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1984 ANNUAL OVERVIEW

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1984 ANNUAL OVERVIEW

U.S. Department of Justice
National Institute of Justice

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MAY 17 1988

ACQUISITIONS



R.K. Procunier

EXECUTIVE DIRECTOR

TEXAS DEPARTMENT OF CORRECTIONS

Table of Contents

FY-84 Highlights	III
From the Board of Corrections	IV
From the Director	V
Area of Conviction for TDC Inmates	VI
Inmate Summary Chart	VII
Executive Division	1
Inmate Legal Services	1
Internal Affairs and Personnel	1
Internal Audits	2
Legal Affairs	2
Management Services	2
Public Information	2
Finance Division	3
Agriculture	3
Budget	5
Construction	5
Data Processing	7
Financial Operations	7
Industry	7
Purchasing	10
Health Services Division	15
Medical Services	15
Dental Services	15
Psychiatric Services	15
Operations Division	16
Education	16
Security and Training	18
Treatment and Classification	20
Units	22

FISCAL YEAR 1984 HIGHLIGHTS

Director W.J. Estelle retired after 12 years at TDC, with over 11 years as Director. D.V. McKaskle, Assistant Director for Special Services, was named Acting Director.

New execution procedures were authorized. Crowd control policies for executions were established. James David Autrey was executed on March 14, 1984. Ronald Clark O'Bryan was executed on March 31, 1984.

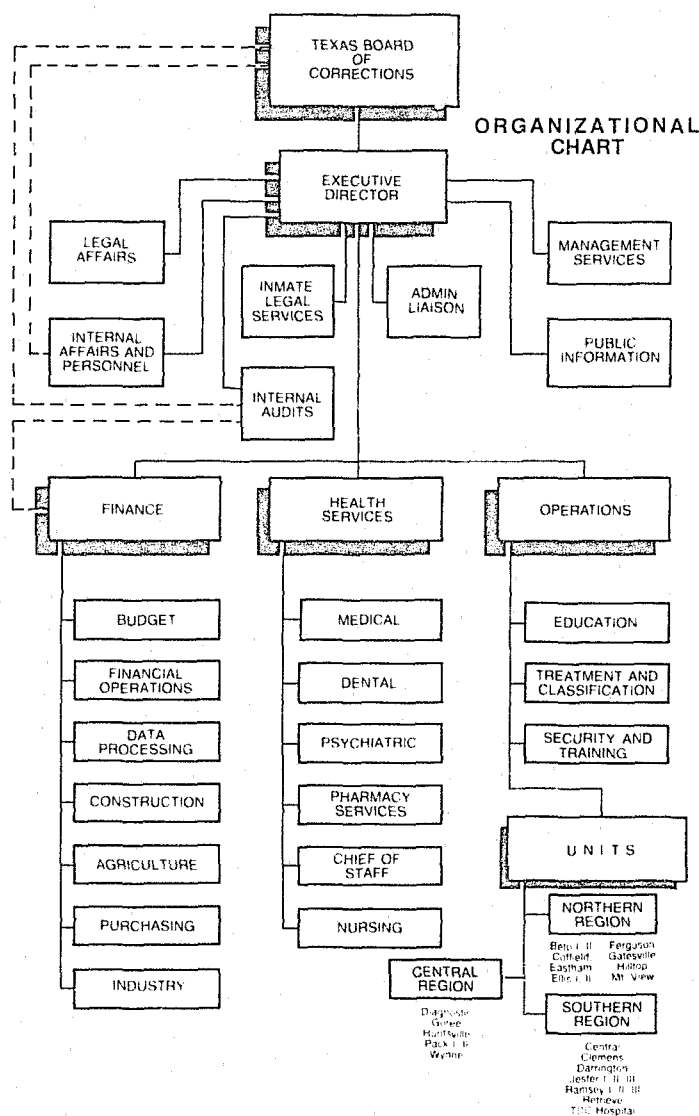
McKinsey and Co., Inc. was requested to prepare a study on the TDC organization. The study recommended a reorganization of TDC's management structure including the creation of a Finance Division and Finance Director, and splitting the Director's job into two positions. The Board of Corrections approved these suggestions, but changed the titles to reflect those used by other state agencies (i.e., Executive Director, Deputy Director of Finance and Deputy Director of Operations). On June 15, 1984, Board of Corrections member Pete V. Cortez died.

In May 1984, Acting Director D.V. McKaskle announced his plans to retire. Raymond K. Procnier was named Executive Director, Orson "Lane" McCotter was named Deputy Director of Operations, and James Lynaugh was named Deputy Director of Finance.

The Huntsville Unit's infirmary was accredited by the College of American Pathologists. Seven TDC units were designated for hard-to-manage inmates. They were: Coffield, Darrington, Eastham, Ellis I, Ferguson, Ramsey II, and Retrieve.

The following is a brief description of the accomplishments of the Department during fiscal year 1984:

- ☐ A Use of Force Plan was prepared and placed in effect.
- ☐ Formal Inmate Grievance Procedures were established.
- ☐ New Inmate Disciplinary Procedures were established.
- ☐ The management and supervisory staffing was strengthened.
- ☐ Out-of-cell recreational programs were instituted at two units.
- ☐ Written Post Orders were compiled for each position at the unit level.
- ☐ Internal investigative capabilities were strengthened to permit adequate investigation of inmate and other allegations.
- ☐ TDC operations were opened to extensive news media scrutiny.
- ☐ Pre-service and in-service training was expanded.
- ☐ TDC's first Special Operations Response Teams (SORT) were established.
- ☐ A five-year health plan to bring medical operations in line with both Court and American Medical Association standards was developed.
- ☐ An Austin office to provide liaison with other state agencies and the Texas Legislature was established.
- ☐ Accounting and budgeting systems were revamped to permit more accurate and timely reporting of expenditures and funding requirements.
- ☐ New safety equipment including metal detectors and personal alarms were acquired.



BOARD OF CORRECTIONS



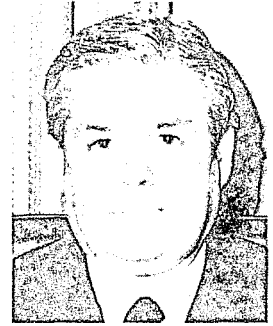
Robert D. Gunn
Chairman



Joe V. LaMantia Jr.
Vice-Chairman



Harry M. Whittington
Member



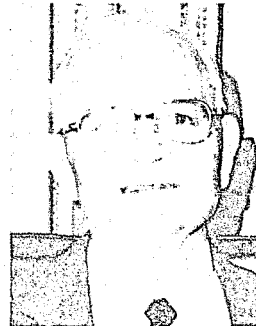
Thomas R. McDade
Member



Clifford F. Smith Jr.
Member



H. Bartell Zachry Jr.
Member



Lindsley Waters Jr.
Member



Deralyn R. Davis
Member

Dear Governor White:

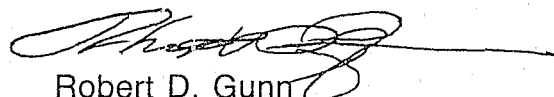
The modernization of the Texas prison system continued during Fiscal Year 1984. Much of the gratifying progress was generated by a new and aggressive group of managers who were employed to direct the difficult transition.

Substantial gains have been made toward compliance in the Ruiz v. Procnier litigation. Such compliance remains a firm long-range goal.

Also gratifying was the establishment of more effective accounting and budgeting procedures to assure business-like reporting. The Texas Department of Corrections also opened its operation to full news media scrutiny in the interest of furthering public knowledge and understanding.

Members of the Texas Board of Corrections are pleased with the progress which has been made. We believe it is the forerunner of continued gains in the future .

Very truly yours,
TEXAS BOARD OF CORRECTIONS



Robert D. Gunn
Chairman



R.K. Procunier
Director



James A. Lynaugh
Deputy Director
Finance



O.L. McCotter
Deputy Director
Operations



Dr. Armond H. Start
Deputy Director
Health Services

Dear Chairman Gunn:

The Texas Department of Corrections continues to face a difficult period of transition from former methods of operation to a new and more systematic approach. Many changes are being made to achieve desired operational improvements and to conform with court mandates.

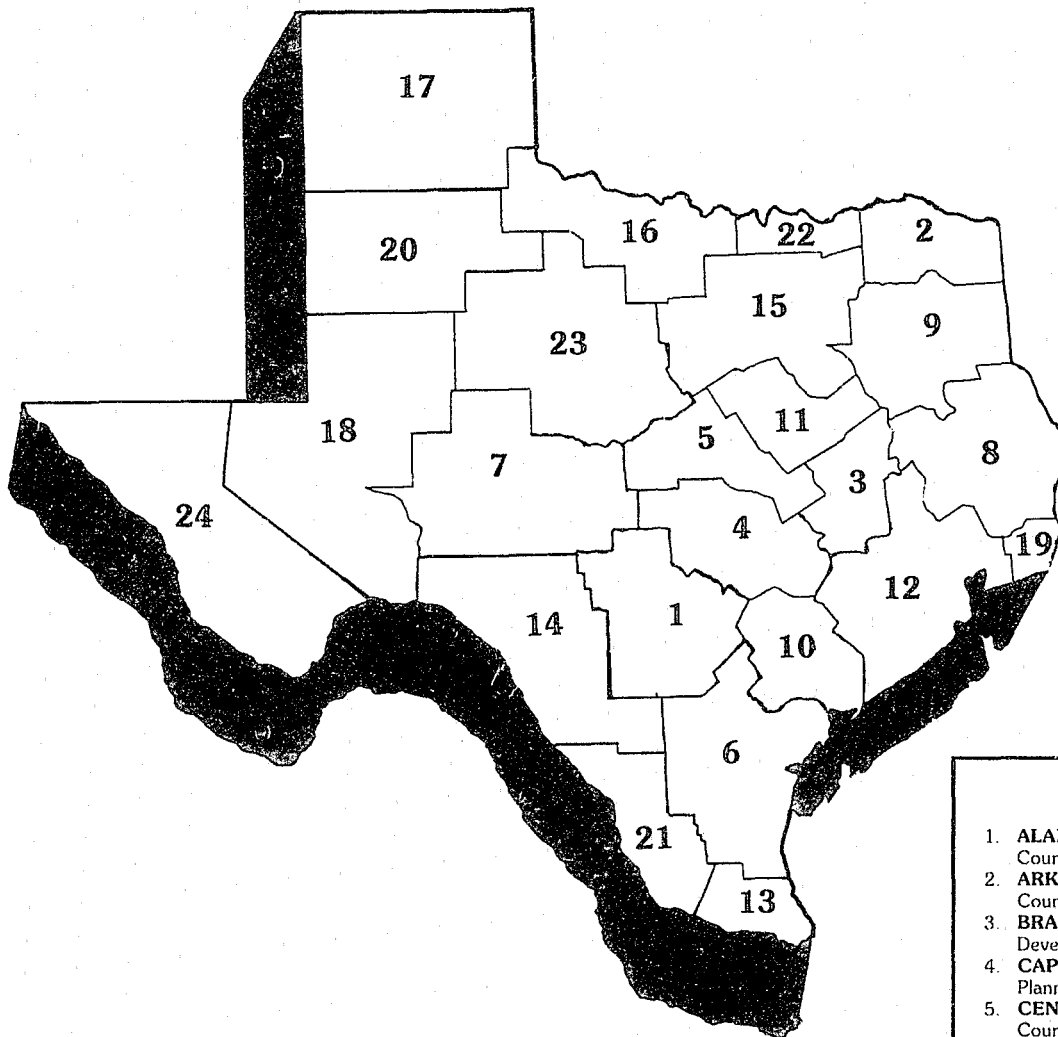
During the past year, significant advances were recorded by TDC personnel. These include development of programs designed to bring compliance in the *Ruiz v. Procunier* litigation.

Management of each TDC institution was strengthened. New security officers were hired and trained to help replace the inmate building tenders who formerly were employed to maintain order. A new use of force policy was implemented to eliminate excesses which had been challenged in court. The department instituted a new system of inmate classification to provide improved security and programming for inmates. Staff training was expanded and upgraded. Formal inmate grievance and disciplinary procedures were established. Recreation yards were installed at two institutions, as part of a court-directed pilot program to give inmates more time out of their cells.

These and other changes could not have been made without the hard work of TDC employees. As Texas prisons emerge in the months ahead from the present difficult transition phase, progress will continue to be a direct result of their enormous effort and dedication.

Very truly yours,

R.K. Procunier
Director

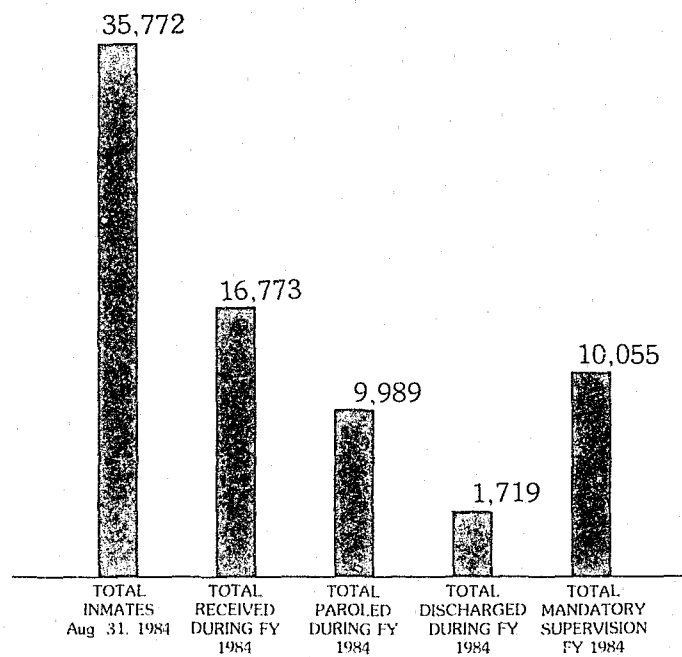


Area of Conviction for TDC Inmates by State Councils of Government

(Based on August 31, 1984 Population)

	Inmates Convicted
1. ALAMO AREA	2,195
Council of Governments	
2. ARK-TEX	502
Council of Governments	
3. BRAZOS VALLEY	357
Development Council	
4. CAPITAL AREA	1,379
Planning Council	
5. CENTRAL TEXAS	591
Council of Governments	
6. COASTAL BEND	947
Council of Governments	
7. CONCHO VALLEY	317
Council of Governments	
8. DEEP EAST TEXAS	543
Council of Governments	
9. EAST TEXAS	1,080
Council of Governments	
10. GOLDEN CRESCENT	382
Council of Governments	
11. HEART OF TEXAS	666
Council of Governments	
12. HOUSTON-GALVESTON	10,525
Area Council	
13. LOWER RIO GRANDE VALLEY ..	583
Development Council	
14. MIDDLE RIO GRANDE	118
Development Council	
15. NORTH CENTRAL TEXAS	9,560
Council of Governments	
16. NORTEX REGIONAL	328
Planning Commission	
17. PANHANDLE REGIONAL	769
Planning Commission	
18. PERMIAN BASIN REGIONAL	954
Planning Commission	
19. SOUTH EAST TEXAS REGIONAL ..	1,200
Planning Commission	
20. SOUTH PLAINS	807
Association of Governments	
21. SOUTH TEXAS	82
Development Council	
22. TEXOMA REGIONAL	209
Planning Commission	
23. WEST CENTRAL TEXAS	712
Council of Governments	
24. WEST TEXAS	696
Council of Governments	
Sub-Total	35,502
Data unavailable	270
Grand Total	35,772

INMATE POPULATION SUMMARY - FISCAL YEAR 1984



MONTHLY INMATE COUNT FOR FISCAL YEAR 1984

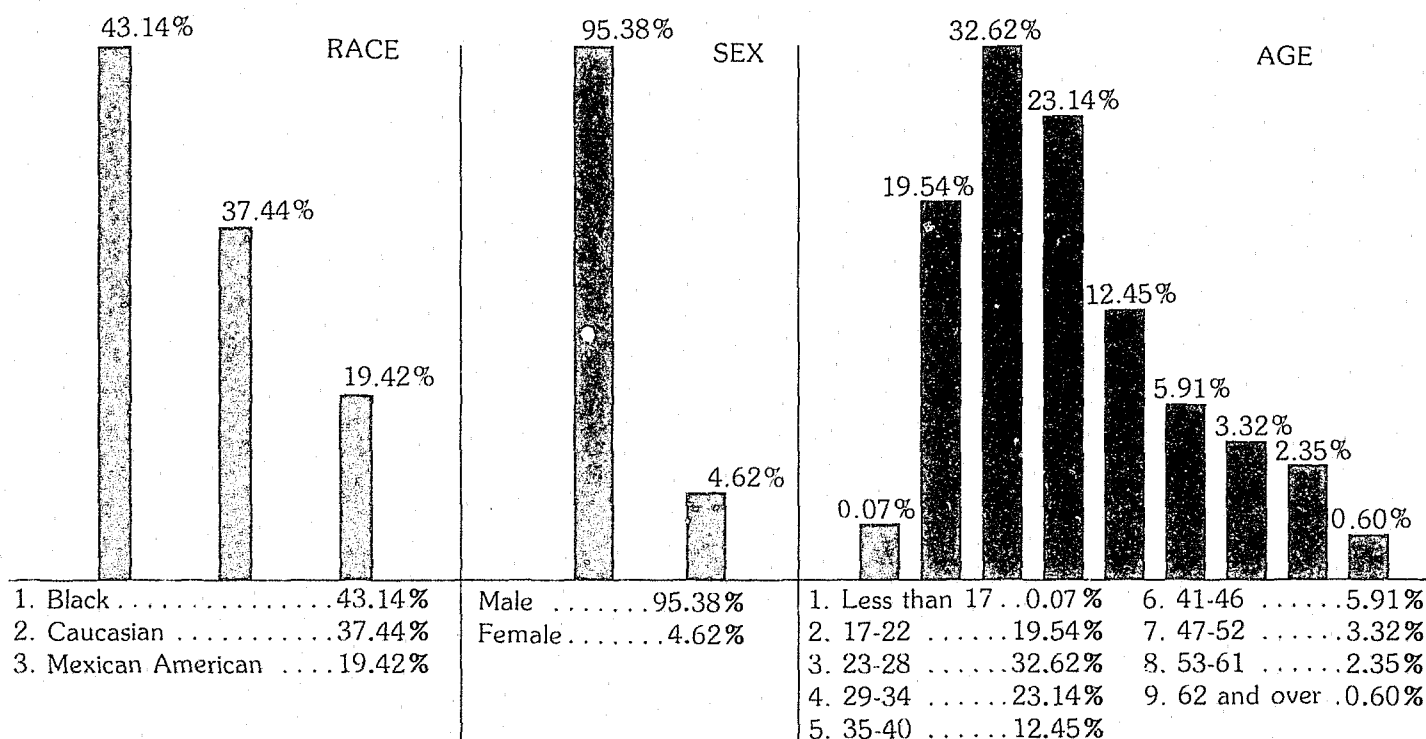
(1983)

SEPTEMBER	36,348
OCTOBER	36,067
NOVEMBER	36,130
DECEMBER	35,259

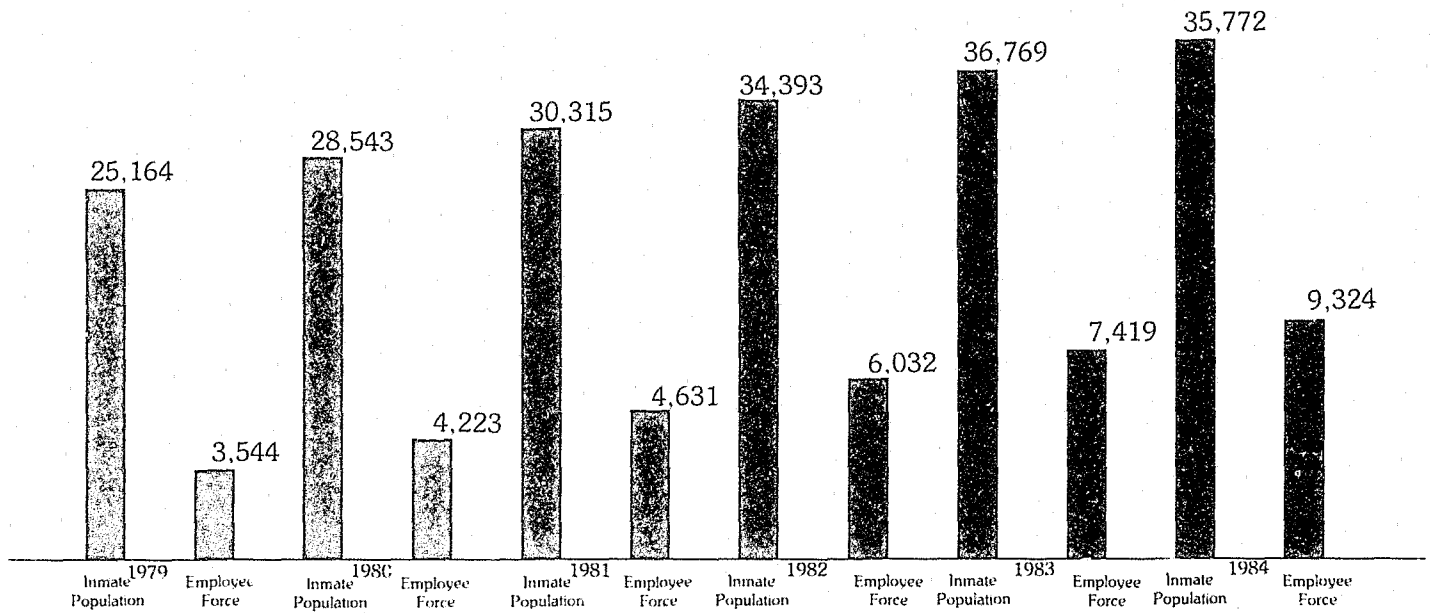
(1984)

JANUARY	35,285
FEBRUARY	35,529
MARCH	35,481
APRIL	35,283
MAY	35,046
JUNE	35,202
JULY	35,511
AUGUST	35,772

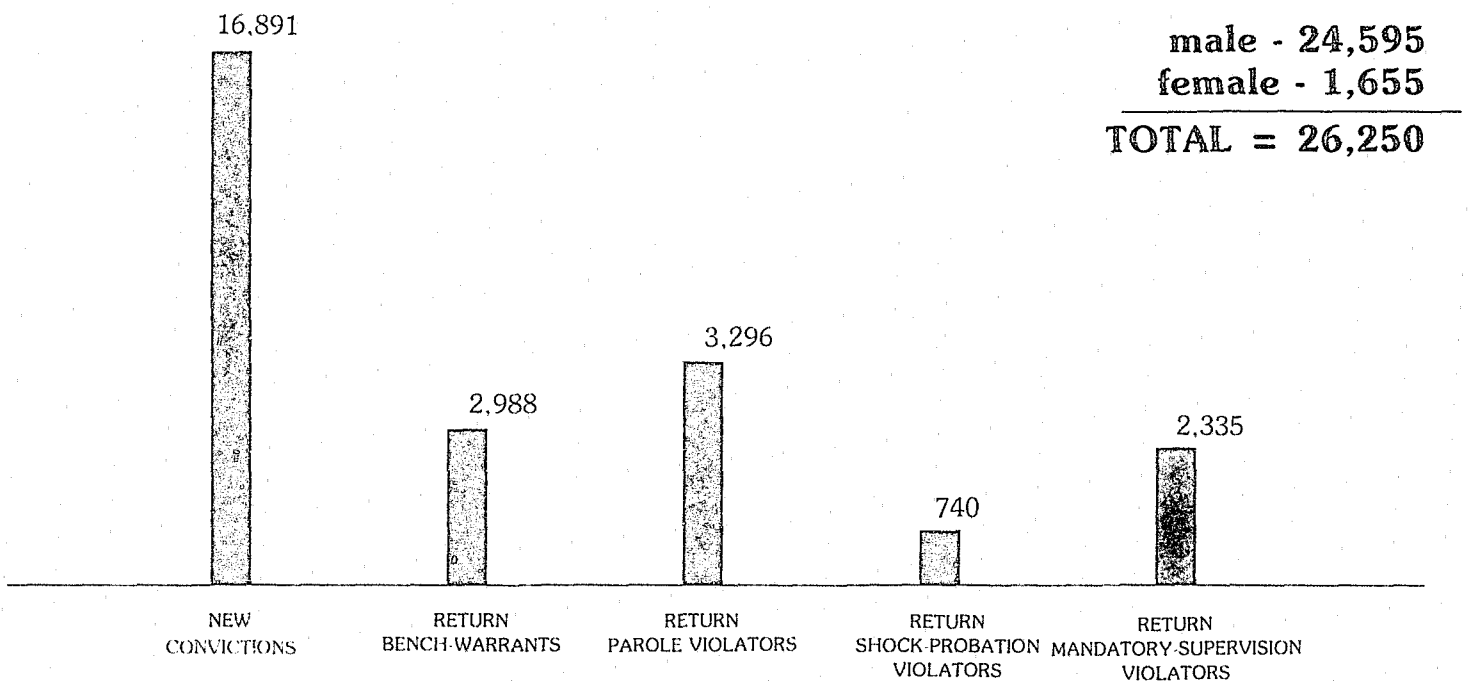
(BASED ON AUGUST 31, 1984 POPULATION) INMATE PROFILE



**INMATE POPULATION GROWTH
AND
INCREASE IN TOTAL EMPLOYEES
(including Windham Employees)**



**TOTAL NUMBER OF INMATES
Received, Processed, and Classified
Fiscal Year 1984**



EXECUTIVE DIVISION

INMATE LEGAL SERVICES • INTERNAL AFFAIRS AND PERSONNEL INTERNAL AUDITS • LEGAL AFFAIRS • MANAGEMENT SERVICES PUBLIC INFORMATION

The Executive Division is responsible for the general management of the Department of Corrections, and for implementing the policies established by the Board of Corrections. This responsibility is met by administering and monitoring agency activities; by maintaining a liaison with the Board of Corrections, the legislature, Executive and Judicial branches of state government; by accumulating, and disseminating information vital to the decision making and planning processes; and by administering necessary operations that accomplish TDC's statutory mission.

The Executive Division is composed of Inmate Legal Services, Internal Affairs and Personnel, Internal Audits, Legal Affairs, Management Services, and Public Information.

INMATE LEGAL SERVICES

Inmate Legal Services (ILS) provides legal assistance to indigent inmates who present cases that do not generate fees and that do not involve civil rights issues when TDC is the defendant. In July 1984, the Director transferred the management of ILS from the office of the Assistant Director for General Counsel to the Executive Division. While being paid by the state, the professional responsibility of ILS is to the inmates of TDC.

ILS operates from two locations: Sugar Land (serving the southern units) and Huntsville (serving all other units). Staff attorneys practice in all the state and federal courts (both district and appellate) throughout the state.

Typical areas of the law which inmates frequently request legal services include writs of habeas corpus, family law, jail time credits, detainer problems, name changes, prisoner exchange, social security, shock probation, military upgrades, VA benefits, immigration and probate. ILS often provides counsel to inmates about procedures and alternatives concerning parole matters, appeals, TDC records, policy, etc.

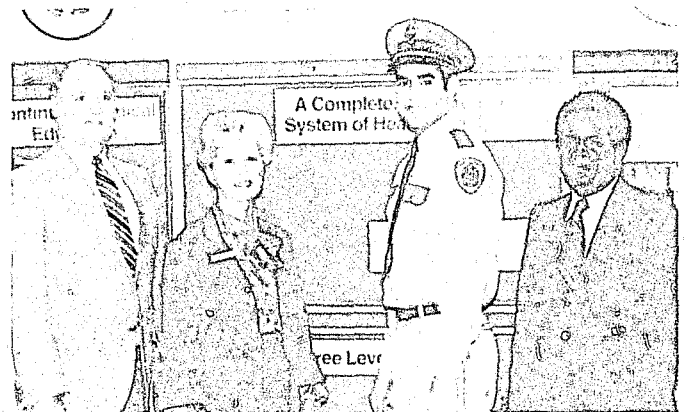


Staff attorney representing inmates on extradition waiver hearings before the Walker County Court at Law.

INTERNAL AFFAIRS & PERSONNEL

Internal Affairs, is responsible for conducting all TDC internal investigations to include employee misconduct and allegations of excessive use of force. This department also serves as the primary point of contact for interface with local, state and federal law enforcement agencies.

The Personnel Department is responsible for employee recruiting, background information of applicants, interviewing of prospective employees, retirement, employee records, state and federal reports as well as the implementation and maintenance of an Affirmative Action Plan and the classification of all TDC positions.



TDC offers many good professional career opportunities to include such fields as security, medical, administrative, agriculture, construction and industry

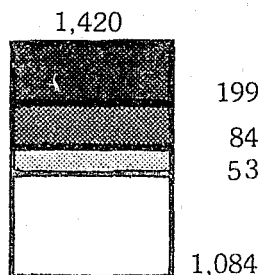
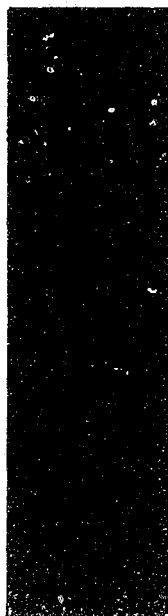
Inmate Legal Services

Assistance Given During Fy 1984

Total Requests Received	14,702
Total Requests Disposed	15,670
Amount of Jail Time Saved	152,127 days
Savings to the State	\$2,692,648
Percent of Inmate Population Requesting Legal Services	41%

EMPLOYEE LEVELS

7,904



Employees Assigned to a unit: 7,904 Employees not Assigned to a unit: 1,420

Executive 199
Finance 84
Health Services 53
Operations 1,084

INTERNAL AUDITS

The Internal Audits Department performs an appraisal activity within TDC and reviews financial operations as a service to the Deputy Director for Finance and the Director. The objective of the Internal Audits Office is to assist management in the effective discharge of its responsibilities by furnishing analyses, recommendations, and pertinent comments concerning the areas reviewed.

TDC's Internal Audits Department is concerned with financial phases of business activity. This involves auditing the accounting and financial records to obtain an understanding of TDC operations under review, and should provide management with analyses of procedural compliance, adequacy of financial records and controls, adequacy of safeguards against losses, and operating improvements.

LEGAL AFFAIRS

Legal Affairs is responsible for providing legal advice and guidance to both the administration and staff of TDC. Legal services are provided throughout the full range of day-to-day departmental operations.

The Executive Assistant for Legal Affairs is responsible for the administration of the Legal Affairs Department as well as providing advice to the Director of TDC concerning all major litigation in which the Department is involved. In addition, the Executive Assistant for Legal Affairs is charged with the responsibility of monitoring on-going compliance with various court-ordered measures. Legal services are provided in three functional areas of the law. These areas are (1) administration, land matters, and contracts, which provide administrative guidance for the Legal Affairs Department, provide contracts negotiation, drafting and review services, and also manage the Department's Oil and Gas Program; (2) health, education, tort claims and special matters which provide counsel and advice concerning the legal duties and obligations of TDC's health and education programs, review all tort claims, and serve as a liaison between the Attorney General's office and the Department; and (3) compliance monitoring which is responsible for developing and implementing procedures for inspecting designated areas of TDC operations to assure compliance with court-ordered procedures and Departmental rules and regulations.

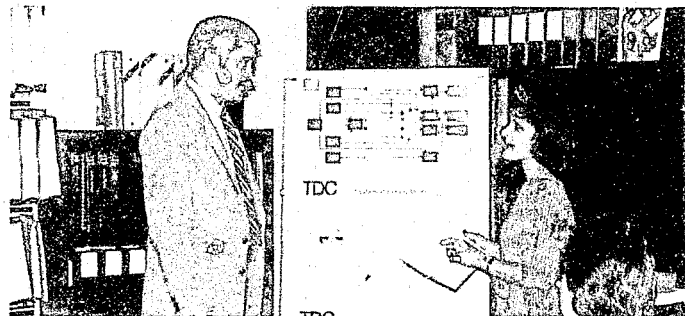
MANAGEMENT SERVICES

Management Services assists the administration of TDC by analyzing policies, procedures, problems and technology in order to seek improvement of operations. This department assists management

in the decision making process by providing current, reliable, factual and objective information. This department makes available several publications which provide statistical data, program descriptions, and other general information concerning the operation of TDC.

During the FY-84, Management Services was involved in many activities. Some of these were:

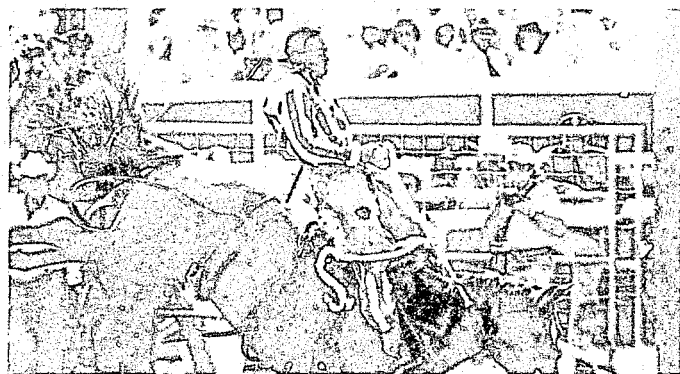
- ☐ An Administrative Procedures Office to coordinate the development of policies and procedures within TDC was established.
- ☐ A data base for all inmate deaths was developed.
- ☐ The monitoring of housing requirements mandated by the court was continued.
- ☐ Support was provided to management by responding to varied information requests.
- ☐ Use of force policies and procedures were developed along with a use of force monitoring system.



Management Services briefing session.

PUBLIC INFORMATION

The Public Information Office is the primary contact point for news reporters seeking to cover prison developments. Each year the office handles thousands of inquiries which relate to every area of TDC operations. The Public Information Office also reports information on newsworthy events to the state's news media. Public Information staff conduct tours, assist reporters with institution tours, and schedule inmate and staff interviews. In addition, this office prepares and distributes a variety of informational materials including a monthly employee newsletter. Staff of the Public Information Office also assist in the staging of the annual Texas Prison Rodeo.



Action during the Annual Texas Prison Rodeo.

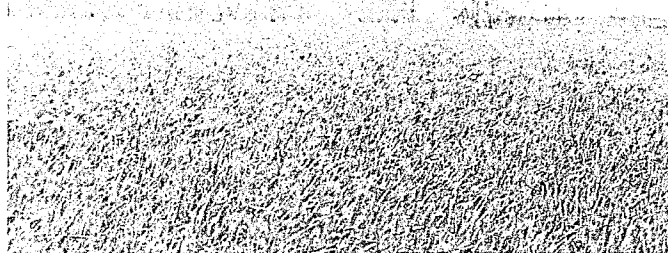
AGRICULTURE • BUDGET • CONSTRUCTION • DATA PROCESSING FINANCIAL OPERATIONS • INDUSTRY • PURCHASING

The Finance Division is responsible for the accountability of all funds made available to TDC. This division must also provide services to all departments and units. Centralized records are maintained to comply with state laws and requirements, and to do so with the least expense. The TDC is committed to the concept of a highly centralized, controlled system. As such, the majority of activities and responsibilities of the Finance Division are carried out in a central location. This type system provides maximum utilization of manpower at minimum expense.

AGRICULTURE

The Agriculture Department operates three basic production areas: Edible Crops, Field Crops, and Livestock and Poultry.

The Edible Crops Programs produced 15,406,261 pounds of fresh vegetables and 53,805 cases of canned vegetables during FY-84. The severe freeze during the months of December and January totally destroyed the majority of mustard greens, turnip greens, spinach, beets, carrots, and cabbage for the cannery and many of the fresh vegetables.



Field of wheat at the Central Unit will be used in one of the three feed mills operated by the Agriculture Department.

Field Crops during FY-84 suffered due to inclement weather which: (1) slowed land preparation; (2) caused grain to be purchased from FY-84 operating funds; (3) effected corn crop yield. The following are the field crop yields for FY-84: 15,417,400 pounds corn, 22,709,361 pounds maize, and 1,394,940 pounds rice. The estimated production of soybeans is 3,000,000 pounds, and the estimated production of cotton is 2,500 bales.

Production in beef cattle showed a 90.9 percent calf crop that yielded 6,289 calves from 6,920 head of cows. There were 42,045 pigs farrowed (9.4 pigs per litter). Layer flocks produced 2,858,952 dozen eggs while dairies produced a daily average of 38.7 pounds of milk per cow.

The Agriculture Department was able to produce all TDC meat requirements and end the year with 2,704,080 pounds of meat in the freezer. Freezer inventories of beef, pork, and poultry will allow

the Agriculture Department the management flexibility to adjust animal and poultry numbers in an orderly fashion to provide the meat requirements in the future years. The Coffield Unit packing plant continues to improve capabilities of quality production.



Hog farrowing operation at the Beto I Unit.

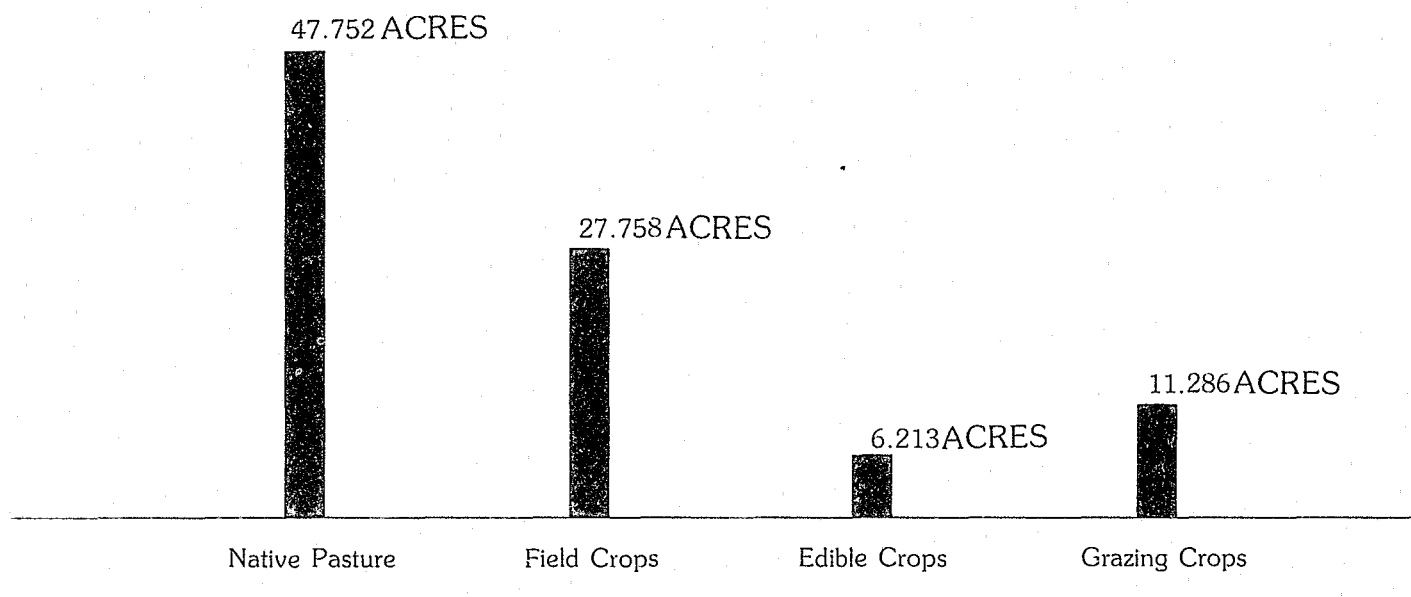
Agriculture Products Contributed To Fiscal Year 1984 Food Service Usage

Beef	3,948,695 lbs.
Pork	5,186,753 lbs.
Poultry	1,260,979 lbs.
Turkeys	144,728 lbs.
Rabbits	15,097 lbs.
Eggs	2,858,952 doz.
Cheese	7,862 lbs.
Milk	14,246,112 gal.
Fresh Vegetables	15,406,261 lbs.
Canned Vegetables	322,830 gal.
Rice	1,349,940 lbs.

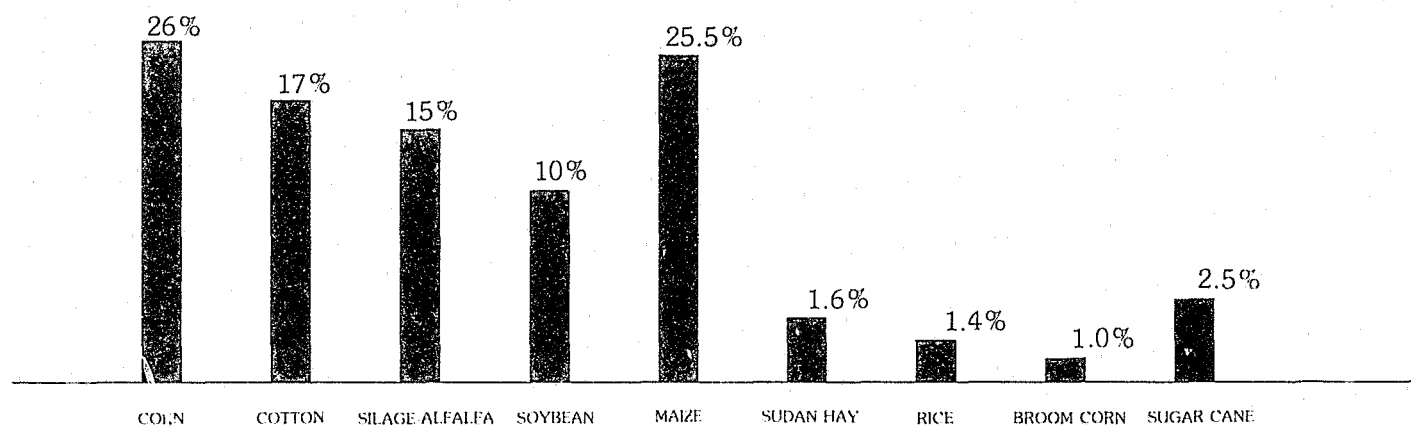
FY-84 Livestock And Poultry Inventory

Dairy Cattle	3,270
Horses	1,095
Poultry	251,709
Stocker Cattle	18,982
Swine	21,641
Rabbits	1,442

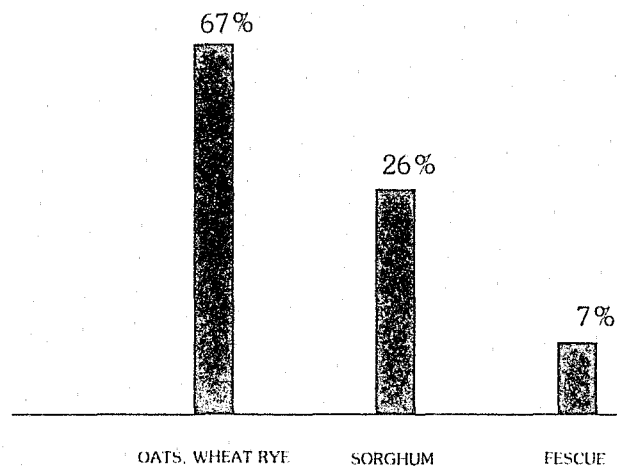
AGRICULTURE ACREAGE ALLOCATIONS



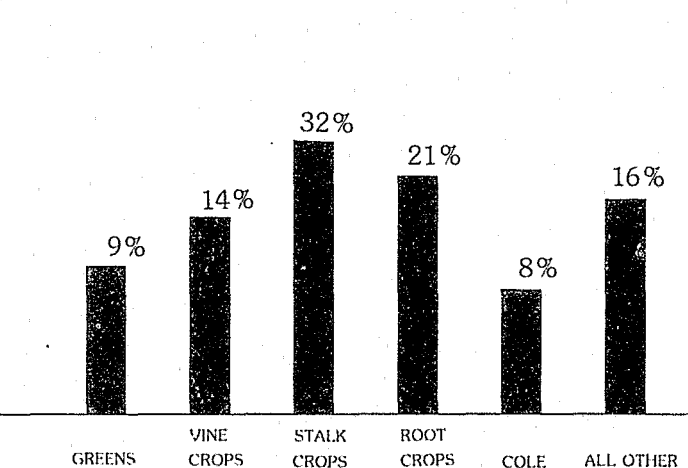
Field Crop Acreage Breakdown

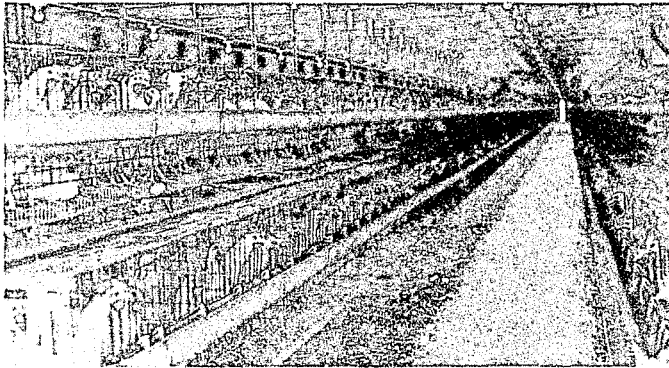


Grazing Crops Acreage Breakdown



Edible Crops Acreage Breakdown





Caged laying house at the Eastham Unit.

In addition, field and edible crops shifted toward a more mechanized agriculture programming mode for both production and training. The Agriculture Department is currently constructing additional pesticide warehouses to provide safekeeping for the various pesticides and herbicides utilized.

BUDGET

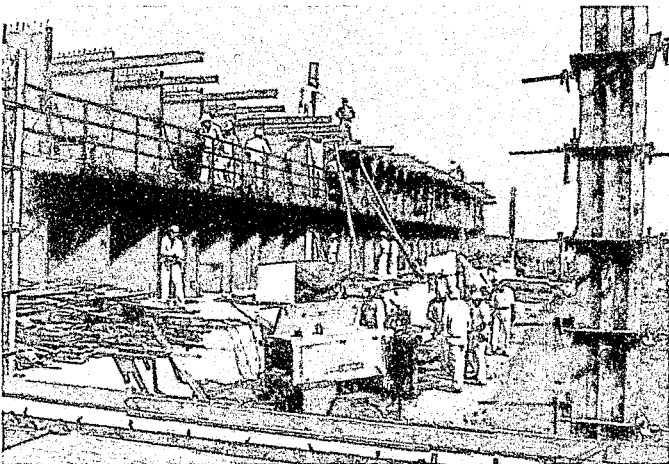
The Budget Department's objective is to insure that all state funds appropriated to TDC by the Legislature are expended in an efficient and effective manner, conforming to legislative intent and court orders.

Budget hearings, to determine the financial needs for each division of TDC, were held prior to formulating the 1985 Operating Budget and the 1986-87 Budget Request.

CONSTRUCTION

For decades TDC's Construction Department has built prison facilities that blend the functional considerations of a farm shop, industrial plant, or classroom with the security requirements of a modern prison. Entire prisons have been built, cellblock additions have been made, and dormitories have been constructed along with agricultural and industrial facilities.

The Construction Department is divided into various program areas to improve accountability and facilitate report making. These program areas are: Design, Maintenance, Engineer Planning, Fiscal, Contract Construction, TDC Construction, and Fire and Safety.



Cellblock under construction at the Wynne Unit.

The **Engineer Planning Program** develops job scopes, determines general cost estimates and coordinates utilities services. **Design's** professional staff of engineers, architects and draftsmen prepare drawings and indicate specifications for construction and maintenance activities.

The **TDC Construction** and **Contract Construction Programs** are responsible for supervision of all in-house building and coordination and monitoring of any construction contracted to outside firms.

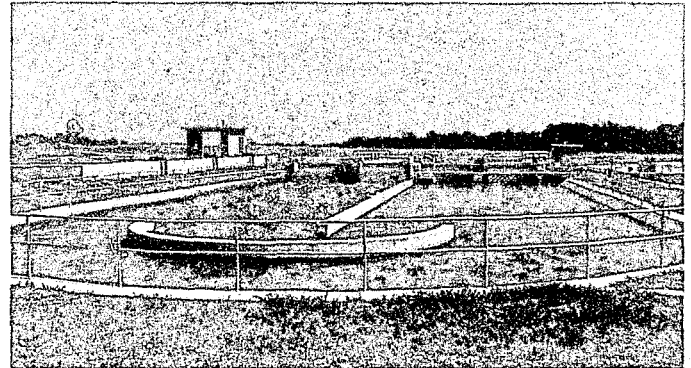
The **Maintenance Program** is responsible for maintenance on 1,500 buildings and facilities, with an asset value of \$104,625,000. Crews, working in a variety of specialty areas maintain plumbing, refrigeration and air conditioning units, electrical and security systems, and make thousands of repairs and preventive maintenance inspections.

The **Fiscal Program** supports the entire Construction Department by providing budgeting, personnel, purchasing and auditing services.

The **Fire and Safety Program** provides an important role in the working and living environments throughout TDC. Regular activities include safety inspections, and investigations. Fire prevention and training are ongoing to provide safe, clean, sound and secure conditions for inmates and employees alike.

Sanitary Control and Waste Utilization activities include the coordination and supervision of all sanitary, environmental, waste, waste water and potable water systems in TDC. The TDC has approximately 52 water wells, 21 waste treatment facilities, several land-fill and incinerator plant operations that require daily monitoring.

Over 2,500 inmates are assigned to a variety of construction projects system-wide. The Construction Department also utilizes many inmates who graduate from TDC's Vocational Education Programs. By doing so, the department provides an opportunity to learn and apply marketable trades.



Modern sewage treatment facility at the Ellis II Unit.

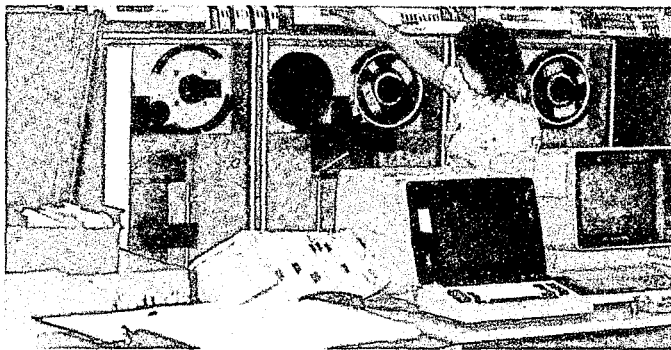
BEDS BROUGHT "ON LINE" DURING FY-84

UNIT	LOCATION	NUMBER OF BEDS
BETO I	Anderson	396
PACK II	Grimes	264
FERGUSON	Madison	624
ELLIS II	Walker	1,008
CENTRAL	Fort Bend	576
JESTER I	Fort Bend	192
JESTER II	Fort Bend	192
WYNNE	Walker	288
EASTHAM	Houston	90
ELLIS I	Walker	96

TOTAL 3,726

JOBS COMPLETED IN FISCAL YEAR 1984

BETO I UNIT	BETO II UNIT	CENTRAL UNIT	CLEMENS UNIT	COFFIELD UNIT	DARRINGTON UNIT	DIAGNOSTIC UNIT	EASTHAM UNIT	ELLIS I UNIT
Security Fence Employee Fourplexes (13) Electrical Distribution System Hog Barns (4) Sign Shop Facility Ten(10) Cellblocks completed Weaning Barns	Microfilm Facility Concrete Drive & Walks for Vocational Building Dog Kennels Water Distribution System	Reroof B.O.O. Renovate Electrical Service for Main Building Pesticide Storage Building Water Distribution System Feed Storage Building Ninety-six(96) Man Inmate Dormitory (6) Combine Shed Renovation	Reroof Main Building and Chapel	Enlarge Employee Dormitory (16 rooms) Employee Dormitory and Parking Lot (80 man) Install Sewer Lift Station Install New Laundry Equipment Renovate Duplex #2694 Raise Floor in Isolation Shower	Employee Fourplex (1) Sewage Plant Improvements Implement Shed Egg Storage Facility Hog Feeder Slab Renovate House #1283	Inmate Kitchen and Dining Room	Feed Mill Feed Storage Building (3) Egg Storage Facility Breeding Pen & Shed Addition Ninety-six(96) Man Inmate Dormitory (1) Additional Solitary Cells Renovate Residence #1981 Dairy Facility Fire Protection Building & Equipment Green House Administrative Segregation Recreation Yard	Ninety-six(96) Man Inmate Dormitory (1) Administrative Segregation Phase I Sewage Treatment Improvements Farrowing Barns (3) Renovate House #2222 Implement Shed Trusty Honor Dorm Recreation Yard for Death Row
ELLIS II UNIT	FERGUSON UNIT	GATESVILLE UNIT	GOREE UNIT	HILLTOP UNIT	HUNTSVILLE UNIT	JESTER I UNIT	JESTER II UNIT	JESTER III UNIT
KA Inmate Housing Completed Five (5) Employee Fourplexes Eighty (80) Man Employee Dormitory (2) Warden's House (1) Employee Duplexes (2)	Farrowing Barns (3) Pig Nursery Barns (2) Breeding Pen & Shed Addition Telephone Equipment Building Gasline Replacement Improve Water Supply Final 50% of Cellblock Batch Plant Building	Construct Two(2) Offices at Riverside	Reroof Education Building RemoJet House #1913 Central A/H Duplex #1392 Renovate House #2784 Telephone Equipment Building Gasline Replacement Set-up Office Trailer for MHMR Road & Parking Lot at Employee Dormitory	Garment Factory Improve Water Supply Repair / Replace Windows Improve Water Distribution System Officer's Clothing Building Boiler House Infirmary	Reroof Visiting Room Convert Trailer to Office Remodel Death Row (Row 7) Renovate Hospital Kitchen	Warden's Residence Ninety-six(96) Man Inmate Dormitory (2) Gasline Replacement Repair / Replace Windows	Ninety-six(96) Man Inmate Dormitory (2) Additional Trailer Spaces (12) Gasline Replacement Repair / Replace Windows	Electrical Distribution System Horse Barn Concrete Drive and Walks for Vocational Building Electrical Supply for Vocational Building Security Fence for Vocational Building Recreation Area for Administrative Segregation
MOUNTAIN VIEW UNIT	PACK I UNIT	PACK II UNIT	RAMSEY I UNIT	RAMSEY II UNIT	RAMSEY III UNIT	RETRIEVE UNIT	WYNNE UNIT	
Eight(8) Additional Trailer Spaces Partition for Office Space Reroof Bio-feedback Lab Braille Building	Roads and Bridges Sewer and Sewage Disposal System Security Fence Radio Tower Fire House & Equipment Gasline and Distribution	Sewer and Sewage Disposal System Horse Barn Stainless Steel Facility Concrete Drive and Walks for Vocational Building Electrical Service for Vocational Building Security Fence for Vocational Building Lineman's School Building Additional Inmate Dormitory	Additional Solitary Cells Replace Bridge Kitchen Remodeling Employee Fourplexes (2) Waste Water Treatment Improvements Hog Feeder Slab Fire Protection Building Tractor Shed	Water Line to Little Oley Renovate House #2632 Administrative Segregation Remodeling Repair / Replace Windows Install Suspended Heaters in Inmate Dormitories	Waste Water Treatment Plant Horse Barn Dog Kennels	Repair / Replace Windows Central A/H Duplex #2330	Shower Building for Inmate Dormitory Replace A/C in Fourplex # 1495 Renovate Duplex #2003 Central A/H House #1597 Ninety-six(96) Man Inmate Dormitory (3) Gasline Replacement	



Data processing operation room.

DATA PROCESSING

The Data Processing Department serves all divisions and departments in TDC in a variety of ways. Because of the rapid growth of TDC as a whole, it is necessary for Data Processing to continually upgrade equipment and services to reasonably accommodate expansion.

This fiscal year four new units: Pack I, Pack II, Ellis II, and the TDC Hospital were completely integrated into the Data Processing network and are now entering and receiving daily production data. In addition, the teleprocessing network has grown from approximately 45,000 to 80,000 transactions processed per day during FY-84.



Use of computer terminals throughout the system has been greatly expanded in the past year.

FINANCIAL OPERATIONS

Telecommunication Department

The Telecommunication Department manages a comprehensive network of telephone systems for TDC's administrative offices and all units. Records are maintained concerning equipment and service costs. Also provided are information and reception services at the Department's central offices in Huntsville.

Accounting

The Accounting Department classifies and summarizes all business transactions, affecting state appropriated funds, conducted by TDC. These are reported in the annual financial report. This department is at the disposal of other departments within TDC to provide assistance and advice in the areas of budget, inventory controls, cost controls, systems design, policies and procedures and any other matters related to the financial activities of TDC.

Education and Recreation Fund

The Enterprise Fund, commonly referred to as Education and

Recreation Fund (E&R), is comprised of programs and activities which produce local revenues including income derived from enterprise fund assets. Specifically included but not limited to all receipts from the operation of: unit commissaries, the prison rodeo, all gifts to the fund, and interest earned from investments.

The E&R funds are appropriated by the State Legislature to the Board of Corrections, to be expended for the benefit of TDC's inmates.

Word Processing

The Word Processing Department is responsible for the majority of typed materials generated by Financial Operations. In addition, assistance is given to other departments requiring general typing and special projects.

Accounts Payable

The Accounts Payable Department processes all payments for goods and services purchased with state appropriated funds. An experienced staff is available to assist all vendors and TDC personnel with purchasing and payment problems, including instruction and training. Additional records are maintained on information that is supplied to other departments for planning, purchasing and budgeting purposes.

Inmate Trust Fund

The Inmate Trust Fund maintains an up to date balance, based on deposits and expenditures, of the money available to an inmate to spend through the unit commissaries. This automated system operates much the same as a basic credit card, with the exception of purchases made on credit. Purchases can only be made against the money currently in an inmate's trust fund account.

Cashier

The Cashier's Office is responsible for: receiving all the money for TDC and depositing it to the correct fund in the State Treasury; issuing employee advance travel checks; making payments for notary fees, airline tickets, and new-owner auto liability insurance for employees; and preparing inmate discharge checks. This office obtains bids from various banks for local fund investments in Certificates of Deposits.

Payroll

The Payroll Department is responsible for the processing and distribution of multiple payrolls on a monthly basis for all TDC employees. These payrolls average over \$17 million each month.

INDUSTRY

The TDC has a very successful and advanced industrial program. The Industry Department produces a variety of quality products, from socks to dump truck beds, at production costs much cheaper than the open market. During FY-84, \$37.4 million worth of goods and services were produced by approximately 11,500 inmates that were involved in this program.

Industrial facilities are located on most TDC units. Decentralized facilities and modern plants and equipment afford many inmates the opportunity to learn marketable job skills and to develop desirable work habits. At the end of FY-84, the Industry Department's factory staff of 310 managed the activities and training of 4,840 inmates.

Industrial Facilities

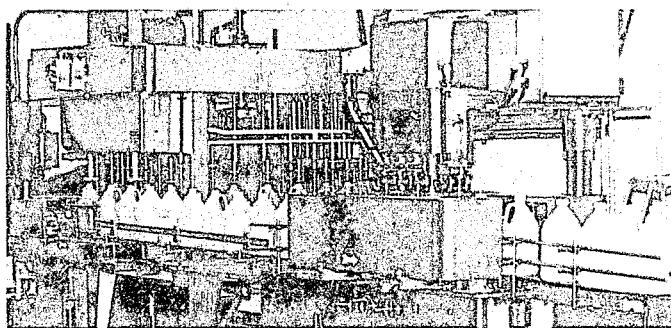
The **Bus Repair Facility**, at the Ellis I Unit, performs any repair necessary to the operation of a school bus. This includes mechanical, body, frame, electrical and upholstery. Some repairs to fire trucks and other specialty vehicles are also accomplished at this facility. During FY-84, 390 school buses, nine fire trucks, and 46 other types of vehicles were repaired.

The **Dump Truck Bed Factory**, at the Coffield Unit, has been in operation for about three years. During FY-84, 226 dump beds were built and mounted on Texas Highway Department trucks. The factory also has the capabilities of building gravel spreaders, park stoves, bunks, trash containers, and trailers of all types.

The **Dental Lab**, at the Ellis I Unit, manufactures various dental appliances. Inmate laboratory technicians undergo a minimum of 2,200 hours of training prior to receiving certificates of merit in dental technology. This lab handles an average of 5,600 patient's cases annually.

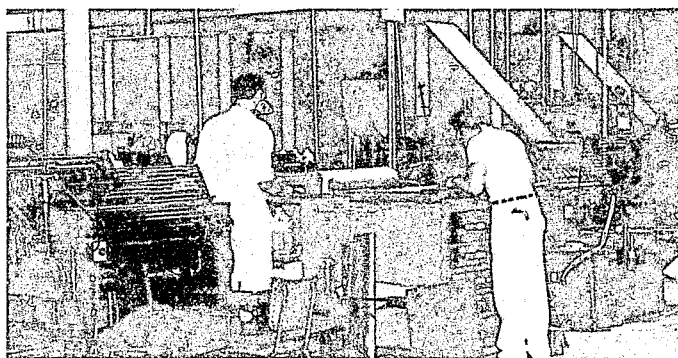
The **Records Conversion Facilities**, at the Wynne and Coffield Units, employ a work force of 1,350 inmates. The primary function of these two operations is to convert records to magnetic tape and key punched cards, and to microfilm records.

The **Soap and Wax Factory**, at the Central Unit, produced approximately seven million pounds of soap, detergent, and wax products during FY-84. This factory produces many types of janitorial cleaners, waxes, dishwashing detergents, laundry detergents, liquid and bar bath soaps.



Liquid filling line at the Soap and Detergent Factory at the Central Unit.

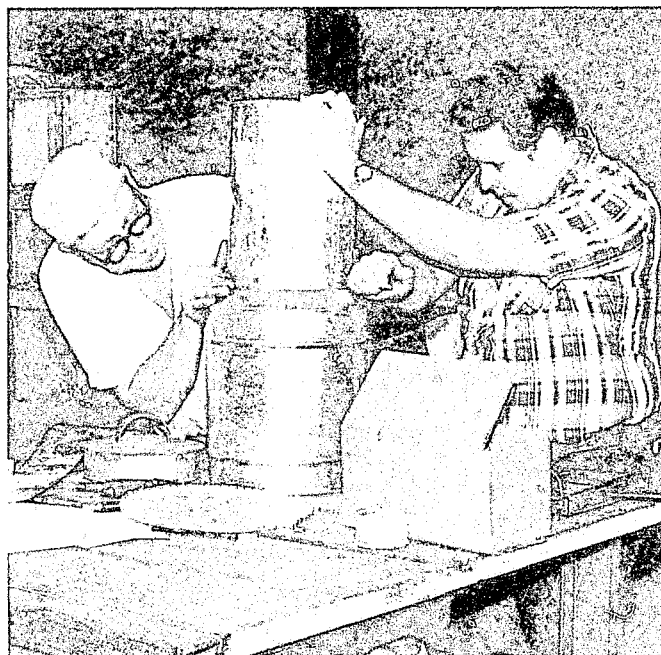
The **Validation Sticker Plant**, at the Wynne Unit, produces the annual license plate validation stickers for Texas Vehicle owners. This facility provides design and printing services for multicolor stickers, labels, decals, and other high visibility graphics. Over 18 million validation stickers were produced for the Texas Highway Department along with 500,000 decals for other agencies.



Preparation of plates prior to printing of license plate validation stickers at the Validation Sticker Plant at the Wynne Unit.

The **Furniture Refinishing Plant**, at the Ramsey I Unit, refinishes wood, and upholstered furniture. Also manufactured is a limited amount of new lounge furniture. During FY-84, over 100,000 pieces of furniture were processed through this plant. The bulk of the pieces were desks and auditorium seats from public schools.

The **License Plate Plant**, at the Wynne Unit, produced 6.4 million plates during the year. Nearly 3 million plates were manufactured for other states, thereby reducing the cost of license plates manufactured for the State of Texas. This also marked the first year Texas has utilized a graphic (pre-printed) plate, as is the Texas Sesquicentennial plate.



Fitting of water cooler liner at the Metal Fabrication Plant at the Coffield Unit.

The **Metal Fabrication Plant**, at the Coffield Unit, produces various steel items necessary in the construction of jail and prison facilities such as: steel doors, grilles, bunks, lockers, and dining tables; and for the Construction Department and local jail facilities.

The **Highway Sign Factory**, at the Beto I Unit, produces metal and wood signs utilized along state roads and highways. All phases of sign making are done at this location, including silk screening and reconditioning of worn sign blanks. Over 1,400,000 square feet of signs and reflectors are produced annually.

The **Textile Mill**, at the Huntsville Unit, is primarily a support facility for other industry factories. Utilizing cotton grown on TDC units, over 1.5 million yards of cloth are produced annually for use in the manufacture of inmate clothing. Other products produced are towels and yarn for mops and socks.

The **Garment Factories**, at the Hiltop, Eastham, and Gatesville Units, produce inmate clothing and correctional officer uniforms. In addition, numerous non-clothing items such as flags, draperies, janitorial bags, gloves, and sheets are produced. During FY-84, garment factories began the manufacture of inmate socks, and inmate officer heavy coats.

The **Cardboard Box Factory**, at the Wynne Unit, manufactures all types of boxes used to pack items such as license plates, eggs, meat, and soap. In FY-84 die-cut boxes, such as the record file boxes, were introduced to the product line. Included in this facility is a Plastic Sign Shop, which can engrave name tags and signs on plastic or metal.

The **Tire Retread Plant**, at the Darrington Unit, began operation in 1966, using the splice-free orbited mold process. With the popularity of radial truck tires and the variation in tire sizes, this plant has been modernized to include the pre-cure system. The primary users of this service are the Texas Highway Department and TDC. During FY-84 approximately 8,624 tires were retreaded.

The **Woodworking Factory**, at the Ellis I Unit, produces custom hardwood furniture for offices and living quarters for the various state agencies. In addition to furniture, the facility manufactures all types of floor and janitorial brushes.

The **Microfilm Facility**, at the Beto II Unit, completed its first year of operation. This service is provided to state agencies, public schools, cities and counties. In terms of equipment, it is probably the most modern in the country.

The **Mattress Factory**, at the Wynne Unit, produces cotton mattresses, pillows, innerspring and boxspring mattresses. Approximately 40,000 mattresses and pillows are shipped annually to universities, jails, various agencies and TDC.



Stitching of mattress innerliner to retain fire retardant treated cotton at the Mattress Factory at the Wynne Unit.

The **Shoe Factory**, at the Ellis I Unit, manufactures all the boots and shoes issued to the inmate population. This includes special ordered orthopedic footwear. Additionally, saddles, bridles, harnesses, dog collars, and miscellaneous other leather items are produced.

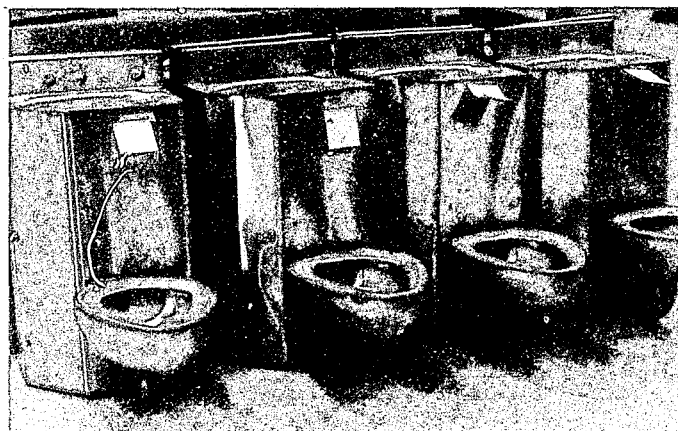


Work boots being produced at the Shoe Factory at the Ellis I Unit.

Industrial Facilities Expanded

In order to meet the need to provide more inmate jobs, offer hands-on-training, and to utilize inmates for self maintenance, several new factories were opened. A Stainless Steel Fabrication Plant, and a Braille Book Factory became operational during FY-84.

The **Stainless Steel Fabrication Plant**, is located at the Pack II Unit. The plant's initial product was a combination sink/commode to be used in new cell blocks being constructed and to replace old porcelain fixtures in existing facilities. The savings average is \$550 per fixture when compared to the outside purchase price. The factory has the potential to produce many other stainless items, such as food carts, vent hoods, food racks, and etc.



Stainless sink / commode combinations prior to polishing at the Stainless Steel Fabrication Plant at the Pack II Unit.

The **Braille Book Factory** is located at the Mountain View Unit. Approximately 45 women inmates produce braille textbooks and leisure books for various schools and agencies all over the United States. Equipment has been ordered to include data-entry at the operation which will increase the work force to 250 inmates.

Three additional facilities nearing completion are: the **Bus Repair Facility** at the Beto II Unit; the **Prison Store** (Centralized Warehouse) at the Wynne Unit and the second phase of the **Garment Factory**, at the Hilltop Unit. Construction of a new, modern **Textile Weave Plant** is scheduled to start at the Ellis II Unit and renovation of an old building to expand the **Shoe Factory** at the Ellis I Unit has begun.

Other Industrial Responsibilities

The Industry Department also assumed managerial responsibilities for the laundries, print shop, industrial warehousing and trucking, and the mechanical shop during FY-84.

Each prison unit operates its own **laundry facility**. In FY-84, 63.8 million pounds of clothes and linens were washed. The laundry administrative offices are headquartered at the Wynne Unit and coordinate budget, inventory, repairs, equipment purchases, and laundry personnel.

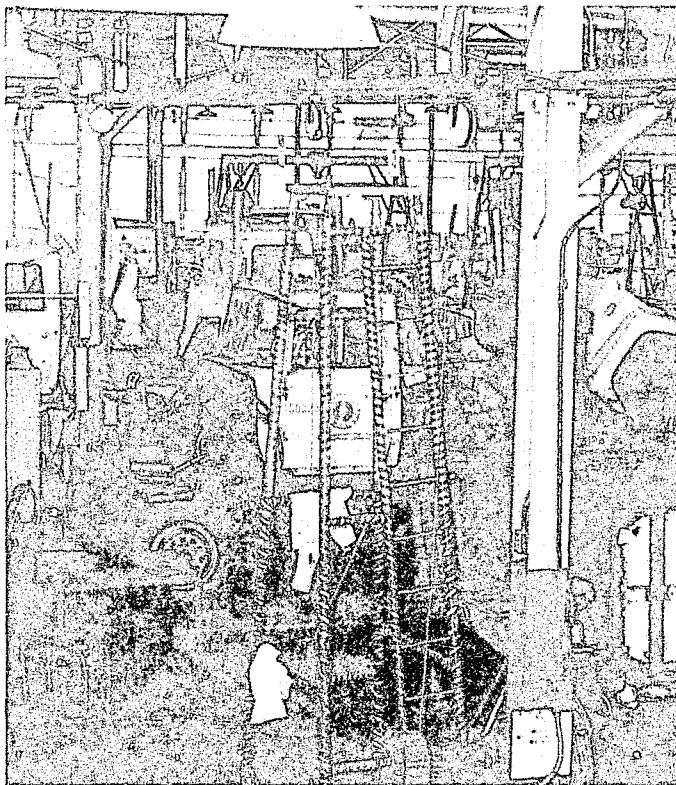


Part of truck fleet used to transport food and industry products located at the Wynne Unit.

The Industry Department manages TDC's **warehousing and trucking operations**. This comprehensive transportation network moves raw agricultural products from farms to the various factories and prison kitchens. It hauls finished industrial goods to prison units and schools, and foodstuffs are transferred from warehouses to the various units. The trucking operation utilized 75 trucks and 169 trailers to haul 15,503 loads over 3.3 million miles.

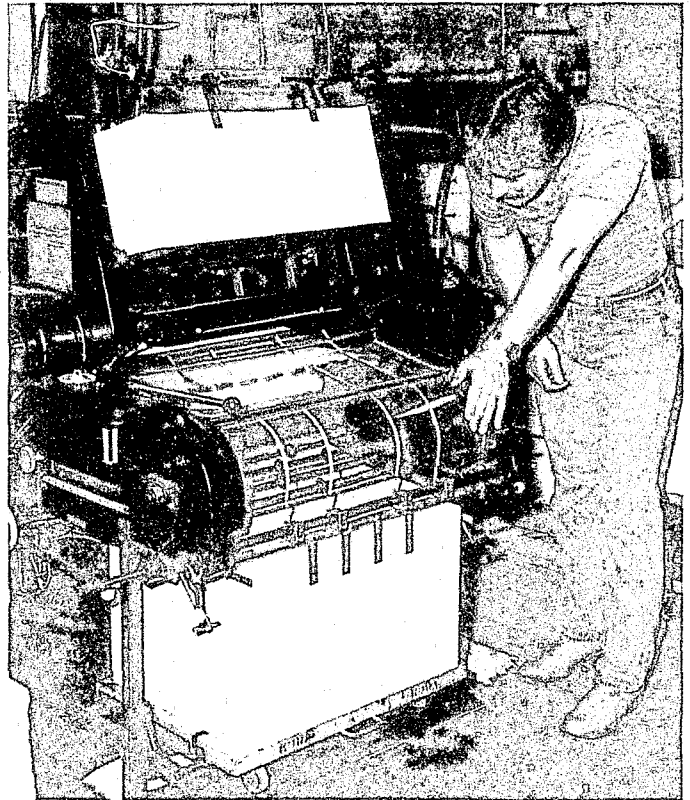
The warehousing operation is comprised of three major warehouses: the Huntsville Prison Store which services all the prison units and the administrative facilities; the Central Unit Sales Warehouse which services outside agencies; and the Huntsville Cloth Warehouse which services the garment factories.

The **Mechanical Shop**, at the Huntsville Unit, maintains TDC's vehicles, trailers, farm tractors, heavy equipment, electrical equipment and much of the industrial and agricultural machinery. A fully equipped machine shop is part of this operation. The repair shop is located at the Huntsville Unit, but repair crews travel to all units to do preventive maintenance and repairs to equipment that can be done on site.



Most of TDC's vehicles are repaired by the Mechanical Shop at the Huntsville Unit.

The **Print Shop**, at the Huntsville Unit, meets all the Department's printing and reproduction needs. Print Shop services include typesetting, layout, graphic design, process camera work, and plate making.



The majority of TDC's printing needs are handled by the Print Shop at the Huntsville Unit.

PURCHASING

Purchasing serves all divisions and departments of TDC by providing advice and / or assistance with the acquisition of equipment, supplies, and services throughout the entire system.

New positions were budgeted for FY-84 to provide additional support to TDC by making available more advice and assistance in the areas of emergency and spot purchases.

Table I

INDUSTRIAL SALES REPORT FOR OUTSIDE—DEPARTMENTAL—TOTAL SALES

Fiscal Year 1984

Facility	Sales To Outside Agencies	% Of Total Sales	Products Used Within The Department	% Of Total Sales
Central Soap	\$ 2,097,554.86	9.11%	\$ 781,568.55	5.43%
Coffield Records Conversion Facility	1,686,152.28	7.32%	-0-	.00%
Coffield Metal Fabrication	213,860.23	.93%	1,313,093.41	9.12%
Coffield Dump Bed	585,560.16	2.54%	55,612.33	.39%
Darrington Tire Recapping	340,895.61	1.48%	34,192.60	.24%
Eastham Garment	640,147.66	2.78%	4,144,040.94	28.79%
Ellis Shoe	47,024.45	.20%	1,710,924.30	11.89%
Ellis Dental Laboratory	9,126.00	.04%	184,237.00	1.28%
Ellis Woodworking	1,118,752.93	4.86%	436,019.64	3.03%
Ellis Bus Repair Facility	1,474,108.98	6.40%	23,558.27	.16%
Ferguson Mop & Broom	473,691.87	2.06%	39,044.50	.27%
Huntsville Textile Mill	-0-	.00%	2,226,395.61	15.47%
Ramsey I Furniture Refinishing	1,413,525.48	6.14%	120,239.85	.84%
Wynne Box	272,582.43	1.18%	371,518.32	2.58%
Wynne Coffee	-0-	.00%	537,475.50	3.73%
Wynne Plastic Sign	91,516.72	.40%	50,296.70	.35%
Wynne Mattress	369,951.82	1.61%	259,367.65	1.80%
Wynne Records Conversion	1,566,747.96	6.80%	-0-	.00%
Wynne License Plate Plant	5,294,731.03	23.00%	229.01	.00%
Wynne Validation Sticker Plant	1,327,547.28	5.77%	74,608.64	.52%
Beto I Metal Traffic Sign	3,000,383.02	13.03%	99.20	.00%
Gatesville Garment	367,257.68	1.60%	358,044.03	2.49%
Beto I Records Conversion	519,086.83	2.25%	0.00	0.00%
Hilltop Garment	92,251.40	.40%	947,818.32	6.58%
Pack II Stainless Steel	21,363.00	0.09%	726,921.28	5.05%
TOTALS	\$23,023,819.68	100.00%	\$14,395,305.65	100.00%

Total Sales	% Sales
\$ 2,879,123.41	7.69%
1,686,152.28	4.51%
1,526,953.64	4.08%
641,172.49	1.71%
375,088.21	1.00%
4,784,188.60	12.79%
1,757,948.75	4.70%
193,363.00	.52%
1,554,772.57	4.16%
1,497,667.25	4.00%
512,736.37	1.37%
2,226,395.61	5.95%
1,533,765.33	4.10%
664,100.75	1.72%
537,475.50	1.44%
141,813.42	0.38%
629,319.47	1.68%
1,566,747.96	4.19%
5,294,960.04	14.15%
1,402,155.92	3.75%
3,000,482.22	8.02%
725,301.71	1.94%
519,086.83	1.39%
1,040,069.72	2.78%
748,284.28	2.00%
\$37,419,125.33	100.00%

EDUCATIONAL AND RECREATIONAL FUND

BALANCE SHEET

AUGUST 31, 1984

ASSETS

CURRENTS ASSETS

CASH

Cash—American Bank	41,787.11	
Certificates of Deposit	5,200,000.00	
Stock Certificates	10.00	
Petty Cash	7,725.00	5,249,522.11

RECEIVABLES

Accounts Receivable	112,156.73	
Interest Receivable	112,367.57	
Accounts Receivable Commissary	3,127.61	
Accounts Receivable WSD	450,591.49	
Inmate Loan Fund	534.22	678,777.62

INVENTORIES

Inventory—Warehouse	1,044,032.00		
Inventory—Commissaries	925,459.03		
Inventory—Rodeo	9,885.85		
Inventory—Rodeo Equipment	734.01		
Inventory—Cig. Stamps	100,625.20		
Inventory—Vending Machines	13,511.08		
Inventory—Vocational Supplies	386,146.81		
Deposit on Drums	65.00	2,480,458.98	8,408,758.71

Asset
Value

Depreciation
Reserve

Net
Value

FIXED ASSETS

Land	282,658.18	0.00	282,658.18	
Buildings	1,282,183.84	785,433.65CR	496,750.19	
Vocational Equipment	282,438.77	252,679.28CR	29,759.49	
Musical Instruments	132,862.80	110,510.02CR	22,352.78	
Television, Radio & Photo Equip.	381,812.64	253,166.79CR	128,645.85	
Autos & Trucks	118,182.98	45,714.76CR	72,468.22	
Furniture & Fixtures	244,552.75	167,054.55CR	77,498.20	
Motion Picture Equipment	216,892.87	154,757.38CR	62,135.49	
Improvements	44,401.11	21,139.04CR	23,262.07	
Barber Equipment	28,199.74	11,831.71CR	16,368.03	
Commissary & Rodeo Equipment	407,076.87	174,193.08CR	232,883.79	
	3,421,262.55	1,976,480.26CR	1,444,782.29	1,444,782.29

PREPAID EXPENSES

Prepaid Insurance	281.65			
Prepaid Machine Rental	123.00			
Prepaid Machine Repair	3,867.68			
Prepaid Postage Expense	3,296.46			7,568.79

TOTAL ASSETS

9,861,109.79

LIABILITIES AND SURPLUS

CURRENT LIABILITIES

Accounts Payable Trade	107,791.07CR			
State Sales Tax Payable	261.75CR			
Def. Credit Rodeo Income	20,868.50CR			
Tobacco Tax Payable	18,737.08CR			
City Sales Tax Payable	14.89CR			
Jester Multi-Purpose Building	34,999.50CR			
Scholarship Donation	500.00CR			
Leave Entitlement	206,364.20CR	389,536.99CR		389,536.99CR

SURPLUS

SURPLUS	8,263,739.55CR			
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PROFIT OR LOSS FROM OPERATIONS

Craft Shop	12,091.09CR			
Inmate Trust Fund	34,189.08			
Wynne Dog Project	4,110.74CR			
Texas Prison Rodeo	200,511.51CR			
General Operations	304,369.30			
Commissary Operations	1,329,678.29CR	1,207,833.25CR		9,471,572.80CR

TOTAL LIABILITIES AND SURPLUS

9,861,109.79CR

TEXAS DEPARTMENT OF CORECTIONS

BALANCE SHEET

AUGUST 31, 1984

FINAL

ASSETS

CURRENT

CASH

On Hand—Petty Cash	125.00	
In Bank—Revolving Fund	260,000.00	
Expense Fund	2,375.00	
State Sales Tax		262,500.00

INMATE TRUST FUND

In Banks	35,318.43	
Invested	1,300,000.00	1,335,318.43

FUNDS IN STATE TREASURY

Appropriations—General Revenue	132,752,897.95	
Industrial Revolving Fund 156	888,352.08	
Mineral Lease Fund—		
Unappropriated	5,277,953.81	
Appropriated	2,591,990.46	7,869,944.27
Employees Bond Fund 901	268.75	141,511,463.05

ACCOUNTS RECEIVABLE

Trade		5,082,814.94
InterDepartmental		-0-

DEPOSITS ON CONTAINERS

7,540.00

INVENTORIES—ALL UNITS

62,870,628.22 211,070,264.64

FIXED ASSETS

	Asset Value	Depreciation Reserve	Net Book Value
Land	22,136,227.72		22,136,227.72
Buildings	159,377,881.83	39,601,529.08CR	119,776,352.75
Improvements	31,186,988.58	4,977,055.93CR	26,209,932.65
Roads and Bridges	2,261,647.33	1,022,640.71CR	1,239,006.62
Machinery and Equipment	39,241,033.16	18,546,664.01CR	20,694,369.15
Automobiles and Trucks	16,184,514.81	11,013,702.85CR	5,170,811.96
Furniture and Fixtures	19,001,403.73	7,656,767.22CR	11,344,636.51
Heavy Equipment	18,641,335.72	9,397,003.86CR	9,244,331.86
Radios and Equipment	4,729,681.73	1,446,656.33CR	3,283,025.40
Firearms	782,241.41	407,445.59CR	374,795.82
Fixed Asset Clearing			
	313,542,956.02	94,069,465.58CR	219,473,490.44
CONSTRUCTION IN PROGRESS ...			180,915,511.36
PREPAID EXPENSES			169,260.00
TOTAL ASSETS			611,628,526.44

TEXAS DEPARTMENT OF CORECTIONS
BALANCE SHEET
AUGUST 31, 1984
FINAL

LIABILITIES

CURRENT

CONTRA TO LOCAL FUNDS

Petty Cash	125.00	
Revolving Fund	260,000.00	
Expense Fund	<u>2,375.00</u>	262,500.00

CONTRA TO INMATE TRUST FUND

Inmate Funds	1,208,291.37	
Escheat Funds	56,234.74	
Scrip Funds		
Unclaimed Scrip Funds	12,085.31	
Commissaries	<u>58,707.01</u>	1,335,318.43

CONTRA TREASURY FUNDS

Appropriations—General Revenue	132,752,897.95	
Industrial Revolving Fund 156	888,352.08	
Mineral Lease Fund 272	7,869,944.27	
Employee Bond Fund 901	<u>268.75</u>	141,511,463.05

ACCOUNTS PAYABLE

Trade	3,431,436.50	
Inter-Fund	182,841.29	
State Sales Tax		<u>3,614,277.79</u>

TOTAL LIABILITIES 146,723,559.27

SURPLUS

SURPLUS—AUGUST 31, 1983	407,802,746.73	
Fund Expenditures	313,478,373.60	
Less: Fund Receipts	31,815,864.87DB	
Property Transfers	14,204.53DB	
Fund Transfers	<u>7,454,211DB</u>	31,837,523.61DB 281,640,849.99
Add: Government Grants	-0-	
Government Commodities	5,577,308.42	
Transfer of Local Funds	24,500.00	
Property Transfers	<u>3,533.56</u>	695,048,938.70
Less: Operating Deficit		<u>230,143,971.53DB</u>
TOTAL SURPLUS		<u>464,904,967.17</u>

TOTAL LIABILITIES AND SURPLUS 611,628,526.44

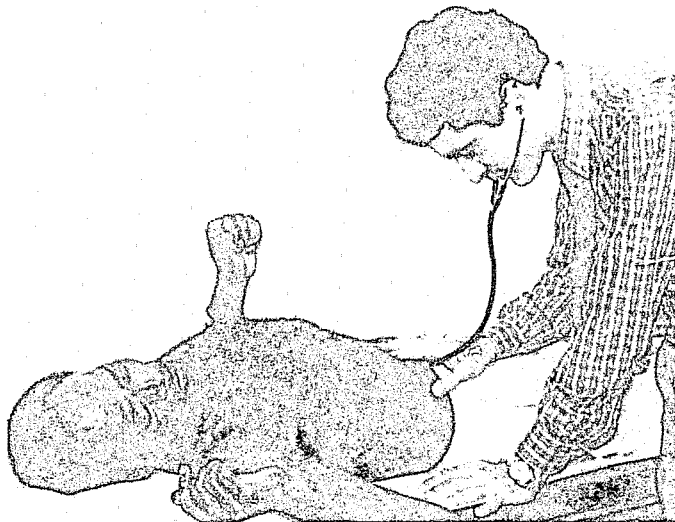
HEALTH SERVICES DIVISION

Medical Services • Dental Services • Psychiatric Services

The TDC is fully committed to providing comprehensive health care for each inmate that includes a broad scope of medical, dental, and psychiatric care. The Health Services Division made vigorous progress during the year toward the goal of compliance with the American Medical Association's Standards for Health Services in Prisons. Substantial improvement was made in the quality of related services provided by nurses, dietitians, pharmacists, therapists, and in related areas of quality assurance, transportation, staff development, laboratory, and radiology services. Marked progress was seen in the recruitment and the hiring of qualified health care professionals. During FY-84 Health Services hired 643 new staff members. Data Processing is presently designing a pharmaceutical system that will further enhance medical care for inmates by providing a complete and current record of medication listings for use by health services personnel.

MEDICAL SERVICES

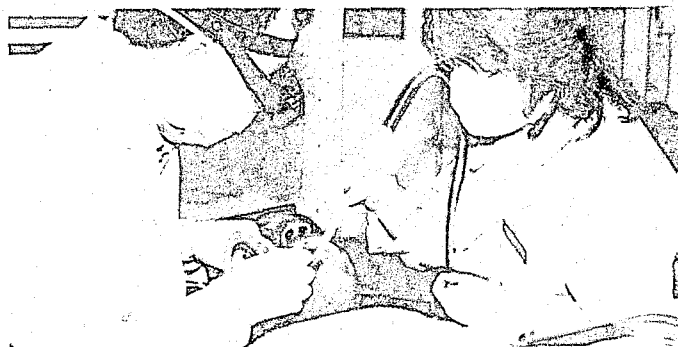
The management of a total health care plan is a specialized and complex undertaking requiring efficient systemwide operation. Each of the TDC units operates an ambulatory clinic that offers both preventive and curative services such as immunizations, diagnosis and treatment of simple illnesses and minor injuries, medications administration, eyeglass fittings, EKG's, basic laboratory procedures, and basic radiology services. Those inmates requiring specialty services, or infirmity in-patient services, are referred to the nearest facility offering the necessary care. There are six units providing limited specialty outpatient services such as therapeutic diets, physical medicine services, and respiratory therapy services. They also provide inpatient health care services staffed round-the-clock by licensed nursing personnel. Each geographic region has a Regional Medical Facility that provides moderate consultative specialty outpatient services combined with infirmity services. Some of the specialty clinics that may be provided at a Regional Medical Facility are: dermatology, urology, internal medicine, ophthalmology, orthopedics, general surgery, and obstetrics and gynecology. The development and implementation of a computerized referral system has greatly enhanced the efficiency of the out-patient clinics at the facilities providing consultative services. Any inmate requiring services only offered in an acute care hospital is transported to either the nearest community hospital or the TDC Hospital in Galveston.



Patient care at the Huntsville Unit Infirmary.

DENTAL SERVICES

Basic dental care is available to all inmates at each TDC unit. The care is provided by general practice dentists, dental hygienists, and other qualified ancillary personnel. The services provided at each unit are on a priority need basis and include emergency, preventive, restoration (fillings), exodontics, limited periodontics, limited endodontics, and removable prosthodontics. Out-patient oral surgery services are provided by oral surgeons at regional specialty clinics; whereas inpatient services are provided by the TDC Hospital in Galveston. A large dental services prosthetic laboratory fabricates appliances to meet all TDC needs and also provides prosthetic services for other state agencies.



Complete dental care is provided to each inmate.

PSYCHIATRIC SERVICES

Psychiatric services are available for each inmate manifesting the signs and symptoms of mental illness and or mental retardation. Psychiatrically ill patients have access to a full range of services including outpatient care, chronic care, intermediate care and acute care. Psychiatrically ill patients are provided intermediate care and acute care services at the Ellis II Unit for males and the Mountain View Unit for females. In addition, mentally retarded inmates are provided chronic care services at the Beto I Unit for men and the Gatesville Unit for women. A broad range of qualified professionals including psychiatrists, psychologists, case workers and nurses provide this care in a manner consistent with contemporary standards of medical practice. Using professionally accepted standards for therapeutic modalities, these professionals administer chemotherapy, psychotherapy, psychological testing, recreational therapy, occupational therapy, educational therapy, and music therapy.



Ellis II psychiatric treatment team meets with an inmate.

OPERATIONS DIVISION

EDUCATION • SECURITY AND TRAINING • TREATMENT AND CLASSIFICATION UNITS

The Operations Division provides inmates with programs designed to facilitate rehabilitation, and for the coordination of security within all of TDC's units. To accomplish this mission, the Deputy Director for Operations is responsible for Education, Security and Training, Treatment and Classification, and all TDC Units.

EDUCATION

Quality academic, vocational, recreational and educational programs are provided to the inmates in TDC through the Education Department. Eligible inmates participate in programs ranging from basic literacy training to baccalaureate degree programs offered through the Windham School System and the Continuing Education Program.

Windham Academic Program

The Windham School System offers the opportunity of academic class attendance to those TDC inmates not possessing a high school diploma. The core curriculum is a basic academic program consisting of instruction in communications, mathematics, science, and social science.

In addition to the standard basic academic offerings, programs of instruction available on some units include special education, physical education, state approved bilingual education, state approved English as a Second Language (ESL), Chapter I supplementary instruction, music, art, and pre-release.



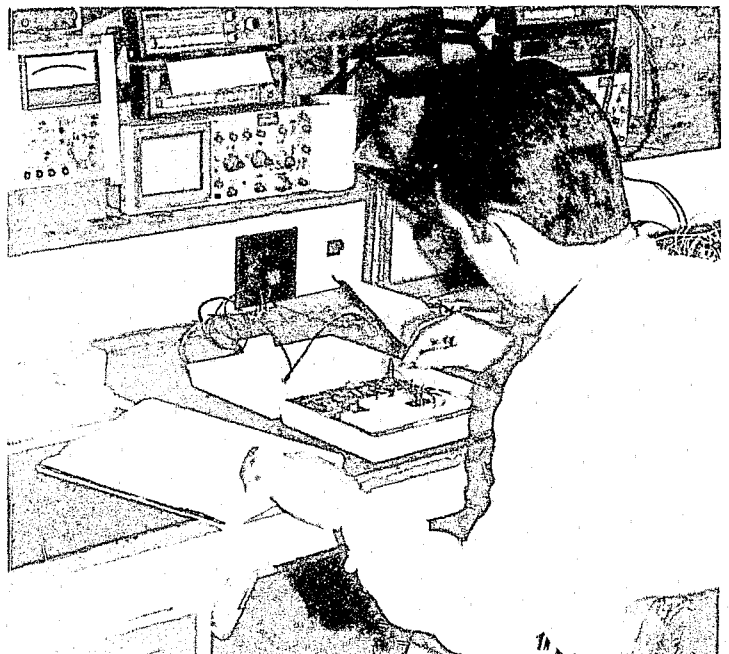
Inmates participating in art classes.

Students are placed in the instructional process based on diagnostic information. Progress through the identified essential objectives of instruction is continuous and unrelated to time spent in school. Mastery of specified objectives rather than grade points is the standard of success. This basic academic program prepares the student to earn a General Education Development (GED) certificate which is the equivalent of a high school diploma.



Special Education mobility training for the blind.

Alternative routes to a high school diploma are the Competency-Based High School Diploma (CBHSD) Programs or the traditional earned credits (Carnegie Units) program. The (CBHSD) focuses instruction on a standardized adult coping skills curriculum developed jointly by the University of Texas Education Agency and the Texas Education Agency. Mastery of the specified objectives and demonstration of a marketable vocational skill are required for completion. The Carnegie credits program is similar to the traditional high school program wherein a student amasses credits toward graduation. A high school diploma is the expected end product. The curriculum is based on standardized course outlines that are purchased commercially or prepared by staff. The curriculum parallels the instructional program of the Texas high schools.



Electronics is one of the college level vocational courses

Windham Vocational Program

The Windham Vocational Program provides training in 36 different vocational trade areas. The curriculum is competency-based and leads to either a certificate of participation or a certificate of achievement specifying mastery. Students completing the program have a marketable skill for use in prison industry as well as the "free world". During the school year of 1983-84, the three teaching methods:



Offset printing is a major part of the Graphic Arts Curriculum.

Coordinated Vocational Academic Education (CVAE), Industrial Cooperative Training (ICT) and Pre-employment laboratory techniques were utilized to provide instruction and guided work experience to over 5,600 inmates.

Windham School Accounting

The Windham School Accounting Department works closely with the State Funds and Local Funds departments in managing the fiscal affairs of the Windham School System. This department is responsible for the school system's business operations and for all monies appropriated to Windham by the Texas Education Agency.

Continuing Education Program

The Continuing Education Program works in cooperation with various two and four year institutions of higher learning to provide academic and vocational post secondary educational opportunities to inmates in TDC. Qualified inmates may work toward six types of associate degrees and/or four types of baccalaureate degrees.



Powerlifting competition between units.

In addition to two and four year academic college programs, the Continuing Education Program conducts college level vocational classes on most TDC units using instructors from various junior colleges. These classes are six months in length. A certificate of completion and approximately twenty semester hours of college credit are earned upon satisfactory completion of a vocational course.

Continuing Education also offers educational opportunities in twenty-seven craft areas through the Apprenticeship Program. All crafts have standards of work processes registered with the Bureau of Apprenticeship and Training, and the United States Department of Labor. All crafts require 2,000 to 8,000 hours of work experience and 144 to 600 hours of classroom or laboratory related training in the craft.

In addition to the organized physical education classes offered by Windham Schools, the Continuing Education Program offers inmates a variety of recreational activities. Choices include physical education classes, intermural and intramural athletics, dayroom activities and movies, and open gymnasium and yard time. Intermural athletics include basketball, softball, powerlifting, and volleyball. Day room activities such as dominoes, chess, checkers, Scrabble, and Tri-ominoes are available in all prison unit cellblocks and dormitories. Weekly movies are shown on day room television systems, using video cassette recorders.

The Continuing Education Program coordinates the sale of inmate produced arts and crafts to the "free world" through the Inmate Craft Shop. Craft items are priced by the inmate artisan and proceeds from sale of objects are deposited in the inmate's trust fund account.

WINDHAM SCHOOL SYSTEM

1983-84 School Year

Average Academic monthly enrollment	15,330
Inmates receiving high school or equivalency diplomas	2,896
Average vocational monthly enrollment*	1,874
Inmates receiving vocational certificates**	1,321
*This figure is based upon attendance figures, per WSD.	
**This figure is for those inmates receiving Certification of Achievement, per WSD.	

CONTINUING EDUCATION

1983-84 School Year

Jr. College Academic enrollment (3 semesters)	10,605
Inmates receiving associate degrees	321
Sr. College Academic enrollment (3 semesters)	1,106
Inmates receiving baccalaureate degrees	28
Jr. College Vocational program enrollment (2 semesters)	1,435
Inmates receiving vocational certificates	959
Apprenticeship Registration	1,230
Related Training enrollment (3 semesters)	1,029
Inmates receiving Journeyman Certificates	103
Texas A & M University Extension Program enrollment	328
Inmates completing Texas A & M University Extension Program	244

WINDHAM SCHOOL SYSTEM BALANCE SHEET AS OF AUGUST 31, 1984

ASSETS

CURRENT:		
CASH IN BANK	238,598.61	
Investments		
Certificates of Deposit	1,400,000.00	
Accounts Receivable	23,216.76	
Inventories		
School Supplies	272,345.85	
Prepaid Expenses	6,053.63	
Total Current Assets		2,040,214.85
FIXED:		
Fixed Assets at Cost	2,358,169.91	
Less Depreciation Reserve	(798,426.01)	
Net Fixed Assets		1,559,743.90
Total Assets		<u>3,599,958.75</u>

LIABILITIES AND FUND EQUITY

CURRENT LIABILITIES:		
Accounts Payable		
Trade	77,050.18	
Intrafund	1,336.59	
Interfund	8,259.60	
Deferred Revenue	63,510.00	
Total Current Liabilities		150,156.37
FUND EQUITY:		
Equity as of August		
31, 1984	3,103,400.31	
Adjustment to Equity	346,402.07	
Fund Equity as of		
August 31, 1983		3,499,802.38
Total Liabilities and Fund Equity		<u>3,599,958.75</u>

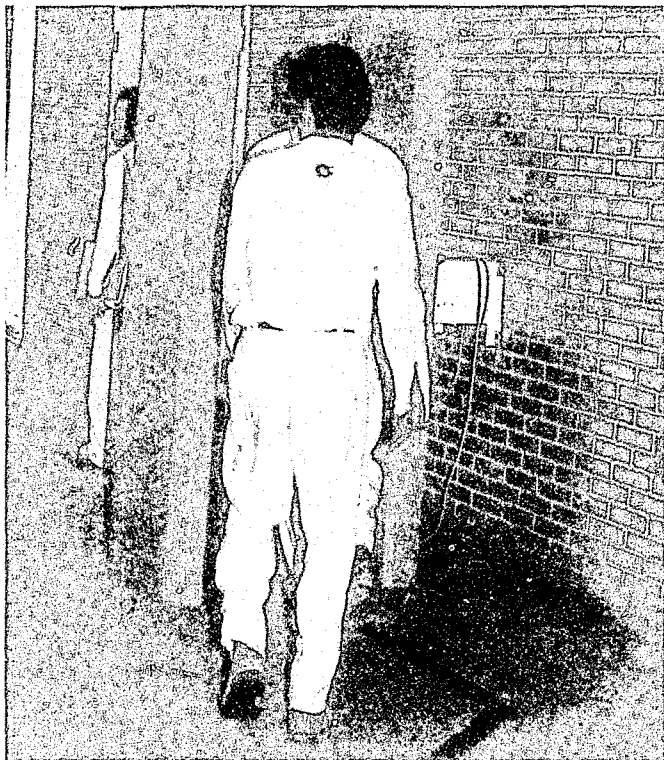


A hallway view through open security gates.

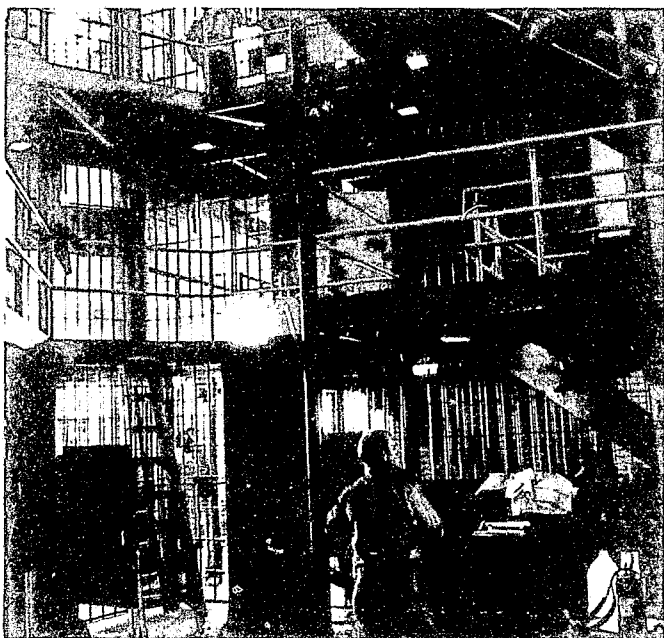
SECURITY AND TRAINING

Security

Security is provided for all inmates incarcerated within TDC's twenty-seven (27) units. Security personnel within each unit compound control movement and observe inmates in such areas as living quarters, dining halls, work areas, educational and recreational facilities, medical facilities, shower rooms, and man specific security control stations within each building. Security personnel outside the compound are responsible for the custody of all inmates assigned to various work forces such as agriculture and maintenance. Also, security personnel are responsible for manning security towers, and radio and guard stations.



Inmates passing through a metal detector.



Inside view of a cellblock control picket.

Training

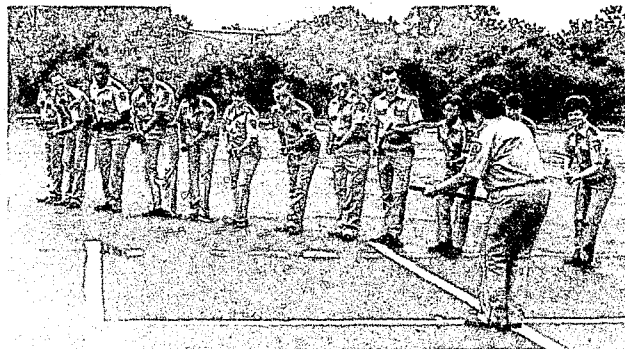
The Training Department provides pre-service training for all new employees and conducts in-service training for existing security employees. Additionally, the department provides firearms instruction and video operations in support of the training effort.

Newly hired employees who will have direct supervision over inmates must attend TDC's Pre-Service Training Academy. Pre-service training is a two-phase, 200-hour extensive training program. Phase I of this program consists of 120 hours of instruction conducted at

the Huntsville Training Academy and at the Ellis I Training Academy. Phase II consists of 80 hours of on-the-job training at the trainee's unit of assignment. Of the 2,972 entered the Training Academy in FY-84, 2,667 completed the classroom phase of the program. Approximately 10 per cent were released due to unsatisfactory performance. In June of 1984, the academy was expanded to cover three weeks. Added to the curriculum was physical training and non-violent crisis intervention. The physical training program is based on mild exercise designed to improve the physical conditioning of the trainee and to encourage continuation of the program after graduation from the academy. Crisis intervention deals with that small segment of time when one person may intervene with another person and address behavior that may deteriorate to a more violent or disruptive level.

The TDC also emphasizes practical, need-oriented training in an on-going In-Service Training Program. Management training programs are offered to personnel at all supervisory levels, including pre-supervisor, supervisor, and the Governor's Management Development Program through coordination with the In-Service Training Department.

The Firearms Branch handles all Pre-Service and In-Service Firearms and Chemical Agents Training for TDC. In FY-84 this branch provided training for approximately 5,000 employees. Firearms and equipment training is an annual requirement for all employees drawing Hazardous Duty Pay. The Firearms Branch maintains three



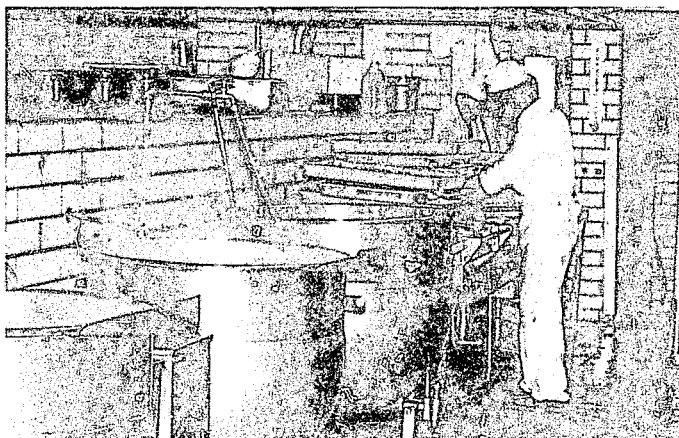
Trainees being instructed in riot control formations.

ranges located at Ramsey, Ellis I, and Coffield. All three ranges provide support services to the units within their geographical locations as well as reloading operations. Each year 2 million rounds of 38 caliber ammunition, and 750,000 thousand rounds of shotgun ammunition are reloaded by range personnel for departmental use in training. This branch also conducts an Advanced Firearms and Chemical Agents Class for Instructors.

The Academy Video Branch provides support services by producing training films and visual aids, and is also responsible for the production of a series of training tapes for all units in TDC. The Video Branch conducts training for unit personnel in the use of video equipment used in the documentation of use of force incidents.

Communication

The radio communications system is primarily operated for the security of TDC. In addition to efficiently coordinating routine daily activities which are essential to the operation of the Department, communications with other law enforcement agencies is also accomplished by utilizing common allocated frequencies. Base to base, base to mobile, and mobile to mobile communications are provided. A centrally located repair facility provides for the repair and installation of the radio communications equipment. Radio equipment must be replaced on a scheduled basis in order to maintain the level of communications necessary to avoid jeopardizing the security of TDC.



Food Services preparation area.

Food Service

Food services are provided on the unit level to inmates and employees. These services include three wholesome well balanced meals a day. Special dietary needs are met upon requests from medical personnel.

Inmates are trained in all phases of Food Service under the supervision of experienced Food Service Staff. The Food Service Central Office staff is responsible for the purchasing, storage and distribution of all food and equipment obtained outside of TDC. The department works with the Agriculture Department's packing plant, edible crops, canning plant and dairies to implement the master menu.

Photography and Identification

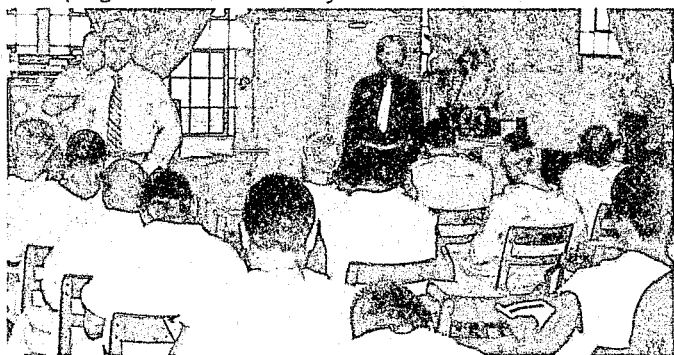
The Photography and Identification Department is responsible for photographing all inmates upon arrival at the Diagnostic Unit and at the Gatesville Reception Center. All incoming inmates have to be fingerprinted, photographed, and all marks and scars recorded. The Diagnostic Unit Photo & I.D. Department processes and photographs over 1,400 male inmates a month, and the Gatesville Reception Center processes approximately 120 female inmates a month.

The central location for the photography and identification department is located at the Walls Unit in Huntsville. Besides ordering an inventory of all chemicals, photographic paper, film, camera equipment, and other various supplies this department is responsible for all employee photographs and I.D. cards.

In addition this department is responsible for all required administrative photography work which includes copy work, slides, publication photos, portraits, and any pictures that the other departments within the system need for reports, documentation, or publication.

TREATMENT AND CLASSIFICATION

The Treatment and Classification Department is responsible for inmate reception and diagnostic activities, the maintenance of inmate records, and for the management of selected inmate treatment programs, services and systems.



Inmate testing at the Diagnostic Center.

Diagnostic

The primary objective of the Diagnostic Center and Gatesville

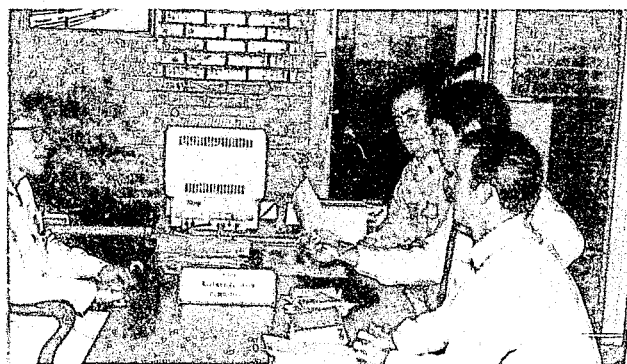
Reception Center is to receive and process adult felons using various medical, psychological and educational tests. This information combined with the thorough background and criminal history investigation is the basis for evaluation and classification.

This process allows TDC to successfully intergrate newly convicted felons, returned bench warrants, returned shock probation violators, and parole violators to the general population.

In addition, the Diagnostic Unit is responsible for the transfer of inmates from the county jails to Diagnostic and from Diagnostic to the various TDC units.

Psychological Diagnostic and Evaluation Process

The Psychological Diagnostic and Evaluation Process is charged with the responsibility of identifying those newly arrived TDC inmates who are in need of special attention from a psychological perspective. This need may arise from one or more of the following factors: a history of substance abuse, a history of psychiatric treatment or a potential for violence against other inmates or staff. The Psychological Diagnostic and Evaluation Process meets its responsibility for identifying the special needs of inmates by carrying out series of behavioral observations, psychological and psychometric tests, and clinical interviews.



Unit Reclassification Committee at the Ellis I Unit.

Classification

The classification process is used to ensure proper assignment of an inmate to the unit which best affords him the opportunity for rehabilitation. Extensive efforts have also been expended in the design and implementation of a Unit Classification and Review (UCR) system. This application will aid in the classification and housing of inmates. As an aid in this process, records are obtained and prepared by Classification on all newly received inmates. These records include:

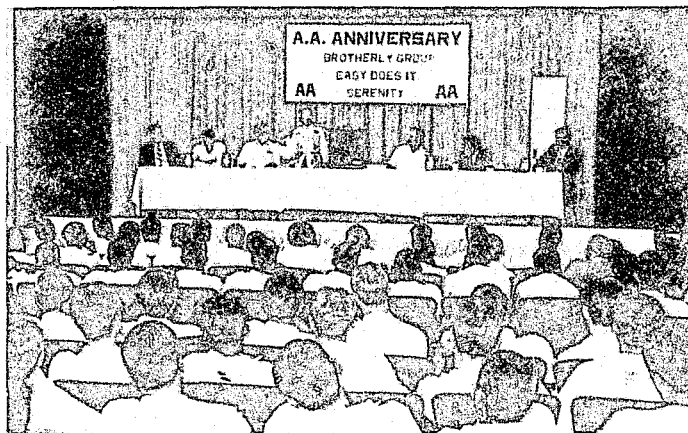
- ☐ Photographs and finger prints for proper identification;
- ☐ Disciplinary records for proper documentation and unit reassignment to maintain the security of the unit;
- ☐ Updated release dates as affected by trusty status, good time, disciplinary reports and detainers;
- ☐ Trusty time awarded by unit recommendation or by interviews with the State Classification Committee;
- ☐ Court orders which affect TDC good time;
- ☐ Furlough requests that are approved or denied;
- ☐ Visiting list updates as requested by the inmate;
- ☐ Pen Packets consisting of records sent to District Attorneys' Offices or to the Attorney General's Office.

Information gathered by Classification is provided to the Board of Pardons and Paroles to be used in the parole process.

A new Inmate Classification Plan, which was developed in response to the mandates outlined in the Ruiz vs. Procnier decision, is based upon the appropriate classification of inmates in light of custody, housing, work and treatment consideration.

Inmate Grievances

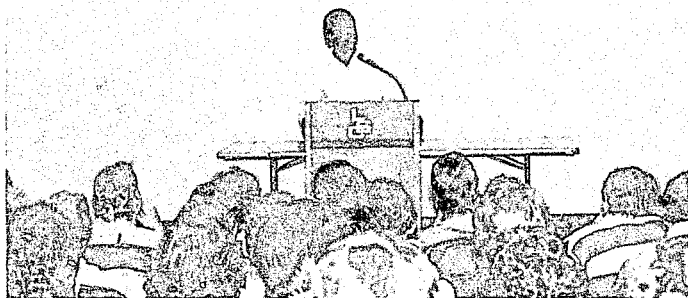
Inmate Grievances was established to review formal complaints filed by inmates in the area of discipline matters, medical treatment, classification, loss of property and general institutional operations. This procedure will also provide a vehicle for internal unit solutions at the level having most direct contact with the inmate as well as providing a means of management review of unit decisions.



2nd A.A. Anniversary at the Hilltop Unit.

Alcoholism / Drug Program

The overall goal of the Alcoholism / Drug Program is to encourage / facilitate the client to reject previous negative behaviors and attitudes, develop more mature behavior and more satisfying and realistic value systems; thus creating a greater sense of personal worth within the individual and concurrently reducing or eliminating alcohol / drug dependency. The program is designed to motivate participants toward alternative response styles to alcohol / drug abuse, and emphasizes performance of stated behavioral objectives. The counselors, on their respective units, administer the program essentially through facilitation of Alcoholics Anonymous (AA) activities, therapeutic group counseling sessions, special group counseling sessions oriented to the DWI offender, alcohol / drug education groups, individual counselings, pre-release programs and orientations. The number of inmate clients enrolled / participating daily in the various program elements averages 11,000.



Community Education - drug and alcohol abuse.

Community Education Program

The TDC continued efforts during FY-84 to actively combat the spread of drug abuse through its crime prevention program "Community Education." Volunteer inmates comprise a panel to demonstrate the consequences of poor decision making which can lead to drug and alcohol abuse, criminal activity, and incarceration. The inmates, and accompanying department staff, have traveled the state since 1970 telling the story of drug misuse to junior and senior high school assemblies, college campuses, civic and service organizations and church groups.

Through the program, inmates speak directly to the public with a message of warning—"Choose your friends and your lifestyle carefully; involvement with drugs and alcohol can be the beginning of a life of crime. Drugs are against the law and you can go to prison for it. We did." In this way the inmates present themselves as negative examples not to be followed. They hope that others can learn from their mistakes.

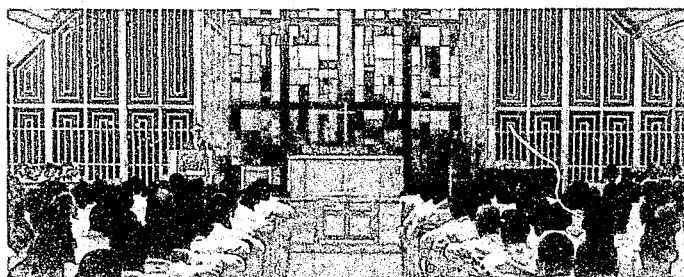
The volunteer panelists are first offenders between the ages of 17 and 21. Each was convicted for violation of the dangerous drug and narcotic statutes of the Texas Penal Code or for a drug related offense.

During FY-84 the Community Education Program team traveled 54,392 miles and spoke to a combined audience of 145,589 persons.

Chaplaincy

The Chaplaincy Program is responsible for providing inmates with quality services designed to address inmates' spiritual needs. Also, to extend to committed offenders the greatest amount of freedom and opportunity for pursuing individual religious beliefs and practices as is consonant with the total mission of TDC.

The Chaplains are responsible for providing inmates with worship services, counseling, crisis intervention, religious materials and religious training. They are available to serve all committed offenders. Assistance is given to all offenders to deepen and expand their knowledge, understanding and commitment to the beliefs and principles of the religion of their choice. They shall assist the offender to resolve such personal conflicts as may exist relative to religious beliefs.



Inmate services in a unit chapel.

SUMMARY OF SERVICES RENDERED BY CHAPLAINCY DEPARTMENT FY-84

NUMBER OF SERVICES	8,685
INMATE ATTENDANCE	431,535
COUNSELING INTERVIEWS	150,156
DEATH MESSAGES DELIVERED	4,099
INMATE LETTERS WRITTEN	4,355
INMATE TELEPHONE CALLS	29,857

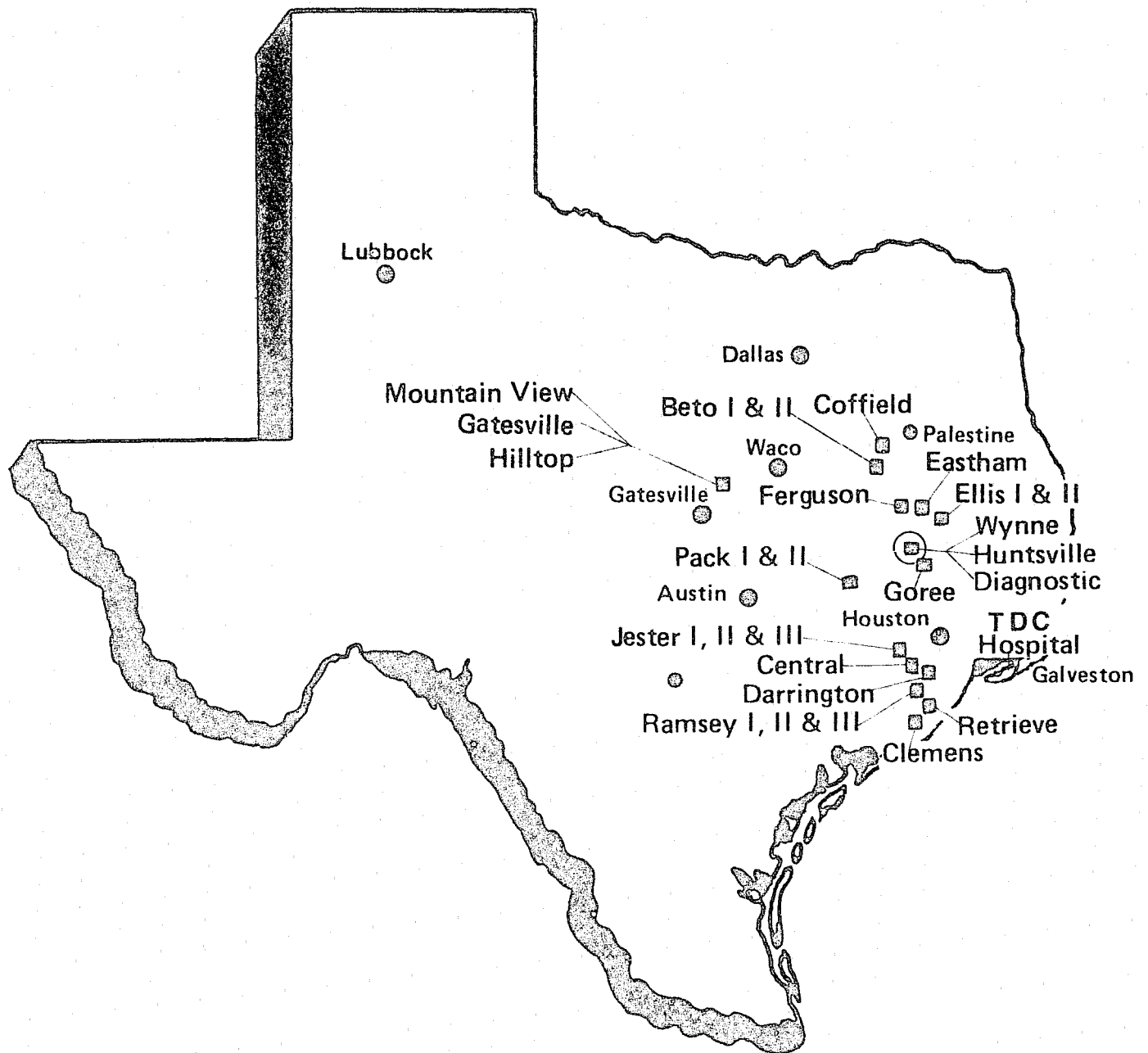
Social Services

Social Services provides para-professional counseling to all inmates while incarcerated in TDC and transitional assistance to those releasing inmates identified as Special Needs. Social Services staff are responsible for: (1) providing orientations to each inmate who is newly assigned to his respective unit, and reviewing each inmate's classification status and unit assignments on a regularly scheduled basis; (2) representing the inmate at unit classification hearings; (3) providing supportive counseling to the inmate in the areas of work assignments, treatment programming, adjustment problems, etc.; (4) assisting the special needs inmate in the development and implementation of a viable set of release plans; and (5) assisting in data collection on all newly received inmates via telephone interviews for the formulation of the Admission Summary, which is the primary informational document, used in making appropriate classification and treatment assignments.

Work Release

The Work Release Program allows community involvement through employment of inmates on "free-world" jobs. Inmates work in nearby communities and are returned to the institution at night. The work experience affords the opportunity to enhance vocational skills as well as allowing them to aid their dependant families, pay debts, and accumulate savings prior to release.

UNIT SYNOPSIS



UNITS

The Texas Department of Corrections houses its inmates in twenty-five all male units and two all female units. These twenty-seven units are spread geographically throughout the State of Texas. Due to the wide geographical disbursement of these units, and for purposes of better management and control, the units are divided into three regional areas designated as North, Central, and South. Three regional directors, under the supervision of the Deputy Director for Operations, oversee the units assigned to them.

Northern Region

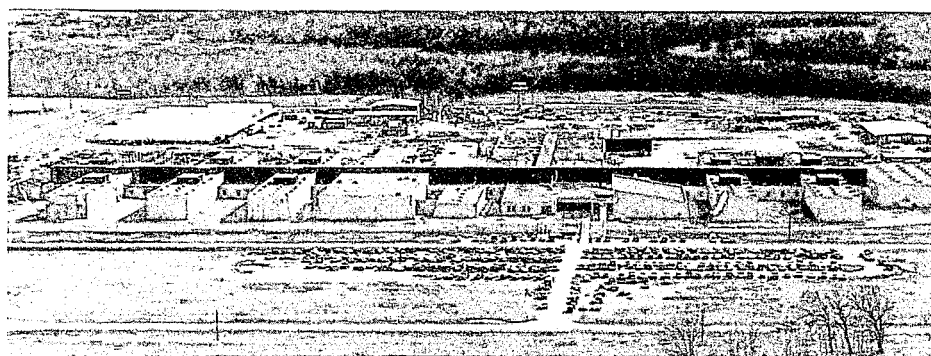
Units included in the Northern Region are: Beto I, Beto II, Coffield, Eastham, Ellis I, Ellis II, Ferguson, Gatesville, Hilltop and Mountain View.

Central Region

Units included in the Central Region are: Diagnostic, Goree, Huntsville, Pack I, Pack II and Wynne.

Southern Region

Units included in the Southern Region are: Central, Clemens, Darlington, Jester I, Jester II, Jester III, Ramsey I, Ramsey II, Ramsey III, Retrieve, and the TDC Hospital at Galveston.



Unit: Beto I. **Warden:** James A. Collins

Location: 6 miles S. of Tenn. Colony on FM 645 in Anderson County

Mailing Address: P.O. Box 128, Tennessee Colony, Texas 75861

Telephone: (214) 928-2217 **Inmate Population** (8-31-84): 2,531

Number of Employees: (8-31-84) 447 **Approximate Acreage:** 3,774

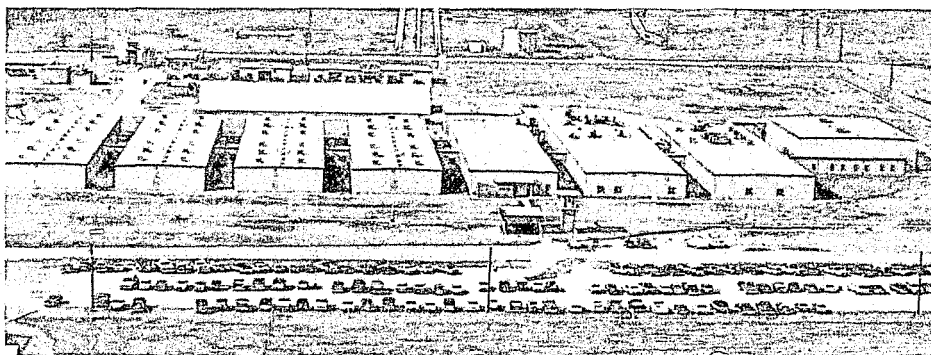
Agricultural Operations: livestock, field crops, rabbit production, hog feeder slab

Industrial Operations: Highway Sign Factory

Special Operations: Mentally Retarded Offender Program for males

Construction Operations: Ongoing master construction project, Concrete Products Plant.

Unit Capacity: (8-31-84): 3,168



Unit: Beto II. **Warden:** Richard Fortenberry

Location: 10 miles W. of Palestine on FM 645 in Anderson County

Mailing Address: Rt. 2 Box 250, Palestine, Texas 75801

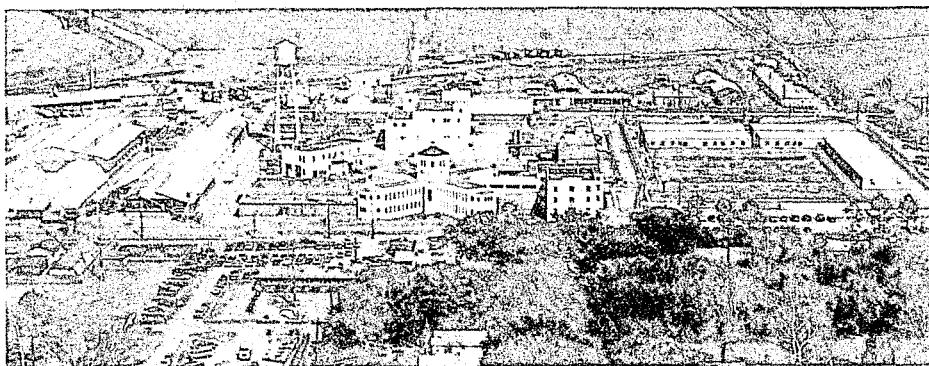
Telephone: (214) 723-5074 **Inmate Population** (8-31-84): 1,023

Number of Employees: (8-31-84) 203 **Approximate Acreage:** 1,866

Agricultural Operations: fence building, hot house, dog kennels

Industrial Operations: Records Conversion Facility, Bus Repair Facility

Unit Capacity: (8-31-84): 1,056



Unit: Central, **Warden:** Howard Mitchell

Location: 2 miles S. of Sugarland on Hwy. 90A in Fort Bend County

Mailing Address: One Circle Drive, Sugar Land, Texas 77478

Telephone: (713) 491-2146 **Inmate Population** (8-31-84): 897

Number of Employees: (8-31-84) 240 **Approximate Acreage:** 4,459

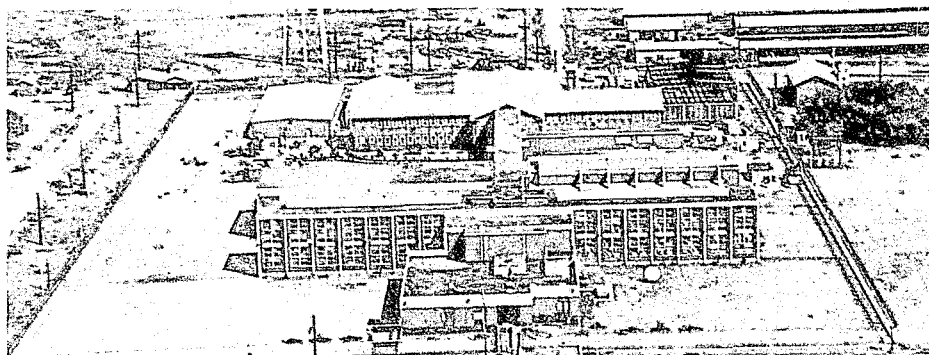
Agricultural Operations: field crops, edible crops, livestock, Central Agricultural Commissary, Central Agricultural Administrative Offices, canning plant, veterinary clinic, combine operations

Industrial Operations: Soap and Detergent Factory, Transportation Warehouse

Special Operations: Central Industrial Distribution Warehouse

Construction Operations: Headquarters for Southern Area construction activities

Unit Capacity: (8-31-84): 933



Unit: Clemens, **Warden:** David Moya

Location: 5 miles S. of Brazoria on Hwy. 36 in Brazoria County

Mailing Address: Rt. 1, Box 1077, Brazoria, Texas 77422

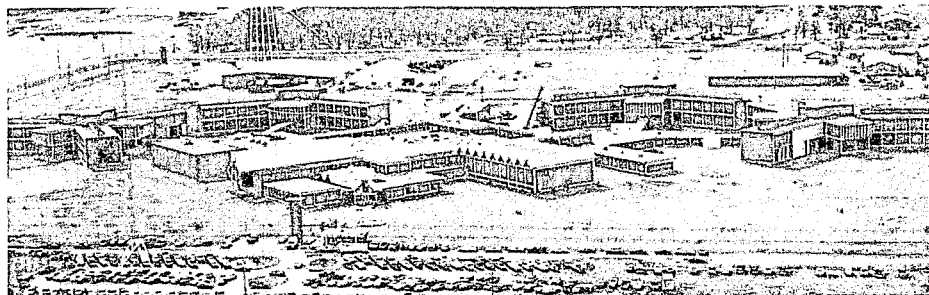
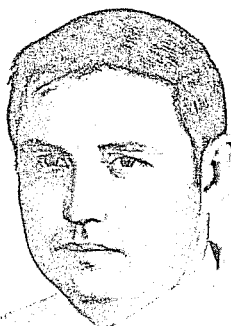
Telephone: (409) 798-2188 **Inmate Population** (8-31-84): 973

Number of Employees: (8-31-84) 155 **Approximate Acreage:** 8,116

Agricultural Operations: field crops, edible crops, livestock, grain dryer

Industrial Operations: None

Unit Capacity: (8-31-84): 980



Unit: Coffield, **Warden:** Jack M. Garner

Location: 5 miles S.W. of Tenn. Colony on FM 2054 in Anderson County

Mailing Address: Rt. 1, Box 150, Tennessee Colony, Texas 75861

Telephone: (214) 928-2211 **Inmate Population** (8-31-84): 3,418

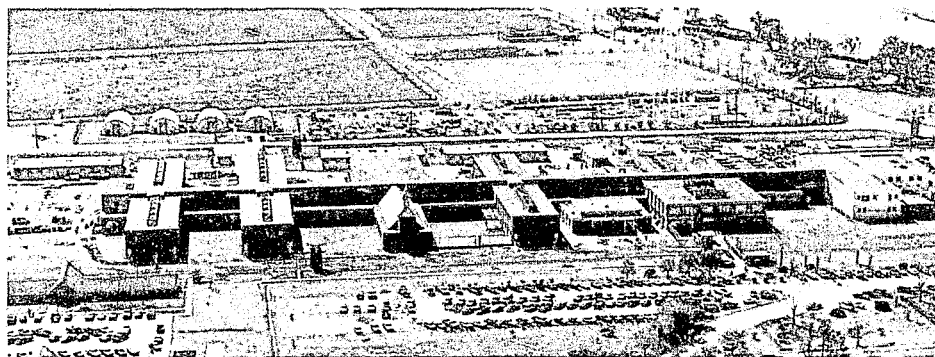
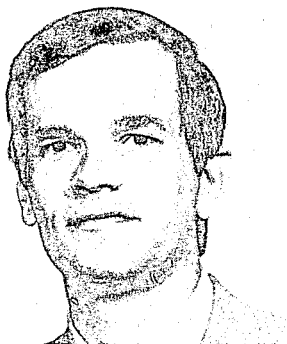
Number of Employees: (8-31-84) 664 **Approximate Acreage:** 17,300

Agricultural Operations: livestock, field crops, edible crops, feed lot, feed mill, meat packing plant, hog feeder slab, sawmill, poultry house.

Industrial Operations: Records Conversion Facility, Metal Fabrication Plant, Dump Bed Body Factory

Construction Operations: Headquarters for Northern Area Maintenance, Asphalt Plant, Rock Crushing Operation.

Unit Capacity: (8-31-84): 3,852



Unit: Darrington, **Warden:** Tim West

Location: 4 miles N. of Rosharon on FM 521 in Brazoria County

Mailing Address: Rt. 3, Box 59, Rosharon, Texas 77583

Telephone: (713) 595-3434 **Inmate Population** (8-31-84): 1,947

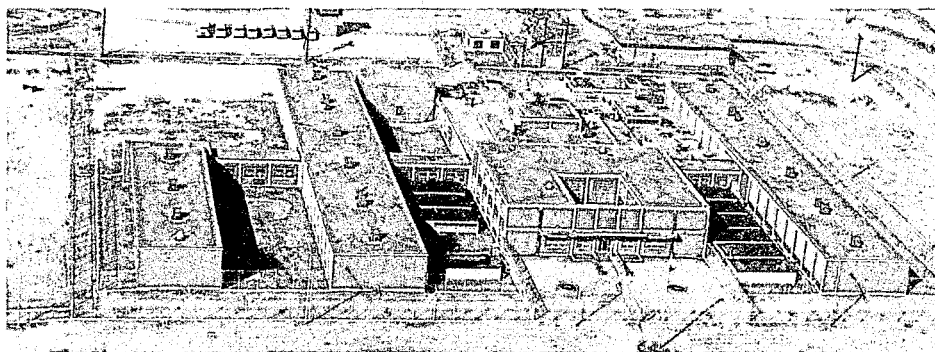
Number of Employees: (8-31-84) 362 **Approximate Acreage:** 6.770

Agricultural Operations: field crops, edible crops, livestock, poultry layer operation

Industrial Operations: Tire Recapping Plant

Construction Operations: Major construction project and Concrete Batch Plant Operations

Unit Capacity: (8-31-84): 1,986



Unit: Diagnostic, **Warden:** Billy R. Ware

Location: 1 mile N. of Huntsville on FM 247 in Walker County

Mailing Address: P.O. Box 100, Huntsville, Texas 77340

Telephone: (409) 295-5768 **Inmate Population** (8-31-84): 884

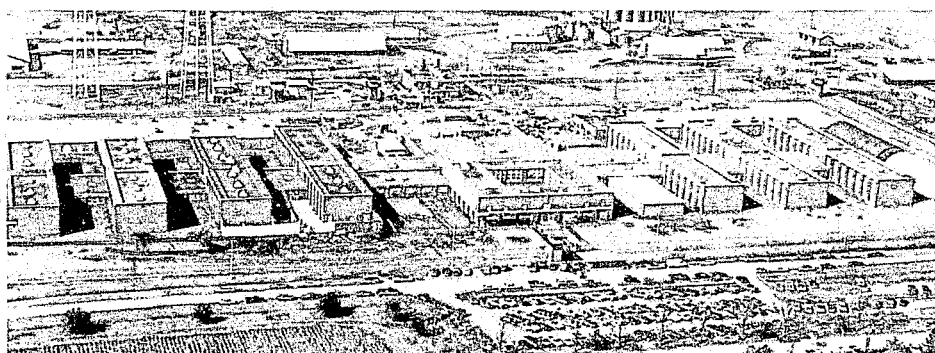
Number of Employees: (8-31-84) 222 **Approximate Acreage:** 50

Agricultural Operations: None

Industrial Operations: None

Special Operations: All male inmates are tested and classified at the Diagnostic Unit before being transferred to their permanent unit.

Unit Capacity: (8-31-84): 1,068



Unit: Eastham, **Warden:** David Myers

Location: 13 miles W. of Trinity on FM 230 in Houston County

Mailing Address: Rt. 1, Box 16, Lovelady, Texas 75851

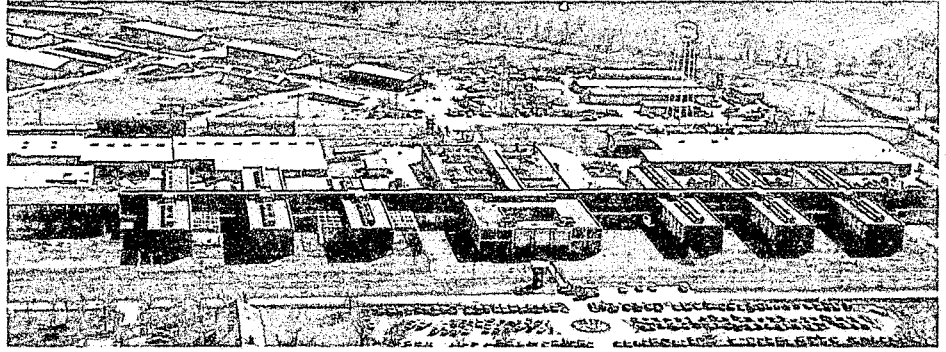
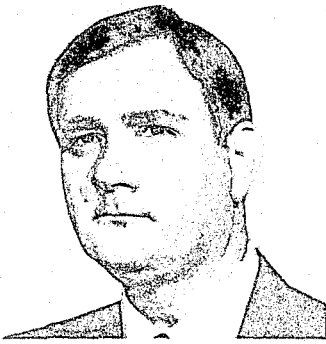
Telephone: (409) 636-7646 **Inmate Population** (8-31-84): 2,247

Number of Employees: (8-31-84) 431 **Approximate Acreage:** 13.073

Agricultural Operations: field crops, edible crops, livestock, dairy, gin, feedmill, poultry house, hog operation, feeder slab, brooder slab

Industrial Operations: Garment Factory

Unit Capacity: (8-31-84): 2,614



Unit: Ellis I, **Warden:** Jerry Peterson

Location: 12 miles N. of Huntsville on Fm 980 in Walker County

Mailing Address: Huntsville, Texas 77343

Telephone: (409) 295-5756 **Inmate Population** (8-31-84): 2,164

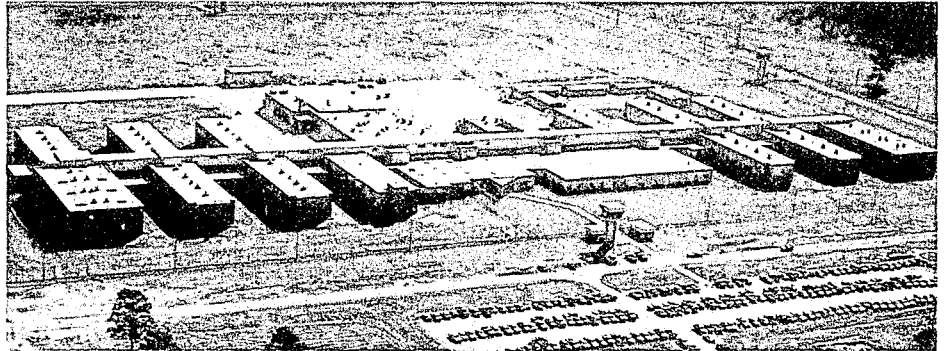
Number of Employees: (8-31-84) 464 **Approximate Acreage:** 11,672

Agricultural Operations: field crops, edible crops, livestock, dairy, gin, farrowing barn

Industrial Operations: Dental Lab, Woodworking Shop, Shoe Factory, Bus Repair Facility

Construction Operations: Headquarters for Central Area Maintenance, Central Area Region and Safety Office.

Unit Capacity: (8-31-84): 2,365



Unit: Ellis II, **Warden:** Wayne Scott

Location: 10 miles N. of Huntsville on FM 980 in Walker County

Mailing Address: Huntsville, Texas 77340

Telephone: (409) 291-4200 **Inmate Population** (8-31-84): 862

Number of Employees: (8-31-84) 282 **Approximate Acreage:** 7,007

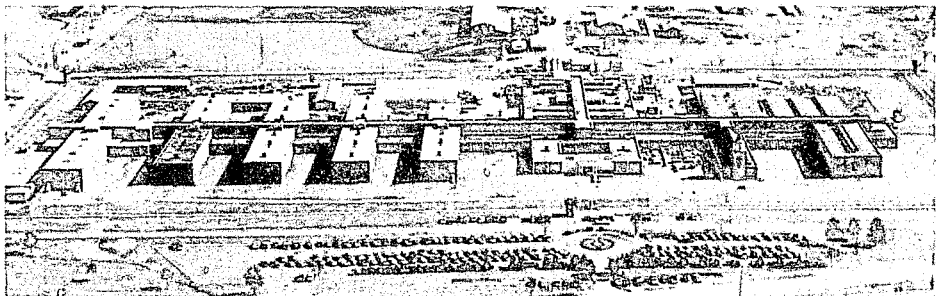
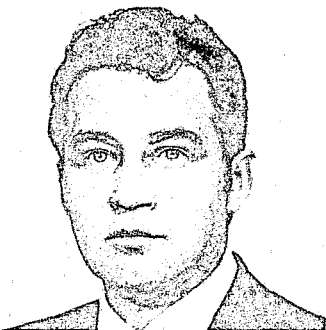
Agricultural Operations: stocker cattle, land clearing, field crops

Industrial Operations: None

Special Operations: Treatment Center

Construction Operations: Unit is undergoing construction.

Unit Capacity: (8-31-84): 840



Unit: Ferguson, **Warden:** Charles A. Blanchette

Location: 20 miles N.E. of Huntsville on FM 247 in Madison County

Mailing Address: Rt. 2, Box 20, Midway, Texas 75852

Telephone: (409) 348-2761 **Inmate Population** (8-31-84): 2,140

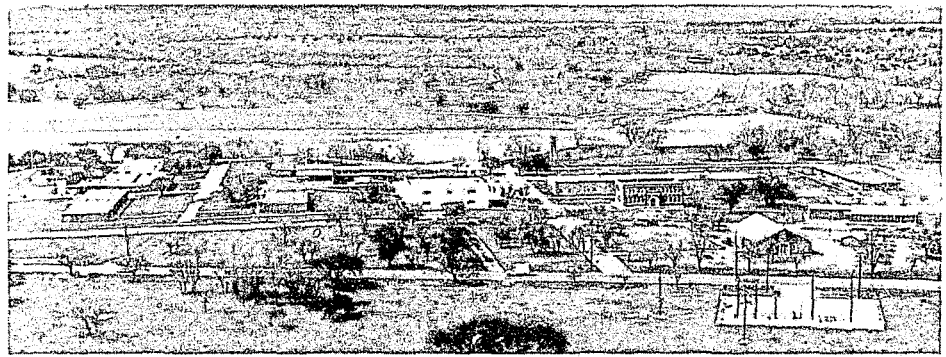
Number of Employees: (8-31-84) 344 **Approximate Acreage:** 4,355

Agricultural Operations: field crops, edible crops, livestock, swine farrowing and feeder operations

Industrial Operations: Mop and Broom Factory

Construction Operations: Major construction project on-going, Headquarters for Central Area Construction Program.

Unit Capacity: (8-31-84): 2,846



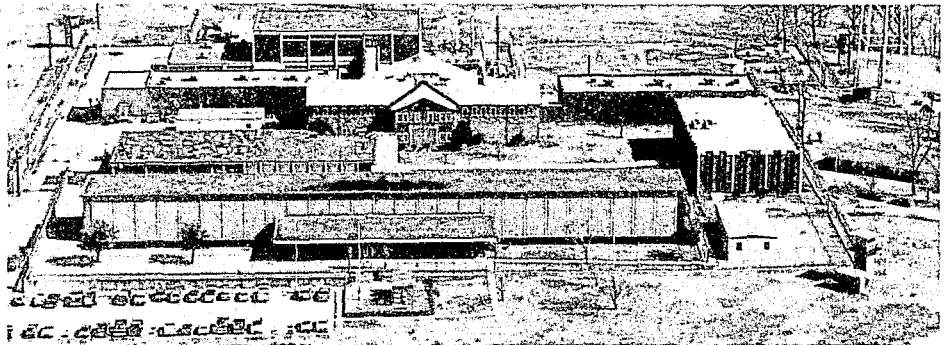
Unit: Gatesville, **Warden:** Susan Cranford
Location: 3 miles N. of Gatesville on Hwy. 36 in Coryell County
Mailing Address: 1401 State School Rd., Gatesville, Texas 76599
Telephone: (817) 865-8431 **Inmate Population** (8-31-84): 982
Number of Employees: (8-31-84) 365 **Approximate Acreage:** 1,244

Agricultural Operations: None

Industrial Operations: Garment Factory

Special Operations: Only females are housed here. All female inmates are tested and classified at the Gatesville Reception Center before being transferred to their permanent unit. Mentally Retarded Offender Program for females

Unit Capacity: (8-31-84): 1,149

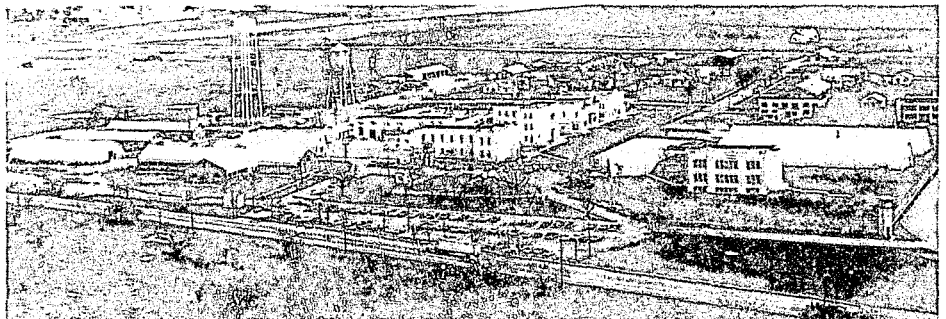
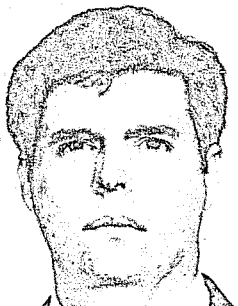


Unit: Goree, **Warden:** George Waldron
Location: 4 miles S. of Huntsville on Hwy. 75 South in Walker County
Mailing Address: P.O. Box 38, Huntsville, Texas 77344
Telephone: (409) 295-6331 **Inmate Population** (8-31-84): 1,020
Number of Employees: (8-31-84) 202 **Approximate Acreage:** 889

Agricultural Operations: horse breeding operation

Industrial Operations: None

Unit Capacity: (8-31-84): 1,106



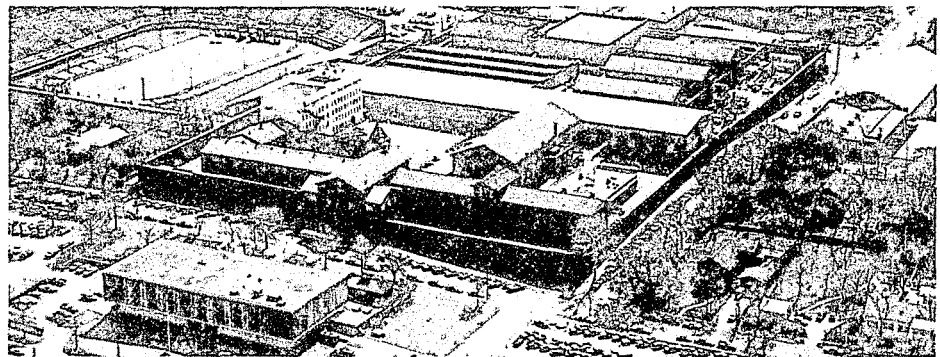
Unit: Hilltop, **Warden:** Mark Michael
Location: 3 miles N. of Gatesville on Hwy. 36 in Coryell County
Mailing Address: 1500 State School Road, Gatesville, Texas 76598
Telephone: (817) 865-8901 **Inmate Population** (8-31-84): 1,105
Number of Employees: (8-31-84) 381 **Approximate Acreage:** 1,240

Agricultural Operations: field crops, edible crops, horse breeding operation

Industrial Operations: Records Conversion Facility, Bus Repair Facility

Construction Operations: Satellite headquarters for Northern Area Maintenance

Unit Capacity: (8-31-84): 1,296



Unit: Huntsville, **Warden:** Jack B. Pursley
Location: 815 12th St. Huntsville in Walker County
Mailing Address: P.O. Box 99, Huntsville, Texas 77340
Telephone: (409) 295-6371 **Inmate Population (8-31-84):** 1,987
Number of Employees: (8-31-84) 506 **Approximate Acreage:** 140

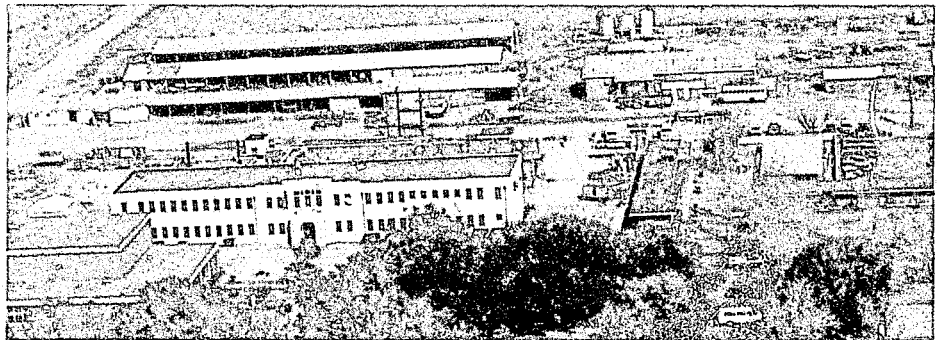
Agricultural Operations: None

Industrial Operations: Prison Store, Textile Mill, Mechanical Department, Print Shop

Special Operations: TDC's Central Infirmary, Prison Rodeo Arena, and Windham Media Center are situated on the Huntsville Unit. TDC's Administration Building is conveniently located immediately in front of the Huntsville Unit, along with the Prison Rodeo Office and the Inmate Craft Shop

Construction Operations: Headquarters for the Construction Department, Maintenance Warehouse Operations.

Unit Capacity: (8-31-84): 2,109



Unit: Jester I, II, and III, **Warden:** Morris Jones

Location: 4 miles E. of Richmond on Hwy. 90A in Fort Bend County

Mailing Address: Rt. 2, Richmond, Texas 77469

Telephone: Jester I and II: (713) 491-3030; Jester III (713) 491-1110

Inmate Population (8-31-84): Jester I, 448; Jester II, 360; Jester III, 962

Number of Employees: (8-31-84) 394

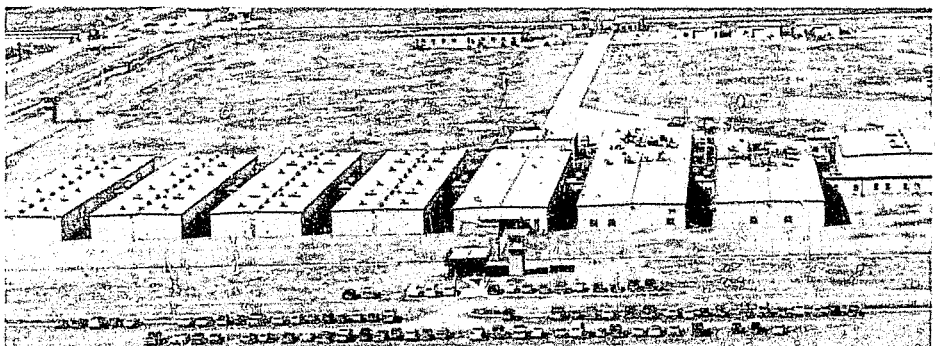
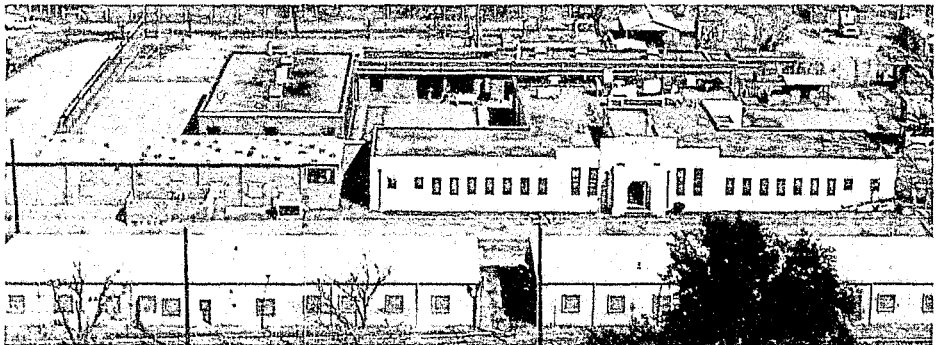
Approximate Acreage: 5,012

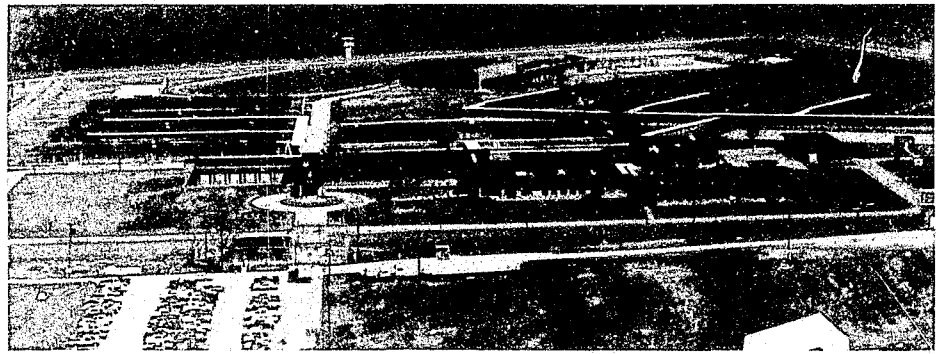
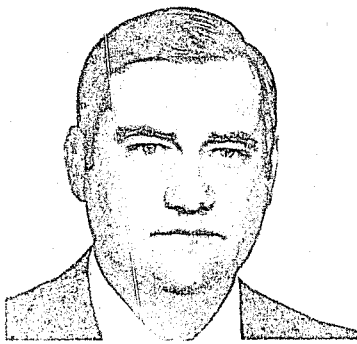
Agricultural Operations: field crops, edible crops, livestock, dairy, poultry house

Industrial Operations: None

Special Operations: TDC's Pre-Release and Work Release Programs for males are located at Jester I.

Unit Capacity: (8-31-84): Jester I 448; Jester II 430; Jester III 1,088





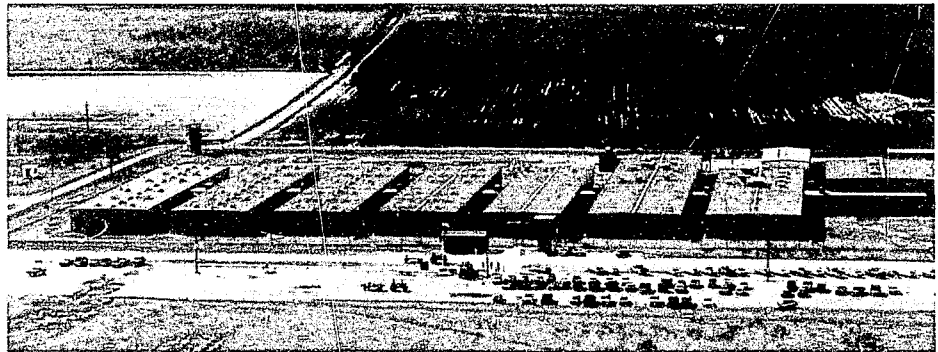
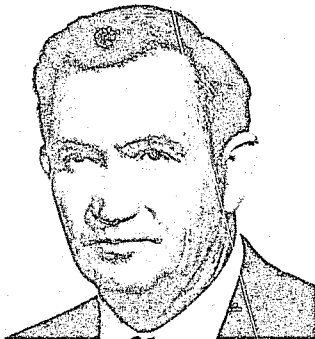
Unit: Mountain View, **Warden:** Jerry Gunnels
Location: 4 miles N. of Gatesville on FM 215 in Coryell County
Mailing Address: Rt. 4, Box 800, Gatesville, Texas 76528
Telephone: (817) 865-7226 **Inmate Population (8-31-84):** 667
Number of Employees: (8-31-84) 196 **Approximate Acreage:** 97

Agricultural Operations: None

Industrial Operations: Braille Facility

Special Operations: Only females are housed on this unit. Pre-Release for females is located on this unit

Unit Capacity: (8-31-84): 733

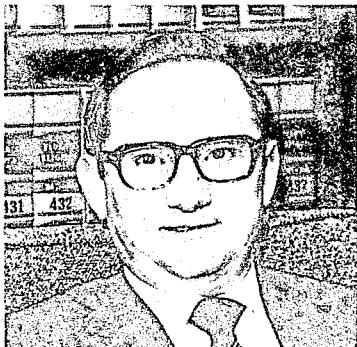


Unit: Pack I, **Warden:** Bobby D. Morgan
Location: 5 miles S.W. of Navasota on FM 1227 in Grimes County
Mailing Address: Rt. 3, Box 300, Navasota, Texas 77868
Telephone: (409) 825-3728 **Inmate Population (8-31-84):** 1,018
Number of Employees: (8-31-84) 207 **Approximate Acreage:** 3,913

Agricultural Operations: field crops, edible crops, livestock

Industrial Operations: None

Unit Capacity: (8-31-84): 1,048

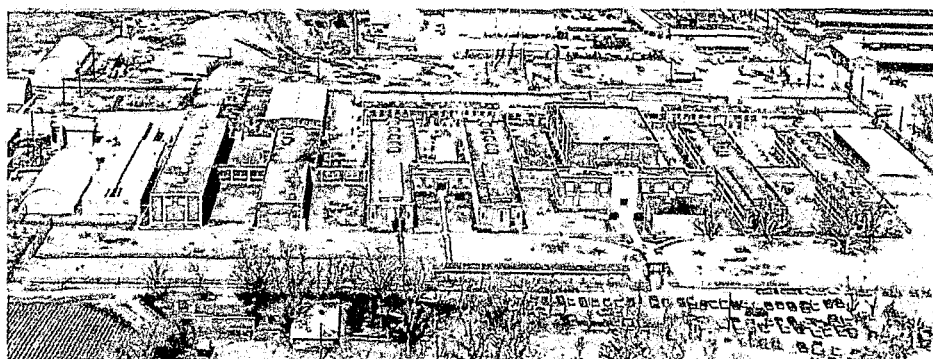


Unit: Pack II, **Warden:** Bobby T. Maggard
Location: 10 miles S.W. of Navasota on Hwy. 2 in Grimes County
Mailing Address: Rt. 1, Box 1000, Navasota, Texas 77868
Telephone: (409) 825-7547 **Inmate Population (8-31-84):** 1,184
Number of Employees: (8-31-84) 183 **Approximate Acreage:** 2,090

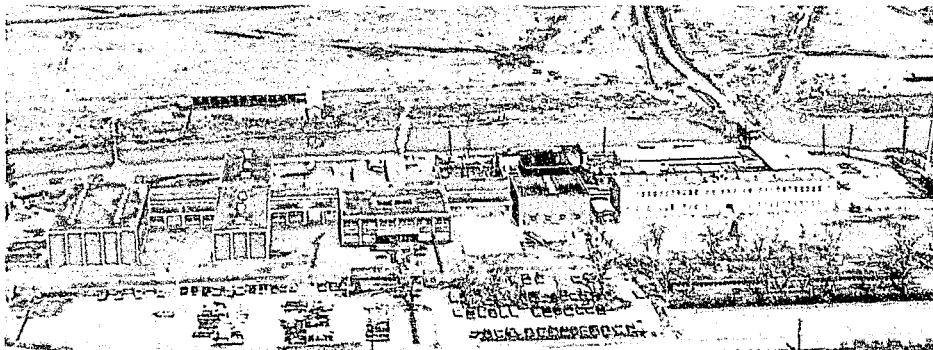
Agricultural Operations: field crops, edible crops, livestock

Industrial Operations: Stainless Steel Factory

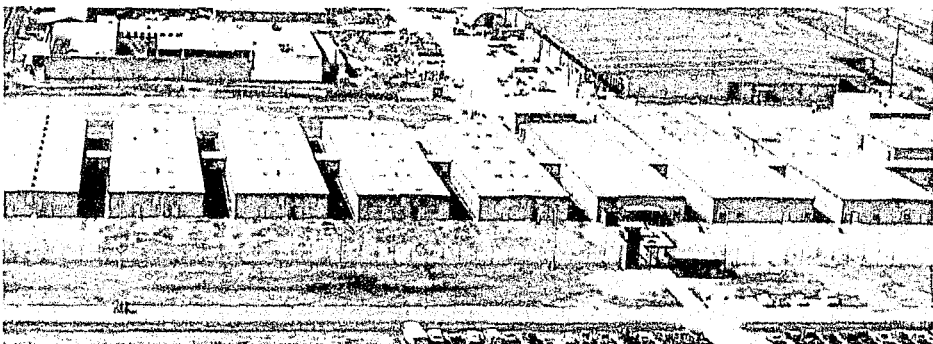
Unit Capacity: (8-31-84): 1,320



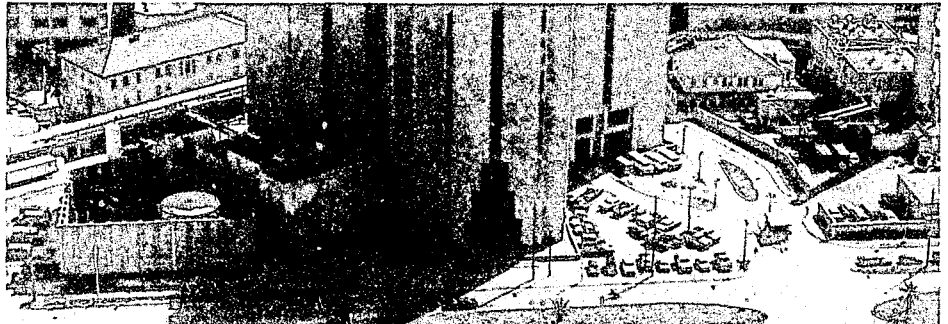
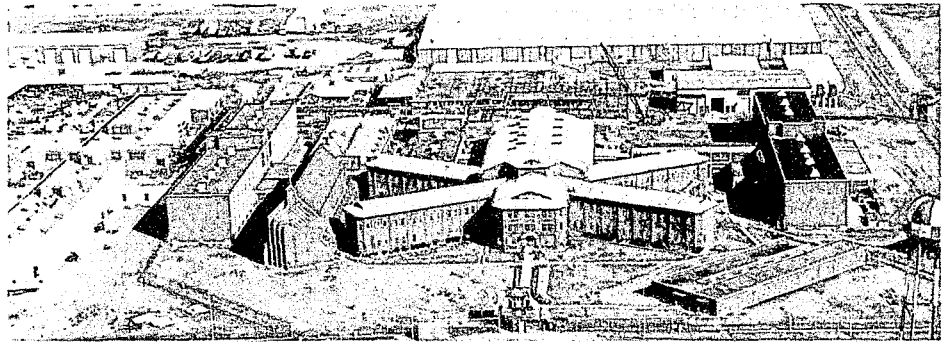
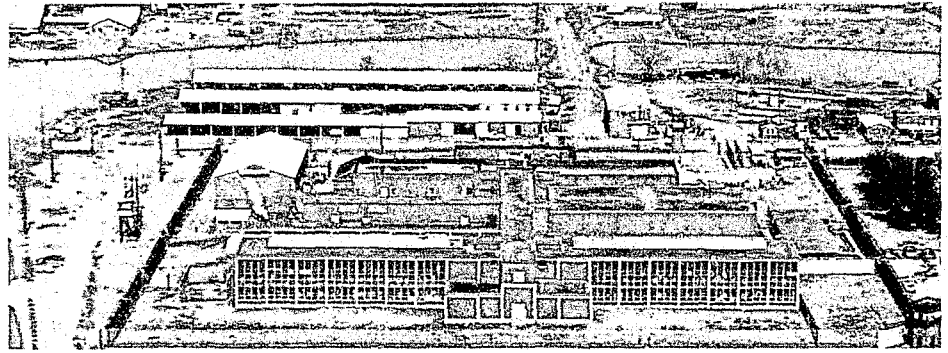
Unit: Ramsey I, **Warden:** Terry L. Terrell
Location: 4 miles W. of FM 521 on FM 655 in Brazoria County
Mailing Address: Rt 4, Box 1100, Rosharon, Texas 77583
Telephone: (713) 595-3491 **Inmate Population** (8-31-84): 1,482
Number of Employees: (8-31-84) 403 **Approximate Acreage:** 16,844 (shared by Ramsey I, II, and III)
Agricultural Operations: field crops, edible crops, livestock, dairy, dehydrator, gin
Industrial Operations: Furniture Refinishing Plant, Operations Center for Portable Buildings Crew
Construction Operations: Headquarters for Southern Area Maintenance.
Unit Capacity: (8-31-84): 1,579



Unit: Ramsey II, **Warden:** Michael Moore
Location: 4 miles W. of FM 521 on FM 655 in Brazoria County
Mailing Address: Rt. 4, Box 1200, Rosharon, Texas 77583
Telephone: (713) 595-3413 **Inmate Population** (8-31-84): 912
Number of Employees: (8-31-84) 245 **Approximate Acreage:** 16,844 (shared by Ramsey I, II, and III)
Agricultural Operations: field crops, edible crops, livestock
Industrial Operations: None
Unit Capacity: (8-31-84): 951



Unit: Ramsey III, **Warden:** Arthur Velasquez
Location: 4 miles W. of FM 521 on FM 655 in Brazoria County
Mailing Address: Rt. 4, Box 1300, Rosharon, Texas 77583
Telephone: (713) 595-3481 **Inmate Population** (8-31-84): 1,105
Number of Employees: (8-31-84) 218 **Approximate Acreage:** 16,844 (shared by Ramsey I, II, and III)
Agricultural Operations: field crops, edible crops
Industrial Operations: None
Unit Capacity: (8-31-84): 1,280



31