Texas Department of Criminal Justice

Annual Review
Fiscal Year 2022

Texas Department of Criminal Justice
Revised 4/6/2023
Dear Chairman O’Daniel and Members of the Board:

During Fiscal Year 2022 (FY22), the prevalence of the COVID-19 virus declined substantially in the Texas Department of Criminal Justice (TDCJ), as it did throughout the state, the nation and most of the world. Nevertheless, the virus caused the deaths of many people, to include agency staff and those incarcerated in our correctional institutions. My deepest sympathies go out to the families, friends and co-workers of the dedicated employees who passed away, as well as to the loved ones of the men and women who were incarcerated in the TDCJ. The agency continues to monitor the prevalence of COVID-19, offer vaccines and boosters to inmates and staff, and adhere to the Centers for Disease Control and Prevention (CDC) guidelines for correctional facilities.

Correctional officer staffing has been the most significant operational challenge facing the TDCJ for some time, and during FY22 the agency continued to identify and implement additional measures to address staffing shortfalls. The newly created Retention Department, Mobile Correctional Officer Teams and the Warden Direct Hire Program were among the staffing related initiatives implemented. However, as you know, it was Governor Abbott and the Texas Legislature who took the most decisive and effective action regarding correctional staffing. Effective April 1, 2022, the salaries of uniformed security staff and correctional supervisors were raised by fifteen percent. Immediately thereafter, the number of vacant positions, which had been steadily increasing, began to decline. Filling staff vacancies remains the agency’s greatest challenge and highest priority, but thanks to state policymakers the numbers have begun trending in the right direction.

During FY22, the number of inmates incarcerated in the TDCJ increased, which is most likely attributable to the courts resuming more normal operations as COVID-19 infections declined. The agency opened idled beds as necessary to accommodate population growth and will closely monitor population trends in the coming year.

Among the notable developments during the fiscal year was the provision of secure tablets to eligible inmates. With the tablets, inmates can access content related to both programming and entertainment as well as make phone calls to friends and family. Deployment of the tablets to all units is scheduled for completion during FY23. Programmatic opportunities for inmates also increased. In addition to expanding existing programs, the new Peer Recovery Coach and Peer Support Coaches Programs began serving both men and women. Two new programs specifically for women also began operations during the year: the Heart of Texas College Ministry and the female Truck Driver Program.

During FY22, the TDCJ continued to support Operation Lone Star by incarcerating individuals arrested for state offenses while illegally crossing the southern border. The Briscoe Unit in Dilley and the Segovia Unit in Edinburg are currently housing detainees.

Although there were many notable successes during FY22, there was also a terrible failure by the agency which had horrific consequences. On May 12, 2022, an inmate escaped while en route to a medical appointment. Prior to his death during a confrontation with law enforcement officers, the escapee brutally murdered five people. Each of you have been thoroughly briefed on the circumstances of his escape, the mistakes that were made, the findings and recommendations forthcoming from multiple investigations by the agency and independent consultants, and the actions staff have taken to prevent a similar tragedy in the future. I offer no excuses for our failure to protect the public but assure you that I and the many dedicated men and women who serve the great state of Texas as employees of the TDCJ could not be more determined and devoted to successfully fulfilling the TDCJ mission.

Bryan Collier
Executive Director
I am pleased to present the Annual Review for Fiscal Year 2022 (FY22) for the Texas Department of Criminal Justice (TDCJ).

During FY22, the men and women employed by the TDCJ continued to perform a vital public service that provides public safety, promotes positive change in inmate behavior, reintegrates inmates into society and assists victims of crime. Theirs is a difficult and demanding profession made even more challenging by the pandemic and staffing shortfalls. Under the outstanding leadership of Executive Director Bryan Collier, these dedicated public servants work relentlessly to protect all Texans.

On behalf of my fellow members of the Texas Board of Criminal Justice (TBCJ), Director Collier and the employees of the TDCJ, I want to thank you for the salary increase which took effect April 1, 2022. Raising the salaries of uniformed security staff and correctional supervisors had an immediate impact on recruitment, retention and the number of vacant positions.

Sadly, even though COVID-19 infections declined considerably during FY22, the virus still claimed the lives of TDCJ employees as well as individuals incarcerated in TDCJ correctional facilities. I extend my deepest sympathies to all who are grieving the loss of family and friends.

I also extend my deepest sympathies to the family and friends of the five people murdered by an escaped TDCJ inmate in May 2022. The failure of the agency to securely incarcerate the inmate had tragic consequences and multiple investigations of the incident, both internal and independent, have documented the lapses in security which made the escape possible. The TDCJ has implemented numerous recommendations resulting from those investigations in order to enhance security and protect the public. Please know the TBCJ and the agency will continue to diligently pursue every means available to us to ensure public safety.

Sincerely,

Patrick L. O’Daniel
Chairman, Texas Board of Criminal Justice
The mission of the Texas Department of Criminal Justice (TDCJ) is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society and assist victims of crime.

The department will be open, ethical and accountable to fellow citizens and work cooperatively with other public and private entities. TDCJ will foster a quality working environment free of bias and respectful of each individual. Agency programs will provide a continuum of services consistent with contemporary standards to confine, supervise and treat offenders in an innovative, cost-effective and efficient manner.

- To provide diversions to traditional incarceration through the use of community supervision and other community-based programs.
- To provide for confinement, supervision, rehabilitation and reintegration of adult felons.
- To ensure that there are adequate housing and support facilities for convicted felons during confinement.
- To provide a comprehensive continuity of care system for special needs offenders through statewide collaboration and coordination.
- To provide supervision and administer the range of options and sanctions available for felons’ reintegration back into society following release from confinement.
- To establish and carry out policies governing purchase and public work contracting that foster meaningful and substantive inclusion of historically underutilized businesses.

The executive director of 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.
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he 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 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 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 A: Provide Prison Diversions 7.25% $247,423,250
Goal B: Special Needs Inmates 0.84% $28,810,394
Goal C: Incarcerate Inmates 83.33% $2,844,311,532
Goal D: Board of Pardons and Paroles 0.81% $27,813,661
Goal E: Operate Parole System 2.35% $80,124,766
Goal F: Indirect Administration 5.41% $184,680,339

Goal A: Provide Prison Diversions
Goal B: Special Needs Inmates
Goal C: Incarcerate Inmates
Goal D: Board of Pardons and Paroles
Goal E: Operate Parole System
Goal F: Indirect Administration

Goal C: Incarcerate Inmates
Goal A: Provide Prison Diversions
Goal E: Operate Parole System
Goal F: Indirect Administration
Goal D: Board of Pardons and Paroles
Goal B: Special Needs Inmates

Goal C: Incarcerate Inmates
Goal A: Provide Prison Diversions
Goal E: Operate Parole System
Goal F: Indirect Administration
Goal D: Board of Pardons and Paroles
Goal B: Special Needs Inmates

Board Oversight

Internal Audit Division
Office of the Independent Ombudsman
Office of the Inspector General
Prison Rape Elimination Act Ombudsman
State Counsel for Offenders
The Internal Audit Division examines and evaluates the effectiveness of the agency’s system of internal controls and the quality of performance in carrying out assigned responsibilities. To accomplish this mission, the division performs both financial and performance audits to evaluate and improve reliability and integrity of financial and operational information; increase effectiveness and efficiency of operations; safeguard assets; and ensure compliance with laws, regulations, and contracts.

In Fiscal Year 2022 (FY22), Internal Audit implemented two new software applications to improve efficiencies. The new auditing software includes a full migration of all audit working papers and provides implementation tracking and staff time keeping. The new data analytics software assists in automated testing, data collection, and data analysis.

The division assisted the Texas Department of Criminal Justice (TDCJ) by training agency personnel in risk-based monitoring methodologies and fraud awareness. Twenty-two training events were held throughout the state with 378 attendees. After completing the course, each division was tasked with developing and submitting a risk-based monitoring plan for approval by TDCJ leadership.

In addition to risk-based monitoring training, the division created a full-day course on fraud awareness focused on frauds occurring in the workplace. This course reviewed agency policy governing fraud awareness and reporting, as well as ethical requirements. Participants were provided an overview of the potential costs of fraud on an organization, the accepted model to identify why fraud occurs, red flags, and the common methods used for fraud. To further educate staff on their responsibilities to report fraud, posters were created and displayed throughout the agency.
The Office of the Inspector General (OIG) serves as the independent law enforcement and investigative entity for all matters related to TDCJ. The OIG investigates allegations of criminal activity and misconduct that have an impact on TDCJ programs, personnel, and resources. The OIG also works cooperatively with various federal, state, and local law enforcement agencies to focus on prison gangs, parole absconders, and homeland security.

Led by the Inspector General, the OIG consists of the Criminal Investigations Division, Special Operations Division, and the Support Services Division. All OIG investigators are certified Texas state peace officers and licensed by the Texas Commission on Law Enforcement.

The Prison Rape Elimination Act (PREA) Ombudsman Office is legislatively mandated to coordinate efforts to eliminate sexual abuse and sexual harassment of inmates in TDCJ correctional facilities. The office monitors and conducts administrative investigation of sexual abuse and sexual harassment allegations related to the PREA. The PREA Ombudsman Office is responsible for inquiries received from legislators, inmate family, and friends as well as inmates themselves. The PREA Ombudsman Office reviews inquiries investigated by TDCJ to ensure the inmate’s allegations were appropriately addressed according to PREA standards and TDCJ policy. The PREA Ombudsman Office also monitors compliance related to PREA standards on TDCJ facilities by conducting unit inspections and in-person investigations, reviewing PREA investigations, and assisting during PREA audits.

In FY22, the office hired new staff, including a PREA compliance specialist to monitor community confinement facilities and assist with Community Confinement PREA audits. Additionally, the office established a monthly PREA conference call for unit PREA staff and unit administration to discuss PREA related issues and share information.

The State Counsel for Offenders (SCFO) provides legal counsel and representation to indigent persons while they are incarcerated in TDCJ. The SCFO also provides legal representation to currently and formerly incarcerated clients facing civil commitment proceedings. There are four legal sections within SCFO: Criminal Defense, Civil Defense, Appellate, and Legal Services. An Investigations 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. The General Legal division of the Legal Services Section assists indigent incarcerated individuals with detainers and extradition matters. The Immigration division of the Legal Services Section provides limited assistance to indigent clients who are scheduled to appear before an immigration judge as part of a removal proceeding, formerly known as “deportation.”
Offender Management

Community Justice Assistance Division
Correctional Institutions Division
Parole Division
Private Facility Contract Monitoring/Oversight Division
Offender Management

The Community Justice Assistance Division (CJAD) administers community supervision, also known as adult probation, in Texas by partnering with community supervision and corrections departments (CSCD) to promote safer communities through rehabilitative services for offenders and protection of victims’ rights. The division’s services include tracking the performance, monitoring the budgets and programs, distributing state funding, enforcing standards and rules, and providing administrative and technical help to CSCDs. The division director seeks advice from the Judicial Advisory Council, a 12-member council of judges and citizens.

In Fiscal Year 2022 (FY22), the CJAD launched two websites to assist the CSCDs. The first website allows CSCDs to submit quarterly data related to the Treatment Alternative to Incarceration Program. The second is a caseload report website that includes the collection of pre-trial supervision data.

This year, the CJAD created a supervision strategies pilot program to provide technical assistance to the 14 participating CSCDs. The pilots vary by department and use different strategies to enhance supervision, such as implementing technology, modifying personnel requirements, and revising policies.

In FY22, the CJAD created a Grant Scoring Committee comprised of CSCD directors to determine program benchmarks, define a quality program, and make modifications to current scoring components so that grant scoring identifies and funds quality programs.

Additionally, the CJAD presented at various conferences and hosted trainings throughout the year. The division presented at the 100th Annual County Judges and Commissioners Association Conference, two Texas Probation Association Conferences, the West Texas Area Chief’s Association Conference, the Virtual SKILLS Conference, the Chief’s Leadership Conference, and the Texas Corrections Association Conference. Eight new director orientations were conducted to review budgets, fiscal management, case management, data submission, and information systems. The CJAD also co-organized and participated in a two-day CSCD Directors Summit that covered an array of topics related to community supervision and the challenges facing the field of community corrections. In May 2022, the CJAD hosted its first Community Supervision Treatment Program Consortium Meeting to foster communication among partners, problem-solve, and build supportive networks. The meeting included a tour of the East Texas Treatment Facility and provided information on programming, daily schedules and activities, medical, re-entry services, as well as intake and releases.

The Correctional Institutions Division (CID) is responsible for the confinement of adult felony inmates sentenced to incarceration in a secure correctional facility. Specifically, the CID oversees state prisons, pre-release facilities, psychiatric facilities, the Developmental Disability Program, medical facilities, state jails, geriatric facilities, and substance abuse felony punishment facilities. The CID works with other divisions and partners to improve public safety by providing effective interventions through a safe, secure, and positive environment to empower individuals to achieve lifelong success.

The division is divided into six regions and eight departments: Classification and Records; Mail System Coordinators Panel; Office for Disciplinary Coordination; Laundry, Food and Supply; Plans and Operations; Safe Prisons/PREA Management Office; Security Operations; and Security Threat Group Management Office.

Historically, Texas Department of Criminal Justice (TDCJ) required a security review to be conducted once every two years at all facilities and at some, every year. In March 2022, TDCJ established a separate Office of Security Assessments within the CID to conduct an unbiased review of security practices at all units, statewide. In May 2022, the Office of Security Assessments conducted the first assessment at the Polunsky Unit, and will soon be conducted at all facilities across the state.

Correctional Institutions Division corrections officer records inside temperatures in G5 custody at the Estelle Unit.
Agency initiatives and operations routinely call for special project staffing coordination, including assisting with inmate transports, security escorts for equipment installation projects, and staffing surges for semi-annual comprehensive searches. In early 2022, CID established the Staffing Command Center to provide real-time staffing data from 88 units to leadership, coordinate the deployment of Mobile Correctional Officer Teams and other staffing models, and generate staffing projections to anticipate staffing needs. Staffing Command Center ensures all available staffing resources are being used appropriately and effectively statewide.

In FY22 the Laundry, Food, and Supply department certified all Food Service majors in ServSafe, a nationally recognized certification by the National Restaurant Association. This two-day class focuses on sanitation, flow of food operations, and pest management. With the successful establishment of the majors, all food service sergeants are currently receiving the training. Certification ensures quality meals are provided with oversight from certified staff.

TDCJ launched a program to provide secure tablets equipped with multimedia services to eligible inmates this year. In addition to having access to media such as podcasts, music, education, and legal programs, inmates can call their friends and family on these devices. The tablet service provider, Securus Technologies, distributes a tablet to each eligible inmate at no cost to them or the state. In addition to installing the infrastructure, the agency also received command control tablets for correctional staff. The tablets are managed through a secure internal network with no access to the Internet. Deployment of the tablets is expected to be completed by FY23.

At the end of FY22, CID created family liaison coordinator positions to provide information to staff, governmental agencies, community organizations, and the public. These coordinators are assigned to the maximum-security facilities to assist with research and respond to inquiries. The coordinators also organize recommendations for improvement to be proposed to TDCJ leadership. Coordinators work with staff to resolve problems and organize programs to maintain compliance with laws, regulations, and TDCJ policies and procedures.

At the end of FY22, the Correctional Institutions Division had 27,837 employees. Of these, there were 15,691 correctional employees, including 2,406 ranking correctional officers. Unit mailroom staff processed 12,496,334 pieces of mail; 291,439 correspondence denials; 5,692 publication denials; and 3,259,145 Jpay e-Messages.

*CID also operates one stand-alone intermediate sanction facility.

Offender Management

The Parole Division supervises clients released on parole or mandatory supervision from TDCJ, county jails, and other states through the Interstate Compact agreement to complete their sentences in Texas communities. This year, region directors in Dallas, Houston, Lubbock, San Antonio and Tyler managed 67 district parole offices across the state.

In FY22, the division partnered with the Rehabilitation Programs Division and the Community Justice Assistance Division to establish a pilot program for clients in rural areas with reported or documented substance use issues. The grant-funded Comprehensive Opioid Stimulant and Substance Abuse - Technology Assisted Treatment program expands the continuum of care services available for those in need of programming related to opioid or stimulant use. Additionally, the division developed the initial training for the revised Residential Reentry Center (RRC) model. This updated model involves provision of multiple services and supervision at the RRC location.
The division implemented the Plans and Operations Section in FY22 to support leadership through coordinating updates to policies and operational plans. The section implements new legislative initiatives, serves as the liaison for Parole Division audits, provides technical assistance to ensure division compliance with the American Correctional Association (ACA) standards, and assists with the Divisions emergency preparedness.

The division enhances clients’ reintegration process through the development and delivery of effective programming, including:

- **Project COPE (Community Opportunity Programs in Education)** is a community-based program available to clients with a need for educational services.
- **Sex Offender Program** provides specialized treatment and supervision for sex offenders.
- **Substance Abuse Counseling Program (SACP)** is an education, intervention, and treatment program designed to reduce the recidivism rate of clients who use alcohol/drugs while on community supervision, have a history of substance use, or who request assistance with addiction-related issues during their time on supervision.
- **Therapeutic Community (TC) program** provides a range of therapeutic, outpatient, and resource programs for clients with a history of substance use needs. This involves the coordination and utilization of other interrelated programming to address the treatment needs of clients.
- **District Reentry Center (DRC)** provides rehabilitative programs for eligible clients

In FY22, an average of 79,118 parole and mandatory supervision clients were under active supervision by approximately 1,300 district parole officers.

Central Coordination Unit

- Approximately 4,681 clients were placed in Intermediate Sanction Facilities (ISF) and 518 clients were placed in a Substance Abuse Felony Punishment Facilities.
- Kegans ISF provided services in the Substance Abuse Counseling Program and the Cognitive Intervention Program to 1,961 clients while the East Texas Treatment Facility provided services to 670 clients.
- Goodman ISF provided Cognitive Intervention Programming services to 1,534 clients, Baten ISF provided services to 518 clients and Henley ISF provided services to 138 female clients.

The programs and services offered in these facilities encourage client compliance through appropriate supervision and treatment intervention.

**Private Facility Contract Monitoring/Oversight Division (PFCMOD)** monitors contracts for privately-operated facilities as well as community-based facilities, which includes substance use treatment services. The division is divided into three areas: Compliance Monitoring, Operations, and Support. In FY22, PFCMOD used innovative means to fulfill the division’s mission, due to staffing challenges. The division redistributed staff, transitioned from a monthly audit schedule to a quarterly risk-based assessment, increased technology usage and underwent an accelerated request for proposals process for the Correctional Centers. Additionally, the division effectively transitioned the East Texas Treatment Facility commissary operations to a fully operational TDCJ commissary. The division transitioned the Willacy State Jail from LaSalle to the Management Training Corporation (MTC), reopened the Bradshaw State Jail, and began the initial stage of ACA accreditation for Transitional Treatment Centers.

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- **Special Needs Offender Program (SNOP)** maximizes the supervision and treatment of clients diagnosed with mental impairments, intellectual development disorder, terminal illness, a physical handicap, and medically recommended intensive supervision by providing specialized supervision.

**PFCMOD**

- **Business Operations staff** processed 231 invoices, totaling $50,940,027.
- **Placement Services staff** completed 1,193 Transitional Treatment Center authorizations.
- **Contract Monitoring staff** initiated 114 contract reviews.
- **Contract management staff** completed 80 contract modifications.
- **Support staff** processed 35 Step II grievances and completed 87 Behavioral Interdiction Plan reports.

**Serious and Violent Offender Reentry Initiative Program (SVORI)** is a two-phase program targeting clients releasing from restrictive housing. The programming addresses cognitive intervention, substance use, anger management, employment preparation, and Victim Impact Panel.

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*Private*
Programs

Reentry and Integration Division
Rehabilitation Programs Division
Victim Services Division
HE REENTRY AND INTEGRATION DIVISION (RID) establishes a comprehensive reentry and integration plan for inmates in the Texas Department of Criminal Justice (TDCJ). The division provides a three-phased reentry program for releasing inmates through established partnerships and targeted state resources. In phase one, staff assist inmates in obtaining a replacement social security card, certified birth certificate, and state identification card. In phase two, eligible inmates are assessed for criminogenic risk and reentry needs with individualized case planning available for those who assess with a moderate to high risk of re-offending. In phase three, individualized case management and employment services are provided for eligible parole clients. RID also provides services focused on special populations including veterans, females, mental health, and those wrongfully imprisoned. Veteran services expanded with the opening of the STRIPES (Success Through Restoration, Independence, Perseverance, Excellence and Service) dormitory at the Murray Unit and the first graduation at the Coffield Unit in Fiscal Year 2022 (FY22). Additionally, veteran volunteer service programs were expanded to serve inmate custody levels previously unable to participate. Nine peer housing dorms for veterans were created with plans for further expansion statewide.

In FY22, the RID operated several grant-funded programs:

- **Above and Beyond** trains female inmates as reentry peer specialists to facilitate a trauma-informed program focused on life skills, female issues with reentry, and cognitive restructuring.
- **Second Chances for Success** is a rapid reentry services for parolees departing Harris County Jail and provides community-based services and employment upon release.
- **Mapping the Future** is an employment service and case management enhancement project to further the goal of gainful employment immediately upon return to community living.
- **Bridging the Gap** provides case management services for eligible intermediate sanction facility inmates to successfully complete the program and return to the community with a reentry plan that meets criminogenic needs and mental health and medical needs.

Despite staffing challenges for RID, the division continued to provide programming across the state. RID staff persevered and prioritized meeting inmates and clients where they were whether that was cell side, the infirmary, the classrooms, or the community. This year saw an increase in peer services, with a positive response from inmate and client participants.

The division increased special needs reentry case managers from 10 to 12. In addition to the growth in positions, a process for connecting pre-release inmates to referral sources for Affordable Health Care Act coverage plans was developed in conjunction with a community partner.

RID enhanced pre-release efforts for employment with pilot site locations statewide facilitating individualized pre-release employment connections for releasing inmates. Reentry case managers have continued to develop networks of employers and began adding additional opportunities for securing employment to occur pre-release.

"Strong, Bold and True to Herself!" STRIVE graduates celebrate with each other and their families and friends at the Mountain View Unit in Gatesville.

Dominguez State Jail Culinary Arts inmates prepared cheesecake, fruit trays and other items during a job fair at the unit.
The Rehabilitation Programs Division (RPD) develops and provides evidence-based rehabilitation programs to facilitate positive change in the lives of inmates. The division is responsible for ensuring all TDCJ programs operate with consistency and quality with respect to planning, implementation, and the integration of the delivery of treatment programs across divisional lines.

The RPD offers programming in the following areas: substance use, specialized programs, post-secondary education, sex offender treatment programs, chaplaincy, and volunteer services.

In FY22, the RPD continued to accomplish its goal of developing new programs, with a continued emphasis on expanding programmatic opportunities for females. This year, the division:

▶ Developed the Life Coach Program for men and women.
▶ Implemented the Peer Recovery Coach Program for men and women.
▶ Started the Hobby Seminary School for female field ministers.
▶ Expanded the Prison Fellowship Academy to the Crain (Sycamore) and Polunsky units.
▶ Expanded the Cognitive Life Skills Coaches program for male and female units. By the end of FY22, over 900 inmates completed the program.
▶ Increased the number of faith based dorms and beds, including adding beds in restrictive housing. FY22 ended with 8,912 beds and 130 dorms on 100 units, an increase of 285 beds across 14 units.
▶ Implemented technology to deliver online programming to inmates.
▶ Expanded the Reading is Freedom program to all six regions and Reading Acceleration to six units.
▶ Partnered with colleges to offer female inmates access to additional degree programs.
▶ Implemented the Peer Support Coaches program for male and female inmates. By the end of FY22, there were 16 active male coaches on seven units. The first female cohort graduated after FY22.
▶ Expanded the Prison Fellowship Academy to the Crain (Sycamore) and Polunsky units.
▶ Expanded online application and training for volunteer services.
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▶ Increased program availability for those inmates in G4, G5, restrictive housing, and death row.
▶ Reopened the Baten Intermediate Sanction Facility (ISF) to accommodate ISF clients in the northern part of the state. The ISF is a 45-day program for clients needing cognitive behavioral treatment.

The Victim Services Division (VSD) provides a central mechanism for crime victims to participate in the criminal justice system. The division provides statutorily mandated services to crime victims, guardians of victims, close relatives of deceased victims, witnesses who testified against a defendant, concerned citizens, and criminal justice and victim services professionals. The VSD services include notifying victims about incarcerated and paroled offender status; operating the Texas Crime Victim Clearinghouse for a central source of information; providing opportunities for victims or surviving family members of violent crime to initiate an in-person meeting with the individual responsible for their victimization; and assisting TDCJ employees with support services.

In FY22, the Employee Support Services (ESS) was created to coordinate incident responses and provide support to TDCJ staff. ESS coordinators collaborate with Crisis Response Intervention Support Program (CRISP) peer teams and staff impact teams to provide services to employees including peer support, information and referrals, critical incident support and debriefing, training and follow up. ESS also partners with regional victim services coordinators to assist staff who become victims of crime while on the job. Located in each region, the ESS CRISP coordinators have backgrounds in correctional service and are trained in peer support and crisis intervention. The goal is to equip staff with the skills and knowledge for managing the stress of the job to maintain quality of life both on and off duty.
The Victim Offender Mediation Dialogue (VOMD) program expanded services through video conferencing in FY22. Through this service, VOMD mediators can meet with victims virtually. Additionally, to enhance services for victims of domestic violence, a domestic violence interview tool was developed to assist staff working with inmates incarcerated on family violence and stalking charges.

In June 2022, Texas Crime Victim Clearinghouse hosted the first in-person Texas Victim Assistance Training Academy since the COVID-19 pandemic. Attendees included criminal justice and victim services professionals in law enforcement, prosecution, the court system, and non-profit organizations. Additionally, the VSD hosted the first annual National Crime Victims’ Rights Week (NCVRW) Commemorative Ceremony. This national week provides a time to remember and honor victims of crime across the state of Texas. The event included a candle lighting and a tree planting ceremony to remember and honor victims. The event also commemorated advances made on behalf of victims and recognized those who work diligently to assist victims and ensure victim justice is served.

In FY22, VSD discontinued automated calls and began making personal calls to notify registrants when an offender is processing for release. In addition, some emergency or sensitive notifications are also made by personal calls from VSD staff. These phone calls include notification of offender death, notification related to execution events, and escape and recapture notification.

In FY22, TDCJ increased social media activity to promote programs and services available for inmates, including this YouTube video about the Wrap Around services available for women preparing to release to their communities.

In FY22, VSD received and processed:
- 14,876 Correspondence
- 11,847 Protest or other information submitted to the Board of Pardons and Paroles or other correspondence relating to VSD services received and processed
- 2,416 Victim Impact Statements received and placed into the Apology Bank
- 9,778 Total Hotline calls received
- 6,679 Phone call notifications made by VSD staff

NCVRW Commemorative Ceremony held in April at the TDCJ Memorial in Huntsville.
Support Services

Administrative Review and Risk Management Division
Business and Finance Division
Facilities Division
Health Services Division
Human Resources Division
Information Technology Division
Manufacturing, Agribusiness and Logistics Division
Office of the Chief of Staff
Office of the General Counsel
Office of Emergency Management
Research and Development Department
Training and Leader Development Division
Support Services

The Administrative Review and Risk Management (ARRM) Division promotes excellence in correctional practice by developing policies; monitoring and identifying areas of potential risk or liability; and facilitating action to maintain safety, accountability, efficiency, and professionalism.

The ARRM Division ensures inmates are afforded their constitutional right of access to courts, counsel and public officials. It provides critical functions at all units, including legal research resources, attorney visits, public information requests, court hearings, parole revocation hearing reviews, and court transcript administration. In Fiscal Year 2022 (FY22), 218,537 inmates visited the law library, and 156,501 pieces of research materials were delivered to inmates with indirect access to the law library. Operation Lone Star staff provided 9,663 virtual attorney visits, 600 attorney phone calls, 1,336 in-person attorney visits, and made 2,508 defendants available for court hearings. Additionally, video conference equipment was obtained for all law libraries to accommodate inmate video court hearings and staff TEAMs meetings. On average, the division conducted eight TEAMs meetings per month and 855 court video conferences.

The division also oversees inmate grievances, with the goal of resolving issues at the lowest possible administrative level and facilitating the flow of information between the units and agency leaders. During FY22, unit grievance investigators processed approximately 100,678 grievances at the unit level (Step 1), while central office staff processed approximately 21,742 appeals (Step 2). Additionally, ARRM provides trained staff to assist inmates during the disciplinary process. During FY22, Counsel Substitutes were involved in the disciplinary process for approximately 89,778 major disciplinary cases and 118,050 minor disciplinary cases.

ARRM’s Risk Management Department coordinates with other 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. In FY22, the department facilitated audits for the accreditation of 47 TDCJ facilities, coordinated a five-week installation of fall protection devices in 149 outside security pickets to enhance staff safety, and revised the Behavioral Intervention Plan to include emphasis on de-escalation methods and a duty to intervene by staff. Similarly, the department began monitoring the newly allocated tasers and body cams, which were implemented with a pilot program on September 1, 2022, on the Allred, Coffield, Estelle, McConnell, and Michael units.

The Business and Finance Division supports the agency through sound fiscal management, provision of financial services and statistical information, purchasing and leasing services, fiduciary responsibility over inmate education and recreation funds, and fiscal responsibility through compliance with laws and court-mandated requirements.

TDCJ’s Legislative Appropriations Request for the FY22-23 biennium included a request to restore a portion ($79 million) of the 5% reduction to base funding required by state leadership. Without restoration of this item, essential operations such as probation, institutional goods and services, parole supervision, correctional unit support, and administrative operations would have been greatly impacted. This funding was restored by the Legislature as requested. In FY22, TDCJ also received federal funds totaling $594.9 million from the Coronavirus Relief Fund – Public Safety and Public Health Personnel Costs, and $359 million from the American Rescue Plan Act.

The Legislature directed additional appropriations to provide:

- 3% unit pay differential for correctional staff assigned to or covering positions on one of 25 maximum security facilities.
- $24.2 million for the Corrections Information Technology System Project, which will modernize the agency’s current mainframe inmate management systems.

### Business & Finance

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<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Inmate trust fund withdrawal requests completed</td>
<td>796,068</td>
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<tr>
<td>Commissary sales transactions completed totaling $148 million</td>
<td>2,369,383</td>
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<tr>
<td>eCommDirect online orders received totaling $15.1 million</td>
<td>476,270</td>
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<tr>
<td>Active building leases</td>
<td>87</td>
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<tr>
<td>Total square feet building area leased</td>
<td>1,106,303</td>
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<tr>
<td>Average payroll status changes made each month</td>
<td>5,780</td>
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<tr>
<td>Average manual time adjustments processed</td>
<td>2,300</td>
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### Annual Review Fiscal Year 2022

- Adjustments processed totaling $13.1 million
- Lease requests completed totaling $148 million
- Fixed assets audited throughout the agency | 91,180 |
- Requisitions received | 39,428 |
- Purchases processed | 33,474 |
- Change orders processed | 5,917 |
- Invoices paid | 8,319 |
- Restitution payments to victims processed | 3,750 |
- Commissary and trust fund deposits processed totaling $135 million | 1,381,880 |
- Inmate trust fund withdrawal requests completed | 796,068 |
- Commissary sales transactions completed totaling $148 million | 2,369,383 |
- eCommDirect online orders received totaling $15.1 million | 476,270 |
- Active building leases | 87 |
- Total square feet building area leased | 1,106,303 |
- Average payroll status changes made each month | 5,780 |
- Average manual time adjustments processed | 2,300 |
The division’s Office of Space Management contributed to the design and development of new administrative office space, including a new “Career Center” in Huntsville. An open-concept design, the Career Center houses part of the Training and Leader Development Division and includes interview rooms, application kiosks, and conference rooms. This center, which opened in September 2022, will aid agency efforts in recruiting and retaining employees.

THE FACILITIES DIVISION plans, constructs, and maintains functional facilities in accordance with agency goals and legislative requirements. The division is responsible for the design, construction, renovation and repair of prisons and supporting facilities for TDCJ, and provides oversight for energy performance, energy conservation programs, and environmental compliance. In FY22, the Facilities Division received 1243 major work request projects at a total estimated cost of $182 million, authorized 943 major work request projects at a total estimated cost of $115 million, financially closed 561 major work request projects at a total estimated cost of $31 million, and completed 561 major work request projects at a total estimated cost of $115 million, financially closed 943 major work request projects at a total estimated cost of $182 million, authorized 1243 major work request projects at a total estimated cost of $115 million, and completed 1243 major work request projects at a total estimated cost of $182 million.

The division audited utility and energy bills each month prior to submitting payments. Through the audit, the division found errors such as providers billing incorrect amounts or inaccurate meter reads. This resulted in the agency saving $1,592,391 in utility and energy bills. Additionally, the agency updated 27 preliminary energy audits at various facilities for future energy conservation efforts.

In FY22, the division completed five major board approved construction projects totaling approximately $15 million. For example, construction on the Lewis Unit RV park was completed. This area will provide housing for 40 correctional staff.

This fiscal year, the Facilities Division established a training department focused on recruitment, career development, retention and reintegration. This department established statewide job postings, converted positions, and tracked more than 550 employee and inmate training records.

THE HEALTH SERVICES DIVISION (HSD) monitors access to timely, quality health care for TDCJ inmates. In FY22, TDCJ and the Correctional Managed Health Care Committee (CMHCC) monitored the provision of health care to TDCJ inmates provided by the University of Texas Medical Branch (UTMB) at Galveston, the Texas Tech University Health Sciences Center (TTUHSC) at Lubbock and their subcontractors. The universities also contract with community hospitals and health care vendors to provide inmate health care services. 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.

HSD monitors inmates’ access to the various health care disciplines, including medical, nursing, dental and behavioral health. The clinical and professional resources of the health care providers are used to the greatest extent feasible for clinical oversight of quality of care as mandated by state law. HSD also conducts operational review audits and investigates third-party health care inquiries and Step Two inmate medical grievances. One of the challenges faced in FY22 by HSD was staffing. To help mitigate this challenge, HSD restructured and added positions. Specifically, the division converted ten administrative assistant II positions, reorganized the Health Services Liaison office, developed a position with primary oversite of infirmary and sheltered housing bed management to provide specialized focus to this growing and vulnerable population, and hired a registered nurse to oversee the Office of Public Health. Additionally, HSD collaborated with university partners to develop a Monkeypox plan and policy.
The Human Resources (HR) Division fosters and reinforces equitable and consistent application of the agency’s HR programs, policies, and services to ensure compliance with federal and state laws. HR is also responsible for supporting agency employees by providing guidance in the areas of employment, benefits, standards of conduct, and other areas of interest. HR currently has three branches including Employment and Support Services, Employee Relations, and Support Operations.

In FY22, TDCJ hired almost 10,000 new employees. Additionally, the division processed more than 30,000 requests for clearances, leave applicants, and employee relations complaints. This fiscal year, HR added new programs to improve efficiencies and employee services. In March 2022, a new medical leaves processing pilot program was added to Employment and Support Services. This section is the facilitator of all medical leaves, including family and medical leave requests for employees assigned to the Estelle, Hughes, and Stiles units. Additionally, HR worked with other divisions to begin implementing a new applicant tracking system for non-correctional applicants. This program is a multi-year project that will touch all current systems and processes of inmate management.

Inmate tablets waiting to be assigned to inmates.

The Information Technology Division (ITD) provides computers, networks, data and telecommunications services to support the daily operations of TDCJ. In FY22, the division implemented solutions, deployed technology, supported operations, and served the agency’s wide ranging technological needs.

ITD officially kicked-off the Corrections Information Technology System (CITS) project. This agency endeavor seeks to modernize mainframe applications and replace legacy inmate management systems with a new cloud-based solution. Partnering with Microsoft, this multi-year project will touch all current systems and processes of inmate management.

In addition to CITS, ITD provided research, analysis, and programming of new solutions and services. Among those initiatives were preparation for the Centralized Accounting Payroll and Personnel System (CAPPS), research of body-worn cameras for correctional officers, and programming modifications for the implementation of the new retirement plan and correctional officer salary structure. To increase remote programming, visitation, and operational support through cloud computing, the division began upgrading the agency’s network capacity to 50 megabits per second or higher for more than 50 endpoint sites.

In FY22, ITD deployed 40,939 inmate tablets to 45 units. These tablets provide a secure, controlled platform to deploy educational, vocational, religious, messaging, and other programs to the inmate population. In the next fiscal year, the division will deploy tablets to the remaining units.

To increase cybersecurity, the division established a new annual training for all TDCJ employees. This training helped defeat 985,816 spam attempts and 292,802 phishing attempts that sparked 16 investigations into cybersecurity-related issues.

The Manufacturing, Agribusiness and Logistics Division (MAL) manages the agency’s agribusiness, land and mineral operations, inmate transportation; warehousing operations, fleet and freight transportation services; and provides customers with quality manufactured products and services. The division maintains security while teaching inmates job skills they need to find post-release employment and successfully reenter society.

MAL’s 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. During FY22, TCI operated 33 facilities that produced items such as mattresses, furniture, lockers, and uniforms.
Shoes, garments, brooms, license plates, printed materials, awards, janitorial supplies, soaps, detergents, furniture, textile, and steel products. Services such as furniture installation and refurbishing, metal fence installation, and auditorium and school bus refurbishing were also available. TCI completed 9,608 sales for a total of $7,813,004.

In March of 2022, MAL added Inmate Transportation to the division. This realignment strengthens operational efficiencies and provides a more effective organizational structure to support the agency’s mission. MAL, in collaboration with Windham School District (WSD), launched the Female Truck Driver Program to increase the number of truck drivers and provide new female programming opportunities. In this program, participants complete six months of course curriculum through WSD and undergo practical evaluations to receive certification.

At the end of FY22, there were four female truck drivers participating in the program. Additionally, MAL developed a new interview process for inmate workers using virtual appointments to interview inmates for jobs. This provides an opportunity to enhance inmate interviewing skills, collect interest from the inmate workforce prior to a unit transfer, and reduce transports.

At the end of the last fiscal year, MAL staff assisted with reinstating the Advisory Committee on Agricultural. Since then, six meetings and farm tours have been conducted. The knowledge of the committee members, in conjunction with reviews of division operations, has helped improve the effectiveness and efficiency of Ag programs.

In FY22, the Office of the Chief of Staff provided oversight of Communications, Records Management, Executive Support, and Government Affairs.

The Records Management Department provides research, insight, and recommendations for achieving efficiencies and consolidation of inmate records. The department also provides governance, support, and policy structure for all agency records; initiates and manages recordkeeping projects; conducts quality assurance reviews and audits; and provides training for all Records Management Coordinators in each division.

Due to unit staffing issues, Records Management faced challenges with statewide training as staff were unable to leave the unit to attend. The department performed record retention audits at six units in Region I and II. Additionally, in-person interaction with unit staff and wardens provided insight on the challenges of training and lack of record disposition.

MAL also maintains a Work Against Recidivism (WAR) Report, a process for tracking and documenting WAR participants' incarcerated work history, training, certifications, education and reentry success. Information is documented on a WAR employment sheet provided to the participant and used by the agency for reentry services and by prospective employers. The program’s progress is reported in the annual WAR Report and includes an executive summary and compilation of gathered data and statistics for WAR participants released for three fiscal years.

A WAR participant is a client released to parole supervision who meets the following WAR Program criteria:

▶ Must have a high school diploma or general equivalency diploma (GED); and
▶ Within the last 36 months of incarceration, must:
  ▶ Have been assigned to work in an MAL Division job for a minimum of 12 consecutive months with a minimum of one successful job skills training or on-the-job training completion; or
  ▶ Have been assigned to work in an MAL Division truck driver job for a minimum of six consecutive months.

The FY 2021 War Report includes 762 participants that were released during fiscal years 2018, 2019, and 2020. Twelve of those participants are currently deceased and 65 were prerevocation, in custody, or absconders. Of the remaining 688 participants, 50 (7.27%) returned to TDCJ or a state jail on a new conviction or parole violation. There are 453 clients that are work eligible and remain on parole supervision, of which 62.36% are employed and are earning an average $16.01 per hour.

One of Records Management’s initiatives is to digitize files to reduce paper costs and transportation costs of records. Electronic files also shorten the review period for the Board of Pardons and Parole. In FY22, the department scanned 5,014 inmate files.

Executive Services provides technical support to TDCJ’s executive staff. Specifically, staff respond to inquiries regarding inmate demographics, conduct surveys, and conduct statistical research on various projects.
In FY22, Executive Services provided 14 daily, nine weekly, 155 monthly, 15 quarterly and 29 annual reports. One of these reports is the daily transient report, which is used daily to track the number of inmates in transient status by duration. The department also responded to 122 surveys, coordinated 21,612 open records requests, and published 57 policies. With the rollout of tablets at many TDCJ units, Executive Services began analyzing data to track and compare inmate behavior, contraband, behavioral interventions, use of chemical agents, suicides, staff assaults, and exposure to bodily fluids.

The agency created a panel of experts to identify ways to decrease suicides within the correctional setting through the Self-Harm Risk Score assigned to each inmate. Executive Services 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. The Communications Department serves as the communications arm of the agency. The department works with thousands of reporters and news media throughout the world to tell the stories of TDCJ and inform the public about the agency’s objectives. In FY22, the agency was mentioned in more than 40,000 news articles across the nation.

In April 2022, Executive Services started overseeing the Spanish Language Assistance Program. This program tests employees to become interpreters, maintains statistics and records related to interpreters, interprets incoming phone calls, translates agency documents, and attends agency events to provide interpreter services. In FY22, Executive Services processed tests to certify 60 new Spanish Language Interpreters.

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. OGC provides legal services to TDCJ. OGC has three sections: Legal Affairs, Litigation, and Program Administration. The Office of the General Counsel (OGC) provides legal services to TDCJ. OGC has three sections: Legal Affairs, Litigation, and Program Administration.

In 2022, OGC managed prioritized work assignments based on operational significance to meet agency needs without sacrificing the quality of work. During this time, OGC management identified inefficiencies in long-established processes and eliminated redundant or unnecessary work. OGC began reviewing and updating outdated internal policies and procedures to make them consistent with current practices and to preserve institutional knowledge. The division has made significant progress in resolving lawsuits in FY22, including Cole v. Collier, the ongoing class action lawsuit regarding temperatures and air-conditioning in Texas prisons, and a Religious Land Use and Institutionalization Act (RLUIPA) lawsuit regarding beliefs and practices.

In FY22, Executive Services established a new video series to further highlight the agency. In FY22, the agency reached more than 9.5 million followers on Facebook, 2.2 million followers on Twitter and 85,000 followers on Instagram. Additionally, the Communications Department uses social media to enhance recruitment efforts. The department works in collaboration with the Training and Leader Development Division to advertise employment opportunities. In FY22, the areas worked together to launch new campaigns which has played an integral role in increasing the number of applications received and employees hired.

In FY22, the department established a new way to communicate agency-related messaging to the inmate population through the newly launched inmate tablet system. The Communications Department produced multiple videos related to agency operations and distributed them to inmates on the tablets. The Emergency Action Center (EAC) is responsible for receiving reports of serious or unusual incidents, notifying appropriate entities and staff of incidents, and maintaining incident records. The center serves as a link between the TBCJ, TDCJ managers and staff, and other state officials regarding serious or unusual incidents occurring within the agency. In February 2022, the EAC reclassified positions to increase applicant pool and retention.
Support Services

**Institutionalized Persons Act (RLUIPA) litigation** regarding inmates’ rights to grow long hair and facial hair. Additionally, OGC played a significant role in handling litigation and allegations concerning Operation Lone Star, including responding to legal challenges filed by confinees, managing class action litigation against TDCJ and its employees, and providing a coordinated response to the U.S. Department of Justice’s inquiry into Operation Lone Star concerning alleged violations of confinees’ civil rights.

**The Office of Emergency Management (OEM)** is the central oversight authority for TDCJ emergency management preparedness and response. The office coordinates with groups throughout TDCJ to develop and update emergency response plans, continuity of operations plans, and the Homeland Security Strategic Plan. OEM represents TDCJ on the Texas Division of Emergency Management State Emergency Council, serves as a liaison to the public emergency management sector, and represents the agency on disaster district oversight committees throughout the state.

In FY22, OEM transitioned from two to six employees. With this increase, the office was able to increase operations. The office continued to respond to the COVID-19 pandemic during most of FY22. On April 30, 2022, the COVID Command was demobilized after 783 days and Strike Command was demobilized after 721 days. To improve COVID-19 reporting, OEM developed the CV2 application, which is used for all COVID data. This application increased the efficiency of reporting all inmate and staff COVID-related data. In FY22, 116,292 COVID-19 tests were completed for staff and 237,285 for inmates.

For the first time, the agency participated in the Texas Division of Emergency Management (TDEM) state-level hurricane drill. OEM staff served in the State Operations Center in Austin and Huntsville during the exercise. The collaboration between state agencies and TDEM provided staff with the training, experience, and knowledge to coordinate and evaluate a large-scale exercise.

**The Research and Development Department** evaluates existing programs, analyzes operational approaches, and identifies new approaches to improve the agency. In FY22, the team grew from three to five staff members. With these additional team members, the department expanded the expertise of the team and the capacity to complete high-level research. In collaboration with other TDCJ divisions, Research and Development established Self Harm Prevention Offices on 16 units. These offices use a risk assessment tool, developed by the department to flag inmates at an increased risk of engaging in acts of self-harm. The tool is automated and updates risk for each inmate every 24 hours. With this information, the Self Harm Prevention Offices deploy strategies to prevent inmates from engaging in these acts of self-harm.

This fiscal year, the department conducted research into parole supervision outcomes relating to rearrest rates and violations of supervision. Analysis revealed a strong correlation with risk level. With this research, the agency realigned supervision practices, such as contact standards and randomized drug testing, with the risks posed by the clients.

Additionally, the Research and Development Department evaluated client outcomes for Transitional Treatment Centers (TTC). The agency contracts with vendors to provide TTC services to those leaving prison and rejoining their communities. More than ten thousand parole clients are served by almost 30 vendors. Through the research, TDCJ can better evaluate outcomes and hold vendors accountable for their performance.

TDCJ receives an abundance of proposals from external stakeholders to conduct research on agency practices. To modernize the approach to processing and reviewing these proposals, the Research and Development Department revised policies and processes, developed a more efficient way to package proposals for review by other TDCJ stakeholders, and established a new approach to tracking and managing proposals.

**The Training and Leader Development Division (TLDD)** oversees TDCJ’s recruitment of corrections officers, training and development, and retention of employees. In FY22, the 15% pay increase for correctional officers plus various recruitment and retention efforts increased correctional officer staffing levels. These efforts led to the hiring of 5,662 new officers and 1,985 former correctional officers for the agency.

To further bolster staffing, TDCJ established the Retention Department, the Mobile Correctional Officer Team (MCOT), and the Warden Direct Hire Program. The Retention Department was established at 12 priority units to help understaffing. This department focused on addressing correctional officer needs, such as career options within the agency and housing opportunities. TDCJ established MCOT to provide understaffed units with correctional officers to fill empty positions until permanent staff are hired. In this program, correctional officers are hired to travel to those areas in critical need to provide relief for the assigned officers. In FY22, 174 correctional officers were hired to MCOT with a 76% retention rate. The Direct Hire Program allows wardens to interview and hire correctional officers at the unit. This program has resulted in 1,955 hires, with a 76% retention rate.

TLDD oversees training for TDCJ, including correctional, parole, community supervision and operations. In FY22, TLDD leveraged technology to improve COVID-19 testing for staff and 237,285 for inmates. With this increase, the office was able to increase operations. In FY22, TLDD leveraged technology to improve COVID-19 testing for staff and 237,285 for inmates. With this increase, the office was able to increase operations.
Support Services

Support Services

to offer both in-person, virtual, and hybrid training opportunities, when appropriate. The division works diligently to ensure curriculum exposes staff to real-life scenarios encountered in their day-to-day work environment. All training programs were transformed into performance-based learning modules requiring students to apply and use the knowledge learned in the training. In FY22, 4,596, or 82%, cadets graduated from the Pre-Service Training Academy, 17,762 employees completed in-service training, and 357 trainees graduated the Parole Officer Training Academy.

Allred Unit Hiring Event notification on the TDCJ Careers Facebook page. The agency used social media, particularly Facebook and Twitter to get the message out to increase recruitment and acknowledge the strength and dedication of our staff!
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