Texas Department of Criminal Justice

Annual Review

2015

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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

I am pleased to present the *Fiscal Year 2015 Annual Review* for the Texas Department of Criminal Justice.

During this past fiscal year, under the outstanding leadership of Executive Director Brad Livingston, the employees of the TDCJ have accomplished the tasks set forth by the 84th Texas Legislature. TDCJ is composed of some 38 thousand individuals, many of whom have dedicated their working lives to a career in criminal justice. They take pride in and are committed to serving the state of Texas.

Fiscal year 2015 was highlighted by noteworthy successes. Safety is our top objective and we continue to effectively focus on that goal. The size of the offender population has declined, and I am proud to note that the recidivism rates have also declined. The TDCJ has developed a uniform risk and assessment system to help community supervision, prison, reentry and aftercare professionals create custom case management programs for individual offenders. We continue to expand our rehabilitation and reentry programs, in partnership with the private sector, by broadening certification training for various trades and professions and establishing relationships with private sector corporations to provide meaningful employment opportunities for offenders on their release. And as examined by independent auditors, our successful ongoing safe prisons program, which is consistent with the National Prison Rape Elimination Act standards aimed at reducing sexual assault and harassment in prisons, meets or exceeds the national standards.

The employees of the TDCJ are meeting the challenges before them. Their professionalism, hard work and commitment continue to make a positive difference throughout Texas. Although my service as Chair began only a few months ago, the TDCJ professionals have earned my respect and appreciation for their service to this great state.

Sincerely,

Dale Wainwright

Hon. Dale Wainwright
Chairman, Texas Board of Criminal Justice

Dear Chairman Wainwright and members of the Board:

During fiscal year (FY) 2015 the State of Texas and the Texas Department of Criminal Justice (TDCJ) continued to achieve notable successes, many of which were made possible by the actions policymakers have taken over the course of multiple legislative sessions. Thanks to Governor Abbott, the 84th Texas Legislature and their predecessors, FY 2015 was highlighted by the following accomplishments:

- continued decline in the size of the offender population, with approximately 2,000 fewer offenders incarcerated by the end of the year;
- continued decline in offender recidivism rates, with the three-year recidivism rate of offenders released from state prisons falling to 21.4%;
- system-wide implementation of the Texas Risk Assessment System, a uniform risk and assessment instrument used to improve offender case management while efficiently allocating agency resources;
- all 35 correctional facilities audited during FY 2015 meeting or exceeding the national Prison Rape Elimination Act standards;
- a slight reduction in the number of correctional officer vacancies, the first decrease since FY 2010;
- a 10.5 % pay raise for correctional staff and parole officers; and
- legislative action to maintain a fiscally sound employee pension program.

Although much was accomplished, FY 2015 also brought two tragic incidents. In January, a TDCJ transport bus carrying three correctional officers and 12 offenders was involved in an accident. Two correctional officers, Christopher Davis and Eligio Garcia Jr. and eight offenders died of their injuries, while Officer Jason Self and four offenders sustained injuries. Later in the year, Officer Timothy Davison of the Telford Unit died from injuries resulting from a physical assault by an offender.

The deaths of Correctional Officers Davis, Garcia and Davison, and the injuries suffered by Officer Self, are grim reminders that our employees work in a hazardous environment which could require the ultimate sacrifice. The citizens of Texas are fortunate to have such dedicated public servants protecting their safety. As always, this report is a tribute to the men and women who serve the state with distinction as employees of the Texas Department of Criminal Justice.

Sincerely,

Brad Livingston
Executive Director

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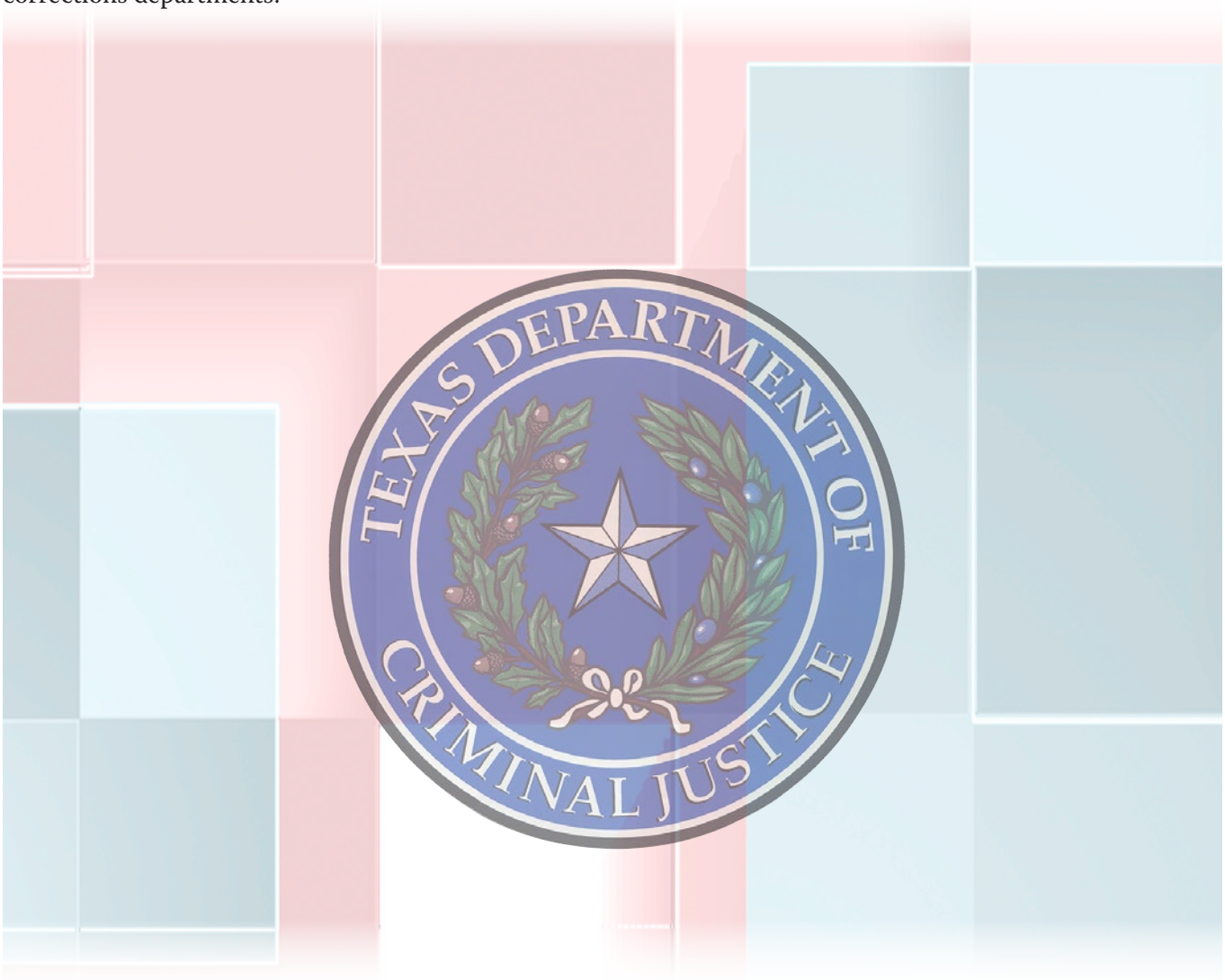
Texas Department of Criminal Justice

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

The State Counsel for Offenders, Internal Audit, the Office of the Inspector General and the Prison Rape Elimination Act (PREA) Ombudsman report directly to the Texas Board of Criminal Justice.

The Correctional Institutions Division, Community Justice Assistance Division, Parole Division and the Private Facility Contract Monitoring/Oversight Division are involved in the everyday confinement and supervision of convicted felons. The actual supervision of probationers is the responsibility of local community supervision and corrections departments.



Texas Board of Criminal Justice

The Texas Board of Criminal Justice 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 TDCJ, the board employs the agency's executive director, and develops and implements policies that guide agency operations. Members also serve as trustees for the Windham School District. The offices and divisions within TDCJ that report directly to the board include the Office of the Inspector General, Internal Audit, State Counsel for Offenders and the Prison Rape Elimination Act Ombudsman. 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 Houston, chairman; R. Terrell McCombs of San Antonio, 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, Larry Miles of Amarillo, Carmen Villanueva-Hiles of Palmhurst, and Thomas P. Wingate of Mission, Texas.

At the close of the fiscal year Governor Abbott named the Hon. Dale Wainwright of Austin to serve as Chairman of the Board, replacing Oliver Bell whose term expired. Janice Harris Lord and Carmen Villanueva-Hiles, whose terms also expired, were replaced by Derrelynn Perryman and Thomas Fordyce respectively.

R. Terrell McCombs
Vice-Chairman

Oliver J. Bell
Chairman
Tenure ended: 7/15

Dale Wainwright
Chairman
Appointed: 8/15

Leopoldo Vasquez III
Secretary

Tom Fordyce

Eric Gambrell

Judge Larry Gist

Larry Miles

Derrelynn Perryman

Thomas Wingate

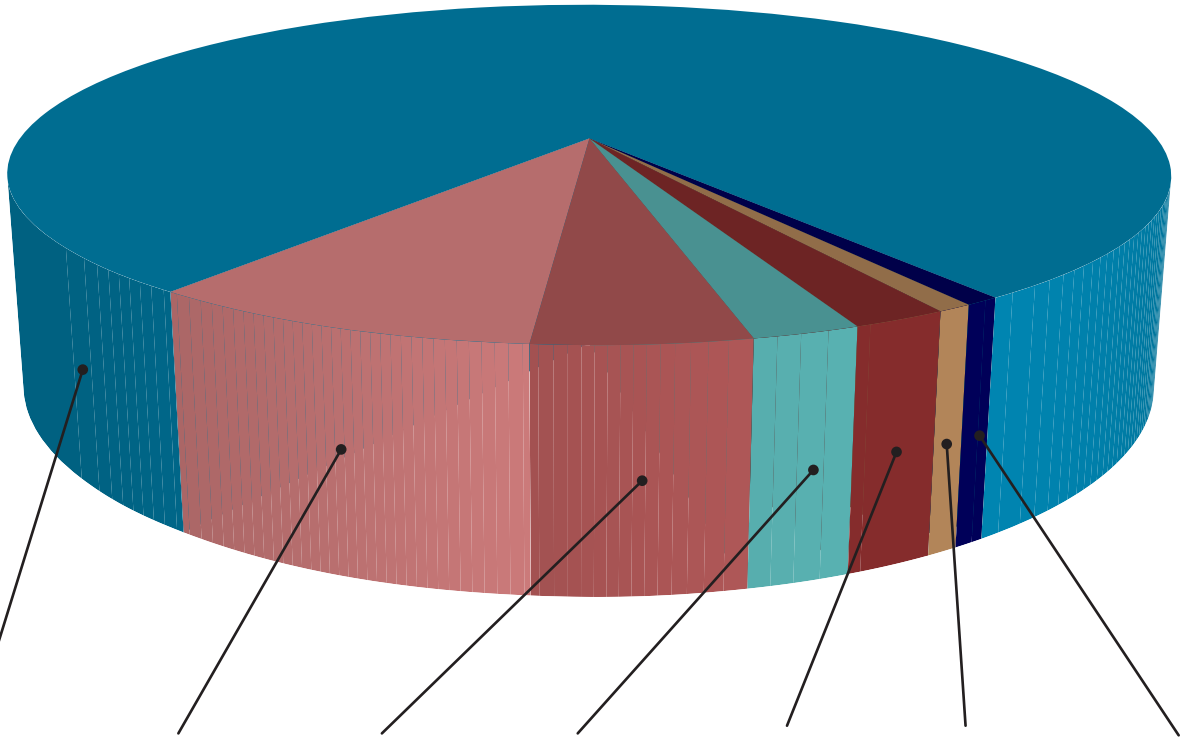
Janice Harris Lord
Term Expired: 2/15

Carmen Villanueva-Hiles
Term Expired: 2/15

Financial Summary

Operating Budget for Fiscal Year 2015

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



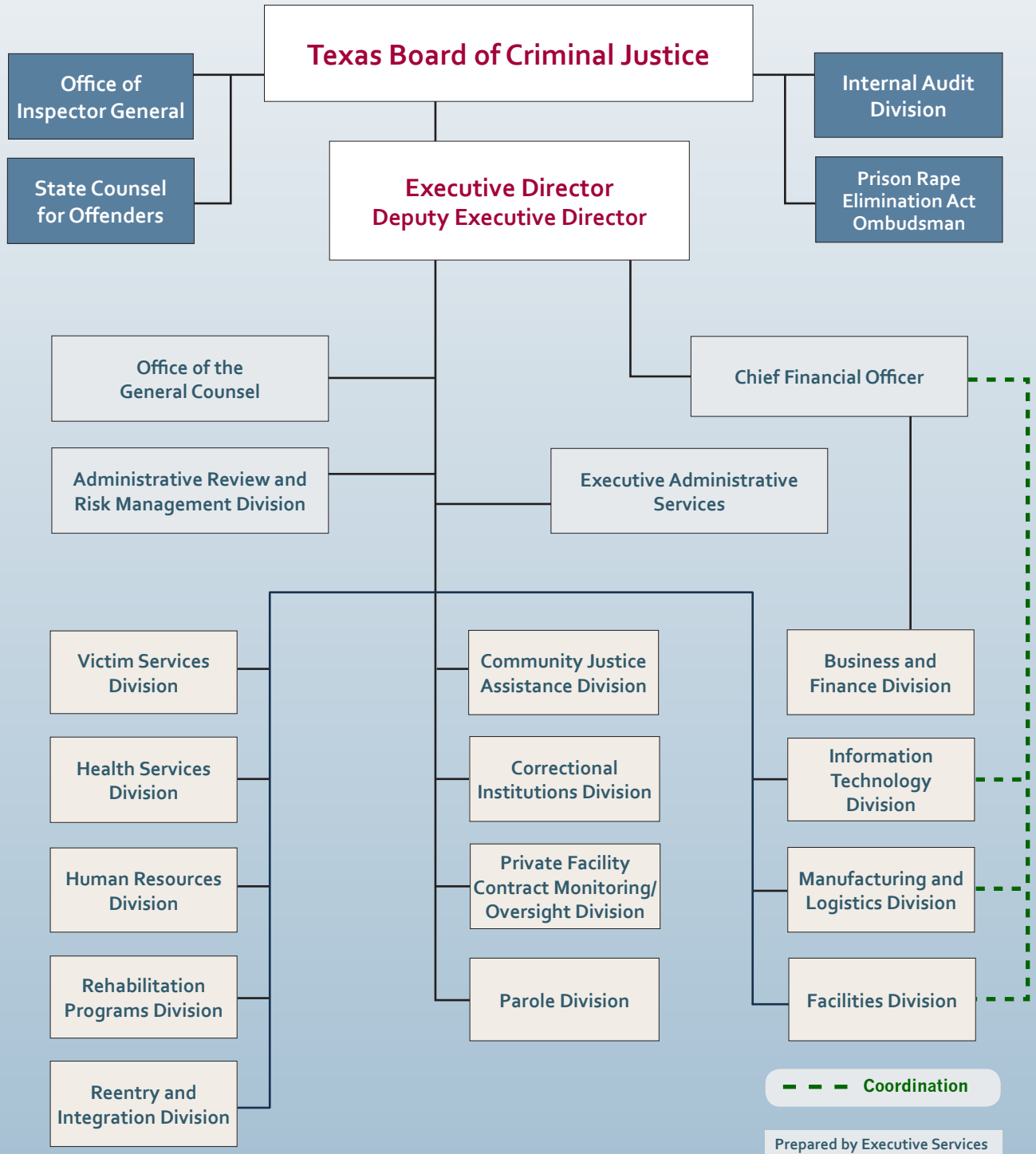
Goal C	Goal A	Goal F	Goal G	Goal D	Goal E	Goal B
Incarcerate Felons	Provide Prison Diversions	Operate Parole System	Indirect Administration	Ensure Adequate Facilities	Board of Pardons and Paroles	Special Needs Offenders
80.16%	**9.48%**	**5.57%**	**2.19%**	**1.03%**	**0.86%**	**0.71%**
$2,545,529,630	$301,087,389	$177,012,042	$69,586,263	$32,611,674	$27,189,569	$22,572,485

Total Operating Budget

$3,175,589,052

Source: *Legislative Appropriations Request (LAR) for Fiscal Years 2016 and 2017 (8/25/2014)*

Texas Department of Criminal Justice
Organizational Chart



Prepared by Executive Services
Current as of August 2015

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Internal Audit Division

The Internal Audit Division conducts comprehensive audits of the Texas Department of Criminal Justice'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 Auditor Albert Rand (left) reviews ordering procedures with Travis County State Jail Supply Supervisor Veronica Lara as part of the audit process.

Office of the Inspector General

The Office of the Inspector General is the primary investigative and law enforcement entity for TDCJ. OIG consists of the Investigations Department, Administrative Support and Programs, and the Information Systems Department, which oversees the Offender Telephone System. OIG investigators are commissioned peace officers assigned throughout the state. During fiscal year 2015, OIG opened 6,894 investigations; of those, 5,241 involved criminal investigations, 93 were administrative investigations, and 1,560 were information investigations.

Investigations Department

The Investigations Department is dedicated to conducting prompt and thorough investigations of any criminal violations committed on property owned or leased by TDCJ, or alleged or suspected employee administrative misconduct. 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 2015, Investigations Department cases returned 674 indictments and 536 convictions.

Administrative Support and Programs Department

The Administrative Support and Programs Department is responsible for the OIG budget, human resources activities, records management, information technology support, and training. This section is also responsible for the coordination and management of the Task Force Investigative Operations, as well as Fuginet, the Automobile Burglary and Theft Prevention Authority, and the Crime Stoppers program.

Task Force Investigative Operations

Task Force Investigative Operations investigators and support personnel work closely with local, state and federal law enforcement. They focus on identification,

location and apprehension of violent parole violators and escapees. They also target prison gangs and their counterparts for prosecution of organized criminal activities. During FY 2015, Task Force Investigative Operations initiated 1,881 fugitive investigations.

The Inspector General continued a program for criminal analysts to receive daily reports on absconded sex offenders. From September 1, 2014 to August 31, 2015, OIG criminal analysts conducted research on 1,820 absconded sex offenders and provided information to OIG investigators, as well as law enforcement personnel from the Office of the Attorney General and the Texas 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 5,650 users from municipal, county, state and federal law enforcement agencies have accessed Fuginet since its inception.

Automobile Burglary and Theft Prevention Authority Grant

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

ABTPA has awarded OIG grant funds to combat the automobile burglary and theft problem in Texas. Parole violators with automobile burglary and/or automobile theft-related crimes are located and arrests facilitated through this grant initiative.

Crime Stoppers

OIG coordinates the TDCJ Crime Stoppers program by providing direct access and interaction with law enforcement investigators both inside and outside the agency. The program solicits tips by publishing Crime Stoppers articles submitted by law enforcement agencies in the monthly state prison newspaper, *The Echo*. During FY 2015, Crime Stoppers received 336 reports that led to 64 tips, resulting in seven arrests and payment of $1,200 in reward money.

Information Systems Department

The Information Systems Department serves as a vital security resource by identifying threats to individuals and facilities, and detecting other kinds of potential criminal activity. This is accomplished through proactive monitoring of the Offender Telephone System, the offender electronic messaging service JPay, and examining information developed through the course of criminal investigations. In FY 2015, ISD issued 73 intelligence alerts to TDCJ wardens, OIG regional investigators, and/or outside law enforcement agencies based on information developed. ISD provides analytical case support to ongoing OIG investigations, forensic examination of contraband cellular telephones, and acts as a resource for federal, state and local law enforcement agencies. Through participation with the Texas Department of Public Safety Fusion Center and its own direct efforts, ISD facilitates criminal investigations involving transnational gangs, drug cartels and other criminal organizations or individuals suspected of committing crimes. In FY 2015, ISD monitored 46,477 offender telephone calls and conducted 836 forensic examinations of contraband or other cellular phones in support of criminal investigations.

Prison Rape Elimination Act Ombudsman

The Prison Rape Elimination Act Ombudsman oversees TDCJ efforts to eliminate sexual abuse and sexual harassment in the agency's correctional facilities. The primary responsibilities of the PREA Ombudsman are to monitor TDCJ policies and procedures for prevention of sexual abuse and sexual harassment, to oversee administrative investigations of offender complaints and respond to public inquires related to sexual abuse and sexual harassment to ensure impartial resolution, and to collect data regarding all allegations of sexual abuse and sexual harassment.

The PREA Ombudsman uses a variety of strategies to achieve its mission, to include reviewing agency policy to determine potential impact on prevention, detection, reporting and investigation of allegations of sexual abuse and sexual harassment, directing initial reports of allegations of offender-on-offender sexual abuse and sexual harassment to the PREA Ombudsman, responding directly to public inquiries related to allegations of sexual abuse and sexual harassment in TDCJ correctional facilities and collecting data from TDCJ and the Office of the Inspector General regarding allegations of sexual abuse and sexual harassment in correctional facilities.

In FY 2015, the PREA Ombudsman revised its policies for consistency with the national PREA standard requirements, and helped prepare the agency's *Calendar Year 2014 Safe Prisons/PREA Annual Report* and response to the *Bureau of Justice Statistics Survey of Sexual Victimization*.

State Counsel for Offenders

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

Criminal Defense Section

The Criminal Defense section provides representation to indigent inmates indicted for felonies allegedly committed inside TDCJ units. SCFO attorneys travel to TDCJ units and courts across the state to conduct interviews, provide client consultations and make court appearances on behalf of our clients. Investigators and legal assistants work in support of these attorneys to help ensure effective representation. Trial attorneys represent clients at all court appearances, file all necessary motions, and fully litigate all relevant issues. In fiscal year 2015, SCFO criminal defense opened 449 new felony cases. The attorneys conducted 1,242 inmate interviews, tried seven cases to juries, negotiated 307 plea agreements and obtained dismissals on 35 cases. During the same fiscal year, SCFO investigators served 460 subpoenas and conducted 769 interviews in support of the department's mission.

State Counsel for Offenders Attorney Joyce Logue (left) discusses court procedures with new legal assistants Georgia Gunnels (middle) and Courtney Cook (right).

Civil Defense Section

The Civil Defense section represents indigent sex offenders targeted under Chapter 841 of the Health and Safety Code for civil commitment as sexually violent predators. These cases are tried in the county of last offense. In preparation for trial, attorneys investigate cases, depose expert witnesses, respond to and file discovery motions, and meet with offenders. In FY 2015, 37 files were opened and 26 cases were tried to verdict before a jury.

Appellate Section

The Appellate section assists indigent offenders with appellate and writ issues, parole and mandatory supervision eligibility requirements, and time-calculation questions. The section filed 106 criminal and civil commitment appeals and/or petitions for review, discretionary review, writ of mandamus or writ of habeas corpus.

Legal Services Section

The Legal Services section assists indigent offenders with pending charges and detainers, extradition and probation revocation matters, biennial reviews, time corrections, family law issues, and other legal issues not covered by other sections. This section handled 13,466 pieces of mail, consisting of time and general legal inquiries, and participated in 132 biennial reviews of offenders civilly committed under the sexually violent predator statute.

Legal Services also assists indigent offenders in immigration removal proceedings and international prisoner transfer requests. Removal proceedings are conducted at the federal building on the Goree Unit in Huntsville. Attorneys conducted 654 offender interviews and represented 47 offenders at removal hearings during FY 2015. Legal assistants who processed time calculation claims helped obtain 84,060 days of credit for offenders.

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Community Justice Assistance Division

The Community Justice Assistance Division administers community supervision (adult probation) in Texas. Community supervision refers to the placement of an offender under supervision for a length of time, as ordered by a court, with court-imposed rules and conditions. Community supervision applies to misdemeanor and felony offenses, and is an alternative to a jail or prison sentence.

The 122 community supervision and corrections departments 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 formulas and grant funding appropriated by the state legislature, reviewing and evaluating each CSCD's community justice plan and budget, and conducting program and fiscal audits of CSCD operations and programs. CJAD oversees an automated tracking system that receives data from departmental caseload management systems, and provides community supervision officer and residential officer certification, as well as in-service and educational training. CJAD also provides technical assistance to CSCDs, and administers state insurance benefits for CSCD employees.

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

CJAD comprises the following sections: Field Services, Financial Management, Information Systems, Research, and Training and Staff Development.

Field Services

The Field Services section consists of three regional units that provide a range of services to CSCDs, including compliance monitoring, program review, technical assistance, as well as planning and approval of Community Justice Plans.

Financial Management

Financial Management is composed of two sections: Fiscal Management and Budget. The Fiscal Management section is responsible for maintaining CJAD's operating budget, reviewing quarterly financial reports from funding recipients, releasing money to CSCDs, tracking the status of each appropriations strategy, administering the health insurance program for CSCD employees, and analyzing and evaluating independent financial audits conducted on the CSCDs.

The Budget section reviews and evaluates CSCDs' program budgets; processes grant award statements; reviews certification requests for facilities, utilities, and equipment; and processes waivers to CJAD financial standards. In addition, the section coordinates revisions to the Financial and Contract Management Manuals, provides technical assistance in finance to CSCD directors and fiscal officers, and reviews recommendations for deobligation and redistribution of Diversion Program and Treatment Alternatives to Incarceration Program funds.

Information Systems

The Information Systems section develops and analyzes computer systems and applications for the division. The section developed and maintains a statutory offender tracking system.

Research

The Research section enters and analyzes data reported by the CSCDs. In addition, section staff conducts research on the effectiveness of community corrections programs.

Training and Staff Development

The Training and Staff Development section provides ongoing training for community supervision officers and managers. Staff develops new training strategies, curricula and workshops, including workshops for Community Supervision Officer Certification.

Projects and Goals

In response to requests from the Texas trial judiciary for a comprehensive reference bench guide providing information on a broad array of Texas community supervision sentencing options, including alternatives to conventional incarceration, CJAD prepares the *Texas Progressive Interventions and Sanctions Bench Manual*.

CJAD also hosts the Skills for Effective Intervention Conference, which provides additional instruction to community supervision officers in the use of evidence-based practices, and the biennial Sentencing Conference, which brings together judges, district attorneys, defense attorneys and CSCD directors to explore evidence-based sentencing practices.

CJAD continues working to advance the implementation of evidence-based practices in Texas probation, as CSCDs continue to work toward full implementation of evidence-based practices in their local jurisdictions. CJAD also continues its collaboration with adult and juvenile probation stakeholders across the state as part of the Texas Motivational Interviewing Cooperative, combining resources and skill sets to build and sustain the effective use of motivational interviewing within Texas correctional communities.

On January 1, 2015, TDCJ implemented the new Texas Risk Assessment System, replacing the Wisconsin Risk/Needs Assessment used by CSCDs for more than 30 years. TRAS was validated on the Texas offender population and is designed to increase assessment-driven supervision and treatment consistent with evidence-based practices. Divided into felony and misdemeanor sections, TRAS comprises a series of questions about the offender's education, family, job history, social support and substance abuse, along with a section on criminogenic categories such as criminal attitudes and behavioral patterns. For those deemed likely to reoffend, a full assessment is used to identify which risks the offender is likely to encounter and how to change their behavior and target community resources to best meet the needs of the individual.

CJAD and experienced trainers from the CSCDs partnered with the University of Cincinnati to certify TRAS trainers statewide, and more than 3,700 community supervision officers and CSCD staff are now trained to administer the TRAS.

CJAD is currently implementing a new strategic plan with improved community corrections data management, which will allow CSCDs to better utilize their limited resources to support their offender population. A multidisciplinary group of CJAD and CSCD staff have worked for two years to identify the necessary elements for a strategic plan, pilot the process with 13 diverse CSCDs and develop a dynamic and energizing training curriculum for the CSCD staff who will write strategic plans. Concurrently, the 84th Texas Legislature passed House Bill 1930 and codified strategic planning for CSCDs to replace the current community justice plan requirement. CSCDs are required to submit their first strategic plan by March 1, 2016.

Correctional Institutions Division

The Correctional Institutions Division is responsible for the confinement of adult felony offenders. At the end of fiscal year 2015, 148,146 offenders were incarcerated in TDCJ facilities, consisting of 135,266 prison offenders, 9,411 state jail offenders and 3,469 substance abuse felony punishment facility offenders.

CID employed 25,802 correctional officers and ranking officers (sergeant through major), along with 4,484 staff members who worked as wardens, operational, technical and unit support staff, for a total of 30,286 employees at the end of the fiscal year.

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

Prison and Jail Operations

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

Regional Directors

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

Security Operations Department

The mission of the Security Operations Department is to provide technical assistance and operational support to CID administration and correctional facilities in the areas of staffing, video surveillance, armory, research and technology, budget, security review and serious incident review, field operations and canine operations.

There are 47 units that host kennels, or a combination of kennels, throughout the agency. These kennels house pack canines and scent-specific canines trained to discover cell phones, narcotics or cadavers.

Notable Security Operations achievements during FY 2015 include completion of comprehensive video surveillance system projects at the McConnell and Connally units, and the start of video surveillance system installation on the Robertson and Michael units. These new installations augment existing contraband interdiction equipment on various facilities across the state, including parcel scanners, walkthrough metal detectors and Body Orifice Security Scanner Chairs.

TDCJ Surveillance System Coordinator Albert Courtney (left) and Surveillance Sergeant Gary Guthrie (right) inspect the video surveillance system on the Coffield Unit.

Management Operations

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

Correctional Training and Staff Development

During FY 2015, Correctional Training and Staff Development provided pre-service training to 6,357 participants. All uniformed employees were required to successfully pass a physical agility test prior to entering the Pre-Service Training Academy. Additionally, 27,953 employees completed annual in-service training. A total of 4,189 received specialized training, 2,258 supervisors attended leadership development training and 3,825 participated in ancillary training.

During FY 2015, CID increased pre-service and in-service crisis intervention and mental health response training for corrections staff. Pre-service training expanded from 216 to 240 hours with most of the additional training devoted to mental health/crisis inter-

vention. In addition, the time devoted to these topics during on-the-job and annual in-service training also increased. This curriculum was revised with the input of mental health professionals and TDCJ staff members who have experience working in the agency's psychiatric care units. This expanded training is similar to the same 32-hour training program given to new correctional staff at these mental health facilities.

As part of their required 240 hours of pre-service training, academy cadets spend time working on best-practice techinques for a variety of correctional scenarios. Pre-service training is followed by an additional 144 hours of on-the-job training.

The CTSD also coordinates the Crisis Response Intervention Support Program, which currently has 1,159 trained staff members who serve as CRISP representatives throughout all divisions, departments and offices of the agency. In July the CTSD, in conjunction with the Victim Services Division, instructed 33 staff members in a Training for Trainers CRISP course, so agency employees can train other staff members in order to expand and improve crisis intervention training.

Through the development and presentation of quality training programs, CTSD remains committed to providing correctional staff with opportunities to develop the knowledge, understanding and skills necessary to succeed as corrections professionals.

Fusion Center

The Fusion Center serves as the hub for the collection, assessment, analysis and dissemination of agency-related intelligence information, including gang-related intelligence, to all appropriate stakeholders. Operational duties of the Fusion Center include managing the Texas Anti-Gang Information Tracking (TAGIT) system, and maintaining an information clearinghouse to collect and appropriately process relevant TDCJ information and intelligence received from the Security Threat Group Management Office, other divisions within the agency and outside law enforcement agencies. The Fusion Center helps create informative, timely reports and assessments through comprehensive information and intelligence analysis, encourages collaboration between staff and law enforcement agencies, and oversees the agency's Prison Deterrence Education Programs.

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. Plans and Operations audits, coordinates and trains staff in regards to community work project processes, and assists in offender suicide reconstruction documentation. This department also manages the offender drug testing program, to include provision of training and technical support and compilation of statistical reports.

Safe Prisons/Prison Rape Elimination Act Program Management Office

The Safe Prisons/PREA Program Management Office provides administrative oversight for the Safe Prisons/PREA Program. This office gives technical support regarding in-prison sexual abuse policy to unit and regional Safe Prisons/PREA managers and executive administrative staff.

The agency has a zero tolerance policy toward all forms of sexual abuse and sexual harassment. In order to remain compliant with federal PREA standards, the SPPMO provides technical support during the PREA audit process and routinely reviews policy to ensure compliance. These standards were enacted in 2012 and serve to prevent, detect and respond to instances of in-prison sexual abuse.

The Safe Prisons/PREA Program's 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. Program training provides staff with an overview of the Safe Prisons/PREA Plan, as well as information regarding how to detect, prevent and respond to sexual abuse, extortion and other acts of offender aggression. The SPPMO maintains a database of reported allegations of offender-on-offender sexual abuse to analyze and evaluate trends in times, locations and patterns.

Security Threat Group Management Office

The Security Threat Group Management Office monitors the activities of security threat groups 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 STG members. STGMO works closely with the Fusion Center by sharing information on STGs and their members.

Support Operations

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

Classification and Records

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

The Classification and Records Office schedules, receives, processes and coordinates transport of offenders for intake, release and transfer. It also creates and maintains records on these offenders. During FY 2015, the Classification and Records Office implemented a new release processing program which significantly expedites the release of offenders once the parole votes are issued. Classification and Records continues to work with the Information Technology Division, Neubus and ImageSoft to implement the Electronic Data Management System project, converting offenders' hard copy files to an electronic format.

The Unit Classification and Count Room Department implemented the Electronic Classification Profile for prison and state jail offenders, replacing the hard copy travel card in use since the 1960's. This department also began coordinating offender photos in FY 2015.

The Intake Department administers the Texas Risk Assessment Screening for all prison and state jail offenders in order to identify recidivism risk levels based on criminogenic factors. During FY 2015, the Intake Department began creating transport cards on the date offenders are received as part of the Classification Profile System for prison and state jail offenders, and intake prison sociologists began using the OnBase system to view permanent file material, instead of having the hard copy folder sent to the unit. The Intake Department also implemented regional processing for updating offender photos and identification cards for offenders approved to have religious beards.

The State Classification Committee 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, placement in various rehabilitative programs, transfers and special housing assignments due to security or safety needs. The committee works closely with the Safe Prisons/PREA Program Management Office to identify aggressive and vulnerable offenders.

Counsel Substitute Program

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

Laundry, Food and Supply

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

This department employs approximately 1,800 laundry managers, inventory supply specialists and food service managers. Unit-based staff worked in nearly 300 laundry, food service and supply programs, and approximately 29,000 offenders worked in unit food service and laundry departments during FY 2015. 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 and Lee College. After completing these programs, qualified offenders have the opportunity to work in TDCJ's kitchens, as well as the San Antonio Food Bank, to further enhance their cooking skills and employment opportunities.

Laundry Manager Summer Evans oversees offenders working in the Hughes Unit laundry facility.

Mail System Coordinators Panel

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

Offender Transportation

Transportation Officer Mack McLendon supervises offenders as they arrive at the Byrd Unit in Huntsville for intake processing.

Offender Transportation is headquartered in Huntsville with seven regional offices located in Abilene, Amarillo, Beeville, Gatesville, Huntsville, Palestine and Rosharon. 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 extraditions, and emergency response or evacuations during floods, hurricanes and any other catastrophic events.

Offender Transportation operates a fleet of vehicles consisting of 124 buses, 61 vans, six vans for the physically-disabled, three vans used to transport regional release offenders and two sedans. More than 4.8 million miles were traveled and 592,027 offenders were transported during FY 2015. This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders.

Office for Disciplinary Coordination

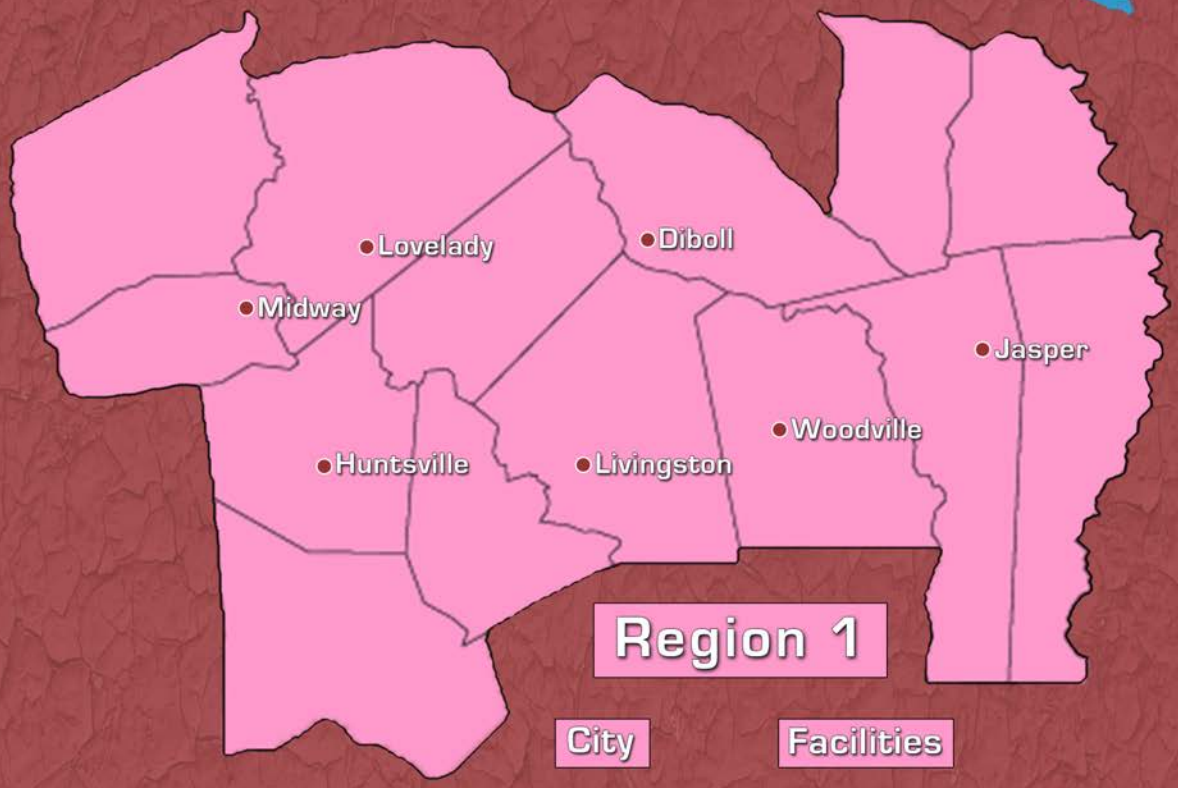
The Office for Disciplinary Coordination oversees and monitors facility compliance with disciplinary rules and procedures by conducting division-level opera-

tional reviews. This office also produces management statistical reports each month, coordinates revisions to disciplinary rules and procedures, and updates and coordinates the printing of the GR- 106, *Disciplinary Rules and Procedures for Offenders*, and the GR-107, *Standard Offense Pleadings Handbook*.

In addition, the Office for Disciplinary Coordination oversees the Office of Spanish Language Coordination, which manages the Spanish language assistance service and is responsible for coordinating and processing the testing of employees to determine their proficiency in speaking Spanish. Based on test results, qualified Spanish language interpreters are designated. This office is also responsible for conducting division-level operational review audits of the Spanish language assistance service. During FY 2015, 351 pages were translated and testing coordinated for 387 employees.

TDCJ Correctional Institutions Division

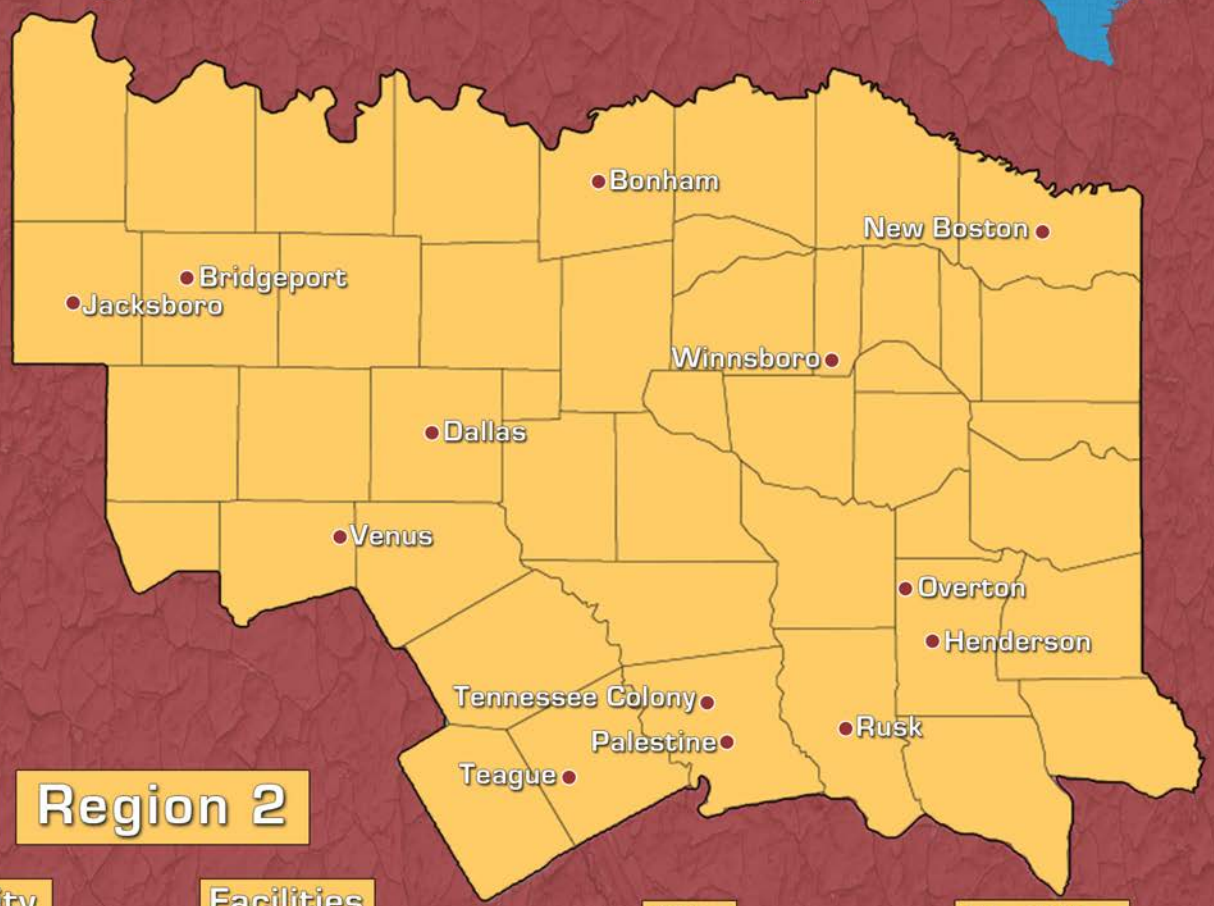
Regional Facilities Map



Region 1

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

TDCJ Correctional Institutions Division Regional Facilities Map



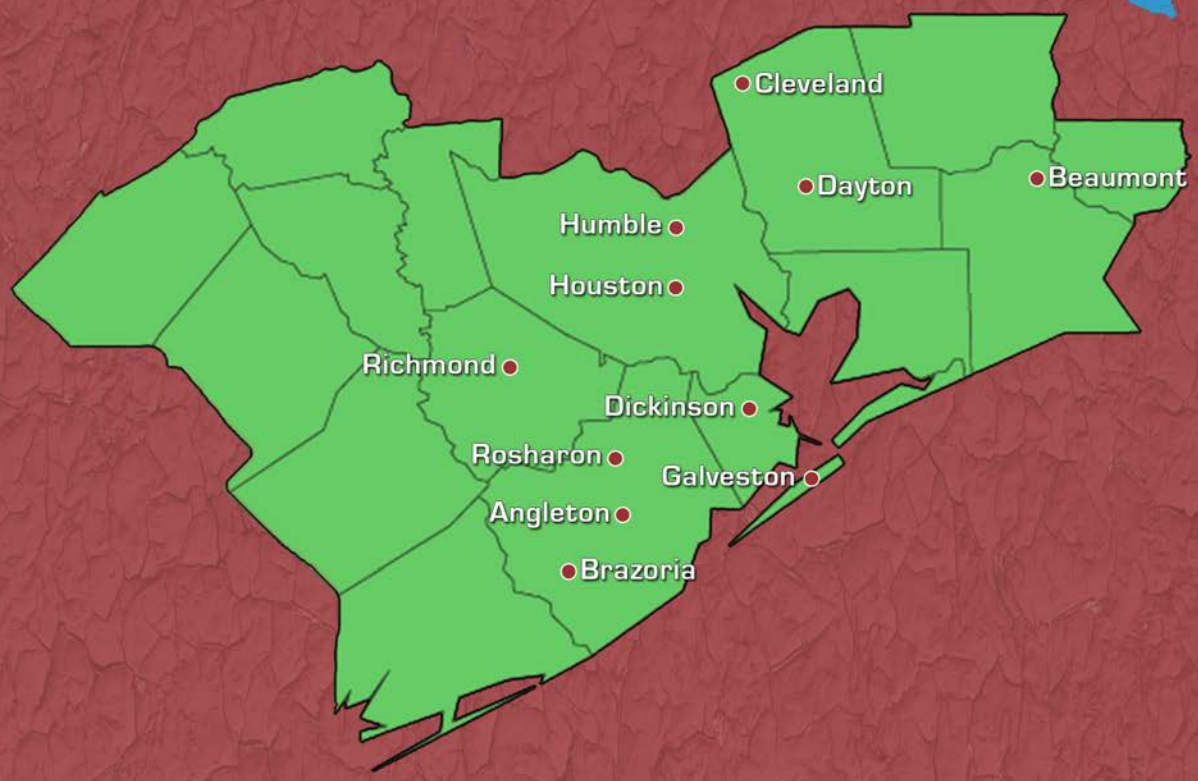
Region 2

City	Facilities
Bonham	Cole State Jail Moore Transfer
Bridgeport	Bridgeport (private) Bridgeport PPT (private)
Dallas	Hutchins State Jail
Henderson	Bradshaw (private) East Texas Treatment Facility (private)
Jacksboro	Lindsey (private)
New Boston	Telford Unit
Overton	Moore (private)

City	Facilities
Palestine	Beto Unit Gurney Transfer Powledge Unit
Rusk	Hodge Unit Skyview Unit
Teague	Boyd Unit
Tennessee Colony	Coffield Unit Michael Unit
Venus	Estes Unit (private)
Winnsboro	Johnston SAFPF

TDCJ Correctional Institutions Division

Regional Facilities Map

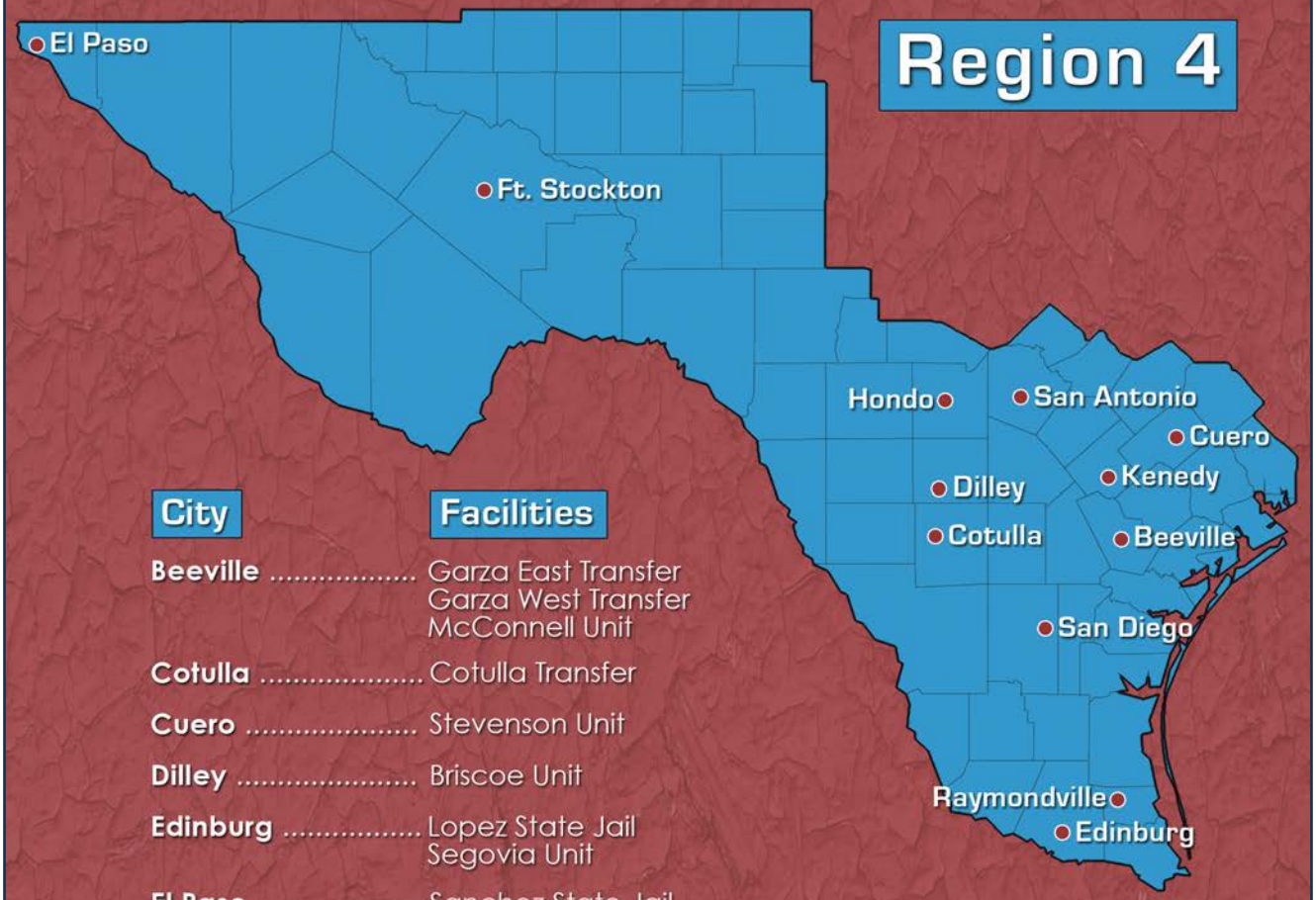


Region 3

City	Facilities
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail
Dickinson	Young Medical Facility
Galveston	Hospital Galveston
Houston	Kegans State Jail
Humble	Lychner State Jail
Richmond	Jester I SAFPF Jester III Unit Jester IV Unit Vance Unit
Rosharon	Darrington Unit Ramsey Unit Stringfellow Unit Terrell Unit

TDCJ Correctional Institutions Division

Regional Facilities Map

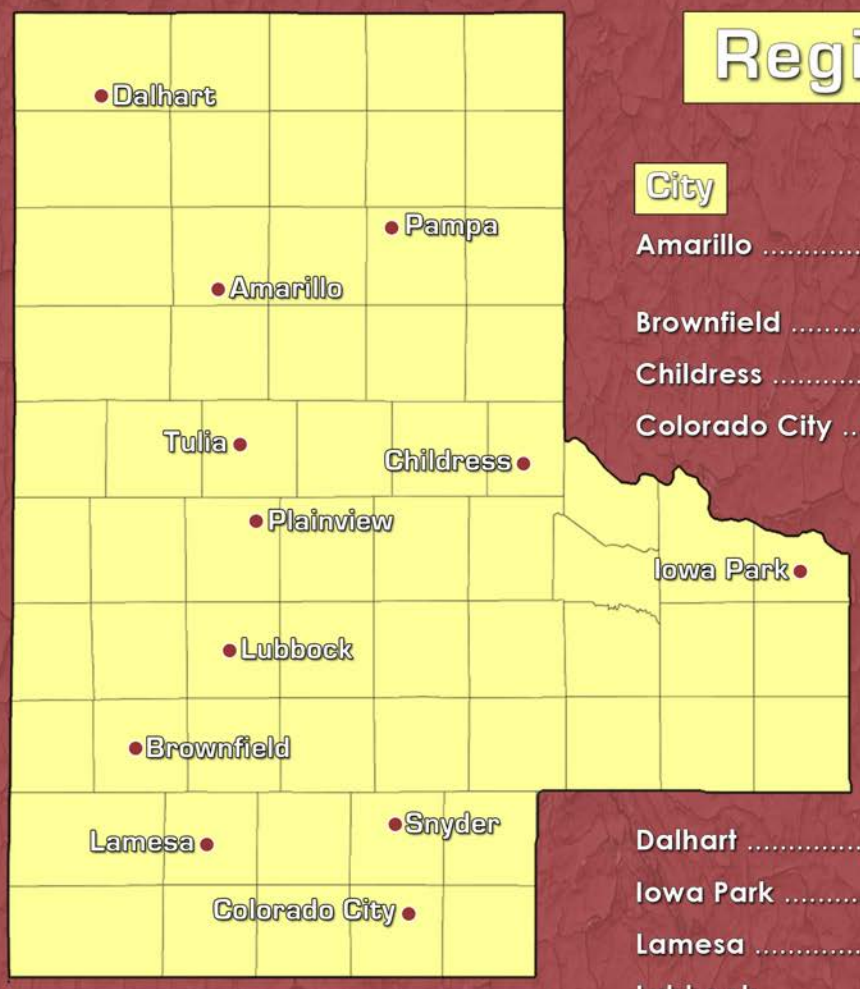


City	Facilities
Beeville	Garza East Transfer Garza West Transfer McConnell Unit
Cotulla	Cotulla Transfer
Cuero	Stevenson Unit
Dilley	Briscoe Unit
Edinburg	Lopez State Jail Segovia Unit
El Paso	Sanchez State Jail
Ft. Stockton	Ft. Stockton Transfer Lynaugh Unit
Hondo	Ney State Jail Torres Unit
Kenedy	Connally Unit
Raymondville	Willacy County (private)
San Antonio	Dominguez State Jail
San Diego	Glossbrenner SAFPF

TDCJ Correctional Institutions Division

Regional Facilities Map

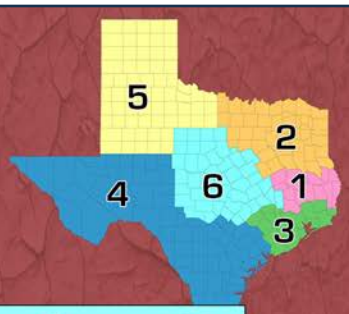
Region 5



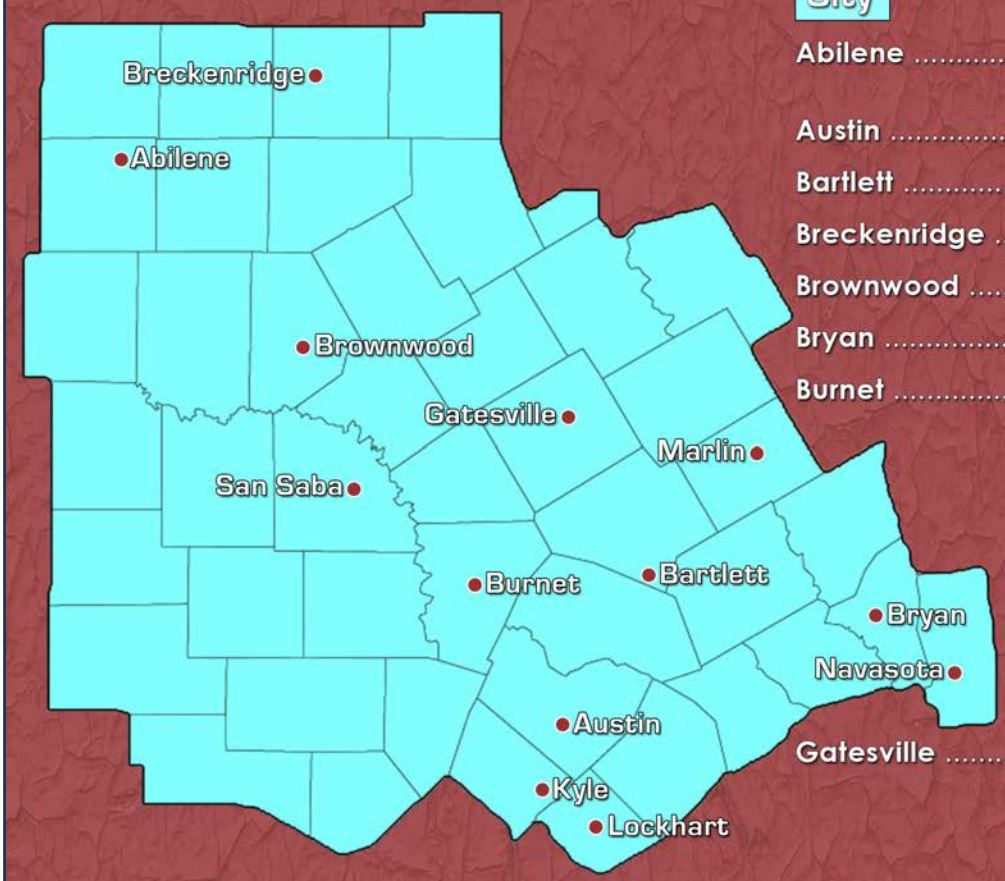
City	Facilities
Amarillo	Clements Unit Neal Unit
Brownfield	Rudd Transfer
Childress	Roach Unit
Colorado City	Wallace Unit Ware Transfer
Dalhart	Dalhart Unit
Iowa Park	Allred Unit
Lamesa	Smith Unit
Lubbock	Montford Unit
Pampa	Jordan/Baten Unit
Plainview	Formby State Jail Wheeler State Jail
Snyder	Daniel Unit
Tulia	Tulia Transfer

TDCJ Correctional Institutions Division

Regional Facilities Map



Region 6



City	Facilities
Abilene	Middleton Transfer Robertson Unit
Austin	Travis Co. State Jail
Bartlett	Bartlett (private)
Breckenridge	Sayle SAFPF
Brownwood	Havins Unit
Bryan	Hamilton Unit
Burnet	Halbert SAFPF
Gatesville	Crain Unit Hilltop Unit Hughes Unit Mountain View Unit Murray Unit Woodman State Jail
Kyle	Kyle (private)
Lockhart	Lockhart (private) Lockhart PPT (private)
Marlin	Hobby Unit Marlin Transfer
Navasota	Luther Unit Pack Unit
San Saba	San Saba Transfer

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 provide public safety and promote positive offender change through effective supervision, programs and services.

Field Operations

In FY 2015, more than 88,000 parole and mandatory supervision offenders were under active supervision by approximately 1,470 district parole officers. Offenders must report to parole officers and comply with release conditions established by the Board of Pardons and Paroles. Violations can result in increased supervision, arrest or re-incarceration. Officers also supervise offenders transferred to Texas from other states and from the Texas Juvenile Justice Department.

Region Directors in Dallas, Houston, Lubbock, San Antonio and Tyler manage 67 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.

Interstate Compact Office

The Interstate Compact Office coordinates 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 2015, monthly averages of 6,894 Texas probationers and 3,059 parolees were supervised outside the state. Monthly averages of 4,224 out-of-state probationers and 2,007 out-of-state parolees were supervised in Texas.

Ombudsman

This year, the Parole Division Ombudsman responded to 8,241 inquiries from offenders' family members, parole and mandatory supervision offenders, legislative offices and the public.

Management Operations

Management Operations oversees post-release programs designed to help offenders reintegrate into society and support parole staff training program compliance. Management Operations includes Specialized Programs, Internal Review/In-Service Training and Parole Officer Training Academy.

Specialized Programs

Specialized Programs administers and evaluates a variety of programs and services to enhance the Parole Division's ability to supervise and reintegrate offenders back into society following release.

District Reentry Centers target newly released, high-risk and high-need offenders using a comprehensive approach to promote personal responsibility and victim empathy. Programming provided through the reentry centers addresses the needs of the offender and their family, while maintaining the goal of public safety. Volunteers and community agencies assist staff in addressing anger management, cognitive restructuring, and substance abuse, while also participating in Victim Impact Panel classes and pre-employment preparation. In FY 2015, a monthly average of 968 offenders was served.

The Serious and Violent Offender Reentry Initiative provides administrative segregation offenders with reentry services that begin during incarceration and continue through supervision in the community. In FY 2015, 75 SVORI program offenders were released from the Correctional Institutions Division to Parole supervision.

The Special Needs Offender Program provides supervision to offenders with intellectual development disorder (IDD), mental impairments (MI), and those with terminal illnesses (TI) or physical handicaps. Averages of 134 IDD, 5,753 MI and 875 TI or physically handicapped offenders were supervised monthly. There was a monthly average of 158 Medically Rec-

ommended Intensive Supervision offenders in FY 2015, with 77 released to supervision.

The Sex Offender Program supervised a monthly average of 6,138 offenders in FY 2015. Sex offender treatment services are provided statewide through contracted vendors, with the Parole Division subsidizing treatment for indigent offenders.

The Therapeutic Community Program offers continuity of care to offenders who need substance abuse treatment. 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 6,603 offenders received services from contracted vendors and specially trained parole officers during FY 2015.

The Substance Abuse Counseling Program provides relapse prevention services to offenders with substance abuse treatment needs. Level I prevention services were provided to 20,707 offenders in FY 2015. Vendors and Parole Division counselors provided Level II outpatient treatment services to an average of 1,075 offenders per month.

The Drug Testing Program utilizes instant-read testing devices to improve accountability and reduce chain of custody issues. On average, 145,633 drug tests were conducted each month in FY 2015.

Internal Review/In-Service Training

The Parole Division's In-Service Training section provides in-service training to parole office staff, and other training courses such as Principles of Supervision, the Unit Supervisors Course and the Parole Supervisor Course, and assists with Specialized Officer Supervision Schools. In-Service Training is based on training needs assessments and includes, but is not limited to, topics such as best practices for motivational interviewing and the Texas Risk Assessment (TRAS) process. In FY 2015, a total of 1,643 parole employees participated in in-service training classes. In addition to training, performance reviews of all district parole offices were completed during the fiscal year.

Parole Officer Training Academy

The Parole Officer Training Academy provides 240 hours of pre-service foundation training for new officers. Three hundred thirty-eight new officers were trained in 12 classes during FY 2015. The academy conducts Specialized Officer Supervision Schools on a quarterly basis, offering classes on the Super-Intensive Supervision Program, electronic monitoring and the Sex Offender, Therapeutic Community and Special Needs Offender programs. A 40-hour Firearms Certification Course provided training to 24 officers. During FY 2015, 599 officers attended specialized training classes.

Officers enrolled in the Parole Officer Training Academy participate in mock home visits to prepare for work in the field. Here, veteran parole officer Michael Bell (right), playing the role of parolee, discusses how new officer Elizabeth Smith responded to a parole violation.

Support Operations

Support Operations consists of the Central Coordination Unit, Review and Release Processing, and the Warrants section. All provide direct support to Field Operations.

Central Coordination Unit

The Central Coordination monitors detainer/deportation caseloads, verifies death notices, monitors Early Release from Supervision and Annual Report cases, reviews and monitors Super-Intensive Supervision Program cases, receives and monitors interstate transfers and arranges for placement of offenders into and out of intermediate sanction facilities and substance abuse felony punishment facilities. In FY 2015, 9,450 offenders were placed in ISFs. The South Texas Intermediate Sanction Facility provided services to 1,510 offenders in the Substance Abuse Counseling

Program, and the East Texas Treatment Facility counseled 1,667 offenders during the fiscal year. Programs and services offered in these facilities encourage offender compliance through appropriate supervision and interventions.

Review and Release Processing

Review and Release Processing is responsible for reviewing and processing offenders for release on parole and mandatory supervision.

Department 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 2014, the department issued approximately 37,500 parole/mandatory certificates.

The Huntsville Placement and Release Unit is responsible for the placement of offenders into contracted residential reentry centers (halfway houses) or the Temporary Housing Assistance Program when all other residential resources have been exhausted. This unit is also responsible for placement of Substance Abuse Treatment offenders into transitional treatment centers following participation in the In-Prison Therapeutic Community Program and the Substance Abuse Felony Punishment Program. HPRU placed 9,655 offenders into residential reentry centers and 3,866 offenders into transitional treatment centers, and processed 35,771 parole and mandatory releases to supervision.

The Central File Coordination Unit coordinates the movement and maintenance of approximately 170,000 offender case files 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. The unit also facilitates the delivery of notifications to trial officials.

Warrants Section

The Warrants Section is primarily responsible for the issuance, confirmation and withdrawal of pre-revocation warrants. In FY 2015, 36,284 warrants were issued. This section also oversees the Super-Intensive Supervision Program, which uses Global Positioning System tracking, and the Electronic Monitoring Program, which uses radio frequency equipment to monitor 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 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, 769 offenders were extradited to Texas and 239 warrants were issued for Texas offenders under Interstate Compact supervision in other states.

The Tracking Unit tracks offenders held in Texas county jails on pre-revocation 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 pre-revocation warrant.

The Super-Intensive Supervision Program imposes the highest level of supervision and offender accountability, including active and passive GPS monitoring. An average of 763 offenders was on active GPS monitoring during each month of the year, with real-time tracking in place for those at highest risk. A monthly average of 1,677 offenders was monitored on passive GPS, which downloads tracking information every six hours and immediately when alerted.

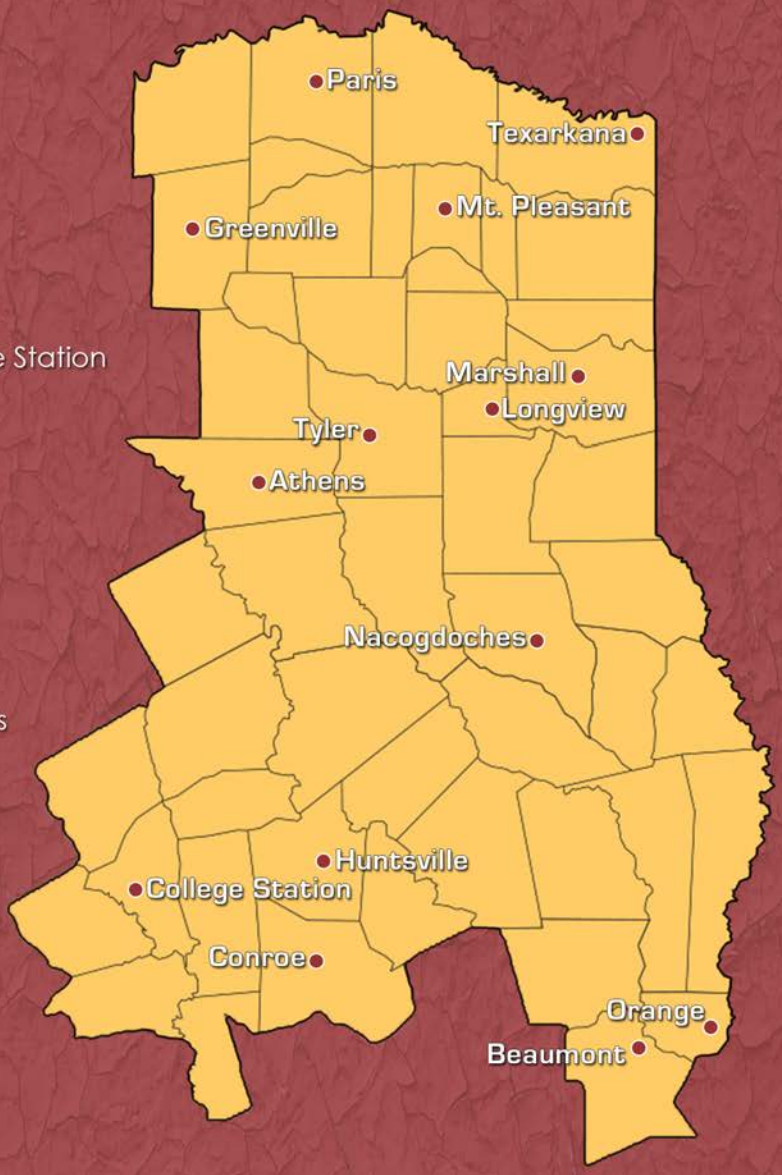
Electronic monitoring allows an officer to detect curfew and home confinement violations. Offenders at higher risk of reoffending, or who have violated release conditions, may be placed on an electronic monitor. A monthly average of 1,636 offenders was on electronic monitoring during FY 2015.

TDCJ Parole Division

Regional District Parole Offices Map

Region 1

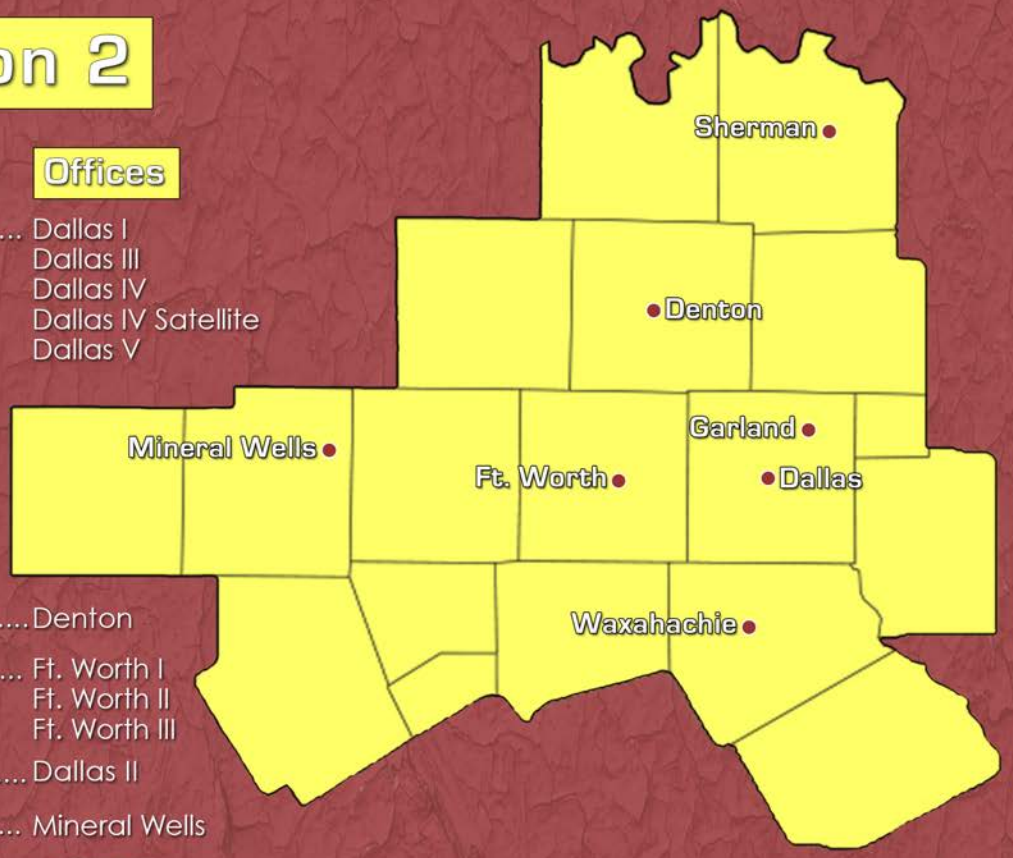
City	Offices
Athens	Athens
Beaumont	Beaumont
College Station	Bryan/College Station
Conroe	Conroe
Greenville	Greenville
Huntsville	Huntsville
Longview	Longview
Marshall	Marshall
Mt. Pleasant	Mt. Pleasant
Nacogdoches	Nacogdoches
Orange	Orange
Paris	Paris
Texarkana	Texarkana
Tyler	Tyler



TDCJ Parole Division

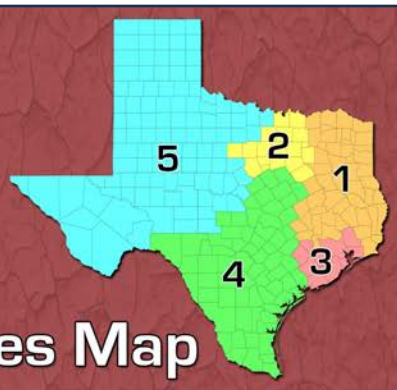
Regional District Parole Offices Map

Region 2



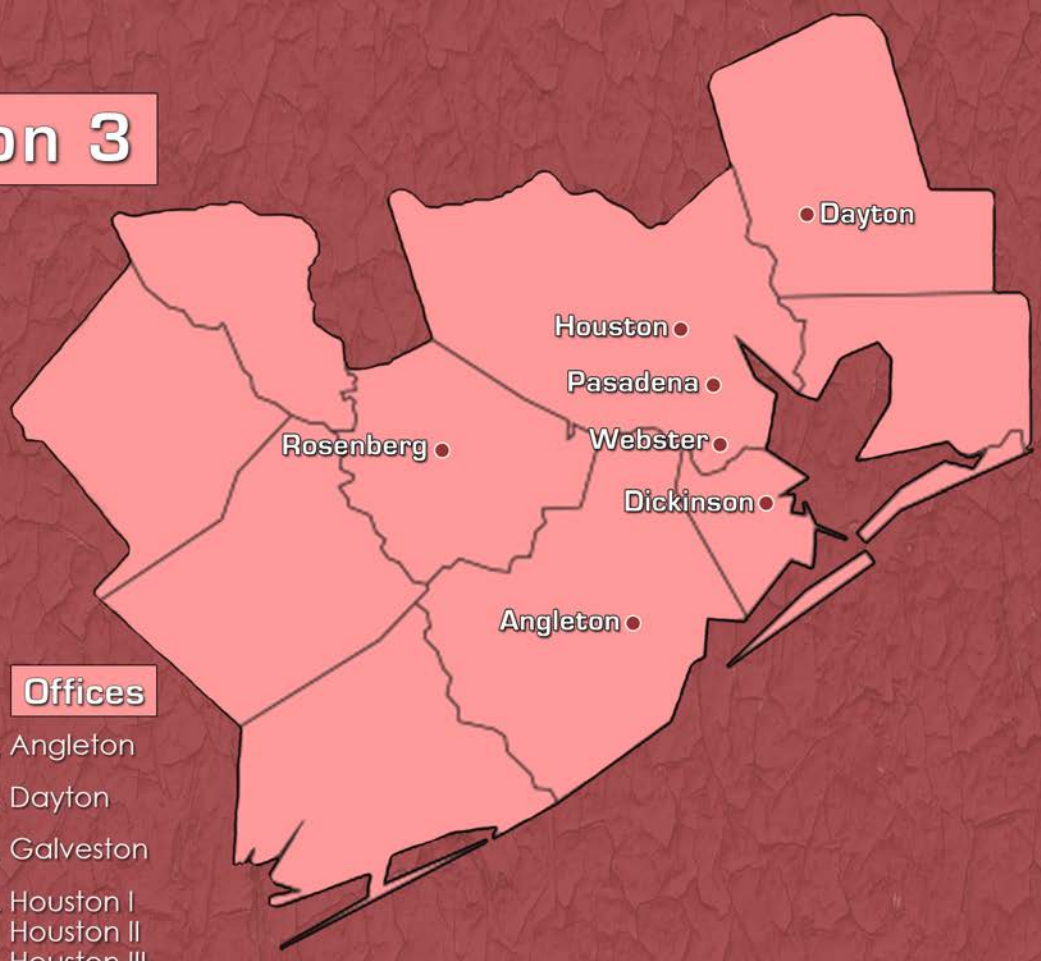
City	Offices
Dallas	Dallas I Dallas III Dallas IV Dallas IV Satellite Dallas V
Denton	Denton
Ft. Worth	Ft. Worth I Ft. Worth II Ft. Worth III
Garland	Dallas II
Mineral Wells	Mineral Wells
Sherman	Sherman
Waxahachie	Waxahachie

TDCJ Parole Division



Regional District Parole Offices Map

Region 3



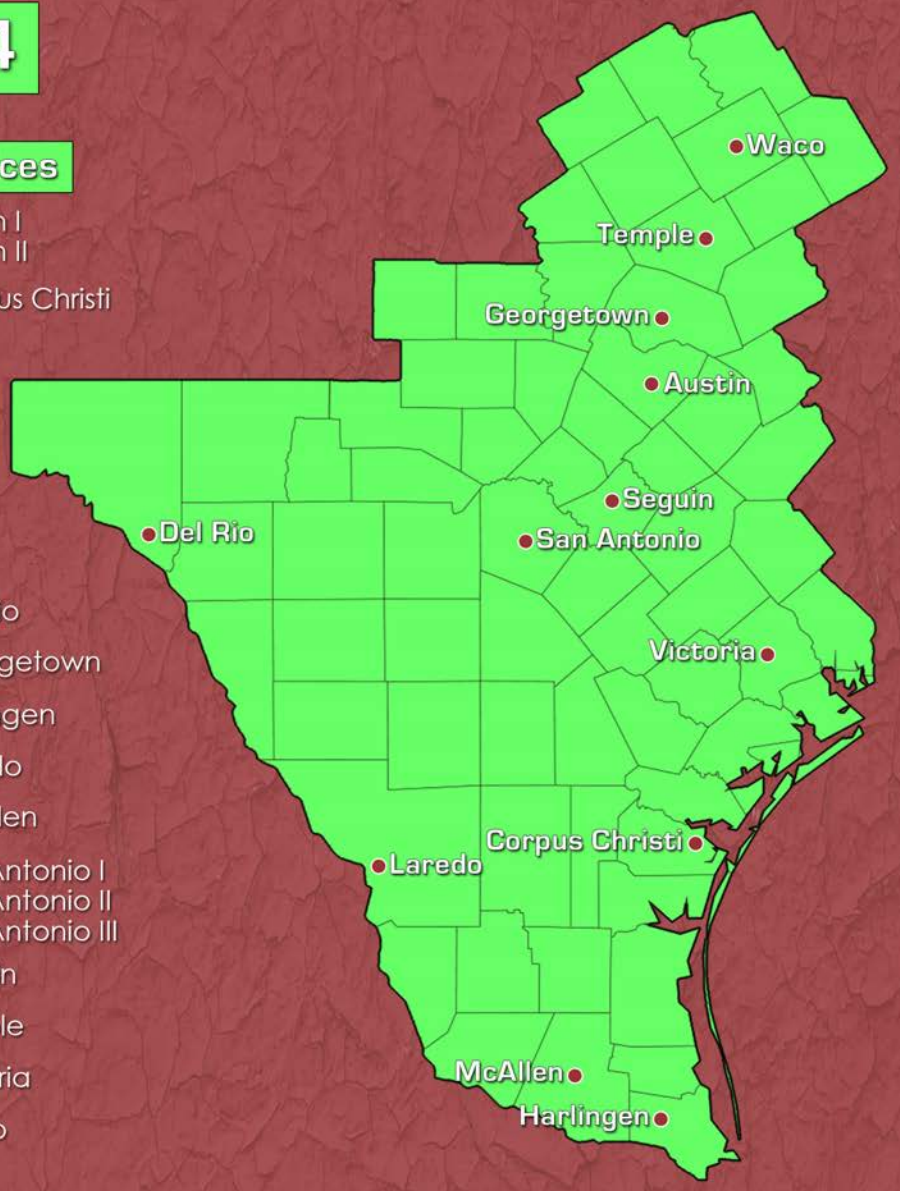
City	Offices
Angleton	Angleton
Dayton	Dayton
Dickinson	Galveston
Houston	Houston I Houston II Houston III Houston IV Houston VI Houston VII
Pasadena	Houston V
Rosenberg	Rosenberg
Webster	Webster

TDCJ Parole Division

Regional District Parole Offices Map

Region 4

City	Offices
Austin	Austin I Austin II
Corpus Christi	Corpus Christi
Del Rio	Del Rio
Georgetown	Georgetown
Harlingen	Harlingen
Laredo	Laredo
McAllen	McAllen
San Antonio	San Antonio I San Antonio II San Antonio III
Seguin	Seguin
Temple	Temple
Victoria	Victoria
Waco	Waco

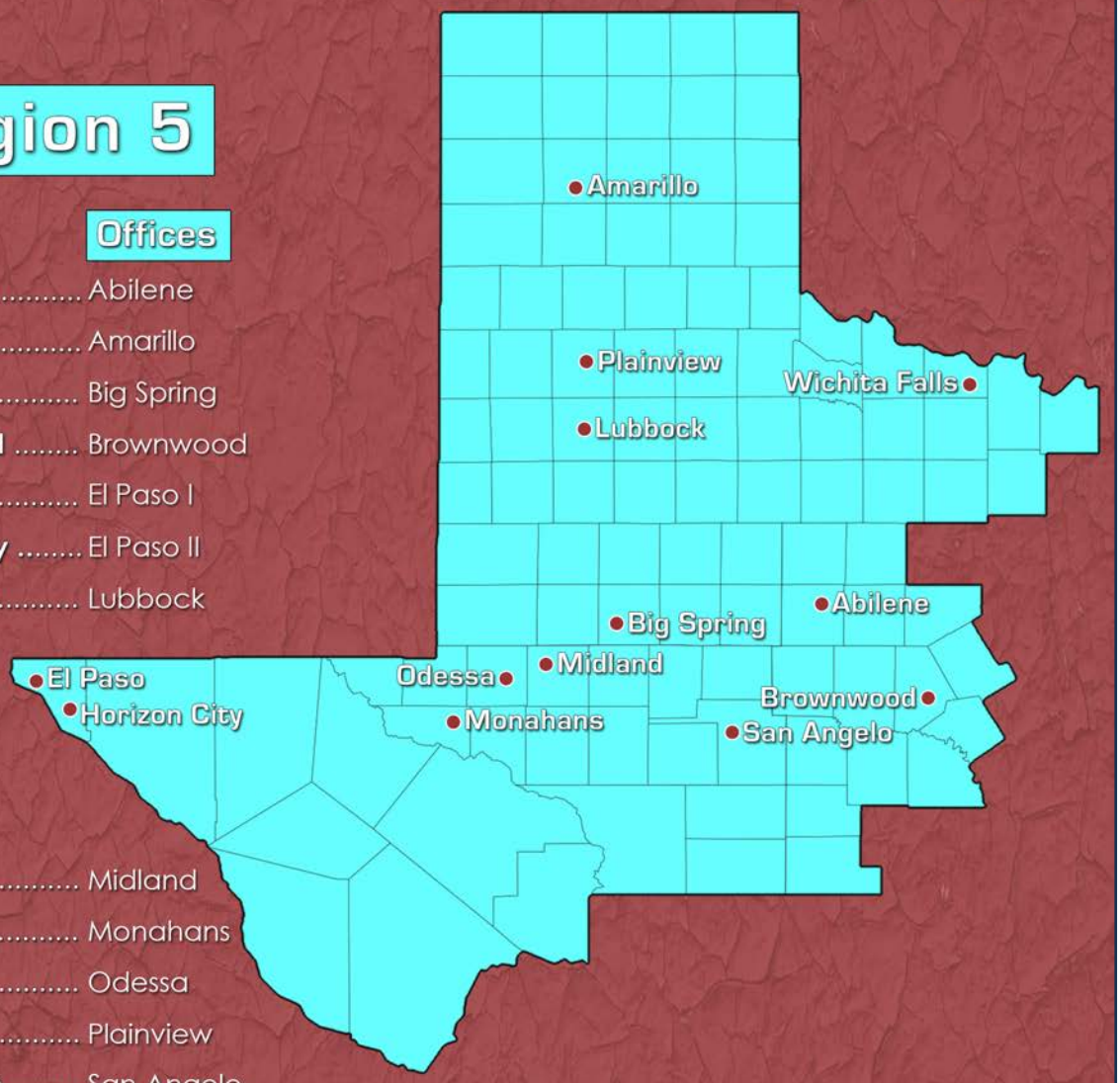


TDCJ Parole Division

Regional District Parole Offices Map

Region 5

City	Offices
Abilene	Abilene
Amarillo	Amarillo
Big Spring	Big Spring
Brownwood	Brownwood
El Paso	El Paso I
Horizon City	El Paso II
Lubbock	Lubbock
Midland	Midland
Monahans	Monahans
Odessa	Odessa
Plainview	Plainview
San Angelo	San Angelo
Wichita Falls	Wichita Falls



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.

Private Facilities Contract Monitor Shannon Krempin (right) meets with Bartlett State Jail Education Principal Mary Waits (left) and Library Aide Laura Hernandez (standing).

The PFCMOD primarily works in collaboration with the Correctional Institutions Division, the Parole Division, the Community Justice Assistance Division and the Rehabilitation Programs Division by providing contract monitoring and oversight, performing contract reviews and working with the private vendors to address any compliance issues.

Contract monitoring staff members coordinate and conduct compliance reviews as well as follow-up reviews. 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 Compliance Monitoring.

Operations Monitoring

Operations Monitoring is responsible for contract monitoring and oversight of privately-operated secure correctional facilities. During FY 2015, regional supervisors oversaw 14 contract monitors who performed daily, onsite operational and contractual monitoring of seven private prisons, four private state jails, one work program co-located on a private facility, one pre-parole transfer facility, two privately-operated intermediate sanction facilities and one multiuse facility. There were 12,908 beds at privately-operated secure correctional facilities monitored by the PFCMOD during FY 2015.

Program Monitoring

The Program Monitoring section is responsible for oversight and monitoring of contracts for community-based facilities and substance abuse treatment services. During FY 2015, regional supervisors oversaw 14 contract monitors who monitor privately-operated halfway houses and 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. PFCMOD performs contract reviews and onsite monitoring to ensure the contracted provider is providing services according to the contract.

In FY 2015, this section monitored contracts for seven privately-operated halfway houses, 38 substance abuse aftercare treatment facilities (community-based transitional treatment centers), 11 privately-operated substance abuse felony punishment facilities/in-prison therapeutic community programs, two facilities providing the Driving While Intoxicated (DWI) Program, two substance abuse programs located on two intermediate sanction facilities, and six state jail substance abuse programs co-located on state-run or privately-operated facilities.

Compliance Monitoring

The Compliance Monitoring Section is responsible for contract management, quality assurance and business operations for all PFCMOD contracts. Functions include, but are not limited to, completing the divisional risk assessment on contracted vendors, conducting compliance and peer reviews, monitoring expenditures and projecting future needs, preparing contract modification and renewal documents, monitoring and verifying contractors' monthly invoices, and calculating deductions for noncompliance.

Programs

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Reentry and Integration Division

The Reentry and Integration Division works toward developing a seamless resource support system for offenders as they transition back into society. RID works with internal divisions and departments, as well as external agencies and groups to identify gaps in service delivery and promote best practices on reentry, while sharing information to help maximize efficiency.

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

The division's programs include Reentry Planning and the Texas Correctional Office on Offenders with Medical or Mental Impairments.

Reentry Planning

During FY 2015, 126 RID case managers provided pre-release services and 13 case managers provided post-release services to offenders across the state. As a result of the 84th Legislature, 50 additional case manager positions were authorized with ten case managers allocated for special needs offenders and 40 case managers dedicated to community reentry coordination.

More than half of the 70,000 offenders released annually from TDCJ are subject to no supervision requirements, but all releasing offenders are provided with referral information for assistance finding health care, social services, veteran-specific needs, substance abuse counseling and employment as well as a toll-free reentry hotline phone number that allows them to quickly and easily contact RID staff for continued post-release assistance and referrals.

Many offenders participate in a three-phase reentry program that helps prepare them for successful return to the community upon release from TDCJ supervision. Phase I helps eligible offenders acquire important identification documents such as a social security card, a certified birth certificate and a Texas identification card to help their reentry into society. During Phase II, Assessment and Case Planning, unit-based reentry case mangers assess the offender's criminogenic needs and risk of reoffending. Phase III, Community Case Management, is available to Phase II pre-release participants or those with a moderate or high-risk assessment of reoffending, who are self-referred or referred by a parole officer. Phase III provides assistance with employment and budgeting, education, nutrition and health, life and parenting skills, medical and mental health needs, transportation support and cognitive skills.

Reentry and Integration Division Case Manager Naomi Yamauchi speaks with an offender at the San Antonio I District Parole Office.

In fiscal year 2015, Reentry Planning provided pre-release individualized reentry planning services through the use of the Texas Risk Assessment System (TRAS) to 12,047 eligible offenders scheduled for release within six months. During this same year, the division processed and submitted applications for 63,704 Social Security cards and 58,077 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 24,860 inquiries were submitted to the Texas Department of Public Safety leading to 9,494 applications for Texas identification cards for releasing offenders. In accordance with SB 578, copies of the division reentry resource directory containing more than 39,000 resources were made available for offender review in multiple locations on prison units and state jails.

Reentry and Integration Case Manager Jacqualine Clark delivers identification documents to offenders as they are released. Offenders also receive information on transitional services available in the community.

Through a partnership with the Texas Veterans Commission, RID provided coordination and oversight for the Veterans Reentry Dorm program at the Travis County State Jail and identified and helped 343 eligible offenders file post-release pension reinstatement claims, as well as veteran benefit applications.

The post-release Community Reentry Program provided case management services to 1,207 clients and distributed 8,482 identification documents to post-release clients. Reentry resource information was provided to 6,033 callers via the division's toll-free hotline.

Texas Correctional Office on Offenders with Medical or Mental Impairments

The Texas Correctional Office on Offenders with Medical or Mental Impairments provides continuity of care to both juvenile and adult offenders with special needs, with additional targeted funds for case management and intensive treatment services. TCOOMMI also provides continuity of care for non-offender populations, such as defendants initially found incompetent to stand trial, mental health discharges from the Texas Juvenile Justice Department and wrongly imprisoned persons. TCOOMMI case managers coordinate with county jails and courts to find alternatives to incarceration for offenders identified with ongoing mental health issues.

A 28-member committee composed of representatives from the juvenile and adult criminal justice systems, health and human services, education providers, advocacy groups, regulatory and law enforcement entities, and the courts serves in an advisory capacity to the Board of Criminal Justice and TCOOMMI staff.

In FY 2015, through formalized agreements with local mental health authorities, TCOOMMI provided community-based behavioral health services for 16,824 offenders and medical continuity of care services to 6,810 offenders, along with case management services for 1,331 juvenile and 6,740 adult offenders.

Rehabilitation Programs Division

The rehabilitative and treatment programs provided to offenders by TDCJ are the result of the cooperative efforts between divisions within the state criminal justice system and other entities involved in the rehabilitative process. The Rehabilitation Programs Division is the central administrator and manager for offender treatment program activities. The RPD is responsible for ensuring consistent quality of all treatment programs during planning and implementation, including integration of delivery of treatment programs across divisional lines.

The RPD facilitates offender programs, coordinating with other TDCJ divisions, the Windham School District, the Board of Pardons and Paroles, faith-based and community-based organizations, and volunteers to provide effective, evidence-based treatment services for offenders throughout the incarceration and supervision period.

Offenders in prisons and state jails are placed in appropriate programs based on needs identified by a variety of assessments, evaluations and interviews, or through a parole vote which indicates an offender may be released to parole upon successful completion of a particular program. Offenders can also volunteer to participate in programs if they meet eligibility criteria and where space and time permit.

Administrative Segregation Offender Programs

Administrative segregation offender programs are designed to help offenders confined to administrative segregation, sometimes referred to as "Ad Seg." Administrative segregation refers to the non-punitive separation of an offender from general population in order to maintain safety and security. Offenders are placed in Ad Seg if they pose a threat to others, have a Security Threat Group or "gang" affiliation, or have exhibited repeated behaviors that create a continued security risk. Ad Seg offenders often lack social and behavioral skills and are housed in individual cells where they have minimal contact with other offenders.

Offenders who have been identified as an affiliate of a Security Threat Group during a previous incarceration in TDCJ may elect to participate in the Administrative Segregation Diversion Program, which begins during initial intake processing. The ASDP is a coordinated effort of RPD, the Correctional Institutions Division and the Windham School District, and helps divert returning offenders from administrative segregation to general population housing.

The Administrative Segregation Pre-Release Program is designed to reduce recidivism by preparing offenders who had formerly been housed in administrative segregation for successful reentry into their communities and provides offenders 120 hours of lessons, with topics that include anger management, thinking errors, cultural diversity and substance abuse education, along with other self-help worksheets.

The Administrative Segregation Transition Program is designed to assist offenders moving from administrative segregation to general population custody. The process involves three phases, which includes a double-cell housing assignment and various program components targeting emotional balance, beliefs, dysfunctional thinking patterns, life and coping skills, problem solving, and building and maintaining appropriate and healthy relationships.

The Serious and Violent Offender Reentry Initiative program is housed at the Estelle Unit's expansion cellblock in Huntsville. The program provides prerelease and in-cell programming for male offenders who were formerly housed in administrative segregation. SVORI is a coordinated partnership between RPD, CID, the Parole Division and the Board of Pardons and Paroles. The program runs 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.

Baby and Mother Bonding Initiative (BAMBI) Program

This program partners RPD with the Health Services Division, CID, the University of Texas Medical Branch, Santa Maria Hostel, Inc. and local foundations to provide a bonding program in a residential setting for up to 20 new mothers. The program allows participants the opportunity to form a healthy attachment with their newborns in a secure setting. The offender receives child development education, along with life skills, infant first aid and CPR, nutrition, peer recovery, cognitive skills, anger management and family reunification training. Additional programming may include substance abuse education and GED classes. Each participant works with a case manager to prepare a transition plan for herself and her infant.

Chaplaincy Services

Director of RPD Chaplaincy Operations Vance Drum speaks with an attendee of the annual Public Awareness - Corrections Today (PACT) conference held in Huntsville.

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

Civil Commitment of Sexually Violent Predators

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

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

COURAGE Program for Youthful Offenders

The Correctional Institutions Division may supervise both male and female youthful offenders and assigns them to a youthful offender program until they turn 18. The length of time in the program is determined by age rather than completion of prescribed goals, and the issues presented by the population are complex and varied.

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

Additional programs facilitated by COURAGE staff include the Transitional Program, for offenders who are 18 years old and have "aged out" of the COURAGE program and the Young Adult Transition Offenders program for offenders transferring from the Texas Juvenile Justice Department and who may be up to 21 years of age.

Faith-Based Pre-Release

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

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

Faith-based dorms are located on the majority of correctional facilities and offer support and accountability, along with an intensive faith-based curriculum and mentoring program. The programming is conducted by local faith-based community volunteers whose activities are directed by the unit chaplain and unit administration.

Female Offenders

The division ensures that programs meet the needs of female offenders by providing rehabilitation opportunities through evidence-based, gender-responsive programs, using curricula designed specifically

for incarcerated females. In addition to the many treatment and rehabilitation programs facilitated by TDCJ, there are a variety of meaningful programs and activities offered by volunteers, community groups and peer mentors.

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

Girl Scouts Beyond Bars helps re-forge 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. Girl Scouts Beyond Bars is active at the Woodman State Jail in Gatesville and Plane State Jail in Dayton.

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

The Sisterhood of RUTH (Restoration, Unity and Transformation through the Holy Spirit) program is managed through collaboration between Prison Fellowship Ministries, RPD and the Carole Young Medical Facility. As the first long-term, Bible-based women's reentry initiative, RUTH offers academic, emotional, cultural, social and spiritual enrichment to the female offenders, as well as their families. The volunteer-provided course is based on the life and teachings of Jesus Christ. The curriculum teaches women to teach and love others and to experience the love of Christ. It prepares the women mentally, emotionally and spiritually for a successful reintegration into society and helps open their hearts to God's enduring grace.

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

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

GO KIDS brings to the forefront the importance of preserving family ties and provides information about positive prevention and intervention services to high-risk children. Maintained by RPD, a page on the agency's website (www.tdcj.texas.gov/gokids/index.html) provides a reliable connection to valuable resources and services across Texas.

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

Offender DNA Collection

Blood specimens for DNA analysis are collected from all offenders incarcerated in TDCJ facilities and 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.

Our Roadway to Freedom

Our Roadway to Freedom is an intervention and recovery program targeting offenders with a past or current prostitution conviction or history of prostitution. Programming includes self-examination, addressing addictions and criminal thinking errors, increasing social and cognitive competencies, identifying and resolving issues related to trauma and abuse, and peer recovery.

Post-Secondary Contract Academic and Vocational Courses

Post-secondary academic programs give offenders an opportunity to develop their intellectual abilities and provide them with marketable job skills so they can re-enter society as successful, productive citizens. Career and technical training also address the agency's need for qualified offender workers.

Instructor K.W. Knuppel discusses welding techniques with students at the Wynne Unit. Welding is one of many vocational training opportunities offered to qualified TDCJ offenders.

Post-secondary programs are provided through contracts with colleges and universities that serve the area where the units are located. Offenders wishing to participate in these post-secondary programs must meet the criteria for admission of each college or university. TDCJ has criteria that must also be met, and offenders must receive security and classification clearance before entry into the programs.

Rehabilitation Tier Tracking and Placement

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

Risk Assessment Review Committee

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

Sex Offender Risk Assessment

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

Sex Offender Rehabilitation Programs

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

Sex Offender Education Program

The Sex Offender Education Program is a four-month, low-intensity program designed to assist sex offenders who have been assessed to pose a low risk of sexual re-offense. The SOEP employs a cognitive intervention model utilizing psycho-educational classes. The format of SOEP is didactic, and provides offenders the information and knowledge necessary to change their thought patterns. The structured lesson plans for the classes include topics such as cognitive restructuring, Who Am I and Why Am I in Treatment?, identifying feelings, Life Story, introduction to the deviant of-

fense cycle and relapse prevention, needs and issues, healthy sexuality, interpersonal relationships, empathy, stress management and assertiveness training, advanced relapse prevention and moral reasoning. Priority placement is given to offenders with an FI-4R vote from the BPP.

SOTP-9

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

SOTP-18

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

Southwestern Baptist Theological Seminary

This educational opportunity is the result of a collaboration between TDCJ and Southwestern Baptist Theological Seminary. Offenders who graduate will receive a four-year, fully accredited Bachelor of Science in Biblical Studies degree. The curriculum focuses on equipping men for ministry in such a way that they will be able to assist in teaching, preaching and ministering to the TDCJ offender population. Upon graduation the offender will spend the remaining years of his sentence in ministry service within TDCJ to encourage the moral rehabilitation of other offenders. The first class graduated in May, with 33 offenders receiving diplomas.

Offenders sing "To God be the Glory" during the first graduation ceremony of the Southwestern Baptist Theological Seminary at the Darrington Unit in Rosharon.

Substance Abuse Treatment Programs

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

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

The Pre-Release Substance Abuse Program and Pre-Release Therapeutic Community Program are intensive six-month programs based on the principles of a therapeutic community. They are 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.

Counselor Peter Lawson speaks to female offenders enrolled in the DWI Recovery Program at the Lockhart State Jail.

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

The State Jail Substance Abuse Program uses multimodal instruction designed to meet the needs of the diverse characteristics of the state jail population. Eligible offenders are placed in one of two tiers, either 60-90 days or 90-120 days, based on an Addiction Severity Index assessment and their criminal history.

Volunteer Coordination Committee

The Volunteer Coordination Committee was established in 1994 to enhance the utilization of volunteers within the agency. The VCC consists of representatives from RPD, other TDCJ divisions and the Windham School District. At the close of FY 2015, there were 22,697 approved volunteers serving TDCJ.

Volunteer Services

The 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 groups, businesses, community service and treatment-related providers, 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.

Victim Services Division

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

Victim Notification Section

Victim Notification System

The Victim Notification System uses a confidential database to provide registrants (crime victims, surviving family members, witnesses who testified at trial and concerned citizens) notifications regarding an offender's status. Victim Notification System registrants have the option of electing to receive notifications via letter, email or both. The VNS provides more than 80 points of notification regarding several phases of an offender's incarceration and supervision, including the parole review process. Since each case is unique and the points of notification are typically driven by the status of the offender, registrants may not receive each point of notification. Most notifications are automatically generated, while others are created by Victim Services Division staff. Individuals are added to the notification system upon their request, either from their completed Victim Impact Statement or by contacting the division directly. At the end of FY 2015, there were 181,280 individuals registered on the system, with 5,403 registrants added throughout the fiscal year. During FY 2015, the division processed 117,777 pieces of correspondence, which included notifications sent, parole protest materials received, Victim Impact Statements and other victim-related letters or emails sent or received.

Victim Services enhanced its notification services in 2014 by offering text notifications to statutory victims of offenders who are on parole supervision. Statutory victims can register to receive text notifications when a warrant is issued, a warrant is withdrawn or an arrest is made of an offender who is on parole supervision. Text notifications are time-sensitive and are generated 24 hours a day, seven days a week. To receive text notifications, statutory victims must register their cell phone number with the division's confidential VNS. At the end of FY 2015, 517 text notifications had been sent to statutory victims.

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

From 8 a.m. to 5 p.m. Monday through Friday, Victim Services Division representatives answer calls and provide information about offender status, the criminal justice system, meetings with the Board of Pardons and Paroles, and other services available to victims through the division. In FY 2015 there were 12,759 hotline calls received.

Automated Telephone Services

In addition to the VNS services, Victim Services offers automated telephone services through the Victim Information and Notification Everyday (VINE) system. Victim Notification System registrants can call 877-894-8463 and enter their personal identification number to obtain limited offender information 24 hours a day, in English or Spanish. If requested, registrants can receive an automated telephone call when an offender is being processed for release. In FY 2015, there were 5,992 calls received by the automated telephone system and 1,796 automated calls made to VNS registrants when their offender was being processed for release.

Case File Management

Victim Services Division analysts serve as liaisons for victims, surviving family members and witnesses who testified at trial. Assistance is provided to victims who request explanations of sentencing, the Correctional Institutions Division, the parole process, imposition of special conditions on an offender's parole supervision or clarification of victims' rights. There were 184 transmittals processed to the Board of Pardons and Paroles in FY 2015 requesting that an offender be denied release or have special conditions of release imposed.

Texas Crime Victim Clearinghouse

The Texas Crime Victim Clearinghouse (TxCVC) provides technical assistance, information and referrals to victims, victim service professionals, law enforcement and criminal justice professionals. Every odd-numbered year, the TxCVC updates the Victim

Victim Services Division employee Dee Maxwell (left) discusses the National Crime Victims' Rights Week program with a volunteer hostess. This gathering, held in Austin, brought together victims and victim advocates to raise awareness of crime victims' rights and services throughout the state.

Impact Statement upon adjournment of the Texas Legislature. The impact statement is available online in English and Spanish. The Clearinghouse provides training, including webinars, to victim assistance and criminal justice professionals on topics such as crime victims' rights, victim sensitivity and the VIS process. In 2014, the TxCVC staff developed a training series to provide audiences with routinely-scheduled webinars. During FY 2015, 1,763 law enforcement, criminal justice and victim services professionals attended 59 training sessions. Informational brochures and a web-based quarterly newsletter, *The Victim's Informer*, are produced by TxCVC and are available online or by contacting the Clearinghouse.

Regional Victim Services Coordinators

Three regional victim services coordinator positions are strategically placed across the state to provide an array of services to victims in their regions, including assistance with crime victims' compensation, court accompaniment, assistance with registering on the VNS and VINE systems, crisis intervention, assistance with completing the impact statement and victim advocacy. In FY 2015 the total number of new victims served was 1,536. Regional services coordinators also provided 31 training and community education presentations to increase awareness of the division's services and crime victims' rights within their regions.

Texas Victim Assistance Training (TVAT) Online

Through a grant from the Office of the Governor and collaboration with key stakeholders, Texas Victim Assistance Training Online was created and made available in FY 2012. TVAT Online is a web-based statewide foundational victim assistance training program focused on victim-centered service delivery and professional development, designed to complement other victim services initiatives and help new victim services professionals acquire baseline professional skills and competence. To address the needs of victim services and criminal justice professionals, the TVAT online calendar allows individuals to view, search and submit training opportunities ranging from foundational to advanced victim services and criminal justice topics. During FY 2015, 719 students completed TVAT Online.

Viewing Executions

The Victim Services Division arranges for victims' families to view executions if they choose. Upon request, as many as five relatives plus a spiritual advisor can witness the execution. Witnesses may also include law enforcement personnel and trial officials. Victim witnesses are prepared for and accompanied to the execution by Victim Services Division staff. Victims may bring support persons who will not view the execution, but will provide support to those victim witnesses. Staff also provides follow-up support and referrals as needed. During FY 2015, at least one Victim Services Division staff member attended 13 executions, providing support to 53 victim witnesses and 15 victim supporters.

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 in a safe environment with the offender responsible for

their victimization. VOMD 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 statements written by the victim and delivered to the offender by VOMD staff. The VOMD program was enhanced in FY 2013 with the addition of two grant-funded mediators, significantly reducing the waiting period between case initiation and case assignment. During FY 2015, 106 VOMD cases were initiated or reopened and 54 mediations were facilitated. Of those 54 mediations, 31 were person-to-person and 23 were creative alternative mediations.

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Administrative Review and Risk Management Division

The Administrative Review and Risk Management Division serves as an oversight division focusing on the mitigation of risk and liability to TDCJ. ARRM monitors correctional practices through policy development, identifying areas of potential risk, analyzing and responding to risk factors and facilitating action to maintain safety and accountability.

Access to Courts

Access to Courts ensures offenders are afforded 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 FY 2015 totaled 421,998. The number of legal research materials delivered to offenders with indirect law library access totaled 224,261.

Administrative Monitor for Use of Force

The mission of the Administrative Monitor for Use of Force is to publish and facilitate updates to the TDCJ Use of Force Plan, and to review Use of Force paperwork to ensure all incidents are reported accurately and in a timely manner, in accordance with the UoF Plan.

The Office of the Administrative Monitor for Use of Force serves as the office of record for Major Use of Force reporting. The core functions are to provide technical guidance through review of use of force documentation; to develop and update guidelines for the agency UoF Plan and associated policies and procedures; to provide a central point of contact for open records requests regarding UoF and to monitor adherence to the agency UoF Plan.

Monitoring and Standards

The mission of the Monitoring and Standards Department is to monitor TDCJ facilities to ensure that operations are in compliance with agency policies and procedures. Oversight by the Monitoring and Standards Department is accomplished, both internally and externally, through three complementary monitoring programs: operational reviews performed by the division, and regular reaccreditation assessments by the American Correctional Association and Prison Rape Elimination Act audits.

The primary focus of the Operational Review program is to monitor adherence to agency policy at each correctional facility. Audits are also conducted by an organization independent of TDCJ, such as ACA, to ensure agency policies and procedures are in compliance with national correctional standards.

Monitoring and Standards Department staff, located in the ARRM division headquarters, oversees all monthly unit-level operational reviews and division-level reviews conducted at least every three years, coordinates with the ACA to provide technical assistance and support for the agency's efforts to maintain ACA accreditation, and coordinates with ACA and PREA auditors. PREA audits are conducted at least once every three years in secure confinement facilities operated by or under contract with the TDCJ, and

Ellis Unit Captain Thomas Malher discusses unit operations with PREA Auditor Mark Stegemoller.

PREA auditors are certified through the U.S. Department of Justice. In FY 2015 PREA audits were conducted in 35 units, to include both state and privately operated facilities, and all were found to meet or exceed national PREA standards. The ACA reaccredited 24 state-operated and 5 privately operated units.

Offender Grievance Program

The purpose of the Offender Grievance 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 2015, unit grievance investigators processed more than 153,741 grievances at the unit level, while central office staff processed more than 38,328 appeals.

Ombudsman Program

The Ombudsman office works with other agency staff to answer questions and address concerns from the public and legislative offices. In FY 2015, staff responded to approximately 23,226 inquiries received through the U.S. mail, telephone and the Internet. The office arranged for agency representatives to speak at 11 engagements sponsored by offender family support organizations. The Ombudsman office also hosted the Public Awareness – Corrections Today (PACT) Conference.

Risk Management

The Risk Management Department coordinates with all agency departments to implement risk reduction strategies regarding personnel, property and fiscal resources. This office has oversight of unit and departmental occupational safety standards, accident and injury investigations, and liability loss control.

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; 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; Cashier, Travel, Restitution and Fee Services; and Compliance and Review.

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 FY 2015, Accounts Payable received and processed approximately 135,500 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 Statewide 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 activi-

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

During the 2014 calendar year, Agribusiness raised 29 varieties of fruits and vegetables in gardens comprising 4,075 acres, with production exceeding 18 million pounds. Community-style, unit-managed gardens contributed an additional 3.6 million pounds of fresh

Manufacturing and Logistics Inventory Specialists Wesley Roe (left) and James Crapitto discuss egg storage and distribution at the Wynne Unit warehouse in Huntsville. The agency distributes 3,282 cases of eggs each week to units throughout the state.

vegetables. Approximately 32,000 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 116.5 million pounds of product. At the close of calendar year 2014, on-hand livestock included 15,414 head of cattle, 15,848 swine, 304,474 laying hens and 1,438 horses. The poultry program produced approximately 5.5 million dozen eggs and the swine operation shipped 20,239 hogs to the packing plant. During this period, agency food processing plants canned 342,754 cases of vegetables and delivered more than 22.4 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 83rd Texas Legislature appropriated approximately $6.3 billion to TDCJ for the 2014-15 biennium, which provides funding for the projected probation and parole populations in an effort to sustain current caseload ratios, and maintained the expanded treatment and diversion initiatives (substance treatment programs, halfway house beds and intermediate sanction facility beds) at current operational levels. Additionally, the Legislature provided funding for the 2014-15 biennium for targeted salary increases for correctional security positions and Office of the Inspector General investigators. All other state employees received a 1 percent increase (with a $50 monthly minimum) in FY 2014 and an additional 2 percent (with a $50 monthly minimum) in FY 2015. Other key FY 2014-15 initiatives include funding for an additional 75 Reentry Transitional Coordinators to assist offenders in reentry; additional funding for community supervision and corrections department diversion programs to maintain community supervision and programs and funding for CSCD health insurance at current levels; additional funding for offender healthcare; and funding for the replacement of obsolete personal computers and aging vehicles.

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

Commissary and Trust Fund Department

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

The inmate trust fund provides offenders access to personal funds for the purchase of commissary items, periodicals and subscriptions, some over-the-counter medications and other approved expenditures such as craft shop supplies. In FY 2015, more than 1.9 million deposits totaling $125.3 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 $112 million in FY 2015.

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 2015, the department processed approximately 61,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 50,750 purchase order procurement actions processed. In addition, the department completed approximately 550 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 Historically Underutilized Business Program is to promote and increase equal contracting opportunities with historically underutilized businesses. The HUB program provides those businesses and agency staff with the assistance necessary to ensure the success of this mission.

A HUB, as defined by the Texas Comptroller of Public Accounts, is a for-profit entity that has not exceeded the size standards prescribed by 34 TAC §20.23, has its principal place of business in Texas, and is at least 51 percent owned by an Asian Pacific American, Black American, Hispanic American, Native American, an American woman and/or Service Disabled Veteran, who resides in Texas and actively participates in the control, operations and management of the entity's affairs. 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 is to acquire, allocate, approve and manage administrative leased 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 leased and state-owned administrative properties. Other routine OSM functions include liaison activities involving the Texas Facilities Commission, resolving payment issues between Accounts Payable and lessors, and assistance in resolution of maintenance issues between tenants and lessors. When an emergency occurs in a leased administrative space, OSM staff provides immediate, on-site assistance with relocation, communications support, assistance related to public safety issues and proper notification of the emergency to the TFC.

Payroll Processing Department

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

Facilities Division

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

Engineering

The Engineering Department provides professional architectural and engineering services to support 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. Program Administration supports the Facilities Division in all financial phases of design, construction, maintenance and job closings, and coordinates divisional purchases and replacement of unit equipment. By developing and analyzing project budgets, monitoring construction and administrative budgets, and tracking expenditures, Program Administration provides critical information for making accurate budget projections.

Project Administration

The Project Administration Department provides support during both the design and construction phases of project management, including quality assurance performed by internal or contracted parties. This department assists project engineers during design reviews, administers project schedules and monitors construction performance as related to established schedules. Project Administration also administers environmental compliance, which includes preparation of numerous technical and complex reports for all TDCJ facilities and oversight of special investigations, audits and research.

Health Services Division

The Health Services Division monitors access to timely, quality health care for offenders incarcerated within 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.

In FY 2015, TDCJ and the Correctional Managed Health Care Committee monitored the provision of health care for TDCJ offenders as contracted with the UTMB at Galveston, the TTUHSC at Lubbock and private vendors. The universities may also contract with private vendors to provide health care services. Each university and private vendor has its own internal organizational structure to ensure the integrity and quality of the managed health care program. Within each program there is a medical director, administrator, nursing director, dental director, mental health director, clinical pharmacist and clinical laboratory personnel, as well as health records staff.

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

The Health Services Division monitors offenders' access to the various health care disciplines, to include medical, nursing, dental and mental health, while cooperating with the university medical schools and private contractors to monitor quality of care. The clinical and professional resources of the health care providers are used to the greatest extent feasible for clinical oversight of quality-of-care issues as mandated by state law. Health Services also conducts compliance audits, investigates and responds to offender Step Two medical grievances, inquiries and complaints, works to control the transmission of infectious diseases among offenders, and recommends unit assignment requirements to meet the medical needs of offenders, screening offenders for programs and acting as liaison for the university providers, counties and private vendors.

Health Services Administrator II Linda Farrell (right) discusses offender health care options with a Public Awareness - Corrections Today (PACT) conference attendee.

The TDCJ Health Services Division is organized into four departments: Health Services Administration, Clinical Services, Public Health, and Mental Health Monitoring and Liaison.

Health Services Administration

There are three sections within Health Services Administration: Resource Management, Operational Support and Human Resources. Health Services Administration is responsible for all administrative functions that support the division, which includes staffing, budget management, performance measures, purchasing, travel, records retention, business management and human resource services.

Clinical Services

Clinical Services includes the director of Quality Monitoring and Compliance, director of Dental Services, director of Mental Health Monitoring and Liaison, director of Public Health, and the director of Nursing Administration. The director of Nursing Administration is responsible for all nursing functions and nursing personnel within the division.

Clinical Services oversees the Office of Special Monitoring, the Health Services Liaison, the Office of Health Services Monitoring and the Office of Professional Standards.

Office of Special Monitoring

The Office of Special Monitoring helps confirm that offenders are receiving quality of care, access to care, and continuity of care. The OSM communicates with other departments in the Health Services Division to identify areas for auditing.

Health Services Liaison

The Health Services Liaison office coordinates the intake of offenders with special medical and mental health needs from the county jails. The HSL also coordinates intra-system medical transfers, performs medical screenings of offenders entering rehabilitation tier programs, conducts audits of health records to ensure offenders are discharged appropriately from hospitals and infirmaries, and monitors the placement of offenders in private community hospitals and specialty clinics.

Health Services Liaison Phyillis McWhorter (left) works with Health Services nurses Billie Burns and Cecelia Horton (far right) to help ensure offenders are assigned to facilities that meet their medical, physical and mental health needs.

Health Services Monitoring

The Office of Health Services Monitoring conducts operational review audits, facilitates the statewide Quality Improvement and Quality Management Program and helps ensure offender access to care. Operational review audits are conducted at TDCJ facilities that provide offender health services.

The statewide health services Quality Improvement and Quality Management Program reviews every facility's self-monitoring of offender access to care. The TDCJ Quality Monitoring Program includes quality assurance audits that monitor chronic disease, acute medical illness and communicable disease management based on nationally accepted standards.

The director of Dental Services performs audits to monitor both access and quality of dental care.

Professional Standards

The Office of Professional Standards investigates and responds to Step Two Offender Medical Grievances and third-party correspondence regarding offender health care issues. The OPS also performs sick call requests verification audits.

Public Health

The Office of Public Health monitors and reports on the incidence of infectious disease among offenders, provides training and consultation services to facility health services staff, and provides technical assistance to both the TDCJ Risk Management Office and Human Resources. In addition, the Office of Public Health coordinates the Offender Peer Education Program, provides training in medical evaluation and evidence collection of sexual assault victims and monitors the quality of sexual assault examinations.

Mental Health Monitoring and Liaison

The Office of Mental Health Monitoring and Liaison monitors mental health continuity of care information for offenders being received by TDCJ from county jails. Operational review audits are conducted by this office and technical assistance is provided to other TDCJ Health Services departments.

Human Resources Division

The Human Resources 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 TDCJ employees.

The HR division comprises Employment and Support Services, Staff Development and Employee Relations departments.

Employment and Support Services

Employment and Support Services is made up of Employment, Employee Services and Administrative Support.

Employment

Employment works to ensure and promote fairness and consistency in the recruitment, selection and retention of qualified applicants, and provides agency staff with HR policy guidance. Employment consists of three functions: Correctional Officer Recruiting and Staffing, Selections and Clearances, and Employee Classification.

Correctional Officer Recruiting and Staffing actions taken during FY 2015 to positively impact CO staffing included the $4,000 recruitment bonus for newly hired full-time COs assigned to 19 understaffed units; exempting military veteran applicants from the CO pre-employment test requirement; awarding administrative leave for 62 employees who recruited correctional officers; and participation in 315 job fairs, 46 hiring seminars and 37 Saturday CO screenings. Newspaper ads, 48 special unit-based pre-service training academies and press releases ran in areas with understaffed units. HR coordinated with workforce development boards to target recruiting efforts in areas experiencing business closures and layoffs.

Sergeant LaShaunda Stafford discusses employment options with military personnel stationed at the Fort Hood army base. TDCJ focuses on recruiting U.S. armed service veterans at job fairs throughout the state.

During FY 2015, TDCJ hired 8,512 employees. There were 13,147 CO applicants screened and 6,877 COs hired, of which 1,112 were veterans. An additional 324 employees entered the CO series, for a total of 7,201 new COs during FY 2015.

As of August 31, 2015, the agency's annual overall attrition rate was 21.9 percent, and the correctional officer attrition rate was 26.2 percent. The CO vacancy level was 3,420 in August 2015, an increase from 3,304 at the end of FY 2014.

Employee Services

Employee Services provides customer service to agency employees, business entities and the public sector. The department's goal is to meet the needs of our customers while ensuring compliance with agency policies and procedures, and federal and state laws. Employee Services is divided into Insurance, Retirement and Other Benefits, and Leaves/Records/Workers' Compensation/Performance Evaluations sections.

At the request of the Employees Retirement System of Texas, Employee Services hosted a summer enrollment fair in preparation for ERS' Summer Enrollment period. TDCJ employees could attend additional fairs provided by the ERS in their area where they were given an overview of benefit changes for the coming fiscal year and could speak with representatives from various benefit vendors.

Employee Services also provided support for the FY 2015 GetFitTexas! State Agency Challenge and the Chairman's Fitness Challenge. The Chairman's Fitness Challenge included four different physical training challenges designed to encourage employees of all

fitness levels. The competition is an initiative of the TDCJ wellness program, Wellness Initiative Now.

Administrative Support

Administrative Support provides HR with technical support and is divided into four operations: Policy Development and Legislative Review, Program Compliance and Support Operations, Regional Human Resources Coordination, and Special Projects.

The Policy Development and Legislative Review Department develops, publishes and manages HR policies and procedures to promote understanding of statutory and agency requirements, and to ease their implementation. The Policy Development and Legislative Review Department reviewed 233 bills during the 84th Texas Legislature, resulting in revisions to 12 personnel directives.

Program Compliance and Support Operations monitors agency operations to ensure compliance with HR policies and procedures, performs Operational Reviews, and acquires supplies for HR headquarters and regional offices.

Regional Human Resources Coordination provides technical oversight, supervision and coordination of all HR functions in seven HR regions across the state.

Special Projects designs, develops and maintains the HR division's Web pages. This department responds to Open Records requests and helps prepare reports, publications and presentations.

Staff Development

In FY 2015, HR Staff Development representatives delivered more than 62,874 training hours to 44,018 employees, which includes employees attending multiple training sessions. Courses related to diversity, supervision, selections, wellness, payroll, and other HR topics were presented. Wage and Hour training for employees was completed statewide and continues to be provided for supervisors to meet additional training needs within the agency.

Employee Relations

Employee Relations works to provide a positive work environment for agency staff and consists of Intake and Labor Relations/Equal Employment Opportunity departments.

All work-related complaints are received, processed and directed by the Intake Department for appropriate resolution. Employee Relations reviewed and processed 6,334 complaints, accommodations, dispute resolutions and unemployment claims in FY 2015. During the same fiscal year, the Random Drug Testing Program conducted 7,390 tests and the agency's Discipline Program processed 9,066 employee disciplines.

Information Technology Division

Automated information services and technology support are provided to all TDCJ divisions and external entities by the Information Technology Division. The division comprises the Communications Department, Customer Service Support, Applications Support, the Project Management Office, Enterprise System Support, Information Security, and Business Continuity and Operations.

Communications Department

Approximately 13,000 portable and mobile radios, 183 telephone systems, 80 video conferencing sites and other telecommunication devices are operated and supported on behalf of the agency. The Communications Department also operates and maintains numerous telephone circuits, voice networks and long distance calling services across the state in support of parole offices, correctional facilities and administrative offices.

During FY 2015, the Communications Department's Computer and Telecom Help Desks groups processed more than 85,000 customer service tickets. The department also provided operator services for incoming telephone enquiries and processed more than 139,000 calls. The Telecommunication Group installed more than 300,000 feet of cabling in sup-

port of agency voice and data services, and the Radio Group replaced more than 1,800 radios in support of the agency's statewide radio operations.

Customer Service Support

The Customer Service Support Department supports about 33,000 devices which include personal computers, laptops, printers, multifunction equipment, plotters, scanners, fax machines and various special devices, along with mainframe monitors, terminals, controllers, multiplexers and line printers. During FY 2015, CSS closed more than 38,000 service requests. Along with core and maintenance duties and support business, CSS replaced more than 9,000 obsolete personal computers.

Applications Support

Application Programming Support is responsible for the creation, enhancement and maintenance of all major application software for TDCJ; examples include incarcerated offender management, human resources, parolee supervision, payroll and business finance.

In FY 2015, Applications Support implemented changes to the Offender Information Management System (OIMS) to address statutory changes impacting Warrant Revocation, Warrant Issuance, Warrant Confirmation and Bond Eligibility information for the Parole Division. Report and form enhancements were also implemented for offenders on parole who are required to register as sex offenders.

The revamped Offender Absentee System was implemented during FY 2015, automating data entry and reducing user interface time. Absences are now autogenerated into the system by interfacing with housing, disciplinary and unit classification, and a new menu-driven system allows users to input data without ITD support.

Web Services staff works to provide access to agency information via the Intranet and Internet for TDCJ employees and the public. In FY 2015, Web Services implemented a new correctional officer pre-employment test-scheduling and training calendars, and a new registration process for the Office of the Inspector General. Web Services also implemented the TDCJ YouTube Channel and Twitter account during the fiscal year.

The Maintenance Business Management system was implemented for the Facilities Division and the Payroll Personnel System was enhanced to enable tracking of employees who donate sick leave to other employees.

Also during FY 2015, programs were converted to allow P6 and P7 Custody Codes for the new protective custody program; the College Entry System was implemented, allowing colleges to enter course and grade information reports for the Rehabilitation Programs Division; and a program was redesigned for the Reentry and Integration Division to help track offender Social Security cards, birth certificates, driver licenses and DD214 forms.

Project Management Office

The Project Management Office consists of project managers, systems analysts, technical writers and training specialists. The PMO is responsible for establishing and maintaining effective project management and system development practices; providing planning, coordination, oversight and support for Information Technology projects; analyzing business and system requirements; designing, testing, and implementing high quality technology solutions on time and on budget; developing and maintaining user documentation; and providing training and related support to TDCJ employees in the use of software applications.

During FY 2015, the ITD Project Management Office provided planning, coordination, oversight, systems analysis and training support for a number of agency-wide initiatives.

Major components of the Electronic Document Management System Project were completed during FY 2015, to include digitization of offender paper files accumulated at the Classification and Records Office warehouse, purchase of the OnBase EDMS software following successful completion of user acceptance testing, and its deployment to the Administrative Review and Risk Management Division, State Counsel for Offenders, Human Resources and Payroll. Conversion and migration of the ImagePlus records to

OnBase was completed in August 2015. The PMO prepared and submitted Quarterly Monitoring Reports to the Quality Assurance Team in FY 2015.

The PMO provided project planning, coordination, oversight and systems analyst support for the design, development and implementation of the Classification Profile web application, which was deployed in August 2014. This application allows TDCJ intake facilities to enter offender intake information directly into the system and print Transport Cards to facilitate offender transportation and eliminate the need for dictation and transcription of offender records.

The PMO provided project management and systems analyst support of the infrastructure upgrade to the Web-based Offender Case Management System. The PMO also provided project management and systems analyst support for the design, development, and implementation of the Web-based Texas Risk Assessment System (TRAS) deployed in December 2014. The TRAS application provides users with a tool for sharing offenders' risk assessment information while on probation, in prison and on parole.

The Maintenance Business Management system used by the Facilities Division was successfully implemented in all unit and regional maintenance shops. Production data was migrated from a standalone system to a fully integrated system which allows real-time data sharing throughout the state and eliminates costs associated with data collection and maintenance of outdated equipment.

Other initiatives completed or substantially completed during FY 2015 include development of file sharing programs, in coordination with the Texas Health and Human Services Commission and the Veterans Reentry Search Service, to verify veteran's status and veteran's benefits for incarcerated offenders; the installation of Thin Client devices at Offender Grievance offices; and system modifications to implement the federally mandated medical alert codes (International Classification of Diseases and Related Health Problems Revision, or ICD 10 codes) for offenders.

During FY 2015, the PMO Training Department developed training curriculum and provided training in support of the Classification Profile Project, edited the vendor-supplied training curriculum for the OnBase system and provided individualized training for each division's designated trainers. During this period, the Training Department also conducted 92 classes for 638 participants to provide training on mainframe applications and Microsoft Office tools.

Enterprise System Support

Enterprise System Support maintains the agency's servers, network infrastructure and monitoring, and internet access and monitoring. ESS is also responsible for servers which support enterprise agency applications. During FY 2015 this department completed the transition to Microsoft Outlook O365. ESS enhanced user account maintenance with an agency-wide Microsoft Active Directory Forest and, by scripting with the Dell Identity Management System, streamlined the user on-boarding process. ESS built, configured, and put into production an Extranet Active Directory Domain. This domain's purpose is to allow a more secure and standardized method for granting access to TDCJ systems or information for non-TDCJ entities such as vendors and contractors.

ESS continues consolidating agency servers and working to upgrade server operating systems and older applications, as well as supporting new projects such as the Electronic Document Management System. The EDMS is an enterprise-level solution to electronic document management which allows for greater productivity, collaboration and auditability. ESS also supported the Facilities Division's Maintenance Business Management project and supported the rollout of the Travel Card and Texas Risk Assessment System projects.

ESS played a major role in the selection, procurement and installation of the new Microsoft Systems Center Configuration Manager, improving control of the agency's desktop hardware, software and desktop imaging.

The ESS Network group continues to monitor and manage network traffic to ensure the best use of the agency's available network bandwidth. During FY 2015, the network group began converting three different Authentication Control Systems into one Active Directory Integrated solution and has put this into production at two locations, allowing internet traffic from remote units to be routed through cell towers, minimizing circuit bandwidth. The group is

also in the process of converting users from a legacy appliance to a new Secure Socket Layer appliance.

Information Security Department

Multiple information security compliance inspections were conducted at the request of division directors, wardens and the Office of the Inspector General. These inspections are done on laptops, desktop computers and physical locations to help maintain information security.

Quarterly controlled-penetration tests and monthly server and application scans were conducted to identify potential information security vulnerabilities. Security products have been acquired and policies updated to mitigate potential problems identified in the Texas Department of Information Resources security assessment and to comply with changes to federal and state laws. Symantec Full Disk Encryption software has been deployed for the agency's laptops and Host Intrusion Prevention System software installed on all critical servers to improve security.

Business Continuity and Operations

The Business Continuity and Operations Department provides planning, coordination and synchronization of all Business Continuity Planning/Management (BCP/M), Disaster Recovery, Continuity of Operations (CoOP), Business Impact Analysis and oversight of Data Center Services for TDCJ's Information Technology Division.

The agency's annual Disaster Recovery test was completed in March 2015, which recovered the agency's mainframe in the Austin Data Center. As part of the test, a development server located in Austin was swung over to point to the recovered mainframe and a new instance of Passport, the Mainframe Terminal Emulation software, was configured on an existing Austin server.

The agency's mainframe had two major software upgrades during FY 2015. DB2 was upgraded to Version 10 and CICS was upgraded to Version 5.1. Two IBM 3000 Mainframe printers and two Xerox D-125 printers were upgraded for the Electronic Document Management System project.

Manufacturing and Logistics Division

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

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

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

During FY 2015, the division had oversight of two adult Prison Industry Enhancement Certification programs located on the Lockhart Unit. These PIE programs manufacture air conditioning and heating valves, computer components and wiring harnesses.

PIE participants earned more than $1.7 million and contributed $249,338 in federal taxes, $172,578 to crime victims' compensation, $7,421 to restitution, $193,498 for family support, and $772,807 to room and board.

Texas Correctional Industries

Texas Correctional Industries 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 FY 2015, TCI operated 37 facilities that produced items such as mattresses, shoes, garments, brooms, license plates, printed materials, janitorial supplies, soaps, detergents, furniture, textile and steel products. Services such as furniture refinishing, tire retreading, and auditorium and school bus refurbishing are also available. Sales for the fiscal year were valued at $85 million.

Fleet

Fleet has oversight of more than 2,100 licensed vehicles as well as several thousand trailers and other equipment. The state's online vehicle management system is used to measure how effectively TDCJ operates its fleet of licensed vehicles.

Maintenance Shop Manager Ricky Anderson (right) supervises offenders as they work on vehicles at the Wynne Unit in Huntsville.

Freight Transportation

Freight Transportation manages a fleet of 200 trucks and 450 trailers. During the fiscal year, four dispatch offices coordinated more than 27,000 freight hauls and drivers logged approximately six million miles.

Warehousing and Supply

Warehousing and Supply manages eight warehouse facilities with an average inventory of $23 million and maintains 2,918 items in stock. Approximately $159 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 FY 2015, the Office of the Chief of Staff provided oversight of Governmental Affairs, Executive Support and Media Services.

Governmental Affairs

Governmental Affairs works with agency divisions and departments to ensure 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 the response to inquiries 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, conducts statistical analyses and provides a variety of statistical information. Staff also prepares agenda and meeting materials for the Texas Board of Criminal Justice and produces the TBCJ minutes. Additionally, staff coordinates revisions of TBCJ rules, the *Department Policy and Operations Manual*, the *Human Resources Policy Manual* and agency departmental manuals upon request.

Executive Services 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, 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 staffs a 24-hour communications desk to provide a link between TDCJ, TBCJ, TDCJ managers, staff members and other state officials 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 media development and production services. Routine duties include production of criminal justice and prison management training videos; photography and photo archive management; providing stock video and photos to other criminal justice agencies, news media and educators; and providing audiovisual support for bimonthly Texas Board of Criminal Justice meetings and special events.

Media Services produces the *Criminal Justice Connections* online newsletter for employees. The newsletter can be accessed by clicking on the *Connections* link on the agency website's home page. Media Services also produced the *Fiscal Year 2014 TDCJ Annual Review* and regularly updates the *TDCJ Phone and Address Directory*.

Office of the General Counsel

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

Litigation Support

The Litigation Support section provides litigation support to the OAG for significant lawsuits in which the TDCJ or its employees are named defendants, including torts, employment and offender civil rights litigation. Attorneys in this section are involved with all phases of major litigation, including discovery, records production, trial support, mediations and settlements.

Program Administration

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

Office of Incident Management

The Office of Incident Management is the central oversight authority for TDCJ's 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 coordinates activities regarding logistical and law enforcement support for the State Emergency Management Plan. This involves developing and maintaining an inventory list of transportation assets in preparation for future emergencies, and directing the use and coordination of transportation assets, including those of other state agencies, during actual emergencies. The office also trains agency staff on roles and expectations during emergencies. The Office of Incident Management works with all the TDCJ operational divisions to provide a representative to disaster district committees throughout the state.

Further, the office oversees all mitigation reports and activities for the agency, works to identify potential hazards and threats to the agency, and develops mapping, modeling and forecasting tools to lessen their effects. Working in conjunction with the Correctional Institutions Division, OIM coordinates all necessary training for security staff and unit personnel on the Incident Command System.

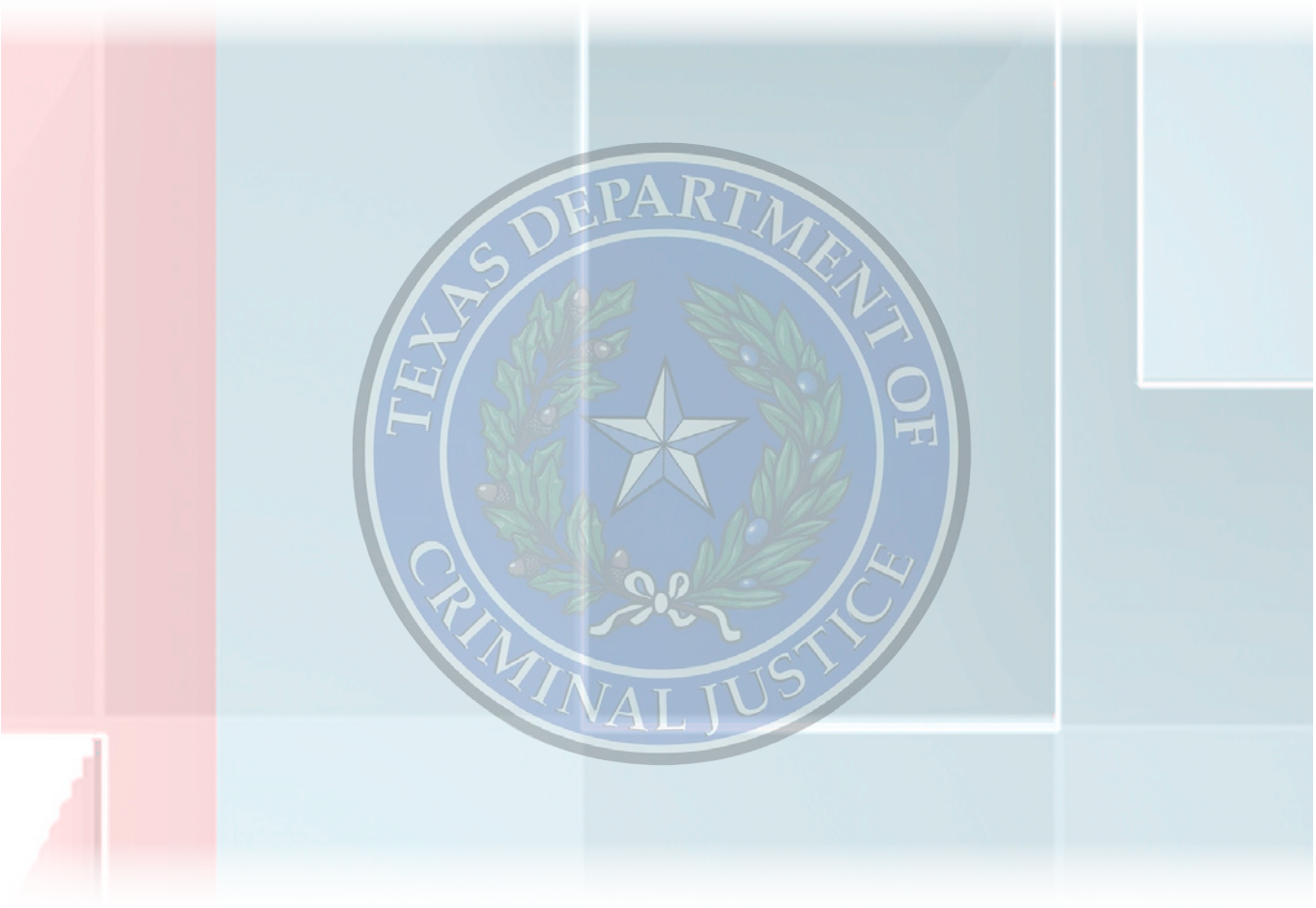
Public Information Office

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

In order to educate the public about TDCJ's mission operations and many positive programs, the Public Information Office proactively distributes information to the media, distributes news releases on events and activities of significance and public interest, and produces content for the agency's social media sites. The PIO also informs staff of important media activities relating to the agency.

The PIO provides timely and accurate answers to media inquiries covering a range of topics, from policies, procedures and budget details to information about individual offenders. Annually, the PIO processes approximately 500 media requests for interviews with offenders, and provides assistance to motion picture producers, researchers and authors. A PIO staff member is always on call to answer media inquiries that come in after regular business hours and on weekends.

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



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