Key?	Key
Purpose	Illustrates the degree to which security is maintained.
Data Source and Collection	Escapes are reported by the facilities via telephone and the TDCJ computer system in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15- Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then downloaded from the TDCJ computer system by Executive Services.
Methodology/Calculation	Number of escaped inmates for the period as reported to the Emergency Action Center.
Data Limitations	Since the number of escaped inmates is so small, one or two escaped inmates 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	Indicates the turnover rate for correctional officers that separated from the agency during the fiscal year. It is used to monitor correctional staffing levels and trends.
Data Source and Collection	The State Auditor's Office collects/gathers/summarizes the information from the Comptroller of Public Accounts' Standardized Payroll/Personnel Reporting System.
Methodology/Calculation	For the purposes of determining turnover, the following calculation was used to identify the turnover rate: (Number of Separations During the Fiscal Year [FY]/Average Number of Correctional Officers During the FY*) x 100. *The "Average Number of Correctional Officers" was calculated by totaling the number of Correctional Officers (defined as someone who worked at any time during a quarter) for each quarter of the fiscal year and then dividing this total by four quarters.
Data Limitations	The turnover rate is determined by the State Auditor's Office on an annual basis.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1. Average number of inmates receiving medical and psychiatric services from health care providers
Definition	<i>The average number of inmates receiving medical and psychiatric services from health care providers during the period.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	It depicts the average number of Texas Department of Criminal Justice (TDCJ) inmates supported by this strategy. Inmates included in this category are housed in Correctional Institutions Division facilities, East Texas Treatment Facility SAFP beds, and Intermediate Sanction Facilities.
Data Source and Collection	Information used to calculate this measure is taken from the TDCJ Monthly Report (Data Services Report ITS30500 and ITSUNT00) from a database.
Methodology/Calculation	Average number of inmates housed in Correctional Institutions Division facilities, East Texas Treatment Facility SAFP beds, and the Intermediate Sanction Facilities each month in the period totaled, then divided by the number of months in the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Performance Measure	C.1. Medical and psychiatric care cost per inmate day
Definition	<i>The average daily cost for health and psychiatric care for incarcerated inmates, calculated by dividing average cost per day (excluding allocated administrative overhead that is funded under a separate strategy) by the average inmate population.</i>
Type measure	Outcome
Key or Non-Key?	🔑 Key
Purpose	Provides information concerning the cost to provide medical and psychiatric services to inmates served by this strategy. This strategy supports the establishment, direction and operation of a comprehensive health care program for inmates. Provision of health care services are consistent with the accreditation standards. Health care services include both preventative and medically necessary care consistent with standards of good medical practice.
Data Source and Collection	Information used to calculate cost per day is obtained from actual invoices for medical and psychiatric services submitted for payment to Texas Department of Criminal Justice (TDCJ) by the health care providers, the original medical appropriation, and, when needed, the amount TDCJ must fund to reach the Operating Budget. Inmate population data is based upon average monthly population (Data Services Report #ITS30500) for the period for facilities funded by this strategy. The General Appropriations Act provides guidance pertaining to additional increases/decreases as authorized by the legislature.
Methodology/Calculation	Total health and psychiatric care expenditures divided by the average daily population for the period divided by the number of days in the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬇️ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1.1. Average number of inmates incarcerated
Definition	<i>The average number of inmates physically incarcerated in state-operated facilities during the period. Data on inmate populations are maintained in the Texas Department of Criminal Justice (TDCJ) database.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	Depicts the average number of TDCJ inmates included in the C.1.1. Strategy. Inmates included in this category are housed in TDCJ operated facilities and East Texas Treatment Facility SAFP beds. TDCJ provides the LBB and Governor's Office of Budget and Policy a schedule of facilities included.
Data Source and Collection	The information contained in this report is taken from the TDCJ Monthly Report Data Services Report ITS30500 from a database.
Methodology/Calculation	Average numbers of inmates housed in TDCJ-operated facilities and East Texas Treatment Facility SAFP beds.
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 involving or alleging a use of force for which an investigation was initiated and opened. (An investigation is a systematic, impartial inquiry into allegations that unnecessary and/or excessive force or harassment and/or retaliation was perpetrated by staff on inmates, 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	Indicates the number of use of force incidents involving or alleging the use of force referred to the Office of the Inspector General (OIG) for investigation.
Data Source and Collection	Information comes from databases maintained by the Inspector General's Office.
Methodology/Calculation	Incidents involving or alleging a use of force incidents are totaled.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬇️ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1.1. Number of inmates received and initially classified
Definition	<i>The total number of inmates received into, processed through and assigned from intake units 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"> • Reflects volume of work required to process incoming inmates. • The measure is a basic projection tool for determining needs related to beds, programming, necessities, food, transportation and other items included by the C.1.1. strategy. • The measure is a tool to project parole needs.
Data Source and Collection	<ul style="list-style-type: none"> • Admissions Office of Classification and Records provides totals of inmates received based on actual admissions data (for prison sentenced inmates) and scheduled admissions data (for state jail and SAFP inmates) collected daily to generate monthly and yearly admission reports. • Computer calculated counts are used for prison sentenced inmates. Contributing sources include: SR30 State Ready Program, IK00 Scheduling System for ID Admissions, IS00 Inmate Strength program, and OnBase Report INI1K019 Intake Historical Statistical Report. • PC based scheduling system counts for State Jail and SAFP weekly scheduled admissions (matched to totals on county scheduling requests) and Access based reports to collect number of State Jail confines and SAFP clients scheduled from counties per month.
Methodology/Calculation	Add prison sentenced inmate actual admissions and State Jail/SAFP scheduled admissions for total number of inmates 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 inmate day
Definition	<i>The average daily cost per inmate for security and classification services for inmates incarcerated in state-operated facilities, calculated by dividing average cost per day by the average number of inmates. (Costs do not include administrative overhead that is funded under a different strategy).</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	Provides information concerning the cost to provide security and classification services to inmates served by these strategies. These strategies include operation and management of an inmate classification system that provides for the physical safety of inmates and staff. In addition, these strategies ensure that legal services are provided to inmates in the form of representation and resources.
Data Source and Collection	The information is based upon expenditure data that is maintained on the <i>LONESTARS</i> system. A query is completed for Appropriations (13005), (13038) and (13039) for the period. For the source of population, see measure C.1.1. <i>Average Number of Inmates Incarcerated</i> .
Methodology/Calculation	A query is completed for Appropriations (13005), (13038) and (13039) for the last day of the period. The expenditures are divided by the average number of inmates housed in TDCJ operated facilities and East Texas Treatment Facility SAFP beds for the period and the number of days for the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

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.</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. • The number of correctional staff employed on a unit is used to compare with authorized positions on that unit. This provides information on staffing shortages on each unit.
Data Source and Collection	Computer-generated payroll reports (PAY20300) provide totals for “authorized” and “filled” positions (sorted by unit code) are received by the Budget Office. This information is compiled into a monthly <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 indicate efficient and effective utilization of staff in relation to the number and type of inmates 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 on employees or inmates, with or without a weapon.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Serves as an indicator of security for both staff and inmates.
Data Source and Collection	Assault information is reported by the facilities via telephone and the TDCJ computer system in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then downloaded from the TDCJ computer system by Executive Services.
Methodology/Calculation	Numbers of assaults reported by the facilities are added together.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	✔ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1.1. Number of attempted escapes
Definition	<i>Any attempt by an inmate 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	Indicates that inmates attempt to escape but do not always succeed.
Data Source and Collection	Attempted Escapes are reported by the facilities via telephone and the TDCJ computer system in accordance with Texas Department of Criminal Justice (TDCJ) Administrative Directive 02.15-Operations of the Emergency Action Center (EAC) and Reporting Procedures for Serious or Unusual Incidents. The information is then downloaded from the TDCJ computer system by Executive Services.
Methodology/Calculation	Numbers of attempted escapes, as reported by TDCJ facilities to EAC are totaled. Note: These numbers exclude actual escapes.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1.1. Number of state jail felony scheduled admissions
Definition	<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 inmate will be used to back-fill State Jail facilities.
Data Source and Collection	Initially, the information is gathered from the admission forms that come from the county. A database/spreadsheet maintained on personal computer (PC) in the central admissions office contains the information.
Methodology/Calculation	The measurements of scheduled admissions are calculated simply by entering specific database specifications and are printed through the report program option.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1.7. 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 a amount of time allocated until final disposition.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Represents units of work • Measures productivity for budgeting and staffing purposes • Quantifies maintenance
Data Source and Collection	The facilities utilize a centralized database to record and track all activity for work orders. The work order information is collected monthly from each facility maintenance and regional maintenance office by the central office.
Methodology/Calculation	The central maintenance office extracts and totals data from the database for individual facilities.
Data Limitations	Dollar value of actual maintenance orders vary and do not provide an equitable source of comparison.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	C.1.8. Psychiatric inpatient average daily census
Definition	<i>Daily average census (bed occupancy) of psychiatric inmates in an inpatient facility.</i>
Type measure	Output
Key or Non-Key?	Ⓟ Key
Purpose	<ul style="list-style-type: none"> • Statistically capture the average daily census of inmates in all TDCJ inpatient psychiatric facilities.
Data Source and Collection	The information is collected from health care providers, and actual figures come from the Texas Department of Criminal Justice (TDCJ) Strength Report. Units included are Skyview, Scott, O'Daniel, Montford and Clements.
Methodology/Calculation	The daily average census (<i>bed occupancy</i>) of psychiatric inmates in all TDCJ inpatient psychiatric facilities.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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

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

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

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.1.8. Number of health evaluations performed in restrictive housing areas.
Definition	<i>The total number of health care professional evaluation encounters for restrictive housing inmates (restrictive housing, solitary confinement, and close custody areas).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Ensures that restrictive housing inmates are visually assessed daily by a health care professional.
Data Source and Collection	The information is collected by taking the <i>census of restrictive housing inmates</i> (Data Services Report IUCR110) electronic health record and checking it against rosters signed by health care professionals.
Methodology/Calculation	The number of restrictive housing inmates during the period is checked against rosters signed by health care professionals to determine the number of health evaluation encounters provided during the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

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

FY 2028-2029 Performance Measure Definitions

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



Performance Measure	C.2. Number of postsecondary degrees and workforce education certificates awarded
Definition	<i>The number of degrees awarded to students who completed associate, baccalaureate and master's level degree requirements while incarcerated. The number of workforce education certificates awarded to students who fulfill program requirements in a sufficient manner to be awarded a certificate of completion from an institution of higher education.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Provides information on how many students have completed certain programs. • Indicates how many students have attained a certain educational level. • Used to measure contract performance with institutions of higher education.
Data Source and Collection	Windham School District database.
Methodology/Calculation	The number of postsecondary degrees and workforce education certificates awarded to students who fulfilled program requirements during the Fall, Spring and Summer semesters of the most recent school year. The semester is based on the certification date.
Data Limitations	The most recent school year data is available the third week of October.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2. Percentage of students awarded postsecondary and workforce education degrees and certificates
Definition	<i>The percent of students awarded a postsecondary degree or workforce education certificate.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Indicates academic program needs Indicates workforce program needs Used to plan and project program growth
Data Source and Collection	Windham School District database.
Methodology/Calculation	The numerator is the number of students awarded a degree or workforce education certificate during the Fall, Spring and Summer semesters of the most recent school year. The denominator is the number of students awarded a degree or workforce education certificate during the Fall, Spring and Summer semesters of the most recent school year and the number of students dropped from the program. The semester is based on the certification date.
Data Limitations	The most recent school year data is available the third week of October.
Cumulative/non-cumulative?	Non-Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

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"> Aids in assessing the agency's ability to meet its obligation to provide cost savings to the state.
Data Source and Collection	The data is collected by doing a physical count of number of factories in operation.
Methodology/Calculation	Data is compiled by Manufacturing, Agribusiness and Logistics Division.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.2. Number of enrollments in postsecondary programs and/or a workforce education program(s)
Definition	<i>The number of enrollments in postsecondary degree and/or a workforce education program(s).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates academic program needs • Indicates workforce program needs • Used to plan and project program growth
Data Source and Collection	Windham School District database.
Methodology/Calculation	The number of enrollments in postsecondary programs on the certification date during the Fall, Spring and Summer semesters of the most recent school year. This includes duplicated enrollments if a student is enrolled in multiple semesters or multiple programs. The semester is based on the certification date.
Data Limitations	The most recent school year data is available the third week of October.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⤴ Higher than target

Performance Measure	C.2.2. Number of students enrolled in postsecondary degree or workforce education programs
Definition	<i>The number of students enrolled in postsecondary or workforce education programs.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates academic program needs • Indicates workforce program needs • Used to plan and project program growth • Indicates the number of participants served
Data Source and Collection	Windham School District database.
Methodology/Calculation	The unduplicated count of students enrolled in postsecondary programs during the Fall, Spring and Summer semesters of the most recent school year. The semester is based on the certification date.
Data Limitations	The most recent school year data is available the third week of October.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⤴ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.3. Number of sex offenders receiving subsidized 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	<ul style="list-style-type: none"> • 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 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. The Fiscal Operation-Billing Unit maintains client and vendor payment information in an Access database. Reported numbers are obtained from summary reports generated quarterly in the Access database.
Methodology/Calculation	The summary reports are designed to provide unduplicated counts of clients based on the invoices received, processed and paid.
Data Limitations	Fourth quarter data may not be available.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

Performance Measure	C.2.3. Number of releasees with intellectual disabilities receiving services
Definition	<i>Number of releasees with intellectual disabilities receiving case management services during the period from service providers in the public/private sectors under contract with Texas Department of Criminal Justice (TDCJ). Case management is a method of providing services whereby a professional clinician assesses the needs of the offender and arranges, coordinates, monitors, evaluates and advocates for an array of multiple services to meet the specific offender's complex needs. It requires the social worker clinician to develop and maintain a professional helping relationship with the offender which may include linking the offender with systems that provide the offender with needed services, resources and opportunities.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Tracks the total number of releasees with intellectual disabilities receiving case management services from local mental health authorities and community centers, provided in accordance with vendor contract requirements. • Supports the agency's appropriations request to ensure releasees with intellectual disabilities receive needed services to assist them to successfully reintegrate into society.
Data Source and Collection	Vendors are required to submit data that includes total number of releasees with intellectual disabilities served, as well as individual names of those served. The number reported is obtained from the TCOOMMI data management system. Data may be cross referenced and corrected for accuracy with data sources from Parole Division-Specialized Supervision Section and the Offender Information Management System (OIMS).
Methodology/Calculation	The number of new offenders served during the first quarter of the fiscal year is added to the number of offenders on hand at the beginning of the fiscal year to obtain first quarter performance. The number of new clients served each subsequent quarter is added to first quarter performance to obtain the cumulative number of offenders served during the fiscal year.
Data Limitations	Data is dependent on the accuracy of vendor reports. Some offenders are considered to have both intellectual disabilities and mental illness. Services provided have been expanded to include psychiatric services and psychosocial rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.3. 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"> • Determines the number of sex offenders completing sex offender treatment programs. • Indicates the Texas Department of Criminal Justice's (TDCJ) commitment to lower recidivism rate of sex offenders.
Data Source and Collection	A treatment team, which is composed of at least one licensed sex offender treatment provider (therapist), determines approval of the offender as a program completion. Program completion entails offender completion of all assigned tasks within the 18-month Sex Offender Treatment Program (SOTP-18) or the nine-month Sex Offender Treatment Program (SOTP-9) protocols A Treatment Team Evaluation Form, which denotes program completion/program non-completion, is included in each offender's electronic SOTP file (OT00).
Methodology/Calculation	The total number of offenders who complete the programs for the period is queried.
Data Limitations	Does not include offenders completing the four-month Sex Offender Education Program (SOEP).
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

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

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.4. Number of offenders in Substance Abuse Felony Punishment Facilities
Definition	<i>Total number of offenders 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 offenders in the SAFPF indicates the number of participants in the program at the end of the period. This information is used to report the number of participants currently receiving treatment, and to compare whether SAFPF treatment capacity is being fully utilized.
Data Source and Collection	Source data is the Monthly Status Report. The SAFPF treatment program staff submits the necessary information to the Rehabilitation and Reentry Division who then consolidates the information into the Monthly Status Report.
Methodology/Calculation	Total number of offenders in substance abuse felony punishment facility treatment programs at the end of the period.
Data Limitations	May not reflect participants' success in achieving treatment goals.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	C.2.4. Number of offenders completing treatment in Substance Abuse Felony Punishment Facilities
Definition	<i>Total number of program completions by offenders in Substance Abuse Felony Punishment Facilities (SAFPF). Measure excludes transitional treatment center and aftercare portions of the program.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of offenders' success in accomplishing the treatment goals of the SAFPF substance abuse program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	<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 Rehabilitation and Reentry Division (RRD). • RRD staff consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in substance abuse felony punishment facilities during the period. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; or (c) death.
Data Limitations	<ul style="list-style-type: none"> • Relates to only the treatment phase of the program of about six to nine months. There is an additional community-based residential or intensive outpatient program during which the offender is residing in a Transitional Treatment Center (TTC) or at an approved home address as part of the continuum of care to be followed by a year of out-patient support 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 three years after completion of the full continuum. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders in In prison Therapeutic Community Substance Abuse Treatment Program
Definition	<i>Total number of offenders 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 offenders in the IPTC indicates the number of participants in the program at the end of the period. This information is used to report the number currently receiving treatment, and to compare whether IPTC treatment capacity is being fully utilized.
Data Source and Collection	Source data is the Monthly Status Report. The IPTC treatment program staff submits the necessary information to the Rehabilitation and Reentry Division (RRD) who then consolidates the information into the Monthly Status Report.
Methodology/Calculation	Total number of offenders in the IPTC program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

Performance Measure	C.2.5. Number of offenders completing treatment in In prison Therapeutic Community
Definition	<i>Total number of program completions by offenders in In-prison Therapeutic Community (IPTC). Measure excludes transitional treatment center and aftercare portions of the program.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Program completion is a measure of an offender's success in accomplishing the treatment goals of the IPTC substance abuse program. The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	Source data for number of completions is the Monthly Status Report, which is submitted by each IPTC treatment program to the Rehabilitation and Reentry Division which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in IPTC programs. A program completion is defined as the completion of all required components of the program, and/or an offender's release from the program that is not related to (a) any non-compliant behavior; (b) an inappropriate placement; (c) death.
Data Limitations	<ul style="list-style-type: none"> Relates to only the prison phase of the treatment program of about six to nine months. There is an additional community-based residential or intensive outpatient program during which the offender is residing at a Transitional Treatment Center (TTC) or an approved home address as part of specialized parole supervision and the continuum of care to be followed by a year of outpatient support 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 three years after completion of the full continuum. Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in transitional treatment centers after In prison Therapeutic Community substance abuse treatment
Definition	<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 In-Prison Therapeutic Communities (IPTC).</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> The measure is intended to show the number of offenders who complete the Therapeutic Community substance abuse initiative continuum of care program after completing IPTC treatment, which includes the incarceration phase as well as the community aftercare residential treatment once released to supervision. This provides the Department with information relative to the number who have been placed in the program and the number who completed the program. Provides the Department with data to determine the effectiveness of the program.
Data Source and Collection	Utilize the number of offenders completing the substance abuse initiative continuum of care based on residential contract service availability. Program completion data for offenders transitioning to areas with no contracted intensive-outpatient or traditional outpatient services will be based on completion of the residential aftercare program only.
Methodology/Calculation	Offenders completing residential services who are transitioning to an area with no contracted outpatient services will be downloaded from Authorization Management System (AMS), sorted and summed. Offenders completing residential and outpatient purchased services will be downloaded from AMS, sorted and summed. The number of offenders completing residential services who are unable to transition into contracted outpatient services will be added with those completing contracted outpatient and residential treatment and the total reported for the period.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.5. Number of offenders in Driving While Intoxicated treatment programs
Definition	<i>Total number of offenders confined in Driving While Intoxicated (DWI) 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 offenders in DWI treatment programs indicates the number of participants in the program at the end of the period. This information is used to report the number currently receiving treatment, and to compare whether DWI treatment capacity is being fully utilized.
Data Source and Collection	Source data is the Monthly Status Report. The DWI treatment program staff submits the necessary information to the Rehabilitation and Reentry Division who then consolidates the information into the Monthly Status Report.
Methodology/Calculation	Total number of offenders in the DWI treatment program at end of period.
Data Limitations	May not reflect participants' success in achieving the treatment goals.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	C.2.5. Number of offenders completing treatment in Driving While Intoxicated treatment programs
Definition	<i>Total number of program completions by offenders in Driving While Intoxicated (DWI) treatment programs.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Program completion is a measure of an offender's success in accomplishing the treatment goals of the DWI treatment program. • The number of completions indicates the number of offenders who have successfully completed the treatment phase of the program during the period.
Data Source and Collection	Source data for numbers of completions is the Monthly Status Report, which is submitted by each DWI treatment program to the Rehabilitation and Reentry Division (RRD) which consolidates the data for monthly statistics.
Methodology/Calculation	Total number of program completions by offenders in DWI treatment programs. A program completion is defined as the completion of all required components of the program, and/or an offenders 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 incarceration phase of the treatment program of about six months. A small number of offenders receive aftercare support after program completion through specialized parole supervision. • Offenders admitted into the treatment program during one fiscal year may complete in the next fiscal year. • Does not reflect other indicators of rehabilitation.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

Performance Measure	C.2.5. Number of offenders completing treatment in State Jail Substance Use Education Class
Definition	<i>Total number of program completions by offenders in State Jail Substance Use Awareness class.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Class completion is a measure of an offender's success in accomplishing the goals of the State Jail Substance Use Awareness class. • The number of completions indicates the number of offenders who have successfully completed the eight module class during the period.
Data Source and Collection	Source data for numbers of completions is the Workbay Application for Inmate Tablet based Substance Use Awareness Class. Rehabilitation and Reentry Division will access application data to obtain enrollments and completions
Methodology/Calculation	Total number of program completions by offenders in State Jail Substance Use Awareness Class. A program completion is defined as the completion of all required components of the program, and/or an offender's release.
Data Limitations	<ul style="list-style-type: none"> • Offenders admitted into the education class during one fiscal year may complete in the next fiscal year. • Does not reflect other indicators of rehabilitation
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

Performance Measure	D.1. Percent of technical violators whose charges were disposed within 40 days
Definition	<i>During the reporting period, the total number of technical violators whose charges were disposed of within 40 days, divided by the total number of technical violators whose charges were disposed. A technical violator is defined as a person charged with an administrative violation of a condition of release and whose charges must be disposed of within 40 days per requirements in Chapter 508, Section 282, Texas Government Code.</i>
Type measure	Outcome
Key or Non-Key?	Non-Key
Purpose	Indicates whether the agency is disposing of charges in a timely manner when a technical (administrative) violator is arrested. The measure is intended to show timely disposition when a releasee is arrested solely for administrative violations (an administrative violator); the measure is not intended to also show timely disposition when a releasee is arrested as an administrative violator with new criminal conduct that is pending adjudication in a court of law.
Data Source and Collection	The information on the total number of technical violators whose charges were disposed is provided by OnBase reports generated from daily board actions entered into the Offender Information Management System (OIMS). The OnBase reports are titled Hearing_Disposition_Statistics - HB/SB start date to Board Disposition PAVR_R061 and Hearing_Disposition_Statistics - HB/SB start date to Board Disposition - PAVR_R060 and are provided on a monthly basis.
Methodology/Calculation	Calculation occurs within OIMS for every administrative or technical violator whose charges were disposed during the reporting period, creating an OnBase report capturing the date voted (final Board disposition) and the HB/SB start date. The total number of days lapse between the arrest date and the final Board disposition date is calculated by subtracting the HB/SB start date from the date the final Board disposition was rendered. The number of violators disposed less than 40 days is divided by the total number of violators to obtain the percentage of violators whose charges were disposed of within 40 days. Final Board disposition when one of the following Board actions is taken: non-revocation action, revoke, transfer to ISF or SAFPF facility.
Data Limitations	The numbers or percentages reported are calculated on the basis of administrative violators arrested but not charged with a criminal offense before 40 days after the initial arrest.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	D.1.1. Number of parole cases considered
Definition	<i>The number of cases considered for release by parole panels.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> Indicates the cumulative total of inmates eligible for parole considered by the members of the Board and commissioners for release. The number is significant for the purpose of projecting future board member/commissioner workload requirements, trends in prison capacity and needs associated with the supervision of those individuals released to parole. The numbers are also significant due to the legislative mandate to provide the legislature with board member/commissioner activity reports and an annual report.
Data Source and Collection	The information on the number of parole cases considered is provided by an OnBase report generated from daily board actions entered into the Clemency and Parole System (CAPS) system on the computer. The OnBase report is titled Parole Considerations Report (PDKAR03AA/00) and is provided on a monthly basis.
Methodology/Calculation	The OnBase report captures the information based on each individual board member vote entered on the computer on each inmate considered for parole in the period. A Board summary report provides the cumulative numbers for all member votes with the number of cumulative cases considered.
Data Limitations	Does not include clemency. Discretionary mandatory cases are considered to be parole.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬆ Higher than target

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

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	D.1.1. Number of inmates released on parole or discretionary mandatory supervision (excluding parole in absentia (PIAs) and other mandatory supervision releases)
Definition	<i>The number of inmates released from prison on parole or discretionary mandatory supervision. Excludes other releases to mandatory supervision and PIAs.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of inmates released from prison as the result of a favorable release decision by the Board of Pardons and Paroles (BPP). • Reflects previous trends in release decisions by the BPP, which have an important impact on the workload of parole officers and other staff in the Parole Division, as well as on the size of the prison population. • Provides information useful for projection purposes.
Data Source and Collection	Information pertaining to releases of inmates from prison to parole or discretionary mandatory supervision is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from a the TDCJ computer system. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (SPSS).
Methodology/Calculation	Monthly numbers are summed to obtain the total number of parole releases to parole or discretionary mandatory supervision for the year.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	D.1.2. Number of preliminary/revocation hearings completed
Definition	<i>The number of preliminary and revocation hearings completed by hearing officers and Regional Operations Supervisors during the period.</i>
Type measure	Output
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> • Indicates the number of preliminary and revocation hearings completed throughout the State. The number is an indicator of Board of Pardons and Paroles (BPP) workload trends. • Reflects the conduct of parolees released to supervision, how statutes and policies affect the process, and facilitates daily management and operations.
Data Source and Collection	Hearing Officers are required to maintain a daily log of the number and types of hearings completed each day. This and other information is maintained on a Hearing Officer Daily Worksheet and Statistical Control Sheet (HS-43A). This worksheet is submitted each month to the BPP-Statistical Support Unit for compilation and entry into the BPP Disposition Database.
Methodology/Calculation	The number reported is obtained from the monthly Hearing Officer Statistical Report for August, which calculates the year to date total hearings completed.
Data Limitations	Source information is compiled daily in an excel spreadsheet and submitted via email to the Regional Headquarters. Weekly totals are compiled and submitted to the Central Office where a cumulative report is prepared and distributed by the Director of Operations. It is anticipated that the Offender Information Management System (OIMS) will automate the processing, which currently begins with handwritten documents.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	⬇ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	D.1.3. Number of parole reports prepared and submitted to the Board of Pardons and Paroles to facilitate the parole decision making process
Definition	<i>The number of parole summaries prepared by Institutional Parole staff for inmates 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 inmate by a case pull process which reflects a listing of all release eligible inmates within the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Indicates the number of parole summaries prepared by Institutional Parole staff for releasing eligible inmates from the Correctional Institutions Division (CID). It is the primary work measure for the Board of Pardons and Paroles (BPP), Institutional Parole Operations.
Data Source and Collection	Each Institutional Parole Office submits a monthly report to the Institutional Parole Operations Executive Administration, detailing the number and types of parole summaries that were completed during the month.
Methodology/Calculation	Reports from the Institutional Parole Offices are consolidated into statewide monthly and yearly totals. The number of parole summaries prepared during the fiscal year is reported to the BPP Executive Administration on a monthly basis (BPP Consolidated Report).
Data Limitations	Due to changes in the law, some inmates are reaching their mandatory release dates prior to being considered for release on parole or mandatory supervision. Because law on all releases requires summaries, there is always a discrepancy between the number of summaries completed and the number of cases sent to the BPP for release consideration.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	^ Higher than target

Performance Measure	E.1.1. Number of parole cases processed
Definition	<i>The number of inmates released from prison or county jails to parole or mandatory supervision during the period, plus the number of inmate cases closed during the period due to termination, discharge of sentence, or death.</i>
Type measure	Output
Key or Non-Key?	Ⓜ Key
Purpose	Indicates the cumulative impact of Board of Pardons and Paroles decisions on the size of the prison and release populations.
Data Source and Collection	Information pertaining to releases of inmates from prison is obtained from a data file of all Texas Department of Criminal Justice (TDCJ) releases downloaded from a database on a monthly basis. Information is analyzed and compiled utilizing personal computer-based Statistical Package for the Social Sciences (SPSS). Parole-in-Absentia (PIA) release information is obtained from a monthly report from the Huntsville Placement and Release Unit of the Review and Release Processing Section.
Methodology/Calculation	Monthly parole, mandatory, court-ordered, discharge, death, and PIA release totals are added together to obtain the number of parole cases processed for the quarter.
Data Limitations	None noted.
Cumulative/non-cumulative?	Cumulative
New Measure?	No
Target Attainment	^ Higher than target

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	E.2. Percentage of releasees successfully discharging parole/mandatory supervision
Definition	<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. This 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 (PDSUP3KS). This number includes releasees under active supervision, on out-of-state supervision, or released on detainer.
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the period. The total number of releasees successfully completing supervision during the period is then divided by the average monthly population.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	E.2. Percentage of releasees revoked for 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. This measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations for which a new conviction was the basis for revocation is obtained from the Administrative Hearing Fiscal Year Report prepared monthly by the Executive Administration Statistical Section, based on information supplied by hearing officers and parole officers generated through the Offender Information Management System – PAVR Hearing/Waiver Results). The number of releasees under jurisdiction (and therefore subject to revocation) at the end of each month is obtained from the Monthly Statewide Totals of Releasees Report (PDSUP3KS).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain the average monthly population under jurisdiction during the reporting period. The total number of revocations during the period for which a new conviction was the basis for revocation is then divided by the estimated average monthly population.
Data Limitations	The number of revocations for which a new conviction was the basis for revocation, as reported by the Board of Pardons and Paroles Statistical Section, includes revocations based on new misdemeanor convictions as well as revocations based on new felony convictions. The Board's Statistical Section also notes the information from parole officers and hearing officers must be codes from handwritten forms combined with computer generated forms, then entered into a personal computer (PC) database. The statistical data is then compiled by the Executive Administration Statistical Section.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	E.2. Releasee annual revocation rate
Definition	<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. This measure contributes significantly to recidivism analysis.
Data Source and Collection	The number of revocations is obtained from the Administrative Hearings Fiscal Year Report prepared monthly by the Executive Administration Statistical Section based on information supplied by hearing officers and parole officers generated through the Offender Information Management System-PAVR. The number of releasees under jurisdiction (and therefore subject to revocation) at the end of each month is obtained from the <i>Monthly Statewide Totals of Releasees Report</i> (PDSUP3KS).
Methodology/Calculation	End-of-month counts of the number of releasees under jurisdiction are averaged to obtain an average monthly population under jurisdiction during the reporting period. The total number of revocations during the period is then divided by the average monthly population x 100.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

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

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

FY 2028-2029 Performance Measure Definitions

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"> Provides an average of the number of releasees being electronically monitored at any given time during the reporting period. Reflects the Parole Division's use of an administrative control program to sanction releasees who have demonstrated a negative adjustment to supervision and to provide the highest level of supervision and accountability to potentially dangerous releasees released to parole or mandatory supervision.
Data Source and Collection	The average number of releasees in the Electronic Monitoring (EM) program during the period is reported by EM Unit Supervisors in the Monthly Statistical Report submitted to a Parole Officer IV 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 Parole Officer IV 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 Parole Officer IV.
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

FY 2028-2029 Performance Measure Definitions

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	Indicates whether the PD is initiating the pre-hearing process in a timely manner when an administrative violator is arrested. Unsatisfactory performance on this measure would be a possible partial explanation should the agency fail to make final disposition of charges within 40 days of arrest as required by the Texas Government Code, Section 508.282 (a)-(c). The code does not, however, require the PD to initiate the pre-hearing process within five days of arrest.
Data Source and Collection	Information utilized for reporting purposes related to technical violators arrested on or after January 1, 1998 is maintained in OnBase, specifically under OIMS Reports, WARRANTS, TDCJ subtype (AVG TIME WARRANT EXECUTION TO PR INTVW). OnBase generates a statistical report named Avg. time between Warrant Execution and Pre-Rev Interview on the 5 th of each month from data entered in the OIMS violation screen by parole officers.
Methodology/Calculation	The total 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 x 100.
Data Limitations	This performance is limited to those arrested as administrative violators only. It does not include those who are arrested for criminal conduct that is pending adjudication in a court of law or whose warrants was executed in a month outside the reporting month. Also, the integrity of the report relies on officer accuracy when entering data.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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	Indicates whether the PD is completing the pre-hearing process in a timely manner, once having initiated it, when a technical (administrative) violator is arrested. Unsatisfactory performance on this measure would be a possible partial explanation should the agency fail to make final disposition of charges within 40 days of arrest as required by the Texas Government Code, Section 508.282 (a)-(c). The Texas Government, Code Section 508.282 (a)-(c) does not, however, require the PD to complete the pre-hearing process within two days of a technical violator being interviewed.
Data Source and Collection	Information utilized for reporting purposes related to administrative violators is maintained in OnBase, specifically under OIMS Reports, WARRANTS, TDCJ subtype (AVG TIME PR INTVW TO WVR OR HEARING). OnBase generates a statistical report named Avg. Time Between Pre-Rev Interview and Waiver Submission or Hearing Request on the 2 nd of each month from data entered in the OIMS violation screen by parole officers.
Methodology/Calculation	The total 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 x 100.
Data Limitations	This performance is limited to those arrested as administrative violators only. It does not include those who are arrested for criminal conduct that is pending adjudication in a court of law or whose warrant was executed in a month outside the reporting month. Also, the integrity of the report relies on officer accuracy when entering data.
Cumulative/non-cumulative?	Non-cumulative
New Measure	No
Target Attainment	▲ Higher than target

FY 2028-2029 Performance Measure Definitions

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

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	Indicates the total number of releasees placed on electronic monitoring during the reporting period. Placement on electronic monitoring is a requirement for releasees in the Electronic Monitoring (EM) and Super-Intensive Supervision (SISP) programs.
Data Source and Collection	Information regarding EM program placements is included in the Monthly Statistical Report completed by EM Unit Supervisors in the field. The report is submitted to a Parole Officer IV within the Warrants Section who maintains the information in a personal computer (PC) database. Information regarding SISP placements is received by a Parole Officer IV within the Warrants Section as offender cases are approved for release with SISP special conditions imposed by the Board of Pardons and Paroles (BPP). This information is also maintained in a PC database. The number of releasees placed on electronic monitoring each month of the fiscal year is reported at year-end by the Parole Officer IV (untitled reports).
Methodology/Calculation	The number of releasees placed on electronic monitoring in the EM and SISP programs each month of the fiscal year are added together to obtain a yearly total.
Data Limitations	Releasees in the EM program typically remain on electronic monitoring 60-90 days. In contrast, releasees in the SISP, implemented in FY98, are reviewed annually, or every 6 months depending on their TRAS score, for possible request of the BPP to withdraw the monitoring requirement.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

FY 2028-2029 Performance Measure Definitions

Performance Measure	E.2.1. Number of warrants issued
Definition	<i>The number of warrants issued during the period.</i>
Type measure	Explanatory
Key or Non-Key?	Non-Key
Purpose	Reflects workload activity for the Warrants Section in the Central Office. Additionally, factoring for caseload growth, the number of warrants issued could reflect on compliance with conditions of release and the law. The number of warrants issued is also affected by Parole Division policies.
Data Source and Collection	Information regarding warrants issued is located in OnBase, specifically OIMS reports, Warrants, Warrants Activity Report Monthly. All warrants issued are reviewed and approved by qualified staff and entered into OIMS. OnBase uses OIMS data to generate the number of warrants issued during the month.
Methodology/Calculation	Monthly numbers of warrants issued are totaled to obtain the total warrants issued for the fiscal year.
Data Limitations	There are no limitations regarding the data. Releasee behavior and Parole Division policies are the determining factors regarding the number of warrants issued.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	E.2.2. Average number of releasees in residential reentry centers
Definition	<i>The average number of parolees and mandatory supervision releasees residing in residential reentry centers at the end of each month in the period.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> • Provides an estimate of the number of releasees residing in residential reentry centers at any given time during the period. • The measure may be compared to the number of residential reentry center beds under contract during the reporting period to determine the effectiveness of the Parole Division and the Board of Pardons and Paroles in utilizing available residential reentry center bed space.
Data Source and Collection	The information comes from a monthly report, "Statistical Report FYXX – Arrivals and Termination by Facility" prepared by Huntsville Placement and Release Unit (HPRU) staff within the Review and Release Processing Section that tracks all residential reentry center activity on a personal computer database. The report lists all residential reentry centers under contract that month and the number of releasees residing in each facility at month end.
Methodology/Calculation	The number of releasees residing in residential reentry centers at the end of each month is totaled, then divided by the number of months in the period.
Data Limitations	The monthly report is not always available in time to meet reporting deadlines. Upon request, the HPRU 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

FY 2028-2029 Performance Measure Definitions

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

Performance Measure	E.2.3. Average number of parolees and probationers in intermediate sanction facilities
Definition	<i>The average number of parolees and probationers residing in intermediate sanction facilities (ISFs) based on end of month reports averaged over each quarterly period.</i>
Type measure	Output
Key or Non-Key?	🔑 Key
Purpose	<ul style="list-style-type: none"> Provides an estimate of the number of technical parole violators, mandatory supervision violators, and probationers residing in intermediate sanction facilities (ISFs) at any given time during the period. The measure may be compared to the number of ISF beds under contract during the reporting period to determine the effectiveness in utilizing available ISF bed space.
Data Source and Collection	<ul style="list-style-type: none"> Parole: The ISF Unit within the Central Coordination Unit reports ISF population numbers monthly via Sesame database. Probation: SAFPF/ISF Section staff obtain end of month population counts from the ISF facilities. This information is summarized by month and facility and provided to the Research Section. A Data Analyst sums the number of probationers at the end of each month and averages the end of month sums for the quarter.
Methodology/Calculation	The total number of releasees and probationers residing in ISF facilities at the end of each month is summed, then divided by the three months of the quarter.
Data Limitations	The data represents an average of three monthly population counts for the reporting period. Actual population counts may vary throughout the reporting period.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	⬆️ Higher than target

FY 2028-2029 Performance Measure Definitions

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 resident day.</i>
Type measure	Efficiency
Key or Non-Key?	Non-Key
Purpose	<ul style="list-style-type: none"> Indicates the average daily cost of housing releasees in intermediate sanction facilities who violate the terms and conditions of release agreements. The measure may be compared with average daily costs associated with other residential programs.
Data Source and Collection	An Operation and Management Services Agreement contract is set up for the Intermediate Sanction Facilities. Information is obtained from monthly invoices that include the number of resident days of service provided. The number of resident days of service provided by the Texas Department of Criminal Justice (TDCJ)-operated ISF facilities is obtained on a monthly basis from the ISF Unit within the Specialized Supervision Section (facility voucher processing worksheet). The per diem rate for the TDCJ-operated facilities is provided by the Legislative Budget Board's Uniform Cost Report.
Methodology/Calculation	Total ISF costs for the fiscal year divided by the total number of days of service provided, then divided by the average number of residents. Total ISF costs are the amounts paid to facility contractors by the agency, <i>plus</i> an amount equal to the total number of days of service provided by the TDCJ-operated facilities times the TDCJ-operated facilities' per diem rate.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

Performance Measure	E.2.3. Parolees and probationers 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"> Indicates the number of parolees and probationers placed in Intermediate Sanction Facilities (ISFs) during the reporting period. The measure is an indicator of the Parole Division's effectiveness in sanctioning technical parole and mandatory supervision violators as directed by the Board of Pardons and Paroles (BPP) and use of progressive sanctions by community supervision departments in addressing treatment needs and violations of community supervision conditions.
Data Source and Collection	The Parole ISF Unit within the Central Coordination Unit and the SAFPF/ISF Section track ISF activity on a personal computer (PC) database, and report placements and terminations. Research and Evaluation staff obtain the number of monthly ISF probation placements from TDCJ Executives Services staff.
Methodology/Calculation	Monthly placement totals are summed to obtain the total number of ISF placements during the fiscal year.
Data Limitations	None noted.
Cumulative/non-cumulative?	Non-cumulative
New Measure?	No
Target Attainment	▼ Lower than target

**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule C

**Historically Underutilized
Business Plan**

Business Opportunity & Historically Underutilized Business (HUB) Program

The mission of the Business Opportunity & Historically Underutilized Business (HUB) Program for the Texas Department of Criminal Justice is to promote and increase business opportunities for all businesses in state procurement and contracting.

HUB Program administers the HUB program in accordance with Texas Government Code §2161 and Texas Administrative Code, Title 34, Chapter 20, Subchapter D, Division 1, Sections §20.281 to §20.298.

Effective December 2, 2025, the state's Historically Underutilized Business (HUB) Program was restructured under the emergency rules adopted by the Texas Comptroller of Public Accounts. The Program operates as the "Veterans Heroes United in Business (VetHUB)", a program focused exclusively on small businesses owned and operated by service-disabled veterans.

Strategies

TDCJ is committed to programs that improve our participation with HUBs. TDCJ's executive staff provides leadership and oversight for the program. A close working relationship between the Business Opportunity & HUB Program staff and Contracts and Procurement staff is key to the success of creating and increasing contracting opportunities for HUBs.

Good faith efforts include the following:

- Working with trade organizations, business organizations, and contractor associations to identify potential prime contractors and subcontractors to bid on TDCJ contracts.
- Continuing to promote and expand the TDCJ Mentor-Protégé program.
- Assisting vendors with opportunities to present their products and services to TDCJ staff.
- Providing assistance, training, and educational materials to business groups and vendors.
- Continuing to provide one-on-one training and quarterly training to TDCJ Contracts and Procurement staff.
- Attending and participating in forums and expos with bid opportunities.
- Attending and participating in pre-bid conferences to introduce subcontractors to prime contractors and provide instruction on successful completion of the Subcontracting Plan.
- Participating in events sponsored by legislators and community leaders.
- Hosting the Agency's Small Business & HUB Expo, Meet & Greet events, and Technology Review Team presentation meetings.
- Participating in discussion workgroups and serving on planning committees.
- Working with Small Business Development Centers to increase vendor participation in agency procurements.

Business Opportunity & Historically Underutilized Business (HUB) Program

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**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule D

Statewide Capital Plan

Statewide Capital Plan

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

- Enhancing security on correctional facilities with advanced technology;
- Providing adequate resources to meet agency transportation needs;
- Maintaining the facilities' capital needs such as laundry, food service, agricultural, and industrial equipment;
- Maintaining information technology hardware and software requirements, including personal computers, wiring, and telephone switches across the agency;
- Maintaining our aging facilities infrastructure requires ongoing maintenance, repair, and rehabilitation funding.

Given the size and scope of operations and infrastructure, a significant level of capital spending remains critical during these times. Separate from the TDCJ's strategic plan, in compliance with Article IX, Section 11.03, 2026-27 General Appropriations Act, capital planning information relating to projects for the 2028-29 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 2028-29 biennium for submission to the Legislative Budget Board and Governor's Office.

Statewide Capital Plan

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**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule F1

Agency Workforce Plan

Workforce Plan FY 2027-2031

AGENCY OVERVIEW

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

- The first Texas prison was constructed in 1849 and opened with three incarcerated inmates. As of February 28, 2026, TDCJ was responsible for supervising over 140,000 inmates housed in 104 facilities located throughout the state. These facilities include 103 that are operated by TDCJ and one that is privately operated. The 103 facilities operated by TDCJ include 88 correctional facilities, three pre-release facilities, three psychiatric facilities, two intermediate sanction facilities, one developmental disabilities program facility, two medical facilities, one geriatric facility, and four substance abuse felony punishment facilities (SAFPF).
- TDCJ also maintains 67 district parole offices. As of February 28, 2026, TDCJ was responsible for supervising 74,870 inmates released from prison to parole supervision.
- TDCJ maintains administrative headquarters in Austin and Huntsville.
- As of February 28, 2026, the agency's workforce consisted of 33,966 employees.

Agency Mission

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

The agency's mission is carried out through:

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

Workforce Plan FY 2027-2031**AGENCY OVERVIEW (Continued)****Agency Goals, Objectives, and Strategies**

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

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

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

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

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

- Objective C.1.** Confine and supervise convicted felons
- Strategy C.1.1. Correctional Security Operations
 - Strategy C.1.2. Correctional Support Operations
 - Strategy C.1.3. Correctional Training and Leader Development
 - Strategy C.1.4. Inmate Services
 - Strategy C.1.5. Institutional Goods
 - Strategy C.1.6. Institutional Services
 - Strategy C.1.7. Institutional Operations and Maintenance
 - Strategy C.1.8. Unit and Psychiatric Care
 - Strategy C.1.9. Hospital and Clinical Care
 - Strategy C.1.10. Managed Health Care – Pharmacy
 - Strategy C.1.11. Health Services
- Objective C.2.** Provide services for the rehabilitation and integration of convicted felons
- Strategy C.2.1. Texas Correctional Industries
 - Strategy C.2.2. Academic and Vocational Training
 - Strategy C.2.3. Treatment Services
 - Strategy C.2.4. Substance Abuse Felony Punishment
 - Strategy C.2.5. In-Prison Substance Abuse Treatment and Coordination

Workforce Plan FY 2027-2031**AGENCY OVERVIEW (Continued)**

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

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

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

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

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

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

Goal F Administration

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

Workforce Plan FY 2027-2031

AGENCY OVERVIEW (Continued)

Agency Structure

The mission of TDCJ is carried out under the oversight of the Texas Board of Criminal Justice (TBCJ), which is composed of nine non-salaried members who are appointed by the governor for staggered six-year terms. The TDCJ executive director reports directly to the TBCJ. The organizations that report directly to the TBCJ are the Office of the Independent Auditor, the Office of the Inspector General, the Independent Office of Inmate Counsel, the Prison Rape Elimination Act (PREA) Ombudsman, and the Office of the Independent Ombudsman.

Organizations Reporting Directly TBCJ

Office	Function
<p>Office of the Independent Auditor</p>	<p>The Office of the Independent Auditor (OIA) conducts comprehensive audits of TDCJ's major systems and controls. These independent analyses and assessments include recommendations for improvements that are provided to agency management for their consideration and possible implementation. To assist in and to update the status of ongoing implementation, agency management is responsible for preparing and updating implementation plans. These implementation plans are provided to OIA to facilitate their tracking and to help determine the need for follow-up audits. Similarly, TDCJ prepares implementation plans in response to audits conducted by the State Auditor's Office (SAO). These plans are also forwarded to the OIA to facilitate tracking of the status of implementation. Periodically, the OIA provides a synopsis of the status of the various implementation plans to agency management to help ensure agreed-to recommended action is implemented.</p>
<p>Office of the Inspector General</p>	<p>The Office of the Inspector General (OIG) provides oversight and support to TDCJ through enforcement of state and federal laws, as well as TDCJ policy and procedures. OIG is the primary investigative arm for all criminal matters related to the operations of TDCJ. OIG also works with other federal and state agencies on fugitive investigations and arrests. OIG is dedicated to promoting the safety of employees and inmates throughout the agency.</p>
<p>Independent Office of Inmate Counsel</p>	<p>The Independent Office of Inmate Counsel (IOIC) is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in the TDCJ. IOIC also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings in accordance with Texas Health and Safety Code Chapter 841. IOIC is appointed to handle cases for indigent clients (1) indicted for alleged criminal acts committed while in the TDCJ custody; (2) subject to immigration removal proceedings; and (3) named in civil commitment proceedings. IOIC does not handle death penalty cases, fee generating cases, cases involving civil right issues, or parole matters.</p>
<p>Prison Rape Elimination Act Ombudsman</p>	<p>The Prison Rape Elimination Act (PREA) Ombudsman provides oversight of the TDCJ's efforts to eliminate the occurrence of sexual abuse and sexual harassment of inmates in correctional facilities. The PREA Ombudsman reviews and conducts impartial administrative investigations regarding allegations of sexual abuse and sexual harassment of inmates. The PREA Ombudsman also reviews TDCJ policies and procedures to ensure compliance with federal and state laws and PREA standards. In addition, the PREA Ombudsman serves as an independent office and point of contact for elected officials, the public, and inmates to report allegations of sexual abuse and harassment of inmates.</p>
<p>Office of the Independent Ombudsman</p>	<p>The Office of the Independent Ombudsman (OIO) conducts investigations on non-criminal complaints received from the public, elected and appointed state officials, as well as TDCJ inmates and their family members. OIO serves as a single point of contact for elected officials and members of the public who have inquiries regarding the agency, inmates, or staff. When necessary, OIO investigations are coordinated through appropriate TDCJ officials. OIO strives to provide timely responses to all stakeholders.</p>

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Functions Reporting to the Executive Director	
Office	Function
Administrative Review & Risk Management Division	The Administrative Review & Risk Management Division provides oversight of agency operations by evaluating programs, processes, and practices. The division is comprised of the following: Access to Courts, Administrative Review for Behavioral Intervention, Counsel Substitute, Court Administration (Virtual Court), Inmate Grievance, Review and Standards (American Correctional Association), Risk-Based Reviews, Risk Management, Office of Disciplinary Coordination, and Safe Prisons/PREA Management.
Business & Finance Division	The Business and Finance Division supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, maintaining a fiduciary responsibility over inmate commissary funds, and ensuring fiscal responsibility through compliance with laws and court-mandated requirements.
Chaplaincy and Volunteer Services Division	The Chaplaincy and Volunteer Services Division (CVSD) facilitates religious and volunteer services designed to enhance public safety through spiritual, moral, and ethical transformation. CVSD provides pastoral care to inmates and staff of all religious backgrounds. The division provides oversight and management of volunteers who provide programs and services to the inmate population. Volunteers provide a wide range of programs and services to the inmate population such as religious services, marriage and parenting classes, resume writing, literacy, substance use support groups, and victim awareness.
Classification and Inmate Transportation Division	The Classification and Inmate Transportation Division (CITD) of the TDCJ is committed to ensuring the safe, secure, and humane management of individuals in custody through evidence-based classification practices and efficient, secure transportation. CITD strives to provide a proactive approach to protecting the public, supporting staff safety, promoting accountability and operational excellence. The CITD also provides for the rehabilitation of inmates by assisting inmates in keeping in touch with family and friends and facilitating inmate access to the courts by ensuring uniformity of mailroom operations and the processing of inmate correspondence in accordance with established correspondence rules.
Communications	The Communications Department oversees the development, coordination, implementation and evaluation of all internal and external communication strategies to help achieve the agency's mission and vision. The team uses a variety of platforms and methods to tell the stories of TDCJ and inform stakeholders about the agency.
Community Justice Assistance Division	<p>The Community Justice Assistance Division (CJAD) works with the Community Supervision and Corrections Departments (CSCDs), which supervise defendants sentenced to community supervision, also known as adult probation. CJAD is responsible for distributing and oversight of formula and grant funds, developing standards (including best-practice treatment standards), processing strategic plans, budgets and quarterly financial reports, conducting program and fiscal audits, evaluating probationer programs, maintaining the Community Supervision Tracking System, and accrediting Battering Intervention and Prevention programs.</p> <p>The 120 CSCDs supervise and rehabilitate probationers sentenced to community supervision, assess criminogenic risk/needs using the Texas Risk Assessment System, monitor compliance with court-ordered conditions, and offer a continuum of progressive sanctions, including regular specialized caseloads, community corrections facility treatment/programs, outpatient treatment services, non-residential treatment/correctional programs and jurisdictional specific programs dependent on population or department needs. CSCDs also provide incentives for probationers to successfully change behavior and complete supervision. Probation incentives may include decreased reporting, virtual visits, time credits, or modification of court conditions and early termination.</p>

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Functions Reporting to the Executive Director	
Office	Function
Correctional Institutions Division	The Correctional Institutions Division (CID) is responsible for the confinement of adult felony inmates who are sentenced to incarceration in a secure correctional facility. The division encompasses 104 prisons (102 State Operated and 2 ISF), which include 88 state prison facilities, three pre-release facilities, three psychiatric facilities, one developmental disabilities program facility, two medical facilities, one geriatric facility, and four substance abuse felony punishment facilities. There are additional expansion facilities, additional medical facilities and a work camp co-located within several of the facilities mentioned above. All CID facilities are positioned throughout the state and grouped into six regions. The division is also responsible for support functions to include: security operations and assessments; canine program; laundry, food, and supply; and staffing command.
Facilities Division	The Facilities Division is responsible for all aspects of facility management for TDCJ. Functions include planning, design, construction, and maintenance of the TDCJ facilities through five major departments: Engineering, Environmental, Maintenance Operations, Program Administration, and Project Administration. The Facilities Division is responsible for the design and construction of correctional institutions and supporting infrastructures for TDCJ. The division also provides oversight for energy performance, energy conservation programs, and environmental compliance.
Fusion Center	The Fusion Center cooperatively sources data to detect, disrupt and dismantle the operations of threat actors. The Fusion Center manages maintaining an information clearinghouse to collect and appropriately process relevant TDCJ gang information and intelligence provided by correctional intelligence investigative staff and law enforcement agencies; providing informative, timely reports and assessments through comprehensive gang information and intelligence analysis; and increasing networking interactions and improving relationships between staff and law enforcement agencies in order to encourage collaboration and sharing of gang information and intelligence.
Health Services Division	The Health Services Division works with the university providers and the Correctional Managed Health Care Committee to ensure health care services are provided to inmates in the custody of TDCJ. The Health Services Division has statutory authority to ensure access to care, monitor quality of care, investigate medical grievances, and conduct operational review audits of health care services at TDCJ facilities.
Human Resources Division	The Human Resources (HR) Division develops and implements activities and programs related to recruitment, staffing, employment, employee classification, compensation and benefits, as well as employee relations and employee assistance.
Information Technology Division	The Information Technology Division provides automated information services and support to all divisions within TDCJ, 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, information security, video surveillance, and administrative services. This division services a user base that includes approximately over 41,000 end point computing devices across the state of Texas (i.e., personal computers, radios, tablets, and smartphones).
Manufacturing, Agribusiness & Logistics Division	The Manufacturing, Agribusiness and Logistics (MAL) Division provides inmates with job skills in its industry, agribusiness and logistics operations to enhance re-entry success while producing quality products and services for the agency and governmental entities. The division also monitors the Prison Industry Enhancement Program to ensure compliance with state and federal guidelines.

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Functions Reporting to the Executive Director	
Office	Function
Office of Emergency Management	The Office of Emergency Management (OEM) is dedicated to ensuring the comprehensive readiness of TDCJ in addressing both natural and man-made disasters and emergencies. OEM is responsible for collecting and analyzing data to create and sustain plan protocols for significant disasters and emergencies. It acts as the liaison between various governmental levels, coordinating resources for disaster and emergency responses. Moreover, OEM conducts training programs to keep TDCJ personnel well-versed in essential emergency management skills. Its core functions encompass agency mitigation, preparedness, response, and recovery. Further, the office oversees mitigation reports and activities for the agency; works to identify potential hazards and threats to the agency; and develops mapping, modeling, and forecasting tools to lessen their effects. The OEM Director represents TDCJ on the Texas Emergency Management Advisory Committee (TEMAC). The office serves a liaison role in the public emergency management sector.
Office of Strategic Initiatives and Modernization	The Office of Strategic Initiatives and Modernization (OSIM) provides analysis, coordination, and oversight to advance agency-wide modernization and strategic improvement initiatives. OSIM evaluates system operations, identifies opportunities for innovation, and ensures implementation of organizational reforms. The office also manages processes that govern external research involving TDCJ data or resources and promotes data-driven decision-making across all divisions.
Office of the General Counsel	The Office of the General Counsel helps TDCJ manage risk by providing competent legal services in a timely manner to TDCJ management on issues concerning corrections and supervision law, employment, public information act, open meetings, and transactional matters, and provides litigation support to the Office of the Attorney General on lawsuits filed against TDCJ and its employees.
Parole Division	The Parole Division is responsible for the supervision of inmates released from prison to serve the remainder of their sentences in Texas communities on parole or mandatory supervision. The division also investigates offenders' residential plans and assesses offenders to determine supervision levels and changing needs for their successful reentry into the community. The Parole Division administers rehabilitation and reintegration programs and services through District Reentry Centers. The Parole Division issues referrals to programs and services to address offender needs and board-imposed conditions. The division also includes the Interstate Compact for Adult Offender Supervision and coordinates with the Rehabilitation and Reentry Division for residential and therapeutic services (including residential treatment facilities).
Rehabilitation and Reentry Division	The Rehabilitation and Reentry Division combines the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and an expanded reentry initiative to better focus state resources to reduce recidivism and address the needs of inmates, to include provision of rehabilitative programming. Services provided include the continuity of care for inmates with physical or mental impairments, identification documents, employment services, as well as community-based case management and support services for eligible inmates. The division centralizes the goals and functions of TCOOMMI, rehabilitation and reentry staff to create a broad and cohesive overall strategy for preparing inmates for reintegration into the community with a view for public safety. The Rehabilitation and Reentry Division also integrates strategic evidence-based programming that complements the agency's mission and the different partner divisions within the agency to ensure programs and services are administered effectively and with consistency. Programming is designed to meet the inmate's individual needs, as identified in the Individualized Treatment Plan, improve institutional adjustment and facilitate transition from prison into the community. Programs within this division include: Sex Offender Rehabilitation Programs, Substance Use Treatment Programs, Champions Youth Program, Serious and Violent Offender Reentry Initiative, Corrective Intervention Pre-release programming, Cognitive Intervention Transition Program, Gang Renouncement And Disassociation Process, Female Cognitive Pre-Release Program, Our Roadway to Freedom, Baby and Mother Bonding Initiative, Certified Peer Support Training Program and Services, In-Prison Driving While Intoxicated (DWI) Recovery Program, Strength Through Restoration Independence Vision and Empowerment (STRIVE) and Trust Healing Restoration Independence Vision and Empowerment (THRIVE).

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Functions Reporting to the Executive Director (Continued)	
Office	Function
Training and Leader Development Division	The Training and Leader Development Division (TLDD) serves as a central driver of workforce readiness and leadership excellence, delivering a high-quality, performance-oriented training platform. Through a blended approach of in-person instruction, mobile training teams, and online learning, TLDD ensures consistent, accessible, and practical training that prepares employees to operate safely, effectively, and professionally in complex and high-risk environments. The division is focused on building a strong leadership pipeline by developing employees at all levels to exercise sound judgment, manage risk, and lead with confidence during routine operations and critical incidents. By aligning training with real world demands, TLDD enhances employee readiness, strengthens retention, and supports workforce stability. Operating as a continuous learning organization, TLDD refines curriculum, modernizes delivery methods, and integrates lessons learned from the field to improve outcomes, ensuring the agency is equipped to meet current challenges while preparing for the evolving demands of the future.
Victim Services Division	The Victim Services Division (VSD) provides constitutionally and statutorily mandated services to victims, surviving family members, witnesses, concerned citizens, victim service providers and criminal justice professionals. VSD utilizes the Integrated Victim Services System (IVSS), a confidential database, to provide notifications via letter, email, phone and/or text message regarding the incarceration and supervision of an inmate, including the parole review process. VSD also offers an internet portal for registrants to request notifications, view past notifications, manage and update their contact methods, and search for resources in the Texas Victim Resource Directory. The VSD Victim Offender Mediation Dialogue program provides an opportunity for crime victims to exercise their right to initiate a person-to-person meeting with the offender responsible for their victimization. The VSD Texas Crime Victim Clearinghouse revises the Victim Impact Statement packet after every legislative session; collects statistics from district and county attorney's offices regarding the distribution and collection of the Victim Impact Statement; and provides training, technical assistance, and related publications to victim service professionals. VSD also provides direct services for crime victims including preparation and accompaniment for victims who choose to witness the execution of the offender convicted of the capital murder of their family member. The Employee Support Services Section provides support to TDCJ staff. Outreach and support is offered through peer support, crisis intervention, access to mental health services, resource information and referrals, post critical event support, debriefing, follow up, and resiliency training.

Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Anticipated Changes in Mission, Strategies, and Goals

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

Critical Workforce Skills

As of February 28, 2026, TDCJ uses 295 different job classes within the State Classification Plan. Additionally, a contract workforce is used to provide architectural and engineering services, computer programming, and other services where specifically required skills are not readily available to TDCJ.

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

- Staff Recruitment and Retention Practices
- Search Procedures and Contraband Prevention Measures
- Escort and Movement Management Protocols
- Security Checks and Housing-Area Monitoring Requirements
- Suicide Prevention Awareness and Crisis Response Readiness
- Inmate Management Expectations for Custody and Control
- Effective Communication of Ideas and Instructions
- Public Address
- Report Writing
- Supervising and Training Inmates
- Supervising and Training Employees
- Marketing Skills
- Auditing Skills
- Transportation Procedures and Safety Protocols
- Interpretation and Application of Rules and Regulations
- Coordination with Other Agencies
- Interviewing Skills
- Inventory Maintenance
- Leadership and Team-Building
- Planning
- Problem-Solving Techniques
- Program Development, Monitoring, and Evaluation

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 inmates is a unique experience. Therefore, a basic requirement for agency employees whose performance of job duties includes extensive interaction with inmates is participation in TDCJ pre-service and annual in-service training programs to ensure that these employees receive the information and skills necessary to perform their duties safely and effectively.

Workforce Demographics and Turnover

For the purpose of workforce demographics relating to age, tenure, and turnover, the 295 job classes used by the agency have been grouped into the 21 major job categories indicated in the table on the next page. The major job categories encompass all of the skills that are critical to the TDCJ workforce. The table indicates the following for each major job category: (1) number and percentage of employees within the job category; (2) average age; (3) average TDCJ tenure; and (4) FY 2025 turnover rate.

Workforce Plan FY 2027-2031**CURRENT WORKFORCE PROFILE (Continued)**

The following information, other than the FY 2025 Turnover Rate, is as of February 28, 2026.

Major Job Category ⁽¹⁾	Total Employees	% of Total Employees	Average Age	Average TDCJ Tenure	FY 2025 Turnover Rate
COs	20,458	60.2%	43	7 years	25.1%
CO Supervisors (Sergeant Captain)	2,656	7.8%	42	11 years	10.9%
Food Service/Laundry Managers	1,433	4.2%	48	12 years	10.3%
Facilities Maintenance	647	1.9%	52	10 years	17.1%
Unit Administrators (Major – Warden II)	407	1.2%	47	19 years	10.9%
Industrial Specialists	252	0.7%	52	15 years	14.8%
Case Managers	298	0.9%	47	9 years	16.0%
Agriculture Specialists	93	0.3%	49	13 years	13.6%
Counsel Substitutes	93	0.3%	41	7 years	8.9%
Substance Abuse Counselors	71	0.2%	52	6 years	11.5%
Office of Inspector General Investigators and Supervisors	174	0.5%	46	10 years	5.8%
Safety Officers and Supervisors	101	0.3%	44	10 years	13.9%
Chaplaincy	116	0.3%	59	6 years	13.8%
Parole Officers	1,227	3.6%	41	6 years	19.3%
Parole Officer Supervisors (Parole Officers III – V)	287	0.8%	45	12 years	8.0%
Program Management and Support	3,321	9.8%	46	10 years	13.9%
Business Operations	304	0.9%	45	8 years	14.5%
Human Resources	426	1.3%	42	7 years	12.9%
Information Technology	269	0.8%	44	8 years	10.3%
Legal	62	0.2%	47	7 years	22.9%
Other Staff	1,271	3.7%	49	11 years	13.3%
Total	33,966	100.0%	44	8 years	20.7%

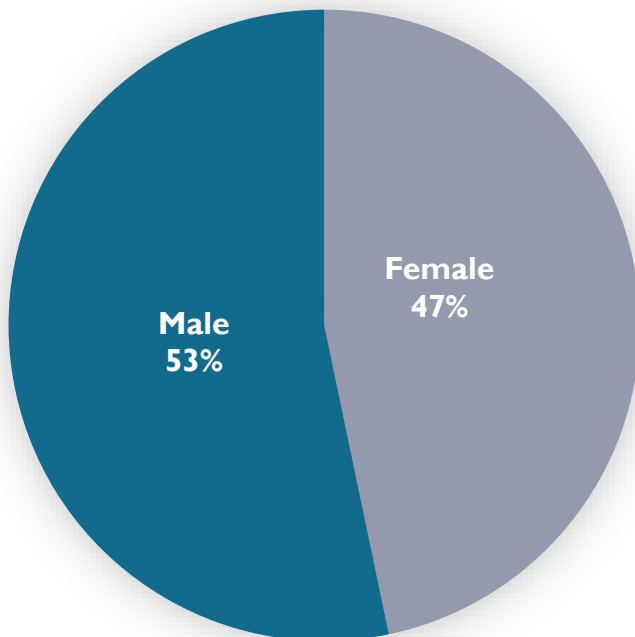
⁽¹⁾ The major job categories are based on job classifications only and do not reflect the number of employees within specific divisions or departments.

Workforce Plan FY 2027-2031

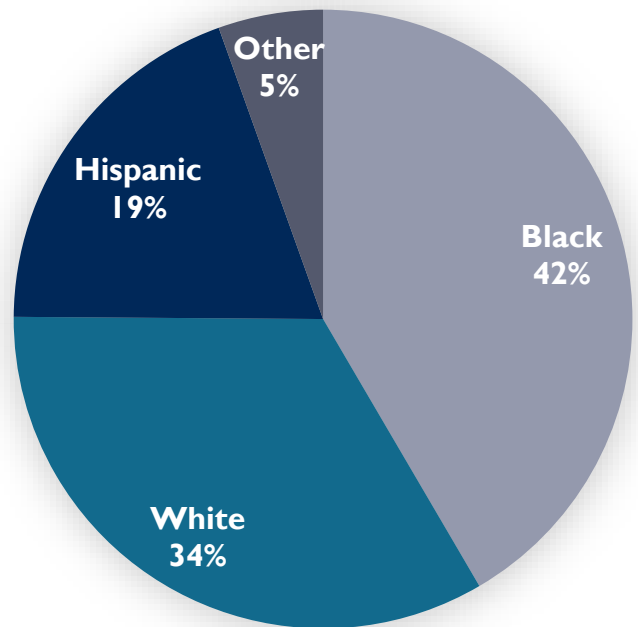
CURRENT WORKFORCE PROFILE (Continued)

TDCJ Total Workforce as of February 28, 2026

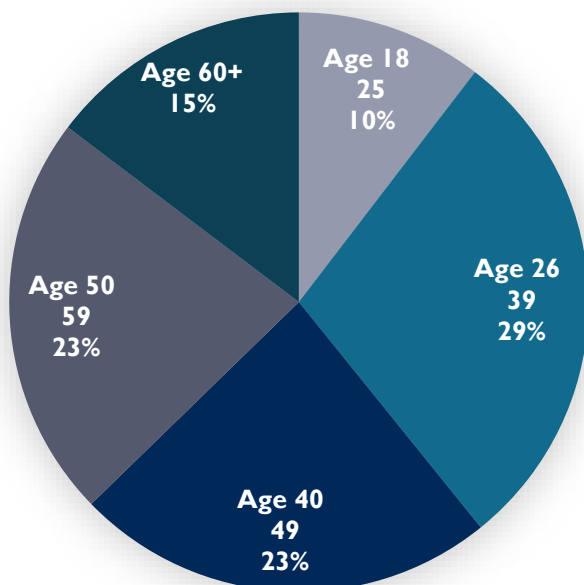
Gender



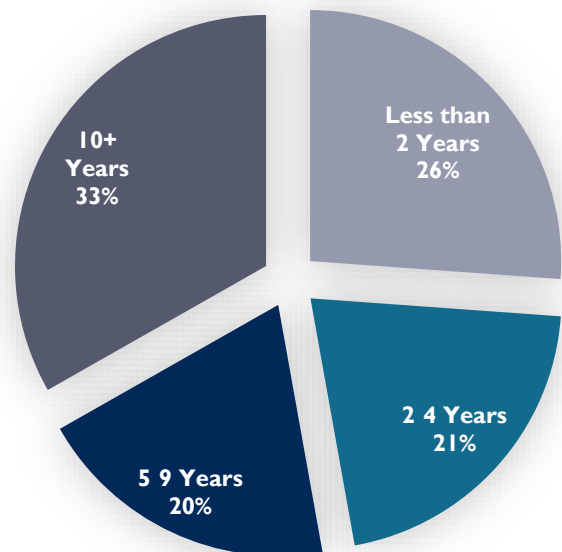
Ethnicity



Age



TDCJ Tenure



Workforce Plan FY 2027-2031

CURRENT WORKFORCE PROFILE (Continued)

Retirement Eligibility

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

FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
2,348*	680	768	805	815

*Includes rollover from previous fiscal years.

Projected Employee Turnover Rate

Turnover Due to Retirement

- The number of agency employees who retired in FY 2023 was 783 (monthly average 65) and in FY 2024 was 682 (monthly average 57).
- The number of agency employees who retired in FY 2025 was 759 (monthly average 63). In FY 2026 as of February 28, 2026, the number of agency employees who retired was 274 (monthly average 46).

Total Projected Turnover

The agency's annualized turnover rate for FY 2025 was 20.7%, and it is projected that the agency's turnover rate for FY 2026 will be lower than the FY 2025 turnover rate.

Workforce Plan FY 2027-2031

FUTURE WORKFORCE PROFILE

Critical Functions

As previously stated, TDCJ uses 295 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 inmates;
- Efficient operation of correctional facilities; and
- Effective supervision of employees.

Expected Workforce Changes

- Restructuring and reorganization based on continued evaluations and review of workforce;
- Increased use of new technology and electronic systems;
- Promotion of revised work processes and efficiencies;
- Reassignment of job duties due to automation;
- Increased dependency on use of volunteers for certain rehabilitative services; and
- Reassess job descriptions to ensure they are meeting the agency's needs.

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 inmates.

Future Workforce Skills Needed

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

- Strategic planning to justify operations and budget allocations;
- Basic and advanced computer skills due to an increasing number of manual processes being automated;
- Other technical competencies as the agency continues to seek new technology to increase personal safety of staff and inmates; and
- Enhanced management and leadership skills based on criticality of agency mission.

Workforce Plan FY 2027-2031

FUTURE WORKFORCE PROFILE (Continued)

Recruitment Efforts to Increase the Diversity of Agency Workforce

TDCJ maintains a high priority and commitment in promoting interest in filling agency positions with diverse, qualified applicants. The FY 2025 statistical reports compiled pursuant to the Texas Workforce Commission Civil Rights Division (TWC-CRD), and the Equal Employment Opportunity Commission (EEOC) guidelines indicate the primary areas of underutilization involve Hispanic employees. The civilian workforce job categories with the highest percentage of underutilization in the Hispanic population are skilled craft, service and maintenance, and technical.

TDCJ is emphasizing strategies to address the underutilization of all ethnicities. The Training and Leader Development and Human Resources divisions continue to develop various recruiting methods and initiatives to encourage and promote interest in employment, such as, but not limited to:

- Using social media platforms, such as Facebook, X, Instagram, YouTube, and Indeed and others, to assist with agency recruiting efforts;
- Attending job fairs at colleges and trade schools;
- Advertising job postings on professional and technical career websites;
- Providing recruitment materials for display and distribution at career centers, hiring seminars, and job fairs;
- Offering a recruitment bonus for new hired maintenance supervisors I-IV within the skilled craft Equal Employment Opportunity (EEO) job category;
- Continue to offer the Executive Director's Recruiting Award for referred correctional officers, maintenance supervisors, and equipment operators (CDL truck drivers) that remain in employment with TDCJ for at least six complete calendar months;
- Advertising in community publications;
- Advertising in local television stations; and
- Promoting college internship opportunities within TDCJ.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

The agency’s Gap Analysis will focus on those positions that perform the basic job duties required for the supervision of incarcerated and paroled inmates and the effective management of correctional facilities, which were previously identified as two crucial functions. These positions include COs, supervisors of COs, laundry managers, food service managers, unit administrators, parole officers, and parole supervisors. As of February 28, 2026, these positions comprised 78% of the agency’s workforce.

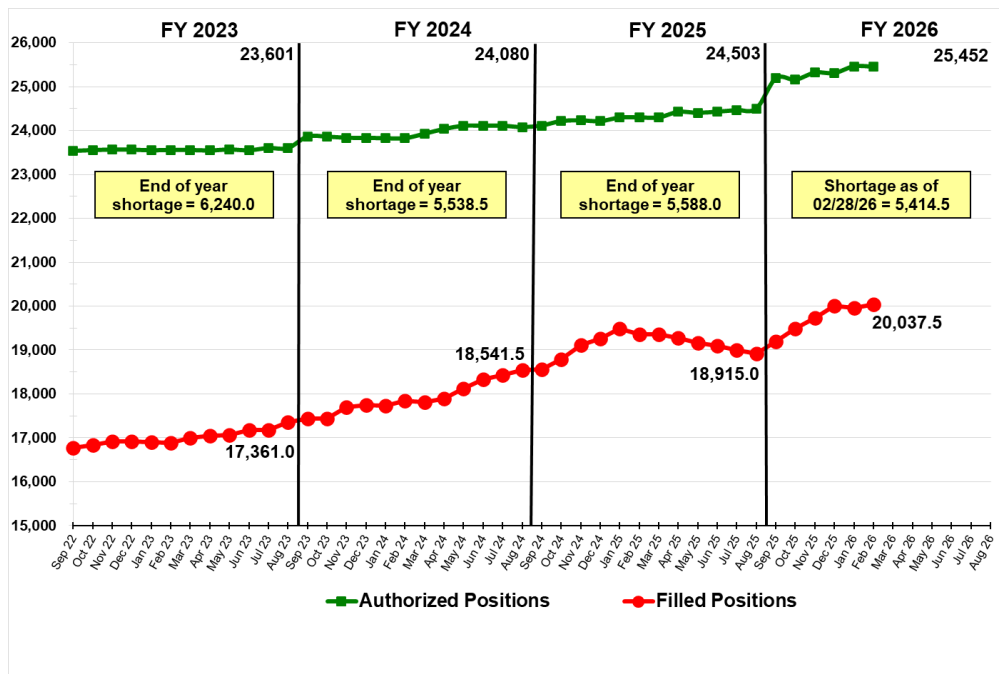
Anticipated Surplus or Shortage in Staffing Levels

Correctional Officers

The CO shortage remains the agency’s greatest workforce challenge. The CO shortage decreased in both FY 2024 and FY 2025. In an effort to improve employee morale and retention, the agency implemented CO retention strategies that reflect the agency’s commitment to meet this challenge.

In coordination with and approval of State Leadership, substantial Correctional Officer salary increases have been provided to address the recruitment and retention of these critical agency positions. Ranking Officers and Correctional Laundry and Food Service Managers also received similar salary increases.

In addition to implementation of several retention strategies, the agency’s continued aggressive recruitment efforts resulted in the hiring of 6,336 COs in FY 2025. The number of COs hired in FY 2026 through February 28, 2026, was 3,743.

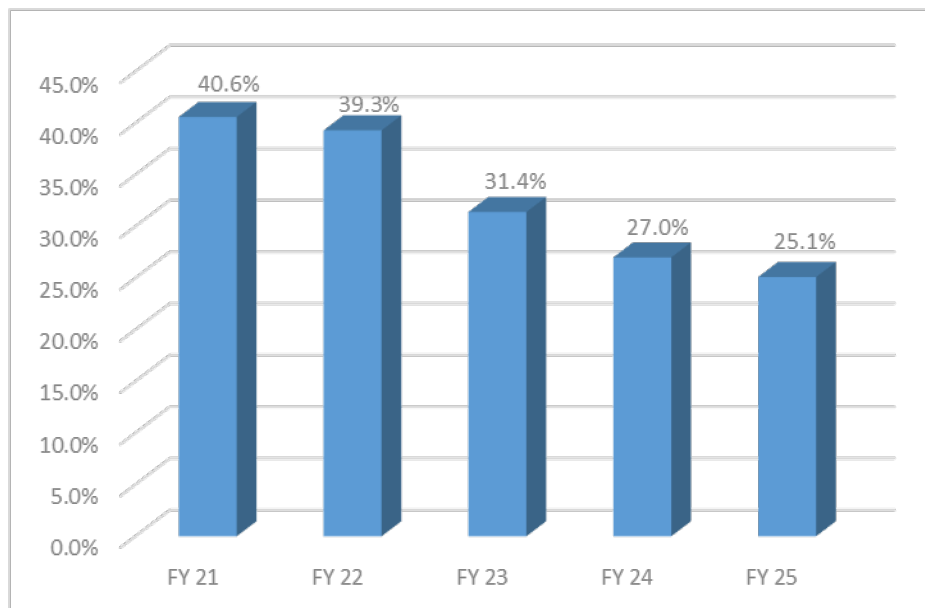


Achieving a 30% CO turnover rate was identified in the General Appropriations Act for the 2026-27 fiscal biennium as one of the outcome measures for the agency’s Goal C, Incarcerate Felons. Based on the current and projected CO turnover rates as of February 28, 2026, the agency anticipates the FY 2026 CO turnover rate will be approximately 22.6%.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

**Correctional Officer Turnover
FY – 2021 - 2025**



Food Service Managers and Laundry Managers

The FY 2025 SAO turnover rates for the Food Service Managers II through III and the Laundry Managers I through III positions were lower than the FY 2025 overall agency turnover rate of 20.7%. The Laundry Manager III’s are supervisory positions.

FY 2023 Turnover Rates	
Job Class	Rate
Food Service Manager II	18.8%
Food Service Manager III	9.5%
Laundry Manager I	9.7%
Laundry Manager II	9.9%
Laundry Manager III	7.2%

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

Parole Officers and Parole Supervisors

References to TDCJ parole officers will only include those positions within the parole officer career ladder, which include Parole Officer I and Parole Officer II. Parole Officers III through V are supervisory positions.

The FY 2025 turnover rate for the parole officer series was 19.3%, which is lower than the FY 2025 overall agency turnover rate of 20.7%. Within the parole officer series, there was a sharp decrease in the turnover rate once employees reached the highest level of the series, Parole Officer II, with at least 36 months of service. The turnover rate continues to decrease within parole supervisory positions. The combined FY 2025 turnover rate for Parole Officers III through V positions was 8.0%, which is considerably lower than the combined turnover rate of 19.3% for Parole Officers I through II.

Parole Officer Positions	FY 2025 Turnover Rate
Parole Officer I	27.7%
Parole Officer II	11.6%
Combined, Parole Officer I & II	19.3%

Anticipated Surplus or Shortage of Skills

Correctional Officers

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

TLDD updates the Correctional Professional Development Program (CPDP) curriculum to strengthen areas identified through needs assessments and to address emerging security priorities. The CPDP, which replaces the previous pre-service training, is comprised of four phases totaling 408 hours, along with a fifth phase designed to meet agency and individual professional development needs for veteran staff. Phase 1 consists of 24 hours of administrative processing and 160 hours of standardized curriculum, known as the Academy Experience, which serves as the foundation for correctional staff development. Phase 1 introduces newly hired officers to the core concepts and essential practices of correctional work, which include:

- The dynamic learning aspect actively engages the cadet in job related tasks. They are monitored by trained instructors to ensure tasks such as communication skills, conflict de-escalation and resolution, and adaptive response are performed properly to ensure safety.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Phase I of the CPDP includes comprehensive assessments designed to ensure trainees demonstrate full mastery of the agency's core operational competencies. Trainees are evaluated through both written and practical examinations and must achieve complete proficiency to advance to subsequent phases of the program. In addition, trainees are required to demonstrate competency in key security functions, including inmate disciplinary processes, the application of restraints, pat-search procedures, and the safe and appropriate use of chemical agents and state-issued weapons.
- The Safe Prisons/PREA lesson incorporates the federal Prison Rape Elimination Act (PREA) standards and includes the Safe Prisons/PREA in Texas video.
- In addition to the Safe Prisons/PREA lesson, the Contraband and Shakedown lesson includes TDCJ pat search procedures that resulted from incorporating the federal PREA standards.
- The Executive Director's Statement on Illegal Discrimination, Equal Employment Opportunity Training, and Advisory Council on Ethics training video addresses employees' rights in the workplace.
- The CPDP introduces trainees to TDCJ's Core Values: Courage, Perseverance, Integrity, and Commitment. The CPDP includes 19 hours and 30 minutes of Behavioral health Intervention training to ensure trainees are well prepared to manage mentally ill and suicidal inmates, and to manage dangerous situations and/or aggressive inmates utilizing non-violent crisis intervention techniques. The Physical Agility Test (PAT) has been redesigned and is no longer a prerequisite for employment. As part of the CPDP, all trainees participate in a standardized physical agility assessment administered during Weeks 1 through 4 of Phase I. Employees are required to meet the established agility standard before progressing to the next phase of the program. Individuals who complete the PAT within the designated benchmark time are awarded a PAT Star, which may be worn on the uniform as formal recognition of their achievement.

Phase II of the CPDP consists of 120 hours of applied learning conducted within operational unit environments. During this phase, trainees are assigned to designated facilities where they perform duties under the direct supervision of Correctional Training Instructors from the Regional Training Academies and members of the Mobile Training Team. The purpose of this phase is to evaluate trainee proficiency in ten core correctional tasks aligned with the Correctional Institutions Division's operational core competencies. These tasks include conducting security checks, performing AD 10.20 inspections, implementing ingress and egress procedures, completing cellblock and dormitory counts, conducting strip and unclothed searches, executing escort procedures, performing cell searches, managing inmate property, conducting common area searches, and managing dining hall operations. Upon demonstrating full proficiency in all ten tasks, correctional professionals proceed to 16 hours of the Academy Close Out process, where they must achieve a minimum score of 80 percent on the academic knowledge assessment to advance to Phase III of the CPDP.

Phase III of the CPDP consists of a structured Unit Orientation segment that includes thirteen blocks of instruction designed to support the transition of newly hired and transferring correctional staff into their unit specific work environments. This phase provides practical, unit focused training that strengthens operational readiness and ensures staff understand the procedures, expectations, and responsibilities unique to their assigned facility. The 40-hour curriculum includes instruction in fire and safety practices, radio communication, perimeter security, verbal and behavioral intervention techniques, inmate transportation requirements, observation of unit operations, emergency plans and procedures, food and laundry services, and

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

visitation processes. Completion of all thirteen instructional blocks is required for advancement to the next phase of the program.

Phase IV of CPDP consists of three instructional blocks collectively known as Shift Mentoring and Readiness. This 48-hour phase is designed to evaluate the employee's overall preparedness to perform core correctional duties within their assigned unit. Participants are assessed on their ability to apply foundational correctional skills learned in prior phases, with performance documented on a Competency Task Evaluation form. This phase also identifies areas requiring additional development. Following the initial assessment, participants are paired with a Subject Matter Expert for 40 hours of targeted skill refinement before being reassessed for proficiency in any areas previously identified for improvement during the Practical Application Competency Test (PACT). PACT subject areas include cellblock and dormitory count procedures, operation of doors in inmate housing areas, ingress and egress management, supervision of inmate showers, distribution of inmate mail, unit specific emergency response procedures, and inmate management responsibilities.

Phase V of the CPDP encompasses the agency's Training Management System, which ensures that all correctional professionals maintain the knowledge and proficiency required to perform the seventeen identified core correctional tasks. Each fiscal year, an Initial Training Needs Assessment is conducted at every facility to determine site specific training requirements. Based on these assessments, the agency develops an Agency Wide Training Plan that incorporates the top training priorities identified across all facilities, along with input from agency leadership. Following the adoption of the Agency Wide Training Plan, each unit develops a Unit Specific Training Plan informed by the Initial Training Needs Assessment and feedback from Unit Administration. Phase V operations are carried out by Unit Readiness Teams with oversight and support provided by TLDD.

In-Service & Specialized Training

- The physical agility test (PAT), introduced into the TDCJ Annual 40-hour In-Service Training in March 2010, has been redesigned as of June 2019. The PAT, which previously included an accumulative point scoring system, is now a self-paced agility test and all employees are encouraged to participate. Uniformed staff must complete the assessment as a requirement of the 40-hour annual in-service training. The goal is to show an improvement in the physical agility of all participants each year. Participants who complete the PAT within a designated amount of time will be awarded the PAT STAR pin that is authorized to be worn on the uniform.
- Updated lesson plans are utilized in the In-Service curriculum each year to address the training needs of correctional staff as determined through the annual comprehensive needs assessment.
 - Core Values is tailored to both supervisors and non-supervisors and serves to impress these values and their importance in the workplace to all staff.
 - Security Issues serve to remind students of their basic responsibilities as correctional professionals and includes a practical application demonstration for applying and removing hand restraints and conducting an inmate pat search.
 - De-escalation training has been tailored to address preventing employee injuries due to acts of inmate aggression. This training effectively captures the spirit of the Behavioral Intervention Plan and its application on the unit.
 - Incident Command Systems (ICS) and Emergency Procedures have been enhanced to provide students with information regarding fire, smoke, explosions; ICS; hostage situations; and escapes.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Safe Prisons/PREA reflects TDCJ's commitment to adhering to the federal PREA standards and includes the Safe Prisons/PREA in Texas video.
- Sixteen hours of In-Service training is dedicated to Behavioral Health Intervention Training. This training is designed to ensure trainees are well prepared to recognize, manage and connect the inmate population and fellow staff to appropriate resources when they experience or live with a mental illness, suicidal thoughts, an intellectual or developmental disability, trauma, substance use disorder, and/or other vulnerabilities or challenges that result in potentially unsafe conditions on the correctional facility. Additionally, the training instructs trainees to manage dangerous situations driven from aggressive behavior utilizing verbal de-escalation skills to maximize the chances for a positive outcome. Behavioral Health In-Service provides supervisor level knowledge of verbal de-escalation, communication strategies for the prevention of and intervention of crisis situations with inmates and staff, and behavioral health knowledge surrounding trauma, mental illness, resilience and mental health, intellectual and developmental disabilities, and substance use. In-Service functions as a refresher and force multiplier course for the BHIT advanced specialized course.
- One half hour of In-Service training is reserved as the Regional Director's Discretionary Block. Topics of instruction are selected by the regional director to address specific issues relevant to the units in the region.

Behavioral Health Intervention Training (BHIT)

As of August 2024, the 40- hour, Advanced BHIT course was offered to 4 pilot units to senior correctional officers and above (SCO, Sergeant, Lieutenant, Captain, Self-Harm Officers, Laundry Manager, Food Service Manager, and warden selected staff). As of April 2026, there are 27 BHIT units that offer the advanced course to correctional staff. Advanced BHIT provides staff advanced knowledge of substance use, mental health and mental illness, community resources, trauma, Intellectual and Development Disorders, verbal de-escalation, communication techniques for maximizing interactions safely with vulnerable populations. The Advanced BHIT course expands de-escalation training received during in-service to provide staff with the skills to:

- Prevent crisis situations from developing;
- Effectively intervene in a crisis and maximize chances of a positive outcome through understanding how to implement the Behavioral Intervention Plan (BIP);
- Decrease avoidable uses of force;
- Decrease staff assaults;
- Decrease self-harm incidents;
- Decrease deaths by suicide; and
- Increase staff resilience, teamwork, and job satisfaction.

As of May 2026, BHIT Multi-Disciplinary Team (MDT) Strategic Initiative is being launched on all BHIT Units to maximize learning transfer and maintenance of behavioral health crisis intervention skills taught during in-service, in-service for supervisors, and the advanced BHIT course. The MDT team works to tailor BHIT standard operating procedures for unit-specific operational needs and evaluate and maintain BHIT goals to increase staff effectiveness, proficiency, and teamwork and to decrease avoidable uses of force, staff assaults, self-harm incidents, and suicides. Ongoing, comprehensive collaboration is intended to ground training in practice and enable continuous improvement and transparency of practice.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

Adaptive Response Skills

- The fundamentals course instructs employees on the techniques to evade strikes on the face, head, and upper torso. Participants are taught how to incorporate movements, blocks, and strikes into self-defense practice to enhance personal safety.
- Edged Weapons provides correctional staff with the knowledge and skills in basic knife defense techniques. Participants are taught how to move properly during a knife attack, how to block and defend, and how to counter and strike.
- Ground Defense Tactics focuses on personal defense techniques when an individual is taken to the ground. Participants are taught how to fall properly, escape techniques, methods of control, joint manipulation, and counter moves.
- The Close Quarters Combat course prepares COs with survival techniques in the event of an impending inmate escape. Training is conducted using agency issued firearms and practical scenarios.

Armory Custodian Training

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

Correctional Officer Supervisors and Unit Administrators

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

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

- Sergeant, Food Service, and Laundry Manager Academy: Newly selected uniformed supervisors are required to complete the 76-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected sergeants, food service managers, and laundry managers and provides them with the skills, knowledge, and abilities to effectively lead correctional officers. Position-specific topics include count procedures, de-escalation management, emergency action center, and conducting thorough investigations.

The Sergeant, Food Service, and Laundry Manager Academy includes the 20-hour TDCJ Fundamentals of Leadership (FOL) training program that addresses the application of general management skills and interpersonal communication skills relevant to the correctional environment. Uniformed supervisors are required to attend the training before

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

being assigned a shift to supervise. The FOL training is also a prerequisite for certain other supervisory training programs.

- **TDCJ Annual In-Service Training:** All uniformed and designated other selected TDCJ personnel are required to attend a 40-hour annual in-service training program. Several topic areas are covered including: ethics, core values, security issues, safe prisons program/PREA, ICS and emergency procedures, use of force, crisis intervention, and behavioral health and suicide prevention.
- **Lieutenant Leadership Forum:** The mission for this 40-hour professional development program designed to strengthen leadership capacity at the mid-management level. This forum provides focused instruction on the development of self and others, emphasizing the essential leadership competencies required to guide teams effectively within a correctional environment. Participants engage in interactive discussions and scenario-based learning centered on communication, decision-making, team development, and supervisory accountability. Agency leadership provides direct guidance throughout the forum, offering insight into organizational priorities, emerging operational expectations, and best practices in leading diverse correctional staff. The forum is designed to enhance each lieutenant's ability to lead with confidence, model professionalism, and foster a culture of collaboration, integrity, and continuous growth across their assigned areas of responsibility.
- **Advanced Leadership for Captains:** The 36-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers. Each class addresses the comprehensive training needs as provided by unit administrators and correctional staff. This course is designed to be continually challenging within an active learning atmosphere and evolve the processes into actual application.
- **Light House Leadership:** The Lighthouse Leadership Training Program is a 36-hour professional development course designed for agency employees serving in front-line supervisory roles. The program provides emerging leaders with foundational skills to support their transition into supervisory responsibilities and strengthen the agency's leadership pipeline. Instruction focuses on cultivating emotional intelligence, fostering a positive and empowering workplace culture, understanding leadership roles and styles, and recognizing the operational, performance, and time-management responsibilities associated with supervisory positions. The course further emphasizes the importance of supporting employee health and wellbeing and introduces participants to the High Road Leadership framework developed by John Maxwell. Upon completion, participants are equipped with essential knowledge and competencies to effectively lead, communicate, and support staff within a correctional environment.
- **Correctional Management Institute of Texas (CMIT) Mid-Management Leadership Program:** Captains of correctional officers, chiefs of classification, laundry managers, food service managers, and Classification and Records administrators are nominated to participate in this program. The curriculum for this 36-hour program addresses such topics as: developing a management style, conflict management, conflict resolution, problem solving, delegation, developing and empowering subordinates, effective communication skills, and legal issues for mid-managers.
- **Annual Majors Training:** Agency directors and department heads provide the instruction for this annual 40-hour training for majors. Training focuses on general management, labor laws, employee-management relations, the criminal justice system, and relationships with other service agencies.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- **Assistant Wardens Annual Training:** This 40-hour program is the annual training required for assistant wardens. Agency directors and department heads lead training sessions on a variety of topics related to general management, labor laws, employee-management relations, the criminal justice system, and relationships with other service agencies.
- **CMIT Warden's Peer Interaction:** This 28-hour program, which brings together wardens from throughout the United States, consists of presentations by participants on relevant issues in institutional corrections and is offered two to four times each year.
- **TDCJ Managing Diversity Training Series:** This management training program demonstrates the agency's commitment to diversity within the workplace. The training provides an opportunity for managers to explore beliefs about diversity, current biases and differing work views and/or perspectives. Participating managers discuss how employees' attitudes and beliefs, as well as their own, drive a manager's understanding or lack of understanding of their employees' actions; therefore, gaining an improved ability to facilitate communications effectively.
- **National Institute of Corrections (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 inmates. The NIC Academy Division coordinates training programs on various topics such as correctional leadership, prison management, and inmate management. The training seminars are led by nationally known experts in corrections management and other fields (e.g., the medical field, mental health field). Participants learn how to apply the latest techniques to accomplish objectives and also have the opportunity to develop beneficial networks with other professionals.
- **Field Force Training:** This program provides basic skills required for correctional officers designated to manage inmates 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 inmates.
- **Restrictive Housing Training:** This 16-hour course, conducted as part of CPDP Phase 1 and 2, is required for all employees who are newly assigned to work in a Restrictive Housing area. This includes all newly assigned employees (OJT's), direct hire employees, employees who are assigned to general population but are utilized to help conduct meals/movement/etc. in the Restrictive Housing area, and veteran employees who have been assigned to Restrictive Housing prior to creation of the CPDP or the 16-hour program at one facility and transfer to Restrictive Housing at a different facility. This course includes in-depth information from the Restrictive Housing Plan.
- **Gender Specificity Training:** This 12-hour course, conducted as part of CPDP Phase III training, is required for employees newly assigned to facilities that house female inmates. Topics taught within this program deal with gender-specific issues.
- **Behavioral Health Training:** This 32-hour course, that was previously categorized as pre-requisite training during on-the-job training for employees assigned to designated mental health facilities (Clements, Hodge, Hughes, Scott, Michael, Montford, O'Daniel, and Skyview) has now been incorporated into the Pre-Service Training Academy curriculum. In order to ensure all employees assigned to one of the above-mentioned facilities receive appropriate mental health training, this pre-requisite training will be required for all employees who have not previously completed the 32-hour program (and had completion documented in the training database) or graduated from the Pre-Service Training Academy prior to FY 2016. Topics taught within this program deal with effective inmate management, types of mental illness, working with aggressive mentally ill inmates, and non-violent crisis intervention strategies.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- **Treatment Community Training:** This 8.5-hour course, conducted as part of on-the-job training, is required for employees newly assigned to treatment community facilities. This training program is designed to familiarize employees with the treatment process, their role as part of the treatment team, and includes observation of treatment processes.
- **Leadership Forum for Wardens:** This forum is an opportunity for senior wardens to interact with TDCJ executive leadership over the course of five days to discuss operational oversight and effective correctional management in order to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level.

Food Service Managers and Laundry Managers

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

- Requirement for all Food Service Managers II, III, IV and Food Service Majors, and Laundry Managers I, II and III to attend the agency's Fundamentals of Leadership (FOL) training, which addresses the application of general management skills, to include interpersonal communication skills relevant to the correctional environment and emphasizes professional conduct, basic respect for other people, and motivation techniques. This training is included in the Sergeant, Food Service, and Laundry Manager Academy for all newly selected Food Service Managers II-IV and Laundry Managers I-III.
- A mentoring program that is part of the CPDP Phase III training for newly hired or newly promoted food service managers or laundry managers, through which an experienced, uniformed employee acts as a coach, advisor, tutor, and/or counselor to provide the newly hired or promoted employee with constructive feedback on his or her supervisory job performance.
- Implementation of a Laundry Manager III class and a Food Service Major class. This training addresses laundry and food service procedures and policies and gives training in areas that are commonly found to be deficient. This is technical training specific to the participant's job duties.
- Requirement for all Food Service Managers II, III, and IV and Food Service Majors, and Laundry Managers I, II, and III to attend the agency's Equipping Leaders with Human Resource Fundamentals training. This training is included in the Sergeant, Food Service, and Laundry Manager Academy for all newly promoted Food Service Managers II-IV and Laundry Managers II-III.
- The development of curriculum relating to automated systems (Advanced Purchasing and Inventory Control System, Email, OnBase Reporting System, and Inventory Management System), implementation of a training program that provides all newly hired or promoted senior managers hands-on training for these programs and publication of "mini-manuals" for each of these programs. Mini-manuals are used on the unit by the department manager (Food Service Major or Laundry Manager III) as a training aid for staff.
- Requirement for all newly promoted Food Service Managers II-IV and Laundry Managers I-III to attend the Sergeant, Food Service, and Laundry Manager Academy prior to being placed

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

on a shift. This training gives basic supervisory skills required of a newly promoted Sergeant, Food Service Manager II-IV and Laundry Manager I-III, including the required Equipping Leaders with Human Resources Fundamentals and Fundamentals of Leadership.

Parole Officers

TLDD is committed to ensuring the agency's parole officers receive the training required to carry out their job functions and receive on-going training to reinforce essential skills.

New parole officers attend the 320-hour Parole L.E.A.D. (Leader Education and Development) pre-service course. Parole L.E.A.D consists of three phases that blend online instruction and performance-oriented training and concludes with 80 hours of hands-on field experience conducted at district parole offices.

Phase I of Parole L.E.A.D. consists of online and in-person training that covers orientation and the fundamental knowledge a parole officer needs. At the conclusion of each online module, officers are tested on their comprehension of the material presented.

Phase II of Parole L.E.A.D. is performance-oriented training, which includes intense scenario-based exercises, leadership classes on communication and conflict resolution, and extensive instruction on parole officer core competencies in a controlled environment. This includes training on the agency's internet-based Offender Information Management System (OIMS) and the Parole Violation and Revocation (PVAR) system. The agency's previous Workforce Plan identified proficient use of the OIMS as a skill-related gap for parole officers. The OIMS provides user access to real time information on offenders, an automated offender records system, and electronic transmission of file information. Proficient use of the OIMS is vital because the system allows parole officers' reports to be immediately accessible to other users of OIMS, including members of BPP. TLDD has incorporated OIMS user training and all components of the OIMS into the Parole L.E.A.D. Officers currently spend a total of 98 hours training the OIMS systems to include 44 hours on the Parole Violation and Revocation (PVAR) system. Additionally, all employees have access to TLDD training staff and the Parole L.E.A.D. user manuals after completion of initial training. At the conclusion of Phase II, officers are tested on their ability to perform all core competencies a parole officer must possess before being allowed to move on to next phase.

Phase III is two weeks long and is conducted in the field at district parole offices. In Phase III, officers are required to apply all that they have learned of the previous phases in the field with actual clients who are on parole. This includes conducting Texas Risk Assessment System interviews, urinalysis testing, client office, home and jail visits, completing violation reports, creating hearing packets, and observing Parole Board hearings. Throughout Phase III, officers are continually being assessed on their ability to perform their core competencies in a real-world environment.

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

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GAP ANALYSIS (Continued)

Specialized Training	Description
Super Intensive Supervision Program/ Electronic Monitoring (SISP/EM)	The SISP/EM training is 40 hours and provides an overview of current policy and operating procedures. The SISP/EM training provides parole officers with information on the latest technology in radio frequency monitoring to include active and passive Global Positioning System (GPS).
Sex Offender (SO) Program	The SO training is 32 hours and provides an overview of current policy and operating procedures. In addition, the SO training provides parole officers with information on sex offender registration laws, treatment requirements, child safety zones, use of polygraph testing, sex offender treatments, offense cycles, relapse prevention, and evaluation reports. The curriculum contains strategies for supervising offenders on the SO caseload.
Special Needs Offender Program (SNOP)	The SNOP training is 32 hours and provides an overview of current policy and operating procedures. In addition, the SNOP training provides parole officers with information on mental health treatment requirements, community referrals, and techniques for collaborating with mental health professionals. The curriculum contains strategies for supervising offenders on the SNOP caseload and includes a presentation by the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) regarding signs and symptoms of mental illness, which includes priority diagnoses, psychotropic medications, and TCOOMMI continuity of care procedures.
Therapeutic Community (TC) Program	The TC training is 32 hours and provides an overview of the TC history, current policies, and operating procedures. In addition, the TC training provides parole officers with information on substance abuse, drug testing and monitoring procedures, treatment team meetings, TC phases and transitions, and the Substance Abuse Counseling Program. The curriculum contains strategies for supervising offenders on the TC caseload and includes an overview of the Authorization Management System (AMS) used for contract vendor referrals and payment.
District Reentry Center (DRC)	The DRC training is 32 and provides an overview of current policies and operating procedures. In addition, the DRC training provides parole officers with information on Community Opportunity Programs in Education (Project COPE), Community Service programs, and Victim Impact Panels. The curriculum contains strategies for supervising offenders on the DRC caseload and includes information on core programming such as Turning Point, Anger Management, and Pre-Employment.

The Parole Division continues to explore the feasibility of utilizing additional online learning technology to include collaboration with TLDD to enhance the POTA, Specialized Training, Leadership Training, and Parole Officer in-service training. POTA uses the interactive Ethics training located on the TDCJ website and internet-based polling software to develop cognitive applications. The use of such technology is cost effective and decreases the amount of time that officers and/or trainers are required to travel from their designated headquarters.

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

- The Parole Division conducts weekly Teams meetings with most of the management team to enhance communication and discussion of any current issues or training needs facing the division.
- Motivational Interviewing was introduced to the Parole Division in FY 2010 as a 4-hour course. After evaluating the success of the course, Motivational Interviewing transitioned into a 20-hour In-Service course in FY 2011 and was incorporated into the POTA in May 2012.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Lesson plans have been enhanced with video clips and electronic data to improve course delivery and comprehension by attendees.
- During FY 2012, an 80-hour policy review and preparatory training was implemented as criteria to enhance knowledge, experience, and job exposure for parole officers prior to attending the POTA.
- During FY 2012, the Parole Division added advanced courses and workshops for the District Reentry Center (DRC), Sex Offender (SO) Program, Special Need Offender Program (SNOP), Therapeutic Community (TC), and Electronic Monitoring (EM)/Super-Intensive Supervision Program (SISP). The Parole Division continues to provide each of these advanced courses and workshops twice annually. A SISP/EM Supervisors Workshop was also developed and is designed to provide supervisors with the skills needed to effectively manage their staff.
- In March 2026, TLDD began training a 40- hour, Advanced BHIT course specifically designed for parole officers. As with the course for correctional officers, the Advanced BHIT course for parole officers provides staff advanced knowledge of substance use, mental health and mental illness, community resources, trauma, intellectual and development disorders, verbal de-escalation and communication techniques for maximizing interactions safely with vulnerable populations residing in a community setting. The goal of this program is to prevent crisis situations from developing, and to provide officers with effective tools to intervene in a crisis and maximize chances of a positive outcome.
- TLDD continues to place emphasis on developing leadership, supervisor, and management skills by providing such courses to newly promoted unit supervisors and parole supervisors.
- The Professional Development for Senior Leaders Course is designed for newly promoted or veteran Parole Supervisors. Its goal is to develop the next generation of senior leaders by focusing training on critical core competencies related to technical, management, and leadership skills, including topics such as psychological safety, diplomacy, conflict management, and innovation. Performance-oriented and intensive scenario-based training methods are used to train the skills needed to be an effective leader.
- Similar to the Professional Development for Senior Leaders Course, the Supervisor Leadership Course is designed specifically for Unit Supervisors. Unit Supervisors are the frontline supervisors for the Parole Division, and are vital to employee retention, the orderly execution of daily operations, and leading their teams. The purpose of this course is to develop the very best Unit Supervisors by focusing training on critical core competencies related to technical, management, and leadership skills, including topics such as professionalism, emotional intelligence, difficult conversations, and change management. Performance-oriented and intensive scenario-based training methods are used to train the skills needed to be effective frontline supervisors and leaders.
- In September 2025, TLDD in cooperation with the Parole Division hosted the inaugural Parole Supervisor In-Service Summit. This summit provides an opportunity for all TDCJ Parole Supervisors to come together for a week to interact with TDCJ and Parole Division leaders, and gain a deeper understanding of the technical, managerial, and leadership core competencies specific to their positions as senior supervisors within the parole division. Beginning in FY 2027, this same in-service summit model will be implemented with Unit Supervisors as well.
- The Texas Risk Assessment System (TRAS) was implemented in the POTA in FY 2015 as a 28-hour block of instruction.
- At the beginning of Parole L.E.A.D., parole officers are provided with laptops and cellular devices to maximize work productivity. Upon graduation, they are given Oleoresin Capsicum (OC) to enhance officer safety when conducting field visits.

Workforce Plan FY 2027-2031

GAP ANALYSIS (Continued)

- Utilization of video conference equipment, as well as online video conferencing applications, to deliver training and conduct meetings statewide.

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

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

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STRATEGY DEVELOPMENT

Succession Planning

TDCJ places a significant emphasis on succession planning within all of its divisions and departments and believes that agency leaders have a core responsibility to develop and identify individuals within each area who can assume management and leadership positions. This has been reinforced through management and leadership training which includes modules on succession planning and through dialogue between the executive director and all division directors, who are required annually to identify succession plans within each division when division briefings are made to the executive director. As an example of the agency's focus on strong succession planning, programs provided by the TDCJ include:

Training Programs

The following training is provided to COs, CO supervisors, unit administrators, and CID management to assist in preparing them for increased responsibilities, leadership roles, and correctional institution management.

PROGRAM	POSITIONS ELIGIBLE TO PARTICIPATE							
	Correctional Officers	Sergeants, FSMs, LMs	Lieutenants	Captains	Majors	Assistant Wardens	Wardens I & II	Regional Directors & Higher Levels of Authority
TDCJ 8-hour Adaptive Response Fundamentals	X	X	X	X	X	X	X	X
TDCJ 16-hour Adaptive Response Edged Weapons Training	X	X	X	X	X	X	X	X
TDCJ 16-hour Ground Defense Tactics Training	X	X	X	X	X	X	X	X
TDCJ 40-hour Training for Staff Trainers	X	X	X	X	X	X	X	X
TDCJ 16-hour Close Quarters Combat Training	X	X	X	X	X	X	X	X
TDCJ Annual 40-hour In-Service Training	X	X	X	X				
TDCJ 86-Hour Sergeant, Food Service, and Laundry Managers Academy		X						
TDCJ 46-Hour Lieutenant Leadership Forum			X					
CMIT 36-Hour Mid-Management Leadership Program				X				
TDCJ 40-Hour Annual Majors Training					X			
TDCJ 40-Hour Annual Assistant Wardens Training						X		
CMIT 28-Hour Warden's Peer Interaction							X	
TDCJ 5-day Leadership Forum for Wardens							X	
TDCJ Managing Diversity Training Series							X	X
NIC Sponsored Training							X	X
TDCJ 36-Hour Correctional Administrator Preparedness Training				X				
TDCJ 24-Hour Field Force Training	X							
TDCJ 8.5-hour Treatment Community Training	X	X	X	X				
TDCJ 32-hour Mental Health Training	X	X	X	X	X			
TDCJ 16-hours Restrictive Housing Training	X	X	X	X				
TDCJ 12-Hour Gender Specificity Training	X	X	X	X				
TDCJ 36-Hour Lighthouse Leadership Course		X						
TDCJ 40-Hour Emerging Leaders Course					X	X	X	

Workforce Plan FY 2027-2031

STRATEGY DEVELOPMENT (Continued)

Assignment of Assistant Wardens or Wardens

When an assistant warden or warden vacancy occurs, the determination of whether a newly hired, promoted or current assistant warden, or warden will be assigned to fill the vacancy includes consideration of the facility type and an assessment of talent to include internal job performance, experience, and tenure.

In general, facilities are defined by size (inmate capacity) and security level (e.g., minimum, maximum).

Newly hired or promoted assistant wardens or wardens will typically start out at a facility with a smaller capacity and a minimum-security level and progressively be reassigned to facilities with a larger capacity and higher security level based on their increased experience and tenure while demonstrating good job performance.

Encouragement for Continuation of Formal Education

As a demonstration of the agency's support for the enhancement of our employees' education, the agency implemented an employee award program, Administrative Leave for Outstanding Performance (ALOP) – Continuing Education, effective May 1, 2004. The program rewards and recognizes eligible employees who are working full-time while pursuing a college education and encourages such employees as they juggle their workload and class load. The amount of ALOP – Continuing Education that may be awarded is eight hours within a 12-month period. Since implementation, 388 awards have been granted.

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

Tuition Reimbursement Program

The agency has implemented a tuition reimbursement program to full-time employees with the goal of improving job-related skills, work-related capabilities, and competency, as well as prepare employees for changes in job duties resulting from technological or procedural improvements.

In order to be eligible for this program, an employee needs to be employed with the agency for at least 12 continuous months, not be on disciplinary probation and not be a return-to-work retiree. In addition, the employee's current annual performance evaluation must indicate minimum ratings of "meets standards."

Workforce Plan FY 2027-2031

STRATEGY DEVELOPMENT (Continued)

Gap Elimination Strategies

Gap	Correctional Officer (CO) Staffing Levels
Goal	Maintain CO staffing levels and reduce CO turnover.
Rationale	Maintaining CO staffing levels is vital to the successful operation of TDCJ correctional institutions.
Action Steps	<ul style="list-style-type: none"> Continue to implement aggressive, targeted recruitment strategies that have been successful, such as the Executive Director's Recruiting Award, and selected unit-based CO screening sessions. Maintain aggressive recruitment strategies, to include an expedited hiring process for military veteran applicants and applicants with a degree from a Texas institution of higher education accredited by the Southern Association of Colleges and Schools Commission on Colleges by exempting the requirement of a CO pre-employment test. Continue to enhance hiring standards for CO applicants. Enhance effective practices and programs resulting from current retention strategies, to include the Correctional Officer 90-day interview. Continue to identify and consider new retention strategies in the areas of communication and feedback, work-life balance, employee wellness initiatives, management and employee relationships, and employee rewards and recognition. Continue to review human resources policies to ensure they do not limit the ability to recruit or retain COs. Continue to effectively assess CO training needs to ensure that training strategies are implemented and revised as needed. Ensure management practices are consistently applied. Continue to emphasize and expand supervisory training to increase supervisor effectiveness. Restructure pay scale to allow for faster advancement in pay. Implement a warden direct hire program, empowering the warden to identify, interview, and offer a candidate the job immediately. Legislature provided a 3% maximum security pay differential for correctional officers working on or assigned to maximum security facilities. Legislature provided substantial overall pay increases for correctional staff in the past few biennia.

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

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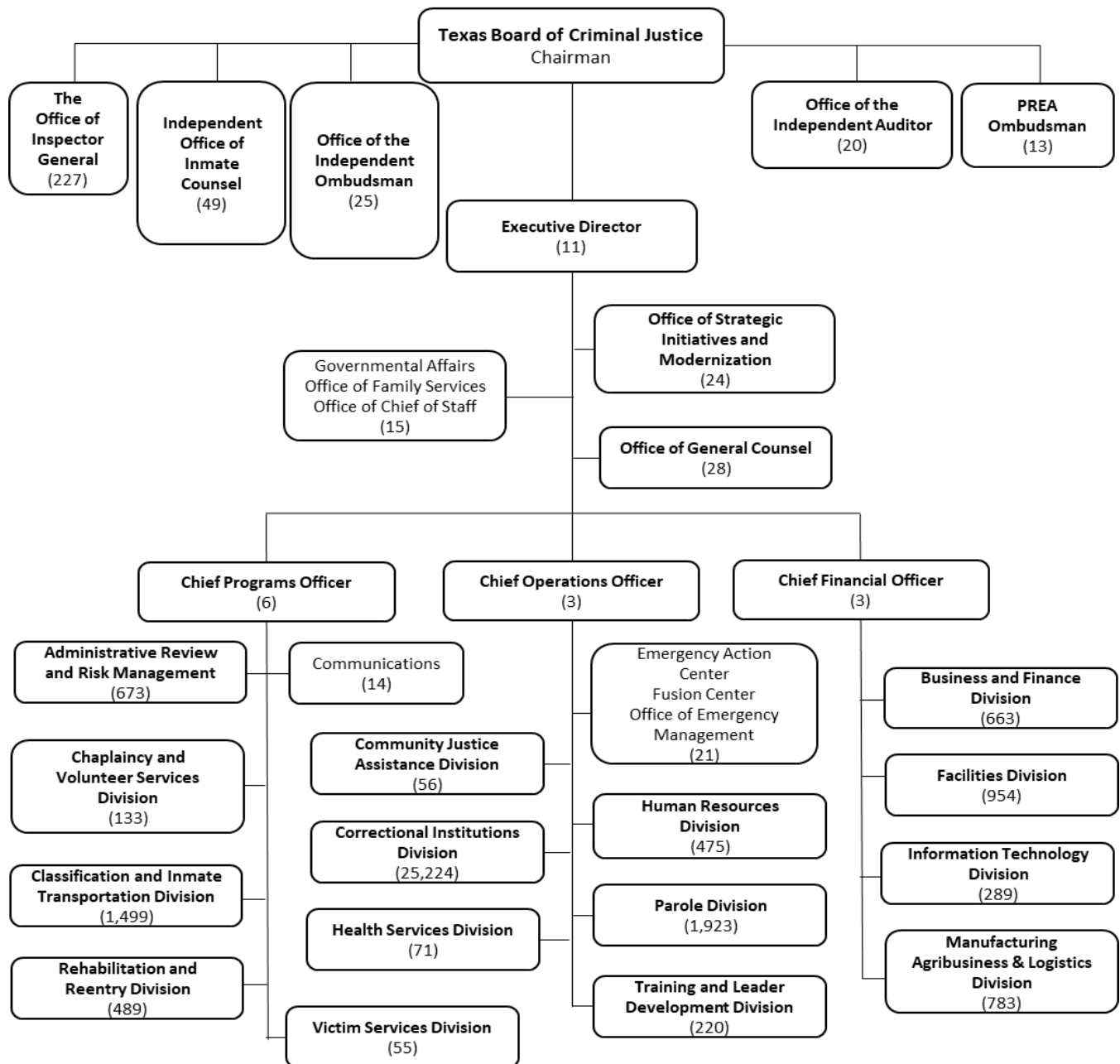
STRATEGY DEVELOPMENT (Continued)

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

Workforce Plan FY 2027-2031

STRATEGY DEVELOPMENT (Continued)

**Texas Department of Criminal Justice
Organizational Structure**



Note: The number within parenthesis denotes filled positions as of February 28, 2026 and does not include employees on LWOP. Board of Pardons and Paroles employees (477) are not included in this organizational chart.

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**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule F2

Survey of Employee Engagement Results

This component of the Strategic Plan is optional and not completed by Texas Department of Criminal Justice.

**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule G

Workforce Development System Strategic Planning

Texas Workforce System Strategic Plan

Legislative Authority

Texas Government Code, Section 2308.104 requires the Texas Workforce Investment Council to develop a single strategic plan, to include goals, objectives, and performance measures for the Texas workforce development system and those state agencies that administer workforce programs. Under the state strategic planning and budgeting system, each state agency is required to submit a biennial strategic plan to the Governor's Office and the Legislative Budget Board. The Governor approved the Texas Workforce System Strategic Plan for FY 2024-2031.

System partner agencies include:

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

Background

The Council, in collaboration with its system partners, began a collaborative process to develop the FY 2024-FY 2031 Texas workforce system strategic plan. Utilizing the framework of its previous plan, *The Texas Workforce System Strategic Plan FY 2016-FY 2023*, the Council developed a planning process to build off an initial phase that involved gathering information on issues and opportunities that are of significance. Council staff and agency representatives conducted listening sessions to identify key issues for Council consideration. Through evaluation, the Council and other stakeholders identified key issues that cross the program or services administered by agencies to be part of the strategic plan process. The key issues identified were related to relevant and integrated workforce data, delivery of relevant education and training programs, models to support and build system partners' capacity, and skills and knowledge acquisitions. These issues and opportunities were then assessed and prioritized by the Council's Strategic Planning Committee for consideration by the Council, as part of the plan development process. Following refinement, consolidation, and prioritization, the committee recommended to the Council approval of a strategic plan that encompassed four system goal areas, twelve system strategies, and related system objectives.

The Texas Workforce System Strategic Plan for FY 2024-2031 built upon strategic opportunities for Texas' high employment demand that relies upon and initiates advancements across workforce development programs. Employers seek candidates who best fit the job requirements and who can quickly reach proficiency and contribute to high levels of productivity to achieve the goals of the enterprise. Facilitating the education, training, and pipeline of qualified candidates with the Texas economy being a key function of the workforce system. TDCJ and WSD will work with the Texas Workforce Investment Council to align workforce programs and services to achieve the objectives of the plan.

Texas Workforce System Strategic Plan

TDCJ Workforce System Strategy Statement

A major goal of TDCJ, in coordination with WSD, is the successful integration of previously incarcerated individuals into society and appropriate, sustainable employment serves as a fundamental strategy of the agency. The strategies of TDCJ workforce initiatives are to:

- Institute and expand upskilling and reskilling programs as part of core education and training inventory, with an emphasis on meeting the needs of employers for middle-skill workers.
- Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.
- Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.
- Continue to develop strategy and capacity to institute programs and processes that enable secured employment prior to release.

TDCJ Workforce System Strategy

SYSTEM STRATEGY	KEY AGENCY STEPS, ACTIVITIES, AND INITIATIVES / AGENCY ACTION MILESTONES/PARTNERSHIPS/INTENDED OUTCOMES
<p>Institute and expand upskilling and reskilling programs as part of core education and training inventory, with an emphasis on meeting the needs of employers for middle-skill workers.</p>	<ol style="list-style-type: none"> 1. In collaboration with WSD, TDCJ will assist with the completion of an assessment of current programs and compare to the labor market needs to identify gaps. Anticipated completion September 2024. 2. In collaboration with WSD, TDCJ will identify stackable credentials and develop career pathways that include multiple steps in which students progress from WSD programs to postsecondary education programs with the award of prior learning credits. Anticipated completion September 2025. 3. In collaboration with WSD, TDCJ will ensure postsecondary partner contractors acknowledge and accept identified stackable credits. Anticipated completion September 2024. 4. In collaboration with WSD, TDCJ will take an active role on an advisory committee of industry experts, current and former students, and various stakeholders to make recommendations on program competency and new program additions. Anticipated completion August 2027. 5. In collaboration with WSD, TDCJ will co-host skills demonstrations and career expos to gain employer feedback on existing programs. Anticipated completion August 2027. 6. In collaboration with WSD, TDCJ will implement the new programs stemming from the actions above and report to the Texas Workforce Investment Council. Anticipated completion August 2027. <p>Intended Outcome: Increase upskilling and reskilling programs.</p>

Texas Workforce System Strategic Plan

SYSTEM STRATEGY	KEY AGENCY STEPS, ACTIVITIES, AND INITIATIVES / AGENCY ACTION MILESTONES/PARTNERSHIPS/INTENDED OUTCOMES
<p>Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.</p>	<ol style="list-style-type: none"> 1. In collaboration with WSD, TDCJ will access student populations to determine the locations with high turnover and release turnaround and recommend the addition of programs that result in the award of short-term credentials and certifications. Anticipated completion August 2027. 2. In collaboration with WSD and occupational licensing entities, TDCJ will solidify a pathway for the timely award of occupational licenses for graduates of short-term programs. Anticipated completion September 2025. 3. In collaboration with WSD, TDCJ will define pathways for stackable credentials in high-demand occupations, with an emphasis on licensing and industry-based certifications. Anticipated completion September 2025. 4. The collaboration with WSD, TDCJ will implement the actions above and report to the Texas Workforce Investment Council. Anticipated completion August 2027. <p>Intended Outcome: Increase short-term credentials in high-demand occupations.</p>
<p>Expand registered and industry-recognized apprenticeship programs in both traditional and nontraditional areas to ease workforce shortages through engaging and assisting employers to begin new programs.</p>	<ol style="list-style-type: none"> 1. In collaboration with TDCJ, WSD will assess current industries available within TDCJ and identify opportunities to add registered apprenticeship program in industries not currently represented. Anticipated completion August 2027. 2. In collaboration with TDCJ, WSD will aid in the development and monitoring of a classification process that routes eligible graduates from WSD programs to apprenticeships in the field of training. Anticipated completion January 2025. 3. WSD will facilitate quarterly meetings of the TDCJ Reentry and Integration; Manufacturing, Agribusiness and Logistics; Rehabilitation Programs; and Facilities Divisions to discuss and monitor apprenticeship participation, expansion, and outcomes. Anticipated completion August 2027. <p>Intended Outcome: Increase apprenticeship.</p>
<p>Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.</p>	<ol style="list-style-type: none"> 1. In collaboration with WSD, TDCJ will complete an assessment of current career and technical education programs through all providers operating within TDCJ and identify programs that afford the opportunity for students to earn industry-based certifications. Anticipated completion August 2027. 2. In collaboration with WSD, TDCJ will develop a list of unique codes that is uniform across all providers, to track each industry-based certification. Anticipated completion January 2027. 3. In collaboration with WSD, TDCJ will develop reporting parameters to collect industry-based certification data. Anticipated completion August 2027. 4. In Collaboration with WSD, TDCJ will implement the actions above and report to the Texas Workforce Investment Council. Anticipated completion August 2027. <p>Intended Outcome: Identify and collect industry-based certification data.</p>

Describe the approach and list the strategies that your agency will employ to accelerate achievement in the following three fundamental strategic opportunities, as outlined in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*.

Texas Workforce System Strategic Plan

1. Engage Employers Meaningfully: Coordinate across agencies to gain insight into the needs of employers and minimize “asks” that burden employers.

Agency response:

Employers are motivated by demand for highly skilled workers. As a primary delivery system, the TDCJ with WSD seek direct insight and partnerships with employers to understand and effectively align education and training outcomes with the required skills. Consultation with employers informs instructional design and agency initiatives and to partner in offering work-based training and employment opportunities.

- TDCJ and WSD facilitate tours and informational sessions for potential employers..
- TDCJ and WSD create pipelines for companies to speak with the individuals leaving incarceration prior to release to facilitate the transition from training to employment and allow the employer to interview and make conditional offers.
- Employers have the opportunity to meet workforce needs through the TDCJ and WSD websites. TDCJ currently operates the Website for Work, which connects employers to individuals releasing to the community with appropriate employment opportunities based on skill and geographic location. In addition, the TDCJ is working on an integrated employment platform that will expand to the inmate tablet system for enhanced pre-release hiring by creating a skilled workforce pipeline for high employment demand. WSD is implementing an accessible database website for students releasing from State Jails who will be rejoining our communities. There is no financial benefit to TDCJ or WSD with these websites and this will open and create available employment opportunities for former residents. The availability to post jobs is being shared with various employment groups.

2. Include and Improve Outcomes for All Texans: Engage Texans with diverse needs, including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes, and improve career opportunities.

Agency response:

In recent years, technology applications have helped workforce system partners reach, engage, and train more Texans. New applications are continuously being developed that facilitate learning and employment opportunities that may have been previously inaccessible to populations that have historically faced barriers to participation in the labor market. At the same time, consistently high employment demand is opening doors to new career opportunities.

- Integrated education and training instructional models designed to address academic and technical education simultaneously and expedite readiness for additional apprenticeship and workforce opportunities are available to students. Staff members are provided with professional development on integrated instruction and instructional strategies for students with disabilities.
- Expansion of access and support services to the incarcerated adult population specific to gaining and maintaining employment after release. To support this effort, a grant for Employment Coach positions has been applied for, with the opportunity for hiring and certifying individuals with lived experience as Reentry Peer Specialists to serve in these positions.

Texas Workforce System Strategic Plan

3. Generate Greater Return on Investments: Use data and evidence to identify and target strategic investments to improve system performance.

Agency response:

Integration of data and information within and across agency partners and programs to build evidence of effective practices accelerates analyses that facilitate decision-making across the spectrum of data users and lead to higher returns on investments. Data can illuminate areas of strength and weakness to better assess high value funding opportunities. The ability to assess what programs or projects work, which ones work better, and which ones work less well is critical to the stewardship of public funds.

- TDCJ and WSD meet regularly to review data that supports development of career pathways for students. Facilitated discussion includes monitoring apprenticeship participation, expansion, and outcomes.
- TDCJ and WSD access and review data from the Texas Department of Licensing and Regulation (TDLR) to review the number of former students that applied for licensing and the status of the application. WSD submits student criminal history evaluation letters to TDLR to support appropriate placements and completion of student licensing applications following training. WSD college and career readiness coordinators have been trained on the process for completion of licensing applications to effectively convey instructions to students prior to release from incarceration.
- TDCJ and WSD review data related to employment outlook and projections to drive decisions related to career and technical education course offerings. Opportunities to add registered apprenticeship programs not currently represented in traditional and non-traditional occupations is based on this data and the industries available within TDCJ.

Texas Workforce System Strategic Plan

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**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule H

**Report on Customer
Service**

2026 Report on Customer Service

External Customers

The general public has been identified as the external customer of the TDCJ.

Description of Services Offered

The mission of TDCJ is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime. On behalf of the agency, information is primarily disseminated to the public through the TDCJ website; social media platforms; and through individual inquiries to TDCJ and its divisions through Public Information Act requests. In addition, members of the public obtain information about TDCJ's operations through the Texas Board of Criminal Justice and the organizations that report directly to the Board, including the Office of the Independent Ombudsman. Confidentiality requirements can restrict some information from being released.

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

The Office of Family Services acts as a liaison between the Executive Director and families, or the organizations that advocate for them. The office routinely addresses concerns brought forward by families, which often entails an explanation of the rules, policies, and procedures in place. Additionally, the office offers announcements related to agency updates as well as the announcement and coordination of TDCJ Summit events. The office also provides training and guidance to Family Liaison Coordinators.

Priority Populations of Customers

Upon receiving the instructions for the Agency Strategic Plan, the agency posts an online survey to the agency website. Once the survey is operational, a targeted email is sent to county judges and inmate advocacy groups which includes a link to the online survey. The link helps to streamline the survey process and provides anonymity to survey respondents.

Description of Information-Gathering Methods

- A link to the online survey was placed on the agency website homepage. A limitation of one submission per IP address was set to help prevent multiple submissions from one survey taker.
- An email with a link to the online survey was sent to district and county judges, elected prosecutors, volunteer organizations, sheriff offices, and inmate advocacy groups. Results of the online survey were collected in a database, analyzed by the Office of Strategic Initiatives and Modernization, and shared with TDCJ's Business and Finance Division.

2026 Report on Customer Service

Results of the online survey were collected in a database, analyzed by the Office of Strategic Initiatives and Modernization, and shared with TDCJ's Business and Finance Division.

Summary Description of Survey

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

Customer Groups Excluded

The agency's survey approach targeted county judges, elected prosecutors, volunteer organizations, sheriff offices, inmate advocacy groups and all members of the general public via the online survey. Currently incarcerated TDCJ inmates were not included in the survey.

Data Collection Time Frames

Survey responses in the uploaded data were collected from April 27, 2026 to May 8, 2026. Based on the survey response file, the first recorded survey submission was received on April 27, 2026.

Number of Customers Surveyed

Surveys were distributed as follows:

- 494 sheriffs and chief deputies
- 232 judges representing district courts, county courts of law, and administrative judicial regions
- 165 District Attorneys
- 28 inmate advocacy organizations
- 12 volunteer organizations
- The online survey was made available to the general public on the TDCJ website homepage

Survey Results

As a comparison, below are the survey results from 2024 and 2026. The agency received 95 survey responses in 2026, compared to 869 survey responses received in 2024. Despite a larger number of targeted customers, fewer responses overall were received in 2026. As the survey instrument was made available to the entire general public, a response rate for the survey is not applicable.

	2024	2026
Respondents that expressed overall satisfaction with services TDCJ offered	26.5%	58.7%
Respondents that expressed dissatisfaction or neutral satisfaction with services offered by TDCJ	73.5%	41.3%

2026 Report on Customer Service

Detailed Satisfaction Results

The table below summarizes each satisfaction item. Ratings of 4 or 5 were counted as satisfied; ratings of 1, 2, or 3 were counted as neutral or dissatisfied for reporting consistency with the prior report.

SURVEY ITEM	TOTAL RESPONSE	AVERAGE SCORE	SATISFIED #	SATISFIED %	NEUTRAL/ DISSATISFIED #	NEUTRAL/ DISSATISFIED %
Facilities	91	3.7	56	61.5%	35	38.5%
Staff	91	3.5	51	56.0%	40	44.0%
Communications	90	3.6	52	57.8%	38	42.2%
Website	93	3.9	63	67.7%	30	32.3%
Complaint handling	90	3.5	50	55.6%	40	44.4%
Timeliness	91	3.5	50	54.9%	41	45.1%
Printed information	89	3.8	53	59.6%	36	40.4%
Overall satisfaction	92	3.6	54	58.7%	38	41.3%

Agency's Response to Assessment

The 2026 survey reflected improved overall satisfaction when compared to the 2024 results. A majority of respondents who answered the overall satisfaction item rated their overall satisfaction as satisfied or very satisfied, 54 of 92 respondents (58.7%)

The following represent areas for continued improvement based on the lowest satisfaction percentages and recurring open-ended comment themes:

- Timeliness (54.9% satisfied)
- Complaint handling (55.6% satisfied)
- Staff (56.0% satisfied)

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

- Communication, information access, and responsiveness (17 substantive comments)
- Timeliness and ability to reach the appropriate staff member (14 substantive comments)
- Facility access, visitation, and unit-level consistency (13 substantive comments)
- Complaint, grievance, and escalation processes (8 substantive comments)

2026 Report on Customer Service

The agency has identified the Office of the Independent Ombudsman as the customer relations representative, and ombudsman coordinators have posted contact information at every facility and probation/parole office.

The agency will host a TDCJ Summit event annually, in varying regions of the state, as a way to make it easier for families to attend and address their concerns. These events unite TDCJ division representatives with partner agencies to bring helpful information to communities and families. Agency leaders are on hand to answer questions.

The agency will further analyze current assessment results and comments, using the insights gained for improving customer service. Future assessments will continue to prominently display the survey online.

All Texas state agencies have been instructed to include standard measures, (as developed by the Legislative Budget Board and Governor's Office Budget and Policy Division), as well as agency-specific performance measures related to customer service standards and customer satisfaction. Standard measures for fiscal year 2026 depict actual data based upon the recent customer service survey.

STANDARD MEASURES	FY 2024 PERFORMANCE	FY 2026 PERFORMANCE
Percentage of surveyed customer respondents expressing overall satisfaction with services received	26.5%	58.7%
Percentage of surveyed customer respondents identifying ways to improve service delivery	57.9%	42.1%
Number of customers surveyed	260 Targeted & The General Public	931 Targeted & The General Public
Cost per customer surveyed	No Fiscal Impact (existing resources utilized)	No Fiscal Impact (existing resources utilized)
Number of customers identified/served	The General Public	The General Public
Number of customer groups inventoried	3 Priority Groups (County Judges, Inmate Advocate Groups) and Online Submissions	5 Priority Groups (District and County, Inmate Advocacy Groups, Sheriffs, Elected Prosecutors, Volunteer Organizations) and Online Submissions

2026 Report on Customer Service

AGENCY-SPECIFIC MEASURES	FY 2024 PERFORMANCE	PROJECTED FY 2026 PERFORMANCE*
Average number of days from initial inquiry to final response	3	3
Percent of inquiries involving life threatening issues	18.5%	20%
Total number of inquiries received by the TBCJ Office of the Independent Ombudsman	41,995	38,000
Number of internet inquiries received	16,798	17,000
Number of phone inquiries received	17,313	17,000
Number of mail inquiries received	3,942	4,000
Number of legislative/government inquiries received	64	60
Number of meetings held with inmate advocate groups	4	3

*The TBCJ Office of the Independent Ombudsman, in an attempt to streamline current processes, typically does not record rebuttals, thank you notes, amended complaints, phone calls which do not result in an investigation, or multiple complaints on the same issue as separate cases, which impacts the measures above.

2026 Report on Customer Service

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**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule I

**Certification of
Compliance with
Cybersecurity Training**



CERTIFICATE

Texas Department of Criminal Justice

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

Signature

Printed Name

Executive Director

Title

Date

Board or Commission Chair

Signature

Printed Name

Chairman, Texas Board of Criminal Justice

Title

Date

Billy Campbell

6.1.2026

**Agency Strategic Plan
Fiscal Years 2027-2031
Texas Department of Criminal Justice**



Schedule J

**Certification of
Compliance with Artificial
Intelligence Training**



CERTIFICATE

Texas Department of Criminal Justice

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency **will** comply with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104 by August 31, 2026.

Chief Executive Officer or Presiding Judge

Signature

Bobby Lumpkin

Printed Name

Executive Director

Title

Date

Board or Commission Chair

Signature

Eric J.R. Nichols

Printed Name

Chairman, Texas Board of Criminal Justice

Title

05/28/2026

Date

Department of Information Resources (DIR) released an approved list of training in April 2026. Agencies are required to certify training compliance by August 31, 2026. The TDCJ will submit a certificate of compliance once complete.