

Texas Department
of
Criminal Justice



Annual Review
2018

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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 *Annual Review for Fiscal Year 2018* 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 2018 was successful on many fronts. As fiscal year 2017 was ending and 2018 about to begin, Hurricane Harvey struck Texas, and I am pleased to report the TDCJ staff remained singularly focused on security and safety. While nearly 7,000 offenders were temporarily relocated, all staff and offenders were kept safe from harm. Our first responders knew their roles and performed them

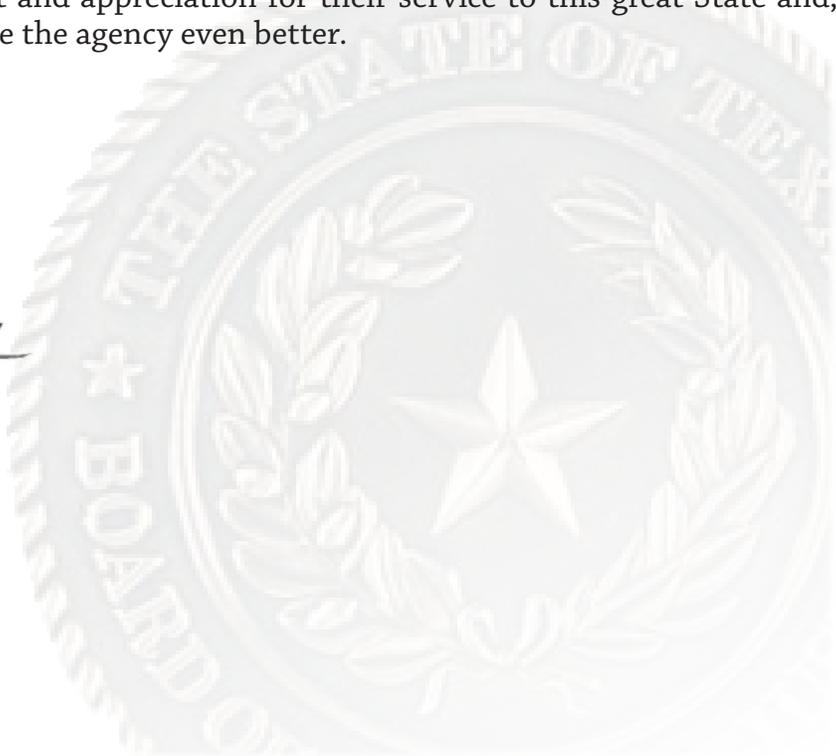
admirably. Our employees were well prepared and successfully met their responsibilities. Additionally, a comprehensive review of the rehabilitative programs resulted in program modifications, based on evidence-based models, which improved effectiveness. Our staff redesigned TDCJ's website and expanded our social media platform to include Facebook and a Recruiting Facebook page to provide the public, offender families, victims, and potential new employees additional information about TDCJ.

The employees of the TDCJ are meeting the challenges before them. Their professionalism, hard work, team orientation, 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 and, importantly, continue their efforts to make the agency even better.

Sincerely,

A handwritten signature in black ink that reads "Dale Wainwright". The signature is written in a cursive, flowing style.

Hon. Dale Wainwright
Chairman, Texas Board of Criminal Justice



Dear Chairman Wainwright and Members of the Board:

Fiscal Year 2018 began with the Texas Department of Criminal Justice successfully responding to the impact of Hurricane Harvey on the Texas Gulf Coast and eastern Texas while continuing to fulfill its vital public safety mission across the state. Nearly 7,000 offenders were evacuated from flood-struck areas, and thousands more were safely and securely supervised in areas where the challenges posed by high winds, rain and flooding, while still substantial, could be met sheltering-in-place. With no loss of life and minimal impact on critical functions or infrastructure, the outcome could hardly have been better for the agency. This positive outcome was made possible through the efforts of thousands of dedicated TDCJ employees.



Another achievement made possible only by the hard work and professionalism of TDCJ staff involves compliance with both American Correctional Association (ACA) accreditation and federal Prison Rape Elimination Act standards. During FY 2018 this accomplishment was recognized when the agency was presented with the ACA's prestigious Lucy Webb Hayes award. Only three other correctional agencies in the nation have earned similar recognition for achieving compliance with national standards.

There were many other notable accomplishments during FY 2018, to include implementing modifications to treatment programs designed to enhance effectiveness, expediting placement of releasing offenders into residential treatment facilities, and a continued, albeit slight, decrease in the offender population. Updated recidivism rates won't be available from the Legislative Budget Board until FY 2019, however, recidivism rates in Texas are among the lowest in the country and have been trending downward.

The recruitment and retention of staff, particularly as it relates to reducing the number of Correctional Officer (CO) vacancies, remained our most significant, ongoing operational challenge. To address CO vacancies, the salaries for newly hired correctional officers, whose turnover rates far exceed that of more veteran staff, were increased by 12 percent, and the CO recruitment bonus at select units was increased to \$5,000. The TDCJ Legislative Appropriations request for the FY 2020-21 biennium, which was approved by the Board during FY 2018, includes an exceptional item seeking salary increases for uniformed security staff and parole officers, and also requests consideration of a pay raise for all state employees, to include employees of local community supervision and corrections departments.

Once again, I want to thank all the dedicated, hard-working employees of the Texas Department of Criminal Justice for their public service throughout the year.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Collier". The signature is stylized and fluid, written over a faint, large watermark of the Texas Department of Criminal Justice seal in the background.

Bryan Collier,
TDCJ Executive Director

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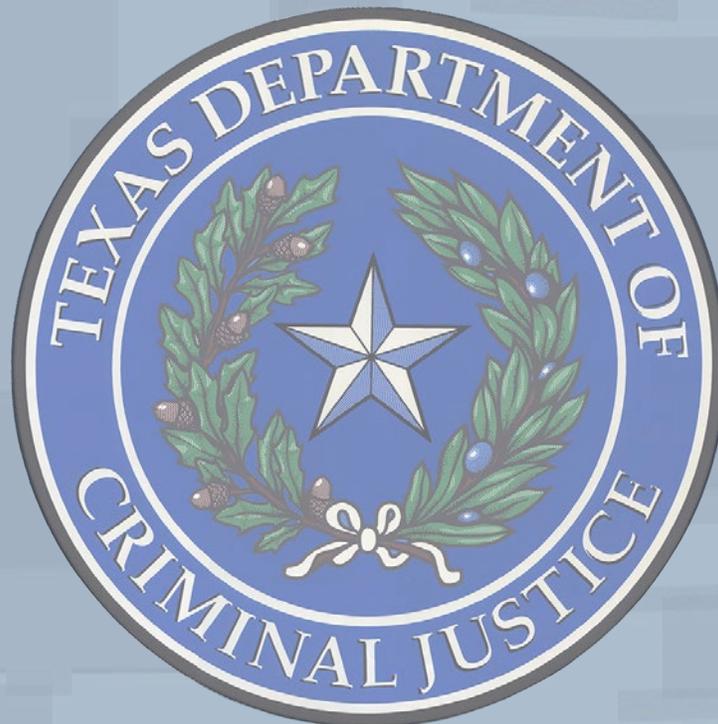


The Texas Department of Criminal Justice

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.

Dale Wainwright
Chairman

R. Terrell McCombs
Vice-Chairman

Eric Gambrell
Secretary

E.F. Mano DeAyala

Tom Fordyce

Larry Miles

Patrick O'Daniel

Derrelynn Perryman

Thomas Wingate

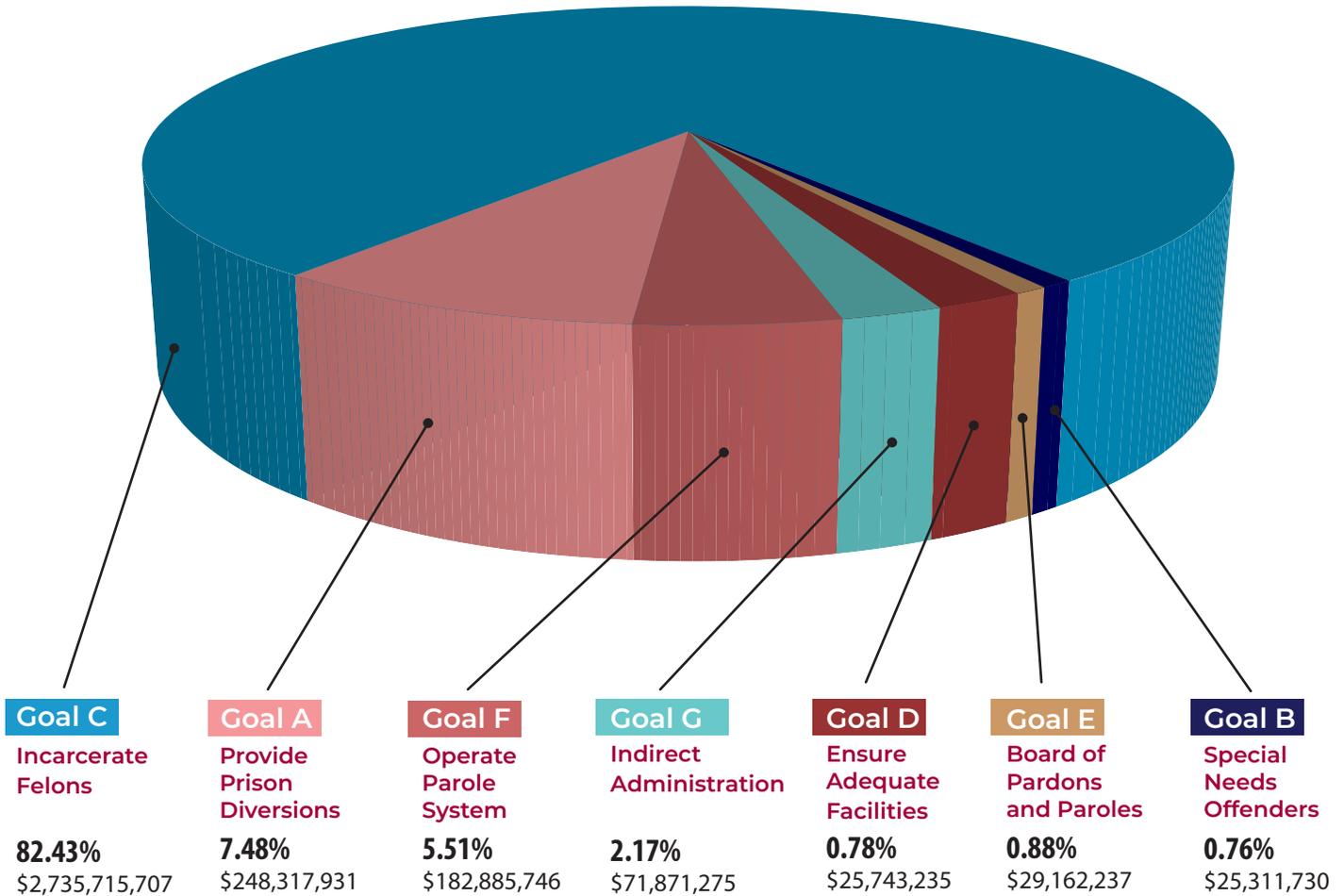


Financial Summary

Operating Budget for Fiscal Year 2018

- 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



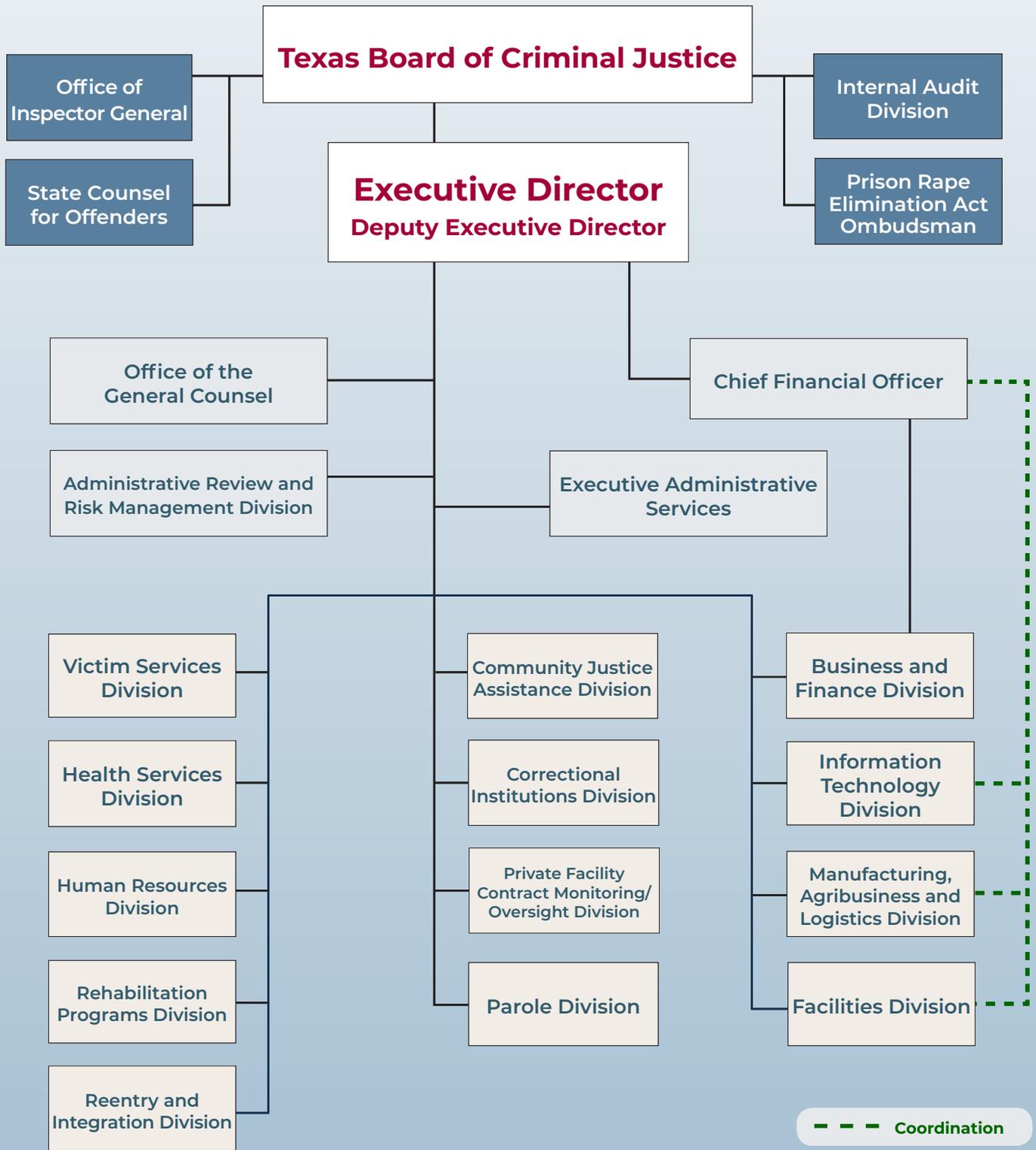
Total Operating Budget \$3,319,007,861

Source: Legislative Appropriations Request (LAR) for Fiscal Years 2020 and 2021





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 law enforcement and administrative investigative agency for the Texas Department of Criminal Justice (TDCJ). The OIG is an operationally independent office accountable to the Texas Board of Criminal Justice (TBCJ). The Inspector General reports directly to the TBCJ chairman.

All OIG investigators are certified peace officers, as authorized by Texas Code of Criminal Procedures, Article 2.12 and licensed by the Texas Commission on Law Enforcement (TCOLE).

The OIG is responsive to the needs of the TBCJ, the TDCJ, governmental agencies, and the people of Texas by impartially investigating administrative and criminal complaints, while protecting the rights of all persons involved.

Allegations of criminal activity and misconduct that have an adverse impact on TDCJ programs, personnel and resources, include waste, fraud, abuse, corruption, mismanagement, ethics violations, discrimination and violation of state or federal law are within the OIG's purview to investigate. TDCJ Administrative Directive 16.20 delineates incidents that require immediate reporting to the OIG. Additionally, the OIG initiates investigations in response to complaints from employees, offenders, family members, third-party sources and on its own initiative.

The OIG furthers its law enforcement efforts through Task Force partnerships with the Federal Bureau of Investigation, the United States Drug Enforcement Administration and the United States Marshals Service. These partnerships strengthen a commitment to share information and reinforce a law enforcement alliance when dealing with escapees, fugitives, parolees and organized prison gangs.

Administrative Support

Administrative Support includes General Counsel, Finance and Budget, Human Resources, Information Technology, Records Management, and Training. These offices serve in various non-enforcement roles providing important support to the command staff, supervisors and investigators, while furthering the mission of the OIG. Each of these offices performs highly specialized functions that are essential to success of the OIG.

The General Counsel provides legal advice and litigation assistance to the Inspector General and handles or reviews all legal matters of interest to the OIG. Among other responsibilities, this office reviews and proposes legislative issues, receives and processes Open Record Requests, consults with the Attorney General's office and outside attorneys, and conducts OIG policy review.

Finance and Budget is responsible for managing OIG's annual budget, future financial planning, grant management, reviewing and completing FEMA reimbursement financial documents, creating purchase orders, reviewing and tracking purchase requests, completing travel reimbursement and conducting an annual audit of more than 1,700 inventoried items.

Human Resources is responsible for securing, maintaining and updating the personnel files of all OIG employees, processing personnel time and payroll transactions, maintaining staffing allocations and organizational charts, reviewing and processing workers' compensation forms, maintaining and updating job descriptions, posting vacant positions and screening applications.

Information Technology maintains and supports all of the OIG systems and network, ensures the software updates and security patches are installed, maintains and updates



all desktop, laptop and computer peripheral devices, installs and supports software applications, coordinates with the TDCJ Information Technology Division to resolve network and connectivity issues throughout the state, creates programs that produce statistical information and reports, and maintains the OIG-IT help desk.

Records Management is responsible maintaining and securing all OIG administrative and criminal investigative case folders as well as electronic documents in accordance with the TDCJ Records Retention Schedule. Records Management reviews and processes all incoming correspondence from US Mail, mail addressed to the OIG from various prison units, email and faxes. Each piece of correspondence is read, documented in the Records Management System and distributed for appropriate action as directed by policy. The Records Management staff conducts employee clearances for TDCJ Human Resources.

The OIG Training Program builds on the foundation established in the police academy and reinforces that philosophy throughout the law enforcement officer's career. The overall mission of the OIG Training program is to serve OIG, as well as outside law enforcement, in providing quality, realistic and relevant training that will exceed the trainee's expectations. The training program includes classroom instruction and hands-on, scenario-based instruction.

The OIG Training program is a contract training provider for the Texas Commission on Law Enforcement (TCOLE) and partners with other local and state law enforcement agencies to provide training statewide. Training programs include, but are not limited to: Legal Updates, Eyewitness Evidence and Identification, Sexual Assault Investigations, Death Investigations, Firearms, Patrol Rifle, Property and Evidence Control, CPR/AED, Tactical First Aid, Gang Investigations, Leadership, Ethics, and Advanced Law Enforcement Rapid Response Training (ALERRT).

In December 2015, OIG launched the Civilian Response to Active Shooter (CRASE) training for OIG and TDCJ personnel. The OIG CRASE training has expanded to all TDCJ regions, church groups, community organizations, county probation departments, school districts and the Texas Corrections Association Conference. More than 3,550 people have received this training.

Major Crimes Investigative Operations

Major Crimes investigates violations of state and federal law committed by offenders, employees, contract staff, visitors, and free-world individuals who involve themselves in subversive criminal activities that have the potential to breach the security of TDCJ facilities.

Major Crimes investigators are dedicated to conducting prompt and thorough investigations of any criminal violations committed on property owned or leased by the TDCJ. Additionally, the OIG conducts investigations that originate outside the confines of a TDCJ prison unit or a TDCJ-leased property when a relationship or interest to the TDCJ, including TDCJ properties, employees, incarcerated offenders or parolees is established.

Investigators routinely respond to requests from other law enforcement agencies or district attorney offices to assist with criminal interviews, obtaining DNA samples or providing information which contributes to closing investigations that have gone cold. Moreover, at the request of state legislators, the OIG initiates investigations on a variety of concerns that may be either criminal or administrative in nature.

The OIG submits criminal investigations to the Special Prosecution Unit (SPU) or the district attorney's office of jurisdiction for review and prosecution in the appropriate criminal court of law.

Administrative investigations comprise allegations, facts or circumstances that appear to constitute employee misconduct. OIG investigators are fact-finders of rule or policy violations as outlined in Personal Directive-22, General Rules of Conduct and Disciplinary Action Guidelines for Employees. As a final action, sustained administrative investigations are submitted to TDCJ administrators for appropriate disciplinary action.

During FY 2018, OIG investigators opened 4,295 criminal investigations and 72 administrative investigations. One hundred sixty indictments, involving various penal code section violations, were secured from 113 criminal investigations. Additionally, as investigations opened in previous fiscal years worked through the legal system, 903 indictments were returned on 656 criminal investigations.

During FY 2018, 20 convictions were recorded on OIG investigations that were initiated and closed during the fiscal year. Additionally, 639 convictions were recorded on OIG investigations that were initiated in previous fiscal years.

Task Force and Investigative Support Operations

Task Force investigators are embedded in various multi-agency task forces throughout the state to address a variety of public safety priorities. Working synergistically with federal, state and local law enforcement, these task forces target violent fugitives including TDCJ parole violators, prison and other gang-based criminal enterprises and transnational drug trafficking organizations, as well as threats posed to the United States and Texas by domestic or international terrorism.



Embedded within the U.S. Marshals Service task forces in the state, investigators made 1,063 fugitive apprehensions for violent felony offenders and TDCJ parolees.

In furtherance of the Governor's anti-gang strategy, OIG has Anti-Gang Center operations investigators embedded within Federal Bureau of Investigation (FBI) and Drug Enforcement Administration (DEA) groups that work with other state and local agencies to disrupt and dismantle criminal street gangs.

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.

Crime Stoppers

The 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 2018, the OIG received 378 tips. OIG investigators received 60 tips resulting in 14 arrests. A total \$1,750 in reward money was authorized for payment.

Technical Operations

OIG investigators provide technical surveillance capabilities in furtherance of agency investigations, along with forensic examination capabilities of cellular devices recovered within the prison. In FY 2018, 1,006 forensic examinations of contraband or other cellular phones were conducted in support of criminal investigations.

Investigative Support

OIG crime analysts provide support to ongoing OIG criminal investigations as well as to federal, state, and local law enforcement agencies on matters with a connection to TDCJ. Additionally, by exploiting information gathered during investigations and other means, crime analysts focus on identifying emerging criminal activities which pose a threat to TDCJ facilities, staff and offenders.

In FY 2018, 331 intelligence alerts were disseminated to TDCJ wardens, OIG regional investigators and outside law enforcement agencies. Research conducted on 3,859 absconded sex offenders was provided 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 apprehensions. Analysts and criminal information collection specialists monitored 54,986 offender telephone calls in support of ongoing criminal investigations or to develop criminal intelligence.

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 inquiries related to sexual abuse and sexual harassment to ensure impartial resolution, and collect data regarding all allegations of sexual abuse and sexual harassment.

The PREA Ombudsman uses a variety of strategies to achieve its mission, to include reviewing agency policy to determine potential impact on prevention, detection, reporting, response and investigation of allegations of sex-

ual 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 2018, the PREA Ombudsman office conducted PREA presentations at the annual TDCJ Peer Education Conferences for offender peer educators and the Texas Association Against Sexual Assault Annual Conference, and presented information for achieving PREA compliance to the Community Justice Assistance Division's community supervision and corrections department administrators during their quarterly meetings. The PREA ombudsman



also participated in the TDCJ Annual Leadership Forum for wardens and chaplains.

The PREA ombudsman received PREA Auditor Recertification through the Department of Justice for an additional three years. In addition to presentations and

training, the PREA Ombudsman assisted in preparation of the agency's *Calendar Year 2017 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 2018, SCFO criminal defense opened 550 new felony cases. The attorneys conducted 1,181 inmate interviews, tried one case to a jury, negotiated 344 plea agreements and obtained dismissals on 61 cases. During the same fiscal year, SCFO investigators served 301 subpoenas and conducted 922 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 witnesses, respond to and file discovery motions, and meet with offenders. In FY 2018, 47 files were opened and 29

cases were tried to a jury, one case was tried to a judge, and four cases resolved through agreed judgments, resulting in 25 clients being committed. The Civil Defense section won three cases and had two hung juries, which is unprecedented in this section. The section also had one case reversed on appeal. Nine cases were non-suited, and one client hired outside counsel. Thirty-six cases have been carried over from FY 2018, and one remaining FY 2017 case is indefinitely continued pending a parole vote.

Appellate Services

The Appellate Services section assists indigent offenders with appellate and habeas corpus claims. In FY 2018, the Appellate Services section filed 30 criminal and civil-commitment appeals, one petition for review to the Texas Supreme Court, and 12 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 13,528 pieces of mail consisting of time and general legal inquiries, and participated in 118 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 358 offender interviews and represented 18 offenders at removal hearings during FY 2018. Legal assistants who processed time calculation claims helped obtain 105,721 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 122 community supervision and corrections departments (CSCD) in Texas are established by the local judicial districts they serve. On average, CSCDs receive approximately two-thirds of their funding from the state 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, distribution formulas and grant funding appropriated by the state legislature, and review and evaluation of each CSCD's strategic plan. CJAD also evaluates, performs fiscal audits and provides technical assistance for 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.



TDCJ Executive Director Bryan Collier speaking at the CJAD Chief's Retreat, a 2-day training seminar held for CSCD county supervisors.

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 case-loads, residential confinement programs, and both residential and nonresidential treatment and correctional programs.

Besides Executive Administration, the following sections are found within CJAD: Field Services, Financial Operations, 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 Operations

Financial Operations 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, this section oversees the Diversion Program and Treatment Alternatives to Incarceration Program grant scoring process. The section also 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 conduct research and publish reports on the effectiveness of community corrections programs.

Training and Staff Development

The Training and Staff Development unit provides ongoing training for community supervision officers and managers, and 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, additional instruction to community supervision officers in the use of evidence-based practices for offender supervision.

In addition, the CJAD Research section conducted a study on technical revocations, highlighting factors which may lead to technical revocations and examining the role of CSCDs in the process. This study examined a random sam-

ple of 977 felony offenders who were revoked to TDCJ in FY 2017 for technical violations. The study examines the extent to which CSCDs work with offenders prior to revocation and describes common reasons cases are revoked for technical violations.

CJAD also continues to provide technical assistance and training to community supervision and corrections departments statewide on the Texas Risk Assessment System (TRAS), specifically on the topics of scoring, case planning and documentation. To maintain the reliability of the instrument while ensuring assessors complete the process accurately, all CSCD staff members who are certified to administer the TRAS are required to recertify every three years. Starting in early 2017, CJAD began working in conjunction with TDCJ's Information Technology, Parole, Reentry and Integration and Rehabilitation Programs divisions to develop an online TRAS recertification refresher course and exam. The online refresher course and exam were launched in March 2018.

Correctional Institutions Division

The Correctional Institutions Division (CID) is responsible for the confinement of adult felony offenders. At the end of FY 2018, 145,019 offenders were incarcerated in TDCJ facilities, consisting of 134,152 prison offenders, 7,433 state jail offenders and 3,434 substance abuse felony punishment facility offenders.

CID employed 25,491 correctional officers and ranking officers (sergeant through major), along with 4,187 staff members who worked as wardens, operational, technical and unit support staff, for a total of 29,678 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.

At the onset of FY 2018, Texas was still reeling from the devastation caused by Hurricane Harvey. Offenders who were evacuated to the Pack Unit in Navasota as a result of flooding became part of ongoing heat litigation. As staff worked tirelessly to clean and repair facilities, CID leadership worked to effectively utilize the current infrastructure to house offenders and to find bed space to comply with the requirements set forth by the court. Throughout the month of September, the 6,800 evacuee offenders were returned to a unit of assignment.

As heat litigation continued through the majority of FY 2018, the CID worked closely with various departments and divisions of the TDCJ to create a set of criteria to evaluate an offender's level of heat sensitivity and house the offender accordingly, and to create a plan to install temporary air conditioning at the Pack Unit, with plans for a permanent air-conditioning system to be installed no later than 2020.

On May 8, 2018, the Texas Department of Criminal Justice entered into a settlement agreement in case No. 14:4-cv-1698; Cole, et. al. v. Collier, et. al. The CID continues to work closely with Executive Services; the Facilities Division; the Health Services Division; Manufacturing, Agribusiness, and Logistics; the Office of the General Counsel, and the Rehabilitation Programs Division to ensure compliance with the terms of the agreement.

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, field operations and canine operations.

There are 45 units that host kennels, or a combination of kennels, throughout the agency. These kennels house pack, scent-specific, cadaver and narcotic canines trained to search for persons, and discover cell phones or narcotics.

Currently, 84 state-operated facilities have surveillance camera systems installed, including 12 comprehensive video systems and four additional facilities that have contracts in place to install comprehensive video systems that are expected to be operational by the close of FY 2019. 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 Threat Group Management Office.

Correctional Training and Staff Development

During FY 2018, Correctional Training and Staff Development (CTSD) provided pre-service training to 6,210 participants. All uniformed employees were required to successfully pass a physical agility test prior to entering the Pre-Service Training Academy. Additionally, 26,899 employees completed annual in-service training. A total of 4,402 employees received specialized training, 1,844 supervisors attended leadership development training and 5,503 employees participated in ancillary training.

The CTSD also coordinates the Crisis Response Intervention Support Program, which currently has 50 divisional and regional team leaders and more than 1,680 trained

staff members eligible to 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 appropriate stakeholders. Operational duties of the Fusion Center include managing the Texas Anti-Gang Information Tracking (TAGIT) system, and maintaining an information clearinghouse to collect and appropriately process relevant TDCJ information and intelligence received from the Security Threat Group Management Office, other divisions within the agency and outside law enforcement agencies. The Fusion Center helps create informative, timely reports and assessments through comprehensive information and intelligence analysis, encourages collaboration between staff and law enforcement agencies, and oversees the agency's Life Decisions Program.

Plans and Operations Department

The Plans and Operations Department provides support to divisional leadership by coordinating 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 stan-



dards were enacted in 2012 and serve to prevent, detect and respond to allegations 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 and staff-on-offender sexual abuse to analyze and evaluate trends in times, locations and patterns.

Security Threat Group Management Office

The Security Threat Group Management Office (STGMO) monitors the activities of security threat groups (STGs) or "gangs" and their members who threaten the safety and security of TDCJ units, staff and offenders. The STGMO is responsible for the review and processing of confirmation, reconfirmation, disassociation and nullification packets submitted by unit STG offices. The STGMO provides oversight, training and technical support for the unit and regional level staff who gather information on the activities of STG members. STGMO also oversees the Fusion Center, sharing information on STGs and their members.

Support Operations

The CID deputy director for Support Operations oversees the support functions on all CID facilities. This department includes Classification and Records; 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; calculates offenders' time; places detainers; and initiates Sex Offender registration. CRO also creates and maintains electronic records on these offenders. During FY 2018, continuing the progress of electronic offender records management, the CRO began sending requested offender pen packets to law enforcement entities via encrypted email.

The Unit Classification and Count Room (UCC) department is responsible for conducting division-level audits of unit classification operations and providing technical support to unit classification staff, as well as initial and continued training regarding the processing of State Jail offender releases for the unit administration and classification staff at state jail facilities. UCC monitors offenders who are in transient status on all facilities to ensure they are processed in a timely manner; they travel to units to conduct training as needed and to ensure policies and procedures are being implemented and followed. In FY 2018, as a continuation of the Electronic Document Management System (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 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, safety, medical treatment and program needs. The committee works closely with security, health services, Windham programs, the Office of the General Counsel (OGC), the Security Threat Group (STG), the reentry division, and the Safe Prisons/PREA management office.



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.

This department employs approximately 1,800 employees to include 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 2018. In addition to on-the-job training, offenders are afforded the opportunity to participate in food preparation educational programs 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 mail room staff, and conducts mail room division-level operational review audits. This department also generates investigations regarding threats and unidentifiable substances received in uninspected mail sent by offenders.

Offender Transportation

Offender Transportation is headquartered in Huntsville with seven hub offices located in Abilene, Amarillo, Beeville, Gatesville, Huntsville, Rosharon, and Tennessee Colony. This department is responsible for unit-to-unit transfers, state and federal court appearances, medical transfers and appointments, including providing security, off-site medical offender tracking, county jail transfers, out-of-state extraditions, regional releases, home releases, interstate compact transports, transports for physically-disabled offenders, special transports, and emergency response or evacuations during floods, hurricanes and any other catastrophic events.

Offender Transportation operates a fleet of vehicles consisting of 119 buses, 60 transport vans, seven wheelchair vans for the physically-disabled, three vans used to transport regional-release offenders, one sedan, one sport-utility vehicle, and one maintenance pickup. Thirty-four buses were purchased with funds appropriated during the recent legislative session, of which 16 have been received and are being outfitted with security packages by the Wynne Unit Mechanical Department. When delivered, the remaining 18 buses will also be outfitted with security packages. These buses are being used to replace older, high-mileage and irreparable buses in the fleet.

This department works closely with Classification and Records to ensure the timely, efficient and safe transport of offenders. During FY 2018, the Offender Transportation Department averaged more than 400,000 miles per month, totaling more than 4.8 million miles traveled over the course of the year. Throughout FY 2018 584,861 offenders, including 6,940 Intermediate Sanction Facility (ISF) offenders moved from county jails to ISF facilities were transported by the Offender Transportation Department. On any given day, the Offender Transportation Department transports approximately 2,285 offenders, roughly the equivalent of a secure prison population.

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 monthly statistical reports, 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 2018, the Office of Disciplinary Coordination completed 30 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 2018, the office of Spanish Language Coordination completed 30 unit-level operational reviews.



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



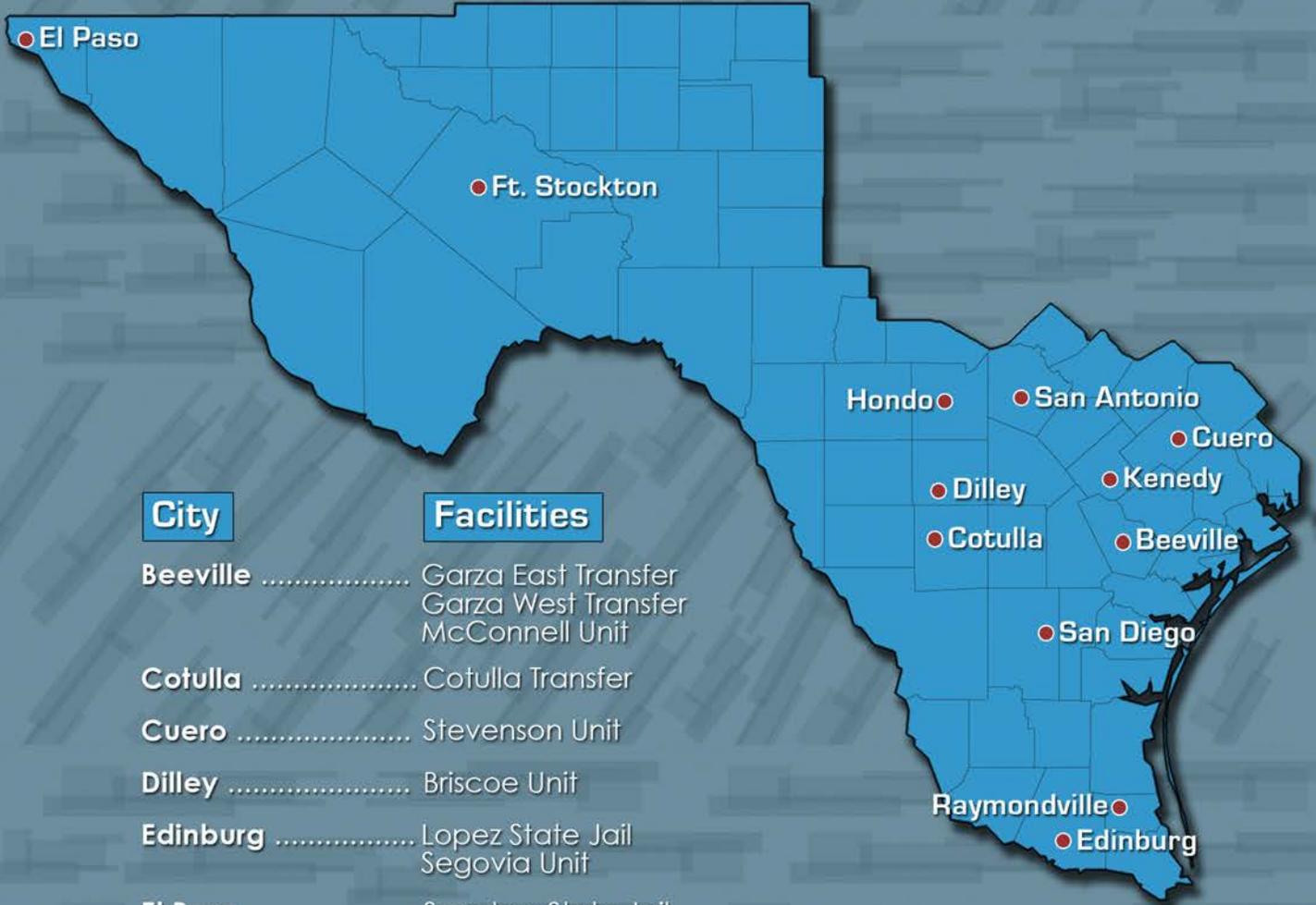
City	Facilities
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland Unit (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail

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





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





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





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.

Field Operations

In FY 2018, more than 84,315 parole and mandatory supervision offenders were under active supervision by approximately 1,384 district parole officers. Offenders must report to parole officers and comply with release conditions established by the Board of Pardons and Paroles (BPP). Violations can result in increased supervision, 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 2018, monthly averages of 6,660 Texas probationers and 2,848 parolees were supervised outside the state. Monthly averages of 4,366 out-of-state probationers and 2,066 out-of-state parolees were supervised in Texas.

Ombudsman

In FY 2018, the Parole Division Ombudsman responded to 13,180 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. Management Operations includes Specialized Programs, Internal Review/In-Service Training and Parole Officer Training Academy.

Specialized Programs

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

District Reentry Centers target newly released, high-risk and high-need offenders using a comprehensive approach to promote personal responsibility and victim empathy. Programming provided through the reentry centers addresses the needs of the offenders and their families, 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 2018, a monthly average of 1,296 offenders was served.



Parole Officer Ebony Hill (standing) discusses anger management strategies with parolees attending a class at the Austin District Parole Office.

The Serious and Violent Offender Reentry Initiative (SVORI) provides offenders who were housed in administrative segregation with reentry services that begin during incarceration and continue through supervision in the community. In FY 2018, 77 SVORI program offenders were released from the CID to Parole supervision.

The Special Needs Offender Program provides supervision to offenders with intellectual development disorders (IDD), mental impairments (MI), and those with terminal illnesses (TI) or physical handicaps. Averages of 93 IDD, 5,872 MI and 843 TI or physically handicapped offenders were supervised monthly. Also during FY 2018, there was a monthly average of 159 Medically Recommended Intensive Supervision (MRIS) offenders, and 54 MRIS offenders were released to parole supervision during the fiscal year.

The Sex Offender Program supervised a monthly average of 7,266 offenders in FY 2018. 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 8,184 offenders received services from contracted vendors, Parole Division counselors, and specially trained parole officers during FY 2018.

The Substance Abuse Counseling Program provides relapse prevention services to offenders with substance abuse treatment needs. Level I prevention services were provided to 20,290 offenders in FY 2018. 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, 273,916 drug and alcohol tests were conducted each month in FY 2018.

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 utilizing the Texas Risk Assessment System (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, along with appropriate program referrals. 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 2018, a total of 1,585 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.

Parole Officer Training Academy

The Parole Officer Training Academy provides 240 hours of pre-service foundation training for new officers, and there were 285 trainees in 12 classes during FY 2018. The train-

ing academy also conducts the Parole Division's 40-hour Firearms Certification Course, with 15 staff members graduating from their course in FY 2018. The Specialized Programs section conducts Specialized Officer Supervision Schools quarterly, 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 2018, a total of 528 staff members attended these specialized classes. There were also 50 staff members who graduated from the Unit Supervisor School, 11 staff members who graduated from the Parole Supervisor School, and 19 graduated from the newly created Assistant Region Director School.



TDCJ Parole Division Director Pam Thielke (center) congratulates a new parole officer during a Parole Officer Training Academy graduation ceremony.

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 2018, 8,443 offenders were placed in ISFs.

The Kegans Intermediate Sanction Facility provided services to 1,905 offenders in the Substance Abuse Coun-

selling Program and 1,970 offenders in the Cognitive Intervention Program. The East Texas Treatment Facility counseled 1,442 offenders during the fiscal year. Rudd ISF provided services to 1,782 offenders, and Baten ISF provided services to 2,150 offenders during FY 2018. 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 2018, the department issued approximately 36,200 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 10,969 offenders into residential reentry centers and 4,810 offenders into transitional treatment centers, and processed 35,099 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 2018, 37,385 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 and 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, 735 offenders were extradited to Texas and 246 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 254 offenders was on active GPS monitoring during each month of the year, with real-time tracking in place for those at highest risk. A monthly average of 2,978 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 2,168 offenders was on electronic monitoring during FY 2018.





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





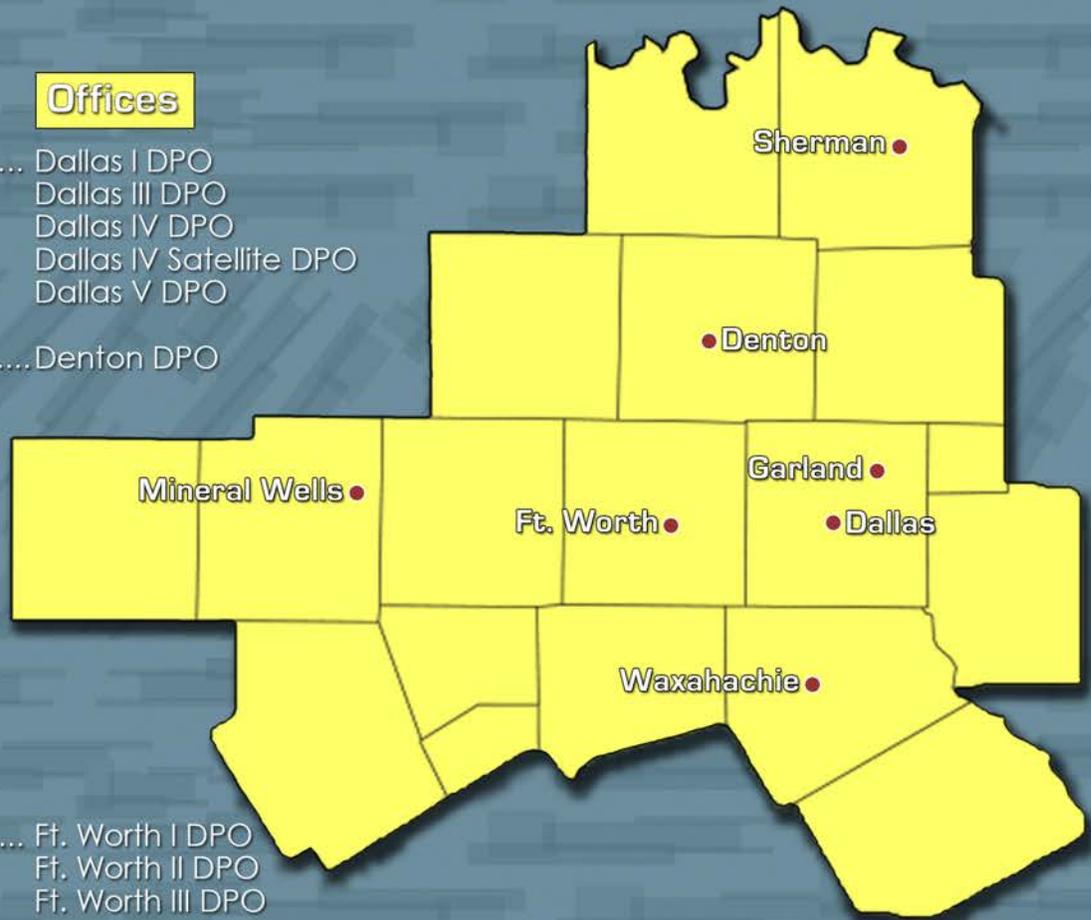
REGION 2 DISTRICT PAROLE OFFICES MAP

City

Offices

Dallas Dallas I DPO
 Dallas III DPO
 Dallas IV DPO
 Dallas IV Satelite 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

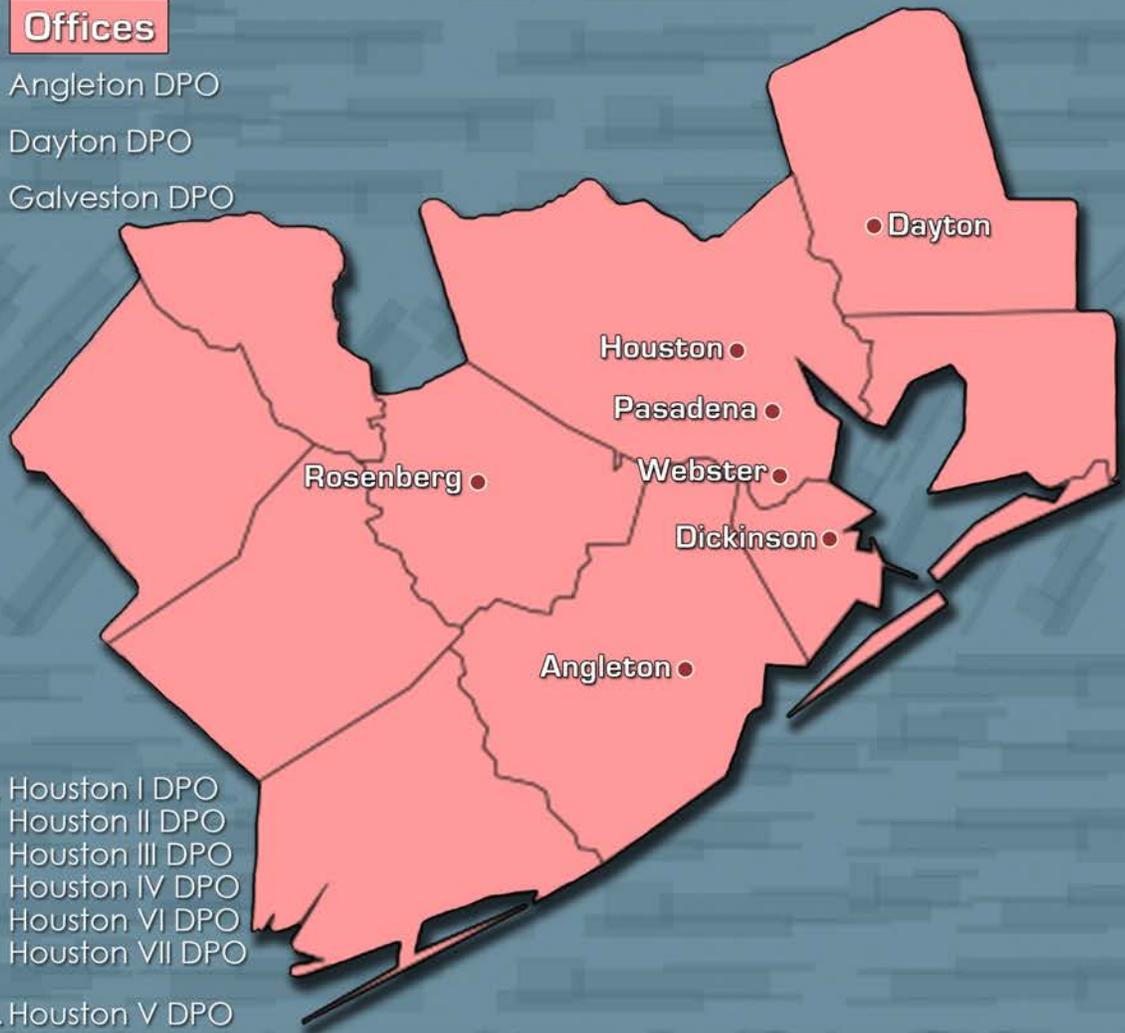
Waxahachie Waxahachie DPO

TDCJ Parole Division



REGION 3 DISTRICT PAROLE OFFICES MAP

City	Offices
Angleton	Angleton DPO
Dayton	Dayton DPO
Dickinson	Galveston DPO



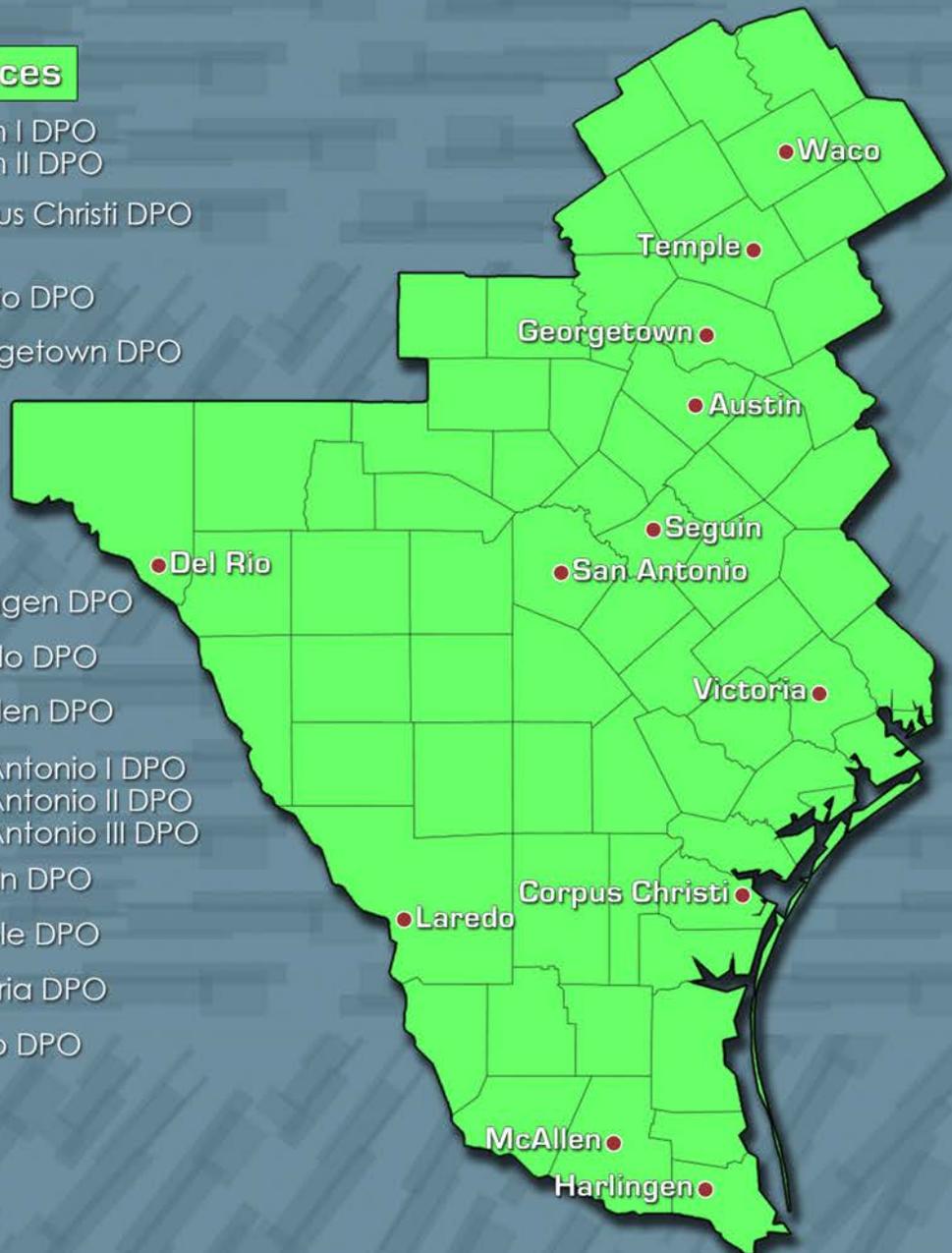
Houston	Houston I DPO Houston II DPO Houston III DPO Houston IV DPO Houston VI DPO Houston VII DPO
Pasadena	Houston V DPO
Rosenberg	Rosenberg DPO
Webster	Webster DPO

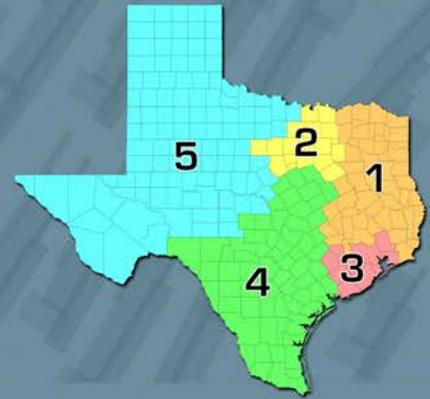




REGION 4 DISTRICT PAROLE OFFICES MAP

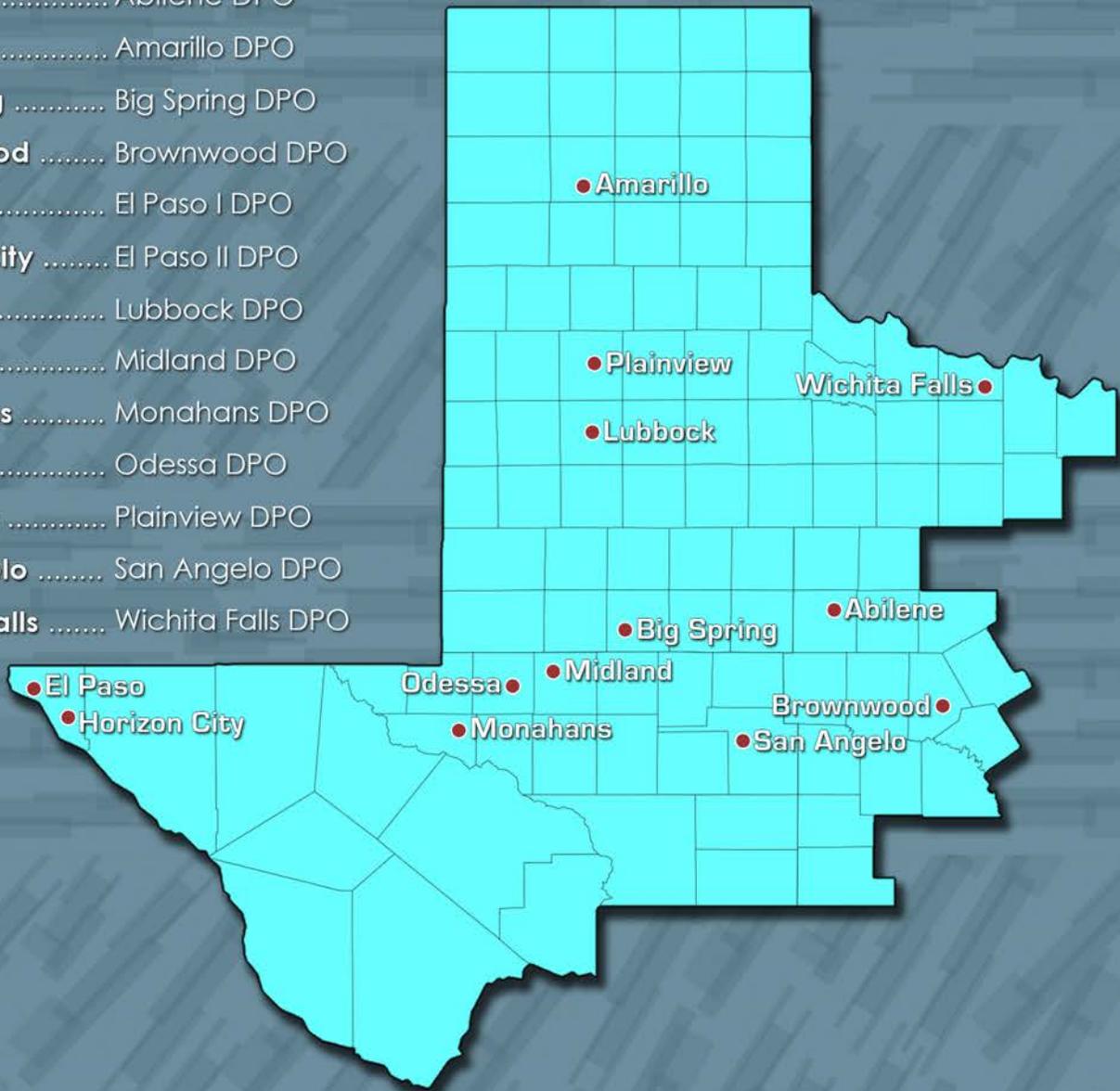
City	Offices
Austin	Austin I DPO Austin II DPO
Corpus Christi	Corpus Christi DPO
Del Rio	Del Rio DPO
Georgetown	Georgetown DPO
Harlingen	Harlingen DPO
Laredo	Laredo DPO
McAllen	McAllen DPO
San Antonio	San Antonio I DPO San Antonio II DPO San Antonio III DPO
Seguin	Seguin DPO
Temple	Temple DPO
Victoria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





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 services. 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 private vendors to address any compliance issues, and works collaboratively with multiple divisions within the agency.

The division also responds to ombudsman and other inquiries, and provides after-hours emergency contact coverage for secure and community-based facilities. The division is organized into two sections: Operations Monitoring, Eastern and Western Region, and Compliance Monitoring.

Operations Monitoring, Eastern and Western

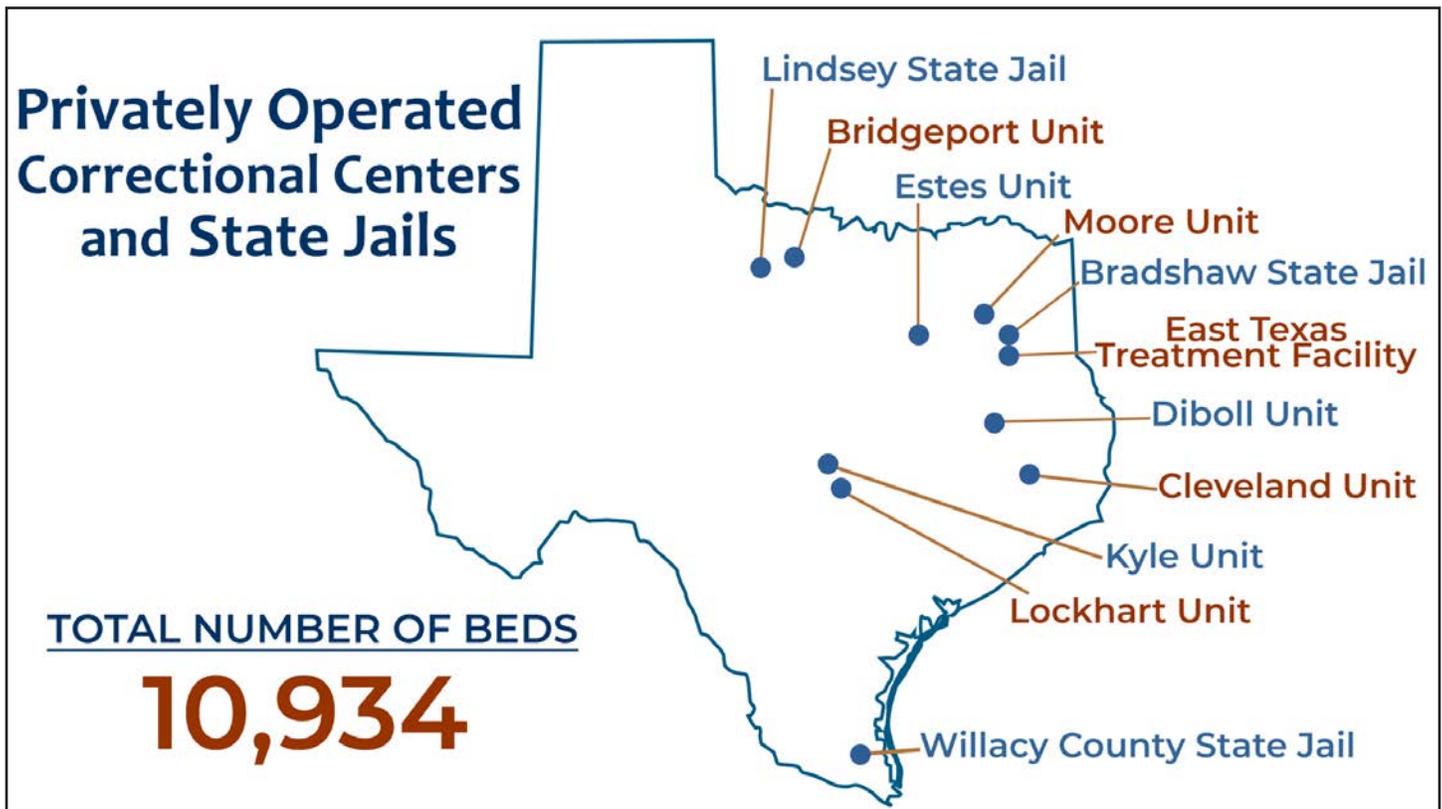
Operations Monitoring is responsible for coordinating and conducting compliance reviews, as well as follow-up reviews at secure correctional facilities, community-based facilities and substance abuse treatment services.

During FY 2018, two deputy directors and four regional supervisors oversaw 28 contract monitors who performed onsite operational and contractual monitoring of seven correctional centers, three state jails, and one multi-use treatment facility comprising a total of 10,934 beds.

During the same fiscal year, PFCMOD monitored eight residential reentry centers and 21 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, three in-prison treatment programs located on three 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, Transitional Center Treatment Placements to correlate offender assignments to residential and substance abuse facilities, as well as training and business operations for all PFCMOD contracts. Functions include but are not limited to training, monitoring expenditures and projecting future needs, preparing contract modification and renewal documents, monitoring and verifying contractors' monthly invoices and calculating deductions for noncompliance.



Programs

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Reentry and Integration Division

The Reentry and Integration Division (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 2018, 136 RID case managers provided pre-release services, to include releasing functions, and 51 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. More than a third of the 64,000 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 which 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 facilitate their reentry into society. During Phase II, Assessment and Case Planning, unit-based reentry case managers assess the offender's criminogenic needs and risk of reoffending. Phase III, Community Case Management, is available to Phase II pre-release participants or those with a moderate or high-risk assessment of reoffending, who are self-referred or referred by a parole officer. Phase III provides assistance with employment and budgeting, education, nutrition and health, life and parenting skills, medical and mental health needs, transportation support and cognitive skills.

Special needs case managers work directly with offenders, unit medical staff, human services specialists, community resources and the offender's family to ensure post-release continuity of care planning. Additionally, in order to minimize delay in receiving eligible entitlements, pre-release benefit applications are submitted for offenders who have a severe or persistent illness.

In FY 2018, Reentry Planning provided pre-release individualized reentry planning services through the use of the Texas Risk Assessment System (TRAS) to 21,906 eligible offenders scheduled for release within six months. During this same year, the division processed and submitted applications for 38,774 Social Security cards and 34,469 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 38,046 inquiries were submitted to the Texas Department of Public Safety leading to 21,631 applications for Texas identification cards for releasing offenders. Copies of the division reentry resource directory were made available to offenders in prison units and state jails, as was access to Texas Connectors, an online, interactive tool which links those seeking assistance with more than 4,300 nonprofit social service providers.



Peer Navigator Emmanuel Gonzales (left) leads a group counseling session with members of the Veterans Reentry Dorm at the Travis County State Jail.

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 351 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 6,805 clients, employment services to 13,667 clients and distributed 8,388 identification documents to post-release clients. Reentry resource information was provided to 7,456 callers via the division's toll-free hotline.

Texas Correctional Office on Offenders with Medical or Mental Impairments

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

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

In FY 2018, through formalized agreements with local mental health authorities, TCOOMMI provided community-based behavioral health services for 37,650 offenders and medical continuity of care services to 10,540 offenders, along with case management services for 851 juvenile and 5,822 adult offenders.

Rehabilitation Programs Division

The rehabilitative and treatment programs provided to offenders by the Texas Department of Criminal Justice (TDCJ) are a cooperative effort between the various divisions within the state correctional system and other entities involved in the rehabilitative process. The Rehabilitation Programs Division (RPD) manages the programmatic activities related to offender treatment. The RPD is responsible for ensuring all programs operate with consistency and quality in respect to planning, implementing and integrating the delivery of treatment programs across divisional lines.

The RPD facilitates offender programs, coordinating with the Parole Division (PD), the Community Justice Assistance Division (CJAD), the Health Services Division (HSD), the Correctional Institutions Division (CID), the Reentry and Integration Division (RID), the Private Facility Contract Monitoring and Oversight Division (PFCMOD), the Windham School District (WSD), the Board of Pardons and Paroles (BPP), faith-based and community-based organizations, and volunteers to provide effective, evidence-based treatment services for offenders throughout the incarceration and supervision period.

Offenders in prisons and state jails are placed in appropriate programs using a variety of methods to include assessments, an Individualized Treatment Plan which identifies a need for programming, and through a parole vote, known as FI-R, 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.

Female Offender Programs

The RPD meets the programming needs of female offenders by providing rehabilitation opportunities through evi-

dence-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.

Baby and Mother Bonding Initiative Program

This program partners RPD with HSD, 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 22 new mothers. The program allows participants the opportunity to form a healthy attachment with their newborns in a safe and healthy environment. The offender receives training in child development edu-



An incarcerated mother enjoying quality time with her baby is made possible through the Baby and Mother Bonding Initiative Program.

cation, 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.

Female Cognitive Pre-Release Program

The Female Cognitive Pre-release Program (FCPRP) provides cognitive-behavioral programming for female offenders. The program is designed to effectively manage the behavior of offenders and provide opportunities for behavioral change. The goal is to motivate participants to change their way of thinking and behaving, thus reducing the likelihood of recidivism.

Using a gender-responsive, trauma-informed and cognitive-behavioral curriculum, the program's didactic and therapeutic interventions are designed to impact cognitive distortions associated with previous destructive and illegal behaviors. Therapeutic interventions also address underlying issues that perpetuate maladaptive decision making. By identifying and addressing risk factors, participants develop effective skills they need to successfully function in society. The program offers opportunities to practice prosocial behaviors in a controlled environment, and participants learn to identify unhealthy thoughts which lead to inappropriate behaviors. Topics include substance abuse education, anger management, relationships, domestic violence awareness, criminal thinking and victim empathy.



A mother and her daughter spend time together working on arts and crafts as part of the Girl Scouts Beyond Bars program.

Girl Scouts Beyond Bars

Girl Scouts Beyond Bars give incarcerated mothers the chance to bond and reestablish relationships with their daughters. Through prison visits arranged by the Girl Scout Council, mothers and daughters join together for troop meetings and traditional Girl Scout activities.

Giving Offenders' Kids Incentive and Direction to Succeed Initiative

GO KIDS focuses on 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.

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.

Sisterhood of RUTH

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.

Truth-be-Told

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 helps fulfill the need for gender-specific programming.

Women's Storybook Project

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 record short messages, and the tapes and new books are then mailed to their children, allowing the child a chance to hear their mother's voice while they are away.

WrapAround Resource Fair

The WrapAround Program at the Plane State Jail allows community resource providers to meet female offenders prior to their release, strengthening community support

for offenders while helping to identify and fulfill their needs.

Operations and Evidence-Based Practices

Individualized Treatment Plan

An Individualized Treatment Plan (ITP) is developed for every offender to identify their programmatic needs and provide a record of programmatic activities. An automated information management system, ITPs capture an offender's risk and needs profile, individual demographics, assessment scores, educational, vocational and substance abuse treatment needs, and criminogenic risk scores related to reoffending for the purpose of ensuring appropriate program placements.

Post-Secondary Education Programs (Academic and Vocational)

Post-secondary academic and vocational programs give offenders an opportunity to enhance their education and provide them with marketable job skills so they can reenter society as successful, productive citizens. Upon completion of vocational certification, TDCJ works to place offenders in jobs related to their vocation so they can practice and improve their skills prior to release.

Post-secondary programs are provided through contracts with colleges and universities serving the geographic areas 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, and the criteria set by TDCJ.

Rehabilitation Tier Tracking and Placement

The BPP utilizes a voting process referred to as the Rehabilitation Tier Voting Option (FI-R). These votes specify that an offender must successfully complete a rehabilitation program and comply with elements of the individualized treatment plan prior to release on parole. RPD Tier Tracking and Placement staff monitors the offender from the time of the FI-R vote to ensure that the offender is transferred to the voted program at the designated time. RPD staff informs the BPP and the Parole Division of any offender's failure to complete the required program and other pertinent information prior to release.

Religious Services

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 377 different faith preferences and facilitates 127 faith-based dorms on 100 units. Faith-Based Dorms (FBD) are designed to offer support for offenders who desire to incorporate religious faith and practice in a group setting. FBDs are a collaboration between CID, the Chaplaincy Department, and faith-based community volunteers. FBDs are located on 100 correctional facilities where they offer support and accountability, along with an intensive faith-based curriculum and mentoring program. Programming is conducted by local faith-based community volunteers whose activities are directed by the unit chaplain and unit administration.

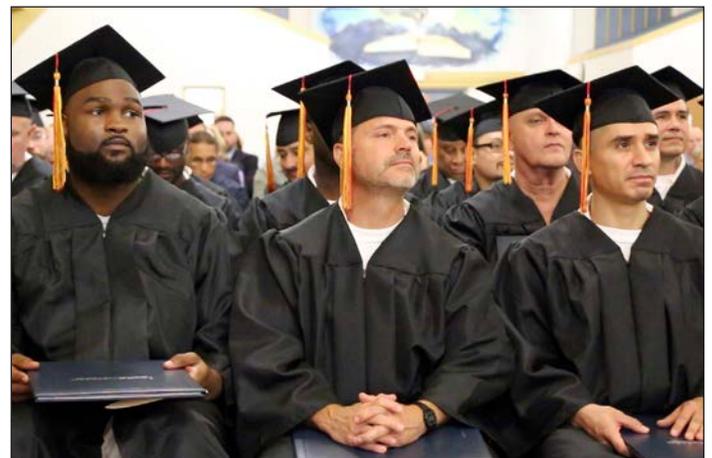
Faith-Based Pre-Release

Prison Fellowship Ministries operates the faith-based InnerChange Freedom Initiative, a pre-release program located at the Vance Unit. This program spans 18 months of the offender's incarceration, with 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.

Southwestern Baptist Theological Seminary

This educational opportunity is made available through the collaboration of TDCJ and Southwestern Baptist Theological Seminary. Offenders who graduate receive a four-year, fully accredited Bachelor of Science in Biblical Studies degree. The curriculum focuses on equipping students so they are able to assist in teaching, preaching and ministering to the TDCJ offender population. Upon graduation,



Students of the Southwestern Baptist Theological Seminary listen to keynote speaker's address during their graduation ceremony.

the offenders spend the remaining years of their sentences in ministry service within TDCJ, encouraging the moral rehabilitation of other offenders.

Sex Offender Rehabilitation Programs

Civil Commitment of Sexually Violent Predators

The Texas Health and Safety Code provides for 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 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 attorney representing the county of the most recent sexually violent offense for possible civil commitment.

Risk Assessment Review Committee

As per Article 62.007 of the Texas Code of Criminal Procedure, TDCJ established a Risk Assessment Review Committee composed of at least seven members, each selected by their respective agencies or departments. The Committee functions in an oversight capacity to ensure that persons using the risk assessment tools are properly trained. It also monitors the use of the risk assessments and revises or replaces them as needed.

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.

Sex Offender Civil Commitment Treatment Program

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

tion upon release to the Texas Civil Commitment Center.

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 these classes teach cognitive restructuring skills, behavioral cycles, stress management, empathy and relapse prevention. Priority placement is given to offenders with an FI-4R vote from the Board of Pardons and Paroles (BPP).

Sex Offender Risk Assessment

State law requires all registered sex offenders 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 offender treatment regimen. The majority of offenders are required to register based on current or prior sexual offenses; however, some are required to register for certain non-sexual offenses when there is an affirmative finding of a victim under 17 years of age. 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 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. In addition, participants live within a therapeutic community (TC), with daily community activities and responsibilities designed to enhance pro-social behavior. 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, fourteen months of group therapy, and individual therapy throughout. Additionally, the SOTP-18 involves living in a therapeutic community (TC) with daily community activities and responsibilities. The enhanced intensity of the TC, combined with additional group assignments focused on enhancing victim empathy, makes this program appropriate for offenders assessed to be of higher risk and with greater need. Priority placement is given to offenders with an FI-18R vote from the BPP.

Substance Use Programs

Driving While Intoxicated Recovery Program

The In-Prison Driving While Intoxicated (DWI) 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.

Pre-release Substance Abuse Program and Pre-release Therapeutic Community Program

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 BPP. The PRTC is a coordinated effort between RPD, WSD and the PD.

State Jail Substance Abuse Program

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 to 90 days or 90 to 120 days, based on an Addiction Severity Index assessment and their criminal history.

Substance Abuse Felony Punishment Facilities and In-Prison Therapeutic Communities

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 BPP as a modification of parole. Offenders are voted into the IPTC program by the BPP as a condition of release.

Both SAFPF and IPTC are intensive treatment programs with six to nine months in-prison treatment programming

followed by 60 to 90 days of residential aftercare in a transitional treatment center (TTC), 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 a medical diagnosis.

Volunteer Services and Special Populations

Administrative Segregation Diversion Program

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, CID and WSD, and helps divert returning offenders from administrative segregation to general population housing.

Cognitive Intervention Transition Program

The Cognitive Intervention Transition Program is designed to assist offenders processing from administrative segregation, or G5 custody, 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.

Corrective Intervention Pre-release Program

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.

COURAGE Program for Youthful Offenders

Male and female juvenile offenders in the custody of CID are assigned to the Courage Program for Youthful Offenders (COURAGE) until they are 18 years of age. 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 treat-



ment planning are 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 back to the community. Offenders in COURAGE 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.

Additionally, COURAGE staff facilitates the COURAGE Transitional Program for offenders who are 18 years old and have “aged out” of COURAGE.

Gang Renouncement and Disassociation Process

The Gang Renouncement and Disassociation (GRAD) process is a nine-month procedure offered to offenders willing to renounce their gang affiliation, and reflects inter-divisional cooperation between the CID, RPD and the WSD. Administrative segregation offenders identified as members of a security threat group (STG) or “gang,” must volunteer and meet extensive eligibility criteria to be assigned to the program, and continue to meet behavioral standards upon completing the program.

The General Population Gang Renouncement and Disassociation (GPGRAD) Process allows offenders in general population to renounce their membership from a gang. GPGRAD offenders receive a modified version of the GRAD programming specifically designed for STG offenders housed in general population.

Serious and Violent Offender Reentry Initiative

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, PD and BPP. The program lasts seven to eighteen months and consists of one or two phases: Phase I is a seven-month in-cell cognitive-based program provided through computer-based equipment and self-help materials, using a curriculum which addresses the leading causes of recidivism; Phase II is required for offenders whose parole stipulation includes SVORI aftercare.

Volunteer Coordination Committee

The Volunteer Coordination Committee coordinates programming and provides oversight of volunteer activities, through the development and monitoring of the Volunteer Plan. The VCC consists of representatives from the following agency divisions and groups: CID, HSD, Human Resources Division, Office of General Counsel, PFCMOD, RID, PD, RPD, Victim Services and WSD.

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, so they can secure gainful employment and successfully and responsibly reintegrate into the community. At the close of FY 2018, there were 21,728 approved volunteers serving TDCJ in support of more than 3,600 volunteer-led programs.

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) with 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 2018, there were 205,963 individuals registered on the system, with 6,856 registrants added throughout the fiscal year. During FY



2018, the division processed 171,934 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 2018, 1,290 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. In FY 2018, there were 11,329 hotline calls received. The Hotline maintained a grade-of-service rate of 98.5 percent, which means that 98.5 percent of calls were answered by hotline representatives within one minute. Only 1.1 percent of calls were abandoned by the caller in FY 2018.

Automated Telephone Services

In addition to the VNS services, the VSD offered 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 receive an automated telephone call when an offender is being processed for release. In FY 2018, there were 4,881 calls received by the automated telephone system and 1,834 automated calls made to VNS registrants when the offender was being processed for release.

Case File Management

VSD 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, the imposition of special conditions on an offender's parole supervision or clarification of victims' rights. There were 145 transmittals processed to the BPP in FY 2018 requesting that the BPP reconsider a favorable vote for release or to have special conditions of release imposed.

House Bill (HB) 104 passed during the regular session of the 85th Texas Legislature and became effective December 1, 2017. In compliance with this new legislation, VSD ana-

lysts provided notifications of a subsequent indictment to each victim, guardian of a victim, or close relative of a deceased victim, of an offense described by the Texas Code of Criminal Procedure art. 2.023(a), for which the defendant was previously convicted of an offense listed in art. 42A.054(a), or for which the judgment contains an affirmative finding under art. 42A.054(c) or (d). During FY 2018, the VSD received Subsequent Indictment notifications pertaining to the new indictments of 306 relevant offenders from district attorneys in 165 counties. The VSD analysts searched our confidential database, identified 127 registered victims of these offenders, and sent a notification to all 59 victims whose current contact information was available.

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 2018, the VSD increased the number of training participants by more than 140 percent, from 1,833 attendees to 4,461 law enforcement, criminal justice and victim services professionals attending 152 training sessions. Informational brochures and a web-based quarterly newsletter, *The Victim's Informer*, are also 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 2018 the total number of new victims served was 2,482. 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 second three-and-a-half day, in-person Texas Victim Assistance Training Academy in October





TBCJ Member and Victim Advocate Director Derrellynn Perryman (standing) leads TVAT Academy attendees in an exercise called "In Her Shoes," which gives participants insight into a battered woman's perspective.

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 post-conviction phases. Additional topics included ethics, crime victims' rights, influence of cultural factors and resiliency.

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 2018 the TxCVC enhanced the TVAT Online with the assistance of stakeholders, creating a more user-friendly, engaging, interactive training program through the use of activities, scenarios and quizzes. Stakeholders also provided feedback on how to incorporate cultural diversity throughout the modules for a more comprehensive learning experience. During FY 2018, 612 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 2018, at least one VSD staff member attended 10 executions, providing support to 46 victim witnesses and nine 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 2018, 94 VOMD cases were initiated or reopened and 27 mediations were facilitated. Of those 27 mediations, 13 were person-to-person and 14 were creative alternative mediations.

Integrated Victim Services System

In FY 2018, the VSD acquired a new information technology system, the Integrated Victim Services System (IVSS), to replace its Victim Notification System (VNS) and the Victim Information and Notification Everyday (VINE) system. When IVSS is fully implemented in FY 2019, it will allow the VSD to communicate notification information to registrants by letter, email, text message, or phone calls. In addition, the portal will allow crime victims to access their account information at all times using any device with Internet capabilities. The IVSS will also improve TxCVC and VOMD programs with streamlined, automated processes, enabling the VSD to provide enhanced services and communication with crime victims, criminal justice professionals, and victim advocates.

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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 2018 totaled 393,193. The number of legal research materials delivered to offenders with indirect law library access totaled 230,350.

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 UOF Plan, and to review UOF 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 UOF serves as the office of record for major UOF reporting. The core functions are to provide technical guidance through review of UOF 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.

Counsel Substitute Program

As of June 2018, the Counsel Substitute Program was administratively realigned from the Correctional Institutions Division to the ARRM Division. The Counsel Substitute Program protects the due process rights of offenders by providing trained staff to assist them during the disciplinary process. During FY 2018, Counsel Substitutes were involved in the disciplinary process for approximately 100,000 major disciplinary cases.

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 the 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 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 all facilities operated by or under contract with the TDCJ, and PREA auditors are certified through the U.S. Department of Justice. In FY 2018 PREA audits were conducted at 32 state and privately operated facilities. The ACA reaccredited 29 state-operated and three 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 2018, unit grievance investigators processed approximately 138,532 grievances at the unit level, while central office staff processed approximately 33,081 appeals.

Ombudsman Program

The Ombudsman office works with other agency staff to answer questions and address concerns from the public and legislative offices. Additionally, the Ombudsman office facilitates a weekend hotline which provides visitation-related information for members of the public. In FY



2018, staff responded to approximately 46,203 inquiries received through the U.S. mail, facsimile, telephone or the Internet. The office serves as the agency's liaison with offender family support groups, to include hosting quarterly family group meetings. The office also arranged for agency representatives to speak at 29 engagements sponsored by offender family support organizations.

Risk Management

The Risk Management Department coordinates with 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 2018, Accounts Payable received and processed approximately 115,000 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 maintain the treatment and diversion initiatives (substance treatment programs, residential reentry center 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 2018, more than 1.9 million deposits totaling \$129.7 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 166 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 \$117 million in FY 2018.

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 2018, the department processed approximately 54,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 46,400 purchase order procurement actions processed. In addition, the department completed approximately 520 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 36,000 employees while ensuring compliance with state and federal laws. Core functions include payroll processing, payroll deductions, direct deposit program, employee time program, distribution of payroll warrants and federal tax reporting.



Facilities Division

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

Engineering

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



The Facilities Division oversaw construction of bat houses near the Huntsville Unit as part of an effort to relocate a large colony of bats currently living in an old, abandoned warehouse slated for demolition.

Maintenance

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

Program Administration

The Program Administration Department is responsible for facility project planning and programming functions. It engages in energy conservation initiatives, energy audits and utility billing analysis. Program Administration supports the Facilities Division in all financial phases of design, construction, maintenance and job closings, and coordinates divisional purchases and replacement of unit equipment. By developing and analyzing project budgets, monitoring construction and administrative budgets, and tracking expenditures, Program Administration provides critical information for making accurate budget projections.

Project Administration

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

Health Services Division

The Health Services Division monitors access to timely, quality health care for offenders incarcerated within TDCJ. The agency contracts with two universities, University of Texas Medical Branch (UTMB) and Texas Tech University Health Sciences Center (TTUHSC), and private vendors for all healthcare services at TDCJ facilities.

In FY 2018, 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.



Patient Care Technician Jose Lopez monitors patients as they receive dialysis treatment at the Carole S. Young Medical Facility.

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 com-

pliance 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 2018 to positively impact CO staffing included the \$4,000 recruitment bonus for newly hired full-time COs assigned to 11 understaffed units and a \$5,000 recruiting bonus at 18 understaffed units; exempting military veteran applicants and applicants who hold a

degree from a Texas college or university accredited by the Southern Association of Colleges and Schools Commission on Colleges from the CO pre-employment test requirement; awarding administrative leave to 49 employees who recruited correctional officers; and participating in 339 job fairs, 10 hiring seminars, 1,320 recruiting events and 97 Saturday CO screenings. Numerous newspaper, radio, and social media ads were run during the fiscal year, and 72 special unit-based pre-service training academies were conducted. HR also coordinated with workforce development boards to target recruiting efforts in areas experiencing business closures and layoffs.



TDCJ Parole Supervisor Jaime Martinez (second from left) greets a job seeker attending a veteran's job fair in Austin.

During FY 2018, TDCJ hired 9,423 employees. There were 14,968 CO applicants screened and 7,623 COs hired, of which 1,070 were veterans. An additional 363 employees entered the CO series, for a total of 7,986 new COs during FY 2018.

As of August 31, 2018, the agency's calculated annual overall attrition rate was 24.82 percent, and the correctional officer attrition rate was 29.52 percent. The CO vacancy level was 3,584.5 in August 2018, an increase from 3,207.5 at the end of FY 2017.

Selections and Clearances processed 4,343 agency application clearance requests for non-correctional officer positions, and 5,248 volunteer clearance requests. This department also processed 4,036 contract medical, 3,414 private facilities, 520 contract facilities maintenance, and 2,942 contract agribusiness clearance requests during the fiscal year.

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 administers the TDCJ wellness program, The Wellness Initiative. In FY 2018, the Wellness Initiative introduced four different challenges designed to encourage employees of all fitness levels to prioritize health. These challenges included encouraging employees to receive their annual wellness physicals with a health care provider, "A Mile a Day" Challenge to encourage increased physical activity, as well as agency administrative support for the Get Fit Challenge, a physical wellness competition among state agencies. In addition to the physical challenges, units and departments hosted two separate "Healthy Spread" luncheons to promote healthy eating and social wellness in the workplace.

Employee Services assisted in the coordination of onsite wellness assessments conducted by Blue Cross/Blue Shield (BC/BS) at two Huntsville-area facilities. The Estelle and Ferguson units were toured by wellness and benefit consultants, focus groups were conducted with both front-line employees and mid-level supervisors, and an analysis and recommendations for wellness strategies were provided to agency leadership.

Administrative Support

Administrative Support provides HR with technical support and is divided into five operations: Program Com-

pliance, Support Operations, Regional and Departmental Human Resources Coordination, Policy Development and Legislative Review, and Special Projects.

Program Compliance monitors agency operations to ensure compliance with HR policies and procedures, and performs Operational Reviews.

Support Operations monitors and implements budgetary and fiscal functions, to include contracts, purchasing, fixed assets, travel and inventory, and obtains supplies for HR headquarters and regional offices.

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

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.

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 2018, the HR Staff Development curriculum was used to deliver more than 247,439 training hours to 95,927 employees. Courses related to equal employment opportunity, diversity, supervision, selections, wellness, payroll and other HR topics were presented. Also during FY 2018, legislatively mandated EEO and CyberSecurity Awareness trainings were completed statewide.

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 5,869 complaints, accommodations, dispute resolutions, and unemployment claims in FY 2018. During the same fiscal year, the Drug-Free Workplace program processed 18,730 substance abuse tests, and the agency's Discipline program processed 7,865 employee disciplines.

The Labor Relations Criminal History staff provided support for an initiative to re-fingerprint approximately 25,000 current employees who were hired prior to June 1, 2015, to comply with Texas DPS requirements related to FBI criminal history information.



Information Technology Division

Automated information services and technology support are provided to all TDCJ divisions and external entities by the Information Technology Division (ITD). The division is composed of the Infrastructure and Customer Support Department, Enterprise Applications Department, the Project Management and Operations Office, The office of the Information Security Officer, and Business Services.

Infrastructure and Customer Support

The Infrastructure and Customer Support Department supports approximately 13,000 portable and mobile radios, 3,469 wireless devices, 182 telephone systems, 85 video conferencing sites and other telecommunication devices operated on behalf of the agency. The Communications group supports and maintains the agency's telephone circuits, voice and data cabling, voice networks, wireless and long distance calling. In addition, this group provides switchboard operator services for agency incoming telephone inquiries and processed more than 127,000 calls in FY 2018.

The Customer Support Service group supports about 35,000 devices which includes 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.

Enterprise Applications

The Enterprise Applications Department is responsible for the creation, enhancement and maintenance of all major application software for the TDCJ. This includes 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.

The Application Development group had a number of significant accomplishments during FY 2018, to include the implementation of the agency's new Integrated Victim Services System (IVSS). In addition, the Active Directory (AD) team worked with the Facilities Division to provide needed enhancements to the Maintenance Business Management (MBM) system, and with the Human Resources Division to implement FEMA tracking capabilities. Other joint endeavors resulting in successful implementations include the Client Photo Capture system for Parole, and a new Housing Scheme System with "cool bed" integration with the Correctional Institutions Division (CID).

Enterprise Support Services (ESS), which facilitates and manages networks and servers, also had a remarkable year. During fiscal year 2018, this group helped select, purchase and install equipment to facilitate the expansion of the Southwestern Baptist Theological Seminary's Darrington Bible College. This expansion and implementation allowed the Bible College to double the capacity of offenders participating in this program. This group also supports the Electronic Document Management System (EDMS), the agency's document management system, providing ongoing enhancement and maintenance services while expanding its usage across the agency.

The Business Continuity Office (BCO) completed a number of efforts, to include the enhancement and update of the agency's Disaster Recovery Plan to reflect facility, staff, process and equipment inventory changes. In addition, the team planned and executed the upgrade of the Commissary and Trust Fund's AS400 computing system and established their Disaster Recovery plan. Ongoing efforts initiated during the fiscal year include the merging of the Office of Inspector General (OIG) systems under the comprehensive umbrella of the Data Services Center (DCS), and coordinating with ITD, Microsoft, ATOS, DIR and other partners to establish a disaster recovery environment using Microsoft's Azure Government Cloud solution.

Project Management and Operations Office

The Project Management and Operations office (PM&O) 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 PM&O office 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*.



PM&O provided oversight and management for a wide range of priority projects during the fiscal year, including the Website for Work Project, the Unit Network Infrastructure Refresh (UNIR) Upgrade Project and the Texas Risk Assessment System (TRAS) Release II Project. Additional projects include the TRAS Recertification Module, the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) Incident Report Tracking Project, the Legal Case Management System (LCMS), the Emergency Evacuation of Offenders program (EVAC), the Bible College Server Expansion, the Provance customer service and asset management application for ITD, and the Integrated Victim Services System (IVSS).

The Business Strategies Team (BST) developed the business case and related Legislative Appropriations Request (LAR) documentation for submission to the 86th Legislature. In addition, the BST completed and submitted the 2018 Prioritization of Cybersecurity and Legacy Systems (PCLS) report to the Department of Information Resources (DIR).

Information Security Officer

The Information Technology Division (ITD) participated in a Department of Information Resources (DIR)-provided assessment which evaluated Texas Department of Criminal Justice's information security framework in respect to DIR's requirements. It was performed by NTT Data, a third-party assessor. The results were reported to TDCJ's executive director and DIR as required by House Bill 8, 75th Texas Legislature. TDCJ scored better than the state average on 32 of 40 objectives.

The CorreLog Security Information and Event Management (SIEM) solution is now in production and collecting the logs from systems and looking for anomalies. The SIEM solution will provide the agency's Office of the Information Security Officer (OISO) with the ability to monitor the agency's servers and mainframe from one console.

In compliance with audit 1705 the OISO worked with the business owners and data custodians to complete 82 risk assessments. In addition, audit 1705 required curricula be created to teach the agency business owners and data custodians their responsibilities, and how to properly classify data in accordance with Texas Administrative Code (TAC) 202. All owners and custodians were trained and the agency's information systems data was classified.

The fiscal year 2018 Annual Penetration Test was completed by DIR with no vulnerabilities discovered by the team. This is a significant reduction from 2016 when 16 vulnerabilities were identified and one vulnerability in 2017. In addition, automated scanning tools found zero occur-

rences of urgent, critical or high-risk vulnerabilities. These results were briefed to the executive director of TDCJ.

Criminal Justice Information Services (CJIS) training was conducted on February 21, 2018, by third-party provider CJIS ACE. The training covered all aspects of CJIS security policy that pertains to CJIS data and information systems. It was attended by nearly 50 participants, including personnel from ITD, OIG, Windham School District and others.

OISO staff assisted in the Darrington Unit and Darrington Bible College system refresh and update by providing assistance in testing the security of the current thin clients and servers. Once the project was implemented, OISO staff conducted an onsite security audit of the new thin client setup and facilities, notified the proper parties of any remaining vulnerabilities and offered guidance to Bible College staff on procedural security issues.

The Information Resource Security Program (IRSP) was completed during FY 2018. The program was updated to comply with the Federal Bureau of Investigation CJIS policy, (TAC) 202, and other state and federal laws. The new IRSP consists of an information security policy, a controls catalog and an acceptable-use document. It was staffed and briefed to TDCJ's executive director and signed in April of 2018.

Business Services

The Business Services Department supports the fiscal, planning and resource management activities of the Information Technology Division. This is accomplished through the fiscal oversight and management of all the division's appropriated funds consistent with applicable laws, rules and agency policy. For the Data Center Services (DCS) contract, this includes management and coordination through the Department of Information Resources (DIR).

Other tasks include compilation of the agency's Biennial Operating Plan; administration all agency-wide IT-related purchasing blankets, specifically copiers, wireless devices, and printer consumables; tracking of IT-related legislation; facilitation of open records requests for Management Information Systems data; and tracking and reporting all ITD fixed assets including agency computer hardware and software.

In FY 2018, improvements were implemented for the processing of the wireless manual contract payments to include an audit of the coding. In addition, auditing and payment processing of the landline telephone billing was added as a direct responsibility. This department provided fiscal oversight and management for more than \$31,715,000 in funds, not including payroll.



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.

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, and 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.



Program Supervisor Joe Klinkovsky (left) and Ag Specialist Gary Davis inspect the carrot crop at the Darrington Unit.

During the 2017 calendar year, the department raised 30 varieties of vegetables, with production exceeding 11.7 million pounds. Approximately 32,400 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 123.7 million pounds of production. At the close of calendar year 2017, on-hand livestock

included 15,743 head of cattle, 15,220 swine, 233,803 laying hens and 1,364 horses. The poultry program produced approximately 4.9 million dozen eggs and the swine operation shipped 19,817 hogs to the packing plant. During this period, agency food processing plants canned 297,143 cases of vegetables and delivered more than 22.7 million pounds of finished meat items.

Financial Operations

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

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 at Daniel Computer Recovery, Wynne Computer Recovery and Geographic Information System (GIS), and Mountain View Braille.

During FY 2018, Daniel Computer Recovery and Wynne Computer Recovery facilities provided 7,418 refurbished computers to Texas public schools, and 152 to the Texas Court Appointed Special Advocates (CASA). 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 2018, the braille facility transcribed 144,338 pages of braille and 30,557 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 job skills 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 2018, PIE participants earned more than \$1 million and contributed \$125,945 in federal taxes, \$102,478 to crime victims' compensation, \$10,550 to restitution, \$101,926 for family support and \$486,141 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.

During FY 2018, TCI operated 33 facilities that produced items such as mattresses, shoes, garments, brooms, license plates, printed materials, janitorial supplies, soaps, deter-

gents, 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 12,036 outside customer orders. Sales for the 33 TCI facilities and the four designated training facilities were \$76.7 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 transportation, mechanical needs fulfillment, planning and forecasting equipment needs, and providing 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 190 tractor trucks and 461 tractor trailers, as well as several thousand trailers and other related equipment. In FY 2018, there were 15,140 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 2018, the four freight dispatch offices coordinated more than 29,000 freight hauls and truck drivers logged approximately six 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 2018, the warehouses had an average inventory of \$22.6 million and maintained 2,730 items in stock. Approximately \$148 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 2018, the Office of the Chief of Staff provided oversight of Communications, Records Consolidation, Executive Support and Governmental Affairs.

Communications

The Communications Department serves as the external and internal communications arm of the agency.

Communications' external functions include working with news media throughout the world to tell the TDCJ story, and assisting reporters in covering prison events and understanding the objectives of the agency. Information is given to news media as allowed by TDCJ policy and according to current state public information laws. In addition, the department is responsible for the content and delivery of the agency social media channels and website.

Communications internal functions include the production of training videos, providing photography services and photo archive management, and supplying stock video and photos to other criminal justice agencies, news media and educators. The department also provides audiovisual support for bimonthly TBCJ meetings and special events.

Criminal Justice Connections is an updated online newsletter for employees, which can be accessed by clicking on the *Connections* link on the TDCJ home webpage. Communications also produces the *TDCJ Annual Review* and regularly updates the *TDCJ Phone and Address Directory*.

Records Management

The Records Management Department provides research, insight and recommendations for achieving efficiencies and consolidation of offender records. This department also provides governance, support and policy structure for all agency records, initiates and manages recordkeeping projects, and provides quality assurance reviews. Records Management also monitors records retention and publishes the *TDCJ Records Retention Schedule*.

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 the agenda and meeting materials for the Texas Board of Criminal Justice (TBCJ) and produces the TBCJ minutes. Additionally, staff coordinates revi-

sions of TBCJ rules, the *Departmental Policy and Operations Manual*, the *Human Resources Policy Manual*, and agency departmental manuals upon request.

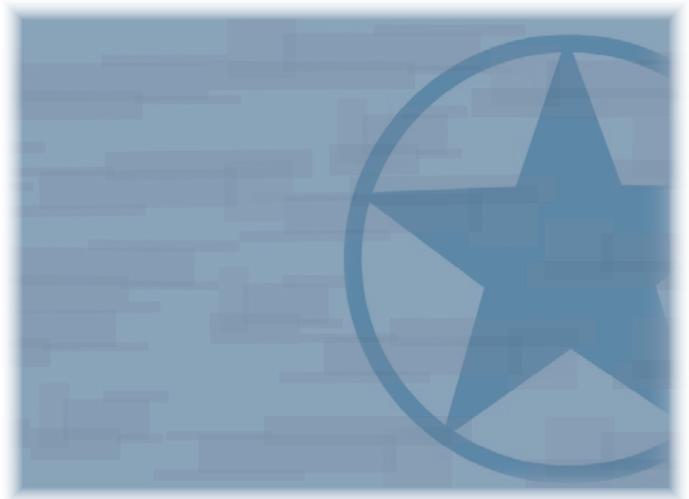
Executive Services coordinates the State Employee Charitable Campaign, conducts internal research and evaluations, and coordinates research conducted by external entities. Executive Services produces unit profiles, agency organizational charts, the *Fiscal Year Statistical Report*, and the *General Information Guide for Families of Offenders*.

Emergency Action Center

The Emergency Action Center (EAC) staffs an incident call center to provide a link between the TBCJ, TDCJ managers and staff, and other state officials regarding serious or unusual incidents occurring within the agency. The EAC is responsible for receiving reports of serious or unusual incidents, notifying appropriate entities and administrative staff of incidents, maintaining custody of 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 the TDCJ from legislative and executive offices.



Office of the General Counsel

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

Legal Affairs

The Legal Affairs section provides advice and counsel to the Texas Department of Criminal Justice (TDCJ) regarding corrections law, victims' rights, employment law, business transactions, offender health care, offender 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.

As FY 2017 turned into FY 2018, OIM continued to deal with the aftermath of Hurricane Harvey as the agency continued its recovery efforts. The substantial damage and resources used in response to Harvey led Incident Management to seek reimbursement through the Federal Emergency Management Agency (FEMA) and the Texas Division of Emergency Management. This year-long reimbursement application process was spent gathering, sorting and submitting documentation to allow TDCJ to recoup nearly three million dollars. During this time, OIM worked with the Business and Finance Division to automate and improve incident documentation and reporting, to include assigning agency staff to serve as FEMA coordinators when the next disaster strikes.



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