Texas Department of Criminal Justice

Annual Review 2017

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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 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 a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.
- 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 2017 Annual Review* for the Texas Department of Criminal Justice (TDCJ).

During this past fiscal year, under the outstanding leadership of Executive Director Bryan Collier, employees of the TDCJ accomplished monumental tasks. TDCJ is composed of some 36 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 2017 was challenging and successful in almost equal measures. At the end of fiscal year 2017, Texas was struck by Hurricane Harvey. The historic storm moved slowly over East Texas causing significant damage to communities. As the Lone Star State weathered the devastating hurricane season, the TDCJ staff remained singularly focused on security and safety. While thousands of offenders were relocated, all staff and offenders were kept safe from harm. Our first responders knew their roles and performed them admirably. Additionally, the fiscal year was of historical significance as we witnessed the closure of five TDCJ facilities. This multi-faceted process of closing units and relocating offenders was an operational and logistical challenge requiring collaboration among multiple divisions. Our employees were well prepared and successfully met the responsibility.

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 2017, the Texas Department of Criminal Justice achieved many successes, most notably the closure of five facilities. Diversion and treatment programs funded by the Legislature and implemented by agency staff have resulted in fewer offenders being incarcerated within the TDCJ.

With the offender population predicted to remain stable, the Legislature authorized these closures, each of which presented logistical and operational challenges. Staff from divisions and departments throughout the agency worked to successfully close two state and three privately operated facilities in FY 2017. As with all offender transfers, providing for the safety of the public, agency staff and offenders was our overriding goal, and I'm pleased to report that security was maintained and essential daily services were provided during this process. Texas continues to be a national leader in criminal justice. Over the past seven years, eight facilities have closed because of the efforts of our staff and elected officials.

Near the end of the fiscal year, Texas endured one of the state's worst natural disasters when Hurricane Harvey made landfall on the Gulf Coast. In a four-day period, parts of eastern Texas received more than 40 inches of rain, causing unprecedented flooding and displacing more than 30,000 people. Fortunately, TDCJ is well prepared to deal with emergencies, even a record-setting hurricane.

Despite the effects of this catastrophic storm, agency staff evacuated more than 6,800 TDCJ-supervised offenders to safety, with nearly 5,840 coming from five CID units and more than 970 parolees or probationers coming from halfway-houses, treatment centers or homes in the Houston and Beaumont areas. I am happy to report there was no loss of life among agency staff and offenders, and the hurricane's overall impact on the agency was minimal given the magnitude of the storm. This achievement was made possible by the dedicated effort of thousands of agency employees from across the state.

In addition to closing five facilities and dealing with the effects of Hurricane Harvey, our hard-working staff, guided by policy decisions of our state's elected officials, achieved several other important goals during the fiscal year, including the following:

- The number of offenders in administrative segregation continued to decline as more rehabilitative programming is targeted toward their needs. The administrative segregation population is now less than half of what it was ten years ago.
- Recidivism rates among released offenders continued to decline, as did revocation rates for parolees and probationers. Texas' recidivism rate remained among the lowest in the nation.
- A Female Pre-release Cognitive Program for releasing offenders was implemented to help women overcome the obstacles they encounter when returning to live in their communities. This program promotes positive change in behavior, encourages responsibility, and provides assistance to help participants lead law-abiding lives.
- The General Population Gang Renouncement and Disassociation Process (GPGRAD) was initiated so general population offenders who are members of a security threat group could renounce their gang association.
- To improve management efficiency, oversight of the agency's Agribusiness, Land and Minerals group was transferred from the Business and Finance Division to the Manufacturing and Logistics Division to create the Manufacturing, Agribusiness and Logistics Division.
- In an economic measure, the Legislature authorized the transfer of payment responsibility for Community Supervision and Corrections Departments' insurance contributions from the Texas Department of Criminal Justice to the Employees Retirement System.

Hiring and retaining correctional officers and parole officers remains an ongoing challenge. In response, recruitment efforts have increased using the agency's website, social media, media advertising and job fairs. To promote hiring of those who served in the U.S. military, TDCJ has an assigned veteran's liaison, and veterans are exempted from pre-employment testing, as are graduates from Texas colleges and universities.

In appreciation of their work, I want to thank the men and women of the Texas Department of Criminal Justice, whose hard work, perseverance and commitment to public safety made the achievements of the past fiscal year possible.

Sincerely,

Bryan Collier,
TDCJ Executive Director

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The Texas Department of Criminal Justice

The executive director of the Texas Department of Criminal Justice (TDCJ) is responsible for the day-to-day administration and operation of the agency, which 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, Agribusiness 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 (OIG), and the Prison Rape Elimination Act (PREA) Ombudsman report directly to the Texas Board of Criminal Justice (TBCJ).

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 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.

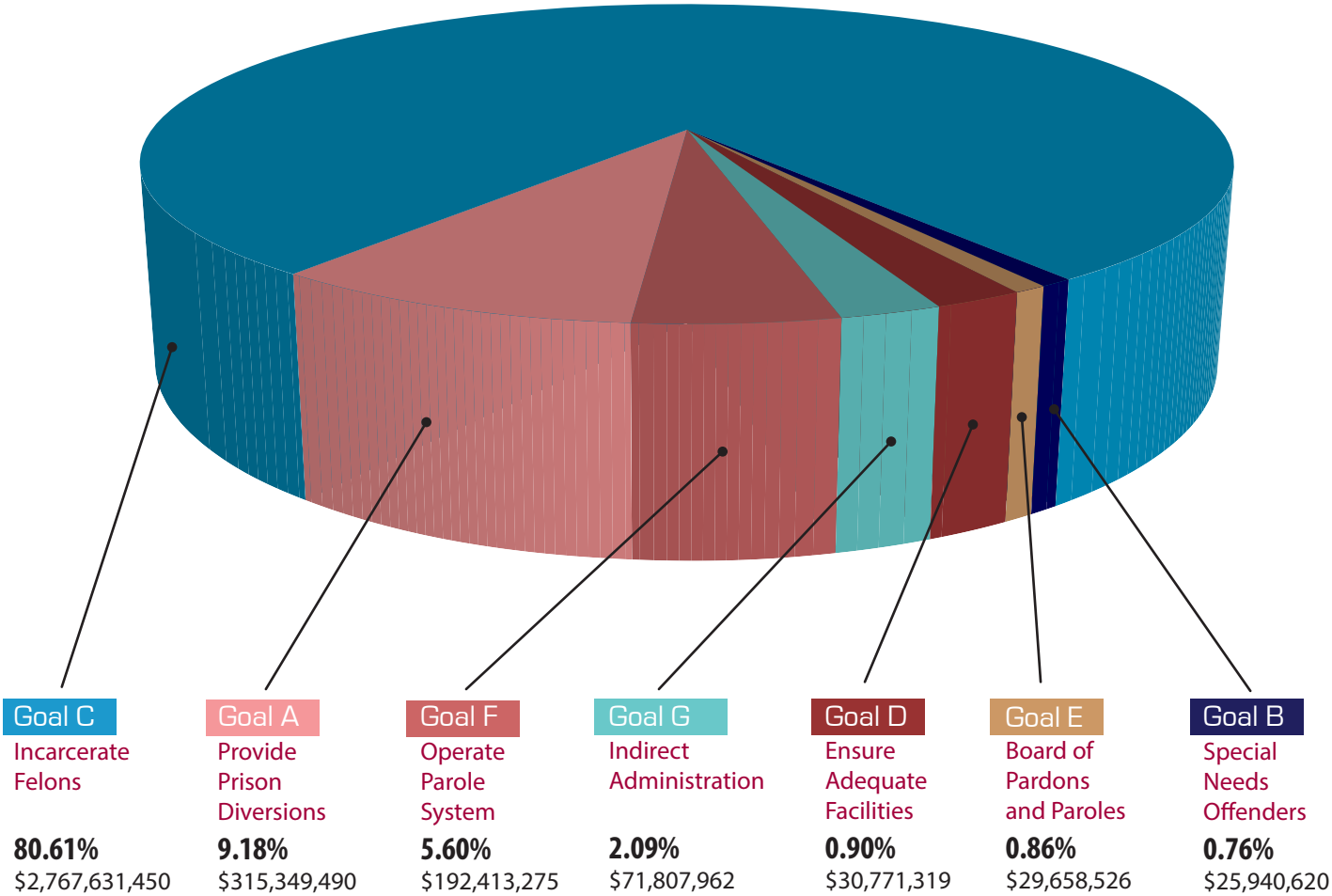
Board Membership

Comprising the board during the fiscal year were the Honorable Dale Wainwright of Austin, chairman; R. Terrell McCombs of San Antonio, vice-chairman; John "Eric" Gambrell of Highland Park, secretary; and members E. F. "Mano" DeAyala of Houston, Thomas Fordyce of Huntsville, Larry Miles of Amarillo, Patrick O'Daniel of Austin, Derrelynn Perryman of Arlington, and Thomas P. Wingate of Mission, Texas.

Financial Summary

Operating Budget for Fiscal Year 2017

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

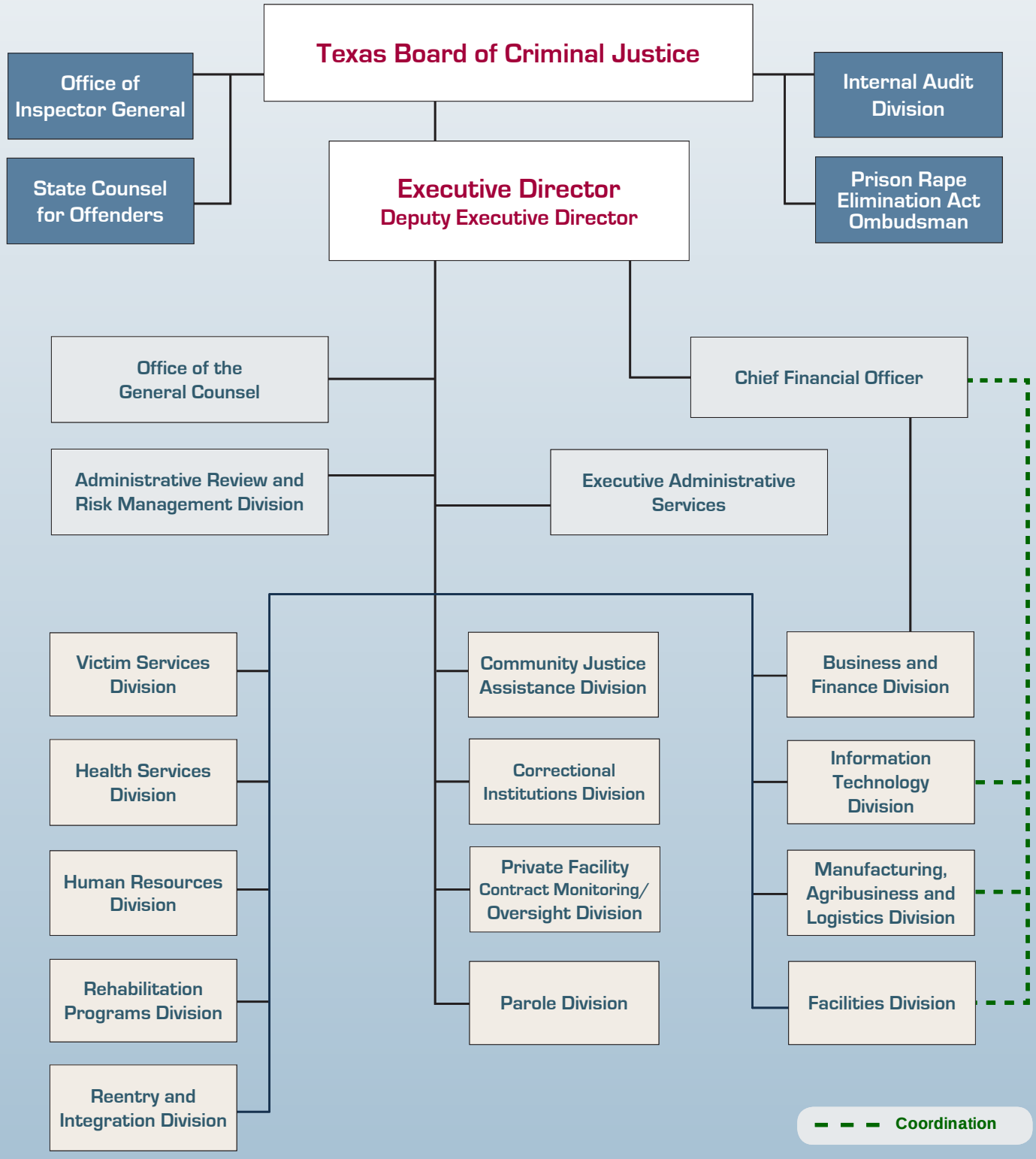


Total Operating Budget

$3,433,572,642

Source: *Legislative Appropriations Request (LAR) for Fiscal Years 2018 and 2019*

Texas Department of Criminal Justice
Organizational Chart



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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.

Office of the Inspector General

The Office of the Inspector General (OIG) 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 2017, OIG opened 4,871 investigations; of those, 4,791 involved criminal investigations and 80 were administrative investigations.

OIG provided critical operational support during Hurricane Harvey, procuring five high-profile vehicles to help transport employees, monitor roads and make damage assessments. OIG officers also assisted some municipalities who needed and requested security help during the storm.

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 2017, Investigations Department cases returned 847 indictments and 611 convictions.

Special Operations Department

Special Operations Department (SOD) 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 2017, SOD made 1,297 fugitive arrests.

OIG criminal analysts continued to receive daily reports on absconded sex offenders. During FY 2017, they conducted research on 4,842 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.

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 interagency 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 2017, OIG personnel conducted nine onsite training sessions with law enforcement agencies throughout the state, enhancing 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 through online anonymous submissions and Crime Stoppers articles submitted by law enforcement agencies and published in the monthly state prison newspaper, *The Echo*. During FY 2017, OIG received 425 tips, of which 53 were forwarded internally to OIG for action, resulting in 10 arrests and authorization for $2,750 in reward payments to tipsters.

Information Systems Department

The 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 2017 ISD issued 248 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 2017, ISD monitored 58,958 offender telephone calls and conducted 1,683 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.

PREA auditor Barbara King speaks with offenders.

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 2017, the PREA Ombudsman office conducted PREA presentations at the annual TDCJ Peer Education Conferences for offender peer educators, and presented information on PREA standards to the Community Justice Assistance Division's community supervision and corrections department administrators during their quarterly meeting. In addition to presentations and training, the PREA Ombudsman assisted in preparation of the agency's *Calendar Year 2016 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 (SCFO) 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

The Criminal Defense section provides representation to indigent inmates indicted for felonies allegedly committed inside TDCJ units. SCFO attorneys travel to TDCJ units and courts across the state to conduct interviews, provide client consultations and make court appearances on behalf of our clients. Investigators and legal assistants work in support of these attorneys to help ensure effective representation. Trial attorneys represent clients at all court appearances, file all necessary motions, and fully litigate all relevant issues. In FY 2017, SCFO criminal defense opened 544 new felony cases. The attorneys conducted 1,471 inmate interviews, tried four cases to juries, negotiated 353 plea agreements and obtained dismissals on 41 cases. During the same fiscal year, SCFO investigators served 209 subpoenas and conducted 1,075 interviews in support of the department's mission.

Civil Defense

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 court and county of conviction for the most recent sexually violent offense. In preparation for trial, attorneys investigate cases, depose expert witness-

es, respond to and file discovery motions, and meet with offenders. In FY 2017, 45 files were opened and 39 cases were tried to a jury with four of those trials resulting in a mistrial. Six cases were non-suited, and six cases resolved through agreed judgments.

Appellate Services

The Appellate section assists indigent offenders with appellate and habeas corpus claims. In FY 2017, the Appellate Section filed 37 criminal and civil-commitment appeals, three petitions for review to the Texas Supreme Court, and 10 applications for writ of habeas corpus to the Texas Court of Criminal Appeals.

Legal Services

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 14,057 pieces of mail consisting of time and general legal inquiries, and participated in 117 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 458 offender interviews and represented 26 offenders at removal hearings during FY 2017. Legal assistants who processed time calculation claims helped obtain 151,028 days of credit for offenders.

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Community Justice Assistance Division

The Community Justice Assistance Division (CJAD) 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 123 community supervision and corrections departments (CSCD) 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 CSCDs with technical assistance, including state insurance benefits training and support.

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, supporting 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 to CSCD directors and fiscal officers, and reviews recommendations for deobligation and redistribution of Diversion Program and Treatment Alternatives to Incarceration Program funds.

Information Systems

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

Research

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

Training and Staff Development

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

Projects and Goals

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

CJAD also hosts the Virtual Skills for Effective Intervention Conference which provides, through webinars, addi-

tional instruction to community supervision officers in the use of evidence-based practices.

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 during March 2016, with final updates due March 2017. CJAD also implemented a new grant application process for FY 2018-2019 Diversion Program and Treatment Alternatives to Incarceration Program funding.

CJAD continues working to fully implement the Texas Risk Assessment System (TRAS) across the state, with CJAD providing technical assistance and training to new Community Supervision Officers as needed. New CSO Certification training, which incorporates TRAS and assessment-driven supervision, was fully implemented in January 2017.

To maintain a high level of accuracy and proficiency, all CSCD staff members who are certified to administer the TRAS are required to recertify every three years. CJAD is currently developing an online TRAS recertification refresher course and exam, which will reacquaint the TRAS end user with the scoring rules and test their ability to accurately score an assessment. The online refresher course and exam are expected to be completed and implemented in the field in January 2018.

Correctional Institutions Division

The Correctional Institutions Division (CID) is responsible for the confinement of adult felony offenders. At the end of fiscal year 2017, 145,341 offenders were incarcerated in TDCJ facilities, consisting of 133,600 prison offenders, 7,867 state jail offenders and 3,874 substance abuse felony punishment facility offenders.

CID employed 25,977 correctional officers and ranking officers (sergeant through major), along with 4,196 staff members who worked as wardens, operational, technical and unit support staff, for a total of 30,173 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.

In preparation for and during Hurricane Harvey, CID worked in conjunction with other agency and emergency response groups, and was responsible for successfully evacuating and housing most of the nearly 6,800 offenders, including parolees and probationers, who were moved to safe areas beyond the reach of Hurricane Harvey's most devastating effects. CID helped evacuate more than 5,800 inmates from the Ramsey, Stringfellow, Terrell, Vance and Jester III units, along with more than 970 parolees and probationers evacuated from their homes in the community, or halfway houses and transitional treatment centers.

Harvey also brought torrential precipitation and flooding along the Neches River, causing the Beaumont-Port Arthur area to lose both primary and backup water service for several days. Before the storm, the agency had prepared for this potential problem by deploying supplies of bottled water, water tankers and porta-potties to CID units in the area, replenishing them until water service was restored and tested to ensure it was safe to drink.

During the storm, many correctional officers spent night after night helping keep CID units secure, and other correctional officers volunteered to relieve their colleagues in gray. Civilian correctional staff also helped throughout the response, keeping offices open, tracking offender movements, and even bringing home-cooked food to other staff who worked through their meal breaks.

Prison and Jail Operations

The CID deputy director for Prison and Jail Operations oversees six regional directors responsible for the management of adult correctional institutions throughout the state. This position is also responsible for the oversight of the Security Operations Department.

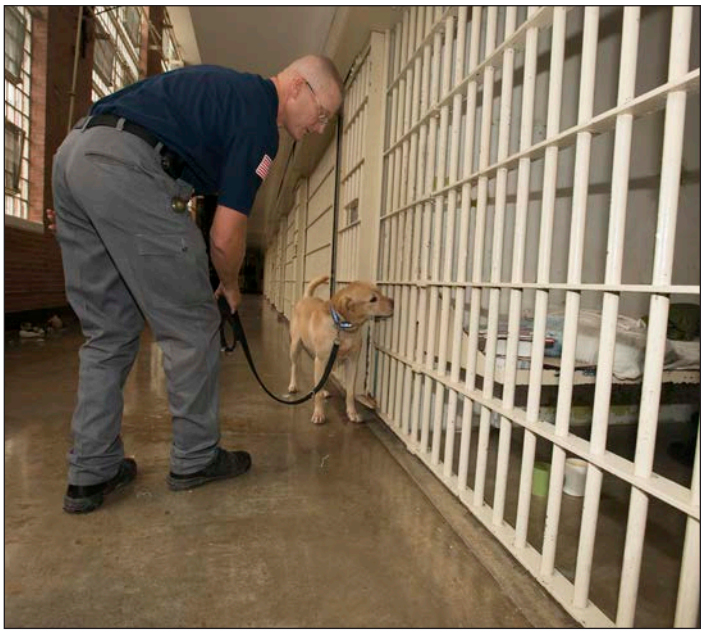
Regional Directors

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 adult correctional institution.

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 45 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.



Ellis Unit Sergeant Richard Gabrunas leads 'Snoop' through the unit in search of drugs and drug paraphernalia.

Currently, 82 state-operated facilities have surveillance camera systems installed, nine of which are comprehensive video systems. Six additional facilities have contracts in place to install comprehensive video systems, and these are expected to be operational by the close of FY 2018. These video surveillance systems enhance staff and offender safety, and are used in coordination with unit-based narcotic and cell phone-locating canines, body-orifice scanning chairs, walk-through metal detectors and parcel scanners to improve security by deterring the introduction of contraband into correctional facilities and aiding in its confiscation.

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 Treat Group Management Office.

Correctional Training and Staff Development

During 2017, Correctional Training and Staff Development (CTSD) provided pre-service training to 5,835 participants. All uniformed employees were required to

Pre-service cadets prepare for graduation from the Minnie R. Houston Training Academy, which is located at the Ellis Unit in Huntsville.

successfully pass a physical agility test prior to entering the Pre-Service Training Academy. Additionally, 28,392 employees completed annual in-service training. A total of 4,375 employees received specialized training, 1,688 supervisors attended leadership development training and 4,049 employees participated in ancillary training.

The CTSD also coordinates the Crisis Response Intervention Support Program, which currently has 46 divisional and regional team leaders and more than 1,130 trained staff members who serve as CRISP representatives throughout the agency.

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

Fusion Center

The Fusion Center serves as the hub for the collection, assessment, analysis and dissemination of agency-related intelligence information, including gang-related intelligence, to all appropriate stakeholders. Operational duties of the Fusion Center include managing the Texas Anti-Gang Information Tracking (TAGIT) system, and maintaining an information clearinghouse to collect and appropriately process relevant TDCJ information and intelligence received from the Security Treat 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 (SPPMO) 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. 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 Treat 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 Security Threat Group (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.

The Classification and Records Office (CRO) schedules, receives, processes and coordinates transport of offenders for intake, transfer and release. It also creates and maintains records on these offenders. During FY 2017, as part of the Electronic Data Management System (EDMS) process, the CRO scanned 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 is responsible for conducting division-level audits of all unit classification operations and providing initial training and technical support to unit classification staff. In FY 2017, as part of the EDMS project, unit classification departments continued 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 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, and creates transport cards on the date offenders are received as part of the Classification Profile System for prison and state jail offenders. Intake sociologists use the OnBase system to view permanent file material, instead of having the hard copy folder sent to the unit. The sociologists use this information to create an electronic Classification Profile for each prison and state jail offender, replacing the paper travel card which was in use since the 1960's. Intake also conducts regional processing for updating offender photos and identification cards for offenders approved to have religious beards, and works with the Federal Bureau of Investigation in an iris-scanning project at male prison reception facilities where, during the photo identification process, images of offenders' irises are captured for addition into 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 (SCC) is responsible for making initial custody recommendations and determining appropriate units of assignment for all offenders. The SCC reviews recommendations made by unit classification committees regarding promotions in custody status, 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 supplies needed to operate. Offenders are also provided access to wholesome and nutritious meals, to include therapeutic diets.

Ellis Unit Laundry Manger III David J. Louie oversees offenders as they fold and sort clothing in the unit's laundry facility.

This department employs approximately 1,800 laundry managers, inventory supply specialists and food service managers. Unit-based staff worked in nearly 300 laundry, food service and supply programs, and approximately 29,000 offenders worked in unit food service and laundry departments during FY 2017. 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 depart-

ment also generates investigations regarding threats and unidentifiable substances received in uninspected mail sent by offenders.

Offender Transportation

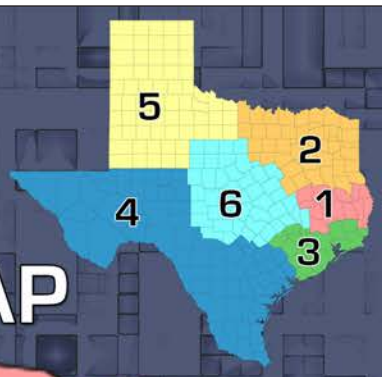
Offender Transportation is headquartered in Huntsville with seven hub offices located in Abilene, Amarillo, Beeville, Gatesville, Huntsville, Palestine and Rosharon. This department is responsible for unit-to-unit transfers, state and federal court appearances, medical transfers, off-site medical offender 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 131 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 584,099 offenders were transported during FY 2017. This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders.

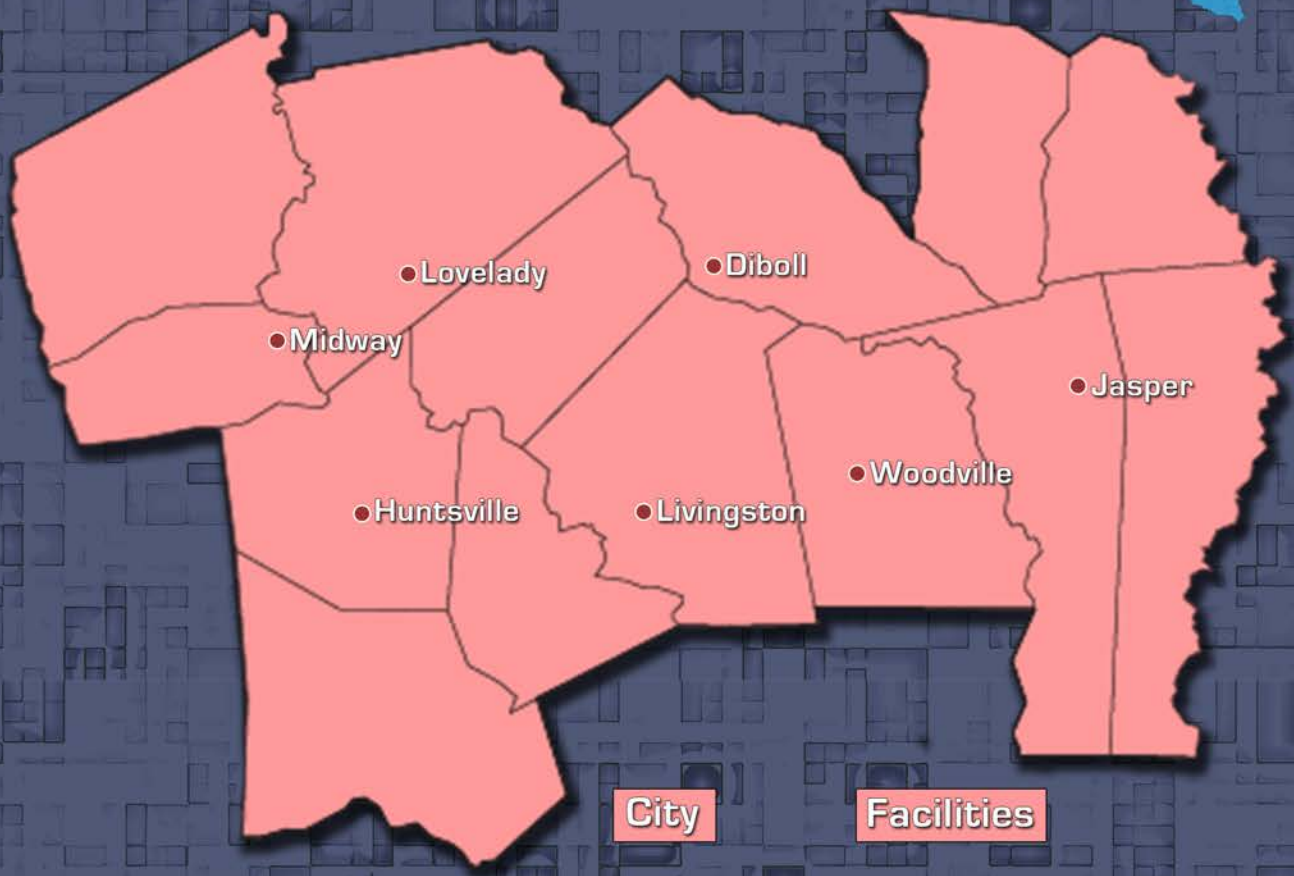
Office for Disciplinary Coordination

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 2017, the Office of Disciplinary Coordination completed 38 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 2017, the office of Spanish Language Coordination completed 38 unit-level operational reviews, 378 pages were translated and testing was coordinated for 243 employees.

TDCJ Correctional Institutions Division



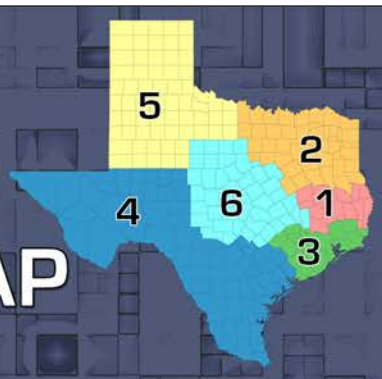
REGION 1 FACILITIES MAP

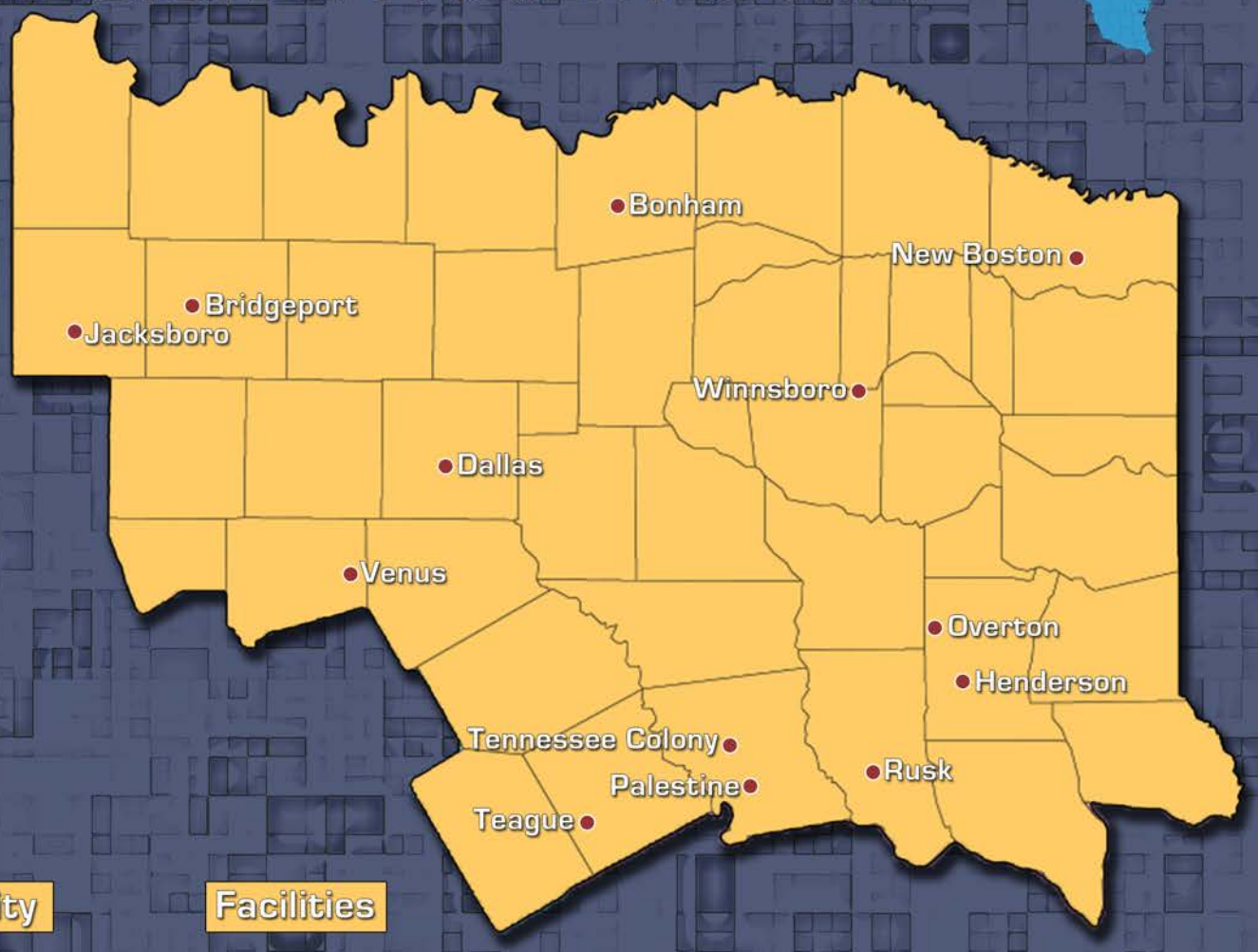


City	Facilities
Diboll	Diboll Unit (private) Duncan Unit
Huntsville	Byrd Unit Ellis Unit Estelle Unit Goree Unit Holliday Transfer Huntsville Unit Wynne Unit
Jasper	Goodman Transfer
Livingston	Polunsky Unit
Lovelady	Eastham Unit
Midway	Ferguson Unit
Woodville	Lewis Unit

TDCJ Correctional Institutions Division

REGION 2 FACILITIES MAP

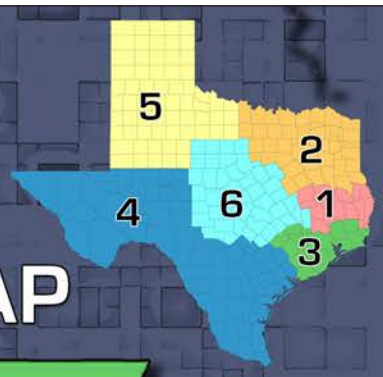




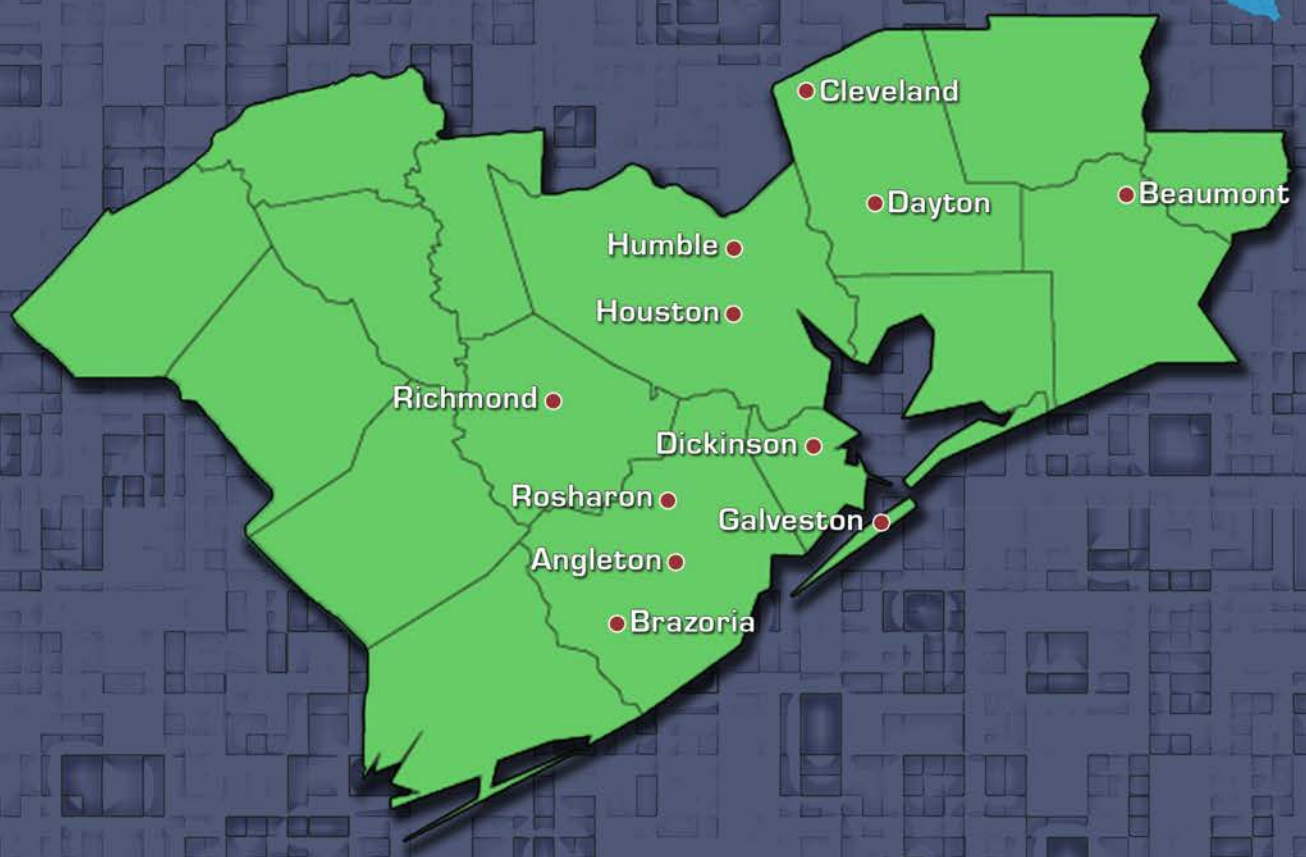
City	Facilities
Bonham	Cole State Jail Moore Transfer
Bridgeport	Bridgeport Unit (private)
Dallas	Hutchins State Jail
Henderson	Bradshaw State Jail (private) East Texas Treatment Facility (private)
Jacksboro	Lindsey State Jail (private)
New Boston	Telford Unit
Overton	Moore Unit (private)

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

TDCJ Correctional Institutions Division



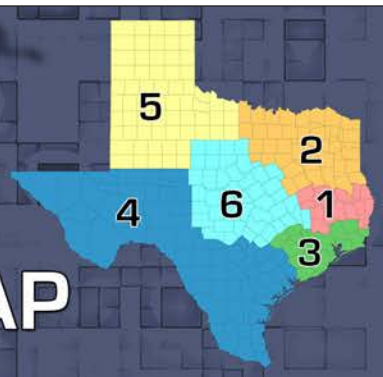
REGION 3 FACILITIES MAP



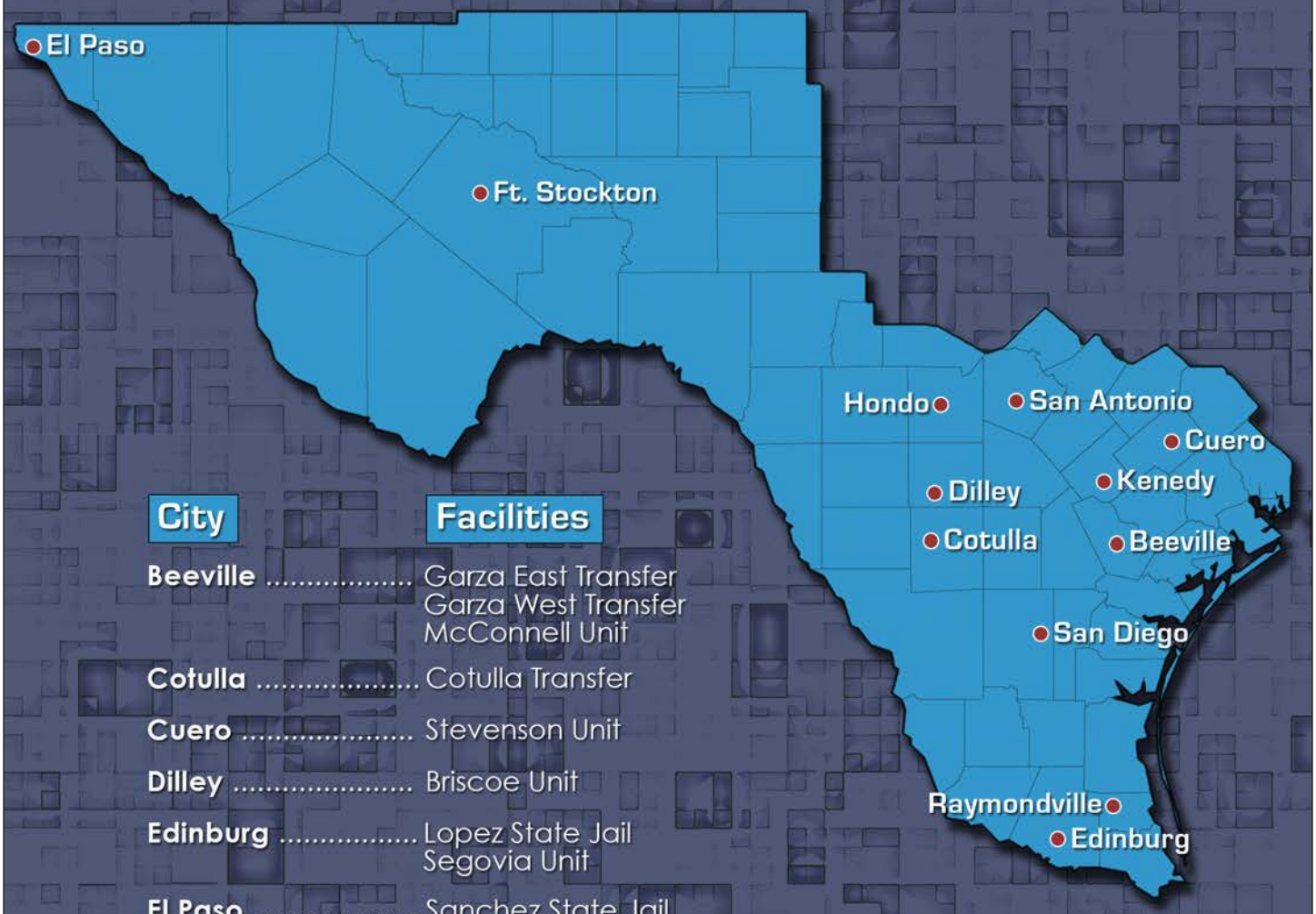
City	Facilities
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland Unit (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail

City	Facilities
Dickinson	Young Medical Facility
Galveston	Hospital Galveston
Houston	Kegans ISF
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



REGION 4 FACILITIES MAP



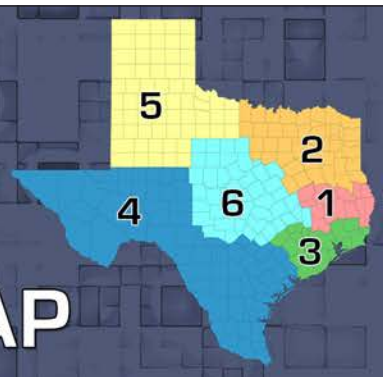
City	Facilities
Beeville	Garza East Transfer Garza West Transfer McConnell Unit
Cotulla	Cotulla Transfer
Cuero	Stevenson Unit
Dilley	Briscoe Unit
Edinburg	Lopez State Jail Segovia Unit
El Paso	Sanchez State Jail
Ft. Stockton	Ft. Stockton Transfer Lynaugh Unit
Hondo	Ney State Jail Torres Unit
Kenedy	Connally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

TDCJ Correctional Institutions Division

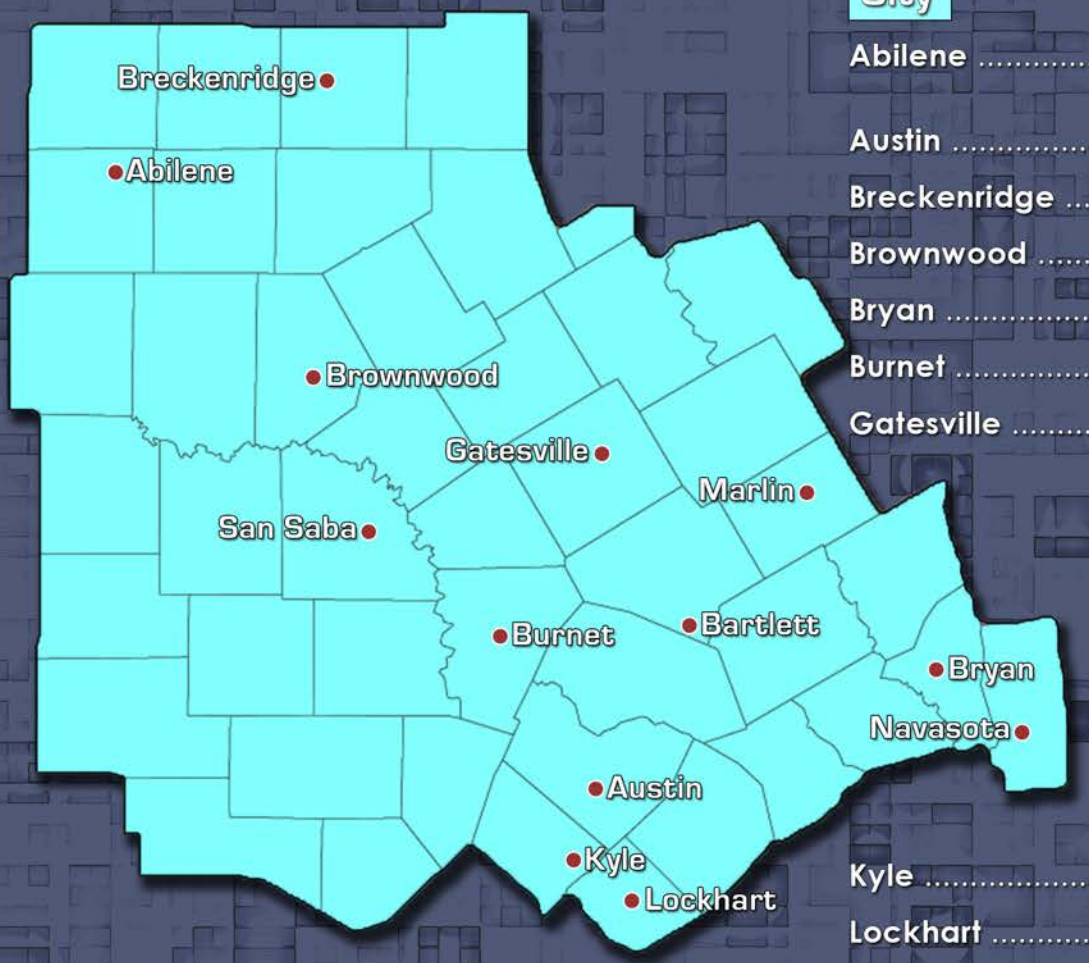
REGION 5 FACILITIES MAP

City	Facilities
Amarillo	Clements Unit Neal Unit
Brownfield	Rudd Transfer
Childress	Roach Unit
Colorado City	Wallace Unit
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



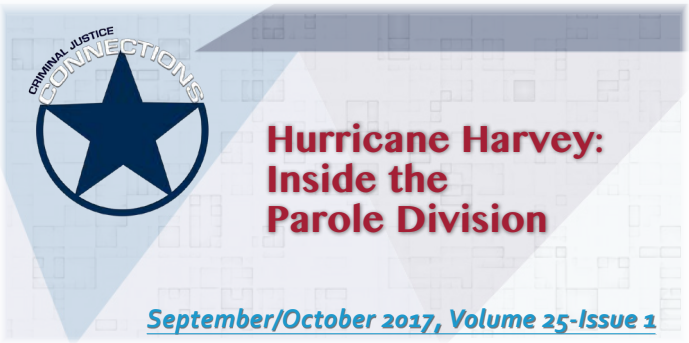
REGION 6 FACILITIES MAP



City	Facilities
Abilene	Middleton Transfer Robertson Unit
Austin	Travis Co. State Jail
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 Unit (private)
Lockhart	Lockhart Unit/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.



Before every hurricane season, Parole Division staff identifies clients who may have to be evacuated during a storm, to include offenders who are monitored, sex offenders, and those residing in facilities who have no alternate housing options. Due to Hurricane Harvey, more than 970 parolees and probationers were transported and temporarily housed in safe areas around the state, including several secure CID facilities away from the coast, where they were kept separate from the unit's regular inmate population and safe from the storm's reach.

Hurricane Harvey flood damage at one of the TDCJ parole offices.

Parole staff came in from areas unaffected by the storm to help supervise clients who had been evacuated to a secure facility in a safe area. Parole worked with CID and Private Facilities to set up a protocol where the parole director, parole deputies and CID chain-of-command were notified when an offender on supervision departed from a secure facility. Parole officers, assisted by Reentry and Integration Division staff, helped transport many offenders, so most of the agency's large transportation vehicles would be available for other uses. When possible, Parole staff coordinated with clients' family members so they could come and pick them up.

Field Operations

In FY 2017, more than 85,700 parole and mandatory supervision offenders were under active supervision by approximately 1,422 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 through the Interstate Compact 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 Texas law, 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 2017, monthly averages of 6,817 Texas probationers and 3,112 parolees were supervised outside the state. Monthly averages of 4,654 out-of-state probationers and 2,140 out-of-state parolees were supervised in Texas.

Ombudsman

In FY 2017, the Parole Division Ombudsman responded to 10,754 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 supports parole staff training program compliance. Man-

agement 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 2017, a monthly average of 1,062 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 2017, 95 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 99 IDD, 6,169 MI and 878 TI or physically handicapped offenders were supervised monthly. Also during FY 2017, there was a monthly average of 177 Medically Intensive Supervision (MIS) offenders, and 75 MIS offenders were released to parole supervision during the fiscal year.

The Sex Offender Program supervised a monthly average of 7,117 offenders in FY 2017. 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 7,130 offenders received services from contracted vendors, Parole Division counselors, and specially trained parole officers during FY 2017.

The Substance Abuse Counseling Program provides relapse prevention services to offenders with substance abuse treatment needs. Level I prevention services were provided to 21,088 offenders in FY 2017. Vendors and Parole Division counselors provided Level II outpatient treatment services to an average of 1,289 offenders per month.

The Drug Testing Program utilizes instant-read screening devices to improve accountability and identify suspected drug and alcohol use. On average, 174,857 drug and alcohol tests were conducted each month in FY 2017.

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 Supervisors 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-Service Training also focuses on Parole Division-specific topics such as the Hearing Process and the proper updating of the Offender Information Management System (OIMS). In FY 2017, a total of 1,627 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 to include the review of selected cases generated from Offender Related Incident Reports (ORI).

Parole Officer Training Academy

The Parole Officer Training Academy provides 240 hours of pre-service foundation training for new officers, and there were 282 trainees in 12 classes during FY 2017. The training academy also conducts the Parole Division's 40-hour Firearms Certification Course, and 30 staff members graduated from the firearms certification course in FY 2017. 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 2017, a total of 670 staff members attended these specialized classes. There were also 30 staff members who graduated from the Unit Supervisor School and five staff members who graduated from the Parole Supervisor School.

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 Unit 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 (ISF) and substance abuse felony punishment facilities. In FY 2017, 8,979 offenders were placed in ISFs. The Kegans Intermediate Sanction Facility provided services to 1,790 offenders in the Substance Abuse Counseling Program, and the East Texas Treatment Facility counseled 1,126 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 (RRP) 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 2017, the department issued approximately 36,400 parole/mandatory certificates.

The Huntsville Placement and Release Unit (HPRU) is responsible for the placement of offenders into contracted residential reentry centers (halfway houses) or the Temporary Housing Assistance Program 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 11,249 offenders into residential reentry centers and 4,374 offenders into transitional treatment centers, and processed 34,601 parole and mandatory releases to supervision.

The Central File Coordination Unit (CFCU) 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 2017, 39,562 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.

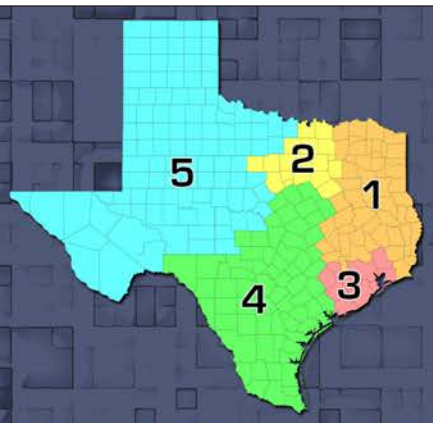
The Extradition Unit tracks Texas offenders arrested in other states and offenders returned to a TDCJ correctional institution who have not been through the revocation process. This year, 747 offenders were extradited to Texas and 135 warrants were issued for Texas offenders under Interstate Compact 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 239 offenders were 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 3,249 offenders was monitored on passive GPS, which downloads tracking information every six hours and immediately when alerted.

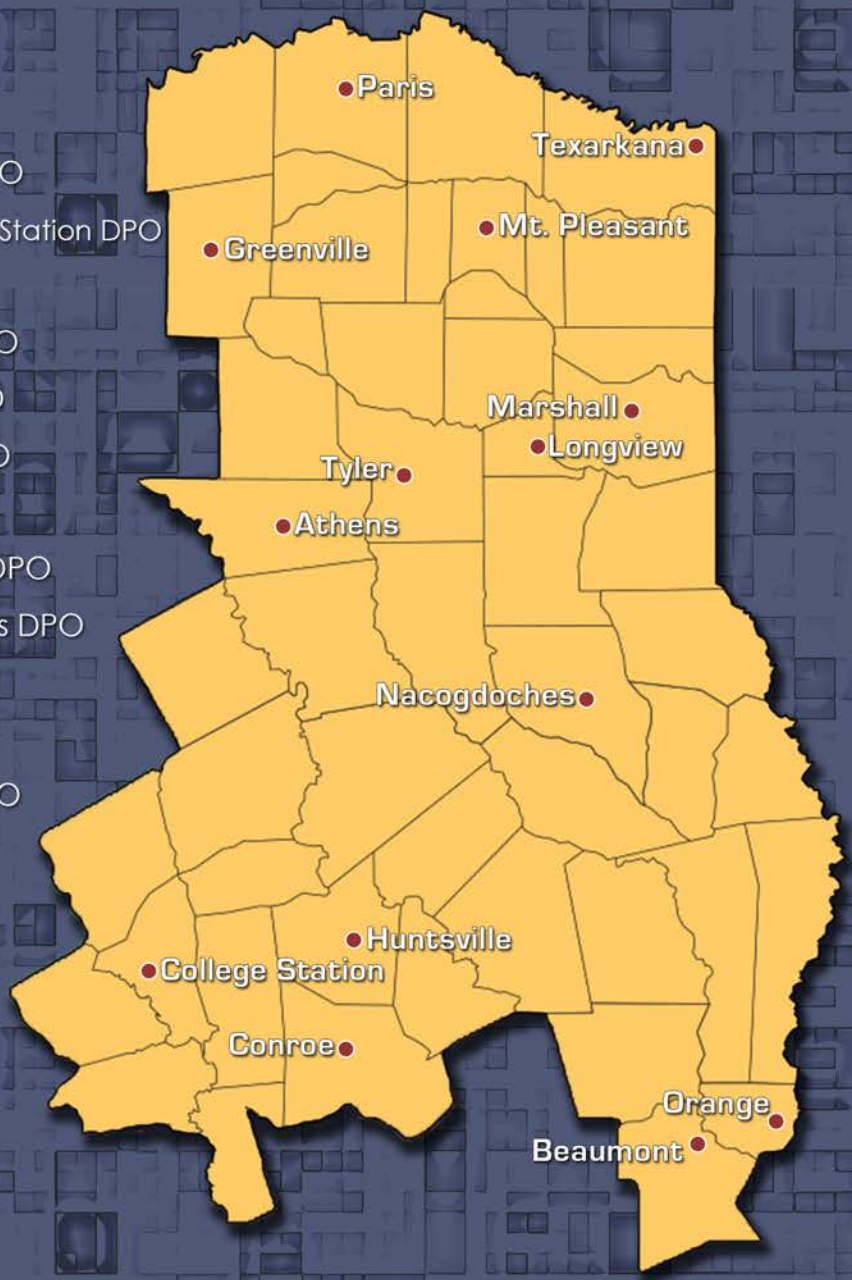
Electronic monitoring allows an officer to detect curfew and home confinement violations. Offenders at higher risk of reoffending, or who have violated release conditions, may be placed on an electronic monitor. A monthly average of 2,024 offenders was on electronic monitoring during FY 2017.

TDCJ Parole Division

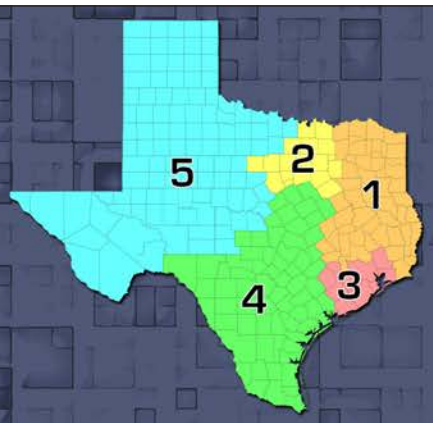


REGION 1 DISTRICT PAROLE OFFICES MAP

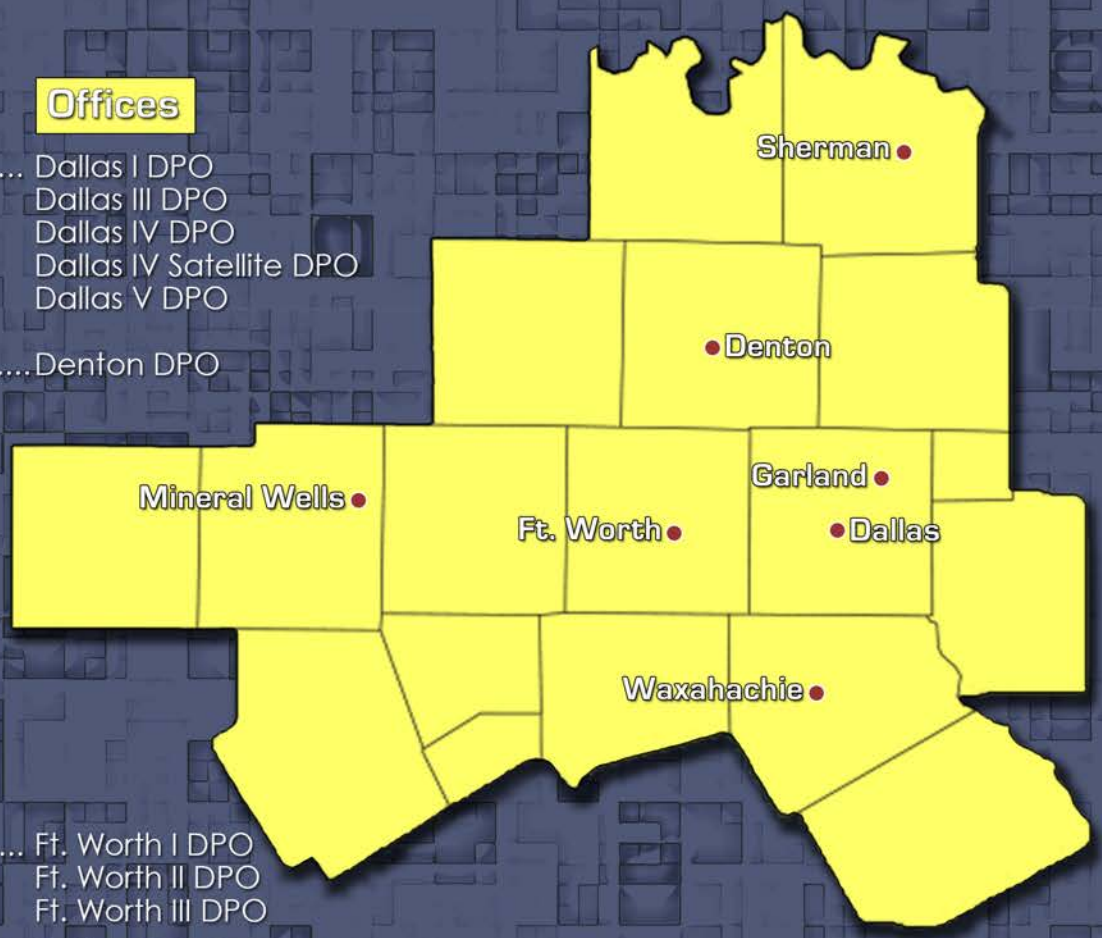
City	Offices
Athens	Athens DPO
Beaumont	Beaumont DPO
College Station	Bryan/College Station DPO
Conroe	Conroe DPO
Greenville	Greenville DPO
Huntsville	Huntsville DPO
Longview	Longview DPO
Marshall	Marshall DPO
Mt. Pleasant	Mt. Pleasant DPO
Nacogdoches	Nacogdoches DPO
Orange	Orange DPO
Paris	Paris DPO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



TDCJ Parole Division

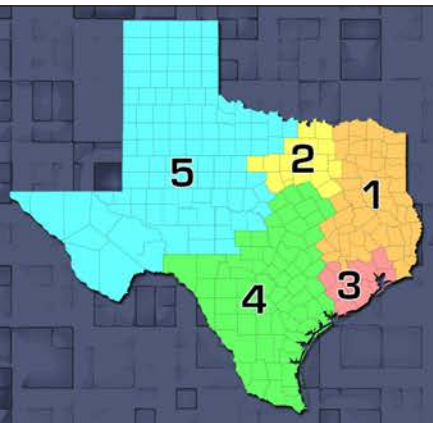


REGION 2 DISTRICT PAROLE OFFICES MAP



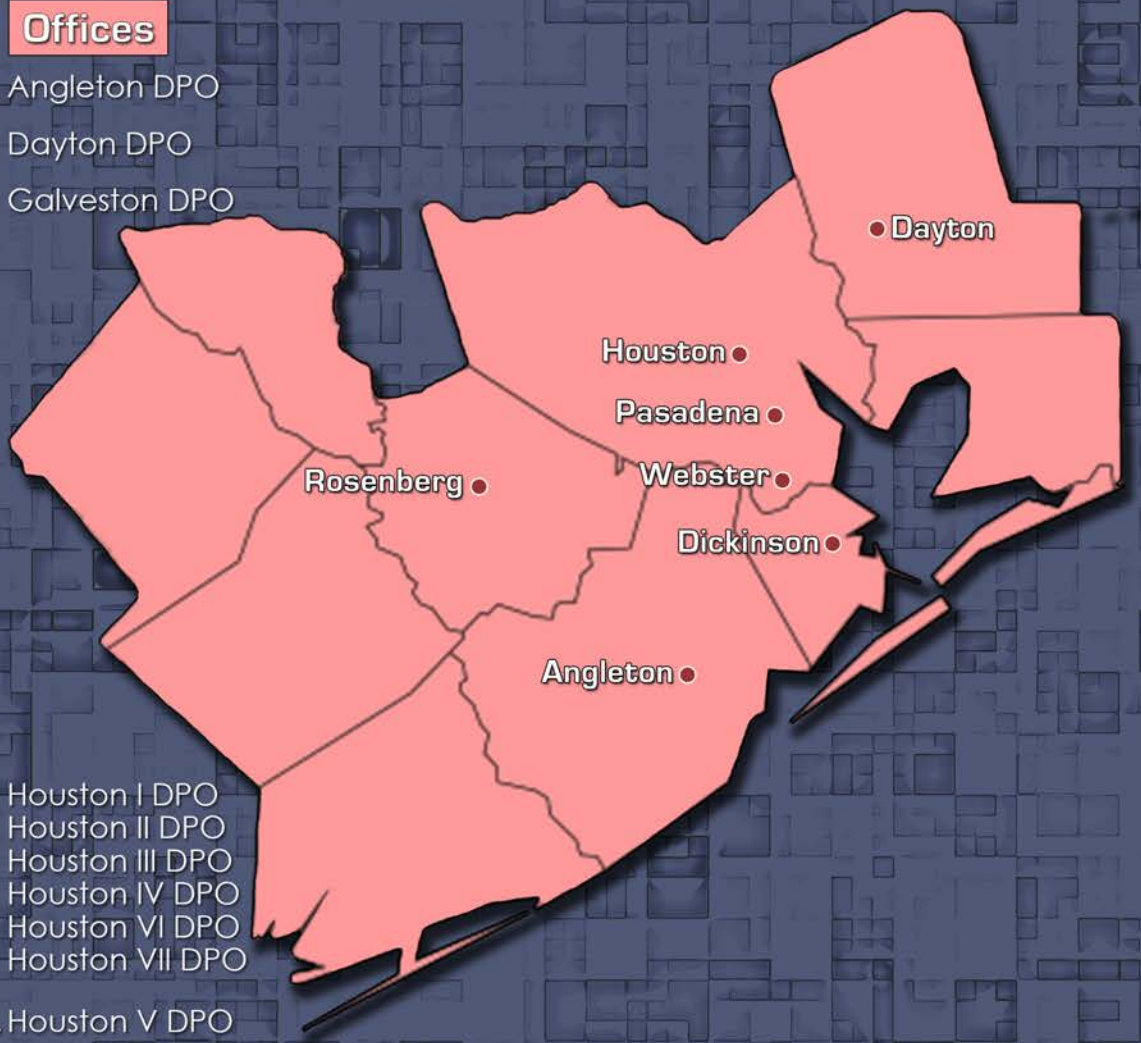
City	Offices
Dallas	Dallas I DPO Dallas III DPO Dallas IV DPO Dallas IV Satellite DPO Dallas V DPO
Denton	Denton DPO
Ft. Worth	Ft. Worth I DPO Ft. Worth II DPO Ft. Worth III DPO
Garland	Dallas II DPO
Mineral Wells	Mineral Wells DPO
Sherman	Sherman DPO
Waxahachie	Waxahachie DPO

TDCJ Parole Division

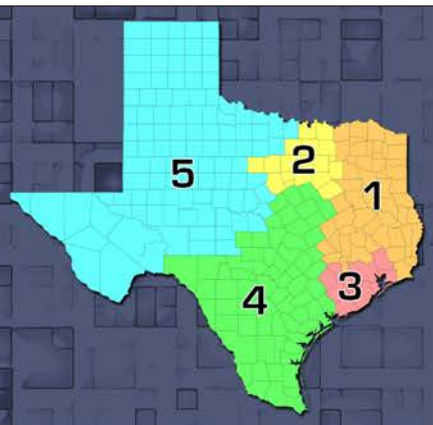


REGION 3 DISTRICT PAROLE OFFICES MAP

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

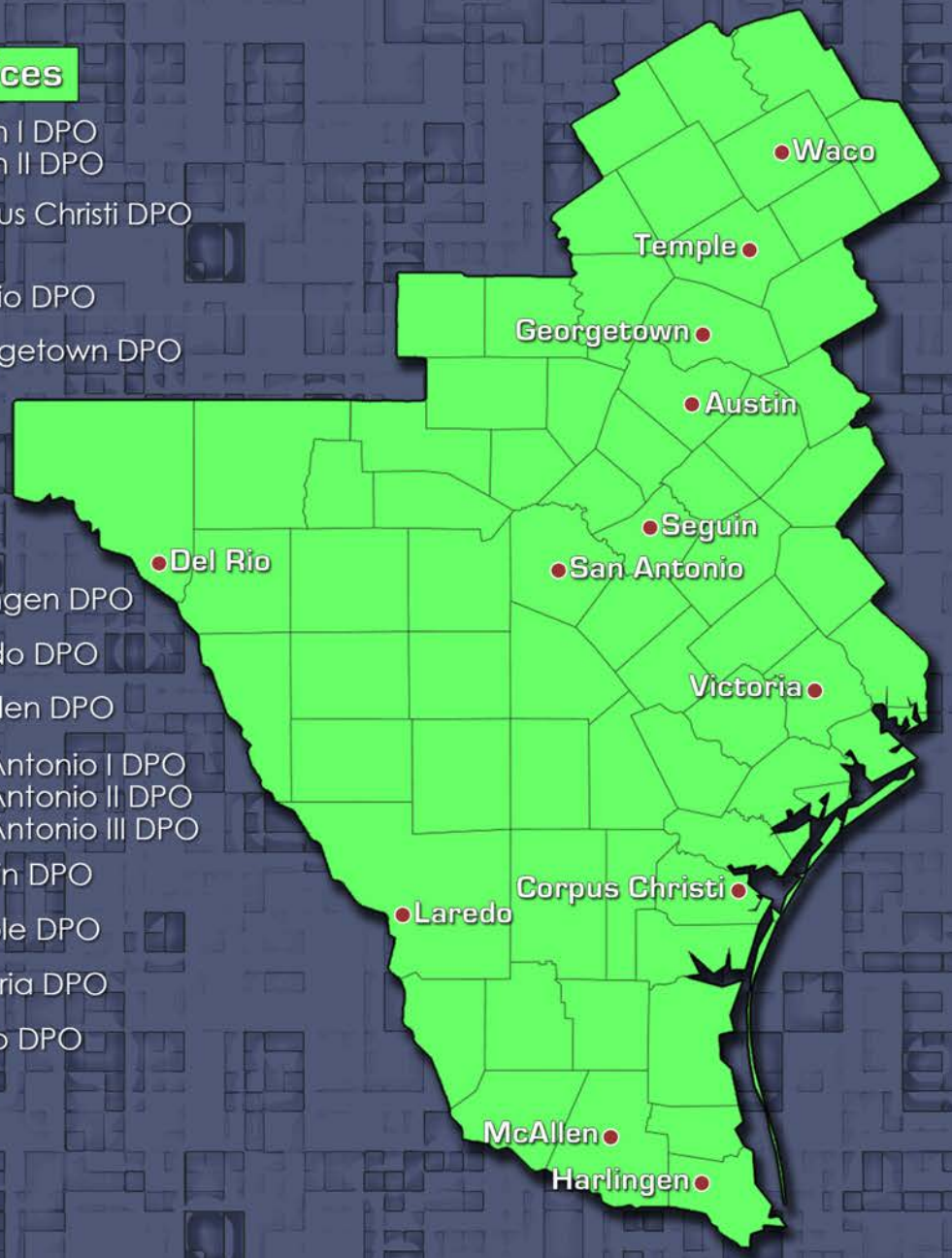


TDCJ Parole Division

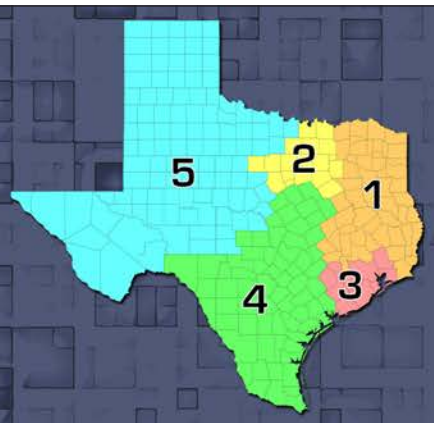


REGION 4 DISTRICT PAROLE OFFICES MAP

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

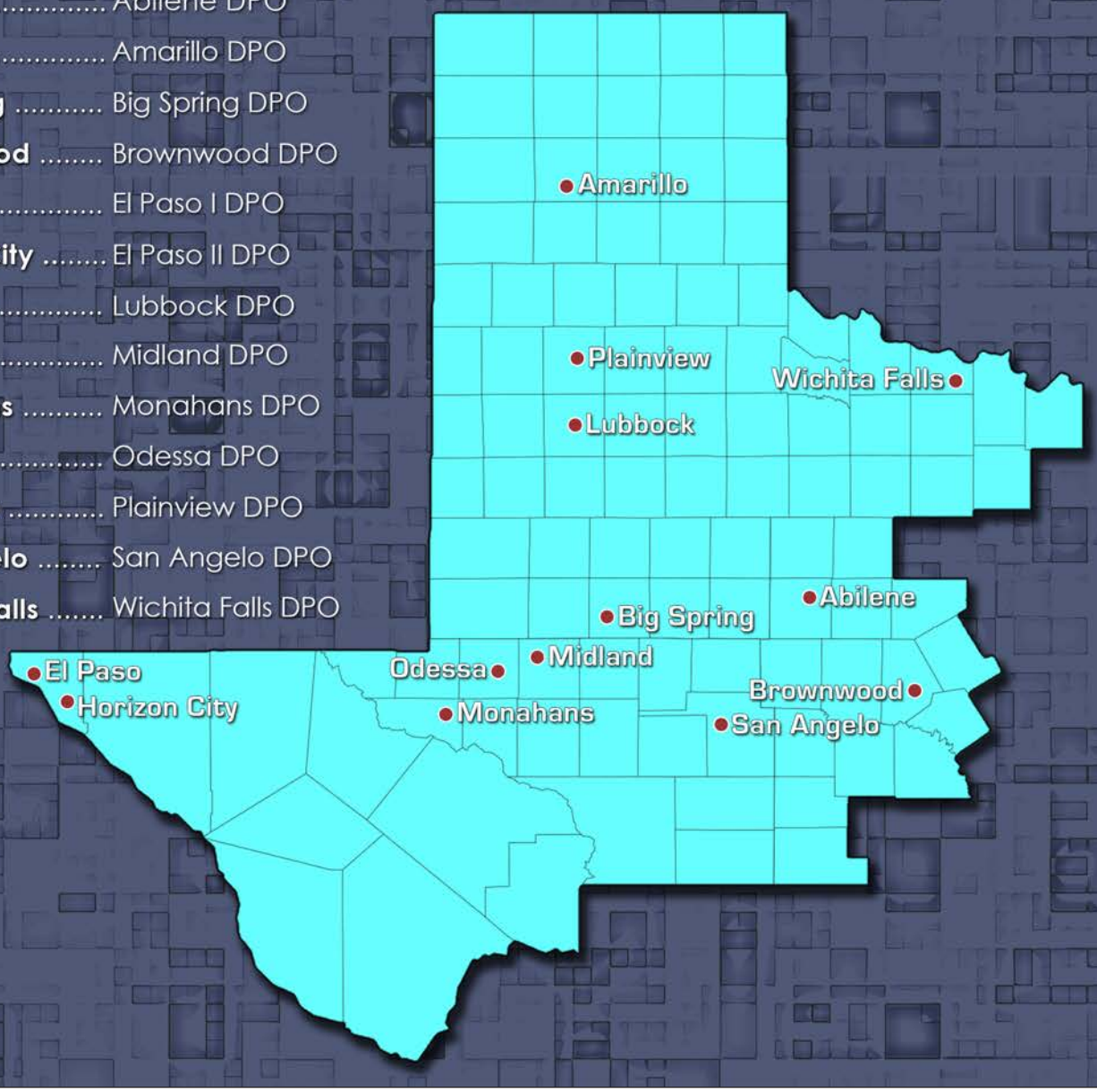


TDCJ Parole Division



REGION 5 DISTRICT PAROLE OFFICES MAP

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



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 2017, regional supervisors oversaw 15 contract monitors who performed daily, onsite operational and contractual monitoring of seven correctional centers, three state jails, one work program co-located on a correctional center and one multi-use treatment facility. There were 10,934 beds at these secure correctional facilities monitored by PFCMOD during FY 2017. Operations monitoring assisted in closing the South Texas Intermediate Sanction Facility, the West Texas ISF, the Bridgeport Pre-Parole Transfer Facility and the Bartlett State Jail, while successfully transitioning the Willacy State Jail, the Bradshaw State Jail and the Lindsey State Jail to different vendors.

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 2017, regional supervisors oversaw 14 contract monitors for 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.

In FY 2017, 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 and control, Transitional Treatment Center placement for offenders in residential and substance abuse facilities, as well as 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 (RID) 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 2017, 136 RID case managers provided pre-release services and 53 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 65,000 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 manager's work directly with offenders, unit medical staff, human services specialists, community resources, and the offender's family to ensure post release continuity of care planning. In addition, pre-release benefit applications are submitted for those offenders who have a severe or persistent illness to minimize delay in receiving eligible entitlements.

In fiscal year 2017, Reentry Planning provided pre-release individualized reentry planning services through the use of the Texas Risk Assessment System (TRAS) to 23,957 eligible offenders scheduled for release within six months. During this same year, the division processed and submitted applications for 38,563 Social Security cards and 43,378 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 28,442 inquiries were submitted to the Texas Department of Public Safety leading to 16,914 applications for Texas identification cards for releasing offenders. Copies of the division reentry resource directory containing more than 42,000 resources were made available for offender review in multiple locations on TDCJ correctional facilities.

Reentry and Integration Case Manager II Yolonda Williams meets with an offender on the day of his release to deliver his Social Security card and birth certificate.

Through a partnership with the Texas Veterans Commission, RID provided coordination and oversight for the Veterans Reentry Dorm program at the Travis County State Jail and identified and helped 409 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 8,278 clients and distributed 7,784 identification documents to post-release clients. Reentry resource information was provided to 5,548 callers via the division's toll-free hotline.

Texas Correctional Office on Offenders with Medical or Mental Impairments

The Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) 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 2017, through formalized agreements with local mental health authorities, TCOOMMI provided community-based behavioral health services for 26,367 offenders and medical continuity of care services to 10,914 offenders, along with case management services for 907 juvenile and 7,507 adult offenders.

Rehabilitation Programs Division

The rehabilitative and treatment programs provided to offenders by TDCJ are the result of the cooperative efforts between divisions within the state criminal justice system and other entities involved in the rehabilitative process. The Rehabilitation Programs Division (RPD) 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 and 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 exhibit limited social and behavioral skills and are housed in individual cells where they have strictly controlled contact with other offenders.

Offenders identified as an affiliate of a Security Threat Group at the time of a new incarceration in TDCJ may elect to participate in the Administrative Segregation Diversion Program (ASDP). 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 formerly housed in administrative segregation for successful reentry into their communities. The program provides offenders with lessons on topics such as anger management, thinking errors, cultural diversity and substance abuse education, along with self-help material.

The Administrative Segregation Transition Program is designed to assist offenders processing 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 (SVORI) provides pre-release, 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 is six to 18 months in duration 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 training in child development education, life skills, infant first aid and CPR, nutrition, peer recovery, cognitive skills, anger management and family reunification. Additional programming may include substance abuse education and GED classes. Each participant works with a case manager to prepare a transition plan for herself and her infant.

Chaplaincy Services

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. TDCJ Chaplains facilitate opportunities for the incarcerated and paroled to pursue their religious beliefs and practices, and provide pastoral care and counseling services to those incarcerated in TDCJ-operated units, contracted facilities and to clients who are on parole.

Chaplaincy serves more than 338 different faith preferences and facilitates 120 faith-based dorms on 97 units. Faith-Based Dorms (FBD) are designed to offer support for offenders who desire to incorporate religious faith and practice in a group setting. The FBD offers a curriculum to assist with successful reentry into the local community and/or rehabilitation needs in order to effect improved institutional adjustment.

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.

Offenders involved in the InnerChange Freedom Initiative at the Vance Unit meet with a volunteer from the Prison Entrepreneurship Program. Businessmen such as Tim Hamilton (standing) help the offenders develop a sustainable business plan to help them earn a living once released.

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.

Truth-be-Told (TBT) offers female offenders the opportunity to honestly recount, to an attentive and respectful audience of invited guests, the events which led them 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 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 Cognitive Pre-release Program (FCPRP) provides cognitive-behavioral programming for female offenders who are within six months of release from TDCJ. The program is designed to effectively manage offender behavior and provide opportunities for behavioral changes through faith-based and secular programming. The goal is to motivate participants to change their ways of thinking and behaving, reducing the likelihood of recidivism.

Female Cognitive Pre-release Program Case Manager Irvanette Lofton (left) presents certificates to the first graduating class of the new Female Cognitive Pre-release Program during a ceremony held at the Marlin Unit.

Didactic and therapeutic interventions are designed to impact the cognitive distortions associated with previous destructive and illegal behaviors. Therapeutic interven-

tions also address the underlying issues that perpetuate maladaptive decision-making. By identifying and addressing risk factors, the offender develops the skills needed to function successfully upon their return to society.

The program offers opportunities to practice prosocial behaviors in a controlled environment. The participant learns to identify unhealthy thoughts which lead to inappropriate activities, including promiscuity, alcohol and drug abuse, and other criminal behaviors. Topics range from substance abuse education, anger management, relationships, domestic violence awareness, criminal thinking and victim empathy. The course program was developed as a gender-responsive, trauma-informed and cognitive-behavioral curriculum.

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 the 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. State law prohibits public release of any DNA profiles or profile information; DNA records stored in the Convicted Offender DNA database are confidential under state law and not subject to disclosure under the public information law.

Our Roadway to Freedom

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

Post-Secondary Contract Academic and Vocational Courses

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

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 members track offenders from the time of the board vote to ensure they are eligible for and transferred to the designated program at the appropriate time.

Risk Assessment Review Committee

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

itors 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 re-offense. 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. The risk level 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 re-offense 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 re-offense and move the participant toward a more pro-social lifestyle by addressing offenders' risks and needs.

Sex Offender Education Program

The Sex Offender Education Program (SOEP) is a four-month 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 Board of Pardons and Paroles (BPP).

Sex Offender Treatment Program-9

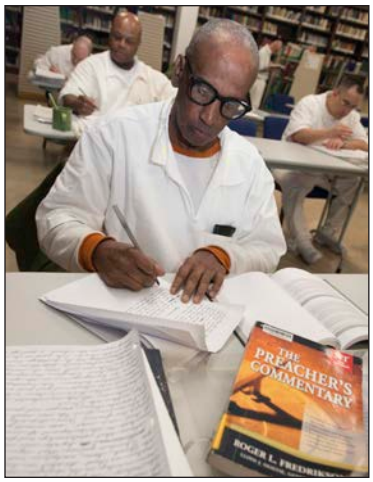
The nine-month Sex Offender Treatment Program (SOTP-9) is designed to assist sex offenders who have been assessed to pose a moderate risk of sexual re-offense. SOTP-9 employs a cognitive-behavioral model and includes four months of psycho-educational classes, as well as five months of group therapy, 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.

Sex Offender Treatment Program-18

The 18-month Sex Offender Treatment Program (SOTP-18) is 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.



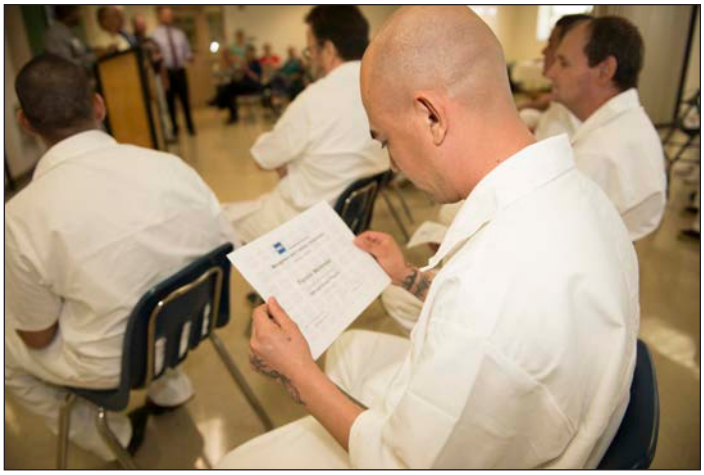
Offenders seeking a bachelor's degree from the Southwestern Baptist Theological Seminary Program at the Darrington Unit spent their spring break studying. Although they had no formal classes scheduled, they met in the library and computer lab to prepare for upcoming classes.

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 modification of parole. Offenders are voted into the IPTC program by the Board of Pardons and Paroles as a condition of release.

Both SAFPF and IPTC provide six 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 risk related to substance abuse, chemical dependency or criminal 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.



Offenders enrolled in the In-Prison Driving While Intoxicated Recovery Program received their graduation certificates during a ceremony held at the Hamilton Unit in Bryan.

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. This DWI Recovery Program uses a specialized, gender-specific curriculum and is a partnership between TDCJ, the Texas Department of State Health Services and a contracted vendor.

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

Volunteer Coordination Committee

The Volunteer Coordination Committee was established in 1994 to enhance the utilization of volunteers within the agency. The VCC consists of representatives from the following agency divisions and groups: Correctional Institutions, Health Services, Human Resources, Office of General Counsel, Private Facilities Contract Monitoring/Oversight, Reentry and Integration, Parole, Rehabilitation Programs, Victim Services and the Windham School District. At the close of FY 2017, there were 23,288 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.

Volunteers offer diverse programs in family living, behavior modification, life skills, education, vocational training, employment and substance abuse prevention. Each of these programs helps rehabilitate offenders so they can successfully transition back into society and keep recidivism rates low.

Victim Services Division

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

Victim Notification Section

Victim Notification System

The Victim Notification System (VNS) uses a confidential database to provide registrants (crime victims, surviving family members, witnesses who testified at trial and concerned citizens) notifications regarding an offender's status. VNS 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 type of notification.

Most notifications are automatically generated, while others are created by VSD 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 2017, there were 192,775 individuals registered on the system, with 6,214 registrants added throughout the fiscal year. During FY 2017, the division processed 167,971 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, the VSD 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. At the end of FY 2017, 1,137 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, VSD representatives answer calls and provide information about offender status, the criminal justice system, meetings with the Board of Pardons and Paroles (BPP), and other services available to victims. The Notification Section received grant funding in FY 2017 to upgrade the hotline phone system with more efficient call routing, and call volume and wait time data acquisition. In FY 2017, there were 11,259 hotline calls received.

Automated Telephone Services

In addition to the VNS services, the VSD 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 2017, there were 5,342 calls received by the automated telephone system and 1,809 automated calls made to VNS registrants when the 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 parole process, and imposition of special conditions on an offender's parole supervision or clarification of victims' rights. There were 155 transmittals processed to the BPP in FY 2017 requesting that the BPP reconsider a favorable vote for release or to 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 Victim Impact Statement is available online in English and Spanish. The TxCVC provides training, including webinars, to victim assistance and criminal justice professionals on topics such as crime victims' rights and services, the role of a victim advocate, victim sensitivity, and survivor-centered safety planning. During FY 2017, 1,833 law enforcement, criminal justice and victim services professionals attended 70 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 TxCVC.

Regional Victim Services Coordinators

Four Regional Victim Services Coordinator positions are strategically placed across the state to provide an array of services to victims in their regions, including assistance with crime victims' compensation, court accompaniment, registering on the VNS and VINE systems, crisis intervention, completing the Victim Impact Statement and victim

advocacy. In FY 2017 the total number of new victims served was 2,421. Regional Victim Services Coordinators also provide training and community education presentations, staff information booths and serve on regional coalitions to help increase awareness of the division's services and crime victims' rights.

Texas Victim Assistance Training Academy

The TxCVC hosted its first three-and-a-half day, in-person Texas Victim Assistance Training Academy in March 2017. The Academy is designed for victim advocates and criminal justice professionals who routinely work with crime victims and have less than three years' experience in the field. The focus of the training was on foundational skills such as knowledge of the victims' experience, needs, and rights from the moment of victimization through the investigation, pre-indictment, prosecution, trial, and the post-conviction phases. Additional topics included ethics, crime victims' rights, influence of cultural factors and resiliency.

Victim Impact Statement: County Observation Study

As part of its legislative mandate, the TDCJ VSD TxCVC collects Victim Impact Statement (VIS) statistics from all Texas counties in accordance with state law. The TxCVC developed the Victim Impact Statement: County Observation Study with the goal of improving the rate of VISs that are received by the TDCJ. The TxCVC identified counties with high rates of success in processing VISs and conducted interviews in those counties to determine the practices that contributed to their success. The published findings in the study indicate that key elements of success include following a written set of policies and procedures that are kept current, networking and collaboration with other county personnel who handle the VIS form, and participating in training.

Texas Victim Assistance Training (TVAT) Online

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 2017, 1,458 individuals completed TVAT Online.

Viewing Executions

The VSD arranges for victims' families to view executions if they choose. Upon request, as many as five relatives plus a spiritual advisor can witness the execution. Witnesses may also include law enforcement personnel and trial officials. Victim witnesses are prepared for and accompanied to the execution by the VSD 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 2017, at least one VSD staff member attended five executions, providing support to 17 victim witnesses and eight victim supporters.

Victim Offender Mediation Dialogue Program

Victim Offender Mediation Dialogue (VOMD) 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. Some victims chose to participate in VOMD because they wish to meet directly with their offender to describe the impact of their victimization and receive answers to questions regarding the offense. Participation in VOMD is voluntary for both victim and offender, and is a confidential process. 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. During FY 2017, 83 VOMD cases were initiated or reopened and 31 mediations were facilitated. Of those 31 mediations, 15 were person-to-person and 16 were creative alternative mediations.

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Administrative Review and Risk Management Division

The Administrative Review and Risk Management Division (ARRM) serves as an oversight division focusing on the mitigation of risk and liability to the TDCJ. The ARRM Division 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 2017 totaled 393,123. The number of legal research materials delivered to offenders with indirect law library access totaled 235,717.

Administrative Monitor for Use of Force

The mission of the Administrative Monitor for Use of Force (UOF) 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, regular reaccreditation assessments by the American Correctional Association (ACA) and Prison Rape Elimination Act (PREA) 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 at the ARRM Division headquarters, oversees all 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 2017, PREA audits were conducted at 47 state and privately operated facilities. The ACA reaccredited 28 state-operated and four privately operated facilities.

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 and offender safety while giving agency administrators valuable insight into issues and problem resolution on the units. During FY 2017, unit grievance investigators processed 143,973 grievances at the unit level, while central office staff processed 35,264 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 2017, staff responded to 30,938 inquiries received through the U.S. mail, telephone and the Internet. The office arranged for agency representatives to speak at 32 engagements sponsored by offender family support organizations.

Risk Management

The Risk Management Department coordinates with all agency departments to implement risk reduction strategies regarding the offender population, 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, 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, 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 Fees; 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 2017, Accounts Payable received and processed approximately 128,000 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.

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 85th Texas Legislature appropriated approximately $6.6 billion to the TDCJ for the 2018-19 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. Also, based on the decisions made by the 85th Texas Legislature, five facilities (the South Texas Intermediate Sanction Facility, the Ware Unit, Bartlett State Jail, West Texas Intermediate Sanction Facility and Bridgeport Pre-Parole Transfer Facility) were closed and funding was eliminated.

Other key FY 2018-19 initiatives include funding for the agency's major repair and renovation efforts to maintain our existing physical plant, additional funding for pretrial diversion programs, and the permanent transfer of funding for community supervision and corrections department (CSCD) health insurance from TDCJ to the Employees Retirement System. In addition, the $1.1 billion in funding for Correctional Managed Health Care, while representing a decrease from the 2016-17 biennial funding level, will transition Hospital Galveston to a Medicare standard dollar amount (SDA) payment methodology and cap indirect administrative costs at 2.75 percent. Additional funding has been provided for targeted salary adjustments to health care delivery staff, expansion of infirmary operations and hours of coverage, renovations at the Jester III and Telford units to increase medical beds, and extending prescriptions to 30 days for releasing offenders.

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 2017, more than 1.9 million deposits totaling $125.6 million were received and processed. The majority of deposits were received electronically through third-party vendors. An automated remittance processing system is used to encode, image, endorse and prepare money orders received for deposit.

The department operates two warehouse and distribution centers that provide merchandise for resale at 173 commissary locations throughout the state. Items sold include snacks, packaged meat and fish products, coffee, soft drinks, greeting cards, shoes and electronics. Using an offender's bar-coded identification card, the commissary's point-of-sale system records detailed sales transaction

information and debits the offender's trust fund account. Sales from commissary operations exceeded $112 million in FY 2017.

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 2017, the department processed approximately 59,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 51,300 purchase order procurement actions processed. In addition, the department completed approximately 600 contract procurement actions.

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

Historically Underutilized Business Program

The mission of the Historically Underutilized Business Program (HUB) 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 (OSM) 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.

In late August of 2017, the first major Atlantic hurricane of the season, Hurricane Harvey, made landfall near Rockport on the Texas Gulf Coast. The storm moved slowly, eventually dropping more than 40 inches of rain in many parts of the state, causing widespread flooding.

The maintenance building at the Ramsey Unit in Rosharon, Texas during flooding caused by Hurricane Harvey.

As Harvey approached, Facilities staff helped prepare the agency's infrastructure items in storm-threatened areas to withstand high winds, heavy rain and flooding. Trees were cleared away from transformers and power lines, generators were checked to make sure they were fueled and operational, and agency equipment moved to areas safe from floodwaters. Facilities also helped deploy sandbags, portable generators and water tankers to areas likely to be hardest hit.

When water and power outages occurred during the storm, Facilities worked to restore these critical services. As soon as possible after the storm, Facilities staff moved in to assess and quickly repair wind and flood damage.

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 proj-

ect 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 2017, 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.

Offenders on the sheltered housing wing of the Jester III Unit gather to play dominos.

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.

The director of Nursing Administration 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 Patient Liaison Program performs sick call requests verification audits and operates a family hotline where offender families can call to inquire about offender health care concerns.

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 (HR) 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 (CO) Recruiting and Staffing actions taken during FY 2017 to positively impact CO staffing included the $4,000 recruitment bonus for newly hired full-time COs assigned to 17 understaffed units; exempting military veteran applicants from the CO pre-employment test requirement; awarding administrative leave for 23 employees who recruited correctional officers; and participation in 266 job fairs, 39 hiring seminars and 48 Saturday CO screenings. Newspaper, radio and social media ads, 69 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.

During FY 2017, TDCJ hired 7,701 employees. There were 13,705 CO applicants screened and 6,680 COs hired, of which 1,201 were veterans. An additional 387 employees entered the CO series, for a total of 7,067 new COs during FY 2017.

Human Resources Veterans Liaison Paula Gilbert and CTSD Training Specialist Jeremy Bryant discuss upcoming recruitment opportunities throughout the state.

As of August 31, 2017, the agency's annual overall attrition rate was 23.6 percent, and the correctional officer attrition rate was 28.2 percent. The CO vacancy level was 3,207.5 in August 2017, an increase from 2,003 at the end of FY 2016.

Selections and Clearances processed 2,493 agency application clearance requests for non-correctional officer positions and 5,808 volunteer clearance requests, in addition to 3,898 contract medical requests, 3,591 Private Facilities, 474 contract Facilities Maintenance, and 2,483 contract Agribusiness clearance requests.

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 2017 Everything is Fitter in Texas Challenge, a competition among state agencies, in which the TDCJ took first place in its category, as well as 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. This department reviewed 209 bills during the 85th Legislature.

Program Compliance and Support Operations monitors agency operations to ensure compliance with HR policies and procedures, performs Operational Reviews, monitors and implements budgetary and fiscal functions, to include contracts, purchasing, fixed assets, and travel, and monitors the inventory and obtains 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 2017, the HR Staff Development curriculum was used to deliver more than 137,709 training hours to 18,489 employees. Courses related to equal employment opportunity, diversity, supervision, selections, wellness, payroll, and other HR topics were presented. Two new trainings were released during FY 2017: Communication Skills and the EEO Disciplinary Compliance training video, targeting employees disciplined for EEO-related violations.

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 6,209 complaints, accommodations, dispute resolutions and unemployment claims in FY 2017. During the same fiscal year, the Drug-Free Workplace program processed 15,538 substance abuse tests, and the agency's Discipline program processed 9,357 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 Infrastructure and Customer Support Department, Enterprise Applications Department, the Project Management Office, Information Security Officer, and Business Continuity and Operations Department.

Infrastructure and Customer Support

The Infrastructure and Customer Support Department supports approximately 13,000 portable and mobile radios, 178 telephone systems, 83 video conferencing sites and other telecommunication devices operated on behalf of the agency. The Communications group operates and maintains numerous telephone circuits, voice and data cabling, voice networks and long distance calling in support of agency operations. In addition, this group provides operator services for incoming telephone inquiries and processed more than 100,250 calls in FY 2017.

The Customer Support Service 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 agency operations. In FY 2017, more than 136,000 customer service requests were processed.

Enterprise Applications

The Enterprise Applications Department is responsible for the creation, enhancement and maintenance of all major application software for the TDCJ. Examples include offender management, human resources, parolee supervision, payroll and business finance. In addition, the department is responsible for the management and maintenance of servers, network infrastructure and traffic, and Internet access, which supports the agency's enterprise applications. During FY 2017, the Enterprise Applications team completed application or network initiatives for virtually all of the agency's divisions and departments.

During FY 2017, the capabilities of the "Flash Notices" system, which alerts offender supervision staff across the state when an individual of interest is arrested, were augmented so more interested parties would receive notification. Improvements were also made to the Correctional Institutions Division's Fusion Center system and the Texas Anti-Gang Information Tracking system (TAGIT), which help synchronize Security Threat Group Management communications.

The Enterprise Applications Department's Web Services group worked closely with the agency's executive staff and Public Information Office to design a new website to be implemented during FY 2018. This group also enhanced Web applications to meet new coding standards to make them "mobile friendly" for use on smart phones and other mobile devices.

Improvements were made to the agency's purchasing system, ADPICS, to reflect the new comptroller's purchasing guidelines. Asset disposal methods were expanded by State Property Accounting and TDCJ's accounting and asset management system, LONESTARS, was modified to reflect this expansion.

During the reporting year, the network group continued to improve and enhance our Electronic Document Management System's (EDMS) function, and facilitated increased use of the system, especially in regard to document scanning. The group also upgraded the EDMS system (OnBase) to improve functionality.

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*.

PMO project managers provided oversight and management for a wide range of priority projects during the fiscal year: the Unit Network Infrastructure Refresh (UNIR) Project, Texas Risk Assessment System (TRAS) Release II Project, the Texas Correctional Office on Offenders with

Medical or Mental Impairments (TCOOMMI) Incident Report Tracking Project, and the Prison Rape Elimination (PREA) Grant Project. Project managers also coordinated agency efforts in the execution and completion of the Corrective Intervention Pre-release Program (CIPP) Project at the Lane Murray Unit, the iPhone 7 Deployment Project and the BES12 (Blackberry) Project after finalizing the deployment of new mobile devices to Manufacturing, Agribusiness and Logistics Division transportation staff.

The Business Strategies Team (BST) developed the ITD Modernization Plan detailing the information technology infrastructure that supports TDCJ operations, composed of 272 applications and 120 mission-critical Access databases. Legacy systems have been identified and prioritized to create a modernization roadmap for the agency. The BST created a SharePoint site for the coordination of the Legislative Bills and Implementation Plans, as well as other BST projects. Continued training and support were provided to the Parole Division and the Texas Board of Pardons and Paroles (BPP) to address improvements in operations and upgrades to the Offender Information Management System. BST designed a new online Automated Information Systems (AIS) Survey for the agency, and survey results will be analyzed and made available for ITD management in early FY 2018.

Information Security Officer

The Office of the Information Security Officer (OISO) worked with ITD analysts and data owners to create Interconnectivity Security Agreements (ISAs) and Memoranda of Understanding (MOUs) for Windham School District, University of Texas Medical Branch, Department of Public Safety, Keefe Group, and Immigration and Customs Enforcement.

The Office of the Information Security Officer conducted a Criminal Justice Information Services (CJIS) self-assessment to determine ITD's compliance with the Federal Bureau of Investigation policy. The OISO also enabled Forced Transport Layer Security (TLS) for select business partners (state agencies) to ensure that email between TDCJ and state agencies is encrypted.

The annual agency risk assessment was performed in collaboration with Business Continuity Office, Project Management Office, Enterprise System Support and Enterprise Web Applications, and a Controlled Penetration Test (CPT) was conducted by the Texas Department of Information Resources. TDCJ executive leadership was briefed on the risk assessment results and CPT findings in the annual information security report.

Information Security helped the Darrington Unit and Darrington Bible College implement new security controls for the computer network used by offenders. Regular onsite and remote scans of the Bible College systems ensure that the systems are free of unauthorized software and files, and an assessment was conducted to identify any possible security issues. The OISO also provided security review and testing for the Corrective Intervention Pre-release Program (CIPP) to ensure the systems were secure and that offenders would not be able to compromise the systems.

The Information Resource Security Program (IRSP) was updated to comply with policies set by the updated Texas Administrative Code (TAC) 202. The new IRSP consists of a policy document, a controls catalog and an acceptable-use document. Documented processes were put in place to ensure the agency was compliant with Senate Bill 1910 and House Bill 8, 85th Texas Legislature.

In FY 2017, the OISO also conducted the first Information Security tabletop exercise for ITD staff, which simulated real world information security threats, allowing for a post-exercise review of staff reactions.

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 2017. Working with developers, improvements have been made to the Sequential Query Language code and the underlying database structure designed to reduced CPU utilization, reduce DASD usage and to improve response times. The database was upgraded to DB2 V11 to provide the advantages of an improved platform. IBM Data Studio is being used to maintain, test and optimize the database as well.

Operations successfully oversaw an upgrade of the Mainframe CPU to a new z13s Processor. This new processor is more powerful and allows for a reduction in the overall size of the hardware while maintaining the same processing power. This department also completed the annual Disaster Recovery Exercise from the Primary San Angelo Data Center to the Recovery Austin Data Center.

Business Continuity completed the 2017 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.

Manufacturing, Agribusiness and Logistics Division

The Manufacturing, Agribusiness and Logistics (MAL) Division manages the agency's agribusiness, land and mineral operations, warehousing operations, fleet and freight transportation services, and provides customers with quality manufactured products and services. The division helps maintain security while teaching incarcerated offenders job skills they need to find post-release employment and make a successful reentry 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 by providing offenders with opportunities to develop a work ethic and learn marketable job skills.

When Hurricane Harvey struck Texas at the end of FY 2017, MAL staff members demonstrated their professional dedication and perseverance, fulfilling their job duties despite the storm and widespread flooding. In preparation and response to Hurricane Harvey, MAL's dispatch offices coordinated more than 135 freight hauls and truck drivers logged approximately 32 thousand miles.

MAL coordinated response personnel and staged supplies and equipment in areas where the hurricane was expected to make an impact. MAL staff worked with responders in the field to make sure emergency supplies were sent where they were most needed. Flashlights, batteries and rain gear were staged in unit warehouses, additional food, bottled water, ice, water tanks, cots and sandbags were shipped to affected areas, and bulk fuel levels were carefully monitored and refilled. MAL staff also worked to make sure that all evacuated offenders would have sufficient supplies of food, mattresses and other necessity items when they were moved to TDCJ facility in a safe area. MAL provided wrecker services when offender evacuations began, and strategically placed high-profile vehicles to provide assistance during flood response activities.

Agribusiness, Land and Minerals

Agribusiness, Land and Minerals is responsible for 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 livestock, operates two meat processing plants and a canning plant that provide the canned vegetables, eggs, and various finished meat products required to feed the offender population.

During the 2016 calendar year, the department raised 28 varieties of vegetables, with production exceeding 14.5 million pounds. Approximately 33,700 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 81.3 million pounds of production. At the close of calendar year 2016, on-hand livestock included 14,970 head of cattle, 18,950 swine, 247,523 laying hens and 1,399 horses. The poultry program produced approximately 5.2 million dozen eggs and the swine operation shipped 17,258 hogs to the packing plant. During this period, agency food processing plants canned 321,514 cases of vegetables and delivered more than 24.8 million pounds of finished meat items.

Ag Specialist Yvonne Welther oversees the egg production operation at the Darrington Unit. Her job is to make sure the chickens are healthy and producing quality eggs. This unit alone produces more than 1.2 million eggs per week.

Financial Operations

The Financial Operations department includes Information Technology, the Financial Support Office (FSO), the Business Office for Texas Correctional Industries (TCI), Transportation and Supply and TCI Customer Service.

Information Technology supports the division by providing automated information services for more than 500 division users. The department maintains the TCI website, administers a dispatch system and performs troubleshooting related to repairs and maintenance of production software, equipment and peripherals to support facility needs and minimize downtime.

The FSO is located at the Wynne Unit and is responsible for compiling data from various sources to produce the monthly TCI Financial Report, and weekly and monthly warehouse reports. The FSO also provides information and reports to factories, MAL management and agency administration, all of which are used when making business decisions.

The Business Office provides budget oversight for Programs, TCI, and Transportation and Supply, including purchasing approvals and specifications, credit card monitoring, accounts receivable collections and general accounting.

TCI Customer Service is the primary contact for receiving and processing customer purchase orders and complaint resolutions, and providing order status, delivery dates and price quotes.

Programs

Programs includes Offender Work and Training Programs, and Planning and Research.

Offender Work and Training Programs (OWTP) oversees the MAL Division's designated training facilities: Daniel Computer Recovery, Wynne Computer Recovery and Geographic Information System (GIS) and Mountain View Braille.

During FY 2017, Daniel Computer Recovery and Wynne Computer Recovery facilities provided 6,317 refurbished computers to Texas public schools. Daniel Computer Recovery also provides e-text services by converting textbooks into a digital format. The Mountain View Braille facility offers offenders an opportunity to earn braille certifications from the Library of Congress and provides braille transcription services to education agencies. During FY 2017, the braille facility transcribed 126,873 pages of braille and 54,273 pages of tactile braille. The GIS facility provides GIS data conversion services while simultaneously training offenders in computer-aided drafting and GIS programs.

OWTP also documents offender participation in on-the-job training (OJT) programs and other training programs; coordinates with the Windham School District to certify OJT programs, create short courses, apprenticeships and vocational courses; ensures availability of job history and certifications to released offenders with MAL Division work experience; and uses Work Against Recidivism (WAR) data to measure post-release employment success.

OWTP provides oversight of the Prison Industries Enhancement (PIE) Certification Program, monitors the program to ensure compliance with state and federal guidelines, and acts as liaison between unit administration and the private business located on a correctional facility. These PIE programs manufacture air conditioning and heating valves, computer components and wiring harnesses. During FY 2017, PIE participants earned more than $1 million and contributed $138,096 in federal taxes, $100,091 to crime victims' compensation, $10,890 to restitution, $105,255 for family support and $454,292 to room and board.

Planning and Research compiles and provides accurate and consistent MAL information for publications, presentations and webpages; coordinates the development and maintenance of division policies and publications; conducts legislative impact analysis; and coordinates, monitors and oversees various division responsibilities. Planning and Research coordinates compliance with American Correctional Association (ACA) – Correctional Industries and provides staff development support and training coordination.

Texas Correctional Industries

Texas Correctional Industries manufactures goods and provides services for sale, on a for-profit basis, to city, county, state and federal agencies, public schools, public and private institutions of higher education, public hospitals and political subdivisions. 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.

Offenders who work at the tire retreading facility at the Darrington Unit learn job skills that can help them gain employment when they're released. On average, they retread 250 tires a month for use on agency freight vehicles.

In 2017, the ACA – Correctional Industries reaccreditation assessment was conducted with a score of 100 percent for both mandatory and non-mandatory standards. In August, 2017 the panel of ACA commissioners awarded TCI with accreditation.

During FY 2017, 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 were also available. During the fiscal year, TCI received 12,628 outside customer orders. Sales for the 33 TCI facilities and the four designated training facilities were $84 million for the fiscal year.

Transportation and Supply

Transportation and Supply includes Fleet and Freight Transportation, and Warehousing and Supply.

Fleet and Freight Transportation has four freight terminals and six mechanical operations. The department is responsible for the management and supervision of TDCJ transportation, mechanical needs, planning and forecasting equipment needs, and emergency wrecker services for the TDCJ.

Fleet and Freight Transportation manages the acquisition and maintenance service of TDCJ passenger vehicles, buses, tractor trucks, trailers and equipment, and oversees the evaluation of salvage vehicles and trailers. This department provides transportation through motor pools or vehicle assignments to TDCJ staff and manages approximately 2,200 active vehicles, including 194 tractor trucks and 450 tractor trailers, as well as several thousand trailers and other equipment. In FY 2017, there were 15,195 work orders completed for vehicle and equipment repairs and preventive maintenance such as oil changes, tire rotations, and fluid and belt inspections.

Freight terminals are responsible for goods transportation, shipping and distribution planning, safety education training for employees and offenders, and coordinating the transportation and receipt of customer goods. During FY 2017, the four freight dispatch offices coordinated more than 30,000 freight hauls and truck drivers logged approximately 5.8 million miles.

Warehousing and Supply has eight warehouses and is responsible for economic management and distribution of consumable goods and supplies, including dry, cold and frozen food; TCI and Agribusiness, Land and Minerals produced goods, and Facilities Division maintenance supplies. Warehousing and Supply also oversees the disposal of salvage vehicles. During FY 2017, the warehouses had an average inventory of $22.8 million and maintained 2,707 items in stock. Approximately $151 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 2017, 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 the TDCJ's executive staff. Staff responds to inquiries regarding offender demographics, coordinates survey responses, maintains the Death Row webpage, conducts statistical analyses and provides a variety of statistical information. Staff also prepares agenda and meeting materials for the Texas Board of Criminal Justice (TBCJ) and produces the TBCJ minutes. Additionally, staff coordinates revisions of TBCJ rules, the *Departmental 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 the TDCJ's Records Management Office. The department conducts internal research and evaluations, and coordinates research conducted by external entities. Executive Services produces unit profiles, agency organizational charts, 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 the 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, and supplying stock video and photos to other criminal justice agencies, news media and educators. Media Services also provides audiovisual support for bimonthly TBCJ meetings and special events.

During FY 2017, 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 2016 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 (OIM) is the central oversight authority for TDCJ's emergency management preparedness and response. The office coordinates with divisions 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 logistical and law enforcement support activities for the State Emergency Management Plan. The office also works with all of the agency's operational divisions to provide a representative to disaster district committees throughout the state and oversees all agency mitigation reports and activities.

The OIM works to identify potential hazards and threats to the agency and develops mapping, modeling and forecasting tools to lessen their effects. The office also trains agency staff on their roles during emergencies, and works in conjunction with the Correctional Institutions Division to coordinate all necessary Incident Command System training for security staff and unit personnel.

At the close of FY 2017, OIM began monitoring weather forecasts which predicted a tropical storm to make landfall along the Texas Gulf Coast. This tropical storm suddenly and rapidly intensified and made landfall near Rockport as a Category 4 storm named Hurricane Harvey, an event which tested the agency's ability to fulfill its mission while enduring a catastrophic and widespread weather emergency.

During the agency's preparation, response and recovery from the hurricane, the OIM helped coordinate activities at the agency's emergency command center, ensuring that vital resources were delivered to agency facilities in need, and allowing for a successful response and recovery from this record-setting storm event.

TDCJ Executive Director Bryan Collier (foreground) surveys flooding at the Ramsey Unit following Hurricane Harvey.

Public Information Office

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

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

The PIO provides timely and accurate answers to media inquiries covering a range of topics, from policies, procedures and budget details to information about individual offenders. The PIO processes 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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