

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

# 2012 ANNUAL REVIEW





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# 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.

# Philosophy

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

# Goals

- To provide diversions to traditional incarceration through the use of community supervision and other community-based programs.
- To provide a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.
- To provide for confinement, supervision, rehabilitation and reintegration of adult felons.
- To ensure that there are adequate housing and support facilities for convicted felons during confinement.
- To provide supervision and administer the range of options and sanctions available for felons' reintegration back into society following release from confinement.
- To establish and carry out policies governing purchase and public work contracting that foster meaningful and substantive inclusion of historically underutilized businesses.



## To the Honorable Governor of Texas and members of the Texas Legislature Austin, Texas



It is my honor to present the *Fiscal Year 2012 Annual Review* for the Texas Department of Criminal Justice (TDCJ).

This report highlights the dedication and devotion of the more than 37,000 employees that make up TDCJ, individuals that are committed to the core mission of the agency - public safety, offender supervision, rehabilitation, reentry and assistance to victims.

During this past year, TDCJ Executive Director Brad Livingston and the agency's staff effectively addressed the challenges they were presented, while maintaining sound day-to-day fiscal operations. The challenges were multidivisional and complex, ranging from correctional officer vacancies and increased parole caseloads, to finalizing offender health care contracts.

From the front line staff to the agency's leadership, you will find TDCJ employees are hard working and innovative. They work as a team, not only internally but collaboratively with private and public entities at the local, state and federal levels.

I feel fortunate to be connected with the TDCJ and its employees, and it is with great pride that I serve the state of Texas alongside them.

Sincerely,

A handwritten signature in black ink that reads "Oliver J. Bell". The signature is fluid and cursive, with the first name "Oliver" and last name "Bell" clearly legible.

Oliver J. Bell  
Chairman



## Dear Chairman Bell and members of the Board:

Throughout fiscal year (FY) 2012, the Texas Department of Criminal Justice (TDCJ) successfully met many operational and fiscal challenges that provided opportunities for TDCJ's hard-working staff to demonstrate their abilities and professionalism.

The most significant challenge was presented by a growing number of correctional officer vacancies. During the year, units in south and west Texas experienced staffing challenges caused by the recent growth in the oil and gas industry. The agency responded through a combination of measures, to include increased use of overtime, doubling of the recruitment bonus and temporarily closing several offender dormitories. Temporarily reducing capacity was possible because the offender population decreased throughout FY 2012, which reflected the success of the agency's treatment and diversion initiatives.

Other challenges addressed during FY 2012 included working with our managed health care partners, the University of Texas Medical Branch and the Texas Tech University Health Science Center, to finalize offender health care contracts; expanding programs within existing appropriations, to include a new DWI treatment program serving female offenders, and a pilot pre-release program for offenders housed in administrative segregation; and maintaining caseload ratios through extensive recruiting and training of new parole officers.

Other notable events during FY 2012 included the Sunset Advisory Commission's extensive review of the Texas Department of Criminal Justice. The Sunset Advisory Commission Staff Report concluded that the Texas criminal justice system was working well, and offered a number of useful recommendations intended to further improve and enhance the effectiveness of agency operations. At the conclusion of the review process, the Commission members advised the Legislature to continue TDCJ in its current organizational structure for another eight years, at which time the agency would once again be subject to Sunset review.

Also during FY 2012, the U.S. Department of Justice issued final standards relating to the prevention of in-prison offender-on-offender sexual assault. Our preliminary review indicates the TDCJ already complies or substantially complies with the vast majority of the federal standards.

Looking forward, during FY 2013 we will maintain our focus on the ongoing operational challenges of administering security, supervision, treatment and the essential functions which support them. We will continue enhancing security by deploying technology; improving coordination throughout the criminal justice system through development of uniform risk and need assessments; promoting successful reentry in cooperation with other agencies and organizations; and prioritizing staff recruitment and retention.

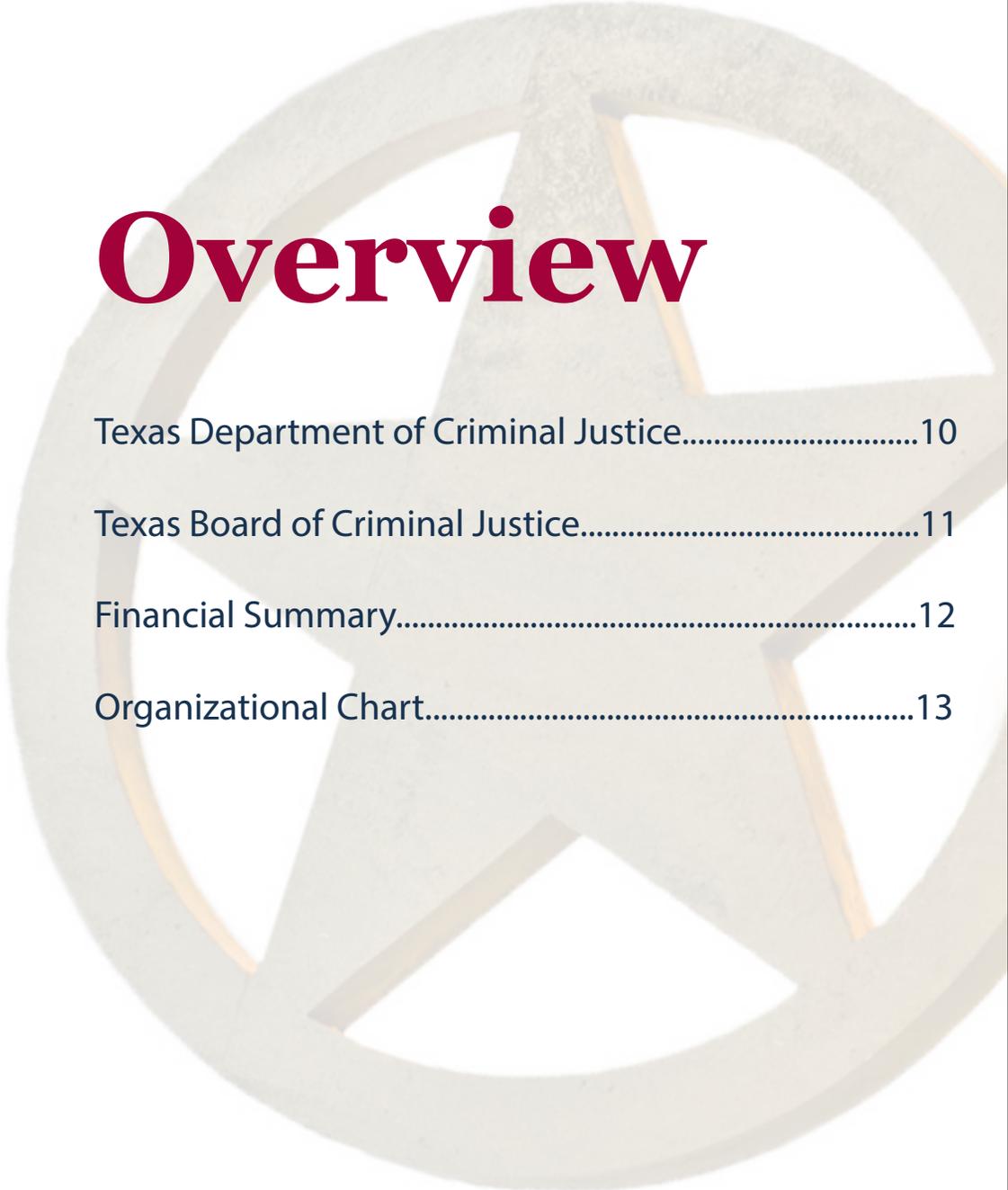
As always, this report is a tribute to our employees. Time and time again these dedicated public servants rise to the occasion, meeting ongoing challenges with hard work and devotion to duty. The citizens of Texas are fortunate to have such outstanding men and women committed to ensuring public safety.

Sincerely,

Brad Livingston  
Executive Director







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# Texas Department of Criminal Justice

The executive director of the Texas Department of Criminal Justice (TDCJ) is responsible for the day-to-day administration and operation of the agency, which comprises the following divisions: Administrative Review and Risk Management, Business and Finance, Community Justice Assistance, Correctional Institutions, Facilities, General Counsel, Health Services, Human Resources, Information Technology, Manufacturing and Logistics, Private Facility Contract Monitoring Oversight, Parole, Reentry and Integration, Rehabilitation Programs and Victim Services.

The State Counsel for Offenders, Internal Audit, the Office of the Inspector General and the Windham School District report directly to the Texas Board of Criminal Justice.

The Correctional Institutions Division, Community Justice Assistance Division, Parole Division and the Private Facility Contract Monitoring Oversight Division are involved in the everyday confinement and supervision of convicted felons. However, the actual supervision of probationers is the responsibility of local community supervision and corrections departments. The Victim Services Division coordinates a central mechanism for crime victims to participate in the criminal justice process.



## Texas Board of Criminal Justice

The Texas Board of Criminal Justice (TBCJ) is composed of nine non-salaried members appointed by the governor, with the advice and consent of the Senate, to serve staggered six-year terms. One member of the board is designated by the governor to serve as chairman.

### Statutory Role

Charged with governing the Texas Department of Criminal Justice, the board employs the agency's executive director as well as develops and implements policies that guide agency operations. Members also serve as trustees for the Windham School District.

The Office of the Inspector General, Internal Audit,

State Counsel for Offenders, and the Prison Rape Elimination Act (PREA) ombudsman report directly to the board. The board meets, at a minimum, once each calendar quarter and more frequently as issues and circumstances dictate.

### Board Membership

Serving on the board during the fiscal year were Oliver J. Bell of Austin, chairman; Tom Mechler of Amarillo, vice-chairman; Leopoldo R. Vasquez III of Houston, secretary; and members John "Eric" Gambrell of Highland Park, Judge Larry Gist of Beaumont, Janice Harris Lord of Arlington, R. Terrell McCombs of San Antonio, J. David Nelson of Lubbock and Carmen Villanueva-Hiles of Palmhurst.



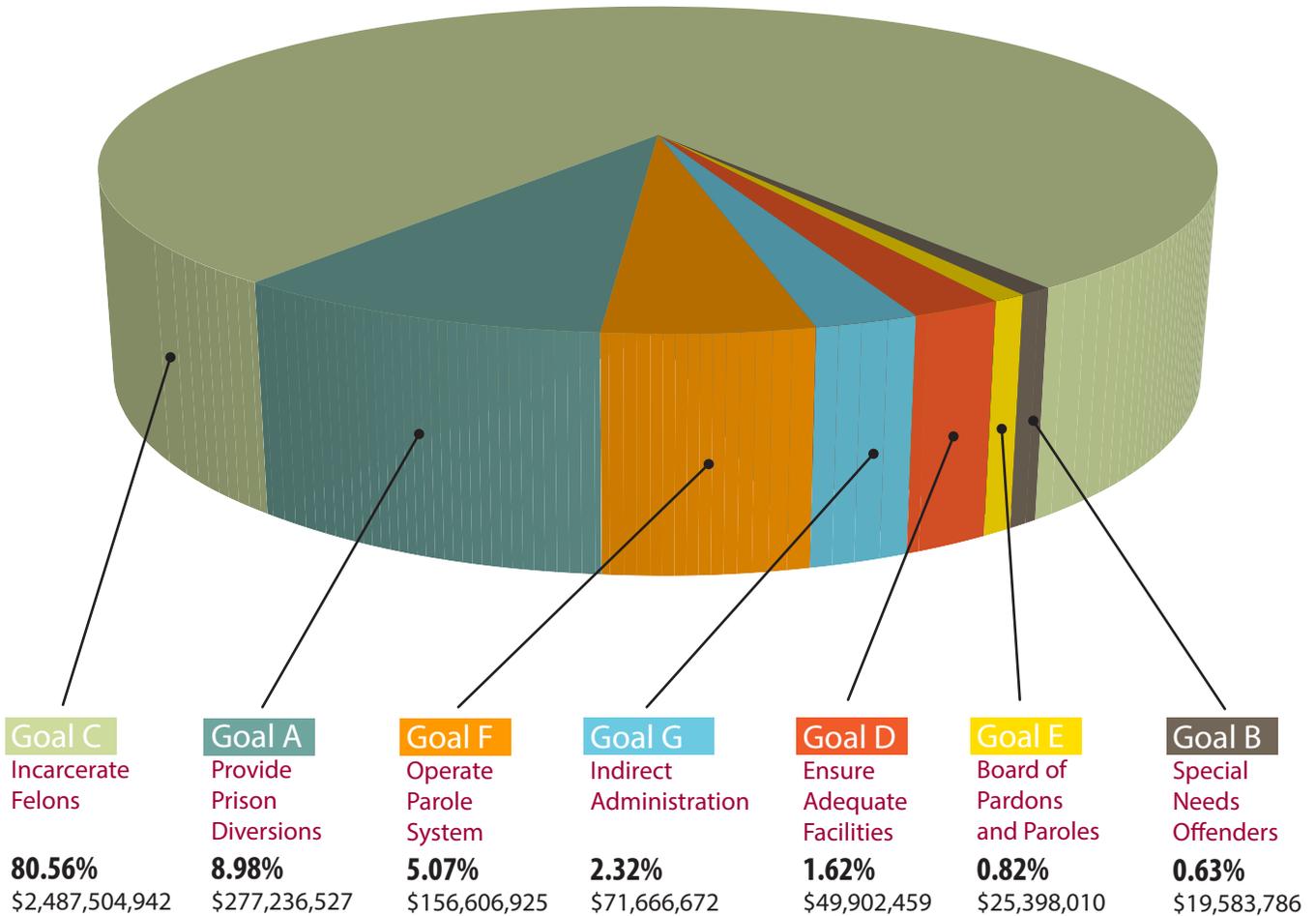
**Front row from left: Vice-Chair Tom Mechler, Chairman Oliver J. Bell, Secretary Leopoldo Vasquez III. Back row from left: members Janice Harris Lord, Judge Larry Gist, John "Eric" Gambrell, R. Terrell McCombs, J. David Nelson and Carmen Villanueva-Hiles.**

# Financial Summary

## Operating Budget for Fiscal Year 2012

Goal A: Provide Prison Diversions  
 Goal B: Special Needs Offenders  
 Goal C: Incarcerate Felons  
 Goal D: Ensure Adequate Facilities

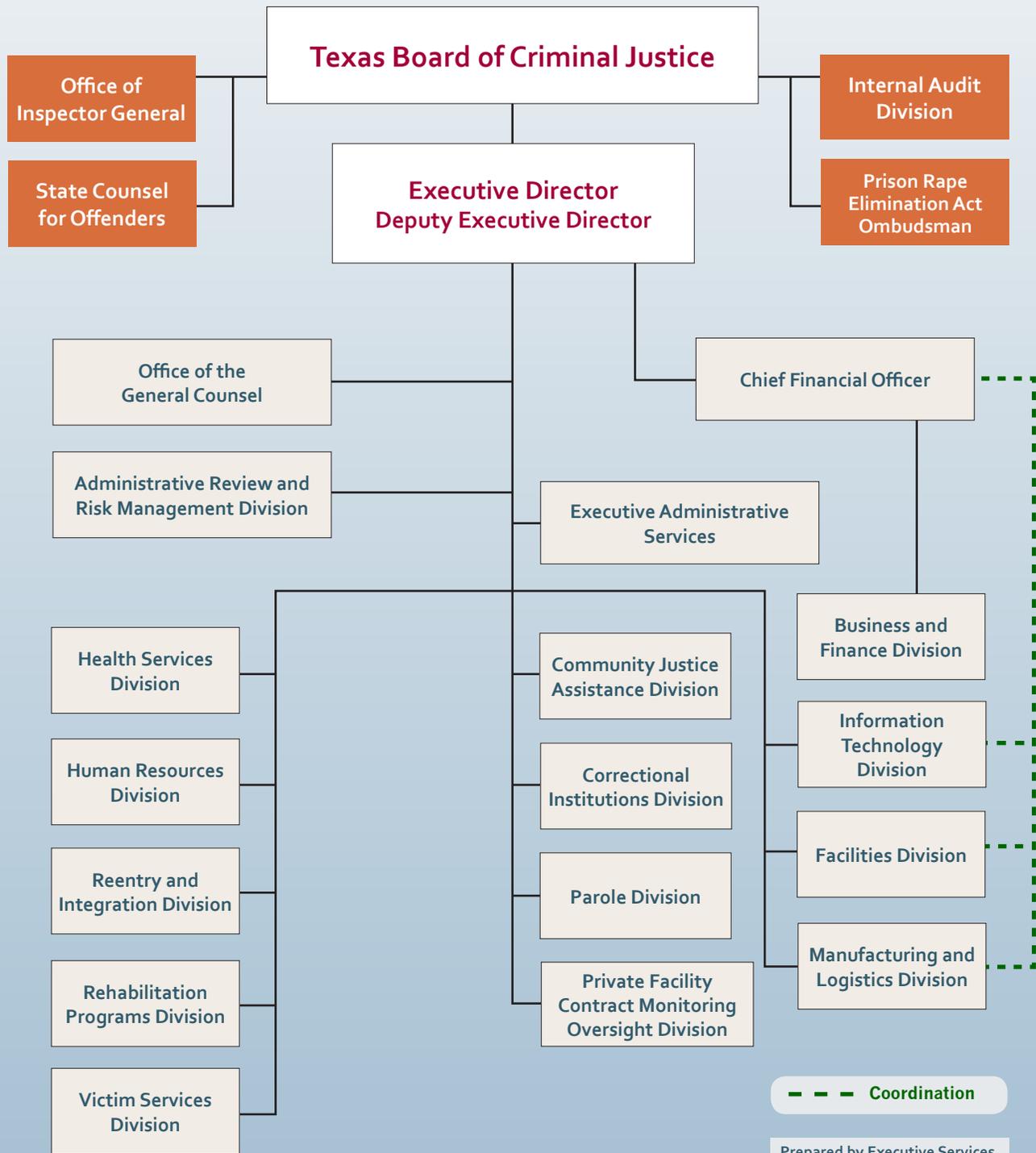
Goal E: Board of Pardons and Paroles  
 Goal F: Operate Parole System  
 Goal G: Indirect Administration



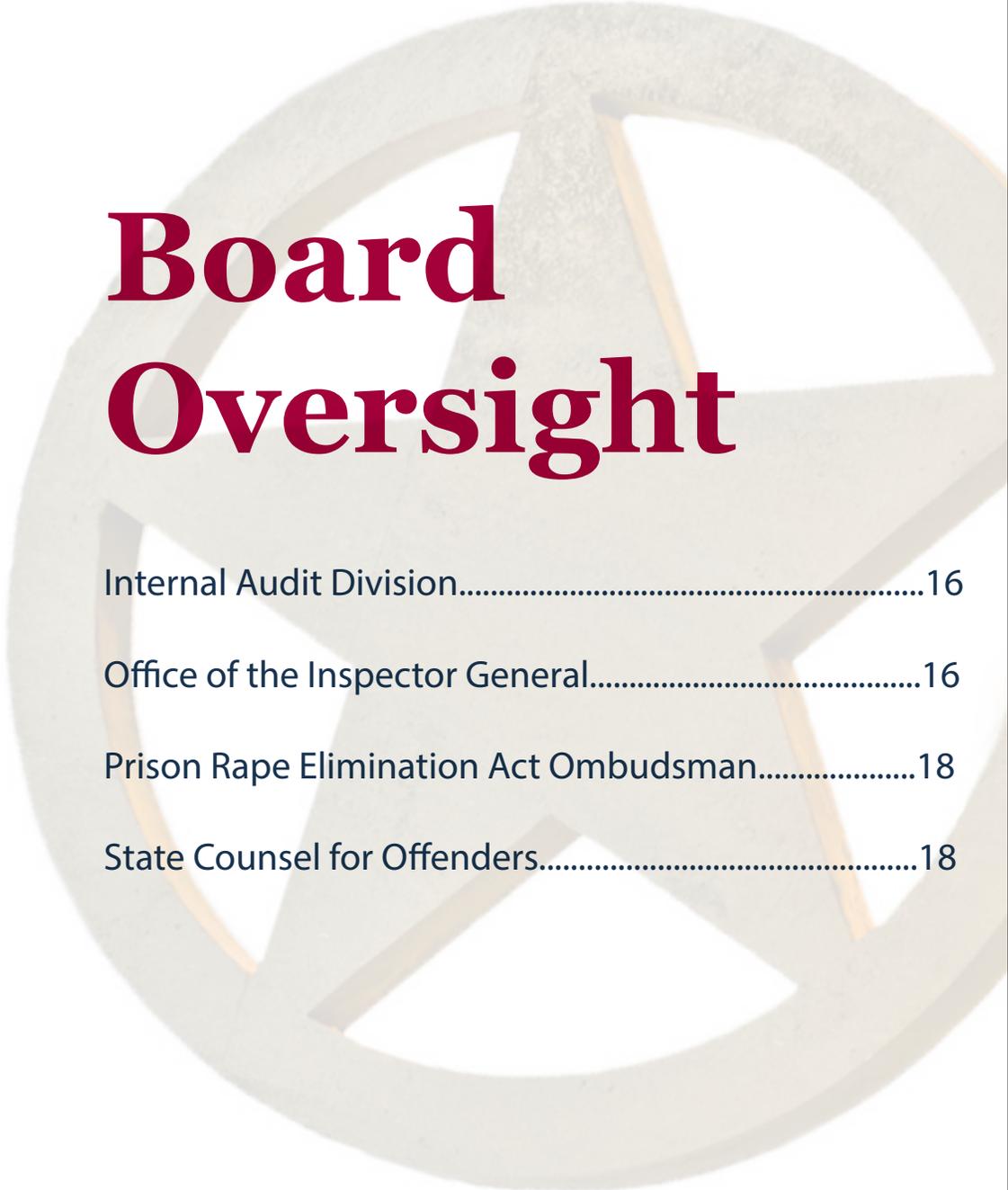
**Total Operating Budget**  
**\$3,087,899,321**  
*Source: Operating Budget for FY 2012 (12/1/11)*



# Texas Department of Criminal Justice Organizational Chart







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## Internal Audit Division

The Internal Audit Division conducts comprehensive audits of the TDCJ's major systems and controls.

Internal Audit prepares independent analyses, assessments and recommendations concerning the adequacy and effectiveness of the agency's internal policies and procedures, as well as the quality of performance in carrying out assigned responsibilities. To accomplish its mission, Internal Audit performs financial and performance audits according to an annual audit plan approved by the Board of Criminal Justice. Recommendations for improvements to the agency's system of internal controls are then provided and tracked.

The audit plan submitted annually to the board is developed using risk assessment techniques and may include audits of internal operations, contract providers, and community supervision and corrections departments. In addition to routine auditing, the division may participate in investigations of specific acts.



*Internal Audit Division employee Elizabeth Yielding inspects the Huntsville Unit key room to ensure accountability measures are in place.*

## Office of the Inspector General

The Office of the Inspector General (OIG) is the primary investigative and law enforcement entity for the Texas Department of Criminal Justice. OIG consists of the Investigations Department, the Administrative Support and Programs Department, and the Information Systems Division, which oversees the Offender Telephone System. OIG investigators are commissioned peace officers assigned throughout the state. During fiscal year (FY) 2012, OIG opened 8,687 investigations. Of those cases opened, 5,459 involved criminal investigations, 86 were administrative investigations and 3,142 were information investigations.

### Investigations Department

The Investigations Department is dedicated to conducting prompt and thorough investigations of alleged or suspected employee administrative misconduct or criminal violations committed on property owned or leased by TDCJ. Through administrative and crimi-

nal investigations, OIG investigators identify criminal violations and serious staff misconduct. The department responds to requests for law enforcement services from numerous sources within and outside the agency. During FY 2012, Investigations Department cases returned 445 indictments and 253 convictions.

### Administrative Support and Programs Department

The Administrative Support and Programs Department is responsible for budget and human resources activities, records management and information technology support. This department is also responsible for coordination and management of the special task force investigative operations, as well as Fuginet, the Automobile Burglary and Theft Prevention Authority, and the Crime Stoppers program.

## Task Force Investigative Operations

In addition to the law enforcement investigators assigned to prison units and regions across the state, OIG has investigators assigned to fugitive and gang task forces. These investigators, working closely with local, state and federal law enforcement, focus on identification, location and capture of violent parole violators and the apprehension of escapees. They also target prison gangs and their counterparts for prosecution of organized criminal activities. During FY 2012, the task force initiated 1,888 fugitive investigations.

The Inspector General continued a program for criminal analysts to receive daily reports on absconded sex offenders. From September 1, 2011 to August 30, 2012, OIG criminal analysts studied 1,120 absconded sex offenders, providing information to OIG task force officers and investigators from the Office of Attorney General and Department of Public Safety to assist in apprehension.

## Fuginet

Fuginet provides law enforcement agencies throughout the country with direct access to an extensive database of information concerning Texas parolees on active supervision, as well as persons wanted by the TDCJ for violation of their parole. More than 3,125 users from municipal, county, state and federal law enforcement agencies have access to Fuginet.

## Automobile Burglary and Theft Prevention Authority Grant

Established by the 72nd Legislature in 1991, the Texas Automobile Theft Prevention Authority (ATPA) was the initial statewide effort to reduce auto theft. The 80th Legislature amended the ATPA mission to include the reduction of vehicle burglaries. The resulting agency, the Texas Automobile Burglary and Theft Prevention Authority (ABTPA), is charged with assessing and analyzing data regarding automobile burglary, theft and economic theft (burglary or theft committed for financial gain), and providing financial support to address the problems.

ABTPA has awarded OIG grant funds to combat the automobile burglary and theft problem in Texas. Pa-

role violators with automobile burglary and/or automobile theft-related crimes are located, and arrests facilitated through this grant initiative.

## Crime Stoppers

OIG coordinates the TDCJ Crime Stoppers program by providing direct access and interaction with law enforcement investigators both inside and outside the agency. The program solicits tips by publishing Crime Stoppers articles submitted by law enforcement agencies in the monthly state prison newspaper, *The Echo*. During FY 2012, Crime Stoppers received 359 calls that resulted in 92 tips, resulting in 14 arrests and payment of \$4,500 in reward money.

## Information Systems Division

The Information Systems Division (ISD) serves as a vital security resource by identifying threats to individuals and facilities, and detecting other kinds of potential criminal activity. This is accomplished through proactive monitoring of the Offender Telephone System (OTS), the offender electronic messaging service (JPay), and examining information developed through the course of criminal investigations. ISD provides analytical case support to ongoing OIG investigations, forensic examination of contraband cellular telephones, and acts as a resource for federal, state and local law enforcement agencies. Through participation with the Texas Department of Public Safety Fusion Center and its own direct efforts, ISD facilitates criminal investigations involving transnational gangs, drug cartels and other criminal organizations or individuals suspected of committing crimes.

In FY 2012, ISD generated informational bulletins including eight on contraband, five on individual persons of interest, five on general security issues, three on gang-related issues, five on officer safety, and three fraud alerts which were disseminated within TDCJ. Additionally, ISD monitored 37,528 offender telephone calls and conducted 1,151 forensic examinations of contraband cellular phones.

## Prison Rape Elimination Act Ombudsman

The Prison Rape Elimination Act (PREA) ombudsman oversees the TDCJ efforts to eliminate sexual assault in the agency's correctional facilities. The primary responsibilities of the PREA ombudsman are to monitor the TDCJ policies for prevention of sexual assault, to monitor administrative investigations to ensure the impartial resolution of offender complaints of sexual assault, and to collect data regarding all allegations of sexual assault.

The PREA ombudsman uses a variety of techniques to achieve its mission, to include reviewing agency policy to determine potential effects on prevention, reporting and investigation of allegations of sexual assault, directing initial reports of allegations of offender-on-offender sexual assaults to the PREA ombudsman, responding directly to public inquiries related

to allegations of sexual assault in TDCJ correctional facilities, and collecting data from the TDCJ and the Office of Inspector General regarding allegations of sexual assault in correctional facilities.

In fiscal year 2012, the PREA ombudsman conducted workshops or training for the Texas Association Against Sexual Assault (TAASA) Diversity Task Force, TDCJ Assistant Wardens' Training, TDCJ Majors' Training, and facilitated a seminar at the 2012 Annual TAASA Conference. The PREA ombudsman helped prepare the agency's *Fiscal Year 2011 Safe Prisons Annual Report* and response to the *Bureau of Justice Statistics Survey on Sexual Violence*, and is performing an agency review of the national PREA standards released in 2012 by the U.S. Department of Justice.

## State Counsel for Offenders

State Counsel for Offenders (SCFO) provides quality legal advice and representation to indigent offenders incarcerated in the Texas Department of Criminal Justice. This enables the agency to comply with constitutional requirements regarding access to courts and right to counsel. There are five legal sections within SCFO that cover general legal assistance, criminal defense, immigration, civil commitment, and appeals. In addition to the legal sections, SCFO is supported in its efforts by investigators, legal assistants, legal secretaries and a Spanish interpreter.

### General Legal Section

The General Legal Section assists indigent offenders with pending charges and detainers, extradition and probation revocation matters, family law issues and other legal issues not covered by other sections. This section handles the bulk of SCFO's mail, which totaled 24,556 pieces during fiscal year (FY) 2012.

### Trial Section

The Trial Section provides representation to indigent offenders indicted for felonies allegedly committed while the offenders are incarcerated in the TDCJ. Trial attorneys, utilizing professional defense investigators, obtain discovery and meet with offenders to investigate their cases. They also represent the offenders at all court appearances, file all necessary motions and pre-trial writs, and fully litigate all relevant issues on behalf of the offender. In FY 2012, SCFO opened 314 new felony trial cases. Attorneys tried four cases to juries and obtained plea agreements for 156 offenders. In support of these efforts, investigators conducted 955 interviews and served 382 subpoenas.

### Immigration Section

The Immigration Section assists indigent offenders in removal proceedings and international prisoner

transfer requests. Removal proceedings are conducted at the federal building on the Goree Unit in Huntsville. Attorneys conducted 415 offender interviews and 121 removal hearings during FY 2012.

### Civil Commitment Section

The Civil Commitment Section represents indigent sex offenders targeted under Chapter 841 of the Health and Safety Code for civil commitment as sexually violent predators. In preparation for trial, attorneys investigate cases, depose expert witnesses, respond to and file discovery motions, and meet with offenders. In FY 2012, 48 files were opened, 42 trials

were tried to verdict before a jury, and 39 previously civilly-committed offenders underwent their biennial reviews.

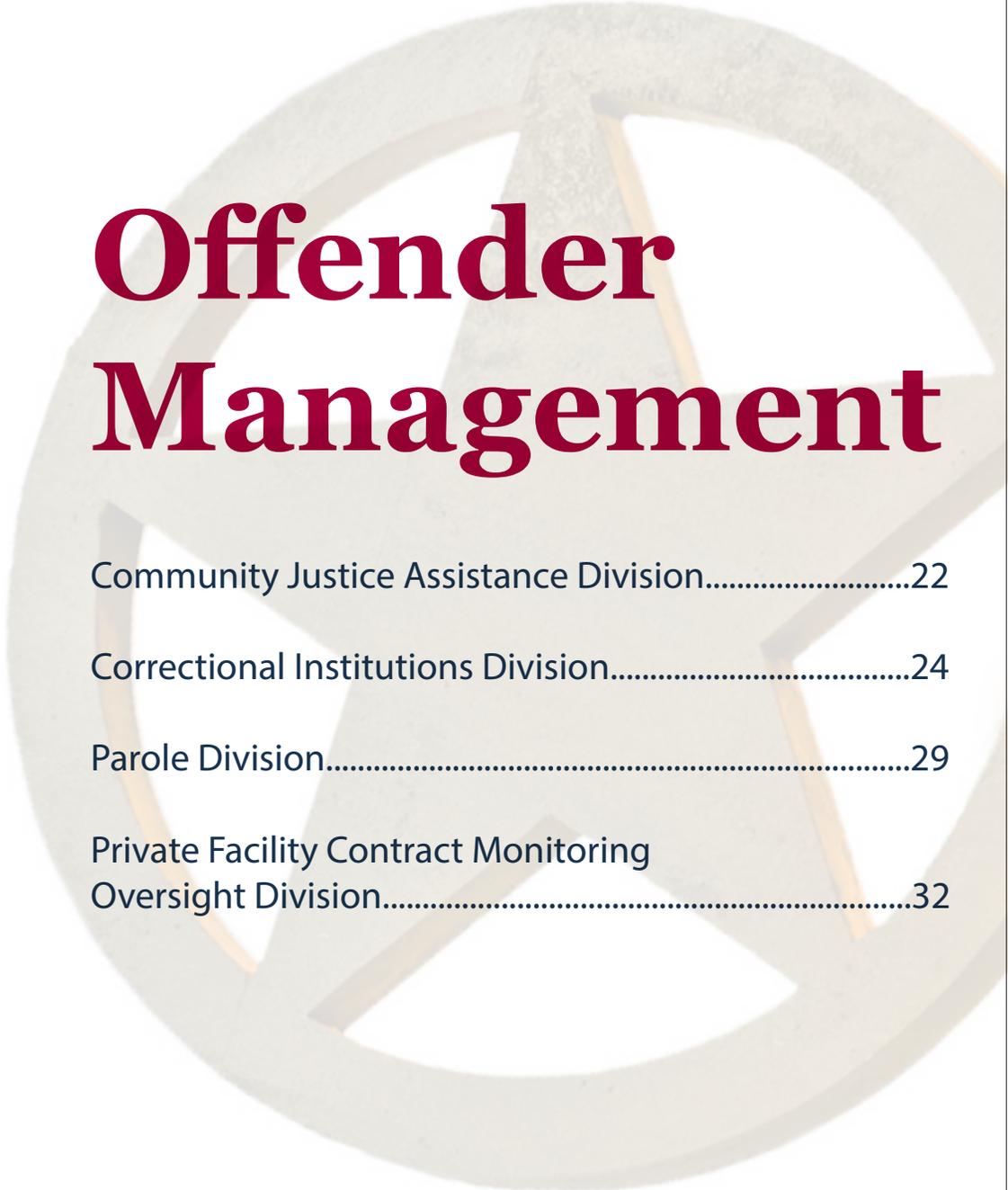
### Appellate Section

The Appellate Section assists indigent offenders with appellate and writ issues, parole and mandatory supervision eligibility requirements, and time-calculation questions. In FY 2012, the section filed 74 criminal and civil commitment appeals and/or petitions for review, discretionary review, writ of mandamus or writ of habeas corpus. The legal assistants helped to obtain 288,136 days of credit for offenders.



**Attorney Ronald Chin meets with an offender to discuss legal proceedings.**





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## Community Justice Assistance Division

The Community Justice Assistance Division (CJAD) oversees community supervision (adult probation) in Texas. Community supervision refers to the placement of an offender under supervision for a length of time, as ordered by a court, with court-imposed rules and conditions. Community supervision applies to misdemeanor and felony offenses, and is an alternative to a jail or prison sentence. The 122 community supervision and corrections departments (CSCDs) in Texas are established by the local judicial districts they serve. CSCDs receive approximately two-thirds of their funding through CJAD. Other funds, such as court-ordered supervision and program fees, help finance a department's remaining budgetary needs. County governments provide CSCDs with office space, equipment and utilities.

CJAD is responsible for developing standards and procedures for CSCDs, including best practices treatment standards, distributing formula and grant funding appropriated by the state Legislature, reviewing and evaluating each CSCD's community justice plan and budget, and conducting program and fiscal audits of CSCD operations and programs. CJAD oversees an automated tracking system that receives data from departmental caseload management systems, and provides community supervision officer (CSO) and residential officer certification, in-service and educational training. CJAD also provides technical assistance to CSCDs, and administers state benefits for CSCD employees.



*Dana Hendrick, Special Programs Director for CJAD, attends the Community Supervision Summit held at the state capitol in February.*

The judicial district's community justice plans outline the programs and services offered by each CSCD. Basic CSCD duties include ensuring public safety, supervising and rehabilitating offenders sentenced to community supervision, and monitoring compliance with court-ordered conditions. CSCDs also provide a system of graduated sanctions, regular and specialized caseloads, residential confinement programs, and both residential and nonresidential treatment and correctional programs.

## Projects and Goals

CJAD continues work to advance the implementation of evidence-based practices (EBP) in Texas probation, most recently hosting a Community Supervision Summit with the Correctional Management Institute of Texas. CSCDs continue to work toward full implementation of EBP in their local jurisdictions. CJAD also continues its collaboration with adult and juvenile probation stakeholders across the state as part of the Texas Motivational Interviewing Cooperative, combining resources and skill sets to build and sustain the effective use of motivational interviewing within Texas correctional communities.

Another top priority is to increase assessment-driven supervision and treatment consistent with EBP. CJAD and stakeholders developed and distributed an assessment-driven substance abuse treatment continuum of care for judges, prosecutors and community supervision professionals to use in fiscal year 2009. Working in cooperation with CSCD staff, university

researchers and Texas Department of Criminal Justice representatives, CJAD continues the process of assisting with the validation of a statewide public domain risk and needs assessment tool for offenders in the Texas criminal justice system. This tool will replace the existing assessment process, which has been used for more than 30 years. The proposed assessment instrument will be applied from initial arrest through community sentencing options, with expansion to incarceration, community reentry and parole. Initial training on the proposed instrument was completed in the fall of 2010, followed by training of trainers in July 2011. Data collection and analysis are expected to be completed by January 2014.

# Correctional Institutions Division

The Correctional Institutions Division (CID) is responsible for the confinement of adult felony and state jail felony offenders. At the end of the fiscal year 152,302 offenders were incarcerated in TDCJ facilities, consisting of 137,093 prison offenders, 11,732 state jail offenders and 3,477 substance abuse felony punishment facility (SAFPF) offenders. CID employed 26,523 security staff at the end of the fiscal year.

This division has three components, each led by a deputy director: Prison and Jail Operations, Management Operations, and Support Operations.

## Prison and Jail Operations

The CID deputy director for Prison and Jail Operations oversees six regional directors responsible for the management of secure prisons and state jails throughout the state. This position is also responsible for the oversight of the Canine Coordinator and the Security Systems Department.

### Regional Directors

Each of the six regional directors, in their respective geographical region, is responsible for a hierarchy of staff members who provide security at each state-operated secure correctional facility.

### Canine Coordinator

The Canine Coordinator provides training and technical advice to kennel staff, and gathers and tracks data about the program. To assist canine staff and administration in training and tracking canine performance, the agency has obtained upgrades to the department's global positioning systems (GPS) devices. GPS devices attached to the collars of tracking canines allow real-time monitoring of their movements. During training exercises, the animal's tracking abilities are analyzed by comparing a GPS-plotted course with the actual pursuit routes taken by the canines.

### Security Systems Department

The mission of the Security Systems Department is

to provide technical assistance and operational support to CID administration and correctional facilities in the areas of staffing, video production and surveillance, armory, research and technology, budget, security review and serious incident review, and field operations.

The Staffing Section is responsible for analyzing, developing, and maintaining staffing documents for all units and conducting unit-specific staffing evaluations. The Video Surveillance and Video Equipment/Production Section assists in maintaining and repairing existing surveillance systems, as well as providing technical evaluation for augmentation and improvements. The Armory Section manages all use of force



**Sergeant Darren Mayer supervises offenders in the visitation room. Offenders at the McConnell Unit are also monitored by a comprehensive video surveillance system.**

equipment for the agency. The Research and Technology Section is responsible for testing and evaluating security equipment and providing technical assistance. The Budget Section monitors expenditures for budgeted programs, audits and prepares financial documents, budget requests and reports. The Security Review and Serious Incident Review Section performs reviews that monitor unit adherence to policy and provides agency leadership with trend analysis

and information to enhance security operations systemwide. The Field Operations Section provides monitoring, training and technical support to the field force staff.

Notable Security Systems achievements during fiscal year (FY) 2012 include the installation of major comprehensive video surveillance system projects at the McConnell, Connally and Coffield units. These new installations augment existing contraband interdiction equipment, which includes 48 parcel scanners on 24 units, 94 walkthrough metal detectors on 32 units, and 43 Body Orifice Security Scanner (BOSS) chairs on 34 units, each designed and operated to enhance unit security.

## Management Operations

The CID deputy director for Management Operations provides oversight of Correctional Training and Staff Development, the Plans and Operations Department, the Safe Prisons Program Management Office, the Fusion Center and the Security Threat Group Management Office.

### Correctional Training and Staff Development

During FY 2012, Correctional Training and Staff Development (CTSD) provided pre-service training to 5,230 participants, of which 4,653 graduated. Additionally, 29,588 employees completed annual in-service training. A total of 2,177 received specialized training, 1,750 supervisors attended leadership development training and 3,016 participated in ancillary training.

CTSD remains committed to providing quality training to ensure correctional employees receive the information and skills necessary to perform their duties safely and effectively. The agency's enhanced hiring standards require all uniformed employees to successfully pass a Physical Agility Test (PAT) prior to entering the Pre-Service Training Academy and another PAT before graduation.

### Fusion Center

The Fusion Center serves as the hub for the collection, assessment, analysis and dissemination of gang-

related and intelligence information to all appropriate stakeholders. Operational duties of the Fusion Center include maintaining an information clearinghouse to collect and appropriately process relevant TDCJ gang information and intelligence provided by Security Threat Group (STG) 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 STG staff and law enforcement agencies in order to encourage collaboration and sharing of gang information and intelligence.

### Plans and Operations Department

The Plans and Operations Department provides support to divisional leadership by coordinating all security-related policies and operational plans, and assisting with the tracking and implementation of legislation. Additionally, this department serves as the liaison to other state agencies and government officials, conducts research and evaluation, manages the CID web page and distributes information concerning emergency preparedness. This department also coordinates, trains and audits the offender property process, community work project processes, offender suicide reconstruction documentation and the



**Training Sergeant Obadiah Lopez, right, tracks the progress of correctional officers as they complete the Physical Agility Test.**

lifesaving response kit. In addition, this department provides training to offender drug testing coordinators and compiles related statistical data.

### **Safe Prisons Program Management Office**

The Safe Prisons Program Management Office provides administrative oversight of the Safe Prisons Program and technical support to the unit Safe Prisons Program and executive administrative staff regarding in-prison sexual abuse.

The agency has a zero tolerance policy for sexual abuse. The Safe Prisons Program mission is to maintain a zero tolerance standard by acting as an information clearinghouse and providing data analysis for result-based decisions that lead to positive change and a safer prison environment. Safe Prisons Program training provides staff with an overview of the Safe Prisons Plan, as well as information regarding how to detect, prevent and respond to sexual abuse, extortion and other acts of offender aggression. The Safe Prisons Program Management Office maintains a database of reported allegations of offender-on-offender sexual abuse to analyze and evaluate trends in times, locations and patterns.

### **Security Threat Group Management Office**

The Security Threat Group Management Office (STG-MO) monitors the activities of security threat groups (STGs or gangs) and their members who threaten the safety and security of TDCJ units, staff and offenders. STGMO provides oversight, training and technical support for the unit-level staff who gather information on the activities of security threat group members. STGMO works closely with the Fusion Center by sharing information on security threat groups and their members.

### **Support Operations**

The CID deputy director for Support Operations oversees the support functions on all CID facilities. This department includes Classification and Records; Counsel Substitute; Laundry, Food and Supply; Mail System Coordinators Panel; Offender Transportation; and Office for Disciplinary Coordination.

### **Classification and Records**

Classification and Records oversees diverse matters pertaining to offender management and provides technical support for various administrative and unit-based departments. It includes the Classification and Records Office, Unit Classification and Count Room, Intake, and the State Classification Committee.

The Classification and Records Office schedules, receives, processes, and coordinates transport of offenders for intake, release and transfer. It creates and maintains records on these offenders and serves as the principal repository for the agency's offender records. During FY 2012, the Classification and Records Office switched from a contract imaging process to Enterprise Imaging, an in-house imaging system developed by the TDCJ Information Technology Department. This process is now used to image the permanent files of offenders who have discharged or passed away. Additionally, programming was completed which enables the courts to log into a web-based program to grant or deny diligent participation credits to state jail-sentenced offenders.

The Unit Classification and Count Room Department conducts routine division-level operational review audits on each unit every three years, and provides oversight, training and technical support for all unit-based classification and count room personnel and operations.

The Intake Department conducts routine division-level operational review audits on each intake facility every three years and provides training, supervision and support for unit-based intake staff at 25 facilities statewide. Staff also conducts division-level operational review audits of the intake process. During FY 2012, intake employees were issued computers that allow users to view imaged documents and create an Electronic Classification Profile, which is planned to replace the Travel and Committee Cards.

The State Classification Committee (SCC) is responsible for making initial custody recommendations and determining appropriate units of assignment for all offenders. The SCC reviews recommendations made by unit classification committees regarding promotions in custody status, disciplinary actions at private facili-

ties, and transfers and special housing assignments due to security or safety needs. The committee works closely with the Safe Prisons Program Management Office to identify aggressive and vulnerable offenders.

### **Counsel Substitute Program**

The Counsel Substitute Program secures and protects the due process rights of offenders charged with disciplinary infractions by providing trained staff to assist offenders during the disciplinary process. Counsel Substitute Program employees conduct certification training, provide technical assistance and continuous support to the disciplinary hearing officers and counsel substitute staff. Counsel substitute and disciplinary hearing officer training is provided quarterly. During FY 2012, 105 staff members attended the training.

### **Laundry, Food and Supply**

Laundry, Food and Supply manages the food, laundry, necessities, and unit supply operations. These unit-based programs are vital to the units' mission and offender well-being. The department is responsible for ensuring all offenders are provided access to clean and serviceable clothing, footwear and bedding. Offenders are provided access to appropriate personal hygiene items, and units are provided basic supplies needed to operate. Offenders are also provided access to wholesome and nutritious meals, to include special diets.

This department employs approximately 1,800 laundry managers, inventory coordinators and food service managers. The unit-based staff works in more than 250 unit laundries, food service and unit supply programs. More than 29,000 offenders work in unit food service and laundry departments. In addition to on-the-job training, offenders are afforded the opportunity to participate in educational programs in food preparation through the joint efforts of Windham School District, Alvin Community College, Central Texas College and Lee College. After completing these programs, qualified offenders have the opportunity to work at the San Antonio Food Bank to further enhance their cooking skills and employment opportunities.

### **Mail System Coordinators Panel**

The Mail System Coordinators Panel (MSCP) assists

offenders in maintaining contact with family and friends and arranges offenders' access to courts and public officials. The MSCP provides procedural training and technical assistance to unit mailroom staff and conducts mailroom division-level operational review audits. This department also generates investigations regarding threats and unidentifiable substances received in uninspected mail as reported by offenders.

During FY 2012, the MSCP conducted 28 division-level operational review audits of mail operations, and held three video conference training sessions attended by unit mailroom supervisors from throughout the TDCJ, including private facilities.

### **Offender Transportation**

Offender Transportation is headquartered in Huntsville with five regional offices located in Abilene, Amarillo, Beeville, Rosharon and Tennessee Colony. This department is responsible for unit-to-unit transfers, state and federal court appearances, medical transfers, off-site medical offender tracking, county jail transfers, out-of-state extradition, and emergency response or evacuations during floods, hurricanes, and any other catastrophic event.

Offender Transportation operates a fleet of vehicles consisting of 121 buses, 61 vans, six vans for the physically-disabled, three vans used to transport regional release offenders, and two sedans. More than 4.5 million miles were traveled and 561,653 offenders were transported during FY 2012. This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders.

### **Office for Disciplinary Coordination**

The Office for Disciplinary Coordination oversees and monitors facility compliance with disciplinary rules and procedures by conducting division-level unit operational reviews. During FY 2012, this office completed 31 such audits. This office also produces management statistical reports each month, coordinates the revisions to disciplinary rules and procedures, and updates and coordinates the printing of the GR-106, *Disciplinary Rules and Procedures for Offenders*, and the GR-107, *Standard Offense Pleadings Handbook*.

In addition, the Office for Disciplinary Coordination oversees the Office of Spanish Language Coordination, which manages the Spanish language assistance service and is responsible for coordinating and processing the testing of employees to determine their proficiency in speaking Spanish. Based on test results, qualified Spanish language interpreters are designated. This office is also responsible for conducting division-level operational review audits of the Spanish language assistance service. During FY 2012, 31 division-level operational review audits were completed, 300 pages translated, and testing coordinated for 231 employees.

# Parole Division

The Parole Division supervises offenders released from prison on parole or mandatory supervision to complete their sentences in Texas communities. The mission of the division is to promote public safety and positive offender change through effective supervision, programs and services.

## Field Operations

This fiscal year, more than 86,000 parole and mandatory offenders were under active supervision by approximately 1,360 district parole officers. Offenders must report to parole officers and comply with release conditions established by the Board of Pardons and Paroles (BPP). Violations can result in increased supervision or arrest and reincarceration. Officers also supervise offenders transferred to Texas from other states and from the Texas Juvenile Justice Department.

Region directors in Tyler, Dallas, Houston, San Antonio and Midland manage 66 district parole offices across the state. Officers monitor an offender's compliance with conditions of release and society's laws, applying supervision strategies based on an assessment of each offender's risks and needs.

## Central Coordination Unit

The Central Coordination Unit provides support services to Field Operations. The unit monitors detainer/deportation caseloads, verifies death notices, receives and monitors interstate transfers and arranges for placement of offenders into and out of intermediate sanction facilities (ISFs) and substance abuse felony punishment facilities. In fiscal year (FY) 2012, 9,097 offenders were placed in ISFs. The South Texas ISF provided services to 1,327 offenders in the Substance Abuse Counseling Program, and the East Texas Treatment Facility counseled 2,136 offenders during the fiscal year. Programs and services offered in these facilities encourage offender compliance through appropriate supervision and interventions.

## Ombudsman

This year, the Parole Division ombudsman responded to 5,474 inquiries from offender family members, parole and mandatory supervision offenders, legislative offices and the public.



**Parole Officer Willow Kreucher meets with a parolee at the local community college campus. Attending classes may be part of a parolee's supervision plan.**

## Interstate Compact

The Interstate Compact Office arranges for the transfer of supervision to a state outside an offender's state of conviction. The Interstate Compact for Adult Offender Supervision is the statutory authority for the transfer of offenders among the 53 member states and territories of the Compact. The Texas Interstate Compact Office establishes practices, policies and procedures that ensure compliance with Compact rules. In FY 2012, 7,580 Texas probationers and 3,151 parolees were supervised outside the state. Another 4,524 out-of-state probationers and 2,081 out-of-state parolees were supervised in Texas.

## Support Operations

Support Operations consists of Review and Release Processing, Specialized Programs, Warrants, the Parole Officer Training Academy and Internal Review/In-Service Training. All provide direct support to Field Operations.

### Review and Release Processing

Review and Release Processing (RRP) is responsible for reviewing and processing offenders for release on parole supervision.

RRP staff prepares file material for supervision purposes, reviewing and analyzing each file through the release plan approval process. Prior to issuing a release certificate, RRP staff processes requests for the imposition and withdrawal of special conditions. In FY 2012, RRP issued 44,917 parole/mandatory certificates for release.

The Huntsville Placement and Release Unit (HPRU) is responsible for the placement of offenders into contracted residential reentry centers (halfway houses) or the Temporary Housing Assistance Program (THAP) when all other residential resources have been exhausted. HPRU is also responsible for placement of Substance Abuse Treatment offenders into transitional treatment centers following participation in the In-Patient Therapeutic Community Program and the Substance Abuse Felony Punishment Program. HPRU placed 9,067 offenders into residential reentry centers and 3,126 offenders into transitional treatment cen-

ters. HPRU also processed 40,344 parole and mandatory releases to supervision.

The Central File Coordination Unit (CFCU) coordinates the movement and maintenance of approximately 240,000 case files of offenders under the Parole Division's jurisdiction. CFCU tracks and verifies restitution owed by offenders, processes fee affidavits and offender discharge certificates, responds to requests for file material, open records requests, business records affidavits, expunctions, subpoenas and correspondence. CFCU also facilitates the delivery of notifications to trial officials.

### Specialized Programs

Specialized Programs administers and evaluates a variety of programs and services to enhance the division's ability to supervise and reintegrate offenders following release.

District Reentry Centers target newly-released, high-risk and high-need offenders using a comprehensive approach to promote personal responsibility and victim empathy. Volunteers and community agencies assist staff in addressing anger management, cognitive restructuring, substance abuse, victim impact and pre-employment preparation. In FY 2012, a monthly average of 1,501 offenders was served.

The Serious and Violent Offender Reentry Initiative (SVORI) provides administrative segregation of offenders with reentry services that begin during incarceration and continue to community supervision. Programming provided through the district reentry centers addresses the needs of offender and family, while maintaining the goal of public safety. In FY 2012, 55 SVORI program offenders were released from the Correctional Institutions Division to the Parole Division.

The Special Needs Offender Program (SNOP), in conjunction with the Health and Human Services Commission, supervises mentally retarded (MR), mentally impaired (MI), and terminally ill or physically handicapped (TI/PH) offenders. In FY 2012, 34 medically-recommended intensive supervision (MRIS) offenders were released to supervision, with a monthly average of 187 MRIS offenders supervised under the

program. Averages of 163 MR, 5,719 MI and 757 TI/PH offenders were supervised monthly.

The Sex Offender Program supervised a monthly average of 3,641 offenders in FY 2012. Sex offender treatment services are provided statewide through contracted vendors, with the division subsidizing treatment for indigent offenders. Polygraph testing is a significant component of evaluating and treating sex offenders.

The Therapeutic Community Program offers continuity of care to offenders with substance abuse problems. This three-phase aftercare program targets offenders who have participated in an in-prison therapeutic community or substance abuse felony punishment facility. A monthly average of 5,395 offenders received services from contracted vendors and specially-trained parole officers during FY 2012.

The Substance Abuse Counseling Program (SACP) provides relapse prevention services to offenders with substance abuse problems. Level I prevention services were provided to 28,360 offenders in FY 2012. Level II outpatient treatment services were provided by vendors and parole counselors to 8,953 offenders. The SACP intermediate sanction facilities provided residential treatment to 1,435 offenders.

The Drug Testing Program's instant-read testing device increases accountability and reduces chain of custody issues. On average, 145,132 drug tests were conducted each month in FY 2012.

### **Warrants Section**

The Warrants Section is primarily responsible for the issuance, confirmation and withdrawal of prerevocation warrants. In FY 2012, 34,132 warrants were issued. This section is also responsible for the oversight of the Super-Intensive Supervision Program (SISP), which uses global positioning system (GPS) tracking, and the Electronic Monitoring (EM) Program, which employs radio frequency equipment to monitor the offenders.

The Warrants Section has two units in operation 24 hours a day. The Command Center processes violation reports submitted by parole officers and alerts from

GPS/EM vendors and halfway houses. The Texas Law Enforcement Telecommunications System (TLETS) Unit responds to requests for warrant information/confirmation from law enforcement and maintains wanted persons information. Additionally, these units operate an absconder tip line, which allows the public to inform officials about offenders who fail to report.

The Extradition Unit tracks Texas offenders arrested in other states and offenders returned to a TDCJ correctional institution who have not been through the revocation process. This year, 576 offenders were extradited to Texas, and 279 warrants were issued for Texas offenders under Interstate Compact supervision in other states.

The Tracking Unit tracks offenders held in Texas county jails on prerevocation warrants and ensures that the offender's case is disposed of within the time limits prescribed by law. This unit calculates the amount of time credited to offenders while in custody on a prerevocation warrant.

The Super-Intensive Supervision Program (SISP) imposes the highest level of supervision and offender accountability, including active and passive GPS monitoring. Some 320 offenders were on active GPS during each month of the year, with real-time tracking in place for those at highest risk. A monthly average of 1,405 offenders was monitored on passive GPS, which downloads tracking data when offenders return to their residence.

Electronic monitoring allows an officer to detect curfew and home confinement violations electronically. Offenders at higher risk of reoffending, or who have violated release conditions, may be placed on electronic monitoring. An average of 1,364 offenders was on electronic monitoring each month this year.

### **Training Academy**

The Parole Officer Training Academy in Beeville provides 208 hours of pre-service foundation training for new officers. Training was provided to 202 new officers in 13 classes during FY 2012.

The academy conducts specialized officer supervision schools on a quarterly basis, offering classes on the

Super-Intensive Supervision Program, electronic monitoring, sex offender, therapeutic community and the Special Needs Offender programs. A 40-hour firearms certification course provided training to 21 officers. During FY 2012, 545 officers attended training classes.

### Internal Review/In-Service Training

Internal Review/In-Service Training provides training on motivational interviewing, the Americans with

Disability Act, best practices, criminogenic needs, Interstate Compact rules, Human Resources Topics for Supervisors, Principles of Supervision and various aspects of the revocation process. A total of 1,575 parole employees participated in In-Service training classes in FY 2012. Performance reviews of the 66 district parole offices were completed during the fiscal year.

## Private Facility Contract Monitoring Oversight Division

The Private Facility Contract Monitoring Oversight Division (PFCMOD) is responsible for oversight and monitoring of contracts for privately-operated secure facilities and community-based facilities, to include substance abuse treatment service providers. The PFCMOD protects the public by ensuring constitutionally safe and sound facilities through effective management, efficient monitoring and clear communication between the agency and its contracted representatives.

The PFCMOD primarily supports the Correctional Institutions Division, the Parole Division, the Community Justice Assistance Division and the Rehabilitation Program Division (RPD) by providing contract monitoring and oversight, performing contract reviews and working with the private vendors to address any compliance issues.

Contract monitoring staff conducts facility risk assessments, coordinates compliance reviews and makes unannounced site visits. Compliance issues are investigated and follow-up reviews are conducted. The division responds to ombudsman and other inquiries and provides after-hours emergency contact coverage for secure and community-based facilities. The division is organized into three sections: Operations Monitoring, Program Monitoring and Business Operations.

### Operations Monitoring

Operations Monitoring is responsible for contract monitoring and oversight of privately-operated se-

cure correctional facilities. Three regional supervisors oversee contract monitors who, during fiscal year (FY) 2012, performed daily, on-site operational and contractual monitoring of seven private prisons, five private state jails, one work program co-located on a private facility, two pre-parole transfer facilities, two privately-operated intermediate sanction facilities and one multi-use facility. There were 17,224 contracted beds at privately-operated secure correctional facilities monitored by the PFCMOD during FY 2012.

### Program Monitoring

The Program Monitoring section is responsible for oversight and monitoring of contracts for community-based facilities and substance abuse treatment services. Two regional supervisors oversee contract monitors who monitor privately-operated halfway houses for the Parole Division, and work with RPD to monitor substance abuse treatment program contracts, which include in-prison treatment programs co-located on state-run or privately-operated facilities, residential aftercare treatment programs and outpatient treatment programs. RPD and PFCMOD perform contract monitoring on a rotating schedule, with RPD making quality assessments and PFCMOD performing contract delivery reviews.

In FY 2012, this section monitored contracts for seven privately-operated halfway houses, 23 substance abuse aftercare treatment facilities (community-based transitional treatment centers), 11 privately-operated substance abuse felony punishment facilities/in-prison therapeutic community programs, one

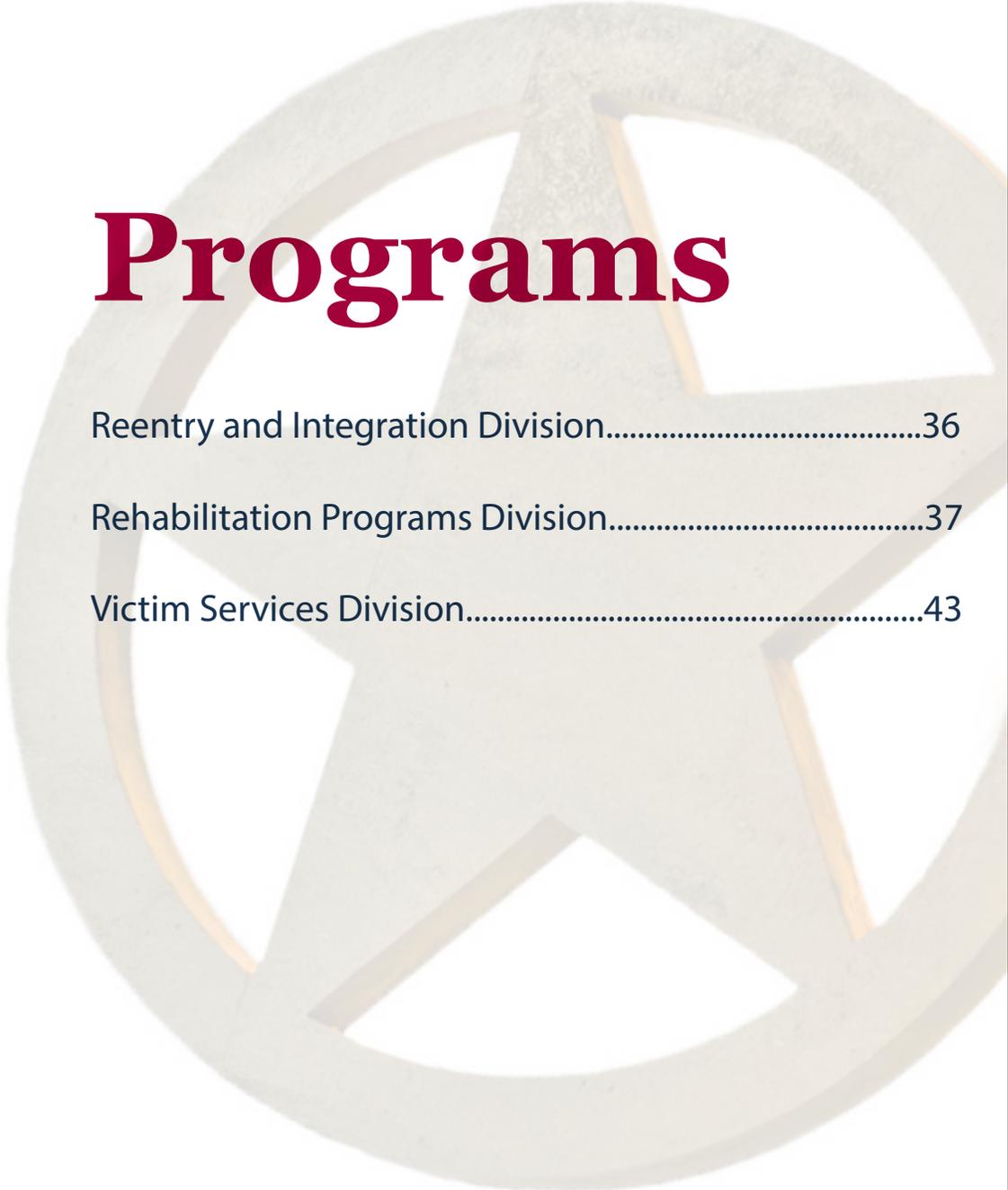
driving while intoxicated (DWI) program, two substance abuse programs located on two intermediate sanction facilities and six state jail substance abuse programs co-located on state-run or privately-operated facilities.

but are not limited to, monitoring spending and projecting future needs, preparing contract modification and renewal documents, monitoring and verifying contractors' monthly invoices, and calculating deductions for noncompliance.

## **Business Operations**

The Business Operations Section is supervised by the business operations manager who helps resolve financial or budget issues for all PFCMOD contracts. Functions of the Business Operations Section include,





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## Reentry and Integration Division

The Reentry and Integration Division (RID) works toward developing a seamless resource support system for offenders as they transition back into society under TDCJ supervision. The division works with groups within and outside the agency to identify gaps in service delivery and promote best practices on reentry issues while sharing information to help maximize efficiency.

A reentry task force composed of criminal justice, health and human services, education, regulatory, judicial and advocacy groups provide technical assistance and advice on strategies for improving local and state reentry activities. In addition, the task force establishes topic-specific working groups to address priority reentry issues, such as housing, identification documents, employment, family reunification, access to treatment services and other critical supports.

The division's program services include Reentry Planning and the Texas Correctional Office on Offenders with Medical and Mental Impairments (TCOOMMI).

### Reentry Planning

The Legislature provided funding for the creation of reentry specialist positions that assist offenders with the development of a comprehensive reentry plan based on the completion of an empirically-validated needs assessment tool. This assessment identifies reentry barriers related to clothing, food, amenities, employment, education, financial resources, health care, housing, substance abuse, support systems and transportation. Identification documents are secured for eligible offenders, and reentry specialists, in cooperation with the offender, community providers and the family support system, secure post-release services.

In fiscal year (FY) 2012, RID provided individualized reentry planning services to 17,170 eligible offenders who were scheduled for release within six months. During the same fiscal year, RID processed and submitted applications for 22,009 social security cards and 11,012 certified birth certificates for eligible offenders. Support services for released offenders in-

clude a toll-free hotline so offenders can access a reentry case manager for help after they leave state jail or prison. In FY 2012, 577 post-release offenders contacted case managers through the RID hotline.

### Texas Correctional Office on Offenders with Medical or Mental Impairments

TCOOMMI provides intensive treatment, continuity of care and case management services to juvenile and adult offenders with special needs. It also provides continuity of care for non-offender populations, such as defendants initially found incompetent to stand trial, mental health discharges from the Texas Juvenile Justice Department and wrongly imprisoned persons. In addition, a 29-member committee composed of representatives from juvenile and adult criminal justice systems, health and human services, education providers, regulatory and law enforcement entities, the courts and advocacy groups serves in an advisory capacity to the Board of Criminal Justice and TCOOMMI staff.

# Rehabilitation Programs Division

The Rehabilitation Programs Division (RPD) manages activities related to offender programs within the Texas Department of Criminal Justice (TDCJ) and is responsible for ensuring that all programs operate with consistency, quality, and in accordance with evidence-based practices and principles.

As the coordinating entity, RPD works with multiple TDCJ divisions and offices, faith and community-based organizations, and volunteers to orchestrate effective, evidence-based programs and treatment services for individual offenders throughout their incarceration and supervision.

## Administrative Segregation Pre-Release Program

The Administrative Segregation Pre-Release Program is designed to reduce recidivism by helping offenders confined to Administrative Segregation prepare for successful reentry into their communities. The program began during the summer of 2012, and provides 120 hours of lessons on a range of topics, including anger management, thinking errors, cultural diversity, substance abuse education and other self-help worksheets.

## Baby and Mother Bonding Initiative (BAMBI) Program

This program partners the RPD with the Health Services Division, Correctional Institutions Division (CID), the University of Texas Medical Branch, Santa Maria Hostel, Inc. and local foundations to provide child development education and training in a residential setting for up to 15 new mothers. The program gives participants the opportunity to form a healthy attachment with their newborns in a secure setting. In addition, the mother may attend GED, parenting, life skills, and drug and alcohol education classes, and work with her case manager to prepare a transition plan for herself and her infant.

## Chaplaincy Services

Chaplaincy uses a holistic approach to enhance an offender's spirituality. Programs focus on the development of life-changing goals and are delivered through spiritual growth groups, mentoring and volunteer programs. Unit chaplains facilitate opportunities for offenders to pursue their religious beliefs and practices, and provide pastoral care and counseling services to those incarcerated in TDCJ-operated units or contracted facilities.

## Civil Commitment of Sexually Violent Predators

The Texas Health and Safety Code provides for the civil commitment of sexually violent predators, with murder and capital murder based on sexually-motivated conduct included as qualifying offenses. In accordance with the law, the agency identifies and refers offenders with two or more qualifying sexual offense convictions.

TDCJ staff members present the offender information to a multidisciplinary team which determines whether the offender has been convicted of at least two qualifying offenses and whether the offender is likely to commit a sexually violent offense after release. If these criteria are met, the multidisciplinary team recommends the offender be evaluated by an expert to determine if they possess a behavioral abnormality. All offenders found to have the behavioral abnormality that makes them likely to reoffend in a sexually violent manner are referred to the Special Prosecution Unit for possible civil commitment.

## COURAGE Program for Youthful Offenders

CID may supervise both male and female youthful offenders as young as 14 years old, and assigns them to the COURAGE program until they turn 18. The length of time in the program is determined by age rather than completion of prescribed goals, and the issues presented by the population are complex and varied.

The COURAGE program is structured according to a two-track programming system. This system focuses on basic skills and values building, and incorporates an individual strategy for each offender. Track assignment and treatment planning is determined by the transition needs of the participant; that is, whether they will be released to join the general population of offenders or released from TDCJ custody. Offenders in the COURAGE program are given an individualized treatment plan designed to follow them throughout incarceration to release, parole or probation. Weekly comprehensive interdisciplinary treatment programs include education, social skills training, anger management, values development, goal setting, cognitive restructuring, substance abuse education, conflict resolution, aggression replacement and life skills.

Additional programs facilitated by COURAGE staff include the Transitional Program, for offenders who are 18 years old and have “aged out” of the COURAGE program, and the Young Adult Transition Offenders, or YATO, for offenders transferring from the Texas Juvenile Justice Department (formerly the Texas Youth Commission or TYC), and who may be up to 21 years of age.

### **Faith-Based Pre-Release**

Prison Fellowship Ministries operates the faith-based InnerChange pre-release program at the Vance Unit. This program spans 18 months of the offender’s incarceration and has a six-month transitional aftercare component.

Located at the Torres Unit in Hondo (63 beds) and the Vance Unit in Richmond (35 beds), the Transformational Ministry Dormitory (TMD) is a collaborative effort with Prison Fellowship Ministries, providing a faith-based pre-release program for offenders within 12 to 20 months of release who are returning to the Dallas/Fort Worth, El Paso, Houston or San Antonio areas.

Faith-based dorms are located on the majority of correctional facilities and offer support and accountability, along with an intensive faith-based curriculum and mentoring program. The programming is conducted

by local faith-based community volunteers whose activities are directed by the unit chaplain and unit administration.

### **Female Offenders**

In recognition of a critical need, the executive director of the TDCJ has directed the division to ensure that programs meet the needs of female offenders by providing rehabilitation opportunities by means of evidence-based, gender-responsive programs for incarcerated females. In addition to the many treatment and rehabilitation programs facilitated by the TDCJ, there are a variety of meaningful programs and activities offered to female offenders by volunteers and community groups.

The Plane State Jail Wraparound Program allows community resource providers to meet female offenders prior to their release. These services increase community support for the offender and help fulfill their identified needs.

Girl Scouts Beyond Bars helps re-forged and maintain the bond between girls and their incarcerated mothers. Through prison visits arranged by the Girl Scout Council, mothers and daughters join for troop meetings and traditional Girl Scout activities. Girls Scouts Beyond Bars is active at the Woodman State Jail in Gatesville and Plane State Jail in Dayton.

Truth-be-Told (TBT) offers female offenders the opportunity to honestly recount, to an attentive and respectful audience of invited guests, the events which led them prison. Before they can share their story with an audience, however, they must first be part of an eight-week series of classes where they share their story with their peers. TBT is a unique program staffed by volunteers, and fulfills the need for gender-specific programming.

The RUTH (Restoration, Unity and Transformation through the Holy Spirit) program is managed through collaboration between Prison Fellowship Ministries, RPD and the Carole Young Medical Facility. As the first long-term, Bible-based women’s reentry initiative, RUTH offers academic, emotional, cultural, social and spiritual enrichment to the female offenders, as well as their families. The volunteer-provided course

is based on the life and teachings of Jesus Christ. The curriculum teaches women to teach and love others and to experience the love of Christ. It prepares the women mentally, emotionally and spiritually for a successful reintegration into society and helps open their hearts to God's enduring grace.

The Women's Storybook Project is a long-term effort to connect children with their incarcerated mothers through literature. Approved volunteers visit women's prisons to record offenders as they read stories to their children. The mothers also give short messages, and the tapes and new books are then mailed to their children, allowing the child a chance to hear their mothers' voices while the mothers are away.

### **Giving Offenders' Kids Incentive and Direction to Succeed (GO KIDS) Initiative**

GO KIDS brings to the forefront the importance of preserving family ties and providing positive prevention and intervention services to high-risk children. Maintained by RPD, a page on the agency's website ([www.tdcj.state.tx.us/gokids/index.html](http://www.tdcj.state.tx.us/gokids/index.html)) provides a reliable connection to valuable resources and services across Texas.

Several organizations work in collaboration with GO KIDS. These organizations - Big Brothers Big Sisters of North Texas, Amachi Texas, No More Victims, Inc., Texas Boys Ranch and KICKSTART - work directly with the children and offer mentoring, counseling and empowerment opportunities.

### **Offender DNA Collection**

Blood specimens for DNA analysis are collected from all offenders incarcerated in TDCJ facilities or facilities under contract with the agency. The samples are sent to the Texas Department of Public Safety's Combined DNA Index System lab for analysis and entry into the national DNA database.

### **Rehabilitation Tier Tracking and Placement**

The Board of Pardons and Paroles (BPP) has a number of rehabilitation tier voting options. These votes specify that an offender must successfully complete a rehabilitation program and comply with all elements of the individualized treatment plan prior to release on parole. RPD Tier Tracking and Placement staff track offenders from the time of the board vote to ensure they are eligible for and transferred to the designated program at the appropriate time.

### **Risk Assessment Review Committee**

The TDCJ is required by law to establish a Risk Assessment Review Committee composed of at least seven members. These members are selected by their respective agencies and departments. The committee, to the extent feasible, must include at least one member with experience in law enforcement; one member with experience working with juvenile sex offenders; one member with experience as a sex offender treatment provider; one member with experience working with victims of sex offenses; the executive director of the Council on Sex Offender Treatment (CSOT); and one licensed sex offender treatment provider selected by the executive director of CSOT. The committee functions in an oversight capacity to ensure that persons using the risk assessment tools are properly trained. It also monitors the use of the risk assessments and revises or replaces them as needed.

### **Serious and Violent Offender Reentry Initiative Program**

The Serious and Violent Offender Reentry Initiative (SVORI) Program is a 63-bed program housed at the Estelle Unit's expansion cellblock in Huntsville. The program provides pre-release and in-cell programming for male offenders releasing directly from administrative segregation. SVORI is a coordinated partnership between RPD, CID, the Parole Division (PD) and the BPP. The program spans from six to 18 months and consists of one or two phases. Phase I is a six-month in-cell cognitive-based program provided through computer-based equipment and self-help materials, using a curriculum which addresses the leading causes of recidivism. Phase II is required for

offenders whose parole stipulation includes SVORI aftercare.

### **Sex Offender Risk Assessment**

State law requires that all registered sex offenders be assigned a risk level for reoffending. The risk level is used when determining the appropriate sex offending treatment regimen, and is also reported as part of the sex offender registration information recorded by the Texas Department of Public Safety (DPS). Offenders may be required to register with DPS based on a current or a prior sex offense. TDCJ utilizes the Static-99R and the Dynamic Risk Assessment which consists of multiple tools (Hare Psychopathy Checklist-Revised, the Level of Service Inventory-Revised and the Static-99R), as appropriate, to designate the reoffending risk level as low, moderate or high.

### **Sex Offender Rehabilitation Programs**

All three of the following sex offender rehabilitation programs are designed to reduce the rate of re-offense and move the participant toward a more pro-social lifestyle by addressing offenders' risks and needs.

#### ***Sex Offender Education Program***

The Sex Offender Education Program (SOEP) is a four-month, low-intensity program designed to assist sex offenders who have been assessed to pose a low risk of sexual re-offense, or who may have an extended period of supervision during which they may participate in treatment. The SOEP employs a cognitive intervention model utilizing psycho-educational classes held four days per week, for three hours each day. The format of SOEP is didactic, and provides offenders the information and knowledge necessary to change their thought patterns. The structured lesson plans for the classes include Cognitive Restructuring, Who Am I and Why Am I in Treatment?, Identifying Feelings, Life Story, Introduction to the Deviant Offense Cycle and Relapse Prevention, Needs and Issues, Healthy Sexuality, Interpersonal Relationships, Empathy, Stress Management and Assertiveness Training, Advanced Relapse Prevention and Moral Reasoning. Priority placement is given to offenders with an FI-4R vote from the BPP.

#### ***SOTP-9***

The nine-month Sex Offender Treatment Program (SOTP-9) consists of a moderate intensity treatment program designed to assist sex offenders who have been assessed to pose a moderate risk of sexual re-offense. SOTP-9 employs a cognitive-behavioral model and includes four months of psycho-educational classes, as well as five months of group therapy and at least one hour individual therapy each month. The group and individual therapy of SOTP-9 is designed to facilitate acceptance of responsibility, acknowledgment of deviant patterns, and development of needed interventions to correct patterns and resolve underlying issues. Priority placement is given to offenders with an FI-9R vote from the BPP.

#### ***SOTP-18***

The 18-month Sex Offender Treatment Program (SOTP-18) consists of a high intensity treatment program designed to assist sex offenders assessed to pose a high risk of sexual re-offense. SOTP-18 employs a cognitive-behavioral model and includes four months of psycho-educational classes, as well as 14 months of group therapy and at least one hour individual therapy in a Therapeutic Community with daily community activities each month. The enhanced intensity of Therapeutic Community and additional group assignments are focused on enhancing victim empathy among offenders assessed to be of higher risk and greater need. Priority placement is given to offenders with an FI-18R vote from the BPP.

### **Southwestern Baptist Theological Seminary**

Through collaboration between RPD and the Southwestern Baptist Theological Seminary (SWBTS), participants have the opportunity to earn an accredited Bachelor of Science in Biblical Studies in return for ministering to other offenders for six years after receipt of their diploma. The seminary is located within the Darrington Unit in Rosharon and the first core credit classes started in August 2011.

## Substance Abuse Treatment

The substance abuse felony punishment facility (SAFPF) and in-prison therapeutic community (IPTC) provide services to qualified offenders identified as needing substance abuse treatment. Offenders are sentenced to a SAFPF by a judge as a condition of community supervision in lieu of prison or state jail, or voted in by the BPP as a modification of parole.



**Director of the Southwestern Baptist Theological Seminary Dr. Ben Phillips, right, speaks to a student. Offenders who complete the four-year program receive a Bachelor of Science in Biblical Studies in return for ministering to other offenders for six years. The seminary is located in the Darrington Unit in Rosharon.**

Both SAFPF and IPTC are six-month in-prison treatment programs followed by up to three months of residential aftercare in a transitional treatment center (TTC), six to nine months of outpatient aftercare, and up to 12 months of support groups and follow-up supervision. As an alternative to residential aftercare in a TTC, offenders who meet strict eligibility criteria may be released to an approved home plan, reporting to a contracted facility for the same number of treatment hours as received by offenders in a TTC. A nine-month in-prison program is provided for special needs offenders who have a mental health and/or medical diagnoses.

The Pre-Release Substance Abuse Program (PRSAP) and Pre-Release Therapeutic Community Program

(PRTC) are intensive six-month programs based on the principles of a therapeutic community. It is intended for incarcerated offenders with serious substance abuse, chemical dependency or criminality ideology. Offenders are placed in the program based on a vote by the BPP. The PRTC is a coordinated effort between RPD, Windham School District and the PD.

The In-Prison Driving While Intoxicated Program uses a six-month multimodal curriculum with an aftercare component which uses a variety of educational modules and treatment activities, to include group and individual therapy. In the summer of 2012, a gender-responsive program was implemented to meet the needs of females incarcerated for DWI offenses. This DWI Intervention Program uses a specialized curriculum and is a partnership between the TDCJ, the Texas Department of State Health Services and a contracted vendor.

The State Jail Substance Abuse Program (SJSAP) uses multimodal instruction designed to meet the needs of the diverse characteristics of the state jail population. Eligible offenders are placed in a 30, 60 or 90-day track, based on an Addiction Severity Index assessment and their criminal history.

## Volunteer Coordination Committee

The Volunteer Coordination Committee (VCC) was established in 1994 to enhance the utilization of volunteers within the agency. The VCC consists of representatives from RPD (Substance Abuse Treatment, Chaplaincy, and Sex Offender Treatment), CID, PD, the Victim Services Division, the Private Facilities Contract Monitoring Oversight Division, the Reentry and Integration Division, and the Windham School District. At the close of fiscal year (FY) 2012, there were 20,942 approved volunteers serving TDCJ.

## Volunteer Services

The Volunteer Services Department manages the recruitment, training and oversight of volunteers for the TDCJ. This department's mission is to recognize, encourage and support the valuable contributions of religious, business, community service, treatment-related and other volunteer groups working to help

the TDCJ offenders. Through the efforts of volunteers, offenders are given the opportunity to learn healthy life skills, gain an education, acquire vocational training, and develop good work habits while abstaining from drug abuse and criminal activity, in order to secure gainful employment and successfully and responsibly reintegrate into the community.



**Susan Johnson, standing left, counselor for the female DWI Intervention Program at the Halbert Unit, guides offenders as they participate in group counseling exercises.**

## Victim Services Division

The mission of Victim Services Division (VSD) is to provide a central mechanism for crime victims to participate in the criminal justice system.

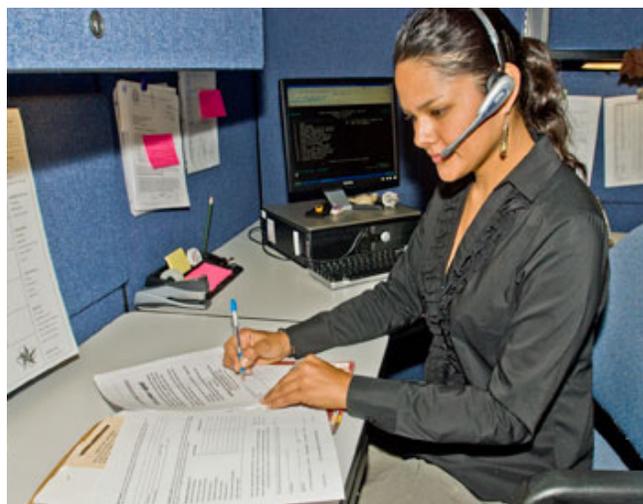
### Victim Notification Section

#### *Victim Notification System*

The Victim Notification System (VNS) uses a confidential database to provide registrants – crime victims, surviving family members, witnesses who testified at trial, and concerned citizens – written notifications regarding their offender(s). During fiscal year (FY) 2012, VNS registrants were able to elect to receive written notifications via letter, e-mail or both. The system provides more than 80 points of possible notification regarding several phases of an offender’s incarceration and supervision, if applicable, including the parole review process. Most notification letters are automatically generated, while others are manually created by Victim Services staff. Since each case is unique and the points of notification are typically driven by the status of the offender, VNS registrants may not receive each point of notification. Individuals are added to the VNS upon their request, either from their completed Victim Impact Statement or by contacting the division directly. At the end of FY 2012, there were more than 165,000 individuals registered on the VNS. During FY 2012, VSD processed 218,748 pieces of correspondence, including VNS notifications sent, a mass mail-out informing VNS registrants of the option of e-mail notifications, parole protest materials received, and other victim-related letters or e-mails sent or received.

#### *Toll-free Information Hotline (800-848-4284)*

VSD representatives answer calls and provide information about offender status, the criminal justice system, personal meetings with the Board of Pardons and Paroles (BPP), and services available to victims through the division from 8 a.m. to 5 p.m., Monday through Friday. During FY 2012, the VSD hotline number was enhanced, allowing callers to select and be directed to the correct agency or division regarding their inquiry. There were 28,167 telephone calls processed in FY 2012.



***Ellie Thoene processes a Victim Impact Statement received by the Victim Services Division. Victims and their family members who complete the statement can request to receive information regarding the offender responsible for their crime.***

#### *Automated Telephone Services*

In addition to the VNS written notification services, VSD offers automated telephone services through the Victim Information and Notification Everyday (VINE) system. VNS registrants can call 877-894-8463 and enter their PIN (Personal Identification Number) to obtain limited offender information 24 hours a day, in English or Spanish. If requested through VSD, VNS registrants can receive an automated telephone call when an offender is being processed for release. In FY 2012, there were 10,337 calls received into the automated telephone system and 1,076 automated calls made to VNS registrants when their offender was being processed for release.

#### *Case File Management*

Offender case files are managed by case file analysts who serve as liaisons between victims, surviving family members, witnesses who testified at trial, the Board of Pardons and Paroles (BPP), law enforcement, criminal justice professionals and concerned citizens. Assistance is provided to victims who request explanation of the parole process, imposition

of special conditions on an offender's parole supervision or clarification of victims' rights. There were 261 transmittals processed to the BPP in FY 2012 requesting that an offender be denied release or have special release conditions imposed.

### **Texas Crime Victim Clearinghouse**

The Texas Crime Victim Clearinghouse (TxCVC) provides technical assistance, information and referrals to victims, victim service providers, law enforcement and criminal justice professionals. Every odd-numbered year, the TxCVC updates the Victim Impact Statement (VIS) upon adjournment of the Texas Legislature. The VIS is available online in English and Spanish. The TxCVC provides training to victim assistance and criminal justice professionals on topics such as Victimology and Crime Victims' Rights, Victim Sensitivity, and Victim Impact Statements. During FY 2012, 643 law enforcement, criminal justice and victim services professionals attended training. Informational brochures and a web-based quarterly newsletter, *The Victim's Informer*, are produced by TxCVC and are available online or by contacting TxCVC.

### ***Regional Victim Services Coordinators***

Three regional victim services coordinator positions are funded for FY 2012 and FY 2013. These positions were strategically placed in regional offices in Texas to provide an array of services to victims in their regions including, but not limited to assistance with crime victims' compensation, criminal justice and law enforcement accompaniment, assistance with state-wide-automated (SA) VNS/VINE, crisis intervention, assistance with victim impact statements, and victim advocacy. The total number of new victims served was 2,038 in FY 2012.

### ***Texas Victim Assistance Training (TVAT) Online***

Through a grant from the Office of the Governor and collaboration with key stakeholders, Texas Victim Assistance Training (TVAT) Online was created and made available in FY 2012. TVAT Online is a web-based statewide foundational victim assistance training program focused on victim-centered service delivery and professional development, designed to

complement other victim services initiatives and help new victims' advocates acquire baseline professional skills and competence. Webinars on advanced topics are also provided. During FY 2012, 230 students participated in TVAT or a webinar.

### ***Viewing Executions***

The Victim Services Division arranges for victims' families to view executions. As many as five relatives plus a spiritual advisor can witness the offender's execution. Witnesses may also include law enforcement personnel and trial officials. Victim witnesses are prepared for and accompanied to the execution by a Victim Services Division staff member. Victims may bring support persons who will not view the execution, but will provide support to those victim witnesses. Staff also provides follow-up support and referrals as needed. During FY 2012, at least one Victim Services Division staff member attended 10 executions, providing support to 49 victim witnesses and 16 victim supporters.

### **Victim Offender Mediation/Dialogue Program**

Victim Offender Mediation/Dialogue (VOM/D) provides victims and survivors of violent crime the opportunity and a safe environment to initiate a structured, person-to-person meeting with the offender responsible for their victimization. Mediation is chosen by some victims who wish to meet directly with their offender to describe the impact of their victimization and receive answers to questions regarding the offense. Under certain circumstances, alternatives are used in lieu of person-to-person mediation, such as written statements by the victim. During FY 2012, 83 VOM/D cases were initiated, 86 cases were assigned to a mediator, and 36 mediations were completed.



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# Administrative Review and Risk Management Division

## Access to Courts

Access to Courts ensures offenders receive their constitutional right of access to courts, counsel and public officials, and that such access is adequate, effective and meaningful as required by law. It provides critical functions at all units, including legal research resources, attorney visits and phone calls, public information requests, telephonic court hearings, correspondence supplies for indigent offenders, notary public services, offender legal, educational, and religious in-cell storage management, parole revocation hearing reviews and court transcript administration. Law library attendance in fiscal year (FY) 2012 totaled 523,689. The number of legal research materials delivered to offenders with indirect law library access totaled 265,258.

## Administrative Monitor for Use of Force

This office manages the agency's Use of Force policy and procedures, and coordinates training to promote staff understanding and compliance with policy. During FY 2012, 6,946 Use of Force incidents occurred in the Texas Department of Criminal Justice (TDCJ).

## Monitoring and Standards

Monitoring and Standards helps state-operated correctional facilities in their efforts to obtain American Correctional Association (ACA) accreditation. At the end of FY 2012, 108 of TDCJ's 111 facilities had been accredited. Two privately-operated facilities, the Bridgeport and Mineral Wells pre-parole facilities, have been ACA partially-accredited for medical services. Hospital Galveston has been accredited by the Joint Commission on Accreditation of Healthcare Organizations. The Baten Intermediate Sanction Facility and the Correctional Training Academy are also ACA accredited.

The primary focus of the Operational Review Program is to monitor adherence to agency policy at each correctional facility. This is accomplished through ongoing monthly reviews at the unit level and reviews every three years at the division level.

## Offender Grievance Program

The purpose of this program is to promote awareness and positive intervention between staff and offenders, to identify and resolve issues at the lowest possible administrative level, and to facilitate the flow of information between the units and agency leaders. By providing an outlet for offender grievances, the program enhances staff safety while providing agency administrators with valuable insight into issues and problem resolution on the units. During FY 2012, unit grievance investigators handled more than 172,500 grievances at the unit level, while central office staff processed more than 43,500 appeals.

## Ombudsman Program

The ombudsman's office works with other agency staff to answer questions and address concerns. In FY 2012, staff responded to approximately 18,300 inquiries received through the U.S. mail, telephone and the Internet. The office also arranged for agency representatives to speak at one engagement sponsored by offender family support organizations and hosted the Public Awareness – Corrections Today (PACT) Conference.

## Risk Management

This program has oversight of unit and departmental occupational safety and health standards, emergency management planning and disaster recovery, compliance with the Americans with Disabilities Act, and liability loss control. It coordinates with all agency departments to implement risk reduction strategies regarding personnel, property and fiscal resources.

## Business and Finance Division

The mission of Business and Finance is to support the agency through sound fiscal management; provision of financial services and statistical information; purchasing and leasing services; agribusiness, land and mineral operations; maintaining a fiduciary responsibility over offender education and recreation funds; and ensuring fiscal responsibility through compliance with laws and court-mandated requirements. Business and Finance includes the departments of Accounting and Business Services; Agribusiness, Land and Minerals; Budget; Commissary and Trust Fund; Contracts and Procurement; Historically Underutilized Business (HUB); Office of Space Management; and Payroll Processing.

### Accounting and Business Services Department

Accounting and Business Services consists of Financial Systems and Reporting; Accounting Services; Accounts Payable; and Cashier, Travel, Restitution and Fee Services.

Accounting and Business Services carries out the financial operations of the agency by providing meaningful financial information, supporting financial processes and maintaining effective financial control. In fiscal year (FY) 2012, Accounts Payable received and processed approximately 131,000 invoices from vendors.

The department is responsible for general accounting of state funds and produces the agency's annual financial report. This is achieved through the use of the agency's financial system, LONESTARS, which is managed by the department, and the Uniform State-wide Accounting System.

### Agribusiness, Land and Minerals

Agribusiness, Land and Minerals is responsible for the oversight and management of the agency's land and mineral resources to include administration of oil and gas leases, easements and other land issues. Land considered suitable for agricultural use is employed in the production of fresh vegetables, cotton, grain, hay and livestock. In addition to these primary activities,

Agribusiness manages and operates several food processing plants and livestock production facilities that provide canned vegetables, eggs and various finished meat products required to feed the offender population.

During the 2011 calendar year, Agribusiness raised 31 varieties of fruits and vegetables in gardens comprising 3,869 acres, with production exceeding 13.3 million pounds. Community-style, unit-managed gardens contributed an additional 2.3 million pounds of fresh vegetables. Approximately 32,000 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 58.6 million pounds of product. At the close of calendar year 2011, on-hand livestock included 13,050 head of cattle, 21,538 swine, 282,277 laying hens and 1,504 horses. The poultry program produced approximately 5.6 million dozen eggs and the swine operation shipped 24,306 hogs to the packing plant. During this period, agency food processing plants canned 303,716 cases of vegetables and delivered more than 21 million pounds of finished meat items.

Agribusiness makes use of approximately 2,500 offenders in its numerous enterprises. Many of these offenders are offered the opportunity to learn marketable job skills that may assist them in securing employment upon release.



**Crop Agricultural Specialist Robert Buckanek inspects yellow squash recently picked from the fields at the Ramsey Unit. Harvested food is processed at the Terrell Unit cannery and distributed throughout the state.**

## Budget Department

In providing financial oversight for all other agency departments, the Budget Department plans, formulates, analyzes and monitors agency revenues and expenditures by activity, function and department. The planning process is initiated through preparation of the Agency Strategic Plan and monitored quarterly by a system of performance measures. The department then compiles the biennial Legislative Appropriations Request, which serves as the fiscal representation of the Agency Strategic Plan.

The Legislature appropriated approximately \$6.1 billion to the TDCJ for the 2012-2013 biennium, which provides funding for the projected population increases in probation and paroled offenders in an effort to sustain current caseload ratios, and continued funding for the recently expanded treatment and diversion initiatives (substance treatment programs, halfway house beds, and intermediate sanction facility beds) to meet current operational levels. Additionally, the Legislature provided funding to maintain the salary levels for correctional and parole officers, unit staff, community supervision officers and staff providing direct care to probationers. The FY 2012 Operating Budget, developed and continuously monitored by the Budget Department, totals \$3.088 billion.

The department routinely interacts with the state's executive, legislative and regulatory agencies, to include the Legislative Budget Board; Governor's Office of Budget, Planning and Policy; Public Finance Authority and the Bond Review Board.

## Commissary and Trust Fund Department

The Commissary and Trust Fund Department is responsible for the administration and operation of the agency's commissaries and inmate trust fund.

The inmate trust fund provides offenders access to personal funds for the purchase of commissary items, periodicals and subscriptions, some over-the-counter medications and other approved expenditures such as craft shop supplies. In FY 2012, more than 1.8 million deposits totaling \$116.1 million were received and processed. The majority of deposits were received electronically through third-party vendors.

An automated remittance processing system is used to encode, image, endorse and prepare money orders received for deposit.

The department operates two warehouse and distribution centers that provide merchandise for resale at 173 commissary locations throughout the state. Items sold include snacks, packaged meat and fish products, coffee, soft drinks, greeting cards, shoes and electronics. Using an offender's bar-coded identification card, the commissary's point-of-sale system records detailed sales transaction information and debits the offender's trust fund account. Sales from commissary operations exceeded \$102 million in FY 2012.

In addition to supporting the commissary and trust fund operations, income from commissary sales is used to fund or supplement other offender programs. These include recreational activities, sports and fitness equipment, television equipment located in common viewing areas, library books and supplies, and *The Echo* newspaper for offenders.

## Contracts and Procurement Department

The Contracts and Procurement Department is responsible for procuring the goods and services necessary to support the mission of the agency. Certified purchasers and contract specialists approve, record and process purchases requisitioned by agency staff. The department's mission is to acquire the right goods and services at the right time and at the right price in accordance with laws, rules, policies and sound business judgment. Agency requirements range from basic needs, such as food for offenders, to complex professional services and construction projects.

During FY 2012, the department processed approximately 63,300 Advanced Purchasing and Inventory Control Systems (ADPICS) requisitions, with approximately 56,000 purchase order procurement actions processed. In addition, the department completed approximately 500 contract procurement actions.

The Contracts and Procurement Department continues to promote the Historically Underutilized Business Program and strives to improve HUB participation in the procurement of goods and services.

## **Historically Underutilized Business (HUB) Program**

The mission of the HUB Program is to promote and increase equal contracting opportunities with historically underutilized businesses. The program provides those businesses and agency staff with the assistance necessary to ensure the success of this mission.

HUBs, as defined by the Texas Comptroller of Public Accounts, are businesses that have at least 51 percent ownership by Asian-Pacific Americans, African-Americans, Hispanic-Americans, Native Americans or American women.

The HUB Program sponsors an annual vendor fair and participates in numerous forums and events across the state. The program also assists the State Comptroller's Office with identification and certification of HUB vendors.

## **Office of Space Management**

The responsibility of the Office of Space Management (OSM) is to acquire, allocate, approve and manage administrative lease space based on the TDCJ's needs and in compliance with various state statutes and departmental rules and regulations.

OSM activities include site visits to ensure efficient use of both lease and state-owned administrative properties. Other routine OSM functions include liaison activities involving the Texas Facilities Commission (TFC), resolving payment issues between

Accounts Payable and lessors, and assistance in resolution of maintenance issues between tenants and lessors. When an emergency occurs in a leased administrative space, OSM staff provides immediate, on-site assistance with relocation, communications support, assistance related to public safety issues and proper notification of the emergency to the TFC.

## **Payroll Processing Department**

The responsibility of the Payroll Processing Department is to process accurate monthly salary payments with authorized deductions for approximately 38,000 employees while ensuring compliance with state and federal laws. Core functions include payroll processing, payroll deductions, direct deposit program, employee time program, distribution of payroll warrants and federal tax reporting.

# Facilities Division

The Facilities Division provides a full range of facility management services to the TDCJ, including facility planning, design, construction, maintenance, and environmental quality assurance and compliance. The division's headquarters are located in Huntsville, but it has maintenance employees working at state-owned and operated facilities throughout the state. Those employees provide long range and day-to-day maintenance as required to keep the facilities in proper working condition and to support each facility year-round.

## Engineering

The Engineering Department provides professional architectural and engineering services to support the TDCJ. The department provides overall project design and construction management for all delivery methods, including contract design and construction, and internal design and construction activities. The engineers and architects also act as consultants to the Maintenance Department and to any other office requiring technical assistance. Oversight is provided for all activities affecting engineering and environmental interests to ensure compliance with all state and federal rules and regulations.

## Maintenance

The Maintenance Department is responsible for maintaining all TDCJ-owned and operated facilities. A unit maintenance office is located on each correctional facility. Each office has a technical staff, the makeup of which varies according to the unit's mission and offender population. There are six regional maintenance offices supporting the unit maintenance offices. These regional offices have specialty crews performing construction projects, repairs and renovations. This department is also a first responder to evaluate, assess and repair damage caused by hurricanes and other disasters.

## Program Administration

The Program Administration Department is responsible for facility project planning and programming functions. It engages in energy conservation initiatives, energy audits and utility billing analysis. Environmental compliance is also administered within this department, which includes the preparation of numerous technical and complex reports for all TDCJ facilities and oversight of special investigations, audits and research. Program Administration supports the facilities division in all financial phases of design, construction, maintenance and job closings, and coordinates divisional purchases and replacement of unit equipment. By developing and analyzing project budgets, monitoring construction and administrative budgets, and tracking expenditures, Program Administration provides critical information for making accurate budget projections.

## Project Administration

The Project Administration Department provides support during both the design and construction phases of project management, and assists project engineers during design reviews. It also administers project schedules and monitors construction performance as related to established schedules. Additional responsibilities include management of construction projects, to include quality assurance performed by internal or contracted parties.

## Health Services Division

The Health Services Division monitors access to timely and quality health care for offenders incarcerated within the Texas Department of Criminal Justice (TDCJ). In 2011, the 82nd Legislature made the Texas Department of Criminal Justice responsible for contracting for the health care of TDCJ offenders in Texas. The agency contracts with two universities, University of Texas Medical Branch (UTMB) and Texas Tech University Health Sciences Center (TTUHSC), and private vendors for all healthcare services at TDCJ facilities.

In fiscal year 2012, TDCJ and CMHCC monitored the provision of health care for TDCJ offenders as contracted with the UTMB at Galveston, the TTUHSC at Lubbock and private vendors. The universities may also contract with private vendors to provide health care services. Each university and private vendor has its own internal organizational structure to assure the integrity and quality of the managed health care program. Within each program there is a medical director, administrator, nursing director, dental director, mental health director, clinical pharmacist and clinical laboratory personnel, as well as health records staff.

TDCJ, UTMB, TTUHSC and the private vendors are in partnership to implement and enforce the health care delivery system. Each entity functions as an independent organization with separate and distinct lines of supervision and responsibilities.

The Health Services Division monitors offenders' access to the various health care disciplines, to include medical, nursing, dental and mental health, while cooperating with the university medical schools and private contractors to monitor quality of care. The clinical and professional resources of the health care providers are used to the greatest extent feasible for clinical oversight of quality-of-care issues as man-

dated by government code. Health Services also conducts compliance audits; investigates and responds to Step 2 medical grievances, inquiries and complaints; works to control the transmission of infectious diseases among offenders; and recommends unit assignment requirements to meet the medical needs of offenders, screening offenders for programs and acting as a liaison for the university providers, counties and private vendors.



**Rosalyn Kelly, registered nurse for the Health Services Division Office of Professional Standards, interviews an offender at the Wynne Unit in Huntsville.**

# Human Resources Division

The Human Resources (HR) Division provides consistent application of the Texas Department of Criminal Justice's (TDCJ) human resources programs, policies and services to ensure compliance with federal and state laws, and to fulfill the needs of TDCJ employees.

## Administrative Support

The Policy Development and Legislative Review Department compiled recruitment target address lists. The Special Projects Department updated the website and recruiting material to reflect the recruitment bonus increase. During fiscal year (FY) 2012, 35 personnel directives were reviewed with nine published.

## Employee Services

Staff Development and HR representatives delivered more than 53,244 training hours to 6,364 employees. Courses related to leadership, diversity, employee retention, disciplinary procedures, records retention, records and verifications, and other HR-related topics were presented. Annual mandatory EEO training was conducted simultaneously statewide through the use of DVD presentations mailed to HR representatives.



**Lieutenant Eric Ruiz of the Travis County State Jail discusses TDCJ job opportunities and benefits with a member of the Texas National Guard.**

HR notified employees and obtained acknowledgment forms for the new healthcare network implemented by State Office of Risk Management.

HR representative training curricula were enhanced in both Family Medical Leave and payroll procedures. Each training session consisted of full instructional classroom presentation and roundtable discussions of each topic.

## Employee Relations

Sixty-seven external Equal Employment Opportunity cases were closed with two cause findings. Intake reviewed 6,342 cases for processing and resolution.

The Random Drug Testing Program conducted 7,763 tests, with 7,712 negative and 51 positive results.

## Employment

Enhanced in-service training standards for all uniformed security staff continue to require mandatory participation and successful completion of the physical agility test as a condition of continued employment.

In an effort to provide a consolidated applicant clearance process, HR absorbed the contract clearance process for the Facilities and Private Facilities Divisions, and the volunteer clearance process for the volunteer services program. As a result, in addition to the existing clearance process, which included over 4,800 agency clearance requests (non-correctional officer positions) and over 5,500 contract medical requests, HR processed 2,740 Private Facilities, 856 Facilities, and approximately 6,500 volunteer clearance requests.

During FY 2012, the TDCJ hired a total of 7,458 employees, which includes 6,024 hired as correctional officers. Both the TDCJ and correctional officer (CO) attrition rates increased in FY 2012. As of August 31, 2012, the agency's annual overall attrition rate was 20.4 percent, and the CO attrition rate was 24.6 percent. The CO vacancy level was 2,877 in August 2012, an increase from 2,076 at the end of FY 2011.

Actions taken during the fiscal year to positively impact CO staffing include doubling the recruitment bonus, from \$1,500 to \$3,000, for newly hired full-time COs assigned to seven understaffed units; awarding administrative leave for 111 employees who recruited correctional officers; and participation in 115 job fairs, 35 hiring seminars, 16 Saturday CO screenings, and three prospector training sessions in regions II, IV and VI of the Correctional Institutions Division. Career information was mailed to 935 high schools and colleges and 377 military installations, radio and newspaper ads were run in areas with understaffed

units, and HR coordinated with workforce development boards to better target recruiting efforts in areas suffering layoffs and business closures. As a result, for FY 2012, there were 11,025 applicants screened, of which 9,106 passed the CO pre-employment test.

## Information Technology Division

Automated information services and technology support are provided to all Texas Department of Criminal Justice (TDCJ) divisions and other external entities by the Information Technology Division (ITD).

### Communications Department

Approximately 15,000 radios, 183 telephone systems, 71 video conferencing sites and other telecommunication devices are operated and supported on behalf of the agency. The Communications Department also operates and maintains numerous telephone circuits, voice networks and long distance calling services across the state in support of parole offices, correctional facilities and administrative offices.

### Network Systems Support (NSS)

The Network Systems Support (NSS) Department supports more than 35,000 devices, to include personal computers (PCs), printers, plotters, fax machines and various special devices, along with mainframe monitors, terminals, controllers, multiplexers and line printers.

During fiscal year (FY) 2012, NSS provided and set up PCs for multiple projects, including the Sociologist-Intake Project, the Parole Officer Training Academy and new parole officer positions. NSS finished moving all agency e-mail servers to the State Data Centers, installed DVD burners in support of Security Operations conversion to digital recording of Use of Force videos, installed servers and PCs for the Administrative Segregation PC in-cell program, provided technical support for the Southwestern Bible College at the Darrington Unit, and installed wiring and equipment to support the Meal Counter Project. NSS also helped close the Central Unit and consolidate administrative offices in the Huntsville area.

### Applications Support

In FY 2012, Applications Support implemented State Jail Diligent Participation Electronic Notification, al-

lowing judges across the state to electronically credit State Jail offenders for days they participate in programs. Applications Support also redesigned the TDCJ agency website, worked to implement Automated Victim Letters and Notifications, and completed installation of the Administrative Segregation Pre-Release Program.

### Project Management Office

During FY 2012, in order to help ensure consistent application of project management practices, ITD established a Project Management Office to provide oversight and process support. Project Management also completed statewide training on the new Meal Counter system, trained 287 users to use DVD burners to support Security Operations, and conducted 186 mainframe and personal computer classes for 1,134 users.



**Halbert Unit Food Service Manager Jeremy LaTouche scans ID cards as offenders move through the chow line. Meal counters were installed on all units to track how often offenders go through the serving line and to ensure offenders on medically-prescribed diets receive the correct nutrition.**

# Manufacturing and Logistics Division

The Manufacturing and Logistics Division provides quality service in warehousing operations, freight transportation and fleet management of TDCJ vehicles, and quality manufactured products and services to the TDCJ, other state agencies and political subdivisions. Manufacturing and Logistics benefits the state by maintaining security of incarcerated offenders while teaching skills which improve their reentry opportunities.

The division collaborates with the Windham School District to establish work and training programs directed toward the effective rehabilitation of offenders. The work and training programs are specifically targeted to reduce recidivism by providing opportunities for offenders to develop a work ethic while learning marketable job skills in preparation for release.

The division has four designated training facilities located on the Daniel, Ferguson, Mountain View and Wynne units. The Daniel Computer Recovery and Wynne Computer Recovery facilities provide refurbished computers to Texas public schools. The Mountain View Braille facility provides Braille transcription services to education agencies while offering eligible offenders Braille transcription certifications from the Library of Congress. The Ferguson Geographic Information Systems (GIS) facility provides GIS data conversion services to city, county and state agencies, while offering eligible offenders a GeoMedia Professional certification.

During fiscal year (FY) 2012, the division had oversight of two adult Prison Industry Enhancement (PIE) Certification Programs located on the Lockhart Unit. These PIE programs manufactured air conditioning and heating valves, computer components and wiring harnesses. PIE participants earned more than \$1.7 million and contributed \$173,799 in federal taxes, \$177,385 to crime victims' compensation, \$9,608 to restitution, \$300,860 for family support, and \$752,899 to room and board.

## Texas Correctional Industries

Texas Correctional Industries (TCI) manufactures goods and provides services for state and local government agencies, political subdivisions, public education systems and public and private institutions of higher education. TCI's statutory objectives are to provide work program participants with marketable job skills, help reduce recidivism and reduce department cost by providing products and services to the TDCJ while selling products and services to other eligible entities on a for-profit basis.

During FY 2012, TCI operated 37 facilities that produced items such as mattresses, shoes, garments, brooms, license plates, printed materials, janitorial supplies, soaps, detergents, furniture, textile and steel products. Services such as furniture refinishing, tire retreading, and auditorium and school bus refurbishing are also available. Sales for the fiscal year were \$73.2 million.

## Fleet

Fleet has oversight of more than 2,200 licensed vehicles as well as several thousand trailers and other equipment. The state's online vehicle management system has the ability to measure how effectively the TDCJ uses its fleet of licensed vehicles.

## Freight Transportation

Freight Transportation manages a fleet of 200 trucks and 430 trailers. During the fiscal year, four dispatch offices coordinated more than 29,000 freight hauls and logged approximately six million miles.

## Warehousing and Supply

Warehousing and Supply manages eight warehouse facilities with an average inventory of \$23 million and maintains 3,016 items in stock. Approximately \$141 million in supplies were distributed from food warehouses, Prison Store warehouses and other facilities during the fiscal year.

# Office of the Chief of Staff

In fiscal year 2012, the Office of the Chief of Staff had oversight of Governmental Affairs, Executive Support and Media Services.

## Governmental Affairs

Governmental Affairs ensures that all relevant legislation passed by the Texas Legislature is implemented in a timely fashion, and coordinates with legislative committees to assist in supplying departmental statistics and resource information for committee members. This section also assists in the coordination of special projects and in responding to enquiries about the Texas Department of Criminal Justice (TDCJ) from legislative and executive offices.

## Executive Support

Executive Support consists of two departments: Executive Services and the Emergency Action Center.

### *Executive Services*

Executive Services provides technical support to TDCJ's executive staff. Staff responds to inquiries regarding offender demographics, coordinates survey responses, maintains the Death Row Web page, and provides a variety of statistical information. Staff also prepares agenda and meeting materials for the Texas Board of Criminal Justice (TBCJ), produces the TBCJ minutes, and reports on the number of community work projects. Additionally, staff coordinates revisions of TBCJ rules, the *Department Policy and Operations Manual*, the *Human Resources Policy Manual*, the *Public Information Act Manual*, and agency departmental manuals upon request.

Executive Services also coordinates the State Employee Charitable Campaign and serves as the TDCJ's Records Management Office. The department conducts internal research and evaluations and coordinates research conducted by external entities. Executive Services produces unit profiles, agency organizational charts and the following publications: the *Fiscal Year*

*Statistical Report*, the *General Information Guide for Families of Offenders*, and the *TDCJ Records Retention Schedule*.

### *Emergency Action Center*

The Emergency Action Center (EAC) staffs a 24-hour communications desk to provide a link between the TDCJ, TBCJ, TDCJ managers, staff members, and other state and federal agencies regarding serious or unusual incidents occurring within the agency. The EAC is responsible for receiving all reports of serious or unusual incidents, notifying appropriate entities and administrative staff of incidents, maintaining custody of all incident records, preparing monthly audit reports, and providing Executive Services with the information required to publish statistical reports. The EAC provides valid, accurate and timely information, which plays a critical role in managing risks associated with incidents inherent in the correctional environment.

## Media Services

Media Services supports the TDCJ by providing media development and production services.

Routine duties include production of criminal justice and prison management training videos; photography and photo archive management; providing stock video and photos to other criminal justice agencies, news media and educators; and providing audiovisual support for bimonthly Texas Board of Criminal Justice meetings and special events.

Media Services produces the *Criminal Justice Connections* online newsletter for the TDCJ employees, local and state government officials, advocacy groups and interested individuals. The newsletter can be accessed by clicking on the *Connections* link on the agency website's home page. Media Services also produced the *Fiscal Year 2011 TDCJ Annual Review* and regularly updates the *TDCJ Phone and Address Directory*.

## Office of the General Counsel

The Office of the General Counsel (OGC) has three sections: Legal Affairs, Litigation Support, and Program Administration. Attorneys oversee the Legal Affairs and Litigation Support sections, while a program supervisor manages the Program Administration section.

### Legal Affairs

The Legal Affairs section provides advice and counsel to the Texas Department of Criminal Justice (TDCJ) regarding corrections law, victims' rights, employment law, business transactions, offender health care, sentence time calculation, parole and community supervision matters. This section drafts formal and informal legal opinions for the agency as requested. Attorneys in Legal Affairs provide advice about the Public Information Act, seek opinions and rulings from the Office of the Attorney General (OAG) when necessary, and provide legal support regarding subpoena requests, expunctions and renditions. This section also helps the OAG defend federal habeas corpus writs and assists state district courts in processing state writs of habeas corpus.

### Litigation Support

The Litigation Support section acts as the liaison between the TDCJ and the OAG, and provides litigation support to the OAG. This section tracks and reviews all significant lawsuits in which the TDCJ or its employees are named defendants, including tort, employment and offender civil rights litigation. Attorneys in this section are involved with discovery and records production, witness interviews, mediations and settlements.

### Program Administration

The Program Administration section is responsible for the overall administrative support of the OGC, including fiscal management, divisional human resource support, the preparation of the OGC policies and procedures, performance measures, case management, and records retention and storage. The Program Administration section monitors the processing of claims for damages involving TDCJ property and schedules video teleconferences for offenders' legal proceedings.

## Office of Incident Management

The Office of Incident Management (OIM) is the central oversight authority for the TDCJ emergency management preparedness and response. The office coordinates with groups throughout the TDCJ to develop and update emergency response plans, continuity of operations plans and the Homeland Security Strategic Plan.

The office represents the TDCJ on the Texas Division of Emergency Management State Emergency Management Council and oversees the Transportation Annex activities for the State Emergency Management Plan.

This involves developing and maintaining an inventory list of transportation assets in preparation for future emergencies, and directing the use and coordination of transportation assets, including those of other state agencies, during actual emergencies. The office also trains agency staff on roles and expectations during emergencies. The Office of Incident Management works with all the TDCJ operational divisions to provide a representative to disaster district committees throughout the state.

Further, the office oversees all 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. Working in conjunction with the Correctional Institutions Division, OIM provides all necessary training for security staff and unit personnel on the Incident Command System. The office also coordinates National Incident Management System training and hostage negotiation training.



***Incident Manager Kirk Moss, left, leads an emergency response training exercise in the command center.***

## Public Information Office

The Public Information Office (PIO) acts as the liaison between the Texas Department of Criminal Justice (TDCJ) and the media. The TDCJ is often the focus of in-depth reports and documentaries, as well as many timely or breaking news stories. PIO works with reporters in covering the agency and its events, as well as the activities of the Texas Board of Criminal Justice.

Every year, the Public Information Office responds to thousands of media inquiries covering a wide range of topics; from policies, procedures, and budget details, to information about individual offenders and prison programs. Annually, the PIO processes approximately 500 media requests for interviews with offenders, distributes news releases on various events and activities of significance and public interest, and provides assistance to motion picture producers, researchers and authors. In addition, the PIO informs agency staff of important media activities. A PIO staff member is always on call to answer media inquiries that come in after regular business hours and on weekends.

The PIO answers many questions, from both domestic and foreign sources, concerning the agency's operations and role in the execution process. By providing reliable information, the PIO works to dispel the many myths about the prison system. Public information officers also coordinate death row interviews for media producers and serve as media escort for each execution carried out in Texas.

The TDCJ Public Information Office responds to news media inquiries in a timely and accurate manner. By taking a proactive stance, the office is able to disseminate information about the TDCJ's many positive programs to the media as a way of educating the public on how the agency works to fulfill its mission.



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