Texas Department of Criminal Justice

Annual Review
Fiscal Year 2021
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Mission

The mission of the Texas Department of Criminal Justice is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society and assist victims of crime.

Philosophy

The Department will be open, ethical and accountable to our fellow citizens and work cooperatively with other public and private entities. We will foster a quality working environment free of bias and respectful of each individual. Our programs will provide a continuum of services consistent with contemporary standards to confine, supervise and treat criminal 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:

I am pleased to present the Annual Review for Fiscal Year (FY) 2021 for the Texas Department of Criminal Justice (TDCJ).

During FY 2021, the dedicated employees of the TDCJ continued to fulfill the agency's vital mission: to provide public safety, promote positive change in offender behavior, reintegrate offenders into society and assist victims of crime. The mission was accomplished despite tremendous challenges, to include the continued impact of COVID-19.

I remain deeply saddened by the loss of life caused by the pandemic, in particular the deaths of those employed by or incarcerated in the TDCJ and extend my deepest sympathies to all who are grieving the loss of family and friends.

I cannot say enough about the men and women employed by the TDCJ. They are dedicated public servants who work long hours in a very demanding and sometimes hazardous environment that requires courage, commitment and professionalism in order to succeed. My fellow members of the Texas Board of Criminal Justice and I are honored to be associated with these hard-working professionals who, under the exceptional leadership of Executive Director Bryan Collier, help protect the safety of all Texans.

Sincerely,

Patrick L. O’Daniel
Chairman, Texas Board of Criminal Justice
Dear Chairman O’Daniel and Members of the Board:

During Fiscal Year (FY) 2021, the COVID-19 virus continued to have a deadly impact in Texas, across the country and throughout the world. My deepest sympathies go out 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 in TDCJ correctional facilities.

During the year, the TDCJ employed various measures to prevent the spread of COVID-19, conducted extensive testing of employees and inmates, provided access to vaccines and continued to follow Centers for Disease Control and Prevention guidelines for correctional facilities. COVID-related protocols enabled resumption of in-person visitation, continued intake from the counties without interruption and a return to classroom settings for programmatic activities.

New treatment programs related to education, technical training, restorative justice, cognitive intervention and peer education began operating during the year. Many of these programs are focused on serving incarcerated women. In addition, development began or continued on other programmatic initiatives as well as on new methods of program delivery such as secure tablets.

The TDCJ continued to close or idle surplus correctional capacity during FY 2021. Closing and idling correctional capacity helped address staffing needs, which remains a significant operational challenge for the agency. Other measures that have been used to cope with staffing shortfalls, particularly vacant correctional officer positions, include enhancing recruitment and retention, streamlining the hiring process, providing more shift and unit assignment option and enhancing career ladders. However, it is our dedicated employees working overtime who have done more than anything else to address staffing.

The TDCJ took on new challenges this fiscal year. As a record number of illegal immigrants overwhelmed communities along the southern border, the agency began to participate in Operation Lone Star. The TDCJ, at the request of Governor Abbott, began to incarcerate persons arrested for state offenses to assist local sheriffs with limited jail capacity. The TDCJ worked with the Texas Commission on Law Enforcement (TCOLE) and the Texas Commission on Jail Standards to ensure identified state facilities meet standards to hold pre-trial confine and post-conviction inmates.

Sincerely,

Bryan Collier,
TDCJ Executive Director
Overview

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The executive director of the 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.
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 the Texas Department of Criminal Justice (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 the TDCJ that report directly to the board include Internal Audit, Office of the Inspector General, Prison Rape Elimination Act Ombudsman, State Counsel for Offenders and Office of the Independent 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 Patrick L. O’Daniel of Austin, chairman; Derrelynn Perryman of Fort Worth, vice-chairman; Larry Miles of Amarillo, secretary; and members Molly Francis and Faith Johnson of Dallas, Rodney Burrow of Pittsburg, Eric Nichols of Austin, E. F. “Mano” DeAyala of Houston and Sichan Siv of San Antonio.
**Total Operating Budget**

$3,413,163,942

*Source: Legislative Appropriations Request 2022-23 (10/9/20)*

Figures are rounded and do not total 100%

**Goal C:** Incarcerate Felons  
83.33%  
$2,844,311,532

**Goal A:** Provide Prison Diversions  
7.25%  
$247,423,250

**Goal B:** Special Needs Offenders  
5.41%  
$184,680,339

**Goal E:** Operate Parole System  
2.35%  
$80,124,766

**Goal F:** Indirect Administration  
0.84%  
$28,810,394

**Goal D:** Board of Pardons and Paroles  
0.81%  
$27,813,661

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*Texas Department of Criminal Justice*
Board Oversight

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The Internal Audit Division reports directly to the Texas Board of Criminal Justice (TBCJ) and conducts comprehensive audits of the Texas Department of Criminal Justice's (TDCJ) 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. The division also tracks the implementation status of all recommendations resulting from an audit.

The annual audit plan is developed using risk assessment techniques and may include any aspect of the Texas Department of Criminal Justice, Windham School District or Board of Pardons and Paroles. In addition to assessing the agency’s risk and completing planned audits, the division provides advice to management and participates in the investigation of allegations of waste, fraud and abuse.

The division is directed by the Chief Audit Executive and employs a diverse group of audit and management staff possessing extensive educational credentials and varied professional certifications in the fields of internal auditing, government auditing, fraud examination, public accounting, risk management assurance and law.

Office of the Inspector General

The Office of the Inspector General (OIG) is the law enforcement and investigative agency for the TDCJ. The OIG is an operationally independent office accountable to the TBCJ. The Inspector General reports directly to the TBCJ chairman.

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

Along with all public safety agencies, the OIG faced unprecedented challenges this fiscal year. The ongoing global pandemic, protests, border security and weather events presented unique operational challenges necessitating fluid responses.

This fiscal year, the OIG continued to move the organization forward while continuing to deliver law enforcement services. The OIG received improvements to fleet operations, officer safety equipment, and fully implemented its journeyman investigator salary, and completed a thorough review and implemented changes to the organizational command structure. With the assistance of the TDCJ-Information Technology Division (ITD), the OIG public safety database "FUGINET" has undergone its first major redevelopment, which will provide all law enforcement agencies real-time results on queries relating to parole absconders, inmate releases and other public safety information.

Looking forward to FY 2022, the OIG is addressing staff and organizational improvements. The OIG is establishing a 24/7 mental health resource for first responders, providing OIG investigators with a confidential and law enforcement-specific support service. The OIG is implementing a communication platform to improve tasks, accountability and communication within the OIG, and will be deploying advanced mobile field audio/video interview recording capabilities to increase the ability of the OIG to record suspect interviews. The OIG is working with the TDCJ Fusion Center to bolster criminal intelli-
gence development and sharing. Finally, the OIG is initiating the process to receive recognition (accreditation) by the Texas Police Chiefs Association for FY 2022 with the intent to seek national accreditation by the Commission on Law Enforcement Accreditation Commission in FY 2023-2024.

Organization
In FY 2021, the OIG underwent an internal review process involving all the command staff. This in-depth review assessed both organizational and operational areas.

Organization
As a result of this review, the Support Services Division was created. This division established a unified command for various functions, including records, training, professional responsibility (internal affairs), fleet and armory, policy and accreditation and information technology. Command staff identified the need to align OIG regional areas more closely to the TDCJ-Correctional Institutions Division (CID).

Operations
Working in partnership with various stakeholders, including the executive director for the Special Prosecutions Unit, the TBCJ Office of the Independent Ombudsman and the TBCJ Safe Prisons/Prison Rape Elimination Act ombudsman, OIG Command Staff reviewed the agency response and investigative practices. Updated guidance on sexual assault investigations, complaint receipt, reporting and investigative guidance was developed and disseminated. A greater emphasis will be placed operationally on collaborative efforts and information sharing earlier in the investigative cycle to enhance the abilities of the unit warden and OIG to reduce contraband-related crime at the prison unit level.

Criminal Investigations Division
This division consists of two area commands, each led by a commander. Currently, each area command consists of two regional headquarters, each led by a captain. The Northern Area consists of Regions A and C and the Southern Area consists of Regions B and D. Each region is responsive to all TDCJ-CID units, Parole Division offices and outside law enforcement agencies.

Special Operations Division
This division consists of investigators assigned to multiagency task forces focused on the anti-gang and fugitive programs, electronic surveillance and UAS flight operations, protective operations, Correctional Intelligence/Joint Terrorism Task Force and cellular digital forensic examinations. Additionally, this division is staffed with crime analysts who provide tactical and strategic analytical support to OIG criminal investigators as well as other law enforcement organizations. The OIG crime analysts support the Crime Stoppers program, Waste-Fraud-Abuse tip line and the FUGINET public safety database programs enhancing the organization’s mission and capabilities.

Support Services Division
This division consists of Armory/Fleet Operations, Records Section, Information Technology and Professional Standards. This division supports agency fleet operations, firearms maintenance and repair, complaint intake and review, custodial death reporting, court-ordered expungement, warrant management; investigative case file review and retention; coordination and tracking of cases that are prosecutable investigations in information security; network and database support; hardware support; development and coordination of training; internal affairs investigations; compliance audits; policy development and accreditation.

Executive and Administrative Support Functions
Reporting directly to the Inspector General, these sections encompass all other organizational functions, including budget management, purchasing, accountable property management, executive support services, human resources, open records requests and litigation.

Calls for Service and Criminal Investigations
The OIG serves in a first responder role for all criminal matters in addition to other calls for service. The OIG receives and responds to a broad array of complaints as well as the investigator’s self-initiated activity. Calls for service generally refer to assignments distributed to staff that require resolving, assisting or investigating the matter. It also reflects self-initiated activity by OIG staff to include arrests made, criminal intelligence developed and disseminated and investigations initiated directly by staff.
Despite a significant increase in criminal investigations, the OIG proactive investigative activity increased. Regardless of the demands, the OIG will continue to be responsive to the needs of the TBCJ, the TDCJ, other law enforcement agencies and the people of Texas.

Prison Rape Elimination Act Ombudsman

The Prison Rape Elimination Act (PREA) ombudsman oversees the Texas Department of Criminal Justice (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 sexual abuse and sexual harassment; directing initial reports of allegations of sexual abuse and sexual harassment to the PREA Ombudsman; responding directly to public inquiries related to allegations of sexual abuse and sexual harassment in TDCJ correctional facilities; and collecting data from the TDCJ and the Office of the Inspector General regarding allegations of sexual abuse and sexual harassment in correctional facilities.

In FY 2021, the PREA Ombudsman provided oversight of PREA Audits for the TDCJ units. Additionally, the PREA office completed the Calendar Year 2020 Safe Prisons/PREA Annual Report and response to the Bureau of Justice Statistics Survey of Sexual Victimization.

State Counsel for Offenders

The State Counsel for Offenders (SCFO) reports directly to and only to the Texas Board of Criminal Justice (TBCJ) and is independent of the TDCJ.

Neither the TBCJ nor the 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.

The SCFO is responsible for providing legal counsel and representation to indigent persons while they are incarcerated in the TDCJ Correctional Institutions Division. The 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. The 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. The SCFO does not handle death penalty cases, fee generating cases, cases involving civil rights issues, parole matters or disciplinary matters within the TDCJ.

The following sections are within the 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 the TDCJ. Investigators and legal assistants aid attorneys in defending their clients. Investigators may interview clients and witnesses and photograph evidence and crime scenes. Legal assistants support

State Counsel for Offenders reviewing an inmate's casework.
the attorneys by preparing files and documents and arranging attorneys’ meetings with clients. Attorneys represent clients from the time of TBCJ 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 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, selecting expert witnesses, 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, the 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 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.

Office of the Independent Ombudsman
The Office of the Independent Ombudsman (IO) is an independent and impartial division within the Texas Board of Criminal Justice. The IO serves the state of Texas by helping to resolve issues involving people incarcerated in the Texas Department of Criminal Justice (TDCJ) units as well as individuals on active parole. The goal is to address issues quickly and efficiently and provide a confidential avenue for complaint resolution by receiving, reviewing, investigating and objectively responding to inquiries regarding non-criminal matters within the TDCJ.

The IO may use different methods to investigate a complaint, to include providing the unit with the complaint and requesting a response, which will then be reviewed for compliance with agency policy and practices, and interviewing relevant individuals telephonically or conducting a unit visit to where in person interviews may be conducted in order to investigate the concerns reported. The IO may also provide recommendations to the unit should a complaint be substantiated by a preponderance of the evidence.
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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 the CJAD. Other funds, such as court-ordered supervision and program fees, help finance the department's remaining budgetary needs. County governments provide CSCDs with office space, equipment and utilities.

The CJAD is responsible for developing standards and procedures for CSCDs. The division reviews distribution formulas and grant funding, evaluates each CSCD's strategic plans, performs fiscal audits and provides technical assistance. The 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.

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 the 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, the CJAD accredits Battering Intervention and Prevention Programs (BIPP). Field Services staff manages the accreditation process 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 the 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.

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 BIPP. This section is responsible for statutory reports submitted 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 BIPP, 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, the CJAD prepares the *Texas Progressive Interventions and Sanctions Bench Manual* to provide a comprehensive reference guide on an array of Texas community supervision sentencing options.

The CJAD hosts the Virtual Skills for Effective Intervention Conference which uses webinars to provide additional instruction to community supervision officers. The division also coordinates with the Correctional Management Institute of Texas to provide training and one-on-one support to new CSCD directors.

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**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, the Developmentally Disabilities Program, medical facilities, state jails, a geriatric facility and substance abuse felony punishment facilities (SAFPF). At the end of Fiscal Year (FY) 2021, 118,053 inmates were incarcerated in TDCJ facilities, consisting of 112,999 prison inmates, 2,843 state jail inmates and 2,211 SAFPF inmates.

As of August 31, 2021, there were 30,453 employees working for the TDCJ. Of these, 18,020 were correctional employees, including 2,693 ranking correctional officers (sergeant to major).

The COVID-19 pandemic continued to have a significant impact on daily operations for the CID, but various agency divisions worked together to ensure the continuity of operations to the extent allowed.

**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**

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

The CRD schedules, receives, processes and coordinates transport of inmates for intake, transfer and release; calculates and audits inmates’ time; places detainers; and initiates sex offender registration. The CRD also creates and maintains electronic records on these inmates and sends requested inmate pen packets to law enforcement entities via encrypted email.

The Intake department is responsible for administering assessments, creating identification documents and compiling inmate information to generate inmates’ initial classification records. The department administers the Texas Risk Assessment Screening for all prison and state jail inmates to identify recidivism risk levels based on criminogenic factors. Additionally, Intake creates transport cards on the date inmates are received as part of the Classification
Profile System for prison and state jail inmates. Intake sociologists then use the OnBase system to view permanent file material and create an electronic Classification Profile for each prison and state jail inmate. This replaced the paper travel card which was in use since the 1960s. Intake also conducts regional processing to update inmate photos and identification cards for inmates approved to have religious beards. During FY 2021, the Intake department, along with the Unit Classification department, assisted with Operation Lonestar in implementing and staffing an on-site Intake department.

The State Classification Committee (SCC) is responsible for determining initial custody recommendations and 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. The 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 the public. The committee works closely with other agency divisions and departments to fulfill the agency’s mission. During FY 2021, the SCC aided in the closures of the Wayne Scott Unit, which housed 1,130 inmates; the idling of the Gurney Unit (2,128 beds); the Neal Unit (1,732 beds); and multiple trusty camps throughout the state of Texas. Additionally, the SCC assisted with the depopulation of approximately 1,008 inmates from the Briscoe Unit to assist with Operation Lone Star.

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. The UCC conducts semi-annual statewide chiefs’ meetings, monitors inmates who are in transient status at 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. The UCC continues to maintain a cool bed database as well as restrictive housing reports. In FY 2021, coordinators continued to work with the Information Technology Division (ITD) to develop new mainframe programming and administrative housing tables, as well as on the new Safe Prisons/PREA Automated Network System (SPANNS) and video visitation programs. The UCC also provides staff assistance for units that have multiple employee vacancies.

**Inmate Transportation**

Inmate Transportation is headquartered in Huntsville with hub offices located in Abilene, Amarillo, Beeville, Gatesville, 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 119 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.

This department works closely with the CRD to ensure the timely, efficient and safe transport of inmates. During FY 2021, the Inmate Transportation department averaged more than 413,384...
miles per month, totaling more than 4.9 million miles traveled over the course of the year. Throughout FY 2021, 283,184 inmates, including 2,856 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 101 inmate home releases for a total of 53,485 miles and used 2,296 man-hours to conduct these transports. On any given day, the Inmate Transportation department transports approximately 1,054 inmates.

Laundry, Food and Supply
The Laundry, Food and Supply Department is responsible for the management of over 300 unit-based operations. This oversight of laundry, food and supply programs includes the development, implementation and monitoring of policies and procedures that ensures optimal programmatic support to inmates and staff alike.

This department employs approximately 1,800 unit-based staff who manage daily statewide operations as well as 15 administrative staff headquartered in Huntsville who provide oversight, fiscal support, training, menu-planning guidance, baseline calculations and auditing of all areas to ensure policy compliance and program functionality. This includes providing inmates with access to clean and serviceable clothing, footwear and bedding, and security staff with uniform attire necessary for their job duties. The department is also responsible for providing fiscal and technical support to the units’ supply departments. Furthermore, unit food service supervisory positions were upgraded from the rank of captain to major, giving the unit-based facilitation of feeding programs an elevated level of expertise.

Laundry, Food and Supply also provides both inmates and staff with nutritious meals that include therapeutic and religious meal options. The department is committed to a progressive approach towards enhancing current meal provision efforts and has created ad hoc committees designed to research and develop new food service programs, such as Diet for Health and a pilot program for in-house production of food tray shelf stable meals using a cook-chill process. In addition, a planning committee was established to find avenues that enhance and expand the current culinary arts programs, such as providing training in food preparation and service to inmate workers assigned to a unit meal service program. Of these workers, many find employment in the food service industry once released from the TDCJ. Lee College and Alvin Community College provide classes at the Wainwright, Scott and Ferguson units. These trainings are designed to educate the inmate workforce in food preparation and sanitation. After completing the program, inmates are certified in culinary arts. Following this, some inmates have the opportunity to work at the San Antonio Food Bank to further enhance their cooking skills and employment opportunities.

Mail System Coordinators Panel
The Mail System Coordinators Panel (MSCP) assists 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 mail room 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.

Mail room staff play a critical role in preventing drugs and other serious contraband that could jeopardize the safety of staff and inmates from entering the facilities. The 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
Correctional officers review safety regulations for dorm areas at the Wainwright Unit.

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 2021, the Office of Disciplinary Coordination completed six division-level operational review audits before audits were once again postponed due to the COVID-19 pandemic.

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 audits, coordinates and trains staff in the community work processes. This department also manages the Inmate Controlled Substance Testing Program, including providing training and technical support and compilation of statistical reports. Plans and Operations 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.

Safe Prisons/PREA Management Office
The agency has a zero-tolerance policy toward all forms of sexual abuse and sexual harassment. The Safe Prisons/PREA Management Office (SPPMO) was developed to provide administrative oversight and support for the Safe Prisons/PREA Program. This office gives technical support regarding in-prison sexual abuse policy to unit Safe Prisons/PREA managers and executive administrative staff.

The Safe Prisons/PREA Program’s mission is to maintain a zero-tolerance standard by acting as an information clearinghouse and providing data analysis for result-based decisions that lead to positive change and a safer prison environment. Program training provides staff with an overview of the Safe Prisons/PREA Plan, as well as information regarding how to detect, prevent and respond to sexual abuse, extortion and other acts of 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.

A correctional officer raises the flag at the Brad Livingston Administrative Headquarters in Huntsville.

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, 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.
Security Threat Group Management Office and Fusion Center
The Security Threat Group Management Office and Fusion Center (STGMO) monitors, identifies and assists in the management of Security Threat Groups (STG), 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 January 31, 2022 – 5,655
- Reconfirmations of GRAD inmates – 1.5%

Returning Population Gang Renouncement and Disassociation (RP-GRAD) Program
- RP-GRAD began in July 2014 at the Ellis Unit
- Completions as of January 31, 2022 – 931
- Reconfirmations of RP-GRAD inmates – .52%

General Population Gang Renouncement and Disassociation (GP-GRAD) Program
- GP-GRAD began in July 2017 at the Ellis Unit
- Completions as of January 31, 2022 – 472
- Reconfirmations of GP-GRAD inmates – .21%

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 TDCJ facilities, as well as dissemination to appropriate stakeholders. Operational duties of the Fusion Center include managing the Texas Anti-Gang Information Tracking 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.

An officer oversees inmate activity in the day room at the Clements Unit.
Correctional Institutions Division

Region 1 Facilities Map

*CITY* | *FACILITY*
--- | ---
Diboll | Diboll Unit
Huntsville | Duncan Unit
| Byrd Unit
| Ellis Unit
| Estelle Unit
| Goree Unit
| Holliday Unit
| Huntsville Unit
| Wynne Unit
Jasper | Goodman Unit
Livingston | Polunsky Unit
Lovelady | Wainwright Unit
Midway | Ferguson Unit
Woodville | Lewis Unit

*Private*
Region 2 Facilities Map

<table>
<thead>
<tr>
<th>CITY</th>
<th>FACILITY</th>
</tr>
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<tbody>
<tr>
<td>Bonham</td>
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<td>Henderson</td>
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<tr>
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<tr>
<td>Palestine</td>
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<td></td>
<td>Coffield Unit</td>
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<tr>
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<td>Michael Unit</td>
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<td>Estes Unit</td>
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<tr>
<td>Winnsboro</td>
<td>Johnston SAFPF</td>
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*Private
Region 3 Facilities Map

- Beaumont
  - Gist State Jail
  - LeBlanc Unit
  - Stiles Unit
- Brazoria
  - Clemens Unit
- Cleveland
  - Bell Unit
- Dayton
  - Henley State Jail
  - Hightower Unit
  - Plane State Jail
- Dickinson
  - Young Medical Facility
- Galveston
  - Hospital Galveston
- Houston
  - Kegans ISF
- Humble
  - Lychner State Jail
- Richmond
  - Jester III Unit
- Rosharon
  - Scott Psychiatric Unit
  - Memorial Unit
  - Vance Unit
  - Ramsey Unit
  - Stringfellow Unit
  - Terrell Unit

*Private
Region 4 Facilities Map

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<td>Kenedy</td>
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*Private
Region 5 Facilities Map

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<td>Snyder</td>
<td>Daniel Unit</td>
</tr>
<tr>
<td>Tulia</td>
<td>Mechler Unit</td>
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Correctional Institutions Division

Texas Department of Criminal Justice

Annual Review Fiscal Year 2021 | 27
Correctional Institutions Division

Region 6 Facilities Map

<table>
<thead>
<tr>
<th>CITY</th>
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<td>Robertson Unit</td>
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<tr>
<td>Navasota</td>
<td>Marlin Unit</td>
</tr>
<tr>
<td>San Saba</td>
<td>Luther Unit</td>
</tr>
</tbody>
</table>

*Private
The Parole Division supervises clients released on parole or mandatory supervision from the Texas Department of Criminal Justice (TDCJ) Correctional Institutions Division (CID), county jails and other states through the Interstate Compact agreement to complete their sentences in Texas communities. The mission of the division is to provide public safety and promote positive offender change through effective supervision, programs and services.

Field Operations
In Fiscal Year (FY) 2021, an average of 83,927 parole and mandatory supervision clients were under active supervision by approximately 1,355 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. Parole officers also supervise clients transferred to Texas from other states through the Interstate Compact and from the Texas Juvenile Justice Department.

Region directors in Dallas, Houston, Lubbock, San Antonio and Tyler manage 67 district parole offices across the state. Parole 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 facilitates 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 50 member states and three territories of the Compact. The Texas Interstate Compact Office establishes practices, policies and procedures that ensure compliance with Interstate Compact rules. In FY 2021, an average of 6,491 Texas probationers and 2,666 parolees were supervised outside of the state each month. Likewise, on average, 4,106 out-of-state probationers and 2,069 out-of-state parolees were supervised in Texas each month.

Oversight Department
The Oversight Department is composed of five managers throughout the state. The manager

One of the tools new parole officers learn in training is how to navigate the revocation process.

IIs provide support to region offices by analyzing division reports, processes and procedures and delivering the information to region and executive leadership. The managers are located in Dallas, Houston, Lubbock, San Antonio and Tyler.

The department provides services to reduce liabilities and improve processes and compliance with Parole Division policies and procedures. The FY 2021 projects include the development, analysis and daily dissemination of information related to warrant issuance and pre-revocation tracking, oversight of violation reports returned to the submitter for additional information, district parole officer overtime earnings and compliance for clients recently released from the TDCJ-CID.

These implemented oversight measures provide a lens to leadership and aid in efficiency and improvements. For example, in FY 2021 there was an 18.55% reduction in overtime. Status updates to the Offender Management Information System (OIMS) has improved by 45% for clients reporting following release from the CID. Additionally, there was a 39% improvement in hearings or waiver submission time frame compliance and 17% improvement in pre-revocation interviews for newly arrested clients.

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 comprehen-
hensive 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 use, while also participating in victim impact panel classes and pre-employment preparation. In FY 2021, a monthly average of 1,347 clients were served.

The Serious and Violent Offender Reentry Initiative (SVORI) provides clients who were housed in security detention with reentry services that begin during incarceration and continue through supervision in the community. In FY 2021, 80 SVORI program clients were released from the CID to Parole supervision.

The Special Needs Offender Program provides supervision to clients with intellectual disorders (IDD), mental impairments (MI) and those with terminal illnesses or physical handicaps (TI/PH). Averages of 64 IDD, 7,149 MI and 687 TI/PH clients were supervised monthly. Also, during FY 2021, 26 Medically Recommended Intensive Supervision (MRIS) clients were released to parole supervision with a monthly average of 128 MRIS clients under supervision.

The Sex Offender Program supervised a monthly average of 7,557 clients in FY 2021. 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 use treatment. This three-phase aftercare program targets clients who have participated in an In-Prison Therapeutic Community or SAFPF program. A monthly average of 8,833 clients received services from contracted vendors and Parole Division counselors, during FY 2021.

The Substance Abuse Counseling Program (SACP) provides relapse prevention services to clients with substance abuse treatment needs. Level I Prevention Services were provided to 10,313 clients in FY 2021. The Level IB Substance Abuse Education Program provides educational information regarding substance abuse to eligible clients who are detected for initial relapse. On average, 83 clients complete the 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 1,110 clients per month and Level III Relapse Services to an average of 65 clients per month.

The Drug Testing Program uses instant-read screening devices to improve accountability and identify suspected drug and alcohol use. On average, 205,463 drug and alcohol tests were conducted each month in FY 2021.

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 are unable to access the appropriate technology for virtual services.

The Internal Review section of Specialized Programs conducts 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 also 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 the U.S. Department of Justice, U.S. Bureau of Prisons and other state or out-of-state agen-
cies and county facilities, including 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 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 ISF. The ISF Administration also assists in facilitating the transfer of SAFPF clients directly from county to the SAFPF unit. The ISF Administration section, in collaboration with Specialized Programs, implemented a new screening process for SAFPF clients to determine their level of need (regular or special) prior to transfer. The completed screening documents are forwarded to the CRD in Huntsville who then schedules directly with the county for transfer of the client to SAFPF. The ISF Parole Staff Oversight section supervises the clients and ensures successful completion of either cognitive or substance abuse cognitive programming. The ISF parole officers participate in unit team meetings, which are designed to monitor the client's progress with programming and address any noncompliance issues. 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 2021, 5,954 clients were placed in an ISF. Kegans ISF provided services to 449 clients in the Substance Abuse Counseling Program (SACP) and 1,856 clients in the Cognitive Intervention Program. The East Texas Treatment Facility provided services to 879 clients, Rudd ISF provided services to 1,333 clients and Goodman ISF provided services to 1,437 clients. In November 2021, the Rudd ISF was idled and the Baten ISF was reopened. In August 2021, the number of female ISF beds at the East Texas Treatment Facility was reduced from 168 to 112. In November 2021, Henley ISF was brought online and opened to receive parole ISF females. The programs and services offered in these facilities encourage client compliance through appropriate supervision and treatment intervention.

Warrants Section
The Warrants Section is primarily responsible for the issuance, confirmation and withdrawal of pre-revocation warrants. In FY 2021, the Warrants Section issued 33,777 warrants, confirmed 29,709 warrants and withdrew 30,236 warrants. This section also oversees the DNA Program; SISP, 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 TDCJ-CID 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 facility who have not been through the revocation process. In FY 2021, the Parole Division extradited 527 clients to Texas and 151 warrants were issued for Texas clients under Interstate Compact supervision in other states.

The Tracking Unit monitors clients 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 SISP applies the highest level of supervision and client accountability, including active and passive GPS monitoring. An average of 212 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 2,584 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 the BPP to place clients at higher risk of reoffending or who have violated release conditions on an electronic monitor. A monthly average of 2,443 clients were on electronic monitoring during FY 2021.

**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 prepare file material for supervision purposes, review and analyze each file through the release plan approval process. Prior to issuing a release certificate, RRP staff process requests for the imposition and withdrawal of special conditions. In FY 2021, the department issued approximately 31,748 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 when all other residential resources have been exhausted. This unit, in collaboration with the Private Facility Contract Monitoring/Oversight Division (PFC-MOD), is also responsible for placement of substance abuse treatment clients into a TTC following participation in the In-Prison Therapeutic Community Program (IPTC) and the SAFPF. The HPRU placed 13,231 clients into RRCs, 3,148 clients into TTCs and processed 33,178 parole and mandatory releases certificates to supervision.

The Central File Coordination Unit (CFCU) coordinates the movement and maintenance of approximately 137,000 client case files under the Parole Division’s jurisdiction. The CFCU tracks and verifies restitution owed by clients, processes fee affidavits and client discharge certificates and responds to requests for file material, open records requests, business records affidavits, expunctions, subpoenas and correspondence. The CFCU also facilitates the delivery of notifications to trial officials and delivery of case file material to institutional parole offices for those eligible for parole/mandatory supervision review by the BPP.
Parole Division

Region 2 District Parole Offices Map

<table>
<thead>
<tr>
<th>CITY</th>
<th>DPO</th>
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<tbody>
<tr>
<td>Dallas</td>
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<tr>
<td></td>
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Region 5 District Parole Offices Map

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Private Facility Contract Monitoring/Oversight Division

The Private Facility Contract Monitoring/Oversight Division (PFCMOD) is responsible for the oversight of privately operated correctional facilities and contracted substance use treatment providers, as well as privately operated community facilities, such as residential reentry centers and transitional treatment centers. The division is organized into three branches: Operations, Compliance and Support. In Fiscal Year 2021 (FY 2021), PFCMOD had 72 contracts with 140 locations (see table below).

### Correctional Facilities

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<tr>
<th>Type</th>
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<td>Multi-Use Treatment Facility</td>
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<tr>
<td><strong>Total</strong></td>
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### Community Based Facilities

<table>
<thead>
<tr>
<th>Type</th>
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<tr>
<td>RRCs and County Jails</td>
<td>10</td>
<td>2,080</td>
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<tr>
<td>Residential TTCs</td>
<td>19</td>
<td>1,876</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>29</strong></td>
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### Contracted Substance Abuse Programs

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<tr>
<th>Type</th>
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<tbody>
<tr>
<td>SAFPF/IPTC Substance Abuse Treatment</td>
<td>11</td>
<td>4,757</td>
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<tr>
<td>ISF Cognitive and Substance Abuse Treatment</td>
<td>3</td>
<td>1,784</td>
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<tr>
<td>State Jail Substance Treatment</td>
<td>6</td>
<td>1,200</td>
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<tr>
<td>DWI Treatment</td>
<td>3</td>
<td>1,000</td>
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<tr>
<td>Cognitive Pre-Release Treatment</td>
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<td>Outpatient Substance Abuse Treatment</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>16,336</strong></td>
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### Operations

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

- Assisting facilities in maintaining compliance with PREA and American Correctional Association (ACA) standards
- Completing follow-up contract reviews
- Conducting unannounced contract reviews
- Reporting any significant events or incidents

### Compliance

The Compliance Branch is responsible for mitigating risk for the PFCMOD by ensuring divisional processes are accurate, thorough and timely. Compliance has 16 positions and comprises Quality Assurance; Placement Services; and Business Operations.

#### Quality Assurance

- Investigates any allegations or concerns regarding privately operated facilities
- Completes a risk assessment on contracted vendors
- Completes special projects for divisional leadership

#### Placement Services

- Coordinates and completes authorizations for those needing to continue substance abuse treatment in the residential TTCs
- Tracks and maintains statistical data regarding use of beds

#### Business Operations

- 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

Support
The Support Branch is responsible for coordinating policies, contractual records and operational plans to divisional leadership, as well as serving as the liaison between the PFCMOD and the contracted service providers. This area also manages the oversight of various functions at privately operated facilities, including the Inmate Grievance Program, major work requests, use of force and training. Support has six positions and is composed of Contract Management and Policies & Standards.
Programs

41 Reentry and Integration Division

45 Rehabilitation Programs Division

51 Victim Services 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.

The Texas Department of Criminal Justice's (TDCJ) reentry efforts begin upon an inmate's arrival. Reentry efforts are agency-wide with TDCJ divisions working collaboratively to deliver programs and services aimed at assisting inmates upon release to the community.

Inmates receive extensive diagnostic assessments upon intake, which includes:

- obtaining personal and family history through inmate interviews,
- a full physical and mental health assessment,
- a database search conducted in cooperation with the Department of State Health Services (DSHS) to identify inmates who have been part of the public mental health system,
- a criminal history check,
- a Veteran Reentry Search Service check to verify veteran status,
- an educational assessment and verification conducted by the Windham School District (WSD). WSD identifies inmates who must receive services through the special education program based on the Individuals with Disabilities Education Act and
- an individual screening and assessment via the Texas Risk Assessment System (TRAS) to identify criminogenic risk levels and reintegration barriers. This information can be used for programmatic placement throughout the remainder of the incarceration period.

Information gained through various evaluations and assessments is used to develop an Individualized Treatment Plan (ITP) for each inmate. The ITP indicates the inmate’s level of need and priority as a guide for placement and enrollment in programs and treatment. Programs available to inmates during their incarceration include academic, career and technical education, post-secondary education, life skills, cognitive intervention, substance use treatment, sex offender treatment and faith-based programming. Additionally, thousands of volunteers supplement the programming provided by the TDCJ, WSD and contract staff.

A reentry task force composed of criminal justice, health and human services, education, regulatory, judicial and advocacy groups provide 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 Fiscal Year (FY) 2021, more than 42,000 inmates were released from the TDCJ. This is a decrease of 27% from FY 2020. More than half of these released inmates are subject to supervision (parole) requirements. In addition, more than 2,500 individuals were released from the TDCJ Substance Abuse Felony Punishment Facility program back to parole or community supervision.

During FY 2021, RID's 146 case managers provided pre-release, special need and releasing services. Additionally, 51 case managers provided post-release services to inmates and clients across the state. The reentry case managers ensure all releasing inmates are provided with referral information for assistance finding health care, social services, veteran-specific needs, substance use counseling and employment and COVID-19 resource information, 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.

Reentry services are provided through a three-phased program designed to assist inmates in preparation for successful return to the com-
munity upon release from the TDCJ. These phases include identification processing services, assessment reentry planning and, if on parole, community reentry services.

Phase I – Identification Processing
Identification documents are essential for all releasing inmates as this is the primary starting point for the inmate to be able to obtain housing and employment as well as other services upon return to the community. In FY 2021, enhancements were made in coordination with the Texas Department of Public Safety (DPS) to the ID card ordering process. These enhancements allow a DPS ID card to be ordered for individuals that have not received a social security card but have a verified social security number on file through an affidavit process created by the TDCJ-RID and DPS. Additional enhancements through this collaborative effort allow for the DPS ID card to display the individual's home address that they are returning to upon release, versus the prison unit address. This initiative addressed barriers that returning individuals faced as it related to COVID-19 restrictions in public services for obtaining identification and social services during a pandemic.

In FY 2021:

- 19,900 certified birth certificates were ordered;
- 18,862 replacement social security cards were ordered;
- 25,356 DPS ID applications were submitted.

Phase II – Assessment and Reentry Planning
At time of parole approval, a unit-based reentry case manager conducts an assessment using the TRAS tool or Supplemental Reentry Tool to determine risk level as it relates to criminogen-ic need and risk of re-offending. Those inmates who score moderate or high risk on the assessment are enrolled in individualized case planning to address needs, goals and action steps and are given access to resources to equip the inmate for successful return to the community. The reentry case plan is developed as a cooperative effort between the case manager and the inmate. A copy of the case plan is provided to the inmate at time of release and the case plan is available to the supervising parole officer and community case manager post-release. Upon release, the inmates also receive a county release information packet that includes specific information for needs they may have upon release. These needs are addressed in the case plan and maps to the location are completed for the inmate. A total of 26,575 county information packets were completed for Parole and Mandatory Supervision releasing inmates.

The inmates that release from a Substance Abuse Felony Punishment Program, State Jail or Flat discharge also receive the county information packet tailored to their releasing area. In FY 2021, 12,446 packets were completed for these inmates, providing referrals to non-profit reentry groups, housing, employment, substance use support services, health care and other reentry supports. The inmates are also given the toll-free number to the Reentry Division to call in the event they need support upon release.

In addition, 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.

During Phase II, inmates who are set to release are offered mock interviews and resume building programs. The TDCD-RID, TDCJ Rehabilitation Programs Division (TDCJ-RPD), TDCJ Manufacturing, Agribusiness and Logistics Division (TDCJ-MAL) and the WSD work together to ensure these skill-building exercises are completed prior to release.

At the time of release, TDCJ-RID case managers provide the releasing inmate with their identification documents, educational documents, job
training and work records and copies of their resume. The records are maintained in the individual's electronic file and copies of the resume can be provided post-release upon request.

Phase III – Community Reentry Services
The third phase of the Reentry Program is available post-release to clients who were enrolled in Phase II pre-release or those who are self-referred or referred by a parole officer.

Clients receive reentry case management services to assist with employment, food, clothing, education, finance and budgeting, nutrition and health, life skills, parenting and relationships, medical and mental health, transportation support and cognitive skills.

The TDCJ-RID case managers organize job fairs and hiring events across the state, which provide job leads and expose the client to additional training and employment resources available through local services in the area. Since the on-set of the COVID-19 pandemic, many employment initiatives were moved to virtual platforms, allowing the employers and participants to communicate effectively in a safe environment. In FY 2021, events continued to be held virtually, with increased initiatives to enhance the process. Additionally, the division began planning to introduce safe in-person hiring events in the community to improve efficiency and allow for higher employer and client attendance. In FY 2021, the post-release Community Reentry Program provided case management services to 9,119 clients, employment services to 51,254 clients and distributed 9,707 identification documents to post-release clients. Reentry resource information was provided to 7,675 callers via the division’s toll-free hotline.

At any time post-release, clients can reach out to the TDCJ-RID via a toll-free reentry hotline number for additional assistance and referrals. This hotline is answered by dedicated reentry staff trained to address the variety of needs that may arise post-release. In FY 2021 9,364 calls were received through the Reentry hotline.

As of August 2021, the TDCJ housed 6,894 veterans and 7,462 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 18 successful graduates released in FY 2020, and, through that same partnership, coordinated benefit application processing for over 300 inmates in TDCJ custody. In July of 2021, the TDCJ-RID launched a Veterans Dorm at the Coffield Unit. The Success Through Restoration, Independence, Perseverance, Excellence and Service (STRIPES) is a 12-month program designed to help incarcerated veterans develop better decision-making and coping skills, provide necessary tools to enhance their well-being and assist with reintegration into society, in a 56-bed peer dorm environment. The Program consists of 12 modules of Moral Recognition Therapy (MRT) taught by AIMVETS volunteer certified facilitator-professional staff.

The Reentry Division works in a multidivision collaboration program. The Strength Through Restoration, Independence, Vision and Empowerment (STRIVE) is a 12-week program that uses a trauma-informed care approach to address issues such as domestic violence, sexual assault, childhood and adult trauma, gender socialization, parenting and substance use. The information and skills training offered through this program provide women the opportunity to empower themselves through self-reflection, knowledge and understanding. The multifaceted STRIVE curriculum includes communication, trauma, abuse, coping mechanisms, relationships, relationship cycles, family dynamics, After 30 years in prison, Ms. Bernard credits the STRIVE program for equipping her for success upon release.
anger and self-care. Educational programming provided by the WSD includes goal setting, wellness, financial literacy, employment skills and the opportunity to earn industry-recognized certifications in Southwest Airlines Professional Communications, SERV Safe and OSHA-10. Rehabilitation and reentry services in the STRIVE program include employment/career fairs, online job searches and employer speakers.

Peer-led education programming is an integral component offered to STRIVE participants, and specialized and trained correctional officers who have shown a genuine embrace of the program are selected to provide security. These officers are hand-picked and volunteer to be a part of the program. STRIVE launched its inaugural cohort in August 2019 and, since its inception, 230 participants have successfully graduated the STRIVE program. During 2021, 129 STRIVE participants graduated. Over the course of the program, each participant completes a resume of past work experiences and TDCJ job experiences. The participant uses their resume during career fairs, where they dress in professional attire and interview with prospective employers that have partnered with STRIVE to offer job opportunities.

Texas Correctional Office on Offenders with Medical or Mental Impairments

The Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) provides continuity of care to both juvenile and adult clients 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 offenders identified with ongoing mental health issues.

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

In FY 2021, through formalized agreements with the 39 Texas Local Mental Health Authorities (LMHA), TCOOMMI provided community-based behavioral health services for 35,561 justice-involved individuals and medical continuity of care services to 32,231 justice-involved individuals, along with case management services for 783 juvenile and 8,678 adult clients.

In addition, 1,079 clients were served in community diversion efforts and 600 within community residential dual-diagnosis programs.

Reentry Grant Initiatives

A Second Chance Act – Adult Offender Reentry Demonstration Grant, known as the Coming Home program grant, was awarded through the U.S. Bureau of Justice Assistance. This grant serves offenders sentenced to a Substance Abuse Felony Punishment Facility (SAFPF). The grant targets higher risk individuals with severe and persistent mental health from the time of identification while in the county jail setting, during treatment programming while at the SAFPF program, and through 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 with the research partner indicating a positive trend toward reduction in recidivism.

Additionally, Reentry and Integration received the Second Chance Act – Adult Offender Reentry Demonstration Grant through the federal Bureau of Justice Assistance, 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 who are experiencing persistent and severe mental illness and who are returning to the Harris County area. This project began services in mid FY 2021 and has an anticipated end date of September 2023.

Mapping the Future began April 2019 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 areas. An Industry Advisory Group is a key role in the success of the grant. This group consists of employers and local Texas Workforce Commission staff that are willing to provide insight regarding the employment trends and emerging market needs. The program currently has provided services to 62 clients.

Beyond the Walls began in November 2019 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. The grant successfully met the target number served and completed a client workbook and a special DVD series. The grant ended May 31, 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. Most RPD programs are available for both male and female inmates who meet eligibility. Inmates 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 curriculums 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.

BAMBI 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 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 management and family reunification. Additional programming may include substance use education and high

The BAMBI program enables mothers to bond with their children during a pivotal time in their development.
school equivalency 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) is designed to effectively manage the behavior of female 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 the RPD, GO KIDS provides a reliable connection to valuable resources and services across Texas.

Several organizations, including Big Brothers Big Sisters, AVANCE, Family Haven STAR Program 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, the 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 and their families. This volunteer-provided course is based on the life and teachings of Jesus Christ.

**Truth-be-Told**
Truth-be-Told (TBT) offers female 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.

**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 (ITP)**
An 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. Administrative placements were implemented this year through collaboration with the BPP to help inmates fulfill their treatment needs prior to parole consideration by being administratively placed into programming. Inmates who meet eligibility criteria and are within one year of parole review or mandatory release may receive an invitation once screened by the Rehabilitation Programs Division or the State Classification Committee to enroll into a program ahead of their parole review, at which time their participation will be taken into consideration. Programs currently accepting administrative placements include the Pre-Release Substance Abuse Program, Pre-Release Therapeutic Community, Driving While Intoxicated Recovery Program, In-Prison Substance Use Treatment Program and Female Cognitive Pre-Release Program.

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 a vocational certification, the 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 the TDCJ.

Rehabilitation Tier Tracking and Placement
The BPP uses 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 444 different faith preferences and facilitates 126 faith-based dorms (FBD) on 100 units. FBDs are designed to offer support for inmates who desire to incorporate religious faith and practice in a group setting. FBDs are a collaboration between the CID, the Religious Services Department and faith-based community volunteers. FBDs offer support and accountability, along with an intensive faith-based curriculum and mentoring program. Programming is conducted by local faith-based community volunteers whose activities are directed by the unit chaplain and unit administration.

Faith-Based Pre-Release
Prison Fellowship Ministries operates the faith-based InnerChange Freedom Initiative (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. Inmates must be releasing to the Dallas or Houston areas.

The Heart of Texas Foundation College of Ministry

This educational opportunity is made available through the collaboration of the TDCJ and the Heart of Texas Foundation College of Ministry at the Memorial and Hobby Units. Inmates who graduate receive a four-year, fully accredited Bachelor of Science in Biblical Studies. The curriculum focuses on preparing the students to teach, preach and minister to the TDCJ inmate population. Graduates of the program are assigned as field ministers on TDCJ units to assist chaplains and encourage moral rehabilitation of others throughout the inmate population.

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 using psycho-educational classes. The format of the 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. The 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 the 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, 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 therapeutic community, with daily community activities and responsibilities. The enhanced intensity of the therapeutic community, 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.

Civil Commitment of Sexually Violent Predators

The Texas Health and Safety Code provides for the civil commitment of inmates who are considered sexually violent predators. These inmates have been convicted of murder or cap-
Ital murder that was committed as a result of sexually motivated conduct. In accordance with the law, the agency identifies and refers inmates with two or more qualifying sexual offense convictions. The inmates must be serving a current sentence for at least one qualifying offense.

TDCJ staff members present inmate information to a multidisciplinary 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
According to Article 62.007 of the Texas Code of Criminal Procedure, the 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 six-month In-Prison Driving While Intoxicated (DWI) Recovery Program uses a multimodal curriculum targeting alcohol-related problems, relapse prevention and pro-social problem-solving techniques, to include group and individual therapy. The DWI Recovery Program uses a specialized, gender-specific curriculum and is a partnership between the 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 programs intended for incarcerated inmates with serious risks related to substance use disorders or criminal ideology. The six-month PRSAP is based on the principles of a therapeutic community, offering group and individual counseling, anger management, life skills and cognitive intervention. The PRTC consists of two separate treatment modalities: the three-month Pre-Release Behavioral Change track, offered to inmates who may be in need of cognitive/behavioral restructuring, or the six-month Pre-Release Specialized Treatment Program, offered to inmates who may have a substance use disorder. The PRTC is a coordinated effort between the RPD, WSD and the PD. Inmates are placed in either program based on a FI-6R vote by the BPP or by administrative placement.

State Jail Substance Use Program
The State Jail Substance Use Program uses multi-modal instruction designed to meet the diverse characteristics and individual needs of the state jail population. Eligible inmates are placed in one of two tiers, based on an Addiction Severity Index assessment and their criminal history. Tier I is 60 to 90 days and Tier II is 90 to 120 days.

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. The BPP may offer confinement in SAFPF to eligible clients as a special condition of parole or mandatory supervision. Inmates are voted into the IPTC program by the BPP as a condition of release.

Both the SAFPF and IPTC are intensive six-month treatment programs (up to nine months for SAFPF inmates identified as special needs) followed by 60 to 90 days of residential aftercare.
in a transitional treatment center (TTC), six-to-nine months of outpatient aftercare and up to twelve months of support groups and follow-up supervision. As an alternative to residential aftercare, participants who meet strict eligibility criteria may be released to an approved home plan, reporting to a contracted facility for the same number of required treatment hours.

In-Prison Substance Use Treatment Program
The In-Prison Substance Use Treatment Program (IPSUTP) is an intensive program for CID inmates 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 together and work 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 using the knowledge and skills gained in the program. Inmates that complete the IPSUTP program may be required to participate in post-release substance use programming or any other parole voted program as decided by the BPP.

Peer Support Coach Training Program
The Peer Support Coach Training Program at the Hamilton Unit offers recovery support training to CID inmates so that they may earn peer specialist credentials from the Texas Certification Board. Upon completion of the classroom hours and direct supervision hours, these inmates return to CID units where they use first-hand knowledge to demonstrate resilience and recovery in a way that empowers others to see their own potential.

Intermediate Sanction Facilities
The Intermediate Sanction Facilities (ISF) represent a cooperative effort between the BPP, TDCJ, PD, CJAD, CID and contracted vendors intended to afford a sanction for probation inmates and eligible parole clients in lieu of revocation. The program consists of three treatment tracks: the 90-day Substance Abuse Cognitive track, the 45-day Substance Abuse Relapse track and the 90-day Cognitive Intervention track.

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 the TDCJ may elect to participate in the Returning Population Gang Renouncement and Disassociation (RPGRAD). The RPGRAD is a coordinated effort of the RPD, CID and WSD, and helps divert returning inmates from restrictive housing to general population housing, by allowing them an opportunity to renounce their previously established gang affiliation.

Gang Renouncement and Disassociation Process
The Gang Renouncement and Disassociation (GRAD) process is a nine-month program offered to inmates willing to renounce their gang affiliation and reflects inter-divisional cooperation between the CID, RPD and 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.

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. CITP is a coordinated partnership between the RPD and WSD. 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 restrictive housing for successful reentry into their communities. The program provides inmates with lessons on topics such as anger management, thinking errors, cultural diversity and substance use education.
Champions Youth Program
Male and female juvenile inmates in the custody of the CID are assigned to the Champions Youth Program until they are 18 years of age.

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. 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.

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 the RPD, CID, PD and BPP. The program lasts seven to 18 months and consists of one or two phases: Phase I is a seven-month, in-cell cognitive-based program provided through computer-based equipment and self-help 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 Services 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 the 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 reintegrate into the community. At the close of FY 2021, there were 21,310 approved volunteers serving the TDCJ in support of more than 2,568 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, criminal justice officials, victim advocates and concerned citizens) with notifications regarding an offender’s status. IVSS registrants have the option to receive notifications via letter, email, text message, limited phone calls or any combination of their choosing. The IVSS provides notifications regarding several phases of an offender’s incarceration and supervision, including the parole review process. Each case is unique and the notifications are typically driven by the status of the offender.

Most notifications are automatically generated, while others are created by VSD staff. Individuals are added to the 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 Fiscal Year (FY) 2021, the VSD has added 5,249 registrants to the IVSS. The division processed
138,150 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, the VSD representatives answer calls and provide information about offender status, the criminal justice system, meetings with the Board of Pardons and Paroles (BPP) and other services available to victims. In FY 2021, there were 8,069 hotline calls received. The hotline maintained a grade-of-service rate of 99.15%, which means that 99.15% of calls were answered by hotline representatives within one minute. Only 0.67 percent of calls were abandoned by the caller in FY 2021. The vendor-contracted after-hours call center received 1,169 calls during FY 2021.

**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 regarding sentencing, the parole process, the imposition of special conditions on an offender’s parole supervision or clarification of victims’ rights. There were 212 transmittals processed to the BPP in FY 2021 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 2021, the VSD received subsequent indictment notifications pertaining to the new indictments of 325 relevant offenders from district attorneys in 82 counties. The VSD analysts identified 95 offenders with registered victims and sent a notification to 131 victims whose current contact information was available.

**Programs Section**

**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 service 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 2021, the VSD held 85 training sessions with a total of 3,548 criminal justice and victim service 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 2021 the total number of new victims served was 2,158. Regional Victim Services coordinators also provide training and community education presentations, staff information booths and serve on regional coalitions to help increase awareness of the division’s services and crime victims’ rights.
Texas Victim Assistance Training Academy

Each year a foundational Texas Victim Assistance Training (TVAT) Academy is hosted by the TxCVC. Due to the COVID-19 pandemic, the TxCVC was unable to host the academy in-person this year. Instead, the TVAT Academy staff shifted the entire training to a virtual environment and presented the training virtually over six days for selected TVAT Academy students. The academy is designed for victim service 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

Texas Victim Assistance Training Online is a web-based statewide foundational victim assistance training program available on-demand. The training focuses 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. The TVAT Online is updated and enhanced after each legislative session to reflect statutory changes related to the criminal justice system and crime victims’ rights. During FY 2021, 642 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 VSD staff. Victims may bring support persons who will not view the execution but will provide support to those victim witnesses. Staff also provide follow-up support and referrals as needed. During FY 2021, at least one VSD staff member attended three executions, providing support to four victim witnesses and four 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, structured environment with the offender responsible for their victimization. Some victims choose to participate in VOMD because they wish to meet directly with their offender to describe the impact of their victimization and receive answers to questions regarding the offense. Participation in VOMD is voluntary for both victim and offender and is a confidential process. Under certain circumstances, alternatives are used in place of person-to-person mediation, such as statements written by the victim and delivered to the offender by VOMD staff. During FY 2021, 65 VOMD cases were initiated or reopened and 37 mediations were facilitated. Of those 37 mediations, 14 were person-to-person and 13 were creative alternative mediations.

Resiliency and Wellness Trainings

As part of a VOCA discretionary grant awarded by the Governor’s Office Criminal Justice Division, the 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

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The Administrative Review and Risk Management (ARRM) Division serves as an oversight division focusing on the mitigation of risk and liability to the Texas Department of Criminal Justice (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 adequate, effective and meaningful access to courts, counsel and public officials, 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 Fiscal Year (FY) 2021 totaled 170,583. The number of legal research materials delivered to inmates with indirect law library access totaled 264,102.

### 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, develop and update guidelines for the agency UOF Plan and associated policies and procedures, provide a central point of contact for open records requests regarding UOF and 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 2021, Counsel Substitutes were involved in the disciplinary process for approximately 93,201 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.

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 2021, PREA audits were conducted at 59 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, identify and resolve issues at the lowest possible administrative level and 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 2021, unit grievance investigators processed approximately 114,328 grievances at the unit level (Step 1), while central office staff processed approximately 26,251 appeals (Step 2).

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 the Business and Finance Division 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. The Business and Finance Division includes the departments of Accounting and Business Services, Budget, Commissary and Trust Fund, Contracts and Procurement, Historically Underutilized Business, Office of Space Management and Payroll Processing.

Budget Department
In providing financial oversight for 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 $6.9 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 2021 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; 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 2018-2019 base funding for inmate health care in FY 2021, addi-
tional funding for medical capital equipment, including 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 filling critical positions; reductions in travel expenditures and administrative operating costs; use 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 2021, more than 1.5 million deposits totaling $236 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 152 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 $137 million in FY 2021.

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 2021, the department processed approximately 49,150 Advanced Purchasing and Inventory Control System (ADPICS) requisitions, with approximately 45,200 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 Historically Underutilized Business Program (HUB) participation in the procurement of goods and services.

Historically Underutilized Business Program
The mission of the 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 Texas Administrative Code § 20.294, has its
principal place of business in Texas and is at least 51% owned by an Asian Pacific American, Black American, Hispanic American, Native American, an American woman 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 the 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 30,000 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 of the division include planning, design, construction and maintenance of 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, as well as 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.

Environmental
The Environmental Department is responsible for regulatory compliance in matters of environmental health and protection. Work performed by the Environmental Department includes the preparation of technical reports, environmental review of Major Work Requests (MWR’s), research, scheduling grease trap cleaning and solid waste pick up for all the TDCJ units, conducting special assessments, oversight on all water and wastewater operations, asbestos inspection and abatement and environmental compliance auditing for the TDCJ. The department also serves as oversight for historical buildings owned by the TDCJ.

Maintenance Operations
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. Responsibilities of the department
also include forecasting and managing budgets, as well as maintaining accurate databases for comprehensive reporting. Unit maintenance offices are located on each correctional facility, with technical staff varying by unit, according to the mission and facility inmate population. Additionally, specialty crews perform repairs, renovations and construction projects, and an asbestos team is available to provide asbestos abatement services to the agency.

**Program Administration**

Program Administration is responsible for facility project planning and programming functions to include the receipt and coordination of all incoming MWRs. This department engages in energy audits and utility billing analysis, and 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.

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**Health Services Division**

The Health Services Division monitors access to timely, quality health care for inmates incarcerated within the Texas Department of Criminal Justice (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 2021, the 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.

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

The Health Services Division monitors 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 and diagnostics, such as mammograms. The OSM communicates with other departments in the Health Services Division to identify areas for auditing.

**Health Services Liaison**
The Office of Health Services Liaison (HSL) coordinates the intake from the county jails of inmates with special medical and behavioral health needs. 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 through Friday, 8:00 a.m. to 5:00 p.m., to make health care-related inquiries.

**Public Health**
The Office of Public Health monitors and reports on the incidences of infectious diseases 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 (SANE) 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 the 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 complaints that exceed the norm for a comparable facility and (3) increasing morbidity and mortality trends at a particular facility.

Human Resources Division

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

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

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

Employment
Employment works to ensure and promote fairness and consistency in the recruitment, selection and retention of qualified applicants and provides agency staff with HR policy guidance. Employment consists of two functions: Correctional Officer Recruiting and Staffing and Selections and Clearances.

On November 2, 2020, Correctional Officer (CO) Recruiting and Staffing added a live chat feature to the agency website that allows potential applicants to interact with recruiters in real time. From November 2, 2020 through August 31, 2021, almost 17,000 conversations were initiated with approximately 7,000 visitors.

Effective January 1, 2021, CO Recruiting and Staffing transitioned from the HR division to the Training and Leader Development Division.

During Fiscal Year (FY) 2021, the TDCJ hired 8,775 employees. There were 14,671 CO applicants screened and 7,371 COs hired, of which 885 were veterans. An additional 299 employees entered the CO series, for a total of 7,680 new COs during FY 2021.

As of August 31, 2021, the agency’s calculated annual overall attrition rate was 32.8% and the CO attrition rate was 40.6%. The CO vacancy level was 6,561.5 in August 2021, an increase from 5,361 at the end of FY 2020.

Selections and Clearances processed 2,392 agency application clearance requests for non-CO positions and 5,569 volunteer clearance requests. This department also processed 3,002 contract medical, 2,709 private facilities, 799 contract facilities maintenance and 1,962 contract agribusiness clearance requests during the fiscal year. Additionally, 5,082 agency positions were posted during FY 2021.

The Executive Director’s Recruiting Award continues for current employees to receive a $100 gift card to Walmart, Target, HEB, Kroger, Shell, Exxon, Academy or Amazon, as well as the eight hours of administrative leave.

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 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 and Performance Evaluations sections.

Employee Services processed 375 sick leave pool applications, 462 extended sick leave applications, 1,897 donated sick leave applications, 3,764 hours of veterans' health administrative leave, 2,349 hours of military leave and 4,279 service awards. Employee Services Workers' Compensation section reported 3,048 primary first injury reports and 3,522 supplemental injury reports. The Employee Services Records section processed 1,116 subpoenas, 16,120 written verifications of employment, 18,811 open records request and imaged 826,453 documents into the HR Master Personnel File.

Employee Services administers the TDCJ wellness program, the Wellness Initiative. In FY 2021, 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. In addition, employees who received the flu vaccination were granted four hours of administrative leave and employees who completed the COVID-19 vaccination were granted eight hours of administrative leave in an effort to encourage employees to get vaccinated.

Support Operations
Support Operations provides HR with technical support in four areas.

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 supports 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. ICS is also responsible for maintaining the agency's voice and data circuits, network cabling, and wireless and long-distance calling. Two service centers are operated including the switchboard operator services directing incoming calls for the agency and the ITD Help Desk. More than 150K calls were processed by the service centers in 2021.
ICS supports and upgrades video surveillance systems, including new comprehensive systems at designated sites. This year, two new tilt towers were installed, replacing aging and deteriorating radio communication infrastructure at the Johnson and Glossbrenner units.

The annual radio refresh replaced 1,675 obsolete handheld radios. The department staff worked together to reconfigure the network infrastructure and provide computers, laptops and other hardware at the Briscoe, Segovia and Lopez units to support Operation Lone Star. In addition, ICS reconfigured the Offender Telephone System (OTS) at these units to enable detainees to make domestic and international calls, resulting in 374,697 calls between September and December 2021. The OTS standard utilization increased 19%, with the annual call volume moving from 30,786,982 in FY 2020 to 38,197,687 in FY 2021.

The implementation of the agency's tablet video visitation solution was completed resulting in 88 locations using tablets as an alternative for inmate visitation. A contract was awarded to Securus Technologies to install infrastructure and deploy tablets and services to eligible inmates at no cost to the agency. The tablets are managed through a secure internal network and will make educational, vocational, religious media, office messaging and other programs available. Deployment began in December to the first five units receiving 2,163 tablets and will continue through 2022.

**Enterprise Applications**

Enterprise Applications (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, and business and finance-related operations. EA is also responsible for managing and maintaining servers, network infrastructure and traffic, Internet access, disaster recovery and business continuity planning, all of which support the agency’s enterprise applications, core business functions and related activity.

During 2021, the EA department:

- Migrated the mainframe client application to a browser agnostic configuration to help
- Facilitated the retirement of Microsoft Internet Explorer 11
- Updated extranet account password policies to modern standards
- Developed correctional officer career path restructure and maximum security pay differential in the Payroll and Personnel System
- Implemented modifications to the Offender Telephone System to allow international phone calls for detainees at the Segovia and Briscoe units
- Developed and implemented the new agency Online Visitation Portal to enable the public to register and schedule multiple types of visits with incarcerated inmates
- Completed the Video Surveillance Camera Reporting System to provide unit-based camera report information, which provides agency video camera status reporting
- Implemented Confinee Housing system/software in order to support Operation Lone Star
- Imigrated OnBase document storage data to the Microsoft Azure Government cloud environment
- Completed the migration of all agency users from Skype for Business to Microsoft Teams and developed and implemented a new agency Online Visitation Portal for the Correctional Institutions Division, designed to allow the public to register and schedule multiple visit types with incarcerated inmates
Provided statical data for the Parole Division’s American Correctional Association (ACA) updates; and implemented Security Information and Event Management (SIEM) logging functionality to the agency web applications as part of an ongoing initiative to maintain compliance with the Information Resources Security Program (IRSP)

- Modified the Victim Services Division batch application to provide state-ready offender information to the IVSS systems
- Modified the Offender Information Management System CID Parole Review Casepull application, allowing 3G cases to be added to the list of cases sent to the board for review.

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

The PMO also has a vital 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 2021, including the Corrections Information Technology Systems (CITS) project, Inmate Tablet project, the online visitation scheduling portal, distribution of visitation tablets, the deployment of the Authorization Management System (AMS) for the Private Facility Contract Monitoring/Oversight Division, the deployment of the ATLO remote learning solution at Plane State Jail in coordination with Lee College and the Rehabilitation Programs Division, the Reentry and Integration Division’s Virtual Career Exposition, the COVID Staff Tracking Application and the Texas Department of Public Safety (DPS) ID Card systems replacement project.

The PMO also provided support to the Training and Leader Development Division for research, collaboration, technology solutions for correctional officer recruiting and distance learning initiatives, PEAK performance webpages and the procurement of recruiting software. Closed-Circuit Television Internet Protocol (CCT-VIP), the Heart of Texas Bible College establishment at the Hobby Unit and Entrust Photo/ID Card system replacement.

Chief Information Security Officer
The Office of the Information Security Officer (OCISO) consists of information security and network analysts committed to establishing policy, performing assessment and developing business continuity standards and action plans to protect the agency’s information resources.

In 2021, the OCISO coordinated with ITD personnel and agency business owners to finalize 108 risk assessments and coordinated the testing and remediation of the annual penetration test. The OCISO also established cybersecurity training for approximately 15,000 users in accordance with government code.

The Information Resource Security Program (IRSP) annual review was conducted to comply 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. In addition, forensics procedures have been updated with the latest techniques.

Business Services
Business Services supports the fiscal, planning and resource management activities of the ITD. This is accomplished by fiscal oversight and management of all the division’s appropriated funds consistent with applicable laws, rules and agency policy. The Department of Information Resources (DIR) Shared Technology Services contract includes managing and coordinating
numerous contracted activities through the Data Center Services (DCS). Other tasks include the 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 2021, Business Services increased oversight in the following areas: resource management of assets for Video Surveillance and preparing for the annual radio refresh. Fiscal management of funds for this department totaled over $49,240,295, 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, easements and other land matters. Land considered suitable for agricultural use is employed in the production of fresh vegetables, cotton, grain, hay and livestock. In addition to these primary activities, Agribusiness manages livestock and operates two meat processing plants and a canning plant that provide the canned vegetables, eggs and various finished meat products required to feed the inmate population.

During the 2020 calendar year, the department raised 30 varieties of vegetables, with production exceeding 4.8 million pounds. Approximately 30,408 acres were dedicated to the production of cotton, grains and grasses, resulting in the harvest of 51.4 million pounds of production. At the close of calendar year 2020, on-hand livestock included 12,180 head of cattle, 15,915 swine, 211,927 laying hens and 994 horses. The poultry program produced approximately 4.1 million dozen eggs and the swine operation shipped 12,540 hogs to the packing plant. During this period, TDCJ food processing plants canned 204,623 cases of vegetables and delivered more than 19.4 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 responsible for compiling data from various sources to produce the monthly TCI Financial Report and weekly and monthly warehouse reports. The FSO also provides information and reports to factories, MAL management and agency administration, all of which are used when making business decisions.

The Business Office provides budget oversight for Programs, TCI and Transportation and Supply, including purchasing approvals and spec-
ifications, 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 2021, Wynne Computer Recovery provided 3,691 refurbished computers to Texas public schools and 77 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 2021, the braille facility transcribed 59,263 pages of braille and 22,057 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.

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 2021, PIE participants earned $814,127 and contributed $70,411 in federal taxes, $81,413 to crime victims' compensation, $3,325 to restitution, $62,756 for family support and $425,926 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 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 the TDCJ and other eligible entities. The three-year recidivism rate for inmates released from the TDCJ in FY 2018 who worked more than three years in an MAL job during their incarceration is 6.78%.

During FY 2021, 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 9,685 customer orders. Sales for the 33 TCI facilities and the three designated training facilities were $67.7 million for the fiscal year.

An inmate repairs a sewing machine at the Wallace Unit garment factory.
Transportation and Supply
Transportation and Supply includes Fleet and Freight Transportation and Warehousing and Supply.

Fleet and Freight Transportation has three 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 2,569 active vehicles, including 171 tractor trucks and 468 tractor trailers, as well as other trailers and equipment. In FY 2021, 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 2021, the three freight dispatch offices coordinated more than 25,500 freight hauls and truck drivers logged approximately 5.2 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 2021, the warehouses had an average inventory of $25.1 million and maintained 2,563 items in stock. Approximately $133 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 2021, 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.

Communications' external functions include working with thousands of reporters and news media throughout the world to tell the stories of the Texas Department of Criminal Justice (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.

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 produces the Criminal Justice Connections, an online newsletter for employees, which can be accessed by clicking on the Connections link on the TDCJ home webpage. Communications also produces the TDCJ Annual Review and regularly updates the TDCJ Phone and Address Directory.
Records Management
The Records Management Department provides research, insight and recommendations for achieving efficiencies and consolidation of inmate records. The department also provides governance, support and policy structure for all agency records; initiates and manages record-keeping 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 prepares the agenda and meeting materials for the Texas Board of Criminal Justice (TBCJ) and produces the TBCJ minutes. Additionally, staff coordinates revisions of TBCJ rules, the Departmental Policy and Operations Manual, the Human Resources Policy Manual and agency departmental manuals upon request.

Executive Services coordinates the State Employee Charitable Campaign, conducts internal research and evaluations and 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 Offenders.

Emergency Action Center
The Emergency Action Center (EAC) staffs an incident call center to provide a link between the TBCJ, TDCJ managers and staff and other state officials regarding serious or unusual incidents occurring within the agency. The EAC is responsible for receiving reports of serious or unusual incidents, notifying appropriate entities and administrative staff of incidents, maintaining custody of incident records, preparing monthly audit reports and providing Executive Services with the information required to publish statistical reports. The EAC provides valid, accurate and timely information, which plays a critical role in managing risks associated with incidents inherent in the correctional environment.

Governmental Affairs
Governmental Affairs works 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 and Program Administration.

Legal Affairs
The Legal Affairs section provides advice and counsel to the Texas Department of Criminal Justice (TDCJ) regarding corrections law, public information requests, subpoenas, expunctions, renditions, victims’ rights, employment law, business transactions, inmate health care, inmate sentence time calculation, parole and community supervision matters, as well as TDCJ, rules and policies. This section drafts formal and informal legal opinions for the TDCJ as requested.

Litigation
The Litigation section is divided into two subsections: Litigation Support and Special Litigation.

Litigation Support
The Litigation Support section provides litigation support to the Office of the Attorney General 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, review of pleadings, trial support, mediations, settlements and appeals. The Litigation Support section also reviews and
processes claims and collections for damages involving TDCJ property and TDCJ employees.

Special Litigation
The Special Litigation section provides litigation support to the OAG for complex and high-profile lawsuits in which the TDCJ or its employees are named defendants. This section also helps the OAG defend federal habeas corpus writs and assists state district courts in processing state writs of habeas corpus.

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 and reports, performance measures, case management, records retention and storage. The Program Administration section also provides general assistance to the Texas Board of Criminal Justice and TDCJ leadership as requested.

Office of Emergency Management

The Office of Emergency Management (OEM) is the central oversight authority for the Texas Department of Criminal Justice's (TDCJ) emergency management preparedness and response. The OEM coordinates with divisions throughout the TDCJ to develop and update emergency response plans, continuity of operations plans and the Homeland Security Strategic Plan. The OEM represents the 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. OEM 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 OEM also monitors for seasonal issues such as heat advisories, hurricanes and winter weather and responds accordingly when necessary. The mission of the OEM is to ensure, through coordination with all levels of state and community shareholders, that TDCJ is prepared to respond to and recover from, all natural and manmade disasters and emergencies. The OEM will gather data and information to develop and maintain plans and procedures for major disasters and emergencies, serve as the liaison between all levels of government to coordinate resources for disaster and emergency response and provide direction and procedural trainings that maintain necessary emergency management skills for TDCJ personnel and the broader community.

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 the TDCJ's university providers, the OEM has monitored developments associated with the spread of COVID-19 and its agency impact. Throughout the pandemic, the OEM has continued to work with staff from numerous divisions to maintain the daily operations of the COVID command center. Operations included the tracking of inmate and staff data related to the pandemic, preparation of reports and continuous development of improved processes. In coordination with the TDEM, the OEM supported the agency with the ordering and tracking of personal protective equipment (PPE), testing materials and other equipment to assist with the continued prevention and mitigation of the spread of the virus. Additionally, the OEM assumed responsibility for the Strike Command center which is responsible for the scheduling, rosters, results tracking and the compilation of reports as it relates to all sample, recurring and mass testing performed agency wide. The OEM, in partnership with other agency divisions, coordinates with the TDEM and other outside entities to assist with duties in the Operation Lone Star State Operations Center.

The Office of Emergency Management partnered with the Correctional Institutions Division to oversee operations of the COVID Command Center throughout the pandemic.
The Research and Development Department (R&D) was established in October 2019. At the time, it was a one-person operation but has since grown to a total of five staff. In the almost three years that the R&D team has been in place, several new capacities have been developed to better analyze and understand challenges facing the TDCJ. For example, the R&D team began developing a risk assessment tool to help identify inmates that are at an increased risk of engaging in acts of self-harm. This tool will be used to help the agency establish Self-Harm Prevention offices at select prison units in the state. With the aid of the risk tool, these units will be able to get an updated profile of the inmates at their units who need additional observation and engagement, strategies aimed at reducing the number of attempted suicides in prison units.

Training and Leader Development Division

The 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 240 employees, trainers embody the professionalism and discipline that is required to inspire 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 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 the TDCJ’s diverse work population, which is spread across the state, the 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, making staff better prepared and confident.

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. The TLDD contributes to the retention of staff by empowering them with knowledge, by enabling them to see their progress, to facilitate advanced education and by enhancing their leadership potential at any level within the agency.

Correctional Officer Staffing Department

Beginning January 1, 2021, Correctional Officer Recruiting and Staffing transitioned into the Training and Leader Development Division. Since that time, the TLDD has implemented several enhancements to recruiting efforts. Partly as a result of those efforts, a total of 6,777 correctional officers were hired in FY 2021.

The Mobile Correctional Officer Teams were created to bring in additional officers to understaffed units.

Advertising

Media and hiring events were held throughout the state of Texas. With the increased advertising and marketing beginning late May, applications jumped in June by 22% over May and 25% over April. In the first four months, the increased advertising efforts resulted in a 25% increase of applications being submitted. CO Staffing uses radio, local broadcast television, billboards, social media, mailouts and also attends many job fairs across the state.
A new online Correctional Officer website and referral page was launched in late May, which resulted in an increase of referrals and website visits that numbered 1,185 visits within just three days of launch. The new website includes informational videos, career ladder information and also a link to the online application.

Warden’s Direct Hire Program
The Warden’s Direct Hire Program was implemented as a means to further recruiting and retention efforts for the TDCJ and is under development. The foundation for this program offers the warden of a designated unit, the opportunity to work directly with candidates and build a professional relationship that could have a very positive impact on overall unit retention.

Mobile Correctional Officer Teams
Mobile Correctional Officer Teams (MCOT) will provide the opportunity to distribute and deploy teams to under-staffed units across the state. This is an idea that began with the implementation of the Training and Leader Development Division in 2019. The TLDD recognized the need for mobile teams that could be used as support in many different instances:

- As support teams for under-staffed units helping with daily unit operations;
- As trainers using TLDD-trained staff partnering with the CID to deliver pre-service training in the unit environment;
- As experiential training to pre-service cadets to gain first-hand knowledge of what will become their new unit of assignment upon graduation; and
- To aid with special operations on units throughout the state, as needed.

Correctional Training
Pre-Service Training Academy
Correctional Training has a staff of approximately 109 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 comprise three phases totaling 384 hours. In FY 2021, 5,367 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 assessment as a requirement in the PSTA and the 40-hour annual In-Service Training. The goal is to show an improvement in the physical agility of all participants each year. Participants who complete the PAT within a designated amount of time 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 2021, 666 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 2021, 10,472 employees completed in-service and specialized training courses.

Sergeant, Food Service and Laundry Manager Course
This course is a blended online and classroom experience that 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 2021, 338 participants completed the 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 realistic 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. Due to unprecedented circumstances requiring lieutenants at TDCJ facilities, this course was suspended in FY 2021.

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. Due to unprecedented circumstances requiring captains at TDCJ facilities, this course was suspended in FY 2021.

Human Resources Training
The Human Resources (HR) Training section has six 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, mandated through Personnel Directive (PD)-97, Training and Staff Development, 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 Session
- EEO Disciplinary Compliance Training.
- Trainings for agency supervisors:
  - PD-71 Manager’s Training
  - Equipping Leaders with HR Fundamentals
  - HR Development Forum
- Trainings specifically for human resources:
  - HR Representative Essentials
  - Family and Medical Leave
  - Leave Benefits
  - HR Office Records
  - HR Representative Selections
  - Workers’ Compensation and Return to Work Program

Parole Training
The Parole Officer Training Academy (POTA) has a staff of 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 composed 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 2021, 304 trainees graduated from the POTA.

Parole In-Service Training
This 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 2021, approximately 1,700 parole division series staff completed in-service training.

Unit Supervisor School
The unit supervisor (PO III) training is a 37-hour supervisory skills training that is required within approximately 120 calendar days of the selec-
Online training approaches have opened new doors for getting training programs and leader development opportunities to community supervision and corrections departments statewide.

Online training approaches have opened new doors for getting training programs and leader development opportunities to community supervision and corrections departments statewide.

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 35-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.

**Community Supervision 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 (RTO) from community supervision and corrections departments (CSCDs) across the state. Participants receive training on various topics relevant to their job functions and 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 CSO and must be completed within one year of employment with a CSCD. In FY 2021, TLDD certified 179 CSO.

TDCJ has Memorandums of Understanding (MOU) with the larger CSCDs 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 2021, TLDD conducted testing of the MOU Trainings and certified 55 CSOs.

**Residential Staff Certification Training**

This mandatory, three-day course is designed for residential CSOs, 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 CSOs. 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 2021, 163 residential staff employees completed Residential Staff Certification Training.

The 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. The 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 2021, the TLDD conducted testing of the MOU Trainings on 18 residential facility employees.
TRAS End-User Training

The Texas Risk Assessment System (TRAS) is an evidence-based assessment tool adopted by the 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. CSO 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 2021, TLDD certified 20 CSCD staff to administer and score the TRAS.

Static-99R Training

Static-99 is a 10-item actuarial assessment instrument created by R. Karl Hanson, Ph.D. and David Thornton, Ph.D. for use with adult male sexual offenders who are at least 18 years of age at time of release to the community. In 2012, the age item for the scale was updated, creating Static-99R. Static-99R is the most widely used sex offender risk assessment instrument in the world and is extensively used in the United States, Canada, the United Kingdom, Australia and many European nations. This training teaches probation and parole officers and other criminal justice professionals how to properly administer and accurately score the tool on the offender population. Participants are required to pass a certification exam at the end of the training in order to administer the tool on the offender population. This training can be conducted in-person or online. In FY 2021, the TLDD certified 97 TDCJ and CSCD staff to administer and score the Static-99R assessment.

Foundation Skills for Trainers

This five-day training will help participants develop the preparation, presentation and platform delivery skills needed to conduct training using curriculums developed by the National Institute of Corrections. Focus areas include the needs and characteristics of adult learners, learning styles, the role of the correctional trainer, managing a learner-centered training environment, asking and responding to questions, facilitating lesson plans, teaching to performance objectives and basic teaching methods. This course can be conducted in-person, online or using blended-learning. In FY 2021, the TLDD trained 13 TDCJ and CSCD staff.

TRAS-Training of Trainers

This five-day training is coordinated by the TDCJ-TLDD and is conducted by certified TRAS Master Trainers. The Master Trainers teach participants to conduct TRAS End-User Training classes. The first three days is dedicated to providing more information to participants about scoring the TRAS, research supporting the TRAS, the principles of effective intervention and case planning. Participants are also taught how to convey the information to a TRAS End-User class. The last two days consist of the participants conducting an in-person two-day TRAS End-User Training while being evaluated by the Master Trainers for their ability to effectively train the course. The Master Trainers determine if participants will certify to become TRAS End-Users Trainers. Certification is not guaranteed by attendance alone. In FY 2021, the TLDD certified 20 TDCJ and CSCD staff to be certified TRAS Trainers.

Distance Education Training

The TLDD began converting traditional classroom-based training programs into virtual interactive, self-paced courses to include parole, probation, human resources and correctional training. The TLDD actively assisted other divisions in their migration to online learning and worked with institutions such as Trinity Valley Community College, Lamar Institute of Technology and Lamar State College-Orange to offer college credits and professional development trainings to the staff. The desire of both the TLDD and the institutions is to maintain a long-term collaborative agreement to provide distance education to TDCJ staff for professional development and continuing education credit opportunities. In FY 2021, approximately 2,000 people completed trainings using the online self-paced module format.