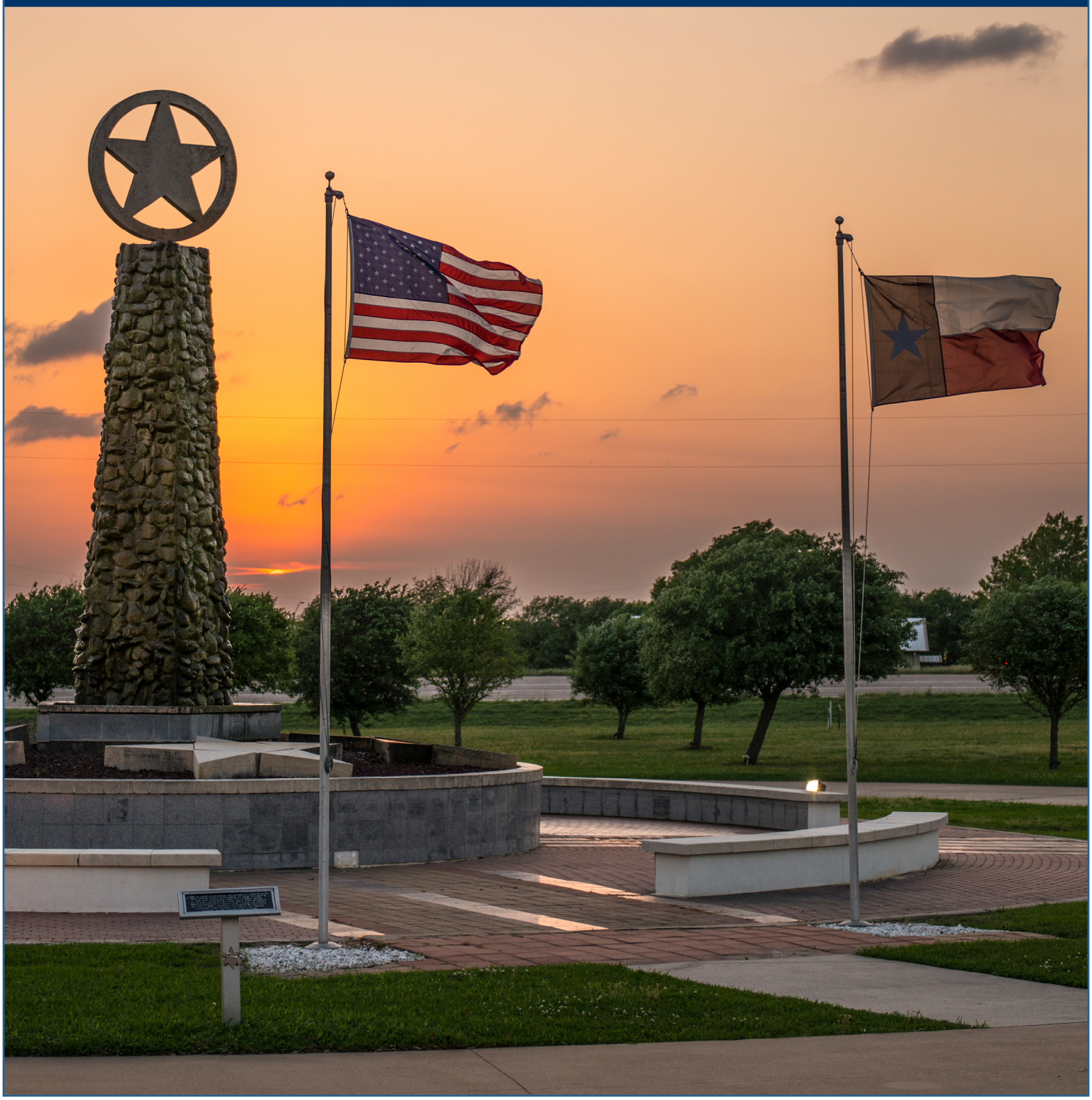
Texas Department of Criminal Justice

Annual Review 2016



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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 2016 Annual Review* for the Texas Department of Criminal Justice (TDCJ).

During this past fiscal year, the Board of Criminal Justice appointed a new Executive Director. Through a seamless transition under the direction of Bryan Collier, the employees of the TDCJ have continued to perform their vital public safety mission with distinction. 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 2016 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 continued to decline, and I am proud to note that our recidivism rates are among the lowest, if not the lowest in the country. The TDCJ continues to expand our rehabilitation and reentry programs, in partnership with the private sector, and our ongoing safe prisons program is consistent with the National Prison Rape Elimination Act standards that are aimed at reducing sexual assault and harassment in prisons. As determined by independent auditors, TDCJ correctional facilities meet or exceed 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. The TDCJ professionals continue to earn 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 2016 it was my honor to be named executive director of the Texas Department of Criminal Justice. Thank you for entrusting me with the privilege and the responsibility of leading 38,000 dedicated public servants who perform a vital public safety mission.

I am pleased to report that fiscal year 2016 was another successful year for the agency, during which the size of the offender population continued to decline, as did the number of offenders housed in administrative segregation. TDCJ also expanded mental health and crisis intervention training for correctional staff, and agency correctional facilities audited during the fiscal year continued to meet or exceed Prison Rape Elimination Act (PREA) standards while the number of correctional officer position vacancies decreased significantly.

I anticipate many more positive outcomes during fiscal year 2017 and look forward to working with the Governor and the members of the 85th Legislature as they make appropriation and policy decisions that impact TDCJ and our employees.

Sadly, the nature of the criminal justice profession brings challenges and, sometimes, tragedies that put other accomplishments into perspective. On July 16, 2016, Robertson Unit Correctional Officer Mari Anne Johnson died of injuries resulting from an offender assault.

Our employees make all agency achievements possible by risking their lives every day in the interest of public safety. The sacrifices of Officer Johnson and other fallen heroes will never be forgotten. 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,

Bryan Collier
Executive Director
Texas Department of Criminal Justice

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The 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 of the board overseeing 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.

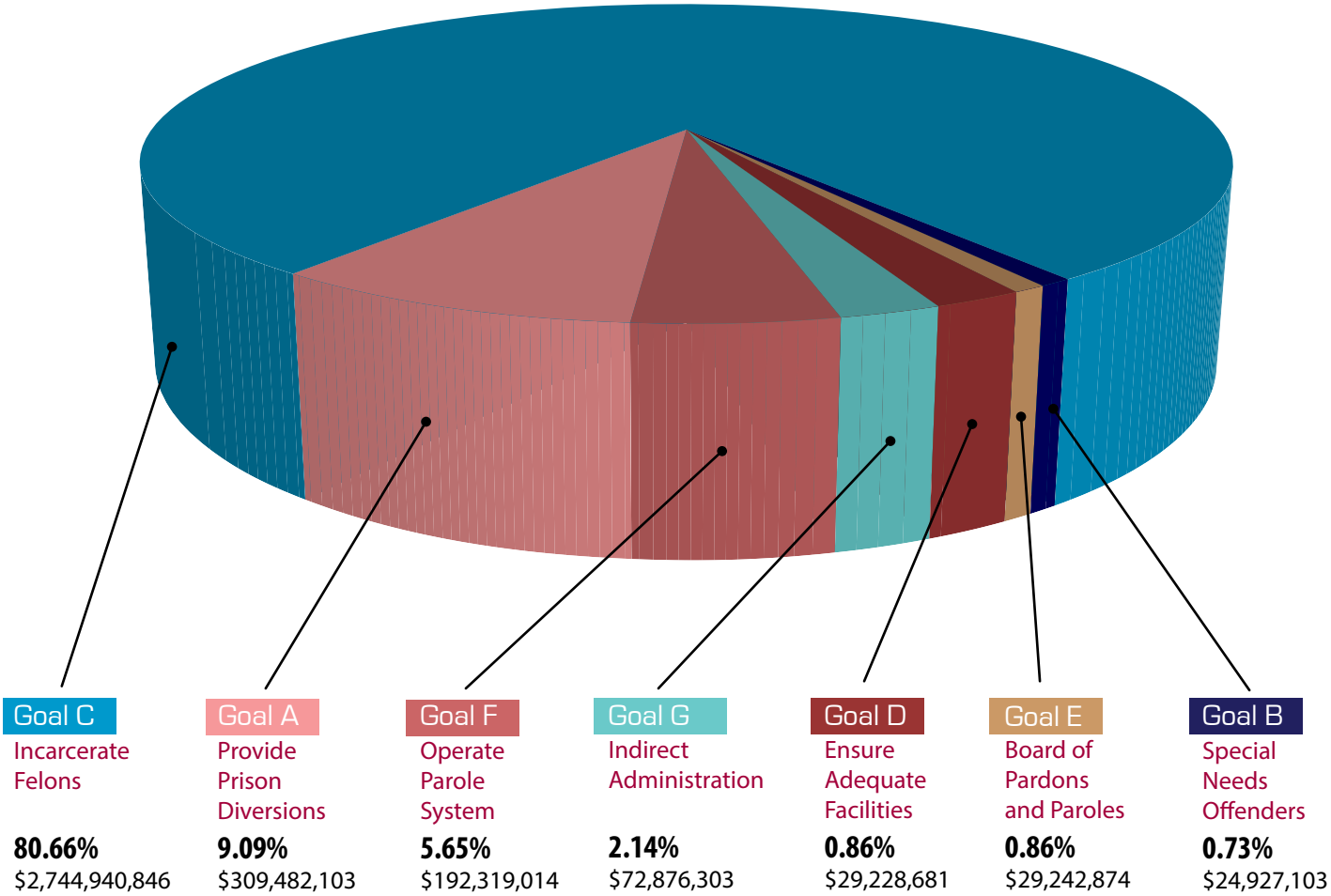
Board Membership

Comprising the board during the fiscal year were the Honorable Dale Wainwright of Austin, chairman; R. Terrell McCombs of San Antonio, vice-chairman; Leopoldo R. Vasquez III of Houston, secretary; and members Thomas Fordyce of Huntsville, John "Eric" Gambrell of Highland Park, Judge Larry Gist of Beaumont, Larry Miles of Amarillo, Derrelynn Perryman of Arlington, and Thomas P. Wingate of Mission, Texas.

Financial Summary

Operating Budget for Fiscal Year 2016

Goal A: Provide Prison Diversions
Goal B: Special Needs Offenders
Goal C: Incarcerate Felons
Goal D: Ensure Adequate Facilities
Goal E: Board of Pardons and Paroles
Goal F: Operate Parole System
Goal G: Indirect Administration

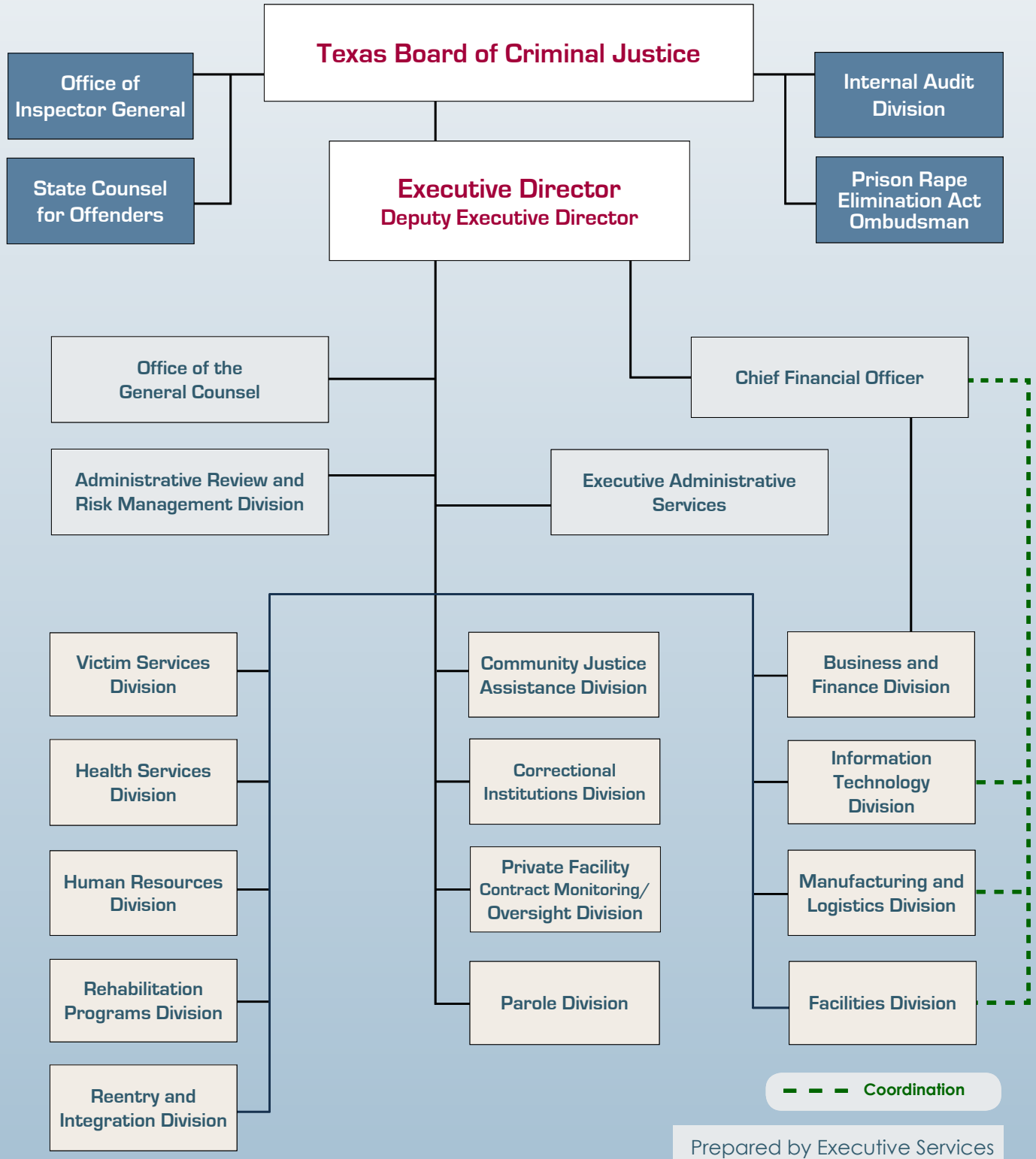


Total Operating Budget

$3,403,016,924

Source: *Legislative Appropriations Request (LAR) for Fiscal Years 2018 and 2019 (8/26/2016)*
Percentages are rounded and do not add up to 100 percent

Texas Department of Criminal Justice
Organizational Chart



Prepared by Executive Services
Current as of August 2016

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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.

Correctional Officer IV Kathy Cagle and IAD Auditor Tyler Cook discuss security for offenders undergoing medical treatment at the Huntsville Memorial Hospital.

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 Administrative Support and Programs Department, the Investigations Department and the Special Operations Department. OIG investigators are commissioned peace officers assigned throughout the state. During FY 2016, OIG opened 5,519 investigations; of those, 5,419 involved criminal investigations and 100 were administrative investigations.

Administrative Support and Programs Department

The Administrative Support and Programs Department is responsible for the OIG budget, human resources activities, records management and information technology support.

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 2016, Investigations Department cases returned 806 indictments and 607 convictions.

Special Operations Department

Special Operations Department investigators and support personnel work closely with local, state and federal law enforcement. SOD is responsible for the coordination and management of the Fuginet, Automobile Burglary and Theft Prevention Authority, and Crime Stoppers programs, as well as the Information Systems Department.

The SOD focuses on identification, location and apprehension of violent parole violators and escapees, and also targets prison gangs and their counterparts for prosecution for organized crime activities. During FY 2016, SOD initiated 1,629 fugitive investigations.

The Inspector General continued a program for OIG criminal analysts to receive daily reports on absconded sex offenders. During FY 2016, they conducted research on 2,896 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 6,000 users from municipal, county, state and federal law enforcement agencies have accessed Fuginet since its inception.

Office of the Inspector General Research Specialist Judy Goodwell and Program/Database Administrator Lawrence William access the Fuginet database for information about Texas parolees on active supervision.

Automobile Burglary and Theft Prevention Authority

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 (ABTPA), is charged with assessing and analyzing data regarding automobile burglary, theft and economic theft (burglary or theft committed for financial gain), and providing financial support to address these problems.

OIG has entered into an inter-agency contract with ABTPA 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 are facilitated through this initiative. Also during FY 2016, OIG personnel conducted six on-site training sessions with law enforcement agencies throughout the state, which has enhanced the effectiveness of Fuginet as a public safety database.

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 2016, OIG expanded this program to include online anonymous submission to enhance the effectiveness of the program, which resulted in 434 reports, 74 tips for review, four arrests, and the payment of $450 in reward money.

Information Systems Department

ISD serves as a vital security resource by identifying threats to individuals and facilities, and detecting other kinds of potential criminal activity. This is accomplished through proactive monitoring of the Offender Telephone System, the offender electronic messaging service (JPay), and examining information developed through the course of criminal investigations; in FY 2016 ISD issued 74 intelligence alerts to TDCJ wardens, OIG regional investigators and outside law enforcement agencies based on this information. ISD provides analytical case support to ongoing OIG investigations and 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 2016, ISD monitored 60,451 offender telephone calls and conducted 1,229 forensic examinations of contraband or other cellular phones in support of criminal investigations.

Prison Rape Elimination Act Ombudsman

The Prison Rape Elimination Act (PREA) 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 ensure compliance with federal and state laws and standards, to oversee administrative investigations of offender complaints of sexual abuse or sexual harassment, to respond to public inquires related to sexual abuse and sexual harassment to ensure impartial resolution, and collect data regarding all allegations of sexual abuse and sexual harassment.

Correctional Officer III Lanette Pope and PREA Auditor Jose Martinez discuss control picket procedures at the Travis County State Jail.

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, response and investigation of allegations of sexual abuse and sexual harassment; directing initial reports of allegations of 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 2016, the PREA Ombudsman office gained a new staff member, participated in the National PREA Resource Center Field Training Program to enhance PREA auditing skills, conducted a presentation at the TDCJ assistant wardens and majors annual leadership training, and conducted a workshop at the 2016 Texas Association Against Sexual Assault (TAASA) Annual Conference. The PREA Ombudsman also helped prepare the agency's *Calendar Year 2015 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

SCFO Staff Attorney Caren Presley, left, presents extradition cases to Judge Tracy Sorenson at the Walker County Court of Law in Huntsville. Legal assistants Laurie Curtis and Tonette Willis observe from the back as offenders are teleconferenced in from the Huntsville "Walls" Unit.

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 2016, SCFO criminal defense opened 500 new felony cases. The attorneys conducted 1,534 inmate interviews, tried three cases to juries, negotiated 318 plea agreements and obtained dismissals on 37 cases. During the same fiscal year, SCFO investigators served 664 subpoenas and conducted 1,520 interviews in support of the department's mission.

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 2016, 47 files were opened and 22 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 76 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 and judgment error corrections, family law issues, and other legal issues not covered by other sections. This section handled 12,501 pieces of mail consisting of time and general legal inquiries, and participated in 138 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 443 offender interviews and represented 39 offenders at removal hearings during FY 2016. Legal assistants who processed time calculation claims helped obtain 134,463 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 formula and grant funding appropriated by the state legislature, reviewing and evaluating each CSCD's strategic 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.

Strategic 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 review of strategic 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, curric-

ula 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.

To increase assessment-driven supervision and treatment consistent with evidence-based practices, CSCDs now use the Texas Risk Assessment System (TRAS), replacing the Wisconsin Risk/Needs Assessment used by CSCDs for more than 30 years. The implementation of TRAS is an evolving process, and CJAD continues to monitor implementation and perform quality improvement on the data submitted by CSCDs. CJAD also completely revised the CSO Certification curriculum to incorporate TRAS and assessment-driven supervision. The division will pilot two trainings with the revised curriculum in November of 2016, with full implementation and training in the field planned to begin in early 2017.

CSCD employees attend a training session taught by CJAD staff.

CJAD implemented strategic planning in FY 2016 to replace the previous community justice plan requirement. Strategic plans outline CSCD programs and services, strategies, goals, and objectives. Along with improved community corrections data management, strategic plans allow CSCDs to use their limited resources to support their offender population. Each CSCD submitted their first strategic plan by March 2016, which will be used to determine FY 2018-2019 funding.

Correctional Institutions Division

The Correctional Institutions Division is responsible for the confinement of adult felony offenders. At the end of fiscal year 2016, 147,058 offenders were incarcerated in TDCJ facilities, consisting of 134,546 prison offenders, 8,712 state jail offenders and 3,800 substance abuse felony punishment facility offenders.

CID employed 27,227 correctional officers and ranking officers (sergeant through major), along with 4,457 staff members who worked as wardens, operational, technical and unit support staff, for a total of 31,684 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 2016 include completion of comprehensive video surveillance system projects at the Coffield and Telford units, and

Hughes Unit Kennel Assistant CO V Paul Jeter runs training exercises with 'JJ', one of 74 trained scent dogs TDCJ has throughout the state that help track and seize contraband.

progress on the video surveillance system installation on the Robertson, Michael and Allred units. These new installations augment existing contraband interdiction equipment on various facilities across the state, including parcel scanners, walk-through metal detectors and Body Orifice Security Scanner chairs.

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 2016, Correctional Training and Staff Development provided pre-service training to 6,346 participants. All uniformed employees were required to successfully pass a physical agility test prior to entering the Pre-

CONNECTIONS

TDCJ expands mental health response, crisis intervention training

September/October 2015, Volume 23-Issue 1

Service Training Academy. Additionally, 28,299 employees completed annual in-service training. A total of 5,249 employees received specialized training, 1,489 supervisors attended leadership development training and 3,686 employees participated in ancillary training.

During FY 2016 CID completed the expansion of pre-service and in-service crisis intervention and mental health response training for corrections staff. This training was developed with input from mental health professionals and TDCJ staff who have work experience in the agency's psychiatric care units, and is similar to the training for new correctional staff at these mental health facilities.

The CTSD also coordinates the Crisis Response Intervention Support Program, which currently has 46 divisional and regional team leaders and more than 1,100 trained staff members who serve as CRISP representatives throughout the agency. In May 2016 the CTSD, in conjunction with the Victim Services Division, instructed an additional 17 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.

Correctional Training Captain Elliott Ruiz inspects sergeants' uniforms during in-service training.

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 also audits, coordinates and trains staff in regards to community work project processes, and manages the controlled substance testing program for offenders, to include provision of training and technical support and compilation of statistical reports.

Safe Prisons/Prison Rape Elimination Act Management Office

The Safe Prisons/PREA 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 (STGMO) 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 also oversees the Fusion Center, 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.

Correctional Officer V Kayla Timko updates the Wynne Unit count board to track offender movement throughout the unit.

The Classification and Records Office (CRO) schedules, receives, processes and coordinates transport of offenders for intake, release and transfer. It also creates and maintains records on these offenders. During FY 2016, as

part of the Electronic Data Management System (EDMS) implementation process, the CRO began scanning approximately 450,000 committee cards and 91,000 offender files. In an effort to create electronic offender profiles on all currently incarcerated offenders, the CRO is copying and pasting all imaged committee cards into the Classification Profile.

The Unit Classification and Count Room Department creates an Electronic Classification Profile for each prison and state jail offender, which replaces the hard copy travel card in use since the 1960's. This department also coordinates offender photos for religious beards. In FY 2016, as part of the EDMS project, unit classification departments began scanning the records of discharged offenders into the OnBase system in order to merge the contents of their unit file with their permanent master file.

The Intake Department is responsible for administering assessments, creating identification documents, and collecting and compiling offender information to generate

Holliday Unit Administrative Assistant Tamara Johnson scans an offender's iris and takes his finger prints during intake processing.

offenders' initial classification records. Intake administers the Texas Risk Assessment Screening for all prison and state jail offenders in order to identify recidivism risk levels based on criminogenic factors. The Intake Department creates 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 use the OnBase system to view permanent file material, instead of having the hard copy folder sent to the unit. The Intake Department conducts regional processing for updating offender photos and identification cards for offenders approved to have religious beards. The Intake Department also works with the Federal Bureau of Investigation in an iris-scanning pilot project at male prison reception facilities where, during the photo identification process, images of offenders' irises are captured for addition to the FBI's iris photo repository. Iris scans of enrolled offenders are used as an additional identification tool at the regional release sites.

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 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

Ellis Unit Food Service Officer Jimmy Cooks ensures that all kitchen tools are properly accounted for.

departments during FY 2016. 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.

Mail System Coordinators Panel

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

Offender Transportation

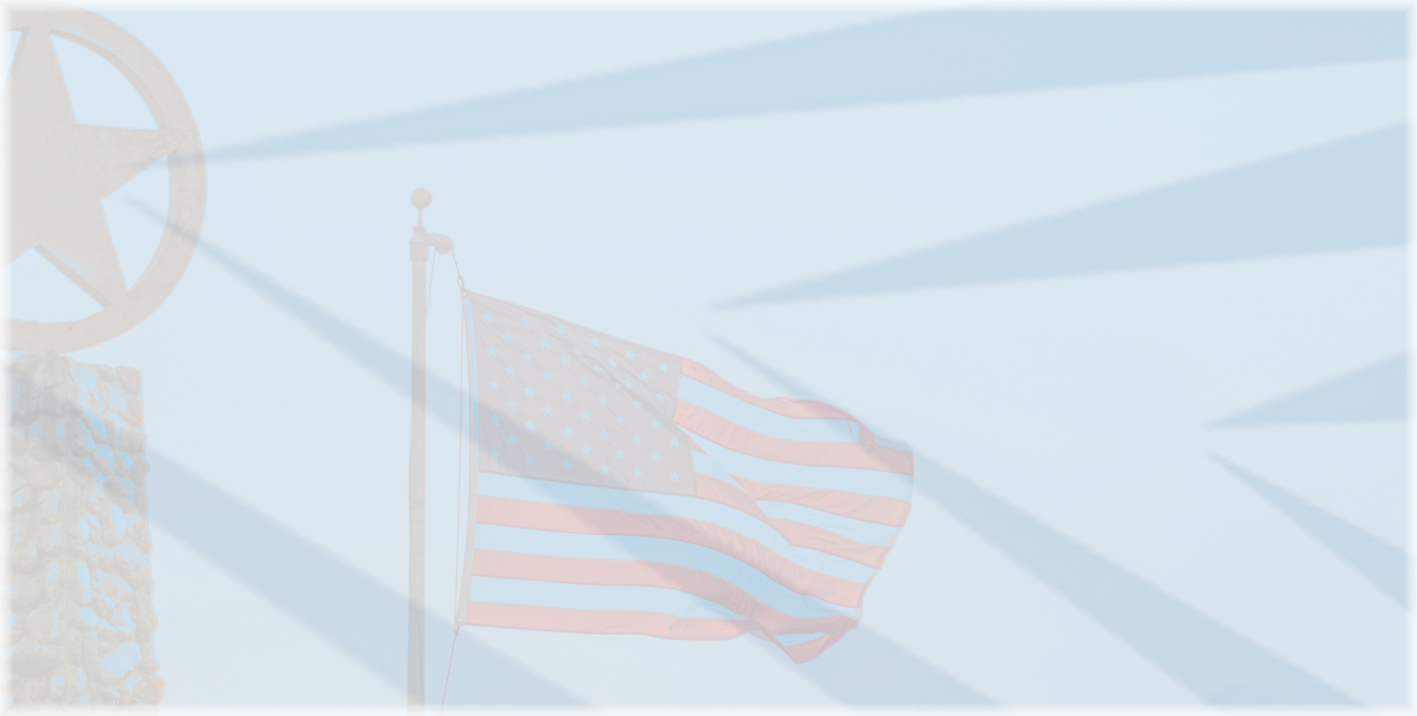
Offender Transportation is headquartered in Huntsville with seven hub offices located in Abilene, Amarillo, Beeville, Gatesville, Huntsville, Palestine and Rosharon. This department is responsible for unit-to-unit transfers, state and federal court appearances, medical transfers, off-site medical offender 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 117 buses, 60 vans, six vans for the physically-disabled, three vans used to transport regional release offenders, two sedans and one maintenance pickup. More than 4.9 million miles were traveled and 581,048 offenders were transported during FY 2016. This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders.

Office for Disciplinary Coordination

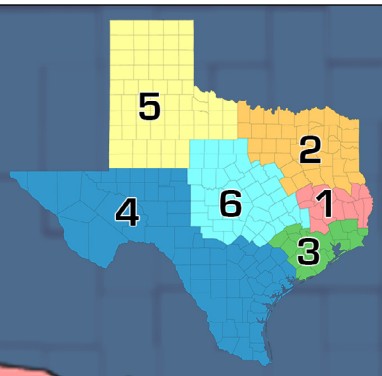
The Office for Disciplinary Coordination oversees and monitors facility compliance with disciplinary rules and procedures by conducting division-level operational reviews. This office also produces management statistical reports each month, coordinates revisions to disciplinary rules and procedures, and updates and coordinates the printing of the GR-106, *Disciplinary Rules and Procedures for Offenders*, and the GR-107, *Standard Offense Pleadings Handbook*. During FY 2016, the Office of Disciplinary Coordination completed 40 unit-level operational reviews.

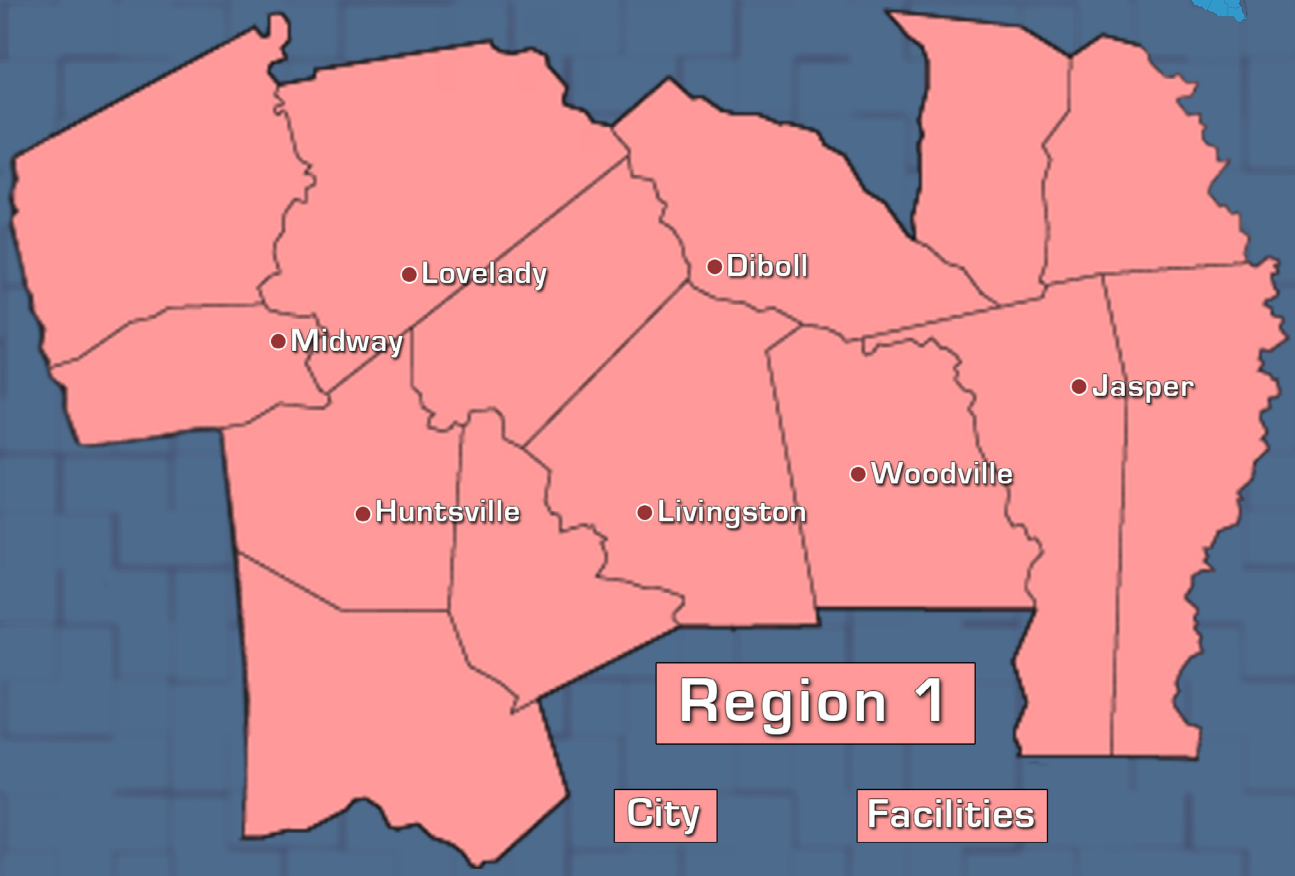
In addition, the Office for Disciplinary Coordination oversees the Office of Spanish Language Coordination, which manages the Spanish language assistance service and is responsible for coordinating and processing the testing of employees to determine their proficiency in speaking Spanish. Qualified Spanish language interpreters are designated based on test results. This office is also responsible for conducting division-level operational review audits of the Spanish language assistance service. During FY 2016 the office of Spanish Language Coordination completed 40 unit-level operational reviews, 259 pages were translated and testing was coordinated for 267 employees.



TDCJ Correctional Institutions Division

Regional Facilities Map

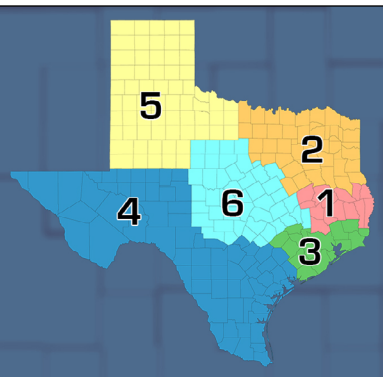


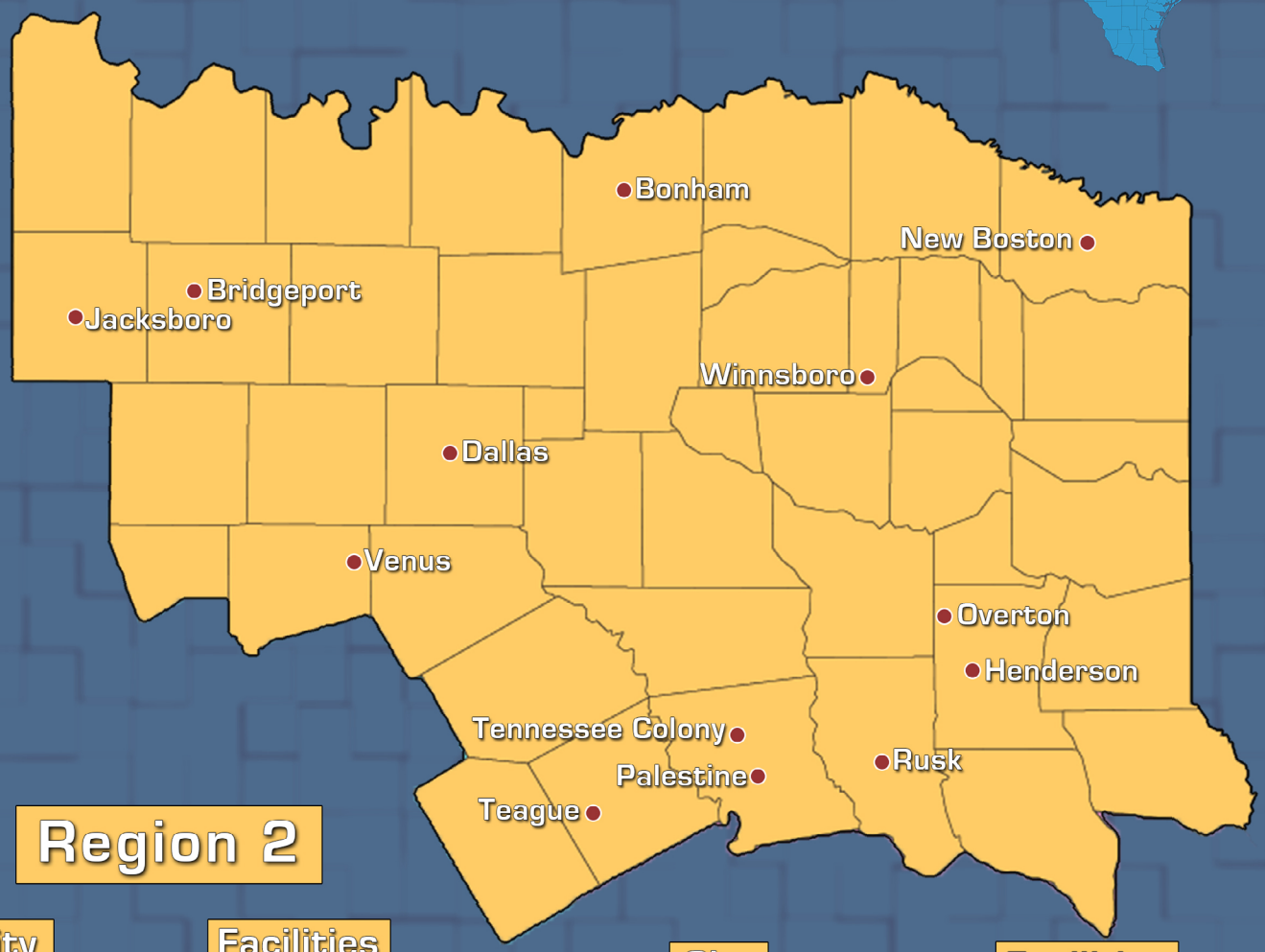


Region 1

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



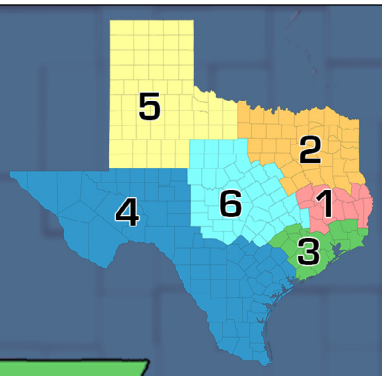


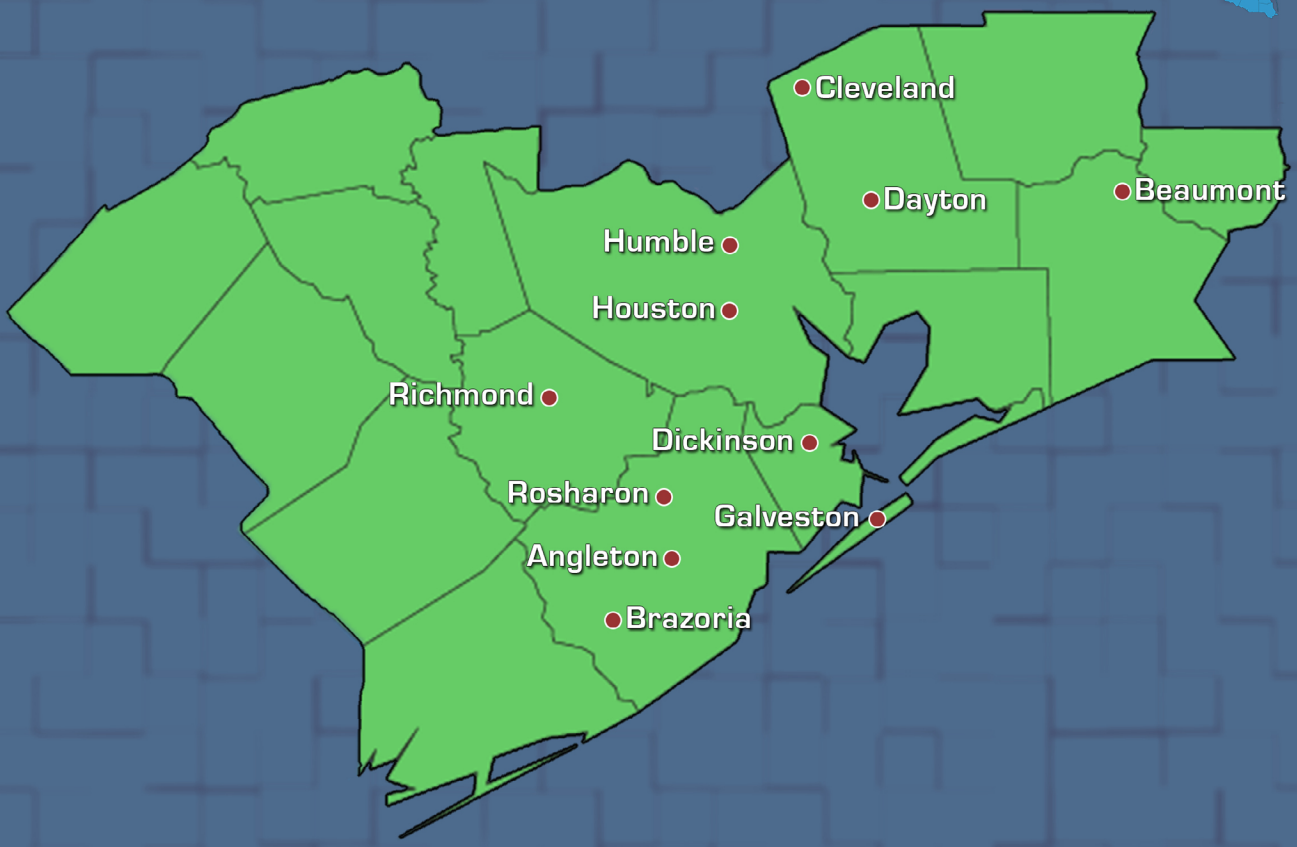
Region 2

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)
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





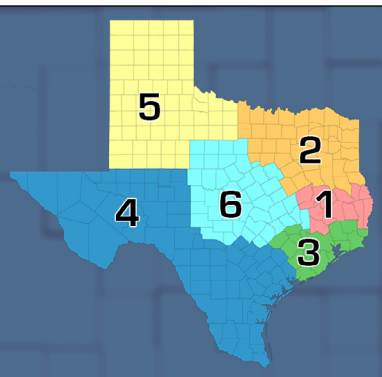
Region 3

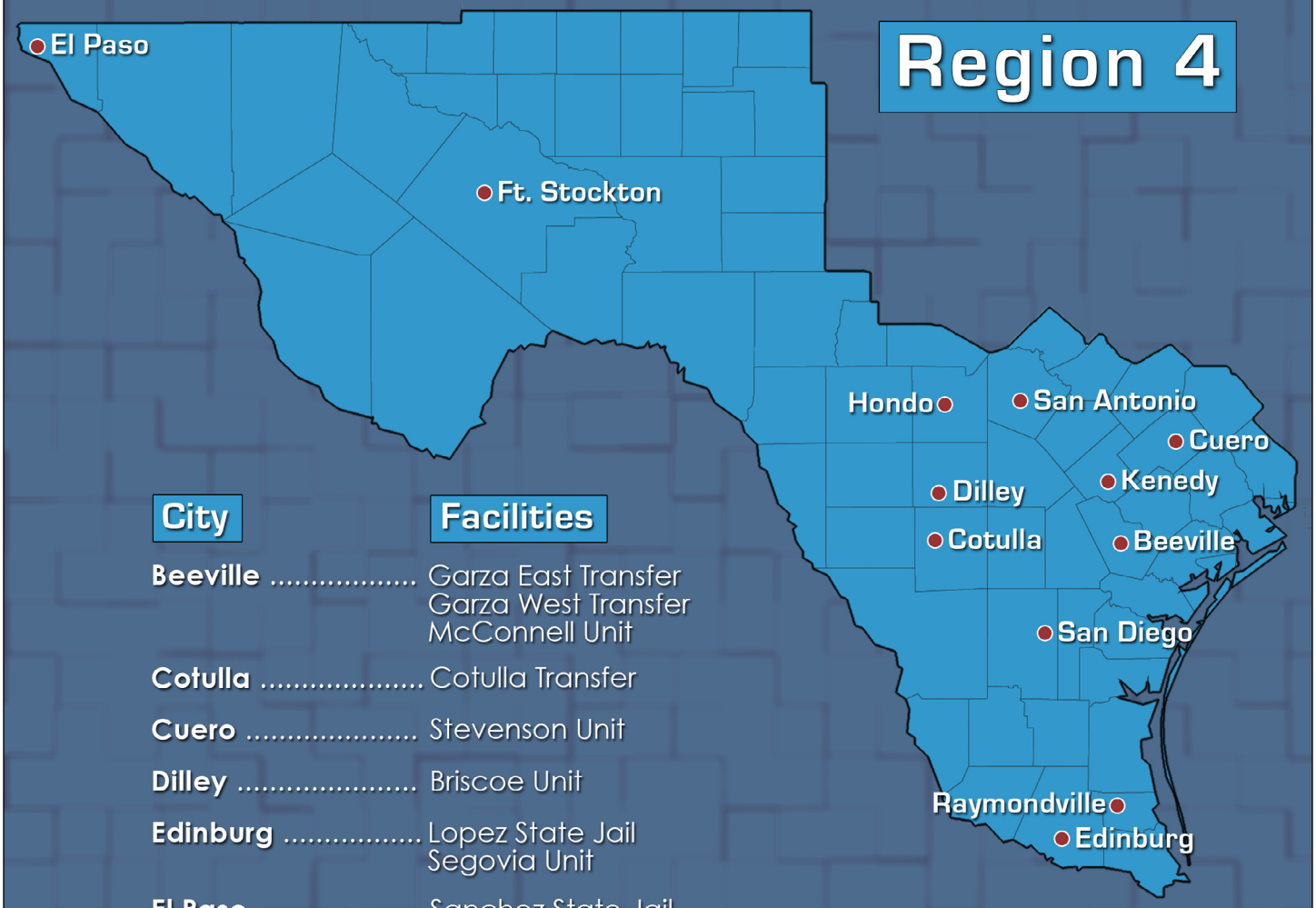
City	Facilities
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail

City	Facilities
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

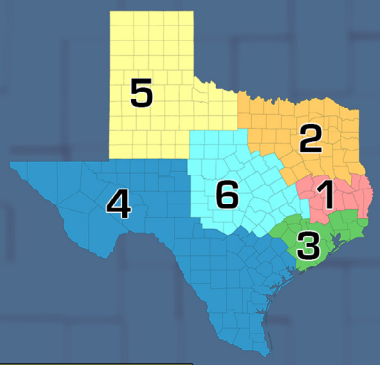




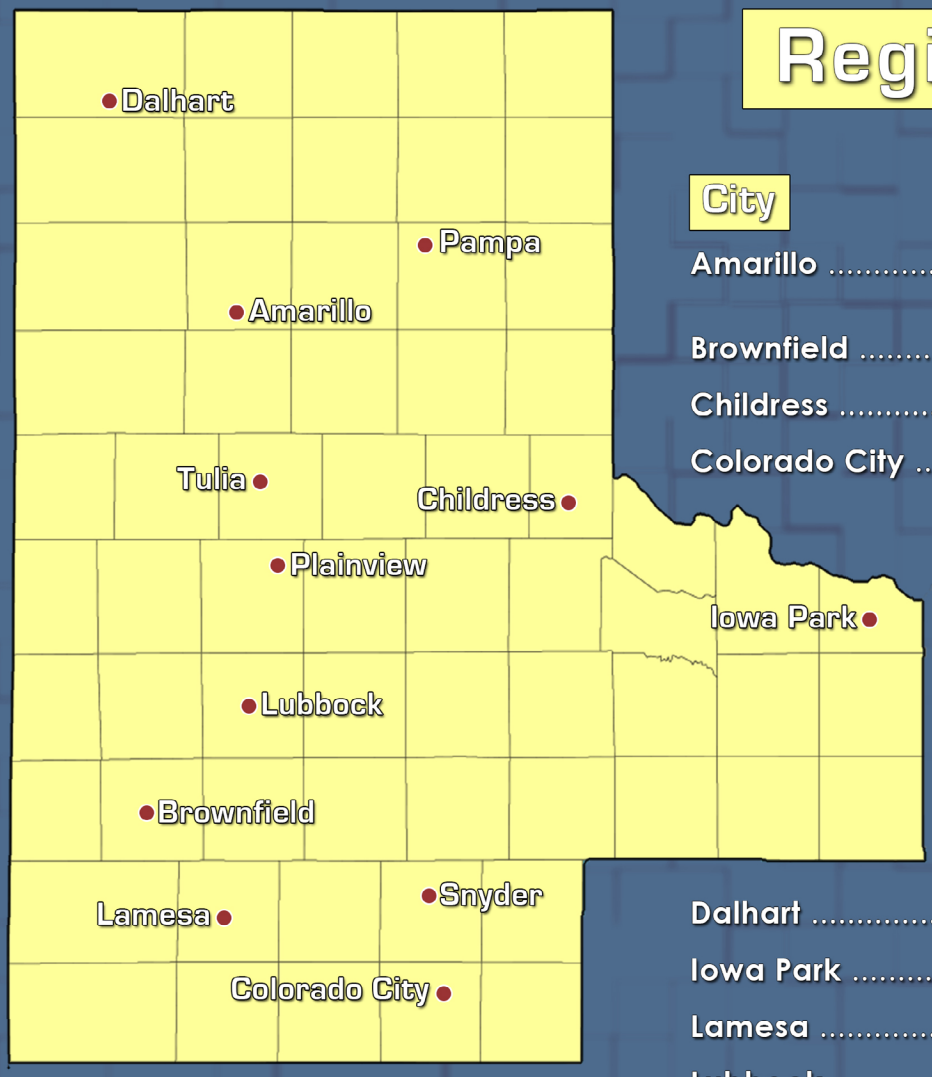
City	Facilities
Beeville	Garza East Transfer Garza West Transfer McConnell Unit
Cotulla	Cotulla Transfer
Cuero	Stevenson Unit
Dilley	Briscoe Unit
Edinburg	Lopez State Jail Segovia Unit
El Paso	Sanchez State Jail
Ft. Stockton	Ft. Stockton Transfer Lynaugh Unit
Hondo	Ney State Jail Torres Unit
Kenedy	Connally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

TDCJ Correctional Institutions Division

Regional Facilities Map



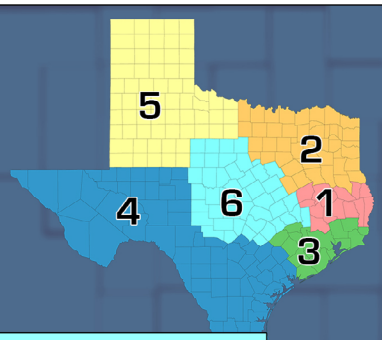
Region 5



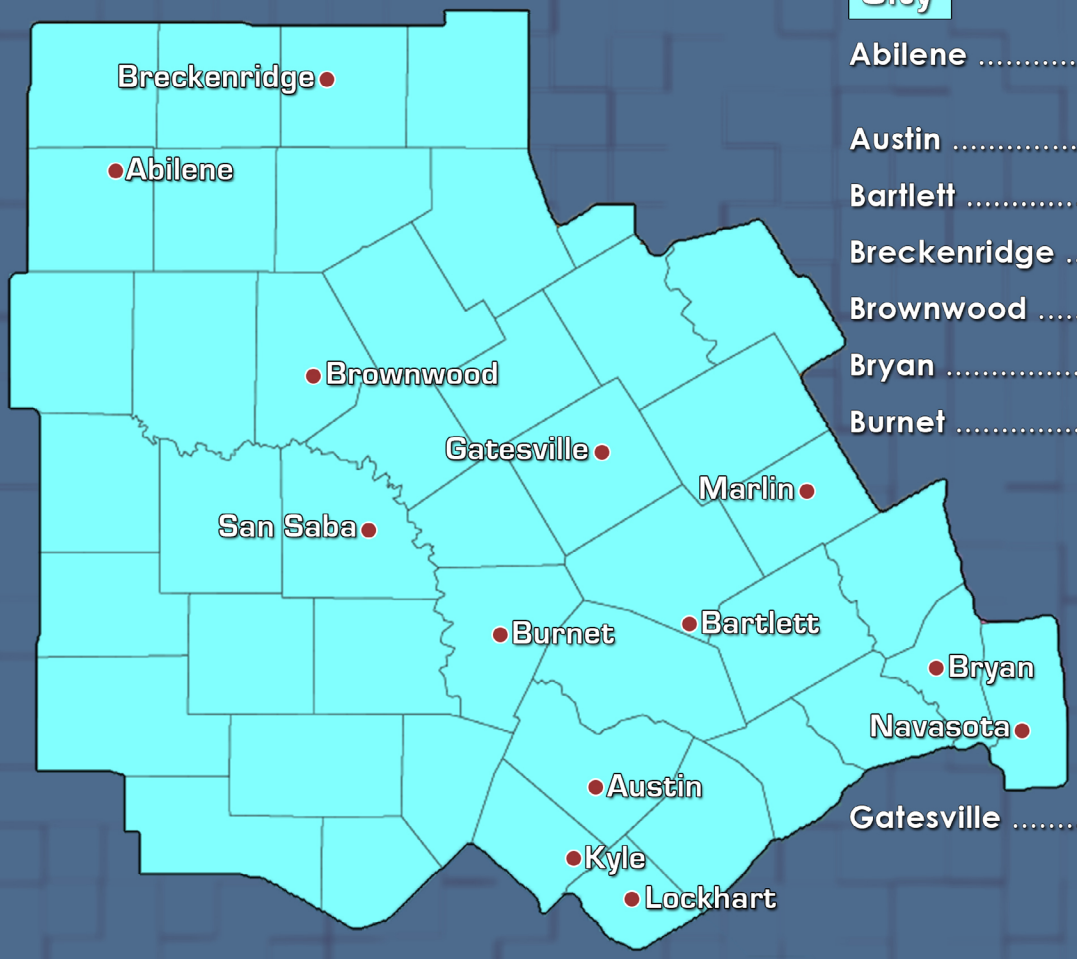
City	Facilities
Amarillo	Clements Unit Neal Unit
Brownfield	Rudd Transfer
Childress	Roach Unit
Colorado City	Wallace Unit Ware Transfer
Dalhart	Dalhart Unit
Iowa Park	Allred Unit
Lamesa	Smith Unit
Lubbock	Montford Unit
Pampa	Jordan/Baten Unit
Plainview	Formby State Jail Wheeler State Jail
Snyder	Daniel 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 2016, more than 86,000 parole and mandatory supervision offenders were under active supervision by approximately 1,435 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 2016, monthly averages of 7,114 Texas probationers and 3,163 parolees were supervised outside the state. Monthly averages of 4,553 out-of-state probationers and 2,323 out-of-state parolees were supervised in Texas.

Ombudsman

This year, the Parole Division Ombudsman responded to 7,989 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 2016, a monthly average of 1,037 offenders was served.

The Serious and Violent Offender Reentry Initiative provides offenders who were housed in administrative segregation with reentry services that begin during incarceration and continue through supervision in the community. In FY 2016, 93 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 114 IDD, 6,002 MI and 859 TI or physically handicapped offenders were supervised monthly. There was a monthly average of 161 Medically Recommended Intensive Supervision offenders in FY 2016, with 69 released to supervision.

The Sex Offender Program supervised a monthly average of 6,832 offenders in FY 2016. 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 6,862 offenders received services from contracted vendors and specially trained parole officers during FY 2016.

The Substance Abuse Counseling Program provides relapse prevention services to offenders with substance abuse treatment needs. Level I prevention services were provided to 21,937 offenders in FY 2016. Vendors and Parole Division counselors provided Level II outpatient treatment services to an average of 1,160 offenders per month.

The Drug Testing Program utilizes instant-read testing devices to improve accountability and reduce chain of custody issues. On average, 167,005 drug and alcohol tests were conducted each month in FY 2016.

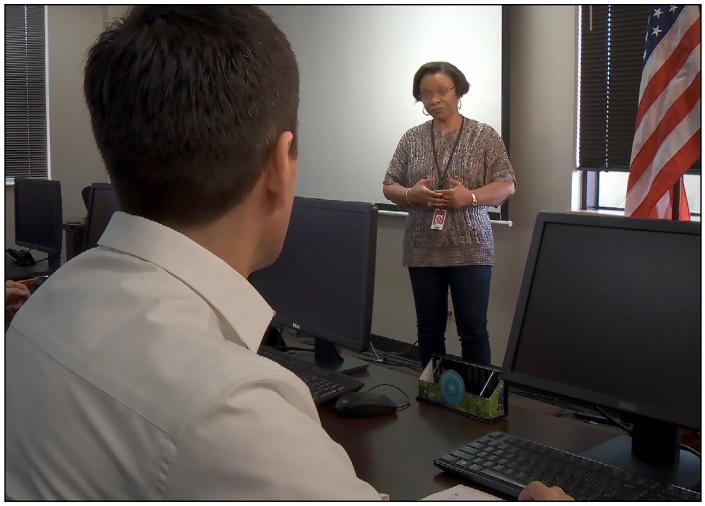
Internal Review/In-Service Training

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, which includes case plan development through documentation of the client's progress and providing the client with clear and specific expectations of supervision. In FY 2016, a total of 1,747 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 and there were 204 trainees in 12 classes during FY 2016. The training academy also conducts the Parole Division's 40-hour Firearms Certification Course, and 42 staff members graduated from the firearms certification course in FY 2016. The Specialized Programs section conducts Specialized Officer Supervision Schools on a quarterly basis, offering classes on the Super-Intensive Supervision Program, electronic monitoring, as well as the Sex Offender, Therapeutic Community, District Resource Center and Special Needs Offender programs. During FY 2016, a total of 704 staff members attended these specialized classes.



Cynthia R. Warren, an internal reviewer for the Parole Division, introduces the Texas Risk Assessment System to new parole officers during pre-service training.

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 2016, 8,807 offenders were placed in ISFs. The South Texas Intermediate Sanction Facility provided services to 1,528 offenders in the Substance Abuse Counseling Program, and the East Texas Treatment Facility counseled 1,719 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 2016, the department issued approximately 37,300 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 11,155 offenders into residential reentry centers

and 4,050 offenders into transitional treatment centers, and processed 34,867 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 2016, 39,240 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.

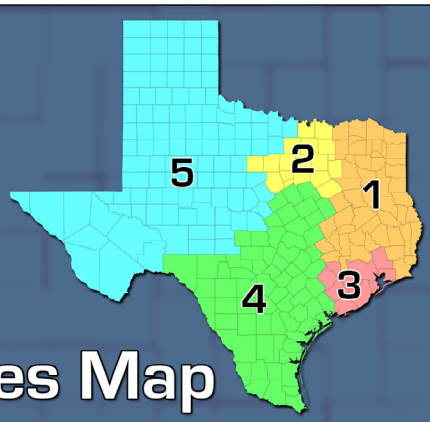
The Extradition Unit tracks Texas offenders arrested in other states and offenders returned to a TDCJ correctional institution who have not been through the revocation process. This year, 931 offenders were extradited to Texas and 331 warrants were issued for Texas offenders under Interstate Compact 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 459 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 2,638 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 1,853 offenders was on electronic monitoring during FY 2016.

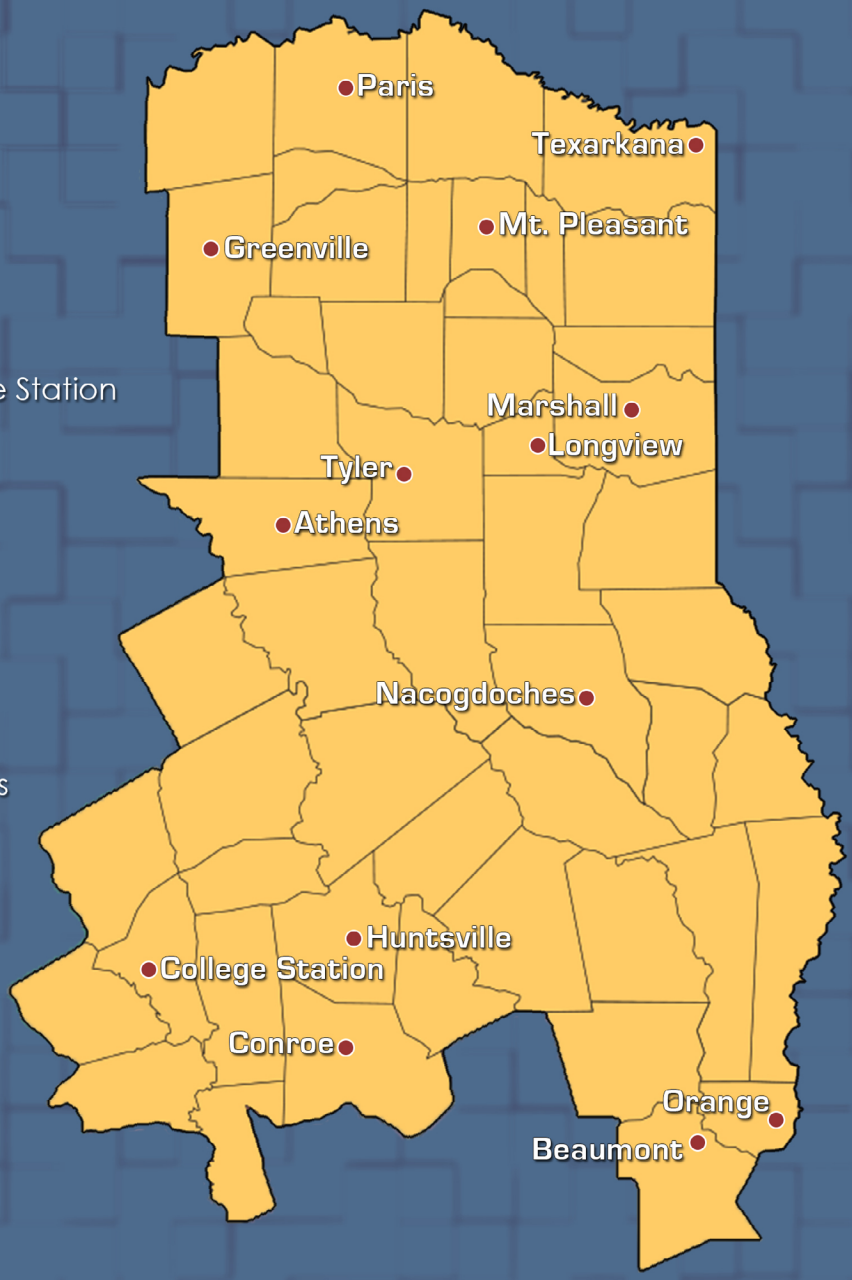
TDCJ Parole Division



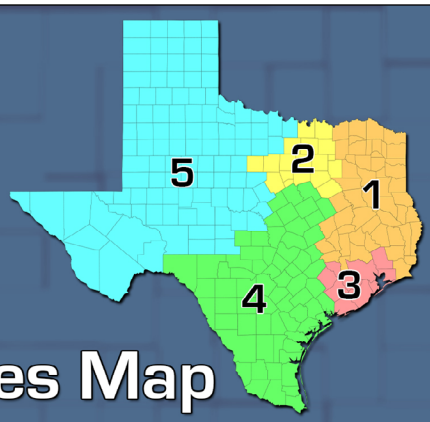
Regional District Parole Offices Map

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



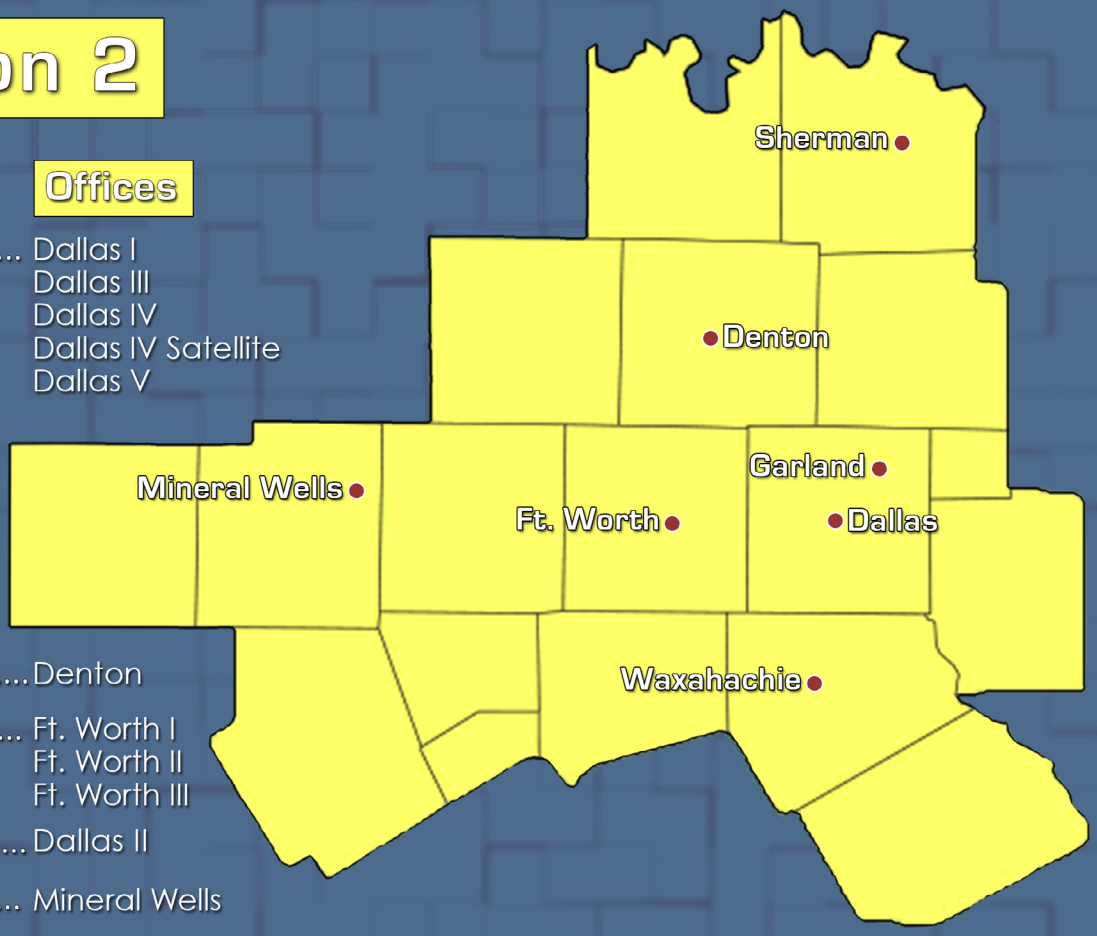
TDCJ Parole Division



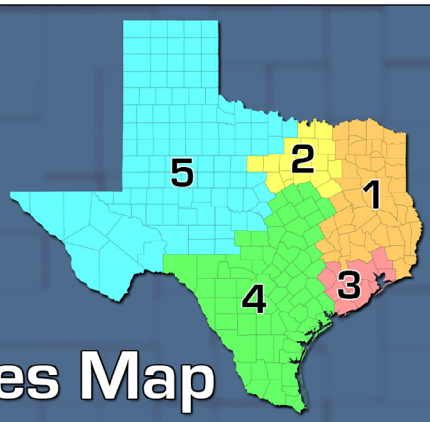
Regional District Parole Offices Map

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

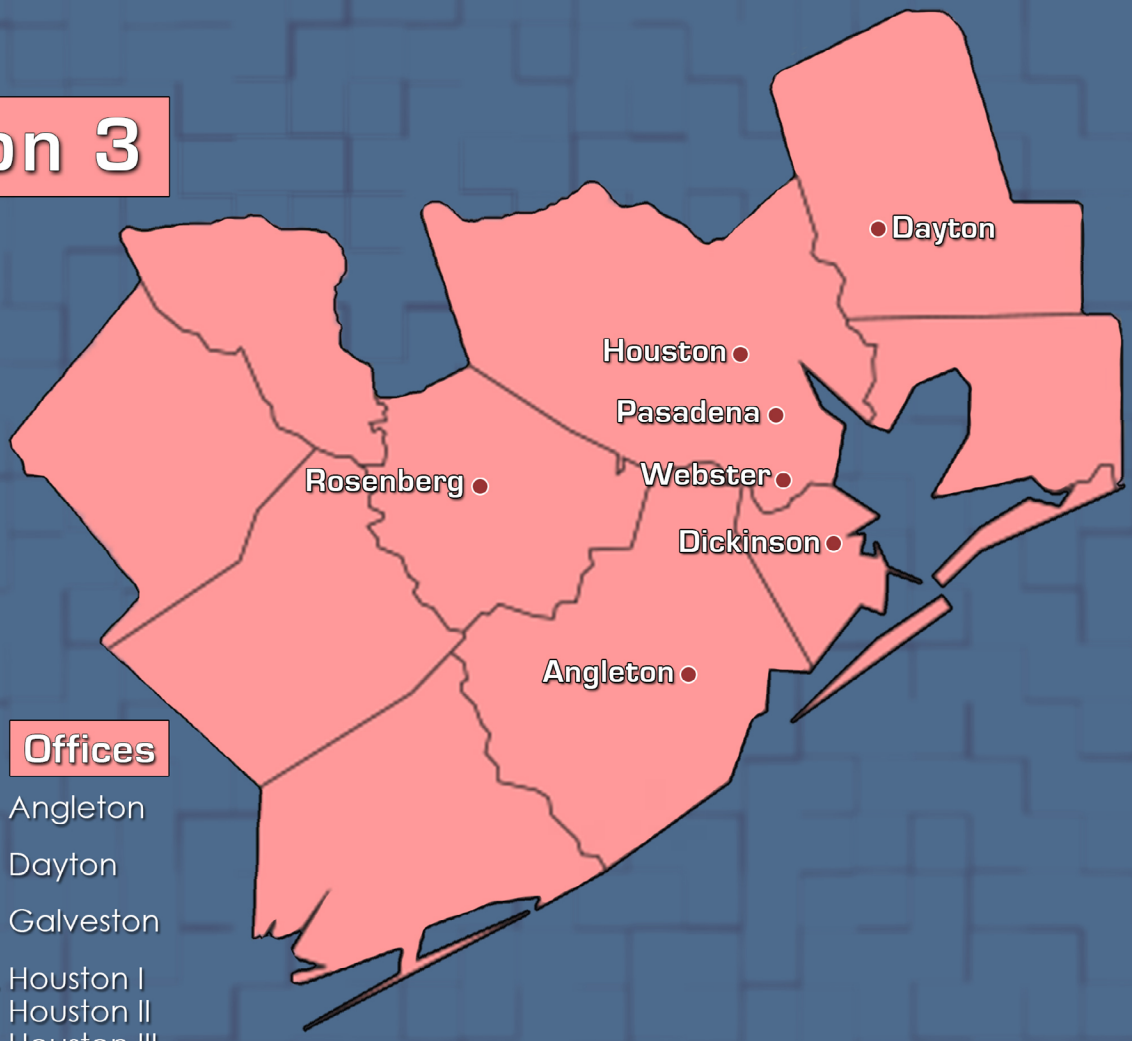


TDCJ Parole Division



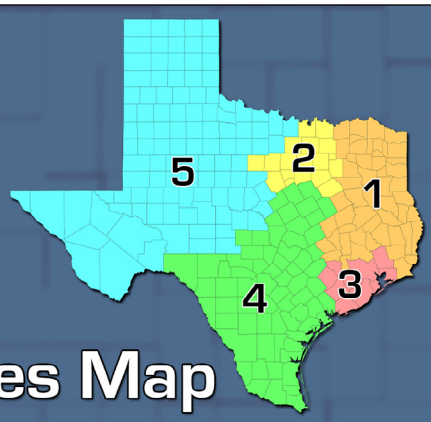
Regional District Parole Offices Map

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

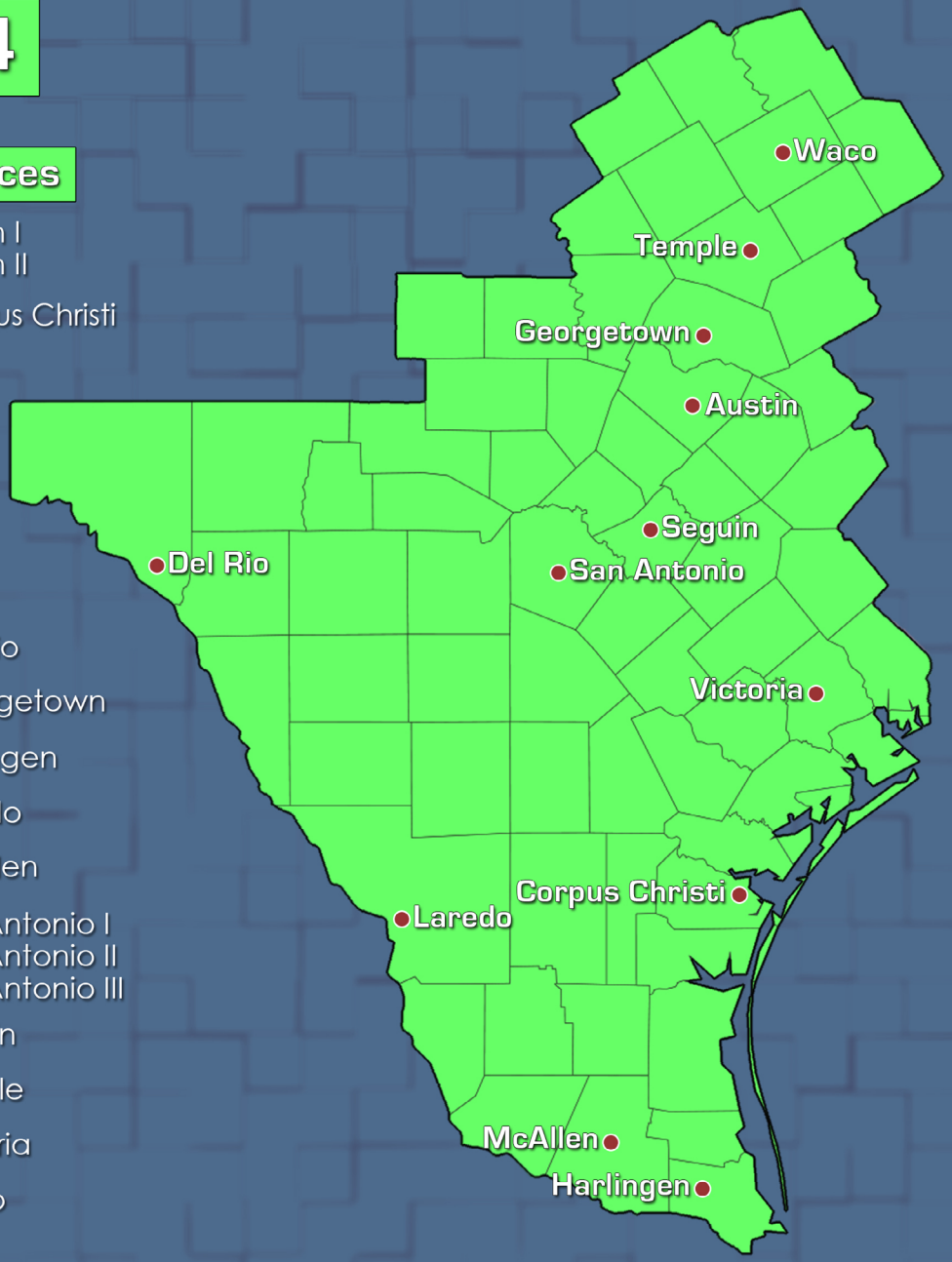
TDCJ Parole Division



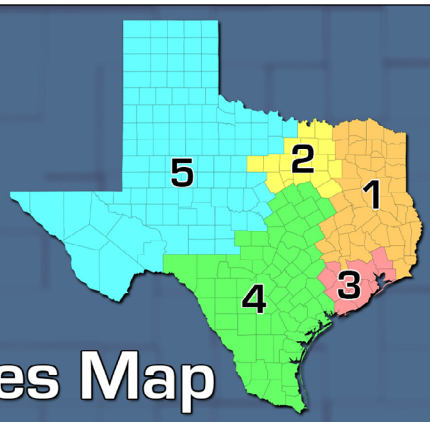
Regional District Parole Offices Map

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



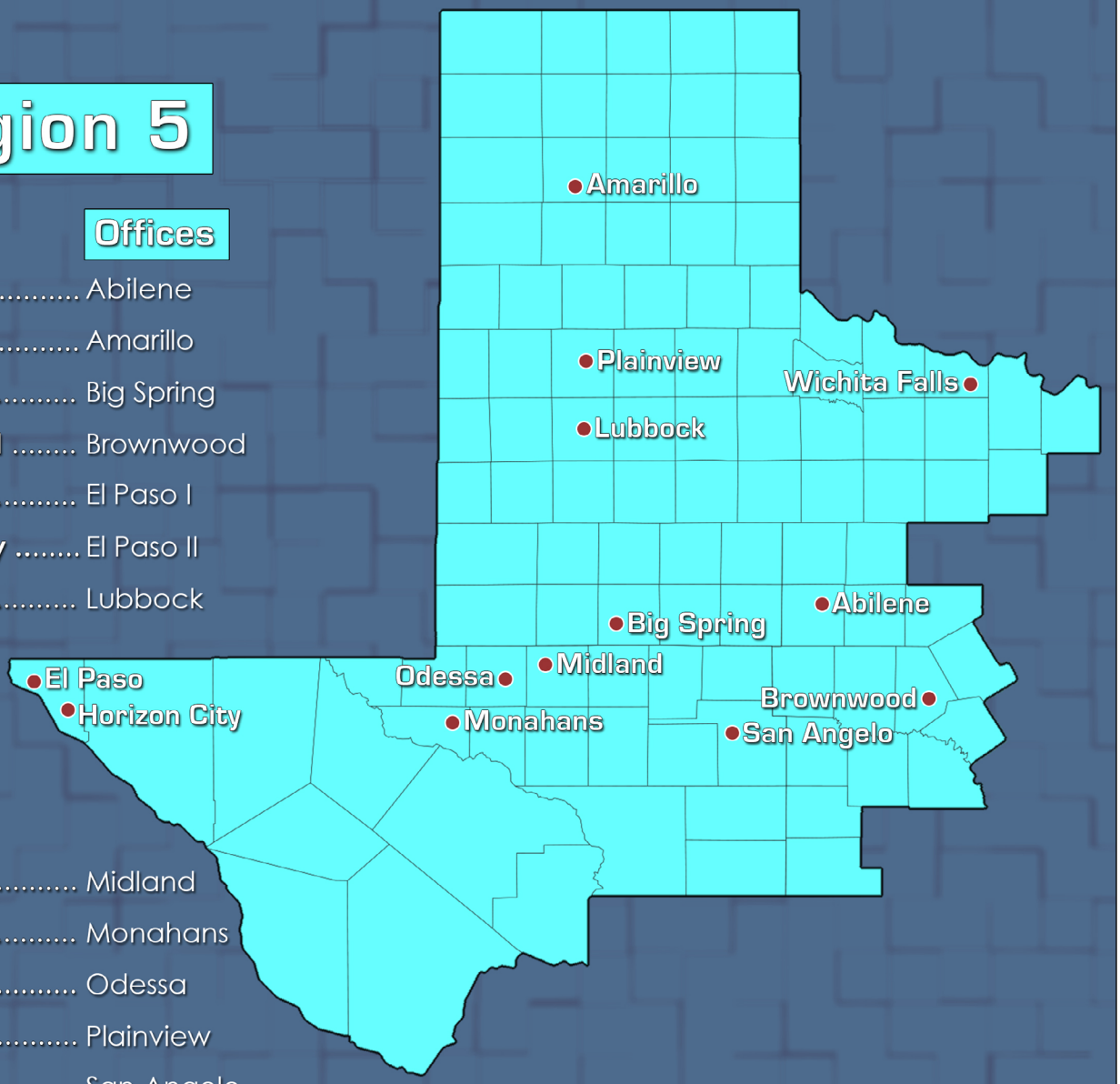
TDCJ Parole Division



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.

The PFCMOD provides contract monitoring and oversight, performs contract reviews, works with the private vendors to address any compliance issues, and works collaboratively with multiple divisions within the agency.

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, Programs Monitoring and Compliance Monitoring.

Operations Monitoring

Operations Monitoring is responsible for contract monitoring and oversight of privately operated secure correctional facilities. During FY 2016, regional supervisors oversaw 14 contract monitors who performed daily, on-site operational and contractual monitoring of seven correctional centers, four state jails, one work program co-located on a correctional center, one pre-parole transfer facility, two intermediate sanction facilities and one multi-use treatment facility. There were 12,908 beds at these secure correctional facilities monitored by PFCMOD during FY 2016.

Programs Monitoring

The Programs Monitoring section is responsible for oversight and monitoring of contracts for community-based facilities and substance abuse treatment services. During FY 2016, 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.

PFCMOD Regional Supervisor Chris Carlson, left, conducts a quality assurance audit at the Lockhart Correctional Facility.

In FY 2016, this section monitored contracts for eight privately operated halfway houses, 20 substance abuse residential treatment facilities, 10 privately operated substance abuse felony punishment facilities/in-prison therapeutic community programs, three facilities providing the Driving While Intoxicated (DWI) Program, four in-prison treatment programs located on four 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, quality control, training and business operations for all PFCMOD contracts. Functions include, but are not limited to, completing the divisional risk assessment on contracted vendors; conducting peer reviews, facility assessments, quality assurance reviews, quality control reviews and training; monitoring expenditures and projecting future needs; preparing contract modification and renewal documents; monitoring and verifying contractors' monthly invoices; and calculating deductions for noncompliance.

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Reentry and Integration Division

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 2016, 126 RID case managers provided pre-release services and 13 case managers provided post-release services to offenders across the state. An additional 10 special needs case managers provided pre-release services to offenders with a severe and/or persistent illness at select units. Over half of the more than 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.

Special needs case managers work directly with offenders, unit medical staff, human services specialists, community resource providers and the offender's family to help ensure post-release continuity of care planning. Also, in order to expedite delivery of any special entitlements, pre-release benefit applications are submitted for offenders who have a severe or persistent illness.

At the Austin Transitional Center, RID Program Specialist V Giovanna Nava helps clients find reentry support resources for their transition back into the community.

In fiscal year 2016, Reentry Planning provided pre-release individualized reentry planning services through the use of the Texas Risk Assessment System (TRAS) to 23,522 eligible offenders scheduled for release within six months. During this same year, the division processed and submitted applications for 51,925 Social Security cards and 46,210 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 26,385 inquiries were submitted to the Texas Department of Public Safety leading to 14,511 applications for Texas identification cards for releasing offenders. Copies of a division reentry resource directory containing more than 42,000 resources were made available for offender review in multiple locations on prison units and state jails. RID provided coordination and oversight for the Veterans Reentry Dorm program at the Travis County State Jail and identified and helped 454 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 5,631 clients and distributed 11,163 identification documents to post-release clients. Reentry resource information was provided to 5,755 callers via the division's toll-free hotline.

In August 2016 the Reentry and Integration Division assumed responsibility for the execution of release certificates for all offenders releasing to parole supervision. This

function was previously performed by the Board of Pardons and Paroles' institutional parole officers and releasing parole officers from the Parole Division's Huntsville Placement and Release Unit.

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 2016, through formalized agreements with local mental health authorities, TCOOMMI provided community-based behavioral health services for 21,909 offenders and medical continuity of care services to 14,649 offenders, along with case management services for 1,347 juvenile and 7,813 adult offenders.

Brenda Self, special needs case manager at the Hughes Unit in Gatesville, helps offenders identify and overcome barriers to successful reentry.

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 their incarceration and post-release supervision.

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 previously housed in 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 pro-

cessing. 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 Corrective Intervention 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. The program provides offenders with lessons that include topics such as 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 is housed at the Estelle Unit's expansion cellblock in Huntsville. The program provides pre-release 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 seven-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.

Program Manager Liz Moore, right, works with a young mother to help her develop the parenting and coping skills she'll need when she leaves the BAMBI program.

Chaplaincy Services

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

Other 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 RPD ensures that programs meet the needs of female offenders by providing rehabilitation opportunities through evidence-based, gender-responsive courses, 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.

TDCJ Chaplain Neddie Moore, right, and an offender in the female faith-based dorm at the Hobby Unit in Marlin discuss how to improve life goals through spiritual growth.

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. This 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 for 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.

Female Cognitive Pre-Release Program

The Female Pre-Release Program provides 6 months of cognitive-behavioral programming for female offenders, creating opportunities for behavioral change using a gender responsive, trauma-informed cognitive behavioral curriculum. The program is augmented by volunteer support groups and self-help educational materials.

This program, designed to impact criminogenic risk factors, includes developing or enhancing basic life skills so participants have a better chance to successfully return to society. Subjects covered include budgeting and banking, substance abuse education, anger management, family relationships, domestic violence awareness, criminal thinking, victim awareness and the impact of crime on victims, and basic literacy education.

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

TDCJ acts in accordance with state laws that require deoxyribonucleic acid (DNA) specimens be collected from all convicted offenders incarcerated in TDCJ facilities and facilities under contract with the agency. Offender DNA specimens are collected, scientifically analyzed, preserved and recorded for the purpose of creating a forensic record. The Texas Department of Public Safety's Combined DNA Index System (CODIS) receives offender DNA for analysis and entry into the Convicted Offender Database.

Offender profile entry starts with the Local DNA Index System (LDIS) where DNA profiles originate, and includes State DNA Index Systems (SDIS) which allow laboratories within states to share information, and the National DNA Index System (NDIS) which allows states to compare DNA information with one another. State law prohibits public release of any DNA profiles or profile information; DNA records stored in the Convicted Offender DNA database are confidential under Government Code §411.153 and not subject to disclosure under the public information law, Chapter 552. Although an offender may not be held past a non-discretionary mandatory supervision or discharge date, the law provides for the use of administrative action and/or force against an offender who fails or refuses to provide a DNA specimen.

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.

Offenders at the Plane State Jail in Dayton participate in a ceremony marking the first anniversary of RPD's Our Roadway to Freedom Program.

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.

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.

Chef Brian Hunziker demonstrates proper cooking and baking techniques to offenders enrolled in the Lee College Culinary Academy at the Eastham Unit.

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 Civil Commitment Treatment Program

The Sex Offender Civil Commitment Treatment Program is an 18-month pre-release treatment for offenders that have been civil committed as sexually violent predators under Health and Safety Code, Chapter 841; and who have not yet released since commitment. Programs provide education and therapy as well as continuity of care for transition upon release to the Texas Civil Commitment Center.

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

SOTP-9

The nine-month Sex Offender Treatment Program (SOTP-9) consists of a moderate intensity treatment program designed to assist sex offenders who have been assessed to

pose a moderate risk of sexual re-offense. SOTP-9 employs a cognitive-behavioral model and includes four months of psycho-educational classes, as well as five months of group therapy, and 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 second seminary class graduated in May, with 33 offenders receiving diplomas.

Substance Abuse Treatment Programs

Substance Abuse Felony Punishment Facilities (SAFPF) and In-Prison Therapeutic Communities (IPTC) provide services to qualified offenders identified as needing substance abuse treatment. Offenders are sentenced to a SAFPF by a judge as a condition of community supervision in lieu of prison or state jail, or voted in by the Board of Pardons and Paroles as a condition of release or modification of parole.

Both SAFPF and IPTC provide six to nine months of in-prison treatment programming followed by up to three months of residential aftercare in a transitional treatment center (TTC), along with 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 (PRSAP) and Pre-Release Therapeutic Community (PRTC) 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.

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 Turning Point Program at the Travis County State Jail uses cognitive-based teaching techniques to help offenders overcome substance abuse problems and successfully reintegrate into society when released from supervision.

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 2016, there were 24,512 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.

Certified Volunteer Chaplain's Assistant Joe Wilson speaks with offenders at the Wynne Unit chapel in Huntsville.

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 2016, there were 186,561 individuals registered on the system, with 5,341 registrants added throughout the fiscal year. During FY 2016, the division processed 153,956 pieces of correspondence, which included notifications sent, parole protest materials received, Victim Impact Statements and other victim-related letters or emails sent or received.

Since 2014 Victim Services has offered 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 2016, 888 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 2016 there were 10,834 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 2016, there were 5,849 calls received by the automated telephone system and 1,879 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 156 transmittals processed to the Board of Pardons and Paroles in FY 2016 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 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

The Austin Police Department Honor Guard posts the Colors during a National Crime Victims' Rights Week ceremony held in honor of crime victims and their advocates at the Central Christian Church in Austin.

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 2016, 1,940 law enforcement, criminal justice and victim services professionals attended 83 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

Texas Victim Services Association Director Natacha Pelaez-Wagner, left, TDCJ Victim Services Deputy Director Mary McCaffity, center, and Children Advocacy Centers of Texas Program Administrator Lindsey Jordan, right, meet to discuss victim advocacy issues in Texas.

with crime victims' compensation, court accompaniment, registering on the VNS and VINE systems, crisis intervention, completing the impact statement and victim advocacy. In FY 2016 the total number of new victims served was 2,179. Regional services coordinators also provided training and community education presentations, staffed information booths and served on regional coalitions to help increase awareness of the division's services and crime victims' rights.

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 2016, 1,136 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 exe-

cution. 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 2016, at least one Victim Services Division staff member attended nine executions, providing support to 37 victim witnesses and 14 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 2016, 71 VOMD cases were initiated or reopened and 32 mediations were facilitated. Of those 32 mediations, 17 were person-to-person and 15 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 2016 totaled 402,569. The number of legal research materials delivered to offenders with indirect law library access totaled 236,181.

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 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 ARRM 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 PREA auditors are certified through the U.S. Department of Justice. In FY 2016 PREA audits were conducted at 52 facilities, to include both state and privately operated facilities. The ACA reaccredited 33 state-operated and four privately operated units.

Parole Warrants Section Director Lela Smith works with ACA Head Auditor Stephen Arnold during an audit review.

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 giving agency administrators valuable insight into issues and problem resolution on the units. During FY 2016, unit grievance investigators processed more than 151,080 grievances at the unit level, while central office staff processed more than 36,853 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 2016, staff responded to approximately 26,196 inquiries received through the U.S. mail, telephone and the Internet. The office arranged for agency representatives to speak at 17 engagements sponsored by offender family support organizations.

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 2016, Accounts Payable received and processed approximately 126,000 invoices from vendors.

The department is responsible for general accounting of state funds and produces the agency's annual financial report. This is achieved through the use of the agency's financial system, LONESTARS, which is managed by the department, and the Uniform 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 activities, 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 2015 calendar year, Agribusiness raised 30 varieties of fruits and vegetables in gardens comprising 4,072 acres, with production exceeding 9.5 million pounds. Community-style, unit-managed gardens contributed an additional 2.5 million pounds of fresh vegetables. Approximately 30,100 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 76.1 million pounds of product. At the close of calendar year 2015, on-hand livestock included 15,076 head of cattle, 16,651 swine, 223,853 laying hens and 1,418 horses. The poultry program produced approximately 5.1 million dozen eggs and the swine operation shipped 14,825 hogs to the packing plant. During this period, agency food processing plants canned 339,461 cases of vegetables and delivered more than 24.0 million pounds of finished meat items.

Agribusiness makes use of approximately 1,800 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 84th Texas Legislature appropriated approximately $6.7 billion to TDCJ for the 2016-17 biennium, which

provides funding for the projected probation and parole populations in an effort to sustain current caseload ratios, and maintained the treatment and diversion initiatives (substance treatment programs, halfway house beds and intermediate sanction facility beds) at current operational levels. Additionally, the Legislature directed additional appropriations to provide a 10.5 percent salary increase for correctional officers (Correctional Officers through Warden and Correctional Laundry/Food Service Managers) and parole officers, and provided funding for a 2.5 percent across-the-board pay raise for other state employees who contribute to Employees Retirement System to offset the increase to employees' retirement contribution.

Other key FY 2016-17 initiatives include funding for an additional 50 reentry transitional coordinators to enhance the agency's reentry initiatives, funding for the agency's major repair and renovation efforts to maintain our existing physical plant, funding to expand the use of specialized caseloads for community supervision and corrections departments and funding for CSCD health insurance at the anticipated FY 2016-17 levels. Amounts budgeted for Correctional Managed Health Care in FY 2016-17 include funding intended to reflect current costs for health care delivery and market-level adjustments to salaries of direct offender health care staff.

The department routinely interacts with the state's executive, legislative and regulatory agencies, to include the Legislative Budget Board; the Office of the Governor, Budget Division; the 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 2016, more than 1.9 million deposits totaling $124.1 million were received and processed. The majority of deposits were received electronically through third-party vendors. An automated remittance processing system is used to encode, image, endorse and prepare money orders received for deposit.

The department operates two warehouse and distribution centers that provide merchandise for resale at 173 commissary locations throughout the state. Items sold include snacks, packaged meat and fish products, coffee, soft drinks, greeting cards, shoes and electronics. Using an offender's bar-coded identification card, the commissary's point-of-sale system records detailed sales transaction information and debits the offender's trust fund account. Sales from commissary operations exceeded $110 million in FY 2016.

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 2016, the department processed approximately 59,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 50,800 purchase order procurement actions processed. In addition, the department completed approximately 570 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 (TFC), resolving payment issues between Accounts Payable and lessors, and assistance in resolution of maintenance issues between tenants and lessors. When an emergency occurs in a leased administrative space, OSM staff provides immediate, on-site assistance with relocation, communications support, assistance related to public safety issues and proper notification of the emergency to the TFC.

Payroll Processing Department

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

Facilities Division

The Facilities Division provides a full range of facility management services to 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 2016, 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.

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 (OSM) 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 (HSL) 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 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 (OPS) 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 2016 to positively impact CO staffing included the $4,000 recruitment bonus for newly hired full-time COs assigned to 16 understaffed units; exempting military veteran applicants from the CO pre-employment test requirement; awarding administrative leave for 59 employees who recruited correctional officers; and participation in 319 job fairs, 65 hiring seminars and 44 Saturday CO screenings. Newspaper ads, 77 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.

Correctional Officer and Army veteran William Reams (left) encourages other veterans to pursue a criminal justice career with TDCJ at the annual Red, White and You recruitment fair.

During FY 2016, TDCJ hired 9,415 employees. There were 11,151 CO applicants screened and 7,867 COs hired, of which 1,477 were veterans. An additional 379 employees entered the CO series, for a total of 8,246 new COs during FY 2016.

As of August 31, 2016, the agency's annual overall attrition rate was 19.5 percent, and the correctional officer attrition rate was 23.1 percent. The CO vacancy level was 2,003 in August 2016, a decrease from 3,420 at the end of FY 2015.

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.

Employee Services also provided support for the FY 2016 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.

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 2016 the HR Staff Development curriculum was used to deliver more than 272,759 training hours to 104,484 employees, which includes employees attending multiple training sessions. Courses related to equal employment opportunity, diversity, supervision, selections, wellness, payroll, and other HR topics were presented. Cybersecurity Awareness training for employees was completed statewide and continues to be provided to newly hired staff.

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 6,302 complaints, accommodations, dispute resolutions and unemployment claims in FY 2016. During the same fiscal year, the Random Drug Testing Program conducted 7,451 tests and the agency's Discipline Program processed 9,538 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 is composed of the Communications Department, Enterprise Applications, the Project Management Office, Information Security, and Business Continuity and Operations departments.

Communications Department

Approximately 13,000 portable and mobile radios, 178 telephone systems, 80 video conferencing sites and other telecommunication devices are operated and supported on behalf of the agency. The Communications group operates and maintains numerous telephone circuits, voice and data cabling, voice networks and long distance calling services across the state in support of parole offices, correctional facilities and administrative offices. In addition, this group provided operator services for incoming telephone inquiries and processed more than 100,000 calls.

The Customer Service Support group supports about 35,000 devices which include personal computers, laptops, thin clients, printers, multifunction equipment, plotters, scanners, fax machines and various special devices, along with mainframe monitors, terminals, controllers, multiplexors, and line printers in support of parole offices, correctional facilities and administrative offices across the state. In FY16 more than 106,800 customer service requests were processed.

Enterprise Applications Department

The Enterprise Applications Department is responsible for the creation, enhancement and maintenance of all major

application software for TDCJ. Examples include offender management, human resources, parolee supervision, payroll and business finance.

During FY16 the Enterprise Applications team completed initiatives for the Human Resources, Office of Professional Standards, and Classification and Records divisions. These include new capabilities for the Case Management System, adding case grievance comments and action code revisions within the system. Enhancements were also made to the Office of Professional Standards application, allowing tracking of cumulative timely response rates and monthly extract modification. Additionally, the Law Enforcement Notification System was completed to assist Classification and Records with distribution, tracking and maintenance of detainer notices.

In FY 2016, the Enterprise Applications Department implemented changes to the Offender Information Management System (OIMS) to address statutory changes for Bond Eligibility for Warrants, as well as Extraordinary Vote capabilities (per HB 1914). Enhanced Voting justification capability was added to the system, as well as reporting and form enhancements for the new Electronic Document Management System (EDMS). Programming staff also implemented Offender Release Processing which allows Classification and Records staff to quickly process a parole-approved offender's release.

The Web Services group provides access to up-to-date agency information for TDCJ employees and the public via the TDCJ Intranet and Internet websites, Facebook, Twitter and YouTube. In FY 2016, Web Services implemented the new TDCJ Facebook page and strengthened security standards in existing TDCJ Web applications.

The Financial Programming group completed the creation and implementation of the Maintenance Business Management system for the Facilities Division. In addition, the ADPICS purchasing system was enhanced to enable the tracking of vendor performance and to manage vendor identification numbers. Modifications were made to the LONESTARS accounting system to accommodate replacement of Texas Correctional Industries' AS400 system. The Payroll Personnel System was modified to handle Affordable Care Act reporting, to compute the new Commuter Spending payroll deduction and to improve calculation of 457 and 401(k) deductions. Enhancements were made to the PST0 Indigent Postage system to improve functionality and remove the "over 60" rule. Electronic documents from our financial systems were also developed to be uploaded to the TDCJ website to comply with Senate Bill 20 requirements related to state contracts.

The Enterprise System Support (ESS) group 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. ESS continues consolidating agency servers and working to upgrade server operating systems and older applications, as well as supporting new projects. ESS was able to refresh and remediate 16 Windows 2003 servers, one Windows 2000 server, and five Novell 6.5 servers this year. The SUSE Linux server count was reduced from five to two, Solaris servers from four to two, and AS400 servers from two to one. The Windows Server 2003 remediation removed TDCJ from the Department of Information Resources (DIR) pool of those required to pay for Extended Support.

The ESS Network group monitors and manages network traffic to ensure the best use of the agency's available network bandwidth. During FY 2016, the network group continued converting three different Authentication Control Systems into one Active Directory Integrated solution. We also installed a Cradlepoint and LTE cell solution at 95 sites, which allows internet traffic from remote units to be routed through cell towers, minimizing use of T1 circuit bandwidth. This allowed the ITD to eliminate underutilized T1 circuits at 47 locations. Wireless devices were added at 48 other sites to augment their existing T1 circuits for additional bandwidth.

Project Management Office

The Project Management Office (PMO) is responsible for establishing and maintaining effective project management and system development practices; providing planning, coordination, oversight, and project management support for IT projects; analyzing business and system requirements; designing, testing, and implementing high-quality technology solutions on time and on budget; developing and maintaining technical and user documentation for automated systems; providing training and related support to TDCJ employees in the use of software applications; tracking of IT-related legislation and implementation plans; and performing strategic business assessments that support successful achievement of agency strategic business goals.

The PMO also has an important role in developing and maintaining IT governance processes such as supporting the ITD Project Review Committee, the governing body tasked with classifying new requests for IT services; maintaining the agency's IT Project Management Framework, System Development Life Cycle, and Enterprise Technology Architecture; and developing and coordinating reviews of IT policies and procedures for the *Departmental Policy and Operations Manual*.

During FY 2016 the PMO continued to provide support for the OnBase Electronic Document Management Sys-

tem Project. All deliverables required by the EDMS contract were completed and the scanning/indexing tool was deployed to the remaining departments with responsibilities for day-forward imaging. The PMO also provided support for the migration of users and reports from the mainframe INFOPAC Reporting System to the OnBase EDMS.

PMO project managers provided oversight and management for a wide range of other priority projects completed during the fiscal year: the Offender Case Management System Update (the OCMU project); Lifesize Video Conferencing; Vulnerability Scanning by Denim Group; and the Classification Profile Project. Project managers also coordinated agency efforts in the planning and early execution of multiple software development projects, to include Texas Risk Assessment Release II (TRAS II), enhancements for File Transfer Protocol (FTP) services, the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) Incident Report Tracking Project, and the Corrective Intervention Pre-release Program for the Lane Murray Unit.

The PMO's newly established Business Strategies Team (BST) developed a new Corrections Information Technology System and provided training to technical staff members of the Texas Board of Pardons and Paroles (BPP) regarding workflow and critical data sharing supported by the Offender Information Management System. The combined training and information exchange resulted in a significant improvement in operations for the Parole Division, BPP and ITD.

In FY 2016 the Training group conducted a total of 132 classes with 1,115 staff participants. Classes primarily focused on the use of the OnBase EDMS, office productivity tools such as Microsoft Word, Excel and PowerPoint, and RQ00, the agency's automated project tracking system used to submit and manage requests for information technology services.

Information Security Department

Approximately twenty information security compliance inspections were conducted at the request of division directors, wardens and the Office of the Inspector General. These inspections were conducted on laptops, desktop computers and physical locations to help maintain information security. Approximately 400 agency accounts were audited for compliance.

Annual Controlled Penetration Tests (CPT) and monthly server and application vulnerability scans were conducted to identify potential system weaknesses. The agency's biannual Information Security Plan was briefed to executive leadership and submitted to DIR. The agency was migrated from Symantec Endpoint Protection to Microsoft System Center Endpoint Protection for workstation virus management. Malwarebytes Endpoint Security was configured as an additional layer of protection, providing anti-exploit and anti-malware protection. SolarWinds Network Configuration Manager was purchased and is being installed, allowing engineers to track and manage network changes to the agency's network devices across the state. Since migrating from Lotus Notes to Office 365, Microsoft email rules have been configured to block malicious emails from infecting the agency's network.

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 (DR), Continuity of Operations (CoOP), Business Impact Analysis and oversight of Data Center Services for TDCJ's Information Technology Division.

The database administrators provided database maintenance and performance optimization services for the agency's DB2 databases during calendar year 2016. Working with developers, improvements have been made to the Sequential Query Language code and database which have reduced CPU utilization and improved response times; this is an ongoing process. The database is being upgraded to DB2 V11. Additionally, IBM Data Studio is being used to maintain and optimize the database as well.

Operations successfully oversaw an upgrade of the Mainframe Operating System from z/OS version 1.13 to z/OS version 2.1, six software product upgrades, the transition to the Electronic Document Management System from INFOPAC and INFOPAC's clean shutdown. This department also completed the annual Disaster Recovery Exercise from the Primary San Angelo Data Center to the Recovery Austin Data Center, safeguarding the agency's business-critical applications, along with the Office of Professional Services server.

Business Continuity completed the previous Business Impact Analysis (BIA) cycle while developing and implementing processes for collecting application and system data to assist in Restoral Time Objective/Restoral Point Objective validation and Disaster Recovery planning. BIA and DR capabilities were improved by the initiation of processes designed to receive data systems information including but not limited to system design, systems/application dependencies and data path/flow prior to systems/applications implementation into the production cycle. In addition, a comprehensive review and update of the BIA and DR planning documents is ongoing.

Manufacturing and Logistics Division

The Manufacturing and Logistics Division provides quality service in warehousing operations, freight transportation and fleet management of TDCJ vehicles, and quality manufactured products and services to the TDCJ, other state agencies and political subdivisions. Manufacturing and Logistics benefits the state by maintaining security of incarcerated offenders while preparing them for post-release employment, increasing their chances for successful reintegration into society.

The division collaborates with the Windham School District, along with TDCJ's Correctional Institutions, Rehabilitation Programs, Reentry and Integration, and Parole divisions to reduce recidivism through programs that provide offenders with opportunities to develop a work ethic while also learning marketable job skills.

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, and Daniel Computer Recovery also provides e-text services by converting textbooks into a digital format. The Mountain View Braille facility provides braille transcription services to education agencies while also offering offenders an opportunity to earn braille certifications from the Library of Congress. The Ferguson Geographic Information Systems (GIS) facility provides GIS data conversion services while simultaneously training offenders in computer-aided drafting and GIS programs.

During FY 2016, 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 $1.1 million and contributed $153,945 in federal taxes, $116,150 to crime victims' compensation, $8,925 to restitution, $137,374 for family support and $525,440 to room and board.

Vanessa Taylor, administrative assistant with the Manufacturing and Logistics Offender Work and Training Program, speaks with a parolee at an offender-focused job fair in Tarrant County.

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 and other eligible entities on a for-profit basis.

During FY 2016, TCI operated 33 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 33 TCI facilities and four training facilities for the fiscal year were $89 million.

Fleet and Freight Transportation

Fleet and Freight Transportation has oversight of approximately 2,200 active vehicles, including 200 tractor trucks and 450 tractor trailers, as well as several thousand trailers and other equipment. During the fiscal year, the four dispatch offices coordinated more than 28,000 freight hauls and truck drivers logged approximately six million miles.

Warehousing and Supply

Warehousing and Supply manages eight warehouse facilities with an average inventory of $24 million and maintains 2,876 items in stock. Approximately $158 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 2016 the Office of the Chief of Staff provided oversight of Executive Support, Governmental Affairs and Media Services.

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 (EAC) 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.

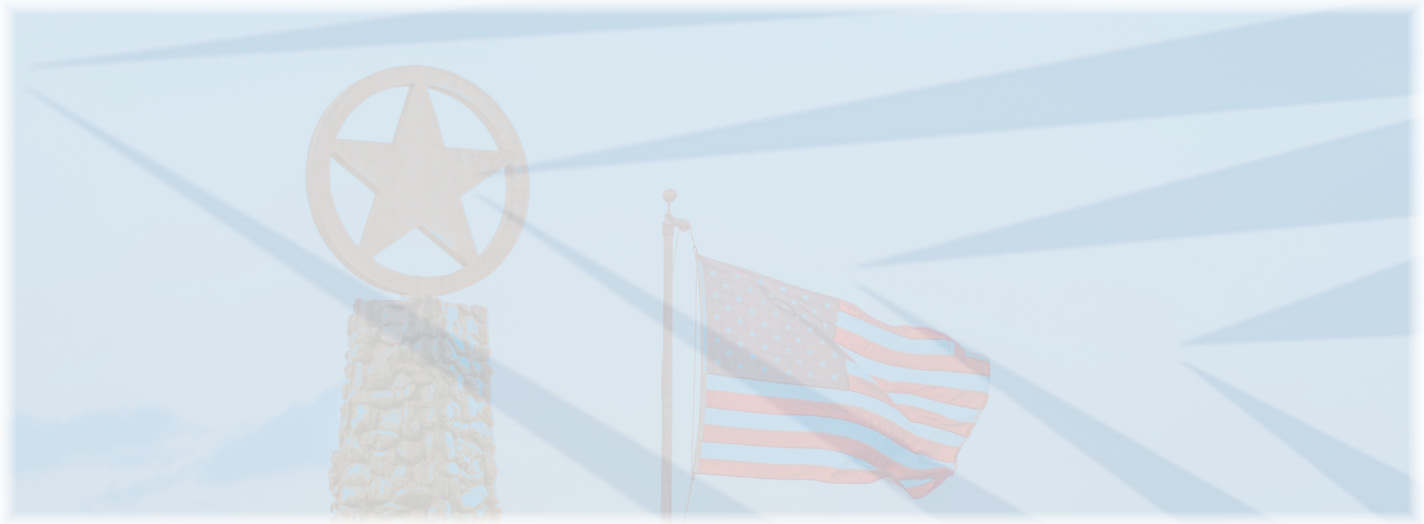
Governmental Affairs

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.

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; providing photography services and photo archive management; supplying 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.

During FY 2016 Media Services produced the *Criminal Justice Connections* online newsletter for employees, which can be accessed by clicking on the Connections link on the TDCJ home webpage. Media Services also produced the *Fiscal Year 2015 TDCJ Annual Review* and regularly updated 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, 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 rulings from the Office of the Attorney General (OAG) when necessary, and provide legal support regarding subpoena requests, expunctions, and renditions. This section also helps the OAG defend federal habeas corpus writs, and assists state district courts in processing state writs of habeas corpus.

Litigation Support

The Litigation Support section provides litigation support to the OAG for 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 litigation, including discovery, records production, trial support, mediations, and settlements.

Program Administration

The Program Administration section manages the overall administrative support of the OGC, including assisting OGC attorneys, fiscal management, divisional human resource support, preparation of OGC policies, 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

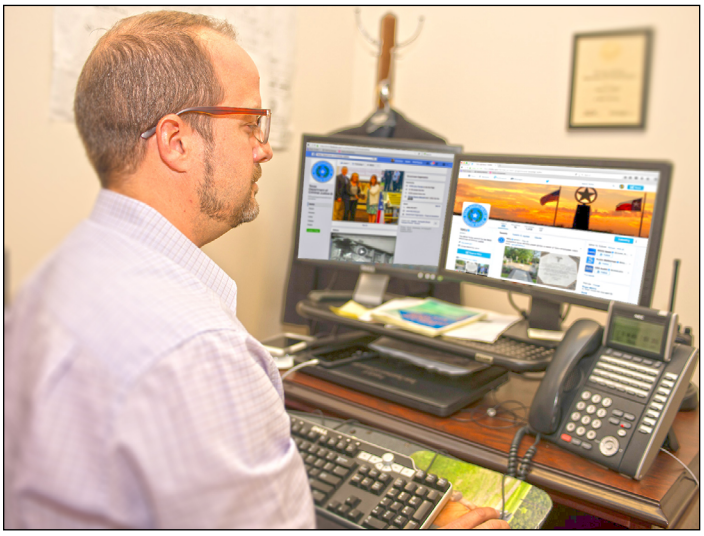
The Office of Incident Management is the central oversight authority for TDCJ's emergency management preparedness and response. The office coordinates with groups throughout TDCJ to develop and update emergency response plans, continuity of operations plans and the Homeland Security Strategic Plan.

The office represents TDCJ on the Texas Division of Emergency Management State Emergency 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.



Public Information Office Director Jason Clark updates the agency's social media websites.

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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