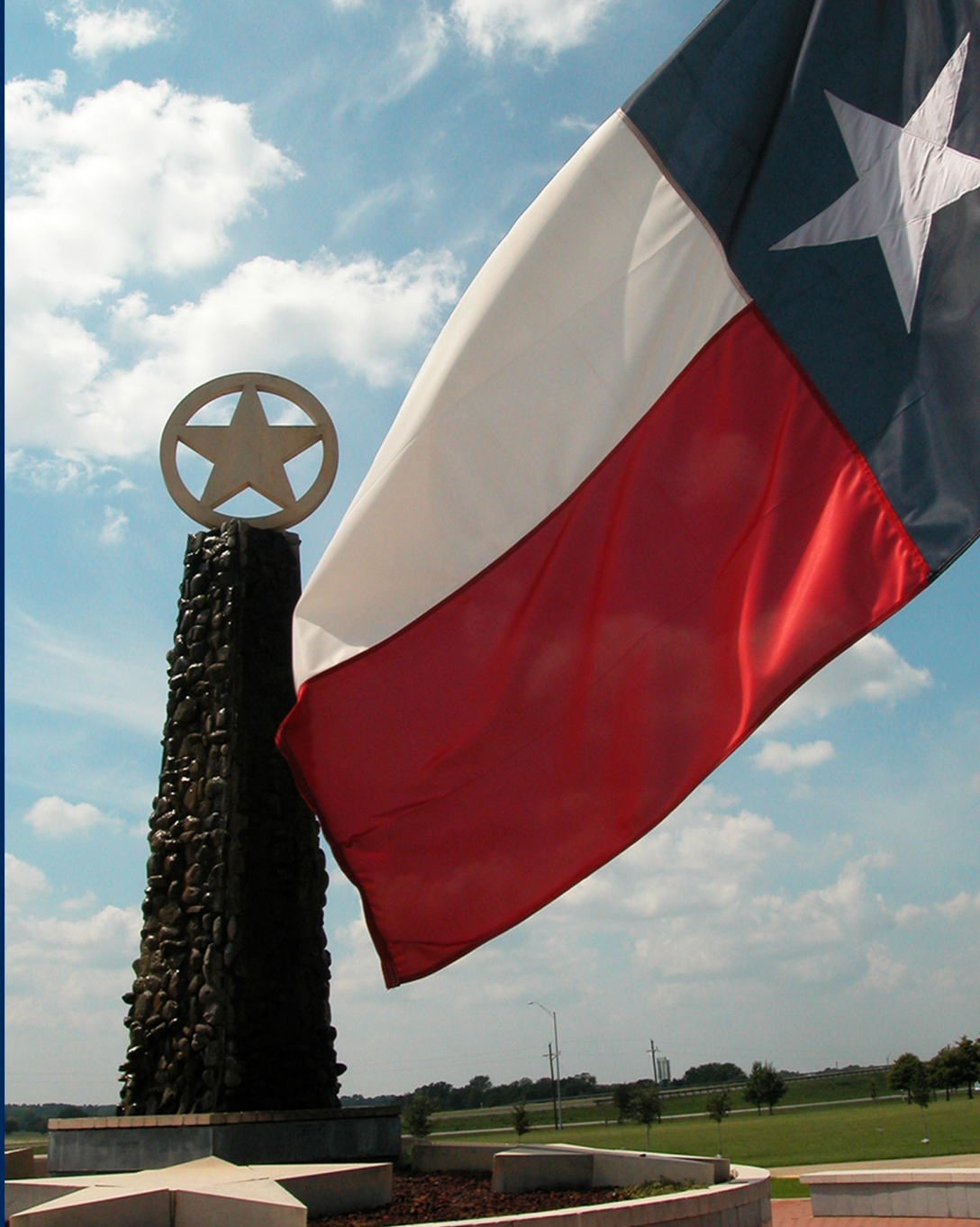


Texas Department *of* Criminal Justice



Annual Review

FY2020

Table of Contents

Mission, Philosophy and Goals.....	3
Letter from the Chairman	4
Letter from the Executive Director	5

Overview

Texas Department of Criminal Justice	7
Texas Board of Criminal Justice.....	8
Financial Summary	9
Organizational Chart	10

Board Oversight

Internal Audit Division	12
Office of the Inspector General	12
Prison Rape Elimination Act Ombudsman	14
State Counsel for Offenders.....	15

Inmate Management

Community Justice Assistance Division	17
Correctional Institutions Division	18
Regional CID Facilities Maps	23
Parole Division.....	29
Regional Parole Offices Maps	32
Private Facility Contract Monitoring/Oversight Division	37

Programs

Reentry and Integration Division	39
Rehabilitation Programs Division.....	41
Victim Services Division.....	47

Support Services

Administrative Review and Risk Management Division	50
Business and Finance Division.....	51
Facilities Division	53
Health Services Division	54
Human Resources Division	55
Information Technology Division	57
Manufacturing, Agribusiness and Logistics Division ..	59
Office of the Chief of Staff	61
Office of the General Counsel.....	63
Office of Emergency Management.....	63
Training and Leader Development Division	64





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 inmates 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 inmates 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 2020* for the Texas Department of Criminal Justice (TDCJ).

The mission of the TDCJ is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society and assist victims of crime. Accomplishing this vital mission during any year requires thousands of hard-working men and women to perform a difficult job in a challenging and sometimes hazardous work environment.

During Fiscal Year 2020 accomplishing the agency's mission required even more from TDCJ employees. It required an extraordinary effort under unprecedented circumstances. Despite the impact of the COVID-19 virus, our dedicated workforce continued providing the essential services necessary for public safety. I am honored to be associated with these outstanding public servants who, under the

exemplary leadership of Executive Director Bryan Collier, met a challenge greater than what anyone could have anticipated as the year began.

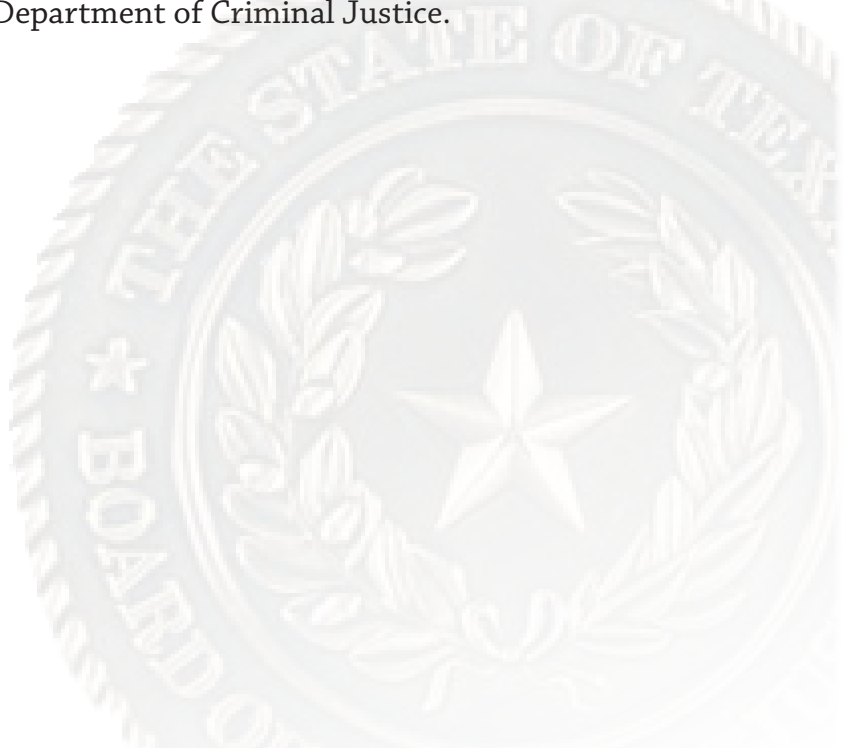
I am also deeply saddened by the COVID-related deaths which occurred during FY 2020. The virus claimed the lives of men and women who worked for the agency as well as those who were incarcerated in TDCJ correctional facilities. My heartfelt sympathies go out to all their loved ones.

It is with a combination of gratitude to our agency's employees, regret for every individual who is no longer with us, and sympathy for all who mourn their passing that I present you with the *Annual Review for Fiscal Year 2020* for the Texas Department of Criminal Justice.

Sincerely,

A handwritten signature in blue ink that reads "Patrick O'Daniel". The signature is fluid and includes a long horizontal stroke at the end.

Patrick O'Daniel
Chairman, Texas Board of Criminal Justice



Dear Chairman O'Daniel and Members of the Board

Throughout its history, the Texas Department of Criminal Justice (TDCJ) has confronted many challenges. Some have been successfully resolved, while others like staff recruitment and retention remain issues that require ongoing efforts. However, in Fiscal Year (FY) 2020 the threat posed by COVID-19 was unprecedented and required a level of commitment, dedication and sacrifice that was also unprecedented even for TDCJ employees.

In March 2020, the COVID-19 pandemic was declared a national emergency. That same month the TDCJ encountered its first known case in the agency's correctional facilities. Virtually every function of the TDCJ has been impacted by the coronavirus and numerous measures have been taken to prevent its spread and mitigate its impact. Many aspects of agency operations have been modified. Some changes to policies and procedures have been or will be temporary. Other responses to COVID-19 like video visitation and releasing inmates from their unit of assignment will continue post-pandemic.

Sadly, this pandemic has taken a deadly toll on staff and individuals imprisoned in TDCJ correctional facilities. I continue to extend my deepest sympathies to the families, friends and co-workers of our dedicated employees who lost their lives, as well as to the loved ones of those who were incarcerated.

I cannot sufficiently express my heartfelt appreciation to the men and women employed by the Texas Department of Criminal Justice for their service during these difficult times. The state of Texas is fortunate to have such dedicated public servants providing for the public safety. Their efforts have been both amazing and inspiring.

While it is always the case, now more than ever the *Annual Review for Fiscal Year 2020* for the Texas Department of Criminal Justice is a tribute to our agency's outstanding employees.

Sincerely,



Bryan Collier,
TDCJ Executive Director





Overview

Texas Department of Criminal Justice7

Texas Board of Criminal Justice.....8

Financial Summary9

Organizational Chart.....10



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, Molly Francis of Dallas, Faith Johnson of Dallas, Larry Miles of Amarillo, Eric Nichols of Austin, Patrick O'Daniel of Austin (appointed chairman in February 2020), Derrelynn Perryman of Arlington, Sichan Siv of San Antonio, and Thomas P. Wingate of Mission, Texas.



Dale Wainwright
Chairman



Patrick O'Daniel
(Appointed chairman
February 2020)



Terrell McCombs
Vice-Chairman



Eric Gambrell
Secretary



E.F. Mano DeAyala



Tom Fordyce



Molly Francis



Faith Johnson



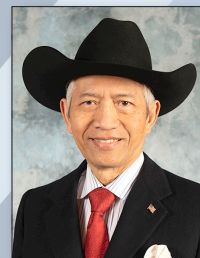
Larry Miles



Eric Nichols



Derrelynn Perryman



Sichan Siv



Thomas Wingate

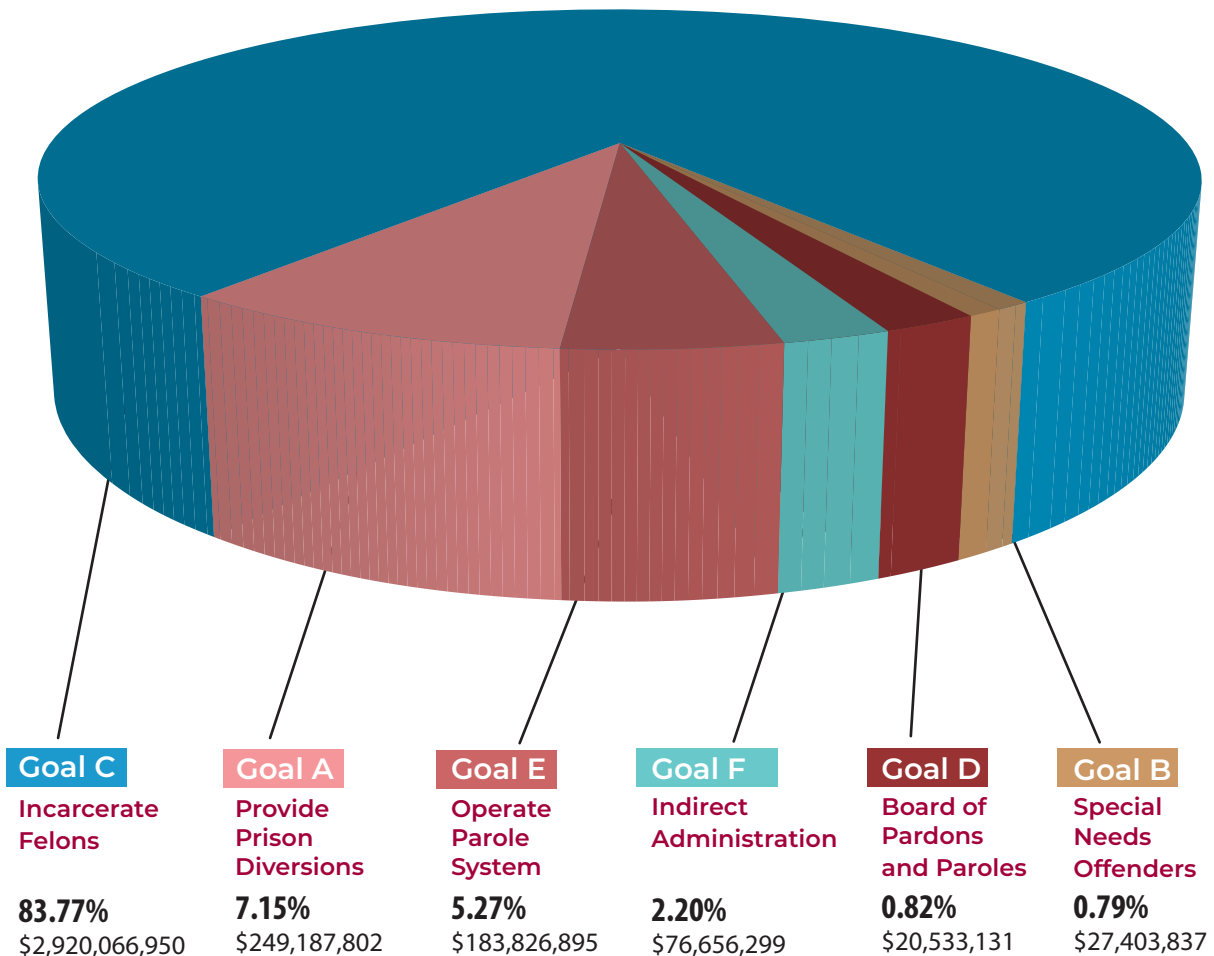


Financial Summary

Operating Budget for Fiscal Year 2020

Goal A: Provide Prison Diversions
Goal B: Special Needs Offenders
Goal C: Incarcerate Felons

Goal D: Board of Pardons and Paroles
Goal E: Operate Parole System
Goal F: Indirect Administration



Total Operating Budget

\$3,485,674,914

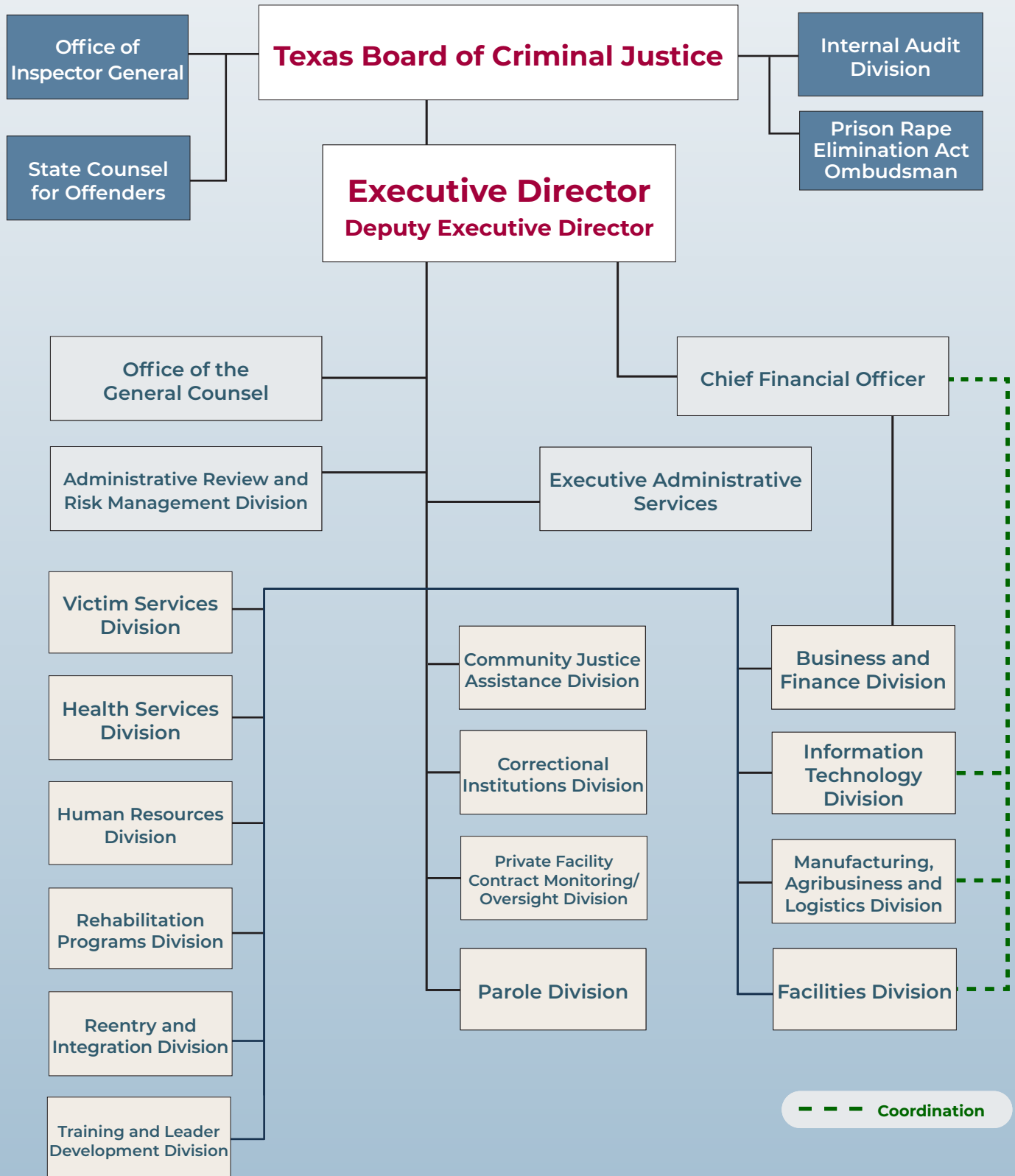
Source: Legislative Appropriations Request 2022-23 (10/9/20)
 Figures are rounded and do not total 100%





Texas Department of Criminal Justice

Organizational Chart





Board Oversight

Internal Audit Division 12

Office of the Inspector General 12

Prison Rape Elimination Act Ombudsman . 14

State Counsel for Offenders 15



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 Procedure, 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, including 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, inmates, 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 proposes legislative issues, receives and processes 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 an annual audit of more than 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, maintaining staffing allocations and organizational charts, reviewing and processing worker's compensation forms, maintaining and updating job descriptions, posting vacant positions and screening applications.

Information Technology maintains and supports all of the OIG systems and network, ensures the software updates and security patches are installed, maintains and updates all desktop, laptop and computer peripheral devices, installs and supports software applications, coordinates with TDCJ-ITD to resolve network and connectivity issues throughout the state, creates programs that produce sta-



tistical 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, correspondence 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 reviews from TDCJ-HR.

Major Crimes Investigative Operations

Major Crimes Investigators investigate violations of State and Federal law committed by inmates, 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 inmates 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 of 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 2020, OIG investigators opened 4,295 criminal investigations and 72 administrative investigations. One hundred sixty (160) indictments, involving various penal

code section violations, were secured from 113 criminal investigations. Additionally, as investigations opened in previous fiscal years worked through the legal system, 903 indictments were returned on 656 criminal investigations.

During FY 2020, 20 convictions were recorded on OIG investigations that were initiated and closed during FY 2018. Additionally, 639 convictions were recorded on OIG investigations that were initiated in previous fiscal years.

Multi-Agency Task Force and Investigative Support Operations

OIG has imbedded criminal investigators in various multi-agency task forces throughout the state. 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.

The OIG Anti-Gang Program has investigators imbedded within the FBI and DEA multi-agency gang task forces operating in key metropolitan areas in the state. Working from within Texas Anti-Gang Centers (TAG) and other locations, OIG investigators and their partners focus on the investigation of local and trans-national gangs, including those directed by or connected to the major TDCJ Security Threat Group (STG) prison gangs. During FY 2020, OIG gang investigators conducted investigations involving 47 parolees under supervision and 76 ex-inmates who are all linked to STG and other gangs. Fifty-nine firearms; 7.4 kilograms of heroin; 4.5 kilograms of cocaine; 49 kilograms of methamphetamine; 6 kilograms of marijuana; 37 grams of fentanyl; along with other drugs were recovered during investigations this fiscal year.

The OIG Correctional Intelligence Program has investigators imbedded within the FBI Joint Terrorism Task Forces. These investigators provide training to correctional staff and work together with TDCJ STG staff to detect and deter radicalization efforts by a variety of domestic or international terrorist groups.

The OIG Fugitive Apprehension Program has investigators imbedded within the USMS fugitive task forces providing a focused apprehension effort on fugitives wanted for violent offenses as well as parole absconders. During FY 2020, OIG investigators and their USMS partners apprehended 706 parole absconders and 1026 fugitives wanted for violent offenses.

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.

During FY 2020, a major project to update and expand the capabilities was undertaken to enhance the databases capabilities to enhance public safety and provide law enforcement with real time information not previously available. This project is anticipated to be completed in early FY 2021.

Crime Stoppers and Waste, Fraud, Abuse Hotline

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 2020, OIG received 789 anonymous tips. There were 592 for Crime Stoppers and 197 were to the Waste, Fraud, and Abuse hotline. These tips resulted in 15 arrests, including five for inmates, for possession of contraband and a visitor utilizing fictitious identification to facilitate visits at a prison unit. Over \$1,250 in reward money was authorized for payment.

Technical Operations

OIG investigators provide technical surveillance capabilities in furtherance of agency investigations along with forensic examination capabilities of cellular devices recov-

ered within the prison. In FY 2020, 1,409 forensic examinations of contraband or other cellular phones in support of criminal investigations were conducted and 554 search warrants were completed to facilitate forensic examinations. Additionally, 138 criminal intelligence reports were submitted to wardens based on specific findings discovered during the forensic examination.

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 inmates.

In FY 2020, 521 intelligence alerts were disseminated to TDCJ wardens, OIG regional investigators, and outside law enforcement agencies. Analytical research was conducted on 2,279 absconded sex offenders which 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 47,260 inmate telephone calls in support of ongoing criminal investigations or to develop criminal intelligence. There were 316 gang criminal intelligence reports developed and disseminated throughout the state. There were 751 crime analysis reports accomplished on recovered contraband cellular devices providing investigators in the field affirmative linkages between the device and suspect(s).

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 inmate complaints of sexual abuse or sexual harassment, to respond to public inquiries related to sexual abuse and sexual harassment to ensure impartial resolution, and collect data regarding all allegations of sexual abuse and sexual harassment.

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

ual abuse and sexual harassment; directing initial reports of allegations of sexual abuse and sexual harassment to the PREA Ombudsman; responding directly to public inquiries related to allegations of sexual abuse and sexual harassment in TDCJ correctional facilities, and collecting data from TDCJ and the Office of the Inspector General regarding allegations of sexual abuse and sexual harassment in correctional facilities.

In FY 2020, the PREA Ombudsman provided oversight of PREA Audits for the TDCJ units. Additionally, the PREA office assisted with the Safe Prisons/PREA Automated System rollout, completed the Calendar Year 2019 Safe Prisons/PREA Annual Report and response to the Bureau of Justice Statistics Survey of Sexual Victimization. A new PREA Ombudsman was appointed in August after the retirement of the previous ombudsman.



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 rights 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.





Inmate Management

Community Justice Assistance Division...	17
Correctional Institutions Division	18
CID Facilities Maps	23
Parole Division.....	29
Parole Offices Maps.....	32
Private Facility Contract Monitoring/ Oversight Division	37



Community Justice Assistance Division

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

The 123 community supervision and corrections departments (CSCD) in Texas are established by the local judicial districts they serve. 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 in-service and educational training for community supervision officers, residential officers, and CSCD staff. 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, Research and Evaluation, and Fidelity Operations.

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 pro-

cess through review of a program's policies, case management 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 funding recipient quarterly financial reports, calculating and maintaining CSCD payment schedules, monitoring and tracking the status of applicable appropriation strategies, supporting the health insurance program for CSCD employees, and analyzing and evaluating independent financial audits of CSCDs.

The Budget and Planning section reviews and evaluates CSCD program budgets, processes grant award statements, reviews certification requests for facilities, utilities and equipment, and processes waivers to CJAD financial standards. Additionally, this section administers strategic planning, oversees the Diversion Program and Treatment Alternatives to Incarceration Program (TAIP) grant scoring process, and provides recommendations for deobligation and redistribution of Diversion Program and TAIP 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 and Evaluation

The Research and Evaluation section collects and analyzes data reported by the CSCDs and BIPPs. The section is responsible for statutory reports CJAD is required to submit to the Governor, Legislature, and Legislative Budget Board. Section staff conduct research and publish reports on various topics related to community supervision and BIPP. In addition, staff provide data and reporting technical assistance to the CSCDs and BIPPs and respond to information requests from the legislature, governmental entities, academia, the public, and other stakeholders.

Fidelity Operations

The Fidelity Operations section is responsible for critically evaluating division processes and making recommendations to division leadership that will improve efficiency and efficacy. Fidelity Operations staff provide technical assistance and support to the division's section directors on topics such as leadership, time management, digital organization, and internal controls for high-risk functions.



Projects and Goals

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

CJAD hosts the Virtual Skills for Effective Intervention Conference which provides, through webinars, additional instruction to community supervision officers in the use of evidence-based practices for inmate supervision. The division also coordinates with the Correctional Management Institute of Texas to provide training and one-on-one support to new CSCD directors.

Correctional Institutions Division

The Correctional Institutions Division (CID) is responsible for the confinement of felony and state jail felony inmates who are sentenced to incarceration in a secure facility. The CID oversees state prisons, pre-release facilities, psychiatric facilities, Developmental Disabilities Program, medical facilities, transfer facilities, state jails, a geriatric facility, and substance abuse felony punishment facilities (SAFPF). At the end of FY 2020, 121,128 inmates were incarcerated in TDCJ facilities, consisting of 116,708 prison inmates, 2,277 state jail inmates, and 2,143 substance abuse felony punishment facility inmates.

CID employed 23,125 correctional officers and ranking officers (sergeant through major), along with 3,563 staff members who worked as wardens, operational, technical, and unit support staff, for a total of 26,688 employees.

The COVID-19 pandemic had a significant impact on daily operations for the CID, but the division worked together and in collaboration with numerous other divisions to ensure continuity of operations to the extent allowed.

Each area that falls within the CID is detailed on the following pages.



Correctional officers had to adapt to new normals during the COVID-19 pandemic. Hand washing stations like the one seen here, along with masks and other protective measures, became part of daily life on correctional facilities throughout the agency.

Regional Directors

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

Classification and Records

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

The Classification and Records Office (CRO) schedules, receives, processes, and coordinates transport of inmates for intake, transfer, and release; calculates and audits inmates' time; places detainees; and initiates sex offender registration. CRO also creates and maintains electronic records on these inmates and sends requested inmate penitentiary packets to law enforcement entities via encrypted email. During FY 2020, CRO worked with the Information Technology Division (ITD), Administrative Review and Risk Management Division, and individual units to facilitate court hearings for inmates via Zoom.

The Intake department is responsible for administering assessments, creating identification documents, and collecting and compiling inmate information to generate inmates' initial classification records. Intake administers the Texas Risk Assessment Screening for all prison and state jail inmates in order to identify recidivism risk levels based on criminogenic factors and creates transport cards on the date inmates are received as part of the Classification Profile System for prison and state jail inmates. Intake sociologists use the OnBase system to view permanent file material, in lieu of having the hard copy folder sent to the unit. The sociologists utilize this information to create an electronic Classification Profile for each prison and state



jail inmate, replacing the paper travel card which was in use since the 1960's. Intake also conducts regional processing for updating inmate photos and identification cards for inmates approved to have religious beards. During FY 2020, the iris-scanning project ended, that began in 2014 in cooperation with the Federal Bureau of Investigation and transitioned to full operational capability.

The State Classification Committee (SCC) is responsible for determining initial custody recommendations and determining appropriate units of assignment for all inmates. 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. SCC conducts scheduled reviews of inmates assigned to security detention and protective safekeeping as required. Decisions made by the SCC have far-reaching effects that are paramount to the safety and rehabilitation of the inmate, as well as the safety of staff, the agency, and ultimately the public. The daily duties of the SCC are central to the agency's mission to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime. The committee works closely with security staff, the Health Services Division, the Windham School District, the Office of the General Counsel, the Security Threat Group Management Office (STGMO), the Rehabilitation Programs Division, the Reentry and Integration Division, and the Safe Prisons/PREA Management Office. During FY 2020, the SCC depopulated and repopulated approximately 3,500 inmates due to Hurricane Laura evacuations.

The Unit Classification (UCC) 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 inmate releases for the unit administration and classification staff at state jail facilities. UCC conducts semi-annual statewide chiefs' meetings; monitors inmates who are in transient status on all facilities to ensure they are processed in a timely manner; travels to units to conduct training as needed; and ensures policies and procedures are being implemented and followed. UCC continues to maintain a cool bed database as well as restrictive housing reports. In FY 2020, coordinators worked with the ITD to develop new mainframe programming and administrative housing tables, as well as continued to work with ITD on the new Safe Prisons/PREA Automated Network System (SPANNS) and video visitation programs. UCC has continued to work with the ITD and SCC in monitoring and adjusting unit-based reports and operations with regards

to HEATS and ACPAC. The UCC also provides staff assistance for units that have multiple employee vacancies.

During the pandemic, the SCC and UCC worked together daily in the COVID command center to confirm and clear daily counts from all units with inmates on medical restriction due to COVID-19 exposure; employ precautionary measures for inmate movement; and conduct meetings, trainings, and inmate reviews electronically in lieu of in person.

Inmate Transportation

Inmate 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 inmates, special transports, and emergency response or evacuations during floods, hurricanes and any other catastrophic events.

Inmate Transportation operates a fleet of vehicles consisting of 120 buses, 60 transport vans, six wheelchair vans and a wheelchair bus for the physically disabled, three vans used to transport regional-release inmates, one sedan, one sport-utility vehicle, and one maintenance pickup. Five gas-powered buses were purchased with funds appropriated, will be outfitted with security packages by Wynne Unit Mechanical department, and are scheduled to be delivered in FY21. 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 inmates. During FY 2020, the Inmate Transportation department averaged more than 379,000 miles per month, totaling more than 4.5 million miles traveled over the course of the year. Throughout FY 2020, 384,126 inmates, including 3,592 Intermediate Sanction Facility (ISF) inmates moved from county jails to ISF facilities, were transported by the Inmate Transportation department. In addition, the Inmate Transportation department conducted 109 inmate home releases for a total of 66,544 miles and used 3,026 man hours to conduct these transports. On any given day, the Inmate Transportation department transports approximately 1,480 inmates. Inmate transports were affected by COVID-19.



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 inmates' well-being. The department is responsible for ensuring all inmates are provided access to clean and serviceable clothing, footwear, and bedding. Inmates are provided appropriate personal hygiene items and units are provided with supplies needed to operate. Inmates are also provided wholesome and nutritious meals, to include therapeutic diets.

As of April 2020, the Laundry, Food and Supply department began working closely with CID Leadership to provide food, necessities, chemicals, and other items to support units on precautionary lockdown due to COVID-19.



Correctional officers treating dormitory area with disinfectant foggers. This was one of the many steps taken on a routine basis to help keep units clean and prevent infection during COVID-19.

Food Service implemented a Meal, Ready to Eat (MRE) program that provided relief for having to make many meals from scratch. The inmates and staff have received these as a positive and morale booster. Also, Food Service has been providing fresh vegetables, fruit, and carton milk to be placed in sack meals. This enhanced the quality of the meals and added variety.

Food Service in coordination with the Manufacturing, Agribusiness and Logistics Division provided enough serving trays and lids to each unit, assuring that each inmate on lockdown would receive at least one hot meal per day.

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 inmates worked in unit food service and laundry departments during FY 2020. In addition to on-the-job training, inmates 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 inmates may 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. Inmates participating in the San Antonio Food Bank Culinary Program may 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 inmates to give back to the community even during their time of incarceration.

Mail System Coordinators Panel

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

Mailroom staff play a critical role in preventing drugs and other serious contraband from entering the facilities which could jeopardize the safety of staff and inmates. MSCP works 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 monitors and oversees facility compliance with disciplinary rules and procedures by conducting division-level operational review audits. This office also produces statistical reports, coordinates revisions to disciplinary rules and procedures, and updates the GR-106, *Disciplinary Rules and Procedures for Offenders*, and the GR-107, *Standard Offense Pleadings Handbook*. During FY 2020, the Office of Disciplinary Coordination completed 21 division-level operational review audits prior to the COVID-19 pandemic.

The Office for Disciplinary Coordination oversees the Office of Spanish Language Coordination, which manages the Spanish language assistance service and is responsible for coordinating and processing the testing of employees to determine their proficiency in speaking Spanish. Based on test results, qualified Spanish language interpreters are designated. This office is also responsible for conducting division-level operational review audits of the Spanish language assistance service. During FY 2020, this office completed 21 division-level operational review audits prior to the COVID-19 pandemic, translated 374 pages, and coordinated testing for 237 employees.



Plans and Operations

The Plans and Operations department provides support to divisional leadership by coordinating security-related policies and operational plans and assisting with the tracking and implementation of internal audits and 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 the community work project processes. This department also manages the Inmate Controlled Substance Testing Program, to include providing training and technical support and compilation of statistical reports.

Safe Prisons/PREA Management Office

The agency has a zero-tolerance policy toward all forms of sexual abuse and sexual harassment. The Safe Prisons/Prison Rape Elimination Act (PREA) Management Office (SPPMO) was developed to provide administrative oversight and support for the Safe Prisons/PREA Program. This office gives technical support regarding the 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 inmate aggression. The SPPMO maintains a database of reported allegations of inmate-on-inmate and staff-on-inmate 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 Operations

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 45 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 inmate safety. These systems 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.

Security Threat Group Management Office and Fusion Center

The STGMO monitors, identifies, and assists in the management of Security Threat Groups (STGs), Disruptive Groups or Cliques, and their members who threaten the safety and security of TDCJ units, staff, and inmates. The STGMO is responsible for the review and processing of confirmation, reconfirmation, redesignation, 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 STG and Disruptive Group or Clique members activities.

Gang Renouncement and Disassociation (GRAD) program

- ▶ GRAD began in August 2000 at the Ramsey Unit
- ▶ Completions as of November 1, 2020 = 5,557 Inmates
- ▶ Reconfirmations of GRAD inmates = 1.40%

Returning Population Gang Renouncement and Disassociation (RPGRAD) program

- ▶ RPGRAD began in July 2014 at the Ellis Unit
- ▶ Completions as of November 1, 2020 = 878 Inmates
- ▶ Reconfirmations of RPGRAD inmates = 0.57%

General Population Gang Renouncement and Disassociation (GPGRAD) program

- ▶ GPGRAD began in July 2017 at the Ellis Unit
- ▶ Completions as of November 1, 2020 = 380 Inmates
- ▶ Reconfirmations of GPGRAD inmates = 0.26%

The Fusion Center serves as the hub for the collection, assessment, and analysis of agency-related intelligence information, including gang-related intelligence, and contraband related intelligence entering the TDCJ facilities, as well as dissemination to appropriate stakeholders. Operational duties of the Fusion Center include managing the

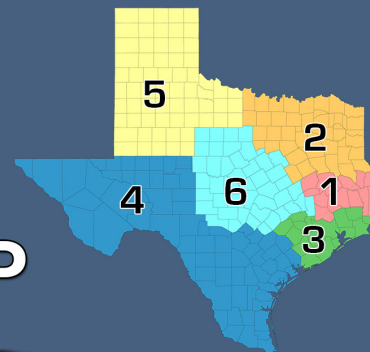


Texas Anti-Gang Information Tracking (TAGIT) System and maintaining an information clearinghouse to collect and appropriately process relevant TDCJ information and intelligence received from the STGMO, other divisions within the agency, and outside law enforcement agencies. The Fusion Center helps create 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.



TDCJ Correctional Institutions Division

REGION 1 FACILITIES MAP

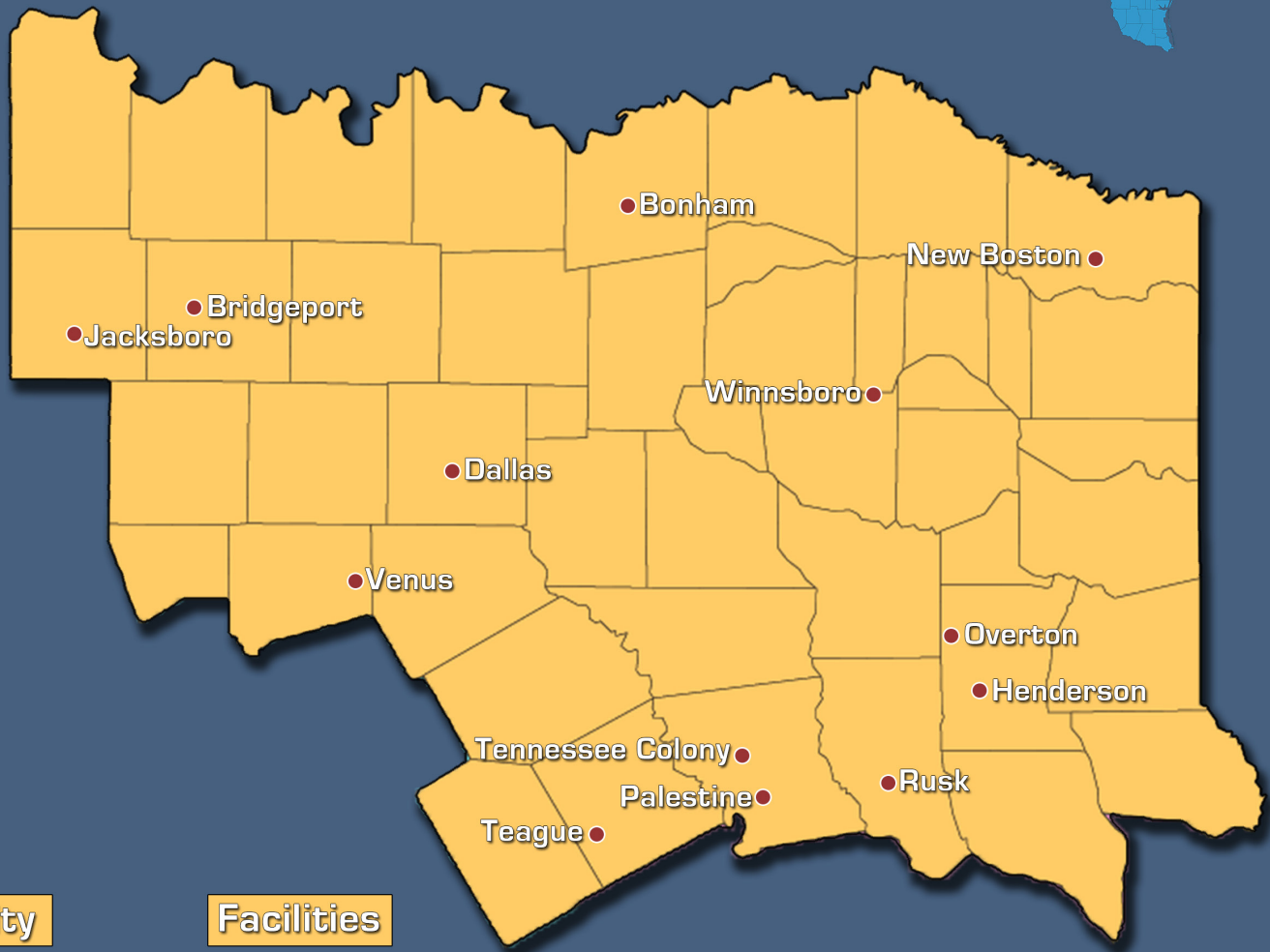
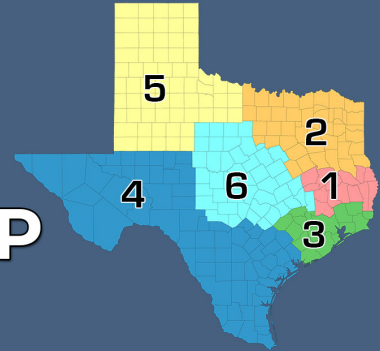


City	Facilities
Diboll	Diboll Unit (private) Duncan Unit
Huntsville	Byrd Unit Ellis Unit Estelle Unit Goree Unit Holliday Transfer Huntsville Unit Wynne Unit
Jasper	Goodman Transfer
Livingston	Polunsky Unit
Lovelady	Eastham Unit
Midway	Ferguson Unit
Woodville	Lewis Unit



TDCJ Correctional Institutions Division

REGION 2 FACILITIES MAP



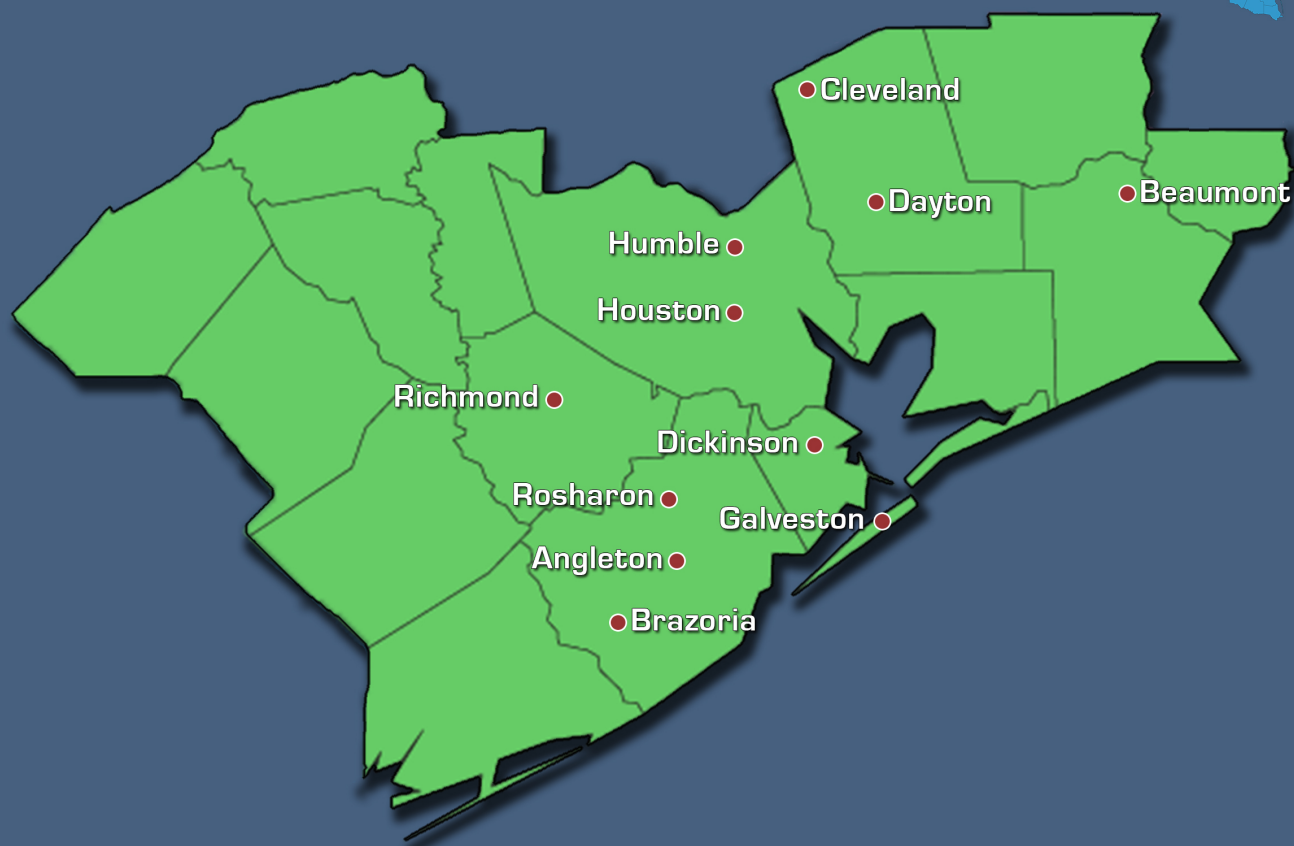
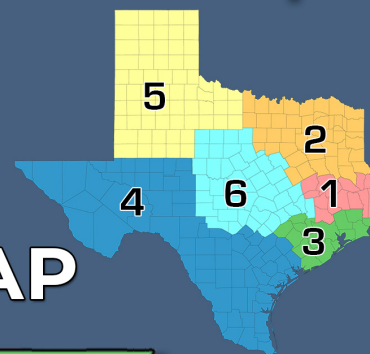
City	Facilities
Bonham	Cole State Jail Moore Transfer
Bridgeport	Bridgeport Unit (private)
Dallas	Hutchins State Jail
Henderson	East Texas Treatment Facility (private)
Jacksboro	Lindsey State Jail (private)
New Boston	Telford Unit
Overton	Moore Unit (private)

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

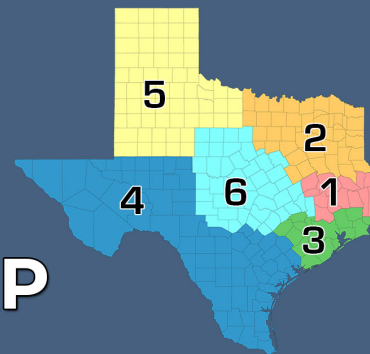
Angleton	Scott Unit
Beaumont	Gist State Jail LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Cleveland	Cleveland Unit (private)
Dayton	Henley State Jail Hightower Unit Plane State Jail

City

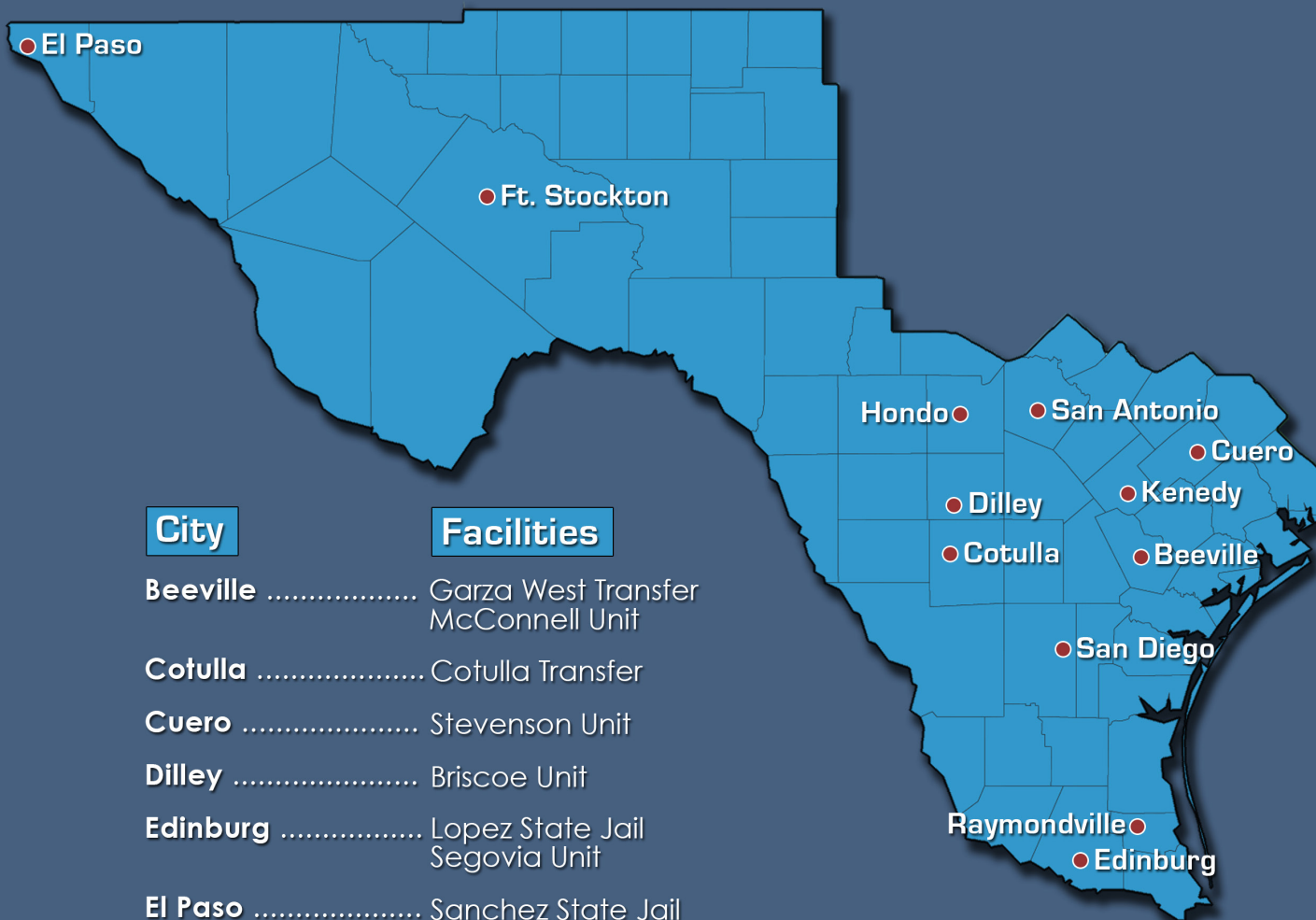
Facilities

Dickinson	Young Medical Facility
Galveston	Hospital Galveston
Houston	Kegans ISF
Humble	Lychner State Jail
Richmond	Jester III Unit Jester IV Unit Vance Unit
Rosharon	Darrington Unit Ramsey Unit Stringfellow Unit Terrell Unit



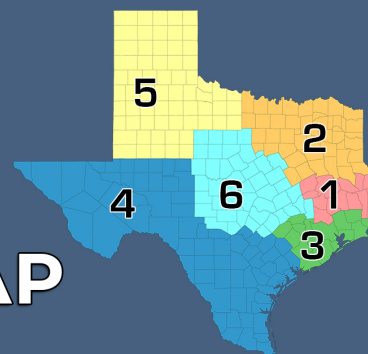


REGION 4 FACILITIES MAP

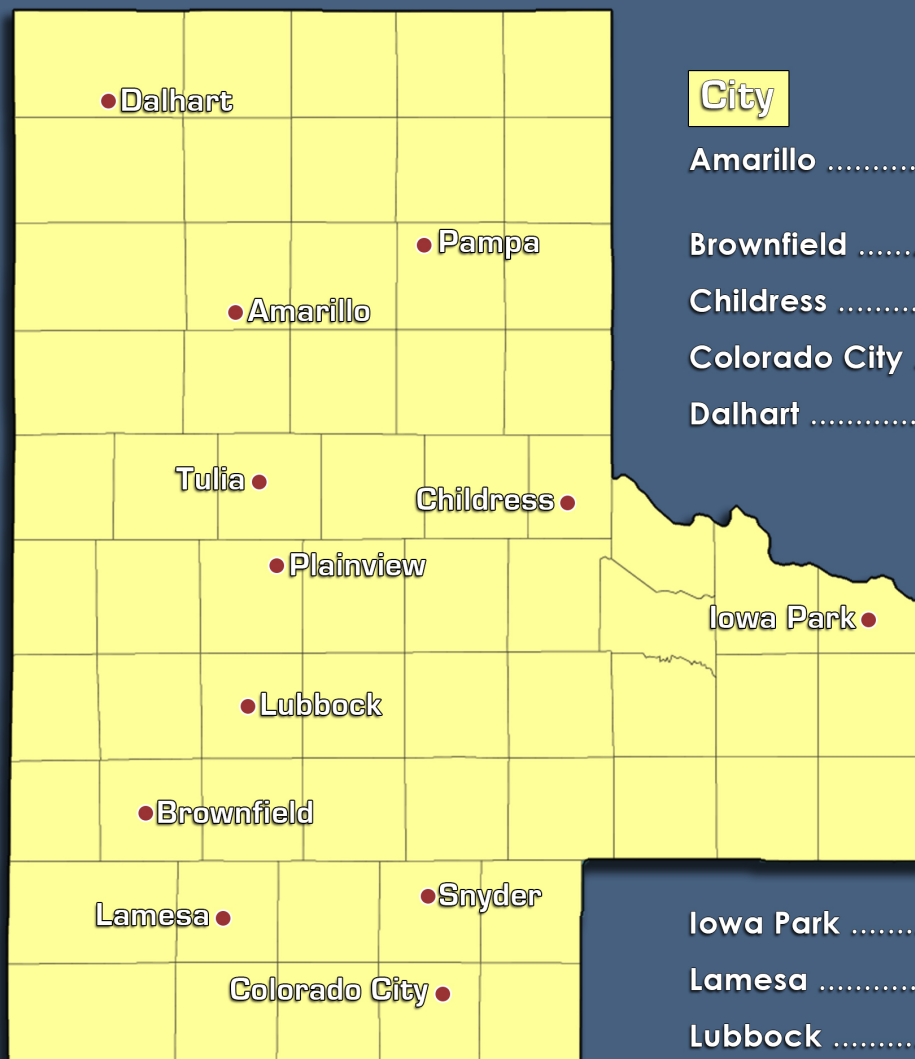


City	Facilities
Beeville	Garza West Transfer McConnell Unit
Cotulla	Cotulla Transfer
Cuero	Stevenson Unit
Dilley	Briscoe Unit
Edinburg	Lopez State Jail Segovia Unit
El Paso	Sanchez State Jail
Ft. Stockton	Ft. Stockton Transfer Lynaugh Unit
Hondo	Ney State Jail Torres Unit
Kenedy	Connally Unit
Raymondville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



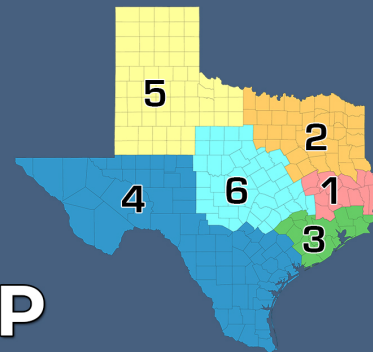


REGION 5 FACILITIES MAP

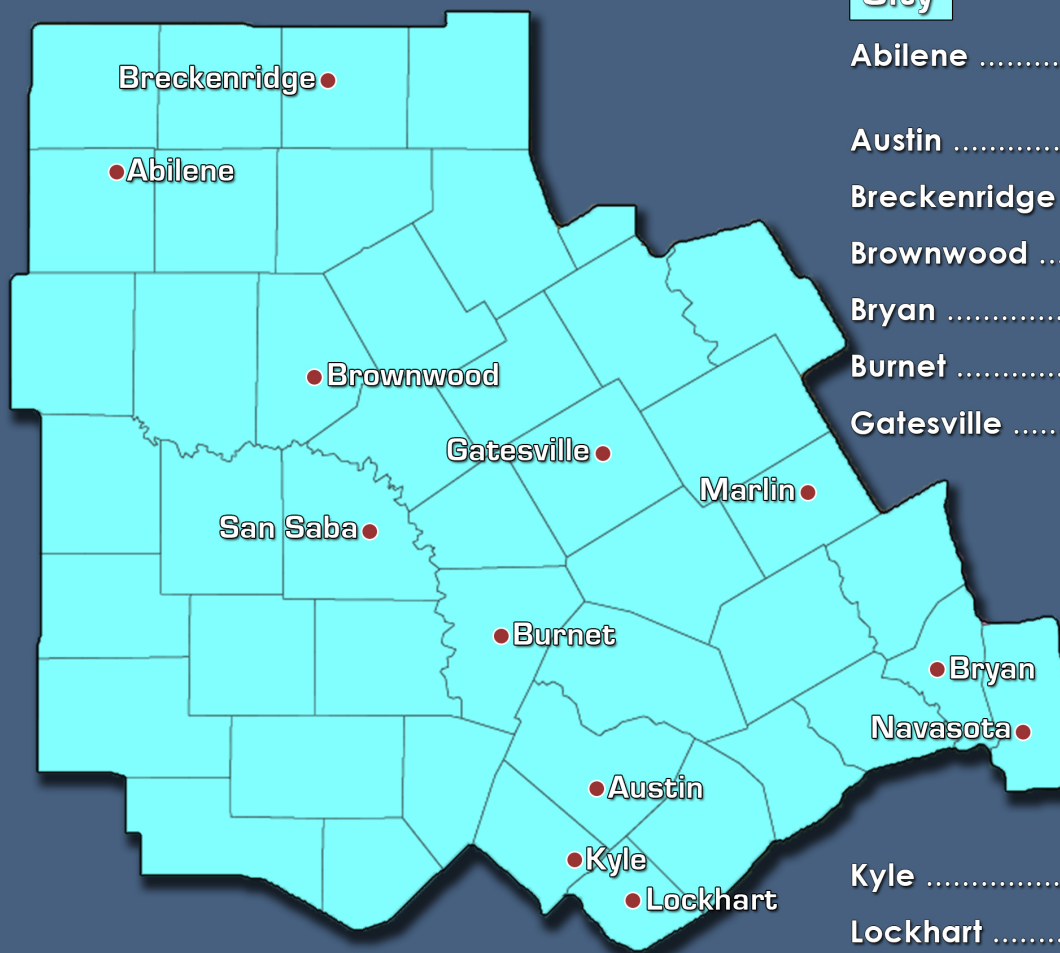


City	Facilities
Amarillo	Clements Unit Neal Unit
Brownfield	Rudd ISF
Childress	Roach Unit
Colorado City	Wallace Unit
Dalhart	Dalhart Unit
Iowa Park	Allred Unit
Lamesa	Smith Unit
Lubbock	Montford Unit
Pampa	Jordan/Baten Unit
Plainview	Formby State Jail Wheeler State Jail
Snyder	Daniel Unit
Tulia	Tulia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





REGION 6 FACILITIES MAP



City

Facilities

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



Parole Division

The Parole Division supervises inmates released on parole or mandatory supervision from TDCJ-CID, county jails and/or other states through interstate compact agreement to complete their sentences in Texas communities. The mission of the division is to provide public safety and promote positive client change through effective supervision, programs, and services.

Field Operations

In FY 2020, an average of 83,703 parole and mandatory supervision clients were under active supervision by approximately 1,365 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.



Parole visits and supervision during COVID-19 were also a challenge. Parole Officer Selene Martinez-Martinez (right) meets with a client while practicing proper COVID-19 protocols.

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 2020, on average 6,913 Texas probationers and 2,701 parolees were supervised outside the state each

month. Likewise, on average, 4,584 out-of-state probationers and 2,294 out-of-state parolees were supervised in Texas each month.

Ombudsman

In FY 2020, the Parole Division Ombudsman responded to 13,740 inquiries from clients' family members, parole and mandatory supervision clients, legislative offices, and the public. Additional information is available on the TDCJ publications website for FY 2020 Ombudsman Resolution report.

Management Operations

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

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 2020, a monthly average of 1,562 clients were served.

The Serious and Violent Offender Reentry Initiative (SVORI) provides clients who were housed in administrative segregation with reentry services that begin during incarceration and continue through supervision in the community. In FY 2020, 18 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 or physical handicaps (TI/PH). Averages of 74 IDD, 6,611 MI and 786 TI/PH clients were supervised monthly. Also, during FY 2020, 39 Medically Recommended Inten-



sive Supervision (MRIS) clients were released to parole supervision, and there was a monthly average of 124 MRIS clients under supervision.

The Sex Offender Program supervised a monthly average of 7,306 clients in FY 2020. 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 program. A monthly average of 8,881 clients received services from contracted vendors and Parole Division counselors, during FY 2020.

The Substance Abuse Counseling Program (SACP) provides relapse prevention services to clients with substance abuse treatment needs. Level I Prevention Services were provided to 14,062 clients in FY 2020. The Level IB Substance Abuse Education Program provides educational information regarding substance abuse to eligible clients who are detected for initial relapse. On average, 156 clients complete SACP Level IB course each month. Vendors and Parole Division counselors provided a more focused and intensive program, Level II Outpatient Treatment Services, to an average of 308 clients per month and Level III Relapse Services to an average of 43 clients per month.

The Drug Testing Program utilizes instant-read screening devices to improve accountability and identify suspected drug and alcohol use. On average, 226,699 drug and alcohol tests were conducted each month in FY 2020.

Services decreased in some areas due to COVID-19 as certain programming changed from in-person participation to virtual when possible to comply with COVID-19 protocols. Additionally, in-person group participation was made available with significantly smaller capacity to accommodate clients who may not have had access to the appropriate technology for virtual services.

Internal Review/In-Service Training

The Parole Division's Internal Review section of Specialized Programs conducts office reviews (audits) on all district parole offices within each fiscal year to determine office compliance with the policies and procedures established by the Division. In addition, Individual Review case audits are conducted to determine parole officer compliance with policies and procedures. The goal of the audits is to address discrepancies and identify training needs.

The Internal Review section is responsible for the implementation of the Texas Risk Assessment System (TRAS) which is used to identify individual criminogenic risk and needs for each client. Internal Reviewers provide guidance and training to parole officers and supervisors in the proper scoring and analysis of the assessments. Based on these scores, clients are referred to appropriate programming and resources based upon risk and needs as well as BPP mandated special conditions.

Central Coordination Unit

The Central Coordination Unit oversees four areas: Detainers, Administrative Support, Intermediate Sanction Facility (ISF) Administration, and ISF Parole Staff.

The Detainers section tracks and monitors all clients released to other agency detainers such as Department of Justice (DOJ), Bureau of Prisons (BOP) and other state or out-of-state agencies and county facilities. Also included are deportation and immigration cases. The Administrative Support section confirms client death notices, completes client death investigations, monitors Early Release from supervision and Annual Report cases, and coordinates the Super Intensive Supervision Program (SISP) annual review process in coordination with the District Parole Offices (DPO) and 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. Prior to the impact of COVID-19, ISF administration also facilitated the transfer of Substance Abuse Felony Punishment Facility (SAFPF) clients to an ISF for intake before transfer to a SAFPF. Clients who receive a board vote for SAFPF are now directly transported from county to the SAFPF unit. These transports are facilitated by Classifications and Records Office (CRO) in Huntsville. The ISF Parole Staff Oversight section supervises the clients and ensures successful completion of either Cognitive or Substance Abuse Cognitive Programming. Upon successful program completion, ISF administration facilitates the discharge and transfer of clients to their approved residence plan, a Transitional Treatment Center (TTC) or a Residential Reentry Center (RRC).

In FY 2020, 5,124 clients were placed in ISF. Kegans ISF provided services to 338 clients in the Substance Abuse Counseling Program (SACP) and 1,440 clients in the Cognitive Intervention Program. The East Texas Treatment Facility provided services to 649 clients and held 54 for SAFPF transfer during the fiscal year. Rudd ISF provided services to 1,031 clients and held 323 for SAFPF transfer while Batten ISF provided services to 1,118 clients. Programs and



services offered in these facilities encourage client compliance through appropriate supervision and treatment intervention, however, with the impact of COVID-19, the number of client's served reduced in FY 2020.

Warrants Section

The Warrants Section is primarily responsible for the issuance, confirmation, and withdrawal of pre-revocation warrants. In FY 2020, the Warrants Section issued 33,521 warrants, confirmed 29,307 warrants, and withdrew 29,219 warrants. This section also oversees the DNA Program, Super-Intensive Supervision Program, which uses Global Positioning System (GPS) tracking, and the Electronic Monitoring Program, which uses radio frequency equipment to monitor clients.

The Warrants Section operates two units 24 hours a day, seven days a week. First, the Command Center processes violation reports submitted by parole officers and alerts from the electronic monitoring vendor and RRCs. 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 inmates 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. In FY 2020, the Parole Division extradited 326 clients to Texas and 172 warrants were issued for Texas clients under Interstate Compact supervision in other states.

The Tracking Unit monitors inmates held in Texas county jails on pre-revocation warrants and ensures the client's case is disposed 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 204 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 2,304 clients were monitored on passive GPS, which downloads tracking information every six hours and immediately when alerted.

Electronic monitoring allows a parole officer to detect curfew and home confinement violations. The Parole Division may request from the Texas Board of Pardons and Paroles to place clients at higher risk of reoffending or who have violated release conditions on an electronic monitor. A monthly average of 2,397 clients were on electronic monitoring during FY 2020.

Support Operations

Support Operations consists of Review and Release Processing, Huntsville Placement Release Unit (HPRU) and the Central File Coordination Unit. All provide direct support to Field Operations.

Review and Release Processing

Review and Release Processing (RRP) is responsible for reviewing and processing inmates for release on parole and mandatory supervision.

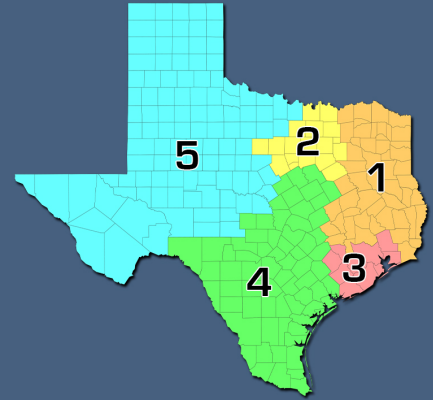
Department staff prepares file material for supervision purposes, reviewing and analyzing each file through the release plan approval process. Prior to issuing a release certificate, RRP staff processes requests for the imposition and withdrawal of special conditions. In FY 2020, the department issued approximately 38,140 parole/mandatory certificates.

The Huntsville Placement and Release Unit (HPRU) is responsible for the placement of clients into contracted RRCs or the Temporary Housing Assistance Program (THAP) when all other residential resources have been exhausted. This unit, in collaboration with Private Facility Contract Monitoring/Oversight Division (PFCMOD), is also responsible for placement of Substance Abuse Treatment clients into a TTC following participation in the In-Prison Therapeutic Community Program and the Substance Abuse Felony Punishment Program. HPRU placed 10,369 clients into RRCs and 3,445 clients into TTCs and processed 34,648 parole and mandatory releases certificates to supervision.

The Central File Coordination Unit (CFCU) coordinates the movement and maintenance of approximately 156,000 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 and delivery of case file material to Institutional Parole Offices (IPO) for those eligible for Parole/Mandatory supervision review by the Board of Pardons and Parole (BPP).



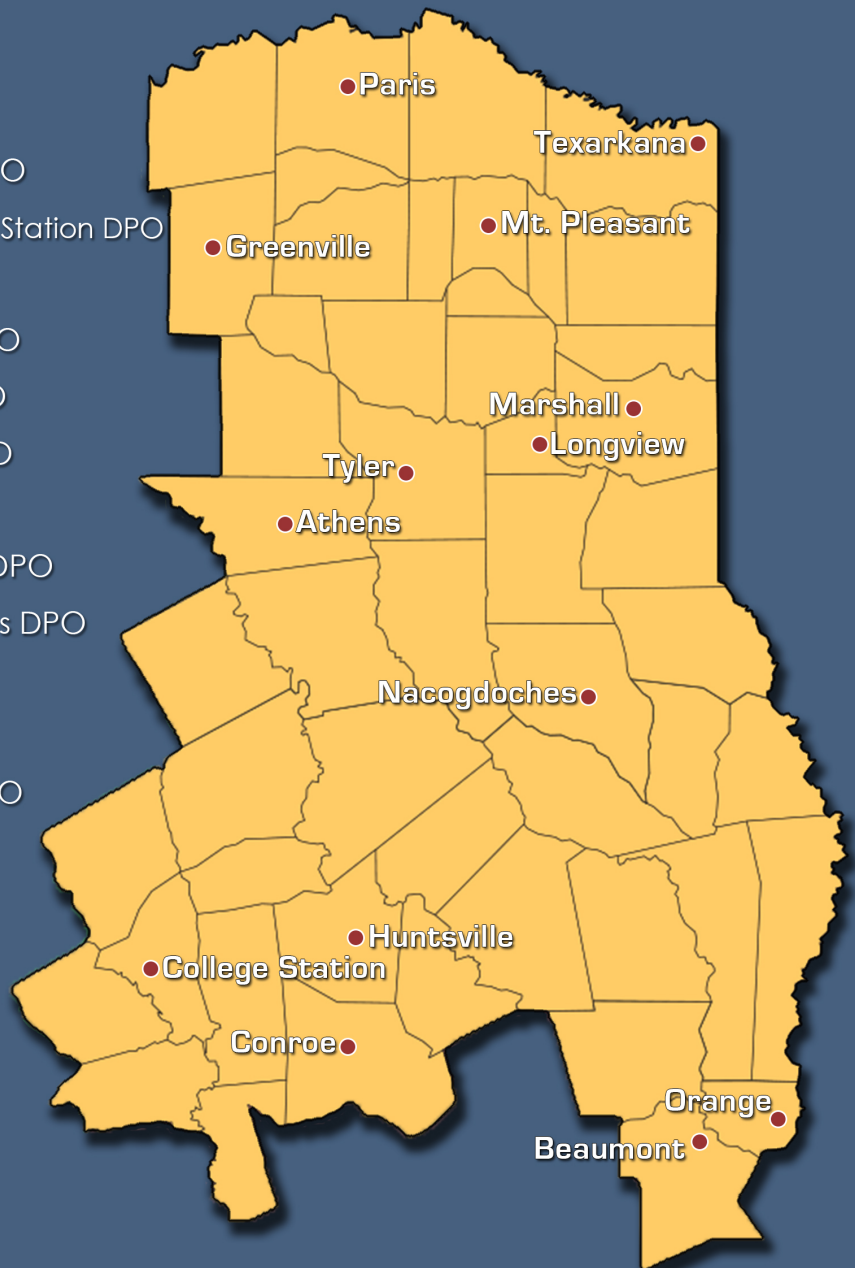


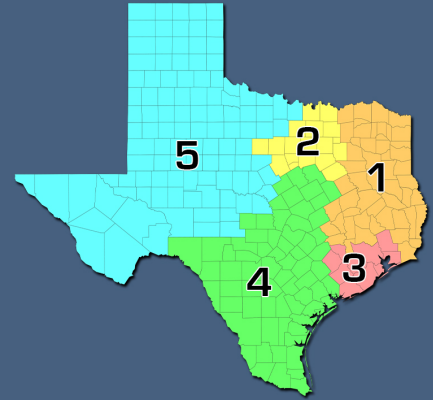
REGION 1 DISTRICT PAROLE OFFICES MAP

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





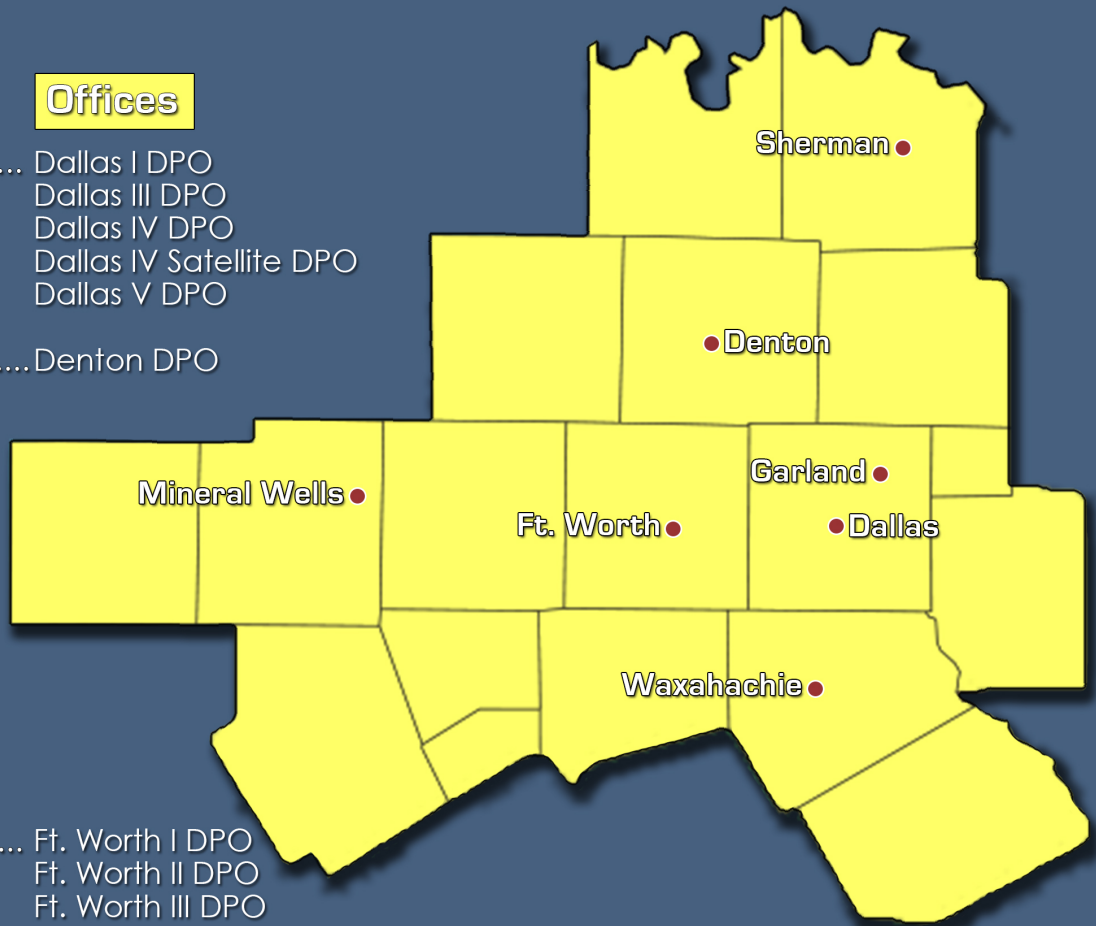
REGION 2 DISTRICT PAROLE OFFICES MAP

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

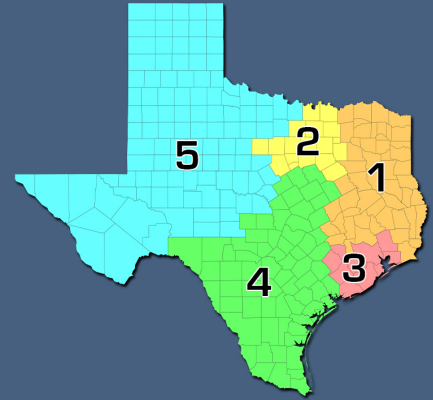
Mineral Wells Mineral Wells DPO

Sherman Sherman DPO

Waxahachie Waxahachie DPO

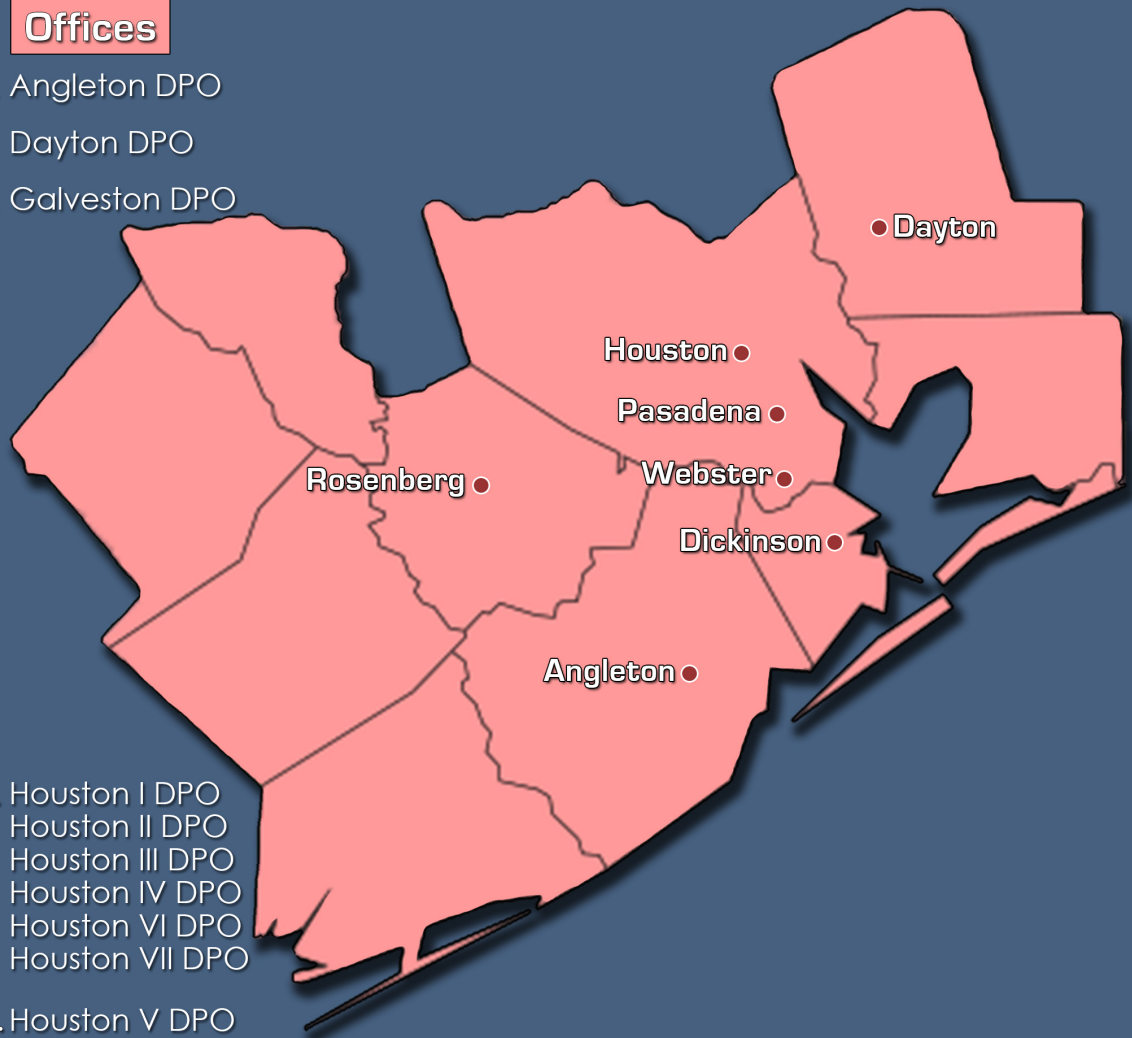


TDCJ Parole Division



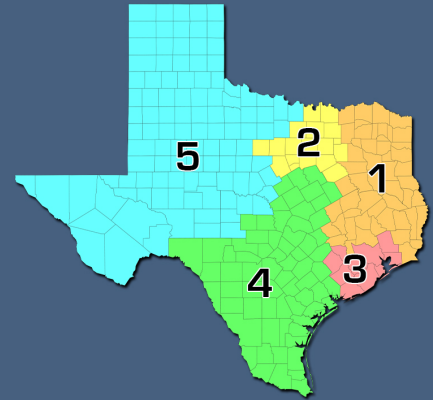
REGION 3 DISTRICT PAROLE OFFICES MAP

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



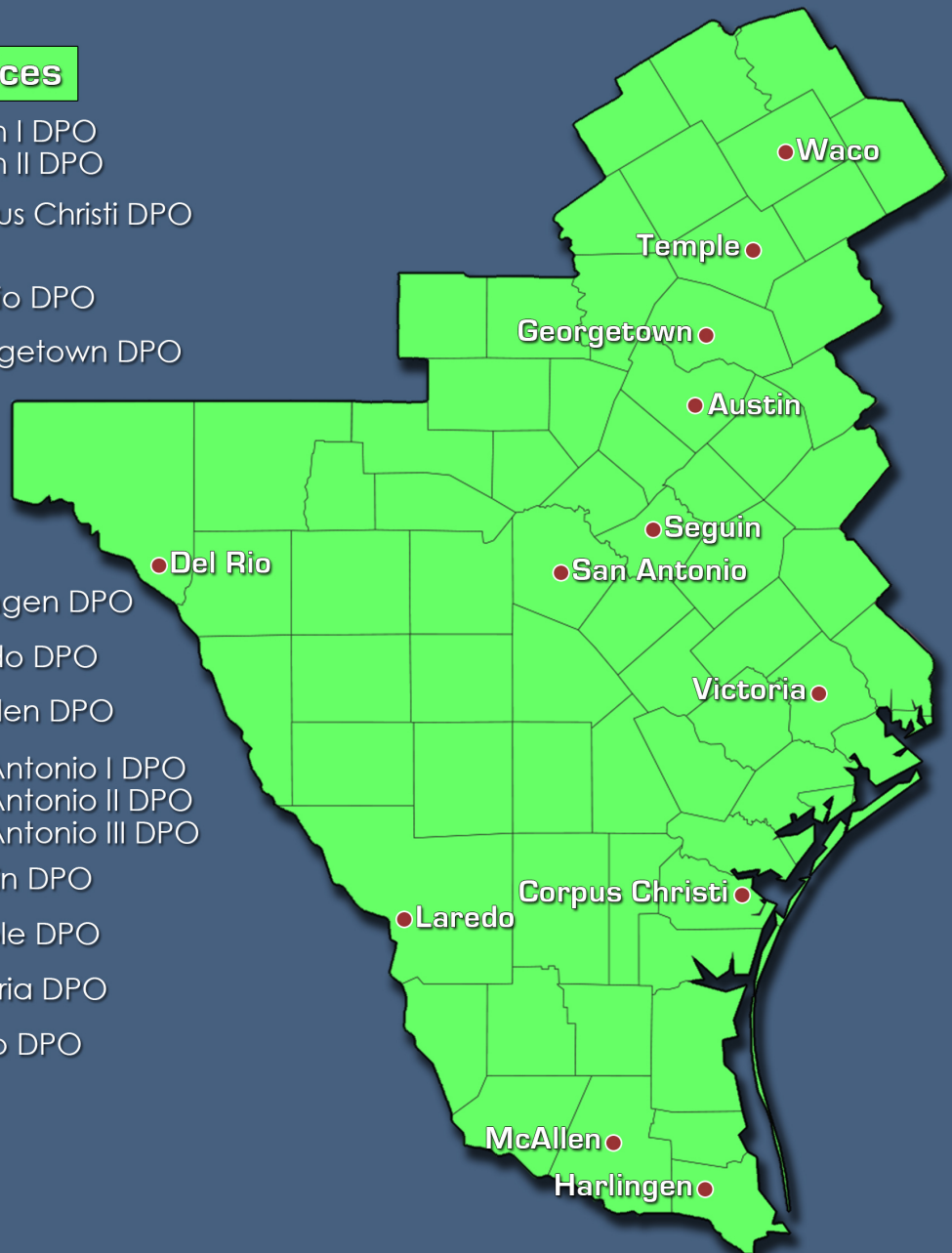


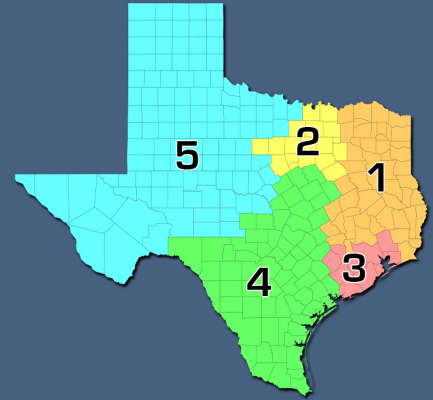
REGION 4 DISTRICT PAROLE OFFICES MAP

City

Offices

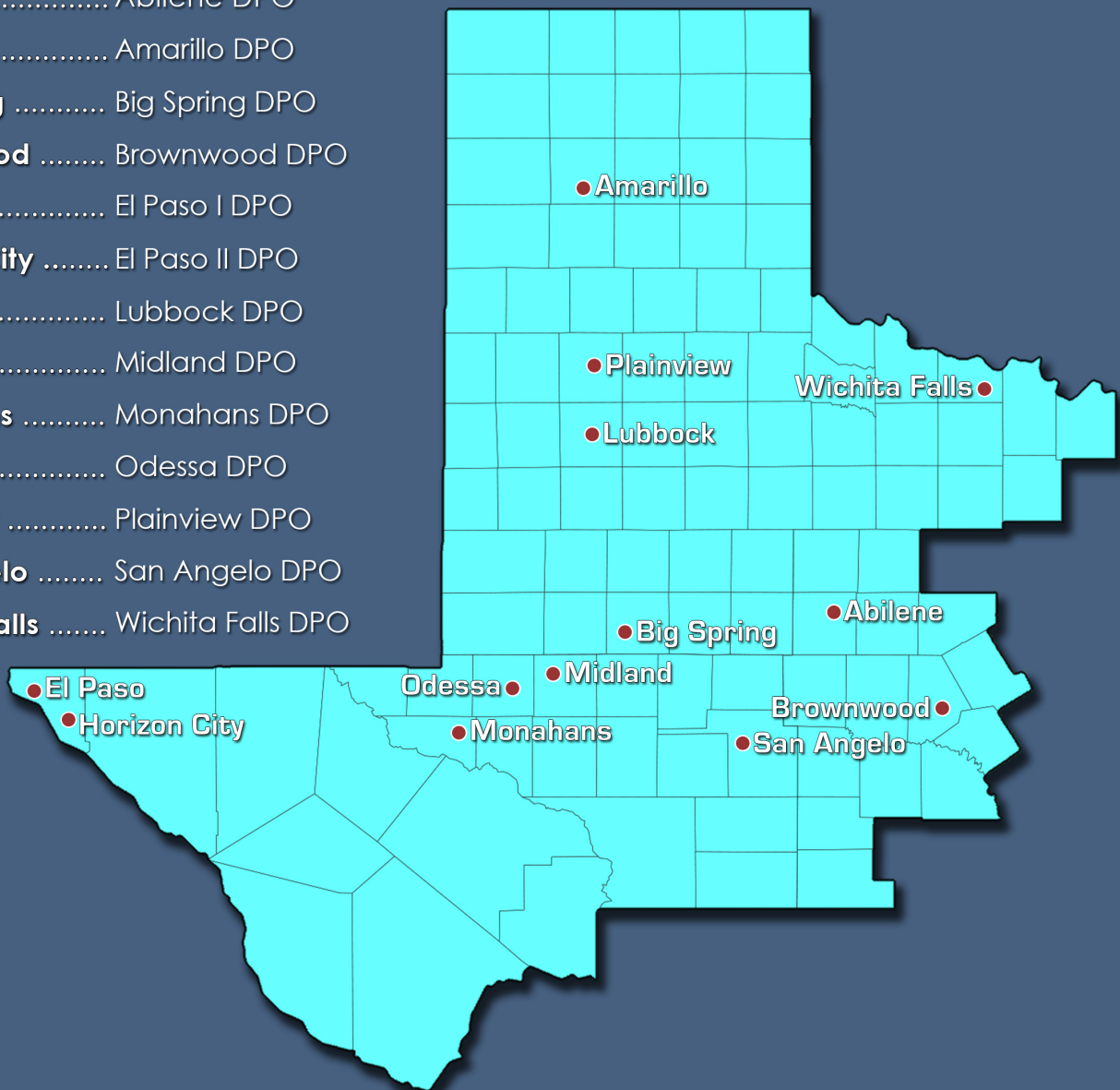
Austin	Austin I DPO Austin II DPO
Corpus Christi	Corpus Christi DPO
Del Rio	Del Rio DPO
Georgetown	Georgetown DPO
Harlingen	Harlingen DPO
Laredo	Laredo DPO
McAllen	McAllen DPO
San Antonio	San Antonio I DPO San Antonio II DPO San Antonio III DPO
Seguin	Seguin DPO
Temple	Temple DPO
Victoria	Victoria DPO
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 the oversight and monitoring of privately operated correctional facilities and contracted substance abuse treatment providers, as well as privately operated community facilities, such as residential reentry centers (RRCs) and transitional treatment centers (TTCs). The division is organized into two sections: Operations Monitoring and Compliance Monitoring. Currently, this includes 73 contracts with 141 locations (*see table below*).

CORRECTIONAL FACILITIES		
Type	Facilities	Beds
Correctional Centers	7	4,618
State Jails	3	4,080
Multi-Use Treatment Facility	1	2,236
Total	11	10,934

COMMUNITY BASED FACILITIES		
Type	Facilities	Beds
RRC's and County Jails	10	2,080
Residential TTC's	20	1,946
Multi-Use Treatment Facility	1	2,236
Total	31	6,262

CONTRACTED SUBSTANCE ABUSE PROGRAMS		
Type	Facilities	Slots
SAFP / IPTC Substance Abuse Treatment	12	5,877
ISF Cognitive and Substance Abuse Treatment	3	1,156
State Jail Substance Abuse Treatment	6	1,200
DWI Treatment	3	1,000
Cognitive Pre-Release Treatment	1	136
Outpatient Substance Abuse Treatment	65	7,627
Total	90	16,996

Operations Monitoring

Operations Monitoring is responsible for completing monthly contract reviews to ensure all administrative and programmatic requirements of the contract are met. This area has 28 contract monitors supervised by four regional supervisors. Other responsibilities include:

- ▶ Assisting facilities in maintaining compliance with PREA and ACA standards
- ▶ Completing follow up contract reviews
- ▶ Conducting unannounced site visits
- ▶ Reporting any significant events or incidents

Compliance Monitoring

Compliance Monitoring is responsible for mitigating risk for PFCMOD by ensuring divisional processes are accurate, thorough, and timely. Compliance monitoring has 22 positions and is comprised of Quality Assurance; Contract Management and Placement Services; and Business Operations.

Quality Assurance

- ▶ Investigates any allegations or concerns regarding privately operated facilities
- ▶ Completes a risk assessment on contracted vendors
- ▶ Evaluates all contract reviews for consistency and thoroughness

Contract Management and Placement Services

- ▶ Acts as contractual liaison between PFCMOD and contracted vendors
- ▶ Coordinates all contractual functions for PFCMOD to include drafting Requests for Proposals, reviewing all proposals, participating in contract negotiations, and preparing contract modifications
- ▶ Coordinates and completes authorizations for those needing to continue substance abuse treatment in the residential TTCs

Contract Management and Placement Services

- ▶ Monitors expenditures, projects funding requirements, and ensures board authority is not exceeded
- ▶ Completes performance measures, funding requests, and budget inquiries
- ▶ Audits contractors' monthly invoices and calculates financial adjustments due to contractual noncompliance





Programs

Reentry and Integration Division 39

Rehabilitation Programs Division 41

Victim Services Division 47



Reentry and Integration Division

The Reentry and Integration Division (RID) works toward developing a seamless resource support system for inmates 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 2020, 146 RID case managers provided pre-release, special need and releasing services, to include releasing functions, and 51 case managers provided post-release services to inmates and clients across the state. More than half of the 58,000 inmates released in FY 2020 from TDCJ are subject to no supervision requirements, but all releasing inmates 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 inmates and clients 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 inmates 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, the assessment and case planning phase, unit-based reentry case managers assess the inmate's criminogenic needs and risk of reoffending. Phase III, the community case management phase, 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 aids 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 inmates, unit medical staff, human services specialists, community resources and the inmate's family to ensure post-release continuity of care planning. Additionally, to minimize delay in receiving eligible entitlements, pre-release benefit applications are submitted for inmates who have a severe or persistent illness.

In FY 2020, Reentry Planning provided pre-release individualized reentry planning services using the Texas Risk Assessment System (TRAS) to 17,751 eligible inmates scheduled for release within six months. During this same year, the division processed and submitted applications for 21,571 Social Security cards and 25,045 certified birth certificates. As a result of verified Social Security cards and certified birth certificates, 32,451 inquiries were submitted to the Texas Department of Public Safety leading to 18,117 applications for Texas identification cards for releasing inmates. Copies of the division reentry resource directory were made available to inmates in prison units and state jails, as was access to Texas Connectors, an online interactive tool which links those seeking assistance with more than 161,000 nonprofit social service providers.

The post-release Community Reentry Program provided case management services to 10,216 clients, employment services to 35,757 clients and distributed 9,801 identification documents to post-release clients. Reentry resource information was provided to 8,765 callers via the division's toll-free hotline.

As of August 2020, TDCJ housed 7,345 veterans and 7,757 veterans were identified as under parole supervision. The Reentry Veterans Coordinator coordinates services for those Veterans both pre-release and post release which includes unit programming and unit housing dedicated to veterans, assistance with veteran benefit applications, coordination of Compensation and Pension exams, access to education benefits, apportionment and continuity of care planning with veteran peer groups for post-release assistance. Through a partnership with the Texas Veterans Commission, Reentry provided coordination and oversight for the Veterans Reentry Dorm program at the Travis County State Jail with 45 successful graduates released in FY 2020 and through that same partnership coordinated benefit application processing for over 700 inmates in TDCJ custody.

Inter-Agency coordination is essential for reentry success, Reentry assists other partner divisions and WSD with those initiatives through the Strength Through Restoration, Independence, Vision, and Empowerment (STRIVE) Reentry Center. The STRIVE Reentry Center is



a twelve-week reentry program for women leading up to their release. The Reentry and Integration Division staff coordinate with employers and resources providers to have career fairs at the facility. This is an opportunity for employers to conduct interviews with the participants and potentially offer employment. The women attend these events in professional attire and release with the interview outfit along with additional professional and leisure clothing, shoes, accessories, and hygiene items. In FY 2020, 110 women graduated from the program with 109 accepting an employment offer prior to release, many receiving more than one offer. Since the COVID-19 pandemic, career fairs and job interviews have been held virtually. This still allowing the participants to gain employment prior to release. Reentry also assists with ordering identification documents, reentry case planning, linkages to community resources and medical and mental health continuity of care needs.

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 inmates with special needs, with additional targeted funds for case management and intensive treatment services. TCOOMMI also provides continuity of care for non-inmate populations, such as defendants initially found incompetent to stand trial, mental health discharges from the Texas Juvenile Justice Department and wrongly imprisoned persons. TCOOMMI program case managers coordinate with county jails and courts to find alternatives to incarceration for inmates 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 2020, through formalized agreements with the 39 Texas Local Mental Health Authorities (LMHA), TCOOMMI provided community-based behavioral health services for 34,704 justice involved individuals and medical continuity of care services to 38,894 justice involved individuals, along with case management services for 564 juvenile and 5,710 adult inmates.

Reentry Grant Initiatives

A Second Chance Act- Adult Offender Reentry Demonstration Grant was awarded through the Federal Bureau of Justice Assistance (BJA) in January of 2018. The grant served clients at the Dallas and Fort Worth Residential Reentry

Centers. The project concluded with successful outcomes allowing case management services to continue.

Another Second Chance Act – Adult Offender Reentry Demonstration Grant known as the Coming Home program grant was awarded through the Federal BJA. This grant is to serve those inmates sentenced to the Substance Abuse Felony Punishment Facility (SAFPF) in the TDCJ-Correctional Institution Division that target higher risk inmates with severe and persistent mental health. This occurs from the time of identification while in the county jail setting, during treatment programming while at the SAFPf program through the inmate's release and participation in the substance abuse Transitional Treatment Center (TTC) in the community to ensure mental health needs are met while in the substance abuse continuum of care. This grant began in FY 2019 with a project end date of September 2021. There have already been successful program completion rates demonstrated for the program.

Additionally, Reentry and Integration received the Second Chance Act -Adult Offender Reentry Demonstration Grant through the federal BJA, Bridging the Gap. This grant was awarded at the beginning of FY 2020 and targets the parole Intermediate Sanction Facility (ISF) clients with a higher criminogenic risk experiencing persistent and severe mental illness who are returning to the Harris County area.

Mapping the Future provides for a strategic planner to provide gap analysis on the current system and create a comprehensive strategic plan allowing for enhancement and introduction of new services and methods that would improve employability and reentry service to the Bryan-College Station and San Antonio area. This grant began in FY 2019 with a project end date of September 2021.

Beyond the Walls provides for female inmates at Woodman and Plane State Jails. The goal is to address and coordinate resources specific to release preparation efforts related to employment, such as resume building employment application completion, child support issues grooming and dress as well as transportation availability/needs in the area of release. This grant began in FY 2020 with a project end date of May 2021.



Rehabilitation Programs Division

The rehabilitative and treatment programs provided to inmates by the Texas Department of Criminal Justice (TDCJ) are a collaborative 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 inmate treatment. The RPD is responsible for ensuring all programs operate with consistency and quality with respect to planning, implementing, and integrating the delivery of treatment programs across divisional lines.

The RPD facilitates inmate 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 inmates throughout the incarceration and supervision period.

Inmates in prisons and state jails are placed in appropriate programs by various means such as the Individualized Treatment Plan (ITP) which identifies a need for specific programming or through a parole vote known as FI-R, which indicates an inmate may be released to parole upon successful completion of a particular program. Inmates who meet eligibility may also volunteer to participate in programs where space and time permit.

Female Inmate Programs

The RPD meets the programming needs of female inmates 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

The Baby and Mother Bonding Initiative Program (BAMBI) partners RPD with HSD, CID, the University of Texas Medical Branch, Santa Maria Hostel, Inc., and other local foundations to provide up to twenty-two (22) new mothers an opportunity to bond with their babies in a safe and healthy environment. The participant receives training in child development education, life skills, infant first aid and CPR, nutrition, peer recovery, cognitive skills, anger manage-



The BAMBI program provides the opportunity for new mothers and their babies to bond and spend time together in a safe environment.

ment, 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 inmates. The program is designed to effectively manage the behavior of inmates and provide opportunities for behavioral change. The goal is to motivate participants to change their way of thinking and behavior, 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 pro-social behaviors in a controlled environment, where participants learn to identify unhealthy thoughts which lead to inappropriate behaviors. Topics include substance use education, anger management, relationships, domestic violence awareness, criminal thinking, and victim empathy.

Girl Scouts Beyond Bars

Girl Scouts Beyond Bars gives 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)

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, GO KIDS is available on the agency website (www.tdcj.texas.gov/gokids) to provide a reliable connection to valuable resources and services across Texas.

Several organizations, including Big Brothers Big Sisters of North Texas, Amachi Texas, No More Victims, Inc., Texas Boys Ranch, and KICKSTART work directly with the children of inmates and offer mentoring, counseling, and empowerment opportunities.

Our Roadway to Freedom

Our Roadway to Freedom is an intervention and recovery program targeting inmates 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 inmates, as well as their families. This volunteer-provided course is based on the life and teachings of Jesus Christ.

STRIVE Reentry Center

The Strength Through Restoration, Independence, Vision and Empowerment (STRIVE) Reentry Center is a multi-divisional collaborative effort between CID, RPD, RID, WSD, Manufacturing, Agribusiness and Logistics Division, Parole Division, and Volunteer Programs. Initiated in August 2019, the purpose of STRIVE is to prepare women with a FI-2 or Flat Discharge for successful reentry. The twelve-week program utilizes trauma-informed care, a gender responsive, peer mentor approach, to address issues such as domestic violence, sexual assault, childhood and adult trauma, gender socialization, parenting, and substance use. Educational programming includes goal setting, wellness, financial literacy, and employment skills (such as basic computer, professional attire and hygiene, job application and resume preparation, mock interviews, and communication). Reentry Services include employment/career fairs, employer speakers, and Family Day. The information



TDCJ Executive Director Bryan Collier visits with members of the inaugural STRIVE Reentry Center graduating class as they wait to enter the graduation ceremony. (note: ceremony was held prior to COVID-19 pandemic restrictions)

and skills training offered through this program provide women the opportunity to empower themselves through self-reflection, knowledge and understanding.

Truth-be-Told

Truth-be-Told (TBT) offers female inmates the opportunity to provide an honest recount of the events that led them to prison to an attentive and respectful audience of invited guests. Before sharing their story with an audience, the inmate must participate in an eight-week series of classes in which they share their story with their peers. TBT is a unique program staffed by volunteers that 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 female facilities to record inmates reading stories and creating short messages for their children. The tapes and new books are then mailed to their children, allowing them 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 inmates prior to their release, strengthening community support for inmates 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 inmate to identify their programmatic needs and provide a record of programmatic activities. An automated information management system, the ITP captures an inmate's risk and needs profile, individual demographics, and assessment scores, including educational, vocational,



and substance use treatment needs related to criminogenic risk for the purpose of ensuring appropriate program placements.

Post-Secondary Education Programs (Academic and Vocational)

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

Post-secondary programs are provided through contracts and Memorandum of Understandings with colleges and universities serving the geographic areas where the units are located. Inmates 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 inmate 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 monitor the inmate from the time of the FI-R vote to ensure that they are transferred to the voted program at the designated time. RPD staff informs the BPP and the PD of any inmate'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 inmate'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 provide pastoral care and counseling services to those incarcerated in TDCJ-operated units and contracted facilities, as well as clients who are on parole.

Chaplaincy serves more than 429 different faith preferences and facilitates 126 faith-based dorms on 100 units. Faith-Based Dorms (FBD) are designed to offer support for inmates who desire to incorporate religious faith and practice in a group setting. FBDs are a collaboration between CID, the Religious Services Department, and faith-based community volunteers. FBDs offer support and account-



Inmates socially distance during a service in the chapel at the Wynne Unit in Huntsville.

ability, 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 (IFI), a pre-release program located at the Vance Unit. This program spans 18 months of the inmate'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 inmates within 12 to 20 months of release who are returning to the Dallas/Fort Worth, El Paso, Houston, or San Antonio areas.

Scarborough College

This educational opportunity is made available through the collaboration of TDCJ, The Heart of Texas Foundation and Scarborough College at the Darrington Unit (formerly Southwestern Baptist Theological Seminary). Inmates who graduate receive a four-year, fully accredited Bachelor of Science in Biblical Studies degree. The curriculum focuses on equipping the students so they are able to assist in teaching, preaching, and ministering to the TDCJ inmate population. Upon graduation, the inmates spend the remaining years of their incarceration in ministry service within TDCJ, encouraging the moral rehabilitation of other inmates.

Sex Offender Rehabilitation Programs

Sex Offender Education Program

The Sex Offender Education Program (SOEP) is a four-month program designed to assist inmates 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 inmates 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 inmates with an FI-4R vote from the BPP.

Sex Offender Treatment Program-9

The nine-month Sex Offender Treatment Program (SOTP-9) is designed to assist inmates 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 are 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 inmates 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 inmates 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 inmates assessed to be of higher risk and with greater need. Priority placement is given to inmates with an FI-18R vote from the BPP.

Sex Offender Civil Commitment Treatment Program

The Sex Offender Civil Commitment Treatment Program is an 18-month pre-release treatment for inmates 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 Risk Assessment

State law requires all inmates registered for sex offenses to be assigned a risk level indicating the likelihood of re-offense. The risk level is reported as part of the registration

information recorded by the Texas Department of Public Safety and governs community notification. The risk level may be used when determining the appropriate treatment regimen. The majority of inmates 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.

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 inmates with two or more qualifying sexual offense convictions.

TDCJ staff members present inmate information to a multi-disciplinary team which determines whether the inmate has been convicted of at least two qualifying offenses, and whether the inmate is likely to commit a sexually violent offense after release. If these criteria are met, the multidisciplinary team recommends the inmate be evaluated by an expert to determine if they possess a behavioral abnormality. All inmates 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 inmates with sex offenses, one member with experience as a treatment provider for inmates with sex offenses, 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.



Substance Use Programs

Driving While Intoxicated Recovery Program

The In-Prison Driving While Intoxicated (DWI) Recovery Program uses a six-month multimodal curriculum, targeting 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 the Pre-Release Therapeutic Community (PRTC) Program are both intensive six-month programs based on the principles of a therapeutic community. They are intended for incarcerated inmates with serious risks related to substance use disorders or criminal ideology. Inmates 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 inmates 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 (SAFPFs) and In-Prison Therapeutic Communities (IPTCs) provide services to qualified inmates identified as needing substance use treatment. Felony probation clients are sentenced to a SAFPF by a judge as a condition of community supervision in lieu of prison or state jail. Parole voted clients may be voted in by the BPP as a modification of their parole. Inmates are voted into the IPTC program by the BPP as a condition of release.

Both the SAFPF and IPTC are intensive treatment programs with six-to-nine month 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, clients 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 clients in a TTC. A nine-month in-prison program is provided for

special needs clients who have a mental health and/or a medical diagnosis.

In-Prison Substance Use Treatment Program

The In-Prison Substance Use Treatment Program (IPSUTP) is an intensive therapeutic community (TC) program for CID inmates entering TDCJ with substance use history. It is not a parole-voted program, but a six-month in-prison therapeutic community program where inmates who have similar treatment needs live and work together toward a common goal of addiction recovery, positive behavior, and life change. Upon completion of the IPSUTP, inmates are transitioned out of the treatment unit and into a CID unit to complete their sentences while utilizing the knowledge and skills gained in the program. Inmates that complete the six-month IPSUTP program may be required to participate in post-release substance use programming, or any other parole vote as decided by the BPP.

Volunteer Services and Special Populations

Returning Population Gang Renouncement and Disassociation

Inmates 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 inmates from restrictive housing to general population housing.

Cognitive Intervention Transition Program

The Cognitive Intervention Transition Program (CITP) is designed to assist inmates 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 (CIPP) is designed to reduce recidivism by preparing inmates formerly housed in administrative segregation for successful reentry into their communities. The program provides inmates 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 inmates in the custody of CID are assigned to the Champions Youth Program 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 inmate. 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 inmates or released from TDCJ custody back to the community. Inmates 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 inmates willing to renounce their gang affiliation and reflects inter-divisional cooperation between the CID, RPD, and the WSD. Restrictive housing inmates 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 inmates in general population to renounce their membership from a gang. GPGRAD inmates receive a modified version of the GRAD programming specifically designed for STG inmates 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 inmates who were formerly housed in restrictive housing. SVORI is a coordinated partnership between RPD, CID, PD and BPP. The program lasts seven-to-eigh-

teen 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 material, using a curriculum which addresses the leading causes of recidivism; Phase II is required for inmates whose parole stipulation includes SVORI aftercare.

Volunteer Coordination Committee

The Volunteer Coordination Committee (VCC) 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 inmates. Through the efforts of volunteers, inmates are given the opportunity to learn healthy life skills, gain education, acquire vocational training, and develop good work habits while abstaining from substance use and criminal activity, so they may secure gainful employment and successfully and responsibly reintegrate into the community. At the close of FY 2020, there were 19,589 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

Integrated Victim Services System

The Integrated Victim Services System (IVSS) provides registrants (crime victims, surviving family members, witnesses who testified at trial and concerned citizens) with notifications regarding an inmate'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 inmate's incarceration and supervision, including the parole review process. Each case is unique, and the notifications are typically driven by the status of the inmate.

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 2020, the VSD has added 5,533 registrants to IVSS. The division processed 134,096 pieces of correspondence, which included notifications sent, parole protest materials received, and Victim Impact Statements.

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 inmate status, the criminal justice system, meetings with the Board of Pardons and Paroles (BPP), and other services available to victims. In FY 2020, there were 8,459 hotline calls received. The hotline maintained a grade-of-service rate of 98.6 percent, which means that 98.6 percent of calls were answered by hotline representatives within one minute. Only 1.1 percent of calls were abandoned by the caller in FY 2020. With the addition of IVSS, the VSD also implemented the use of an after-hours call center which received 1,093 calls during FY 2020.

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 inmate's parole supervision or clarification of victims' rights. There were 166 transmittals processed

to the BPP in FY 2020 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 2020, the VSD received subsequent indictment notifications pertaining to the new indictments of 369 relevant inmates from district attorneys in 144 counties. The VSD analysts identified 74 inmates with registered victims and sent a notification to 99 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 2020, the VSD held 70 training sessions with a total of 2,363 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 2020 the total number of new victims served was 2,428. Regional Victim Services Coordinators also provide train-



ing 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 (TVAT) Academy

Most years, a three-and-a-half day, in person, foundational TVAT Academy is hosted by the TxCVC. Due to the COVID-19 pandemic, the TxCVC was unable to host the Academy this year. Instead, they offered a four-hour virtual training for selected TVAT Academy students. 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 is 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 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 2020, 649 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 2020, at least one VSD staff member attended 10 executions, providing support to 25 victim witnesses and 4 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 inmate 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



The Victim Offender Mediation Dialogue (VOMD) program gives victims of violent crime a chance to meet face-to-face with the inmate responsible for their victimization. These meetings are held in a safe environment with a moderator, as shown above.

answers to questions regarding the offense. Participation in VOMD is voluntary for both victim and inmate 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 inmate by VOMD staff. During FY 2020, 70 VOMD cases were initiated or reopened and 11 mediations were facilitated. Of those 11 mediations, eight were person-to-person and three were creative alternative mediations. Mediations were on hold during the early stages of the COVID-19 pandemic, creating a significant reduction in mediations for FY 2020.

Resiliency and Wellness Trainings

As part of a VOCA discretionary grant awarded by the Governor's Office Criminal Justice Division, the TxCVC was able to facilitate wellness trainings for VSD staff provided by the Warrior's Rest Foundation between August and September of 2020. These trainings were provided to VSD staff members throughout 12 mini-sessions occurring twice a week. The trainings covered the signs, symptoms and negative effects of stress and trauma. Additional topics included suicide awareness and intervention, techniques for staying resilient and healthy, and coping with depression, anxiety and loss. Attendee evaluations indicated an overwhelming appreciation for the training.





Support Services

Administrative Review and Risk Management Division	50
Business and Finance Division	51
Facilities Division	53
Health Services Division.....	54
Human Resources Division	55
Information Technology Division	57
Manufacturing, Agribusiness and Logistics Division	59
Office of the Chief of Staff.....	61
Office of the General Counsel	63
Office of Emergency Management	63
Training and Leader Development Division ..	64



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 inmates 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 inmates, notary public services, inmate legal, educational and religious in-cell storage management, parole revocation hearing reviews and court transcript administration. Law library attendance in FY 2020 totaled 182,025. The number of legal research materials delivered to inmates with indirect law library access totaled 370,581.

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 inmates by providing trained staff to assist them during the disciplinary process. During FY 2020, Counsel Substitutes were involved in the disciplinary process for 91,486 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 2020 PREA audits were conducted at 20 state and privately operated facilities.

Inmate Grievance Program

The purpose of the Inmate Grievance Program is to promote awareness and positive intervention between staff and inmates, 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 inmate grievances, the program enhances staff and inmate safety while giving agency administrators valuable insight into issues and problem resolution on the units. During FY 2020, unit grievance investigators processed approximately 126,322 grievances at the unit level, while central office staff processed approximately 30,310 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 2020, staff responded to approximately 57,905 inquiries received through the U.S. mail, facsimile, telephone, or the Internet. The office serves as the agency's liaison with inmate



family support groups, to include hosting quarterly family group meetings. In FY 2020, the Ombudsman Office hosted one Public Awareness Corrections Today (PACT) conference, and 16 Texas Inmate Families Association (TIFA) meetings during this period.

Risk Management

The Risk Management Department coordinates with agency departments to implement risk reduction strategies regarding the inmate 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 inmate 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 2020, Accounts Payable received and processed approximately 111,951 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 86th Texas Legislature appropriated approximately \$6.6 billion to the TDCJ for the 2020-21 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.

Other key FY 2020-21 initiatives include: targeted salary increases for correctional officers, ranking officers, correctional laundry and food service managers, and parole officers; funding for the installation of comprehensive video surveillance systems on eight maximum-security facilities; and funding for the Corrections Information Technology System Project; funding for the agency's major repair and renovation efforts to maintain our physical plant; funding for the expansion of pretrial diversion programs and the expansion of mental health services in rural areas; funding for reentry services pilot programs in Houston and Dallas; funding for academic and vocational programs for state jail felons; and funding to expand vocational training programs. Also, \$160 million was provided above FY 2018-19 base funding for inmate health care in FY 2020-21, additional funding for medical capital equipment, funding for an occupational therapy program for inmates in the developmental disabilities program, and funding to renovate and operate additional sheltered housing beds.

In May 2020, all state agencies were directed to submit a plan outlining a 5% reduction to the current FY 2020-21 biennial budget with specific exceptions related to critical government functions. The biennial reduction plan submitted included: savings realized by only filing critical positions; reductions in travel expenditures and administrative operating costs; utilization of one-time FY 2020 funding balances in commissary operations and data center services; substantial reductions to the agency's capital funding; a reduction of funds for video surveillance and the Corrections Information Technology System; reduction of funding for academic and vocational programs; the closure of the Garza East Unit in Beeville and the Jester I Unit in Richmond, and the idling of Bradshaw State Jail in Henderson.



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 inmates access to personal funds for the purchase of commissary items, periodicals and subscriptions, and other approved expenditures such as craft shop supplies. In FY 2020, more than 1.9 million deposits totaling \$131 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 three warehouse and distribution centers that provide merchandise for resale at 163 commissary locations throughout the state. Items sold include snacks, packaged meat and fish products, coffee, soft drinks, greeting cards, shoes and electronics. Using an inmate's bar-coded identification card, the commissary's point-of-sale system records detailed sales transaction information and debits the inmate's trust fund account. Sales from commissary operations exceeded \$116 million in FY 2020.

In addition to supporting the commissary and trust fund operations, income from commissary sales is used to fund or supplement other inmate 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 inmates.

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 inmates, to complex professional services and construction projects.

During FY 2020, the department processed approximately 52,000 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 50,900 purchase order procurement actions processed. In addition, the department completed approximately 500 contract procurement actions.

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

Financial Systems and Compliance

The Financial Systems and Compliance Department was created and established in September 2019. The Compliance and Review Section of Accounting and Business Services was moved to this new department.

The mission of the Financial Systems and Compliance department is to coordinate the development, implementation and maintenance of new financial systems for the agency and to review for compliance of statutes, regulations and policies to ensure fiscal responsibility.

The department coordinates the development and implementation of the Centralized Accounting and Payroll/Personnel System (CAPPS) and related systems. In July, the implementation of CAPPS was delayed by the Comptroller's Office for two years with a new proposed start date of September 1, 2022. Review of the financial system's coding elements and further review of processes and functionality of agency programs will continue so that a smooth transition to CAPPS can be achieved upon implementation. The department provides audit functions related to Business and Finance Division Policies. To accomplish this the Compliance and Review Section performs Division Level Operational Reviews, Senior Warden Change Audit Reviews, In-House Procurement Card Audits and special audits and reviews.

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 35,000 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 is responsible for all aspects of facility management for the Texas Department of Criminal Justice (TDCJ). Functions include planning, design, construction, and maintenance of the TDCJ facilities through four major departments: Engineering, Maintenance, Program Administration, and Project Administration. The Facilities Division is responsible for design and construction of prison and supporting facilities for the TDCJ. The division also provides oversight for energy performance and conservation programs, and environmental compliance.

Engineering

The Engineering Department provides professional architectural and engineering services to support the TDCJ. The department provides overall project design and construction management for all delivery methods including contract design, construction, internal design, and construction activities. Additionally, the Engineering Department is responsible for determining specification requirements, scope, and necessary materials, thereby estimating project costs. The engineers and architects also act as consultants to the Maintenance Department and 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, as well as maintaining energy conservation initiatives.

Maintenance

The Maintenance Department maintains all TDCJ owned and operated facilities. Six regional offices provide scheduling and oversight of all maintenance-related work by managing a team of skilled maintenance technicians and inmates. Unit maintenance offices are located on each correctional facility; technical staff varies by unit, according to the mission and facility inmate population. Responsibilities also include forecasting and managing budgets, as

well as maintaining accurate databases for comprehensive reporting. Specialty crews perform repairs, renovations, and construction projects. Additionally, an asbestos team is available to provide asbestos abatement services to the TDCJ. The TDCJ headquarters staff is responsible for overseeing the entire agency facility maintenance and repair process.

Program Administration

Program Administration is responsible for facility project planning and programming functions to include the receipt and coordination of all incoming Major Work Requests. This department engages in energy audits and utility billing analysis. This department supports the division in all financial phases of design, construction, maintenance, and job closings. By monitoring construction and administrative budgets, developing and analyzing project budgets and tracking expenditures, Program Administration is able to provide the division with critical information for future budget projections. This department also works closely with staff throughout the division to purchase and replace unit equipment.

Project Administration

Project Administration provides support to the Engineering Department for both the design and construction phases of project management. This department provides support to project engineers during design reviews as well as administers project schedules and monitors construction performance as it relates to the established schedules. Additional responsibilities include the management of construction projects, to include quality assurance performed by internal or contracted methods. The Environmental Branch is located in the Project Administration Department and has the responsibility for the regulatory compliance in matters of environmental health and protection. Work performed by the Environmental Branch



includes the preparation of technical reports, research, conducting special investigations and environmental compliance auditing for the TDCJ.

Health Services Division

The Health Services Division monitors access to timely, quality health care for inmates 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 2020, TDCJ and the Correctional Managed Health Care Committee (CMHCC) monitored the provision of health care for TDCJ inmates 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.



A patient receives treatment in the new infirmary at the Crain Unit in Gatesville.

The Health Services Division monitors inmates' 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

inmate medical grievances.

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

Health Services Administration

There are three sections within Health Services Administration: Administration, Resource Management and Operational Support. Health Services Administration is responsible for all administrative functions that support the division, which includes staffing, budget/legislative reporting, purchasing, travel, records retention, and business management. The Health Services Administration also coordinates with Human Resources on employment and personnel issues.

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 inmates' 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 inmates with special medical and behavioral health needs from the county jails. The HSL also coordinates intra-system medical transfers, performs medical screenings of inmates entering rehabilitation tier programs, conducts audits of health records to ensure inmates are discharged appropriately from hospitals and infirmaries, and monitors the placement of inmates 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 inmate access to care.

The CMHC Quality Improvement and Quality Management Program reviews every facility's self-monitoring of inmate 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 disease 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 inmate medical grievances and third-party correspondence/complaints related to inmate health care issues. In addition, the OPS Patient Liaison Program performs sick call requests verification audits and operates a family hotline. Inmate 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 inmates, 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 behavioral health continuity of care information of inmates 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.

Quality Monitoring and Compliance

The TDCJ Quality Monitoring Program includes quality assurance audits that monitor chronic disease management, acute medical illnesses and communicable diseases based on nationally accepted standards. The TDCJ Director of Quality Monitoring and Compliance, a physician, conducts these audits. Audits have been performed on management of the following chronic diseases: Diabetes, Hypertension, Hyperlipidemia, Coronary Artery Disease, Congestive Heart Failure, Seizure Disorders, and Chronic Respiratory Diseases. Special audits are also coordinated by this physician and are performed at TDCJ facilities for the following reasons: 1) substandard performance on operational review audits, 2) inmate health care grievances and/or complaints that exceed the norm for a comparable facility and or 3) increasing morbidity and/or mortality trends at a particular facility.

Human Resources Division

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

The HR division is comprised of 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 2020 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; restructuring the correctional career position career ladder to provide a 3.7% salary increase, and reinstating the higher starting salary for correctional officer applicants with a bachelor's degree or two years active military service. Additionally, the Executive Director's Recruiting Award was changed to include a \$100 gift card to Walmart, Target, HEB, Kroger, Shell, Exxon, Academy, or Amazon as well as the eight hours of administrative leave.



Due to the coronavirus (COVID-19) pandemic, the correctional officer pre-employment test was suspended. All applicants are exempt from pre-employment testing and employment applications are accepted by fax, mail, or email. In July, the new online employment application became available for applicant use. Numerous newspapers, radio, billboard, and social media ads, and virtual job fairs are being utilized to continue with the CO recruiting efforts during COVID-19 and trainees in the Pre-Service Training Academy (PSTA) receive a letter advising of their current salary with their next step adjustment to assist with retention.

During FY 2020, TDCJ hired 9,003 employees. There were 14,369 CO applicants screened and 7,592 COs hired, of which 971 were veterans. An additional 310 employees entered the CO series, for a total of 7,902 new COs during FY 2020.

As of August 31, 2020, the agency's calculated annual overall attrition rate was 27.5 percent, and the correctional officer attrition rate was 33.7 percent. The CO vacancy level was 5,361 in August 2020, an increase from 4,309 at the end of FY 2019.

Selections and Clearances processed 2,103 agency application clearance requests for non-correctional officer positions, and 8,608 volunteer clearance requests. This department also processed 3,538 contract medical, 3,681 private facilities, 962 contract facilities maintenance, and 2,699 contract agribusiness clearance requests during the fiscal year.

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 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 326 sick leave pool applications, 218 extended sick leave applications, 1,668 donated sick leave applications, 1,423 days of veterans' health administrative leave, 296 military leave, and 5,596 service awards. Employee Services Workers' Com-

pensation reported 6,637 primary first injury reports and 6,615 supplemental injury reports. The Employee Services Records section processed 170 subpoenas, 14,917 written verifications of employment, 10,377 open records request, and imaged 977,604 documents into the Human Resources Master Personnel File.

Employee Services Insurance and Benefits administers the TDCJ wellness program, The Wellness Initiative. In FY 2020, 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.

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 8,174 complaints, accommodations, dispute resolutions, and unemployment claims in FY 2020. During the same fiscal year, the Drug-Free Workplace program processed 17,058 substance abuse tests, and the agency's *Discipline* program processed 9,359 employee disciplines.

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 Infrastructure and Customer Support, Enterprise Applications, Project Management and Operations, the Office of the Chief Information Security Officer, and Business Services.

Infrastructure and Customer Support (ICS)

ICS provides support for portable/mobile radios, video surveillance systems, wireless devices, telephone systems, video conferencing sites, personal computers, laptops, thin clients, printers, scanners, multifunction equipment and various special devices, mainframe monitors, terminals, controllers, multiplexors, and line printers. ICS is also responsible for maintaining the agency's telephone circuits, voice and data network cabling, wireless, and long-distance calling. Switchboard operator services are provided for agency incoming telephone inquiries, with more than 88,949 calls processed in FY 2020.

The 86th Texas Legislature provided appropriations for improvements to the agency's video surveillance systems. Contracts were awarded to the successful vendors to provide cabling and self-contained comprehensive systems at identified units. In conjunction with the new vendor-installed systems, ICS began a refresh project to replace obsolete surveillance system hardware and software at additional units.

When inmate visits were suspended to reduce potential COVID-19 exposure the agency's reliance on the Offender Telephone System (OTS) increased. The system's hours of availability were expanded, eligibility parameters were reviewed and adjusted, and eligible inmates were provided one free fifteen-minute phone call each month for a period of three months. Annual call volume for OTS increased by more than 11% from 27,735,260 in FY 2019 to 30,786,982

in FY 2020. The new OTS Video Visitation Project, originally designed for implementation at six inmate units and six family locations, was quickly reconfigured to convert family locations to enable inmates to utilize all 12 units to participate in live video visits with registered family and friends. In addition, ICS joined other ITD staff in creating, deploying and implementing a video visitation solution using tablets for inmates and families in an effort to provide additional means of visitation during the COVID-19 quarantine.

Enterprise Applications (EA)

EA consists of Application Development (AD), Enterprise Support Services (ESS), and the Business Continuity Office (BCO), and is responsible for providing development, support, and maintenance services for the major software applications used to support the agency's core inmate management business functions (incarceration and parolee supervision), as well as human resources, payroll, business, and finance related functions. EA is also responsible for the management and maintenance of servers, network infrastructure and traffic, Internet access, disaster recovery, and business continuity planning, all of which support the agency's enterprise applications and core business functions and related activity.

During FY 2020 the AD group provided critical support for the agency's COVID initiative by creating a centralized data repository for storing and organizing COVID test submissions; provided the capability for users across the TDCJ enterprise to view and print test results and lab reports; developed other systems to track exposed, active, and recovered inmates and provide the capability to deny all transfers under certain circumstances; supported the Legacy Certificate Upgrade Project; implemented enhanced reporting processes to streamline Intermediate Sanction Facility/Substance Abuse Felony Punishment Facility scheduling operations for the Parole Division's Central Coordination Unit (Internal Audit 1419); provided website content updates and upgrades for the Texas Board of Criminal Justice, Texas Correctional Industries, and the Texas Board of Pardons and Paroles; implemented the Legal Action Workflow System (LAWS) for the State Counsel for Offenders Division; developed a new application to monitor highest risk changes to inmate time (Internal Audit 1802); supported the Inspect2Protect initiative through development of system modifications to restrict deposits to eCommissary accounts to registered visitors and OTS registrants.

ESS upgraded numerous agency network sites to Ethernet circuits, thereby enhancing response times and data



Video visitation made it possible for inmates and their family members to enjoy virtual face-to-face visits during the COVID-19 quarantine.

throughput; enhanced the agency's virtual private network infrastructure to support employees working from home during the COVID-19 quarantine; facilitated a Zoom webinar in support of the first meeting of the Texas Board of Criminal Justice to be held remotely and streamed live via YouTube for public viewing.

The BCO planned and successfully performed the Department of Information Resources (DIR) 2020 Disaster Recovery exercise; coordinated the server request, procurement, and delivery through DIR contracts for the Video Visitation Tablet initiative; revised the Continuity of Operations Plan and submitted it to the TDCJ Office of Emergency Management; and worked in coordination with the Office of Space Management and the Parole Division to complete the Power Upgrade initiative in March 2020.

Project Management and Operations Office (PMO)

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

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

The PMO provided management, oversight, and analysis for a wide range of priority projects during FY 2020, including the Safe Prisons/PREA Automated Network System (SPPANS), Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), Inventory Management Project for Farm Shops, Case Management Tracking System (CMTS), Operational Review Management System (ORMS), Central Texas College and Lee College initiatives, Closed Circuit Television Internet Protocol (CCTVIP-Video Surveillance), Corrections Information Technology System (CITS), Kestrel Environmental Monitoring, Video Visitation, Implementing Tablets for Visitation, Visitation Scheduling System, Case Card initiative, Human Resource Online Application (HREA), Human Resources Live Scan, CID Live Scan Upgrade initia-

tive, Inspect2Protect, Authorization Management System (AMS), E-Signature Project, Department of Public Safety (DPS) ID Card System Upgrade, Fuginet, Verify Offender Conservatorship, Green Screen Replacement, facilitation of Rehabilitation Programs Division's Technology Assisted Treatment Grant, Texas A&M classroom initiatives, and the Employee COVID application.

The PMO also completed implementation of Microsoft Project (Project Web App), an enterprise application that provides ITD with an integrated toolset for managing technology projects and requests for service more efficiently and effectively through the development of schedules, assignment of resources, tracking of project progress, management of project budgets, and analysis of staff workloads (Internal Audit 1814).

Office of Chief Information Security Officer (OCISO)

In compliance with Texas Administrative Code (TAC) Chapter 202, the OCISO coordinated with ITD personnel and agency business owners to finalize 105 risk assessments. These risk assessments were completed using a new risk assessment application which provided improved functionality and sustainability.

The FY 2020 Annual Penetration Test was completed and showed improvements over the previous year due to the implementation of new scanning tools. All findings have been remediated and the results have been briefed to agency leadership as required.

Cybersecurity training was conducted for approximately 11,500 employees and contractors in accordance with new legislative requirements.

The annual review of the Information Resource Security Program (IRSP) was conducted for FY 2020 in compliance with the Federal Bureau of Investigation CJIS policy, TAC 202, and other state and federal laws. The 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 July of 2020.

The Biennial Cybersecurity Framework assessment was also completed in FY 2020 and the results reflected substantial improvements from previous assessments. TDCJ achieved a score of 4.83 for Security Plan Maturity, which is significantly higher than the overall state average of 3.01.

Business Services Department

Business Services supports the fiscal, planning, and resource management activities of ITD. This is accomplished through the fiscal oversight and management of all the division's appropriated funds consistent with applicable laws, rules, and agency policy. For the Data Center



Services (DCS) contract this includes management and coordination of numerous activities through the DIR. 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 2020, BSD provided new or increased oversight in the following areas: auditing and payment processing of the DIR Tex-An billing; resource management of assets for

the Manufacturing, Agriculture and Logistics Division and the Office of Inspector General; expansion of our resource management group to include management of both ITD warehouses for consumable stock; budgeting, purchasing, and resource management of video surveillance fixed assets and consumable stock; assumed responsibility for the division's Legislative responses and implementation tracking as well as the tracking of ITD-related audits.

Fiscal management of funds for ITD totaled \$74,017,416 for annual operations and capital exceptional items 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 inmates 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 inmates 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,

fresh vegetables, cotton, grain, hay, and livestock. In addition to these primary activities, Agribusiness manages livestock, operates two meat processing plants, and operates a canning plant that provide the canned vegetables, eggs, and various finished meat products required to feed the inmate population.

During the 2019 calendar year, the department raised 30 varieties of vegetables, with production exceeding 7.8 million pounds. Approximately 26,880 acres were dedicated to the production of cotton, grains, and grasses, resulting in the harvest of 69.5 million pounds of production. At the close of calendar year 2019, on-hand livestock included 13,069 head of cattle, 16,574 swine, 232,614 laying hens, and 1,167 horses. The poultry program produced approximately 4 million dozen eggs and the swine operation shipped 15,885 hogs to the packing plant. During this period, TDCJ food processing plants canned 255,783 cases of vegetables and delivered more than 23.0 million pounds of finished meat items.

Financial Operations

The Financial Operations department includes the Financial Support Office (FSO), the Texas Correctional Industries (TCI) and 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



Three young horses at the Wynne Unit Farm in Huntsville take a break from their training to become security horses.

easements, and other land matters. Land considered suitable for agricultural use is employed in the production of



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 Inmate Work and Training Programs and Planning and Research.

Inmate Work and Training Programs (IWTP) oversees the MAL Division's designated training facilities at Wynne Computer Recovery and Geographic Information System (GIS), and Mountain View Braille.

During FY 2020, Wynne Computer Recovery provided 3,044 refurbished computers to Texas public schools, and 53 to the Texas Court Appointed Special Advocates (CASA). The Mountain View Braille facility offers inmates an opportunity to earn braille certifications from the Library of Congress and provides braille transcription services to education agencies. During FY 2020, the braille facility transcribed 94,453 pages of braille and 25,612 pages of tactile braille. The GIS facility provides GIS data conversion services while simultaneously training inmates in computer-aided drafting and GIS programs.

IWTP also documents inmate 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 inmates with MAL Division work experience; and uses Work Against Recidivism (WAR) data to measure post-release employment success. In FY 2020 IWTP participated in 18 re-entry job fairs.

IWTP 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 2020, PIE participants earned \$730,830 and contributed \$79,741 in federal taxes, \$73,084 to crime victims' compensation, \$5,515 to restitution, \$73,962 for family support, and \$358,900 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 (TCI)

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 inmates released from the TDCJ in FY 2017 who worked more than three years in an MAL job during their incarceration is 8.15%.

During FY 2020, 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 11,400 customer orders. Sales for the 33 TCI facilities and the three designated training facilities were \$72.3 million for the fiscal year.

Transportation and Supply

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



An Equipment Operator conducts a pre-trip check on a TDCJ truck at the Beeville Freight Terminal.

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 2,300 active vehicles, including 171 tractor trucks and 461 tractor trailers, as well as other trailers and equipment. In FY 2020, there were 12,700 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 inmates, and coordinating the

transportation and receipt of customer goods. During FY 2020, the four freight dispatch offices coordinated more than 25,400 freight hauls and truck drivers logged approximately 5.5 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 2020, the warehouses had an average inventory of \$23.8 million and maintained 2,803 items in stock. Approximately \$156 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 2020, the Office of the Chief of Staff provided oversight of Communications, Records Management, Executive Support and Governmental Affairs.

Communications

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



The TDCJ Communications video team during a sit-down interview with Executive Director Bryan Collier, discussing the agency's COVID-19 protocols and updates. The interviews were live streamed on the agency's social media channels, and viewers were invited to submit questions that were answered during the broadcast.

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 the challenging year of 2020 much of the Communications Departments efforts focused on

COVID-19 including developing the presentation of TDCJ COVID testing information to the public updated daily on the agency website. Social media efforts resulted in a total following of more than 200,000 and a monthly average of more than 1.5 million impressions. The annual TDCJ Fallen Officers Memorial service in Huntsville was produced as an event broadcast despite its cancellation as an in-person event.

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 pioneered the use of live streaming to host the first virtual meeting of a state board, the Texas Board of Criminal Justice. Four bimonthly TBCJ meetings were produced, and broadcast live during FY 2020.

TEXAS BOARD OF CRIMINAL JUSTICE



214th MEETING

will begin shortly

The TDCJ Communications Department helped facilitate the use of live streaming for the first-ever virtual meeting of a state board. During FY 2020, a total of four Texas Board of Criminal Justice meetings were produced and streamed by the department.



Criminal Justice Connections is an updated online newsletter for employees, which can be accessed by clicking on the Connections link on the TDCJ 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 inmate 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 inmate demographics, coordinates survey responses, maintains the Death Row webpage, conducts statistical analyses, and provides a variety of statistical information. Staff also prepare 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 and has been designated by the executive director to receive open records requests under the *Public Information Act*. Executive Services produces unit profiles, agency organizational charts, the *Fiscal Year Statistical Report*, and the *General Information Guide for Families of Inmates*.

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 in coordination with agency divisions and departments to track and implement, in a timely fashion, all relevant legislation proposed and passed by the Texas Legislature. Governmental Affairs assists the Chief of Staff in the coordination of special projects, and serves as a resource on inquiries about the agency to various legislative and executive branch 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 and supervise employees who manage 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, inmate health care, inmate sentence time calculation, parole, and community supervision matters, as well as TDCJ contracts, rules, and policies. This section drafts formal and informal legal opinions for the TDCJ as requested.

Attorneys in the Legal Affairs section provide advice about the Public Information Act, seek rulings from the Office of the Attorney General (OAG) when necessary, and provide legal support regarding use of force and suicide reviews, 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 inmate civil rights litigation. Attorneys in this section are involved with all phases of litigation, including discovery, records production, trial support, mediations, settlements, and appeals. The Litigation Support section also reviews and processes claims for damages involving TDCJ property and TDCJ employees.

Program Administration

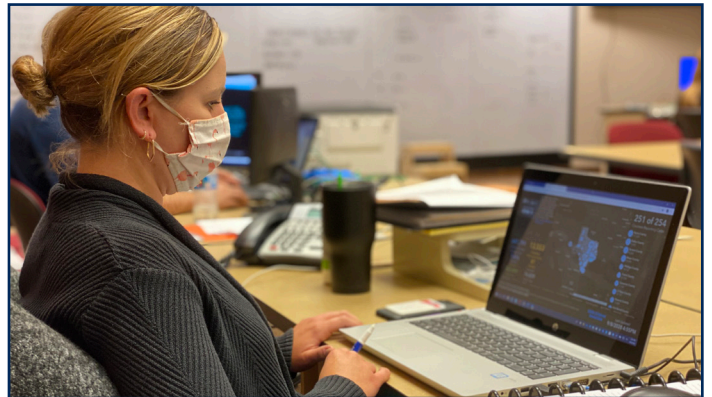
The Program Administration section provides overall administrative support for the OGC, including assisting OGC attorneys, fiscal management, preparation and review of OGC policies, performance measures, case management, records retention, and storage. The Program Administration section also provides general assistance and legal advice to the TBCJ and TDCJ leadership as requested.

Office of Emergency Management

The Office of Emergency Management (OEM) 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 (TDEM) State Emergency Council and coordinates logistical and law enforcement support activities for the State Emergency Management Plan. The office also works with 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 OEM works to identify potential hazards and threats to the agency and develops mapping, modeling and forecasting tools to lessen their effects. The office also monitors for seasonal issues such as heat advisories, hurricane watches, winter advisories and responds accordingly when necessary.

The COVID-19 pandemic had a substantial effect on operations for the OEM. In collaboration with agency divisions and through communications with the Centers for Disease Control, the TDEM, the Texas Department of State Health Services and TDCJ's university providers, the OEM has monitored developments associated with the spread



A member of the COVID-19 command center team helps to monitor data and information related to the pandemic.

of COVID-19 and its agency impact. During the pandemic, the OEM worked with staff from numerous divisions to man the COVID command center daily. Operations included the tracking of inmate and staff data related to the pandemic, preparation of reports, and coordination of agency conference calls. During this unprecedented emergency the OEM, along with division staff, continuously developed and improved the processes required to properly document and track the data. In coordination with the TDEM, the OEM assisted the agency with the ordering and tracking of Personal Protective Equipment (PPE), testing materials, and other equipment to assist with the prevention and mitigation of the spread of the virus.



Training and Leader Development Division

Training and Leader Development Division (TLDD) 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 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.

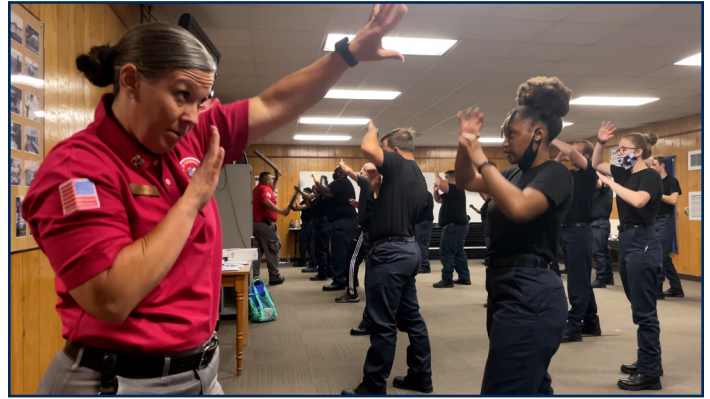
Employees are identified for their leadership potential and developed as the agency's next generation of leaders through a deliberate succession plan involving mentorship and sustained leader development experiences. TLDD contributes to the retention of our force by empowering them with knowledge, by 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), along with in-service training to all unit-based staff. 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 2020, 5908 cadets graduated from the PSTA.

The physical agility test (PAT) is a realistic assessment of an employee's ability to meet the physical demands of their environment. Uniformed staff must complete the assess-



TDCJ Correctional Training staff members lead pre-service cadets through physical training exercises.

ment 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 are 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 2020, 877 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 2020, 21,185 employees completed in-service and specialized training courses.

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 procedures, and conducting thorough investigations. In FY 2020, 504 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 realis-



tic scenarios to simulate emergency situations. 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 2020, 109 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 2020, 40 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 of Correctional Officers. Training focuses on general management, labor laws, employee-management relation, leader development, the criminal justice system, and relationships with other service agencies.

Assistant Wardens Annual Training

In this 40-hour program 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.

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.

Note: Due to the unprecedented circumstances posed by the pandemic, advanced leadership training for Majors, Assistant Wardens, and Senior Wardens was suspended in FY 2020.

Human Resources Training

The Human Resources (HR) Training section has five employees that develop and conduct training on various

topics relating to human resources, 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
- ▶ Employee Discipline
- ▶ Workers' Compensation and Return to Work Program



Parole Training

The Parole Officer Training Academy (POTA) has a staff of approximately 17 employees that are responsible for providing training to the Pre-Service and In-Service training programs. The POTA staff provides in-classroom instruction, in addition to hands-on experiential training exercises. Curriculum is delivered via a blended mix of in-person instructor lead training and virtual distance education. Pre-service training is comprised of modules that serve as building blocks to Government Code 508, Parole and Mandatory Supervision. To further support their learning and acclimation to client supervision, academy attendees are assigned a laptop and a cellular device for use throughout the duration of training. In FY 2020, 294 trainees graduated from the POTA.

Parole In-Service training is attended by all parole series staff (Parole Officer I-V). Several topic areas are covered including violation reports, ethics, human trafficking, suicide awareness and emergency action planning. In FY 2020, approximately 1,700 parole division series staff completed in-service training.

Unit Supervisor School

The Unit Supervisor (PO III) training is a 36-hour supervisory skills training that is required within approximately 120 calendar days of the selection effective date. The training consists of supervision strategies, computer navigation, instruction on completing Offender Related Incident reports, review of compliance reports used in tracking unit performance, conducting case conferences, conducting pre-hearing investigations, legal liabilities, caseload analysis, and leader development.

Parole Supervisor Training

The Parole Supervisor (PO IV) training is a 36-hour management and supervisory training forum designed for region parole supervisors to develop and demonstrate interpersonal and practical skills necessary to manage district parole offices and their staff. Parole supervisors actively participate in presentations and receive hands-on experience in the Parole Division Command Center by working two hours in the command center during this training course. Parole supervisors also receive training on computer navigation, reports, staff development tools, investigations, overview of specialized caseloads, budget and procurement cards, managing employee work hours, caseload analysis, and the Parole Division's Emergency Action Plan.

Assistant Region Director/Assistant Section Director Course

The Assistant Region Director/Assistant Section Director training is a 21-hour management training implemented

for upper level management to provide additional tools for management oversight. Topics focus on Office of Space Management, Strategies for Managing Crisis and Change, Staff Development Tools, Strategies for Caseload Tracking and Fee Collection, Processing Executive Summaries, and HR topics. Region directors and section directors present strategies and insight for effective management oversight as well as provide an overview of sections and their programs. In addition, division directors provide an overview of their division functions and how all divisions work together to accomplish the goal of public safety through effective supervision.

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 with experiential webinar and classroom learning providing new community supervision officers (CSOs) the tools and baseline skills necessary to begin their journey as effective agents of change. TLDD partners with the Correctional Management Institute of Texas to conduct the 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 Texas Risk Assessment System (TRAS). Prior to attending the classroom portion (in-person or virtual), participants are required to complete a series of self-guided online training modules. Participants are required to pass an exam at the end of the training to receive their certification. 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 2020, TLDD certified 207 community supervision officers.

TDCJ has Memorandums of Understanding (MOU) with the larger community supervision and corrections departments (CSCD) in Texas, which includes 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 training with these departments but is responsible for administering the certification exam at the end of the training. In FY 2020, TLDD



conducted testing of the MOU Trainings and certified 114 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 case staff must complete this training and pass the examination within one year of being hired at the facility. In FY 2020, 90 residential staff employees completed Residential Staff Certification Training.

TDCJ has MOUs 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 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 exam at the end of the training. In FY 2020, TLDD conducted testing of the MOU Trainings on 55 residential facility employees.

TRAS End-User Training

The Texas Risk Assessment System (TRAS) is a valid, evidence-based assessment tool adopted by TDCJ in 2015. The TRAS assists officers with determining appropriate criminogenic needs to target in a client's case plan to reduce their overall risk of reoffending. This two-day training covers the principles of effective intervention, the components of case planning, and teaches participants to accurately score the TRAS. CSOs and CSCD personnel are required to pass a test at the end of the two-day course. A majority of CSOs 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 2020, TLDD certified 22 CSCD staff to administer and score the TRAS.

Distance Education Training

TLDD began offering distant learning opportunities for community supervision and corrections departments. Distance learning training was delivered using online learning software to deliver live, webinar-based trainings. TLDD created a four-hour online training, titled "Training Skills for Distance Learning Success" which provided guidance and best practices for delivering effective and engaging online training curriculums. This training was offered to TDCJ and community supervision and corrections department employees and trainers. In FY 2020, 64 people completed this online training course.



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