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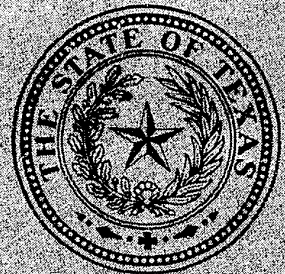
# TEXAS DEPARTMENT OF CORRECTIONS

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## ANNUAL OVERVIEW

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1987



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# TEXAS DEPARTMENT OF CORRECTIONS

## 1987 ANNUAL OVERVIEW

NCJRS

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JAMES A. LYNAUGH  
DIRECTOR

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## FISCAL YEAR 1987 HIGHLIGHTS

The handwritten legal papers were filed back in 1972, but it wasn't until 1987 that the prison reform lawsuit known as **Ruiz v Estelle** was virtually settled in the court of U.S. District Judge William Wayne Justice of Tyler.

After years of trial and negotiation, the Texas Department of Corrections stood on the verge of complete compliance with reform orders stemming from the lawsuit as the fiscal year neared an end.

"The evidence heard and observed by the court demonstrates that TDC has made remarkable progress toward complete compliance with requirements of the court's order," Judge Justice wrote in an opinion issued in April. "Promises by (Gov. Bill Clements) referred to in earlier orders of the court, have been kept, and constructive actions by the Legislature have been forthcoming. As a consequence, it is appropriate for the court to recognize the good faith and diligence of state officials at this time."

Judge Justice's endorsement of TDC's compliance efforts came shortly after he toured Texas prisons for the first time since sitting down to preside over the **Ruiz** case in 1978. His opinion dismissed the threat of fines being imposed on the prison system for alleged non-compliance with court orders.

"In total," Judge Justice wrote, "the evidence heard by the court has persuaded it that (TDC) has diligently pursued the objectives of compliance set forth in the (court's order)."

Meanwhile the state Board of Corrections was charged with naming TDC's fourth director in five years when O. L. McCotter resigned in January. James A. Lynaugh, the agency's financial director since 1984, was named interim director and quickly moved to bring the agency into compliance with outstanding federal court orders. Based on his performance, Lynaugh was awarded the job as director on a permanent basis in May. Lynaugh then named James "Andy" Collins as the agency's deputy director of operations.

Administrators announced in April that 121.5 staff positions would be eliminated or consolidated by the end of the fiscal year. The staff reductions were more than offset by a budget request to add 355 positions during the 1988-89 biennium at a payroll cost of approximately \$15.9 million.

On October 5, 1986, the 55th, and possibly the final edition of the Texas Prison Rodeo opened at the "Walls" Unit in Huntsville. Citing declining revenues, high stadium renovation costs and more urgent fiscal priorities, the Board of Corrections voted the following July to cancel the 1987 rodeo. It remains to be seen whether the Texas tradition will someday be resurrected by the state or by private sponsors.

Three new board members were appointed to the Board of Corrections soon after Governor Clements took office in January. Prior to his six-year appointment, Charles Terrell of Dallas was picked to head the governor's Texas Criminal Justice Task Force. Also appointed to six-year terms on the board were former Amarillo mayor Jerry Hodge and F. L. Stehpens of San Angelo. Leaving the board were Lindsey Waters of Dallas, James Parsons of Palestine and Robert Lane of Austin.

Crime and crowded prisons were high on the priority lists of state legislators as they convened in regular session in January. The Department of Public Safety reported then that the state's crime rate rose 14.9 percent the previous year. Robbery offenses, alone, jumped more than 26 percent in 1986, the DPS reported.

Reflective of the escalating crime rate, the TDC inmate population hit record highs during FY 87. Consequently, the

prison system, upon reaching 95 percent of capacity, was forced to halt new admissions on 20 different occasions during the fiscal year. Until a plan for scheduled admissions could be worked out, the TDC opened only two days a week for eight consecutive weeks.

During the fiscal year, 35,077 inmates were received by TDC, an increase of approximately 15 percent over FY 86. Releases totaled 33,370 during the fiscal year, up from 28,087 releases the previous year.

In January, state Rep. Allen Hightower of Huntsville was

named to chair the newly-created House Corrections Committee, which oversees prison operations. For the first time in history, TDC's two-year budget request to the Legislature exceeded the \$1 billion mark. The record \$1.1 billion appropriated by the Legislature included \$30 million to cover the cost of housing state prisoners in privately-operated detention facilities. The Legislature also authorized the sale of general obligation bonds for expanding the prison system's capacity by 10,500 beds.

The TDC's budget request was made in the face of a projected 15,000-bed shortfall by 1991.

In February, Governor Clements signed legislation that for the first time authorized private firms to build and operate penal institutions for minimum and medium security inmates. The Board of Corrections immediately requested proposals from private parties for the construction and operation of four 500-bed pre-release centers. Nineteen firms or industrial foundations responded, and two were chosen.

At the same time, 10 trusty camps built under lease-purchase arrangements were opening throughout the system, adding 2,000 beds to capacity. As the fiscal year neared an



U.S. District Judge William Wayne Justice (center) toured Texas prisons for the first time during fiscal year 1987.

end, the Mark W. Michael Unit, a 2,250-bed maximum security unit, opened near Palestine.

TDC failed to realize a significant increase in capacity through the new construction, however, due to court-ordered depopulation requirements involving approximately 3,800 inmates.

TDC's Health Services Division received a shot in the arm during the fiscal year thanks to a \$10.6 million emergency appropriation from the Legislature. The funds allowed TDC to attract and hire many of the additional medical and psychiatric personnel mandated by court agreements.

"Diligent efforts have been undertaken by TDC to fill the health care positions where there are shortfalls and to replace

part-time contract personnel with full-time personnel where possible and appropriate," Judge Justice found.

The judge also noted that TDC had made substantial compliance in the areas of health care for disabled inmates, administrative segregation conditions, security staff deployment and single-celling of inmates.

Although TDC's compliance efforts would continue to be monitored, Director Lynaugh told employees: "For the first time in the nearly 15-year history of this case, the judge was publicly complimentary of the efforts of this agency. I know this change in the court's impression of this agency is almost exclusively due to your hard work, competence and dedication."

## THE NUMBER OF INMATES RECEIVED AT AND RELEASED FROM TDC FY 1986-87

### THE NUMBER OF INMATES RECEIVED AT TDC

	FY 1986	FY 1987	
	Number	Number	Percent Change
NEW RECEIVES	20,842	23,457	12.55%
PAROLE VIOLATORS	4,365	5,766	32.10%
MAN. SUP. VIOLATORS	4,220	4,727	12.01%
SHOCK PROB. VIOLATORS	1,063	1,127	6.02%
<b>TOTAL RECEIVED</b>	<b>30,490</b>	<b>35,077</b>	<b>15.04%</b>

### THE NUMBER OF INMATES RELEASED FROM TDC

	FY 1986	FY 1987	
	Number	Number	Percent Change
DISCHARGE	307	229	-25.41%
PAROLE	14,427	19,900	37.94%
MANDATORY SUPERVISION	12,742	11,681	-8.33%
SHOCK PROBATION	611	1,560	155.32%
<b>TOTAL RELEASES</b>	<b>28,087</b>	<b>33,370</b>	<b>18.81%</b>

	August 31, 1986	August 31, 1987	
<b>On-Hand Inmate Population</b>	<b>38,246</b>	<b>39,652</b>	<b>Gain 3.68%</b>

## TEXAS BOARD OF CORRECTIONS



Texas Board of Corrections (seated left to right): Dennis R. Hendrix, Houston; Chairman Alfred D. Hughes, Austin; Joe V. LaMantia, Jr., Weslaco. (Standing left to right): Jerry H. Hodge, Amarillo; Deralyn R. Davis, Fort Worth; Vice-Chairman Charles T. Terrell, Dallas; Secretary F. L. Stephens, San Angelo. (Not pictured): James M. Eller, Bryan; Thomas R. McDade, Houston.

ALFRED D. HUGHES

Chairman

Dear Governor Clements:

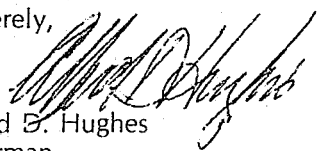
I am pleased to forward to you for review the 1987 Annual Overview of the Texas Department of Corrections. This past fiscal year can be summarized as one of growth and advancement for the Department.

Long-term goals have successfully been met by the Department in all areas of *Ruiz* compliance, including the opening of the new 2,250-bed Michael Unit and 10 trusty camps. These additional facilities will assist in the aggressive effort toward meeting depopulation requirements.

Positive plans for future construction have also been developed to meet challenges which impact capacity needs and will include two 2,250-bed facilities as well as four 1,000-bed regional reintegration centers. Departmental capacity will also be increased through the privatization of 2,000 beds.

The dedication and loyalty of the staff greatly contributed to the Department's ability in achieving all compliance goals that had been set. In the coming year, I anticipate that the Department will continue to progress and will strive to achieve its full potential as a correctional system.

Sincerely,

  
Alfred D. Hughes

Chairman

TEXAS BOARD OF CORRECTIONS

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# TEXAS DEPARTMENT OF CORRECTIONS

James A. Lynaugh, Director

P.O. Box 99 • Huntsville, Texas 77340 • (409) 295-6371

Mr. Alfred D. Hughes, Chairman  
Texas Board of Corrections  
515 Congress, Suite 1800  
Austin, Texas 78701

Dear Chairman Hughes:

I am pleased to forward the 1987 Texas Department of Corrections Annual Overview for your review. I believe you will find upon examination that the agency made substantial progress during the year and is in an improved position to chart its own future.

I am particularly pleased to mention the agency's strides toward meeting or exceeding compliance standards set out in the landmark *Ruiz* case. During the year, presiding U. S. District Judge William Wayne Justice was for the first time complimentary in his evaluation of TDC compliance efforts. After touring three of our units, Judge Justice not only dismissed the threat of fines against the agency for alleged non-compliance, but noted in an order that TDC had made "remarkable progress toward complete compliance" in such areas as staff deployment, single-celling, medical hiring and living conditions for handicapped and administrative segregation inmates.

I believe Judge Justice's commendation is an endorsement of the commitment made by members of the Texas Board of Corrections and TDC staff to operate a constitutionally secure, safe and humane prison system. And as we continue to grow, we must be prepared to maintain that commitment for the benefit of employees and inmates alike.

The surging inmate population continued to tax the resiliency of the prison system during the year. As it turned out, we were forced to halt admissions on 20 different occasions due to state and federally-imposed population limits. However, the Department of Corrections has been able to work with the Board of Pardons and Paroles in implementing a scheduled admissions policy that has kept the inmate population at a manageable level, and more importantly, kept our doors open.

Thousands of beds were added during the year as we simultaneously accomplished the offsetting task of depopulating 15 different units. Texas', and perhaps the country's, most modern prison facility - the 2,250-bed Mark W. Michael Unit near Palestine - opened ahead of schedule in August. Also, the opening of 10 free-standing trusty camps during the year provided nearly 2,000 additional beds for minimum security inmates.

As the fiscal year drew to a close, we neared a decision on the selection of sites for at least five additional state-operated prison units and prepared to negotiate for the private construction and operation of four 500-bed pre-release centers.

While it's likely that even more prison construction is in the future if we are to stay abreast of the projected inmate population, I believe we were able to lay the foundation this year for expansion in an organized and cost-efficient manner.

Also, special appropriations from the Legislature during the year allowed TDC to aggressively compete in the market for trained health services and psychiatric personnel. Our enhanced ability to attract such professionals can only improve the level of health care services we provide.

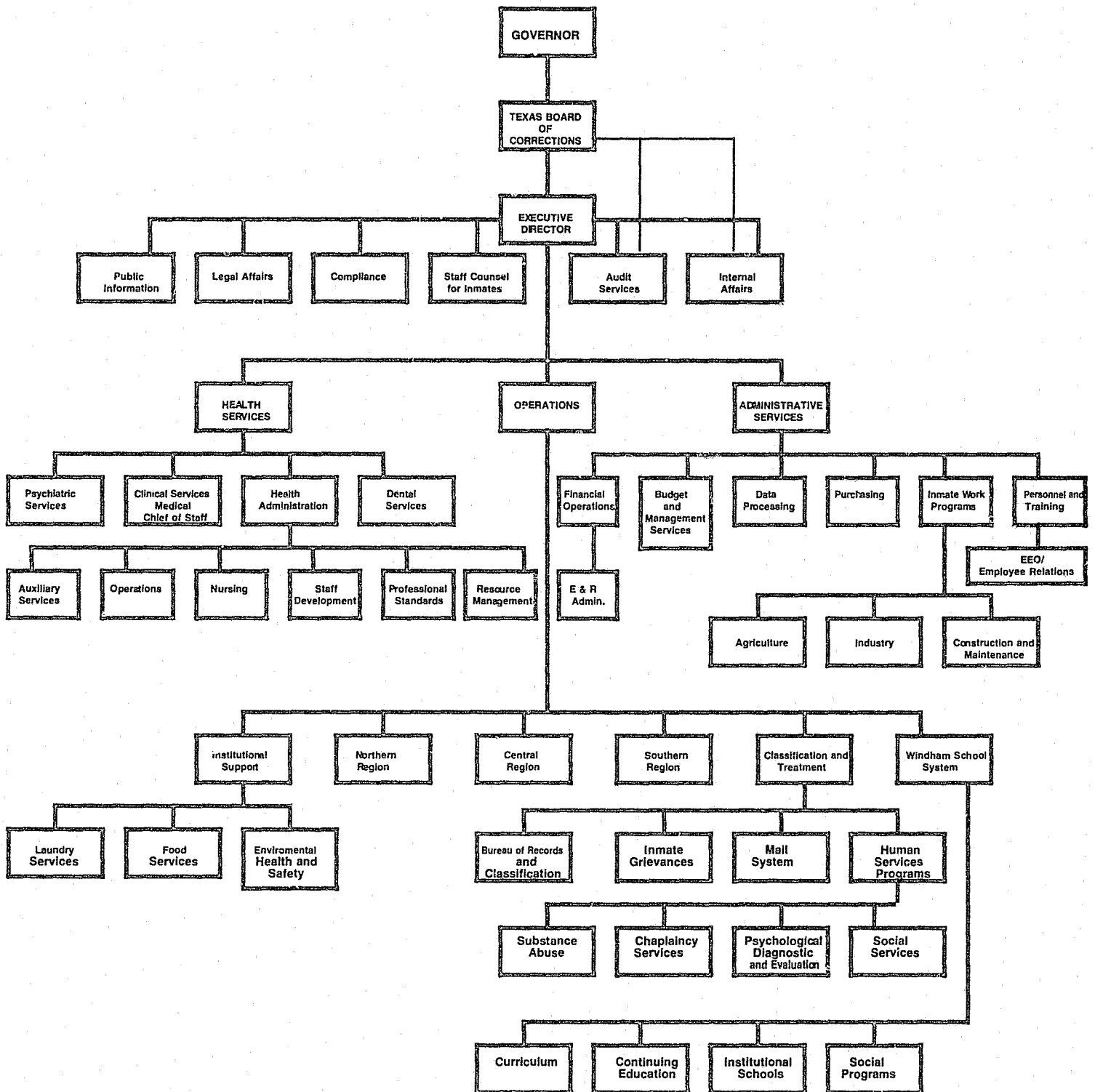
While much work lies ahead, a great deal was accomplished during FY 87. With the continued support of our employees and guidance from the Board of Corrections, I feel confident the TDC is prepared to meet all challenges and continue as a model correctional system.



Sincerely,

James A. Lynaugh  
Director

# TDC ORGANIZATIONAL CHART



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# EXECUTIVE DIVISION

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LEGAL AFFAIRS

COMPLIANCE

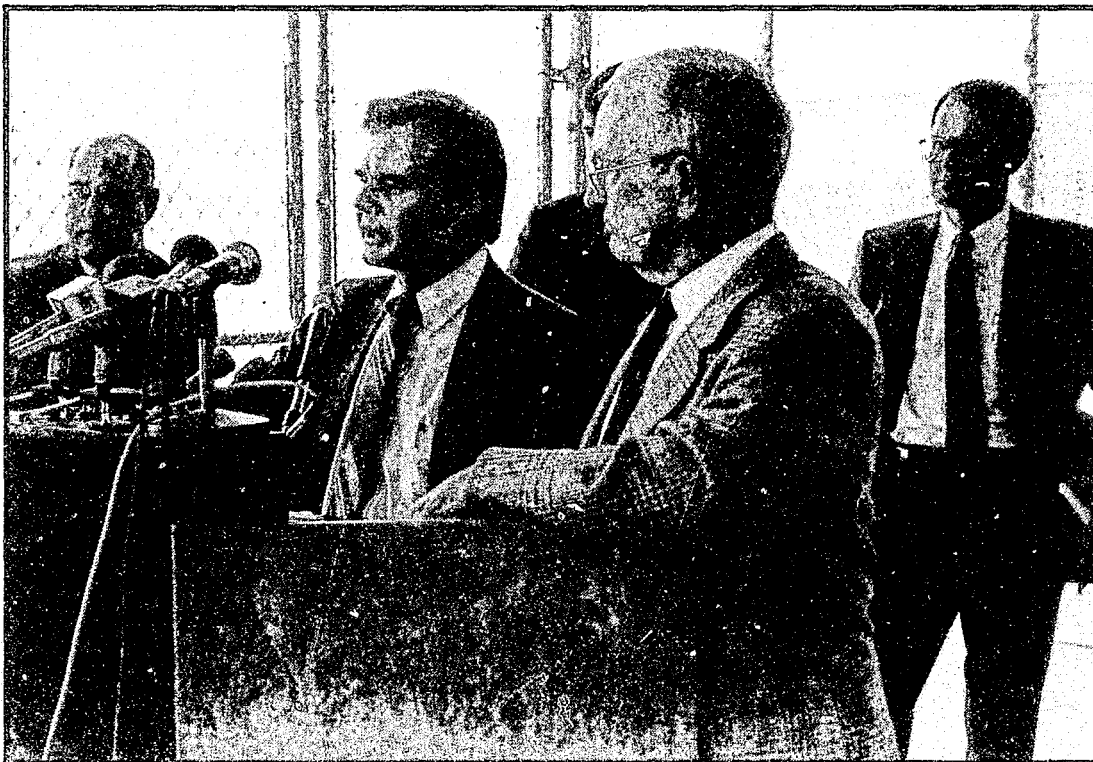
AUDIT SERVICES

INTERNAL AFFAIRS

STAFF COUNSEL FOR INMATES

PUBLIC INFORMATION

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## LEGAL AFFAIRS

Legal Affairs is responsible for providing legal advice and guidance to the administration and staff of TDC as well as the Board of Corrections.

The administration of the Legal Affairs Department is handled by the General Counsel. Administrative reorganization occurred in 1987, whereby Legal Affairs presently consists of staff attorneys, the support staff and the Compliance Office. Compliance monitors TDC's compliance relevant to court orders and stipulations of the *Ruiz* litigation.

The General Counsel provides advice to the TDC Director concerning all major litigation. The General Counsel also acts as a liaison between TDC and representatives of the Attorney General's Office.

Legal services provided to the Department are in the following areas: administration, operations, finance, personnel, including equal employment opportunity, internal affairs, contract negotiations, drafting and review, land management, which includes oil and gas leases and sale of real estate; and, review of state tort claims and litigation support.

### STAFF COUNSEL FOR INMATES (SCI)

Staff Counsel For Inmates administers three programs: 1) Legal Services (LS), 2) Access to Courts (AC), and 3) Counsel Substitute (CS).

LS provides legal services to indigent inmates, except in fee-generating and civil rights cases. This program consists of 21 personnel in Huntsville and five in Sugar Land. AC provides books and technical supervision for all unit law libraries in TDC and books for certain Federal institutions housing Texas inmates. This program consists of two personnel in Huntsville. CS provides representation for inmates at disciplinary hearings on each unit. This is a newly-created program that was implemented in FY 87. Presently, the program consists of 41 employees who work at various units.

### Legal Services Program

Typical areas of the law which inmates frequently request legal services include writs of habeas corpus, family law, jail time credits, detainers problems, name changes, prisoner ex-

change, Social Security, shock probation, military upgrades, VA benefits, immigration and probate. LS often provides counsel to inmates about policy in parole matters, appeals, TDC records, etc.

### Access To Courts Program

The Access to Courts Program provides law libraries for all 28 units of TDC except TDC Hospital-Galveston and Jester I, which utilizes the law library at Jester II. Eastham and Wynne units have two law libraries; one specifically for segregated inmates. Publishers of legal materials ship their book to the Access to Courts office where the books received are unpacked, inventoried and reassembled for shipment to the various units. Windham School District's distribution facilities are used for shipments. Certain legal publications and support is provided Texas' prisoners housed at federal institutions.

Technical supervision is provided to 27 law library supervisors and about 37 assistants. Training seminars are provided semi-annually on a regional basis for all law library staff members. The Access to Courts Program manager maintains a working relationship with the Special Master's Office in *Ruiz*, TDC's Office of Compliance and Attorney General's Office to facilitate quick resolution of problems in this area.

An example of services provided in FY 87, in four major areas, are:

Number of inmates who used the law libraries.....	160,409
Requests for law library books (segregated inmates).....	317,026
Request for mini-law library books (segregated inmates).....	13,110
Notary Public signatures (no. of times notary seal used).....	76,295

## LS Statistics for FY 87

Total request received.....	18,989	Shock probations filed by this office granted.....	16
Total request closed.....	19,617	Deportation granted.....	110
Successful writs prepared by LS/compared to total writs decisions by LS.....	46/82	Deportation waiver processed.....	275
Amount of jail time days* credited.....	178,218	Sentence modified.....	78
Divorce decrees.....	81	Waiver extradition hearings (inmates).....	225
Detainers/charges removed.....	249	Total pieces of mail processed.....	56,652
Terminations avoided.....	8	Percent of inmate population requesting legal services.....	49%

\*178,218 days x \$25.99 (inmate cost per day) results in a savings of \$4,631,885.82 to the State.

## Counsel Substitute Program

The Counsel Substitute Program provides non-uniformed personnel to represent inmates in disciplinary hearings as part of the court-mandated reform of the disciplinary process. To insure that the inmate fully understands the proceedings, the CS explains the charges that the inmate faces and the rights and procedures that apply. The CS also completes an investigation regarding the facts of the case, interviews the parties involved and assists the inmate in preparing a defense. The goal of the program is to provide uniform and quality representation to inmates throughout the system by the use of centralized forms, reports, procedures and training. Originally implemented in February 1987 on Eastham, the Counsel Substitute Program has also been developed on the following units: Beto II, Central, Coffield, Diagnostic, Ellis II, Goree, Hilltop, Huntsville, Jester I, Jester II, Jester III, Ramsey II, Michael, and Wynne. The program will be established on all units during FY 88.

Major disciplinary cases assigned to the counsel substitutes during FY 87 are as follows:

	FEB	MAR	APR	MAY	JUN	JULY	AUG
Eastham	591	604	809	730	627	491	625
Wynne			465	506	655	598	818
Coffield			844	1334	1294	1230	1160
Diagnostic					19	16	9
Goree					53	35	48
Central					86	67	96
Jesters 1,2,3					132	161	177
Huntsville					84	96	96
Beto II					42	40	39
Ellis II						488	550
Ramsey II						13	121
Michael							41
Hilltop							

## COMPLIANCE

Established in June 1985, the Compliance Office is responsible for monitoring TDC's compliance with relevant court orders and stipulations as they relate to the **Ruiz vs. Lybaugh** litigation. Prior to this time, the task of monitoring compliance was scattered throughout many different divisions within the agency. This program is intended to demonstrate to the federal court that TDC has the ability and desire to bring itself in line with the constitutional changes mandated by court orders and the legal precedence of law.

The Compliance Office has assigned the task of assessing compliance with the various **Ruiz** issues to its staff monitors. The monitors visit each unit on a quarterly basis, conduct inspections, provide information, assistance, and validate the unit's compliance in their particular areas. From these on-site evaluations, reports are prepared highlighting strengths and weaknesses as they relate to court-ordered requirements. Copies of these reports are provided to the units, central administration, Attorney General's Office and Special Master's

Office. Corrective actions initiated by units are noted in responses sent back to the Compliance Office.

In addition to these reports, Compliance is responsible for timely coordination of staff responses to the numbered monitor's reports prepared by the Special Master's Office. This coordination primarily consists of tasking the related divisions for their comments. The comments are collected, reviewed and coordinated into a single response to be provided to the court through the Attorney General's Office.

Examples of major reports provided by the Compliance Office during fiscal year 1987 are:

- Executive Summary (Bi-weekly Compliance Status Update).
- Unit Inspection Reports (Quarterly assessment of each unit's compliance status).
- Quarterly Reports (All overcrowding issues and Support Services Inmate Stipulation).
- Annual Report on Overcrowding Stipulation.
- Upgrade Plans (Monthly assessments of select units under special review by the Special Master).
- Systemwide Report on Inmate Necessities (with follow-up of select units).

Compliance is also responsible for the collection and collation of information required by the Special Master's Office, the Attorney General's Office, or the TDC administration. These requests vary from providing historical data, to conducting investigations into alleged violations of the court's orders, specifically as related to the Support Service Inmate Stipulation. The requests could also require obtaining information from several departments or units, and reducing it to the form of a report, or simply sending on all the raw data to designated points (i.e., Special Masters Office, Attorney General's Office, etc.).

During fiscal year 1987, beyond its routine duties, the Compliance Office was involved in review of design drawings for trusty camps, special inspections tours with plaintiffs' and defendants' experts, as well as evaluation of bid proposals for the new private prison units, to insure that proposals met all relevant areas of the **Ruiz** orders. Additionally, Compliance provided several services to individuals, units, and administrative departments in regard to all areas of the **Ruiz** litigation, to include: training, legal interpretations, special committee work, as well as review and analysis of data pertinent to major compliance issues and the operational functioning of TDC.

On September 1, 1987, the Compliance Office, as part of a major reorganization, was placed under the Office of Legal Affairs.

## INTERNAL AFFAIRS

Internal Affairs provides internal investigative services in support of TDC and its personnel by clearing the falsely accused, establishing the culpability of wrongdoers, and facilitating a system of internal conduct review which is timely, consistent and fair. As a priority, Internal Affairs reviews and monitors the entire process of the reporting of use of force incidents and investigates all allegations of excessive or unnecessary use of force and harassment/retaliation.

Internal Affairs consists of the following components:

### Investigative Operations Bureau

Provides the systemwide staff supervision and line opera-

tions necessary to conduct thorough and impartial investigations of employee misconduct.

#### Use of Force Review Bureau

Monitors all major use of force incidents within TDC through an independent investigative review of all major use of force reports. Insures that all use of force actions are reported accurately and are within the guidelines of the **TDC Use of Force Plan**. Maintains accountability of all use of force reports and their corresponding video tapes.

#### Polygraph Section

The examiners, investigators and support personnel of this component provide polygraph testing services in support of TDC investigations and special requests on occasion for other agencies.

#### Investigative Support Bureau

Provides administrative support to include computer-based tracking systems, employee/citizen liaison, word processing, case management, property/evidence control and file repository services.

#### Statistical Data FY 87

Investigations opened.....	1,439
Investigations closed.....	1,491
Polygraph examinations conducted.....	903
Major use of force reports reviewed.....	6,598
Intelligence section files opened.....	742
Informational files opened.....	221

#### INTERNAL AUDIT

The Internal Audit Office serves as an independent advisor to the Board of Corrections, Director, and other TDC management by providing independent evaluation of agency financial and operational controls.

The objective of Internal Audit is to assist all management by providing analyses of system and policies with evaluation of compliance, and by recommending specific operational improvements.

In FY 87, audits were conducted of utilities contracts, fuel purchases, commissary warehouse operations, unit commissary procedures, mechanical department; unit medical services, inmate necessities, unit and warehouse food services, poultry processing plant, unit cash funds, unit maintenance, accounts payable, and license tag and validation sticker factories. An extensive survey of construction was performed to identify specific projects to be conducted in FY 88.

#### PUBLIC INFORMATION OFFICE

Prison news is often front-page news in Texas, and that makes the TDC Public Information Office a valuable source for reporters and private citizens alike.

Releasing news of prison developments and answering inquiries from both the media and general public are the primary tasks of the PIO.

During FY 87, an average of 800 telephone calls from the media were fielded by the three-member PIO staff each month. The staff also answered hundreds of written inquiries, which included a number of Open Record requests.

The PIO coordinates all media interviews with inmate and staff, announces agency policy, and also issues press releases when prison developments prove newsworthy.

Executions normally attract news coverage, and the PIO attempts to assist reporters by providing them with background information about the execution procedure and the crime committed by the condemned inmate. The PIO also provides reporters with a chronology of events during the day of execution.

In addition, the PIO arranges tours of prison units for criminal justice students and related groups, produces the TDC annual overview and monthly employee newsletter, supervises production of the inmate publication, **Echo**, and distributes fact sheets and informational brochures to those interested in learning about the nation's third largest prison system.

Consistent with TDC's obligation as a public agency, the PIO strives to return quick and responsive answers to inquiries and provide reporters and private citizens alike with reasonable access to a second society existing behind bars.



*Charles Brown, assistant director for Public Information, answers a reporter's questions.*

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# ADMINISTRATIVE SERVICES

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FINANCIAL OPERATIONS

BUDGET & MANAGEMENT SERVICES

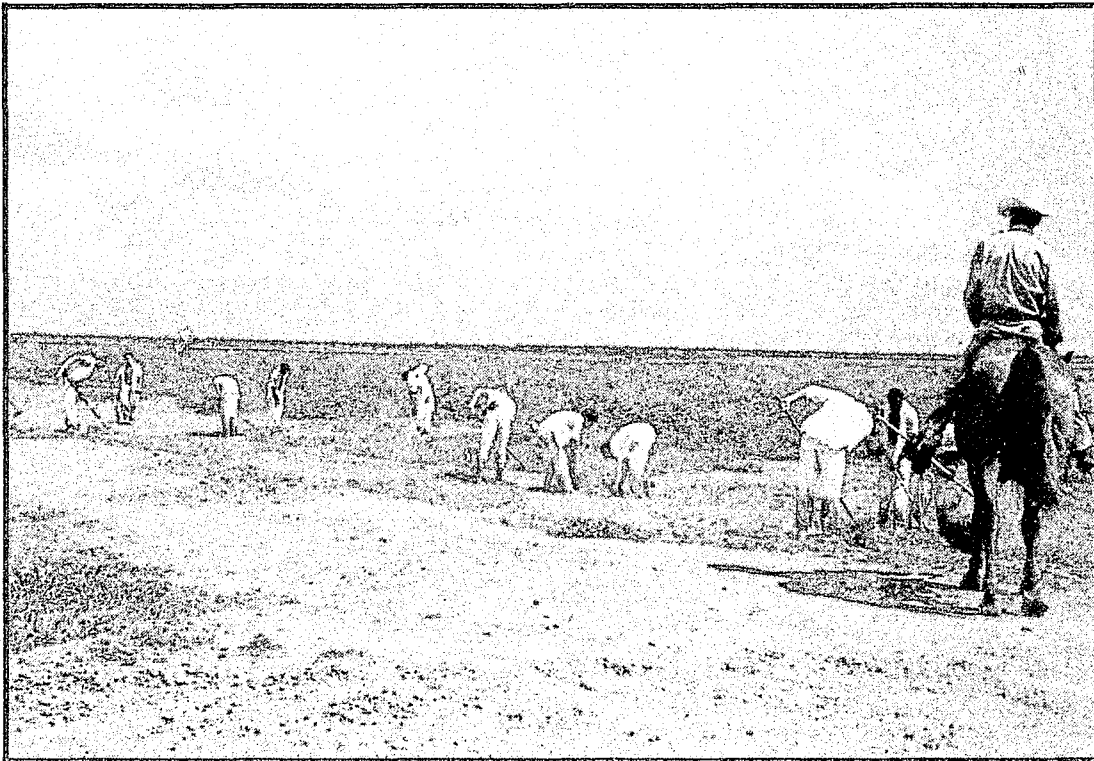
INMATE WORK PROGRAMS

DATA PROCESSING

PURCHASING

PERSONNEL & TRAINING

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## FINANCIAL OPERATIONS

Financial Operations is the basic business entity for the agency. Responsibilities include income recording and distribution, vendor paying, employee payroll work-up, general accounting for both state and local funds, and recording of inmates' personal fund transactions. Our goal is to be the best business operation in Texas state government. The operation currently consists of the following departments:

**Accounting** - The agency has one centralized accounting department which classifies, records and reports accounting activity from all locations. The department consists of seven major areas; voucher coding and cost center reconciliation, employee utility and service charges, livestock and agriculture, industry accounting, fixed assets accounting, construction accounting and accounts receivable. During each fiscal year, the 17-member department performs a variety of tasks ranging from production of the Annual Financial Report to counting hogs, chickens and other livestock to test the accuracy of field reporting. The continuing goals of the department include reaching 100 percent accountability over the agency resources, improved efficiency with more automation and publishing an Annual Financial Report which is certified by the state auditor **without change**.

**Cashier** - The Cashier's Office is responsible for receiving money for TDC to be deposited in the state treasury, making daily deposits for local funds, preparing inmate discharge checks, auditing advance travel vouchers and issuing travel checks to employees. Also, this office assists with the local fund investment program.

**Payroll** - Payroll Department is responsible for auditing the employee's time records as well as the processing and initial distribution of multiple monthly payrolls and related documents for all employees of the Texas Department of Corrections.

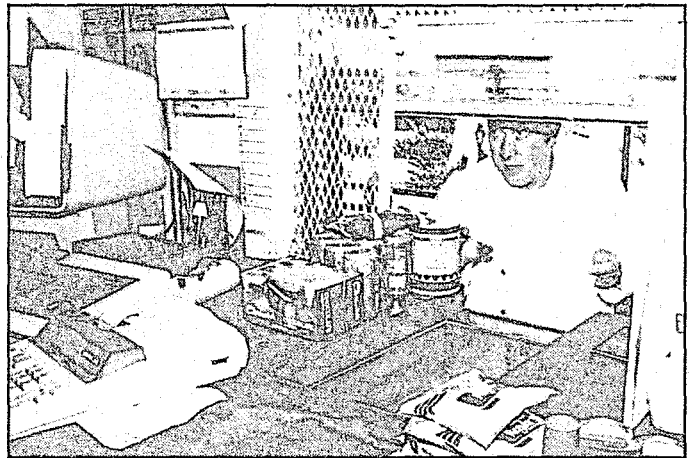
**Enterprise Fund** - The Enterprise Fund, commonly referred to as Education and Recreation (E&R) Fund, is comprised of programs and activities which produce locally-earned revenues specifically including, but not limited to, operation of the commissaries (at each of the prison units), specific purpose gifts of general donations, and interest from investments. The Enterprise Fund remains in a self-sustaining status through the maximizing of investment income and the profit from operations. The funds, while not derived from tax revenues, are appropriated by the state Legislature to the Board of Corrections to be expended first for **Ruiz** stipulated recreation areas, and if funds are still available, for other areas within the agency.

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

**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 agency's central offices in Huntsville.

**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 and the information is supplied to other departments for planning, purchasing and budgeting purposes. The department is currently meeting the 30-day payment schedule required.



## PURCHASING DEPARTMENT

The Purchasing Department is responsible for processing all open market and contract purchases through the State Purchasing and General Services Commission. The department's designated purchaser must approve and record all emergency purchases, as well as coordinate specified delegated purchases of goods and services. Centralized maintenance and repair contracts for electric typewriters and copy machines are secured and administered by this department.

Assistance is given to all divisions in the development of specifications for the purchase of supplies and lease space. Also, the department negotiates emergency leases and coordinates lease requirements and bid invitations through the State Purchasing and General Services Commission. Lease records are maintained by Purchasing as well.

Further consolidation and centralization in the purchasing area remains a goal of the department.

## DATA PROCESSING

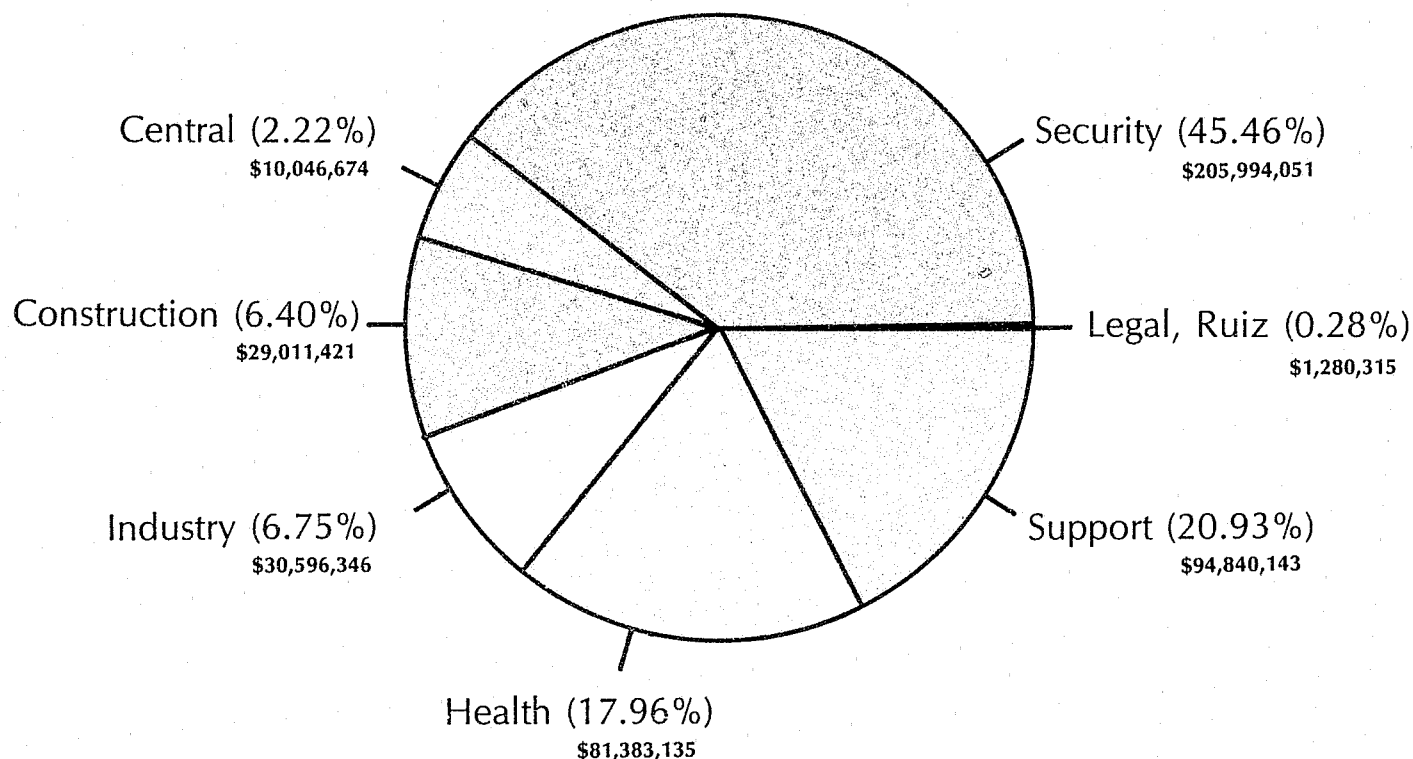
The Texas Department of Corrections' data processing facility is located in the Administration Building in Huntsville. The department operates 24 hours a day, 7 days a week and interacts with all 28 units and various remote locations via a teleprocessing network. The current teleprocessing network has expanded to 960 terminal devices and generates an average of 400,000 transactions per 24-hour period.

The Data Processing Department provides all divisions of TDC with automated information systems support. In addi-

# TEXAS DEPARTMENT OF CORRECTIONS

## 1987 Expenditures

### All Funds



For the 1986-87 biennium, the Texas Department of Corrections was appropriated \$885.5 million consisting of \$698.8 million for the general operations of the agency, \$8.2 million for the operation of additional capacity completed during the biennium, and \$178.5 million for construction and renovations. Of the amount appropriated for construction and renovations, \$98 million was specifically authorized for the construction of additional facilities to offset court ordered depopulation. However, \$125 million of the amount appropriated for construction was contingent on the sale of state land. This sale did not occur. To overcome this budget shortfall and meet the depopulation requirements set by the court, the Department was able to add 4,231 beds at a cost of \$84 million through the negotiation of a lease-purchase agreement with the private sector.

Appropriations for the 1988-89 biennium total \$1.169 billion. Of the total appropriation, \$893.3 million is committed to the general operations of the Department and includes \$30 million for the contracting of additional capacity. The remaining \$275.9 million is dedicated to the construction of additional capacity as well as other miscellaneous repairs and renovations required by *Ruiz* agreements. The entire amount appropriated for the purpose of construction, repair, and renovation is to be funded through the sale of general obligation bonds of the state.

**TEXAS DEPARTMENT OF CORRECTIONS  
BALANCE SHEET  
AUGUST, 87  
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 .....	0.00
	262,500.00

**INMATE TRUST FUND**

IN BANKS .....	189,958.46
INVESTED .....	1,400,000.00
	1,589,958.46

**FUNDS IN STATE TREASURY**

APPROPRIATIONS - GENERAL REVENUE .....	96,821,071.30
INDUSTRIAL REVOLVING FUND 156 .....	2,829,432.05
MINERAL LEASE FUND - UNAPPROPRIATED .....	6,697,249.78
MINERAL LEASE FUND - APPROPRIATED .....	2,244,854.22
	8,942,104.00
CAPTIAL TRUST FUND 543 .....	772,283.70
EMERGENCY APPROPRIATION FUND 579 .....	457,200.29
EMPLOYEE BOND FUND 901 .....	293.75
	109,822,385.09

**ACCOUNTS RECEIVABLE**

TRADE .....	5,190,624.13
INTERDEPARTMENTAL .....	0.00
DEPOSITS ON CONTAINERS .....	7,540.00
INVENTORIES - ALL UNITS .....	61,196,419.49
	178,069,427.17

**ASSET VALUE    DEPREC RESERVE    NET BOOK VALUE**

**FIXED ASSETS**

LAND .....	22,103,134.99	0.00	22,103,134.99
BUILDINGS .....	281,763,665.31	65,859,144.08 CR	215,904,521.23
IMPROVEMENTS .....	38,946,465.18	9,282,296.75 CR	29,664,168.43
ROADS AND BRIDGES .....	2,585,823.49	1,729,779.50 CR	856,043.99
MACHINERY AND EQUIPMENT .....	47,001,980.68	27,674,579.20 CR	19,327,401.48
AUTOMOBILES AND TRUCKS .....	19,927,923.91	16,276,203.70 CR	3,651,720.21
FURNITURE AND FIXTURES .....	22,987,632.21	10,526,659.33 CR	12,460,972.88
HEAVY EQUIPMENT .....	21,471,164.28	13,844,745.13 CR	7,626,419.15
RADIOS AND EQUIPMENT .....	14,571,608.08	6,203,407.31 CR	8,368,200.77
FIREARMS .....	1,278,902.88	663,660.19 CR	615,242.69
FIXED ASSETS CLEARING .....	0.00	0.00	0.00
	472,638,301.01	152,060,475.19 CR	320,577,825.82

CONSTRUCTION IN PROGRESS .....	129,277,801.56
PRE-PAID EXPENSES .....	114,904.66

<b>TOTAL ASSETS .....</b>	<b>628,039,959.21</b>
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**TEXAS DEPARTMENT OF CORRECTIONS  
BALANCE SHEET  
AUGUST, 87  
FINAL**

**LIABILITIES**

**CURRENT**

**CONTRA TO LOCAL FUNDS**

PETTY CASH.....	125.00	
REVOLVING FUND.....	260,000.00	
EXPENSE FUND.....	2,375.00	262,500.00

**CONTRA TO INMATE TRUST FUND**

INMATE FUNDS.....	1,461,615.18	
ESCHEAT FUNDS.....	84,265.99	
SCRIP FUNDS.....	0.00	
UNCLAIMED SCRIP FUNDS.....	0.00	
COMMISSARIES.....	44,077.29	1,589,958.46

**CONTRA TO TREASURY FUNDS**

APPROPRIATIONS - GENERAL REVENUE.....	96,821,071.30	
INDUSTRIAL REVOLVING FUND 156.....	2,829,432.05	
MINERAL LEASE FUND 272.....	8,942,104.00	
CAPITAL TRUST FUND 543.....	772,283.70	
EMERGENCY APPROPRIATION FUND 579.....	457,200.29	
EMPLOYEE BOND FUND 901.....	293.75	109,822,385.09

**ACCOUNTS PAYABLE**

TRADE.....	6,964,509.58	
INTERFUND.....	720,468.42	
STATE SALES TAX.....	0.00	7,684,978.00

<b>TOTAL LIABILITIES.....</b>		<b>119,359,821.55</b>
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**SURPLUS**

SURPLUS - AUGUST 31, 1986.....	507,113,423.51	
FUND EXPENDITURES.....	443,449,531.92	
LESS: FUND RECEIPTS.....	40,433,724.61 DB	
PROPERTY TRANSFERS.....	400.00 DB	
FUND TRANSFERS.....	40,434,124.61 DB	403,015,407.31
ADD: GOVERNMENT GRANTS.....	0.00	
GOVERNMENT COMMODITIES.....	7,054,737.67	
TRANSFERS OF LOCAL FUNDS.....	7,717.96	
PROPERTY TRANSFERS.....	0.00	917,191,286.45
LESS: OPERATING DEFICIT.....	408,511,148.79 DB	
<b>TOTAL SURPLUS.....</b>		<b>508,680,137.66</b>
<b>TOTAL LIABILITIES AND SURPLUS.....</b>		<b>628,039,959.21</b>

# EDUCATION AND RECREATIONAL FUND

## BALANCE SHEET

### 8/31/87

#### ASSETS

##### CURRENT ASSETS

###### CASH

CASH - AMERICAN BANK .....	505,400.31	
CERTIFICATES OF DEPOSIT .....	8,300,000.00	
PETTY CASH .....	30,550.00	
CASH ON HAND .....	38,747.13	8,874,697.44

###### RECEIVABLES

ACCOUNTS RECEIVABLE .....	34,457.85	
INTEREST RECEIVABLE .....	132,926.39	
ACCOUNTS RECEIVABLE COMM. MANAG. ....	3,291.71	
ACCOUNTS RECEIVABLE WSD .....	87,276.94	
LONG TERM RECEIVABLES .....	2,237.78	
INMATE LOAN FUND .....	1,874.26	262,064.93

###### INVENTORIES

INVENTORY - WAREHOUSE .....	1,229,522.88	
INVENTORY - COMMISSARIES .....	804,234.89	
INVENTORY - CIG. STAMPS .....	45,013.90	
INVENTORY - VENDING MACHINES .....	1,444.37	
INVENTORY - RECR. STOCK .....	85,662.61	
INVENTORY - RADIO TV STOCK .....	67,148.56	2,233,027.21
		11,369,789.58

##### FIXED ASSETS

		ASSET VALUE	DEPRECIATION RESERVE	NET VALUE
LAND .....	282,658.18	0.00		282,658.18
BUILDINGS .....	1,288,078.69	910,926.17	CR	377,152.52
VOCATIONAL EQUIPMENT .....	262,708.93	255,971.81	CR	6,737.12
MUSICAL INSTRUMENTS .....	123,428.47	120,507.21	CR	2,921.26
TELEVISION, RADIO & PHOTO EQUIP. ....	519,752.62	293,325.88	CR	226,426.74
AUTO & TRUCKS .....	128,944.34	101,829.85	CR	27,114.49
FURNITURE & FIXTURES .....	272,645.73	180,530.93	CR	92,114.80
MOTION PICTURE EQUIPMENT .....	12,803.21	9,657.47	CR	3,145.74
IMPROVEMENTS .....	43,882.53	30,573.77	CR	13,308.76
BARBER EQUIPMENT .....	22,650.52	13,830.25	CR	8,820.27
COMMISSARY & RODEO EQUIPMENT .....	522,047.84	354,416.11	CR	167,631.73
RECREATIONAL EQUIPMENT .....	137,124.71	28,784.88	CR	108,339.83
	3,616,725.77	2,300,354.33	CR	1,316,371.44

##### PRE-PAID EXPENSES

PRE-PAID INSURANCE .....	1,693.50	
PRE-PAID MACHINE RENTAL .....	135.00	
PRE-PAID MACHINE REPAIR .....	4,172.70	
PRE-PAID POSTAGE EXPENSE .....	2,309.41	8,310.61

TOTAL ASSETS ..... 12,694,471.63

#### LIABILITIES AND SURPLUS

##### CURRENT LIABILITIES

ACCOUNTS PAYABLE TRADE .....	265,529.19	CR
OPEN INC. PAYABLE .....	21.00	CR
STATE SALES TAX PAYABLE .....	4,080.95	CR
RODEO REPAIR & CONST. DONATION .....	29,200.00	CR
TOBACCO TAX PAYABLE .....	28,981.19	CR
CITY SALES TAX PAYABLE .....	135.37	CR
JESTER MULTI-PURPOSE BLDG .....	34,999.50	CR
SCHOLARSHIP DONATION .....	500.00	CR
SALARY PAYABLE .....	302,657.99	CR
LEAVE ENTITLEMENT .....	283,253.59	CR
A/P STATE - RODEO EXP. ....	5,817.95	CR
	955,176.73	CR

##### SURPLUS

SURPLUS .....	11,173,433.08	CR
PROFIT OR LOSS FROM OPERATIONS		
CRAFT SHOP .....	12,435.86	CR
INMATE TRUST FUND .....	165,734.13	
WYNNE DOG PROJECT .....	4,174.56	CR
TEXAS PRISON RODEO .....	27,032.44	CR
GENERAL OPERATIONS .....	446,358.60	
COMMISSARY OPERATIONS .....	1,134,311.69	CR
	565,861.82	CR
	11,739,294.90	CR

TOTAL LIABILITIES AND SURPLUS ..... 12,694,471.63 CR

tion, the Data Processing staff provides statistical and informational reporting to all departments within TDC as well as various outside agencies.

In FY 87, Data Processing updated its tape library system to include 3480 tape cartridges. The installation of the 3480 cartridge drives allows for a more efficient form of data storage than the tape reels currently used. Plans are underway to transfer the bulk of data stored on reels to cartridges for better security and more efficient utilization of storage space.

Also in FY 87, Data Processing completed the installation of personal computers in all unit count rooms to enhance their record keeping and reporting capabilities. These PC's are connected to the mainframe and supported by the Data Processing Department.

Because of the demands being placed on the current system due to an increase in inmate population and employee personnel, it became necessary to initiate a massive upgrade in both hardware and software. This upgrade included the installation of a 32 meg dual processor (CPU) in order to begin a 30-month conversion to the MVS operating system necessary to accommodate the rapid growth of TDC. The conversion to MVS will enable Data Processing to fulfill the current and future requirements of TDC by continuing to provide services in a timely manner. At the close of FY 87, this conversion effort had exceeded the halfway mark.

## **BUDGET DEPARTMENT**

The Budget Department plans, formulates, analyzes and monitors the expenditures and revenues of TDC by activity, function or department.

A basic responsibility of the department is to coordinate the programs and functions of the agency with the legislative and executive agencies of state government. It also requests adequate biennial appropriations in the state budget to support the agency's annual operating budget and implements any program changes or additional programs prescribed by the Legislature or ordered by the federal court.

The biennial request for appropriations is developed and presented to the Legislature by the Budget Department. The request details the operations and activities of TDC in relation to planned expenditures, personnel requirements and construction needs by fiscal year. This document is prepared in cooperation with activity management and executive administration with final approval by the State Board of Corrections.

An annual operating budget for the agency is prepared and managed by the budget staff within the fiscal constraints of the legislative appropriations and reflects the most efficient and effective manner for TDC to accomplish its objectives.

Additionally, the Budget Department prepares regular and special financial reports and analysis as required or requested by the legislative and executive agencies of state government, as well as the executive administration of the agency.

## **MANAGEMENT SERVICES**

The basic purpose of Management Services is to assist the administration of the Texas Department of Corrections in an internal consulting capacity. Its assignment is to analyze policies, procedures, problems and technology for the purpose of improving operations, placing emphasis on achievable

goals and objectives. Additionally, it is to assist management in the decision-making process by providing solutions to problems, developing procedures and providing current, reliable, factual, objective non-partisan information.

Analysis is an ongoing task. It may be requested by management or initiated by Management Services as dictated by agency needs.

The department consists of three components:

- Administrative Procedures.
- Operations and Statistical Analysis.
- Planning and Development.

During FY 87, Management Services published the following documents:

- TDC Board Agendas for six regularly-scheduled board meetings.
- TDC Board Meeting Minutes for seven regular and special board meetings.
- 1986 Fiscal Year Statistical Report.
- 1986 TDC Fact Sheet.
- Over 40 new or revised agencywide policies for the Department Policy and Procedures Manual.
- Formulated a wide variety of management reports outlining problem areas, related recommendations and other requested analyses.

Management Services produces numerous statistical reports on a routine basis monitoring internal departmental activities ranging from legislative fiscal reporting to inmate violence and disciplinary matters.

Management Services also provided technical assistance and information to other state agencies and TDC departments in some of the following areas:

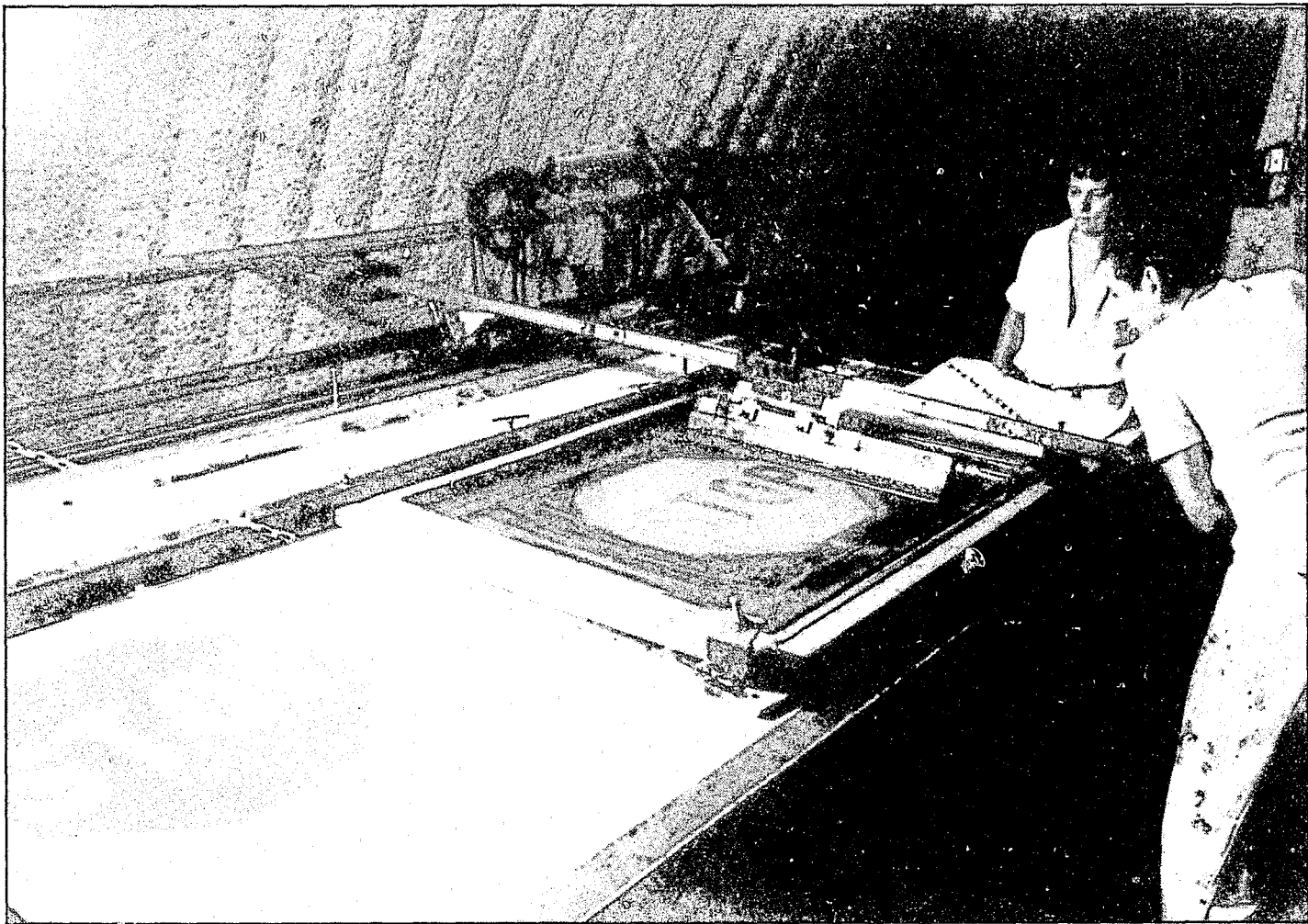
- Correctional management.
- Population and bed capacities for the Criminal Justice Policy Council.
- Information required for the implementation of various Sunset Commission recommendations.
- Projected and actual admission/release figures were continually provided to the Governor's Office.
- Several concept papers were prepared defining the operational requirements for TDC to occupy various facilities for use as temporary inmate housing.
- Assisted in the development of Request for Proposals and the review process regarding site selection for new facilities.
- Conducted inmate Job Utilization Requirement Survey on several units to identify specific job needs.

## **INMATE WORK PROGRAMS**

The directorate of Inmate Work Programs was created during the fiscal year to oversee the areas of Agriculture, Industry, and Construction. The directorate is headed by an assistant director.

### **INDUSTRIAL OPERATIONS**

Industry consists of 29 factories or plants located at 16 prison units that produce goods and services for use within the Department of Corrections and for sale to tax-supported agencies and political subdivisions. In addition to these manufacturing facilities, Industry is responsible for transporting all



agricultural products, food and supplies to the various units, for repairs to all cars, trucks, tractors, bulldozers, and other mobile equipment; and for the operation of two large warehouses.

Industry began operations in 1963 when the TDC was authorized to sell prison made goods. The enabling legislation established three objectives: (1) to provide more adequate, regular, and suitable employment for the vocational training and rehabilitation of the inmates of this state; (2) to utilize the labor of inmates for self-maintenance and for reimbursing the state for expenses incurred by reason of their crimes and imprisonment; (3) to effect the requisitioning and disbursement of prison products through established state authorities without the possibility of private profit therefrom.

Effective September 1985, the Legislature passed House Bill 1573 which authorized the TDC Board to establish a nine-member "Industries Advisory Committee" and allows the Prison Industries Program to enter into contracts with private businesses to conduct programs on or off property operated by TDC, and to lease TDC land to private enterprises for development of industry programs.

By producing many of the products used on a daily basis, Industry is able to hold down the TDC's operating expenses and help fulfill its legislative mandate to be self-sufficient as

possible. It also helps reduce the operating cost of many tax-supported state agencies that use the products. In minimizing the operating cost of the TDC and other tax-supported state agencies, this division saves Texas taxpayers millions of dollars each year.

All products sold by Industry are required to meet specifications developed by and through the State Purchasing Commission. The excellent reception of TDC goods by our customers has made possible the expansion of facilities and entrance into new manufacturing endeavors. Industry has grown from six facilities, (the mattress factory, shoe factory, garment factory, broom factory, textile mill and license plate plant) to a total of 29 facilities. Sales to others have increased from \$164,000 yearly to \$24,554,012 in fiscal year 1987, with a total outside and departmental sales of \$43,305,898. As stated in Senate Bill No. 338, the primary intent of TDC Industry is to "provide more adequate regular and suitable employment for the vocation training and rehabilitation of the prisoners of this state." TDC inmates benefit from industrial programs through vocational skill training, the development of good work habits and practical work experiences.

Not only do the prison industrial programs benefit inmates who participate, but the Department of Corrections itself benefits. The greatest contribution to the Department is the

role the industrial programs play in maintaining the stability of the institutions. Corrections experts have long agreed that a busy and productive inmate is much easier to manage than an inmate who is idle a great portion of each day. Approximately 14 percent of the inmate population is involved in the daily operation of the various industrial programs in TDC.

#### INDUSTRIAL FACILITIES

**The Stainless Steel Fabrication Plant** located at the Pack II Unit produced a combination sink/commode to be used in the new cell blocks being constructed and to replace old fixtures. Food carts, vent hoods, racks, and other stainless items were also manufactured. A combination of 6,405 stainless steel items were manufactured this year for departmental use and outside agencies.

**The License Plate Plant** at the Wynne Unit produced 6.4 million plates during the year. All plates manufactured are now being produced using graphic sheeting which permits a three-color license plate.

**The Woodworking Factory** 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 thorough all phases of machining, assembly and staining to a completed desk, chair, cabinet, etc. There were 2,657 furniture items manufactured this year. In addition, there were 9,782 floor and janitorial brushes and mops manufactured. This year we added the desk, credenzas and bookcases made at this facility to our sales catalog. We believe this will expand the market on these items tremendously.

**The Dump Truck Bed Factory** 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. There were 2,642 dump beds and other pieces of equipment manufactured at this facility in FY 87.

**The Record 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 and file records. Their primary functions are to process motor vehicle registrations and titles. The Wynne Unit 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 microfilm facility at the Beto II Unit is probably the most modern facility of this type in the country. The service is provided to state agencies, public schools, cities and counties. For FY 87, these facilities provided the following services: records converted to magnetic tape - 21,118,938; feet of microfilm processed - 1,732,900; and braille pages produced - 1,234,803.

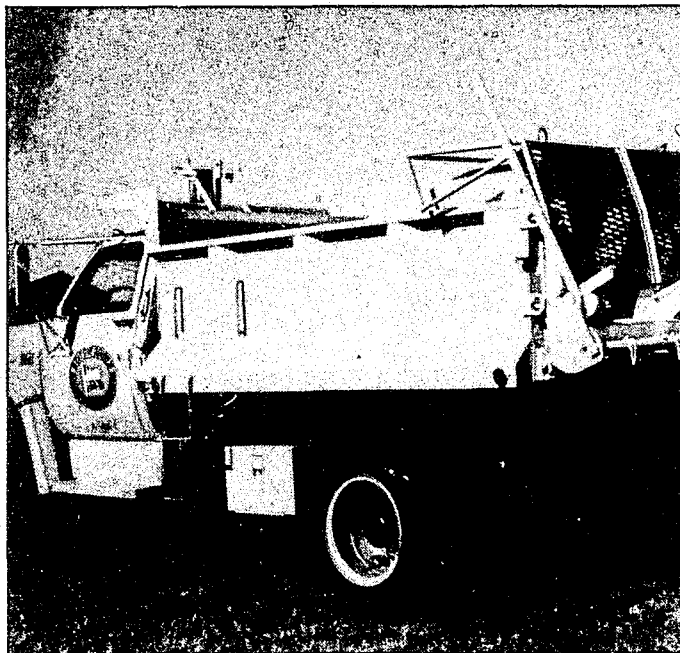
**The Cardboard Box Factory** at the Wynne Unit produces all types of boxes to pack items such as license plates, eggs, meat and soap. Die-cut boxes, such as record file boxes, are also manufactured. Over 1.3 million boxes were made this year. Part of this operation is a Plastic Sign Factory that engraves name tags and signs from laminated plastic and metal. They produced 58,236 items this fiscal year.

**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. They manufactured 120,954 pairs of shoes this year. Additionally, 62,801 miscellaneous leather items, i.e., belts saddles, bridles, harnesses, etc., were produced.

**The Tire Retread Plant** at the Darrington Unit has converted to a pre-cure system that produces a quality retread and permits the retreading of radial tires. This factory processed 6,861 tires for the Highway Department and school districts and 1,484 for departmental use within TDC.

**The Print Shop** at the Huntsville Unit meets all the department's printing and reproduction needs. Print Shop services include typesetting, layout, graphic design, process camera work, and plate making. A total of **43.3 million** impressions were made this year in the Print Shop.

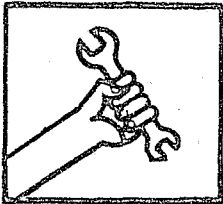
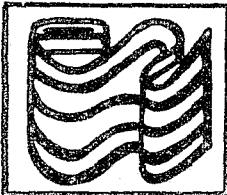
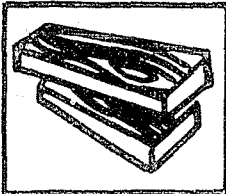
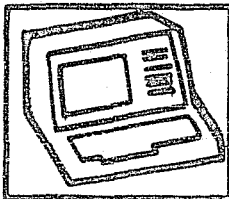
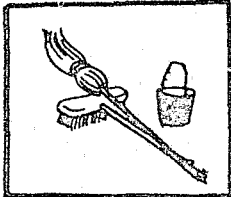
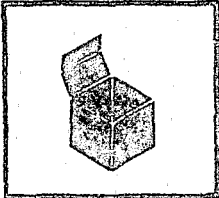
**The Bus Repair facilities** located at the Ellis I and Beto II units repair public school buses, vans and cars. Repairs may consist of complete paint and body jobs, as well as mechanical, frame, electrical and upholstery. Renovation of fire trucks and other specialty vehicles are also accomplished at these factories. The facilities also assist the Metal Fabrication Plant to fabricate metal items, i.e., cell bunks, etc. These two facilities renovated 704 buses, vans and cars this year as well as fabricating several hundred metal items.



**The Highway Sign Factory** 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 used sign blanks. Production this year consisted of 590,290 signs, 207,746 reflectors and 444,075 letters and numbers were made.

**The Furniture Refinishing Factory** at the Ramsey I Unit refurbishes metal, wood and upholstered furniture. They also manufacture secretarial and executive swivel chairs. During FY 87, over 94,806 pieces of furniture were processed for renovation, and 5,571 new chairs manufactured.

# INDUSTRIAL OPERATIONS

Product Categories		Location and Number of Plants	Inmates Employed*
Automotive Repairs and Products		Beto II, Coffield Darrington, Ellis I 4 Plants	469
Textile and Leather Products		Eastham, Ellis I Ellis II, Gatesville, Hilltop, Huntsville Wynne 8 Plants	1,428
Metal and Wood Products		Coffield, Ellis I Pack II, Ramsey I Wynne 5 Plants	989
Data and Graphics		Beto I, Beto II Coffield, Huntsville Mountain View, Wynne 8 Plants	1,702
Soap and Janitorial Products		Central, Ellis I Ferguson 3 Plants	155
Cardboard Containers		Wynne 1 Plant	49
<b>TOTALS</b>		<b>29 PLANTS</b>	<b>4,792</b>

\*as of August 31, 1987

Products and Services Provided	Major Customers	Sales
Complete school bus renovation (mechanical, electrical, interiors, body), manufacture of dump truck bodies, retreading of truck and grader tires.	Texas Highway Department school districts counties cities Department of Corrections	\$3,426,013
Work boots, safety boots, work shoes, orthopedic shoes, saddles, harnesses. Cotton textiles, socks, clothing, flags, variety of textile products, draperies, stage curtains and mattresses.	Department of Corrections Department of Mental Health and Mental Retardation school districts counties	\$12,527,828
License plates, security jail steel bars, doors, lights and bunks, stainless steel combination sink/commodores, furniture repair and refinish, upholstery, wood office furniture and custom furniture.	Texas Highway Department Department of Corrections public schools counties various state agencies	\$13,356,216
Data encoding services, sorting, microfilming. General printing, license plate validation stickers, labels, decals, wood and metal highway signs, braille textbooks, engraved plastic signs and nametags.	Texas Highway Department Texas Department of Public Safety Texas Education Agency Department of Corrections various state agencies	\$10,066,751
Laundry detergent, bath soap, car wash, floor wax, floor stripper, dishwashing soap, general purpose cleansers, brooms, wet mops, dry mops, mop handles, floor brushes, commode brushes, rotary machine brushes, and brush handles.	state agencies school districts counties cities Department of Corrections	\$3,224,608
File boxes, egg crates, meatpacking containers, all sizes and styles of cardboard boxes.	Department of Corrections state agencies	\$704,482
		<b>\$43,305,898</b>

**TABLE 1**  
**INDUSTRIAL SALES REPORT FOR OUTSIDE-DEPARTMENTAL - TOTAL SALES**  
Fiscal Year 1987 through August 31, 1987

FACILITY	OUTSIDE	% SALES	DEPT.	% SALES	TOTAL	% SALES
CENTRAL SOAP	2,026,128.15	8.25%	721,743.45	3.85%	2,747,871.60	6.35%
COFFIELD RCF	1,278,844.22	5.21%	0.00	0.00%	1,278,844.22	2.95%
COFFIELD METAL FAB	56,839.87	0.23%	2,441,063.31	13.02%	2,497,903.18	5.77%
COFFIELD DUMP BED	1,153,630.46	4.70%	15,650.91	0.08%	1,169,281.37	2.70%
DARRINGTON TIRE	330,272.81	1.35%	63,671.00	0.34%	393,943.81	0.91%
EASTHAM GARMENT	153,484.00	0.63%	3,048,401.24	16.26%	3,201,885.24	7.39%
ELLIS I GARMENT	74,755.80	0.30%	947,631.70	5.05%	1,022,387.50	2.36%
ELLIS I SHOE	24,293.82	0.10%	1,820,325.73	9.71%	1,844,619.55	4.26%
ELLIS I WOOD	614,803.60	2.50%	400,928.84	2.14%	1,015,732.44	2.35%
ELLIS I BUS REPAIR	797,494.36	3.25%	73,104.49	0.39%	870,598.85	2.01%
FERGUSON MOP & BROOM	411,389.56	1.68%	65,346.35	0.35%	476,735.91	1.10%
HUNTSVILLE PRINT SHOP	17,432.65	0.07%	633,399.83	3.38%	650,832.48	1.50%
HUNTSVILLE TEXTILE MILL	0.00	0.00%	1,800,755.79	9.60%	1,800,755.79	4.16%
MOUNTAIN VIEW RCF	561,444.28	2.29%	0.00	0.00%	561,444.28	1.30%
RAMSEY I FURNITURE	1,393,364.24	5.67%	128,837.58	0.69%	1,522,201.82	3.51%
WYNNE BOX	251,968.21	1.03%	452,513.96	2.41%	704,482.17	1.63%
WYNNE PLASTIC SIGN	81,161.94	0.33%	59,910.01	0.32%	141,071.95	0.33%
WYNNE MATTRESS	516,846.59	2.10%	468,433.06	2.50%	985,279.65	2.28%
WYNNE RCF	969,051.97	3.95%	0.00	0.00%	969,051.97	2.24%
WYNNE LICENSE PLATE	6,001,114.93	24.44%	84.00	0.01%	6,001,198.93	13.86%
WYNNE STICKER	1,508,170.46	6.14%	97,795.09	0.52%	1,605,965.55	3.71%
BETO I METAL SIGN	4,363,598.60	17.77%	666.80	0.01%	4,364,265.40	10.08%
GATESVILLE GARMENT	347,420.94	1.41%	478,270.48	2.55%	825,691.42	1.91%
BETO II RCF	495,278.31	2.02%	0.00	0.00%	495,278.31	1.14%
BETO II BUS REPAIR	922,034.92	3.76%	70,154.89	0.37%	992,189.81	2.29%
PACK II STAINLESS STEEL	116,998.79	0.48%	2,202,172.65	11.74%	2,319,171.44	5.36%
HILLTOP GARMENT	86,189.50	0.35%	1,412,609.21	7.53%	1,498,798.71	3.46%
ELLIS II TEXTILE MILL	0.00	0.00%	1,348,414.89	7.19%	1,348,414.89	3.11%
<b>TOTALS</b>	<b>\$24,554,012.98</b>	<b>100.00%</b>	<b>\$18,751,885.26</b>	<b>100.00%</b>	<b>\$43,305,898.24</b>	<b>100.00%</b>

**The Soap and Wax Factory** at the Central Unit produced 2,563,050 pounds, and 870,443 gallons of soaps, detergents, and wax products this year. All types of janitorial cleaners, waxes, dishwashing detergents, laundry detergents, liquid and bar bath soap are produced at this factory.

**The Textile mills** located at the Huntsville and Ellis units produced over 1.9 million yards of cloth for use in the manufacture of inmate clothing, over 1.4 million pounds of yard and 419,021 towels. Traditionally, these facilities utilize cotton grown on TDC, but have bought additional cotton for the past five years. Other products produced are towels and yarn for mops and socks.

**The Validation Sticker Plant** 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 20 million validation stickers were produced for the Texas Highway Department, along with over 1 million decals for other agencies.

**The Metal Fabrication Plant** at the Coffield Unit produces various steel items necessary in the construction of jail and prison facilities, such as steel doors, grills, bunks, lockers, and dining tables, as well as a multitude of other type metal items. These items are produced to specification for TDC Construction, as well as for county and city jails. The plant fabricated 88,055 metal items this year.

**The Garment factories** located at the Hilltop, Eastham, Gatesville and Ellis units produced inmate clothing and correctional officer uniforms. In addition, non-clothing items such as flags, janitorial bags, gloves, sheets and drapes are produced. A total of 2,443,273 items were manufactured at these plants in addition to 2,269 drapes.

**The Mattress Factory** at the Wynne Unit produces several types of mattresses and pillows for both TDC and for sale to other tax supported entities. They also produce special order items, i.e., tumbling mats, etc. This year they produced 27,656 mattresses, 25,160 pillows and 883 special order items.

**The Mechanical Department** at the Huntsville Unit includes various shops necessary for the repair and maintenance of agency equipment. This facility also serves as a parts and tool supply center for all unit repair shops. TDC has approximately 395 farm and utility tractors, 939 gas vehicles, 174 diesel vehicles, 116 heavy equipment machines and 465 miscellaneous machines consisting of forklifts, generators, compressors, pumps, etc. The agency logged approximately 18,500,000 miles on these vehicles in FY 87. The Mechanical Department maintains and repairs all of these vehicles. During the year, approximately 7,160 different repairs were completed at a cost of approximately \$1,710,000.

Industry manages TDC's warehousing and trucking operations. Transportation moves raw agricultural produce from farms to the cannery and prison kitchens. Food items are transported from warehouse to the various units. They haul finished industrial products from warehouses and factories to prison units and other state agencies, counties and cities statewide. The trucking operation utilized 94 trucks and 208 trailers to haul 18,748 loads and traveled 2.8 million miles.

## Construction

Construction carries out its functions through seven different departments under the guidance of the Assistant Director for Construction.

The seven departments; Design & In-House Construction, Fiscal/Personnel & Staff Services, Planning, Contract Construction & Inspection, Maintenance, Program Development Consultant, and Environmental & Energy interact and coordinate all activities throughout the agency.

Construction sites located at the Hilltop, Beto I, Ferguson, Wynne, Pack I, Darrington and Ramsey III units provide in-house construction of projects utilizing inmate workers. The Program Development Consultant activities involve construction of projects with outside contractors.

The Maintenance Department functions through a staff on each of the 28 units for day-to-day operations as well as preventative maintenance activities with additional support at regional areas for special technical assistance.

### Responsibilities

Construction provides the Department of Corrections with the necessary support to plan, develop, design, and construct projects required for the operation of the agency. In addition, maintenance support is provided for the up-keep of all buildings and facilities. Other activities involve the operation required for utilities and services necessary for the operation of TDC.

Construction was responsible for the disbursement and utilization of approximately \$19,801,213 in operating funds and \$104,337,037 for construction projects during FY 87.

### DESIGN AND IN-HOUSE CONSTRUCTION

This department is charged with the technical support in engineering and architectural design, drafting and specifications, along with providing a method and management structure for constructing projects utilizing inmate skills.

### Responsibilities

- Maintenance and construction design and engineering
- Security systems and hardware design and interface.
- Plans, drawings, specifications, reproductions and storage.
- Coordinatin with Antiquities Commission.
- All TDC in-house construcion activities.
- TDC concrete products plant.
- Construction procurement and supply distribution.
- Coordination and assignment of construcion equipment and rolling stock.

### Activities

- Development of schematic design with user needs.
- Prepares drawings specificatins, updates plot plans and field changes.
- Prepares detailed engineering design and load calculations, and necessary expertise for retrofit procedures and interface required.
- Provides detailed schedule and time frame for construction activities, purchases and expedites materials and supplies and equipment for projects.
- Construct and builds approved projects determined by TDC administration

## FISCAL/PERSONNEL & STAFF SERVICES

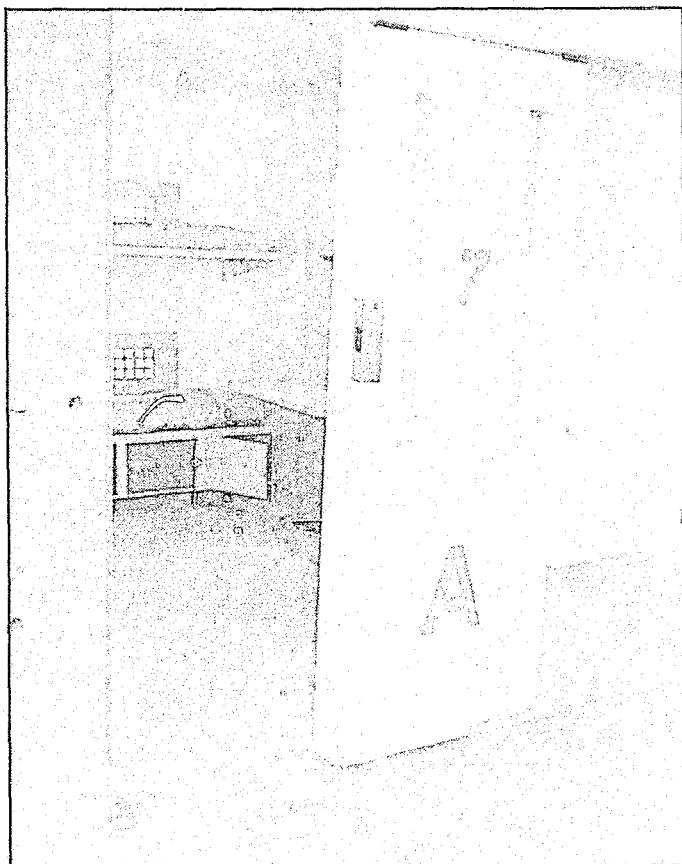
Provides administrative support to all Construction departments for fiscal and financial responsibility, budget preparation, and personnel activities to accomplish the overall needs of the division.

### Responsibilities

- Construction administrative, maintenance, and sanitary control budgets.
- Fiscal control and audit, along with purchasing and inventory activities.
- Personnel activities and training.
- Data processing support.
- Administrative support information and direction.

### Activities

- Receives agency guidance and user request as basis for developing priority budget information with justification.
- Determines funding levels for agency budget director and develops expenditure plan for operations and projects.
- Coordinates, develops, and implements internal operating policies and procedures.
- Purchases equipment, materials and supplies in accordance with state procurement regulations.
- Performs personnel actions based on need and establishes procedures for hiring. Coordinates and schedules training based on standard requirements or approved special need.



## MAINTENANCE

The Maintenance Department provides support in the maintenance and repair of all TDC buildings and facilities. An established preventative maintenance program provides for increased life expectancy of facilities and equipment necessary to carry out the functions of the agency. This is accomplished through two levels of support, the particular unit staff and the regional area technical staff where specific and higher level expertise is available.

### Responsibilities

- Coordinate all TDC maintenance activities.
- Coordinate solid waste and water operations and activities.
- Purchasing and warehousing of maintenance material and equipment.

### Activities

- Receive and process maintenance material requests.
- Provide technical support for all unit operations.
- Coordinates preventative maintenance program.
- Coordinates operations and provides maintenance support for solid waste landfill operations, sewer plant operations and portable water activities.

## PLANNING

Provides support and technical expertise in defining and developing user construction request into an initial design and scope. Interfaces user need with established criteria and agency plans for overall construction requirements.

### Responsibilities

- Project analysis and concept development.
- Coordinate contract A/E firm design.
- Coordinate topographical property survey, plots plans and projects layout.

### Activities

- Reviews work request, assess user needs, determines scope, makes preliminary cost estimates and recommends approval, etc.
- Coordinates authorized project with contract A/E firm and/or provides scope to the design department or program development coordinator.

## CONTRACT ADMINISTRATION & INSPECTION

Provides technical support and administration for the coordination of inspection of all TDC projects, to insure the buildings and facilities are structurally sound and within the specifications and established codes and standards required by the agency, state and/or federal government where applicable.

### Responsibilities

- Contact construction inspection
- Construction warranty and enforcement program.

### Activities

- Reviews construction documents and specifications for specific details of project.
- Inspects work and materials for adherence to plans, specifications, standards, and applicable codes for all contract and in-house construction projects.
- Coordinates contractor schedule changes, change orders and pay request.
- Follow up warranty work activities within required time frame.

# COMPLETED PROJECTS FOR FY 87

BETO I UNIT	BETO II UNIT	CENTRAL UNIT	CLEMENS UNIT	COFFIELD UNIT	DARRINGTON UNIT	DIAGNOSTIC UNIT	EASTHAM UNIT	ELLIS I UNIT
Install Contact Ventilation Area Fence Construction Yard Clothing Room Construction Renovate Southern Regional Director's Office Remodel Ventilation Control Switch Extend Sewer Gas Vent Telephone Equipment Building Administrative Segregation Recreation Yard Repair Administrative Segregation Recreation Yard Shower for Handicapped Hygiene Facilities for a Recreation Yard Facilities for Intelligibility Improved Renovate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Additional Shower Facilities Administrative Segregation Dayroom Hygiene Unit for General Population Recreation Yard Ventilate Dish Washing Room Kitchen Relocate Sewer Force Main Kitchen & Restrooms - Wmmt Large School	Secondary Egress Additions to Shower Building Fixed Asset Storage Shed Asbestos Removal - Kitchen Security Screens & Locks Door Egress Relocation Facilities with Roof Relocate Sewer Force Main Kitchen & Restrooms - Wmmt Large School	Asbestos Removal Building Ventilation Building Fixed Asset Storage Shed Child Contact Ventilation Emergency Power for Medical Facilities Administrative Segregation Day Room Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Emergency Power - Medical Relocate I Wing - Administrative Segregation Kitchen Cell Gymnasium Administrative Segregation - Recreation Yard Repair Fire Damage to HR 2000 - 4A Hygiene Unit - General Population Recreation Yard Recreation Facility with Roof for Administrative Segregation Secondary Egress for Unit Shop Security Screens & Dayroom Cafeteria Pole Barn - NMM Telephone Equipment Building Trusty Camp	Gymnasium Recreation Facility with Roof for Administrative Segregation Remodel E-Plex Construct 13 File Yards Telephone Equipment Building Dayroom Division Secondary Egress - Fire & Safety Vent Construction Fuel Tank Lighting for Covered Recreation Yard Guard Slab - G Unit E-Plex Trusty Camp	Install Oil Tank Chiller Power Distribution System Telephone Equipment Building Remodel E-Plex Administrative Segregation Dayroom Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Telephone Equipment Building Secondary Egress - Fire & Safety Child Contact Ventilation Emergency Power for Medical Facilities Administrative Segregation Dayroom Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Telephone Equipment Building Secondary Egress - Fire & Safety Child Contact Ventilation Emergency Power for Medical Facilities Administrative Segregation Dayroom Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp
ELLIS II UNIT	FERGUSON UNIT	GATESVILLE UNIT	GOREE UNIT	HILLTOP UNIT	HUNTSVILLE UNIT	JESTER I UNIT	JESTER II UNIT	JESTER III UNIT
Install Gas Line to Greenhouse Textile Weave Mill Fixed Asset Storage Shed Boiler Room Cabinet Expand Parking Lot Remodeling of Unit Block A Road Repair Shower Front Enclosure Close Laundry Shower Enclosure Wall Partition - Law Library Trusty Camp	The Greenhouse Facility Hog Feeder Slab Gymnasium Oxide Flare Emergency Power for Medical Facilities Relocate Warden's Residence Fixed Asset Storage Shed Remodeling of Unit Block A Road Repair Shower Front Enclosure Close Laundry Shower Enclosure Wall Partition - Law Library Trusty Camp	Relocate Vocational School Gymnasium Necessity Storage Area Telephone Equipment Building Fixed Asset Storage Shed Install Air Conditioning Secondary Egress - Fire & Safety Administrative Segregation Dayroom Kitchen Dock Drive - Valley Kitchen Floor Drain - Valley Hygiene Facilities - General Laboratory Kitchen Expansion - Valley Trusty Camp	Relocate Two Intermittent Rooms Fire & Safety Equipment Addition Repair House 2184 Rebuild Building 2184 Child Shop Administrative Segregation Recreation Yard Install Flow Meter Demolish Building 2184 Fixed Asset Storage Building Remodeling Gymnasium Relocate Intermittent Barber Shop	Fixed Asset Storage Shed Gymnasium Repair House 2184 Asbestos Removal - Paint Shop Privacy Partitions Handrail Wall - 3 Binding Install Shower Head Install Ties and Cable in Cells Rebuild Analysis Machine Relocate Unit Gate Repair Fire Damage to E-Plex Fixed Asset Storage Shed Parking Lot Asbestos Removal - Intermittent Kitchen Area Renovation Relocate Unit Gate Ward Room Detector - 4 & 5 Building Relocate Unit 4 Building Asbestos Removal - Building Relocate Storm Sewer System	Shower for Handicapped Repair House 2184 Safety Detachments - Intermittent Asbestos Removal - Paint Shop Privacy Partitions Handrail Wall - 3 Binding Install Shower Head Install Ties and Cable in Cells Rebuild Analysis Machine Relocate Unit Gate Repair Fire Damage to E-Plex Fixed Asset Storage Shed Parking Lot Asbestos Removal - Intermittent Kitchen Area Renovation Relocate Unit Gate Ward Room Detector - 4 & 5 Building Relocate Unit 4 Building Asbestos Removal - Building Relocate Storm Sewer System	Relocate Recreation Yard Upgrade Perimeter Lighting Recreation Facility with Roof Replace Floors in Dorm Construct Gate House Asbestos Removal - Kitchen Secondary Egress - Fire & Safety	Remodel Law Library Replace Heater in Dorms Rebuild Main Building Gymnasium Asbestos Removal - Law Library Ventilate Laundry Secondary Egress - Fire & Safety	Additional Shower Facilities Facilities for Handicapped Shower for Handicapped State for Laundry Ventilate Dish Washing Room Relocate Intermittent Subsidiary for Intermittent Dorms Add Hygiene Facilities for Kitchen Administrative Segregation Dayroom
MICHAEL UNIT	MT. VIEW UNIT	PACK I UNIT	PACK II UNIT	RAMSEY I UNIT	RAMSEY II UNIT	RAMSEY III UNIT	RETRIEVE UNIT	WYNNE UNIT
New Unit	Relocate Dorm - Increase Bed Space Install Towers in the Red Facility Upgrade Perimeter Lighting Child Shop Relocate Administrative Segregation Asbestos Removal - Shower Shower for Handicapped Handicapped Intimates Psychiatric Care Facility Remodeling for Handicapped On Single Cell Unit Fixed Asset Storage Shed Psychiatric Recreation Yard Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Replace Lift Pumps Construct Pole Barn Lighting for General Population Recreation Yard Ventilate Dish Washing Room Construct Wall for Laundry - 1st Room Additions to Showers Fence Warehouse Yard - Dayroom Demolish Building Renovation Fixed Asset Storage Shed Construct Sheds & Racks Construct Warehouse	Storm Drainage for Housing Area Water Softener & Heating System Administrative Segregation Recreation Yard Lighting for General Population Recreation Yard Fixed Asset Storage Shed Wall for Education Department Ventilate Dish Washing Room Administrative Segregation Dayroom Additional Showers	Fixed Asset Storage Shed Gymnasium Child Contact Ventilation Emergency Power for Medical Facilities Repair to Hog Feeder Slab Administrative Segregation Building Asbestos Removal - Kitchen Relocate I Wing for MCOF Additions & Alterations Science Complex Trusty Camp	Kitchen Expansion & Remodeling Child Contact Ventilation Emergency Power for Medical Facilities Medical Facility Heating System Fence Sewer Plant Construct Vegetable to Storage Recreation Facility with Roof for Administrative Segregation Security Door - Kitchen Asbestos Removal - Dorms Fixed Asset Storage Shed Upgrade Perimeter Lighting Secondary Egress - Fire & Safety Diary - Administrative Segregation Dayroom	Fixed Asset Storage Shed Install Hand Spacers in Canning Plant Expand Ice Transfer Line Upgrade Fuel Area Administrative Segregation Dayroom Ventilate Dish Washing Room Additions to Canning Plant Additions to Showers	Temporary Administrative Segregation Recreation Yard Install Water Level Control Ambulatory Care Facility Relocate Gymnasium Upgrade Perimeter Lighting System Child Contact Ventilation Emergency Power for Medical Facilities Road & Parking Area Kitchen & Dining Facility Install Laundry Equipment Telephone Equipment Building Temporary Security Fence	Fixed Asset Storage Shed Asbestos Removal - Boiler Room Emergency Power for Medical Facilities Recreation Facility with Roof for Administrative Segregation Gymnasium Construct Blue Print Room Relocate Pocket Room Demolish Administrative Segregation Dayroom Daily Mail & Lighting for Transportation Pole Barn - Construction Food Service Warehouse Asbestos Removal - Matress Factory Relocate 4 Plex 2049 Chemical Storage Building Ambulatory Care Facility Road Repair Matress Factory Trusty Camp

## PROGRAM DEVELOPMENT CONSULTANT

Provides administrative and technical support in the review, development and implementation of large scope agency building programs involving outside A/E design and construction. This is accomplished through guidance and assistance from construction management firms that have experience and expertise in large construction program activities.

### Responsibilities

- Coordinate and interface outside Program Development Consultant firm activities with A/E firms and contractors.
- Coordinate support documentation for internal agency requirement.
- Evaluation and preparation of contracts, plans, specifications and support documentation.

### Activities

- Evaluates agency criteria for design and appropriate need.
- Reviews user criteria for adherence to law and established guidelines.
- Reviews cost estimates and budgeted allocations for project correlation.
- Coordinates and reviews contractors, A/E firms, and consultants involved in construction activities.
- Recommends procedures and methods to Construction for accomplishing project to insure current state-of-the-art facilities.

## ENVIROMENTAL & ENERGY

Performs administrative support and coordination for all environmental programs and energy conservation activities for Construction as well as overall agency needs and requirements.

### Responsibilities

- Energy management conservation objectives and guidelines.
- Environmental program coordination, policies, and implementation of laws and standards set forth by state and federal regulatory agencies.

### Activities

- Develops specific energy conservation projects based on fiscal resources and established state guidelines.
- Monitors environmental compliances based on required operations reports, test results and state agency inspections.

The major accomplishments made during FY 87 by Construction include completing all court-required minor deficiencies, continuing priority design and work on major structural deficiencies. Other strides include additional personnel staffing at the unit level for maintenance operations, continuation of major construction projects involving roofs, kitchens and other agency needs.

## Bed Space Additions for FY 87

Unit	Location	NO. Bed
Michael . . . . .	Anderson . . . . .	2,250
(Trusty Camps)		
Wynne . . . . .	Walker . . . . .	200
Ellis I . . . . .	Walker . . . . .	100
Ellis II . . . . .	Walker . . . . .	200
Eastham . . . . .	Houston . . . . .	200
Gatesville . . . . .	Coryell . . . . .	200
Coffield . . . . .	Anderson . . . . .	200
Beto I . . . . .	Anderson . . . . .	200
Darrington . . . . .	Brazoria . . . . .	200
Ramsey . . . . .	Brazoria . . . . .	200
Clemens . . . . .	Brazoria . . . . .	200
Total . . . . .		4,150

## AGRICULTURE

Agriculture had a productive year with sales totaling \$3,317,060. And recommendations approved by the Legislature should allow TDC to become more aggressive in future agricultural markets.

By the end of FY 87, expansion plans were developed in hopes that TDC will be able to produce foods for other governmental agencies in addition to meeting the agency's own basic requirements.

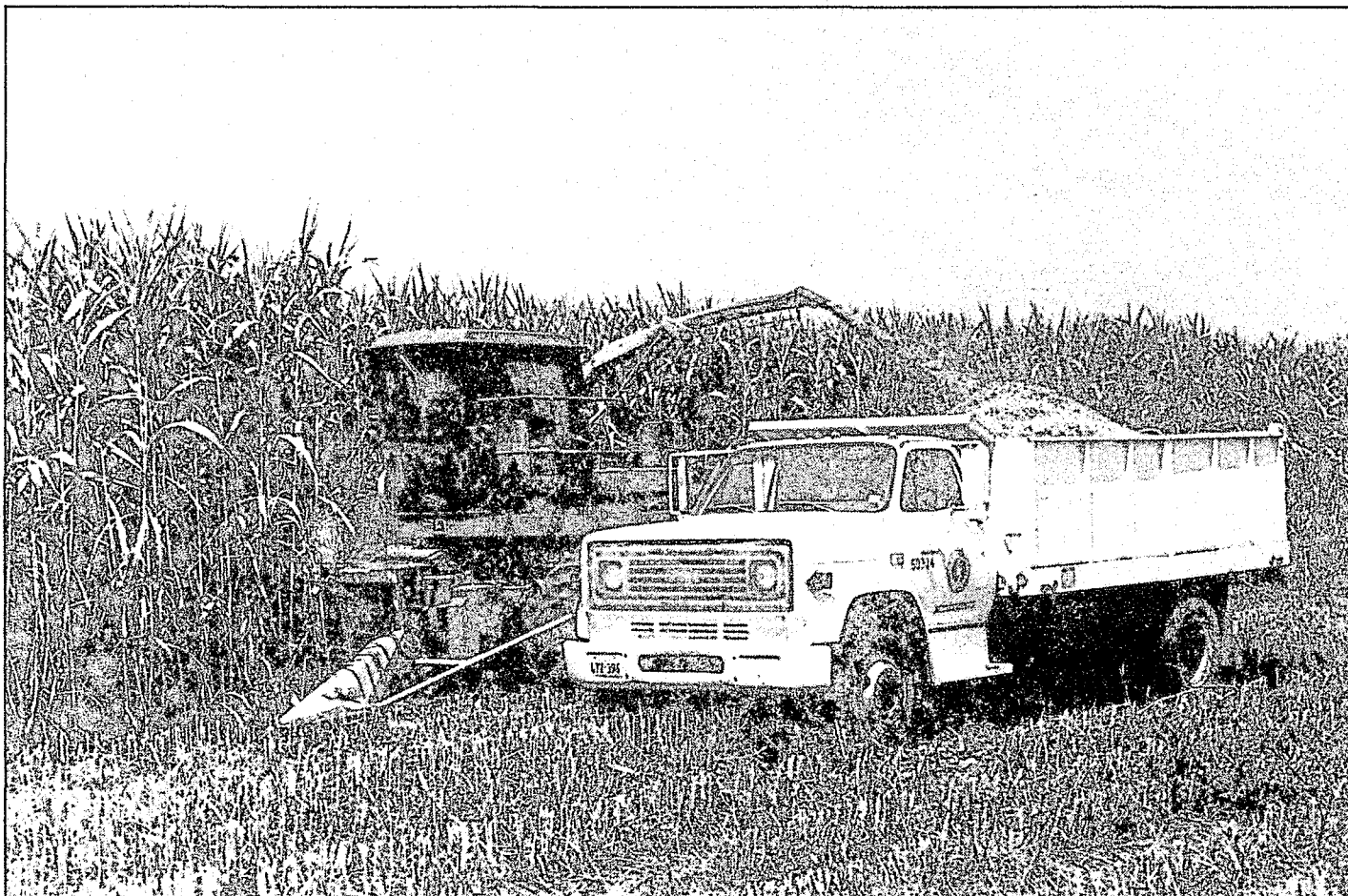
New trusty camps brought on line at several units during the fiscal year increased both inmate morale and productivity. During the year, approximately 5,800 inmates throughout the system were assigned to jobs in agriculture.

Bad weather created production problems, with an April freeze killing all of the old corn and a subsequent drought claiming approximately 60 percent of the younger corn. Grain sorghum was planted to replace the corn, but less than average yields were harvested due to the lateness of the crop.

On the brighter side, increased mechanization assisted with the harvesting of such crops as beans, cotton and silage.

## EDIBLE CROPS FY 87

Month	Cannery Crops	Fresh Vegetables
Sept. '86 . . . . .	193,930 . . . . .	266,745
Oct. . . . .	111,805 . . . . .	402,500
Nov. . . . .	755,850 . . . . .	490,094
Dec. . . . .	411,790 . . . . .	347,960
Jan '87 . . . . .	944,356 . . . . .	622,590
Feb. . . . .	1,113,334 . . . . .	716,420
March . . . . .	2,915,287 . . . . .	738,246
April . . . . .	509,042 . . . . .	889,508
May . . . . .	317,875 . . . . .	801,036
June . . . . .	1,997,212 . . . . .	1,748,253
July . . . . .	1,174,779 . . . . .	1,015,036
Aug. . . . .	388,212 . . . . .	604,576
TOTAL . . . . .	10,833,472 . . . . .	8,642,964



#### CANNERY PRODUCTION FY 87

Product	Cases
Corn .....	26,123
Green Beans .....	9,994
Leafy Greens .....	87,052
Okra .....	2,070
Pickles .....	6,448
Pumpkin .....	8,830
Root Crops .....	38,492
Squash .....	1,067
Sauerkraut .....	12,492
Tomato Based Product .....	586
<b>TOTAL .....</b>	<b>193,136</b>

#### FIELD CROP PRODUCTION

Crop	Acres	Yield (Pounds)
Corn .....	4,153	7,548,213
Grain Sorghum .....	8,109	20,067,010
Wheat .....	855	962,447
Cotton .....	3,662	1,307,005 -Not complete
Hay .....	4,187	31,731,800 -Not complete
Broom Corn .....	130	6,500
Rice .....	160	644,480

#### Poultry Production FY 87

Egg production yielded 2,488,223 dozen eggs during FY 87. An average of 12,759 hens were in production by month and produced 207,352 dozen eggs per month. Future plans are to increase egg handling capabilities and market to other agencies. Since September 1, we have added space for 15,000 hens.

#### POULTRY PRODUCTION FY 87

Month	Hens in Production	Doz. Eggs Produced
Sept. '86 .....	105,706	194,441
Oct. ....	99,568	187,306
Nov. ....	118,588	221,302
Dec. ....	120,193	225,308
Jan '87 .....	108,448	204,258
Feb. ....	92,497	165,149
March .....	104,251	211,074
April .....	123,464	218,555
May .....	126,742	235,961
June .....	124,688	217,025
July .....	112,016	196,612
Aug. ....	116,957	211,232
<b>TOTAL .....</b>		<b>2,488,223</b>

## Dairy

The dairy produced 15,683,287 pounds of milk, with 717,112 pounds being fed to baby calves. There were 14,996,175 pounds produced for market from an average of 1,140 head of cows being milked. There were 14,725,904 pounds shipped to market.

Month	Produced For Sale	Fed to Calves	Total Production	Shipped	Cows Milked
Sept. '86	876,304	54,651	930,955	882,419	1,027
Oct.	1,146,354	66,788	1,213,142	1,034,482	1,058
Nov.	1,277,621	72,845	1,350,466	1,182,133	1,164
Dec.	1,379,638	58,066	1,427,704	1,449,849	1,175
Jan. '87	1,438,994	72,565	1,511,559	1,414,068	1,215
Feb.	1,407,061	68,424	1,475,485	1,368,169	1,207
Mar.	1,666,340	57,583	1,723,923	1,652,992	1,253
April	1,483,823	40,800	1,524,623	1,496,372	1,281
May	1,384,974	36,732	1,421,706	1,338,069	1,224
June	1,131,342	36,748	1,168,090	1,160,090	1,112
July	1,028,070	55,226	1,083,296	1,033,082	1,028
Aug.	745,654	96,684	842,338	714,179	934
<b>TOTAL</b>	<b>14,966,175</b>	<b>717,112</b>	<b>15,683,287</b>	<b>14,725,904</b>	<b>13,678</b>
			<b>Average</b>		<b>1,140</b>

## Swine Production

Farrowing operation maintained an average of 2,150 head of productive sows per month. From these sows 32,250 pigs were weaned. With new and improved farrowing facilities and finishing barns, the TDC Swine Program should meet and exceed its goals.

## Beef Cattle

In FY 87, 7,602 head of stocker cows were palpated with a total of 6,341 pregnant or 83 percent potential calf crop. A total of 5,842 calves were branded from a cow herd of 6,355.

The Beef Cattle Program is being changed to meet demands of the industry for potential sales in the markets.

### PACKING PLANT

	Heads Slaughtered	Total Live Wt.	Total Edible Dressed Wt.
Hogs.....	25,142.....	6,951,515.....	4,537,758
Cattle.....	5,045.....	5,205,315.....	3,487,096
Poultry.....	158,555.....	N/A.....	480,319
<b>TOTAL.....</b>	<b>188,742...</b>	<b>12,156,830.....</b>	<b>8,505,173</b>



## TDC EMPLOYEES BY DIVISION

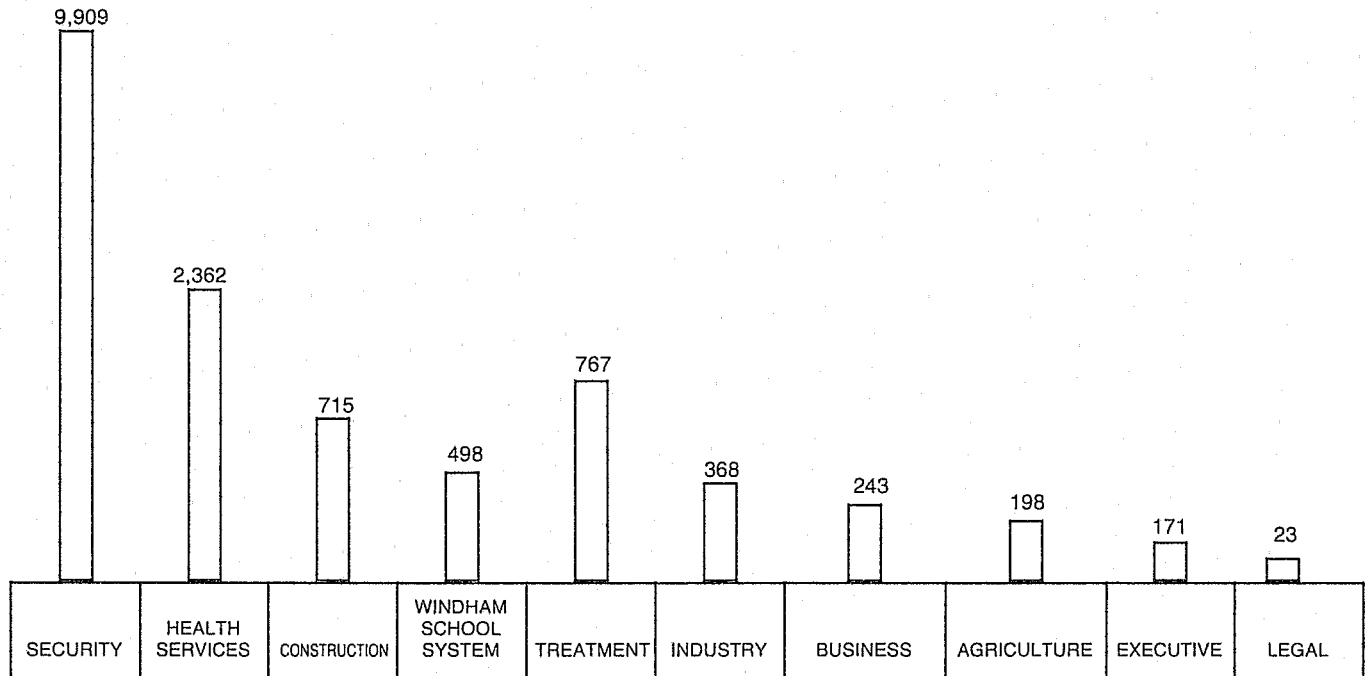


Table A

As Of August 31, 1987

### PERSONNEL DEPARTMENT/TRAINING

The Personnel Department is responsible for the overall development, implementation, and assessment of the agency personnel management function, including equal employment opportunity aspects. The department is organized into four offices in order to provide timely personnel support: Employment Office, Position Classification Office, Benefits Office, and Labor Relations/EEO Office. Each office is responsible for their area of expertise through coordination and cooperation with units and other departments. Primary responsibilities for the department include advising managers, employees and external applicants on personnel policies procedures and requirements as contained in various state and federal statutes; collecting, maintaining, and evaluating employment data and statistics in order to recommend corrective action or to project trends; improving the lines of communications within the agency; and, providing the full range of personnel services necessary to the effective and efficient operation of the agency.

The agency continued to experience significant growth during FY 87. The overall employee strength increased from 13,013 to 15,254 during this period. This represents an increase of more than 17 percent. A chart depicting employee strength by major division is included as Table A. Predictably, the largest growth occurred in the areas of Security and Health Services.

Table B and C reflect the turnover rate for the agency during FY 87. As indicated, the rate of attrition was 17.4 percent for the agency as a whole and 17.9 percent for the security staff. This represents a slight decrease when compared to the same period for FY 86. Efforts will continue to reduce this rate to the lowest possible level.

During FY 88 increased attention will be focused on employee issues such as increasing communications, enhancing employee morale and improving working conditions. One significant undertaking will be the establishment and evaluation of the one-year pilot Employee Assistance Program (EAP).

### Pre-Service Training

Pre-Service Training primarily trains new employees to work as correctional officers on the 28 prison units of the agency. Pre-service training consists of three weeks of academy training followed by two weeks of on-the-job training at the unit. Two separate academy locations are in operation; one is located in Huntsville at the Criminal Justice Center on the campus of Sam Houston State University, and the other is at the Hilltop Unit in Gatesville.

TDC is committed to providing training of the highest standards to its employees. The Training Academy curriculum is designed to acquaint the new officer with the rules and regulations, policies and procedures, court-mandated stipulations which affect the agency, and the basic principles and fundamentals necessary for the officer to properly perform duties in a correctional environment.

FY 87 brought about innovations in Pre-Service Training. Central Texas College, Killeen, Texas, submitted a proposal to provide pre-service training as a pilot program. Three additional colleges along with Central Texas College were certified for a year to provide pre-service training. There were 457 new employees hired from the four college programs during FY 87 at no cost to TDC.

Forty-five academy classes were held during this year. Two special academy locations were established during June, July and August to meet the increasing manpower needs of the

**TURNOVER RATE REPORT**  
**TOTAL EMPLOYEES FY87**  
**17.4%**

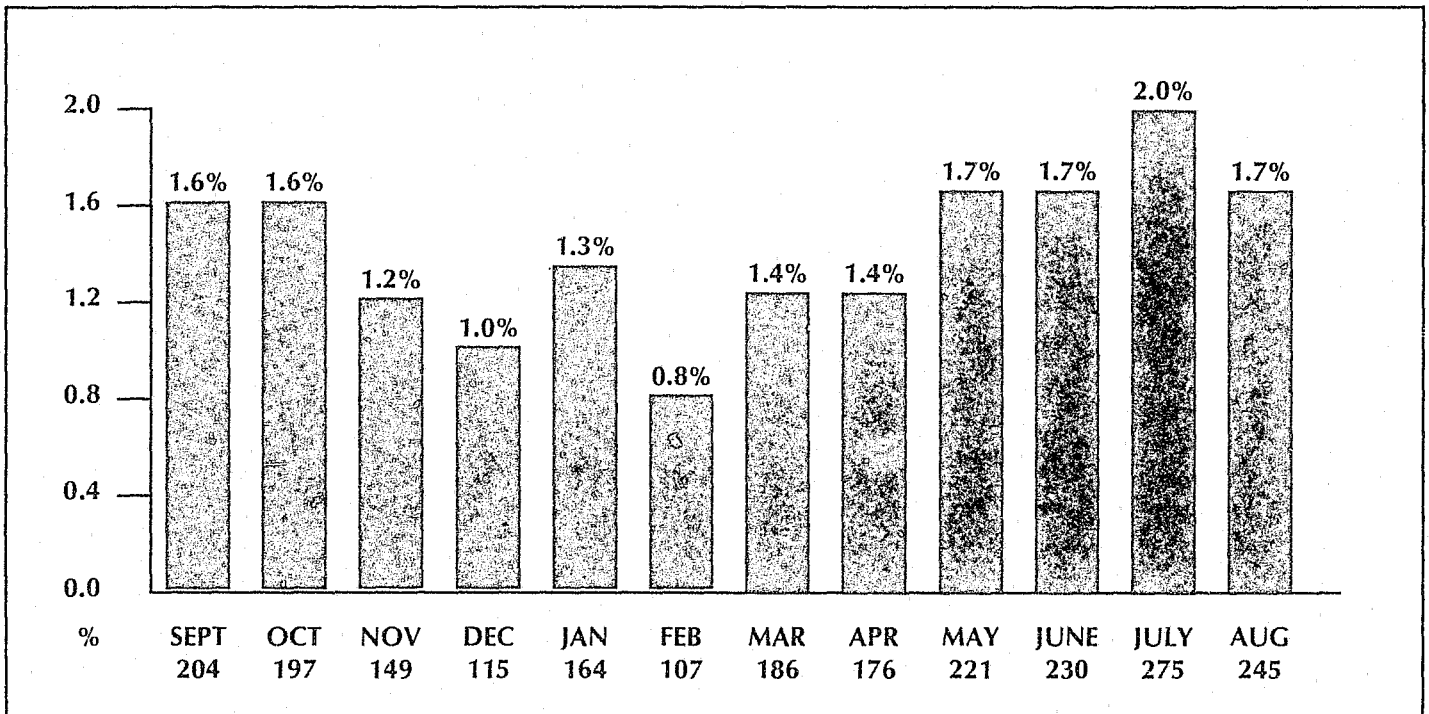


Table B

As Of August 31, 1987

**TURNOVER RATE REPORT**  
**SECURITY EMPLOYEES FY87**  
**17.9%**

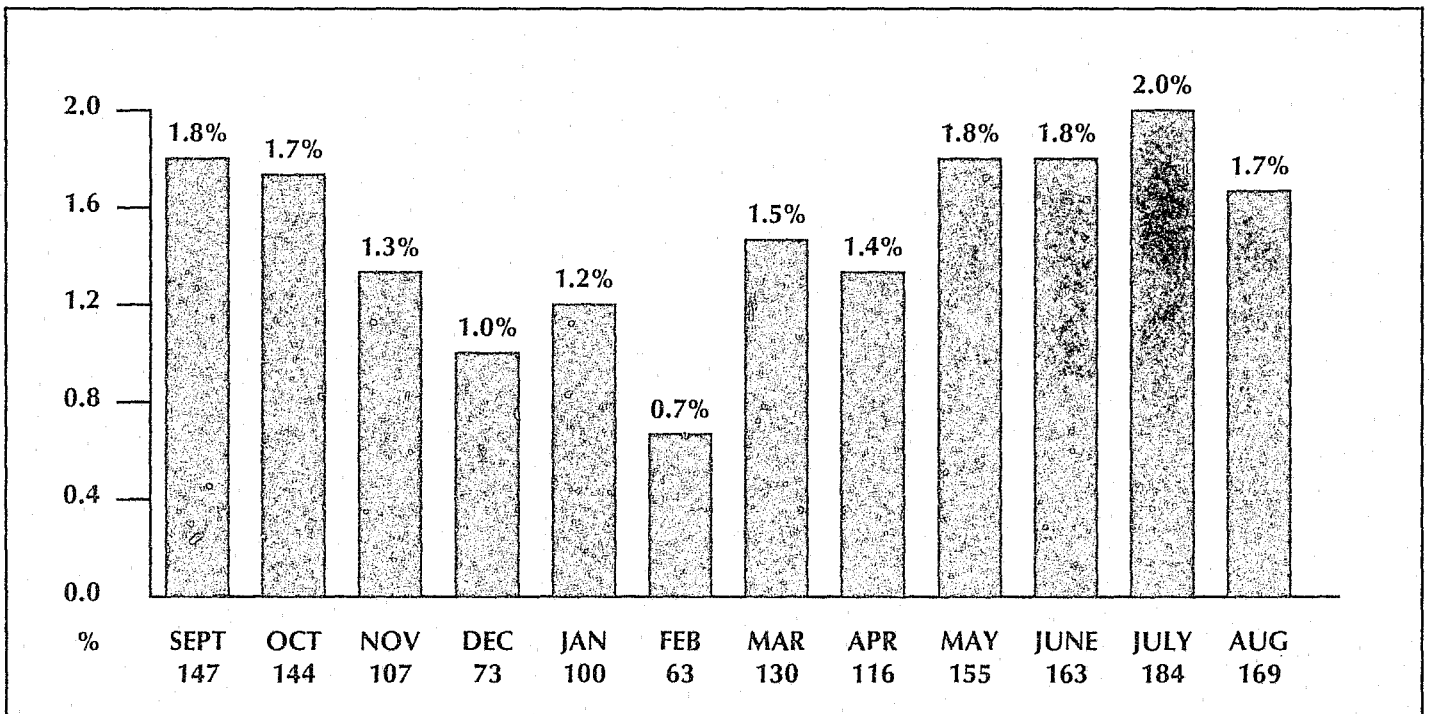


Table C

As Of August 31, 1987

agency; one at the CJC in Huntsville and one on the Jester I Unit. These two academy locations graduated 421 new officers. The Huntsville Academy graduated 995 and the Hilltop Academy graduated 909. Total academy graduates numbered 2,325.

### **In-Service Training**

In-Service Training provides 80 hours of training per year to security officers at four different locations throughout the system. Classes are conducted at regional facilities at the Hilltop Unit, Coffield Unit, Ellis I Unit and the Ramsey I Unit. During FY 87, a total of 24 classes were held at each facility. A total of 4,791 employees successfully completed the training.

The Specialized Training Section is headquartered at the Criminal Justice Center in Huntsville. This section coordinates and/or develops all training for security personnel other than that training provided during the 80-hour training program. This includes upper level training for majors, assistant wardens and wardens grant-funded special issue training developed at the request of the Director, and unit upgrade training developed as a result of ongoing court orders. A total of 907 employees received training during FY 87 from the Specialized Training Section.

The Specialized Training Section also serves as the contact point within the agency for training at the National Academy of Corrections in Boulder, Colorado and the Texas State Management Development Center in New Braunfels, Texas. During FY 87 a total of 159 employees attended training at these locations.

The figures on employee projections for FY 88 indicate that In-Service Training will have a 26 percent increase in the number of employees who will require training. This anticipated rapid staff growth will impact the In-Service Training Program in the areas of instructional staff required and additional classroom size.

### **SUPPORT OPERATIONS**

Responsible for operation of the firing ranges and for firearms and chemical agent training, for video operations, and for photo and identification support for the Texas Department of Corrections. Also responsible for word processing activities for the Training Department and budget activities for the Personnel and Training directorate.

#### **Firearms Section**

During FY 87 the Firearms Section provided training for 7,706 people; 2,325 pre-service trainees, 4,791 in-service trainees, and 590 candidates for TDC employment from junior colleges.

Range support was provided by the four TDC ranges at the Ellis I, Coffield, Hilltop and Ramsey I units to accomplish this training with the pistol, rifle and shotgun, along with instructors who also provided marksmanship training for a select group of employees who are available for use during critical or crisis situations.

Chemical agent instructor training was also provided to the units by the Firearms Section instructors, and select personnel from each region were provided refresher training in the use of chemical agents.

In addition to the training duties, section personnel reloaded the ammunition used in training and performed needed repairs and maintenance on the firearms and riot control equipment used throughout the Texas Department of Corrections.



### **Video Section**

This section conducted quarterly inspections of all security video and audio equipment of all TDC units and provided maintenance and necessary supplies and equipment.

This section also produced video training tapes for In-Service and Pre-Service training, as well as for other departments within the TDC. Training and briefing slides were produced as requested by the various departments.

Special training classes for unit video equipment operators on the proper operation and maintenance of video equipment were conducted at various units throughout TDC.

#### **Photo and Identification Section**

During FY 87 a new identification card system was implemented throughout the Texas Department of Corrections. This required the photographing of over 14,000 employees and contractor personnel, and processing and distributing the cards. As part of this process an identification card file has been established in this section which precludes the need for an employee to come to Huntsville for reissuance of the card in the event of loss or theft.

In addition to employee identification cards, this section also issued 1,000 pre-parole ID cards for inmates, and photographed and developed film as required for support of all departments, units and activities throughout TDC.

#### **Word Processing Section**

The Word Processing Section provides automated typing and clerical support to all training divisions. Seventy-five percent of the word processing operator's work consisted of pre-service and in-service training documents. The pre-service documents included reports and forms needed in the hiring of 2,782 new correctional officers as well as lesson plans, class schedules, and academic tests. In-service documents include revision of lesson plans, academic tests and class statistical information.

The remaining 25 percent of work included such documents as budget and inventory reports, firearms reports, applicant letters and other miscellaneous correspondence in support of the administrative functions of the Personnel and Training directorate.

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# HEALTH SERVICES DIVISION

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PSYCHIATRIC

CLINICAL SERVICES

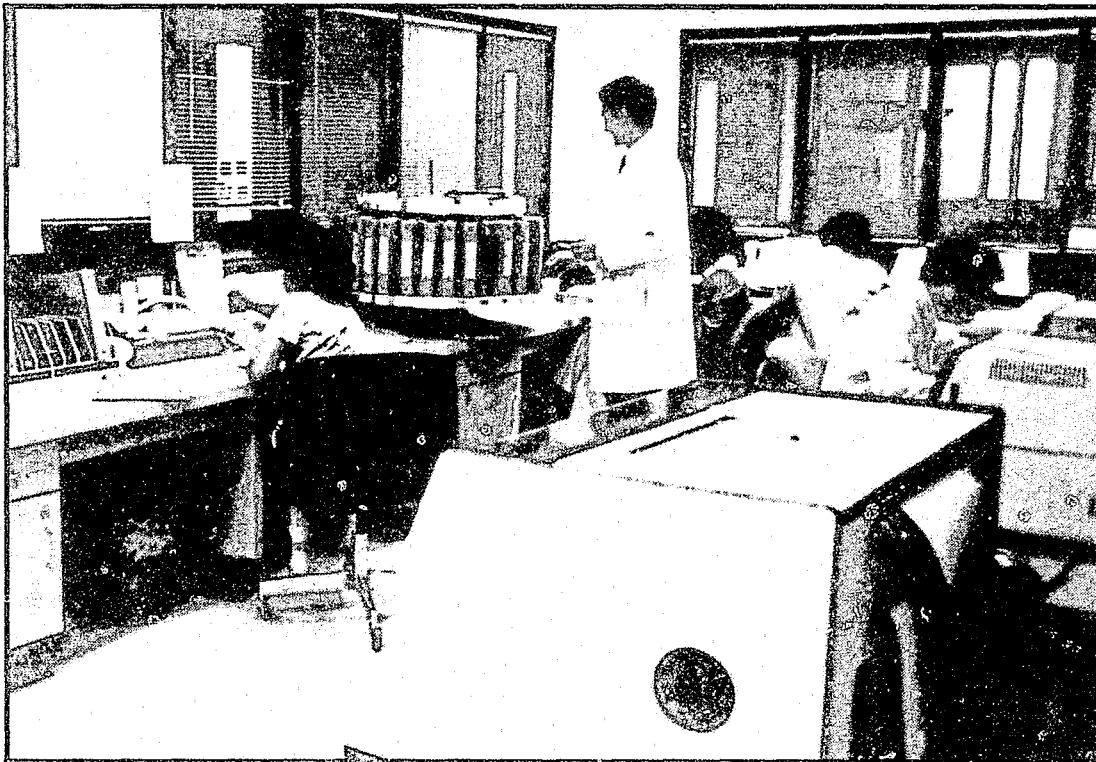
HEALTH ADMINISTRATION

DENTAL

NURSING

PHARMACY

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## HEALTH SERVICES DIVISION

The Health Services Division is responsible for providing comprehensive medical, psychiatric, and dental health care to the inmate population of the TDC. In keeping with this goal, this division is comprised of five basic health programs: Clinical Services, Nursing Services, Pharmacy Services, Dental Services and Psychiatric Services. Each program has a central administrator as its director and is organized following TDC's regional concept. Central administrative departments provide support services to all five health programs. These departments include: Dietary Services, Fiscal Office, Health Care Facilities, Medical Training and Continuing Education, Medical Transportation and Quality Assurance.

### PSYCHIATRIC SERVICES

Psychiatric services are available for each inmate showing signs and symptoms of mental illness and/or mental retardation. Psychiatric patients have access to a full range of services including inpatient and outpatient care. Psychiatric patients are provided diagnostic and evaluation, acute, transitional, continued and extended care services. Psychiatric inpatient centers are on the Ellis II, Beto I (for males), and Mountain View (for females) units. Mentally retarded inmates are provided services at the Beto I Unit for men and Gatesville Unit for women.

### CLINICAL SERVICES

An initial assessment of inmates' health needs is made upon their admission to the TDC at the Diagnostic Unit (males) and the Reception Center at Gatesville (females). Based on this initial assessment, each inmate receives a medical classification and a treatment plan is developed to address identified health care needs. All units provide basic outpatient clinic services and emergency treatment, sick call, hold chronic disease clinics and care for the routine medical needs of the inmate population. Six cluster infirmaries and five regional infirmaries provide minor inpatient convalescent care by specialty or skilled nursing care services. The TDC Hospital in Galveston provides specialty consultative clinics and acute care hospitalization. All medical services are provided under the clinical supervision of the Deputy Director for Health Services.

The medical program is supported by several ancillary services. Included in these are:

**Basic laboratory services** are available at all TDC units with more complex testing provided at the regional laboratories or by contract laboratories outside TDC. TDC laboratories currently perform approximately 20,000 tests per month with another 10,000 being sent to contract laboratories.

**Basic radiology services** are provided at all TDC units with fluoroscopy available at the Beto I, Michael, Gatesville, Huntsville and Darrington units.

**Respiratory care services** are available at the Huntsville, Beto I, Gatesville, and Ramsey III regional facilities with consultative part-time staff available at all units.

**Physically Handicapped Offender Program** provides rehabilitative services for inmates who are mobility, vision, hearing and speech impaired. Housed at Jester III, a barrier-free unit, mobility impaired inmates receive the care of a rehabilitation team headed by a psychiatrist and including three

physical therapists, an occupational therapist, a vocational counselor, two case managers and two licensed vocational nurses. Deaf and blind inmates are assigned to the Huntsville Unit. A certified interpreter works with the deaf, and additional services for deaf inmates are provided through a contract with the Texas Commission for the Deaf. A rehabilitation teacher is provided on a part-time basis through a contract with the Texas Commission for the Blind to assist in meeting the needs of blind inmates. The needs of speech-impaired inmates are served at the Huntsville Unit through a contract with a speech therapist.

### NURSING SERVICES

Nursing Services is comprised of approximately 800 employees consisting of registered nurses, licensed vocational nurses, nursing assistants, medication aids, operating room technicians, dialysis technicians, EEG/EKG technicians, unit clerks and emergency medical technicians. Nursing Services' responsibilities cross all other professional lines: Medical Services, Pharmacy Services, Psychiatric Services, Dental Services, Respiratory Care Services and Physical Therapy Services. These responsibilities include triage and emergency services, inpatient and outpatient services, administration of medications and public health issues.



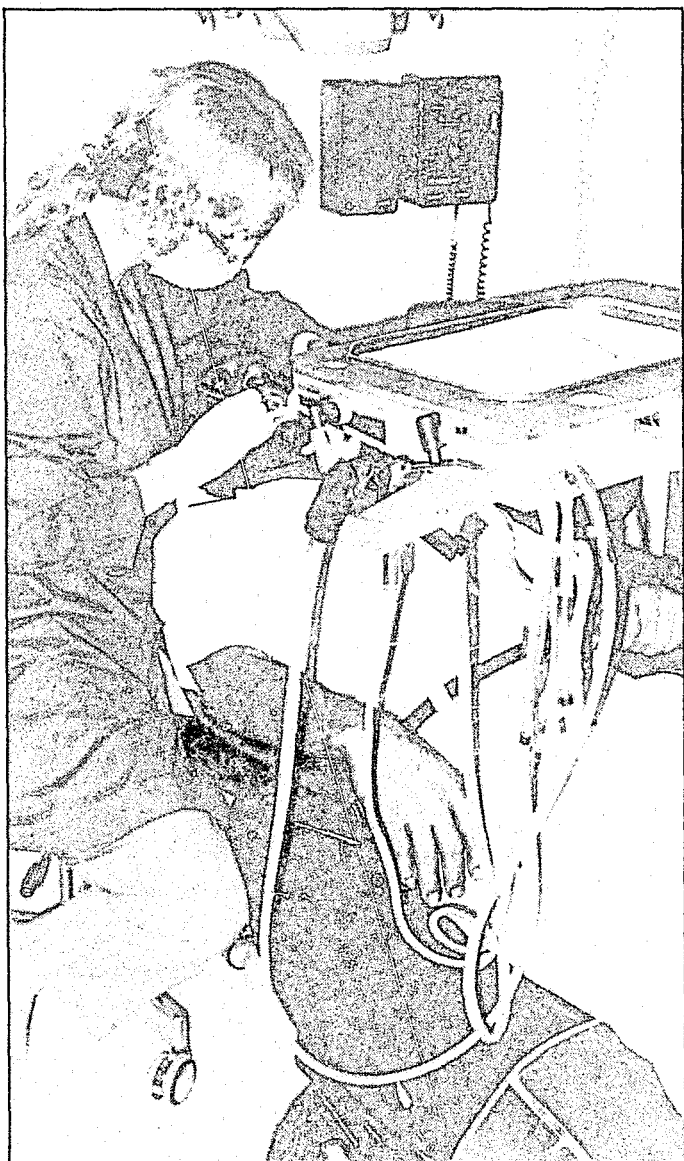
### PHARMACY SERVICES

Pharmacy services are provided by four licensed regional pharmacies. 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 then delivered to the drug room at the inmates' unit. Subsequent administration of the medication is performed by licensed or specially-trained personnel and is documented on a computer. 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 system also generates inventory and administrative reports.

The pharmacy program includes the medical warehouse and supply operation. Request for supplies are sent into the medical warehouse. Completed orders are returned to the units once a week by courier system.

## 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. At the diagnostic units, each inprocessing inmate receives a complete clinical exam, including panoramic x-ray and recording of dental-medical history. Each inmate receives a dental classification based on priority need. The services provided at each of the units include emergency, preventive, restorative (fillings) exodontics, limited periodontics, limited endodontics and removable prosthodontics. Outpatient oral surgery services are provided at regional specialty clinics; inpatient services are provided by the TDC Hospital in Galveston. Specialty services such as permanent crowns, fixed bridges and orthodontics are prioritized as elective and 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.



## CENTRAL ADMINISTRATIVE DEPARTMENTS

The following departments provide support services for the Health Services Division programs:

**Dietary Services** - This department provides consultation services to unit health professionals regarding standards, therapeutic diets and basic nutritional information. Dietary Services works in conjunction with TDC's Food Services Department in establishing basic menus and the provision of training and educational programs for Food Service workers, Dietary Services personnel and inmates.

**Fiscal Office** - This office is responsible for the Health Services Division's legislative budget request, oversight of the current fiscal budget and the processing of all requisitions vouchers, manpower status changes and hospitalization charges.

**Health Care Facilities** - The Health Care Facilities Office coordinates the renovation and construction of all medical, dental, pharmaceutical and psychiatric facilities within the TDC from the point of design through completion of construction. This office is also responsible for purchasing all equipment for new medical facilities and offices.

**Medical Training and Continuing Education Department** - Continuing education is coordinated and conducted by this office for all Health Services professional health care staff. An orientation program for all new Health Services employees is coordinated semi-monthly. Both pre-service and in-service health training classes are conducted by M.T.C.E. staff for correctional officers. Health education literature is sent monthly to each unit clinic, to be dispensed to TDC inmates, and health education programs are presented periodically to the inmate population.

**Medical Transportation** - The Medical Transportation Office is responsible for providing and coordinating all transportation of inmates for medical reasons. Thirteen transfer vehicles log approximately 3,000 miles daily in providing routine medical transfer. This department also insures that each ambulance maintains a current certification by the Texas Department of Health.

**Quality Assurance** - This department has two sub-groups: Quality Assurance Monitoring and Medical Records. The Quality Assurance Monitoring sub-group audits the medical departments of each unit on a quarterly basis and in addition, responds to complaints regarding the provision of health services to the inmate population. The Medical Records sub-group is comprised of professional medical records personnel who are available on each unit and the major function of this group is to monitor the order and completeness of the unit health records.

### Accomplishments during FY 1987 include:

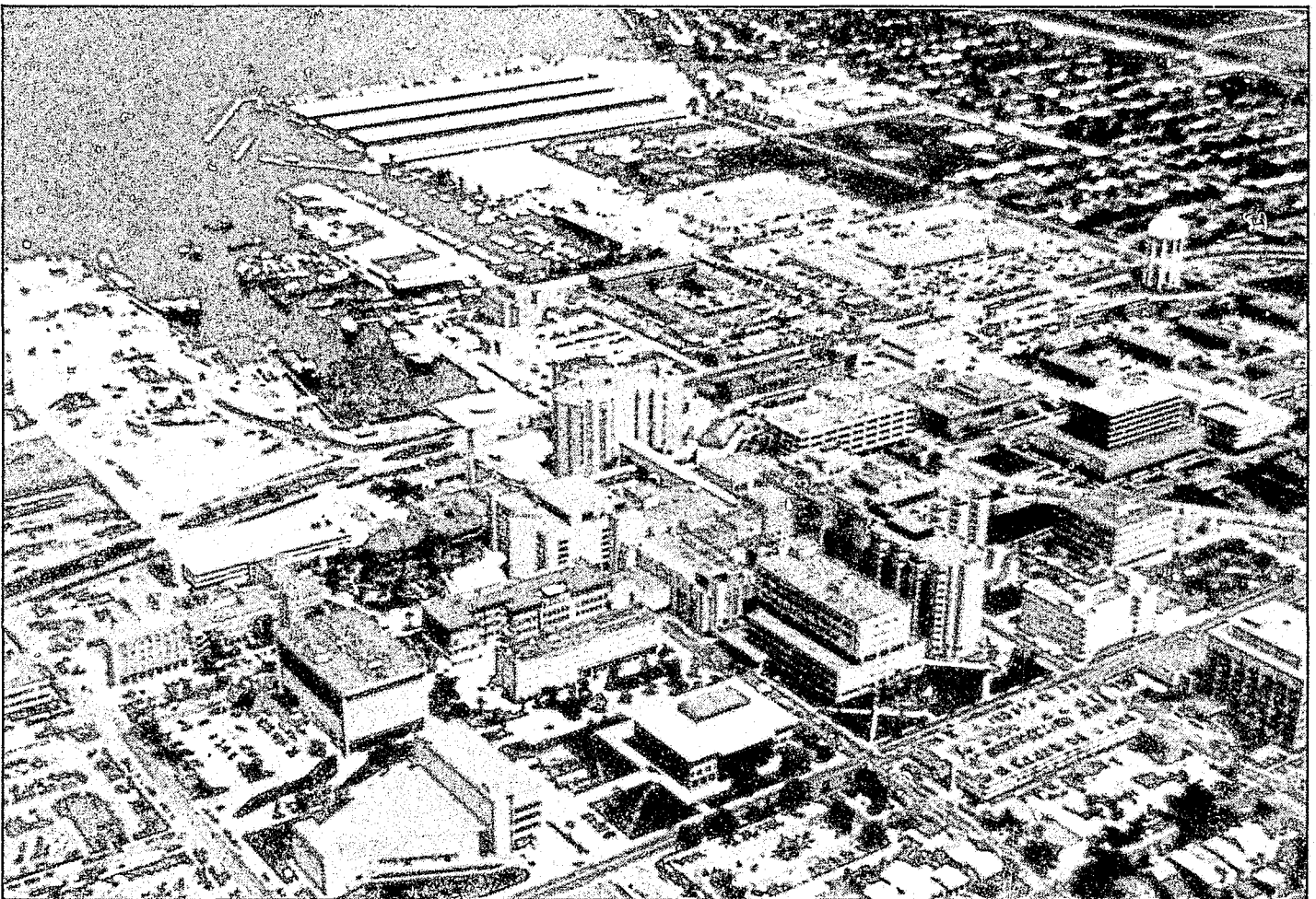
- 100% staffing of physician and physician assistants positions.
- The development of a systemwide Infectious Disease Program which included an infectious disease manual for Nursing Services.
- A direct mail recruiting campaign was conducted which resulted in the hiring of 62 additional registered nurses.

- The upgrading of laboratory equipment at the Huntsville and Diagnostic units and the opening of a new laboratory at the Michael Unit.
- The increase of diagnostic radiographic capability with the addition of radiographic and fluoroscopic equipment at the Michael, Huntsville and Diagnostic units.
- Implementation of the Mobility Impaired Offender Program which broadened the scope of the Physically Handicapped Offender Program.
- An internal dental needs assessment was conducted by dental consultants to determine dental staffing required to meet the needs of the inmate population, which resulted in an estimated annual cost avoidance of \$750,000.
- Dental policy was developed and implemented which established a periodontal disease detection, plaque control, treatment and maintenance program for the inmate population.
- Construction was completed on the Jester I and Mark Michael units' medical facilities.
- Construction of the Jester III physical therapy clinic began in July 1987 with an anticipated completion date of January 1988.
- Construction of the Mountain View health clinic began in May 1987 with a anticipated completion date of October 1987.
- Construction of the Diagnostic clinic with an anticipated

move-in date of October 1987.

- Construction of the Goree health clinic began with an anticipated completion date of January 1988.
- The Medical Training Continuing Education Department conducted 1,958 classes for approximately 22,620 participants.
- The Quality Assurance Department initiated a Psychiatric/Psychological Quality Assurance Program, a Dental Peer Review Program and established a unit based Quality Assurance Committee on each TDC unit.
- Review and revision of the Health Services Policies and Procedures Manual consistent with the newly-published National Commission on Correctional Health Care standards.
- The National Commission on Correctional Health Care began site-surveys and audits for recertification of medical facilities.

The future plans of the Health Services Division include the successful completion of recertification audits of all medical facilities by the National Commission on Correctional Health Care, computerization of the division's central administrative offices, development of a program designed to address both employee and inmate concerns regarding AIDS and the provision of care to AIDS patients and the implementation of an Emergency Medical Services program.



*The TDC Hospital (center) is located on the Texas seacoast in Galveston.*

# MEDICAL ACTIVITIES REPORT

YEAR TO DATE: FY 87

	SEPT 86	OCT 86	NOV 86	DEC 86	JAN 87	FEB 87	MAR 87	APR 87	MAY 87	JUN 87	JUL 87	AUG 87	TOTAL
<b>D. On-Site Specialty Services</b>													
<b>7. EKG/EEG</b>													
a. Total EKG's	480.00	510.00	385.00	478.00	511.00	498.00	496.00	497.00	528.00	460.00	534.00	457.00	5,834.00
b. Total EEG's	31.00	35.00	24.00	34.00	28.00	40.00	27.00	28.00	28.00	39.00	33.00	34.00	381.00
<b>8. Plastic Surgery</b>													
a. Total Number Of Visits	83.00	86.00	112.00	80.00	190.00	64.00	116.00	85.00	27.00	0.00	105.00	20.00	878.00
b. Total Number Of Procedures	22.00	14.00	16.00	3.00	36.00	15.00	13.00	6.00	4.00	0.00	0.00	0.00	129.00
<b>9. Physical Therapy</b>													
a. Total # Of Patients In Treatment	5,536.00	1,512.00	1,152.00	1,511.00	1,718.00	1,515.00	1,680.00	2,030.00	2,067.00	2,311.00	2,562.00	2,475.00	22,069.00
b. Total Number Of Patient Visits	2,960.00	3,083.00	2,504.00	2,907.00	3,143.00	3,215.00	3,654.00	4,190.00	4,576.00	4,471.00	5,208.00	4,773.00	44,684.00
<b>10. Respiratory Therapy</b>													
a. Total # Of patients In Treatment	1,303.00	1,232.00	1,199.00	1,175.00	1,133.00	816.00	1,051.00	1,116.00	1,288.00	1,124.00	1,319.00	1,352.00	14,108.00
b. Total Number Of Procedures	3,213.00	2,983.00	2,986.00	3,166.00	2,742.00	2,362.00	2,723.00	2,657.00	2,614.00	3,194.00	2,790.00	3,183.00	34,613.00
<b>II. On-Site Inpatient Care</b>													
<b>A. Infirmaries</b>													
1. Number Of Operational Beds	211.00	205.00	201.00	201.00	201.00	203.00	203.00	203.00	206.00	201.00	205.00	205.00	2,445.00
2. Total Number Of Admissions	330.00	337.00	249.00	243.00	277.00	303.00	322.00	297.00	261.00	313.00	395.00	391.00	3,718.00
3. Average Daily Admissions	11.00	10.87	8.03	7.84	8.94	10.82	10.39	9.90	8.42	10.43	12.74	12.61	10.16
4. Average Daily Census	99.00	97.61	156.96	84.42	89.33	100.35	101.34	106.07	83.11	96.65	110.94	127.87	1,253.65
5. Total Discharges	334.00	329.00	254.00	271.00	268.00	306.00	326.00	282.00	272.00	300.00	363.00	380.00	3,685.00
6. Discharge Days	3,156.00	2,683.00	3,066.00	2,566.00	2,800.00	2,507.00	2,770.00	2,959.00	2,679.00	2,400.60	3,247.00	2,937.00	33,770.60
7. Average Length Of Stay	9.45	8.16	12.07	9.47	10.45	8.19	8.50	10.49	9.85	8.00	8.94	7.73	9.16
<b>B. TDC Hospital</b>													
1. Number Of Operational Beds	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	1,440.00
2. Total Number Of Admissions	252.00	259.00	186.00	181.00	248.00	240.00	238.00	261.00	206.00	212.00	261.00	259.00	2,803.00
3. Average Daily Admissions	8.40	8.35	6.20	5.84	8.00	8.57	7.68	8.70	6.65	7.07	8.42	8.35	7.66
4. Average Daily Census	93.43	94.58	88.10	81.00	82.03	91.89	79.10	90.63	79.58	72.47	90.35	81.48	1,024.64
5. Total Discharges	241.00	291.00	185.00	214.00	195.00	265.00	254.00	231.00	240.00	207.00	260.00	268.00	2,851.00
6. Discharge Days	2,760.00	2,929.00	2,203.00	2,867.00	2,437.00	2,684.00	2,622.00	2,459.00	2,610.00	2,054.00	2,428.00	2,447.00	30,500.00
7. Average Length Of Stay	11.45	10.07	11.91	13.40	12.50	10.13	10.32	10.65	10.88	9.92	9.34	9.13	10.70
<b>III. Psychiatric Services</b>													
<b>A. Outpatient</b>													
1. Total Number Of Patients	2,310.00	2,291.00	2,331.00	2,379.00	2,396.00	2,366.00	2,265.00	2,141.00	2,609.00	1,826.00	1,988.00	1,780.00	26,682.00
a. Psych. Patients In Treatment	1,234.00	1,454.00	1,257.00	1,334.00	1,355.00	1,318.00	1,295.00	1,293.00	1,412.00	1,205.00	1,230.00	1,033.00	15,420.00
b. Counseling Patients In Treatment	1,031.00	734.00	1,062.00	1,035.00	1,028.00	983.00	955.00	826.00	1,186.00	563.00	688.00	681.00	10,772.00
c. Number Of MROP Outpatients	45.00	103.00	12.00	10.00	13.00	65.00	15.00	22.00	11.00	58.00	70.00	66.00	490.00
<b>B. Inpatient</b>													
<b>1. Psychiatric Centers</b>													
a. Number Of Operational Beds	572.00	572.00	572.00	514.00	514.00	514.00	514.00	32.00	32.00	823.00	886.00	886.00	6,431.00
b. Total Number Of Admissions	105.00	100.00	99.00	106.00	124.00	80.00	207.00	5.00	5.00	127.00	145.00	118.00	1,221.00
c. Average Daily Admissions	3.50	3.23	3.30	3.42	4.00	2.86	6.68	0.17	0.16	4.23	4.68	3.81	3.34
d. Average Daily Census	224.30	357.50	88.20	50.64	282.80	241.30	336.30	22.70	22.70	671.26	612.10	511.40	3,421.20
e. Total Discharges	111.00	112.00	95.00	86.00	94.00	100.00	107.00	7.00	3.00	106.00	96.00	102.00	1,019.00
f. Discharge Days	12,760.00	10,459.00	3,184.00	7,271.00	5,669.00	6,536.00	5,630.00	942.00	580.00	10,841.50	10,745.00	10,036.00	84,658.20
g. Average Length Of Stay	114.95	93.38	33.52	84.55	60.32	65.36	52.62	134.57	193.33	102.28	111.93	98.39	83.08
<b>2. MROP</b>													
a. Number Of Operational Beds	1,284.00	1,284.00	1,284.00	1,284.00	1,284.00	2,298.00	1,062.00	1,062.00	1,062.00	1,062.00	1,062.00	1,062.00	15,090.00
b. Total Number Of Admissions	60.00	81.00	46.00	54.00	51.00	66.00	62.00	55.00	58.00	42.00	52.00	58.00	685.00
c. Average Daily Admissions	2.00	2.61	1.53	1.74	1.65	2.36	2.00	1.83	1.87	1.40	1.68	1.87	1.87
d. Average Census	802.03	780.40	780.40	793.82	788.10	784.95	777.25	759.20	760.30	728.96	696.60	697.06	9,149.07
e. Total Discharges	70.00	97.00	39.00	52.00	61.00	63.00	64.00	68.00	53.00	91.00	65.00	53.00	776.00
f. Discharge Days	11,495.00	26,651.00	7,901.00	10,238.00	13,879.00	22,688.00	11,648.00	22,762.00	15,656.00	25,186.00	16,494.00	10,097.00	194,695.00
g. Average Length Of Stay	164.21	274.75	202.59	196.88	227.52	360.13	182.00	334.74	295.40	276.77	253.75	190.51	250.90
<b>IV. Pharmacy Services</b>													
Total Prescriptions Filled	50,205.00	52,466.00	42,570.00	51,425.00	51,102.00	44,120.00	46,491.00	45,580.00	42,676.00	45,233.00	48,151.00	41,878.00	561,897.00
<b>Immunizations</b>													
Tetanus Diptheria	3,611.00	3,769.00	3,215.00	3,329.00	3,653.00	880.00	3,031.00	3,453.00	3,576.00	3,754.00	3,716.00	3,128.00	39,115.00
Tetanus Toxioid	156.00	180.00	211.00	164.00	141.00	2,573.00	740.00	110.00	120.00	67.00	91.00	75.00	4,628.00
PPD	4,676.00	5,526.00	4,022.00	4,932.00	4,954.00	4,994.00	4,993.00	4,974.00	4,650.00	4,293.00	5,467.00	4,352.00	57,883.00

# MEDICAL ACTIVITIES REPORT

YEAR TO DATE: FY 87

	SEPT 86	OCT 86	NOV 86	DEC 86	JAN 87	FEB 87	MAR 87	APR 87	MAY 87	JUN 87	JUL 87	AUG 87	TOTAL
<b>I. On-Site Outpatient Care System</b>													
<b>A. Medical</b>													
1. Total Clinic Visits	62,180.00	70,437.00	57,480.00	59,227.00	72,890.00	72,540.00	83,709.00	87,918.00	85,336.00	83,040.00	93,488.00	88,753.00	917,028.00
a. Physician Visits	13,375.00	14,261.00	10,740.00	10,438.00	12,084.00	11,228.00	12,115.00	11,945.00	11,002.00	11,715.00	12,641.00	11,343.00	142,887.00
b. PA Visits	13,316.00	14,390.00	11,008.00	11,021.00	14,631.00	13,393.00	14,306.00	13,724.00	12,673.00	14,194.00	14,932.00	12,631.00	160,221.00
c. Nurse/Other Visits	35,489.00	41,786.00	35,732.00	37,776.00	46,175.00	47,919.00	57,288.00	62,249.00	61,691.00	57,131.00	65,915.00	64,779.00	613,920.00
2. Total Urgent & Emergency Visits	2,310.00	2,201.00	1,822.00	1,864.00	1,756.00	1,658.00	2,200.00	1,981.00	1,726.00	1,997.00	1,971.00	1,910.00	23,396.00
<b>B. Chronic Disease Clinic</b>													
1. Hypertension/Cardiac	1,539.00	1,688.00	1,618.00	1,734.00	1,962.00	1,832.00	2,012.00	1,959.00	1,729.00	1,663.00	1,968.00	1,775.00	21,479.00
2. Seizure	447.00	536.00	433.00	632.00	600.00	396.00	508.00	481.00	438.00	453.00	403.00	429.00	5,756.00
3. TB	2,312.00	2,158.00	2,050.00	2,024.00	1,958.00	1,969.00	2,042.00	2,305.00	1,709.00	1,699.00	1,764.00	1,730.00	23,720.00
4. Diabetic	407.00	458.00	382.00	391.00	441.00	392.00	464.00	426.00	403.00	464.00	295.00	426.00	4,949.00
5. COPD	764.00	980.00	856.00	786.00	832.00	682.00	728.00	699.00	650.00	658.00	676.00	607.00	8,918.00
<b>C. Dental Services</b>													
1. Total Patient Visits	13,307.00	13,772.00	10,463.00	12,805.00	12,934.00	11,978.00	13,238.00	13,194.00	11,882.00	12,361.00	13,861.00	11,432.00	151,227.00
2. Total Procedures	25,989.00	27,088.00	20,388.00	24,855.00	25,565.00	23,780.00	27,078.00	26,658.00	24,482.00	25,474.00	27,132.30	21,463.00	299,952.30
a. Diagnosis	13,027.00	13,272.00	9,505.00	11,628.00	12,486.00	11,098.00	13,284.00	13,090.00	12,214.00	12,949.00	13,682.30	10,429.00	146,664.30
b. Preventive	5,456.00	5,930.00	4,663.00	5,985.00	6,084.00	5,739.00	6,403.00	6,258.00	5,845.00	5,761.00	6,034.00	4,873.00	69,051.00
c. Restorative	3,422.00	3,749.00	2,867.00	3,580.00	3,277.00	3,301.00	3,439.00	3,323.00	2,964.00	2,890.00	3,243.00	2,794.00	38,849.00
d. Endodontics	96.00	107.00	120.00	133.00	157.00	126.00	175.00	176.00	123.00	123.00	149.00	141.00	1,626.00
e. Oral Surgery	2,330.00	2,233.00	1,859.00	1,998.00	2,082.00	2,121.00	2,030.00	2,255.00	1,991.00	2,120.00	2,376.00	1,817.00	25,212.00
f. Prosthodontics	560.00	488.00	423.00	515.00	525.00	485.00	579.00	477.00	440.00	702.00	490.00	468.00	6,152.00
g. Non-Reportable	1,098.00	1,289.00	951.00	1,016.00	954.00	910.00	1,168.00	1,079.00	905.00	929.00	1,158.00	941.00	12,398.00
<b>D. On-Site Specialty Services</b>													
<b>1. Radiology Services</b>													
a. Total Patient Visits	4,023.00	4,228.00	3,229.00	4,302.00	3,690.00	3,794.00	4,307.00	4,189.00	3,973.00	3,895.00	4,415.00	3,818.00	47,863.00
b. Total Diagnostic Procedures	385.00	502.00	385.00	592.00	360.00	412.00	659.00	427.00	516.00	581.00	597.00	414.00	5,830.00
c. Total Routine X-ray Procedures	4,355.00	4,722.00	3,431.00	4,667.00	4,366.00	4,292.00	4,908.00	4,853.00	4,486.00	4,969.00	5,362.00	4,646.00	55,107.00
<b>2. Laboratory Services</b>													
a. Total Patient Visits	8,321.00	9,418.00	6,800.00	8,394.00	8,817.00	7,808.00	8,946.00	8,778.00	8,821.00	9,384.00	9,901.00	8,964.00	104,352.00
b. Total Number Of Procedures	30,274.00	33,698.00	28,440.00	31,058.00	30,540.00	29,766.00	35,296.00	35,369.00	32,265.00	69,921.00	38,460.00	32,662.00	427,749.00
1) On-Site Lab Test	25,212.00	27,777.00	23,553.00	25,789.00	24,219.00	23,898.00	27,986.00	27,390.00	25,830.00	63,359.00	30,393.00	25,952.00	351,358.00
2) Off-Site Lab Test	5,062.00	5,921.00	4,887.00	5,269.00	6,321.00	5,868.00	7,310.00	7,979.00	6,435.00	6,562.00	8,067.00	6,710.00	76,391.00
<b>3. Optometry Services</b>													
a. Total Number Of Exams	1,313.00	1,219.00	1,006.00	1,016.00	1,025.00	1,073.00	1,046.00	961.00	919.00	1,040.00	1,196.00	1,016.00	12,830.00
b. Eye Glasses Delivered	1,087.00	1,581.00	969.00	896.00	1,135.00	1,102.00	1,225.00	986.00	1,074.00	1,182.00	1,217.00	1,022.00	13,476.00
<b>4. Podiatry Services</b>													
a. Total Number Of Visits	894.00	902.00	730.00	824.00	681.00	728.00	786.00	806.00	754.00	599.00	845.00	724.00	9,273.00
b. Total # Of Podiatry Procedures	1,517.00	1,394.00	1,102.00	1,299.00	1,225.00	1,174.00	1,327.00	1,542.00	1,266.00	1,299.00	1,362.00	1,387.00	15,894.00
<b>5. Dialysis</b>													
a. Total # Of Patients On Dialysis	6.00	6.00	5.00	7.00	5.00	5.00	5.00	6.00	6.00	6.00	7.00	5.00	69.00
b. Total # Of Dialysis Procedures	156.00	164.00	169.00	75.00	58.00	58.00	64.00	66.00	78.00	76.00	77.00	65.00	1,106.00
1) Hemo-Dialysis	36.00	40.00	49.00	67.00	58.00	58.00	64.00	66.00	78.00	76.00	77.00	65.00	734.00
2) COPD	120.00	124.00	120.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	372
<b>6. OB-GYN</b>													
a. Total OB Visits	11.00	16.00	19.00	16.00	22.00	14.00	22.00	26.00	19.00	20.00	16.00	15.00	216.00
b. Total GYN Visits	49.00	69.00	41.00	57.00	56.00	53.00	56.00	44.00	63.00	47.00	47.00	56.00	638.00
c. Total Deliveries	3.00	3.00	6.00	2.00	4.00	4.00	5.00	4.00	3.00	4.00	0.00	7.00	45.00

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# OPERATIONS DIVISION

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INSTITUTIONAL SUPPORT

CLASSIFICATION & TREATMENT

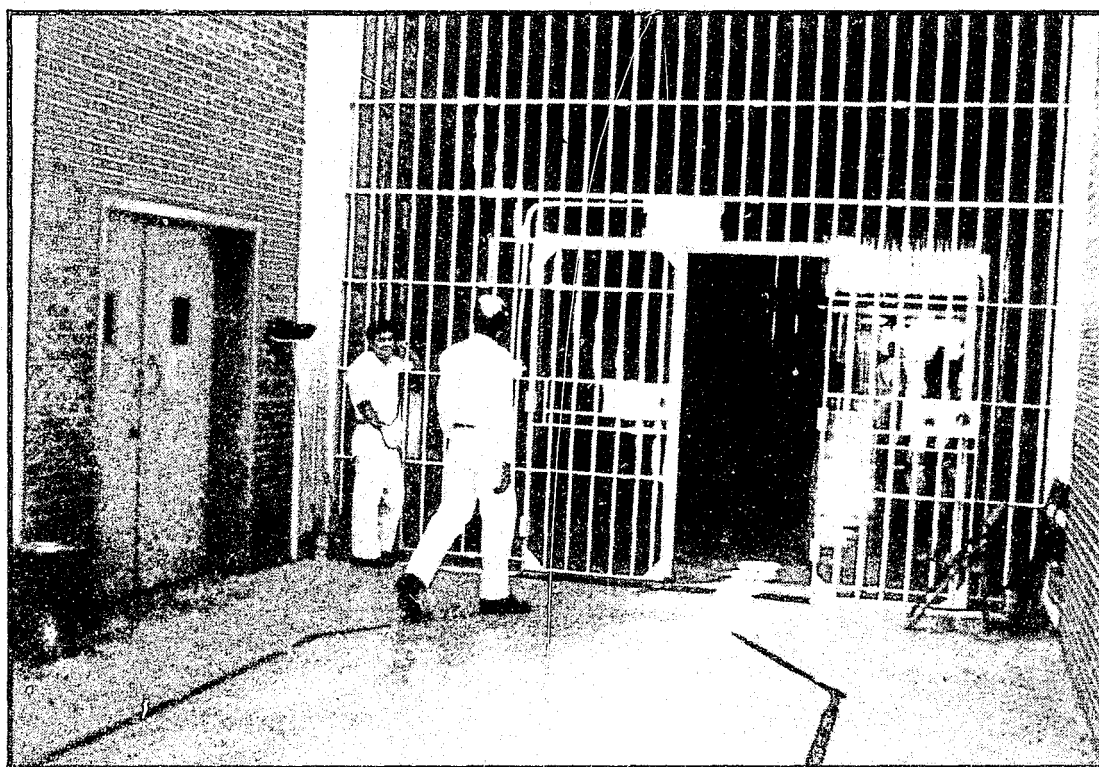
WINDHAM SCHOOL SYSTEM

SECURITY

USE OF FORCE / EAC

CHAPLAINCY

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# Operations Division

The Deputy Director of Operations (DDO) is responsible to the Director of the Texas Department of Corrections for providing inmates with programs designed to facilitate rehabilitation and for the management of security within all 28 TDC units. These units are divided into three regions (Northern, Central and Southern) with direct oversight by a regional director for each. To accomplish this mission, the DDO exercises operational control over:

**Classification & Treatment** - Proper classification of inmates, diagnostic process, unit assignment, institutional adjustment, counseling, inmate mail system, chaplaincy, substance abuse treatment program, inmate grievance procedures, pre-parole, community education.

**Security** - Physical security of units, staffing analysis/deployment, procurement, budget supplies and salaries.

**Administrative Monitor for Use of Force/Emergency Action Center** - Maintain and review Use of Force reports, operate Emergency Action Center (EAC).

**Support Services** - Sunset review, Safety/Fire Prevention, Food Service, Laundry Services.

**Windham School System** - Basic and special education, vocational training, recreational programs, continuing education.

## BUREAU OF CLASSIFICATION

The Bureau of Classification and Records is a major department level component, operating in conjunction with the State Classification Committee. Both work to achieve the objective of the Classification Bureau. Classification is a process which systematically groups inmates according to security and programming requirements. It covers virtually all decisions that affect the inmate's life during the entire period of incarceration; moreover, it is a comprehensive system which evaluates numerous inmate characteristics, including age, offense, prior criminal record, medical, and their needs as it relates to mental health care, educational, vocational and work assignments.

The Bureau of Classification and Records staff is responsible for the following functions:

- (1) Implementation of the Classification Plan.
- (2) Proper classification of inmates.
- (3) Inmate unit assignments and transfers.
- (4) Furloughs.
- (5) Inmate correspondence.
- (6) Maintenance of inmate records.
- (7) Computation of inmate time.
- (8) Coordination of gang information.
- (9) Awarding of good time credits to certain qualified inmates to insure compliance with the Prison Management Act.

## WORK SUMMARY FY 87

### Inmates Classified:

Male.....35,913  
Female .....3,047

**TOTAL .....38,960**

### Types of Processing:

Parole Violators.....5,809  
Mandatory Supervision Violators .....4,482  
Shock Probation Violators.....1,032  
Return Bench Warrants.....3,461  
New Inmates.....24,176

**TOTAL .....38,960**

### TDC Hospital Transfers:

Outpatients .....18,767  
Admissions.....1,276

**TOTAL .....20,043**

## EMERGENCY FURLOUGH SUMMARY FY 87

Considered	Percent
Approved with Custody.....6	.51
Approved without Custody.....114	9.71
Denied.....1,054	89.78
<b>TOTAL CONSIDERED .....1,174</b>	

### Completed:

Returned Timely.....1,173	99.91
Technical Violations .....0	0
Returned Late .....1	.09
Escapes .....0	0
<b>TOTAL COMPLETED.....1,174</b>	

## SITUATIONAL FURLOUGH SUMMARY FY 87

Requested:	Percent
Approved.....2,348	39.12
Denied.....3,654	60.88
<b>TOTAL REQUESTED .....6,002</b>	

### Completed:

Returned Timely.....5,926	98.72
Technical Violations .....38	.64
Returned Late .....26	.44
Escapes .....12	.20
<b>TOTAL COMPLETED.....6,002</b>	

## PSYCHOLOGICAL DIAGNOSTIC AND EVALUATION PROCESS

### Description of the Department

The Psychological Diagnostic and Evaluation Process (D&E) is the means by which newly-received TDC inmates who have significant mental, emotional, or intellectual deficits are identified. The Diagnostic I (D-I) phase of the process provides psychological screening for each new inmate who enters TDC. Those inmates who demonstrate signs of emotional disability or intellectual deficits are referred to Diagnostic II (D-II). This second phase provides in-depth psychological and intellectual evaluations, which are then used to help make appropriate classification decisions and to provide Psychiatric Services personnel with clinical data about potential patients.

### Goals and Objectives

The following are the objectives and goals of the Psychological Diagnostic and Evaluation Process: (A) To provide psychological screening which covers history of treatment for mental health problems, suicide attempts, self-mutilation gestures, presence of psychological symptoms, and/or current suicidal ideation to each inmate who enters TDC. (B) To provide appropriate levels of psychological evaluation for each new inmate who has a history of mental health problems or demonstrates current symptoms of psychological disturbances. (C) To provide written reports to Classification that specify psychological information relevant to how the inmate is assigned, housed, disciplined, and treated during his or her period of incarceration. (D) To provide written information gained from intellectual and personality assessment to the receiving unit psychologist so that appropriate individual treatment plans can be established. (E) To provide the Mentally Retarded Offender Program with data from individual intellectual assessments and behavioral observations so that they can determine presence of mental retardation.

### Accomplishments

In FY 87, this program screened 34,304 inmates, provided Mental Status Examinations for 6,028 and completed in-depth evaluations for 875. Testing statistics for the Mentally Retarded Offender Program show the following: 5,650 inmates were screened using the Culture Fair Group Intelligence Test, and 1,745 were given individual IQ tests (primarily, the Wechsler Adult Intelligence Scale - Revised).

The formats of the D&E Mental Status Examination and the Psychological Evaluation reports were completely revised early in the fiscal year. The revised formats significantly changed not only the clinical content of the Mental Status report by expanding the amount of information included in it, but also changed the way that statistics relating to departmental production are understood. Because the new form permits a more in-depth report of current psychological functioning, it has reduced the need to use psychometrics and projectives to arrive at a differential diagnosis. Generally, this report now presents a full range of psychological information. As such, it should, for workload measuring purposes, be considered the equivalent of the former full evaluation. The new formats have received considerable praise from unit psychologists, who are tasked with creating treatment plans for each new case opened on their unit.

The Psychological Screening Instrument, which is used to determine the individual need for psychological evaluation prior to classification, has been revised. The first stage of testing this new instrument is complete, although the results are still pending.

### Future Plans

Future plans include validation and approval of the new screening form, changes in the intellectual screening process, and an increase in the amount of in-service training provided to staff members.



WORK SUMMARY	FY 86	FY 87
Number of inmates screened . . .	30,823	34,304
Number of inmates receiving Mental Status examinations . . . .	6,874	6,028
Number of inmates receiving full psychological evaluations . . .	1,108	875
Number of inmates receiving Culture Fair Intelligence Test . . . . .		5,650
Number of inmates receiving the Wechsler Adult Intelligence Scale (WAIS-R) . . . . .		1,745
Number of inmates referred to the Mentally Retarded Offender Program . . . . .		610

WORK SUMMARY FY 87	
Inmate contacts . . . . .	49,112
Average correctional counselor caseload . . .	330
Case presented to classification committee . . . . .	145,636
Release plan developed/special needs inmates . . . . .	9,032
Shock probation summaries . . . . .	472
Child support information reports . . . . .	1,947
Inmate admission summaries typed . . . . .	31,942

## **SOCIAL SERVICES PROGRAM**

Serving the needs of the inmate has been the primary goal of the Social Services Program from its beginning. The department has worked to achieve this goal through its extensive involvement in the classification process which affects the inmate from initial reception until release. Program objectives include the assimilation and documentation of sociological and criminal data, the recording of institutional adjustment information necessary to make informed classification decisions, providing para-professional counseling, and the coordination of release planning for special needs inmates.

### **Accomplishments**

- Concentrated training for all staff.
- Effecting an initial custody designation assignment for all inmates through the committee process, as well as the establishment and perpetuation of an ongoing reclassification process, (implemented on an as-needed basis), which groups inmates with like behavioral characteristics. Additionally, the achievement of improved techniques for gathering, verifying, and maintaining classification records has allowed for greatly-improved classification decisions.
- An assigned caseload management system of correctional counselor services provided to the entire population.
- Insuring continuity of care by providing post-release services to high priority special needs inmates through referrals to community agencies, completion of after care plans, and providing transportation to those inmates incapable of reaching their destination unassisted.
- Assisting presiding judges and adult probation departments statewide in the disposition of cases by providing shock probation reports, which summarize the overall TDC institutional adjustment and activities of prospective shock probationers.
- Compiling child support information reports to assist Department of Human Resources offices statewide in locating individuals currently incarcerated in TDC, who, by law, are responsible for providing child support payments.

The Social Services Program has achieved its goal of a 1:250 staff-to-inmate caseload ratio. Future endeavors as a result of the 70th Legislative Session include a commitment to increase participation by correctional counselors in inter-agency efforts to provide information for the Board of Pardons and Paroles. The basic emphasis of this cooperative effort is in relation to parole contracts and the establishment of a tentative parole month for each inmate.

## **UNIFORM INMATE MAIL SYSTEM**

The Uniform Inmate Mail System was established to insure the receipt, processing, and delivery of inmate correspondence conforms to the TDC Correspondence Rules and that this system is maintained and uniformly applied on all TDC units. The Uniform Inmate Mail System is composed of three components:

**Director's Review Committee (DRC)** - Operates as the central authority for all appeals on denied correspondence, publications, or the action of the Bureau of Classification in prohibiting correspondence between an inmate and any other person.

**Mail System Coordinators Panel (MSCP)** - Assists the unit mailrooms with all problems relating to procedures and operations, and reviews incoming inmate publications for initial unit acceptance or denial; monitors unit mailroom operations on a periodic basis.

**Unit Mailroom** - Processes all incoming and outgoing inmate correspondence in accordance with the TDC Correspondence Rules on a daily basis, six days per week; insures no inmate handles another inmate's mail, incoming or outgoing.

During FY 87, the Director's Review Committee considered a total of 5,091 appeals pertinent to denied correspondence, publications, and the action of the Bureau of Classification in prohibiting correspondence between inmates and other persons.

During FY 87, the Mail System Coordinators Panel logged and responded to a total of 10,098 questions/problems called in regarding inmate correspondence. The MSCP reviewed a total of 3,272 inmate publications for initial unit acceptance or rejection, and conducted on-site audits of the unit mailroom operations on each unit four times during the fiscal year.

During FY 87, unit mailroom personnel logged and processed a total of 153,700 pieces of incoming special, legal, and media mail, and a total of 168,984 pieces of outgoing special, legal and media mail. During FY 87, the unit mailrooms processed and delivered 8,418,704 pieces of general correspondence.

Future plans for the Uniform Inmate Mail System would hopefully include expansion of unit mailroom staff in order to devote additional manpower and time to the monitoring of all correspondence as a means of conducting illegal activities.

## **CHAPLAINCY**

### **Chaplaincy Programs**

The Chaplaincy Department provides the opportunity for religious services at each unit of the Texas Department of Corrections. Catholic, Islamic, and Protestant services are conducted at each unit on a regular basis. Also, other special religious groups meet in accordance with inmate needs and security procedures.

The goal of the Chaplaincy Program is to make religion vital in the lives of the offenders and to direct the offenders in personal growth and acceptance of wholesome moral values.

A total of 16,721 religious meetings were held during FY 87 with a total attendance of 598,564. Average attendance per meeting was approximately 36. Each chaplain held approximately eight services per week.

Staff chaplains provided crisis ministry by delivering 2,791 death messages to inmates and staff within TDC and approximately 6,000 emergency messages were delivered. Accompanying these crisis situations, chaplains made 27,433 telephone calls to outside sources and wrote 2,985 letters to inmates families.

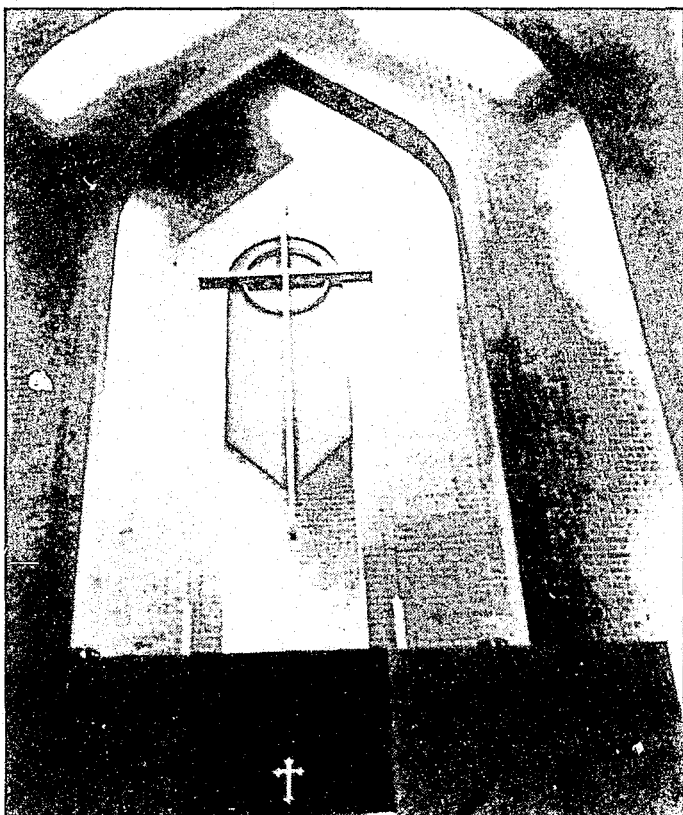
Chaplains provided pastoral counseling to inmates and staff. Most of the chaplains are highly-skilled pastoral counselors and time requirements constitute the primary limitation upon the pastoral ministry. The 125,696 interview and

counseling sessions reported by the chaplains indicated that pastoral counseling is central to their work.

Those sections of the prison that are "lock down" areas require that the total religious ministry be accomplished by one-on-one pastoral care. Our chaplains typically make rounds on the lock down areas at least once each week, as well as answering requests throughout the week.

The chaplains are responsible for organizing religious activities with "freeworld" religious volunteers. Some 1,600 such volunteers functioned within the religious programs during FY 87.

Future plans include increasing meeting space at several units, increasing staff to facilitate the desired ministry, and a gradual increase in the use of religious volunteers to produce a more well-rounded religious program at each unit.



#### SUBSTANCE ABUSE TREATMENT PROGRAM

The overall goal of the Substance Abuse Treatment Program is to encourage the client to reject previous negative behaviors and attitudes, develop more mature behavior and more satisfying and realistic value systems. The program is designed to motivate participants toward alternative response styles to alcohol/drug abuse, and emphasizes performance of stated behavior objectives. The counselors, on their respective units, administer the program through Twelve Step Fellowship activities, therapeutic group counseling sessions, special group counseling sessions oriented to the DWI offender, alcohol/drug education groups, individual counseling, and pre-release programs and orientation. The number of inmates enrolled and participating daily in the various program elements averages 12,000. In addition, program staff personnel present the chemical-dependency block of training to department employees at scheduled in-service training sessions.

#### Summary of Program Services Data FY 87

NUMBER OF 12-STEP GROUP SESSIONS ....	10,312
Inmate Attendance .....	190,669
INDIVIDUAL COUNSELING SESSIONS .....	64,147
NUMBER OF ORIENTATIONS /	
PRE-RELEASE SESSIONS .....	1,431
Inmate Attendance .....	46,436
NUMBER OF IN-SERVICE PRESENTATIONS .....	107

#### INMATE GRIEVANCE PROCEDURES

The Inmate Grievance Procedure is intended to provide inmates with a means for formal review of complaints relating to imprisonment which cannot be resolved informally. In doing so, the department hopes to provide the resolution of complaints and problems at the level having the most direct contact with inmates. By design, the procedure is also an effective tool for facilitating management review of unit decisions and policies.

First implemented in July 1975, the Inmate Grievance Procedure was utilized in its original form until September 1984 when it was revised to the benefit of both staff and inmates alike. In its current format, the revision has several advantages over its predecessor to include a provision for two levels of appeal, establishment of concise time limits for responses, more clearly-defined guidelines for routing emergency grievances, increased availability of forms and increased confidentiality.

In FY 87, the Deputy Director's Office reviewed and responded to 7,817 grievances, but this figure does not represent those which were received and subsequently resolved at the unit and regional levels. With a concerted effort on the part of assigned staff, the program becomes more refined and hopes to qualify for, and eventually obtain, certification of the current procedure.

#### PRE-PAROLE PROGRAM

The Pre-Parole Program of the Texas Department of Corrections is designed as a responsible approach toward placement of selected low-risk inmates into a pre-release program. These participants are assigned to reside in approved residences in the community and are permitted to serve their sentences under these conditions as long as their behavior warrants. If an inmate's deportment in the community becomes a problem, the inmate can be removed from the program and returned to a more secure classification.

The goal of the Pre-Parole Program is to assist inmate participants in developing good work attitudes, habits, marketable skills, and, ultimately lifestyle patterns necessary for successful reintegration into society. The Texas Department of Corrections, the Texas Board of Pardons and Paroles, and the administrators of halfway house facilities work together to this goal and the effective operation of the program.

In FY 86, the Board of Pardons and Paroles (BPP) submitted 451 inmates as candidates for the Pre-Parole Program, with 237 being transferred into community facilities. In FY 87, the BPP submitted 2,671 inmates as candidates, with 1,748 being transferred to community facilities. This represents an approximate increase of 600 percent for FY 87 in candidates initiated by the BPP, and an approximate

increase of 750 percent in participants transferred into the community by the Pre-Parole Program.

### COMMUNITY EDUCATION PROGRAM

The Community Education Program serves to inform and warn the public, particularly young people, of the dangers and consequences involved in poor decision making, illicit drug use and addiction, criminal behavior and subsequent incarceration. During school year 1986-87, the Community Education Program addressed a combined audience of 104,350. This number does not include those exposed to the program through printed and electronic media sources. Some of the objectives of this program are to:

- Combat drug and alcohol abuse through preventive education.
- Inform of the legal consequences of law breaking.
- Inform of losses of rights and privileges to felony offenders.
- Encourage positive behavior and healthy lifestyles.
- Promote favorable relations by educating the public about the Texas Department of Corrections.

The Community Education Program has joined forces with the Texas War on Drugs and Lions International in an effort to promote crime prevention and drug education throughout Texas. The program remains the largest outreach resource of Texas War on Drugs.

The Optimist Club of Texas has incorporated the Community Education Program in "C.H.I.C.K.E.N." anti-drug rallies as a means of educating elementary school children of the dangers of illegal drug use.

In March 1987, the Community Education Program was included with other TDC program operations to be phased out because of the current state of economy and subsequent budget cuts. However, favorable public response and the efforts of the Texas Department of Corrections and the Governor's Council on Criminal Justice has assured the continuation of the program. It is the objective of "Operation Kick-It" to expand its program in the future to meet the growing demand for preventive education.

#### School Year 1986-87

Presentation .....	483
Total Audiences .....	104,350
Schools .....	221
Adult and Juvenile Probation Departments .....	10
Colleges .....	5
Civic Groups .....	43

### SECURITY OPERATIONS

Security Operations is responsible for the physical security, procurement, budget, monitoring, and total staffing as it applies to the 28 units of the Texas Department of Corrections.

#### Physical Security

This program calls for ongoing monitoring and evaluation of the adequacy of existing security procedures, solicits input from unit officials concerning security-related problems, and reviews new security devices/equipment.

### Procurement

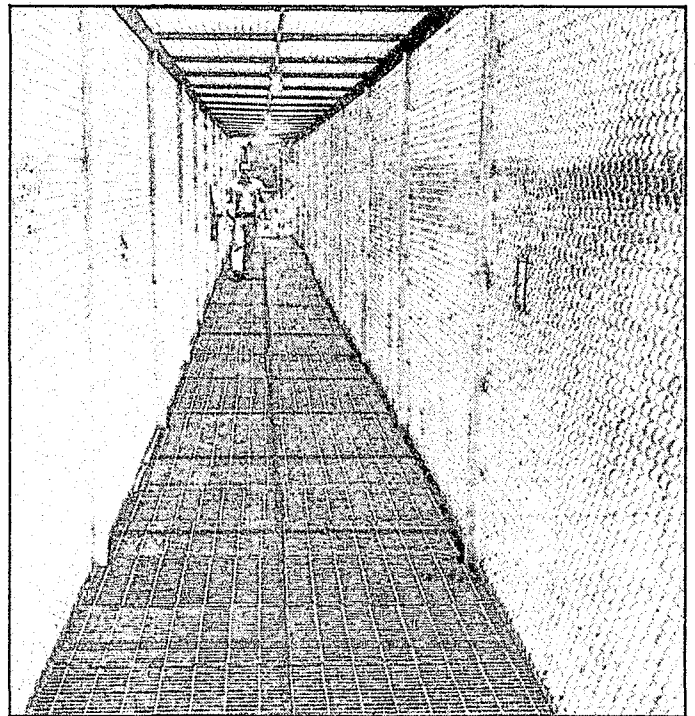
Procurement duties involve not only assessment of property needs of the units and headquarters' offices, but also its procurement, distribution and accountability/inventory.

### Budget

Budget responsibility includes forecasting budget requirements for the units within TDC, monitoring expenditures, approving line item purchases and preparing budget projections for all security-related matters within TDC.

### Staffing Analysis/Deployment

The duties for the Staffing Analysis/Deployment section include the establishment of priorities as to the allocation and deployment of correctional personnel on each unit based on existing court orders, sound correctional practices, and guidance from the TDC administration.



### OFFICE OF THE ADMINISTRATIVE MONITOR FOR THE USE OF FORCE/EMERGENCY ACTION CENTER

As the result of *Ruiz* litigation, the Office of the Administrative Monitor for the Use of Force was established in October 1984. It is comprised of nine employees and is divided into two functional areas; one which insures maintenance of the use of force reporting system and proper review of major force reports, and, the second, which is responsible for the operation of the Emergency Action Center.

Its primary responsibilities are to: (1) operate and maintain a comprehensive standard reporting system for use of force incidents, (2) initiate and maintain a standard system for reviewing and evaluating all reported major force incidents, and (3) document and notify the central administration of serious/unusual incidents as reported by the unit administrations.

Since October 1984, this department has processed over 14,000 major force reports and approximately 5,100 serious/unusual incident reports.

## SUNSET OFFICE

In recent years, a concept has emerged that forces legislators to evaluate the efficiency/effectiveness of state agencies and, where necessary, bring a "sunset" to inefficient and unnecessary government operations. Currently, 35 states have sunset laws. Texas' became effective in August 1977 and the Texas Department of Corrections entered into a two-year preparation for its first review at the outset of FY 1986 (9/85). The first year, a thorough analysis was made of every facet of TDC's operation. The second year (FY 87), TDC's Sunset Office monitored legislation in order to implement their recommendations and assisted in planning for its implementation. The Sunset Office staff responded to various legislative inquiries regarding TDC operations and assisted Management Services in different projects until their task was completed at the end of FY 87.

The Texas Department of Corrections will be subject to its next "sunset" review in FY 98.

## SAFETY / FIRE PREVENTION

The Occupational Safety and Health Department provides an important role in the working and living environment throughout TDC. Routine activities include safety inspections and accident/incident investigations. Fire prevention and training are ongoing to provide safe, clean, sound and secure conditions for inmates and employees. The department's primary objective is to maintain a safe and healthy place to work and live, and to decrease the number of accidents/incidents.

FY 1987 brought an increase in the accident rate. In FY 85, our rate was 8.2 percent; in FY 86, it was 7.9 percent; and with the increase in employee population and exposure, our rate for FY 87 was 8.0. With the training and proper reporting of accidents, we have seen a slight increase; however, this does not mean the program is failing, but is, in fact, starting to function as designed. With the training and reporting emphasis, we find more people taking an interest in the program, and thus a more accurate picture results.

Our future plans include a more in-depth use of our newly-acquired computer system, which will yield a better analysis of our accidents and enable us to assist the wardens in their endeavors to continue a safe and healthful place to work and live.

## FOOD SERVICE

Food Service includes administration, the Food Service Warehouse and the unit kitchens. The department has over 250 employees on 28 units and 10 trusty camps.

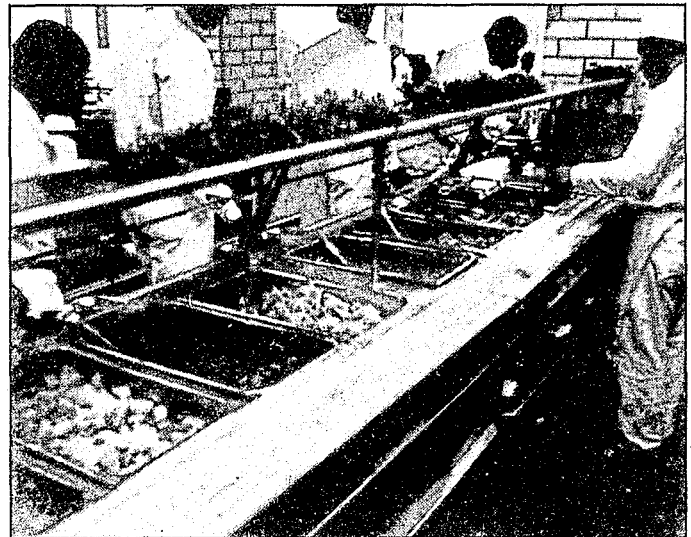
Food Service Administration, housed at the Wynne Food Service Warehouse, was reorganized for budgetary and organizational reasons. The administration oversees the total TDC food service program; all aspects of the budget, food and equipment procurement, personnel and policy originated at this level.

At the unit level, over 55 million cafeteria-style meals per year are prepared to feed the inmates and employees. For fiscal and security reasons, stainless trays, cups, bowls and pitchers were replaced this year with lexan plastic items.

This year saw the opening of 10 trusty camps and the new Michael Unit (2,250 beds). All food for each trusty camp is prepared in its small camp kitchen and each camp's 200 inmates eat cafeteria style in a relaxed, open dining environment. The regular prison inmates are fed cafeteria style, except for the administrative segregation inmates who are fed in their cells.

Numerous facilities are or will be undergoing remodeling and renovation between 1986-1990. Food Service Administration works directly with TDC Construction and the architects to design the kitchen facilities. A master design plan is being completed by Food Service to standardize TDC kitchen design throughout the system.

In the Central Region, four units are scheduled for remodeling, during which the Cook-Chill Program will be used. The Cook-Chill Program provides for Ellis II to be the Production Center—prepare all food, blast cool the food and transport to the unit being remodeled. The receiving unit uses special rethermalization ovens to reheat the food prior to serving. Eastham was the first unit to use Cook-Chill and Huntsville is scheduled as the second unit to utilize this process in late 1987.



The Food Service Warehouse is a 60,000-square-foot dry and cold storage warehouse. The warehouse handles the receiving, storage, and distribution of food to the unit kitchens. Unit kitchens call their grocery orders in weekly to the warehouse and TDC utilizes state-grown foods, USDA commodities and outside-purchase food. Food Service coordinates with Transportation to assure the weekly delivery of groceries to the units.

The department continues to develop its program started in 1986 for handling Food Service fixed assets. Two trailers have been installed at the Food Service Warehouse to provide an area where equipment can be repaired and redistributed to units where it can be used. This allows Food Service to replace items of capital equipment without expending capital dollars. Irreparable equipment is deleted and sold as scrap.

## LAUNDRY SERVICES

The Laundry Services Department employs 87 people—four in administration and 83 in laundry facilities on the units. The administrative office provides management support for unit facilities, procures and distributes repair parts and supplies, and plans for future budget and unit facility upgrade.

FY 87 brought several changes to the supply of inmate clothing. A clothes tagging system was fully implemented. The system includes labels and a special press to affix them on clothing. No less than four units received new equipment to increase or enhance their present production abilities, while other used equipment was transferred to units to augment their capabilities. Major renovation projects were started on the Wynne and Diagnostic units which will have a marked impact on their future capabilities.

Laundry Services offers an employee laundry program to eligible employees. All staff uniforms are laundered and pressed free of charge to the staff member. For a small fee, staff members can have a limited number of personal items laundered. The purpose of this program is to benefit the employee and provide a broader base of experience for those inmates participating in the laundry's on-the-job training program.

Total FY 87 production for the units was 27 tons of laundry. The average annual cost per inmate (excluding capital upgrade expenditures) was \$60.59, with an average of 3.80 pounds of laundry being processed each day per inmate.

A major management program was initiated during the year. Highlights are: production and distribution of a policy and procedures manual for all areas of operation; decrease in the hours of operation on most units; improved procurement procedures; and a tracking system to insure equipment is kept operational. To facilitate these projects, a computer-based accounting and data base system is being developed to allow automation of the procurement process, as well as greater cost and production analysis ability.

## WINDHAM SCHOOL SYSTEM

Quality academic, vocational, recreational and post-secondary programs are provided to the inmates in TDC through the Windham School System and the Continuing Education Division. Windham School System provides programs of basic literacy through the high school level which includes vocational as well as recreational training for eligible inmates. The Continuing Education Division offers academic and vocational post-secondary education programs which lead to associate, bachelor or master's degrees.

### WINDHAM ACADEMIC PROGRAMS

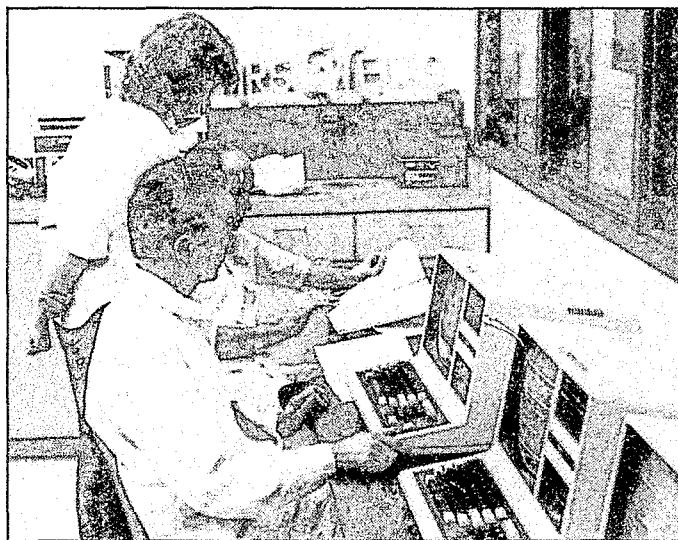
**Basic Academic** - Academic teachers instruct students in the areas of language arts, social studies, science, mathematics, health, physical education, music, art, and pre-release life skills. In addition, bilingual teachers work with inmates whose primary language is not English.

Classes are conducted on all prison units where inmates are permanently assigned. Inmates who achieve less than a fifth grade equivalency on a standardized test are required to attend school at least six hours per week. Others are

released from work to attend classes leading to the General Education Development (GED) certificate and/or high school diploma.

The academic curriculum operates on a 12-month scholastic calendar. Each student progresses through the various objectives of the curriculum at his own rate. An individualized instructional approach utilizing behavioral objectives for all areas of instruction is used. Student mastery of objectives rather than grades is the standard of success.

The traditional high school credit program is based on Carnegie units that apply toward graduation. The curriculum parallels the instructional program of the Texas high schools. Graduates must pass a Texas Education Assessment of Minimum Skills (TEAMS) exit test before receiving a diploma.



**Special Education for the Handicapped** - Classes in special education include the same areas of instruction as those offered in the basic academic program as well as supplemental instruction in functional living skills. All subject areas follow a curriculum guide which has specific objectives and evaluative criteria.

The Special Education Program has a multi-disciplinary team consisting of a special education teacher and a diagnostician or psychologist which assesses the student, and an admission, review, dismissal (ARD) committee which prescribes an individualized course of study for the student.

**Chapter 1 Compensatory Education** - The Chapter 1 Program, a federally-funded program, is designed to provide remedial instruction in the areas of mathematics and communication skills to supplement and support the academic program for inmates 20 years old or younger. The purpose of this program is to provide additional educational assistance for those students who are educationally disadvantaged because of social, economic and/or cultural factors.

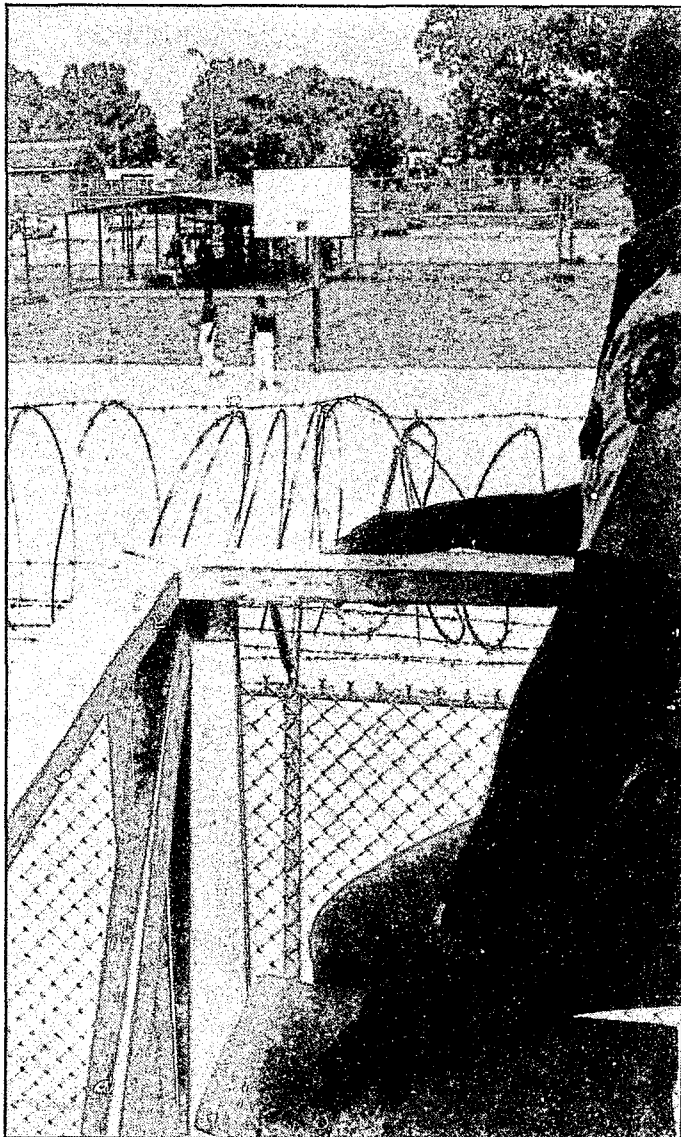
**Pre-Release Program** - The Pre-Release Program is designed to aid inmates of TDC in their transition from incarceration to re-entry into a free society. In the 1986-87 school year, 11,057 students were involved in the Pre-Release Program. Approximately 2,200 defensive driving certificates were earned, and 1,437 Social Security applications were made.

A multi-media approach to instruction is emphasized due to the wide range of ability levels among students in the program. Curriculum topics include self evaluation, employment, health, community resources, civic and legal responsibility, money management, drug and alcohol abuse, parole planning, defensive driving, and a preview of what the inmate may expect during the first 48 hours after his release from TDC.

### PHYSICAL EDUCATION AND RECREATIONAL PROGRAMS

The Windham Physical Education Program and the TDC Recreation Program are organized into one administrative entity within the Education Department. The primary function of the combined programs is to provide TDC inmates with time and opportunity for daily exercise on a planned and supervised basis.

Physical education classes provide for teacher-led instructions that emphasize knowledge, skill, and physical fitness. Recreational activities are normally self-directed and provide the inmate with time, space, and equipment for exercise and relaxation.



### WINDHAM VOCATIONAL PROGRAMS

Windham School System offers vocational training in over 30 different occupational fields. Student certification is based on the number of manipulative skills achieved and final examination scores. Students in some program areas are eligible for state licensure.

Trade areas offered include commercial cooking, diesel mechanics, drafting, graphic arts, industrial equipment repair, meat cutting, radiator repair, sheet metal, small engine repair, truck driving, vocational electronics, welding, business computer applications, plumbing, air conditioning and refrigeration, bricklaying, electrical trades, construction carpentry, and auto transmission.

Windham vocational shops and TDC industrial shops for on-the-job training provided the work experience for the 3,686 inmates who earned vocational certificates in 1986-87.

### SPECIAL PROGRAMS AND SERVICES

Special Programs and Services administers the libraries, testing, records, and data processing for all Windham campuses.

**Libraries** - The libraries operate in conjunction with TDC to support the educational programs and to provide reading materials for inmates. This is accomplished through purchased books, donations, newspaper and magazine subscriptions. Professional librarians in compliance with accreditation standards oversee the unit library operation, while Library Support Services in Windham Central Offices handles the purchasing, receiving, cataloging, processing and distribution of all reading materials.

**Testing, Records and Data Processing** - This department administers the inmate achievement and GED testing at each campus and achievement testing at Diagnostic. It also organizes graduation ceremonies which are held three times a year for graduates. Other areas of responsibility include the maintenance of all educational records, evaluation of transcripts for inmate education participation, evaluation of TDC educational participation for awarding good time and computerization of all education programs.

### CONTINUING EDUCATION PROGRAMS

The Division of Continuing Education through inter-agency agreement with six two-year and five four-year colleges and universities provides academic and vocational post-secondary educational opportunities to inmates in the TDC. Qualified inmates may work toward six types of associate degrees, four types of baccalaureate degrees and/or a master's degree.

In addition to the academic college programs, the Continuing Education Program conducts college level vocational classes on 18 TDC units using instructors from various junior colleges. These classes are six months in length. A certificate of completion and approximately 20 semester hours of college credit are earned upon satisfactory completion of a vocational course. Courses include such trades as drafting, sheet metal, auto body repair, welding, data processing, masonry, electronics, woodworking and graphic arts.

The Texas A&M University Engineering Extension Service offers four specialized training programs resulting in a certificate of completion for inmates successfully completing the

courses. The training courses which vary in length are boiler operator, electric lineman, heavy equipment operator and water/wastewater treatment, and are offered several times during the year.

Continuing Education also offers educational opportunities in 22 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 U.S. Department of Labor. Typical crafts such as graphic arts, machinist, data entry operator, butcher/meat packer, and truck and auto mechanics are offered.

The following is student enrollment information for programs in the Continuing Education Division during 1986-87.

Junior College Academic .....	9,463
Senior College Academic.....	1,085
Graduate College.....	68
Junior College Vocational .....	2,693
Apprenticeship Registration.....	1,062
Texas A&M University Extension Program.....	168

In addition, 296 associate and 42 baccalaureate degrees were conferred and 1,099 vocational, 92 journeyman and 130 Texas A&M University Extension certificates were awarded by the Continuing Education Division.

Included as a function of the Continuing Education Division is the Inmate Craft Store, which gives inmate artisans an outlet for their goods and also gives the visitors from the "free world" 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 requisitioning, installation, and maintenance of televisions, video cassette recorders and other communications systems located throughout the TDC, as well as the coordination of telecable services.

## ADMINISTRATIVE SERVICES

**Business** - Windham Business Office provides fiscal management services for Windham School System, Continuing Education Division and the TDC Recreation Program, which includes centralized purchasing, warehousing and shipping. The office also oversees the preparation and control of all educational budgets.

**Personnel** - The Personnel Department maintains all employee personnel files according to rules and regulations of the State Board of Education. In addition, the Personnel Department processes all Windham applications, provides orientation for new employees, oversees certification requirements and teaching permits and develops and implements all personnel policies.

## Goals and Objectives

The overall goal of the Windham School Program is to provide the opportunity for its students to acquire the academic and vocational skills necessary for any adult.

Windham School System's goal and objectives call for intellectual competence, economic and occupational competence, citizenship and political understanding and competence, physical and environmental health and safety, competence in personal and social relations, and creative and healthy use of leisure time in student development.

The Windham Physical Educational and TDC Recreation Program goals are to provide adequate programmatic and recreational opportunities that are required to meet court ordered stipulations and agreements, to assist unit personnel with the continued implementation of physical education curriculum revisions which meet TEA criteria, and to assist the various TDC departments in designing and equipping recreational facilities and implementing the out-of-cell program.

Effective implementation of a revised curriculum for communications and mathematics is the primary goal of the Curriculum Department for 1987-88.

The goals of the Special Education Department are to improve services available to the hearing and visually handicapped and to provide teachers additional training in serving the learning disabled and mentally retarded students.

Chapter 1 personnel plan to provide remedial instruction to students so that after 100 hours of instruction the participants will increase their proficiency in reading, mathematics and language by .3 of a grade level. In addition, the Principle of Alphabet Literacy System (PALS) is to be established at the Beto I Unit to work with students who have scored below 5.0 and need intensive assistance in language and reading skills.

The goals of the Testing and Records Department for 1987-88 include the continued microficheing of archived records, preparation for the administration of a new achievement test, assistance to Windham administration in updating their computerized student records, and revision of current computerized recordkeeping procedures for the Windham principal's offices.

Windham's School Library Support Services Department named complete automation processing of materials, ACA/ALA requirement satisfaction, and control of lost books as priorities for 1987-88.

The Continuing Education Divisions goals for 1987-88 include implementing Project RIO, which is a special program for short-term inmates, expanding and improving the On-the-Job Training Program, and increasing participation in the Apprenticeship Program.

Windham Personnel Department goals for 1987-88 include continued efforts to increase minority recruiting and hiring and more effectively meet employee needs. Additional goals include updating the new employee orientation process and improving the time frames for completing incoming applications.

## Accomplishments

During 1986-87, the Windham School System was visited by members of the Southern Association of Colleges and Schools (SACS) for the purpose of evaluation and reaccreditation by SACS. Twelve outside evaluators interviewed administrators, teachers and inmates, reviewed the internally

prepared self-study, records and procedures, and studied the instructional program to determine if the Windham School System was in compliance with the standards established for member schools. Windham was judged to have met and exceeded all of the requirements for continued accreditation by SACS.

During 1986-87, the Curriculum Department worked towards completion of the revision of the communications and mathematics curriculums. This major effort will bring these areas into compliance with the essential elements mandated by the Legislature for providers of public education in Texas.

Based on positive results achieved in a pilot effort, the bilingual program expanded the use of computer assisted instruction in the second language classroom. Twenty additional computers, each of which includes a synthesized voice component, were purchased for the bilingual program classrooms.

The Special Education Program served 1,839 students with handicapping conditions in 1986-87. Of those served 1,448 were classified as learning disabled, 330 were diagnosed as mentally retarded, 201 students received vocational training and 15 were involved in counseling services, orientation and mobility, and speech therapy.

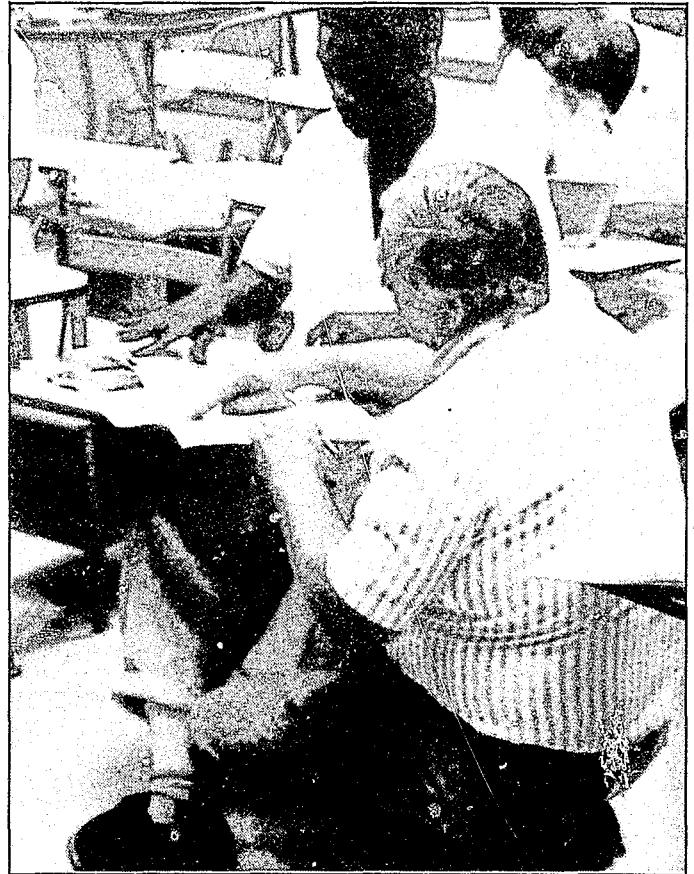
The Special Education Program also added microcomputers to supplement instruction, provided in-service training to personnel, produced a newsletter of department information, and provided specialized direction for personnel from a Special Education Advisory Committee related to the education of the handicapped.

During 1986-87, 984 students received Chapter 1 Compensatory Education services amounting to 72,258 hours of instruction. Standardized test scores indicated a .7 increase in grade level for student progress.

The Windham Vocational Department, during the 1986-87 school year, developed five competency-based curriculum guides in the areas of instructional home management, office clerical, dental laboratory aide, mill and cabinetmaking, and truck driving. All 36 competency-based vocational curriculum guides were processed by computer to allow for easy revision of the guides as changes in technology dictate.

The Physical Education and Recreation Department obtained adequate funding from state appropriations, E&R funds, and TEA funds to accomplish the goal of providing staffing, programming, facilities, equipment and supplies to meet inmate needs and court mandates. The department assisted with the equipping and maintenance of new facilities which now include 77 general population recreation yards, 46 gymnasiums, numerous administrative segregation recreation areas, and 10 new trusty camps.

A highly structured physical education program on 19 campuses was designed to include all the required essential elements through basic skills and team sports classes. During the year, 46 inter-unit sports tournaments were held with an estimated 2,000 inmates participating in basketball, volleyball, softball, handball, powerlifting, badminton, and aerobic activities.



The Testing Department archived over 18,000 student records, microfiched over 98 file drawers of previously archived records, handled over 19,000 student records, processed 2,500 GED and 19 high school graduates, processed answer sheets for 4,076 GED test batteries and 44,547 achievement tests, piloted and implemented computerized recordkeeping procedures for unit college records, achieved a downloading process for obtaining computer information from the TDC mainframe computer to load on Windham's microcomputers, began a procedure for storing and manipulating centralized computer records generated at the unit level, and completed the first year of computer attendance accounting.

In the Business Office, controls and management information systems implemented in 1986-87 have resulted in a net increase of only \$47,000 in expenditures while student average daily attendance increased 363.92. In addition, the educational cost per inmate for 1986-87 decreased by \$104 while programs were maintained at the same or higher levels as the previous years.

During 1986-87, the Personnel Department computerized the employee professional development records and appraisal and career ladder information, conducted new employee orientation for 78 new employees, compiled evaluation results on the new teacher appraisal system, and processed approximately 471 employment applications. Of the 78 new employees hired, 12 percent were minorities.

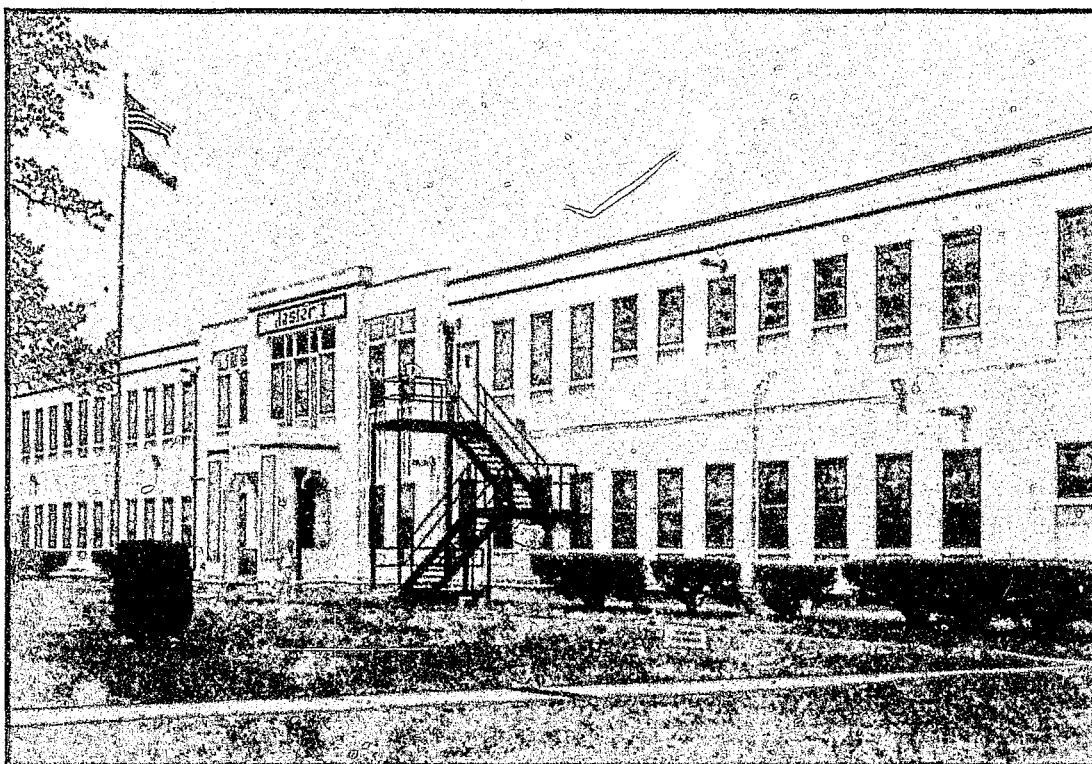
# Windham School System Combined Balance Sheet

As of August 31, 1987 Estimated  
(With Comparative Totals - Period Ended August 31, 1986)

Assets	Windham School System		Totals	
	Regular	Special	1987	1986
Current Assets:				
Cash on Hand and in Banks	226,805.40	36,416.81	263,222.21	218,098.04
Investments -				
Certificates of Deposit	5,250,000.00		5,250,000.00	2,900,000.00
Accounts Receivable				
Texas Education Agency		247,948.38	247,948.38	164,061.14
Other				3,848.63
Intrafund	164,368.97	2,059.00	166,427.97	5,304.95
Interfund				1,670.73
Accrued Interest Receivable	26,990.41		26,990.41	2,264.37
Inventories -				
School Supplies	147,565.71	23,712.57	171,278.28	213,029.23
Prepaid Expenses	1,017.16		1,017.16	
<b>Total Assets</b>	<b>5,816,747.65</b>	<b>310,136.76</b>	<b>6,126,884.41</b>	<b>3,508,277.09</b>
Liabilities and Fund Equity				
Current Liabilities:				
Accounts payable -				
Trade	38,732.72	88,470.75	127,203.47	33,255.25
Intrafund	2,059.00	164,368.97	166,427.97	14,468.40
Interfund	30,933.13		30,933.13	5,602.58
Unearned State & Fed. Grants		33,584.47	33,584.47	206,656.03
<b>Total Liabilities</b>	<b>71,724.85</b>	<b>286,424.19</b>	<b>358,149.04</b>	<b>259,982.26</b>
Fund Equity:				
Fund Balances Reserved For -				
Encumbrances	124,550.00		124,550.00	18,663.83
Inventories & Prepaid				
Expense	148,582.87	23,712.57	172,295.44	213,029.23
Unreserved - Undesignated	5,471,889.93		5,471,889.93	3,016,601.77
<b>Total Fund Equity</b>	<b>5,745,022.80</b>	<b>23,712.57</b>	<b>5,768,735.37</b>	<b>3,248,294.83</b>
<b>Total Liabilities and Fund Equity</b>	<b>5,816,747.65</b>	<b>310,136.76</b>	<b>6,126,884.41</b>	<b>3,508,277.09</b>

# TDC UNITS

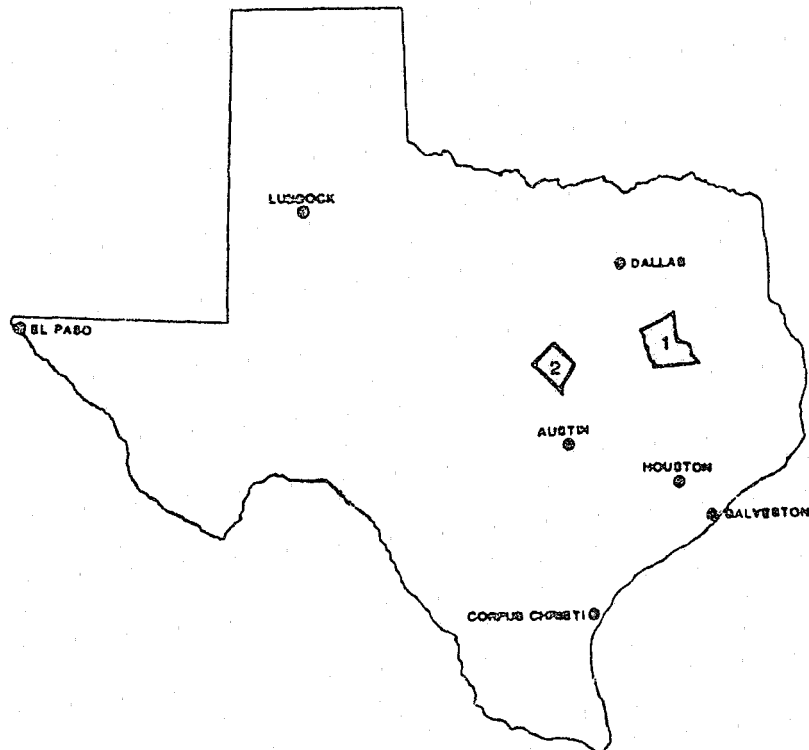
BETO I	BETO II
CENTRAL	CLEMENS
COFFIELD	DARRINGTON
DIAGNOSTIC	EASTHAM
ELLIS I	ELLIS II
FERGUSON	GATESVILLE
GOREE	HILLTOP
HUNTSVILLE	JESTER I
JESTER II	JESTER III
MICHAEL	MOUNTAIN VIEW
PACK I	PACK II
RAMSEY I	RAMSEY II
RAMSEY III	RETRIEVE
TDC HOSPITAL	WYNNE



## NORTHERN REGION COUNTIES

1. ANDERSON
2. CORYELL

BETO I  
BETO II  
COFFIELD  
GATESVILLE  
HILLTOP  
MICHAEL  
MOUNTAIN VIEW



MARSHALL HERKLOTZ  
REGIONAL DIRECTOR

**Unit:** Beto I

**Date Established:** 1980

**Location:** 6 miles south of Tennessee Colony on FM 645 in Anderson County

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

**Telephone:** (214) 928-2217, 18 or 2225

**Custody Level:** All levels

**Inmate Population:** (8-31-87) 3,138

**Trusty Camp Population:** (8-31-87) 198

**Unit Capacity:** (8-31-87) 3,416

**Trusty Camp Capacity:** (8-31-87) 200

**Number of Employees:** (8-31-87) 1,097

**Approx. Acreage:** 3,774

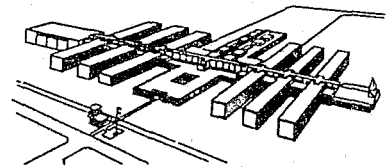
**Agricultural Operations:** Livestock, field crops, rabbit production, hog feeder slab

**Industrial Operations:** Metal Sign Factory

**Special Operations:** Mentally Retarded Offender Program for males, Regional Medical Facility.

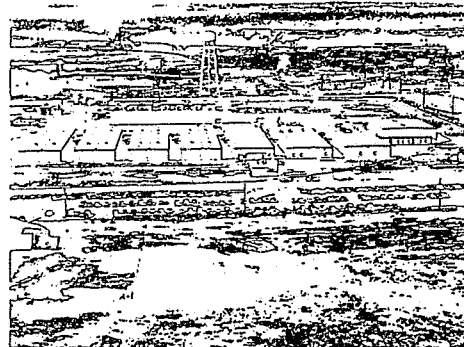
**Construction Operations:** On-going master construction project, concrete products plant

**Warden:** Terry L. Terrell



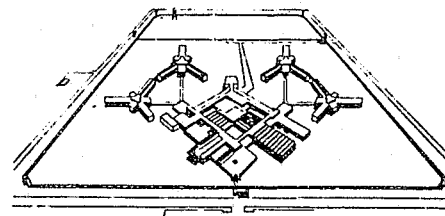
**Unit:** Beto II  
**Date Established:** 1982  
**Location:** 10 miles west of Palestine on FM 645 in Anderson County  
**Mailing Address:** Rt. 2, Box 250, Palestine, Tx. 75801  
**Telephone:** (214) 723-5074, 75 or 76  
**Custody Level:** Recidivists, minimum custody  
**Inmate Population:** (8-31-87) 1,059  
**Unit Capacity:** (8-31-87) 1,073  
**Number of Employees:** (8-31-87) 279  
**Approx. Acreage:** 1,866  
**Agricultural Operations:** Fence building, hot house, dog kennels  
**Industrial Operations:** Records conversion facility, bus repair facility

**Warden:** Michael Countz



**Unit:** Coffield  
**Date Established:** 1965  
**Location:** 5 miles southwest of Tennessee Colony off FM 2054 in Anderson County  
**Mailing Address:** Rt. 1 Box 150, Tennessee Colony, Tx. 75861  
**Telephone:** (214) 928-2211, 12 or 2233  
**Custody Level:** First offenders, and recidivists, all custodies (designated maximum security unit)  
**Inmate Population:** (8-31-87) 2,855  
**Unit Capacity:** (8-31-87) 3,000  
**Number of Employees:** (8-31-87) 876  
**Approx. Acreage:** 17,300  
**Agricultural Operations:** Livestock, field crops, edible crops, feed lot, feed mill, meat packing plant, hog feeder slab, sawmill, poultry house  
**Industrial Operations:** Records Conversion Facility, Metal Fabrication Plant, Dump Bed Body Factory

**Warden:** Jimmy Alford



**Unit:** Gatesville  
**Date Established:** 1980  
**Location:** 3 miles north of Gatesville on Highway 36 in Coryell County  
**Mailing Address:** 1401 State School Road, Gatesville, Tx. 76599  
**Telephone:** (817) 865-8431  
**Custody Level:** Female reception center, all classifications and custody levels  
**Inmate Population:** (8-31-87) 1,000  
**Unit Capacity:** (8-31-87) 1,132  
**Trusty Camp Population:** (8-31-87) 154  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 512  
**Approx. Acreage:** 1,244  
**Agricultural Operations:** None  
**Industrial Operations:** Garment Factory  
**Special Operations:** All 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. Regional medical facility.

**Warden:** Susan Cranford



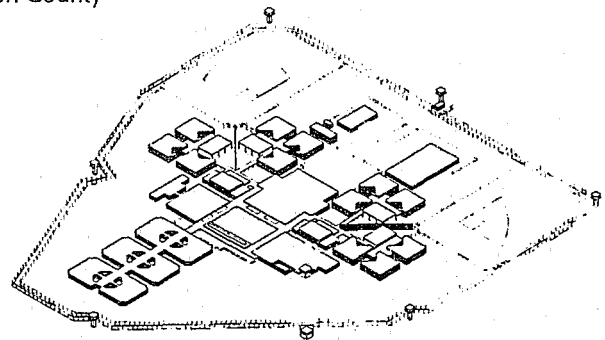
**Unit:** Hilltop, Sycamore Camp  
**Date Established:** 1981  
**Location:** 3 miles north of Gatesville on Highway 36 in Coryell County  
**Mailing Address:** 1500 State School Road, Gatesville, Tx. 76598  
**Telephone:** (817) 865-8901  
**Custody Level:** Younger first and second offenders, minimum custody  
**Inmate Population:** (8-31-87) 1,225  
**Unit Capacity:** (8-31-87) 1,264  
**Number of Employees:** (8-31-87) 468  
**Approx. Acreage:** 1,240  
**Agricultural Operations:** Field crops, edible crops, horse breeding  
**Industrial Operations:** Garment Factory  
**Construction Operations:** Satellite headquarters for Northern Area Maintenance

**Warden:** Jerry Gunnels



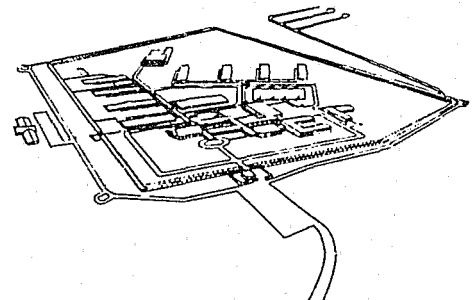
**Unit:** Mark W. Michael  
**Date Established:** 1987  
**Location:** 5 miles southwest of Tennessee Colony off FM 2054 in Anderson County  
**Mailing Address:** P.O. Box 4500, Tennessee Colony, Tx. 75861  
**Telephone:** (214) 928-2311  
**Custody Level:** All classifications and custody levels  
**Inmate Population:** (8-31-87) 1,184  
**Unit Capacity:** (8-31-87) 2,250  
**Number of Employees:** (8-31-87) 620  
**Approx. Acreage:** 17,300 (shared with Coffield Unit)  
**Agricultural Operations:** Meat Packing Plant  
**Industrial Operations:** none

**Warden:** Jack Garner



**Unit:** Mountain View  
**Established:** 1975  
**Location:** 4 miles north of Gatesville on FM 215 in Coryell County  
**Mailing Address:** Rt. 4, Box 800, Gatesville, Tx. 76528  
**Telephone:** (817) 865-7226, or 27  
**Custody Level:** Female first offenders, all custodies and medical classes, women's psychiatric facility, death row  
**Inmate Population:** (8-31-87) 608  
**Unit Capacity:** (8-31-87) 823  
**Number of Employees:** (8-31-87) 331  
**Approx. Acreage:** 97  
**Agricultural Operations:** None  
**Industrial Operations:** Braille reproduction, records conversion  
**Special Operations:** Only females are housed on the unit. Pre-Release for females is located on this unit.

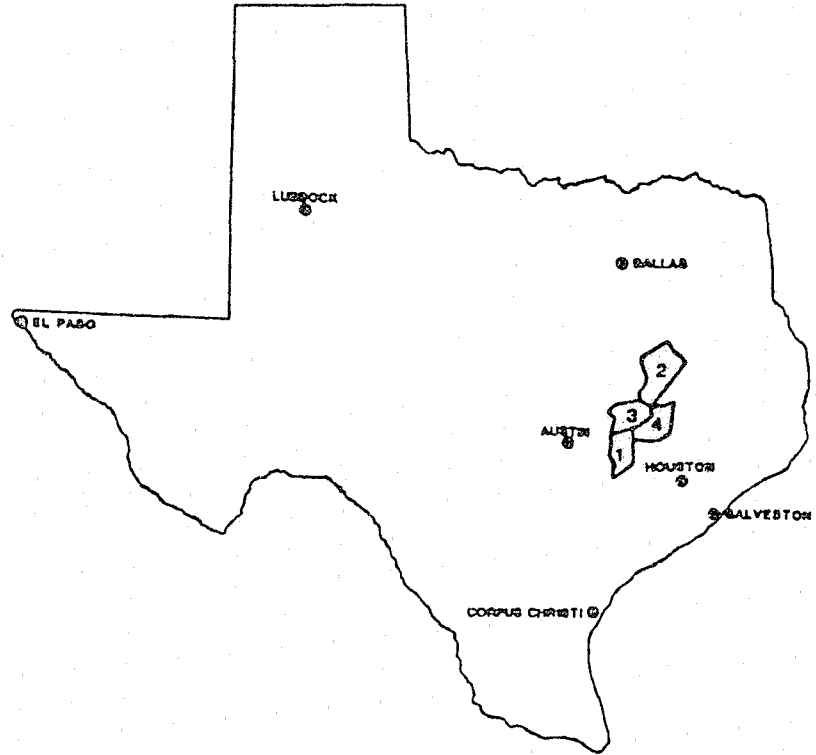
**Warden:** Catherine M. Craig



## CENTRAL REGION COUNTIES

1. GRIMES
2. HOUSTON
3. MADISON
4. WALKER

DIAGNOSTIC  
EASTHAM  
ELLIS I  
ELLIS II  
FERGUSON  
GOREE  
HUNTSVILLE  
PACK I  
PACK II  
WYNNE



WAYNE SCOTT  
REGIONAL DIRECTOR

**Unit:** Diagnostic

**Date Established:** 1964

**Location:** 1 mile north of Huntsville on FM 247 in Walker County

**Mailing Address:** P.O. Box 100, Huntsville, Tx. 77340

**Telephone:** (409) 295-5768

**Custody Level:** Primary reception center for males, minimum security inmates maintain facilities

**Inmate Population:** (8-31-87) 1,036

**Unit Capacity:** (8-31-87) 961

**Number of Employees:** (8-31-87) 377

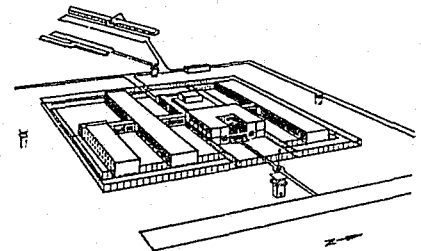
**Approx. Acreage:** 50

**Agricultural Operations:** None

**Industrial Operations:** None

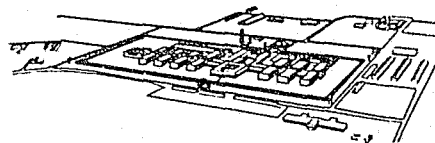
**Special Operations:** All male inmates are tested and classified at the unit before transferred to their permanent unit.

**Warden:** Billy R. Ware



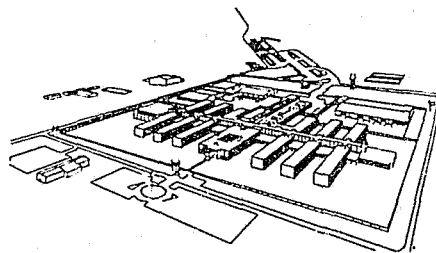
**Unit:** Eastham  
**Date Established:** 1917  
**Location:** 13 miles west of Trinity on FM 230 in Houston County  
**Mailing Address:** P.O. Box 16, Lovelady, Tx. 75851  
**Telephone:** (409) 636-7646, 48 or 7321  
**Custody Level:** Recidivists, all custodies (designated maximum security unit)  
**Inmate Population:** (8-31-87) 1,959  
**Unit Capacity:** (8-31-87) 2,050  
**Trusty Camp Population:** (8-31-87) 195  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 696  
**Approx. Acreage:** 13,073  
**Agricultural Operations:** Field crops, edible crops, livestock, dairy, gin, feedmill, poultry house, hog operation, feeder slab, brooder slab  
**Industrial Operations:** Garment Factory

**Warden:** George Waldron



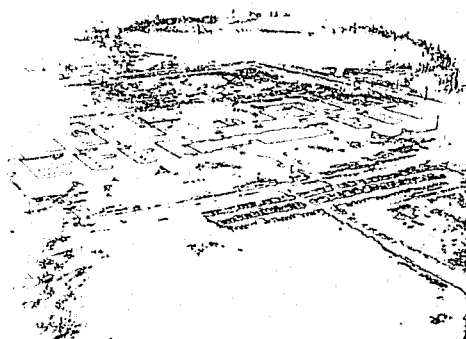
**Unit:** Ellis I  
**Date Established:** 1917  
**Location:** 12 miles north of Huntsville on FM 980 in Walker County  
**Mailing Address:** Huntsville, Tx. 77343  
**Telephone:** (409) 295-5756, or 57  
**Custody Level:** Older recidivists, all custodies, death row (designated maximum security unit)  
**Inmate Population:** (8-31-87) 2,055  
**Unit Capacity:** (8-31-87) 2,253  
**Trusty Camp Population:** (8-31-87) 175  
**Trusty Camp Capacity:** 181  
**Number of Employees:** (8-31-87) 679  
**Approx. Acreage:** 11,672  
**Agricultural Operations:** Field crops, edible crops, livestock, gin, farrowing barn  
**Industrial Operations:** Dental lab, Woodworking Shop, Shoe Factory, Bus Repair Facility  
**Special Operations:** Male death row inmates are housed at the unit.  
**Construction Operations:** Headquarters for Central Area Maintenance, Central Area Region and Safety Office.

**Warden:** Jerry Peterson



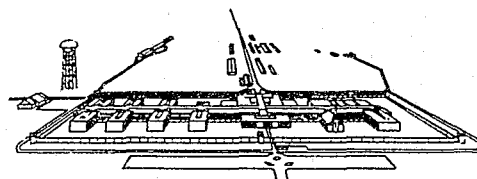
**Unit:** Ellis II  
**Date Established:** 1983  
**Location:** 10 miles north of Huntsville on FM 980 in Walker County  
**Mailing Address:** Huntsville, Tx. 77340  
**Telephone:** (409) 291-4200  
**Custody Level:** First offenders and recidivists, adult medical and mental health patients  
**Inmate Population:** (8-31-87) 1,829  
**Unit Capacity:** (8-31-87) 1,911  
**Trusty Camp Population:** (8-31-87) 195  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 890  
**Approx. Acreage:** 7,007  
**Agricultural Operations:** Stocker cattle, land clearing, field crops  
**Industrial Operations:** Textile Mill  
**Special Operations:** Medical and Mental Health Treatment Center

**Warden:** Randy McLeod



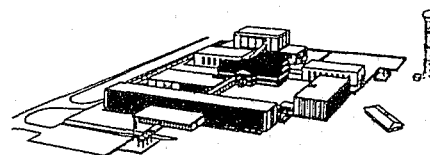
**Unit:** Ferguson  
**Date Established:** 1962  
**Location:** 20 miles northeast of Huntsville on FM 247 in Madison County  
**Mailing Address:** Rt. 2 Box 20, Midway, Tx. 75852  
**Telephone:** (409) 348-3751  
**Custody Level:** First offenders, all custodies (designated a maximum security unit)  
**Inmate Population:** (8-31-87) 2,139  
**Unit Capacity:** (8-31-87) 2,590  
**Trusty Camp Population:** (8-31-87) 186  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 751  
**Approx. Acreage:** 4,355  
**Agricultural Operations:** Field crops, edible crops, livestock, swine  
**Industrial Operations:** Mop and Broom Factory  
**Special Operations:** Headquarters for Central Area Construction

**Warden:** Wesley Warner



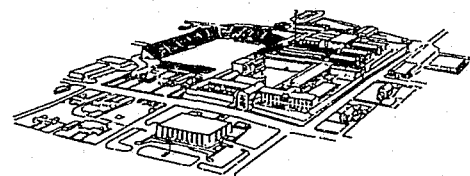
**Unit:** Goree  
**Date Established:** 1900  
**Location:** 4 miles south of Huntsville on Highway 75 in Walker County  
**Mailing Address:** P.O. Box 38, Huntsville, Tx. 77344  
**Telephone:** (409) 295-6331, or 295-0386  
**Custody Level:** Secondary inmate reception, minimum security inmates maintain facilities  
**Inmate Population:** (8-31-87) 873  
**Unit Capacity:** (8-31-87) 1,081  
**Number of Employees:** (8-31-87) 346  
**Approx. Acreage:** 889  
**Agricultural Operations:** Horse breeding  
**Industrial Operations:** None  
**Special Operations:** None

**Warden:** Richard Fortenberry



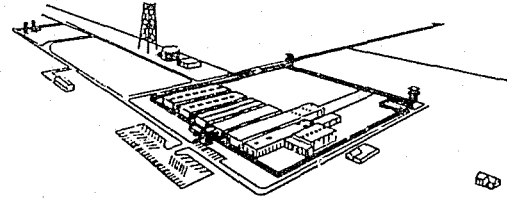
**Unit:** Huntsville  
**Date Established:** 1849  
**Location:** 815 12th St., Huntsville, Walker County  
**Mailing Address:** P.O. Box 99, Huntsville, Tx. 77340  
**Telephone:** (409) 295-6371  
**Custody Level:** First offenders and recidivists, all custodies and medical classes  
**Inmate Population:** (8-31-87) 1,910  
**Unit Capacity:** (8-31-86) 2,155  
**Number of Employees:** (8-31-86) 620  
**Approx. Acreage:** 140  
**Agricultural Operations:** None  
**Industrial Operations:** Prison Store, Textile Mill, Mechanical Department, Print Shop  
**Special Operations:** Regional Medical Facility, Prison Rodeo Arena, Windham Media Center  
**Construction Operations:** Headquarters for the Construction Department, Maintenance Warehouse operations

**Warden:** Jack B. Pursley



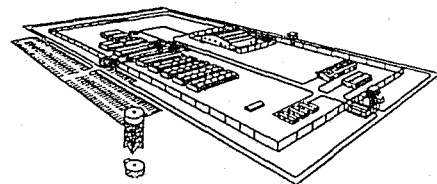
**Unit:** Pack I  
**Established:** 1982  
**Location:** 5 miles southwest of Navasota on FM 1227 in Grimes County  
**Mailing Address:** Rt. 3 Box 300, Navasota, Tx. 77868  
**Telephone:** (409) 825-3728  
**Custody Level:** First offenders and recidivists, minimum custody  
**Inmate Population:** (8-31-87) 1,064  
**Unit Capacity:** (8-31-87) 1,066  
**Number of Employees:** (8-31-87) 303  
**Approx. Acreage:** 4,000  
**Agricultural Operations:** Field crops, edible crops, livestock  
**Industrial Operations:** None

**Warden:** Bobby D. Morgan



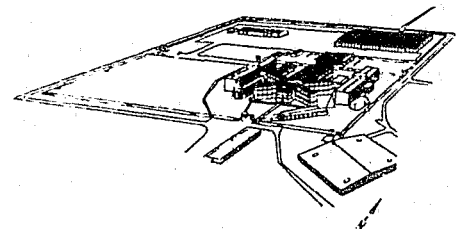
**Unit:** Pack II  
**Established:** 1982  
**Location:** 10 miles southwest of Navasota on Highway 2 in Grimes County  
**Mailing Address:** Rt. 1, Box 1000, Navasota, Tx. 77868  
**Telephone:** (409) 825-7547 or 48  
**Custody Level:** First offenders and younger recidivists, minimum custody  
**Inmate Population:** (8-31-87) 1,316  
**Unit Capacity:** (8-31-87) 1,334  
**Number of Employees:** (8-31-87) 276  
**Approx. Acreage:** 2,090  
**Agricultural Operations:** Field crops, edible crops, livestock  
**Industrial Operations:** Stainless Steel Factory

**Warden:** Kenneth Hughes



**Unit:** Wynne  
**Established:** 1937  
**Location:** FM 2821 in Walker County  
**Mailing Address:** Huntsville, Tx. 77349  
**Telephone:** (409) 295-9126, 27 or 28  
**Custody Level:** First offenders and recidivists, all custodies  
**Inmate Population:** (8-31-87) 2,180  
**Unit Capacity:** (8-31-87) 2,300  
**Trusty Camp Population:** (8-31-87) 190  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 876  
**Approx. Acreage:** 1,433  
**Agricultural Operations:** Field crops, edible crops, livestock, dairy, Baylor 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  
**Special Operations:** Windham School System's administrative offices and warehouse are located at the unit. The Laundry administrative offices are also located on the unit.  
**Construction Operations:** Office operations for the in-house construction department.

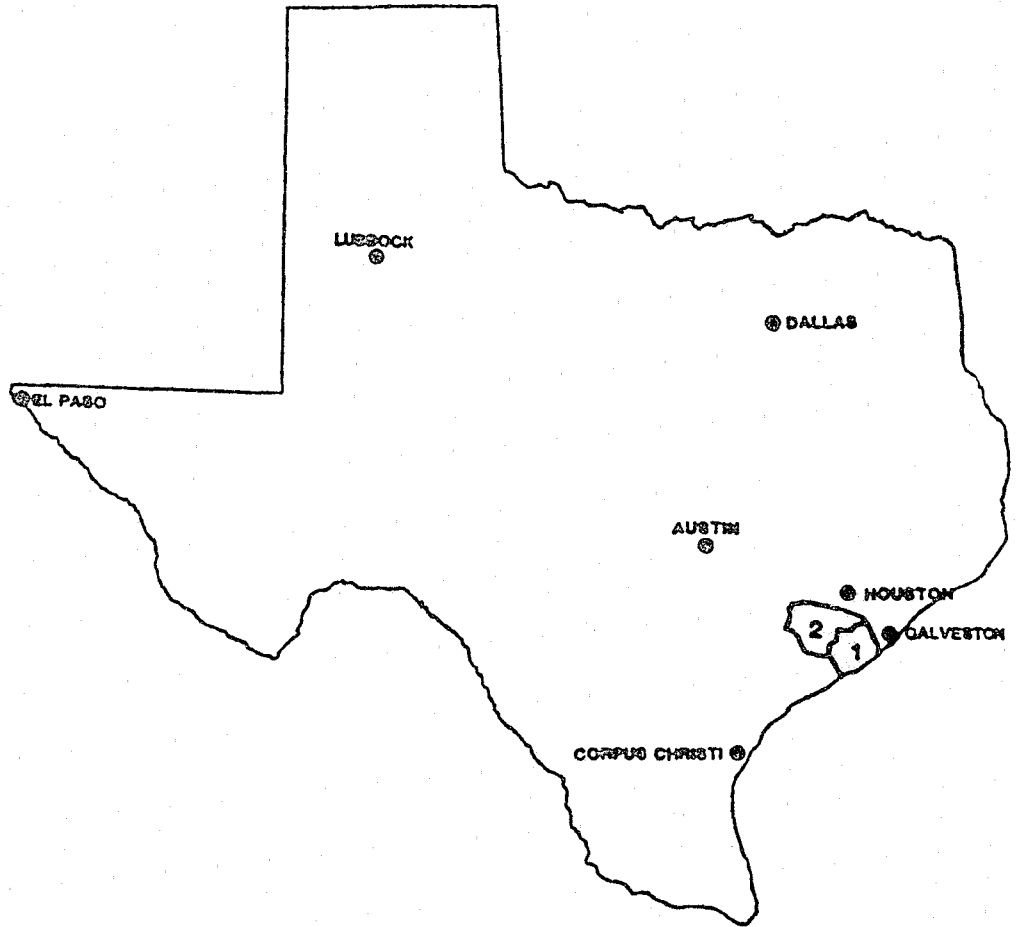
**Warden:** Lester Beaird



# SOUTHERN REGION COUNTIES

1. BRAZORIA
2. FORT BEND

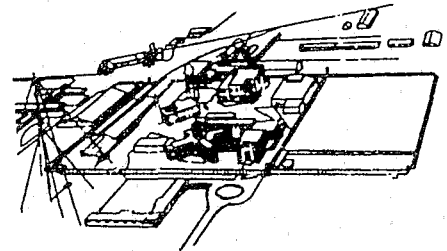
CENTRAL  
CLEMENS  
DARRINGTON  
JESTER I, II, & III  
RAMSEY I, II, & III  
RETRIEVE  
TDC HOSPITAL



MICHAEL MOORE  
REGIONAL DIRECTOR

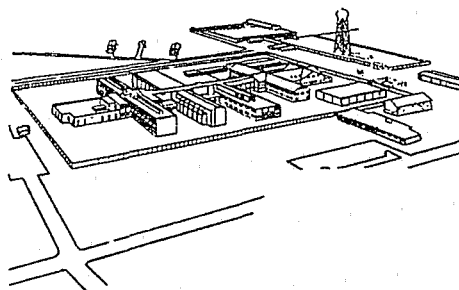
**Unit:** Central  
**Date Established:** 1908  
**Location:** 2 miles south of Sugar Land on Highway 90A in Fort Bend County  
**Mailing Address:** One Circle Drive, Sugar Land, Tx. 77478  
**Telephone:** (713) 491-2146  
**Custody Level:** First offenders, minimum custody  
**Inmate Population:** (8-31-87) 916  
**Unit Capacity:** (8-31-87) 932  
**Number of Employees:** (8-31-87) 291  
**Approx. Acreage:** 4,459  
**Agricultural Operations:** Field crops, edible crops, livestock, Central Agricultural Commissary, Central Agricultural Administrative Offices, canning plant, veterinary clinic, combine operations  
**Industrial Operations:** Soap and detergent factory, transportation warehouse  
**Special Operations:** Central Industrial Distribution Warehouse  
**Construction Operations:** Headquarters for Southern Area construction activities

**Warden:** Lephew Jenkins



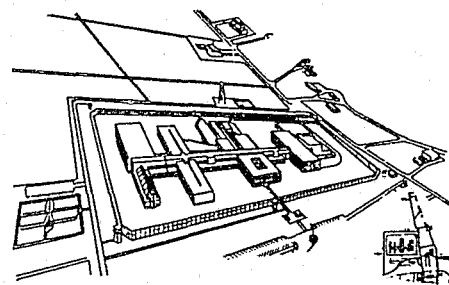
**Unit:** Clemens  
**Date Established:** 1901  
**Location:** 5 miles south of Brazoria on Highway 36 in Brazoria County  
**Mailing Address:** Rt. 1, Box 1077, Brazoria, Tx. 77422  
**Telephone:** (409) 798-2188, or 89  
**Custody Level:** Second offenders, all custody levels  
**Inmate Population:** (8-31-87) 1,014  
**Unit Capacity:** (8-31-87) 1,091  
**Trusty Camp Population:** (8-31-87) 181  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 341  
**Approx. Acreage:** 8,116  
**Agricultural Operations:** Field crops, livestock, grain dryer  
**Industrial Operations:** None

**Warden:** David Moya



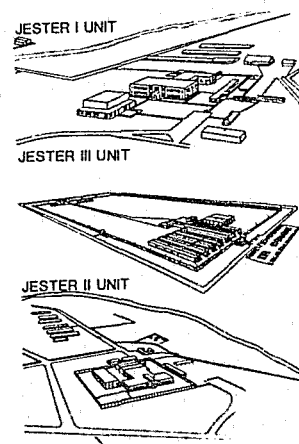
**Unit:** Darrington  
**Date Established:** 1918  
**Location:** 4 miles north of Rosharon on FM 521 in Brazoria County  
**Mailing Address:** Rt. 3, Box 59, Rosharon, Tx. 77583  
**Telephone:** (713) 595-3434, or 3320  
**Custody Level:** Younger second offenders, all custody levels (designated maximum security unit)  
**Inmate Population:** (8-31-87) 1,642  
**Unit Capacity:** (8-31-87) 1,779  
**Trusty Camp Population:** (8-31-87) 191  
**Trusty Camp Capacity:** (8-31-87) 200  
**Number of Employees:** (8-31-87) 618  
**Approx. Acreage:** 6,770  
**Agricultural Operations:** Field crops, edible crops, livestock, poultry layer operation  
**Industrial Operations:** Tire Recapping Plant  
**Construction Operations:** Major construction project and concrete batch plant operations.

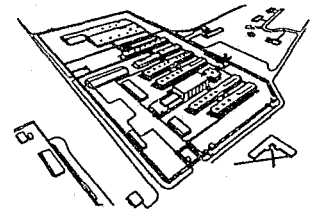
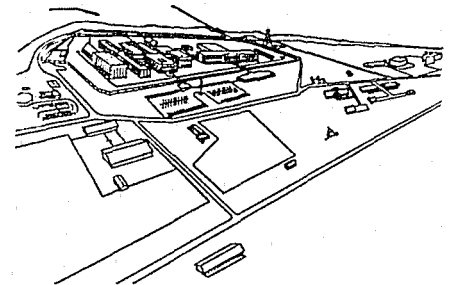
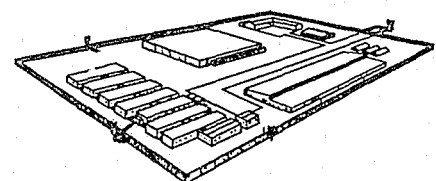
**Warden:** Keith Price



**Unit:** Jester I, II and III  
**Date Established:** Jester I and II, 1885; Jester III, 1982  
**Location:** 4 miles east of Richmond on Highway 90A in Fort Bend County  
**Mailing Address:** Rt. 2, Richmond, Tx. 77469  
**Telephone:** (713) 277-7000  
**Custody Level:** Jester I, first offenders and recidivists, pre-release, minimum custody; Jester II, first offenders and young recidivists, minimum custody; Jester III, recidivists, minimum custody  
**Inmate Population:** (8-31-87) Jester I, 390; Jester II, 421; Jester III, 1,008  
**Unit Capacity:** (8-31-87) Jester I, 448; Jester II, 431; Jester III, 1,034  
**Number of Employees:** (8-31-87) Jester I, 147; Jester II, 126; Jester III, 292  
**Approx. Acreage:** 5,012  
**Agricultural Operations:** Field crops, edible crops, livestock, dairy, poultry house  
**Special Operations:** Pre-release program for males is located at Jester I. Paraplegics are housed at Jester III.

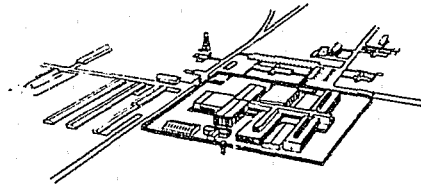
**Warden:** Morris M. Jones



**Unit: Ramsey I****Date Established:** 1908**Location:** 4 miles west of FM 521 on FM 655 in Brazoria County**Mailing Address:** Rt. 4, Box 1100, Rosharon, Tx. 77583**Telephone:** (713) 595-3491, 92 or 93**Custody Level:** Recidivists, mostly minimum**Inmate Population:** (8-31-87) 1,375**Unit Capacity:** (8-31-87) 1,640**Number of Employees:** (8-31-87) 471**Approx. Acreage:** 16,844 (shared with Ramsey II and III)**Agricultural Operations:** Field crops, edible crops, livestock, dairy, dehydrator, gin**Industrial Operations:** Furniture Refinishing Plant, Operations Center for portable buildings crew**Construction Operations:** Headquarters for Southern Area Maintenance**Warden:** James A. Shaw, Jr.**Unit: Ramsey II****Date Established:** 1908**Location:** 4 miles west of FM 521 on FM 655 in Brazoria County**Mailing Address:** Rt. 4 Box 1200, Rosharon, Tx. 77583**Telephone:** (713) 595-3413 or 14**Custody Level:** Recidivists, mostly minimum custody**Inmate Population:** (8-31-87) 930**Unit Capacity:** (8-31-87) 963**Number of Employees:** (8-31-87) 351**Approx. Acreage:** 16,844 (shared with Ramsey I and III)**Agricultural Operations:** Field crops, edible crops, livestock**Industrial Operations:** None**Warden:** Michael Wilson**Unit: Ramsey III****Date Established:** 1983**Location:** 4 miles west on FM 521 on FM 655 in Brazoria County**Mailing Address:** Rt. 4, Box 1300, Rosharon, Tx. 77583**Telephone:** (713) 595-3481 or 82**Custody Level:** Recidivists, minimum custody**Inmate Population:** (8-31-87) 1,287**Unit Capacity:** (8-31-87) 1,292**Trusty Camp Population:** (8-83-87) 177**Trusty Camp Capacity:** (8-31-87) 200**Number of Employees:** (8-31-87) 409**Approx. Acreage:** 16,844 (shared with Ramsey I and II)**Agricultural Operations:** Field crops, edible crops, canning plant**Industrial Operations:** None**Special Operations:** Regional medical facility**Warden:** Arthur Velasquez

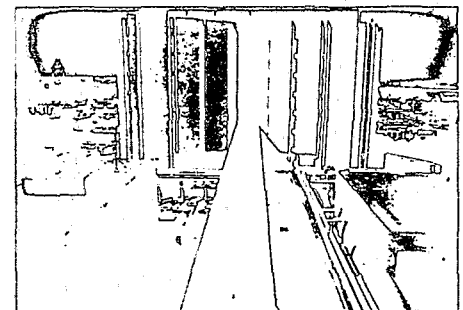
**Unit:** Retrieve  
**Date Established:** 1918  
**Location:** 8 miles south of Angleton on Walker Street in Brazoria County  
**Mailing Address:** Rt. 4, Box 1500, Angleton, Tx. 77515  
**Telephone:** (409) 849-9306  
**Custody Level:** Recidivists, all custodies (designated maximum security unit)  
**Inmate Population:** (8-31-87) 889  
**Unit Capacity:** (8-31-87) 919  
**Number of Employees:** (8-31-87) 307  
**Approx. Acreage:** 6,754  
**Agricultural Operations:** Field crops, edible crops, livestock, dairy  
**Industrial Operations:** None

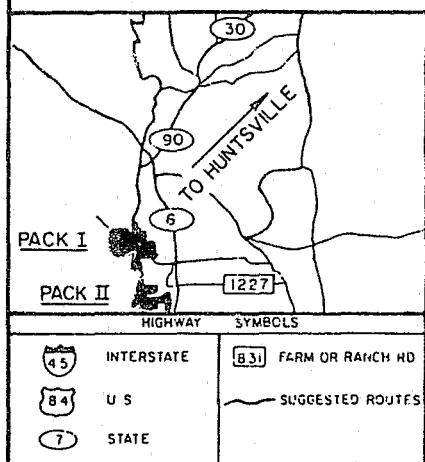
**Warden:** Bobby Crawford



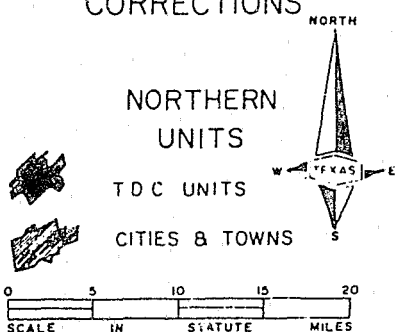
**Unit:** TDC Hospital at Galveston  
**Date Established:** 1983  
**Location:** East side of John Sealy Hospital, on Strand Street, Galveston County  
**Mailing Address:** P.O. Box 48 Sub Station #1, Galveston, Tx. 77550  
**Telephone:** (409) 761-2875, 6106 or 07  
**Custody Level:** All levels (transient)  
**Inmate Population:** (8-31-87) 83  
**Unit Capacity:** (8-31-87) 24 permanently assigned  
**Number of Employees:** (8-31-87) 209  
**Special Operations:** Inmates requiring specialized treatment, major surgery or acute care are treated here.

**Warden:** Fred Becker



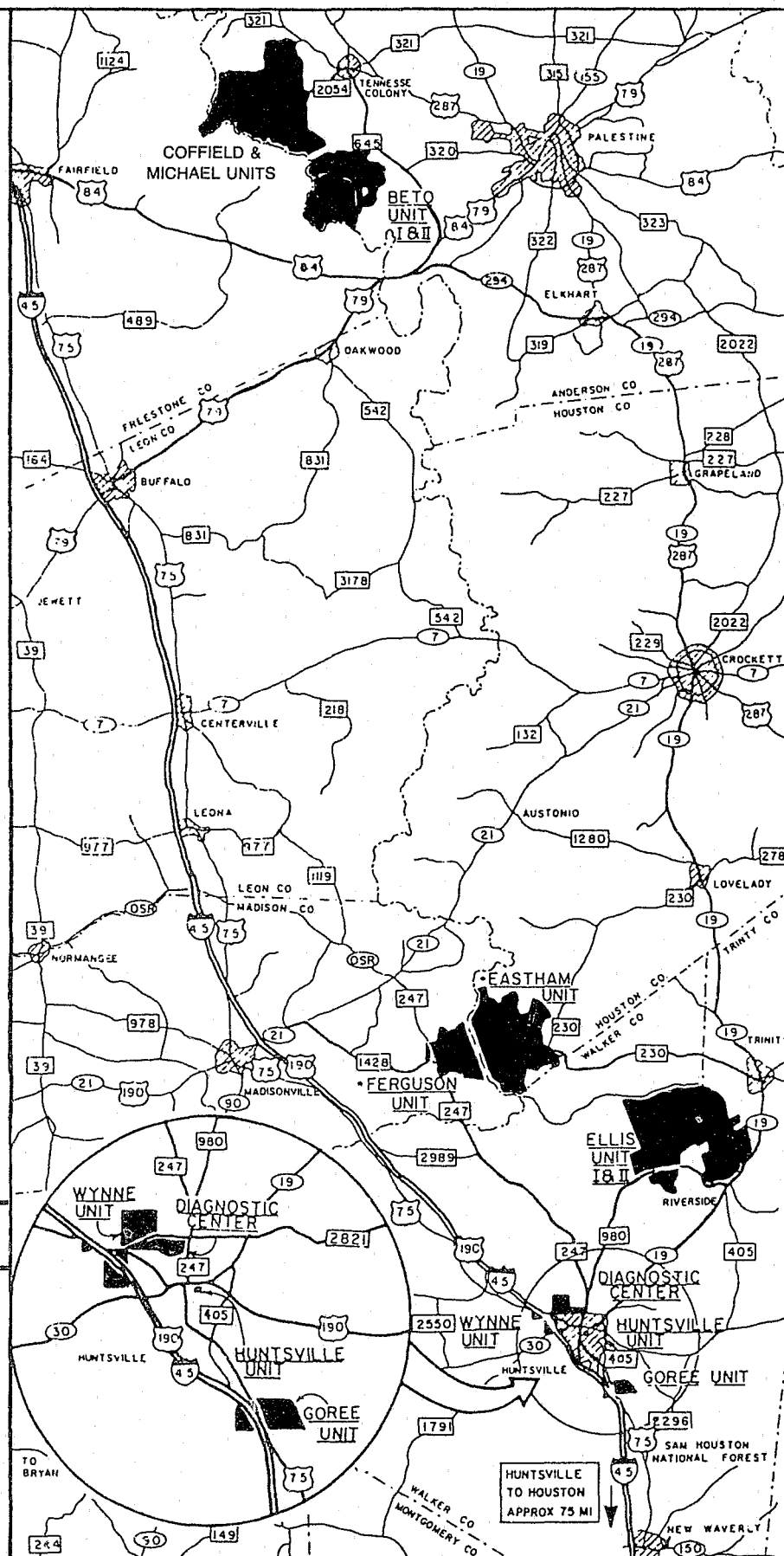


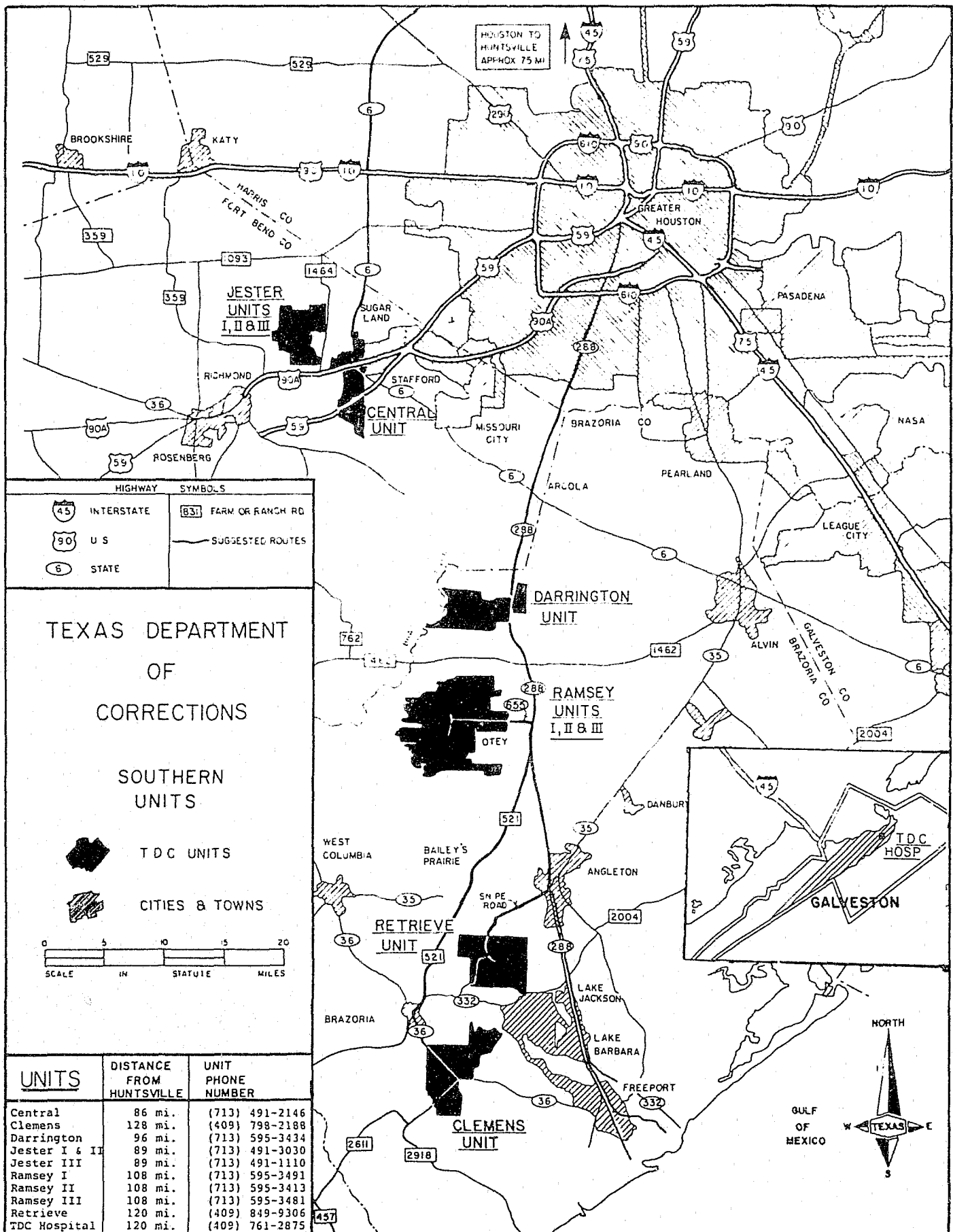
TEXAS DEPARTMENT  
OF  
CORRECTIONS



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) 348-2761
Gatesville	161 mi.	(817) 865-8431
Goree	4 mi.	(409) 295-6331
Hilltop	161 mi.	(817) 865-8901
Huntsville	100 mi.	(409) 295-6371
Michael	100 mi.	(214) 928-2311
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) 828-7547

★EASTHAM UNIT CANNOT BE REACHED BY FERGUSON UNIT OR VICE VERSA





# STATISTICAL INFORMATION

INMATE POPULATION SUMMARY FY 87

MONTHLY INMATE COUNT FY 86-87

INMATE PROFILE

OFFENSE OF RECORD

AGE

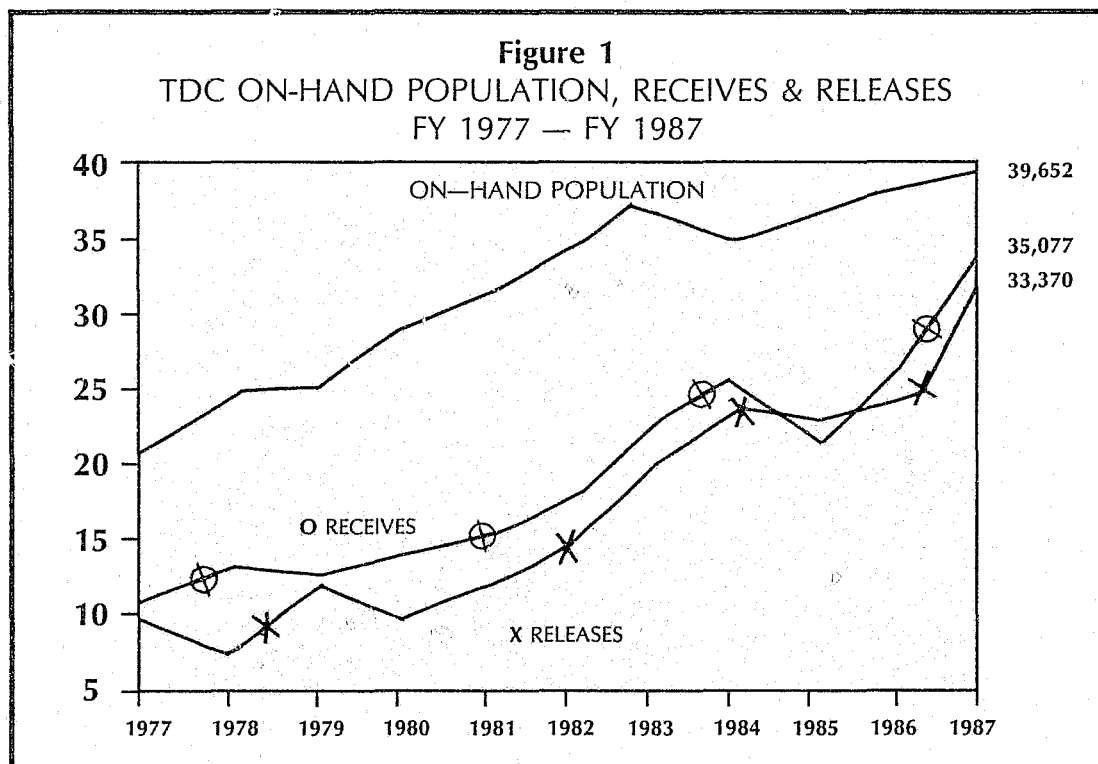
INTELLIGENCE QUOTIENT

AVERAGE INMATE COST

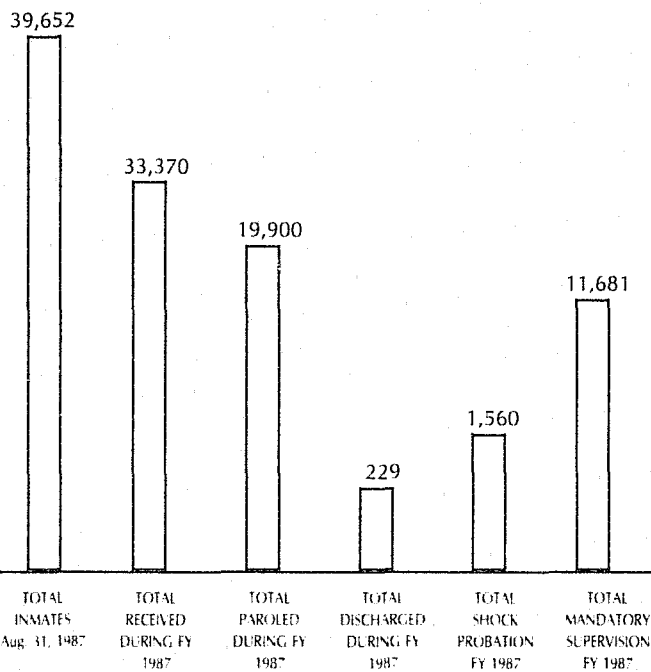
INMATE POPULATION FY 1972-1987

INMATE POPULATION FY 1985-1987

PLACE OF CONVICTIONS — RESIDENCE



## INMATE POPULATION SUMMARY FISCAL YEAR 1987



## MONTHLY INMATE COUNT FOR FISCAL YEAR 1987

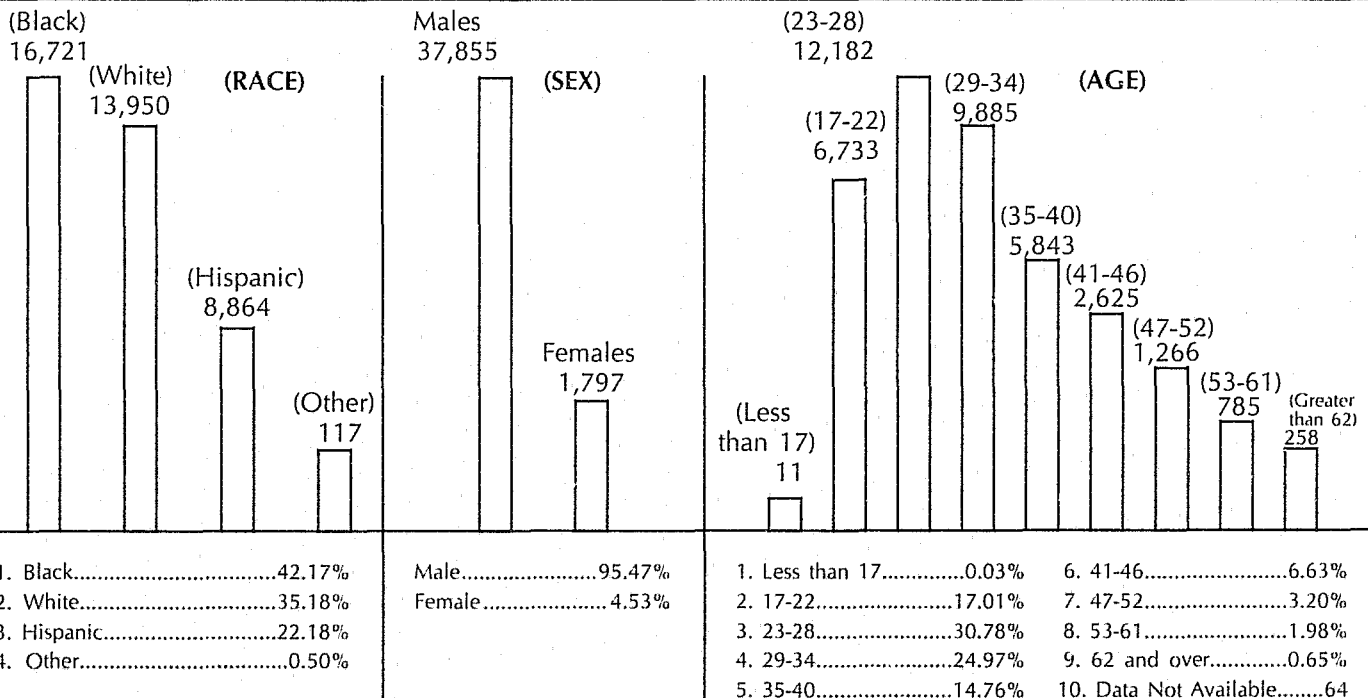
(1986)

SEPTEMBER.....	38,314
OCTOBER.....	38,273
NOVEMBER.....	38,476
DECEMBER.....	38,534

(1987)

JANUARY.....	38,628
FEBRUARY.....	38,716
MARCH.....	39,045
APRIL.....	38,372
MAY.....	38,485
JUNE.....	38,595
JULY.....	39,103
AUGUST.....	39,652

## INMATE PROFILE (BASED ON AUGUST 31, 1987 POPULATION)



**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
— Offense of Record —

Offense of Record	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
Homicide	5,153	13.72%	292	16.29%	5,445	13.83%
Kidnapping	422	1.12%	13	0.73%	435	1.11%
Sex Assault	3,845	10.24%	24	1.34%	3,869	9.83%
Robbery	7,734	20.59%	258	14.39%	7,992	20.31%
Assault	1,406	3.74%	80	4.46%	1,486	3.78%
Abortion	0	0.00%	0	0.00%	0	0.00%
Arson	187	0.50%	8	0.45%	195	0.50%
Extortion	0	0.00%	0	0.00%	0	0.00%
Burglary	9,607	25.57%	175	9.76%	9,782	24.85%
Larceny	1,652	4.40%	246	13.72%	1,898	4.82%
Stolen Vehicle	1,355	3.61%	32	1.78%	1,387	3.52%
Forgery	850	2.26%	211	11.77%	1,061	2.70%
Fraudulent Activity	224	0.60%	59	3.29%	283	0.72%
Embezzlement	0	0.00%	0	0.00%	0	0.00%
Stolen Property	0	0.00%	0	0.00%	0	0.00%
Damage Property	0	0.00%	0	0.00%	0	0.00%
Drugs	3,563	9.48%	362	20.19%	3,925	9.97%
Sex Offense	699	1.86%	2	0.11%	701	1.78%
Obscenity	0	0.00%	0	0.00%	0	0.00%
Family Offense	2	0.01%	3	0.17%	5	0.01%
Gambling	0	0.00%	0	0.00%	0	0.00%
Commercial Sex	12	0.03%	0	0.00%	12	0.03%
Liquor	0	0.00%	0	0.00%	0	0.00%
Drunk	0	0.00%	0	0.00%	0	0.00%
Obstructing Police	2	0.01%	1	0.06%	3	0.01%
Flight Escape	119	0.32%	6	0.33%	125	0.32%
Obstructing Justice	55	0.15%	2	0.11%	57	0.14%
Bribery	4	0.01%	0	0.00%	4	0.01%
Weapon	239	0.64%	8	0.45%	247	0.63%
Public Peace	0	0.00%	0	0.00%	0	0.00%
Traffic Offense	360	0.96%	6	0.33%	366	0.93%
Health and Safety	0	0.00%	0	0.00%	0	0.00%
Civil Rights	0	0.00%	0	0.00%	0	0.00%
Inv. Privacy	0	0.00%	0	0.00%	0	0.00%
Smuggling	0	0.00%	0	0.00%	0	0.00%
Elect Laws	0	0.00%	0	0.00%	0	0.00%
Anti Trust	0	0.00%	0	0.00%	0	0.00%
Tax Revenue	0	0.00%	0	0.00%	0	0.00%
Conspiracy	0	0.00%	0	0.00%	0	0.00%
Vagrancy	0	0.00%	0	0.00%	0	0.00%
Crimes A/Person	0	0.00%	0	0.00%	0	0.00%
Crimes A/Property	0	0.00%	0	0.00%	0	0.00%
Crimes Moral	0	0.00%	0	0.00%	0	0.00%
Crimes Pub Order	76	0.20%	5	0.28%	81	0.21%
<b>TOTAL</b>	<b>37,566</b>	<b>100.00%</b>	<b>1,793</b>	<b>100.00%</b>	<b>39,359</b>	<b>100.00%</b>
Charge Not Clear	289		4		293	

**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
— Age —

Age in Years	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
Less than 17	10	0.03%	1	0.06%	11	0.03%
17-19	1,843	4.88%	52	2.89%	1,895	4.79%
20-22	4,665	12.34%	173	9.63%	4,838	12.22%
23-25	5,751	15.22%	277	15.41%	6,028	15.23%
26-28	5,873	15.54%	281	15.64%	6,154	15.55%
29-31	5,271	13.95%	286	15.92%	5,557	14.04%
32-34	4,083	10.80%	245	13.63%	4,328	10.93%
35-37	3,179	8.41%	165	9.18%	3,344	8.45%
38-40	2,388	6.32%	111	6.18%	2,499	6.31%
41-43	1,477	3.91%	72	4.01%	1,549	3.91%
44-46	1,021	2.70%	55	3.06%	1,076	2.72%
47-49	694	1.84%	25	1.39%	719	1.82%
50-52	528	1.40%	19	1.06%	547	1.38%
53-55	362	0.96%	14	0.78%	376	0.95%
56-58	232	0.61%	10	0.56%	242	0.61%
59-61	162	0.43%	5	0.28%	167	0.42%
62 and Over	252	0.67%	6	0.33%	258	0.65%
<b>TOTAL</b>	<b>37,791</b>	<b>100.00%</b>	<b>1,797</b>	<b>100.00%</b>	<b>39,588</b>	<b>100.00%</b>
Data Not Available	64				64	

**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
— Intelligence Quotient —

IQ Score	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
Illiterate	0	0.00%	0	0.00%	0	0.00%
Less Than 30	0	0.00%	0	0.00%	0	0.00%
30-39	1	0.00%	0	0.00%	1	0.00%
40-49	6	0.02%	0	0.00%	6	0.02%
50-59	7	0.02%	0	0.00%	7	0.02%
60-69	3,202	9.27%	165	10.16%	3,367	9.31%
70-79	6,746	19.53%	282	17.36%	7,028	19.43%
80-89	9,430	27.30%	427	26.29%	9,857	27.25%
90-99	7,254	21.00%	363	22.35%	7,617	21.06%
100-109	5,213	15.09%	263	16.19%	5,476	15.14%
110-119	2,235	6.47%	113	6.96%	2,348	6.49%
120-129	426	1.23%	11	0.68%	437	1.21%
130-139	26	0.08%	0	0.00%	26	0.07%
140-149	0	0.00%	0	0.00%	0	0.00%
150-159	0	0.00%	0	0.00%	0	0.00%
160-Over	0	0.00%	0	0.00%	0	0.00%
<b>TOTAL</b>	<b>34,546</b>	<b>100.00%</b>	<b>1,624</b>	<b>100.00%</b>	<b>36,170</b>	<b>100.00%</b>
NOT TESTED	3,309		173		3,482	

**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
— Average Inmate Cost FY 1972-1987 —

Fiscal Year	Operating Cost	Average Inmate Population	Average Inmate Cost-Per-Year	Average Inmate Cost-Per-Day
1972	\$19,503,957	16,125	\$1,209.55	\$3.31
1973	\$22,947,571	16,158	\$1,420.20	\$3.89
1974	\$28,683,383	17,106	\$1,676.80	\$4.59
1975	\$32,980,277	17,367	\$1,899.02	\$5.20
1976	\$42,644,896	19,510	\$2,185.80	\$5.99
1977	\$55,926,732	20,942	\$2,670.55	\$7.32
1978	\$59,818,989	22,914	\$2,610.59	\$7.15
1979	\$66,623,602	24,865	\$2,679.41	\$7.34
1980	\$85,358,228	27,077	\$3,152.43	\$8.64
1981	\$107,637,838	30,091	\$3,577.08	\$9.80
1982	\$143,362,022	32,424	\$4,421.48	\$12.11
1983	\$187,612,963	35,278	\$5,318.13	\$14.57
1984	\$230,495,923	35,586	\$6,477.15	\$17.75
1985	\$287,449,209	37,511	\$7,663.06	\$20.99
1986	\$345,630,774	37,773	\$9,150.21	\$25.07
1987	\$379,454,647	38,587	\$9,833.74	\$26.94

During FY 1971-1976, the calculations were based on the net total operating expenses over the total operating income as presented in the Annual Operating Statement for each year.

During FY 1977-1987, the calculations were based on cash expenditures for maintenance of inmates.

**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
— Inmate Population FY 1972-1987 —

Fiscal Year	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
1972	15,565	96.25%	606	3.75%	16,171	100.00%
1973	16,040	96.11%	649	3.89%	16,689	100.00%
1974	16,310	96.19%	646	3.81%	16,956	100.00%
1975	17,391	95.81%	760	4.19%	18,151	100.00%
1976	20,163	96.12%	813	3.88%	20,976	100.00%
1977	20,035	96.04%	827	3.96%	20,862	100.00%
1978	23,559	95.71%	1,056	4.29%	24,615	100.00%
1979	24,092	95.74%	1,072	4.26%	25,164	100.00%
1980	27,303	95.66%	1,240	4.34%	28,543	100.00%
1981	28,920	95.40%	1,395	4.60%	30,315	100.00%
1982	32,763	95.26%	1,630	4.74%	34,393	100.00%
1983	35,161	95.63%	1,608	4.37%	36,769	100.00%
1984	34,120	95.38%	1,652	4.62%	35,772	100.00%
1985	35,657	95.54%	1,663	4.46%	37,320	100.00%
1986	36,452	95.31%	1,794	4.69%	38,246	100.00%
1987	37,855	95.47%	1,797	4.53%	39,652	100.00%

**On-Hand Population on August 31.**

**Texas Department of Corrections**  
**1987 Fiscal Year Statistical Report 1987**  
**— Inmate Population By TDC Unit FY 1986-1987 —**

TDC Unit	Fiscal Year 1986		Fiscal Year 1987		Amount of Change (From 1986-1987)	
	Number	Percent	Number	Percent	Number	Percent
Beto I	3,074	8.14%	3,145	8.15%	71	2.31%
Beto II	999	2.64%	1,035	2.68%	36	3.60%
Central	900	2.38%	895	2.32%	-5	-0.56%
Clemens	1,002	2.65%	1,040	2.70%	38	3.79%
Coffield	3,616	9.57%	3,533	9.16%	-83	-2.30%
Darrington	1,708	4.52%	1,736	4.50%	28	1.64%
Diagnostic	964	2.55%	857	2.22%	-107	-11.10%
Ellis I	2,229	5.90%	2,339	6.06%	110	4.93%
Ellis II	1,705	4.51%	1,729	4.48%	24	1.41%
Eastham	2,414	6.39%	2,455	6.36%	41	1.70%
Ferguson	2,310	6.12%	2,452	6.35%	142	6.15%
Gatesville	1,014	2.68%	997	2.58%	-17	-1.68%
Goree	948	2.51%	925	2.40%	-23	-2.43%
Halfway Houses	44	0.12%	269	0.70%	225	511.36%
Hilltop	1,249	3.31%	1,221	3.16%	-28	-2.24%
Hospital/Galveston	94	0.25%	93	0.24%	-1	-1.06%
Huntsville	1,970	5.22%	1,941	5.03%	-29	-1.47%
Jester I	337	0.89%	356	0.92%	19	5.64%
Jester II	383	1.01%	382	0.99%	-1	-0.26%
Jester III	984	2.61%	990	2.57%	6	0.61%
Michael	0	0.00%	57	0.15%	57	N/A
Mountain View	662	1.75%	713	1.85%	51	7.70%
Pack I	1,034	2.74%	1,042	2.70%	8	0.77%
Pack II	1,315	3.48%	1,311	3.40%	-4	-0.30%
Ramsey I	1,535	4.07%	1,556	4.03%	20	1.30%
Ramsey II	902	2.39%	937	2.43%	35	3.88%
Ramsey III	1,209	3.20%	1,298	3.36%	89	7.36%
Retrieve	778	2.06%	865	2.24%	87	11.18%
Wynne	2,393	6.34%	2,418	6.27%	25	1.04%
<b>TOTAL</b>	<b>37,773</b>	<b>100.00%</b>	<b>38,587</b>	<b>100.00%</b>	<b>814</b>	<b>2.15%</b>
Average Daily Population for Month Of August						

**TEXAS DEPARTMENT OF CORRECTIONS  
1987 FISCAL YEAR STATISTICAL REPORT 1987**

**Place of Conviction and Place of Residence by Texas MSA**

Texas MSA	MALE				FEMALE				OVERALL			
	PLACE OF CONVICTION		PLACE OF RESIDENCE		PLACE OF CONVICTION		PLACE OF RESIDENCE		PLACE OF CONVICTION		PLACE OF RESIDENCE	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Abilene	277	0.74%	253	0.68%	21	1.17%	21	1.19%	298	0.76%	274	0.70%
Amarillo	369	0.98%	356	0.95%	29	1.62%	27	1.52%	398	1.01%	383	0.98%
Austin	1,723	4.58%	1,660	4.44%	90	5.02%	91	5.14%	1,813	4.60%	1,751	4.47%
Beaumont	946	2.52%	886	2.37%	40	2.23%	30	1.69%	986	2.50%	916	2.34%
Brazoria	217	0.58%	152	0.41%	3	0.17%	3	0.17%	220	0.56%	155	0.40%
Brownsville	364	0.97%	335	0.90%	11	0.61%	9	0.51%	375	0.95%	344	0.88%
Bryan	259	0.69%	232	0.62%	8	0.45%	8	0.45%	267	0.68%	240	0.61%
Corpus Christi	726	1.93%	752	2.01%	34	1.90%	39	2.20%	760	1.93%	791	2.02%
Dallas	7,406	19.70%	7,269	19.44%	356	19.84%	330	18.63%	7,762	19.70%	7,599	19.40%
El Paso	811	2.16%	751	2.01%	22	1.23%	20	1.13%	833	2.11%	771	1.97%
Ft. Worth/Arlington	2,219	5.90%	2,263	6.05%	147	8.19%	146	8.24%	2,366	6.01%	2,409	6.15%
Galveston	470	1.25%	451	1.21%	15	0.84%	17	0.96%	485	1.23%	468	1.19%
Houston	9,812	26.10%	9,643	25.78%	502	27.98%	489	27.61%	10,314	26.18%	10,132	25.87%
Laredo	107	0.28%	105	0.28%	6	0.33%	5	0.28%	113	0.29%	110	0.28%
Longview	400	1.06%	364	0.97%	18	1.00%	17	0.96%	418	1.06%	381	0.97%
Lubbock	498	1.32%	520	1.39%	21	1.17%	17	0.96%	519	1.32%	537	1.37%
McAllen	261	0.69%	266	0.71%	7	0.39%	7	0.40%	268	0.68%	273	0.70%
Midland	294	0.78%	259	0.69%	28	1.56%	23	1.30%	322	0.82%	282	0.72%
Odessa	376	1.00%	369	0.99%	24	1.34%	28	1.58%	400	1.02%	397	1.01%
San Angelo	224	0.60%	206	0.55%	14	0.78%	11	0.62%	238	0.60%	217	0.55%
San Antonio	2,340	6.22%	2,384	6.37%	84	4.68%	85	4.80%	2,424	6.15%	2,469	6.30%
Sherman	108	0.29%	120	0.32%	2	0.11%	4	0.23%	110	0.28%	124	0.32%
Temple	504	1.34%	484	1.29%	32	1.78%	31	1.75%	536	1.36%	515	1.31%
Texarkana	156	0.41%	128	0.34%	11	0.61%	7	0.40%	167	0.42%	135	0.34%
Tyler	286	0.76%	284	0.76%	14	0.78%	13	0.73%	300	0.76%	297	0.76%
Victoria	157	0.42%	156	0.42%	10	0.56%	8	0.45%	167	0.42%	164	0.42%
Waco	434	1.15%	427	1.14%	28	1.56%	34	1.92%	462	1.17%	461	1.18%
Wichita Falls	176	0.47%	194	0.52%	16	0.89%	19	1.07%	192	0.49%	213	0.54%
Other Counties	5,678	15.10%	4,672	12.49%	201	11.20%	164	9.26%	5,879	14.92%	4,836	12.35%
TOTAL TEXAS	37,598	100.00%	35,941	96.10%	1,794	100.00%	1,703	96.16%	39,392	100.00%	37,644	96.10%
OTHER STATES		0.00%	1,292	3.45%		0.00%	65	3.67%		0.00%	1,357	3.46%
OTHER COUNTRIES		0.00%	168	0.45%		0.00%	3	0.17%		0.00%	171	0.44%
TOTAL	37,598		37,401		1,794		1,771		39,392		39,172	
No Data	257		454		3		26		260		480	