

Texas Department *of* Criminal Justice



Annual Review
Fiscal Year 2023

Texas Department *of* Criminal Justice



Annual Review Fiscal Year 2023



Texas Department of Criminal Justice
Revised 4/10/2024

Dear Chairman Nichols and Members of the Board:

I am privileged to present an overview of the accomplishments and initiatives that have shaped the Texas Department of Criminal Justice in 2023.

Fiscal Year 2023 (FY23) represents a milestone year for TDCJ. Thanks to support from our legislators and Governor Abbott, we received historic levels of funding. This increase in resources has enabled us to expand critical programs and services, ultimately enhancing our ability to promote rehabilitation, reduce recidivism, and create safer environments in our facilities.

Correctional officer staffing continues to be the agency's number one priority. In this legislative session, state leadership approved a 10% cumulative pay raise for ALL TDCJ employees, to include correctional officers and other security staff who received a 15 percent salary increase effective April 2022. This legislative session also approved the construction of a new state-of-the-art training center located in Huntsville that will be used to train staff across the state. With this new complex, we can improve training and better equip staff to provide public safety.

The legislature also provided funding for safety and security enhancements. With this investment, TDCJ will purchase individual protective gear for

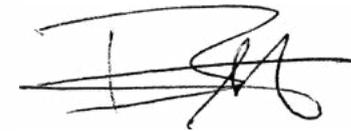
our correctional officers to include body worn cameras for use in maximum security areas, as well as additional security and surveillance equipment for our facilities. These items will help the agency protect our correctional officers and our Texas communities.

Also in 2023, we continued our commitment to providing inmates with opportunities to successfully reintegrate into society. Our career expos provided second-chance employers the ability to witness firsthand the job skills these inmates acquired during their incarceration through live demonstrations in the culinary arts, electrical work, welding, and truck driving.

Among other notable developments during the fiscal year was the complete deployment 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.

Finally, we began implementing our 2030 Plan that outlines the many initiatives our team will bring to fruition. As we embark on the challenges and opportunities of the coming year, I am

confident that our collective efforts will continue to transform lives and strengthen communities across the great state of Texas.



Bryan Collier
Executive Director



To the Honorable Governor of Texas and Members of the Texas Legislature:



As Chairman of the Texas Board of Criminal Justice, I express the appreciation of the Board and the Texas Department of Criminal Justice for the support we have received during Fiscal Year 2023.

TDCJ received an unprecedented level of funding during the 88th Legislative Session. This investment by the Legislature, on behalf of the citizens of Texas, will make a significant difference across the agency and our state. I especially want to extend our appreciation for the salary increase for our front-line staff that took effect on July 1, 2023. This increase has had an immediate impact on recruitment and retention of uniformed security staff and correctional supervisors, and the reduction of vacant positions within those ranks.

Despite the challenges posed by staffing shortfalls, the hard-working employees of TDCJ have shown unwavering dedication to their profession and this great state. On behalf of the Board, Executive Director Bryan Collier and

all TDCJ employees, I would like to express our gratitude for your public service and support. With that support the men and women employed by TDCJ continue to perform their vital public service of public safety, promoting positive change in offender behavior, reintegrating individuals into society from our state's correctional system and assisting victims of crime.

Lastly, I would like to pay tribute to our late Board member, Derrellynn Perryman, who was a true partner in service and left behind a remarkable legacy of support for TDCJ, the Windham School District that serves our population and the mission of these agencies. Her dedication to victims' rights will never be forgotten.

We look forward to another year of collaboration, growth and progress as we continue our vital mission. In the meantime, if we can provide any additional information about the Board or TDCJ we remain ready to do so. Thank you for everything you do as public servants in service to our State.

Eric Nichols
Chairman, Texas Board of Criminal Justice





Mission. Philosophy. Goals.



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.

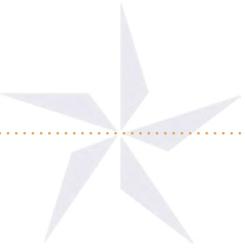
The department will be open, ethical and accountable to fellow citizens and work cooperatively with other public and private entities. TDCJ will foster a quality working environment free of bias and respectful of each individual. Agency programs will provide a continuum of services consistent with contemporary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

- ▶ 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.

Table of Contents



Overview

- [3 Texas Board of Criminal Justice](#)
- [4 Organizational Chart](#)
- [5 Financial Summary](#)

Board Oversight

- [9 Internal Audit Division](#)
- [10 Office of the Independent Ombudsman](#)
[Office of the Inspector General](#)
[Prison Rape Elimination Act Ombudsman](#)
- [11 State Counsel for Offenders](#)

Offender Management

- [14 Community Justice Assistance Division](#)
- [15 Correctional Institutions Division](#)
- [18 Parole Division](#)
- [21 Private Facility Contract Monitoring/
Oversight Division](#)
- [22 Regional Unit Maps](#)
- [25 Regional Parole Offices Maps](#)

Programs

- [28 Reentry and Integration Division](#)
[Rehabilitation Programs Division](#)
- [30 Victim Services Division](#)

Support Services

- [34 Administrative Review and
Risk Management Division](#)
- [35 Business and Finance Division](#)
- [36 Facilities Division](#)
[Health Services Division](#)
- [38 Human Resources Division](#)
[Information Technology Division](#)
- [39 Manufacturing, Agribusiness and
Logistics Division](#)
[Office of the Chief of Staff](#)
- [44 Office of the General Counsel](#)
[Office of Emergency Management](#)
- [45 Research and Development Department](#)
[Training and Leader Development
Division](#)

Click this symbol in the page
footers to return to the
Table of Contents 

Texas Board of Criminal Justice

THE TEXAS BOARD OF CRIMINAL JUSTICE is composed of nine non-salaried members appointed by the governor, with the advice and consent of the Senate, to serve staggered six-year terms. One member of the board is designated as chairman.

Statutory Role

Charged with governing TDCJ, the board employs the agency's executive director and develops and implements policies that guide agency operations. Members also serve as trustees of the board overseeing the Windham School District. The offices and divisions within TDCJ that report directly to the board include 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 **Chairman Eric Nichols of Austin**, **Vice-chair Faith Johnson of Dallas**; **Secretary Rodney Burrow of Pittsburg**; and members **Molly Francis** of Dallas, **Sichan Siv** of San Antonio, **Bill Welch** of Austin, **Nate Sprinkle** of Rosenberg, and **Sydney Zuiker** of Houston. Sadly, Board member, **Derrelynn Perryman of Fort Worth** passed away unexpectedly in September 2023.



Texas Board of Criminal Justice



Eric Nichols
Chairman



Faith Johnson
Vice Chairman



Rodney Burrow
Secretary



Molly Francis



Bill Welch



Nate Sprinkle



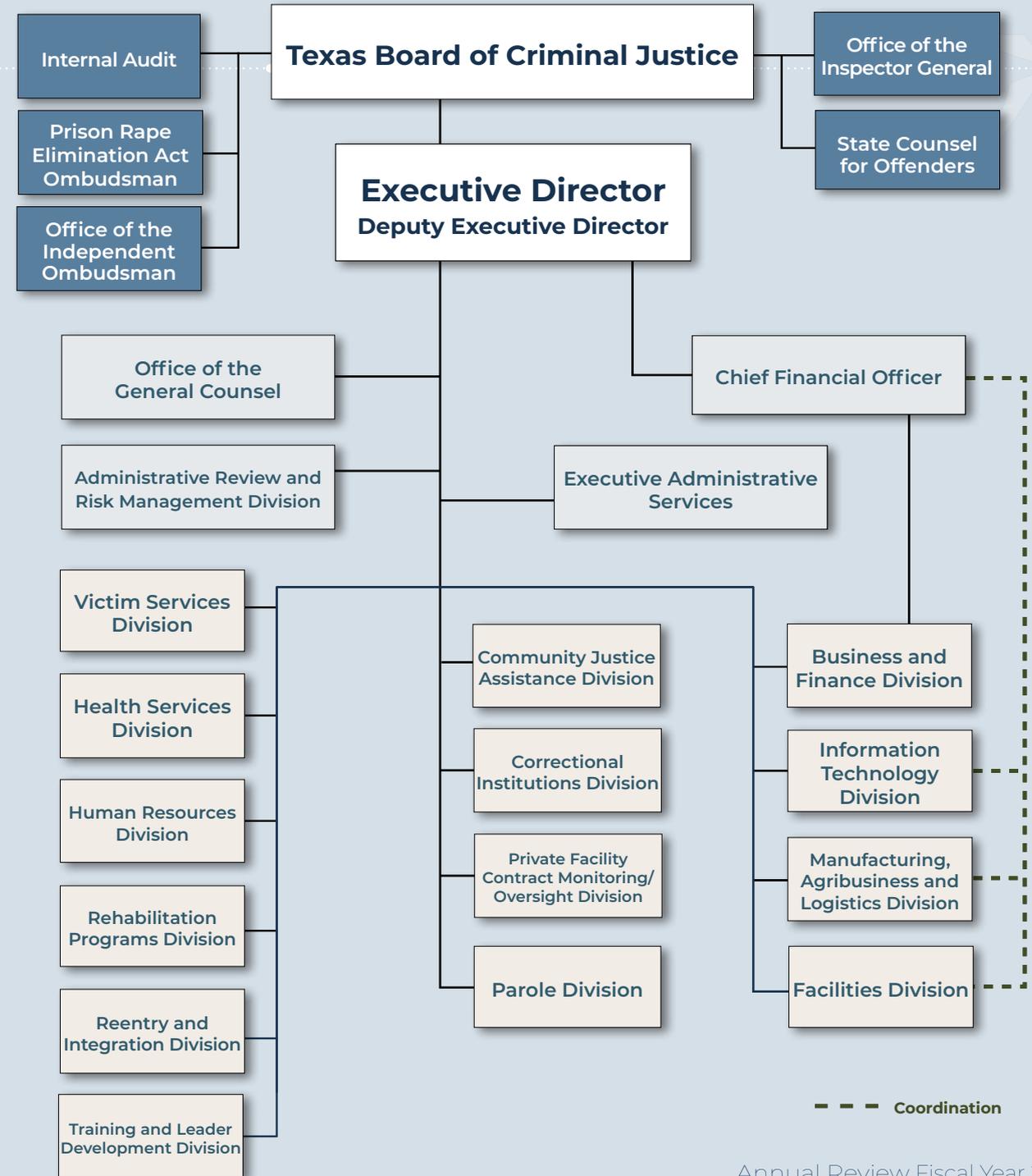
Sydney Zuiker



Sichan Siv



Vacant

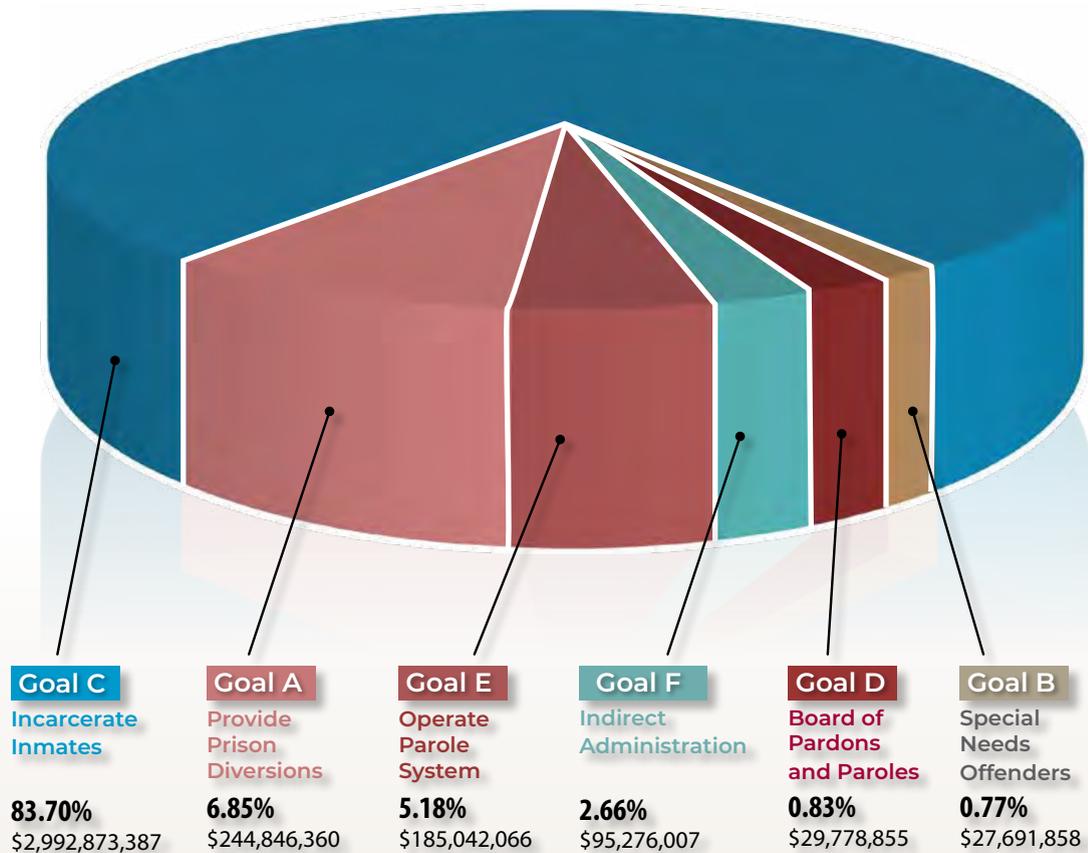


--- Coordination

Total Operating Budget
\$3,575,508,533

*Source: Legislative Appropriations Request (LAR) for Fiscal Years 2022 and 2023
Figures are rounded and do not total 100%*

- 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



Board Oversight



Internal Audit Division

Office of the Independent Ombudsman

Office of the Inspector General

Prison Rape Elimination Act Ombudsman Office

State Counsel for Offenders



Board Oversight

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 conducts 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 2023 (FY23), Internal Audit underwent its external peer review and received the highest rating of "generally conforms." The division successfully restructured to improve oversight and training for the audit team. The addition of a Director of Audit Services and a Director of Support Services not only enhanced the team but also increased its efficiency. There are now nine members of the Internal Audit Division who hold at least one globally-recognized audit-related certification, with six holding multiple certifications. One team member graduated from the Internal Audit Leadership Development Program and another received his Certified Fraud Examiner designation.

Additionally, this fiscal year, Internal Audit faced the challenge of upgrading the division's auditing software, which included a transition to a cloud-based system. The upgrade required extensive coordination between the division and the Information Technology Division.

The division provided continuing education to those within TDCJ and outside the agency. A fraud, risk-based monitoring training was provided to employees throughout TDCJ and the Program Review Division of the Federal Bureau of Prisons. The Chief Audit Executive and Deputy Chief Audit Executive also presented at the American Correctional Association Conference, as well as the American Probation and Parole Association.

A poster with a dark blue background and a yellow vertical bar on the right. The text on the blue background reads: "TDCJ HAS ZERO TOLERANCE FOR FRAUD, WASTE, ABUSE OR UNETHICAL CONDUCT. REPORTS MAY BE MADE 24 HOURS A DAY, 7 DAYS A WEEK ANONYMOUSLY." Below this is a QR code on a smartphone screen with the text "SCAN ME!". The yellow bar contains the text: "Fraud, waste, abuse or unethical conduct by any employee or contractor will not be tolerated. We all must report any suspected violations. It is absolutely essential for the protection of the employees, our mission and our agency." At the bottom of the yellow bar are the contact details for the Office of the Inspector General and the State Auditor's Office, along with the Texas Department of Criminal Justice logo. A URL is at the bottom left: <https://www.tdcj.texas.gov/division/ig/fraud.html>

Board Oversight

THE OFFICE OF THE INDEPENDENT OMBUDSMAN is committed to providing the public, state officials, and inmates a confidential avenue for complaint resolution by reviewing, investigating, and responding to inquiries regarding non-criminal matters within TDCJ.

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 and inmates. 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 FY23, PREA continued to assist TDCJ facilities in maintaining PREA audit compliance. The PREA Ombudsman Coordinator also received her PREA

OFFICE OF THE INDEPENDENT OMBUDSMAN	At the end of FY23, the Office of the Independent Ombudsman conducted 57 unit visits while conducting investigations, implementing interviews, and providing training for the Ombudsman staff.
	Staff also responded to a number of inquiries concerning:
	1,537 Emergency issues
	12 Religion
	263 Classification
	207 Communication
	315 Discipline
	928 Facility operations
	1,973 Health issues
18 Legal	
664 Staff complaints	
3 Transportation	

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

Board Oversight

Auditor's recertification in June 2023. Additionally, two PREA Ombudsman staff were selected to participate in the PREA Resource Center's PREA 101 training program.

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 all legal sections as needed.

The Criminal Defense Section represents indigent clients who are indicted for felonies allegedly committed while incarcerated within TDCJ. 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. 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. 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."

The TBCJ named Wyvonne I. Martin as the new Director of SCFO on May 1, 2023 following the unexpected death of Director Giustina Persich. This fiscal year, the division focused efforts on recruiting more attorneys to work for the agency. The SCFO main offices were relocated to Conroe, Texas with a satellite office in Huntsville.



State Counsel for Offenders attorneys represent incarcerated clients in TDCJ.



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 FY23, CJAD hosted numerous trainings and conferences to provide continuing education to CSCD directors. The division conducted ten in-person trainings with new CSCD directors. During the trainings, new directors met with representatives from all CJAD sections where they reviewed departmental activities such as budgets, fiscal management, case management, data submission, and information systems. CJAD also coordinated with the Correctional Management Institute of Texas to provide training and one-on-one support for new CSCD directors.

The division participated in the planning, organization, and execution of the November 2022 Chiefs Summit. The Summit featured topics related to community supervision such as budgeting strategies, legislative initiatives, pre-trial

diversion and bond supervision, and remote work/telecommuting. The closing session speaker was Representative Andrew Murr, District 53 in the Texas House of Representatives. The session provided insight as to the most effective messaging strategies CSCD Directors can use during legislative sessions.

CJAD also hosted a Virtual Skills Conference in August 2023. Twenty-five workshops were conducted that covered a variety of different topics to include human trafficking, staff wellness, supervising special populations, staff development, and domestic violence probationer supervision. Staff from 87 CSCDs and 67 TDCJ registrants from various divisions were in attendance. CJAD provided participants with certificates documenting the training they received during the conference.

TDCJ Executive Leadership and CJAD collaborated with representatives of the 123 CSCDs to provide recommendations for the Legislative Appropriations Committee for the FY24-25 biennium. The results garnered \$64.8 million for CSCD staff salary increases and \$47.7 million to fund basic operations, specialized programs for offender treatment, and enhanced offender supervision for the upcoming biennium.

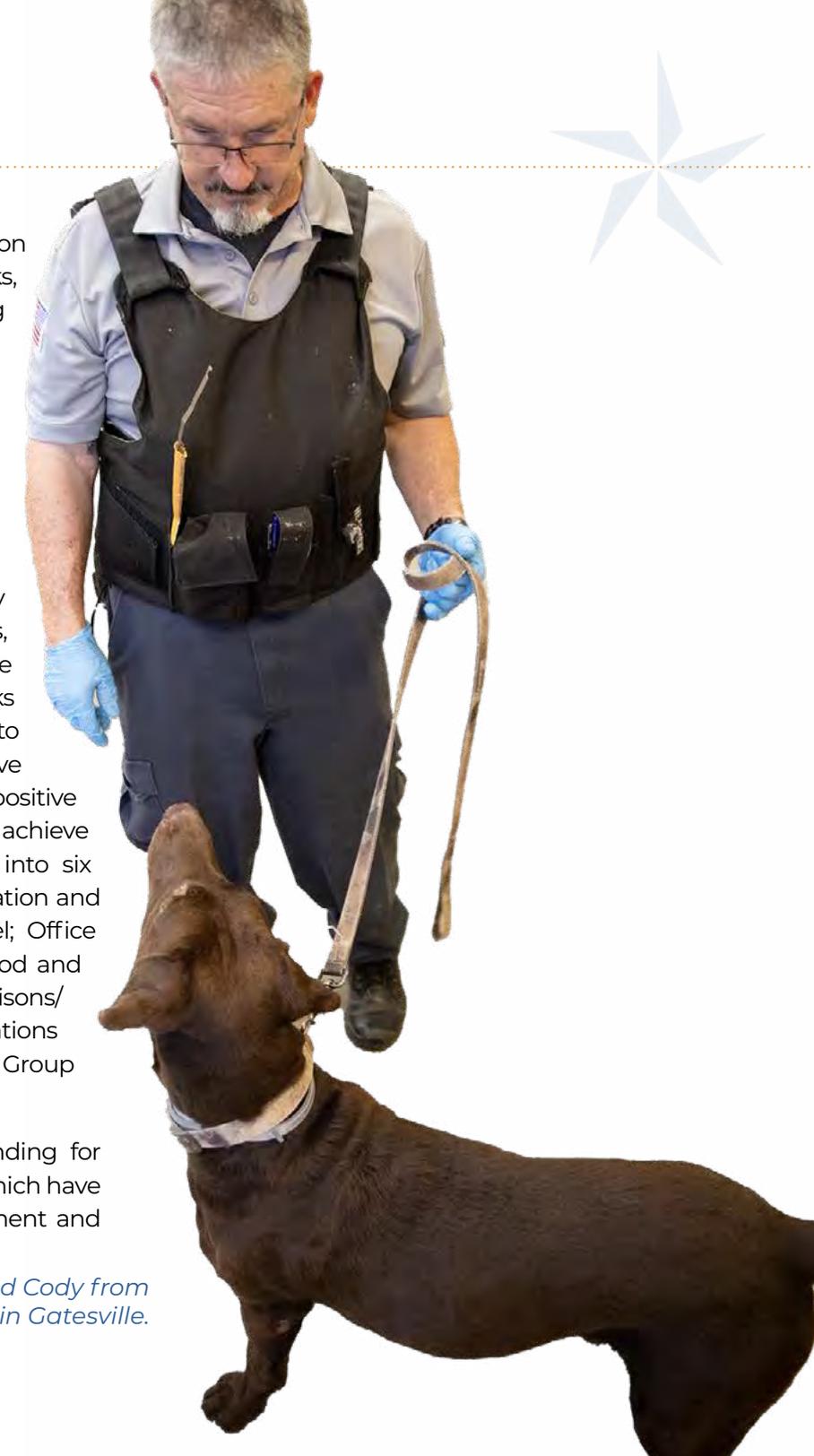
CJAD continued collaboration with the division's Grant Scoring Committee, which included CSCD Directors, Deputy Directors, and program staff, to make recommendations for the biennium grant scoring process. Based on this collaboration, changes

were made to funding priorities, calculation of program completion rate benchmarks, and determination of program funding amounts.

THE CORRECTIONAL INSTITUTIONS DIVISION

(CID) is responsible for the confinement of adult felony inmates sentenced to incarceration in a secure correctional facility. Specifically, 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. 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 Assessments; and Security Threat Group Management Office.

The 88th Texas Legislature provided funding for TDCJ to staff and operate three facilities which have been privately operated by the Management and



Right: James Seigman, CO V and Cody from the Hughes Unit in Gatesville.



Offender Management

Training Corporation. CID, along with numerous TDCJ divisions, began strategizing in the summer of 2023 to transition the Bell, Diboll, and Estes facilities to state operated pre-release facilities. This multidivisional collaboration included conducting initial reviews of the facilities; establishing baselines for supplies, staffing, security equipment, and other miscellaneous necessities; assigning transport

vehicles and routes; and implementing reporting procedures.

An obstacle to the successful confinement of inmates is the introduction of contraband into TDCJ facilities. Contraband cell phones are particularly challenging as they enable clandestine communication which can be used in criminal and gang-related activities. To combat contraband being introduced into



Left: TDCJ field crew at the Murray Unit in Gatesville setting up for a video shoot. Left to right: Sgt. Ruff riding Ruby Jean, CO Ahara riding Gunney and Lt. Davis riding Fort Worth.

Offender Management

CORRECTIONAL INSTITUTIONS DIVISION

At the end of FY23, 129,838 inmates were incarcerated in TDCJ facilities.

The division encompasses 87* state-operated prisons and jails.

60 State prison facilities

3 Pre-release facilities

3 Psychiatric facilities

1 Developmental disabilities program facility

2 Medical facilities

13 State jail facilities

1 Geriatric facility

4 Substance abuse felony punishment facilities

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

the facilities, the agency is now deploying a mobile x-ray scanner. The technology assists the agency with detecting concealed weapons, drugs, and other contraband at various checkpoints. Additionally, body scanners were purchased with the Polunsky Unit receiving the first scanners.

In an additional effort to reduce the amount of dangerous contraband entering TDCJ facilities, 10 units (Allred, Clements, Coffield, East Texas, Garza West, Halbert, Plane, Polunsky, Powledge, and Robertson) transitioned to a digital mail platform in July 2023. With this new program, incoming digital mail for inmates is sorted, scanned, and uploaded to the inmate's secure tablet. The agency expanded the digital mail platform statewide in September 2023.

Over the course of several years, CID, in coordination with the Information Technology Division (ITD), deployed secure tablets equipped with access to educational, religious, vocational, legal and entertainment content. In addition,

At the end of FY23, the Correctional Institutions Division had 23,272 employees. Of these, there were 17,828 correctional officers and 2,666 ranking correctional officers.

Unit mailroom staff processed 9,495,528 pieces of mail; 242,407 correspondence denials; 12,749 publication denials; 11,206,148 Jpay e-Messages; 15,172 pieces of scanned mail.

The Director's Review Committee processed 15,872 correspondence appeals; 1,357 publication appeals; 1,052 visitation appeals; and 238 negative mail list appeals.



Offender Management

inmates can call and message their friends and family on these devices. In FY23, 113,842 inmate tablets were deployed.

THE PAROLE DIVISION supervises clients released on parole or mandatory supervision from TDCJ, county jails, and other states 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.

The Parole Division Oversight section is a team of internal analysts who are responsible for researching and investigating controlled processes within the organization's structure to ensure compliance. To assist staff in the field, the division developed multiple checklists, including those in Electronic Monitoring/Super Intensive Supervision Program, Warrants, and Oversight.

The Review and Release Processing Section encompasses three units. The Case Analysis Unit prepares file material for supervision purposes, reviewing and analyzing each file through the release plan approval process. In FY23, the department issued over 28,000 parole/mandatory certificates. The Huntsville Placement and Release Unit is responsible for the placement of clients into contracted Residential Reentry Centers or the Temporary Housing Assistance Program when all other residential resources are exhausted.

The Specialized Programs Section serves to enhance clients' reintegration process through the development and delivery of effective programming. This year, the section assumed the grant-funded Comprehensive Opioid Stimulant and Substance Abuse – Technology Assisted Treatment. The grant allowed for expanded services to clients on parole who meet the criteria and who need substance services. In FY23, a District Reentry Grant was awarded which allows for additional staffing to assist with facilitating virtual classes for District Reentry Center clients. A pilot program was launched with a new method for substance use testing using an oral swab, which allows for additional testing of fentanyl.

The Interstate Compact Office facilitates the transfer of supervision to a state outside a client's state of conviction. In FY23, there were 2,012 parolees sent to Texas and 2,451 Texas parolees sent to other states. Additionally, there have been 4,640 probationers sent to Texas and 7,646 probationers sent to other states.

The Plans and Operations Section was implemented in February 2022 and provides support to divisional leadership through coordinating updates to policies and operational plans. The section assists with tracking and implementing new legislative initiatives and serves as the liaison for Parole Division audits. In FY23, the section served as the focal point

Right: New parole officers take their oath to uphold the missions of the Parole Division and TDCJ.



Offender Management

for the triennial American Correctional Association (ACA) audit and accreditation visit. The results were a 99.7% compliance rate and full ACA accreditation for the Parole Division.

Plans and Operations served as the division's primary coordinator for the 88th Legislature. The section analyzed and responded to 216 House and Senate bills. It also successfully coordinated and implemented plans to integrate 17 bills that affected division operations and facilitated the statewide

Residential Reentry Center facility modifications to ensure viable workspaces for newly created caseload officers. In FY23, the Policy Revision Project began and 88 policies were identified for updates and revisions.

The Warrants Section is comprised of multiple units to include a 24-hour, seven days a week command center. The command center processes warrant requests from parole officers or residential reentry centers, monitors alerts from TDCJ's

electronic monitoring programs, uses the Texas Law Enforcement Telecommunications System to respond to requests for warrant information, and maintains and updates wanted persons information. It also oversees the DNA unit, which coordinates DNA collection; the Extradition Unit, which is responsible for returning a client found in another state without permission; and the Super-Intensive



Above: Parole Officer Angela Martin discusses supervision details with one of her clients.

Offender Management

Supervision Program, which is the highest level of supervision and uses active or passive GPS to monitor clients' locations. It also oversees the Electronic Monitoring Program, which allows a parole officer to detect curfew home confinement violations. In FY23, the Warrants Section established a Command Center in the Houston area, and worked closely with 21 law enforcement agencies to locate and apprehend parole clients with active warrants through the Absconder Task Force.

The Central Coordination Unit oversees four areas: Detainers, Administrative Support, Intermediate Sanction Facility (ISF) Administration, and ISF Parole Staff. The Detainers section tracks and monitors all clients released to other agency detainers such as

Department of Justice, Bureau of Prisons, and other state or out-of-state agencies and county facilities. This includes deportation and immigration cases. The Administrative Support section completes client death investigations, monitors early release from supervision cases, and coordinates the Super Intensive Supervision Program annual review process in coordination with the District Parole Offices and the Board of Pardons and Parole Super Intensive Supervising Program Parole Panel.

THE 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 FY23, the division implemented numerous new initiatives. First, PFCMOD launched a 'paperless' process with the initial phase being contract reviews. Second, the first-ever standardized Residential Reentry Center offender handbook was created. Third, an improved process for alternative treatment requests was developed. Lastly, the development of Authorization Management System (AMS) 2.0 Virtual treatment with ITD and an outside vendor (SecurManage) began.

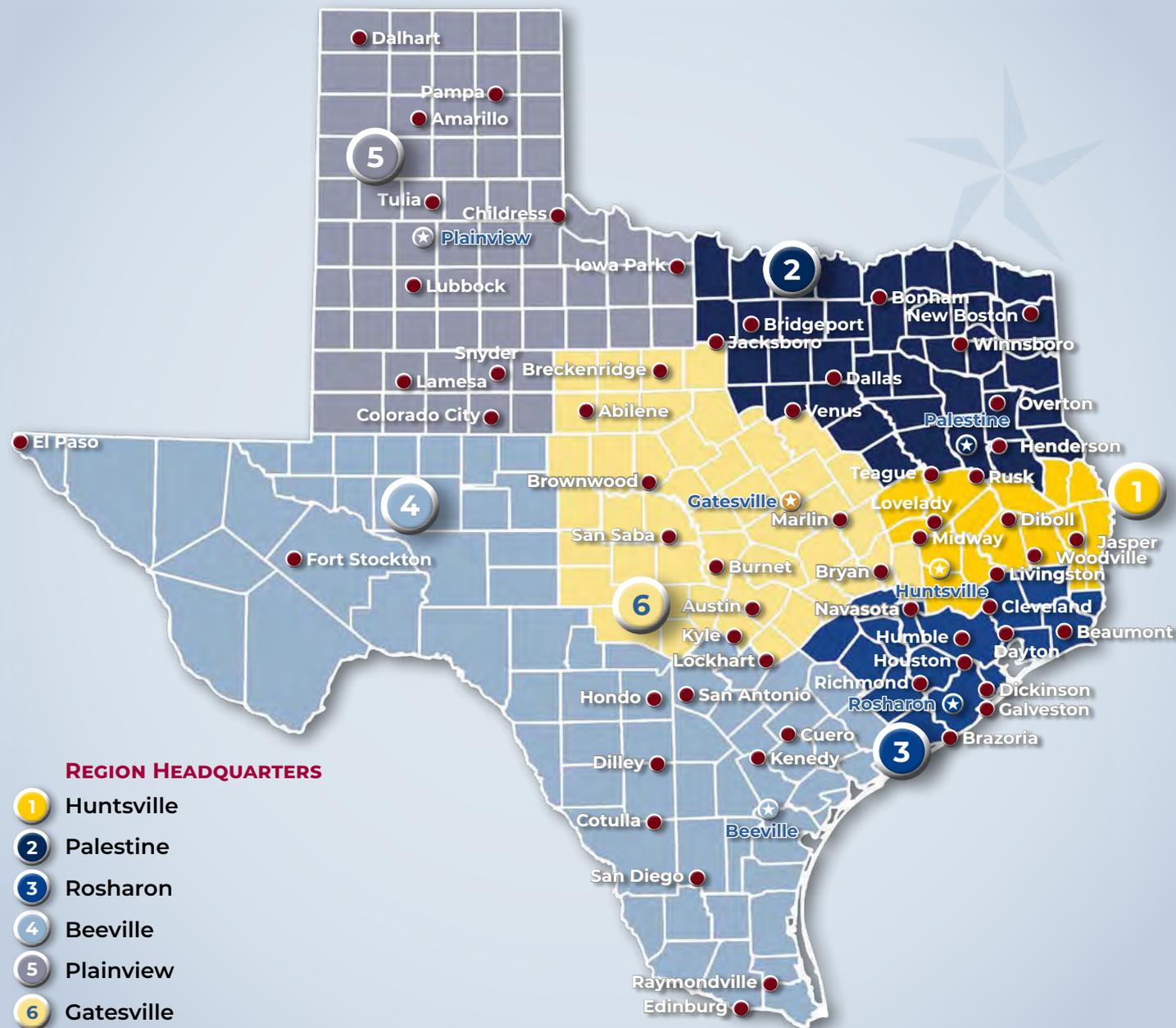
CENTRAL COORDINATION UNIT

Approximately 5,316 clients were placed in Intermediate Sanction Facilities (ISF), and 543 parole and 4,064 probation clients were placed in a Substance Abuse Felony Punishment Facility. Kegans ISF provided services in the Substance Abuse Counseling Program and the Cognitive Intervention Program to 2,068 clients while the East Texas Treatment Facility provided services to 369 female clients and 401 male clients. Goodman ISF provided Cognitive Intervention Programming services to 1,747 clients, Baten ISF provided services to 616 clients and Henley ISF provided services to 166 female clients.

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



TDCJ Facilities



REGION HEADQUARTERS

- 1 Huntsville
- 2 Palestine
- 3 Rosharon
- 4 Beeville
- 5 Plainview
- 6 Gatesville

TDCJ Facilities

CITY	FACILITY
REGION 1	
Cleveland	Bell Unit
Diboll	Diboll Unit
Huntsville	Duncan Unit Byrd Geriatric Facility Ellis Unit Estelle Unit Goree Unit Holliday Unit Huntsville Unit Wynne Unit Goodman Unit
Jasper	Polunsky Unit
Livingston	Wainwright Unit
Lovelady	Ferguson Unit
Midway	Lewis Unit
Woodville	
REGION 2	
Bonham	Cole State Jail C. Moore Unit
Bridgeport	Bridgeport Unit
Dallas	Hutchins State Jail
Henderson	East Texas Treatment Facility
Jacksboro	Lindsey State Jail
New Boston	Telford Unit
Overton	B. Moore Unit
Palestine/ Tennessee Colony	Beto Unit Coffield Unit Michael Unit Powledge Unit

CITY	FACILITY
Rusk	Bradshaw Hodge Unit Skyview Unit
Teague	Boyd Unit
Venus	Estes Unit
Winnsboro	Johnston Unit
REGION 3	
Baumont	Gist Unit LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Dayton	Henley State Jail Hightower Unit Plane Unit
Dickinson	Young Medical Complex
Galveston	Hospital Galveston
Houston	Kegans ISF
Humble	Lychner Unit
Richmond	Jester III Unit Scott Psychiatric Unit
Rosharon	Memorial Unit Vance Unit Ramsey Unit Stringfellow Unit Terrell Unit

*Private



TDCJ Facilities

CITY	FACILITY	CITY	FACILITY
REGION 4		Plainview	Formby State Jail Wheeler Unit
Beeville	Garza West Unit McConnell Unit	Snyder	Daniel Unit
Cotulla	Cotulla Unit	Tulia	Mechler Unit
Cuero	Stevenson Unit	REGION 6	
Dilley	Briscoe Unit	Abilene	Middleton Unit Robertson Unit
Edinburg	Lopez State Jail Segovia Unit	Austin	Travis County State Jail
El Paso	Sanchez State Jail	Breckenridge	Sayle Unit
Fort Stockton	Fort Stockton Unit Lynaugh Unit	Brownwood	Havins Unit
Hondo	Ney Unit Torres Unit	Bryan	Hamilton Unit
Kenedy	Connally Unit	Burnet	Halbert Unit
Raymondville	Willacy County State Jail	Gatesville	Crain Unit Hilltop Unit Hughes Unit Mountain View Unit Murray Unit Woodman State Jail
San Antonio	Dominguez State Jail	Kyle	Kyle Unit
San Diego	Glossbrenner Unit	Lockhart	Coleman Unit
REGION 5		Marlin	Hobby Unit Marlin Unit
Amarillo	Clements Unit	Navasota	Luther Unit Pack Unit
Childress	Roach Unit	San Saba	San Saba Unit
Colorado City	Wallace Unit		
Dalhart	Dalhart Unit		
Iowa Park	Allred Unit		
Lamesa	Smith Unit		
Lubbock	Montford Unit Western Regional Medical Facility (Montford Unit)		
Pampa	Jordan Unit		

*Private

District Parole Offices



- REGION HEADQUARTERS**
- 1 Tyler
 - 2 Dallas
 - 3 Houston
 - 4 San Antonio
 - 5 Lubbock

Programs



Reentry and Integration Division

Rehabilitation Programs Division

Victim Services Division



THE REENTRY AND INTEGRATION DIVISION (RID) establishes a comprehensive reentry and integration plan for inmates in 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 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.

Division staff, in coordination with the Correctional Institutions Division, Facilities Division, Rehabilitation Programs Division, and the Windham School District, participated in Skills Demonstrations and Expos at the Wynne Unit, Hilltop Unit, and Dominguez State Jail. These events allowed inmates, preparing for release, to showcase skills they've learned in their Career and Technical Education classes and on-the-job training to potential employers looking for highly skilled personnel. Trades and skills such as construction, carpentry, culinary arts, diesel mechanics, electrical, network cabling,

truck driving, and welding were showcased for employers. These events resulted in job offers prior to the inmates releasing.

In FY23, a reentry dorm was established at the Dominguez State Jail. At the dorm, inmates participate in employment readiness classes which include mock interviews, courses on appropriate attire and financial literacy courses.

The division was awarded two grants in FY23. The Self Harm project is comprised of two staff members who provide education to inmates on suicide prevention and coordinate services for at-risk inmates identified through existing screening tools and TDCJ staff referrals. The Footprints project provides the training of 20 Certified Mental Health Peer Support Specialists.

In coordination with the Texas Department of Public Safety, RID began ordering replacement driver licenses for eligible individuals. This was the first phase of a multi-year plan to allow incarcerated individuals to receive their driver licenses.

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

In FY23, RPD continued improving programming to meet inmate needs. Specifically, the division focused on expanding peer support groups such as Field Ministry, Cognitive Life Skills Coaches, and Peer Recovery Support Coaches. Peer



Recovery Support Housing was implemented in both female and male units (i.e. Allred, Ferguson, Hughes, Memorial, Michael, Mountain View, and Polunsky) to offer a platform for change to inmates who want to live a life of recovery.

To expand programming availability, RPD incorporated technology to provide virtual, substance use courses at the Polunsky Unit. In this program, participants live in a designated housing area where they learn and grow through interactive virtual classes with a licensed counselor.

Within the Religious Services area, RPD developed the Go for the Goal intake program for newly-received inmates. Through this program, inmates are given information on the different program opportunities available to them and are encouraged to participate in the programs to achieve their goal of positive change.

The No One Dies Alone (NODA) hospice companion program was implemented at the Michael Unit and the Young Medical Facility. In this innovative program, NODA coaches serve as a companion to their peers in hospice care. The coaches perform activities such as reading books and religious texts, making conversation, reading letters received from family members,

Left: Inmates at the Murray Unit train dogs for the Patriot Paws Program.

Programs

and simply being present to offer support and encouragement.

The First Step program was implemented at the Hightower Unit for newly received inmates with a sex offense conviction to address their needs towards the beginning of their sentence. Alternatively, the Healthy Choices program was developed for inmates assigned to restrictive housing with a sex offense conviction.

The implementation of an online volunteer application and training for new volunteers has proven successful in volunteer recruitment. As a result, the number of approved volunteers significantly increased from 22,000 to over 26,000.

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.

VSD received grant funds to create new positions in the Employee Support Services (ESS) and Direct Services section. These new positions are part of the ongoing effort to continue improving assistance to victims of violent crime.

ESS was granted three Crisis Response Intervention Support Program Staff Assault Coordinator positions. The coordinators help staff obtain information about their rights when they are assaulted on duty. Direct Services was granted three additional Regional Victims Services Coordinator positions and a Domestic Violence Services Coordinator. The additional Regional Victims Services Coordinators improve direct services to victims post-conviction

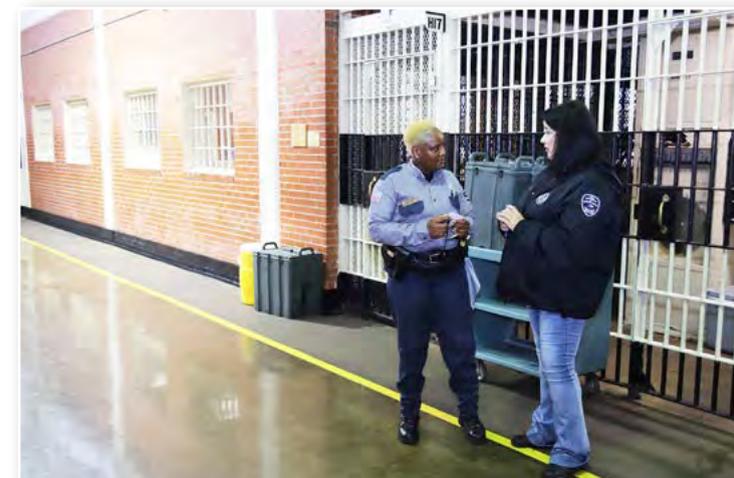
throughout the state. The Domestic Violence Services Coordinator was created to identify victims of domestic violence where the offender has a history of such offenses and is currently incarcerated or under supervision for an offense that may or may not be related to domestic violence. When these victims are identified, the Domestic Violence Specialist will provide them a list of services for coping with domestic violence, as well as assist them in exercising their rights.

In FY23, the waiting period for Victim Offender Mediation Dialogue (VOMD), time from the initial request and intake to the case being assigned a mediator, decreased from six months to an average of three months. VOMD mediators facilitated in-person and virtual dialogues at multiple units and in the district parole offices.



Left: One of the most important aspects of reentry success is having a job. Here an inmate with help from Reentry and Integration staff visits with employers hoping to find a job that fits when he releases from TDCJ.

Right: Tracie Sible, ESS CRISP Coordinator, and Connie Kennard, ESS Victim Advocate, talking to staff about the ESS Program.



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 FY23, 160,104 inmates visited the law library, and 99,034 pieces of research materials were delivered to inmates with indirect access to the law library.

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 FY23, unit grievance investigators processed approximately 105,509 grievances at the unit level, while central office staff processed approximately 21,239 appeals. Additionally, ARRM provides trained staff to assist inmates during the disciplinary process. During FY23, Counsel Substitutes were involved

in the disciplinary process for approximately 98,322 major disciplinary cases and 131,508 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 FY23, the department facilitated audits for the accreditation of 37 TDCJ facilities; added six Regional American Correctional Association (ACA) coordinator positions to monitor and coordinate all ACA related activities on all units statewide; implemented the Orientation Driver Safety video, which is viewed by all new hires; and implemented OSHA-10: General Industry certification for all Risk Managers.

The Driver Safety Program continues to work closely with the Training and Leader Development Division to complete four Driver Safety Program modules. These modules include Distracted Driving, Rural Driving Safety and Night Blindness, Adverse Weather Driving, and Chase Vehicle procedures. Additionally, AARM worked in tandem with the Correctional Institutions Division to develop policy and establish procedures for a Body Worn Camera

Operation Lone Star staff provided 14,079 virtual attorney visits, 1,385 attorney phone calls, 1,014 in-person attorney visits, and made 3,267 defendants available for court hearings.

Support Services

(BWC) hybrid pilot for security staff at the unit level when utilizing a BWC during the course of their job duties.

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

BUSINESS & FINANCE	99,781	Invoices paid
	\$2,042,962,085	Invoices total
	\$879,021	Discounts taken
	5,077	Advance travel checks issued to employees traveling to specific units to assist staffing efforts
	12,616	Post-travel checks issued to staff assigned to Mobile Correctional Officer Team
	4,755	Credit card authorizations processed
	68,488	Fixed assets audited
	1,321,880	Commissary and trust fund deposits processed totaling \$135 million
	39,450	Requisitions received
	4,881	Change orders processed

the FY22-23 biennium included a request to restore a portion 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 FY23, the legislature provided historic funding to the agency. They approved a 5% increase for staff, with a minimum of \$3,000 beginning July 2023 through FY24 and an additional 5% increase, with a minimum of \$3,000 in FY25. This was for all correctional officers and staff in correctional facilities, parole offices, and administrative offices across the state.

The legislature directed additional appropriations to provide a 3% unit pay differential for correctional staff assigned to or covering positions on one of 23 maximum security facilities. Additionally, the legislature provided \$24.2 million for the Corrections Information Technology System Project, which will modernize the agency's current mainframe inmate management.

This year, Business and Finance made numerous improvements to the Commissary and Trust Fund processes. This department implemented a centralized Property Fulfillment



Support Services

Program to streamline product availability and allow inmates to pre-order select property items from the commissary distribution centers with delivery directly to unit commissaries. They also completed an extensive program modernization to the Photo and Identification Card platform to include replacing cameras, backdrops, hardware, and software at all statewide locations. Additionally, the Business and Finance Division received federal funds for TDCJ totaling \$36.9 million from the American Rescue Plan Act (ARPA) through the Department of State Health Services for the expansion of broadband to correctional facilities and equipment for COVID mitigation efforts.

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.

The division audits utility and energy bills monthly prior to payment submission. Audit findings are attributed to various factors to include provider billing errors, incorrect meter readings, etc. Through this process, the agency avoided a total cost of \$328,091. This total includes \$100,732 for electricity, \$66 for natural gas, \$163,245 for water/wastewater and \$64,048 for sewer. Additionally, the division updated 44 preliminary energy audits at various locations for future energy conservation efforts.

In FY23, the Facilities Division completed 11 major board approved construction projects totaling \$32.2 million. The division also maintained, repaired, and certified fire alarm systems statewide at a total estimated cost of \$8.2 million. The division also completed construction of the Lynaugh Unit RV Park which provides 40 spaces for employee housing.

THE HEALTH SERVICES DIVISION (HSD) monitors access to timely, quality health care for TDCJ inmates. In FY23, TDCJ and the Correctional Managed Health Care Committee (CMHCC) monitored the provision of health care to all TDCJ inmates provided by the University of

In FY23, the Facilities Division received 1,384 major work request projects at a total estimated cost of \$90,005,737, authorized 692 major work request projects at a total estimated cost of \$50.6 million, financially closed 526 major work request projects at a total estimated cost of \$15.7 million, initiated design work on approximately 96 projects at a total estimated cost of \$252 million, and completed design work on approximately 97 projects at a total estimated cost of \$110 million.

Support Services

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 inmate medical grievances.

Below: As part of an inmate tablet video, Joana Delacruz speaks to other inmates about the positive aspects of getting regular mammograms. TDCJ provides annual mammogram testing at these facilities: Crain Unit, Dayton Complex, Carol Young Facility and Hospital Galveston.



Support Services

HSD continues to face challenges with staffing. In FY23, HSD collaborated with UTMB to establish mobile physical therapy and onsite MRI services at several units through the MRI trailer. HSD also collaborated with UTMB and TDCJ Facilities Division to increase dialysis capacity at the Estelle Unit.

THE HUMAN RESOURCES DIVISION (HR) 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 has three branches including Employment and Support Services, Employee Relations, and Support Operations.

In FY23, TDCJ hired 8,823 new employees. Additionally, the division processed more than 42,000 requests for clearances, leave applicants, and employee relations complaints.

The largest challenge for HR in FY23 was the ability to hire, train, and maintain staff. The organizational structure of the division also presented challenges in oversight and communication. To overcome these obstacles, HR began restructuring the division in FY23. This change included centralizing screening, clearances and selections to Huntsville. The reorganization will continue in the upcoming years.

In addition to centralizing functions, HR looked at processes to increase efficiency. For example, the Timescan project was completed in conjunction with the Information Technology Division and Records Management Department. This software allows staff to scan their ID card to report work time, eliminating the need for paper timesheets at TDCJ units. The next phase of this project is to interface the software with the agency's payroll system. This will automate most of the time keeping, improve accuracy and reduce errors.

THE INFORMATION TECHNOLOGY DIVISION (ITD) provides computers, networks, data, and telecommunications services to support the daily operations of TDCJ.

ITD assisted numerous divisions in deploying new software in FY23, including inmate tablets, digital mail, and Timescan. Additionally, the division launched Plextrac, a cybersecurity reporting and workflow management platform to allow better coordination of vulnerability management between information technology security personnel and server administrators.

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 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 FY23, MAL continued to experience challenges associated with a reduced inmate worker population in all the division's departments. To ensure products and services are still provided, several strategies were employed including staff completing work and the use of new technology and equipment to improve production efficiencies. In addition, the division continues to collaborate with Windham School District and the Communications Department to notify the inmate population of available job assignments, and attend events hosted by various divisions to educate inmates about job skills training opportunities available to them during their incarceration.

In FY23, Inmate Transportation implemented targeted in-service for correctional staff assigned to the department. The training program is delivered by Inmate Transportation supervisors, one day per month, every other month, throughout the year. Inmate Transportation

Support Services

Staff have now received 60 hours of specialized training, including specialized advanced weapons training, relevant to their positions.

Additionally, the Programs department hosted the inaugural Entry-Level Driver Training class for Inmate Transportation staff in need of obtaining a Class B Commercial Driver License (CDL) with a Passenger endorsement. This training is required by the Federal Motor Carrier Safety Administration for individuals seeking a new CDL or to upgrade an existing CDL.

In April 2023, Inmate Transportation instated the Transportation Coordination Unit with the assistance of the Classification and Records Office. The department is dedicated to coordinating all non-routine inmate transportation, including unit to unit transports. The Transportation Coordination Unit's primary function is to reduce the number of transports conducted by units by identifying and strategically deploying resources such as staff and vehicles when available.

In FY23, the **OFFICE OF THE CHIEF OF STAFF** provided oversight of Communications, Records Management, Executive Support, and Governmental 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.

The Records Management auditing team was able to cover more territory across the state in a shorter time by performing statewide records retention audits and training at the same time. All inmate files, with the exception of the consecutive offenses, are now approved for processing and the required system programming was completed. In FY23, 80% of the 2,253 scanned files processed were general population inmates that are usually reviewed yearly. File page counts scanned each month have doubled, reducing

MANUFACTURING, AGRIBUSINESS AND LOGISTICS	3,566: Average number of inmates enrolled in training programs
	3,308 inmates completed training programs
	157 inmates earned nationally-recognized certifications (Braille, Automotive Service Excellence (ASE) and Apprenticeships)
	648 inmates earned third-party certifications (Overton Forklift Training)
	332 training programs provided by Manufacturing, Agribusiness and Logistics

Left: An inmate practices job skills they learn to help provide opportunities for them after their incarceration.

Support Services

the number of boxes that need to be transported and the relational costs.

Executive Services provides technical support to TDCJ's executive staff. Specifically, staff respond to inquiries regarding inmate demographics, coordinate survey responses, conduct statistical analyses, and provide a variety of statistical information. Additionally, staff assist with the Texas Board of Criminal Justice meetings, coordinate revisions of rules and policies, and receive open records requests under the Public Information Act.

In FY23, Executive Services provided 15 daily, 32 weekly, 165 monthly, 10 quarterly, and 23 annual reports. One of these reports is the daily transient report, which is used to track the number of inmates in transient status by duration. The department also responded to 113 surveys, coordinated more than 19,000 open records requests, and published 17 policies.

Governmental Affairs works in coordination with agency divisions and departments to track and implement 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 FY23, the agency was mentioned in more than 25,000 news articles across the nation.

The department oversees the agency's social media channels and uses the platforms to communicate directly with the public and other stakeholders. In FY23, the agency reached more than 4.5 million followers on Facebook, 660,000 followers on Twitter and 44,000 followers on Instagram. A record number of 90 videos were produced and posted to the agency's social media platforms.

Additionally, the Communications Department developed and implemented multiple marketing campaigns throughout the year to educate stakeholders on various projects including those promoting the Correctional Retention and Wellness Survey, Citizens' Academy, digital mail rollout and legislative pay raises.

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 Texas Board of Criminal Justice, TDCJ managers



Support Services

and staff, and other state officials regarding serious or unusual incidents occurring within the agency.

In FY23, EAC recorded 54 suicides and eight executions. The department started recording uses of Narcan in January 2022, with 359 uses throughout the fiscal year. Additionally, the uses of tasers was recorded and the agency had 36 uses throughout the year. In total, there were 26,673 incident reports issued in FY23.

THE OFFICE OF THE GENERAL COUNSEL (OGC) provides legal services to TDCJ. OGC has three sections: Legal Affairs, Litigation, and Program Administration.

During FY23, OGC worked to improve processes and efficiencies, such as reviewing and updating internal policies and procedures.

OGC reviewed over 1,400 bills during the 88th Legislative Session. OGC also worked with the Facilities Division to avoid multi-million dollar litigation regarding the Michael Unit roofing project. OGC also improved internal tracking processes for incoming transactional work to ensure more timely legal reviews. OGC also worked with the Office of the Attorney General of Texas and the Plaintiffs' counsel to file an agreed order dismissing the Cole v. Collier lawsuit regarding heat and air-

conditioning in Texas prisons. We continue to work towards the Court's signing of that agreed order.

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



Left: The Communications Team, including John Rhine, live-streams TBCJ meetings for public viewing.

COVID-19	955,614 inmate tests completed
	439,947 staff tests completed
	96,241 vaccines administered to inmates
	13,668 vaccines administered to staff

the public emergency management sector, and represents the agency on disaster district committees throughout the state.

In FY23, the OEM acquired progressive weather monitoring equipment to improve situational awareness. The OEM also acquired a geo-spatial mapping software that allows for daily agency overview. OEM partnered with the Texas Department of Transportation (TxDOT) which gives the agency the ability to access live stream of roadways across the state to maintain situational awareness for TDCJ staff on the roads. The final COVID briefing sheet was published on May 10, 2023 with these statistics:

THE RESEARCH AND DEVELOPMENT (R&D) serves agency leadership and the many divisions and departments carrying out the TDCJ mission. The R&D Department conducts research, analysis and evaluations of critical agency programs and operations. Additionally, the R&D team helps identify promising correctional and supervision practices for consideration by the agency.

Support Services

During FY23, the Research & Development team continued to look in-depth at the root cause of some of its most challenging issues. As such, the department developed a new internal approach to survey correctional officers to gain a better understanding into what influences their decision to stay with the agency. Similarly, the team continued to study the occurrence of inmate self-harm and the factors associated with such events. The team also looked at behavior patterns of self-harm to improve the ability to take proactive measures to prevent self-injurious behaviors among the inmate population. Additionally, the R&D team developed a new risk assessment tool to identify which inmates would be suitable for a less intensive approach to substance use programming for lower risk individuals. The R&D team also developed a reporting system for use by the Office of Family Services to log and track grievances to TDCJ made by external parties.

THE TRAINING AND LEADER DEVELOPMENT DIVISION (TLDD) oversees TDCJ's recruitment of corrections officers, training and development, and retention of employees. In FY23, TLDD successfully deployed its first online applicant tracking system, streamlining the hiring process by allowing applicants to upload documents online.

In the area of correctional training, TLDD successfully deployed mobile training teams to

Support Services



surmount geographical constraints. It also established Crisis Negotiation and Tactical Response Programs to address skill gaps, the creation of an inclusive training environment catering to diverse learning styles and the enhancement of personnel readiness through innovative approaches and specialized programs. These achievements underscore the division's commitment to meeting training challenges and fostering preparedness in dynamic work scenarios.

In the area of parole officer training, the biggest challenge was refining the training curriculum by incorporating scenario-based discussions and after-action reviews, which have measurably improved trainee development.

TLDD facilitated three semesters of internships involving students from Sam Houston State University, Texas A&M University, the University of Texas – Austin, Huston-Tillotson University, the University of North

Support Services

Texas and various other universities. These programs served multiple divisions within the organization, adding valuable perspectives and labor resources.

Under Community Supervision Training, a partnership was established with the University of Cincinnati to certify additional Texas Risk Assessment System Master Trainers, thereby enhancing the quality and consistency of risk assessment across divisions.

In FY23, TLDD spearheaded a Tuition Reimbursement Program for the agency. With this program, full-time employees enrolled in higher education courses can request tuition reimbursement for courses relevant to their duties or prospective duties.

Left: Hurricane Preparedness Exercise underway in May 2023 at the TDCJ Emergency Operations Center in Huntsville.

U.S. military veteran correctional officers raise the flag at the Mountain View Unit



TDCJ @TDCJ · Aug 16

In many ways, much of the future of corrections falls on the shoulders of our Field Training Officers. After talking with Officer Dominguez, it's clear that it takes a special kind of person to shine as an FTO - one who is patient, encouraging, & has a strong sense of community.

EmployeeSpotlight

0:09 / 2:10

6 likes, 617 views



TDCJ @TDCJ · Aug 16

In many ways, much of the future of corrections falls on the shoulders of our Field Training Officers. After talking with Officer Dominguez, it's clear that it takes a special kind of person to shine as an FTO - one who is patient, encouraging, & has a strong sense of community.

0:12 / 2:10

6 likes, 617 views



TDCJ @TDCJ · Aug 15

Sanchez State Jail Officer Danny Carrillo is known by his fellow officers & staff members for his positive attitude, organizational skills, & eye for detail while fulfilling his daily responsibilities.

Continue:

Employee Spotlight

Danny Carrillo

1 comment, 5 likes, 1,186 views

Click the social media icon to go to the TDCJ feeds.

-  @Texas Department of Criminal Justice
-  @texasdeptofcriminaljustice
-  @TDCJ
-  @TDCJvideos
-  @Texas Department of Criminal Justice

Social Media Presence

JOIN US FOR THE TDCJ SUMMIT

Saturday, October 21, 2023
9:00 a.m. - 3:00 p.m.
Houston Community College
6010 Little York Road
Houston, Texas 77016

For event questions, email: summit@tdcj.texas.gov

YEARS OF SERVICE

Judy Goodwell

37 likes, 0 comments



JADERRYOUS FRANKLIN

INMATE - HORSE TRAINER

0:08 / 5:06

JD & Gremlin - Second Chances

TDCJ 6.74K subscribers

27 likes, Share, Download, Clip, Save



The background features a large, faint, circular seal of the Texas Department of Criminal Justice. The seal contains the text "TEXAS DEPARTMENT OF CRIMINAL JUSTICE" around the perimeter and a central emblem with a five-pointed star and a wreath.

Annual Review
Fiscal Year 2023

