

Texas Department *of* Criminal Justice



Annual Review
Fiscal Year 2025





Entrance to the officer dining room at the Bartlett Innovation Unit.

Texas Department *of* Criminal Justice



Annual Review
Fiscal Year 2025





I am pleased to present the annual review for the Texas Department of Criminal Justice (TDCJ) for Fiscal Year 2025 (FY25).

This year marked key leadership transitions as Bryan Collier retired after 40 years of dedicated public service. Additionally, the Texas Board of Criminal Justice approved a restructuring that better aligned our agency with 2030 strategic goals and the recommendations of the Sunset Advisory Commission. For this reason, we strengthened our leadership team through the appointment of three Section Chiefs in key operational areas and created the Office of Strategic Initiatives and Modernization to lead the charge in identifying, prioritizing and implementing initiatives aimed at advancing the agency.

The Sunset Commission also advised merging the Rehabilitation Programs and the Reentry and Integration Divisions to establish the new Rehabilitation and Reentry Division. Furthermore, we announced the creation of two new divisions: the Chaplaincy and Volunteer Services Division and the Classification and Inmate Transportation Division; and established the Office of Organizational Development within the Human Resources Division to improve retention and increase support services for staff.

FY25 brought major operational advancements, as well. Among these was the opening of the Bartlett Innovation Unit, the first facility of its

kind dedicated to enhancing rehabilitation and reentry efforts. Technological advancements led to the expansion of a virtual court program to reduce transportation of inmates for court hearings, the development of new mobile application for employees to access pay information and notifications, and the launch of an interactive career development platform to equip inmates with job-ready skills and connect them with potential employers. In the summer, TDCJ engaged an external consulting firm to review the programming, policies and processes related to incarcerated females. One of the recommendations was establishing the new position of Female Programs Director to have a dedicated role to oversee female services. This position was established and filled in our Rehabilitation and Reentry Division.

This year also brought essential legislative support from Governor Abbott and the Texas Legislature through the 89th Legislative Session. TDCJ received funding for a 15 percent pay raise for parole officers, a 10 percent pay raise for correctional staff and an additional \$20 million for targeted pay raises to improve staffing levels. Additionally, the legislature provided \$9.3 million to enhance Employee Support Services and expand training programs. This funding will be instrumental in staff retention.

These are just some of the remarkable achievements made across the agency this year.

Finally, this report is a tribute to the men and women who serve the state with distinction as employees of the Texas Department of Criminal Justice. These successes reflect the hard work of every individual. Thank you for your service to the State of Texas and to the Texas Department of Criminal Justice.

Bobby Lumpkin
Executive Director





As Chair of the Texas Board of Criminal Justice, it is my continuing honor to serve the State in the role to which you have appointed me. Along with the rest of our Board, I am privileged with the opportunity to work with the outstanding men and women of the Texas Department of Criminal Justice.

The past fiscal year was in some ways a year of change and transition for TDCJ. For example, as you know, after 40 dedicated years of public service, Bryan Collier retired from the agency and the Board held the distinct honor of naming Bobby Lumpkin as the agency's Executive Director. As you also know, TDCJ also participated in the Sunset Review process during the 89th Session of the Texas Legislature—a process that has already helped spur continuous improvement and modernization efforts within TDCJ's operations.

As you are well aware, during the 89th Session, the Texas Legislature, in legislation approved by you as Governor, also provided historic funding to the agency for capital and infrastructure, probation, parole, inmate health care and mental health services, staff initiatives, and other agency operations. The approved budget provides \$214.8 million for major repair projects, including \$301 million to construct 14 expansion dorms to address an increasing inmate population; \$4.5 million to construct an employee dormitory at the Clements Unit; and

\$37 million for water infrastructure projects at the Hobby Unit and Memorial Unit. In addition to this funding, \$218.3 million has been allocated for agency systems and equipment, to include a learning management system, expansion of internet infrastructure at TDCJ facilities, and integration solutions for the Comptroller's Centralized Accounting and Payroll/Personnel System.

As you are also well aware, the Legislature has been supportive of the cost-efficient and effective operations of TDCJ in achieving its statutory missions of public safety, inmate rehabilitation and reentry, and protection and support of crime victims. For example, during the past two legislative sessions, the agency received \$85 million and \$118 million, respectively, for the installation of additional air conditioning in housing areas within TDCJ facilities. In the past fiscal year, the agency completed the installation of air conditioning systems that service housing areas containing an additional 3,735 inmate beds; began the construction of air conditioning systems that will service housing areas containing an additional 14,000 inmate beds at 17 TDCJ facilities; and undertook the design of air conditioning systems that will add housing areas containing an additional 21,121 such beds in future construction.

TDCJ's Facilities Division also began the construction of the Bryan Collier Leadership and Training Center, which can be viewed on the west side of I-45 as it passes through Huntsville. The 65,000 square foot training facility will include modern classrooms, administrative offices, and employee dormitories to support training and staff development initiatives within TDCJ and the Windham School District.

The Board looks forward to another year of collaboration, growth, continued improvement and modernization of agency practices and workplaces in the ongoing effort to best achieve TDCJ's missions and to serve the people of the State of Texas. In the meantime, as always, if we can provide any additional information about the Board or TDCJ we remain ready to do so.

We also express our heartfelt appreciation for everything you and the members of your team do as public servants in service to our great state.

Eric J.R. Nichols
Chair, 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 provide direct, personal service to victims and their families throughout Texas.
- ▶ To ensure victims are involved in all parts of the criminal justice process if they choose to be.

The executive director of TDCJ is responsible for the day-to-day administration and operation of the agency, which consists of overseeing the following divisions: Business and Finance; Facilities; Information Technology; Manufacturing, Agribusiness and Logistics; Community Justice Assistance; Correctional Institutions; Health Services; Human Resources; Parole; Training and Leader Development; Administrative Review and Risk Management; Chaplaincy and Volunteer Services; Classification and Inmate Transportation; Rehabilitation and Reentry; and Victim Services.



Table of Contents

Overview

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

Board Oversight

- [9 Office of the Independent Auditor](#)
Office of the Independent Ombudsman
Office of the Inspector General
- [10 Prison Rape Elimination Ombudsman](#)
Independent Office of Inmate Counsel

TDCJ Executive Director

- [14 Office of Family Services](#)
Office of the Chief of Staff
- [15 Office of the General Counsel](#)
Governmental Affairs
Office of Strategic Initiatives and
Modernization

Chief Financial Officer

- [18 Business and Finance Division](#)
Facilities Division
- [19 Information Technology Division](#)
Manufacturing, Agribusiness and
Logistics Division

Chief Operations Officer

- [25 Community Justice Assistance Division](#)
- [26 Correctional Institutions Division](#)
Emergency Action Center
Fusion Center
- [27 Health Services Division](#)
Human Resources Division
- [28 Office of Emergency Management](#)
Parole Division
- [29 Training and Leader Development
Division](#)
- [30 TDCJ Facilities](#)
- [33 District Parole Offices](#)

Chief Programs Officer

- [36 Administrative Review and Risk
Management Division](#)
Chaplaincy and Volunteer Services
Division
- [37 Communications Department](#)
- [38 Classification and Inmate Transportation
Division](#)
- [39 Rehabilitation and Reentry Division](#)
- [40 Victim Services 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 chair.

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 Office of the Independent Auditor, Office of the Independent Ombudsman, Office of the Inspector General, Prison Rape Elimination Act (PREA) Ombudsman and the Independent Office of Inmate Counsel. 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 **Chair Eric J.R. 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, **Sydney Zuiker** of Houston and **Tom Fordyce** of Huntsville.



Texas Board of Criminal Justice



Eric J.R. Nichols
Chair



Faith Johnson
Vice Chair



Rodney Burrow
Secretary



Molly Francis



Bill Welch



Nate Sprinkle



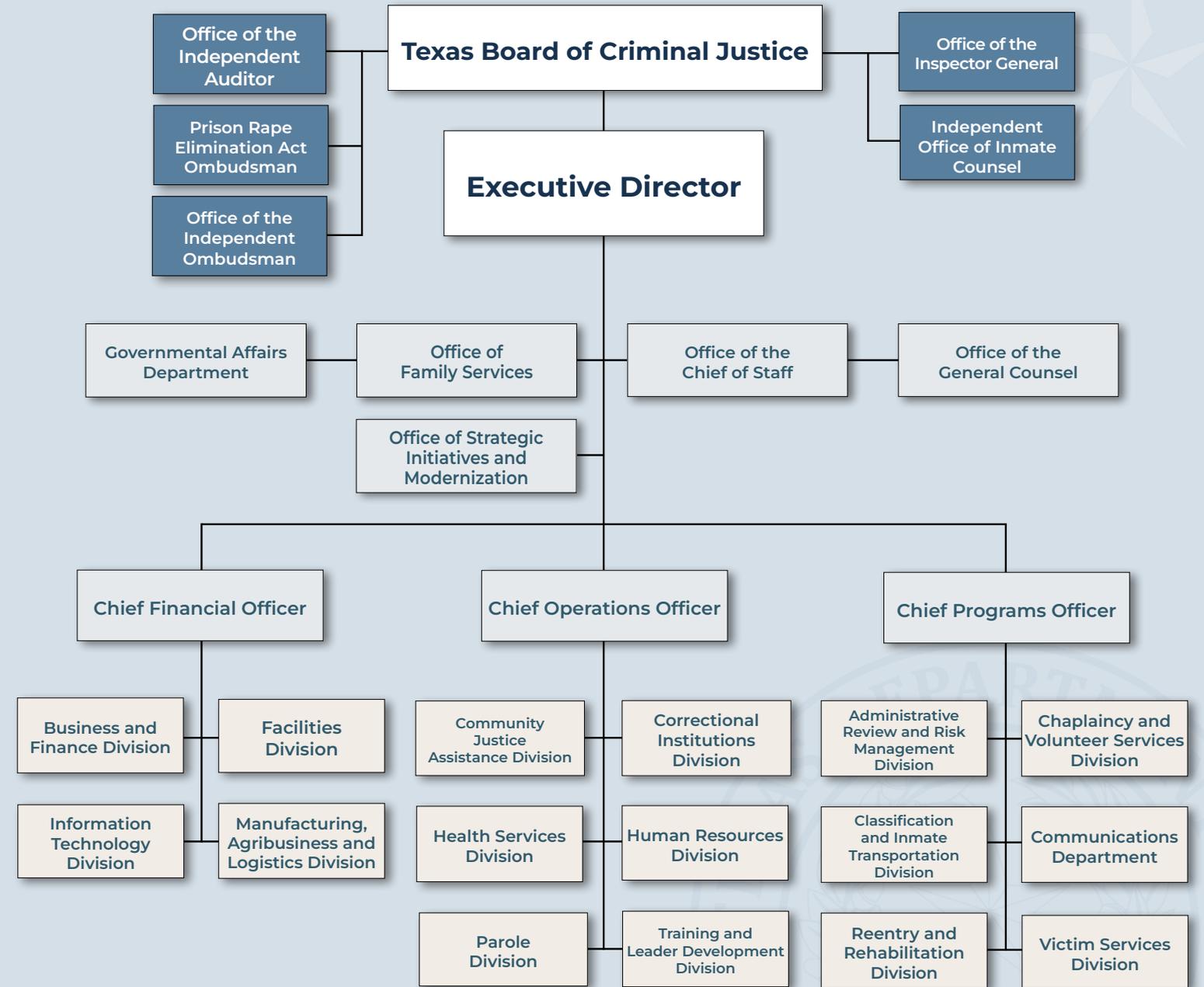
Sydney Zuiker



Sichan Siv



Tom Fordyce

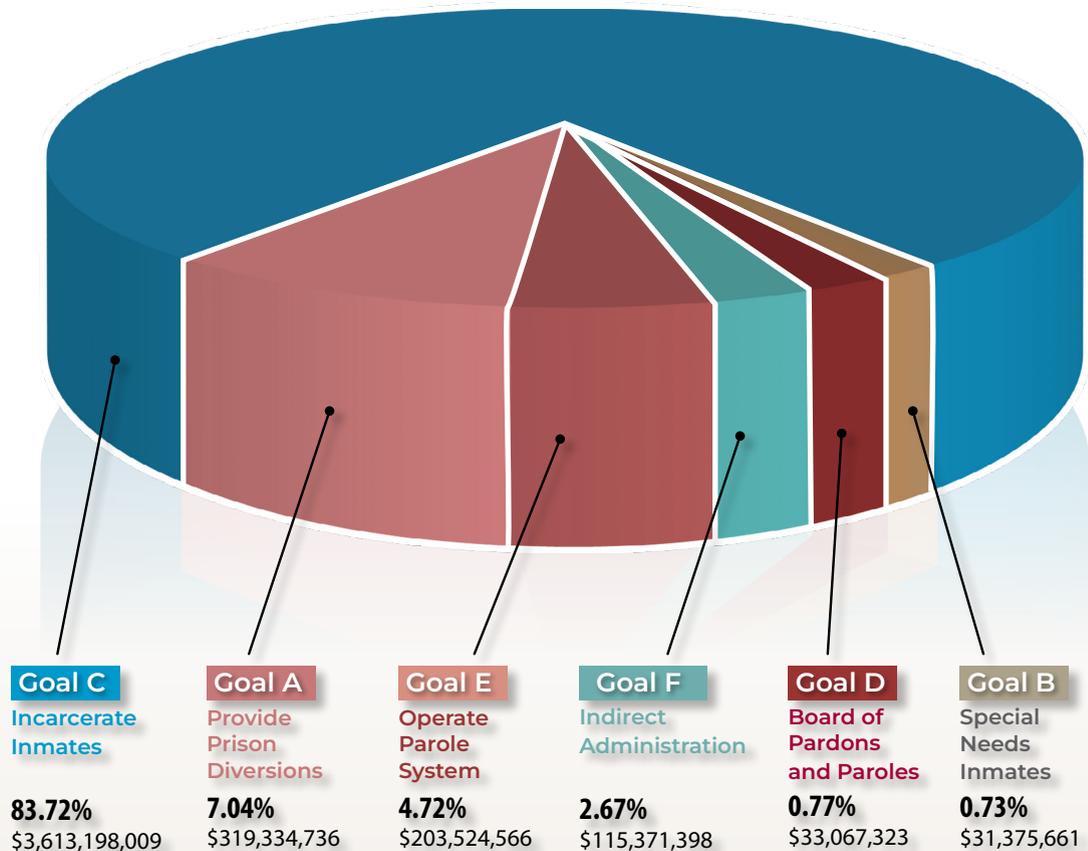


Financial Summary Operating Budget for Fiscal Year 2025

Total Operating Budget \$4,315,871,693

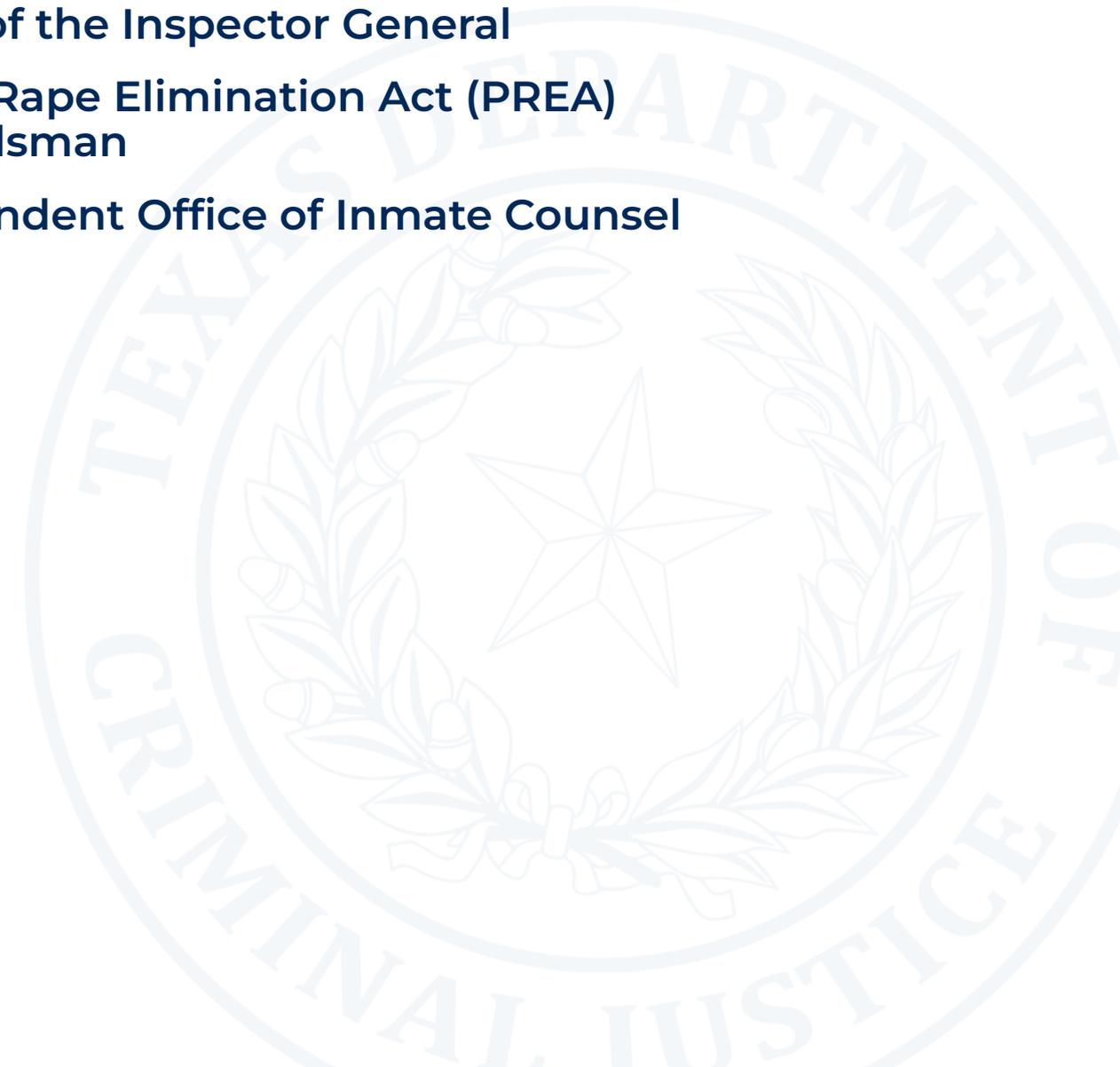
*Source: Legislative Appropriations Request for FY26 and FY27
Figures are rounded and do not total 100%*

- 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

- Office of the Independent Auditor
- Office of the Independent Ombudsman
- Office of the Inspector General
- Prison Rape Elimination Act (PREA) Ombudsman
- Independent Office of Inmate Counsel



Board Oversight

THE OFFICE OF THE INDEPENDENT AUDITOR (OIA) assists agency administrators by furnishing independent analyses, appraisals and recommendations concerning the adequacy and effectiveness of the agency's system of internal control procedures and the quality of performance in carrying out assigned responsibilities.

In FY25, the OIA partnered with the TDCJ Contracts and Procurement Department to co-source an agreement for information technology audit functions that will enhance the quality and scope of audits while maximizing budget efficiency and delivering increased value at minimal additional cost to Texas taxpayers. This partnership also enables the chief audit executive to expand the OIA's audit coverage, technical capabilities and specialized expertise, and will take effect in FY26.

Additionally, the OIA implemented artificial intelligence applications to increase audit efficiency, enhance analytical capability and strengthen operational effectiveness, serving as a force multiplier in assessing and improving complex agency processes.

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

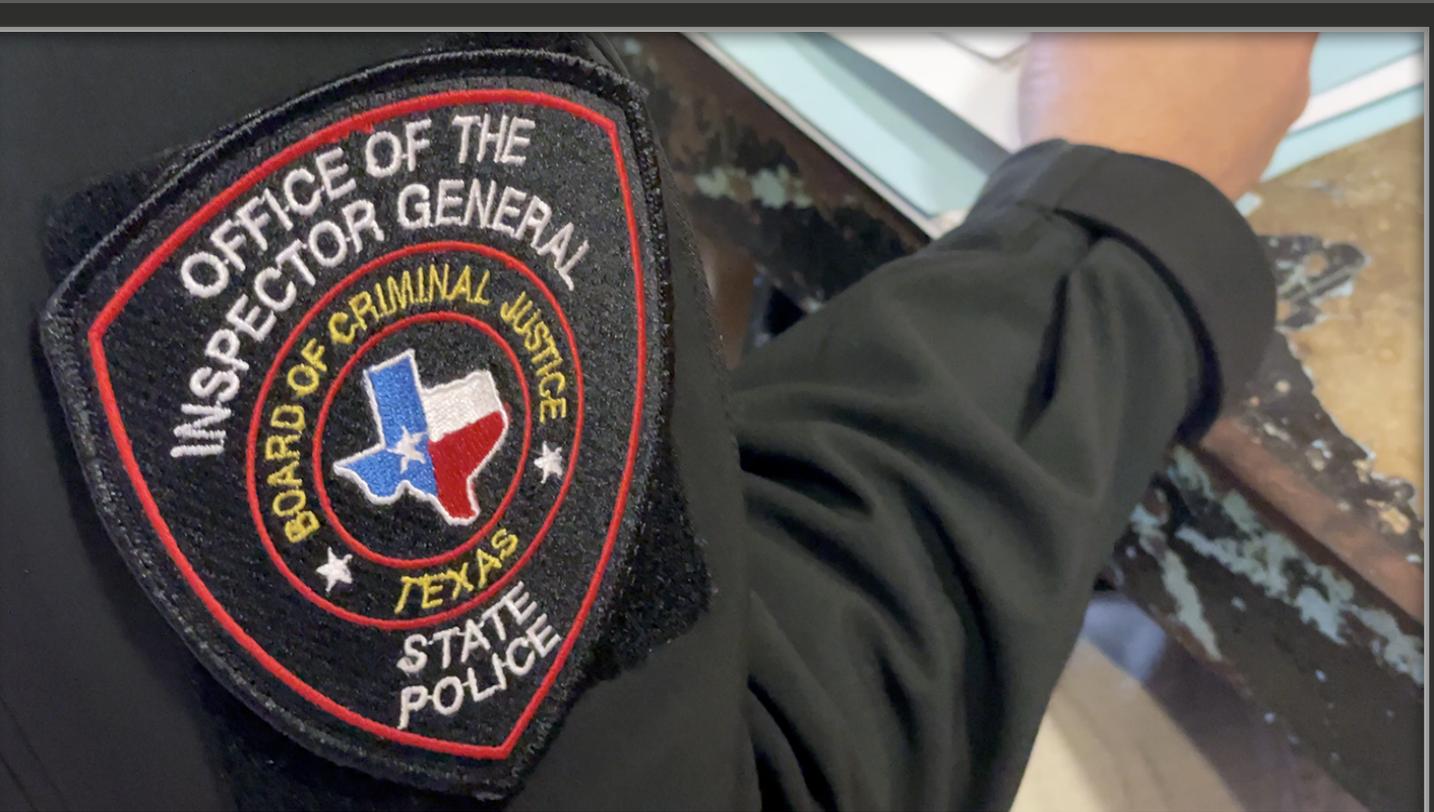
In FY25, staff responded to inquiries related to:

OFFICE OF THE INDEPENDENT OMBUDSMAN	1,751	Threat to safety from inmates
	308	Threat to safety from staff
	57	Threat of suicide or hunger strike
	159	Allegations of sexual abuse or assault
	13	Religion
	181	Classification
	110	Communication
	84	Disciplinary
	381	Facility operations
	155	Excessive heat/respice not being provided
	565	Health Services
	20	Legal
	247	Staff complaints
	87	Grievance program
	122	Parole
203	Other/Miscellaneous issues	
652	FYI/Duplicates/Satisfied/Not satisfied	

In FY25, the Office of the Independent Ombudsman added a deputy director, an ombudsmen supervisor and a quality control coordinator to enhance operational efficiency.

THE OFFICE OF THE INSPECTOR GENERAL (OIG) serves as the independent law enforcement and investigative entity for all TDCJ matters. The OIG investigates allegations of criminal activity and misconduct that impact TDCJ programs, personnel and resources. The OIG maintains partnerships with various federal, state and local law enforcement agencies to concentrate on prison gangs and parole absconders.

In FY25, the OIG established the Forward Surveillance Support Team (FSST) to provide surveillance during operations, conduct pre-surveillance for warrant services and perform



Board Oversight

overwatch and team coverage activities to enhance operational readiness. The FSST collaborates with the TDCJ Tactical Response Team to provide support during these operations.

Additionally, the OIG implemented a Strike Force Team of 14 members, strategically aligned across the state, to combat the introduction of illegal contraband to TDCJ facilities. This team of investigators played a critical role in numerous operations leading to arrests and reducing the flow of illegal narcotics into TDCJ prisons.

THE PRISON RAPE ELIMINATION ACT OMBUDSMAN (PREA) 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 investigations of sexual abuse and sexual harassment allegations related to the PREA.

The PREA Ombudsman Office is responsible for inquiries received from legislators, inmate family, 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 FY25, the PREA Ombudsman Office implemented the Centralized Complaint Tracking System to streamline complaint intake, monitoring and resolution, improving response times and accountability.

THE INDEPENDENT OFFICE OF INMATE COUNSEL (IOIC) is tasked with safeguarding the Constitution and promoting justice by providing quality legal services to indigent persons confined in Texas correctional facilities.

In FY25, Chapter 841 of the Texas Health and Safety Code was amended to have it match the provisions in the Texas Code of Criminal Procedure, Article 26.051 to require the Texas Board of Criminal Justice to provide legal services to indigent individuals in TDCJ custody. In line with this change, the office changed its name from State Counsel for Offenders to the Independent Office of Inmate Counsel, allowing the IOIC to accurately reflect what it does and who it serves.

IOIC also opened more than 1,800 cases, handled more than 23,000 pieces of legal correspondence and managed an average active caseload of over 1,500 cases per month in FY25. In addition, it secured the release of four clients from civil commitment after it was found that they no longer suffered from a behavioral abnormality.



Texas Department of Criminal Justice Executive Director

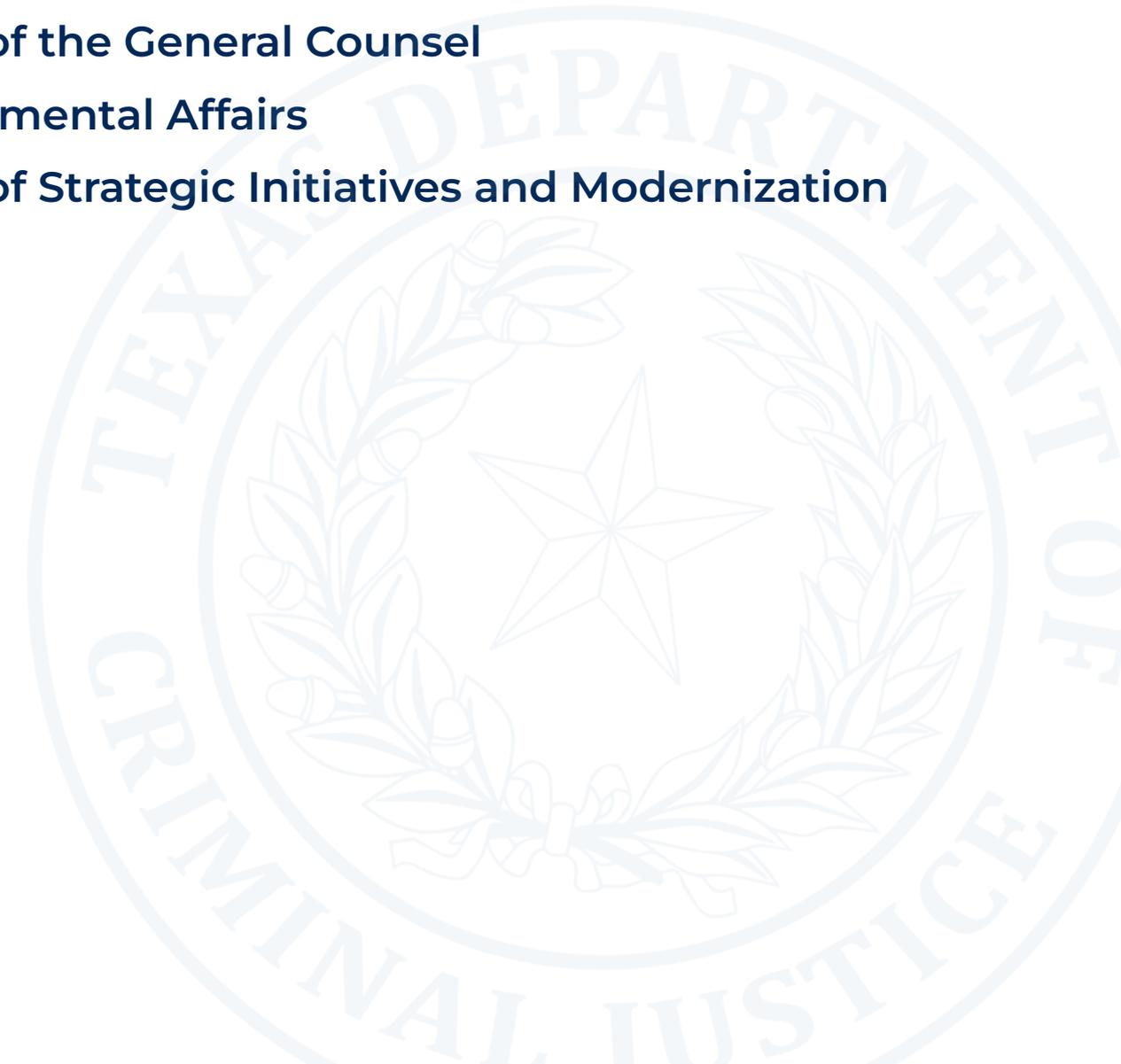
Office of Family Services

Office of the Chief of Staff

Office of the General Counsel

Governmental Affairs

Office of Strategic Initiatives and Modernization



Texas Department of Criminal Justice

THE OFFICE OF FAMILY SERVICES (OFS) serves as a liaison between the TDCJ Executive Director and families, or the organizations that advocate for them.

In FY25, the Nexus 2.0 Database was implemented to enhance communication, tracking and response coordination across the OFS and the family liaison coordinators. Nexus 2.0 is designed to log all incoming calls and emails from the families of incarcerated individuals, prevent duplicate resolution efforts, organize calls by issue, location, inquiry status and response time, resulting in efficient and consistent responses to families. Thus, enhancing service quality and accountability.

Due to agency lockdowns affecting inmates classified as G4 and G5 custody levels in response to operational issues, the OFS convened a virtual information session with various advocacy organizations to address the concerns of families and provide transparency. This session shared detailed information regarding lockdown procedures and rationale, offered a platform for advocates to pose questions directly to agency staff and reinforced the agency's commitment to open communication and family engagement.

THE OFFICE OF THE CHIEF OF STAFF (OCOS) aligns organizational practices with leadership's vision by facilitating strategic coordination and advancing the agency's mission. The OCOS manages priority initiatives that advance the agency's objectives and provides strategic guidance and coordination for projects involving multiple stakeholders and complex timelines.

Since the end of the COVID-19 pandemic, TDCJ's inmate population has steadily increased. At the end of FY25, the population was more than 139,000. Due to this increase, TDCJ increased the capacity at 18 correctional facilities in FY25. The OCOS oversaw this process.

The OCOS also consulted with a firm to evaluate and provide recommendations to improve the agency's policy and practices regarding the care and custody of the female inmate population. Implementing these recommendations will evolve services for the unique needs of the female population.

The OCOS coordinated with the Administrative Review and Risk Management (ARRM) Division to expand the Virtual Court Program. This collaboration led to a website and online calendar dedicated to scheduling online court proceedings. This program is utilized now across the state, reducing the needs for bench warrants. Additionally, the program expanded to include virtual hearings with the Immigration

Texas Department of Criminal Justice

and Customs Enforcement (ICE). ICE can use the program to interview inmates for verification of citizenship status for the purpose of ICE detainers and court proceedings. The OCOS and ARRM also coordinated with the Classification and Inmate Transportation Division, United States Executive Office for Immigration Review and ICE to implement a regional model for inmates to attend virtual immigration hearings from a designated unit within the region the inmates are housed.

THE OFFICE OF THE GENERAL COUNSEL (OGC) provides TDCJ with legal services.

In FY25, OGC realigned its organizational structure to improve efficiency, create additional divisional career pathways and increase staffing retention. With this realignment, the Public Information Act Coordinator transitioned from the Office of Executive Affairs to OGC, streamlining the agency's Public Information Act processing. Additionally, OGC conducted and implemented a full revision of the Public PIA manual, which provides consistent and

modernized guidance for handling open records requests.

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.

OFFICE OF STRATEGIC INITIATIVES AND MODERNIZATION (OSIM) conducts research, analysis and evaluations of critical agency programs and operations.

As part of the agency's restructuring, the OSIM was created to oversee agency initiatives. This office has since developed a new risk assessment tool for inmate violence. The Correctional Institutions Division (CID) will use the tool to make more informed decisions and to better manage the inmate population. The OSIM also collaborated with Rice University to develop a modern risk assessment tool to determine the reconviction of those released to parole. This tool will be used to better allocate parole officers' time to those who are at a greater risk of returning to prison.

OGC

The OGC successfully reviewed 1,747 bills during the 89th Legislative Session.



Chief Financial Officer

Business and Finance Division

Facilities Division

Information Technology Division

Manufacturing, Agribusiness and Logistics
Division



Chief Financial Officer

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.

During the 89th Session, the Texas Legislature provided historic funding to the agency for capital and infrastructure, probation, parole, inmate healthcare and mental health services, staff initiatives and other agency operations. In addition, TDCJ received funding for a 15 percent pay raise for parole officers, a 10 percent pay raise for correctional staff and an additional \$20 million for targeted pay raises to improve staffing levels. Additionally, the legislature provided \$9.3 million to enhance Employee Support Services and expand training programs. This funding will be instrumental in staff retention.

In FY25, the Business and Finance Division awarded a contract for a new Inmate Banking System. This user-friendly program will be a one-stop shop for the agency's inmate trust fund, warehouse management and parole fee management. This modernization will streamline our processes, reduce operation obstacles and provide a more reliable and scalable foundation to support our agency needs.

THE FACILITIES DIVISION is responsible for all aspects of facility management for TDCJ, including the planning, design, construction and maintenance of the TDCJ facilities.

One of the main initiatives of the agency and the Facilities Division is the installation of air conditioning. During the past two legislative sessions, the agency received \$85 million and \$118 million, respectively, for the installation of air conditioning. In FY25, the division completed the installation of 3,735 AC beds, began the construction of 14,000 additional AC beds at 17 locations and started the design of 21,121 additional beds for future construction.

The Facilities Division also began the construction of the Bryan Collier Leadership and Training Center. The 65,000 square foot training facility will include modern classrooms, administrative offices and employee dormitories to support agency training and staff development initiatives.

Chief Financial Officer

THE INFORMATION TECHNOLOGY DIVISION (ITD) provides automated information services and support to all divisions within TDCJ, the Board of Pardons and Paroles, Correctional Managed Healthcare and other external entities as needed.

In FY25, ITD collaborated with multiple divisions in the agency to deploy software and devices to increase efficiencies, support operations and establish new agency incentives. Specifically, ITD partnered with CID to implement body worn cameras and x-ray body scanners, improving the safety of staff and inmates. Additionally, ITD collaborated with the Rehabilitation and Reentry Division to launch Workbay on the secure inmate tablets. This new application allows inmates to take employment-related courses and search for jobs. ITD also partnered with the Parole Division to

implement the Recidiviz platform. This new tool improves operational efficiency and parole client contact standards.

In response to Senate Bill 1518, ITD added a Terrorist Offender Registry (TOR) designation in the Offender Information Management System and incorporated the ability to process registration forms required by the Texas Department of Public Safety.

THE MANUFACTURING, AGRIBUSINESS AND LOGISTICS DIVISION (MAL) manages the agency vehicle fleet; transports goods and warehouse supplies for the TDCJ; manages agricultural, land and mineral operations; and ensures emergency preparedness by maintaining products and services. The division maintains security while providing inmates with job skills in industry, agriculture and logistics operations to enhance re-entry success while producing quality products and services for the agency and governmental entities. MAL's Texas Correctional Industries (TCI) manufactures goods and provides services for sale to city, county, state and federal agencies, public schools, public and private institutions of higher education, public hospitals and political subdivisions.

ITD

Completed the Body Worn Camera Project with 12,317 cameras and 1,549 bay docks installed across 23 units statewide.

Completed the myTDCJ app that over 11,000 employees downloaded as of September 2025.



Chief Financial Officer

In FY25, the Transportation and Supply department began the installation of cameras and electronic data logs (e-log) in freight trucks to record data on fleet vehicles and their drivers. The addition of these new tools increases compliance, safety and accountability while reducing costs.

In efforts to increase the worker populations in all the division's departments, MAL continues to collaborate with TDCJ divisions to identify inmates who have completed relevant Career and Technical Education (CTE), to participate in a pilot program designed to encourage inmate CTE completers to obtain hands-on work experience during their incarceration. In addition, MAL continually partners with the Classification and Records Office to identify candidates for MAL job assignments.

Throughout FY25, MAL continued efforts to coordinate with the Facilities Division to report and address any MAL facilities concerns and develop plans to upgrade those facilities where necessary. For example, Agribusiness, Land and Minerals (ALM) upgraded two poultry houses in FY25, increasing the agency's poultry capacity.



Chief Operations Officer

Community Justice Assistance Division

Correctional Institutions Division

Emergency Action Center

Fusion Center

Health Services Division

Human Resources Division

Office of Emergency Management

Parole Division

Training and Leader Development Division





Chief Operations Officer

THE COMMUNITY JUSTICE ASSISTANCE DIVISION (CJAD) administers community supervision, also known as adult probation, in Texas through partnerships with community supervision and corrections departments (CSCDs), which are established by the local judicial districts they serve to supervise persons court ordered for supervision to promote safer communities through rehabilitative services for offenders and protection of victims' rights.

The division is responsible for tracking department performance, approving and monitoring budgets, developing strategic plans and programs, distributing state funding, enforcing standards and rules and providing administrative and technical assistance to CSCDs. The division director seeks advice from a 12-member council of judges and citizens.

In collaboration with the Correctional Management Institute of Texas, CJAD hosted the 2025 Virtual Skills Conference for CSCDs to educate participants on evidence-based practices on effective community supervision. The conference theme was "Collaborate and Cultivate" and provided sessions about specialized offender populations, staff development, program effectiveness and management topics. The 2025 Virtual Skills Conference consisted of 18 presentations with a total of 2,693 training certificates issued to attendees.

Additionally, CJAD formed a work group with CSCD directors and staff to implement a major revision to the CJAD data manual. Last updated in 2016, stakeholders collaborated to improve the community supervision data policy.

CJAD

Completed 2,853 quarterly financial reports, 1,271 budget adjustments, 458 grant applications and 97 independent audit reviews for 122 CSCDs across the state.

Processed 7,222 expunction orders, 5,437 notice of expunction orders and 6,497 petitions for expunction.

Screened 3,756 State Intermediate Sanction Facility (ISF) packets, of which 3,132 were accepted and 624 were rejected.



Chief Operations Officer

THE CORRECTIONAL INSTITUTIONS DIVISION (CID) is responsible for the confinement of adult felony and state jail felony inmates who are sentenced to incarceration in a secure facility. CID manages state prisons, pre-release facilities, psychiatric facilities, developmental disabilities program facilities, medical facilities, state jails, a geriatric facility and substance abuse felony punishment facilities (SAFPF). The division is comprised of six regions and eight departments.

To address an increasing population and support reintegration goals, CID successfully opened the Bartlett Innovation Unit. As the first innovation unit for the agency, the unit offers a new approach to programs and services designed to provide extensive support for inmates to successfully reenter society.

CID, in conjunction with the Information Technology Division, distributed an additional

11,417 body worn cameras at 23 maximum security facilities. Body worn cameras have increased transparency, assisted with investigations, aided in de-escalation and improved safety for staff and inmates. Additionally, body worn cameras are used to document behavioral intervention reporting, resulting in a reduced need for paper-driven processes and reporting efficiency.

In FY25, 27 X-ray machines were purchased and installed on 22 maximum security facilities in support of the agency's continued efforts to reduce the amount of dangerous contraband entering our facilities.

THE EMERGENCY ACTION CENTER (EAC) manages information regarding potential risks to the agency and state. The information gathered is used to keep TBCJ and TDCJ informed, provide risk assessments and to promote safety and security.

THE FUSION CENTER is responsible for detecting, disrupting and dismantling the introduction of contraband to TDCJ's secure facilities by sourcing and disseminating actionable intelligence and by managing and monitoring security threat groups.

In FY25, the Fusion Center established correctional intelligence teams on 20 facilities, resulting in the ability to provide direct actionable intel and responsive results at those locations. Additionally, the Fusion

There were 953 investigative leads sent out from September of 2024 through August of 2025 due to call transcription monitoring.

The OIG Strike Force made 87 arrests, resulting in 276 criminal charges due to OIG and Fusion Center operations.

CID

Chief Operations Officer

Center and OIG partnered to perform large scale operations that resulted in over 100 civilian and staff arrests as well as the seizure of an extensive amount of narcotics prior to their introduction into TDCJ secure facilities.

The Fusion Center also formalized a process for inspecting and testing a sample of inmate tablets in facilities that were identified as having an excessive number of tablets disconnecting from the Securus network for extended periods of time. This process will assist in identifying any potential breaches to the tablet security system.

THE HEALTH SERVICES DIVISION (HSD) works with the Correctional Managed Health Care Committee (CMHCC) and its contracted entities to monitor the delivery of health care services and ensure that quality health care is provided to incarcerated inmates in TDCJ custody.

HSD continues to work in conjunction with university partners to reduce offsite medical transports. Additionally, new telemedicine clinics added peri-operative clearances and rheumatology to their rotation. An orthopedic clinic was also established at the Beto Unit and urogynecologists clinics were established at the Crain and Carole Young units.

In FY25, HSD established a mobile computed tomography scanner at the Beto Unit. Mobile CT provides inmates with improved quality of care while reducing the need for transportation to

medical facilities. HSD will expand mobile CT at the Estelle, Memorial and Stiles units throughout the 2026 fiscal year.

THE HUMAN RESOURCES DIVISION (HR) fosters, reinforces and sustains fair, equitable and consistent application of the agency's human resources programs, policies and services, to ensure compliance with federal and state laws and to fulfill the needs of the agency's employees as they relate to human resources.

In FY25, as part of the agency's commitment to implementing recommendations from the Texas Sunset Advisory Commission, HR established the Office of Organizational Development. This department is dedicated to enhancing organizational effectiveness by delivering impactful coaching and mentoring to promote personal growth and professional development that empower employees to achieve the best version of themselves.

To improve the quality of correctional officer candidates amid staffing shortages, the Recruiting Department implemented a physical agility questionnaire and enhanced screening measures, including comprehensive background checks and reading comprehension assessments. Additionally, the Recruiting Department modernized the hiring process by adopting an Automated Applicant Tracking System, streamlining candidate applications and improving management oversight.



Chief Operations Officer

HR reimagined the employee disciplinary policy framework in FY25. The new approach and tools available through personnel directives PD-21 and PD-22 focus on behavior change as well as employee growth and development. To ensure compliance with these updated policies, HR successfully trained over 5,000 supervisors.

THE OFFICE OF EMERGENCY MANAGEMENT (OEM) serves as the central authority overseeing the TDCJ emergency management program and collaborates with agency departments to develop and update emergency response plans, continuity of operations plans and the Homeland Security Strategic Plan. Additionally, the office serves as a liaison with public emergency management agencies, working with TDCJ divisions to ensure representation on disaster district committees across Texas.

In FY25, the OEM developed and conducted the agency's annual hurricane exercise. This event provided essential training for agency staff, enabled refinement of response protocols and improved cross-divisional coordination in preparation for real-world events. An After-Action Review (AAR) was completed, and insights from the AAR will assist in planning for the FY26 agency hurricane exercise.

The OEM received the agency's mobile emergency response center trailer and installed a digital radio system and internet for wide area network communications. The trailer will serve as the agency's all-hazards mobile command center.

THE PAROLE DIVISION oversees the supervision of clients released on parole or mandatory supervision and serving their remaining sentences within Texas communities. The division's primary goal is to enhance public safety and facilitate positive client reentry through effective supervision, programming and supportive services.

In FY25, the Parole Division established the Pre-Parole Investigation Desk to alleviate the workload of the district parole offices. This help desk is responsible for reaching out to potential sponsors to assess and validate home placement arrangements for clients returning to the community.

Additionally, to enhance the service delivery to clients and communities, mobile parole officer positions were created. The initial five parole officers currently are providing support in Big Spring, Midland, Monahans and Odessa. An additional five parole officers are selected and will begin their training at the Parole Officer Academy in FY26.

Chief Operations Officer

PAROLE DIVISION	74,971	Average monthly number of clients
	1,143	Average monthly number of parole officers
	4,109	Average monthly number of clients on electronic monitoring
	3,717	Average monthly number of sex offender clients
	5,862	Average monthly number of clients in the special needs program
	1,369	Average monthly number of clients in intermediate sanction facilities
	259	Average monthly number of clients in substance abuse felony punishment facilities
	10,262	Number of clients placed in residential reentry centers
	3,547	Number of clients placed in transitional treatment centers
	34,155	Number of parole and mandatory supervision certificates issued

THE TRAINING AND LEADER DEVELOPMENT DIVISION (TLDD) provides quality training, develops leadership capacity and promotes a healthy workforce to inspire confidence and retain employees.

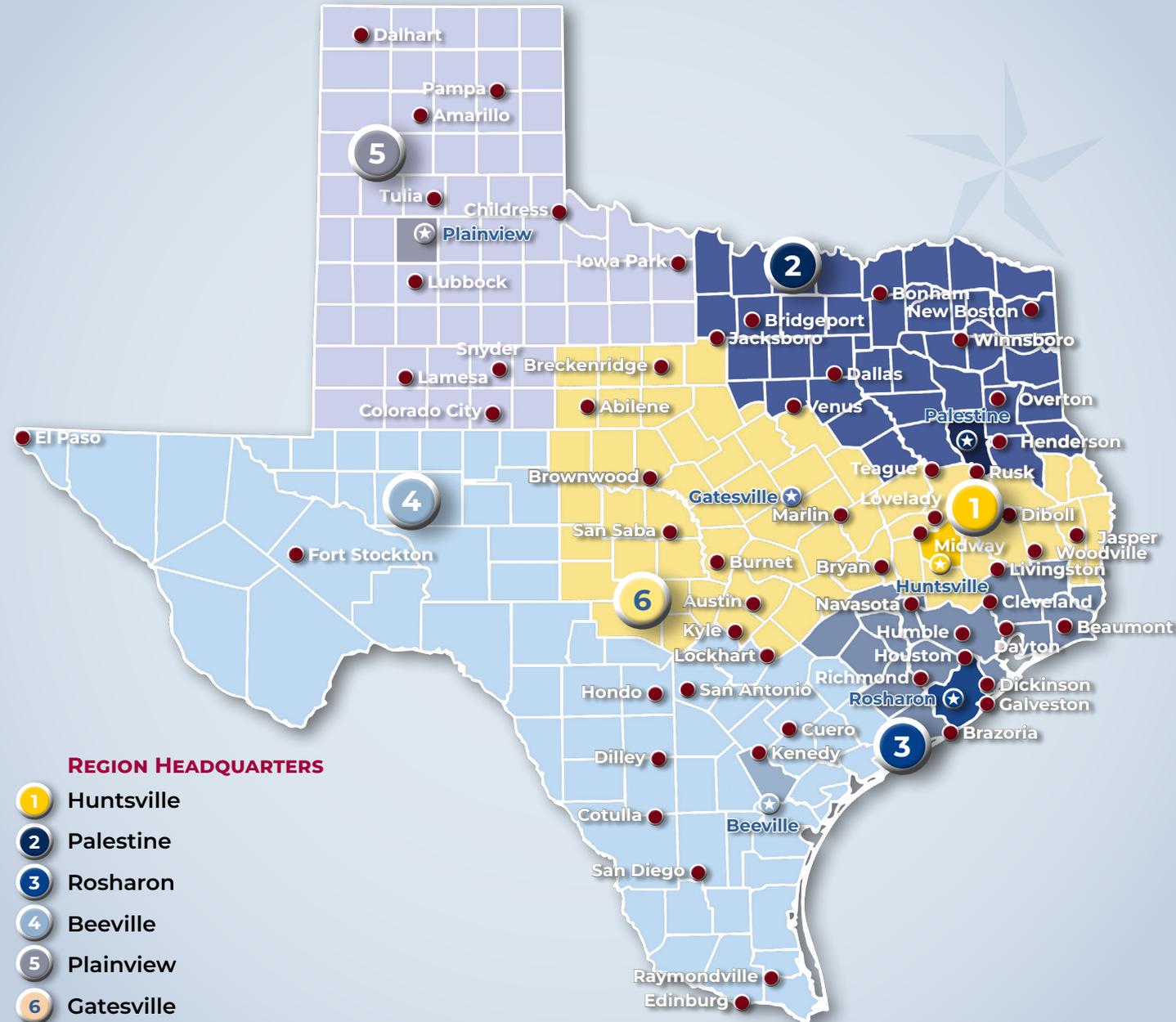
TLDD developed, redesigned and implemented a new correctional training program in FY25. The Correctional Professional Development Program is a multi-phase training pipeline designed to strengthen officer competency from the

academy through on-the-job application. Key training programs were successfully launched or updated, including a new performance-oriented parole officer pre-service training, an improved community supervision officer certification training with increased hands-on scenarios and new division-wide courses like Fundamentals of Facilitation. The division also advanced agency readiness by establishing a unified Crisis Response Team and integrating behavioral health curriculum into agencywide in-service training.

In addition, TLDD created and refined several key programs. The division developed the Lighthouse Leaders program for newly promoted supervisors, solidified the Advanced Facilitation Instructor Course and redesigned the Entry-Level Instructor Course into the Fundamentals of Facilitation to empower staff with modern public speaking and training skills. In addition, TLDD expanded course offerings for adult supervision staff, including the Supervisor Leadership Course and the Professional Development for Senior Leaders Course. The division also launched the Equipping Leaders for Professional Excellence Program, publishing 40 self-paced online soft skills modules to the agency's E-Learning Library to support professional growth.



TDCJ Facilities



TDCJ Facilities

CITY	FACILITY
REGION 1	
Bryan	Hamilton Unit
Diboll	Diboll Correctional Center
Huntsville	Duncan Unit Byrd Unit Ellis Unit Estelle Unit Goree Unit Holliday Unit Huntsville Unit Wynne Unit Goodman Unit
Jasper	Polunsky Unit
Livingston	Wainwright Unit
Lovelady	Ferguson Unit
Midway	Luther Unit
Navasota	Pack Unit Boyd Unit Lewis Unit
Teague	
Woodville	
REGION 2	
Bonham	Cole State Jail C. Moore Unit
Dallas	Hutchins State Jail
Gatesville	Hughes Unit
Henderson	Bradshaw Unit
New Boston	Telford Unit
Overton	B. Moore Unit

CITY	FACILITY
Palestine/ Tennessee Colony	Beto Unit Coffield Unit Gurney Unit Michael Unit
Rusk	Powledge Unit Hodge DDP Unit
Venus	Estes Unit
Winnsboro	Johnston SAFPF Skyview Unit
REGION 3	
Beaumont	Gist Unit LeBlanc Unit Stiles Unit
Brazoria	Clemens Unit
Dayton	Bell Unit Hightower Unit Stevenson Unit
Cuero	Young Medical Facility
Dickinson	Hospital Galveston
Galveston	Kegans State Jail
Houston	Lychner Unit
Humble	Jester Unit
Richmond	Scott Unit Vance Unit
Rosharon	Memorial Unit Ramsey Unit Stringfellow Unit Terrell Unit



Chief Programs Officer

Administrative Review and Risk Management Division

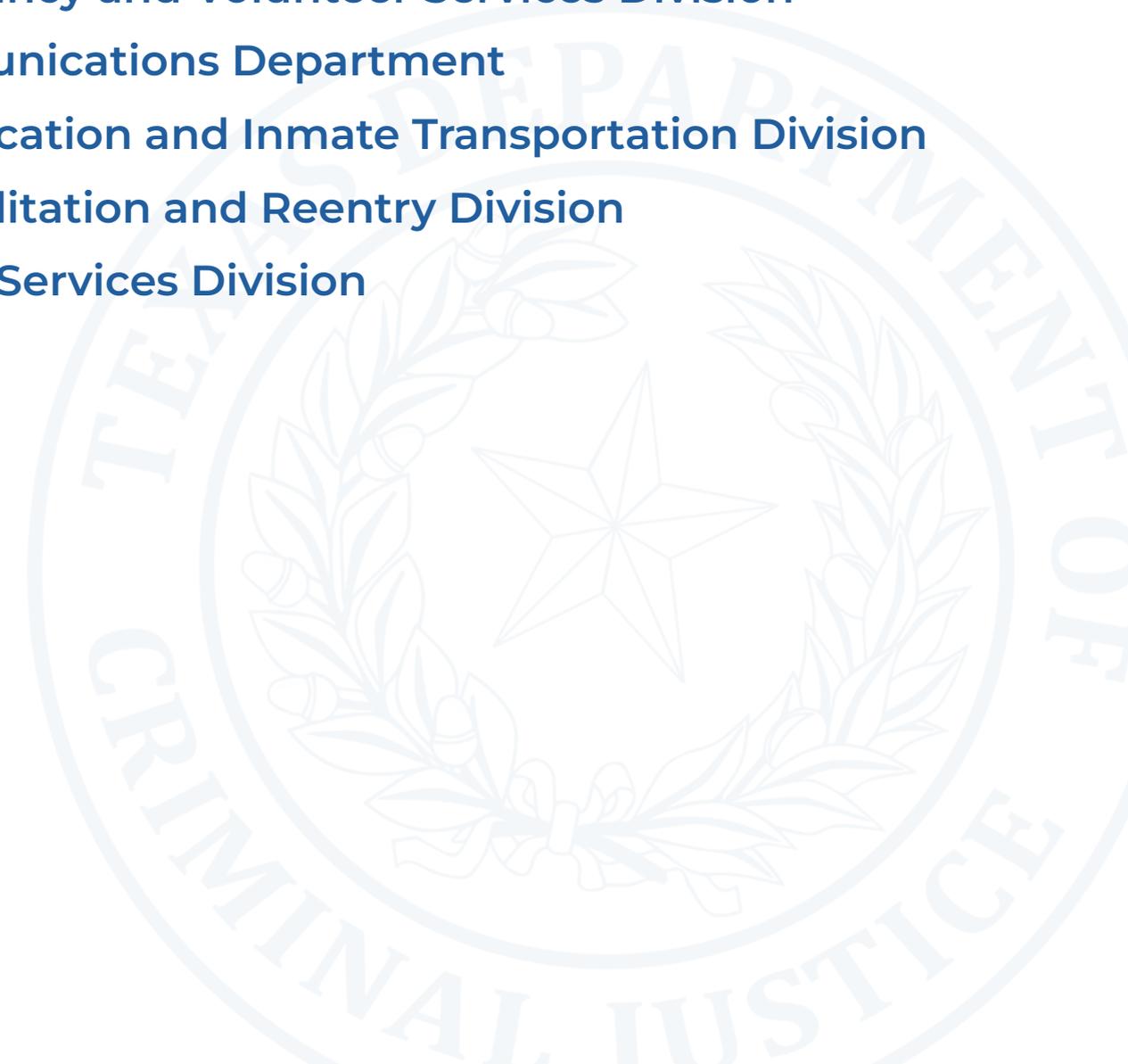
Chaplaincy and Volunteer Services Division

Communications Department

Classification and Inmate Transportation Division

Rehabilitation and Reentry Division

Victim Services Division



Chief Programs Officer

THE ADMINISTRATIVE REVIEW AND RISK MANAGEMENT DIVISION (ARRM) promotes excellence in correctional practice through policy development, monitoring, identifying areas of potential risk or liability and facilitating action to maintain safety, accountability, efficiency and professionalism.

In FY25, ARRM, in collaboration with the Office of the Chief of Staff, added immigration virtual court to the current virtual court program to facilitate U.S. Immigration and Customs Enforcement interviews and host immigration court hearings in continued efforts to decrease the need for transporting inmates to court hearings.

ARRM also implemented the Virtual Disciplinary Hearing Officer program. It is designed to support major disciplinary hearings and simplify case documentation through a secure digital platform. Hearings are conducted via virtual meetings, ensuring accessibility and consistency. This approach allows units with heavy caseloads, heightened contraband risks, or other operational challenges to continue the disciplinary process efficiently and without disruption. By adopting this approach, staff from other units are not required to provide additional support and can remain focused on their assigned responsibilities.

THE CHAPLAINCY AND VOLUNTEER SERVICES DIVISION (CVSD) facilitates religious and volunteer services designed to enhance public safety through spiritual, moral and ethical transformation.

Created in FY25 as part of the agency's reorganization, CVSD oversees the Prison Fellowship Academies, Prison Entrepreneurship Program, Empowering Women Out of Prison, The Change Agent, The Mind Body and Soul (MBS) program, Cognitive Life Skills Coach, No One Dies Alone (NODA) Coach, Field Ministry, Heart of Texas Foundation College of Ministry MERIT coordinators, and oversees the activities of more than 29,000 volunteers.

To expand peer-to-peer programs and provide support to the incarcerated Muslim population, the CVSD established the MERIT (Mentorship, Education, Rehabilitation Integrated Training) coordinator program in FY25. Participants complete a six-week training program with the agency's Muslim chaplain at the Stringfellow Unit and then return to their unit of assignment to assist the unit chaplain with facilitating Muslim classes and services.

To expand religious and rehabilitation services, the CVSD seeks to construct 10 new chapels as part of its 2030 Vision. In FY25, TDCJ broke ground on a chapel at the Polunsky Unit. Made possible through a partnership with Advancing

Inmate Ministries, the new chapel will serve as a venue for over 300 inmates upon its completion. Additionally, TDCJ celebrated the grand opening of the Halbert Unit chapel. The new interfaith chapel was made possible by volunteer donations and the nonprofit organization Joseph's Hammer. The 8,250 square foot multi-purpose facility will provide ample space for faith-based classes, worship services and daily activities for the women incarcerated.

In addition to expanding religious services to inmates, CVSD established a staff chaplain position to provide comprehensive pastoral care and support to agency staff and their families. In addition to providing pastoral care and guidance to staff members, the staff chaplain offers vital resources and support during times of crisis such as natural disasters, home displacements and fires.

Chief Programs Officer

THE COMMUNICATIONS DEPARTMENT oversees all internal and external communication for the agency. The department manages the development, coordination, implementation and evaluation of all communication strategies to help achieve the agency's mission and vision. The team uses a variety of platforms and methods to reach its various stakeholders.



Chief Programs Officer

The department works with reporters and news agencies throughout the world to tell the stories of TDCJ and inform the public about the agency's objectives. In FY25, the agency was mentioned in more than 23,000 news articles across the nation, submitted more than 25 press releases for publication, responded to more than 500 media requests and conducted more than 75 inmate interviews.

The agency's social media channels are used to communicate directly with the public and other stakeholders. In FY25, the agency's Facebook page surpassed more than 150,000 followers. The department published more than 900 posts on Facebook, 500 posts on Instagram, 88 videos on YouTube and 185 posts on LinkedIn. There are now more than 60 unit-based Facebook pages that the department manages.

The department has three videographers, who produced more than 165 videos in FY25. These videos are uploaded to the agency's social media pages, digital signage and inmate tablets.

To communicate with employees, the department manages the agency's digital signage and employee mobile application. In FY25, Communications published more than 80 graphics to digital signage across the state, including all units and parole offices. The department launched the MyTDCJ

employee mobile application. This mobile app allows employees to check their paystubs, time balances, card schedules and receive notifications. At the end of FY25, there were more than 11,000 users. Additionally, the department publishes Connections magazine as a way to reach employees. Published twice a year, both in print and online, Connections magazine provides readers with an inside look into agency departments and programming.

The Web Services team of the Communications Department manages and maintains the agency's website and intranet. Currently, the team is working to redesign the agency website, with an estimated completion date in Spring 2026.

THE CLASSIFICATION AND INMATE TRANSPORTATION DIVISION (CITD) ensures the safe, secure and humane management of individuals in custody through evidenced-based classification practices and efficient, secure transportation.

A new division established in FY25 as part of the agency's reorganization, CITD provides a proactive approach to protecting the public, supporting staff safety and upholding the rights and dignity of all individuals in our care while promoting accountability and operational excellence.

Chief Programs Officer

CITD, with collaboration of the Rehabilitation and Reentry Division, also began the process of switching to a regionalized model. This new model reduces inmate transportation and keeps inmates closer to their loved ones by assigning them to units based off their intake and release county. Additionally, programs are being established in each region to ensure individuals have opportunities to meet their programming needs.

When an inmate leaves a facility on an agency bus, they may make multiple stops at different facilities prior to reaching their intended unit. To improve processes, CITD created the chain tracking movement log. This process provides enhanced accuracy for both Transportation and Classification to ensure that all chain buses are used to their full capacity. As of FY25, this change resulted in a 50 percent decrease.

THE REHABILITATION AND REENTRY DIVISION (RRD) provides programming for rehabilitation, services for reentry into the community and continuity of care to those in TDCJ. RRDs actions are guided by legislative mandates, proven best practices and a set of core values. The division is comprised of three areas: Rehabilitation, Reentry and the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI).

As a result of the FY25 Texas Sunset Advisory Commission report, the Reentry and Integration Division and Rehabilitation Programs Division were merged into the Rehabilitation and Reentry Division. This change created various opportunities for growth and enhancement, including cross collaboration of program sections, improved knowledge of agency efforts as a whole and opportunities for improving service delivery to target the individual inmate's needs through a wider lens of support and positive behavioral change.

To enhance the reentry experience and success for inmates, RRD collaborated with the Information Technology Division to launch the Workbay app on inmate tablets in January 2025. The Workbay app enables reentry staff to engage pre-release with the releasing population to secure community employment and actively participate in resumé development efforts. The Workbay platform empowers employers and inmates to connect in a secure environment to allow for post-release employment opportunities.

The opening of the Bartlett Innovation Unit created the opportunity to launch the Trust, Healing, Restoration, Independence, Vision and Empowerment (THRIVE) program and the Leashing Hope program. THRIVE is a 16-week collaboration between multiple TDCJ divisions and Windham School District,



Chief Programs Officer

equipping participants with essential skills for successful reentry. Participants gain knowledge and practical experience in career readiness, financial literacy, basic computer skills, interview preparation, resume writing and more. Leashing Hope is a collaborative effort with the Williamson County Animal Shelter that affords veterans the opportunity to become dog handlers and train dogs to expand social skills to improve adoption potential upon the dog's graduation from the program.

RRD also partnered with the Office of Strategic Initiatives and Modernization and the Classification and Inmate Transportation Division to develop a streamlined process for admission into programs. This partnership resulted in the reduction of waitlists and movement of program completers into housing areas designed to support those awaiting a release, providing an opportunity for targeted reentry services through certified peers and local resources.

VICTIM SERVICES DIVISION (VSD) provides a central mechanism for crime victims to participate in the criminal justice system. The division delivers 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 person responsible for their victimization, and
- Assisting TDCJ employees with support services.

The VSD updated the Integrated Victim Services System (IVSS) in FY25 with new notification processes in response to victims' requests. Non-emergency notifications are now sent between the hours of 7 a.m. and 8 p.m. Additionally, victim sensitive dates were implemented to recognize that certain dates, such as birthdays and holidays, are difficult days to receive notifications. Known as blackout dates, this new option delays non-emergency notifications until the following morning. Emergency notifications such as warrant actions, an inmate escape and recaptures are still sent in real-time during these periods.

The VSD collaborated with the Texas Office of the Attorney General to launch the new online victim notification registration portal, known as IVSS Counties, on September 1, 2025. The IVSS

Counties portal integrates with VSD's IVSS and allows victims to register to receive notifications regarding status changes in their offender's jail custody or court case. By integrating the county and post-conviction victim notification systems, victim notification will be seamless throughout the criminal justice system if that offender is sentenced to TDCJ.





TDCJ - Hilltop/Patrick O'Daniel Complex and 697 others
54 comments 33 shares

Like Comment Share

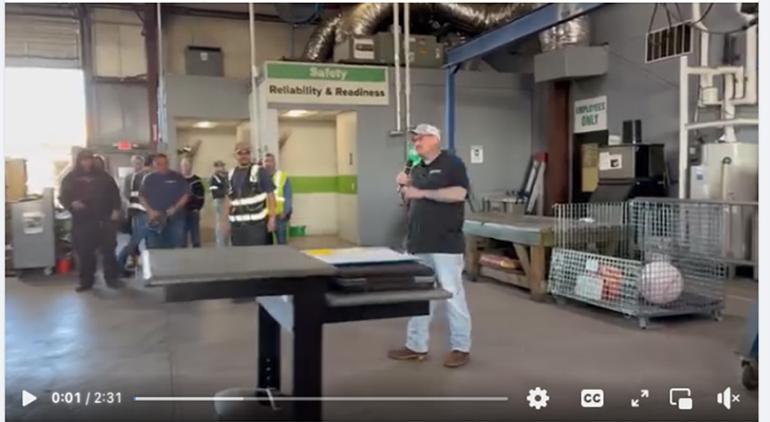
View more comments

Keenan Holmes
GREAT SQUAD !!!
1w Like Reply 2

Comment as Mike Jones

Texas Department of Criminal Justice
November 21 at 5:01 PM · 🌐

For former inmate Lance Fleming, what he learned as a clerk while incarcerated in TDCJ has benefited him in his current career path. Watch to see how his journey shape... See more



Like Comment Share

TDCJ @TDCJ · May 12

Thanks to a collaboration between Dominguez State Jail, @WSDTX & the San Antonio Food Bank, over 10,000 meals are provided daily to the residents of Bexar County. A portion of the meals also meets the needs of school children both during the school year & during the summer season

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

texasdeptofcriminaljustice

texasdeptofcriminaljustice Captain Brandi Jones began her career with #TDCJ in 2001 at the Terrell Unit. She currently serves as the Laundry Captain and assists in the Unit Readiness Officer Program. In 2006, she promoted to Laundry Manager III before transferring to the Carole Young Unit in 2009 in the same capacity. In 2019, Captain Jones returned to the Terrell Unit and was awarded with Laundry Department of the Year! The department won the title again this past year under her leadership. Thank you Captain Jones for all you do!
4w

stillbinkythegreat Congrats my friend I love you and I'm so proud of you
4w 1 like Reply

View replies (1)

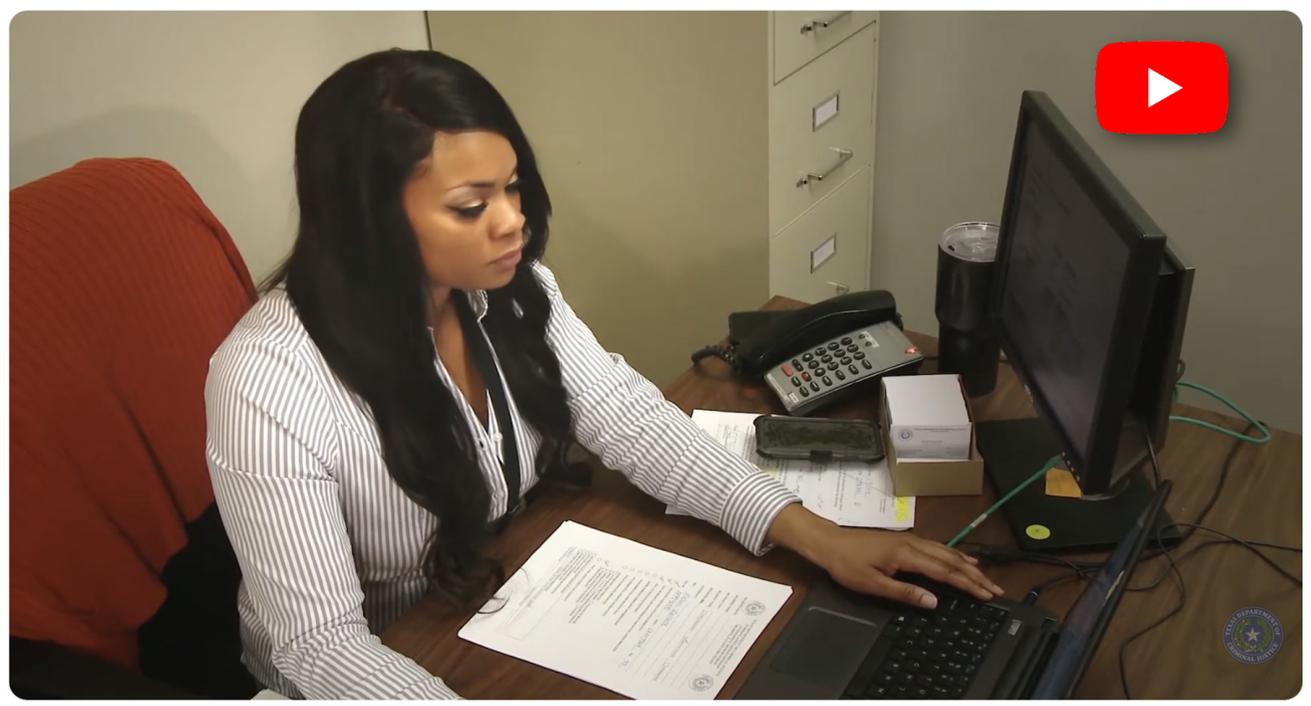
drsyreeta Congratulatlons Brandi!!
4w 1 like Reply

View replies (2)

86 Congratulatlons B Love you
Reply

View replies (1)

jarvisbartending
4w 1 like Reply



A day in the life of a Parole Officer

TDCJ
9.38K subscribers

981 Like Comment Share Ask Download



Annual Review
Fiscal Year 2025