

Texas Department *of* **Criminal Justice**



Annual Review **2019**

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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 2019* for the Texas Department of Criminal Justice (TDCJ).

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. To successfully accomplish this vital mission, the state relies upon 35,000 dedicated men and women who serve as employees of the TDCJ. Theirs is a very demanding profession performed in a challenging and sometimes hazardous work environment. To meet their responsibilities requires hard work, long hours, sound judgement and a calm and professional demeanor when confronted with stressful situations. It is not a job for everyone, but it is a job that makes everyone safer, including the public, crime victims and the offender population.

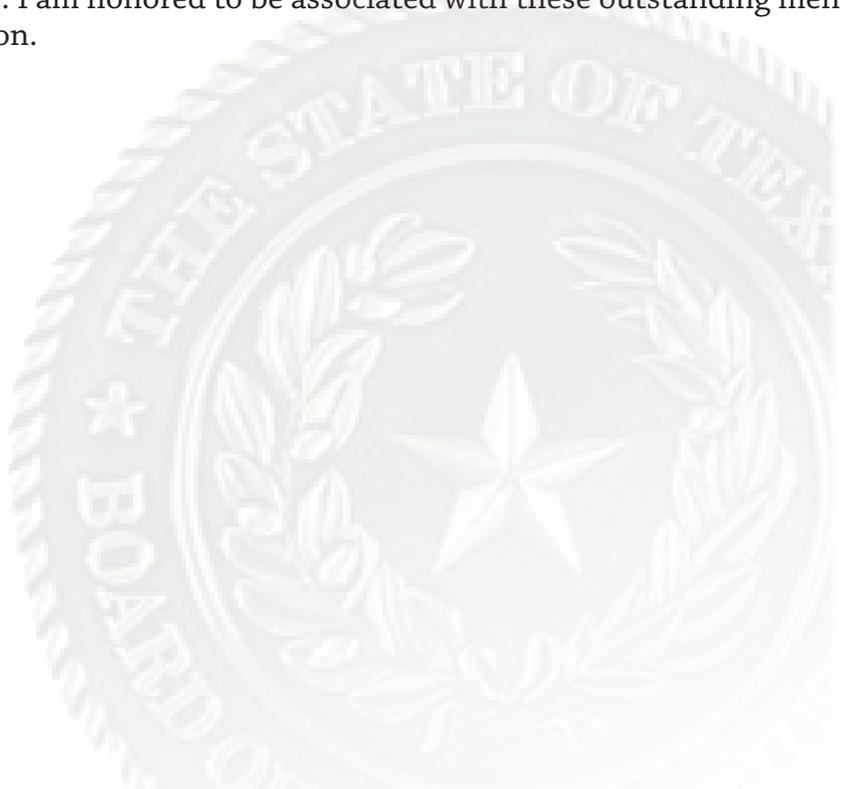
Under the exceptional leadership of Executive Director Bryan Collier, these dedicated and proud professionals have once again met every challenge. The Fiscal Year 2019 Annual Review highlights their accomplishments while also describing the agency's organizational structure and the functions of each division and department. Please do not hesitate to contact Executive Director Collier or myself if you would like additional information.

I thank you for your public service, and know that you join me and my fellow board members in expressing appreciation to the hard-working employees of the Texas Department of Criminal Justice for their service to the great state of Texas. I am honored to be associated with these outstanding men and women and this successful organization.

Sincerely,

A handwritten signature in blue ink that reads "Patrick L. O'Daniel". The signature is written in a cursive style and is enclosed within a dashed rectangular border.

Patrick O'Daniel
Chairman, Texas Board of Criminal Justice



Dear Chairman O'Daniel and Members of the Board:

I am pleased to report that during Fiscal Year (FY) 2019 the number of offenders incarcerated in the Texas Department of Criminal Justice (TDCJ) continued to decrease, due in part to a continued decline in recidivism. Updated recidivism statistics provided by the Legislative Budget Board in January 2019 indicate the three-year recidivism rate for offenders released from Texas state prisons is 20.3 percent. While comparable statistics for every state correctional system are not readily available, to our knowledge the Texas recidivism rate is among the lowest in the country.



Other notable accomplishments during FY 2019 involved maintaining American Correctional Association accreditation and Prison Rape Elimination Act (PREA) compliance as documented throughout the year by independent audits of select units; expanding programs for female offenders, to include the new Strength Through Restoration, Independence, Vision and Empowerment (STRIVE) reentry program; implementation of the Integrated Victim Services System; and, thanks to the Texas Legislature and Governor Abbott, pay raises for Correctional Officers as well as other uniformed security staff and Parole Officers. The TDCJ is also grateful to state policymakers for their investments in treatment and diversion programs as well as the critical capital equipment and infrastructure needs of the agency.

Staff recruitment and retention, particularly in regard to positions with a significant number of vacancies such as Correctional Officers, continued to be the agency's most significant operational challenge during FY 2019 and will remain a top priority in the coming year. Staff training also remains a high priority as reflected by the establishment of the Training and Leader Development Division within the TDCJ.

As always, I want to thank the employees of the Texas Department of Criminal Justice for their hard work and dedication throughout the year. I am very grateful for their public service.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bryan Collier'. The signature is stylized and fluid, with a large initial 'B' and 'C'.

Bryan Collier,
TDCJ Executive Director

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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; Training and Leader Development; and Victim Services.

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 (appointed chairman in February, 2020) 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

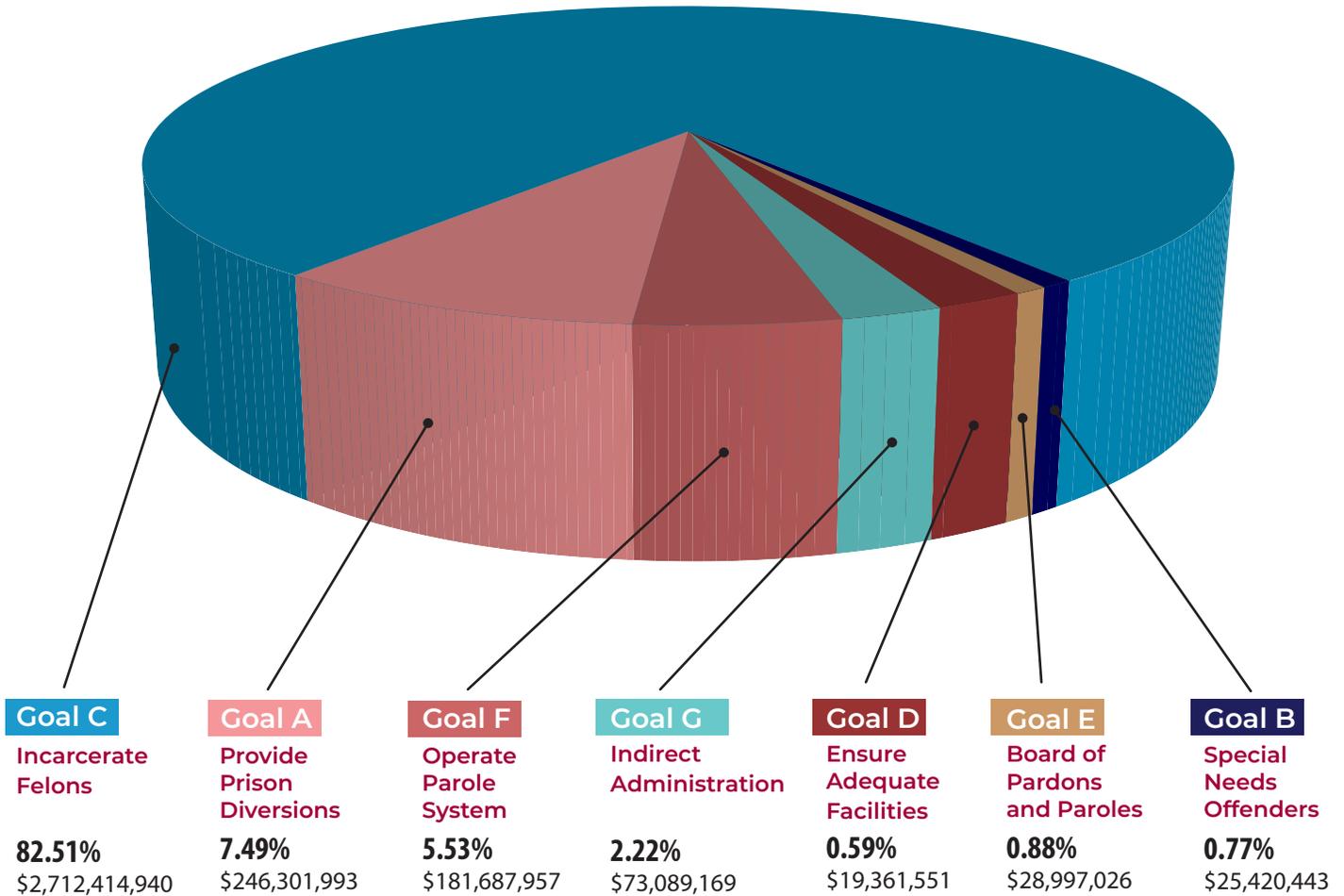


Financial Summary

Operating Budget for Fiscal Year 2019

- 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

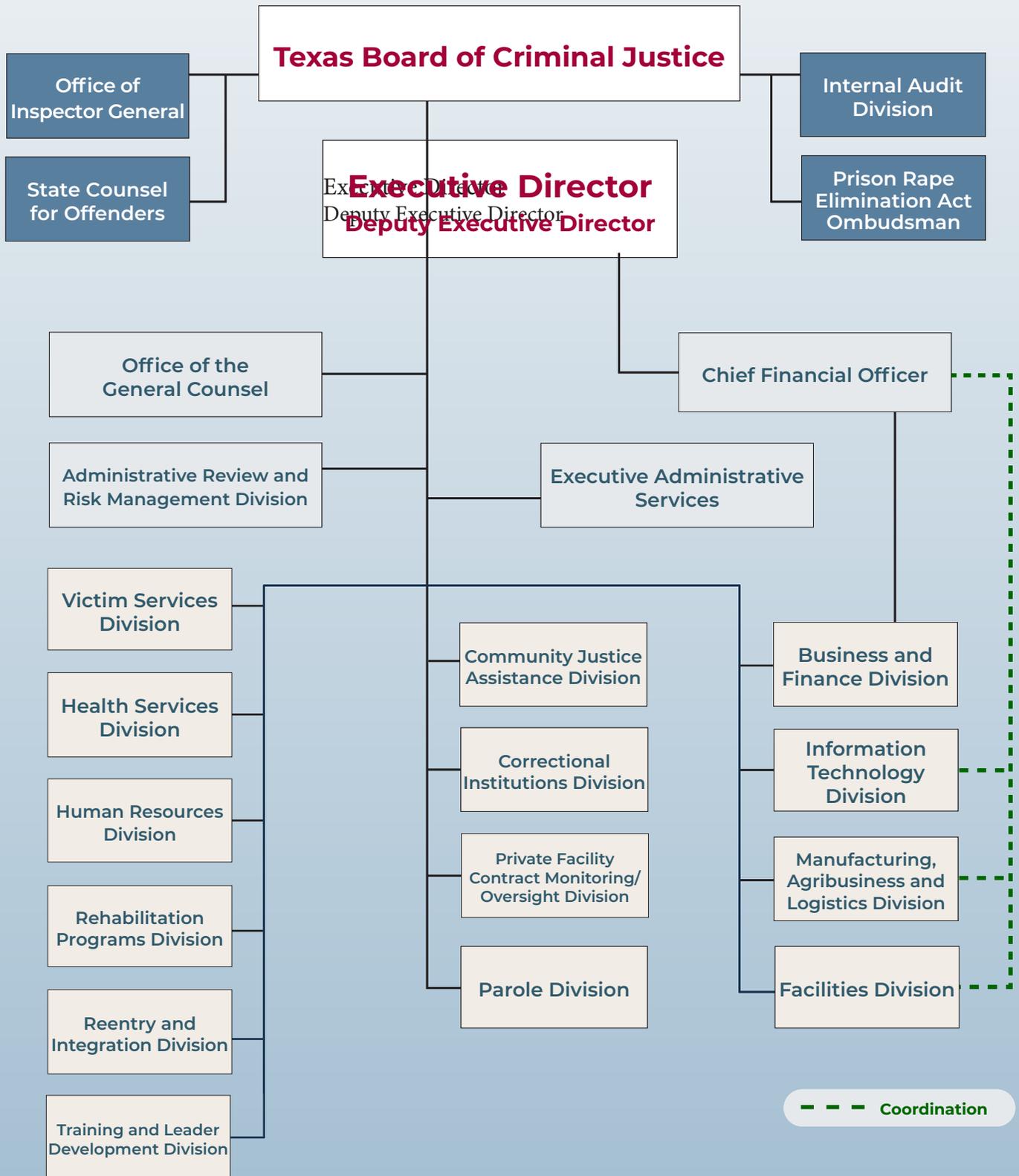
\$3,287,273,079

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 bind a commitment of sharing information and reinforce a law enforcement allegiance 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 perform 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 propose legislative issues, receives and process Open Record Requests, consults with the Attorney General's office and outside attorneys that are of concern to the OIG 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 annual audit of over 1800 inventoried items.

Human Resources is responsible for securing, maintaining, and updating the personnel files of all OIG employees, processing personnel time and payroll transactions, maintains staffing allocations and organizational charts, reviewing and processing worker's compensation forms, maintaining and updating job descriptions, posting vacant position 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 TDCJ-ITD 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 for maintaining and securing all OIG administrative and criminal investigative case folders as well as electronic documents in accordance with the state of Texas 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 Unit 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 programs comprise of 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 to OIG personnel, and TDCJ personnel in the same office complex. The OIG CRASE training has expanded to all TDCJ regions, church groups, community organizations, county probation departments, school districts and the Texas Correctional Association Conference.

Major Crimes Investigative Operations

Major Crimes Investigators investigate 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 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.

The 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 that 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. As a final action, sustained administrative investigations are submitted to TDCJ administrators for appropriate disciplinary action.

During FY 2019, OIG investigators opened 4,878 criminal investigations and 39 administrative investigations. There were 713 indictments involving various penal code violations.

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; transnational drug trafficking organizations; as well as threats posed to the United States and Texas by domestic or international terrorism.

Fugitives: Embedded within the U.S. Marshals Service task forces in the state, investigators made 1,208 apprehensions for violent felony offenses and TDCJ parolees in FY 2019.

Anti-Gang Center Operations: In furtherance of the Governor's anti-gang strategy, OIG has embedded investigators within Federal Bureau of Investigation (FBI) or Drug



Enforcement Administration (DEA) groups who 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 2019, the OIG received 660 tips. There were 19 arrests as a result of these tips. A total \$500 in reward money was authorized for payment. There was \$3,850 of tip money which was awarded; however, replies were not received back to requests to verify location so the tip would be distributed.

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 2019, 1,387 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 nexus 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 2019, 860 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 35,644 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 sexual abuse and sexual harassment; directing initial reports of allegations of sexual abuse and sexual harassment to the PREA Ombudsman; responding directly to public inquiries related to allegations of sexual abuse and sexual harassment in TDCJ correctional facilities, and collecting data

from TDCJ and the Office of the Inspector General regarding allegations of sexual abuse and sexual harassment in correctional facilities.

In FY 2019, the PREA Ombudsman office gained six new staff members to provide regional support, and conducted PREA presentations at the annual TDCJ Peer Education Conferences for offender peer educators. PREA also presented information on PREA standards to the Community Justice Assistance Division's community supervision and corrections department administrators during their quarterly meeting. In addition to presentations and training, the PREA Ombudsman assisted in the implementation of the Safe Prisons/PREA Automated Network System, preparation of the agency's *Calendar Year 2019 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) reports directly to and only to the Texas Board of Criminal Justice (TBCJ) and is independent of and not a division of the Texas Department of Criminal Justice (TDCJ).

Neither TBCJ nor TDCJ impedes, directs, or regulates a SCFO attorney's independence of professional judgment in rendering services to clients, nor do they interfere with the attorney-client relationship.

SCFO is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in TDCJ. SCFO also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings in accordance with Texas Health and Safety Code Chapter 841. SCFO is appointed to handle cases for indigent clients (1) indicted for alleged criminal acts committed while in TDCJ custody; (2) subject to immigration removal proceedings; and (3) named in civil commitment proceedings as further described below. SCFO does not handle death penalty cases, fee generating cases, cases involving civil right issues, nor parole matters.

There are four legal sections within SCFO: Criminal Defense, Civil Defense, Appellate, and Legal Services. An Investigations section assists all legal sections as needed.

Criminal Defense

The Criminal Defense Section represents indigent clients who are indicted for felonies allegedly committed while incarcerated within TDCJ. Investigators and legal assistants aid attorneys in defending their clients. Investigators may interview clients and witnesses, photograph evidence and crime scenes. Legal assistants support the attorneys by preparing files and documents and arranging attorneys' meetings with clients. Attorneys represent clients from the time of Board appointment until completion of the case. In doing so, attorneys review the State's evidence, select expert witnesses when needed, attend all court hearings, file all necessary motions, obtain plea agreements when appropriate, prepare the cases for trial, and represent clients in 12-person jury trials throughout the state.

Civil Defense

The Civil Defense Section represents clients targeted for indefinite, involuntary civil commitment under Texas Health and Safety Code Chapter 841, commonly known as the Sexually Violent Predator (SVP) statute. Attorneys and legal assistants work together to help provide a defense to civil commitment clients. Attorneys handle all parts of

the case, including conducting discovery, the selection of expert witnesses, the taking and defending of client and expert depositions, and representing clients in 12-person jury trials throughout the state.

Appellate

The Appellate Section assists indigent clients needing help with some habeas corpus writs. If a client represented by the Criminal Defense Section is convicted of a crime, attorneys in the Appellate Section may also pursue an appeal on behalf of the client. If the Appellate Section pursues the case, an attorney will prepare briefs and argue the case before the appropriate appellate courts. The Appellate Section also handles appeals and other post-judgment matters arising from the civil defense of those adjudicated as sexually violent predators. Attorneys may also assist clients who discover substantial errors in regard to their convictions. If the client has a cognizable habeas corpus issue, SCFO may assist the client by researching whether there is a valid, provable legal reason to file an application for a writ of habeas corpus to either set aside or modify the conviction or sentence.

Legal Services

The Legal Services Section consists of two divisions: General Legal and Immigration.

The General Legal division of the Legal Services Section assists indigent incarcerated individuals with detainers, probation revocation matters, and extradition matters. Attorneys provide answers to legal questions posed in daily mail correspondence. Additionally, attorneys also handle the biennial review process for those clients adjudicated as sexually violent predators. Legal assistants, working under the direction of the Legal Services attorneys, investigate time credit issues to ensure a client is receiving the proper time credits. Attorneys prepare Motions for nunc pro tunc orders in the event a client has been afforded less than the correct amount of time credits.

The Immigration division of the Legal Services Section assists indigent clients who are docketed to appear before an immigration judge as part of a removal proceeding (formerly known as "deportation"). Attorneys interview clients to determine what relief, if any, may be available. If the client has a defense to removal, an attorney will represent the client at the removal proceeding.



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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.

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

Besides Executive Administration, the following sections are found within CJAD: Field Services, Financial Operations, Information Systems and Research.

Field Services

The Field Services section provides a range of services to CSCDs, including compliance monitoring, program review technical assistance and training. Additionally, CJAD accredits Battering Intervention and Prevention Programs (BIPP). Field Services staff manages the accreditation process through review of a program's policies, case manage-

ment practices, data collection process and observation of group dynamics to ensure compliance with BIPP guidelines.

Financial Operations

Financial Operations is composed of two sections: Fiscal Management, and Budget and Planning. 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 and Planning 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 administers strategic planning and 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 analyzes data reported by the CSCDs. In addition, section staff conduct research and publish reports on the effectiveness of community corrections programs.

Projects and Goals

In response to requests from the Texas trial judiciary for a comprehensive reference bench guide with 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 training to community supervision officers in the use of evidence-based practices for offender supervision.



Correctional Institutions Division

The Correctional Institutions Division (CID) is responsible for the confinement of adult felony offenders. At the end of FY 2019, 142,230 offenders were incarcerated in TDCJ facilities, consisting of 132,533 prison offenders, 6,174 state jail offenders and 3,523 substance abuse felony punishment facility offenders.

CID employed 24,077 correctional officers and ranking officers (sergeant through major), along with 5,857 staff members who worked as wardens, operational, technical and unit support staff, for a total of 29,934 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.

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.

CID leadership has 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. CID has worked closely with various departments and divisions of TDCJ to create a set of criteria to evaluate an offender's level of heat sensitivity and house the offender accordingly. These moves are an ongoing process and the criteria have become a part of all offender movement. The plan to install permanent air conditioning at the Pack Unit remains on schedule.

The implementation of the American Correctional Association (ACA) Restrictive Housing Expected Practices has been accomplished. The standards will become a part of the scored criteria in the fall of 2020, as part of ACA protocol. CID will build evidence of compliance with process indicators over the next year.

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.

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.

Management Operations

The CID deputy director for Management Operations oversees Security Operations, the Fusion Center, Plans and Operations, Safe Prisons/PREA Management Office, the Security Threat Group Management Office, the Mail Systems Coordinators Panel and the Office of Disciplinary Coordination.

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 monitoring, armory, research and technology, budget, field operations, and canine operations. In addition to six regional kennels, there are 44 unit-based kennels, or a combination of kennels, throughout the agency. These kennels house pack canines, scent-specific canines, narcotics/contraband canines, or cadaver canines. The monitoring of video surveillance systems enhances staff and offender safety. They are used in coordination with unit-based narcotic/contraband canines, body-orifice scanning chairs, walk-through metal detectors, and parcel scanners to improve security. Collectively, these tools are used in deterring the introduction of contraband into correctional facilities and aiding in its confiscation.

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, and contraband related intelligence entering TDCJ facilities 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 Treat Group Management Office, other divisions within the agency and outside law enforcement agencies. The Fusion Center helps create informative, timely reports and assessments through comprehensive information and intelligence analysis, encourages collaboration between staff and law enforcement agencies, and oversees the agency's Life Decisions Program.

Plans and Operations Department

The Plans and Operations Department provides support to divisional leadership by coordinating security-related policies, 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 regard to the 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 agency has a zero-tolerance policy toward all forms of sexual abuse and sexual harassment. The Safe Prisons/PREA Management Office (SPPMO) was developed to provide administrative oversight and support for the Safe Prisons/PREA Program. This office gives technical support regarding in-prison sexual abuse policy to unit Safe Prisons/PREA managers and executive administrative staff.

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.

The SPPMO also provides technical support during the PREA audit process and routinely reviews policy to ensure compliance. These standards were enacted in 2012 and serve to prevent, detect and respond to allegations of in-prison sexual abuse.

Security Threat Group Management Office

The Security Threat Group Management Office (STGMO) monitors, identifies and assists in the managing of Security Threat Groups (STGs), Disruptive Groups or Cliques 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, to include networking with Local, State, and Federal Law Enforcement agencies. The STGMO provides oversight, training, and technical support for the unit level, regional level, and Fusion Center staff who gather information on Security Threat Group, Disruptive Group and Clique members activities.

Gang Renouncement and Disassociation (GRAD) program

- ▶ GRAD began in August 2000 at the Ramsey Unit
- ▶ Completions as of November 1, 2019 = 5,405 Offenders
- ▶ Reconfirmations of GRAD offenders = 1.41%

Returning Population Gang Renouncement and Disassociation (RPGRAD) program

- ▶ RPGRAD began in July 2014 at the Ellis Unit
- ▶ Completions as of November 1, 2019 = 784 Offenders
- ▶ Reconfirmations of RPGRAD offenders = 0.64%

General Population Gang Renouncement and Disassociation (GPGRAD) program

- ▶ GPGRAD began in July 2017 at the Ellis Unit
- ▶ Completions as of November 1, 2019 = 236 Offenders
- ▶ Reconfirmations of GPGRAD offenders = 0.42%

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.

Mailroom staff plays a critical role in preventing drugs and other serious contraband from entering the facilities which could jeopardize the safety of the staff and offenders. MSCP was moved from Support Operations' purview to Management Operations where they will be working closely with other departments considered vital to safeguarding the facilities. Training will continue to be conducted by MSCP regarding new ways that contraband is being sent into the units.

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 2019, the Office of Disciplinary Coordination completed 36 unit-level operational reviews.

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; and Offender Transportation.

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 (SCC).

The Classification and Records Office (CRO) schedules, receives, processes and coordinates transport of offenders for intake, transfer and release; calculates offenders' time; places detainees; 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 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. The Unit Classification and Count Room Department conducts semiannual statewide chiefs' meetings, monitors offenders who are in transient status on all facilities to ensure they are processed in a timely manner, and travels to units to conduct training as needed and to ensure policies and procedures are being implemented and followed. In FY 2019, Unit Classification and Count Room Department Coordinators traveled to all units to conduct training with staff on the new EV10 evacuation program and proper scanning procedures; worked with ITD to develop new mainframe administrative housing tables; developed a Cool Bed database as well as restrictive housing reports and procedures; began work with ITD in preparation for the new Safe Prisons PREA Automated Network System (SPANNS) and Corrections Information Technology System (CITS) programs as well as Video Visitation; and have continued to work with ITD and SCC in monitoring and adjusting unit-based reports and operations with regards to HEATS and ACPAC. Coordinators have also been providing staff assistance for units

that have multiple employee vacancies by either arranging for other units to assist, working at the unit themselves or completing unit functions that can be done from CRO headquarters.

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 1960s. 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. Also during FY 2019, Intake Support staff performed a manual workaround for implementation of RPD's Individual Treatment Plan (ITP) Report mandated by House Bill 2888, 85th Texas Legislature, until programming was in place.

The State Classification Committee is responsible for making initial custody recommendations and determining appropriate units of assignment for all offenders. The SCC reviews recommendations made by unit classification committees regarding promotions in custody status, placement in various rehabilitative programs, transfers and special housing assignments due to security, 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 Management Office (STGMO), Rehabilitative Programs Division, 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, foot-



wear, 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 2019. 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 can 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. Offenders participating in the San Antonio Food Bank Culinary program can have the opportunity to train with their Executive Chef and as part of the training they also prepare meals for various programs throughout the San Antonio area. This allows these offenders to give back to the community even during their time of incarceration.

The food service area has worked closely with the UTMB dietitian in FY 2019 to enhance the quality of meals by using various seasonings in all meals, to include the therapeutic diets. This has resulted in a complete revision of the Diet for Health menu to encourage offenders to remain on the Diet for Health. This was changed at the end of FY 2019 and went into effect September 1, 2019.

All Food Service Managers IV are required to obtain the nationally recognized ServSafe Food Managers Certification, through the National Restaurant Association. This certification gives training in food safety practices and provides credibility to the Food Service Managers to ensure safe and wholesome meals.

Laundry, Food and Supply has worked closely with the Lee College Horticulture program for the past 13 years to encourage the units to plant and grow herbs on the units to provide seasonings to the food. In FY 2019 there were 54 units that grew some type of herb garden. We have also made a contest of the herb gardens and the FY 2019 winner of the Herbs Behind Bars Contest was the Havins Unit.

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, 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. In addition, the Offender Transportation Department is also responsible for the off-site medical tracking in all six regions of the state.

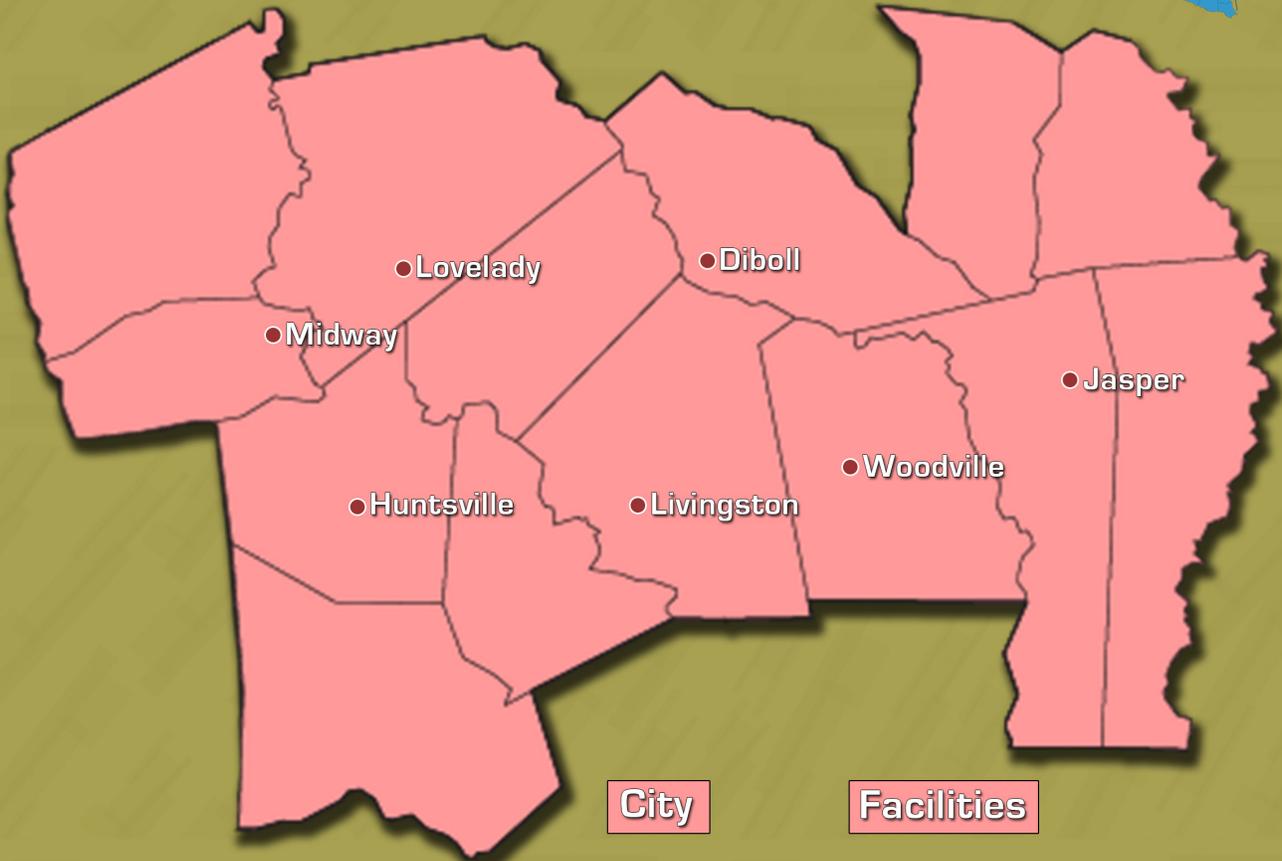
Offender Transportation operates a fleet of vehicles consisting of 115 buses, 60 transport vans, six wheelchair vans and a wheelchair bus for the physically disabled, three vans used to transport regional-release offenders, one sedan, one sport-utility vehicle, and one maintenance pickup. Thirty-three buses were purchased with funds appropriated during the recent legislative session, of which 18 diesel powered buses are scheduled to be delivered soon and will be outfitted with security packages by the Wynne Unit Mechanical Department and Michael Unit Mechanical Department. The remaining 15 buses will consist of eight diesel-powered and seven gas-powered engines; these buses will be outfitted with security packages as previously mentioned. 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 2019, the Offender Transportation Department averaged more than 423,000 miles per month, totaling more than five million miles traveled over the course of the year. Throughout FY 2019, 577,888 offenders, including 6,249 Intermediate Sanction Facility (ISF) offenders moved from county jails to ISF facilities were transported by the Offender Transportation Department. In addition, the Offender Transportation Department conducted 107 offender Home Releases for a total of 39,036 miles and used 2,027 man hours to conduct these transports. On any given day, the Offender Transportation Department transports approximately 2,312 offenders, roughly the equivalent of a secure prison population.





REGION 1 FACILITIES MAP

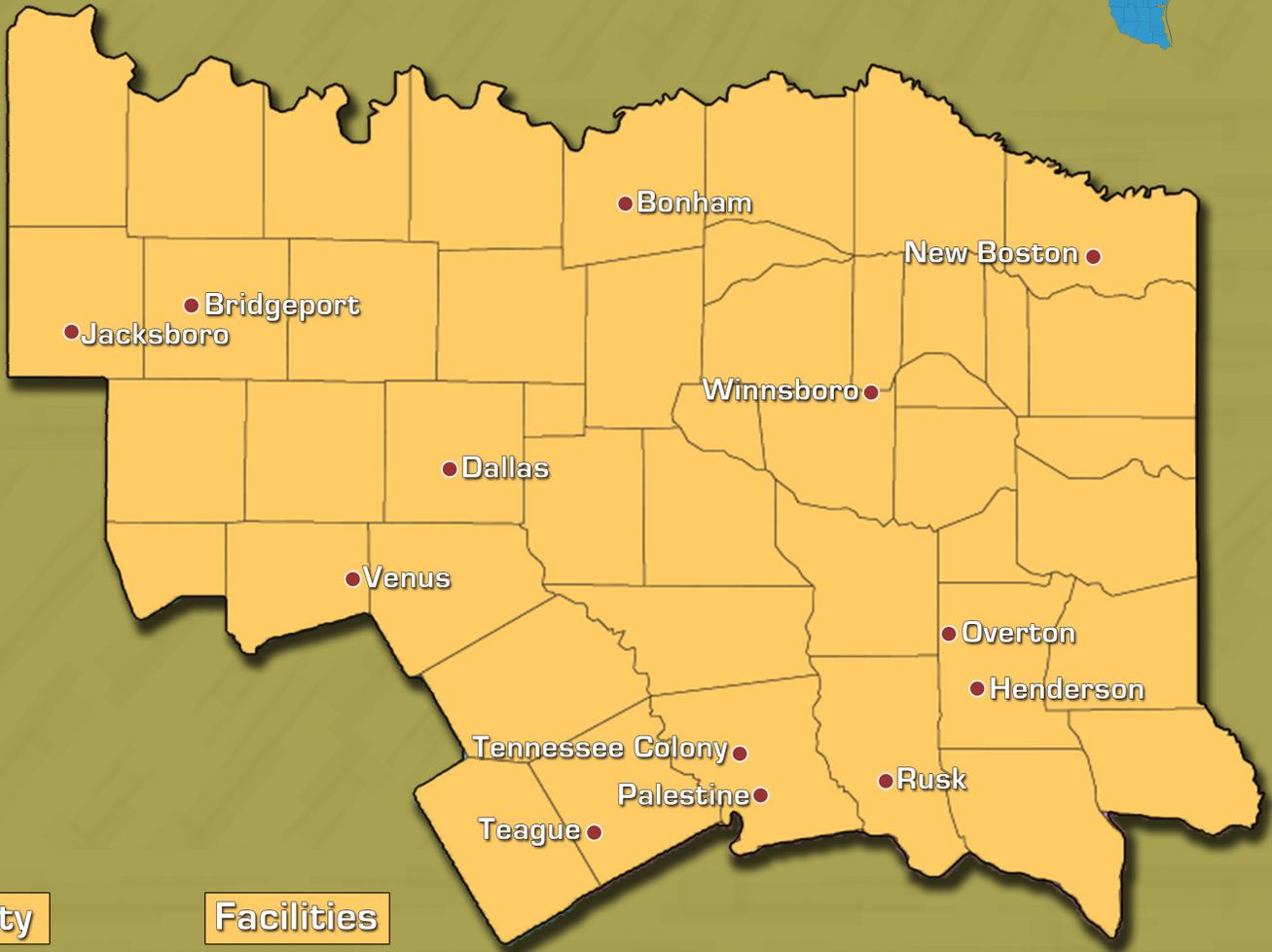


City	Facilities
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Diboll	Diboll Unit (private) Duncan Unit
Huntsville	Byrd Unit Ellis Unit Estelle Unit Goree Unit Holliday Transfer Huntsville Unit Wynne Unit
Jasper	Goodman Transfer
Livingston	Polunsky Unit
Lovelady	Eastham Unit
Midway	Ferguson Unit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

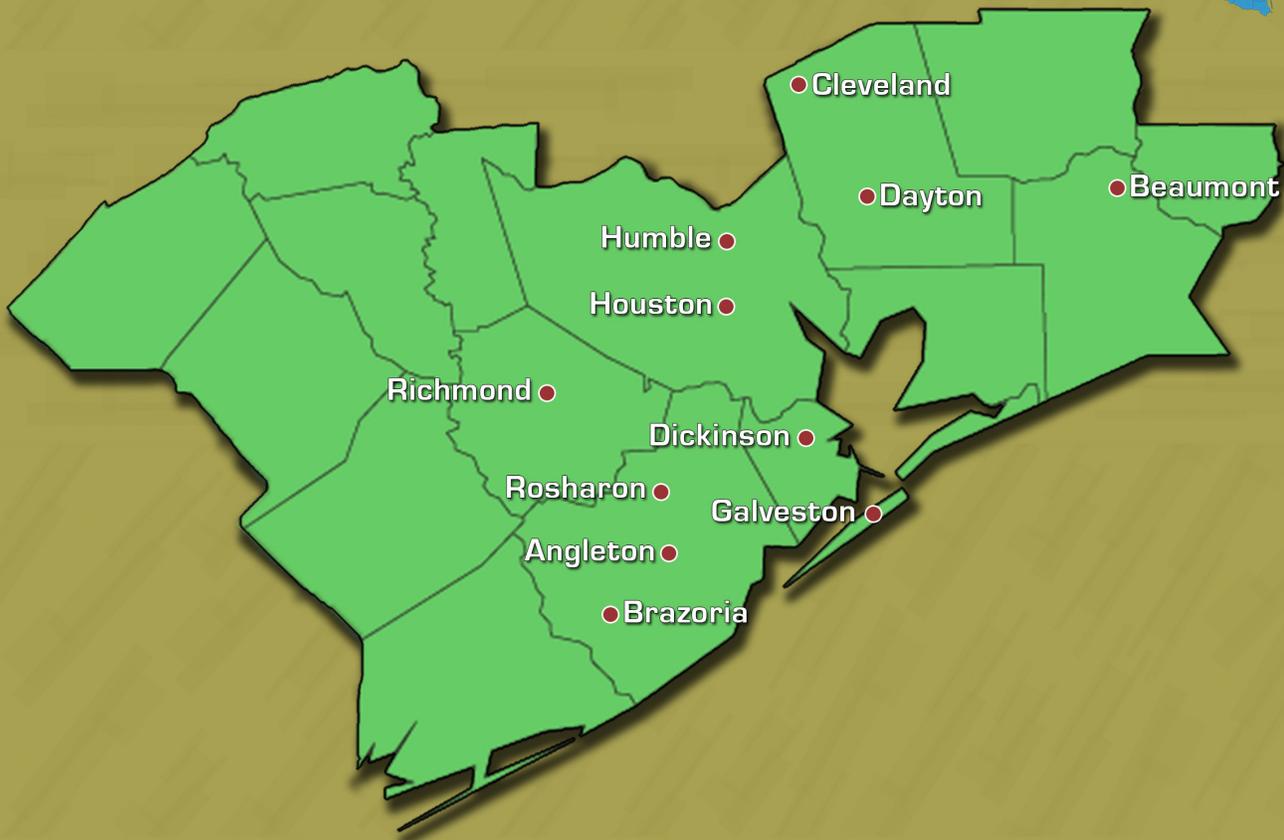
Palestine	Beto Unit Gurney Transfer Powledge Unit
Rusk	Hodge Unit Skyview Unit
Teague	Boyd Unit
Tennessee Colony	Coffield Unit Michael Unit
Venus	Estes Unit (private)
Winnsboro	Johnston SAFPF



TDCJ Correctional Institutions Division



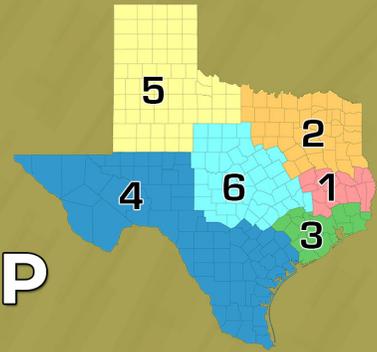
REGION 3 FACILITIES MAP



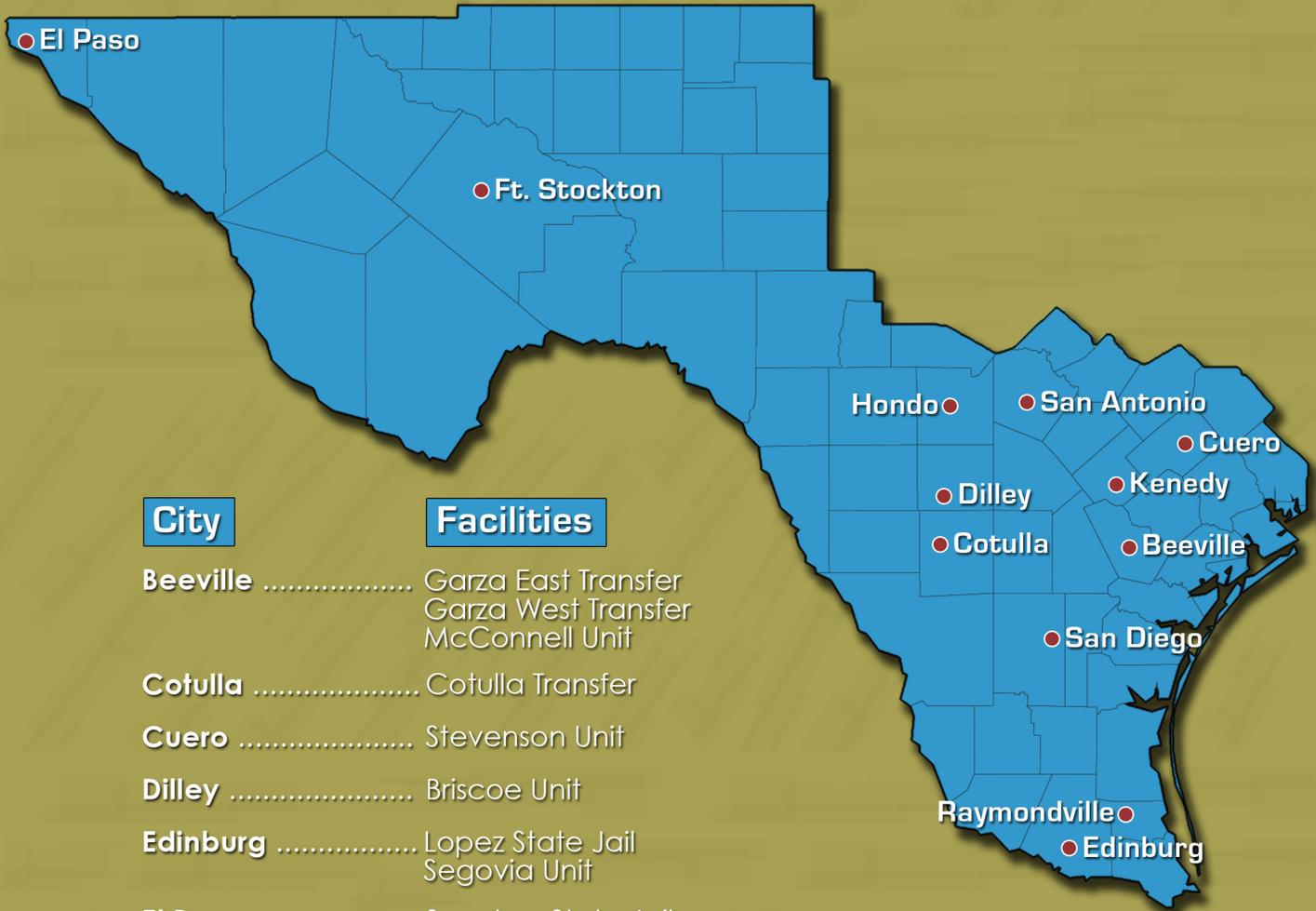
City	Facilities
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland Unit (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail

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

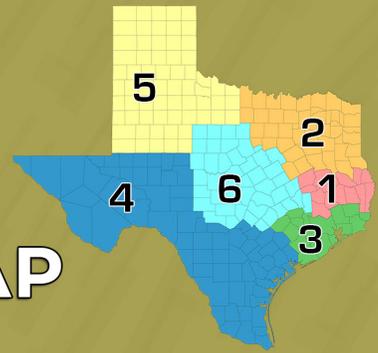




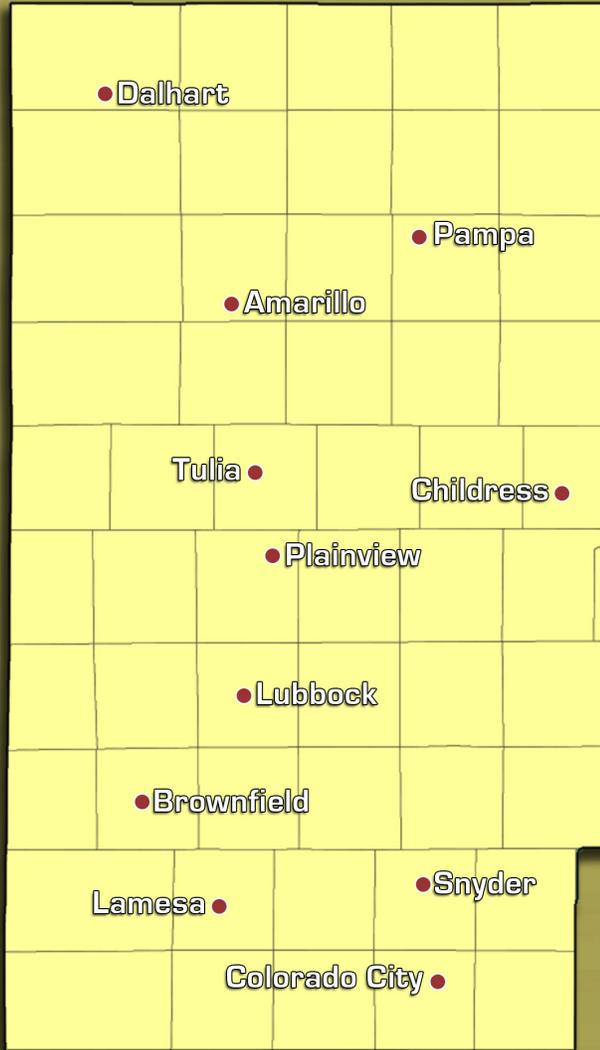
REGION 4 FACILITIES MAP



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 SAFP



REGION 5 FACILITIES MAP

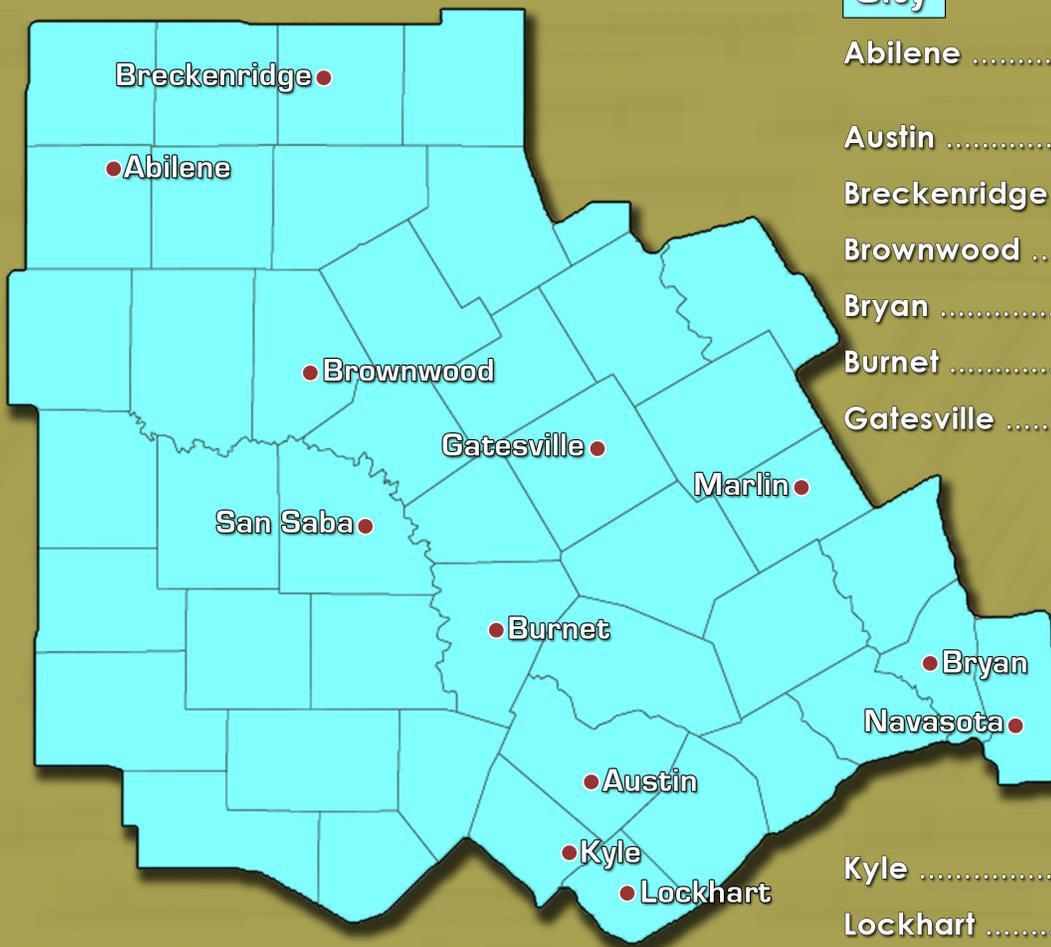


City	Facilities
Amarillo	Clements Unit Neal Unit
Brownfield	Rudd Transfer
Childress	Roach Unit
Colorado City	Wallace Unit
Dalhart	Dalhart Unit

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 SAFFP
Brownwood	Havins Unit
Bryan	Hamilton Unit
Burnet	Halbert SAFFP
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 2019, more than 84,259 parole and mandatory supervision clients were under active supervision by approximately 1,344 district parole officers. Clients 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 clients 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 a client's compliance with conditions of release and Texas law, applying supervision strategies based on an assessment of each client's risks and needs.

Interstate Compact Office

The Interstate Compact Office coordinates the transfer of supervision to a state outside a client's state of conviction. The Interstate Compact for Adult Offender Supervision is the statutory authority for the transfer of clients 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 2019, monthly averages of 6,913 Texas probationers and 2,701 parolees were supervised outside the state. Monthly averages of 4,584 out-of-state probationers and 2,294 out-of-state parolees were supervised in Texas.

Ombudsman

In FY 2019, the Parole Division Ombudsman responded to 12,163 inquiries from clients' family members, parole and mandatory supervision clients, legislative offices and the public.

Management Operations

Management Operations oversees post-release programs designed to help clients reintegrate into society and supports parole staff training program compliance. Management Operations includes Specialized Programs, Internal Review/In-Service Training, Warrants Section, and the Central Coordination Unit.

Specialized Programs

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

District Reentry Centers target newly released, high-risk and high-need clients using a comprehensive approach to promote personal responsibility and victim empathy. Programming provided through the reentry centers addresses the needs of the clients 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 2019, a monthly average of 1,342 clients was served.

The Serious and Violent Offender Reentry Initiative (SVORI) provides clients who were housed in restrictive housing with reentry services that begin during incarceration and continue through supervision in the community. In FY 2019, 74 SVORI program clients were released from the CID to Parole supervision.

The Special Needs Offender Program provides supervision to clients with intellectual development disorders (IDD), mental impairments (MI), and those with terminal illnesses (TI) or physical handicaps. Averages of 79 IDD, 5,923 MI and 783 TI or physically handicapped clients were supervised monthly. Also, during FY 2019, 67 Medically Recommended Intensive Supervision (MRIS) clients were released to parole supervision, and there was a monthly average of 141 MRIS clients.

The Sex Offender Program supervised a monthly average of 7,420 clients in FY 2019. Sex offender treatment services are provided statewide through contracted vendors, with the Parole Division subsidizing treatment for indigent clients.

The Therapeutic Community Program offers continuity of care to clients who need substance abuse treatment. This three-phase aftercare program targets clients who have participated in an In-Prison Therapeutic Community or Substance Abuse Felony Punishment Facility. A monthly average of 8,755 clients received services from contracted vendors, Parole Division counselors, during FY 2019.

The Substance Abuse Counseling Program provides relapse prevention services to clients with substance abuse treatment needs. Level I Prevention Services were provided to 20,791 clients in FY 2019. The Level I B Substance Abuse



Education Program provides educational information regarding drug abuse to clients who have tested positive for marijuana and/or alcohol only. Vendors and Parole Division counselors provided Level II Outpatient Treatment Services to an average of 1,398 clients per month. Level III Relapse Services were provided to an average of 55 clients each month. On average 329 clients attended the Substance Abuse Education course each month.

The Drug Testing Program utilizes instant-read screening devices to improve accountability and identify suspected drug and alcohol use. On average, 268,072 drug and alcohol tests were conducted each month in FY 2019.

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 2019, a total of 1,548 parole officer series staff 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.

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 encompasses oversight of four areas to include Detainers section, Administrative Support section, Intermediate Sanction Facility (ISF) Administration section and ISF Facilities section.

The Detainers section is responsible for tracking and monitoring all clients released to other agency detainers including deportation cases. Administrative Support section verifies death notices and completes death investigations, monitors Early Release from Supervision and Annual Report cases, and coordinates and tracks the movement of

Super Intensive Supervision Program (SISP) annual review transmittals from the District Parole Office (DPO) to the BPP SISP Parole Panel. Additionally, this section ensures that the victim notification time requirement is met prior to submitting the transmittal to the SISP Parole Panel. The ISF Administration section facilitates client transfers from county jails to the ISFs and the departures of clients to either a Substance Abuse Felony Punishment Facility (SAFPF) or upon completion of ISF programming, to the county of their approved home plan. The ISF Facilities section ensures clients successfully complete either Cognitive or Substance Abuse Cognitive Programming.

In FY 2019 8,164 clients were placed in ISF. Kegans ISF provided services to 444 clients in the Substance Abuse Counseling Program (SACP) and 2,124 clients in the Cognitive Intervention Program. The East Texas Treatment Facility provided services to 1,212 clients and held 136 for SAFPf transfer during the fiscal year. Rudd ISF provided services to 1,652 clients and held 599 for SAFPf transfer while Baten ISF provided services to 1,980 clients. Programs and services offered in these facilities encourage client compliance through appropriate supervision and treatment 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 2019, the department issued approximately 37,700 parole/mandatory certificates.

The Huntsville Placement and Release Unit (HPRU) is responsible for the placement of clients 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 clients into transitional treatment centers following participation in the In-Prison Therapeutic Community Program and the Substance Abuse Felony Punishment Program. HPRU placed 11,384 clients into residential reentry centers and 4,733 clients into transitional treatment centers and processed 37,053 parole and mandatory releases to supervision.

The Central File Coordination Unit (CFCU) coordinates the movement and maintenance of approximately 165,000 client case files under the Parole Division's jurisdiction. CFCU



tracks and verifies restitution owed by clients, processes fee affidavits and client 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 2019, 36,646 warrants were issued. This section also oversees the DNA Program, Super-Intensive Supervision Program, which uses Global Positioning System tracking, and the Electronic Monitoring Program, which uses radio frequency equipment to monitor clients.

The Warrants Section has two units in operation 24 hours a day. First, the Command Center processes violation reports submitted by parole officers and alerts from the electronic monitoring vendor and residential reentry centers.

Second, 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 clients who fail to report.

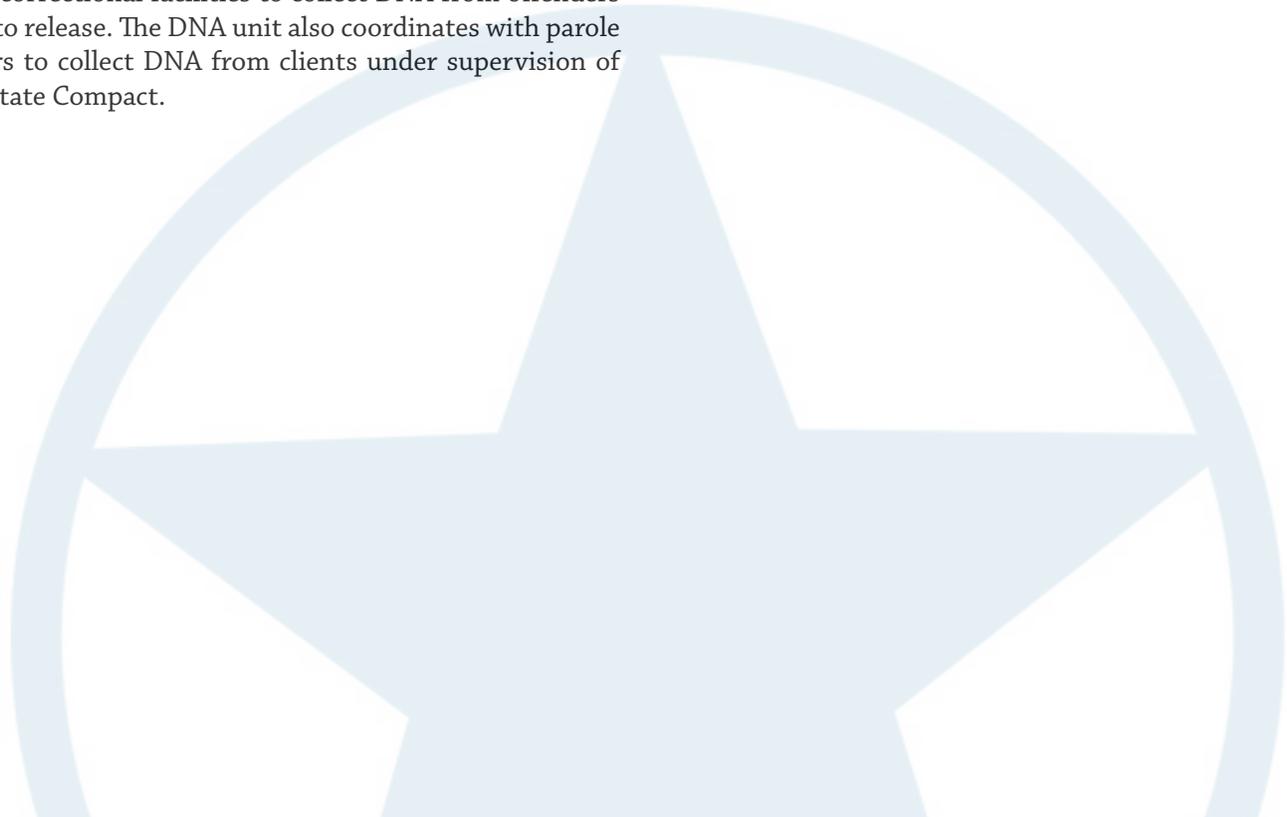
The DNA unit coordinates with the Texas Department of Criminal Justice – Correctional Institutions Division and other correctional facilities to collect DNA from offenders prior to release. The DNA unit also coordinates with parole officers to collect DNA from clients under supervision of Interstate Compact.

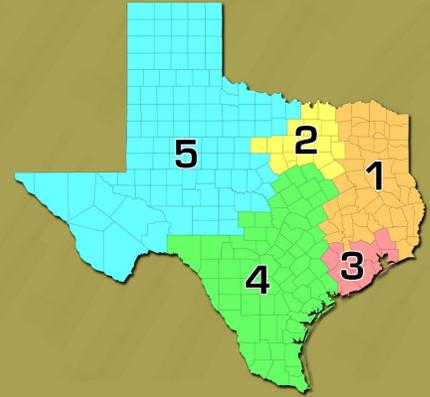
The Extradition Unit tracks Texas clients arrested in other states and clients returned to a TDCJ correctional institution who have not been through the revocation process. This year, 782 clients were extradited to Texas and 212 warrants were issued for Texas clients under Interstate Compact supervision in other states.

The Tracking Unit monitors offenders held in Texas county jails on pre-revocation warrants and ensures that the client's case is disposed of within the time limits prescribed by law. This unit calculates the amount of time credited to clients while in custody on a pre-revocation warrant.

The Super-Intensive Supervision Program applies the highest level of supervision and client accountability, including active and passive GPS monitoring. An average of 257 clients were on active GPS monitoring during each month of the year, which downloads tracking information every hour and immediately when alerted. A monthly average of 2,328 clients was monitored on passive GPS, which downloads tracking information every six hours and immediately when alerted.

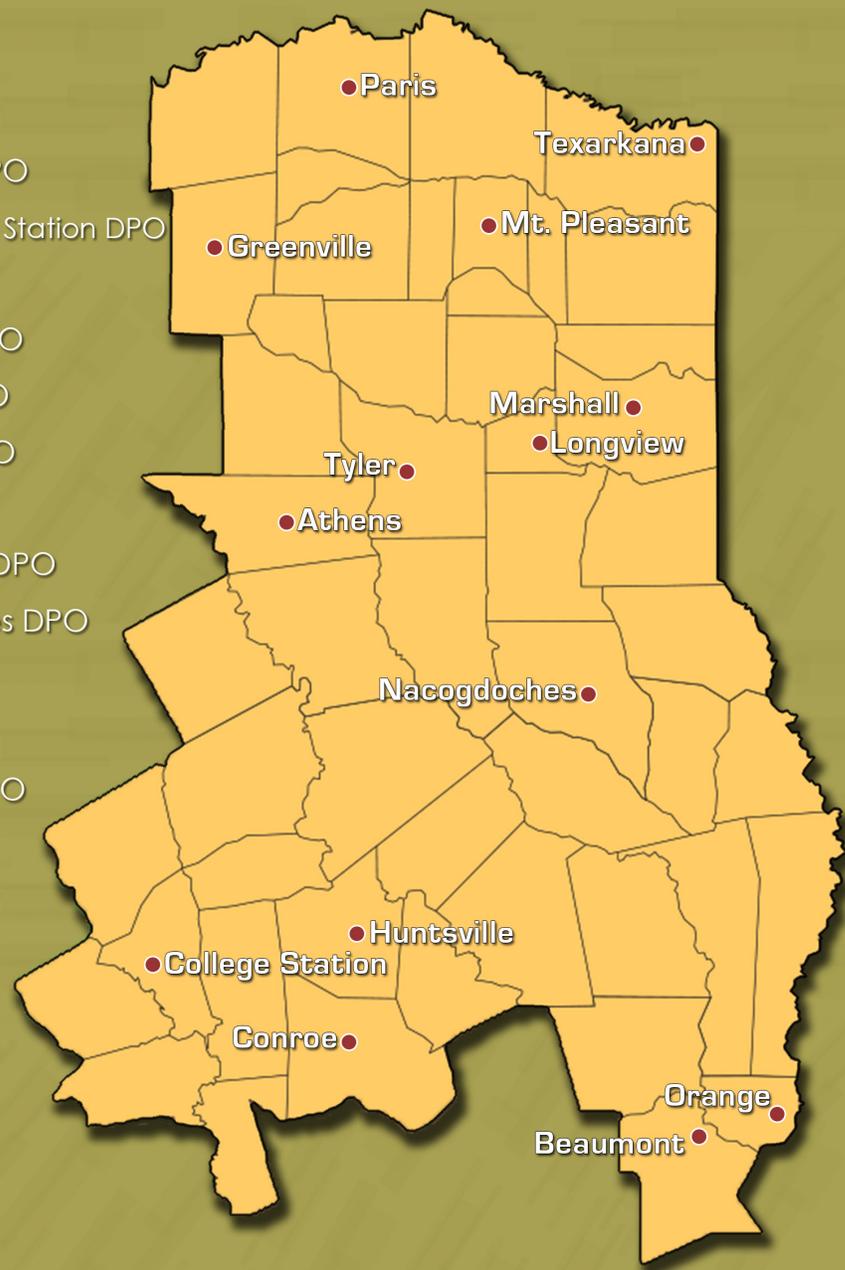
Electronic monitoring allows an officer to detect curfew and home confinement violations. Clients at higher risk of reoffending, or who have violated release conditions, may be placed on an electronic monitor. A monthly average of 2,247 clients was on electronic monitoring during FY 2019.

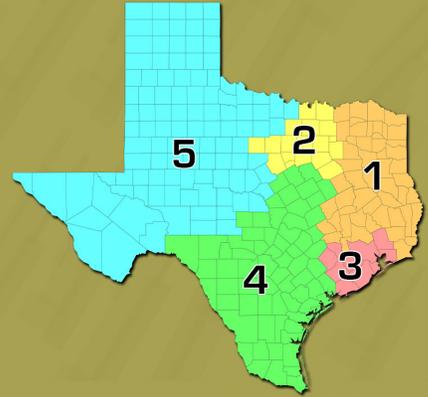




REGION 1 DISTRICT PAROLE OFFICES MAP

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





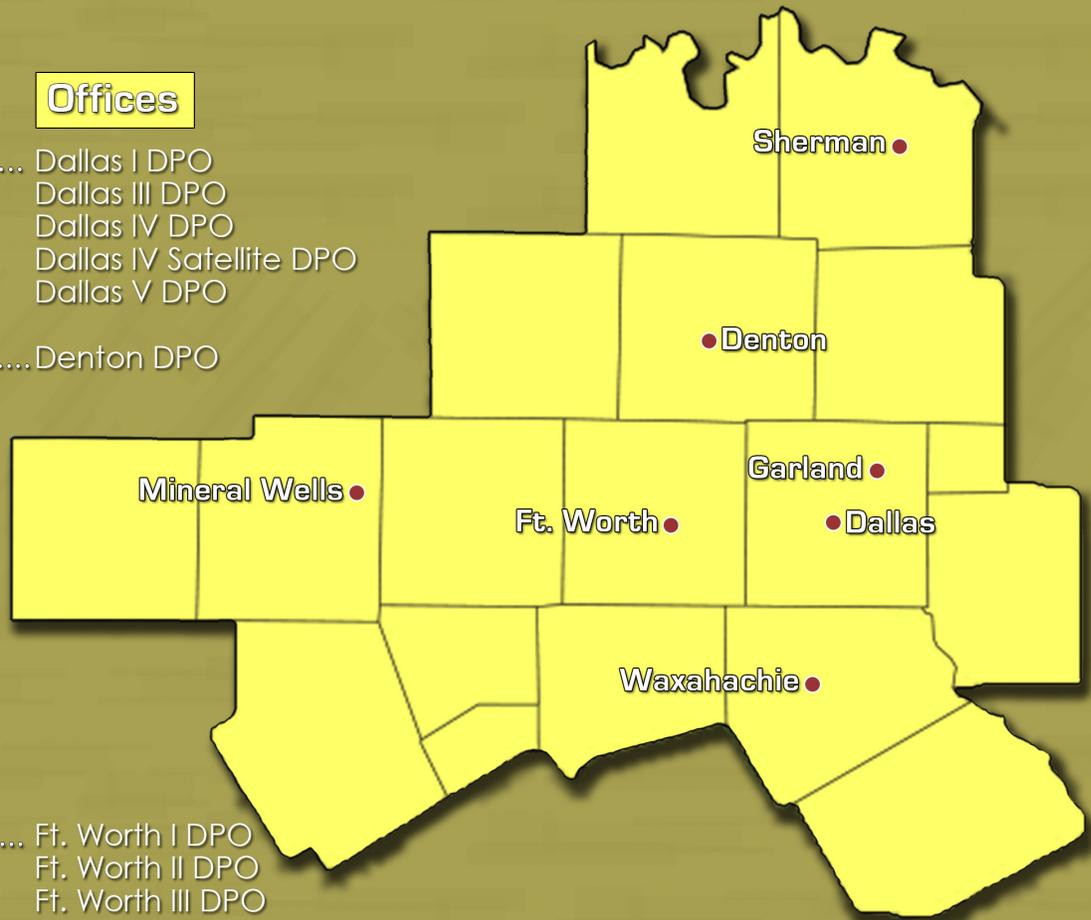
REGION 2 DISTRICT PAROLE OFFICES MAP

City

Offices

Dallas Dallas I DPO
 Dallas III DPO
 Dallas IV DPO
 Dallas IV Satellite DPO
 Dallas V DPO

Denton Denton DPO



Ft. Worth Ft. Worth I DPO
 Ft. Worth II DPO
 Ft. Worth III DPO

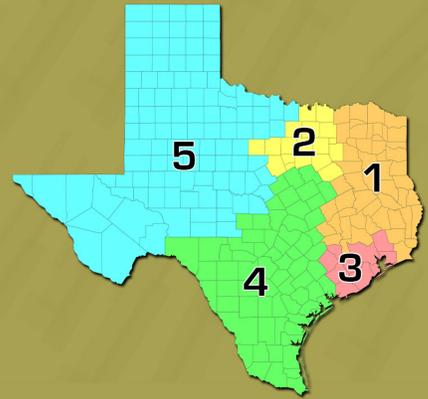
Garland Dallas II DPO

Mineral Wells Mineral Wells DPO

Sherman Sherman DPO

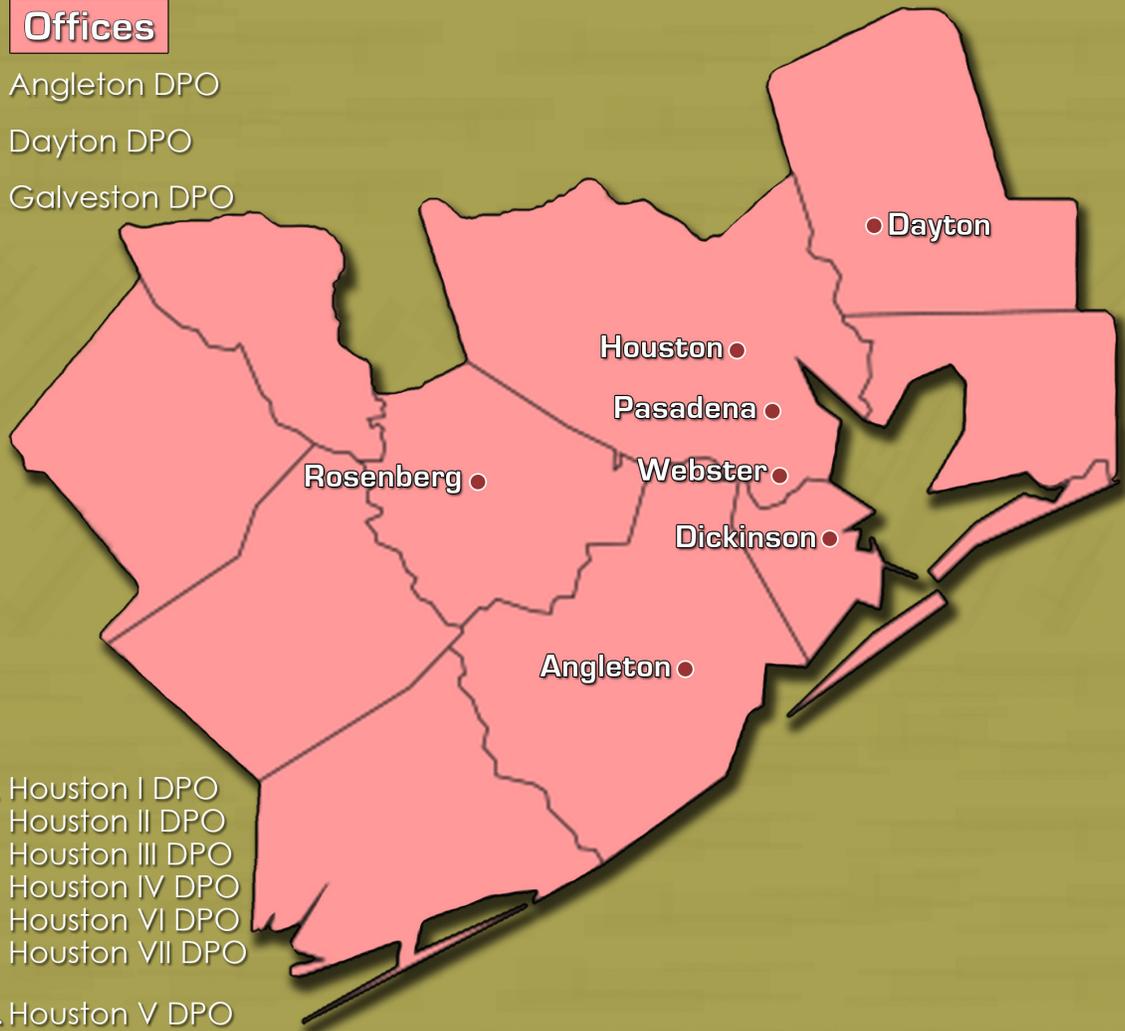
Waxahachie Waxahachie DPO

TDCJ Parole Division



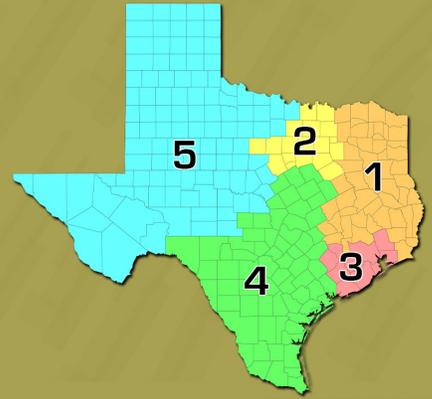
REGION 3 DISTRICT PAROLE OFFICES MAP

City	Offices
Angleton	Angleton DPO
Dayton	Dayton DPO
Dickinson	Galveston DPO



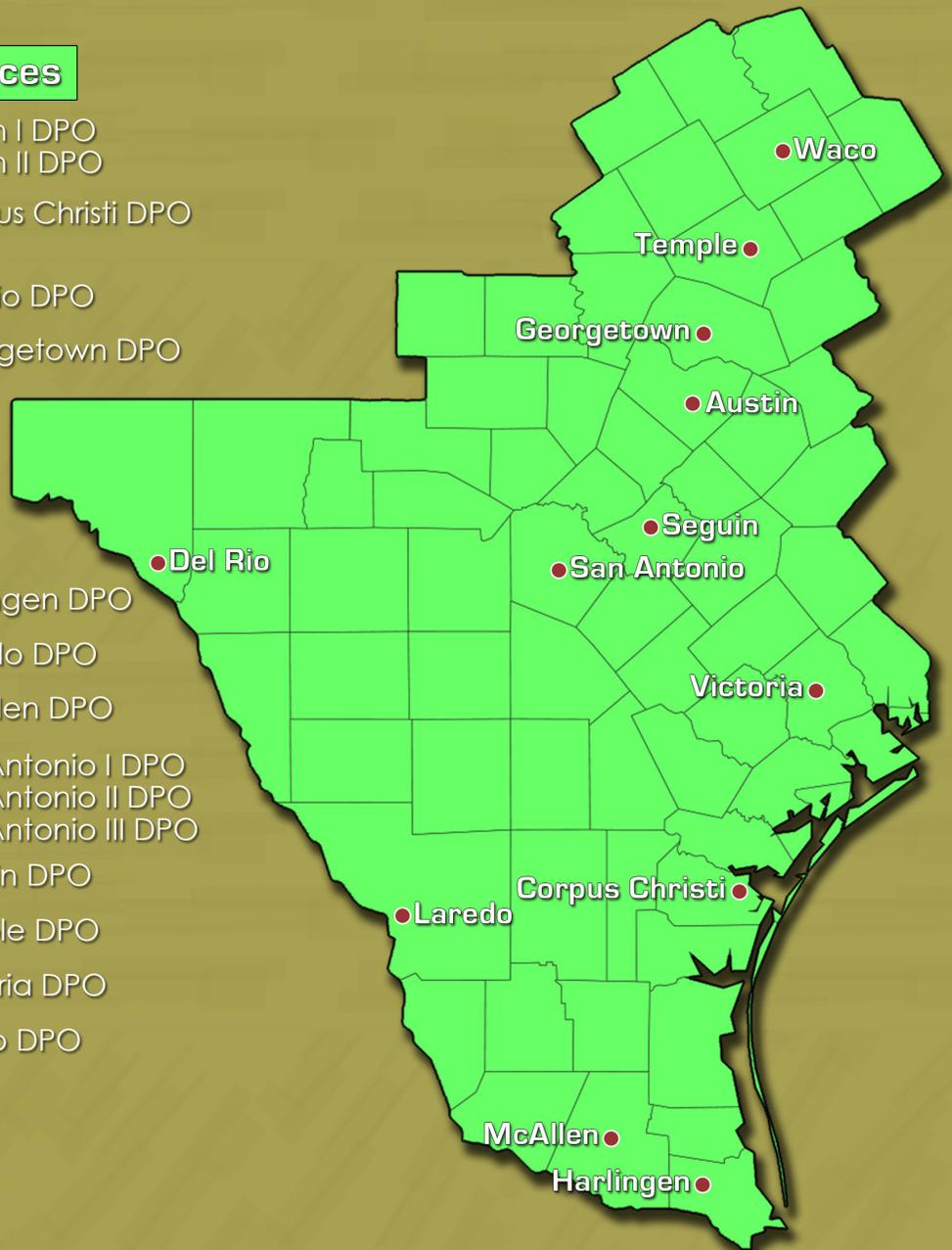
Houston	Houston I DPO Houston II DPO Houston III DPO Houston IV DPO Houston VI DPO Houston VII DPO
Pasadena	Houston V DPO
Rosenberg	Rosenberg DPO
Webster	Webster DPO

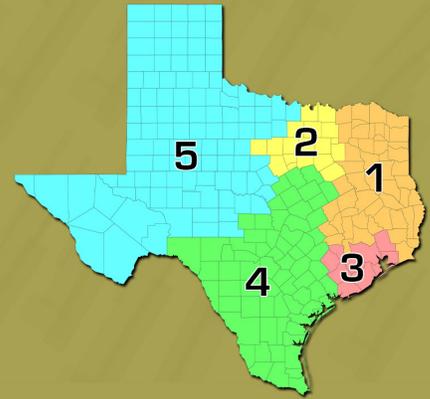




REGION 4 DISTRICT PAROLE OFFICES MAP

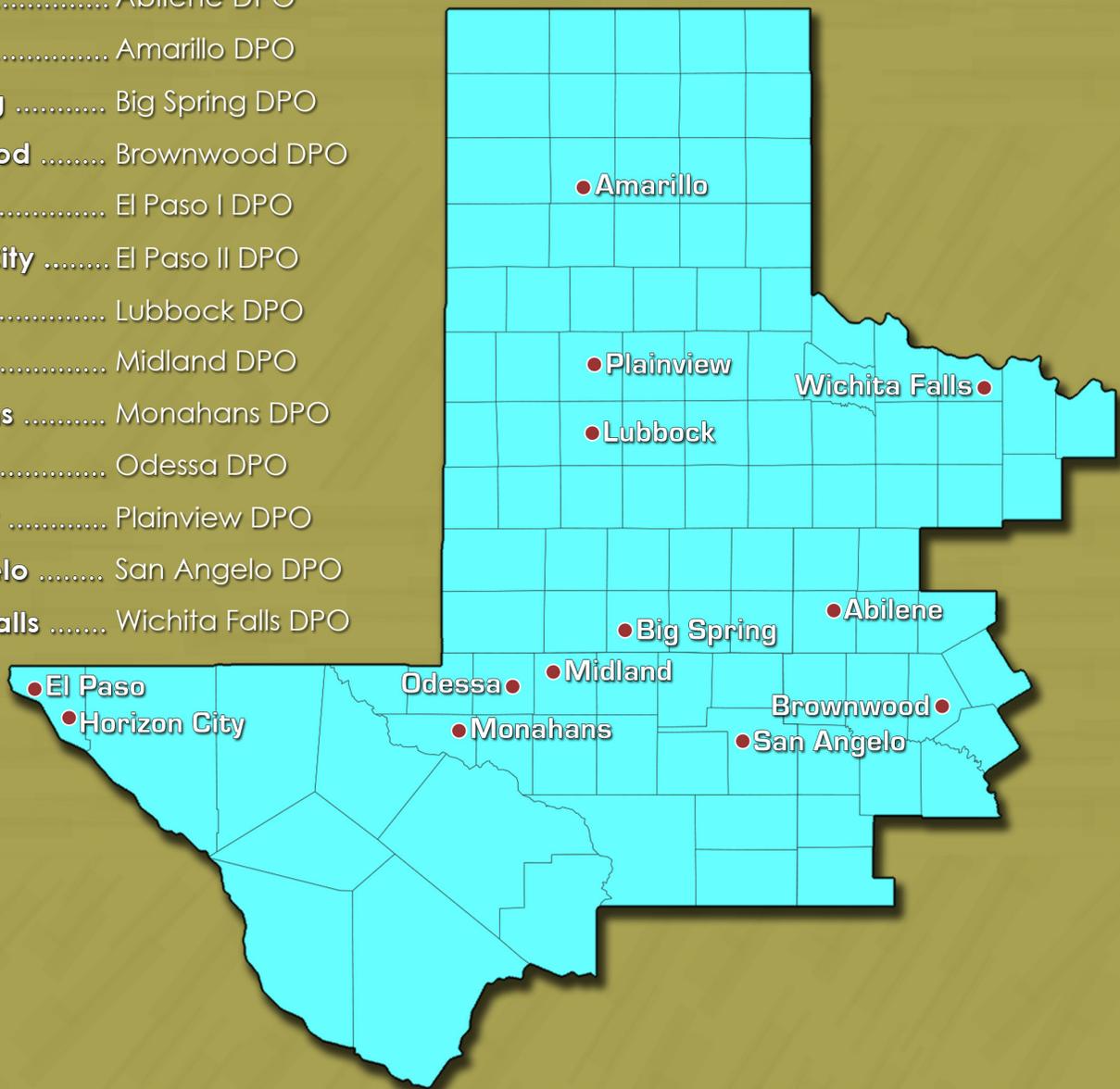
City	Offices
Austin	Austin I DPO Austin II DPO
Corpus Christi	Corpus Christi DPO
Del Rio	Del Rio DPO
Georgetown	Georgetown DPO
Harlingen	Harlingen DPO
Laredo	Laredo DPO
McAllen	McAllen DPO
San Antonio	San Antonio I DPO San Antonio II DPO San Antonio III DPO
Seguin	Seguin DPO
Temple	Temple DPO
Victoria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

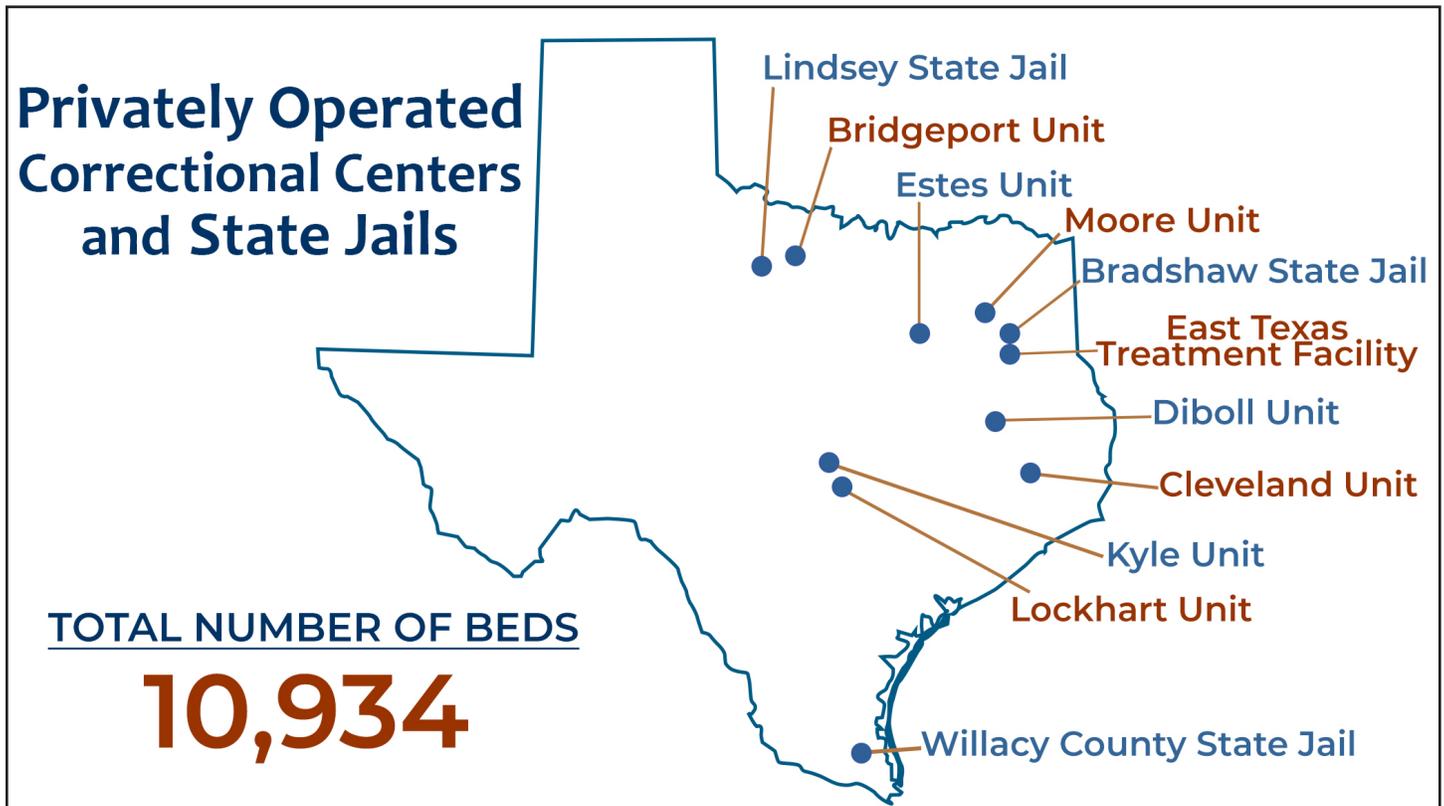
During FY 2019, two deputy directors and four regional supervisors oversaw 28 contract monitors who performed

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 19 substance abuse residential treatment facilities, 12 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, six state jail substance abuse programs co-located on state-run or privately operated facilities, and a female cognitive pre-release program.

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.



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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 2019, 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.



Offenders meet with potential employers during a job fair held at the Travis County State Jail in Austin.

In FY 2019, Reentry Planning provided pre-release individualized reentry planning services through the use of the Texas Risk Assessment System (TRAS) to 20,462 eligible offenders scheduled for release within six months. During this same year, the division processed and submitted applications for 37,315 Social Security cards and 36,295 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 41,978 inquiries were submitted to the Texas Department of Public Safety leading to 23,949 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 24,000 nonprofit social service providers.

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 401 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 9,481 clients, employment services to 33,349 clients and distributed 7,599 identification documents to post-release clients. Reentry resource information was provided to 8,011 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 2019, through formalized agreements with local mental health authorities, TCOOMMI provided community-based behavioral health services for 32,441 offenders and medical continuity of care services to 22,050 offenders, along with case management services for 788 juvenile and 6,613 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, in addition to 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 / 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 in various ways i.e., the Individualized Treatment Plan which identifies a need for programming, or 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 evidence-based, gender-responsive curricula designed specifically for incarcerated females. In addition to the many

treatment and rehabilitation programs facilitated by the 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 up to 22 new mothers an opportunity to bond with their babies in a safe and healthy environment. The offender receives training in child development education, life skills, infant first aid and CPR, nutrition, peer recovery, cognitive skills, anger management and family reunification. Additional programming may include substance abuse education and GED classes. Each participant works with a case manager to prepare a transition plan for herself and her infant.

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 par-



ticipants 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.

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.

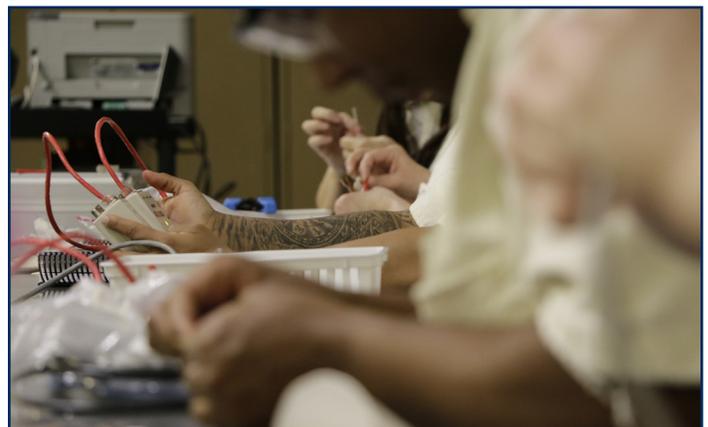
Operations and Evidence-Based Practices

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 reen-



Offenders at the Woodman State Jail in Gatesville working in a class focused on electronics.

ter 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



A dedication service (upper photo) was held for a newly constructed chapel (lower photo) at the Torres Unit in Hondo.

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 424 different faith preferences and facilitates 130 faith-based dorms on 101 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 101 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, 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 transition 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 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 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.

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.

Substance Use Programs

Driving While Intoxicated Recovery Program

The In-Prison Driving While Intoxicated (DWI) Recovery Program uses a six-month multimodal curriculum, tar-



getting specific alcohol-related problems, relapse prevention and pro-social problem solving techniques, to include group and individual therapy. This DWI Recovery Program uses a specialized, gender-specific curriculum and is a partnership between TDCJ 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 use disorders 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

Returning Population Gang Renouncement and Disassociation

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 Returning Population Gang Renouncement and Disassociation (RPGRAD). The RPGRAD is a coordinated effort of RPD, CID and WSD, and helps divert returning offenders from restrictive housing to general population housing.

Cognitive Intervention Transition Program

The Cognitive Intervention Transition Program is designed to assist offenders processing from restrictive housing, or G5 custody, to general population custody. The process involves two 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 restrictive housing 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.

Champions Youth Program

Male and female juvenile offenders in the custody of CID are assigned to the Champions 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 Champions Youth Program is structured according to a two-track programming system. This system focuses on basic skills and values building, and incorporates an individual strategy for each offender. Track assignment and treatment planning 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 the Champions Youth Program are given an individualized treatment plan designed to follow them throughout incarceration to release, parole or probation. Weekly comprehensive interdisciplinary treatment programs include education, social skills training, anger management, values development, goal setting, cognitive restructuring, substance abuse education, conflict resolution, aggression replacement and life skills.



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. Restrictive housing 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 restrictive housing. 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 2019, there were 22,506 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 Integrated Victim Services System (IVSS), fully implemented in FY 2019, provides registrants (crime victims, surviving family members, witnesses who testified at trial and concerned citizens) with notifications regarding an offender's status. IVSS registrants have the option to receive notifications via letter, email, text message, phone call or any combination of their choosing. IVSS provides notifications regarding several phases of an offender's incarceration and supervision, including the parole review process. If requested, registrants receive an automated telephone call when an offender is being released to supervision or discharge. In FY 2019, there were 7,672 automated calls made to IVSS registrants when the offender was being released to supervision or discharge. Each case is unique and the notifications are typically driven by the status of the offender.

Most notifications are automatically generated, while others are created by VSD staff. Individuals are added to IVSS upon their request, either from their completed Victim Impact Statement, by contacting the division directly or through the IVSS Public Portal. At the close of FY 2019, the VSD has added 5,764 registrants to IVSS. The division processed 122,774 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 on warrant actions to statutory victims of offenders who are on parole supervision. With the implementation of IVSS, the VSD has the capability to send text messages on all of our notification events and to all registrants based on their notification preferences. At the end of FY 2019, 14,958 text notifications had been sent to IVSS registrants.

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

During regular business hours, 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 2019, there were 10,360 hotline calls received. The hotline maintained a grade-of-service rate of 99.33 percent, which means that 99 percent of calls were answered by hotline

representatives within one minute. Only 1 percent of calls were abandoned by the caller in FY 2019. With the addition of IVSS, the VSD also implemented the use of an after-hours call center which received 1,031 calls during FY 2019.

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 119 transmittals processed to the BPP in FY 2019 requesting that the BPP reconsider a favorable vote for release or to have special conditions of release imposed.

VSD analysts provided notifications of a subsequent indictment in compliance with House Bill 104 (85th Texas Legislature) to each registered 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 2019, the VSD received subsequent indictment notifications pertaining to the new indictments of 274 relevant offenders from district attorneys in 49 counties. The VSD analysts identified 73 registered victims of these offenders and sent a notification to 49 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.

To address the needs of victim services and criminal justice professionals, the TxCVC allows individuals to view, search and submit training opportunities ranging from foundational to advanced victim services and criminal justice topics. 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 2019, the VSD held 50 training sessions with a total of 1,497 criminal justice and victim services professionals attending. 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 IVSS, crisis intervention, completing the Victim Impact Statement and victim advocacy. In FY 2019 the total number of new victims served was 2,117. 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 third and fourth three-and-a-half day, in-person Texas Victim Assistance Training Academy, one in September 2018 and one in June 2019. 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. During FY 2019, 518 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 2019,

at least one VSD staff member attended 9 executions, providing support to 38 victim witnesses and 18 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 2019, 82 VOMD cases were initiated or reopened and 28 mediations were facilitated. Of those 28 mediations, 20 were person-to-person and eight were creative alternative mediations.

Resiliency and Wellness Trainings

As part of a VOCA discretionary grant awarded by the Governor's Office Criminal Justice Division, the VSD was able to facilitate 6 resiliency and wellness trainings provided by the Warrior's Rest Foundation between June and August of 2019. These trainings were provided to 31 staff from the Office of the Inspector General, 57 parole staff, 84 wardens, 99 assistant wardens, and 385 other Correctional Institutions Division staff with a total of 656 individuals trained. The training covered the signs, symptoms and negative effects of stress and trauma. Additional topics included suicide awareness and intervention, impact of line of duty deaths, and identifying and discussing techniques for staying resilient and healthy. Attendee evaluations indicated an overwhelming appreciation for the training.

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Administrative Review and Risk Management Division

The Administrative Review and Risk Management (ARRM) Division 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 2019 totaled 365,704. The number of legal research materials delivered to offenders with indirect law library access totaled 198,415.

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

The Counsel Substitute Program protects the due process rights of offenders by providing trained staff to assist them during the disciplinary process. During FY 2019, 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 and PREA, 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 2019 PREA audits were conducted at 43 state and 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 2019, unit grievance investigators processed approximately 129,686 grievances at the unit level, while central office staff processed approximately 29,924 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 2019, staff responded to approximately 45,878 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 30 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, Financial Systems and Compliance, Historically Underutilized Business, Office of Space Management, and Payroll Processing.

Accounting and Business Services Department

Accounting and Business Services consists of Accounts Payable; Accounting Services; Cashier, Travel, and Restitution; and Funds Management & Financial Reporting.

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 2019, Accounts Payable received and processed approximately 119,000 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 FY 2016-17 biennial funding level, transitioned Hospital Galveston to a Medicare standard dollar amount (SDA) payment methodology and capped indirect administrative costs at 2.75 percent. Additional funding was 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 and the Office of the Governor.

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 2019, more than 2.1 million deposits totaling \$132 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 165 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 \$122 million in FY 2019.

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 2019, the department processed approximately 54,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 49,300 purchase order procurement actions processed. In addition, the department completed approximately 540 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 §20.294, 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.

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 2019, TDCJ and the Correctional Managed Health Care Committee (CMHCC) monitored the provision of health care for TDCJ offenders as contracted with the UTMB at Galveston, the TTUHSC at Lubbock and private vendors. The universities may also contract with private vendors to provide health care services. Each university and private vendor has its own internal organizational structure to ensure the integrity and quality of the managed health care program. Within each program there is a medical director, administrator, nursing director, dental director, mental health director, clinical pharmacist and clinical laboratory personnel, as well as health records staff.

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

The Health Services Division monitors offenders' access to the various health care disciplines, to include medical, nursing, dental and behavioral health, while cooperating with the university medical schools and private contractors to monitor quality of care. The clinical and professional resources of the health care providers are used to the greatest extent feasible for clinical oversight of quality-of-care issues as mandated by state law. Health Services also conducts compliance audits; investigates and responds to third party health care inquiries and Step Two offender medical grievances. The Health Services Division assists the universities in controlling 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 two sections within Health Services Administration: Resource Management and Operational Sup-

port. Health Services Administration is responsible for all administrative functions that support the division, which includes staffing, budget management, performance measures, purchasing, travel, records retention, and business management.

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) monitors offenders' access to care, and continuity of care as it relates to certain health care specialties/diagnostics (i.e. mammograms). 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 behavioral 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 at TDCJ facilities, facilitates the statewide Correctional Managed Health Care (CMHC) Quality Improvement and Quality Management Program, and monitors offender access to care.

The CMHC Quality Improvement and Quality Management Program reviews every facility's self-monitoring of offender access to care and additional quality/process indicators as determined by the System Leadership Council (SLC). The TDCJ Office of Health Services Monitoring also conducts quality assurance audits that monitor dis-



ease management guidelines that are based on nationally accepted standards.

The Director of Dental Services performs audits to monitor both access and quality of dental services.

Professional Standards

The Office of Professional Standards (OPS) investigates and responds to Step Two offender medical grievances and third-party correspondence/complaints related to offender health care issues. In addition, the OPS Patient Liaison Program performs sick call requests verification audits and operates a family hotline. Offender families can call the hotline Monday thru Friday, 8:00 am to 5:00 pm, to make health care related inquiries.

Public Health

The Office of Public Health monitors and reports on the incidence of infectious disease among offenders, provides training and consultative services to facility CMHC staff, and provides technical assistance to both the TDCJ Risk

Management Office and the TDCJ Human Resources Division. In addition, the Office of Public Health coordinates the TDCJ Offender Peer Education Program and provides a Sexual Assault Nurse Examiner (i.e. SANE, RN) to support the TDCJ Safe Prisons Program. The SANE also 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 of offenders being received by TDCJ from county jails. Operational review audits, restrictive housing audits and behavioral health quality reviews are conducted by this office. The latter also provides behavioral health technical assistance to other TDCJ Health Services departments.

Human Resources Division

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

The HR division comprises Employment and Support Services, Employee Relations, and Support Operations.

Employment and Support Services

Employment and Support Services is made up of Employment, Employee Services, and Field Operations.

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 two functions: Correctional Officer Recruiting and Staffing, and Selections and Clearances.

Correctional Officer (CO) Recruiting and Staffing actions taken during FY 2019 to positively impact CO staffing included the \$4,000 recruitment bonus for newly hired full-time COs assigned to 19 understaffed units and a \$5,000 recruiting bonus at 21 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 60 employees who

recruited correctional officers; and participating in 356 job fairs, 31 hiring seminars, 1,402 recruiting events and 76 Saturday CO screenings. Numerous newspaper, radio, and social media ads were run during the fiscal year, and 97 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.

During FY 2019, TDCJ hired 9,954 employees. There were 15,110 CO applicants screened and 8,134 COs hired, of which 1,088 were veterans. An additional 387 employees entered the CO series, for a total of 8,521 new COs during FY 2019.

As of August 31, 2019, the agency's calculated annual overall attrition rate was 26.52 percent, and the correctional officer attrition rate was 32.12 percent. The CO vacancy level was 4,309 in August 2019, an increase from 3,584.5 at the end of FY 2018.

Selections and Clearances processed 3,901 agency application clearance requests for non-correctional officer positions, and 11,674 volunteer clearance requests. This department also processed 4,006 contract medical, 3,513 private facilities, 877 contract facilities maintenance, and 3,427 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 Leaves section processed 327 sick leave pool applications, 275 extended sick leave applications, 2,298 donated sick leave applications, 1,634 days of veterans' health administrative leave, 142 military leave, and 5,780 service awards. Employee Services Workers' Compensation reported 1,942 primary first injury reports and 4,140 supplemental injury reports. The Employee Services Records section processed 151 subpoenas, 14,154 written verifications of employment, 11,125 verbal verifications of employment, 6,022 open records request, and imaged 319,705 documents into the Human Resources Master Personnel File.

Employee Services administers the TDCJ wellness program, The Wellness Initiative. In FY 2019, the Wellness Initiative completed two 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, as well as agency administrative support for the Get Fit Challenge, a physical wellness competition among state agencies.

Field Operations

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

Employee Relations

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

All work-related complaints are received, processed and directed by the Intake Department for appropriate resolution. Employee Relations reviewed and processed 6,199 complaints, accommodations, dispute resolutions, and unemployment claims in FY 2019. During the same fiscal year, the Drug-Free Workplace program processed 19,559 substance abuse tests, and the agency's Discipline program processed 8,644 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.

Support Operations

Support Operations provides HR with technical support and includes four program areas.

The Finance program area 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, and provides mailroom services for HR headquarters.

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.

The Employee Classification program area develops job descriptions for all TDCJ positions and classifies these positions with respect to the State's Position Classification Plan, *Fair Labor Standards Act* status, and hazardous duty or longevity authorization.

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 (ICS) supports portable/mobile radios, wireless devices, telephone systems, video conferencing sites and other telecommunication devices, 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 on behalf of the agency. Also maintained, are the agency's telephone circuits, voice and data cabling, voice networks, wireless and long-distance calling. In addition, switchboard operator services are provided for agency incoming telephone inquiries; processing more than 96,000 calls in FY 2019.

FY 2019 marked the beginning of a new contract for the Offender Telephone System (OTS). With the new contract came a reduced call rate of \$.06, a significant decline from the previous rate of \$.26. The reduction resulted in a call volume increase from 1,571,534 completed calls in August 2018 to 2,557,970 in August 2019. Construction is near completion of the setup for the new Video Visitation project offered at six units each for Offenders, Friends and Family to schedule remote video visitation.

This year, ITD integrated the IT staff from the Manufacturing, Agribusiness and Logistics (MAL) Division and the Correctional Institution Division's Video Surveillance team into ICS. This integration enabled a consolidation of efforts for supporting agency IT infrastructure and information security.

Enterprise Applications

The Enterprise Applications (EA) Department is responsible for the creation, enhancement, support, and maintenance of all major application software for the TDCJ. This includes offender management, human resources, parolee supervision, payroll, accounting, and purchasing. In addition, the department is responsible for the management and maintenance of servers, network infrastructure and traffic, and Internet access, all of which support the agency's enterprise applications and business activity. EA is also responsible for the agency's Disaster Recovery and Business Continuity planning.

The Application Development group had several significant accomplishments during FY 2019. These accomplishments include the successful completion of the agency's new Integrated Victim Services System (IVSS); the reengineering and upgrade of the Offender Evacuation system; the development of the Client Photo Capture application for Parole Officers making home visits; enhancements to the Human Resources Case Management System, providing additional data collection and statistical reporting for ADA and religious accommodations; the implementation of the new publicly available Sex Offender Absconder web application; the conversion of the OIMS application to provide Texas Risk Assessment (TRAS) scoring throughout the system; as well as a significant amount of added functionality for heat scoring, reporting, and accommodation for offenders.

Enterprise Support Services (ESS), which facilitates and manages networks and servers, also successfully completed several impactful projects during the year. ESS upgraded core routers throughout the TDCJ network to modernize the technology and enhance security potential. Installed local wireless networks at the agency headquarters and Internal Audit. The group deployed new Microsoft Outlook 365 licenses throughout the agency, configuring the system to use "safe attachments" and "safe links" which further enhance security for the agency's email system. The Electronic Document Management System (EDMS), continues to be enhanced and improved while its usage continues to expand throughout the agency's business units.

The Business Continuity Office (BCO) planned and successfully performed the 2019 Department of Information Resources (DIR) Disaster Recover exercise. The BCO worked with TDCJ's Incident Management Office on disaster preparedness and readiness planning. The group also completed the bi-annual Enterprise Technology Architecture revision that identifies and incorporates future technology and trends into the agency's technological capabilities and practices.

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 soft-



ware 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, and System Development Life Cycle; 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 Safe Prisons/PREA Automated Network System (SPPANS), Legal Action Workflow System (LAWS), Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) and Personal Computer Replacement Program (PCRP).

Additional projects include the Provance customer service and asset management application for ITD, Integrated Victim Services System (IVSS), Inventory Management Project: Farm Shops, College Videos Courses with Texas A&M, Evacuation (EVAC) and Closed-Circuit Television Internet Protocol (CCTVIP).

The Business Strategies Team (BST) continued the study of the Texas Department of Criminal Justice (TDCJ) business processes to evaluate possible solutions for the replacement of Legacy systems.

The 86th Texas Legislature provided appropriations for a new Corrections Information Technology System (CITS) for offender management. The BST worked to complete the Request for Offer (RFO) and associated exhibits; and developed a complete listing of all TDCJ business processes that will be affected by CITS. Beginning with documentation of all processes, workflows and data elements, the BST is actively working with Project Management in the development of a project plan and schedule.

Information Security Officer

In compliance with audit 1705, the Office of Information Security Officer (OISO) coordinated with ITD personnel and agency business owners to finalize 82 risk assessments. In addition, OISO staff created a custom report template to improve efficacy for future reports.

The fiscal year 2019 Annual Penetration Test was completed. All findings have been remediated, and external scanning tools have been implemented to reduce future findings. These results have been briefed to the Chief Information Security Officer and Chief Information Officer.

Cybersecurity training was conducted for approximately 250 ITD personnel in accordance with House Bill 8, 85th Texas Legislature. As mandated, all ITD personnel received a minimum one hour of training. System administrators received three hours of training to include Computer Security Incident Response Training (CSIRT), administrator best practices, and security incident and event management tools. In addition, all Information Security personnel received a minimum of six hours of cybersecurity training.

The OISO completed the first requested Payment Card Industry compliance evaluation for MAL. To meet compliance, the MAL computer used for credit card transactions required specialized system and network configurations. This specialized configuration allows the agency to process credit cards for purchases.

The Information Resource Security Program (IRSP) annual review was conducted for FY 2019 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 June of 2019.

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.

Other tasks include compilation of the Agency's Biennial Operating Plan; administration of all Agency-wide IT related purchasing blankets, specifically copiers wireless devices, printers and printer consumables; 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 2019, Business Services increased our oversight in the following areas: auditing and payment processing of the DIR Tex-An billing; and, resource management of assets for MAL and Office of Inspector General.

Fiscal management of funds for this department totaled over \$32,550,533 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 matters. 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.



Ag Specialist Victor Garza (left) and Farm Manager Marvin Carter (right) inspect recently planted cotton seed at the Ellis Unit in Huntsville.

During the 2018 calendar year, the department raised 31 varieties of vegetables, with production exceeding 10.5 million pounds. Approximately 30,905 acres were dedicated to the production of cotton, grains, and grasses, resulting in the harvest of 85.6 million pounds of production. At the close of calendar year 2018, on-hand livestock included 14,537 head of cattle, 16,670 swine, 211,033 laying hens, and 1,282 horses. The poultry program produced approximately 5.1 million dozen eggs and the swine operation shipped 14,788 hogs to the packing plant. During this

period, TDCJ food processing plants canned 314,576 cases of vegetables and delivered more than 23.2 million pounds of finished meat items.

Financial Operations

The Financial Operations department includes the Financial Support Office (FSO), the Texas Correctional Industries (TCI), Transportation and Supply Business Office, 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 2019, Daniel Computer Recovery and Wynne Computer Recovery facilities provided 8,373 refurbished computers to Texas public schools, and 120 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 2019, the braille facility transcribed 124,661 pages of braille and 29,166 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. In FY 2019 OWTP participated in 33 re-entry job fairs.



Offenders in the Computer Recovery Program at the Wynne Unit work on refurbishing computers in class.

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 2019, PIE participants earned \$940,597 and contributed \$108,849 in federal taxes, \$94,060 to crime victims' compensation, \$11,557 to restitution, \$88,058 for family support, and \$459,029 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 (TCI) 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 quality products and services to TDCJ

and other eligible entities. The three-year recidivism rate for offenders released from the TDCJ in FY 2015 who worked more than three years in an MAL job during their incarceration is 8.49%.

During FY 2019, TCI operated 33 facilities that produced items such as mattresses, shoes, garments, brooms, license plates, printed materials, awards, janitorial supplies, soaps, detergents, furniture, textile and steel products. Services such as furniture installation and refinishing, tire retreading, metal fence installation, and auditorium and school bus refurbishing were also available. During the fiscal year, TCI received 14,888 customer orders. Sales for the 33 TCI facilities and the four designated training facilities were \$73.8 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 2,285 active vehicles, including 190 tractor trucks and 461 tractor trailers, as well as other trailers and related equipment. In FY 2019, there were 14,132 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 2019, the four freight dispatch offices coordinated more than 29,300 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 2019, the warehouses had an average inventory of \$23.4 million and maintained 2,788 items in stock. Approximately \$143 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 2019, 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 thousands of reporters and news media throughout the world to tell the stories of TDCJ, assisting in covering prison events and aiding in understanding the agency's objectives. 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. In 2019, Communications launched the "Facebook Pilot Project" which added 13 new Facebook pages specifically for several divisions and nine individual prison units. Those new pages added more than 50,000 followers to the social media reach of the agency. In total there are more than 150,000 followers of the agency's 20 social media channels which resulted in more than two million views. The annual TDCJ Fallen Officer Memorial service in Huntsville, and the Governor's Public Service Awards ceremony in Austin were both streamed live by the department.

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. The department also provides governance, support, and policy structure for all agency records; initiates and manages recordkeeping projects; and provides quality assurance reviews. Records Management 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 revisions of TBCJ rules, the *Departmental Policy and Operations Manual*, the *Human Resources Policy Manual*, and agency departmental manuals upon request.

Executive Services coordinates the State Employee Charitable Campaign, 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 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, 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.

As FY 2018 turned into FY 2019, OIM continued to deal with the aftermath of Hurricane Harvey as the agency continued to seek reimbursement through the Federal Emergency Management Agency (FEMA) and the Texas Division of Emergency Management.

In June 2019, the Office of Incident Management held an agency wide Hurricane Preparedness Exercise which involved staff working through a simulated hurricane hitting the South Texas Coastline. The exercise tested participants skills to interact with other departmental staff and the effectiveness of their respective response procedures.



Training and Leader Development Division

Training and Leader Development Division (TLDD) was created in FY 2019 and is committed to the delivery of quality training focused on performance and centered on employee learning, development, and wellness. With a staff of approximately 166 employees, our trainers embody the professionalism and discipline that is required to inspire our employees to develop and enhance their skills to serve the state of Texas as public servants.

Each employee learns through a blend of distance education and face to face engagement. Face to face engagements are focused on building the confidence of our employees to deal with the range of difficult situations that are encountered in the field of corrections. Employees are empowered to track their education and training to see what they have accomplished and are able to visualize future options for their continued service.

To assist in addressing the unique challenges of training TDCJ's diverse work population, which is spread across the state, TLDD is leveraging technology to create a robust array of distance education programs. Through a combination of online modules and live webinars, used to enhance the face to face experiential classroom, and scenario-based training, the TLDD training academies will reflect the real-world situations staff face daily on the job. Thus, making staff better prepared and more confident when entering a challenging work environment.

Employees are identified for their leadership potential and developed as the agency's next generation of leaders through a deliberate succession plan involving mentorship and sustained leader development experiences. We contribute to the retention of our force by empowering them with knowledge, by enabling them to see their progress, to facilitate advanced education, and enhancing their leadership potential at any level within the agency.

Correctional Training

Pre-Service Training Academy

Correctional Training has a staff of approximately 101 employees that are responsible for providing training to the Pre-Service Training Academy (PSTA) and in In-Service Training. The Correctional Training staff provides classroom experience, in addition to hands-on training, over various emerging security concerns. Pre-service training is comprised of three phases totaling 384 hours. In FY 2019, 6,599 cadets graduated from the PSTA.

The physical agility test (PAT) has been redesigned as of June 2019. The PAT is now a self-paced agility test which all employees are encouraged to participate. Uniformed



Pre-Service Training Academy cadets work on CPR technique.

staff must complete the assessment as a requirement in the PSTA and the 40-hour annual in-service training. The goal is to show an improvement in the physical agility of all participants each year. Participants who complete the PAT within a designated amount of time will be awarded the PAT Star pin that is authorized to be worn on the uniform. Participation is encouraged at all echelons of the leadership team to include assistant wardens and senior wardens. In FY 2019, 236 participants received the PAT Star.

In-Service & Specialized Training

TDCJ Annual In-Service Training is attended by all uniformed and other selected TDCJ personnel who are required to attend a 40-hour annual in-service training program. Several topic areas are covered including ethics, core values, security issues, safe prisons program/PREA, Incident Command System and emergency procedures, use of force, crisis intervention, and mental health and suicide prevention. In FY 2019, 26,234 employees completed in-service.

Sergeant, Food Service, and Laundry Manager Academy

Newly selected uniformed supervisors are required to complete the 87-hour course before assuming supervisory responsibilities. The course addresses the critical needs of the newly selected sergeants, food service managers, and laundry managers and provides them with the skills, knowledge, and abilities to effectively lead correctional officers. Position-specific topics include count procedures, use of force management, emergency action center, and conducting thorough investigations. In FY 2019, 962 participants completed this course.

Lieutenant Command School

The mission for this 40-hour program is to provide leadership and core crisis management skills. The Lieutenant Command School is a hands-on training that uses scenarios, simulated emergencies, and role plays. Lieutenants must possess the necessary knowledge and skills that can be immediately implemented during crisis situations; therefore, heavy emphasis is placed on practical application training. In FY 2019, 279 participants completed this course.

Correctional Administrators Preparedness Training (CAPT)

The 32-hour course is the third tier of correctional supervisory training, designed to provide the most challenging training for Captains of Correctional Officers, Food Service Manager IVs and Laundry Manager IVs. Each class addresses the comprehensive training needs as provided by unit administrators and correctional staff. This course is designed to be continually challenging within an active learning atmosphere and evolve the processes into actual application. In FY 2019, 108 participants completed this course.

Advanced Management Training for Majors

Agency directors and department heads provide the instruction for this annual 40-hour training for majors. Training focuses on general management, labor laws, employee-management relation, leader development, the criminal justice system, and relationships with other service agencies. In FY 2019, 161 participants completed this course.

Assistant Wardens Annual Training

This 40-hour program is the annual training required for assistant wardens. Agency directors and department heads lead training sessions on a variety of topics related to general management, labor laws, employee-management relations, leader development, the criminal justice system, and relationships with other service agencies. In FY 2019, 105 participants completed this course.

Leadership Forum for Wardens

This forum is an opportunity for senior wardens to interact with TDCJ executive leadership over the course of a week to discuss operational oversight and effective correctional management to optimize the present workforce. Discussions and networking provide insights into valuable leadership skills and practices that can be translated into efficient and successful correctional management at the unit level. In FY 2019, 78 participants completed this course.

Human Resources Training

The Human Resources (HR) Training section has five employees that develop and conduct training on various topics relating to human resources, certain supervisory training, and professional development. Topics include:

Trainings for all agency employees:

- ▶ Sensitive Personal Information
- ▶ Wage and Hour Training
- ▶ Cybersecurity Awareness
- ▶ Direct Hire
 - ◊ This session is mandated through Personnel Directive (PD)-97, Training and Staff Development, which states each employee will attend a Direct Hire Session on the first day of employment or re-employment.
- ▶ Executive Director Statement on Discrimination, Equal Employment Opportunity (EEO), and Ethics
 - ◊ EEO training is required by Texas Labor Code 21.010 and TDCJ policy. To comply with this requirement, this video is shown during every Direct Hire session and Pre-Service Training Academy. In addition, policy requires that all TDCJ employees review this video every two years.
- ▶ Orientation
- ▶ EEO Disciplinary Compliance Training.

Trainings for agency supervisors:

- ▶ PD-71 Manager's Training
- ▶ Equipping Leaders with HR Fundamentals
- ▶ HR Topics Refreshers for Supervisors
- ▶ HR Development Forum

Trainings specifically for human resources:

- ▶ HR Representative Essentials
- ▶ Family and Medical Leave
- ▶ Leave Benefits
- ▶ HR Office Records
- ▶ HR Representative Selections



- ▶ HR Representative Introduction to Time Reporting
- ▶ HR Intermediate Payroll Training
- ▶ Schedule Overlaps

In FY 2019, there were 1,259 HR classes held with over 10,000 participants enrolled.

Parole Officer Training

Pre-Service Training Academy

The focus and goal of the Parole Officer Training Academy (POTA) is to foster an environment where learning and growth is impressed upon each parole officer attending the six-week academy. Supervision strategies and best practices are developed and trained based on the essential skills and responsibilities performed by parole officers. The six-week academy includes classroom lectures, discussions and role playing. The training consists of a combination of 240 hours in agency access applications, the Offender Information Management System (OIMS) tracking system, Texas Risk Assessment System (TRAS) and the Motivational Interviewing (MI) system. In FY 2019, the POTA conducted 12 classes and graduated 290 parole officers.

Community Supervision Officer Firearms Certification

The POTA conducts firearms certification courses for the parole officer series. This 40-hour course is designed to give the participants the knowledge and skills needed to effectively determine the need and use of a firearm while conducting agency business. In FY 2019, the POTA conducted two firearms courses and certified 19 parole officers to carry a firearm.

Community Supervision Training

Community Supervision Officer Certification Training

This mandatory, five-day, blended learning training integrates distance education via online training modules with an experiential classroom experience that provides new Community Supervision Officers (CSOs) the tools and baseline skills necessary to begin their journey as effective agents of change. TLDD conducts these trainings with assistance from Resource Training Officers (RTOs) from community supervision and corrections departments across the state. Participants receive training on various topics relevant to their job functions, as well as become certified to administer the TRAS. Prior to attending the five-day classroom portion, participants are required to complete a series of online modules. Participants are required to pass an exam at the end of the classroom portion to become a certified CSO. This training is mandatory for new CSOs and must be completed within one year of employment with a community supervision and corrections department. In FY 2019, TLDD certified 268 community supervision officers.

TDCJ has Memorandums of Understanding (MOU) with the larger Community Supervision and Corrections Departments (CSCD) in Texas, which include Harris County CSCD, Bexar County CSCD, Travis County CSCD, Dallas County CSCD, and Tarrant County CSCD. The MOU provides guidelines and minimum requirements for offering this training using their own certified, in-house CSO Certification Trainers. TLDD does not participate in conducting the classroom portion of the trainings but are responsible for administering the certification exam at the end of the training. In FY 2019, TLDD conducted testing of the MOU Trainings and certified 85 community supervision officers.

Residential Staff Certification Training

This mandatory, three-day course is designed for residential community supervision officers, residential supervisors, educational coordinators, employment specialists, and other CSCD personnel working in a residential facility that have direct contact with residents. It provides basic case management skills and techniques for dealing with different types of residents within the facilities. This training also provides for the professional certification of Texas residential community supervision officers. Residential officers and direct care staff must complete this training and pass the examination within one year of being hired at the facility. In FY 2019, TLDD certified 155 residential facility employees.

TDCJ has MOU with Harris County CSCD, Bexar County CSCD, Dallas County CSCD, Lubbock County CSCD, and Bowie County CSCD. The MOU provides guidelines and minimum requirements for offering this training using their own certified, in-house Residential Staff Certification Trainers. TLDD does not participate in conducting the classroom portion of the trainings but is responsible for administering the certification exam at the end of the training. In FY 2019, TLDD conducted testing of the MOU Trainings and certified 51 residential facility employees.

TRAS End-User Training

The TRAS is a valid, evidence-based assessment tool adopted in 2015. The TRAS assists officers with determining which criminogenic needs must be targeted in a client's case plan to reduce his/her risk level. This two-day training covers the principles of effective intervention, the components of case planning, and teach participants to accurately score the TRAS. To administer the TRAS on clients, the participant is required to pass a test at the end of the two-day course. Most CSO's obtain their TRAS certification during their completion of CSO Certification Training. TLDD offers this stand-alone two-day training when needed by the field. In FY 2019, TLDD certified 14 CSCD staff to administer and score the TRAS.



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