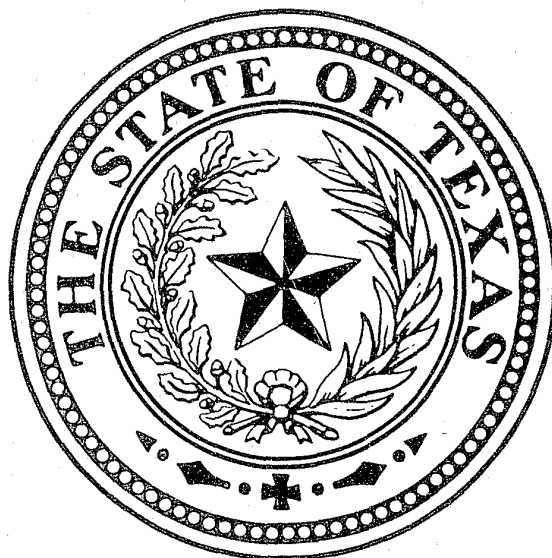


CR Sent  
8-23-87

**TEXAS  
DEPARTMENT  
OF  
CORRECTIONS**



CR Sent

111287

1985  
ANNUAL OVERVIEW

U.S. Department of Justice  
National Institute of Justice

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TEXAS  
DEPARTMENT  
OF  
CORRECTIONS



1985  
ANNUAL OVERVIEW

NCJRS

MAY 17 1988

ACQUISITIONS

O.L. McCotter  
Executive Director  
Texas Department of Corrections

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# FISCAL YEAR 1985 HIGHLIGHTS

Director of Corrections Ray Proconier resigned in July 1985 after a 13-month tenure in which TDC initiated numerous operational and procedural changes which were designed to improve security and safety, permit compliance with federal court orders, bring department operations into line with generally accepted correctional standards, and adapt business functions to systematic methods.

Proconier was succeeded by Lane McCotter in the Director's post. McCotter had been TDC's Deputy Director for Operations for the prior year. James Riley, who had headed the department's Internal Affairs Office, was selected by McCotter to fill the position of Deputy Director for Operations.

A major achievement during the year was a settlement in the long-standing overcrowding issue in the Ruiz case in federal court. After several hectic weeks of negotiation involving the various parties in the case, a settlement was reached which won court approval in July.

The agreement requires Texas to reduce the population of existing prisons via construction of a new 2,250 inmates maximum security unit, plus 10 trusty camps, each for 200 inmates. It also requires extensive improvements in existing units, including new inmate recreational, dining and sanitation facilities.

To fund the required new prison, camps, and other improvements, the legislature appropriated \$159 million, of which \$125 million was to be raised by the sale of prison property at Sugarland and in Houston.

At the end of the fiscal year, the department was working with the state's General Land Office to try to arrange for the sale.

Director McCotter set the effort to achieve compliance with the various Ruiz requirements as a major department priority. To monitor the effort, a Central Compliance Office was established and assigned the mission of systematic and continuing review of compliance progress.

High violence levels continued as a major TDC problem, although stabbing and other incidents were largely confined to less than half of the department's 27 units.

A wide range of security measures aimed at reducing violence were instituted including staff additions, training programs, more precise inmate classification, tighter procedures, physical alterations, and added security equipment.

By fiscal year's end, it appeared that these matters had been effective. The number of violent incidents in 1985 was a sharp reduction from the 1984 total, a drop of nearly 40 percent.

The violence control effort was aided by newly created Special Operations Response Teams, carefully selected officers who received intensive training to equip them to deal with emergency situations in prisons and to qualify them for such activities as regular searches for inmate-made weapons and other contraband.

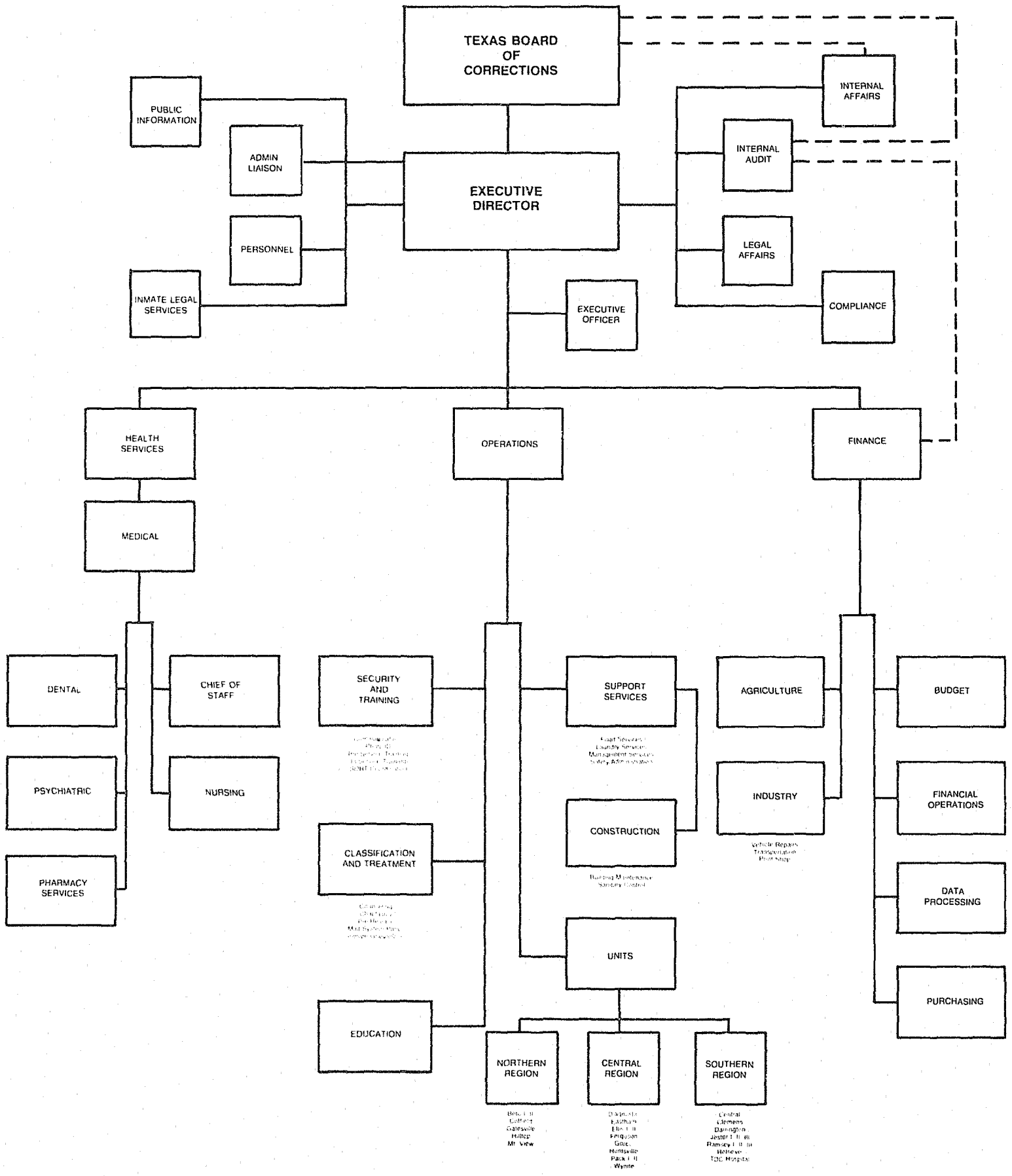
As a result of more effective search procedures by unit and SORT personnel, TDC made dramatic cuts in the quantity of contraband turned up in searches.

As the year progressed, TDC's Health Services Division continued the steady improvement in the delivery of medical services to inmates. The upgrading of medical services prompted optimism regarding accreditation inspections which were being conducted by the National Commission on Correctional Health Care.

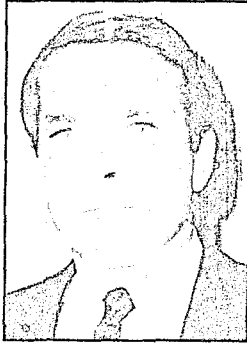
Many other changes, improvements, and innovations were instituted during the year involving long hours of staff effort. Looking back at numerous accomplishments, Director McCotter told Board of Corrections members that a solid organizational foundation had been put into place and that all TDC employees could be proud of a very impressive record of achievement.

He noted that a major departmental reorganization was carried out even as the massive daily operation continued—security, feeding, laundry, large agricultural and industrial programs, medical services, personnel recruitment and training, admission and release services, schooling and recreation, strengthened construction and maintenance efforts, and all of the other daily components of what remained the nation's second largest correctional organization.

# TEXAS DEPARTMENT OF CORRECTIONS ORGANIZATIONAL CHART

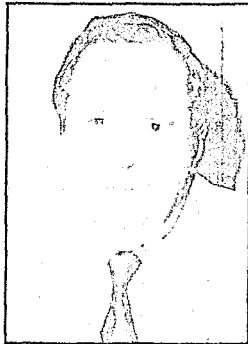


# BOARD OF CORRECTIONS

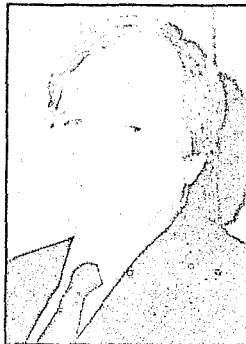


Alfred D. Hughes  
Chairman

The Board is composed of nine citizens appointed by the Governor of Texas for overlapping six-year terms. It is the function of the Board to guide the administration and operation of the Department in the areas of policy, planning, and budgetary matters. Board members serve without salary and too often without thanks.



Joe V. LaMantia Jr.  
Vice-Chairman



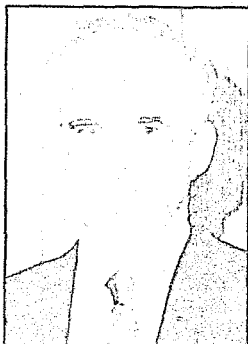
James N. Parsons III  
Secretary



Dennis R. Hendrix  
Member



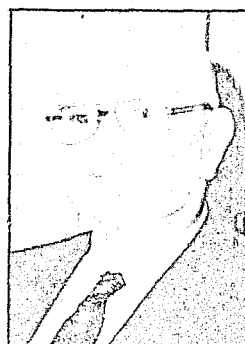
Thomas R. McDade  
Member



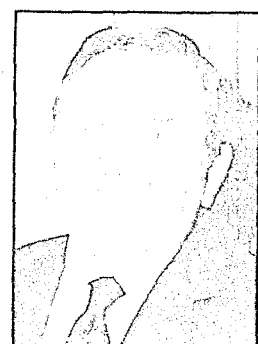
Robert Lane  
Member



Deralyn R. Davis  
Member



Lindsley Waters Jr.  
Member



James M. Eller  
Member



James A. Collins  
Board Liaison

# TEXAS BOARD OF CORRECTIONS

ALFRED D. HUGHES  
CHAIRMAN

Dear Governor White:

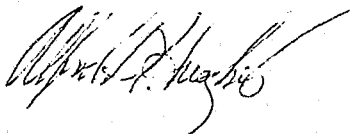
I am pleased to forward to you for review the 1985 Annual Report of the Texas Department of Corrections. In retrospect, fiscal year 1985 can best be described as one of continued growth and improvement.

The staff has been faced with many challenges in their continuing efforts to bring the Texas prison system to the forefront of American corrections. The members of the Board of Corrections agree that these challenges have been met aggressively and with positive results.

Continued progress has been made toward compliance with various court mandates which are so prevalent today in the field of corrections. Fiscal responsibility has been stressed at every level of the agency and has resulted in better managerial control of appropriated monies.

Due to the dedication and loyalty of our Department's staff members, continued progress is inevitable.

Sincerely,  
TEXAS BOARD OF CORRECTIONS



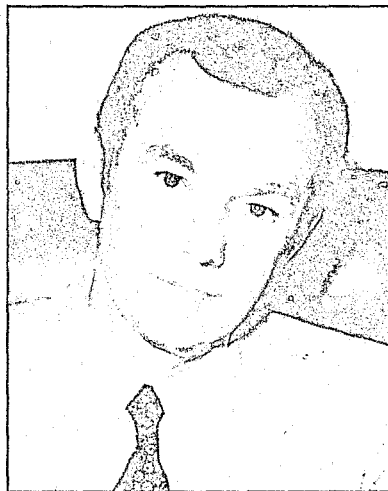
Alfred D. Hughes



O.L. McCotter  
Director



James E. Riley  
Deputy Director  
Operations



Dr. Armond H. Start  
Deputy Director  
Health Services



Jim Lynaugh  
Deputy Director  
Finance



# TEXAS DEPARTMENT OF CORRECTIONS

O.L. McCotter, Director

Huntsville, Texas

Mr. Alfred D. Hughes, Chairman

Texas Board of Corrections

515 Congress, Suite 1800

Austin, Texas 78701

Dear Chairman Hughes:

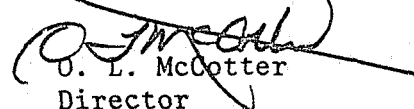
During the past year, the Texas Department of Corrections made giant strides in a dynamic period of challenge and change.

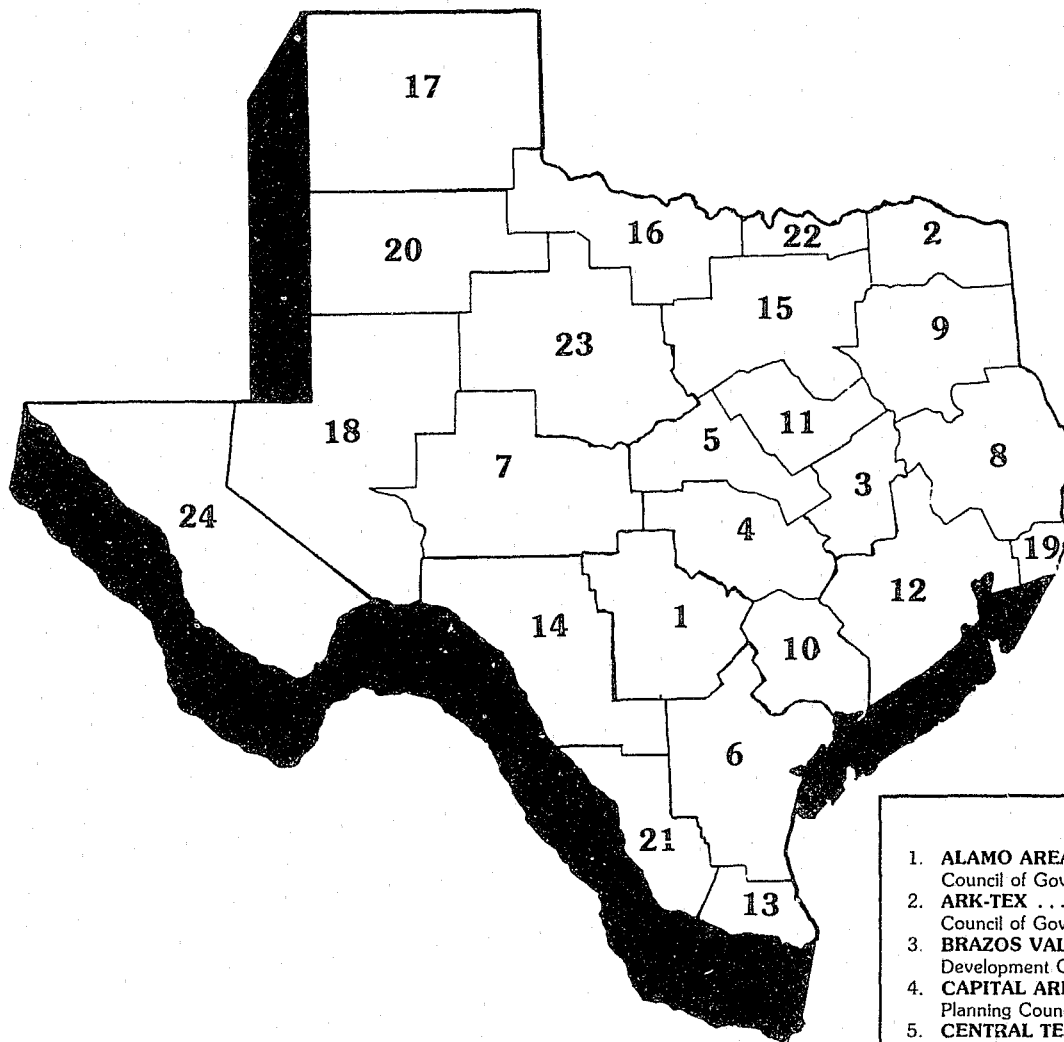
Changes having greatest impact on Departmental Operations included a change in Board leadership, a new TDC Director, settlement of the Ruiz litigation, and a change in TDC organizational structure. With support of the Board, new priorities aimed at operating a safe, clean, cost effective, and constitutional prison system were set in place. Specific goals were identified, to include: resolution of inmate violence; streamlining of the organization to improve efficiency; meeting the requirements of the Ruiz settlement; increasing agricultural and industrial production; and, implementation of personnel standards to insure a professional correctional workforce second to none.

As this year closes, it is indeed gratifying to report to the Board, that positive results have already emerged. Most noticeable has been the reduction of inmate violence during the last quarter. This trend should continue. Likewise, reorganization has had a positive effect on operational requirements. The Department is proceeding with Ruiz compliance in all areas, anticipating ground breaking for a new 2,250 bed prison unit, and ten trusty camps in the coming year.

In closing, it is most appropriate to note that none of the above would have been possible without the unfailing support of the Board, and most important, the untiring loyalty and dedication of all our employees. It is anticipated that the Texas Department of Corrections will continue to meet the challenges ahead, emerging as a correctional system without peer.

Sincerely,

  
O. L. McCotter  
Director

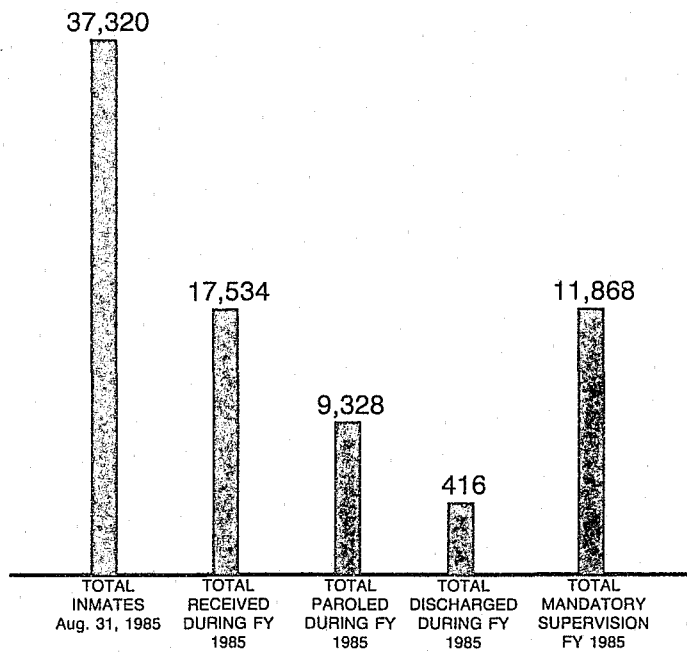


**Area of Conviction  
 for TDC Inmates  
 by  
 State Councils  
 of Government**

(Based on August 31, 1985 Population)

	Inmates Convicted
1. <b>ALAMO AREA</b> .....	2,457
Council of Governments	
2. <b>ARK-TEX</b> .....	557
Council of Governments	
3. <b>BRAZOS VALLEY</b> .....	405
Development Council	
4. <b>CAPITAL AREA</b> .....	1,587
Planning Council	
5. <b>CENTRAL TEXAS</b> .....	598
Council of Governments	
6. <b>COASTAL BEND</b> .....	972
Council of Governments	
7. <b>CONCHO VALLEY</b> .....	293
Council of Governments	
8. <b>DEEP EAST TEXAS</b> .....	558
Council of Governments	
9. <b>EAST TEXAS</b> .....	1,189
Council of Governments	
10. <b>GOLDEN CRESCENT</b> .....	395
Council of Governments	
11. <b>HEART OF TEXAS</b> .....	639
Council of Governments	
12. <b>HOUSTON-GALVESTON</b> .....	10,649
Area Council	
13. <b>LOWER RIO GRANDE VALLEY</b> ..	628
Development Council	
14. <b>MIDDLE RIO GRANDE</b> .....	123
Development Council	
15. <b>NORTH CENTRAL TEXAS</b> .....	10,048
Council of Governments	
16. <b>NORTEX REGIONAL</b> .....	363
Planning Commission	
17. <b>PANHANDLE REGIONAL</b> .....	744
Planning Commission	
18. <b>PERMIAN BASIN REGIONAL</b> .....	940
Planning Commission	
19. <b>SOUTH EAST TEXAS REGIONAL</b> ..	1,263
Planning Commission	
20. <b>SOUTH PLAINS</b> .....	773
Association of Governments	
21. <b>SOUTH TEXAS</b> .....	110
Development Council	
22. <b>TEXOMA REGIONAL</b> .....	205
Planning Commission	
23. <b>WEST CENTRAL TEXAS</b> .....	711
Council of Governments	
24. <b>WEST TEXAS</b> .....	795
Council of Governments	
<b>Sub-Total</b> .....	<b>37,002</b>
Data unavailable .....	318
<b>Grand Total</b> .....	<b>37,320</b>

# INMATE POPULATION SUMMARY - FISCAL YEAR 1985



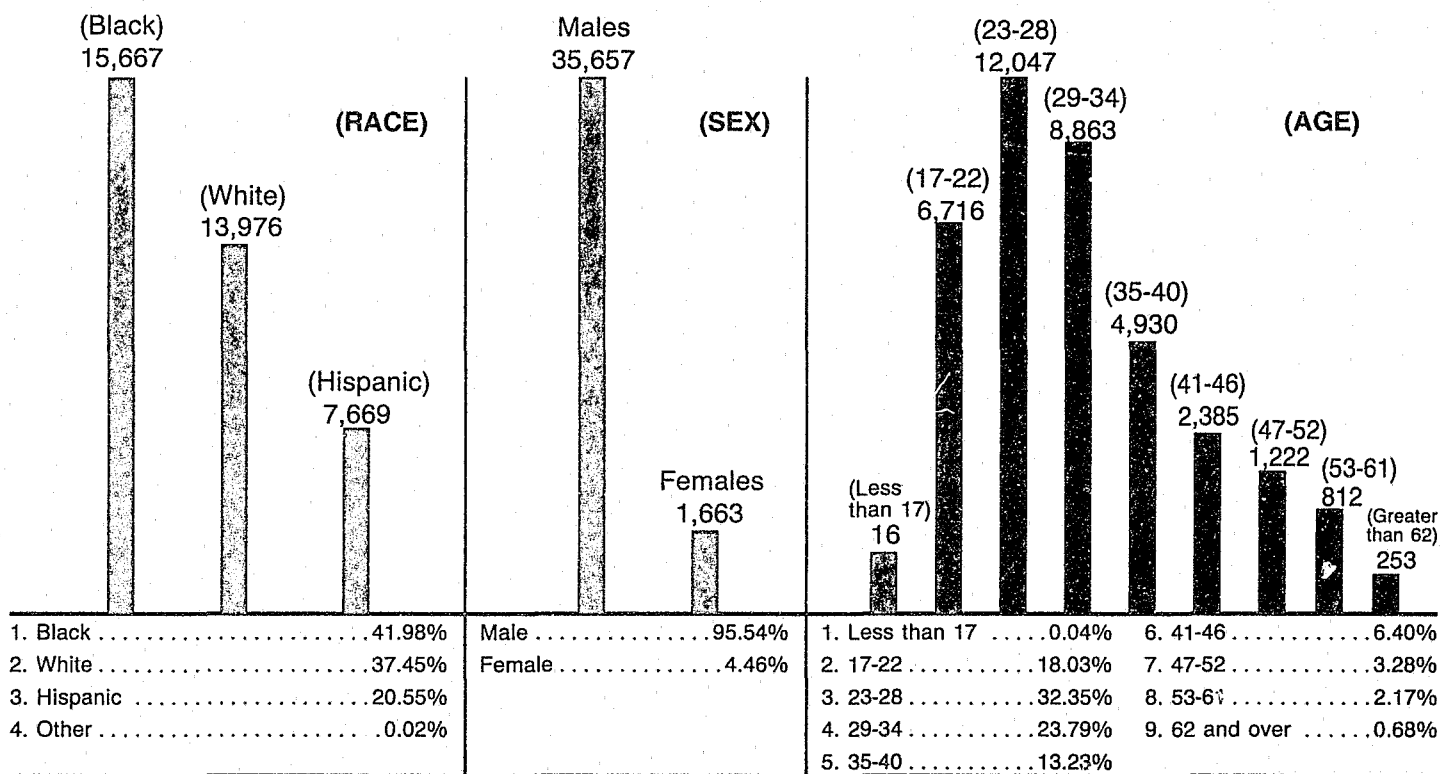
## MONTHLY INMATE COUNT FOR FISCAL YEAR 1985 (1984)

SEPTEMBER	36,127
OCTOBER	36,522
NOVEMBER	36,744
DECEMBER	36,682

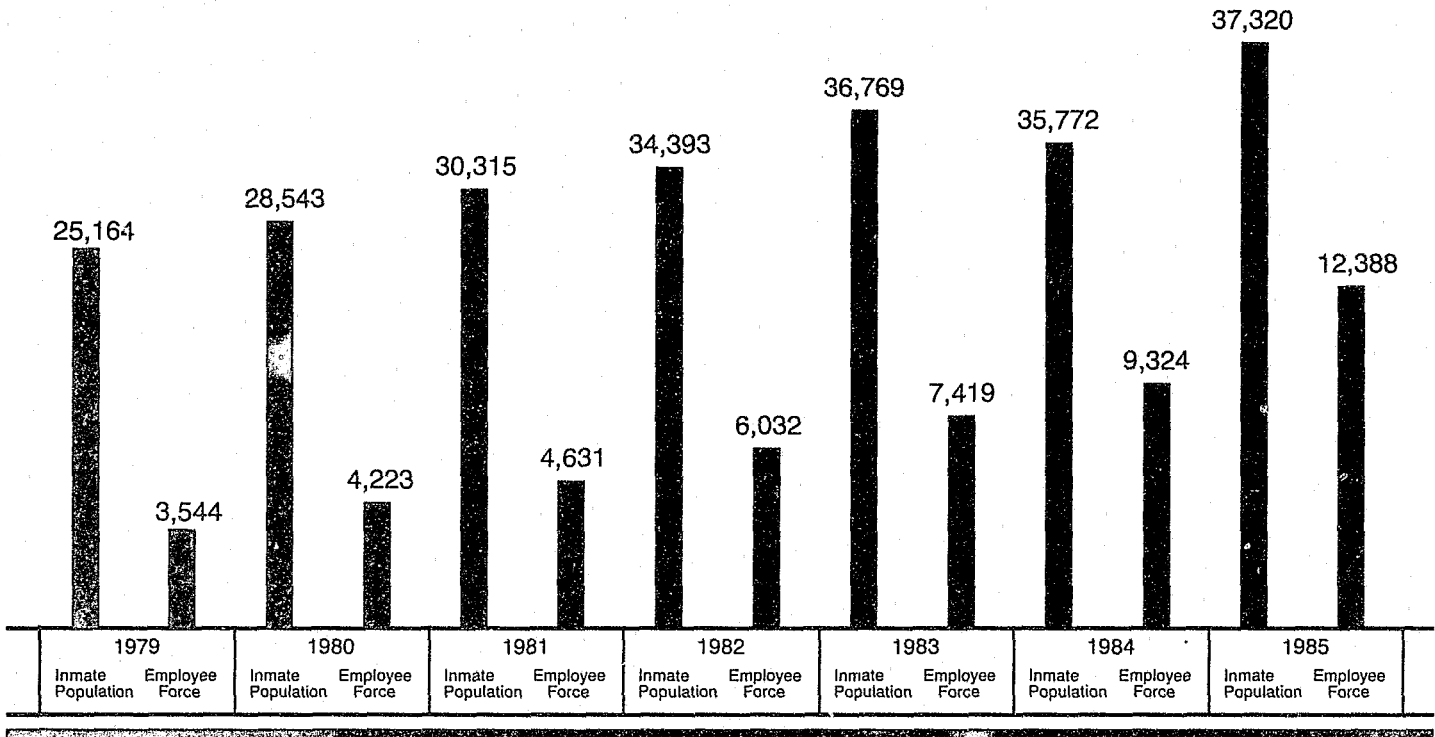
(1985)

JANUARY	37,143
FEBRUARY	37,414
MARCH	37,609
APRIL	38,011
MAY	37,659
JUNE	38,028
JULY	38,071
AUGUST	37,320

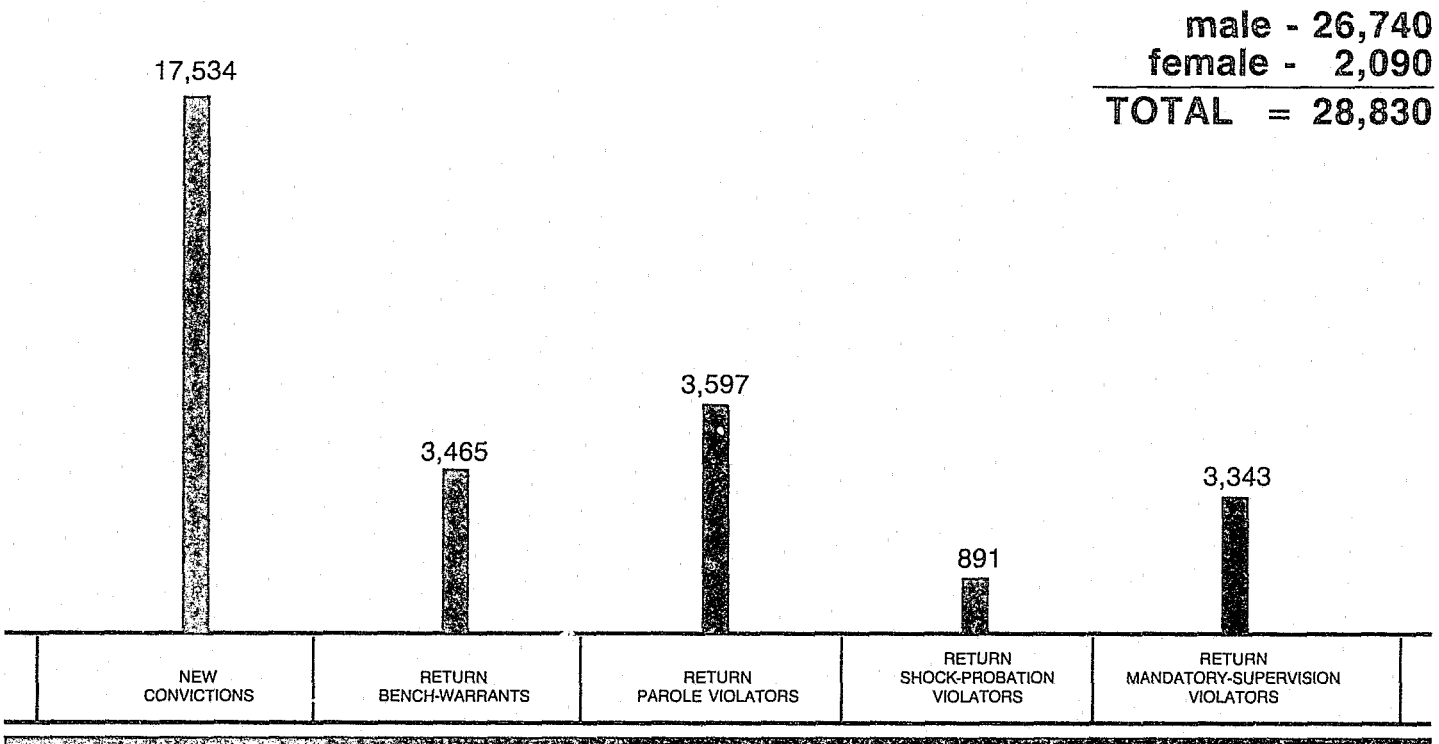
## (BASED ON AUGUST 31, 1985 POPULATION) INMATE PROFILE



# INMATE POPULATION GROWTH AND INCREASE IN TOTAL EMPLOYEES (Including Windham Employees)



## TOTAL NUMBER OF INMATES Received, Processed, and Classified Fiscal Year 1985



# EXECUTIVE DIVISION

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 includes an Administrative Liaison, Compliance, an Executive Officer, Inmate Legal Services, Internal Affairs, Internal Audit, Legal Affairs, Management Services, Personnel, and Public Information.

## ADMINISTRATIVE LIAISON

**Administrative Liaison** - the Administrative Liaison serves as a focal point for the relay of information between TDC and the various network of state functions in Austin. Primary responsibilities include coordinating activities with the Texas Legislature, the Governor's Office and other state agencies concerning criminal justice issues, and public and special interest groups.

## COMPLIANCE

**Compliance** - the Compliance Department is responsible for monitoring TDC's compliance with relevant court orders and stipulations as they relate to the *Ruiz vs. McCotter* litigation. This program is intended to demonstrate to the federal court that TDC has the requisite ability and desire to bring itself into line with the constitutional changes mandated by court orders and the legal precedence of law. During Fiscal Year '85, Compliance created the Executive Summary, which details the status of compliance issues, and provides it to the Administrative Staff, Board Members, and Unit Wardens on a weekly basis.

Also completed were the following projects: Architectural and Engineering Firm Selection, Open Hearing on Proposed New Unit, Proposed New Unit Site Selection, Trusty Camp Site Selection, and a Construction Management Firm Selection.

## INTERNAL AFFAIRS

**Internal Affairs** - Internal Affairs reviews and monitors the entire process of reporting and review of use of force incidents, and investigates all individual incidents when allegations and complaints are made. Future plans include having investigative personnel within TDC certified as Texas Peace Officers. This department is comprised of: Investigative Operations, Use of Force Review, Administrative Support, and the Polygraph Section.

Internal Affairs is striving to ensure the impartial, thorough and objective investigation of all matters alleging conduct which reflects adversely on the reputation and rights of TDC employees and inmates alike.

## INTERNAL AUDIT

**Internal Audit** - the Internal Audit Office is an independent appraisal activity that reviews operations as a service to the Board of Corrections, Executive Director, Deputy Director for Finance and all TDC management. This office audits accounting and financial records to obtain an understanding of TDC operations under review, and should provide management with analysis of procedural compliance, financial records and controls, safeguards against losses, and operating improvements.

The major problem encountered by the Internal Audit Office is the non-acceptance by TDC's middle and first level management of Internal Auditing as an instrument to assist management.

## 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. 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.

### Inmate Legal Services Statistical Data for Fiscal Year '85

Total Requests Received .....	16,616*
Total Requests Disposed .....	14,310
Successful writs prepared by ILS/ compared to total writs prepared by ILS .....	39/69
Amount of Jail Time Credited .....	122,658 Days***
Divorce Decrees .....	114
Detainers/Charges Removed .....	313
Terminations Avoided .....	15
Shock Probations Filed by this office Granted .....	136
Deportation Avoided .....	1
Sentence Modified .....	34
Waiver Extradition Hearings .....	181 Inmates
Total Pieces of Mail Processed .....	69, 951
Percent of Inmate Population Requesting Legal Services .....	45%

\*This figures represents a 13% increase of the requests received last year.

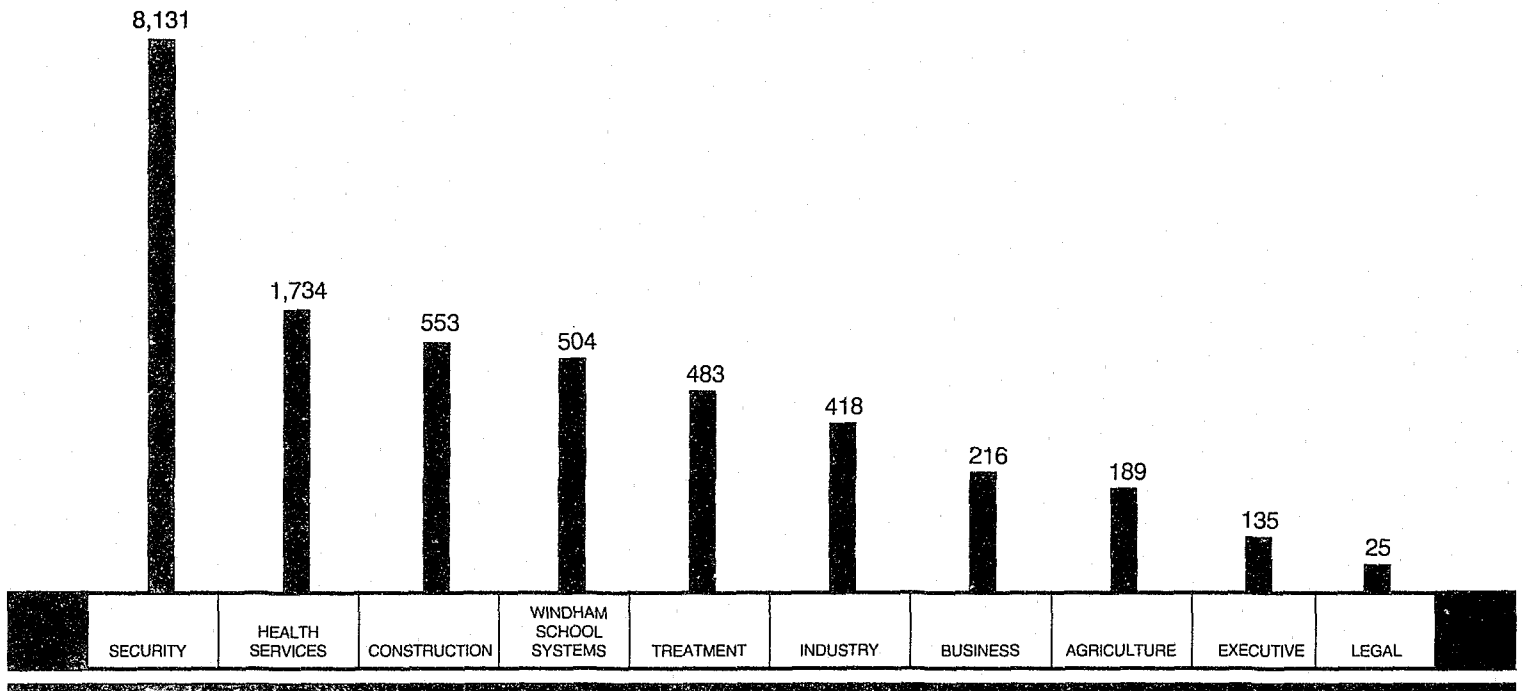
\*\*122,658 days x \$20.995 (inmate cost per day) results in a savings of \$2,575,204 to the State

## MANAGEMENT SERVICES

**Management Services** - Management Services is responsible for providing the administration with the objective development, analysis and interpretation of policies, procedures and programs to enhance the reliability and accuracy of informed decisions relating to TDC operations. This department consists of: the Administrative Procedures Office; Operations and Statistical Analysis; and Planning and Development. During Fiscal Year '85, Management Services developed a new Inmate Classification Plan, an Inmate Housing Data System to account for all inmate housing in TDC, developed a centralized housing function to monitor compliance with, and maintain unit and system housing capacities, developed and distributed the *Departmental Policy and Operations Manual*. Management Services prepared a federal grant request which brought TDC approximately \$500,000 for maintenance of Mariel-Cuban inmates, tracked and analyzed numerous bills during the 69th Legislative Session, published the 1984 Fiscal Year Statistical Report, and provided assistance in preparation of the Comprehensive Criminal Justice Plan and the Ten Year Facilities Study. Management Services also published the 1984 Fiscal Year Annual Overview and Fact Sheet, and developed, edited, revised and/or distributed over 300 policies and procedures relating to various inmate management concerns, personnel issues, fiscal practices and other topics. An additional project for 1986 is to develop a history of TDC as a Texas Sesquicentennial project, and to develop subsidiary administrative manuals for specific areas of TDC.

# EMPLOYEE LEVELS

FISCAL YEAR '85



## PERSONNEL

**Personnel** - the Personnel Department is responsible for the overall development, administration, and execution of a total personnel management program. It assists and advises the Director, and other TDC staff, in personnel and administrative matters which include: the training for recruiters and the acquisition of high quality applicants; insuring that each employee is afforded an equal opportunity for advancement; increasing the involvement of personnel representatives and supervisors; and bringing TDC into compliance with the Position Classification Act of 1961. During Fiscal Year '85, the amount of time implementing the Fair Labor Standards Act, and the amount of time required to establish procedures for the new employee reclassification hampered other areas of personnel responsibility. This department consists of: Employment, Benefits, Classification, and Labor Relations. Future plans for the Personnel Department include: centralizing some areas of the promotion process, exploring ways of decreasing employee turnover, increasing in-service training, and working toward decentralization of the Workers' Compensation, Group Insurance and Retirement Coordinators' responsibilities.

Personnel's largest problem is inadequate staff levels, training and facilities to deal with the increased services demanded by 245% increase in staff over the last six years, and the implementation of the Fair Labor Standards Act.

## PUBLIC INFORMATION

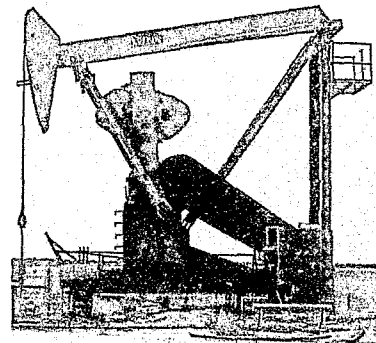
**Public Information** - the Public Information Office serves as the principal contact point for reporters covering the prison system. Arrangements are made for reporter visits to institutions to see daily operations, to cover newsworthy events, and to interview staff members and inmates. Reports are initiated to the media on newsworthy events ranging from incidents of violence to personnel appointments and policy changes.

This office strives to provide quick and responsive answers to reporter inquiries and to offer pertinent information to the public, consistent with TDC's obligation as a public agency.

## LEGAL AFFAIRS

**Legal Affairs** - is responsible for providing legal advice and guidance to the administration and staff of TDC as well as the TDC Board. Legal services are provided for 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 functions as a liaison between TDC and representatives of the Attorney General's Office. The Legal Affairs Department provides services in all of the following areas: administration, land matters, contracts (including negotiation, drafting and review services), management of TDC's oil and gas program, health matters, educational matters, review of all tort claims, and legal support to the internal affairs function.



Oil production at the Eastham Unit.

## EXECUTIVE OFFICER

**The Executive Officer** - is responsible for formulating and announcing agency wide and Executive Staff operating policies, staff tasking and coordination, review of staff actions, and liaison between the Director's Office and the Texas Board of Corrections. The Executive Officer also supervises the Agency's Employee Relations Section, manages the Executive Director's Budget and represents the Executive Director as required.

# FINANCE DIVISION

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. The Finance Division is composed of: Agriculture, Budget, Construction, Data Processing, Financial Operations, Industry and Purchasing.

## AGRICULTURE

The Agriculture Department strives to maintain and improve the poultry, swine and beef cattle operations in order to supply 100% of the meat requirements for inmates and employees.

During Fiscal Year '85, legislation was approved that would give TDC the authority to trade or sell agricultural products. Also this department provided meat requirements in portions as requested by Food Service, and maintained a year end inventory for storage of 2,150,10 pounds.

The overall production was hampered because of inmate labor problems. Drought conditions and freezes reduced the amount of hay, silage and grazing available, and destroyed many crops.

In the future, the Agriculture Department intends to: sell Grade A raw milk and purchase a quality processed product, and to sell beef calves on the open market and purchase slaughter cows for processing, relocate those crops which require extensive hand labor to units where fewer inmate labor problems occur, obtain additional mechanical harvesters, and increase production of crops that can be machine harvested and can a two year supply of vegetables and sell the surplus to other state agencies.

**Edible Crops Department** - is responsible for approximately 5,823 acres of fresh vegetables for consumption and cannery purposes. For Fiscal Year '85 the total fresh vegetable production was 17,984,564 pounds, of which 6,577,773 pounds were shipped to the cannery.

## Edible Crops Harvested & Canned Fiscal Year '85

### PRODUCTS CANNED:

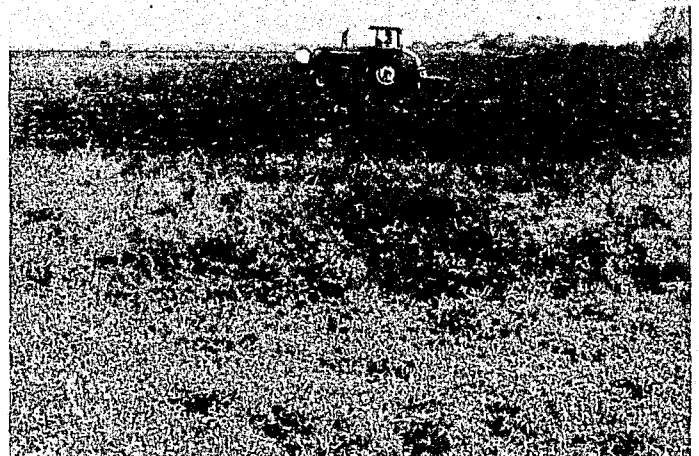
Beets .....	6,395 cases
Carrots .....	8,106 cases
Corn .....	14,280 cases
Green Beans .....	13,178 cases
Mustard Greens .....	26,955 cases
Turnip Greens .....	394 cases
Swiss Chard .....	5,800 cases
Sauerkraut .....	1,681 cases
Pumpkins & Cashaws .....	6,509 cases
Tomatoes (Whole) .....	4,167 cases
Tomatoes (Puree) .....	4,635 cases
Total Lbs. Canned .....	92,100 cases

### FRESH & CANNED PRODUCE

1985 .....	17,984,564 lbs.
1984 .....	15,406,261 lbs.
1983 .....	31,897,939 lbs.
1982 .....	29,086,104 lbs.
1981 .....	38,482,193 lbs.
1980 .....	20,034,981 lbs.

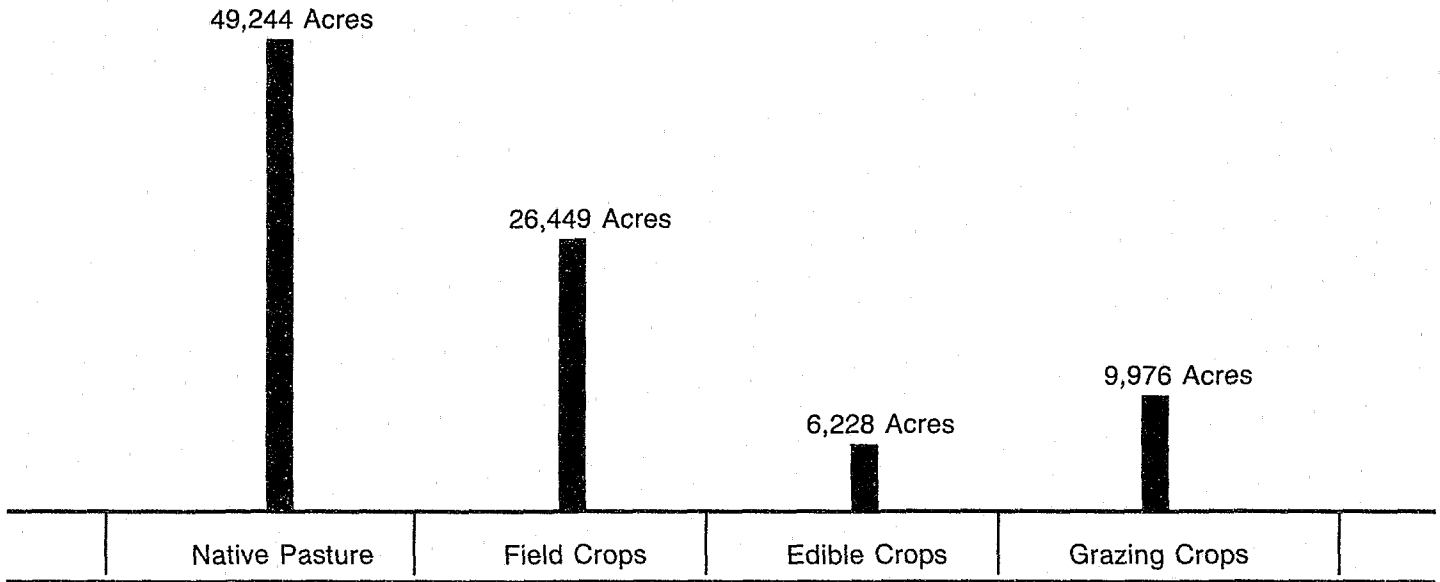


Garden squad turning out to work at the Ramsey I Unit.

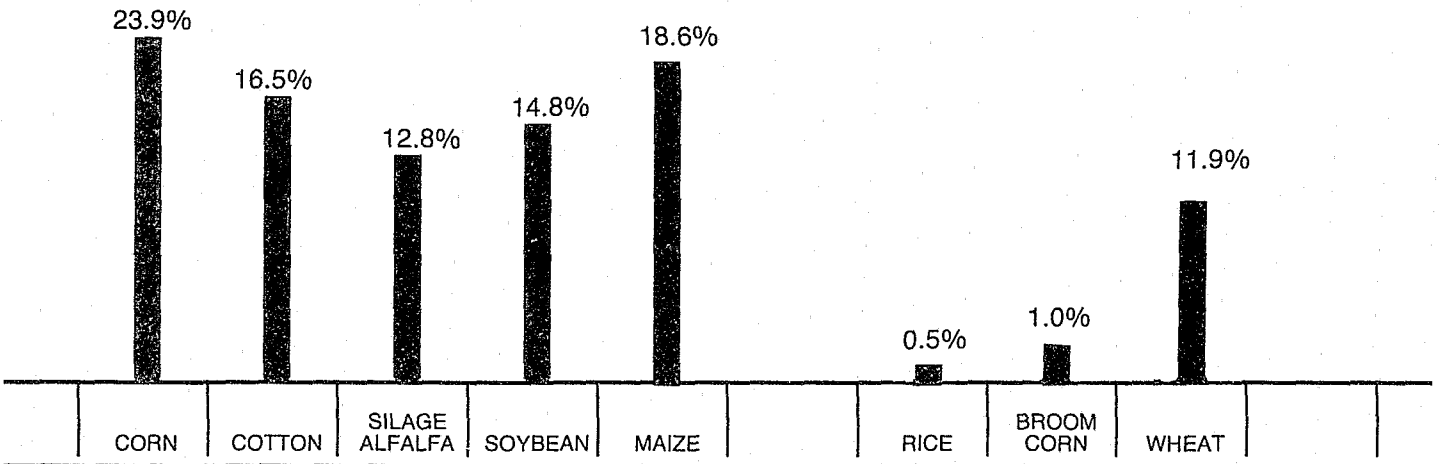


Preparation of soil for planting at the Darrington Unit.

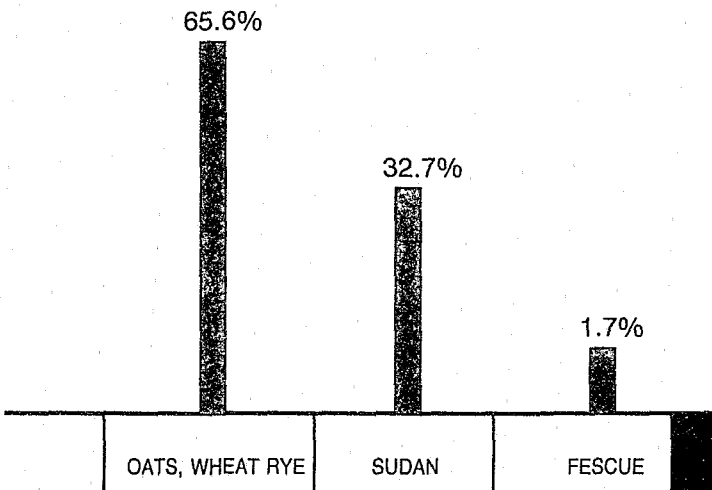
# AGRICULTURE ACREAGE ALLOCATIONS



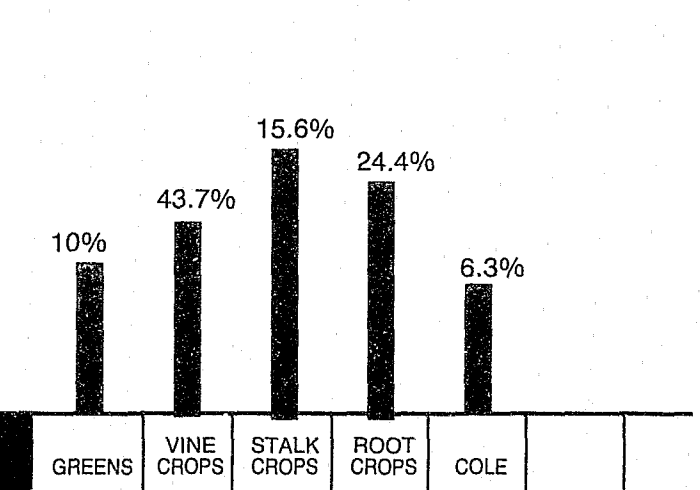
## FIELD CROP ACREAGE BREAKDOWN



## Grazing Crops Acreage Breakdown



## Edible Crops Acreage Breakdown

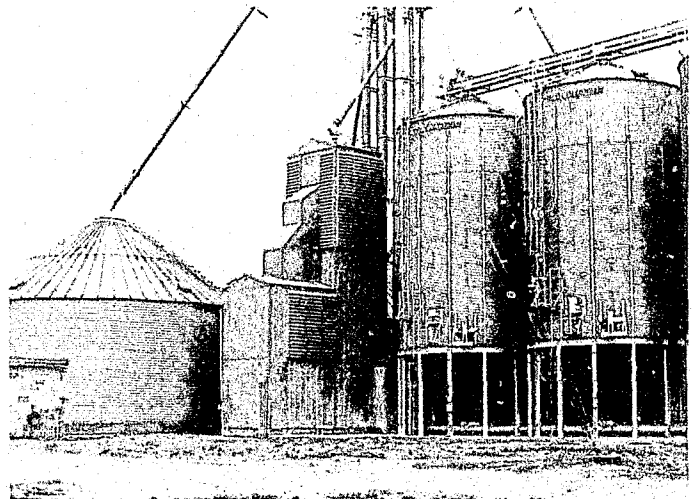




**Field Crop Department** - produces grain and forage for livestock, fiber and broomcorn for Industry, and rice for inmate consumption. Additionally, this department manages all agriculture heavy equipment, farm shops, cotton gins, grain elevators, tractors and equipment, irrigation, unit drainage and TDC water rights.

**Dairy Operation** - supplies milk and dairy beef. Four units are used for milking, and one for raising replacement heifers and steers. Future plans include the consolidation of milk operations into one centralized dairy, and to receive and maintain a Grade A raw milk permit.

**Poultry Operation** - is divided into egg production and meat production. Laying flocks are maintained on seven units, and broilers are raised at three units. Future plans include increasing production to provide an inventory for outside marketing.



Grain storage at the Clemens Unit.



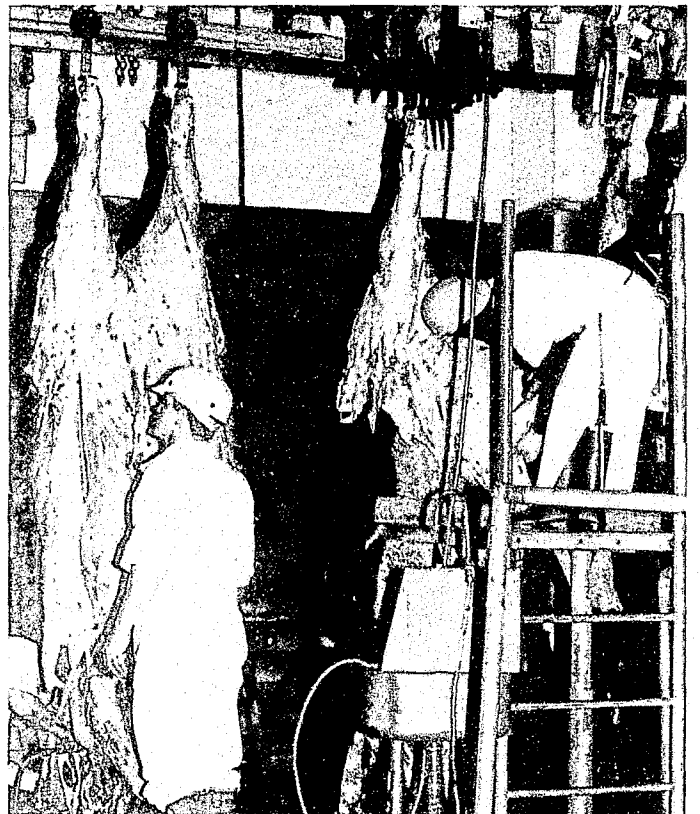
Field of cabbage at the Central Unit.

### Cattle Slaughtered/Pigs Slaughtered

Fiscal Year '85

Year	No. Cattle Slaughtered	Lbs. Live Weight
1980	5,291	5,040,595
1981	5,595	5,707,492
1982	5,507	5,979,562
1983	5,996	6,397,362
1984	6,520	7,018,649
1985	5,881	5,831,108

Year	No. Pigs Slaughtered	Lbs. Live Weight
1980	33,649	8,098,595
1981	27,501	6,669,840
1982	23,332	5,716,037
1983	24,034	6,290,245
1984	31,779	6,948,470
1985	22,515	5,831,108

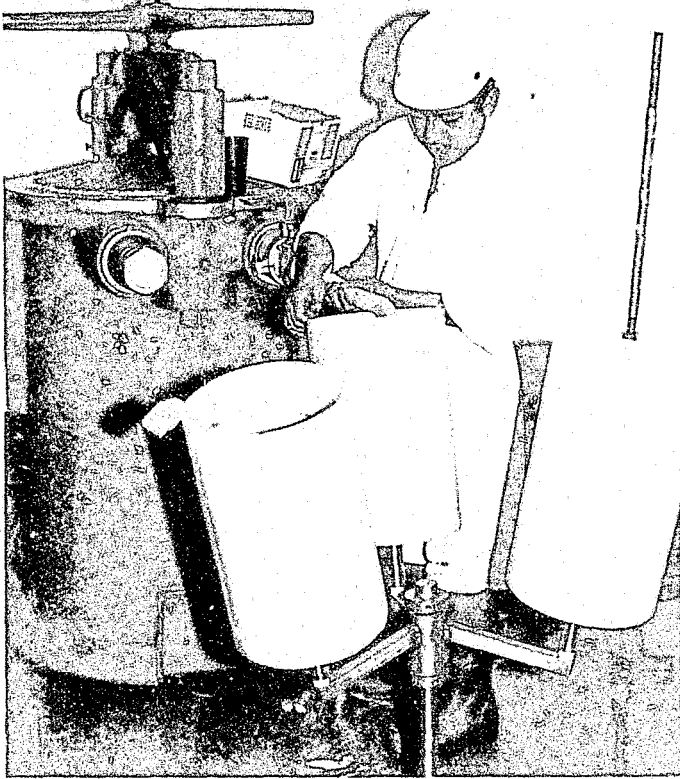


Beef skinning line at the Coffield Unit Packing Plant.

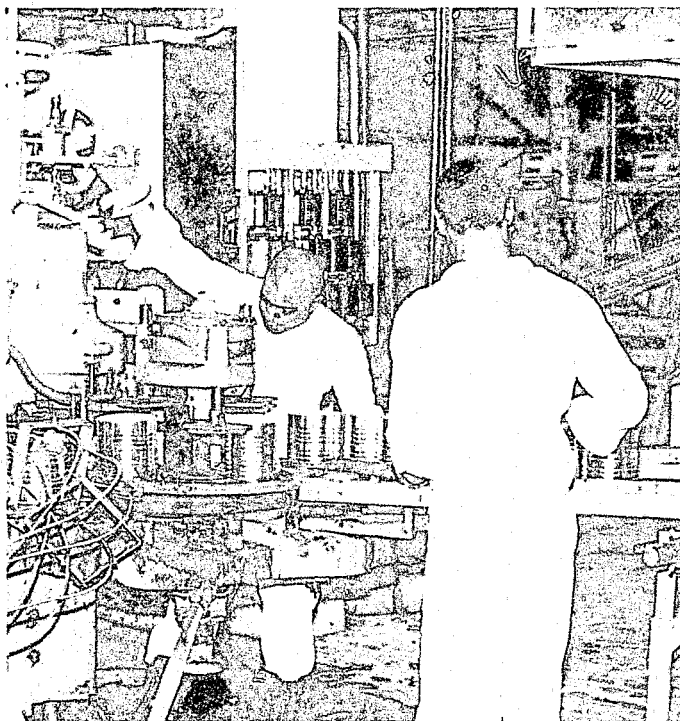
**Beef Cattle Operation** - maintains herds on thirteen units. There are 19,926 head of stocker cattle grazing on 57,327 acres of improved and native pasture land.

**Swine Department** - maintains four farrowing operations and fourteen feeder slabs. Inventory is 22,795 head. In the future hogs will be sold when necessary to keep inventories consistent with requirements.

**Packing Plant** - is a modern facility which provides for the slaughter, processing, rendering, sausage kitchen, storage, and distribution of finished products to unit food service departments. It also supplies hides for shoes, tallow for soap, and lye products for feed.



Sausage being stuffed at the Coffield Unit Packing Plant.



The Canning Plant at the Ramsey III Unit processes and cans fresh vegetables for later use.

**Canning Plant** - located at Ramsey III, is capable of running three products simultaneously. It is responsible for the processing and canning of fresh vegetables. This facility should increase production capabilities by 300 percent.

**Veterinary Department** - assists TDC by providing the best preventative animal health programs possible. Medicine and supplies are purchased and distributed. Assistance is provided in the training of all senior veterinary students from Texas A & M University. This department strives to maintain healthy and productive herds.

**Entomologist Department** - provides services to field crops, edible crops, and livestock in the areas of weed and pest control.

**Staff Services** - assists in the areas of fiscal management, accounting, accounts payable, purchasing, inventory control and distribution, managerial assistance, and coordination of agribusiness relations with the farming operations. The lack of automated programs that would assist in inventory control, feed mill rationing and distribution, fiscal control and herd management reduces this department's efficiency.

## BUDGET

**The Budget Department** - is responsible for preparing and presenting the biennial appropriation request to the legislature; developing and managing the annual operating budget; developing and implementing the systems necessary to control the use of funds; and preparing special budget analysis on key issues to insure that TDC is accomplishing its objectives in the most efficient and effective manner. Significant progress was made during Fiscal Year '85 in the development of an operating budget structured along organizational lines.

A large problem is that portions of all budget and control systems are manual, which causes untimely delays in the receipt of information and accounting and invoice documentation from field personnel, the units and/or other departments.

## CONSTRUCTION

The TDC Construction Department serves many functions within the agency, from minor maintenance and repair of facilities through major planning, engineering and design, to building complete new prison facilities. This department also attempts to provide regular and suitable job experience for those inmates having completed vocational training programs.

In order to interface the overall needs of the TDC with the required daily operations and activities, the Construction Department coordinates these functions through various program areas. These areas are: maintenance, design planning, fiscal, contract construction and inspection, TDC construction, and fire and safety.

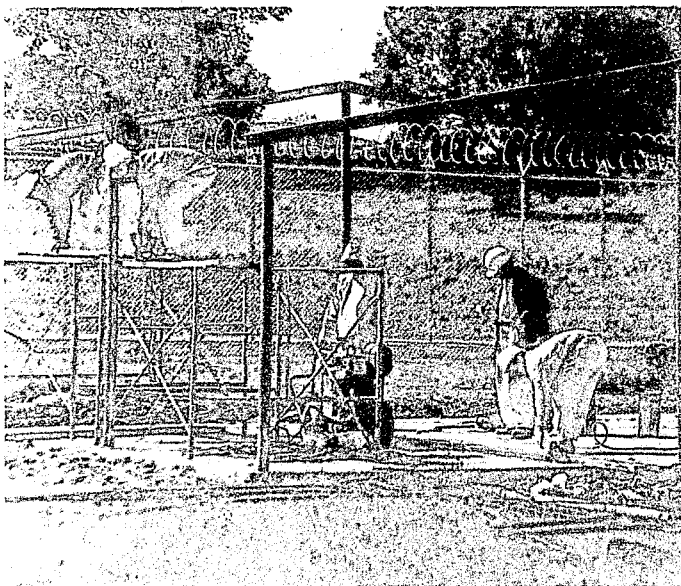
**Maintenance Program** - maintenance program functions provide basic first line repair and maintenance of facilities at the unit level up through highly technical security systems at the regional level. This program is charged with the responsibility of maintaining approximately 1,728 buildings with 10,918,694 square feet and an asset value of \$137,872,992. Also included is the coordination and supervision of all water, sewage, landfill and environmental operation. TDC operates and maintains five incinerators, twenty-one water treatment facilities, over fifty water wells and several landfill operations.

**Planning and Design Program** - the planning and design program works hand in hand developing job scopes, cost estimates, and preparing drawings and specifications for construction and maintenance activities. A staff of engineers, architects, draftsmen and technical personnel provide the expertise and assistance necessary to support TDC's activities.

# JOBS COMPLETED IN FISCAL YEAR 85

BETO I UNIT	BETO II UNIT	CENTRAL UNIT	CLEMENS UNIT	COFFIELD UNIT	DARRINGTON UNIT	DIAGNOSTIC UNIT	EASTHAM UNIT	ELLIS I UNIT
Pesticide Storage Bldg. Farm Shop Ad. Seg. Rec. Yard Wainscot Main Hallway	Security Fence for Vocational Bldg. Sewer Disposal System Remodel Infirmiry Security Screens - Ad. Seg. Electric Supply - Vocational Bldg.	Gas Line Replacement Convert Trailer to Offices Fence for Horticulture Bldg.	Remodel Law Library Update Penimeter Lighting System Security Screens - Ad. Seg. Pesticide Storage Bldg.	Inmate Rec. Yard - Phase I Security Staff Office Space N.A.M. Warehouse and Paint Shed Isolation Banks Dayroom Window Security Grating	Hog Feeder Slab Pesticide Storage Bldg. Install Heaters (2 Dormitories) Electrical Service for Vocational Welding Shop	Renovate Duplex (2) Renovate House (3)	Dairy Facilities Farrowing Barns Employee Dormitory Pesticide Storage (Bldg. 2) Install Heaters (2 dormitories) Construct Office Space Ad. Seg. Rec. Yard Security Screens - Ad. Seg. Update Perimeter Lighting System Install showers Ad. Seg.	Pig Grower Facility Pesticide Storage Bldg. Install Heaters in Dormitories Remodel Duplex (2) Repair Floor in Dining Room Inmate Rec. Yard Security Screens - Ad. Seg. Ad. Seg. Rec. Yard Additions to Maintenance Bldg. Covered Slab for Weight Lifting
ELLIS II UNIT	FERGUSON UNIT	GATESVILLE UNIT	GOREE UNIT	HILLTOP UNIT	HUNTSVILLE UNIT	JESTER I UNIT	JESTER II UNIT	JESTER III UNIT
Dog Kennels Ad. Seg. Rec. Yard & Showers MHMR Office Ag. Facilities Security Screens - Ad. Seg.	Install Heaters in Dormitories Renovate Duplex Upgrade Waste Water Treatment System Ad. Seg. Screens & Rec. Yard Relocate Temporary Kitchen	Kitchen Expansion (Reception Center) Offices at Valley Renovate Trailer for Medical Replace Area Water Wells Repair Employee Dormitory Install Heaters in Dormitories Modular Office Bldg. Security Screens - Ad. Seg. Ad. Seg. Rec. Yard Visitation Trailer Repair Employee Dormitories (2) Electrical Distribution System	Security Screens - Ad. Seg. Access to Rec. Yard for Handicapped Additional Office Space - DOBBS Bldg.	Pesticide Storage Bldg. Remodel Infirmiry Modification of Firing Range General Population Rec. Yard Modular Office Bldg. Re-route Sewer Lines	Repair Roof on Hospital Renovate Duplex Renovate House Wheelchair Ramp - Adm. Bldg. Security Screens - Ad. Seg. Air Condition Internal Affairs Office Energy Conservation - Adm. Bldg. Convert Apartment to Offices	Pesticide Storage Bldg. Remodel Residence	Repair Visiting Room Sewer Plant Bldg. Remodel Infirmiry Surface Roads, Entrance and Compound Update Perimeter Lighting	Security Screens - Ad. Seg.
MOUNTAIN VIEW UNIT	PACK I UNIT	PACK II UNIT	RAMSEY I UNIT	RAMSEY II UNIT	RAMSEY III UNIT	RETRIEVE UNIT	WYNNE UNIT	
Electrical Revision of Braille Bldg. Security Screens - Ad. Seg. Modular Offices Dental Clinic	School Bus Shelters Highway Gate House Employee Dormitories (2) Hog Feeder Slabs Shed for Water Softener Employee Four-plexes (6)	Remodel Infirmiry Ad. Seg. Rec. Yard Relocate Kitchen Compressor	Security Screen Ad. Seg. Pesticide Storage Bldg. Renovate Duplex Central A/H Duplex Replace Central A/H - Guards Dormitory Replace Lift Pumps Regional Medical Pharmacy	Ad. Seg. Rec. Yard Renovate Duplex Security Screens - Ad. Seg. Ambulatory Care Facility	Set Up Dormitory Remodel Infirmiry Medical Gas Storage Shed	Ad. Seg. Rec. Yard Re-roof Trusty Dormitory Security Screens - Ad. Seg. Pesticide Storage Bldg. Remodel Duplex	Renovate House Temporary Laundry Convert Visiting Room to Offices Renovate Duplex Parking Lot at Windham Adm. Bldg. Repair Duplex Install Heaters in Dormitories Set-up Office Trailer	

**Contract Construction and Inspection Program** - this program has the responsibility of coordinating all outside contractor activities and inspection of all outside contractor and in-house construction projects. This program acts as a watchdog, insuring material quality, construction procedure and building specifications meet established standards.



Dayroom under construction at the Wynne Unit.



Reinforcement bars being cut at a construction site.

**TDC Construction Program** - this program is the in-house contractor and uses inmate work crews to build and construct TDC buildings and facilities. The utilization of inmate work crews provides a cost saving to the state and allows inmate participants to apply their acquired skill or an opportunity to learn a marketable skill.

**Fire and Safety Program** - this program plays an integral part in the overall agency functions involving the working and living environment for inmates and employees alike. Ongoing activities include regular safety inspections, fire prevention and training. This is a critical area and TDC recognizes and emphasizes a safe, clean, sound and secure environment as a major requirement of its operation.

**Fiscal Program** - the fiscal program performs a support role for all Construction Department programs, providing administrative services in budget coordination, personnel, purchasing, auditing and inventory activities.

## DATA PROCESSING

TDC has a centralized data processing facility located in the Administration building in Huntsville. This department is operational 24 hours a day, seven days a week. The mainframe computing equipment consists of two central processing units with associated tape drives, disk drives, printers, and control units. The data processing department is connected with all 27 units and various other locations via a teleprocessing network, which has grown from approximately 80,000 to 225,000 transactions processed per day during Fiscal Year 85.

During Fiscal Year 85, Data Processing developed and implemented a major system for Health Services (pharmaceutical system), which is used to process inmate medication. Also during the past year a major system was developed and implemented for Classification (Unit Classification and Review), which provides the capability, at the unit level, to collect and maintain information on inmates. This allows unit personnel to determine recommended custody designations for all TDC inmates. The system also provides a safeguard against housing an inmate in a housing area which does not have the same custody designations as the inmate, or against housing more than the set capacity in a given housing area.

## PURCHASING

The Purchasing Department is responsible for processing all open market and contract purchases through the State Purchasing and the General Services Commission. In addition, all emergency purchase orders must be approved in advance by designated purchasers. Coordination of service orders and advice and/or assistance on other delegated purchases is provided by Purchasing.

The department assists other divisions in the development of specifications for lease space, negotiates emergency leases, and coordinates lease requirements and bid invitations through State Purchasing and General Services Commission. Lease records are maintained by Purchasing also. During Fiscal Year '85, fuel purchases and maintenance contracts were consolidated with a savings in excess of \$240,000 and a contract for the commercial transportation of parole violators was issued at a savings of over \$140,000.

**EDUCATIONAL AND RECREATIONAL FUND**  
**BALANCE SHEET**  
**FISCAL YEAR '85**

**ASSETS**

**CURRENTS ASSETS**

**CASH**

Cash—American Bank .....	221,821.74CR	
Certificates of Deposit .....	6,100,000.00	
Petty Cash .....	8,790.00	5,886,968.26

**RECEIVABLES**

Accounts Receivable .....	86,329.57	
Interest Receivable .....	191,390.05	
Accounts Receivable WSD .....	295,920.00	
Inmate Loan Fund .....	522.99	
Accounts Receivable Comm Sales .....	392,941.01	967,103.62

**INVENTORIES**

Inventory—Warehouse .....	1,044,154.08	
Inventory—Commissaries .....	998,317.45	
Inventory—Rodeo .....	9,885.85	
Inventory—Rodeo Equipment .....	734.01	
Inventory—Cig. Stamps .....	44,931.90	
Inventory—Vending Machines .....	1,979.40	
Inventory—Vocational Supplies .....	173,003.41	
Deposit on Drums .....	65.00	2,273,071.10
		9,127,142

	Asset Value	Depreciation Reserve	Net Value
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**FIXED ASSETS**

Land .....	282,658.18	0.00	282,658.18
Buildings .....	1,282,183.84	827,146.55CR	455,037.29
Vocational Equipment .....	279,790.02	258,003.29CR	21,786.73
Musical Instruments .....	130,598.61	116,178.35CR	14,420.26
Television, Radio [ Photo Equip. ....	376,271.55	248,416.08CR	127,855.47
Autos [ Trucks .....	128,944.34	63,104.51CR	65,839.83
Furniture [ Fixtures .....	362,981.33	197,387.24CR	165,594.09
Motion Picture Equipment .....	14,383.46	8,796.10CR	5,587.36
Improvements .....	44,401.11	24,456.81CR	19,944.30
Barber Equipment .....	27,259.42	13,084.51CR	14,174.91
Commissary [ Rodeo Equipment .....	411,792.46	239,280.79CR	172,511.67
	3,421,264.32	1,995,854.23CR	1,345,410.09
Construction in Progress .....			5,894.85

1,351,304

**PREPAID EXPENSES**

Prepaid Insurance .....	431.44	
Prepaid Machine Rental .....	135.00	
Prepaid Machine Repair .....	2,618.49	
Prepaid Postage Expense .....	205.76	3,390

**TOTAL ASSETS**

10,481,838

**LIABILITIES AND SURPLUS**

**CURRENT LIABILITIES**

Accounts Payable Trade .....	101,509.74CR	
State Sales Tax Payable .....	1,217.83CR	
Def. Credit Rodeo Income .....	18,511.00CR	
Tobacco Tax Payable .....	18,161.96CR	
City Sales Tax Payable .....	114.45CR	
Jester Multi-Purpose Building .....	34,999.50CR	
Scholarship Donation .....	500.00CR	
Leave Entitlement .....	245,147.35CR	420,161.83CR
		420,161

**SURPLUS**

<b>SURPLUS</b> .....		9,471,572.80CR
<b>PROFIT OR LOSS FROM OPERATIONS</b>		
Craft Shop .....	10,854.69CR	
Inmate Trust Fund .....	90,429.08	
Wynne Dog Project .....	3,997.09CR	
Texas Prison Rodeo .....	67,207.00CR	
General Operations .....	514,045.54	
Commissary Operations .....	1,112,519.82CR	590,103.98CR
		10,061,676

**TOTAL LIABILITIES AND SURPLUS**

10,481,838

**TEXAS DEPARTMENT OF CORECTIONS**  
**BALANCE SHEET**  
**FISCAL YEAR '85**  
**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 .....	<u>-0-</u>	262,500.00

**INMATE TRUST FUND**

In Banks .....	346,609.54	
Invested .....	<u>1,400,000.00</u>	1,746,609.54

**FUNDS IN STATE TREASURY**

Appropriations—General Revenue .....	99,854,634.73	
Industrial Revolving Fund 156 .....	715,064.54	
Mineral Lease Fund—		
Unappropriated .....	3,850,087.43	
Appropriated .....	<u>4,714,257.16</u>	
Employees Bond Fund 901 .....	<u>325.00</u>	109,134,368.86

**ACCOUNTS RECEIVABLE**

Trade .....		6,087,719.98
InterDepartmental .....		-0-

**DEPOSITS ON CONTAINERS**

DEPOSITS ON CONTAINERS .....		7,540.00
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**INVENTORIES—ALL UNITS** .....

60,540,490.07    177,779,228.45

	Asset Value	Depreciation Reserve	Net Book Value
<b>FIXED ASSETS</b>			
Land .....	22,129,704.81		22,1129,704.81
Buildings .....	168,462,061.34	45,745,324.63CR	22,716,736.71
Improvements .....	33,955,954.90	6,460,213.30CR	27,495,741.60
Roads and Bridges .....	2,337,130.84	1,244,619.86CR	1,092,510.98
Machinery and Equipment .....	43,809,057.69	21,799,973.03CR	22,009,084.66
Automobiles and Trucks .....	16,790,253.75	13,337,977.12CR	3,452,276.63
Furniture and Fixtures .....	19,602,479.38	8,728,897.73CR	10,873,581.65
Heavy Equipment .....	19,690,521.61	10,819,923.49CR	8,870,598.12
Radios and Equipment .....	8,026,079.49	2,416,090.04CR	5,609,989.45
Firearms .....	1,057,971.92	466,917.53CR	591,054.39
Fixed Asset Clearing .....			
	<u>335,861,215.73</u>	<u>111,019,936.73CR</u>	224,841,279.00
CONSTRUCTION IN PROGRESS .....			196,685,627.84
PREPAID EXPENSES .....			<u>135,594.66</u>
<b>TOTAL ASSETS</b> .....			<u><u>599,441,729.95</u></u>

**TEXAS DEPARTMENT OF CORECTIONS  
BALANCE SHEET  
FISCAL YEAR '85  
FINAL**

**LIABILITIES**

**CURRENT**

<b>CONTRA TO LOCAL FUNDS</b>			
Petty Cash .....		125.00	
Revolving Fund .....		260,000.00	
Expense Fund .....		<u>2,375.00</u>	262,500.00
<b>CONTRA TO INMATE TRUST FUND</b>			
Inmate Funds .....		1,323,585.31	
Escheat Funds .....		81,294.37	
Scrip Funds .....		-0-	
Unclaimed Scrip Funds .....		12,083.12	
Commissaries .....		<u>329,646.74</u>	1,746,609.54
<b>CONTRA TREASURY FUNDS</b>			
Appropriations—General Revenue ..		99,854,634.73	
Industrial Revolving Fund 156 .....		715,064.54	
Mineral Lease Fund 272 .....		8,564,344.59	
Employee Bond Fund 901 .....		<u>325.00</u>	109,134,368.86
<b>ACCOUNTS PAYABLE</b>			
Trade .....		3,458,889.75	
Inter-Fund .....		169,571.70	
State Sales Tax .....		<u>-0-</u>	<u>3,628,461.45</u>
<b>TOTAL LIABILITIES</b> .....			<b>114,771,989.85</b>

**SURPLUS**

<b>SURPLUS—AUGUST 31, 1984</b> .....		464,904,967.17	
Fund Expenditures .....	348,979,847.24		
Less: Fund Receipts .....	36,170,813.28DB		
Property Transfers .....	3,046,539.37DB		
Fund Transfers .....	<u>39,217,352.65DB</u>	309,762,494.59	
Add: Government Grants .....		399,118.75	
Government Commodities .....		6,400,556.28	
Transfer of Local Funds .....		251,347.71	
Property Transfers .....		<u>-0-</u>	781,718,484.50
Less: Operating Deficit .....			<u>297,048,694.40DB</u>
<b>TOTAL SURPLUS</b> .....			<b>484,669,790.10</b>
<b>TOTAL LIABILITIES AND SURPLUS</b> .....			<b><u>599,441,729.95</u></b>

## FINANCIAL OPERATIONS

Financial Operations is responsible for the accountability of all funds available to TDC and the payroll of all its employees. Services are provided to 37 other activities, 27 units, 12,386 employees and over 37,000 inmates. In the future, Financial Operations plans to: automate accounting procedures wherever possible, and provide automated information systems support to all TDC divisions, and automate more of the employee payroll system and improve payroll procedures to meet the comptroller's deadline for processing.

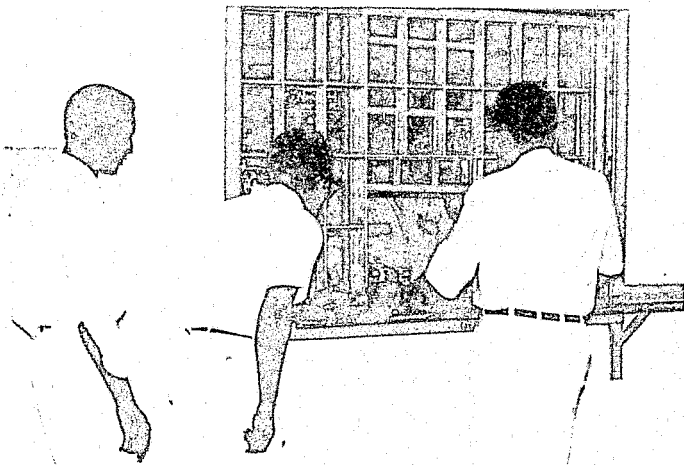
During Fiscal Year '85, a Fixed Asset Procedures Manual and a Property Procedure Manual were published and distributed, which subsequently reduced the number of missing property items from 2,162 at the end of Fiscal Year '84, to 256 at the end of Fiscal Year '85.

In order to maintain an efficient operation, Financial Operations is comprised of the following areas:

**Accounting** - the Accounting Department maintains accountability over all resources owned by TDC. The staff must classify, record and report all activities affecting these resources, and visit all units to verify the accuracy of field reporting. A new utility accounting system was designed to meet the requirements set forth by the 69th Legislature.

**Cashier** - the Cashier's Office is responsible for receiving money for TDC to be reported to the State Treasurer, making daily deposits for local funds, preparing inmate discharge checks, auditing advance travel vouchers and issuing travel checks to employees.

**Payroll** - the Payroll Department is responsible for the processing and initial distribution of multiple monthly payrolls and related documents for all employees. Payroll's biggest problem is the need to establish an automated system to check employee time sheets by computer.



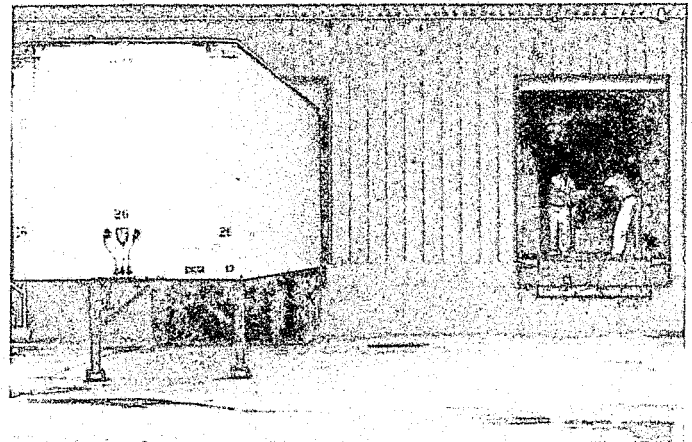
Inmates making purchases at the Ellis II Unit Commissary.

**Enterprise Fund** - the Enterprise Fund, commonly referred to as Education and Recreation (E & R) Fund, is comprised of programs and activities which produce locally earned revenues specifically including, but not limited to, income from production of the prison rodeo, operation of the commissaries (at each of the prison units), specific purpose gifts or general donations, and interest from investments. The Enterprise Fund remains in a self-sustaining status through the maximizing of investments and the profit from operations while holding expenses to a minimum.

During Fiscal Year '85, local funds investments were increased by better than 20%. These funds are not derived from any tax revenues. The State Legislature appropriates these funds to the Board of Corrections to be expended for the direct benefit of inmates.

**Inmate Trust Fund** - the Inmate Trust Fund receives an average of 2,000 deposits daily. Deposits are processed by noon each day and sent to Data Processing for update to accounts by midnight. All deposits and withdrawals are handled on a daily basis maintaining a current and accurate balance for each account.

**Boyd Distribution Center** - the Boyd Distribution Center is the shipping and receiving facility for the E & R commissary operations located at each unit. Through the operation of a modern warehouse, purchases are made in bulk allowing prices in the unit commissaries to be competitive with most discount stores and supermarkets.



The Boyd Distribution Center at the Diagnostic Unit is the warehouse that supplies all unit commissaries.

**Telecommunications Department** - this 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.

**Word Processing** - this 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 payments, including instruction and training. Additional records are maintained on information that is supplied to other departments for planning, purchasing and budgeting purposes. In the future, this department will attempt to pay all vendors within 30 days of receipt of goods and/or services.



## INDUSTRY

The Industrial Department consists of 28 factories or plants located at 16 units that produce goods and services for use within TDC and for sale to tax-supported agencies and political subdivisions. In addition to these facilities, this department is responsible for all unit laundries; for transporting all agricultural products, food and supplies to the various units; and for repairs to all cars, trucks tractors, bulldozers, and other mobile equipment. Future expansion plans include a garment factory to employ Death Row inmates, a new textile weave mill, and another records conversion facility.

By producing many of the products used on a daily basis, the industry department is able to reduce TDC's operating expenses and help reduce the operating costs of the many tax-supported state agencies that use the products. In minimizing the operating costs of TDC and other tax-supported state agencies, this department saves Texas taxpayers millions of dollars each year. The various industrial facilities are described as follows:

**The Stainless Steel Factory Plant** - located at the Pack II Unit, produces a combination sink/commode to be used in the new cellblocks being constructed and to replace old fixtures. Over 2,350 fixtures were manufactured during Fiscal Year '85 at an average savings of \$600 each. Food carts, vent hoods, racks and other stainless items were also manufactured.

**The License Plate Plant** - located at the Wynne Unit, produced 9.1 million license plates during the year. All plates manufactured are now being produced using graphic sheeting which permits a three-color license plate.



Desk being built at the Woodworking Factory at the Ellis I Unit.

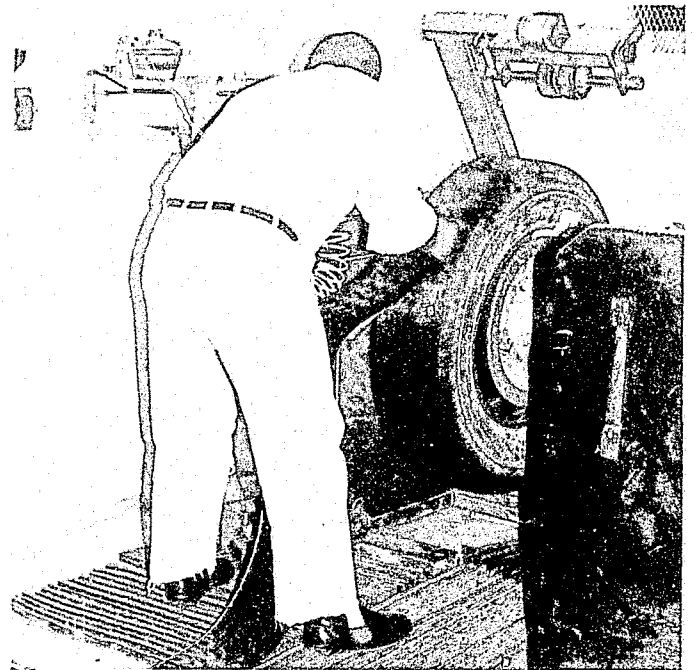
**The Woodworking Factory** - located at the Ellis I Unit, produces custom hardwood furniture for offices and living quarters for the various state agencies. This facility utilizes kiln dried lumber and carries it through all phases of machining, assembly and staining to a completed desk, chair, cabinet, etc. Floor and janitorial brushes are also manufactured.

**The Dump Truck Bed Factory** - this facility, located at the Coffield Unit, builds and mounts all the dump beds found on the new Texas Highway Department trucks. This factory also builds park equipment, trash containers, gravel spreaders and trailers. During Fiscal Year '85, 107 dump beds were mounted, and 1,689 pieces of park equipment were manufactured.

**The Records Conversion Facilities** - located at the Wynne, Mountain View and Coffield Units, provide a service of entering records to magnetic tape or punched cards for computer input. Primary functions are to process motor vehicle registrations and titles. The Wynne facility also has a complete microfilm operation. The Mountain View facility, in addition to data entry, produces braille textbooks and leisure books for various schools and agencies all over the United States.

**The Cardboard Box Factory** - located at the Wynne Unit, produces all types of boxes to pack items such as license plates, eggs, meat and soap. Die-cut type boxes, such as record file boxes, are also manufactured. Part of this operation is a Plastic Sign Factory, that engraves name tags and signs from laminated plastic and metal.

**The Shoe Factory** - located at the Ellis I Unit, manufactures nearly all the boots and shoes issued to the inmate population, including special order orthopedic footwear. Additionally, saddles, bridles, harnesses, dog collars, and other miscellaneous items are produced.



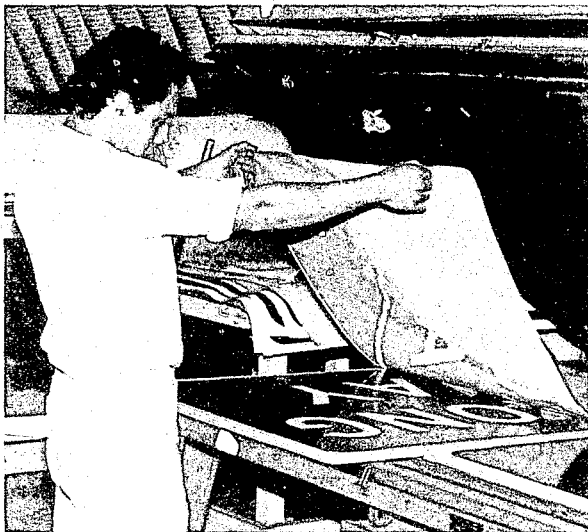
New tread being applied to tires at the Tire Retread Plant at Darrington Unit.

**The Tire Retread Plant** - located at the Darrington Unit, has converted to a pre-cure system that produces a quality retread and permits the retreading of radial tires. The primary users of this service are the Texas Highway Department, TDC and public schools. Approximately 7,905 tires were retreaded during Fiscal Year '85.

**The Print Shop** - located at the Huntsville Unit, meets all the Department's printing and reproduction needs. Several new presses and duplicators were added this year, with plans to modernize the bindery section next year. Print shop services include typesetting, layout, graphic design, process camera work and plate making.

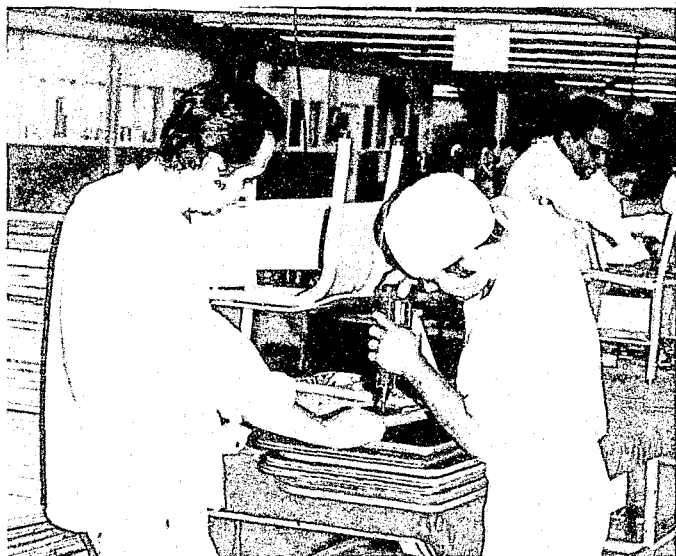
**Laundries** - located at each unit, wash over 64 million pounds of clothes and linens annually. The laundry administration is headquartered at the Wynne Unit. Each unit is responsible for its own laundry operation with the Industry Department providing administrative support in the areas of budget, inventory, repairs, equipment purchases and functional procedures.

**The Bus Repair Facilities** - located at the Ellis I and Beto II Units, repair public school buses. Repairs may consist of complete paint and body jobs, as well as mechanical, frame, electrical and upholstery. Some repairs to fire trucks and other specialty vehicles are also accomplished at these facilities. During the past fiscal year, 364 school buses, and 60 other types of vehicle were repaired.



Signs for the Highway Department are manufactured at the Sign Shop at the Beto I Unit.

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



Preparing chairs for refinishing at the Furniture Refinishing Plant at the Ramsey I Unit.

**The Furniture Refinishing Plant** - located at the Ramsey I Unit, refurbishes metal, wood and upholstered furniture. During Fiscal Year '85, over 110,000 pieces of furniture were processed. Most furniture consists of school desks and school auditorium seating. This factory also manufactures secretarial and executive swivel chairs.

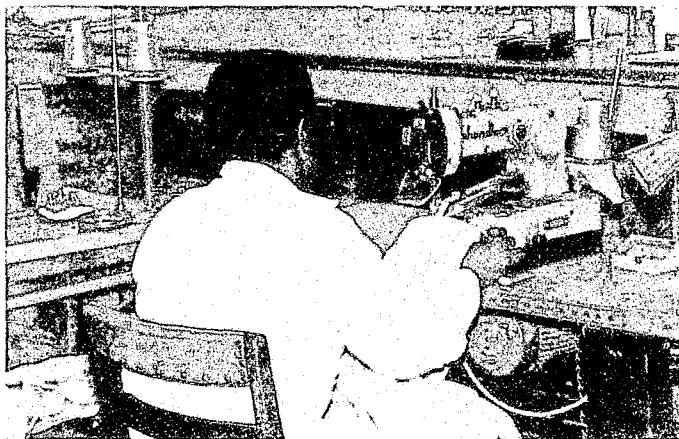
**The Soap and Wax Factory** - located at the Central Unit, produces 7 million pounds of soap, detergent and wax products annually. All types of janitorial cleaners, waxes, dishwashing detergents, laundry detergents, liquid and bar bath soap are produced at this factory.

**The Textile Mill** - located at the Huntsville Unit, annually produces over 1.5 million yards of cloth for use in the manufacture of inmate clothing. Traditionally this facility has utilized cotton grown by TDC, but has bought cotton the past two years. Other products produced are towels and yarn for mops and socks.

**The Validation Sticker Plant** - located at the Wynne Unit, produces the annual license plate validation stickers for all Texas vehicles. This facility provides design and printing services for multicolor stickers, labels, decals and other high visibility graphics. Over 22 million validation stickers were produced for the Texas Highway Department along with 500,000 decals for other state agencies.

**The Microfilm Facility** - located at the Beto II Unit, is probably the most modern facility of this type in the country. This service is provided to state agencies, public schools, cities and counties.

**The Metal Fabrication Plant** - located 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. These items are produced to specification for the TDC Construction Department as well as for county and city jails.



Garments being sewed at the Garment Factory at the Gatesville Unit.

**Garment Factories** - located at the Hilltop, Eastham and Gatesville Units, produce inmate clothing and correctional officer uniforms. In addition, non-clothing items such as flags, janitorial bags, gloves and sheets are produced. The manufacturing of auditorium stage curtains began this year.

**The Mechanical Shop** - located at the Huntsville Unit, includes various shops necessary for the repair and maintenance of agency equipment. Tractors, heavy equipment, automobiles, trucks, trailers, and truck tractors are indicative of the variety of vehicles serviced. This facility also serves as a supply center for all unit repair shops.

**The Warehousing and Trucking Operation** - is also managed by the Industry Department. Transportation moves raw agricultural products from farms to the various factories and prison units and schools; food items are transported from warehouses to the various units. The trucking operation utilized 80 trucks and 179 trailers to haul 17,602 loads and travel 3 million miles.

**The Mattress Factory** - located at the Wynne Unit, produces cotton mattresses, pillows, innersprings and box spring mattresses. Approximately 40,000 mattresses and pillows are shipped annually to universities, jails, various state agencies, and TDC.

# INDUSTRIAL SALES REPORT

Fiscal Year '85

FACILITY	OUTSIDE SALES	DEPARTMENTAL	TOTAL
Central Soap	\$2,042,231.62	\$1,147,828.93	\$3,190,060.55
Coffield RCF	1,649,914.40	0.00	1,649,914.40
Coffield Metal Fabrication	303,869.52	846,239.75	1,150,109.27
Coffield Dump Bed	586,661.43	188,746.90	775,408.33
Darrington Tire	220,031.65	67,219.05	287,250.70
Eastham Garment Factory	233,961.53	3,845,770.95	4,079,732.48
Ellis Shoe	39,189.47	1,851,577.53	1,890,767.00
Ellis Woodworking	735,034.18	495,854.97	1,230,889.15
Ellis Bus Repair	1,130,407.47	7,636.73	1,138,044.20
Ferguson Mop Broom	457,268.17	146,223.95	603,492.12
Mountain View RCF	94,041.68	0.00	94,041.68
Print Shop	1,545.28	481,190.82	482,736.10
Textile Mill	0.00	1,685,152.74	1,685,152.74
Ramsey Furniture	1,406,772.68	138,855.42	1,545,578.10
Wynne Box	338,423.10	445,578.12	784,001.22
Wynne Coffee	0.00	623,221.11	623,221.11
Wynne Plastic Sign	88,618.48	64,537.90	153,156.38
Wynne Mattress	375,147.39	578,420.59	953,567.98
Wynne RCF	1,399,952.97	0.00	1,399,952.97
Wynne License Plate Plant	8,668,370.40	65.00	8,668,435.48
Wynne Validation Sticker Plant	1,341,812.76	23,475.55	1,265,288.31
Beto I Metal Sign	3,893,160.24	6,041.77	3,899,202.01
Gatesville Garment Factory	343,161.97	512,815.22	855,977.19
Beto II RCF	614,375.54	0.00	614,375.54
Beto II Bus Repair	353,579.89	93,650.15	447,230.04
Pack II Stainless Steel	127,330.86	1,090,126.88	1,217,457.74
Hilltop Garment Factory	108,363.10	1,713,606.32	1,821,969.42
<b>TOTAL .....</b>	<b>\$26,553,175.86</b>	<b>\$16,053,836.35</b>	<b>\$42,607,012.21</b>

# HEALTH SERVICES DIVISION

The TDC's Health Services Division is composed of four basic program areas: General Medical Services, Pharmacy Services, Dental Services and Psychiatric Services. In addition, there are a number of central services that support the basic health programs.

The primary goals of Health Services are: to provide quality Medical, Dental and Psychiatric Services to the inmates of TDC; the implementation of the American Medical Association's *Standards for Health Services in Prison* at all TDC units and the accreditation of all health facilities by the National Commission on Correctional Health Care.

During Fiscal Year '85 a systemwide Computerized Pharmacy System was initiated, seven health care facilities were upgraded through renovation or new construction, the Health Services Policies and Procedures Manual was revised and expanded, and procedure manuals were developed for Nursing, Physical Therapy, Respiratory Care, Laboratory and Radiology.

The inability to recruit certain types of health professionals due to the current salary structure of classified positions such as Registered Nurses, Registered Records Administrators, and Dental Hygienist, the exempt positions such as Pharmacists and Psychiatrists and the lack of funding for certain court ordered reforms continues to hinder Health Services.

Future plans include: The construction of a 450 bed medical center containing 300 acute psychiatric beds, 100 medical/surgical beds and 50 extended care beds, full implementation of the *Comprehensive Health Care Plan* the *Psychiatric Services Plan* and the *MROP* plan; and the development of a letter of agreement with the University of Texas Medical Branch (UTMB) at Galveston regarding the operation of the TDC Hospital, and academic affiliation with UTMB regarding the initiation of continuing medical education programs.

## MEDICAL SERVICES

Basic outpatient clinic services are available at each of TDC's units. An initial assessment of inmates' health needs is made upon admission to TDC at the Diagnostic Unit (males) or the Gatesville Unit Reception Center (females). A treatment plan is then initiated to address those needs. All units provide sick call, hold chronic disease clinics and serve the routine medical needs of the inmate population. Over 32,000 sick call visits each month were provided during Fiscal Year '85. Convalescent care is available at seven of the units designated as cluster infirmaries. Speciality care and skilled nursing services are available at the five units designated as regional medical facilities. Additional specialty clinics are provided at the TDC Hospital in Galveston. This latter unit also serves as the admitting facility for inmates in need of hospitalization. The levels of care available at specific units are depicted in Table I.

The general medical program is supported by several ancillary services. For example, basic laboratory services are available at each of the TDC units with more complex testing provided at the regional medical facilities' laboratories or by contract with "free world" labs. The Huntsville Unit has the distinction of having a laboratory accredited by the College of American Pathologists. All units (except Jester I) have basic radiology services and fluoroscopy is provided at four units (Beto I, Gatesville, Huntsville and Darrington). Respiratory therapy services are available at eight units -- three have full-time staff (Huntsville, Beto I, Gatesville) and five others (Beto II, Coffield, Goree, Ferguson, and Wynne) have part-time staff working in respiratory care. Only limited physical therapy services are available throughout TDC.



Prescriptions being filled at the Central Regional Pharmacy.

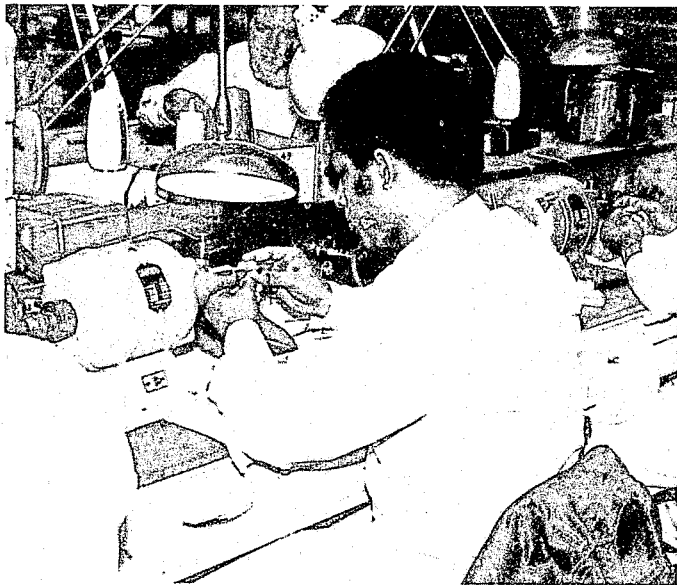
## PHARMACY SERVICES

Pharmacy services in TDC are provided by four licensed regional pharmacies, located in TDC's four geographical centers. Orders for patient prescriptions are entered into computers by practitioners or their designees at each TDC unit. These orders are filled at the appropriate regional pharmacy under the direction of registered pharmacists and are subsequently delivered to the drug room at the inmate's unit. Subsequent administration of the medication to the patient is documented on a computer. Administration is performed by licensed or specially trained personnel. The pharmacy system also generates inventory and administrative reports. Patient profiles are readily available to the prescriber on computer and access to potential drug allergies or interactions is incorporated into the computer program.

The pharmacy program also includes the medical warehouse and supply operation. Requests for supplies are sent to the medical warehouse. Completed orders are returned to the units via courier system that delivers to each unit once per week.

## 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. During the past year nearly 11,000 dental visits per month were provided. At the Diagnostic Unit (males) and the Gatesville Unit Reception Center (females), each in-processing inmate receives a complete clinical exam including panoramic x-ray and recording of dental-medical history. Priority of need is established by category of dentistry and each inmate receives a dental classification accordingly. The services provided at each of TDC's units include emergency, preventive, restorative (fillings), exodontics, limited periodontics, limited endodontics and removable prosthodontics. Out-patient oral surgery services are provided by oral surgeons at regional specialty clinics; in-patient services are provided at the TDC Hospital in Galveston. Specialty services such as permanent crowns, fixed bridges and orthodontics are prioritized as elective and are available from private practitioners only at the request and expense of the inmate. A large central dental laboratory with trained and in-training inmate technicians fabricates removable appliances to meet TDC needs and also provides prosthetic services for other state agencies.



Preparation of dental appliances at the Dental Lab at the Ellis I Unit.

## PSYCHIATRIC SERVICES

Psychiatric services are available for each inmate manifesting the signs and symptoms of mental illness and/or mental retardation. Approximately 2,300 psychiatric visits were provided monthly during Fiscal Year '85. Psychiatrically ill patients have access to a full range of services including out-patient care, chronic care, intermediate care and acute care. Psychiatrically ill patients are provided in-patient intermediate care and acute care services at the Ellis II Unit (males) and the Mountain View Unit (females). Also, the Beto I Unit has a 40-bed intermediate psychiatric care facility. Mentally retarded inmates are provided chronic care services at the Beto I Unit (males) and the Gatesville Unit (females).

A broad range of qualified professionals including psychiatrists, psychologists, case workers and nurses provide these services in a manner consistent with contemporary standards of medical practice. Using professionally accepted standards for therapeutic modalities, these professionals administer chemotherapy, psychotherapy (both individual and group), psychological testing, recreational therapy, occupational therapy, educational therapy and music therapy.

## CENTRAL SUPPORT SERVICES

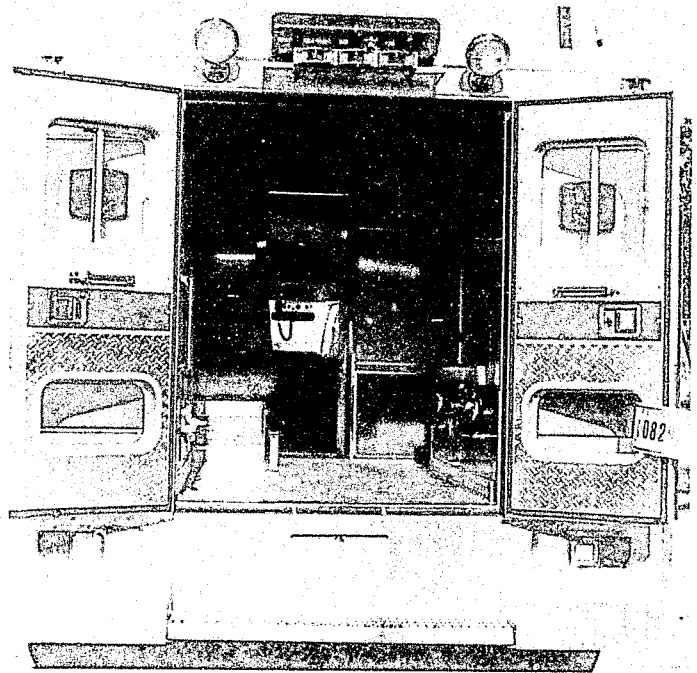
In addition to the aforementioned services, there are a number of central office departments that provide support services. These are described briefly below.

**Dietary Services** - this department provides consultation services to the unit health professionals regarding special diets and basic nutritional information. Also, the dietitians work with TDC's Food Service Department in the establishment of basic menus and the development of training programs for food service workers.

**Fiscal Office** - the Health Services Division has its own fiscal department. These personnel are responsible for processing purchasing requests and overseeing the expenditure of a multi-million dollar budget.

**Health Facilities** - this office coordinates the renovation and / or construction of all medical, dental, pharmaceutical and psychiatric facilities with TDC from the point of design through completion of construction. The coordinator of this office serves as liaison with TDC's Construction Department.

**Medical Transportation** - this office is responsible for providing and/or coordination of all transportation of inmates for medical reasons, whether for emergencies or routine care. A separate medical transportation system was initiated in order to provide all the units with ambulance services as well as buses or vans to carry inmates to the TDC Hospital or to regional medical facilities for specialty clinic appointments. Additionally, this office is responsible for the inspection and/or maintenance of all medical transportation vehicles.



An ambulance used by Health Services to transport inmates.

**Personnel** - Health Services has its own personnel office. It is responsible for recruiting, screening, interviewing and coordinating the hiring of all health professionals for TDC. The addition of 464 positions brought the total number of Health Services personnel to 2,506.

**Quality Assurance** - this department has two sub-groups: Quality Assurance Monitoring and Medical Records. The Quality Assurance Office audits the medical departments at each unit on a quarterly basis and responds to complaints regarding health services from inmates, employees or the public. While Medical Records Personnel are available on each unit, the Central Records Personnel establish policy and monitor the order and completeness of the unit health records. This department also is responsible for compiling monthly statistics on the utilization of health care services.

**Staff Development** - this department provides a three day orientation program for all new Health Services personnel and works with TDC's Training Academy in the development and implementation of both pre-service and in-service training programs for correctional personnel on health-related topics. During Fiscal Year '85, over 2,000 in-service training classes for correctional and health professionals were provided. Additionally, Staff Development designs curricula and conducts or coordinates numerous in-service training programs for the staff of the Health Services Division.

## LEVELS OF CARE Fiscal Year '85

UNIT	TYPE	BASIC CLINIC SERVICES	CONVALESCENT CARE	SPECIALTY SERVICES	SKILLED NURSING SERVICES	IN-PATIENT HOSPITALIZATION
1. Beto I	Male	X	X	X	X	X*
2. Beto II	Male	X	X			
3. Central	Male	X				
4. Clemens	Male	X				
5. Coffield	Male	X				
6. Darrington	Male	X	X	X*		
7. Diagnostic	Male	X				
8. Eastham	Male	X				
9. Ellis I	Male	X				
10. Ellis II	Male	X	X			X*
11. Ferguson	Male	X				
12. Gatesville	Female	X	X	X	X	X*
13. Goree	Male	X				
14. Hilltop	Male	X	X			
15. Huntsville	Male	X	X	X	X	
16. Jester I	Male	X				
17. Jester II	Male	X				
18. Jester III	Male	X	X	X	X	
19. Mt. View	Female	X	X			X*
20. Pack I	Male	X	X			
21. Pack II	Male	X	X			
22. Ramsey I	Male	X				
23. Ramsey II	Male	X				
24. Ramsey III	Male	X	X	X	X	
25. Retrieve	Male	X				
26. Wynne	Male	X				
27. TDC Hospital	Both			X		X*

\* 1. Intermediate psychiatric care and sheltered care for the mentally retarded.

\* 6. Radiology only.

\*10. Acute and intermediate psychiatric care only.

\*12. Sheltered care for the mentally retarded only.

\*19. Acute and intermediate psychiatric care only.

\*27. Medical and surgical conditions only.

# MEDICAL ACTIVITIES REPORT FISCAL YEAR '85

I. On-Site Outpatient Care Services	TOTAL	AVERAGE
<b>A. Medical</b>		
1. Sick Call Visits .....	384,620	32,052
2. Physician Appointments .....	105,783	8,815
3. Physician Assistant Visits .....	136,707	11,392
4. Urgent Emergency Visits .....	21,861	1,822
5. Physical Exams .....	51,951	4,329
6. Pre-Release Exams .....	633	53
<b>B. Dental Services</b>		
1. Number of Visits .....	129,262	10,772
2. Fillings Scallings .....	54,179	4,515
3. Extractions .....	19,347	1,612
4. Prosthetics .....	4,756	396
5. X-Rays .....	28,949	2,412
6. Exams Without Treatment .....	56,755	4,730
<b>C. Psychiatric Services</b>		
1. Psychiatric Visits .....	27,764	2,314
2. Psychologist Visits .....	60,835	5,070
3. Number of Inmates Under Treatment by Psychiatrist .....	22,057	1,838
<b>D. On-Site Speciality Services</b>		
1. Radiological Services:		
a. Exams .....	60,572	5,048
b. X-Ray Visits .....	56,049	4,671
2. Laboratory Services:		
a. Number of Lab Visits .....	85,788	7,149
b. Lab Exams .....	247,715	20,643
c. Off-Site Lab Tests .....	68,781	5,732
3. Optometry Services:		
a. Number of Visits .....	26,345	2,195
b. Number of Exams .....	16,620	1,385
c. Eye Glasses Delivered .....	11,059	922
4. Podiatry Services:		
a. Number of Visits .....	8,074	673
b. Podiatry Procedures .....	6,137	511
5. Hemo-Dialysis:		
a. Number of New Inmates .....	22	2
b. Number of Dialysis Procedures .....	1,903	159
6. OB-GYN Services:		
a. Number of Visits .....	601	50
b. Deliveries .....	52	4
*7. ENT Services:		
a. Number of Visits .....	258	65
b. Number of ENT Procedures .....	169	42
8. EKG / EEG Services:		
a. EKG's .....	4,138	345
b. EEG's .....	289	24
9. Plastic Surgical Services:		
a. Number of Visits .....	603	50
b. Number of Plastic Surgical Procedures .....	278	23
10. Physical Medicine:		
a. Number of Visits .....	34,942	2,912
b. Number of Physical Medical Procedures .....	52,160	4,347
11. Respiratory Therapy:		
a. Number of Visits .....	23,385	1,949
b. Number of Procedures .....	31,540	2,628

— These totals are based on four months, September through December, 1984. There are no longer ENT Clinics on the units, only at the TDC Hospital in Galveston.

# OPERATIONS DIVISION

The Operations Division is responsible for the daily management of all TDC units. This division is composed of Security and Training, Treatment and Classification, Education, and the units.

A primary goal is to meet the mandates of the *Guajardo vs. Estelle*, and *Ruiz vs. McCotter* litigation.

During Fiscal Year '85, this Division prepared audio-video tapes depicting the seriousness of "inhalant abuse"; implemented the New Inmate Classification Plan, and provided Correctional Counselor Services to the entire inmate population; and identified and corrected many problems in procedures followed by the various unit mailrooms through complete revisions of the standards and requirements for the Uniform Mail System Manual.

The withdrawal of funding by the Texas Commission on Alcoholism and Drug Abuse will severely curtail TDC's alcoholism/drug programs.

In the future, the Operations Division plans to: expand the SORT program until all medium and maximum security units have such a team permanently assigned; complete construction of current and new food service facilities, and modernization of all Food Service equipment and expand the "specialized" and "supervisory and management" training programs to enhance the skills of those employees in management and technical areas of TDC.

## PRE-SERVICE TRAINING FACT SHEET Fiscal Year '85

## NEW EMPLOYEE STATISTICS

AVERAGE AGE: 28.62

18 - 25 Years old: 50.74%

26 - 35 Years old: 27.55%

36 - 45 Years old: 14.61%

46 - 55 Years old: 5.65%

56 - 65 Years old: 1.44%

MONTH	ENROLLED	GRADUATED	% GRADUATED	TERMINATED		OTHER*
				ACADEMIC	RESIGNED	
SEP. 1984	381	319	83.73	44	11	7
OCT. 1984	440	317	72.05	46	22	55
NOV. 1984	448	345	77.00	56	19	28
DEC. 1984	680	526	77.35	88	29	37
JAN. 1985	509	436	85.66	38	14	21
**FEB. 1985	0	0	---	-	-	-
MAR. 1985	339	305	89.97	20	8	6
APR. 1985	296	267	90.20	18	4	7
MAY 1985	339	305	89.97	15	7	12
JUN. 1985	232	214	92.24	9	7	2
JUL. 1985	449	414	92.20	26	4	5
AUG. 1985	456	425	93.20	11	16	4
<b>TOTAL FY'85</b>	<b>4, 569</b>	<b>3,873</b>	<b>84.76</b>	<b>371</b>	<b>141</b>	<b>184</b>

\* Other = Failure to qualify with firearms; disciplinary reasons.

\*\* Feb. 1985 = No classes were graduated this month, the Academy was down for staff training.



## SECURITY AND TRAINING

Security and Training is responsible for the management of the Correctional Officer Training program, inmate security and control, emergency procedures, an internal radio communications network, food service, staffing plans, and Use of Force monitoring.

**Security** - Security is responsible for the distribution of correctional staff on each unit; monitoring and evaluation of security devices and equipment, physical security at units, and existing security procedures; developing guidelines for implementing all policies, procedures and directives at the unit level, and insuring that all administrative memoranda comply with all applicable federal, state and local laws and court decrees, and are not in conflict with any other TDC policy.

**Pre-Service Training** - Pre-Service Training is primarily concerned with providing TDC with professionally trained correctional officers. Other responsibilities include: the hiring and training of professional instructors, assessing needs and identifying problems, revising and developing training curricula, administering training programs which include on-the-job training and providing assistance to other departments. During Fiscal Year '85 a comprehensive orientation program for new employees was implemented.

**In-Service Training** - In-Service Training is responsible for developing and implementing a continuing program for all TDC employees. This is accomplished by providing comprehensive and standardized training to all security personnel and other departments which include all firearms and chemical agents training required for TDC personnel, providing job-related educational programs for all employees, and continually upgrading officer skills to improve job performance.

**Support** - Support is responsible for operation of the firing ranges, firearms and chemical agent training; video; budget management; work processing and purchasing for the Operations Division.

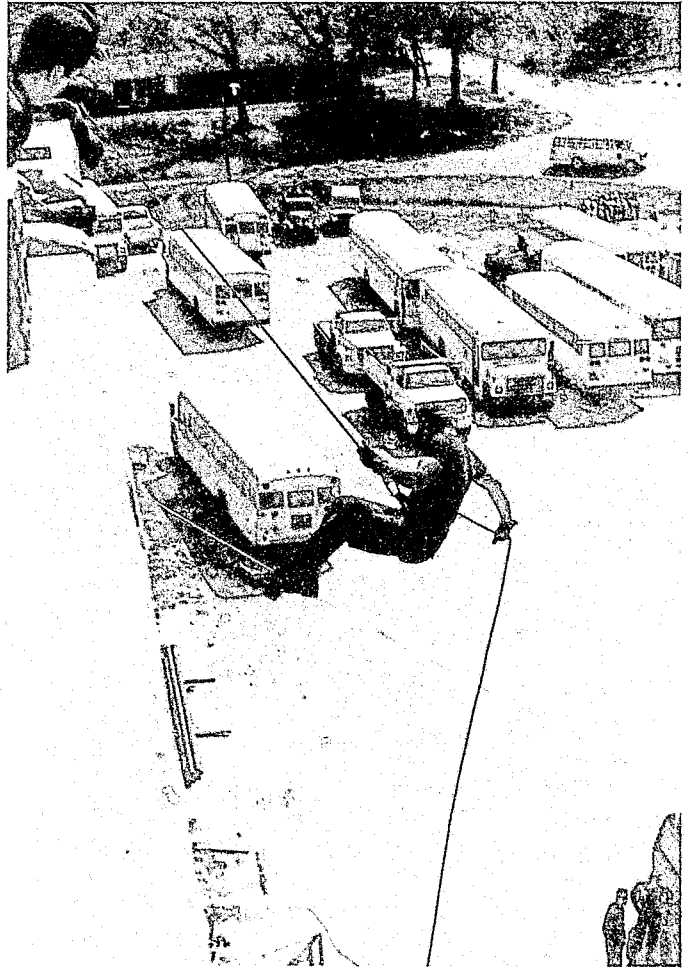
**Food Service** - Food Service is responsible for providing inmates and some employees with wholesome, nutritious and well-balanced meals each day. The central office staff is responsible for the purchasing, storage and distribution of all food and equipment obtained outside of TDC. This department works with the Agriculture Department's packing plant, edible crops, canning plant and dairies to implement the master menu. Food Service serves approximately 43 million meals annually.

**Communications** - the radio communications system is primarily operated for the security of TDC. In addition to coordinating routine daily activities, communication with other law enforcement agencies is accomplished by utilizing commonly allocated frequencies. The development of a secure building security communications system for all TDC units, and the relocation of several antenna towers needed to improve radio communications is being planned. A centrally located repair shop provides for the repair and installation of the radio communications equipment.

**Use of Force** - Use of Force is responsible for monitoring and evaluating the use of force procedures and conducting corrective adjustments as needed. Guidance is provided in all areas relating to the use of force within TDC. The Use of Force must insure the proper administrative review and assessment of use of force reports and that these reports are in keeping with the Stipulation for the Use of Force, the Stipulation governing the Use of Chemical Agents, and the TDC policies and procedures establishing the proper use of force. This staff is also responsible for compiling and developing appropriate statistical and other related reports as mandated by the Use of Force Plan adopted by the court.

**Staff-Management** - Staff Management is responsible for developing an automated unit personnel accounting system, establishing priorities for the allocation and effective use of correctional personnel, monitoring operational compliance with Federal Court orders and leading a community effort to establish a Texas Prison Museum.

**Special Operations Response Team (SORT)** - the primary mission of SORT is to respond to special threat situations within TDC, utilizing personnel who have received specialized training in a wide variety of emergency or special unit security situations. The SORT must: conduct forced cell moves, remove barricaded inmates, escort potentially violent inmates, conduct shakedowns for weapons and contraband, and train unit correctional officers in search procedures.



Special Operations Response Team (SORT) practicing their rappelling skills at the rodeo arena.

**Photography and Identification** - this department is responsible for photographing and fingerprinting all inmates upon arrival at the Diagnostic and Gatesville Reception Centers. The Diagnostic Unit processes and photographs over 1,400 male inmates a month and the Gatesville Unit processes approximately 150 female inmates a month.

The central location for the photography and identification department is located in the Huntsville Unit. Besides ordering and inventory of all chemicals, film, camera equipment and other various supplies this department issued over 5,000 I.D. cards and photographs for employees. All inmate I.D. cards issued for pre-parole and work furlough programs were taken by this department.

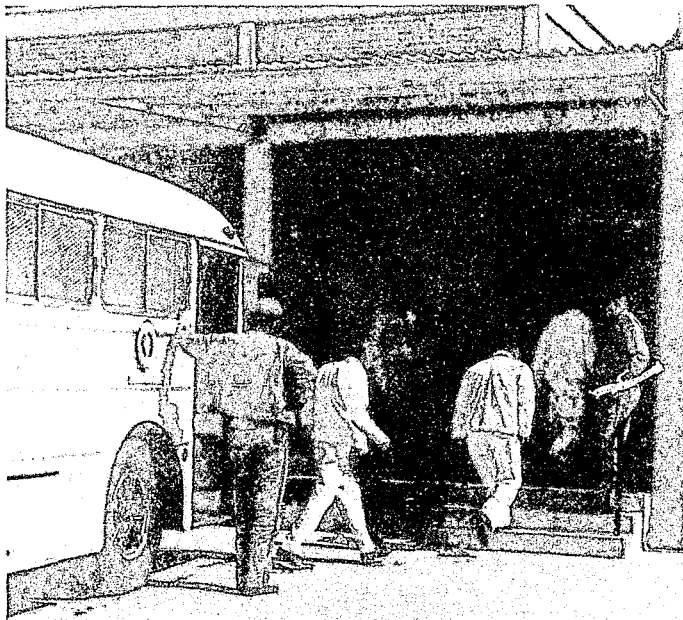
In addition this department is responsible for all required administrative photography work which includes copy work, slides, publication photos, portraits, and any pictures that the other departments need for reports, documentation, or publication. Because of the various advances in photography a large portion of the budget goes to keep up with state of the art advances in this field and adapting current equipment to meet these needs.

## TREATMENT AND CLASSIFICATION

The Treatment and Classification Department is responsible for inmate reception and diagnostic activities, the maintenance of inmate records and for management of selected inmate treatment programs, services and systems. Treatment and Classification is comprised of various departments which are described below.

**Diagnostic** - the primary objectives of the Diagnostic Reception Center (males), the Goree Reception Center (males), and the Gatesville Reception Center (females) is the timely and thorough processing, testing and orientation of all incoming inmates. This is accomplished through the collection of detailed criminal and social background information and completion of the travel card and admission summary, which helps to ensure the safety and security of inmates and employees. Because of the increasing number of inmates being received by TDC, there is less time available for the diagnostic processing of each inmate.

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



Inmates being received at the Diagnostic Reception Center.

**Psychological Diagnostic and Evaluation Process** - the primary task of the Diagnostic I and II process is to identify and evaluate incoming inmates who have significant mental, emotional or intellectual deficits, or special needs, within 30 days, and refer them to appropriate treatment programs. This ensures that the inmates' mental health needs with respect to housing, job assignment and programming will be considered and acted upon. Increased participation in the State Classification Committee and limited counseling and orientation is planned for Diagnostic II inmates.



The Records Office provides support to several state agencies in addition to TDC.

**Classification** - the Classification Department must oversee the proper classification of inmates, implementation of the Classification Plan, maintain all inmate records, deal with inmate time calculation, furloughs, and correspondence, and provide responses to those requests regarding inmates. Classification is also involved in maintaining proper inmate population capacities, in the release of inmates, and the coordination of inmate gang involvement information.

**Inmate Grievance** - Inmate Grievances was established to review formal complaints filed by inmates in the areas of disciplinary matters, medical treatment, classification, loss of property, and general unit operations. This procedure is intended to provide inmates with a means for formal review of complaints relating to incarceration in the event the complaints cannot be resolved informally. During Fiscal Year '85 a tracking and record keeping system for inmate grievances was implemented. Over the past year, over 61,000 grievances were submitted by inmates. Of these, 9,000 reached Regional Level level and 3,100 reached Deputy Director of Operations level for resolution.

**Alcoholism/Drug Program** - the overall goal of the Alcoholism/Drug Program is to encourage 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. Plans include the improving of qualifications of current alcoholism/drug counselors, and increasing the frequency of services to chemically dependent inmate clients. During Fiscal Year '85, this program provided services to approximately 13,000 inmates.

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 orientation. Additionally, inmate speakers were provided to Alcoholics Anonymous conferences and conventions.



Community Education "Kick-It" Program speaking to students.

**Community Education Program** - the TDC continued efforts during Fiscal Year '85 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. During Fiscal Year '85, the Community Education Program presented 310 programs to 141,806 people, and began working with Dallas County Juvenile Probation Department on a quarterly basis. Also, the Community Education Program was one of the main programs utilized by the Texas War on Drugs movement.

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. TDC hopes to expand the Community Education Program by increasing the number of staff and inmates.

**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 Chaplaincy Program is trying to meet as many of the inmates' spiritual needs as possible and establish a better volunteer program. 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, un-

derstanding, and commitment to the beliefs and principles of the religion of their choice. They assist the offender in resolving such personal conflicts as may exist relative to religious beliefs.

**Social Services** - Social Services provides paraprofessional counseling to all inmates while incarcerated in TDC and transitional assistance to those inmates being released, and identified as special needs. Social Services staff are responsible for: providing orientation 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; representing the inmate at unit classification hearings; providing supporting counseling to the inmate in the areas of work assignments, treatment programming, adjustment problems, etc.; assisting the special needs inmates in the development and implementation of a viable set of release plans; and assisting in data collection on all newly received inmates via telephone interviews for the formulation of the Admissions Summary, which is the primary information document, used in making appropriate classification and treatment assignments. Social Services plans to request funding for additional staff and equipment in order to lower the inmate to correctional counselor ratio.

**Work Release** - during Fiscal Year '85 the Work Release Program allowed community involvement of inmates on "free world" jobs. Inmates worked in nearby communities during the day and returned to the institution at night. The work experience afforded the opportunity to enhance vocational skills and allowed them to aid their dependent families, pay debts, and accumulate savings prior to release. The 69th Legislature did not continue funding for this program.

**Mail System Coordinator Panel (MSCP)** - the MSCP is responsible for maintaining and coordinating the Uniform Inmate Mail System, reviewing incoming publications, providing training for all mailroom personnel, assisting mailroom personnel with unit mailroom problems, monitoring unit mailroom operations, ensuring that no inmate handles another inmate's mail and providing periodic reports to the Director.

## EDUCATION

Quality academic, vocational, and recreational education 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.

### CONTINUING EDUCATION 1984-85 School Year

Junior College Academic Enrollment (3 semesters) . . .	10,239
Inmates receiving Associate Degrees . . . . .	351
Senior College Academic Enrollment (3 Semesters) . . .	1,190
Inmates receiving Baccalaureate Degrees . . . . .	30
Junior College Vocational Enrollment (2 semesters) . . .	1,805
Inmates receiving Vocational Certificates . . . . .	1,057
Apprenticeship Registration . . . . .	1,115
Related Training Enrollment . . . . .	1,005
Inmates receiving Journeyman Certificates . . . . .	50
Texas A & M University Extension Program Enrollment . .	127
Inmates completing Texas A & M University Extension Programs . . . . .	105

### FISCAL YEAR 1985 DATA:

Number Receiving High School and High School Equivalency Diplomas During School Year . . . . .	3,080
Special Education Enrollment for School Year . . . . .	2,144
Vocational Education Enrollment for School Year . . . . .	5,137
Number Receiving Certificates . . . . .	1,136
Average Monthly Enrollment . . . . .	16,002
Academic . . . . .	13,023
Vocational (full time) . . . . .	1,777
Special Education . . . . .	1,202

#### Historical Data:

Number of Inmates Receiving High School and High School Equivalency Diplomas Since 1970 . . . . .	30,645
Number of Inmates Receiving Vocational Certificates Since 1970 . . . . .	11,183

**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, bilingual education, English as a Second Language (ESL), Chapter I supplementary instruction, music and art.

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 grades is the standard of success. The basic academic program prepares the student to earn a General Education Development (GED) Certificate which is the equivalent of a high school diploma.

An additional credential option offered to eligible inmates is the high school diploma program. 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 and parallels the instructional program of the Texas high school.

**Windham Vocational Program** - the Windham Vocational Department has 118 vocational classes in 32 different trade areas. The curriculum is competency based and is designed to insure that students are successful in one objective before advancing to the next. A student will receive either a Certificate of Participation or a Certificate of Achievement specifying mastery. Students completing a vocational class have a marketable skill for employment in the "free world" as well as prison industry. In excess of 5,200 inmates participated in vocational classes during the 1984-85 school year. Additional vocational facilities are planned for Coffield and the proposed new unit.

**WINDHAM SCHOOL SYSTEM  
COMBINED BALANCE SHEET  
FISCAL YEAR '85**

(With Comparative Totals - Fiscal Year '84)

Assets	Windham School System		Totals	
	Regular	Special	1985	1984
<b>Current Assets</b>				
Cash on Hand and in Banks	443,431.31	99,809.14	543,240.45	355,584.36
Investments -				
Certificates of Deposit	2,000,000.00		2,000,000.00	1,400,000.00
Accounts Receivable				
Texas Education Agency		136,042.65	136,042.65	134,481.23
Other	1,783.26		1,783.26	5,476.30
Intrafund	131.35	2,054.54	2,185.89	14,934.26
Interfund				9,015.24
Accrued Interest Receivable	1,041.10		1,041.10	394.72
Inventories -				
School Supplies	201,537.10	122,103.83	323,640.93	272,345.85
Prepaid Expense	5,528.92		5,528.92	736.71
<b>Total Assets</b>	<u>2,653,453.04</u>	<u>360,010.16</u>	<u>3,013,463.20</u>	<u>2,192,968.67</u>
<b>Liabilities and Fund Equity</b>				
<b>Current Liabilities:</b>				
Accounts Payable -				
Trade	352,173.51	22,163.77	374,337.28	143,784.14
Intrafund	2,054.54	131.35	2,185.89	16,680.26
Interfund	45,536.41		45,536.41	6,513.60
Other				4,114.70
Deferred Revenue, TEA	262,241.00		262,241.00	63,510.00
Unearned State Federal Grants		215,611.21	215,611.21	68,307.49
<b>Total Liabilities</b>	<u>662,005.46</u>	<u>237,906.33</u>	<u>899,911.79</u>	<u>302,910.19</u>
<b>Fund Equity:</b>				
Fund Balances Reserved For -				
Encumbrances	178,376.91		178,376.91	88,169.15
Inventories Prepaid Expense	207,066.02	122,103.83	329,169.85	273,082.56
Unreserved - Undesignated	1,606,004.65		1,606,004.65	1,528,806.77
<b>Total Fund Equity</b>	<u>1,991,447.58</u>	<u>122,103.83</u>	<u>2,113,551.41</u>	<u>1,890,058.48</u>
<b>(Total Liabilities and Fund Equity)</b>	<u>2,653,453.04</u>	<u>360,010.16</u>	<u>3,013,463.20</u>	<u>2,192,968.67</u>



Female students engaged in non-traditional vocational training at the Mountain View Unit.

**Library Services** - Library Services are available on each TDC unit for the purposes of recreational reading and for research in support of the secondary, junior and senior college programs. In addition to providing materials for inmate use, the library program serves as a clearinghouse for books donated to TDC. Large quantities of current hardback and paperback books are distributed to the inmate population. Services available to the inmate include library orientation and reader guidance for the inmate seeking materials for self-education, self-improvement, and recreational reading. Libraries are made as accessible as possible to every inmate. Inmates who do not have physical access to the library facility are allowed to obtain books through a checkout system utilizing request forms mailed to the library via the institutional mail system.

**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 six two-year and five 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.



Students in an academic class.

In addition to two-year and four-year academic college programs, the Continuing Education Program conducts college level vocational classes on nineteen 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. A new technical training facility is planned for Gatesville.

The Texas A & M University Engineering Service offers four specialized training programs resulting in a Certificate of Completion for inmates successfully completing the courses which vary in length and are offered several times during the year.

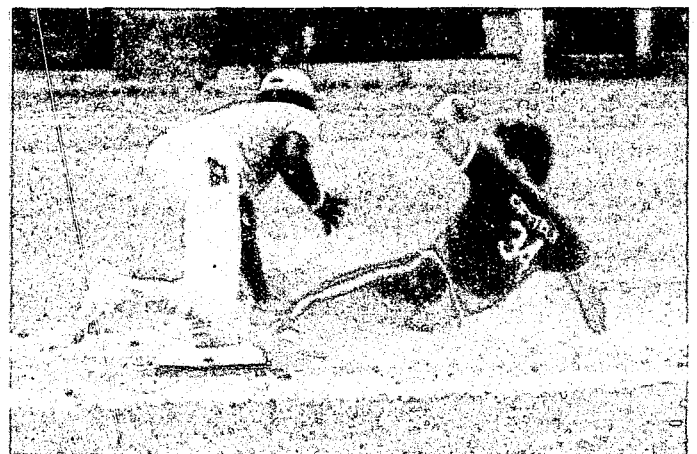
Continuing Education also offers educational opportunities in twenty-six craft areas through the Apprenticeship and Training program. All crafts have standards of work processes registered with the Bureau of Apprenticeship and Training of the United States Department of Labor. All crafts require 2,000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

Included as a function of the Continuing Education Program is the Inmate Craft Shop which gives artisans an outlet for their goods and also provides visitors an accessible place to purchase souvenirs. Craft items are priced by the inmate artisan and proceeds from the sales are deposited in the inmate's trust fund account.

The Recreational Communications Department is responsible for the purchasing, installation, and maintenance of televisions, video cassette recorders, computer terminals and other communication systems located throughout the system, as well as the coordination of telecable services. Freeworld movies are rented and circulated throughout TDC for showing over video cassette recorders connected to televisions in dayrooms.

**Physical Education and Recreation** - the Windham Physical Education program provides the inmate student with a wide variety of basic skills, leisure time, intramural and team sports activities. The major objective of the program is to enhance personal physical and mental well-being through fitness and conditioning activities, individual recreational activities, group and team sports, and sports appreciation activities. The physical education curriculum provides the basic framework for planning the instructional program. Student oriented objectives, evaluation processes, and detailed summaries of the drills, strategies and teaching approaches suggested for attainment of the overall stated goal are included for some 40 different activities.

The TDC recreation and exercise program promotes time and opportunity for daily exercise and recreation on a planned and supervised basis away from the cell to stimulate good mental and physical health. Leisure time activities range from watching television or playing table games in the dayroom area to playing basketball or lifting weights in the gymnasium or outdoor yard. Programs are developed with consideration given to types of inmate job activities and/or other medical or security factors. Indoor and outdoor recreational areas are also provided for inmates in administrative segregation or death row with some restrictions.



Inter-unit softball competition.

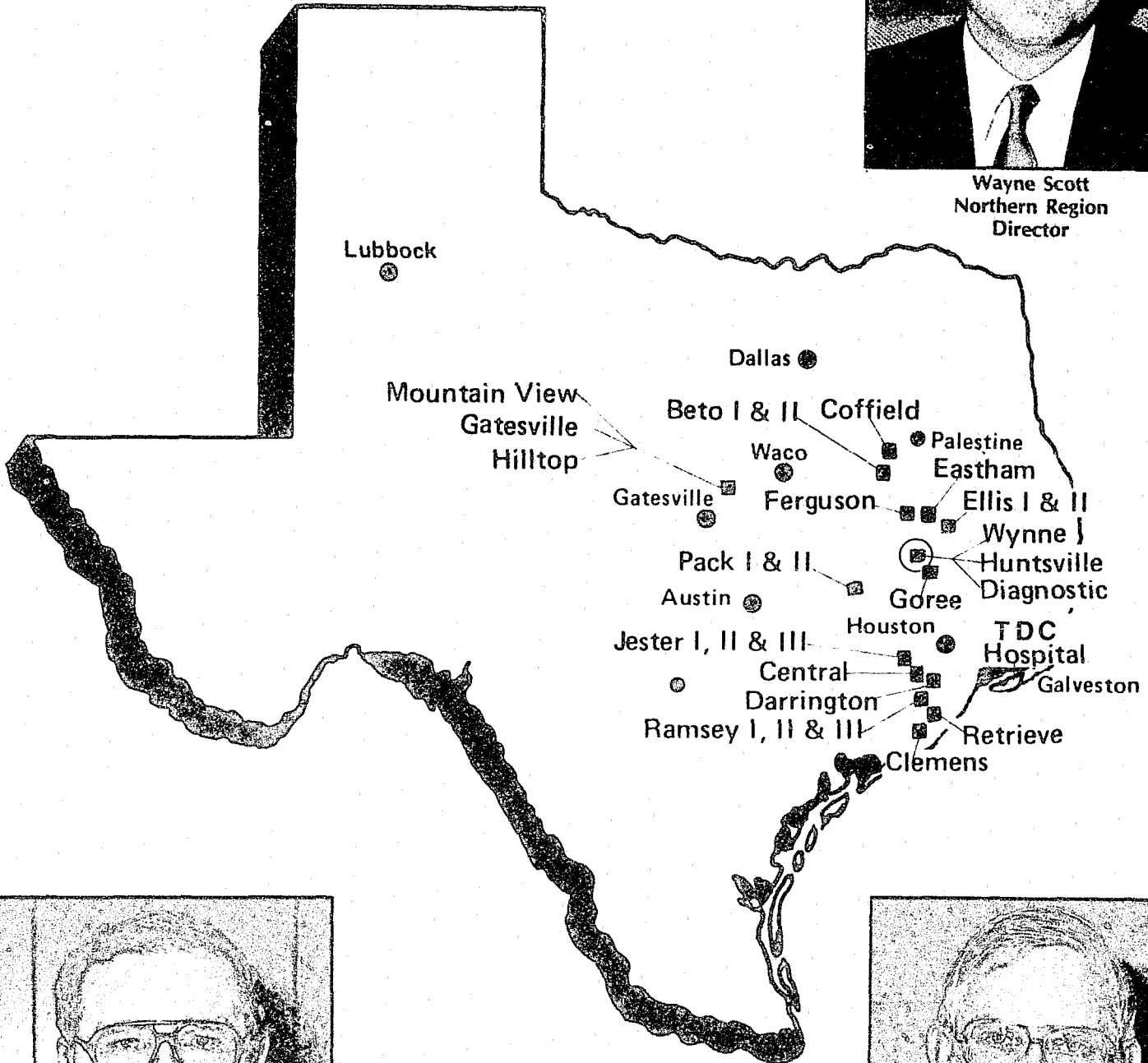
The overall effect of the physical education and recreation programs is to provide each general population inmate with the opportunity to be involved in organized physical education, recreational and/or other non-programmatic activities for an optimum amount of time. To that end, resources and facilities are shared and allocated for maximum benefit.

# UNIT SYNOPSIS

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.



**Wayne Scott**  
Northern Region  
Director



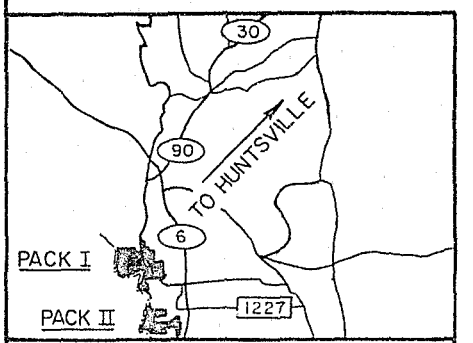
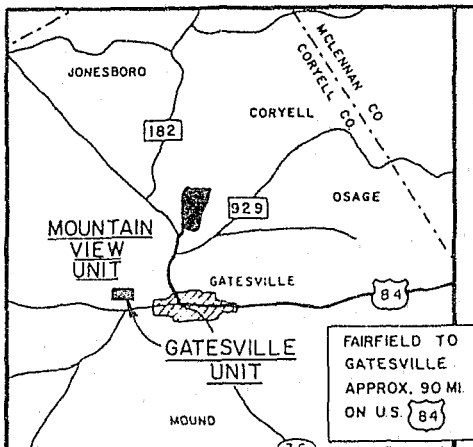
**Marshall Herklotz**  
Central Region  
Director



**Michael Moore**  
Southern Region  
Director







HIGHWAY SYMBOLS	
	INTERSTATE
	U. S.
	STATE
	FARM OR RANCH RD.
	SUGGESTED ROUTES

TEXAS DEPARTMENT  
OF  
CORRECTIONS

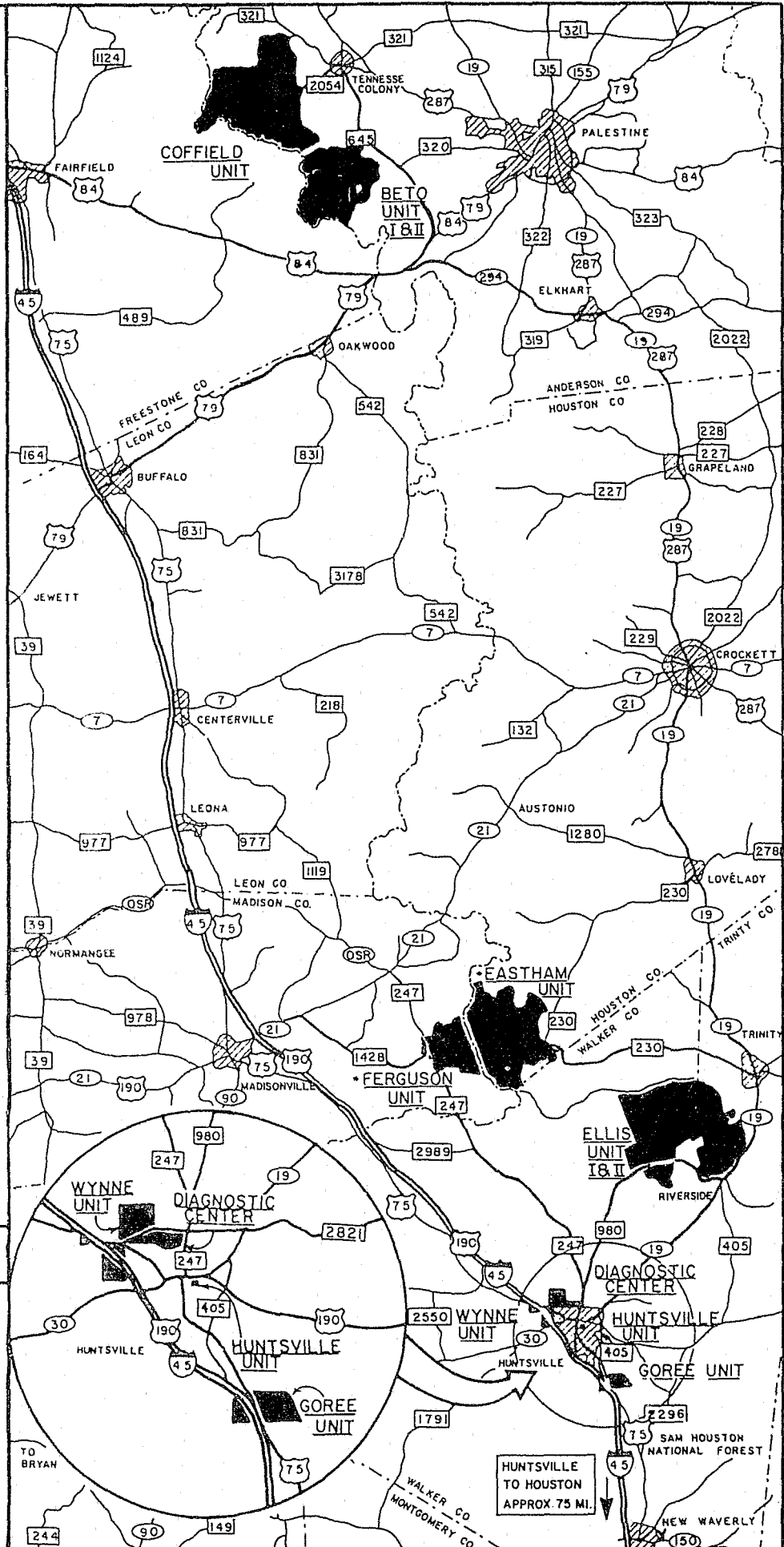
NORTH

NORTHERN  
UNITS

TDC UNITS

CITIES & TOWNS

UNITS	DISTANCE FROM HUNTSVILLE	UNITS PHONE NUMBER
Beto I	100 mi.	(214) 928-2217
Beto II	100 mi.	(214) 723-5074
Coffield	100 mi.	(214) 928-2211
Diagnostic	1 mi.	(409) 295-5768
Eastham	37 mi.	(409) 636-7646
Ellis I	13 mi.	(409) 295-5756
Ellis II	13 mi.	(409) 291-4200
Ferguson	20 mi.	(409) 348-3751
Gatesville	161 mi.	(817) 865-8431
Goree	4 mi.	(409) 295-6331
Hilltop	161 mi.	(817) 865-8901
Huntsville		(409) 295-6371
Mountain View	163 mi.	(817) 865-7226
Wynne	3 mi.	(409) 295-9126
Pack I	50 mi.	(409) 825-3728
Pack II	54 mi.	(409) 825-7547

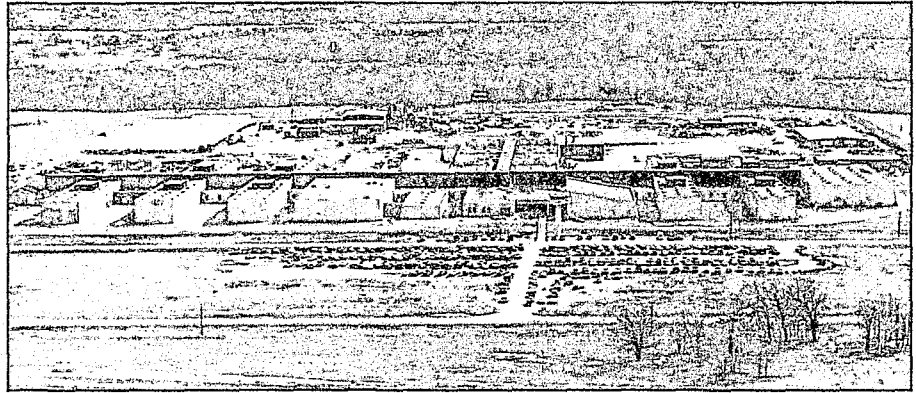


\*EASTHAM UNIT CANNOT BE REACHED BY FERGUSON UNIT OR VICE VERSA

# T.D.C. UNITS



Terry L. Terrell



Beto I

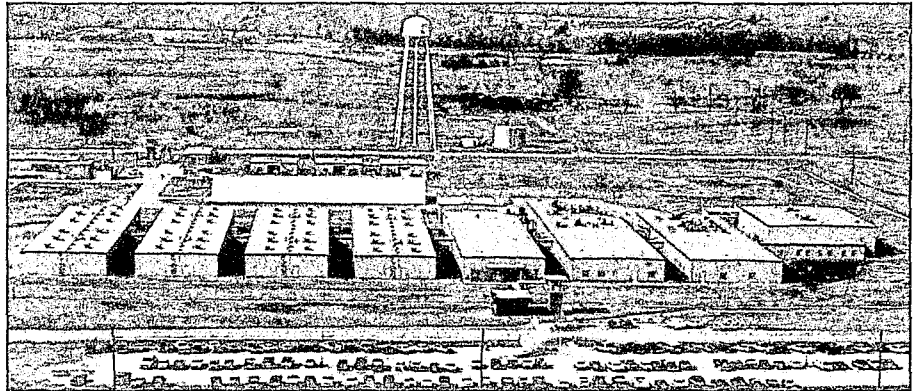
Unit Capacity: (8-31-85) 3,416

**Unit:** Beto I. **Warden:** Terry L. Terrell  
**Location:** 9 miles S. of Tean, Colony on FM 645 in Anderson County  
**Mailing Address:** P.O. Box 128, Tean, Texas 75861  
**Telephone:** (214) 928-2217 **Inmate Population:** (8-31-85) 2,572  
**Number of Employees:** (8-31-85) 813 **Approximate Acreage:** 3,774

**Agricultural Operations:** livestock, field crops, rabbit production, hog feed or slab  
**Industrial Operations:** Highway Sign Factory  
**Special Operations:** Mentally Retarded Offender Program for males, Beto I is a Regional Medical Facility  
**Construction Operations:** Ongoing master construction project, Concrete Products Plant



Elmer A. Alford



Beto II

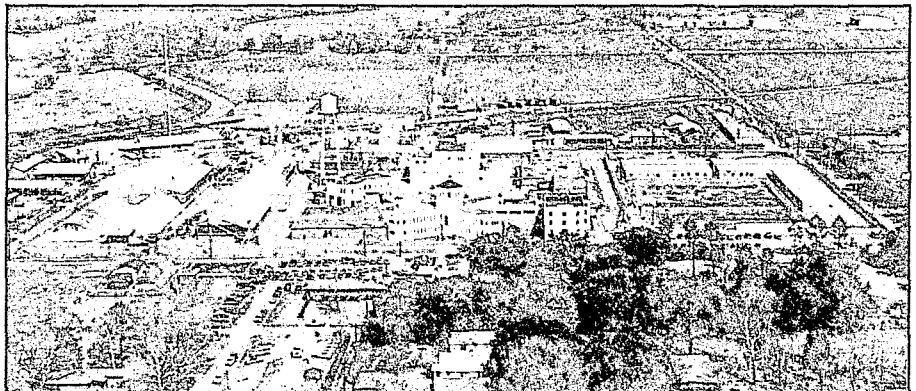
Unit Capacity: (8-31-85) 1,073

**Unit:** Beto II. **Warden:** Elmer A. Alford  
**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:** (8-31-85) 1,009  
**Number of Employees:** (8-31-85) 256 **Approximate Acreage:** 1,800

**Agricultural Operations:** fence building, hot house, dog kennels  
**Industrial Operations:** Records Conversion Facility, Bus Repair Facility



Lephler Jenkins



Central

Unit Capacity: (8-31-85) 935

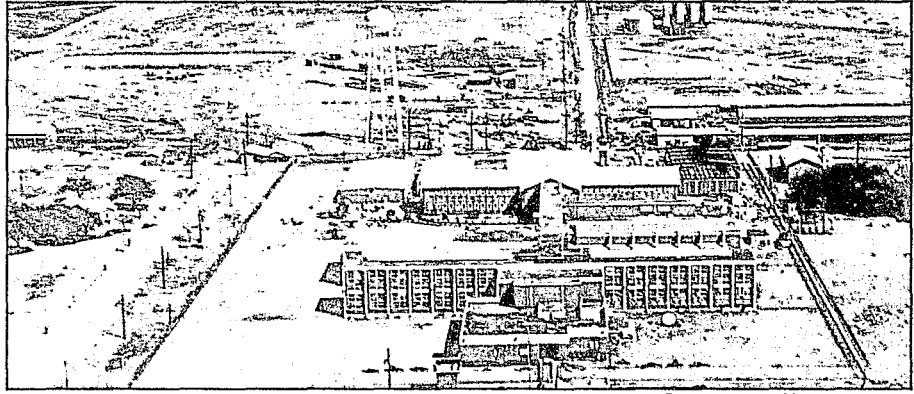
**Unit:** Central. **Warden:** Lephler Jenkins  
**Location:** 2 miles S. of Sugarland on Hwy. 90A in Fort Bend County  
**Mailing Address:** One Circle Drive, Sugar Land, Texas 77478  
**Telephone:** (713) 491-2146 **Inmate Population:** (8-31-85) 875  
**Number of Employees:** (8-31-85) 258 **Approximate Acreage:** 4,459

**Agricultural Operations:** field crops, edible crops, livestock, Central Agricultural Commissary, Central Agricultural Administrative Offices, 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

# T.D.C. UNITS



David Moya



Clemens

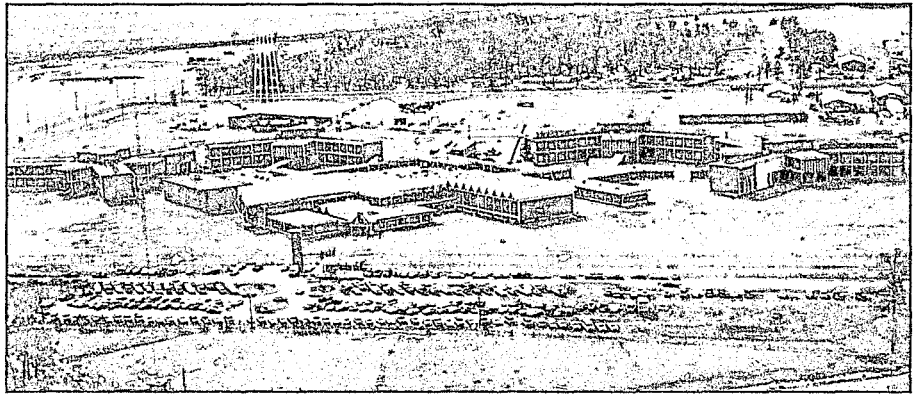
Unit Capacity: (S 31 85) 990

**Unit:** Clemens **Warden:** David Moya  
**Location:** 6 miles S. of Brantonia on Hwy. 40 in Brantonia County  
**Mailing Address:** Rt. 1, Box 1072, Brantonia, Texas 77422  
**Telephone:** (409) 298-1188 **Inmate Population:** (S 31 85) 989  
**Number of Employees:** (S 31 85) 203 **Approximate Acreage:** 5,116

**Agricultural Operations:** field crops, edible crops, livestock, grain dryer  
**Industrial Operations:** None



Jack M. Garner



Coffield

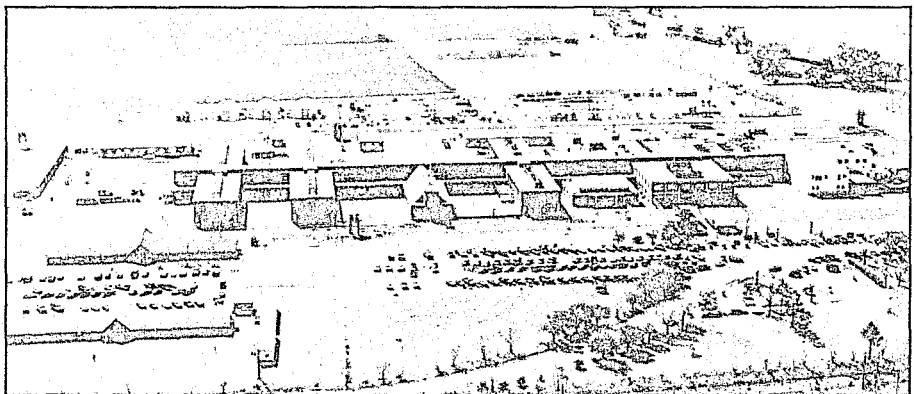
Unit Capacity: (S 31 85) 37,66

**Unit:** Coffield **Warden:** Jack M. Garner  
**Location:** 6 miles S.W. of Kemp on Highway FM 200 in Anderson County  
**Mailing Address:** Rt. 1, Box 100, Kemp, Texas 77848  
**Telephone:** (409) 283-2331 **Inmate Population:** (S 31 85) 1,098  
**Number of Employees:** (S 31 85) 200 **Approximate Acreage:** 10,700

**Agricultural Operations:** livestock, field crops, edible crops, feed lot  
 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



Keith Price



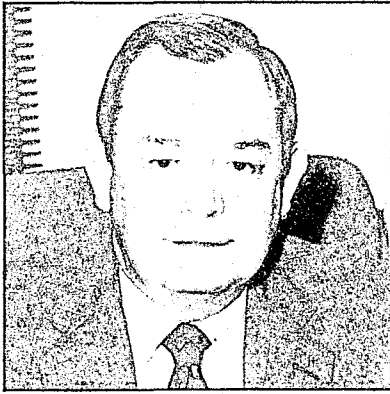
Darrington

Unit Capacity: (S 31 85) 1,745

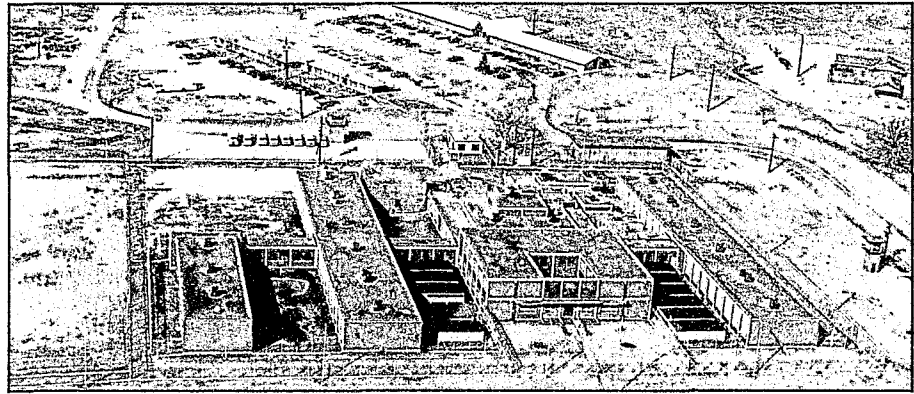
**Unit:** Darrington **Warden:** Keith Price  
**Location:** 4 miles N. of Robinson on FM 221 in Brantonia County  
**Mailing Address:** Rt. 3, Box 59, Robinson, Texas 77863  
**Telephone:** (409) 599-4434 **Inmate Population:** (S 31 85) 1,732  
**Number of Employees:** (S 31 85) 322 **Approximate Acreage:** 6,770

**Agricultural Operations:** field crops, edible crops, livestock, poultry la-  
 yer operation  
**Industrial Operations:** Tire Recapping Plant  
**Construction Operations:** Major construction project and Concrete  
 Batch Plant Operations

# T.D.C. UNITS



**Billy R. Ware**

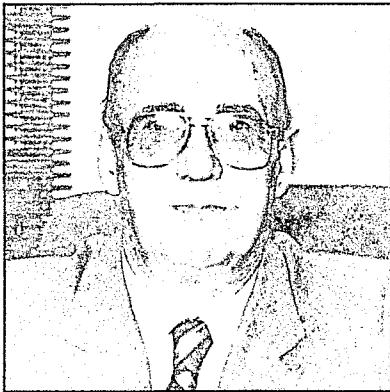


**Diagnostic**

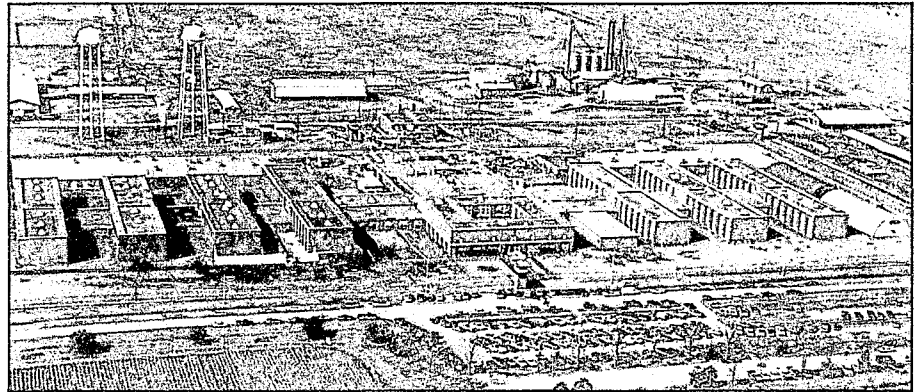
**Unit Capacity: (8-31-85) 948**

**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 (8-31-85):** 1,046  
**Number of Employees:** (8-31-85) 274 **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



**George Waldron**



**Eastham**

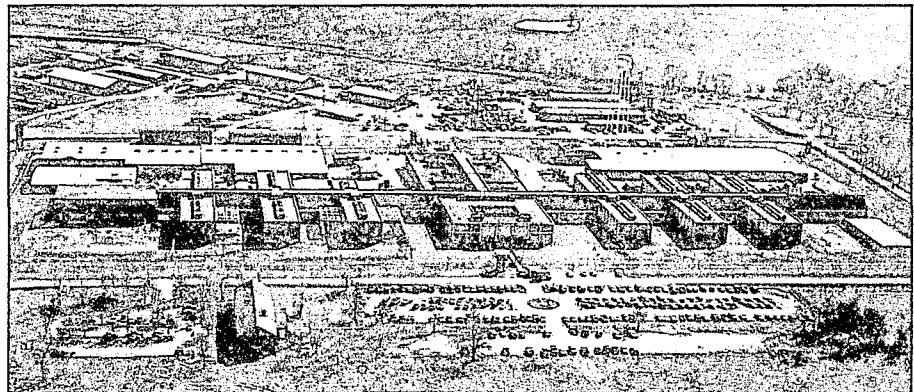
**Unit Capacity: (8-31-85) 2,496**

**Unit:** Eastham. **Warden:** George Waldron  
**Location:** 13 miles W. of Trinity on FM 230 in Houston County  
**Mailing Address:** P.O. Box 16, Lovelady, Texas 75851  
**Telephone:** (409) 636-7646 **Inmate Population (8-31-85):** 2,427  
**Number of Employees:** (8-31-85) 539 **Approximate Acreage:** 13,073

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



**Jerry Peterson**



**Ellis I**

**Unit Capacity: (8-31-85) 2,315**

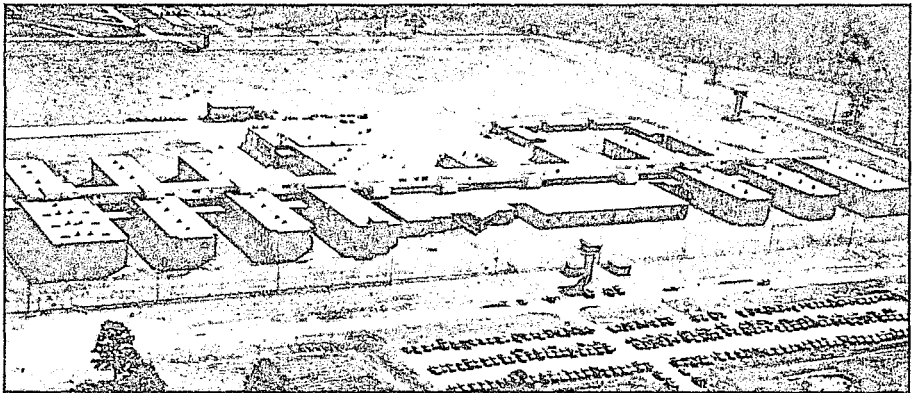
**Unit:** Ellis I. **Warden:** Jerry Peterson  
**Location:** 12 miles N. of Huntsville on FM 980 in Walker County  
**Mailing Address:** Huntsville, Texas 77343  
**Telephone:** (409) 295-5756 **Inmate Population (8-31-85):** 2,172  
**Number of Employees:** (8-31-85) 572 **Approximate Acreage:** 11,672

**Agricultural Operations:** field crops, edible crops, livestock, dairy, gin, farrowing barn  
**Industrial Operations:** Dental Lab, Woodworking Shop, Show Factory, Bus Repair Facility  
**Construction Operations:** Headquarters for Central Area Maintenance, Central Area Region and Safety Office

# T.D.C. UNITS



**Randy McLeod**



**Ellis II**

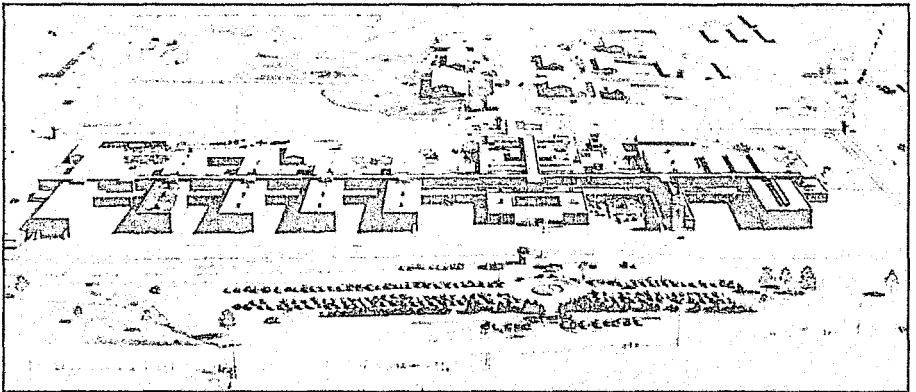
**Unit Capacity:** (831-85) 1,848

**Unit:** Ellis II Warden: Randy McLeod  
**Location:** 13 miles N of Houston on FM 1500 in Waller County  
**Mailing Address:** Houston, Texas 77050  
**Telephone:** (713) 291-4300 **Inmate Population:** 1,848  
**Number of Employees:** 2,250 **Approximate Acreage:** 1,000

**Agricultural Operations:** field crops, stocker cattle, land clearing  
**Industrial Operations:** None  
**Special Operations:** Treatment Center  
**Construction Operations:** Unit is undergoing construction



**Charles A. Blanchette**



**Ferguson**

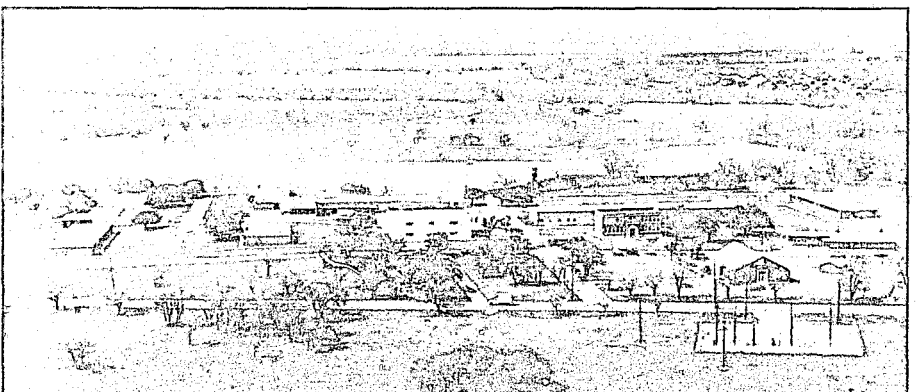
**Unit Capacity:** (831-85) 2,691

**Unit:** Ferguson Warden: Charles A. Blanchette  
**Location:** 20 miles N of Houston on FM 2100 in Matagorda County  
**Mailing Address:** Houston, Texas 77050  
**Telephone:** (409) 348-2761 **Inmate Population:** 2,691  
**Number of Employees:** 2,000 **Approximate Acreage:** 1,355

**Agricultural Operations:** livestock, field crops, edible crops, feeder operations, and wire farming  
**Industrial Operations:** Mop & Broom Factory  
**Construction Operations:** Headquarters for Central Area Construction Program. Major construction project on going.



**Susan Cranford**



**Gatesville Reception Center**

**Unit Capacity:** (831-85) 1,237

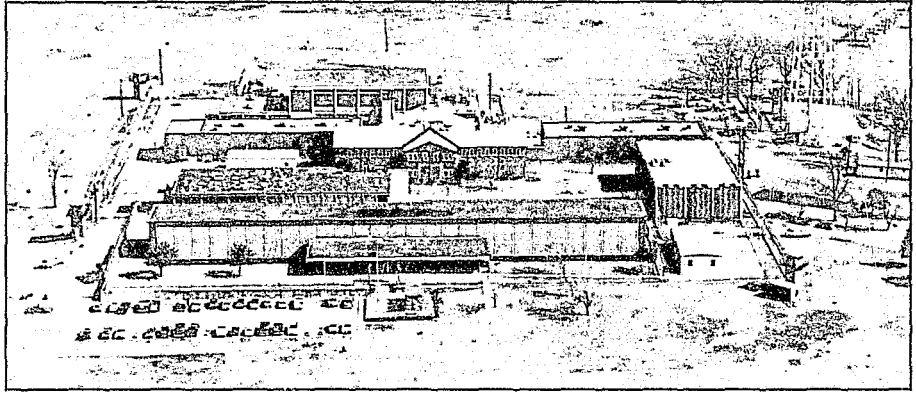
**Unit:** Gatesville Warden: Susan Cranford  
**Location:** 3 miles N of Gatesville on Hwy. 190 in Coryell County  
**Mailing Address:** 1401 State School Rd. Gatesville, Texas 76849  
**Telephone:** (817) 867-8441 **Inmate Population:** (831-85) 1,024  
**Number of Employees:** (831-85) 405 **Approximate 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

# T.D.C. UNITS



**Richard Fortenberry**



**Goree**

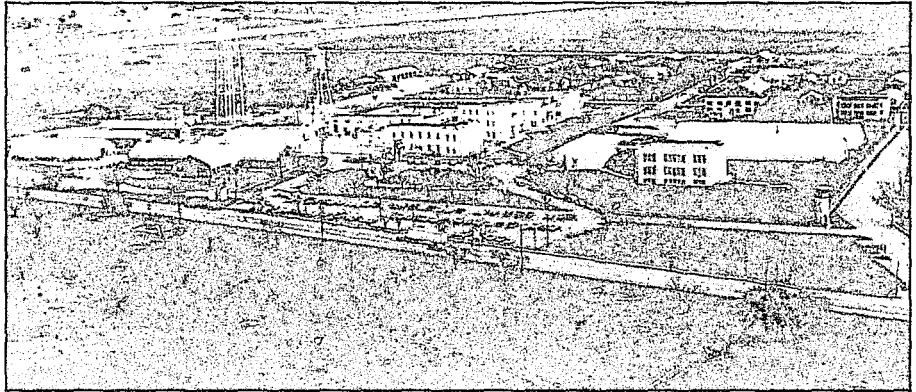
**Unit Capacity:** (8-31-85) 1,017

**Unit:** Goree **Warden:** Richard Fortenberry  
**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:** (8-31-85) 957  
**Number of Employees:** (8-31-85) 278 **Approximate Acreage:** 889

**Agricultural Operations:** Horse breeding operation  
**Industrial Operations:** None



**Jerry L. Gunnels**



**Hilltop, Sycamore Camp**

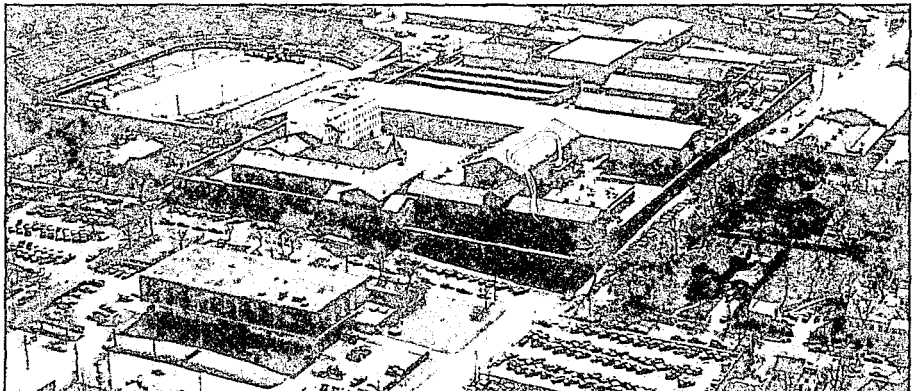
**Unit Capacity:** (8-31-85) 1,308

**Unit:** Hilltop **Warden:** Jerry Gunnels  
**Location:** 3 miles N. of Gatesville on Hwy. 36 in Coryell County.  
**Mailing Address:** 1500 State School Road, Gatesville, Texas 76748  
**Telephone:** (817) 866-8901 **Inmate Population:** (8-31-85) 1,369  
**Number of Employees:** (8-31-85) 435 **Approximate Acreage:** 1,210

**Agricultural Operations:** acid crops, edible crops, horse breeding operation  
**Industrial Operations:** Records Conversion Facility, Bus Repair Facility  
**Construction Operations:** Satellite Headquarters for Northern Area Maintenance



**Jack B. Pursley**



**Huntsville**

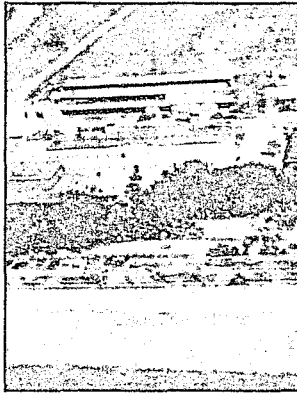
**Unit:** Huntsville **Warden:** Jack B. Pursley  
**Location:** 815 12th St. Huntsville in Walker County  
**Mailing Address:** P.O. Box 99, Huntsville, Texas 77340  
**Telephone:** (409) 295-6371 **Inmate Population:** (8-31-85) 1,903  
**Number of Employees:** (8-31-85) 593 **Approximate Acreage:** 140

**Agricultural Operations:** None **Industrial Operations:** Prison Store, Textile Mill, Mechanical Department, Print Shop. **Special Operations:** TDC's Central Intimary, Prison Rodeo Arena, & Windham Media Center. TDC's Administrative Building, Prison Rodeo Office, and Inmate Craft Shop are located immediately in front of the unit. **Construction Operations:** Headquarters for the Construction Department, Maintenance Warehouse Operations

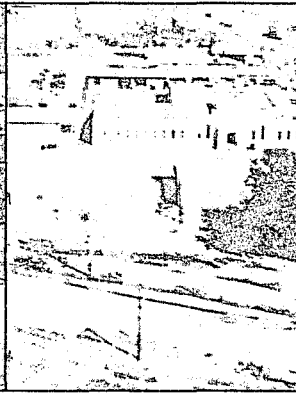
# T.D.C. UNITS



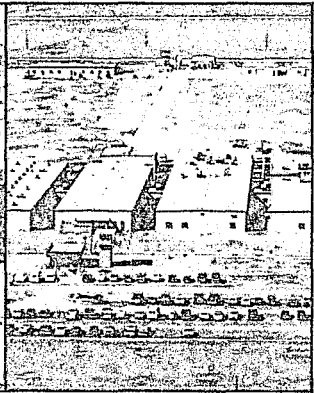
**Morris M. Jones**



**Jester I**  
Unit Capacity: (S-31-85) 448



**Jester II**  
Unit Capacity: (S-31-85) 436



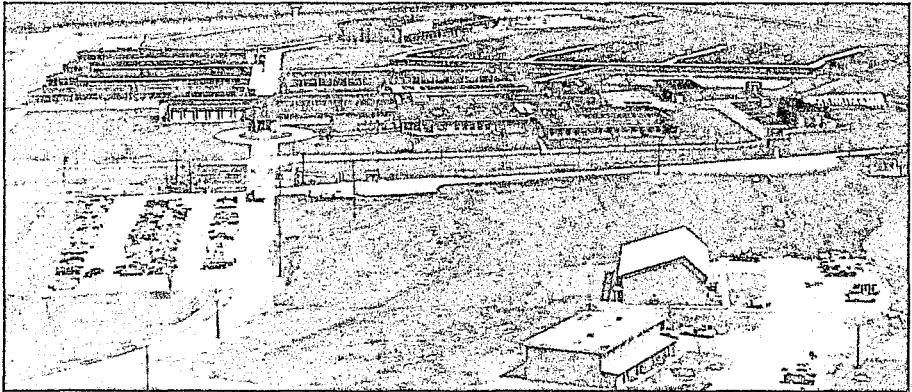
**Jester III**  
Unit Capacity: (S-31-85) 1,102

**Unit:** Jester I, II, and III **Warden:** Morris M. 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 (8-31-85)** Jester I, 348; Jester II, 376; Jester III, 973  
**Number of Employees:** (S-31-85) 402 **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.



**Catherine M. Craig**



**Mountain View**

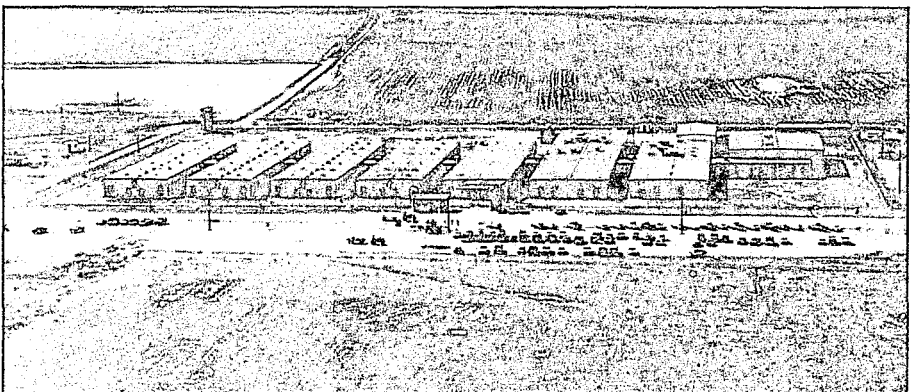
**Unit Capacity:** (S-31-85) 796

**Unit:** Mountain View **Warden:** Catherine M. Craig  
**Location:** 4 miles N. of Commerce on FM 217 in Galveston County  
**Mailing Address:** Rt. 4, Box 500, Commerce, Texas 77406  
**Telephone:** (409) 886-2200 **Inmate Population:** (S-31-85) 604  
**Number of Employees:** (S-31-85) 112 **Approximate Acreage:** 90

**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.



**Bobby D. Morgan**



**Pack I**

**Unit Capacity (8-31-85)** 1,060

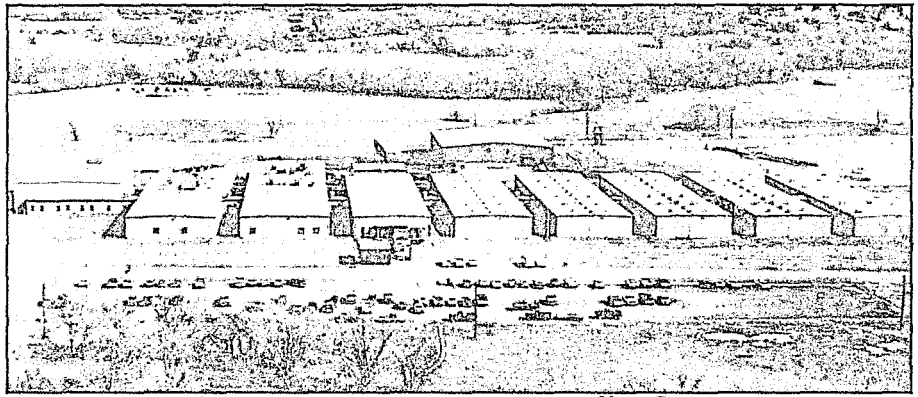
**Unit:** Pack I **Warden:** Bobby D. Morgan  
**Location:** 5 miles S.W. of Navasota on FM 1227 in Grimes County  
**Mailing Address:** Rt. 3, Box 300, Navasota, Texas 77868  
**Telephone:** (409) 825-3728 **Inmate Population (8-31-85)** 1,037  
**Number of Employees:** (S-31-85) 230 **Approximate Acreage:** 3,915

**Agricultural Operations:** field crops, edible crops, livestock  
**Industrial Operations:** None

# T.D.C. UNITS



**Kenneth Hughes**

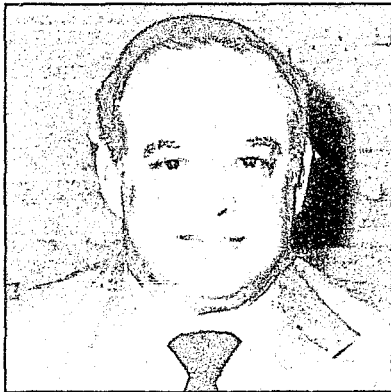


**Pack II**

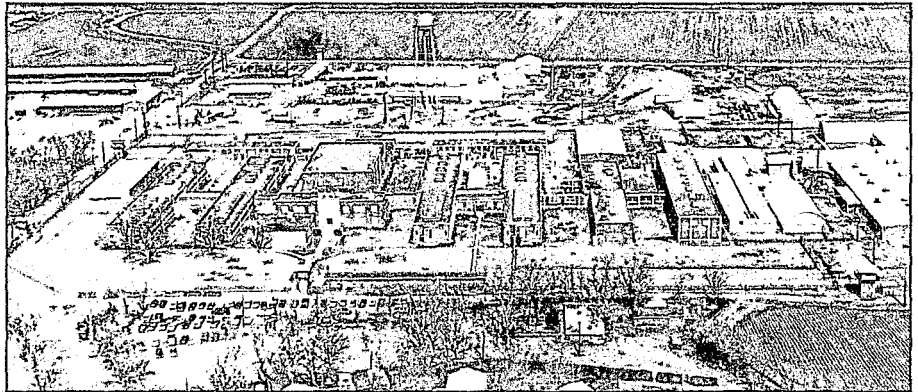
**Unit Capacity:** (8-31-85) 1,334

**Unit:** Pack II **Warden:** Kenneth Hughes  
**Location:** 40 miles S.W. of Navasota on Hwy. 2 in Comies County  
**Mailing Address:** Rt. 1, Box 1000, Navasota, Texas 77868  
**Telephone:** (409) 825-5447 **Inmate Population:** (8-31-85) 1,286  
**Number of Employees:** (8-31-85) 233 **Approximate Acreage:** 2,000

**Agricultural Operations:** field crops, edible crops, livestock  
**Industrial Operations:** Stainless Steel Factory



**James A. Shaw, Jr.**



**Ramsey I**

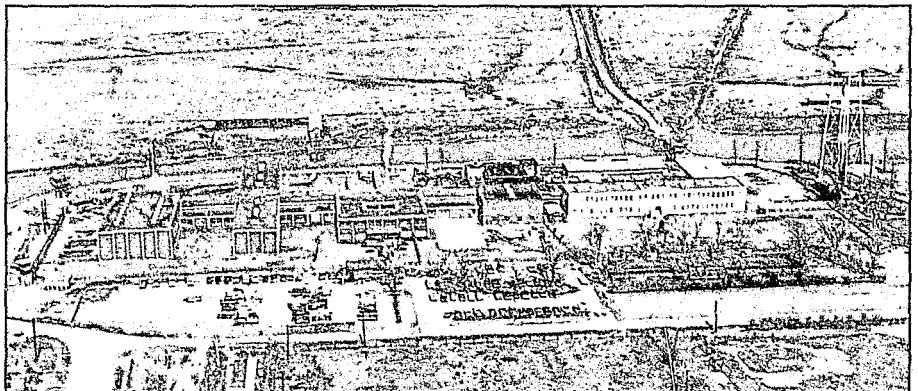
**Unit Capacity:** (8-31-85) 1,594

**Unit:** Ramsey I **Warden:** James A. Shaw, Jr.  
**Location:** 4 miles W. of FM 521 on FM 655 in Brazoria County  
**Mailing Address:** Rt. 1, Box 1100, Rosharon, Texas 77583  
**Telephone:** (713) 595-3491 **Inmate Population:** (8-31-85) 1,612  
**Number of Employees:** (8-31-85) 426 **Approximate Acreage:** 16,844  
 (shared by Ramsey I, II and III)

**Agricultural Operations:** livestock, field crops, edible crops, dairy, dehydrator, gin  
**Industrial Operations:** Furniture Refinishing Plant, Operations Center for Portable Buildings Crew  
**Construction Operations:** Headquarters for Southern Area Maintenance



**Michael Wilson**



**Ramsey II**

**Unit Capacity:** (8-31-85) 915

**Unit:** Ramsey II **Warden:** Michael Wilson  
**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:** (8-31-85) 891  
**Number of Employees:** (8-31-85) 324 **Approximate Acreage:** 16,844  
 (shared by Ramsey I, II, and III)

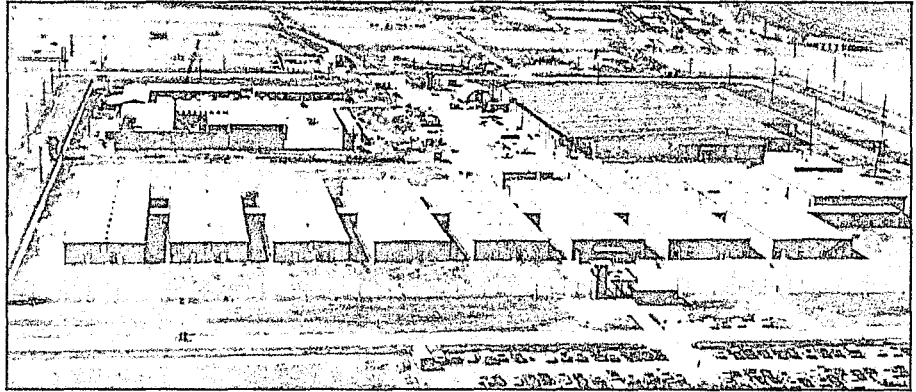
**Agricultural Operations:** field crops, edible crops, livestock  
**Industrial Operations:** none



# T.D.C. UNITS



**Arthur Velasquez**

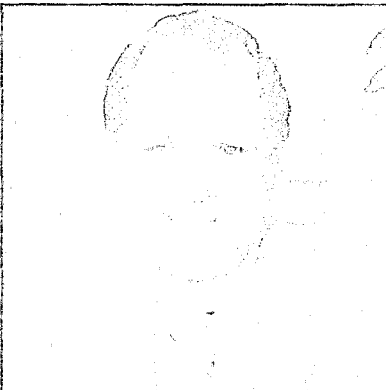


**Ramsey III**

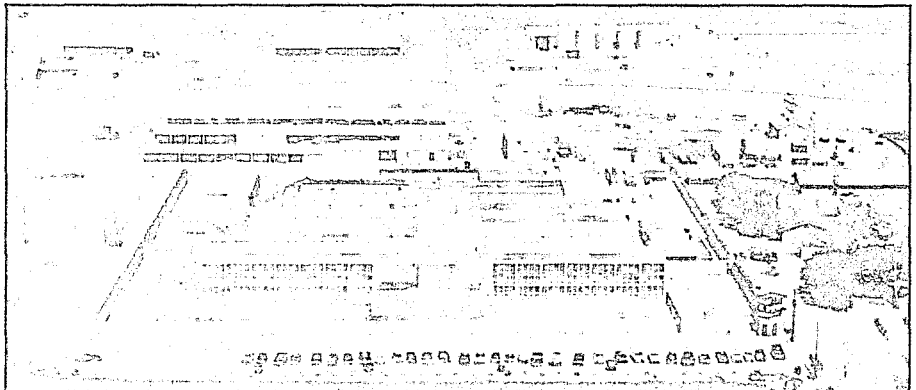
**Unit Capacity:** 8,318 (1,295)

**Unit:** Ramsey III **Warden:** Arthur Velasquez  
**Location:** 4 miles W of FM 2109, FM 1900, Dallas County  
**Mailing Address:** P.O. Box 100, Ramsey, Texas 75084  
**Telephone:** (214) 291-1181 **Inmate Population:** 8,318 (1,114)  
**Number of Employees:** 800 (200) **Approximate Acreage:** 10,000  
 Date: 11/18/91

**Agricultural Operations:** field crops, edible crops  
**Industrial Operations:** none



**Bobby Crawford**



**Retrieve**

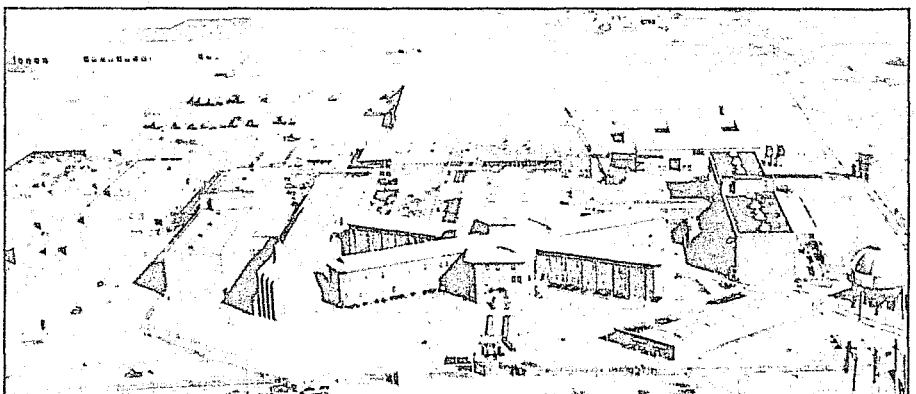
**Unit Capacity:** 8,318 (600)

**Unit:** Retrieve **Warden:** Bobby Crawford  
**Location:** 8 miles S of Austin, on Walker Street, Leon County  
**Mailing Address:** P.O. Box 100, Retrieve, Texas 77874  
**Telephone:** (409) 870-0100 **Inmate Population:** 8,318 (411)  
**Number of Employees:** 800 (200) **Approximate Acreage:** 10,000

**Agricultural Operations:** field crops, edible crops, livestock, dairy  
**Industrial Operations:** none



**Lester Beard**



**Wynne**

**Unit Capacity:** 8,318 (2,433)

**Unit:** Wynne **Warden:** Lester Beard  
**Location:** FM 2821 in Walker County  
**Mailing Address:** Huntsville, Texas 77349  
**Telephone:** (409) 293-9126 **Inmate Population:** 8,318 (2,416)  
**Number of Employees:** 8,318 (602) **Approximate Acreage:** 1,433  
**Agricultural Operations:** field crops, edible crops, livestock, dairy, Bay for Kennel Operations.

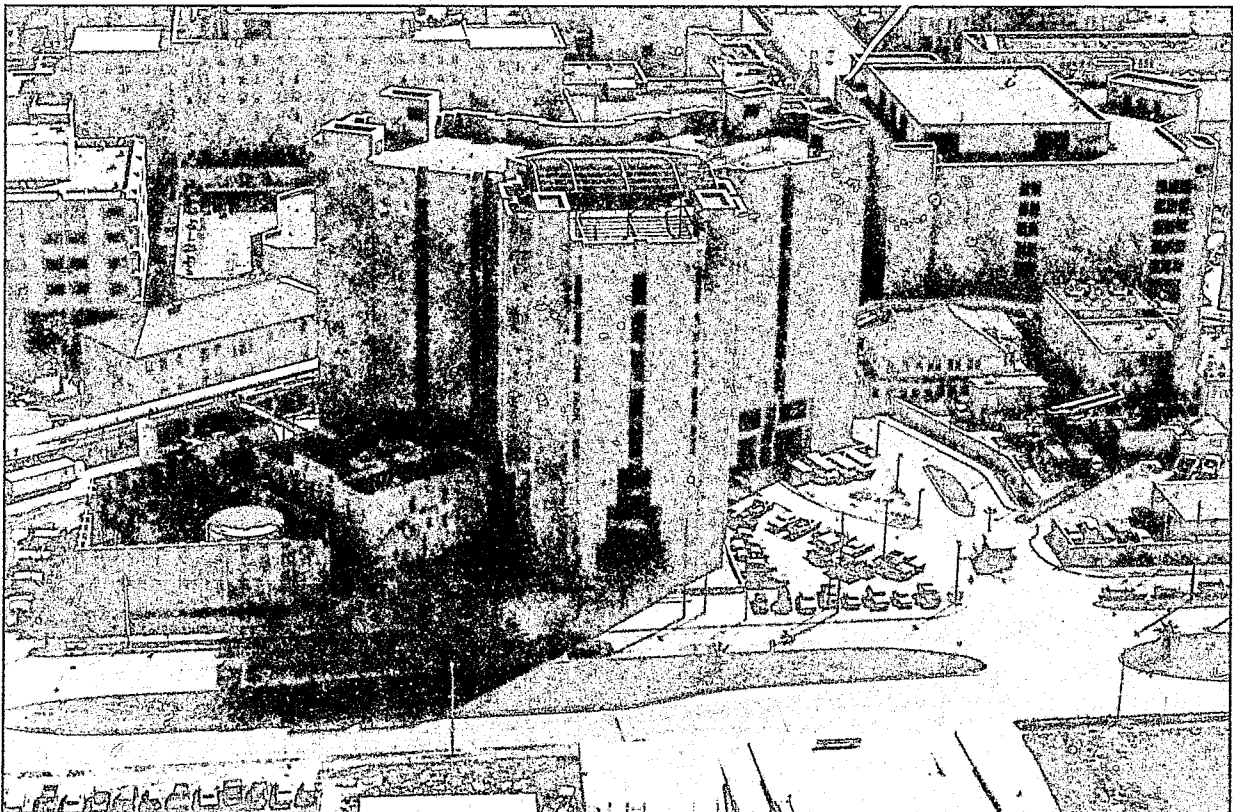
**Industrial Operations:** License Plate Plant, Validation Sticker Plant, Mattress Factory, Corrugated Box Factory, Plastic Sign Shop, Records Conversion Facility, Transportation Department, Prison Store, Laundries.  
**Special Operations:** Windham School System's administrative offices and warehouse are located on the Wynne Unit.  
**Construction Operations:** Major construction project on-going, office operations for the in-house construction department.



Wesley Warner

## TDC HOSPITAL

**Unit:** TDC Hospital, **Warden:** Wesley Warner  
**Location:** The east side of John Sealy Hospital, on Strand Street, Galveston County  
**Mailing Address:** P O Box 48, Sub station #1, Galveston, Texas 77550  
**Telephone:** (409) 761 2875 **Inmate Population** (8 31 85) 72  
**Number of Employees:** (8 31 85) 196 **Special Operations:** Inmates requiring specialized treatment, major surgery or acute care are treated here  
**Unit Capacity:** (8 31 85) Assigned population 24, medical dedicated beds 120



TDC HOSPITAL

