

2011



Texas Department of Criminal Justice

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 2011 Annual Review* for the Texas Department of Criminal Justice (TDCJ).

This past year was a tremendous challenge for Texas government. The fiscal climate required state agencies to assess operations, analyze essential services, and reduce expenditures. Through decisive, innovative steps and careful fiscal planning, TDCJ was able to maintain a sound, operational level that will sustain its mission within the reduced appropriations levels.

Offender health care also presented complex challenges this past year, and a high level of commitment continues to be dedicated to this exigent challenge by both the TDCJ and the health care providers. I am confident the end result will be a system that will continue to provide appropriate, cost-effective health care to our offender population.

The TDCJ leadership team and the agency's staff are innovative public servants and they are committed to making a difference. I am proud to stand with them as they serve this great state.

Sincerely,

A handwritten signature in black ink that reads "Oliver J. Bell". The signature is stylized and cursive.

Oliver J. Bell
Chairman



Dear Chairman Bell and members of the Board:

During Fiscal Year 2011 the Texas Department of Criminal Justice (TDCJ), as well as other state agencies, were challenged to reduce expenditures while continuing to provide essential services to the citizens of Texas. The magnitude of funding reductions was uncertain as the fiscal year began, and only became evident as the 82nd Legislature finalized the general appropriations bill late in the legislative session.

Preliminary budget proposals would have substantially reduced agency funding and eliminated more than 2,000 TDCJ positions. While the spending plan finally approved by the Legislature did make significant reductions in appropriations, most notably in the area of offender health care, the most severe operational impacts associated with initial proposals were avoided. Funding, although reduced, was maintained at a level which supports our vital mission of providing for public safety, promoting positive change in offender behavior, reintegrating offenders into society and assisting victims of crime.



As to those dedicated men and women who served in positions directly impacted by the reduction in force necessary to comply with fiscal constraints, please know the agency made every effort to place them in available job opportunities. Although not every individual could be accommodated, I am pleased to say these efforts were very successful, particularly for those who took advantage of employment opportunities in correctional security.

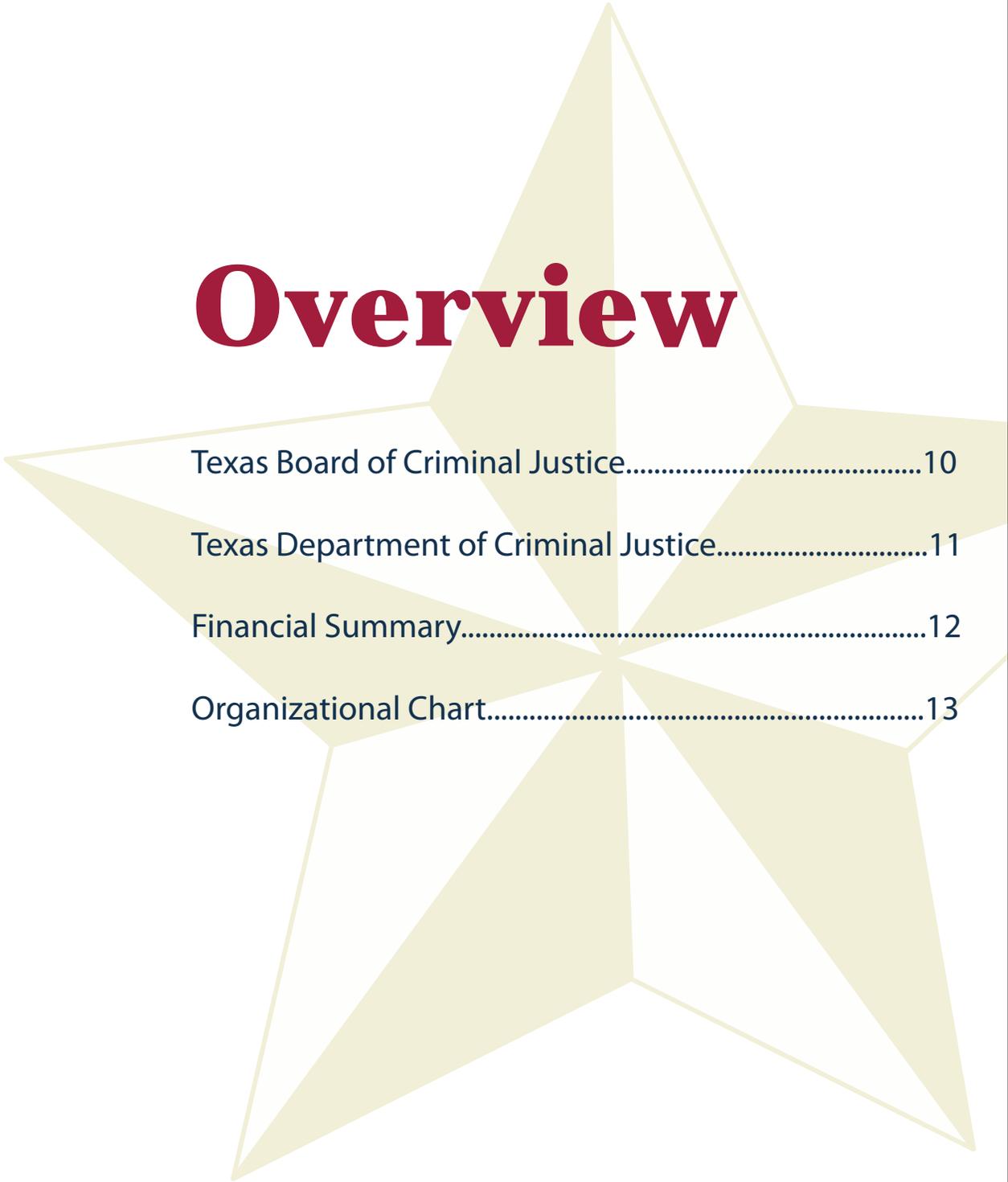
One historic event that occurred during FY 2011, the closing of a prison for the first time in Texas history, was in part due to reduced appropriations, but may be equally attributed to legislative decisions that increased and later substantially maintained funding for treatment and diversion programs impacting offender population growth. Once again, the welfare of our employees was a primary consideration during the closing of the Central Unit, and most were able to continue employment at nearby correctional facilities.

Looking forward, I believe the Texas Department of Criminal Justice is poised to meet the ongoing challenges relating to security, street supervision and treatment, and to continue administering all aspects of agency operations in an efficient, effective and fiscally responsible manner. During the upcoming year the agency will participate in the Sunset review process, and we welcome the independent review provided by staff of the Sunset Advisory Commission.

As always, this report is a tribute to our dedicated employees. Whether they supervise offenders in our correctional facilities or in the community, deliver rehabilitative services aimed at reducing recidivism, support crime victims as they interact with the criminal justice system, or perform one of the many critical support functions necessary for this agency to effectively operate, these dedicated public servants proudly serve the people of Texas.

Sincerely,

Brad Livingston
Executive Director



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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 Carmen Villanueva-Hiles, Judge Larry Gist, John "Eric" Gambrell, R. Terrell McCombs, J. David Nelson and Janice Harris Lord.

Texas Department of Criminal Justice

During Fiscal Year 2011 the Texas Department of Criminal Justice, like most state agencies, was required to implement an immediate reduction in expenditures while also preparing for further decreases in appropriations during the next biennium. Actions taken in response to these fiscal challenges included reductions in force impacting approximately 1,000 positions, the closing of the Central Unit in Sugar Land, revisions to the offender health care plan, and a slight reduction in state funding provided to community supervision and corrections departments. Despite the difficult fiscal environment, the agency received sufficient funding to maintain critical functions related to the incarceration, supervision and treatment of the offender population, and staff continued to successfully meet the ongoing operational and logistical challenges inherent in the administration of a large criminal justice agency.

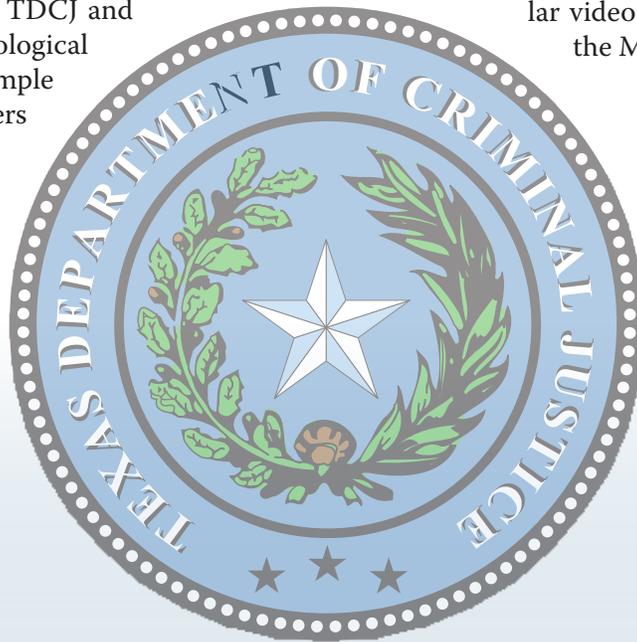
Other significant developments during FY 2011 included a new Seminary College offering a four-year accredited bachelor's degree to participating offenders at the Darrington Unit. The program is a collaborative effort between TDCJ and Southwestern Baptist Theological Seminary, and is another example of how dedicated volunteers

work with the agency to provide beneficial programming in a manner consistent with budget constraints.

The Community Justice Assistance Division and community supervision and corrections departments began developing a new statewide assessment instrument for community supervision, which is the first step in implementing a standardized assessment instrument for use in probation, in-prison treatment and reentry programming, and parole supervision.

The Parole Division began providing electronic notifications to trial officials for offenders being considered for parole release, transferring to a residential reentry center (halfway house) or releasing to another county. Trial officials now receive an automatically generated email when offender notifications become available through a link on the TDCJ website.

The installation of comprehensive video surveillance systems at the Darrington Unit in Brazoria County and the Stiles Unit in Beaumont was also completed during FY 2011, while installation of a similar video surveillance system began at the McConnell Unit in Beeville.

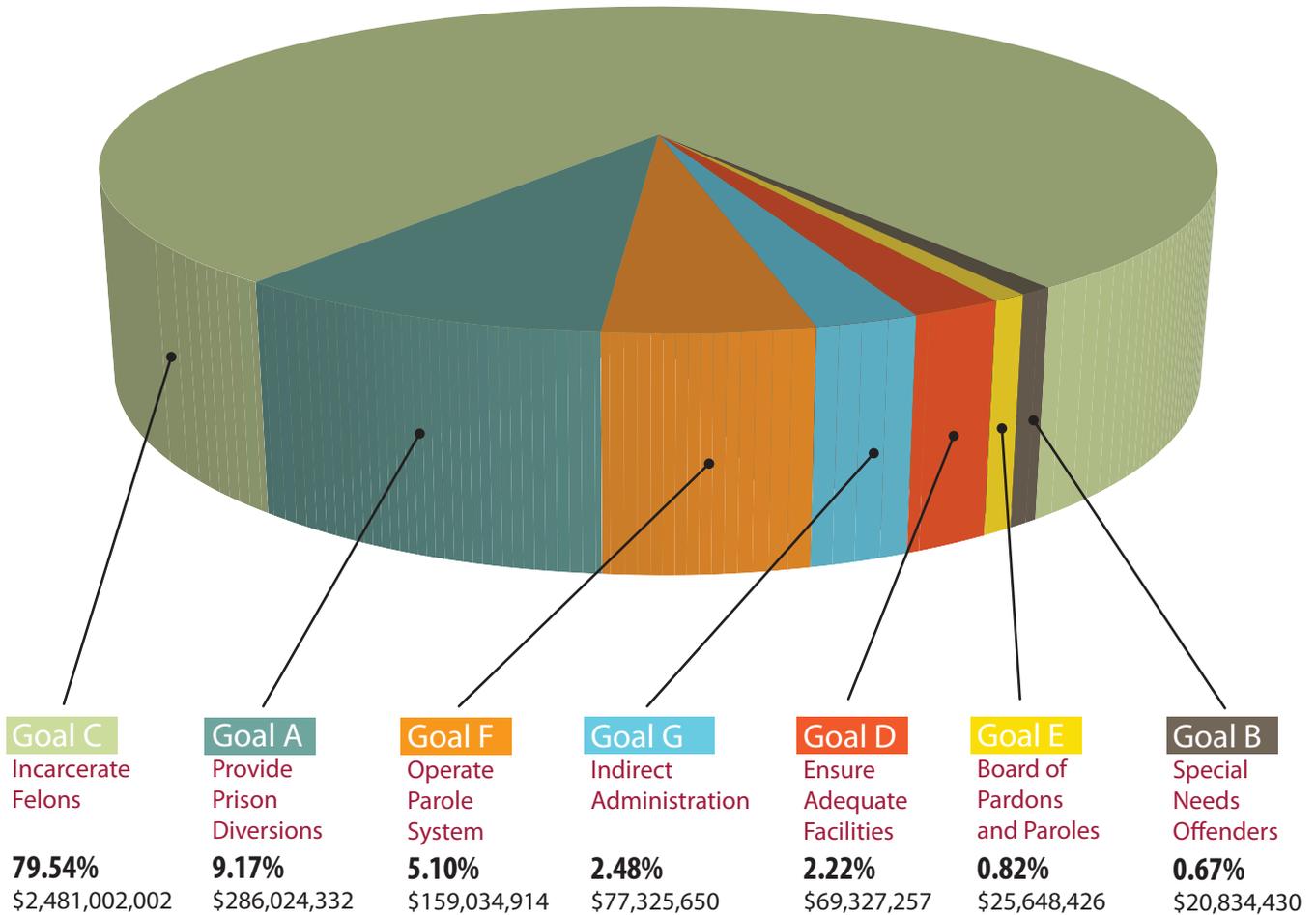


Financial Summary

Operating Budget for Fiscal Year 2011

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

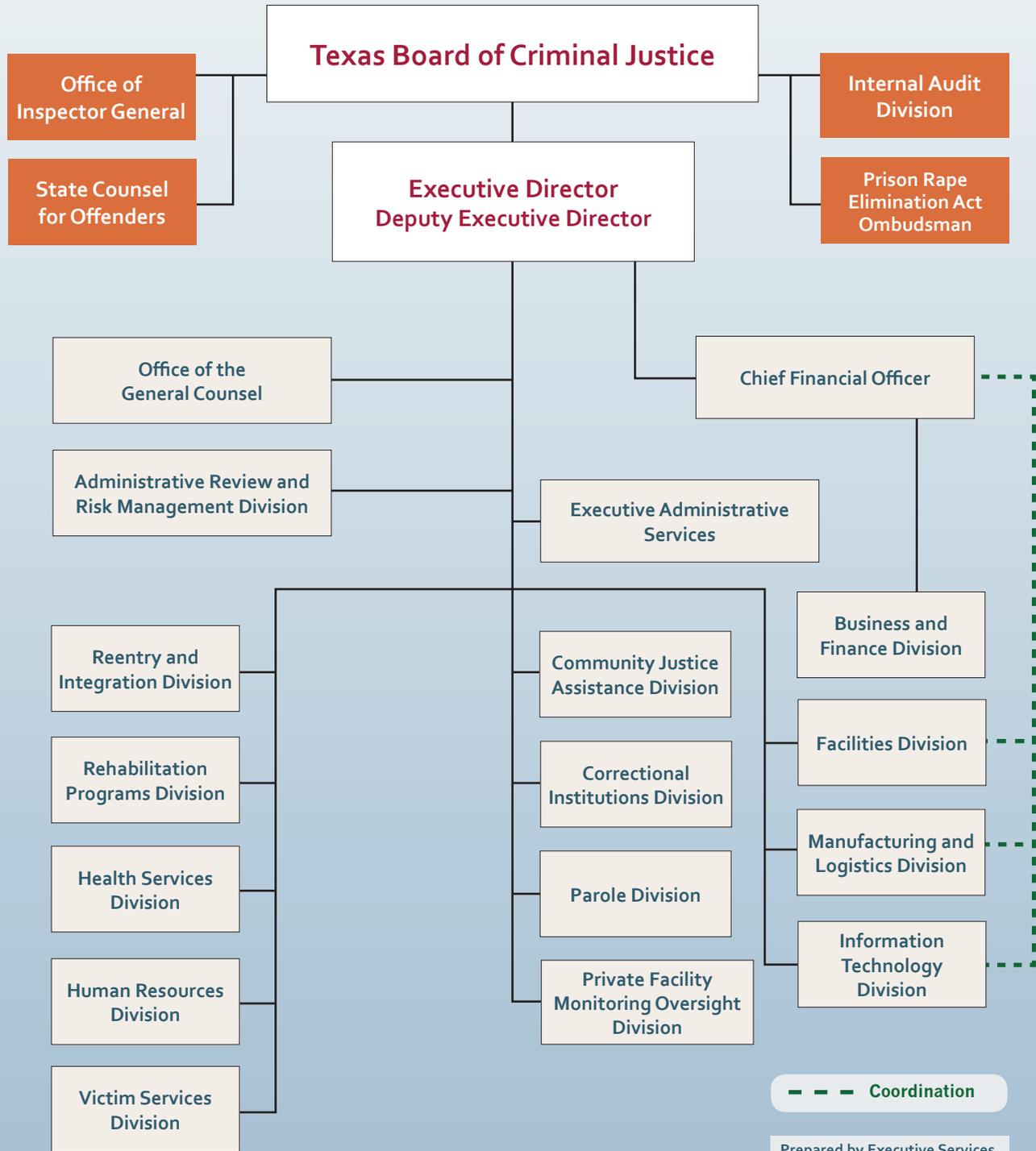


Total Operating Budget
\$3,119,197,031

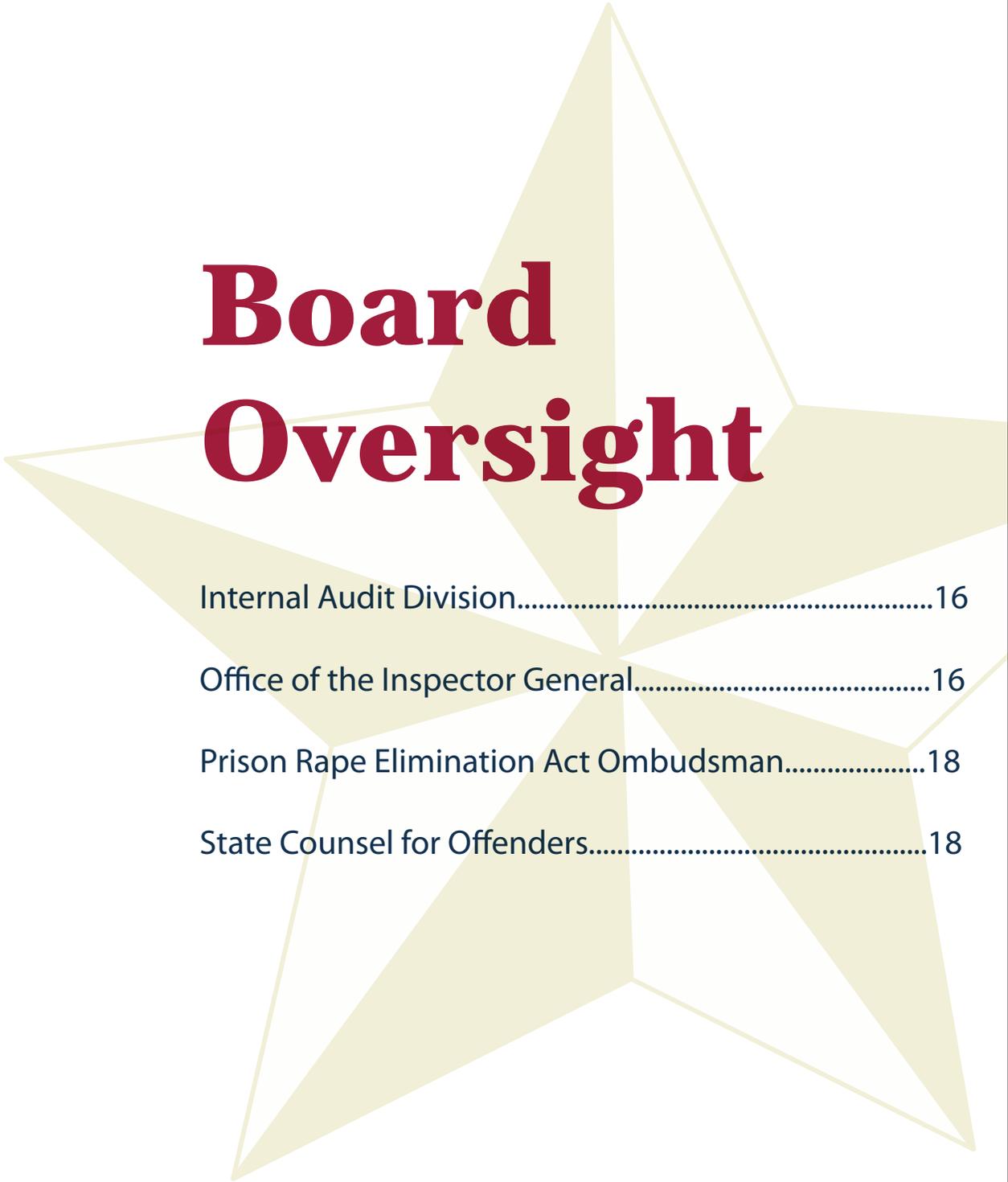
*Source: Operating Budget for FY 2011 (12/1/10)
 Figures are rounded and do not total 100%*



Texas Department of Criminal Justice Organizational Chart



Prepared by Executive Services
Current as of October 2011



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Internal Audit Division

The Internal Audit Division conducts comprehensive audits of 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 Becky Thomason visits the Eastham Unit to audit the farm shop operations.

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 2011, OIG opened 8,751 investigations. Of those cases opened, 5,041 involved criminal investigations, 178 were administrative investigations and 3,532 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 criminal 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 2011, Investigations Department cases returned 402 indictments and 311 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 the Fuginet and Crime Stoppers programs.

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 2011, the task force initiated 1,870 fugitive investigations.

The Inspector General also implemented a program for criminal analysts to receive daily reports on absconded sex offenders. From September 1, 2010 to August 30, 2011, OIG criminal analysts studied 1,738 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 TDCJ for violation of their parole. More than 3,125 users

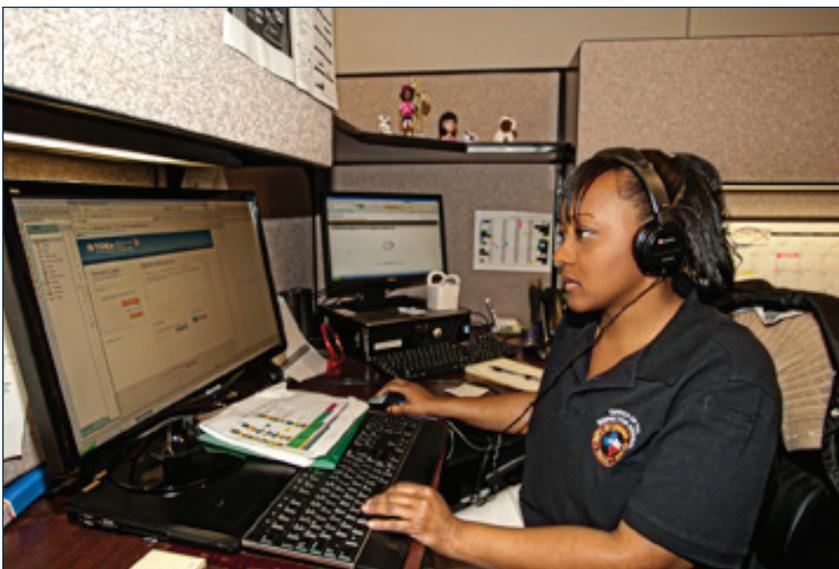
from municipal, county, state and federal law enforcement agencies have access to Fuginet.

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 2011, Crime Stoppers received 359 calls that resulted in 128 tips, resulting in nine arrests and payment of \$1,500 in reward money.

Information Systems Division

The Information Systems Division (ISD) monitors the Offender Telephone System, which includes the offender electronic messaging service. Working in coordination with the OIG Investigations Department, ISD conducts criminal, administrative and information investigations. ISD responds to requests for assistance from federal, state and local law enforcement by providing information related to specific investigations. ISD also helps the Texas Fusion Center fulfill its mission to provide timely information and analysis necessary to prevent and protect against all threats by gathering and disseminating unique gang-related information.



A criminal analyst from the Office of the Inspector General monitors an offender telephone call as part of an ongoing effort to detect criminal activity, prevent intimidation of victims and witnesses, and to ensure offenders are abiding by TDCJ Offender Telephone System rules and policies.

Prison Rape Elimination Act Ombudsman

The Prison Rape Elimination Act (PREA) ombudsman oversees TDCJ efforts to eliminate sexual assault in the agency's correctional facilities. The primary responsibilities of the PREA ombudsman are to monitor 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 TDCJ and the Office of Inspector General regarding allegations of sexual assault in correctional facilities.

In Fiscal Year 2011, the PREA ombudsman conducted workshops or training for the Texas Association Against Sexual Assault Diversity Task Force, TDCJ Assistant Wardens' Training, TDCJ Majors' Training, and the TDCJ Office of General Counsel quarterly meeting. The PREA ombudsman also helped develop the *Fiscal Year 2010 Safe Prisons Annual Report, 2010 Bureau of Justice Statistics Survey on Sexual Violence*, the agency response to proposed PREA standards, and agency policies regarding the responsibilities of the PREA ombudsman.

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 28,528 pieces during Fiscal Year 2011.

Trial Section

The Trial Section provides representation to indigent offenders indicted for felonies allegedly committed while the offenders are incarcerated in 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 2011, SCFO opened 241 new felony trial cases. Attorneys tried 12 cases to juries and obtained plea agreements for 170 offenders. In support of these efforts, investigators conducted 832 interviews and served 371 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 413 offender interviews and 121 removal hearings during FY 2011.

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 2011, 51 commitment cases were received, 35 cases were tried to verdict before a jury, and 57 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 2011, the section filed 79 criminal and civil commitment appeals. The legal assistants helped to obtain 334,000 days of credit for offenders.



Trial Section Chief Brian Lacour and General Legal Attorney Joyce Diaz Logue research a case in the law library of the Walker County Courthouse. The State Counsel for Offenders provides legal assistance to indigent offenders.



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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 121 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 approving 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.



Caldwell County probation officer Elisa Moya meets with a probationer at the community supervision and corrections department in Lockhart.

The judicial district's community justice plans determine the 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 case-loads, residential confinement programs, and both residential and nonresidential treatment and correctional programs.

Projects and Goals

CJAD has been working to advance the implementation of evidence-based practices (EBP) in Texas probation, most recently in the Bexar and Travis County CSCDs through a partnership with the Council of State Governments. The Council of State Governments recently published *A Ten-Step Guide to Transforming Probation Departments to Reduce Recidivism* detailing the joint effort in Travis County. Other CSCDs continue to work toward full implementation of EBP in their local jurisdictions. CJAD is collaborating with the Correctional Management Institute of Texas to develop a mentoring and technical assistance program that will be used by mid- and small-sized departments. CJAD is also collaborating 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 TDCJ representatives, CJAD continues the process of developing and validating a statewide public domain risk and needs assessment tool for offenders in the Texas criminal justice system. This tool would 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, and may expand to incarceration and community re-entry. 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 complete by March 2013.

In April 2010 CJAD began reporting data taken directly from the Community Supervision Tracking System (CSTS)/Intermediate System (ISYS) to ensure accurate and timely formula funding calculations and distribution of FY 2010-2011 funds. CJAD continues to maintain an effective and accurate CSTS/ISYS to fund CSCDs.

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 156,526 offenders were incarcerated in TDCJ facilities, consisting of 141,318 prison offenders, 11,921 state jail offenders and 3,287 substance abuse felony punishment facility (SAFPF) offenders. CID employed 27,515 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 Security Systems Department and the Canine Coordinator.

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.

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 surveillance and production, armory, research and technology, budget, security 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 Surveillance and Video Equipment/Production Section assists in maintaining and repairing existing surveillance systems, as well as providing technical evaluation on augmentation and improvements. The Armory Section manages all use of force

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/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 system-wide. The Field Operations Section provides monitoring, training and technical support to the field force staff.

Notable Security Systems achievements during FY 2011 include the installation of surveillance equipment at the front and back gate entry points for maximum security facilities, the installation of major comprehensive video surveillance system projects at the Darrington and Stiles Units, and a third video surveillance system beginning installation at the McConnell Unit. Additional installations include contraband interdiction enhancement equipment to include 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.

Canine Coordinator

The Canine Coordinator provides training and technical advice to kennel staff and regional canine coordinators, 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 global positioning systems.

Management Operations

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

Correctional Training and Staff Development

During FY 2011, Correctional Training and Staff Development (CTSD) provided pre-service training to 4,964 participants, of which 4,439 graduated. Additionally, 31,227 employees completed annual in-service training. A total of 3,399 received specialized training, 1,460 supervisors attended leadership development training and 2,857 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.

Improvements to the In-Service Training Program included restructuring academic and firearms testing standards as well as requirements for passing established PAT standards.

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 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 staff and executive administrative staff regarding in-prison sexual abuse.



Correctional officers are required to take a Physical Agility Test as part of the in-service training. Officers receive points based on their performance in six activities.

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.

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



Offenders at the Polunsky Unit in Livingston are monitored by closed circuit video surveillance as they walk the hallways.

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.

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, Mail System Coordinators Panel, Office for Disciplinary Coordination, Counsel Substitute, Offender Transportation, and Laundry, Food and Supply.

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 2011, programming was developed to automate the offender transfer process. This system also keeps ongoing capacity numbers for each unit based on transfer stops, decreasing the possibility of capacity overages on the receiving units.

The Unit Classification and Count Room Department conducts routine 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 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.

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 facilities, 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. During FY 2011, programming was completed which allows both unit classification staff and SCC members to enter detailed notes regarding offender issues, and to record the majority of the actions taken by the state classification members, such as transfers, Offender Protection Investigation reviews, and approvals and denials of administrative segregation/safekeeping reviews, eliminating the need for emails and printouts of those transactions.

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 operational review audits. This department also generates investigations regarding threats and unidentifiable substances received in uninspected mail as reported by 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 2011, this office completed 43 such reviews. 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 unit operational reviews of the Spanish language assistance service. During FY 2011, it completed 43 unit operational reviews, 421 pages of translations, and coordinated the testing of 126 employees.

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 2011, 61 staff members attended the training.

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 122 buses, 62 vans, six vans for the physically-disabled, three vans used to transport regional release offenders, and two cars. More than 4.6 million miles were traveled and 547,630 offenders were transported during FY 2011. This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders.

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.



Executive Chef Marco Salazar (right) teaches participants in the San Antonio Food Bank's culinary arts programs skills that could help them find employment when released.

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 81,000 parole and mandatory offenders were under active supervision by approximately 1,300 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 Youth Commission.

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 2011, 9,234 offenders were placed in ISFs. The South Texas ISF provided services to 1,063 offenders in the Substance Abuse Counseling Program, while the North Texas ISF served 266 offenders before closing in February 2011. Programs and services offered in these facilities encourage offender compliance through appropriate supervision and interventions.

Ombudsman

This year, the Parole Division ombudsman responded to 6,104 inquiries from offender family members, parole and mandatory supervision offenders, legislative offices and the public.



Officer Tamica Swain checks in with a parolee at his place of employment.

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 2011, 7,772 Texas probationers and 3,223 parolees were supervised outside the state. Another 4,372 out-of-state probationers and 2,034 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 2011, RRP issued 37,265 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 7,100 offenders into residential reentry centers and 3,666 offenders into transitional treatment cen-

ters. HPRU also processed 32,960 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-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 2011, a monthly average of 1,768 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. Fifty-seven offenders were placed in the program in FY 2011.

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 2011, 82 medically-recommended intensive supervision (MRIS) offenders were released to supervision, with a monthly average of 202 MRIS offenders supervised under the program. Averages of 194 MR, 5,371 MI and 705 TI/PH offenders were supervised monthly.

The Sex Offender Program supervised a monthly average of 3,338 offenders in FY 2011. 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 4,305 offenders received services from contracted vendors and specially-trained parole officers during FY 2011.

The Substance Abuse Counseling Program (SACP) provides relapse prevention services to offenders with substance abuse problems. Level I prevention services were provided to 33,696 offenders in FY 2011. Level II outpatient treatment services were provided by vendors and parole counselors to 10,855 offenders. The SACP intermediate sanction facilities provided residential treatment to 1,682 offenders.

The Drug Testing Program's instant-read testing device increases accountability and reduces chain of custody issues. On average, 135,144 drug tests were conducted each month in FY 2011.

Warrants Section

The Warrants Section is primarily responsible for the issuance, confirmation and withdrawal of pre-revocation warrants. In FY 2011, 34,280 warrants were issued, 28,480 were confirmed and 29,604 were withdrawn. This section is also responsible for the oversight of the Super-Intensive Supervision Program (SISP), which utilizes global positioning system (GPS) tracking and the Electronic Monitoring (EM) Program, which utilizes 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, 650 offenders were extradited to Texas, and 292 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 308 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 1,431 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 1,206 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 162 new officers in 12 classes during FY 2011.

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 Program. A 40-hour firearms certification course provided training to 40 officers. During FY 2011, 630 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 1,455 parole employees participated in In-Service training classes in FY 2011. 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 secure correctional facilities. Three regional supervisors oversee contract monitors who, during Fiscal Year 2011, 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 offenders in privately-operated secure correctional facilities monitored by the PFCMOD during FY 2011.

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.

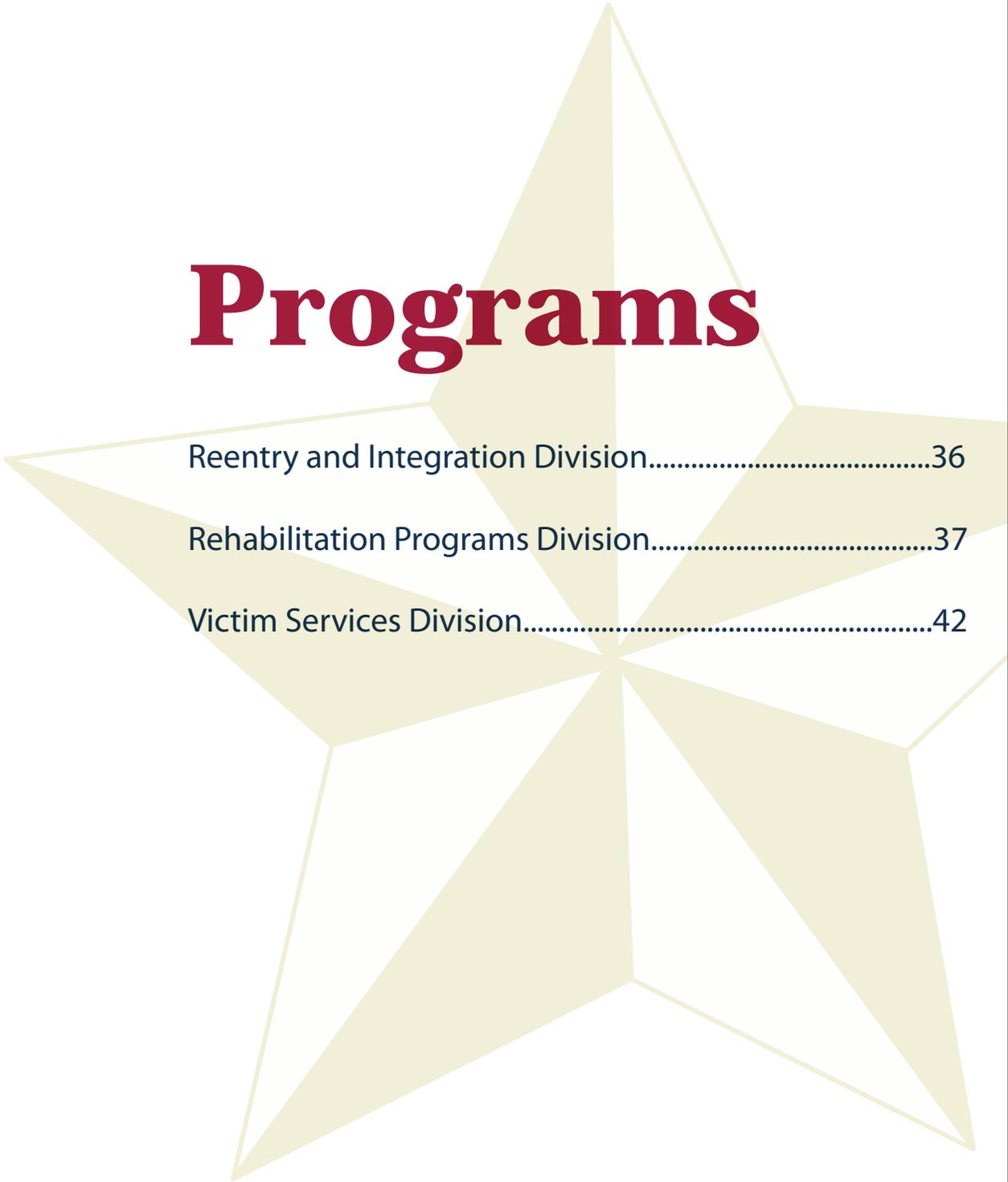
In Fiscal Year 2011, this section monitored contracts for seven privately-operated halfway houses, more than 22 substance abuse aftercare treatment facilities (community-based transitional treatment centers),

11 privately-operated substance abuse felony punishment facilities/in-prison therapeutic community programs, one driving while intoxicated (DWI) program and six state jail substance abuse programs co-located on state-run or privately-operated facilities.

Business Operations

The Business Operations Section is supervised by the business operations manager who reports to the di-

vision director. Functions of the Business Operations Section include, 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.



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Reentry and Integration Division

Established in September 2009, the Reentry and Integration Division 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 special interest 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.

Prior to April 15, 2011, the programs under the oversight of the Reentry and Integration Division were Project RIO, Reentry and Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI). Due to the elimination of funding for the Project RIO program during the 82nd Legislative session, many of the program functions previously performed by RIO staff have now been absorbed by the reentry section.

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 Youth Commission and those who have been proven inno-

cent by the court or granted a full pardon by the governor based on innocence. In addition, a 31-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.

Reentry and Support Services

During the 81st Legislature, lawmakers allocated funds for the creation of 64 reentry specialist positions to help offenders develop a comprehensive reentry plan through the following actions:

- Coordinating with TDCJ education, treatment, medical, employment and parole programs to identify continued service providers for post-release needs.
- Identifying, securing, and, when possible, scheduling post-release appointments with community service providers.
- Communicating the offender's post-release service plan to any supervising officers, to include the offender's needs and, if applicable, appointments.
- Assisting in the collection and compilation of individual demographic information obtained at initial criminal justice contact or intake.
- Coordinating activities related to identification verification including the preparation of applications for documents such as a birth certificate, social security card or military ID needed to obtain a state-issued driver's license or identification card.

Rehabilitation Programs Division

The Rehabilitation Programs Division (RPD) manages activities related to offender programs within TDCJ and is responsible for ensuring that all programs operate with consistency and quality.

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

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.

Southwestern Baptist Theological Seminary

Through collaboration between RPD and the Southwestern Baptist Theological Seminary (SWBTS), participants have the opportunity to achieve an accredited Bachelor of Science in Biblical Studies in return for ministering to other offenders for at least 10 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.

Faith-Based Dorms

Faith-based dorms were implemented in January 2003 and have expanded to 32 facilities. The dorms 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.

Faith-Based Pre-Release

Prison Fellowship Ministries at the Vance Unit in Richmond operates the faith-based InnerChange pre-release program. This program spans 18 months of

the offender's incarceration and has a transitional aftercare component.

Transformational Ministry Dorm

Located at the Torres Unit in Hondo, the Transformational Ministry Dormitory (TMD) is a collaborative effort with Prison Fellowship Ministries providing a 63-bed 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.

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.

Dynamic Risk Assessment

State law mandates that before an inmate who is serving a sentence for a sexual offense is discharged or is released on parole or mandatory supervision from TDCJ, the department shall use the dynamic risk assessment tool developed by the Council on Sex Offender Treatment. The assessment utilizes the Hare Psychopathy Checklist-Revised, the Level of Service Inventory-Revised, and the Static-99. These instruments are scored according to a matrix developed by the Texas State Council on Sex Offender Treatment. It assigns each offender a risk level of low, moderate, or high which is then reported as part of a sex offender's registration information that is recorded by the Texas Department of Public Safety.

Sex Offender Risk Assessment

The executive director of TDCJ is required by law to appoint five of the seven members of the Risk Assessment Review Committee. The committee includes members with experience in law enforcement, supervision of juvenile sex offenders and sex offender treat-

ment, victims of sex offenses, as well as two persons representing the Council on Sex Offender Treatment. 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 screening tools and revises or replaces them as needed.

Sex Offender Rehabilitation Programs

The Sex Offender Education Program (SOEP) is a four-month program which provides a comprehensive evaluation and an educational component, with an emphasis on relapse prevention, to selected offenders who are assessed as low sexual re-offense risk and are within two years of release. Priority is given to those who receive a further investigation (FI)-vote to complete the program prior to parole release. Offenders who are released to supervision participate in outpatient sex offender counseling as a condition of supervision.

The Sex Offender Treatment Program 9 (SOTP-9) is a moderate-intensity treatment program designed to assist sex offenders assessed to pose a moderate risk of sexual re-offense. The SOTP-9 employs a cognitive-behavioral model and includes psycho-educational classes as well as group and individual therapy. The primary goal of this program is to reduce the rate of re-offense and orient the participant toward a more pro-social lifestyle. Priority is given to offenders with two or more convictions for a sex offense, who are discharging their sentence and will be released without supervision. Priority placement is also given to those who receive an FI-vote to complete the program prior to parole release.

The Sex Offender Treatment Program 18 (SOTP-18) is a high-intensity treatment program designed to assist sex offenders assessed to pose a high risk of sexual re-offense and employs a cognitive-behavioral model which includes psycho-educational classes with group and individual therapy. The primary goal is to reduce the rate of re-offense and instill a pro-social lifestyle. Priority is given to offenders with two or more convictions for a sex offense, who are discharging their sentence and will be released without supervision. Priority placement is also given to those who receive an FI-vote to complete the program prior to parole release.

Civil Commitment of Sexually Violent Predators

The agency identifies and refers offenders with two or more qualifying sexually violent offense convictions to a multidisciplinary team for possible civil commitment under the Texas Health and Safety Code. This process applies to offenders released on or after January 1, 2000.

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 the Rehabilitation Programs Division, the Correctional Institutions Division, the Parole Division and the Board of Pardons and Paroles. 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.

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. Both 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. A nine-month in-prison program is provided for special needs offenders who have a mental health and/or medical diagnoses.

*Both the SAFPF and IPTC programs now offer an alternative to the three months of residential aftercare in the TTC. Offenders who meet strict eligibility criteria may be released to an approved home plan, where they report to a contracted facility for the same number of treatment hours as received by the residential offender who lives at a TTC.



Counselor Latrease Marshall teaches a class at the Hamilton Unit Drug Treatment facility. The six-month Pre-Release Therapeutic Community program is designed to give participants new tools for dealing with post-release problems and stress.

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 Board of Pardons and Paroles as a modification of parole.

The Pre-Release Substance Abuse Program (PRSAP) and Pre-Release Therapeutic Community Program (PRTC) are intensive six-month courses 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 Board of Pardons and Paroles. The PRTC is a coordinated effort between RPD, Windham School District and the Parole Division.

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.

The State Jail Substance Abuse Program (SJSAP) uses multimodal instruction designed to meet the needs of the diverse characteristics of the state jail popula-

tion. Eligible offenders are placed in a 30, 60 or 90-day track, based on an Addiction Severity Index assessment and their criminal history.

COURAGE Program for Youthful Offenders

The COURAGE program for youthful offenders was established in 1995. The youthful offender may be male or female and as young as 14. Youthful offenders are assigned 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 expected to be 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 through-

out 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.

Female Offenders

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 reforge 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 Hilltop Unit in Gatesville and Plane State Jail in Dayton.

Through the Teeter Totter Village of Houston, Supporting Kids of Incarcerated Parents (SKIP) provides a curriculum focused on responding to the needs of children, their caregiver and their incarcerated parent. SKIP offers a 19-week family strengthening program, child interactive play-and-learn groups, and parenting classes at Plane State Jail. SKIP is also available through the COURAGE Program.

Truth-be-Told, or 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 illustrates 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 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 female 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.

Baby and Mother Bonding Initiative (BAMBI) Program

This program partners the TDCJ Rehabilitation Programs Division with the Health Services Division, Correctional Institutions Division, 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 eligible state jail confinees and their newborns the opportunity to form a healthy attachment in a secure setting. In addition, the confinee may attend GED, parenting, life skills, and drug and alcohol education classes, and work with her case manager to prepare a solid transitional plan for herself and her infant.

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 through the Rehabilitation Programs Division, a link on the agency's website (www.tdcj.texas.gov) provides a reliable connection to valuable re-sources 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.

Rehabilitation Tier Tracking and Placement

The Board of Pardons and Paroles has a rehabilitation tier voting option. The vote specifies 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 tracks offenders from the time of the board vote to ensure they are transferred to the designated program at the appropriate time.

Volunteer Services

RPD's Volunteer Services department manages the recruitment, training and oversight of volunteers for 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 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.

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 Rehabilitation Programs Division (Substance Abuse Treatment, Chaplaincy, and Sex Offender Treatment), the Correctional Institutions Division, the Victim Services Division, the Parole Division, the Private Facilities Contract Monitoring Oversight Division, the Reentry and Integration Division and the Windham School District. At the close of Fiscal Year 2011, there were 18,439 approved volunteers serving TDCJ.

Victim Services Division

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

Victim Notification System

The Victim Notification System (VNS) uses a confidential database to provide registrants – typically crime victims, surviving family members, witnesses who testified at trial, and concerned citizens – written notifications regarding their offender(s). The system provides more than 80 points of possible notification regarding several phases of an offender’s incarceration and supervision, 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 or letter. Individuals are added to the VNS from Victim Impact Statements or at their request. At the end of Fiscal Year 2011, there were 159,854 individuals who have registered on the VNS. During the fiscal year, Victim Services processed 126,862 pieces of correspondence, including VNS notifications, letters sent and letters or emails received.

Toll-free Information Hotline

During regular business hours, the Victim Services Division 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. There were 32,548 telephone calls processed in FY 2011. In addition, 589 calls pertaining to protective orders were processed and referred to the Texas Advocacy Project.

Victim Information and Notification Everyday

The Victim Services Division has partnered with Appriss, Inc., provider of the Victim Information and Notification Everyday (VINE), to enhance notification services. VINE offers a toll-free automated tele-

phone service which gives VNS registrants access to limited offender information 24 hours a day, in English or Spanish. If requested by the registrant, VINE will automatically call to notify them when their offender is being processed for release. This telephone service is available to victims in addition to written notifications. There were 10,848 VINE call-ins and 788 call-outs in FY 2011.

Case File Management

Offender case files are managed by case file analysts who serve as links between victims, surviving family members, witnesses who testified at trial, the Board of Pardons and Paroles, law enforcement, criminal justice professionals and concerned citizens. Assistance is provided to victims who request explanation of the parole process, imposition of special conditions or clarification of victims’ rights. There were 268 transmittals processed to the BPP in FY 2011 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 VIS training to victim assistance and criminal justice professionals whose statutory responsibilities include the VIS. In FY 2011, 64 training sessions were conducted with 723 attendees representing 155 Texas counties. Informational brochures and a quarterly newsletter, *The Victim’s Informer*, are produced by TxCVC and are available online or by contacting TxCVC.

Victim Impact Panel Program

Through the Victim Impact Panel Program, crime victims have the opportunity to share details of their victimization and subsequent journey through the

criminal justice system by addressing audiences of criminal justice professionals, students and offenders. The purpose is to involve victims and survivors in the criminal justice process and give them a voice. There were 51 impact panels conducted in FY 2011 with 13 new victim panelists and 91 existing or repeat panelists participating. More than 603 criminal justice professionals or students and 1,243 offenders attended.

Victim Offender Mediation/Dialogue Program

Victim Offender Mediation/Dialogue provides victims and survivors of violent crime the opportunity to initiate a structured, person-to-person meeting with their offender in a safe environment. 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. There were 49 mediations completed in FY 2011.

Victim Support and Community Education Program

The Victim Support and Community Education Program oversees a variety of services available to victims, including training, prison tours and assisting victims who view executions. In an effort to enhance victim awareness and sensitivity and prevent victimization, targeted training audiences include victims, criminal justice professionals and victim advocates. When appropriate, training staff utilizes victim impact panels. There were 18 training sessions conducted with a total of 411 attendees in FY 2011.

Viewing Executions

The Victim Services Division arranges for victims' families to view executions. As many as five relatives or support persons can witness the offender's execution. Witnesses may also include law enforcement personnel, trial officials or a spiritual advisor. Victim witnesses are prepared for and accompanied to the execution by a Victim Services staff member. Supporters of the victim are allowed to accompany victim witnesses to the Huntsville Unit, but are not allowed to witness the execution. Staff also provides follow-up support and referrals as needed. During FY 2011, at least one Victim Services representative attended eight executions, providing support to 29 victim witnesses and five victim supporters.

Prison Tours

Prison tours are conducted to educate victims, criminal justice staff and others about the realities of prison life in Texas. In FY 2011, five prison tours were conducted with 69 participants.

Special Projects / Ombudsman

In a continuing effort to evaluate, enhance and increase awareness of the services offered by the Victim Service Division, this position serves as a point of contact for criminal justice professionals and victim advocates, and provides direct support to crime victims. During FY 2011 this position also reviewed responses to bills introduced by the 82nd Texas Legislature which were related to victim services and budget projections. Collaborative efforts continued with the Office of the Inspector General, Board of Pardons and Paroles and the Special Prosecution Unit.

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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 2011 totaled 510,364. The number of legal research materials delivered to offenders with indirect law library access totaled 251,979.

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 2011, 7,354 major Use of Force incidents occurred in TDCJ.

Monitoring and Standards

Monitoring and Standards helps state-operated correctional facilities in their efforts to obtain American Correctional Association accreditation (ACA). At the end of FY 2011, 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 2011, unit grievance investigators handled more than 174,500 grievances at the unit level, while central office staff processed more than 43,000 appeals.

Ombudsman Program

The ombudsman office works with other agency staff to answer questions and address concerns. Staff responded to approximately 17,300 inquiries in FY 2011 through the U.S. mail, telephone and the Internet. The office also arranged for agency representatives to speak at three engagements sponsored by offender family support organizations.

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 2011, Accounts Payable received and processed approximately 150,000 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 pro-

cessing plants and livestock production facilities that provide canned vegetables, eggs and various finished meat products required to feed the offender population.

During the 2010 calendar year, Agribusiness raised 30 varieties of fruits and vegetables in gardens comprising 3,699 acres, with production exceeding 15.3 million pounds. Community-style, unit-managed gardens contributed an additional 3.6 million pounds of fresh vegetables. More than 32,000 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 116.7 million pounds of product. At the close of calendar year 2010, on-hand livestock included 12,810 head of cattle, 19,028 swine,



Terry Hopkins, manager of feedmill production at the Eastham Unit, inspects the quality of grain stored in silos.

258,727 laying hens and 1,568 horses. The poultry program produced approximately 4.9 million dozen eggs and the swine operation shipped 26,880 hogs to the packing plant. During this period, agency food processing plants canned 301,737 cases of vegetables and delivered more than 23 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.

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 \$6.2 billion to TDCJ for the 2010-2011 biennium, which also included funding to provide targeted salary increases for correctional and parole officers, unit staff, OIG investigators, community supervision officers and staff providing direct care to probationers. The FY 2011 Operating Budget, developed and continuously monitored by the Budget Department, totals \$3.119 billion.

The department routinely interacts with the state's executive, legislative and regulatory agencies, to include the Legislative Budget Board, the 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 2011, more than 1.9 million deposits totaling \$110.8 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 \$95 million in FY 2011.

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 2011, the department processed approximately 60,000 Advanced Purchasing and Inventory Control Systems (ADPICS) requisitions, with approx-

imately 54,000 purchase order procurement actions processed. In addition, the department completed approximately 800 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 Asia-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 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 40,000 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 TDCJ, including facility planning, design, construction, maintenance and environmental quality assurance and compliance. The division's headquarters is 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 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 Analysis

The Program Analysis Department supports the division in all financial phases of design, construction, maintenance and job closings. The department monitors construction and administrative budgets, develops and analyzes project budgets, tracks expenditures in order to create a record which provides useful information for future budget projections, and works closely with all departments in the division to purchase and replace unit equipment.

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). 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.

The 73rd Legislature established the Correctional Managed Health Care Committee (CMHCC) and empowered the committee to develop a managed health care plan for offenders in TDCJ. This statutory mandate was implemented through a series of contractual relationships beginning on September 1, 1994 (In 2011, the 82nd Legislature changed the law and made the Texas Department of Criminal Justice responsible for contracting for the health care of TDCJ offenders in Texas).

In Fiscal Year 2011 the 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 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.

Functions performed by the TDCJ Health Services Division include:

- Monitoring the offenders' access to the various health care disciplines, to include medical, nursing, dental and mental health.
- 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 mandated by government code.
- Conducting compliance audits.
- Investigating and responding to Step 2 medical grievances, inquiries and complaints.
- Controlling the transmission of infectious diseases in TDCJ.
- Recommending 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.

Human Resources Division

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

Administrative Support

The Employee Classification Department completed a project linking position numbers for all agency positions to the corresponding job description number in order to expedite the position posting and selection processes, job description revisions, and performance evaluation processing. The Policy Development and Legislative Review Department reviewed numerous bills during the 82nd Legislative session resulting in revisions to three personnel directives. During Fiscal Year 2011, 33 personnel directives were reviewed and 19 were published.

Employee Services

Staff Development and HR representatives delivered more than 21,840 training hours to 3,700 employees. Courses related to training in leadership, diversity, employee retention, disciplinary procedures, records retention, records and verifications, and other HR-related topics were presented.

TDCJ employees participated in the FY 2011 Chairman's Fitness Challenge that included four different challenges designed to encourage physical fitness among all employees. The competition is part of the TDCJ wellness program, Wellness Initiative Now.

Employee Relations

Sixty-three external Equal Employment Opportunity cases were closed with one cause finding. Intake reviewed 6,401 cases that were referred to the appropriate department within Employee Relations for processing and resolution.

The Random Drug Testing Program tested 8,161 employees of which 8,098 tested negative and 63 tested positive.

Employment

September 1, 2010, marked the beginning of the second fiscal year of the pay increase for correctional officers, parole officers and unit-based employees. This increase, authorized by the 81st Legislature raised their gross monthly pay an average of 3.5 percent.

Enhanced in-service training standards for COs, effective June 1, 2011, now require mandatory participation in and successful completion of the physical agility test as a condition of continued employment.

Both the TDCJ and CO attrition rates increased in FY 2011. The agency attrition rate was 19.1 percent. The CO attrition rate for FY 2011 was 22.4 percent. The CO vacancy level was 2,076 in August 2011, an increase from 974 at the end of FY 2010. Actions taken to positively impact CO staffing include:

- Participated in 65 job fairs and conducted 15 hiring seminars.
- Conducted four prospector training sessions in Regions I, II, IV and V.
- Conducted 10 Saturday CO screenings in Huntsville beginning in November 2010.
- Conducted CO screenings and informal meetings to assist and place TDCJ and Texas Youth Commission employees affected by the reduction in force into CO positions.
- Designated a total of seven units, Connally, Dalhart, Lynaugh, Ft. Stockton, McConnell, Smith and Stiles, as Bonus Eligible Units during FY 2011.

Information Technology Division

Automated information services and technology support are provided to all TDCJ departments, Correctional Managed Health Care, and other external entities by the Information Technology Division. Approximately 34,000 personal computers, terminals and routers, 15,000 radios, 183 telephone systems and other devices are operated and supported on behalf of the agency. The division also operates and maintains numerous computer and telephone voice networks and a Wide Area Network, which connects parole offices, correctional facilities and administrative offices in Huntsville, Austin and across the state.

In Fiscal Year 2011, the division successfully implemented the Electronic Notification of Trial Officials Web application, initiated the Meal Counter and Food Service Tracker systems pilot programs and assumed the maintenance and support functions for all the agency's desktop computing and printing devices. In addition, significant cost reductions were realized as a result of the Business Line Reduction project.



TDCJ staff members Tammy Bybee (left) and Merry Crane participate in an emergency response drill by entering tracking data into a Global Positioning System (GPS) computer on the agency's Mobile Emergency Response Command (MERC) trailer.

Manufacturing and Logistics Division

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

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 lo-

cated 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 2011, the division had oversight of three adult Prison Industry Enhancement (PIE) certification programs located on the Ellis and Lockhart Units. These PIE programs manufactured wood veneers, AC and heating valves, computer components

and wiring harnesses. PIE participants earned more than \$2 million and contributed \$192,822 in federal taxes, \$171,971 to crime victims' compensation, \$8,257 to restitution, \$347,620 for family support, and \$908,760 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 TDCJ while selling products and services to other eligible entities on a for-profit basis.

During Fiscal Year 2011, TCI operated 43 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 FY 2011 were \$77.4 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 TDCJ uses its fleet of licensed vehicles.

Freight Transportation

Freight Transportation manages a fleet of 200 trucks and 435 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 2011, 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 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 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 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 TDCJ by providing audiovisual, photographic and written publication production services.

Audiovisual Production

Staff writes and produces informational and training videos dealing with criminal justice and prison management. Routine duties include providing video services and footage to criminal justice agencies, news media and educators. Additionally, audiovisual support is provided for bimonthly Texas Board of Criminal Justice meetings and special events.

Photography

The photography section produces photographic images for a variety of TDCJ displays and publications. This section also manages the agency's photo archive for distribution to both agency and outside groups.

Publications

Media Services produces the *Criminal Justice Connections* online newsletter for TDCJ employees, local and state government officials, concerned individuals and interest groups. Readers can access the newsletter from the TDCJ home page by clicking on the link to the *Connections* newsletter. Media Services also produced the *Fiscal Year 2010 TDCJ Annual Review* and made regular updates to 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, and seek opinions and rulings from the Office of the Attorney General (OAG) when necessary. They 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 TDCJ and OAG, and provides litigation support to OAG. This section tracks and reviews all significant lawsuits when TDCJ or its employees are

named defendants. Most of these cases involve tort, employment or civil rights offender litigation. Attorneys in this section are involved with discovery and records production, answer interrogatories, coordinate trial and expert witnesses, and participate in 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 OGC policies and procedures, performance measures, case management, and records retention and storage. The Program Administration section processes claims for damages involving the 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 TDCJ emergency management preparedness and response. The office coordinates with groups throughout TDCJ to develop and update emergency response plans, continuity of operations plans and the Homeland Security Strategic Plan.

The office represents 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 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.

Public Information Office

The Public Information Office (PIO) acts as the liaison between the Texas Department of Criminal Justice (TDCJ) and the media. Because of its rich history and its place as one of the largest penal systems in the United States, 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.

Last year, hundreds of news media calls were answered and information was provided to reporters from around the world on a variety of topics, such as agency policies and procedures, budget matters, information about individual inmates, prison programs and the death penalty. The PIO facilitates interviews between the media and inmates, and also coordinates death row media interviews and serves as a media escort at each execution.

PIO distributes news releases and media advisories on various events and activities of significance and public

interest, and also provides assistance to documentary and film producers, researchers and book authors. In addition to its work with the outside media, PIO keeps agency staff informed of important media coverage. It is the philosophy of the agency to be as candid as possible with media in order to inform the public of its activities. Information is given as allowed by agency policy and in accordance with state public information laws. A PIO staff member is always on call to answer media inquiries that come in after regular business hours and on weekends.

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 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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