

ANNUAL REPORT

# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

TEXAS DEPARTMENT  
OF CORRECTIONS

TEXAS BOARD OF  
PARDONS & PAROLES

TEXAS ADULT  
PROBATION COMMISSION

8-22-41 MF2  
129439

**Fiscal Year 1990  
ANNUAL REPORT**

**TEXAS DEPARTMENT  
OF  
CRIMINAL JUSTICE**

129439

**U.S. Department of Justice  
National Institute of Justice**

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by  
**Texas Department of Criminal  
Justice**

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.



## TEXAS BOARD OF CRIMINAL JUSTICE

Jerry H. Hodge  
Acting Chairman  
Amarillo

The Honorable Governor of the State of Texas and  
Members of the Texas Legislature  
State Capitol  
Austin, Texas

As Acting Chairman of the Texas Board of Criminal Justice it is my distinct pleasure, on behalf of my fellow Board members, to present to you this first annual report from the Texas Department of Criminal Justice.

The report highlights the achievements the Board and staff of the agency have accomplished during state fiscal year 1990. This past year has been one of transition. It has been an exciting one, being a part of the evolution of a new state agency.

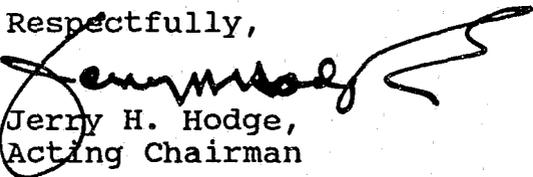
The Board and staff have endeavored to see the consolidation result in a streamlined agency to comprehensively address the needs of all of the corrections system of our state.

The expansion of our prison system has tried to keep abreast of the growth in our criminal population. The planning and implementation of community corrections programs by local community supervision and corrections departments are part of the effort as well to address the swelling populations of offenders. The reorganization of the parole function has set the stage for a more effectively managed operation designed to better supervise those ex-inmates released from our prisons.

As state fiscal year 1990 concluded, so did the tenure of our Board Chairman, Mr. Charles Terrell. Mr. Terrell's self-imposed departure to pursue personal commitments, in no way has diverted the Board from continuing the policies designed to meet its responsibilities. He left us with a commitment to excellence as we engage in the development of one of the largest and most innovative corrections systems in our nation.

It is with significant pride that I submit to you this annual report which highlights the accomplishments of our agency during its first year of consolidation. Our future holds opportunities to further refine our corrections system to better serve Texas and the offenders we are charged to correct. With your support and commitment, we can achieve these goals.

Respectfully,

  
Jerry H. Hodge,  
Acting Chairman



# TEXAS DEPARTMENT OF CRIMINAL JUSTICE

James A. Lynaugh,  
Executive Director

Mr. Jerry H. Hodge, Acting Chairman  
Texas Board of Criminal Justice  
25 Medical Drive  
Amarillo, Texas 79106

Dear Chairman Hodge:

This consolidated report documents the beginning of a new era in corrections for our state. For the first time in our state's history, all of the components of the adult corrections system are being cohesively addressed through a consolidated management structure of a single state agency, our Texas Department of Criminal Justice.

The Institutional Division made significant progress toward expanding the capacity of our prison system, by opening new units in Amarillo and Marlin during FY '90. For the first time our state's prisons were being located beyond the traditional confines of the East Texas corridor. The re-organization of personnel and new regional configurations have given the Institutional Division the capabilities to pursue the new directions dictated by the consolidation. Finally, under the auspices of HB 2335 an allocation formula for prison admissions from the counties was crafted and put into operation.

The Community Justice Assistance Division, CJAD, joined in the consolidation on January 1, 1990, bringing with it the adult probation component and the ability to directly influence corrections programming on the front-end of the system. CJAD working with the 119 local community supervision and corrections departments developed the first community justice plans called for under the provisions of HB 2335. These plans, coupled with the prison admissions formula, would be the basis for distributing a \$50 million community corrections fund which is available in Fiscal Year 1991.

The Pardons and Parole Division, which also was consolidated into the new department on January 1, 1990, experienced a major transition as the former Board of Pardons and Paroles was reconstituted and expanded as a separate entity from the Division's supervision duties. Internal management procedures were installed to help the Division re-focus its mission in a more effective manner.

While the process of consolidation continues as we enter the second half of this historic biennium, the staff and resources of the department are committed to provide the most effective and efficient corrections services to the people of Texas.

Sincerely,

A handwritten signature in black ink, appearing to read "James A. Lynaugh".

James A. Lynaugh,  
Executive Director

# Overview

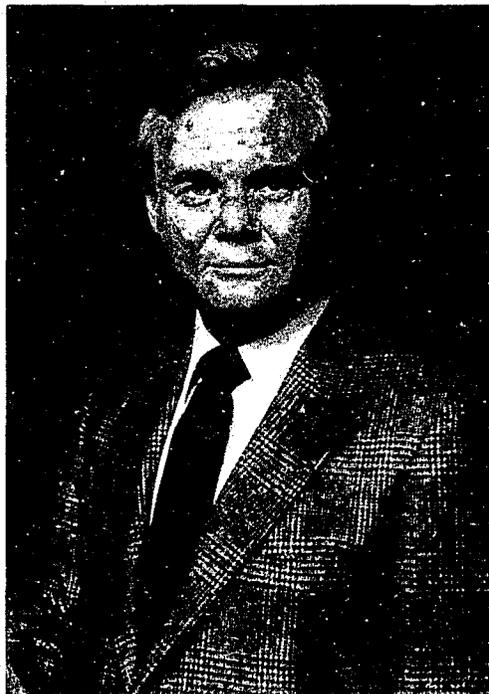
---

**Texas Board of Criminal Justice  
Fiscal Year 1990**



(L to R): Robert A. Mann, Waco; Mamie Moore Proctor, Houston; Vice-Chairman Jerry H. Hodge, Amarillo; Chairman Charles T. Terrell, Dallas; Secretary Allan B. Polunsky, San Antonio; Ben J. Gallant, Corpus Christi; Pete Diaz, Jr., Rio Grande City; (not pictured: James M. Eller, College Station; F.L. Stephens, San Angelo)

**Texas Department of Criminal Justice  
Executive Director**



**James A. Lynaugh**

# OVERVIEW

With the passage of House Bill 2335 by the 70th Texas Legislature, a new era in corrections had been ushered into our state. Called the "omnibus criminal justice bill" by many, it signaled the beginning of major reforms within the Texas corrections system.

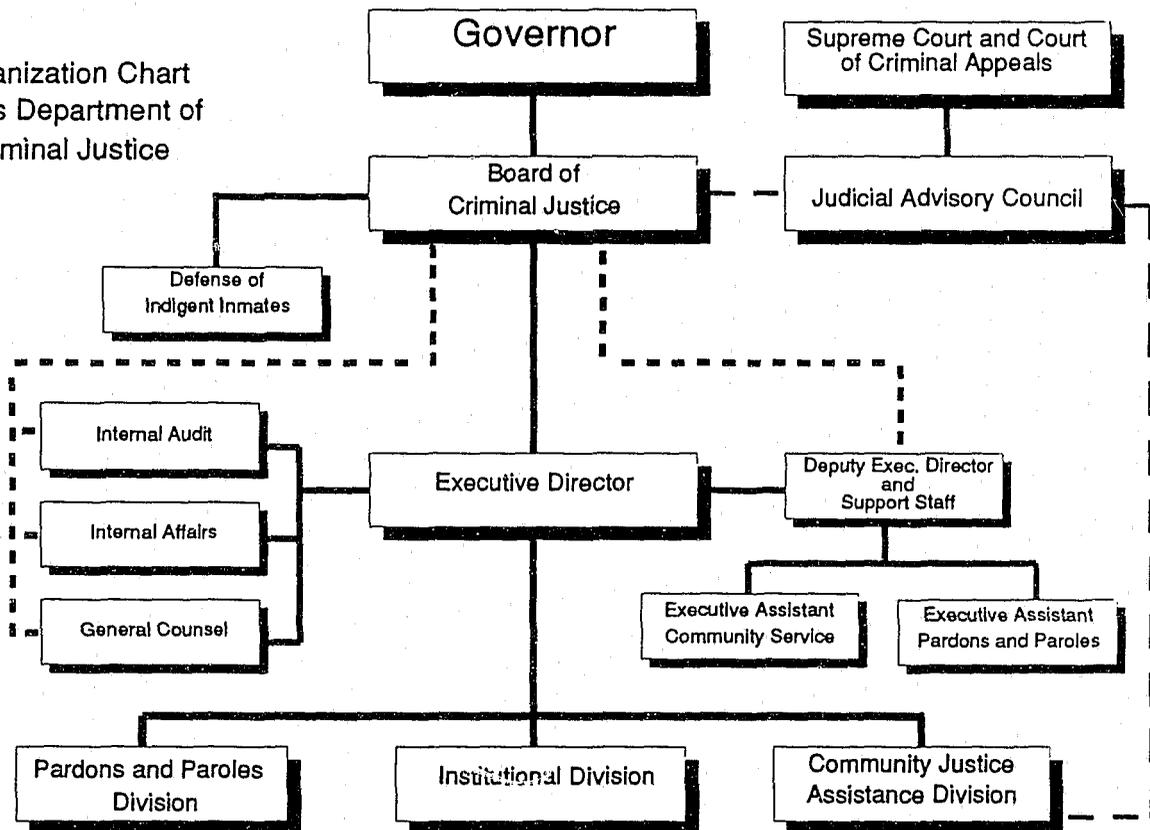
Emerging from the landmark legislation was the creation of a new state agency, the Texas Department of Criminal Justice to oversee the three previously distinct components of adult corrections: probation, prison, and parole. To form this new department, three separate state agencies were combined. The Texas Department of Corrections, responsible for the management of the prison system, was merged into the new agency to become the Institutional Division. The Texas Adult Probation Commission, which had fiscal and program oversight of the probation operations in more than 100 local jurisdictions, was consolidated to become the Community

Justice Assistance Division of the new department. The Texas Board of Pardons and Paroles, which is responsible for making recommendations to the Governor on pardons and the supervision of ex-inmates released on parole, became the Pardons and Paroles Division of the new agency. The Texas Department of Criminal Justice is governed by a nine-member Texas Board of Criminal Justice appointed by the Governor. On January 1, 1990 the consolidation of the three agencies into the new department with its new board became a reality.

The organization chart below depicts the relationships of the various components within the newly established department.

The Legislative Criminal Justice Board, comprised of 10 members, oversees and reviews the implementation of the legislative criminal justice policy, including fiscal policy, by the Texas Board of Criminal Justice. The Judicial

Organization Chart  
Texas Department of  
Criminal Justice



# OVERVIEW

---

Advisory Council, a 12-member group appointed jointly by the Chief Justice of the Texas Supreme Court and the Presiding Judge of the Texas Court of Criminal Appeals, provides advice to the Texas Board of Criminal Justice and the Director of the Community Justice Assistance Division on matters of interest to the judiciary.

The consolidation of the three adult corrections agencies has created not only one of the largest state agencies, but also under a common management structure caused increased communication and coordination of program implementation among the three divisional components. For the first time in Texas history adult corrections is being managed as a comprehensive system, recognizing the interdependencies of each of the components.

Before ending his four-year tenure as chairman of the Texas Board of Criminal Justice, Charles Terrell addressed the escalating crime problem in Texas and its effect on the state and its citizens.

"After five years in the battle, I wish I could say the war on crime has been won, but in truth, it has only begun. We have made great strides, but have yet so much to do. We have won many battles, but the war goes on.

"Despite the passage of 29 anti-crime bills, unparalleled increases in prison beds, and great improvements in prison rehabilitation programs, we are still overcrowded in our Texas jails and prisons and we are still being forced to release monsters back to our streets when they have served ridiculously low percentages of the sentences they were given. I'm not sure, today, even if our criminal justice reforms work, that we don't need 50,000 more prison beds to protect our citizens - and our families from the violent and vicious among us.

"We must do much more in several key arenas of state government and policy if we are to win this war on crime. It is my opinion that it will take dramatic, new approaches in education, tremendous new emphasis on mental health care,

making sure that our minority citizens truly do have an equal opportunity in all aspects of life, a national drug plan that works, a new realization that what affects one of us affects the other, and most importantly - political courage and integrity.

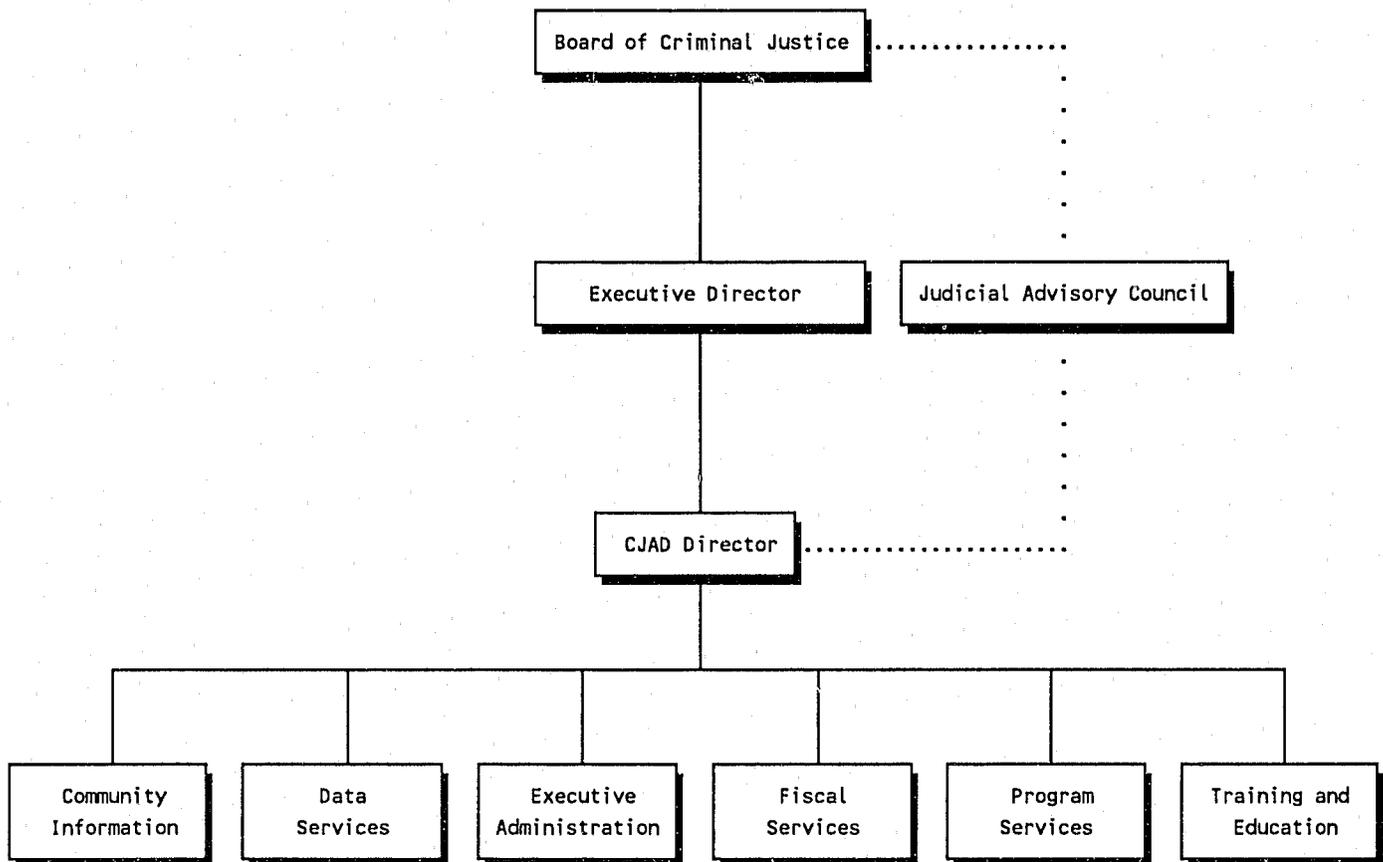
"The question is not whether we can do what is necessary to make Texas safer and more prosperous for citizens by facing our problems and correcting them and by planning for our future. The question is, will we do so?"

Texas corrections is forging a new path for the '90's and beyond.

# **Community Justice Assistance Division**

---

# COMMUNITY JUSTICE ASSISTANCE DIVISION (CJAD)



# Community Justice Assistance Division

---

## **CJAD: THE EVOLUTION**

The Community Justice Assistance Division of the Texas Department of Criminal Justice is responsible for standardizing local community corrections programs (adult probation programs) throughout the state.

Adult probation supervision in Texas was formally established in 1913 through the enactment of the Suspended Sentence Act. Probation laws underwent several changes over the years, placing the responsibility for probation supervision with the county governments in 1957, then placing the state district court judges in authority over probation in 1965.

Later, the Legislature recognized the need to establish one agency which would standardize supervision, maintain statistical data on adult probation, provide technical assistance and training, serve as the central distribution point for funding probation departments, and monitor the use of those funds. In 1977, the 65th Texas Legislature created the Texas Adult Probation Commission (TAPC) to oversee the state's adult probation system.

Adult probation departments and programs expanded, as did the probation population, over the next 12 years. In fact, the entire criminal justice system experienced a great deal of growth in the number of persons supervised in prisons, jails, on parole, and on probation.

## **HOUSE BILL 2335**

The 71st Legislature saw the need to consolidate the major criminal justice agencies in an effort to more efficiently operate the rapidly growing systems. Thus, the Texas Department of Criminal Justice was created by combining the Texas Department of Corrections, the Board of Pardons and Paroles, and TAPC which became the Community Justice Assistance Division.

House Bill 2335, the legislation which consolidated the criminal justice agencies, enhanced the approach to probation to include input from local government agencies in planning

probation strategies. The bill also authorized the Community Justice Assistance Division to award grant funding to counties, sheriffs, and municipalities to operate supervision programs, whereas previously supervision funding was available only to probation departments. Because of increased opportunity for involvement at the local level and since probation supervision is a method of correcting offenders while they remain in the community, HB 2335 refers to probation as community corrections (and probation departments as community supervision and corrections departments).

HB 2335 gave more flexibility to how probationers are supervised, allowing probation officers to "move" probationers from one level of supervision to another as the needs are identified. The levels of supervision differ in "intensity" - - how frequently the probationer must report to the officer, what additional counseling or classes must be attended, adding the use of electronic monitoring, etc. [Community corrections programs are discussed in further detail later in this report.]

Operations of the community corrections system at the state level continues to carry out basically the same functions as when TAPC existed, but those functions are now open to more criminal justice constituents in addition to the community supervision and corrections departments (CSCD).

CJAD divides its functions into six operations: Executive Administration, Community Information and Assistance, Data Services, Fiscal Services, Program Services, and Training and Education.

## **EXECUTIVE ADMINISTRATION**

The Executive Administration component of CJAD is composed of the Director of the Community Justice Assistance Division, the division's General Counsel, and secretarial and clerical staff.

CJAD's director oversees the division's opera-

# Community Justice Assistance Division

---

tions, interacts with the Department of Criminal Justice's Executive Director, works with the Judicial Advisory Council (described later in this report), and performs other administrative duties.

CJAD's general counsel provides legal opinions and assistance to the division and to the local CSCDs.

## COMMUNITY INFORMATION AND ASSISTANCE

The Community Information and Assistance section has three major purposes:

- liaison/technical assistance by interacting with:
  - the Judicial Advisory Council;
  - the Legislative Criminal Justice Board;
  - the Board of Criminal Justice; and
  - departments establishing community justice councils;
- public information/media relations, which involves:
  - sharing information with the news media and the public;
  - developing handout materials;
  - producing the division's newsletter; and
  - making presentations to various groups;
- audiovisual/graphic arts, involving:
  - producing video presentations and other audiovisual educational tools;
  - providing the division with graphic arts, and
  - coordination of printing needs.

## DATA SERVICES

CJAD's Data Services designs, operates, and maintains the division's computerized information systems. Data Services prepares reports quantifying the transactions occurring within the adult community corrections system. The data section assists CSCDs which are installing computerized information systems by providing technical expertise on software and programming procedures. They also operate the Interstate Probation Compact which manages the transfers of probationers to and from Texas with

other states.

## FISCAL SERVICES

Fiscal Services is responsible for general accounting, budgeting, personnel records, facilities management, and purchasing of equipment and supplies for CJAD. They also audit the financial systems of community supervision and corrections departments and see to disbursements of state-aid and community corrections programs funding.

## PROGRAM SERVICES

Program Services works directly with the CSCDs across the state in several ways. The Management Consultants perform management audits and evaluations and provide technical assistance. The Planning and Development staff work with departments and constituents with guidance on the planning, development, and implementation of programs; review grant applications and make funding recommendations; review and determine acceptance of community justice plans; and conduct workshops to help community corrections workers keep up to date on supervision strategies, the grant application process, and to offer assistance in developing community justice plans. Program and statistical analysis are other functions of Program Services.

## TRAINING AND EDUCATION SERVICES

CJAD's Trainers conduct a wide variety of training courses for probation officers and managers to maintain and enhance their skills. CJAD training courses provide an opportunity for officers to acquire their yearly required 40 hours of professional training/education. Training and Education Services staff also review courses and training offered by other agencies and organizations to determine continuing education credits. Additionally, Training Services administers the Texas adult probation officer

# Community Justice Assistance Division

---

certification process required by law.

## JUDICIAL ADVISORY COUNCIL

House Bill 2335 authorized the appointment of a 12-member Judicial Advisory Council to "advise the director of the community justice assistance division and the Texas Board of Criminal Justice on matters of interest to the judiciary...."

The chief justice of the Supreme Court of Texas and the presiding judge of the Texas Court of Criminal Appeals are charged with making six appointments each to the advisory council.

Appointed by the chief justice are: Judge Clarence N. Stevenson, 24th District Court; Judge Sam W. Callan, 205th District Court; Mrs. Diana S. Clark, Dallas; Judge Joe N. Kegans, 230th District Court; Judge Manuel R. Flores, 49th District Court; and Judge William T. McDonald, Jr., 85th District Court.

The presiding judge of the Texas Court of Criminal Appeals appointed: County Attorney Drew Durham, Sterling City; Mrs. Nancy Moore Eubank, Houston; Judge Larry Gist, Jefferson County Criminal District Court; Judge Gilberto Hinojosa, 107th District Court; Leo A. Rizzuto, Chief, Caldwell County Community Supervision and Corrections Department; and Attorney-at-Law Dain P. Whitworth, Austin.

The council has three standing committees: the Grant Review Committee, the Program Recognition Committee, and the Constituency Outreach Committee, to address the detail work of the council.

## APPROPRIATIONS

The following table shows a breakdown of appropriations for community corrections for FY 1990. These appropriations were awarded to the Texas Adult Probation Commission. On January 1, 1990, when TAPC became the Community Justice Assistance Division of the Texas Department of Criminal Justice (TDCJ), all

appropriations were transferred to the TDCJ.

---

Administration	\$ 960,404
Program Services	\$ 1,557,745
Data Services	\$ 1,230,932
Supervision	\$53,559,840
Residential Services	\$13,483,830
Electronic Monitoring	\$ 1,297,574
Discretionary Grants	\$ 5,000,000
<hr/>	
Total	\$77,090,325

---

# State Aid and Grants-in-aid

## FUNDING PROCESSES

Community supervision and corrections departments receive state funding through the Supervision line item in CJAD's appropriations and through grant awards.

Supervision funding is paid based on the number of officers supervising felony workloads. The amount paid during fiscal year 1990 was \$43,200 per officer; this amount covered salary, fringe benefits, support costs, etc. (State funding for supervising misdemeanants averaged 62¢ per offender per day.) The counties provide facilities, utilities, and equipment for the departments. Fees assessed by the courts as a condition of probation also help cover the costs of supervising probationers.

To be eligible to receive supervision funding and grants-in-aid, the department must be in compliance with CJAD standards (rules and regulations). Supervision funding is available to CSCDs only.

Grant awards, which are divided into three categories, are available to departments, counties, and municipalities to implement and expand community corrections programs. The three categories are: Residential Services, Discretionary Grants, and Electronic Monitoring.

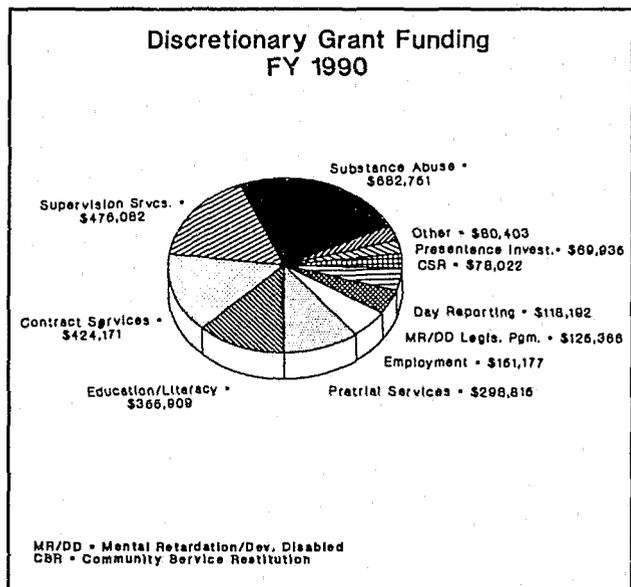
Eligible departments, counties, and municipalities obtain grants-in-aid funding from CJAD by completing an application process. CJAD staff review applications and make funding recommendations based on funds available and how the requests correspond to priorities listed in the jurisdiction's Community Justice Plan. Staff members work with each applicant, negotiating changes in their requests to make the most efficient use of monies available on a statewide basis. The Judicial Advisory Council then reviews the applications and staff analysis before making their recommendations. Those recommendations are presented to the CJAD Director, whose recommendation is presented to the Board of Criminal Justice for final approval.

## DISTRIBUTION

Funding distribution for residential services, from both the residential services and the discretionary grants line item, in fiscal year 1990 went to 33 community supervision and corrections departments to implement or contract for 1220 bed spaces. Residential programs operational in Texas in FY '90 included 16 Restitution Centers (803 beds); 4 Court Residential Treatment Centers (177 beds); and 22 contracts for space in facilities for substance abuse treatment, facilities for the mentally impaired, and in boot camps (240 beds).

Remaining discretionary grants in FY '90 were distributed to 44 departments and 3 sheriffs departments and other county entities for community service restitution programs, contract services for felony probationers, surveillance probation, controlled substances testing, and other special programs.

Electronic Monitoring funds went to 29 departments and 2 county governments in fiscal year 1990.



# Community Justice Plans and Councils

---

## COUNCILS

Article 42.131 of the Texas Code of Criminal Procedure requires, effective fiscal year 1990, a community justice council be established by the district judge or judges as a prerequisite for a community supervision and corrections department, county, or municipality to develop, implement, and operate a community corrections facility (Restitution Center, Court Residential Treatment Center, Substance Abuse Treatment Facility, Boot Camp, etc.) or a County Correctional Center.

The council, according to Article 42.131 and CJAD Standard 321.14, shall provide continuing policy guidance and direction for the development of community justice plans and community corrections facilities and programs. The councils should be composed of:

- a sheriff of a county to be served by the facility;
- a county commissioner or a county judge from a county to be served by the facility;
- a city council member of the most populous municipality in a county to be served by the facility;
- not more than two state legislators elected from a county to be served by the facility;
- the presiding judge from a judicial district to be served by the facility;
- a judge of a statutory county court exercising criminal jurisdiction in a county to be served by the facility;
- a county attorney with criminal jurisdiction from a county to be served by the facility;
- a district attorney or criminal district attorney from a judicial district to be served by the facility;
- an elected member of the board of trustees of an independent school district in a county to be served by the facility; and
- members of the general public and representatives of any non-profit organizations which play a significant role in the corrections system of the community.

Community justice councils must seek from CJAD recognition as a properly formed council annually. In fiscal year 1990, thirty-eight jurisdictions established a recognized council.

In carrying out its responsibilities, a council may appoint a community justice task force. The Code of Criminal Procedure and CJAD Standards state specifically the local governmental positions which should be included on the task force, although there is no limit on who else may serve on the task force. The task force provides support staff for the development of the community justice plan.

## COMMUNITY JUSTICE PLAN

As a condition of Article 42.13 Section 6 of the Texas Code of Criminal Procedure, in order to receive state aid, community supervision and corrections departments (CSCD) must submit and revise annually a Community Justice Plan to the TDCJ Community Justice Assistance Division. Legislation for beginning a planning process went into effect September 1, 1989 (first day of FY '90), so the first plans were actually prepared for fiscal year 1991. The first plans were due to the CJAD by March 1, 1990.

A number of workshops were conducted during the first months of FY 1990 to assist CSCD chiefs in developing the first plans and working with their new councils in preparing the plans. In the latter part of the fiscal year, after the plans were received, CJAD staff reviewed the plans, worked with departments needing to make revisions, and then submitted the plans for final acceptance from the Board of Criminal Justice. A total of 114 local community justice plans were approved by the Board during FY 1990.

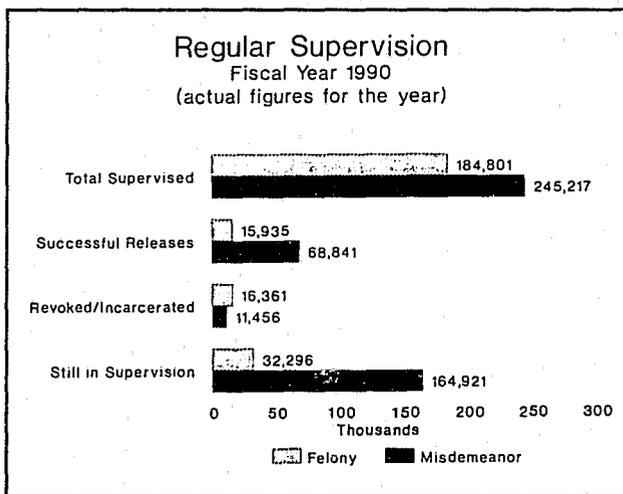


# Community Corrections Programs

## Special Notes:

1. Offenders can enter the system at any level. They can be placed directly by the court, or placed from other probation sanctions.
2. Offenders can progress to less restrictive supervision or be moved to more restrictive supervision, as indicated by the arrows pointing both directions.
3. Offenders can successfully complete their probation and exit the system at level 4. Offenders can be sent from any supervision level into a residential program in lieu of probation revocation. Offenders can have their probation revoked and be sent to prison from any of the 4 levels of supervision.

## REGULAR SUPERVISION



Probation is defined in the Code of Criminal Procedure as "the supervised release of a convicted defendant by a court under a continuum of programs and sanctions with conditions imposed by the court for a specified period during which the imposition of sentence is suspended."

The law suggests the conditions which the court might impose on the offender, but allows the court to modify or alter any of the conditions at any time. Under the 4-tier system, probation officers can move probationers from one type of

supervision to another as needs indicate. Regular supervision, or basic probation, falls into Levels 4 through 2 (minimum, medium, and maximum supervision, non-special programs) of the 4-tier system. The majority of offenders are supervised in regular probation and assigned basic probation conditions.

The chart above illustrates the number of probationers supervised in regular probation during fiscal year 1990, the number who successfully completed their probation, the number whose probation was revoked and the number still in supervision.

In fiscal year 1990 there were 119 community supervision and corrections departments, with approximately 2800 officers supervising the state's adult probationers at a statewide average cost per felony probationer per day running between \$1.18 and \$1.42.

## INTENSIVE SUPERVISION PROBATION

Intensive Supervision Probation (ISP) is a special program begun in Texas in 1981 to divert certain felony offenders from going into the crowded state prison system. ISP was incorporated into the second level of the 4-tier system established in fiscal year 1990.

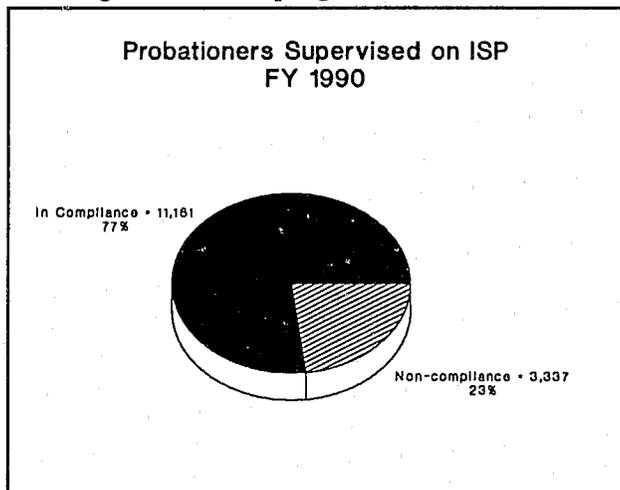
Due to the low ratio of probationer to ISP officer (40:1), the officer has more opportunity to provide an increased level of surveillance and supervision of each probationer. The ISP officer is trained and experienced in working with higher risk offenders. The officer, utilizing the CJAD Case Classification System and the Strategies for Case Supervision processes, determines risk/needs levels of the probationer, develops an individualized supervision plan, and arranges for the probationer to receive any needed special services to ensure public safety and promote responsible behavior.

Offenders placed into ISP have a documentable need indicator of: drug depen-

# Community Corrections Programs

dency; alcohol dependency; chronic unemployment; limited mental capacity or emotional problems; prior commitments to jail or prison; prior convictions; and/or the seriousness of their offense indicates greater needs/risks. Placement into ISP is a result of a direct court order; alternative to revocation; shock probation; or intensive probation transfer.

The following pie chart demonstrates, of the total number of probationers in ISP during fiscal year 1990, those who were in compliance with the conditions of the program and their probation as opposed to those who were unsuccessfully discharged from the program.



"In Compliance" represents probationers who were successfully discharged from ISP plus those still involved successfully in the program.

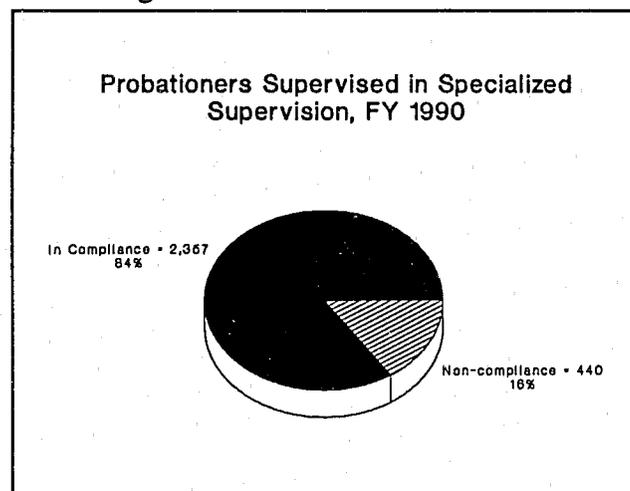
## SPECIALIZED SUPERVISION

Specialized supervision refers to the grouping of probationers who share the same type of problem for supervision by a probation officer experienced and trained in that problem area. A specialized workload is limited to 40 probationers per supervising officer.

By being trained and skilled in the particular problem area, the professional officer is in a position to better assess the probationer's needs and arrange for the appropriate services for the offenders under specialized supervision. Often,

the probation officer may provide many of the required services. In other circumstances, the officer may contract with private or voluntary service agencies to ensure the probationers receive the special treatment needed. In addition to treatment, supervision tools such as electronic monitoring can be used along with other conditions and restrictions of probation.

The chart shows how successful this program was during FY '90.



The specialized supervision program is typically used in Level 2 of the 4-tier system. To be eligible for placement into specialized supervision, defendants must meet one of the following criteria: be a documentable diversion from prison; have progressed from a more restrictive supervision level; or have documented special needs; or have maximum risk/needs scores using the CJAD case classification instrument.

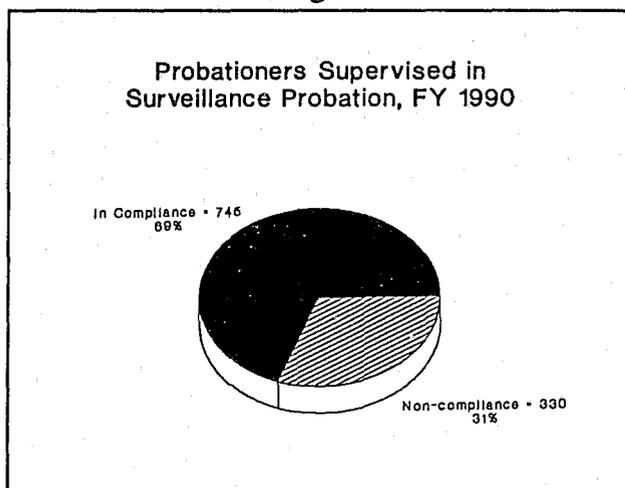
## SURVEILLANCE PROBATION

In the surveillance probation program, two probation officers share the responsibility of supervising no more than 25 probationers. Assigning two officers to supervise a small number of probationers enables the officers to check on the probationers any time 24 hours a day and to maintain a high number of contact visits with each one. Typically the officers con-

# Community Corrections Programs

duct a minimum of 5 contacts per week with each probationer, with at least 3 of the contacts occurring in person.

In addition to any other conditions of probation placed on offenders in the surveillance program, a mandatory curfew is required and frequent drug/alcohol screenings are performed. Offenders may also be required to participate in treatment for any special problems they may have (i.e., substance abuse) and could be placed on electronic monitoring.

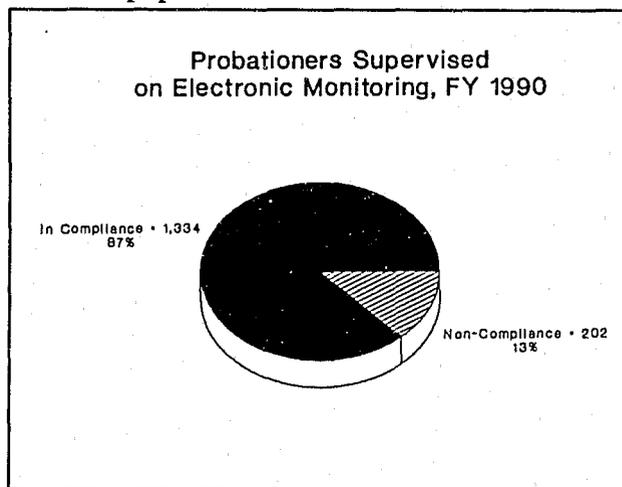


The criteria for a surveillance program falls into Level 1 of the 4-tier system. Eligibility for placement into Level 1 is based on the defendant having: a documented pattern of serious non-compliance while at a less restrictive supervision level; a motion to revoke filed for a law violation; and, matched the profile of offenders historically sent to prison or jail in that jurisdiction.

## ELECTRONIC MONITORING

Electronic Monitoring, a relatively new technology in corrections' punishments, is used to monitor the absence or presence of individuals at a given residence, at a specified time. Electronic Monitoring may involve attaching to an individual a wrist or ankle device which transmits signals to a central computer which records the offender's location. There are a

variety of electronic monitoring devices marketed. A community supervision and corrections department, county, or municipality funded by the Community Justice Assistance Division (CJAD) to utilize Electronic Monitoring may choose whichever equipment best fits the needs of the department and of the targeted offender population.



Electronic Monitoring is a tool rather than an individual program and may be used in conjunction with any non-residential community-based supervision programs. It serves as an enhancement to supervision which can reduce the county jail and/or prison commitment rates.

Average cost for Electronic Monitoring has been between \$7.00 and \$9.00 per day per offender.

The Texas Code of Criminal Procedure allows for the increased flexibility in the use of electronic monitoring as noted below:

- (1) personal bond;
- (2) pretrial release/diversion;
- (3) regular supervision;
- (4) in lieu of a sentence of confinement to jail;
- (5) in lieu of jail as a condition of probation;
- (6) in lieu of payment of a fine/costs;
- (7) as a condition of an appeal bond; or
- (8) as a condition of an appeal.

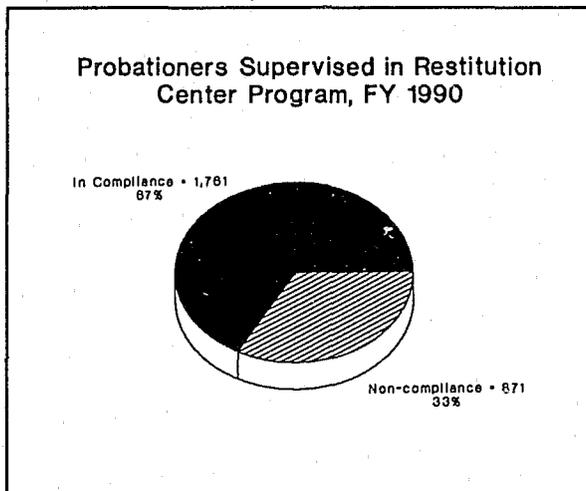
# Residential Services

Residential facilities funded by the Community Justice Assistance Division of the Texas Department of Criminal Justice provide the courts with a sentencing alternative designed to:

- reduce jail/prison overcrowding;
- provide public protection by ensuring a level of security in a 24-hour supervision program;
- provide an intermediate sanction for offenders; and
- provide services that target reintegration of the offender back into the community.

In fiscal year 1990, funding for residential services fell into three major categories: Restitution Centers, Court Residential Treatment Centers, and Contract Residential Services.

## RESTITUTION CENTER PROGRAM



These community-based corrections centers provide close supervision and a highly structured environment, which promotes safety to the community and responsibility to the probationer. The probationer is confined to the center except to go to their place of employment, to perform community service work, or to attend education or rehabilitation programs.

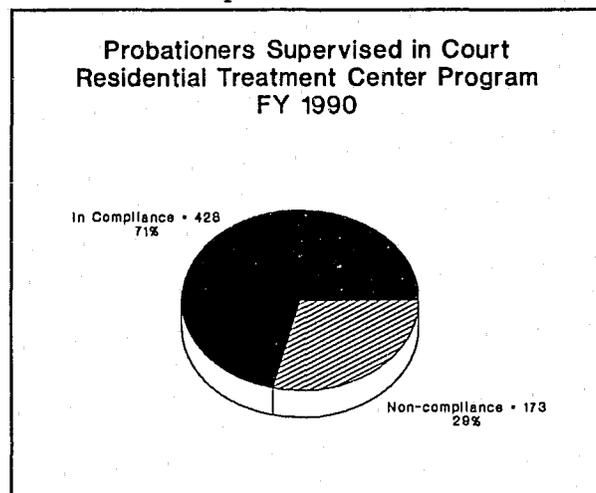
A resident remains in the restitution center from three months to one year, with progress reports to the court occurring at 90-day intervals. While residents in the center, probationers are required to be employed, perform community

service work, attend any special classes or counseling which may be a condition of their probation, and complete daily chores at the center. Residents' pay covers part of the cost of their room and board, restitution to their victim, support of their family, repayment of court costs, and payment of fines and fees. An additional economic benefit is that by remaining in the community and working the residents are also paying taxes.

There were 16 Restitution Centers in operation statewide during FY '90, providing a total of 803 bed spaces; 2,632 probationers were supervised in the Restitution Center program during the fiscal year.

## CRTC PROGRAM

Court Residential Treatment Centers (CRTC) provide services and treatment for offenders with problems in a variety of areas, such as alcohol dependency, substance abuse, mental problems, and emotional difficulties. A large number of offenders have one or more of the problems listed, but the problem is more pronounced in offenders identified as "special needs" offenders. Special needs offenders require a structured environment in which to be supervised and treated for their problem areas.



Placement into a CRTC is for anywhere from one month to 24 months. Regular evaluations

# Residential Services

are made of the offender's behavior, attitude, and progress at the center and filed with the sentencing judge. A judge may also place offenders in a CRTC as a pretrial condition.

During FY '90, there were four CRTCs operational in Texas, with a total capacity of 177 beds; 601 probationers were supervised in the program during the fiscal year.

## CONTRACT RESIDENTIAL SERVICES

Funding for Contract Residential Services (CRS) enables departments which do not have sufficient need to justify implementing their own residential facility to still have access to residential services when needed. Departments can contract for beds in a Restitution Center, CRTC, Boot Camp, mental health center, etc.

In fiscal year 1990, supervision was provided to 929 probationers through Contract Residential Services.

## BOOT CAMPS

There were no CJAD-funded boot camps operational during fiscal year 1990; however, Community Supervision and Corrections Departments, through contract arrangements, had access to boot camps operated by the Travis County Sheriff's Department and by the Institutional Division of the Texas Department of Criminal Justice (formerly TDC).

Participants in the boot camp program must adhere to strict rules of order and behavior. The program involves hard work, exercise, cleaning duties, job and life skills training, substance abuse counseling, and education classes. Length of time a probationer may be required to stay in a boot camp runs from 90 to 180 days.

The program accepts only first-time felony offenders, ages 17 to 25 years old.

Five CJAD-funded boot camps are expected to be implemented beginning in fiscal year 1991.

## OTHER RESIDENTIAL PROGRAMS

Substance Abuse Treatment Facilities (SATF),

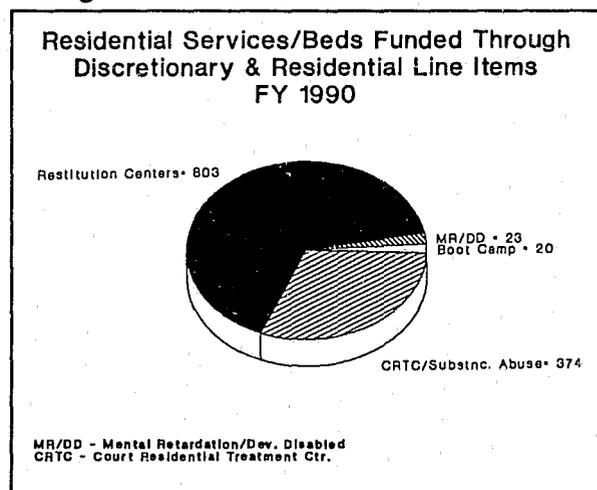
Intermediate Sanction Facilities, and County Correctional Centers are residential services which were not yet funded in fiscal year 1990, but were identified during the planning process for the next fiscal year.

Briefly, a SATF is a residential program designed specifically to deal with one type of special need: substance abuse treatment. Educational and vocational skills are also frequently included in the treatment programs.

An Intermediate Sanction Facility provides short-term detention for probation/parole violators and other offenders as deemed appropriate by local jurisdictions.

County Correctional Centers are facilities operated by the county sheriff to house and provide work programs and counseling for eligible defendants and probationers or for probation violators to serve a term of confinement. They differ from jails, both physically in their architectural requirements and the program design for residents.

The following chart shows residential services operated statewide by departments as well as through CRS.



## **COMMUNITY SUPERVISION AND CORRECTIONS DEPARTMENTS**

There are 119 community supervision and corrections departments (CSCD), formerly known as adult probation departments, employing approximately 2800 community supervision and corrections officers throughout Texas.

Although CSCDs may receive funding from the state, they are not state agencies. Article 42.131 of the Texas Code of Criminal Procedure places the responsibility for the establishment of departments with the district judge or judges trying criminal cases in each judicial district. The district judges trying criminal cases and the judges of statutory county courts trying criminal cases are entitled to participate in the management of the department. Where two or more judicial districts serve a county, or a district includes more than one county, one department serves all the courts and counties in the district unless the Board of Criminal Justice allows otherwise for the sake of administrative convenience, economy, or if services would be improved.

Departments must be in compliance with standards (rules) set forth by the Community Justice Assistance Division in order to receive state funding. In addition to funding available from the state and judicial district budgets, departments operate with utilities, facilities, and equipment being provided by the county(s) and through collection of supervision fees from probationers and pre-trial or pre-sentence defendants.

## **COMMUNITY SUPERVISION AND CORRECTIONS OFFICERS**

Community supervision and corrections officers are well-trained, educated, and certified in performing their duties of providing evaluation, supervision, and counseling to probationers. The officers identify risks and

needs of the probationers and devise a specific, as well as goal-oriented, measurable supervision plan. They make arrangements for any special services which may be necessary as part of the probationer's supervision. They work with their charges to find employment. The officers provide information to the courts both in pre-trial, pre-sentence, and during an offender's probation. Beginning in fiscal year 1990, officers were given more flexibility in moving probationers from one sanction to another as needed without having to go back to the court for each change.

Requirements for becoming a community supervision and corrections officer (formerly adult probation officer) are set out in Article 42.131 of the Texas Code of Criminal Procedure. Those requirements are:

(1) must have acquired a bachelor's degree in criminology, corrections, counseling, law, social work, psychology, sociology, or a related field, or

(2) have one year graduate study in on of those fields, or

(3) have one year experience in full-time casework, counseling, or community or group work that has been approved by CJAD.

Further, officers must comply with a code of ethics developed by CJAD and must pass the CJAD officer certification course within one year of their first day of employment as an officer. Persons employed as a peace officer are not eligible for appointment as a community supervision and corrections officer.

# Looking Ahead

---

Fiscal year 1991 will bring a significant expansion in community corrections programs. A new line item of funding will be distributed throughout the state specifically designed to reduce jail and prison overcrowding through an increase in available community corrections supervision programs and facilities.

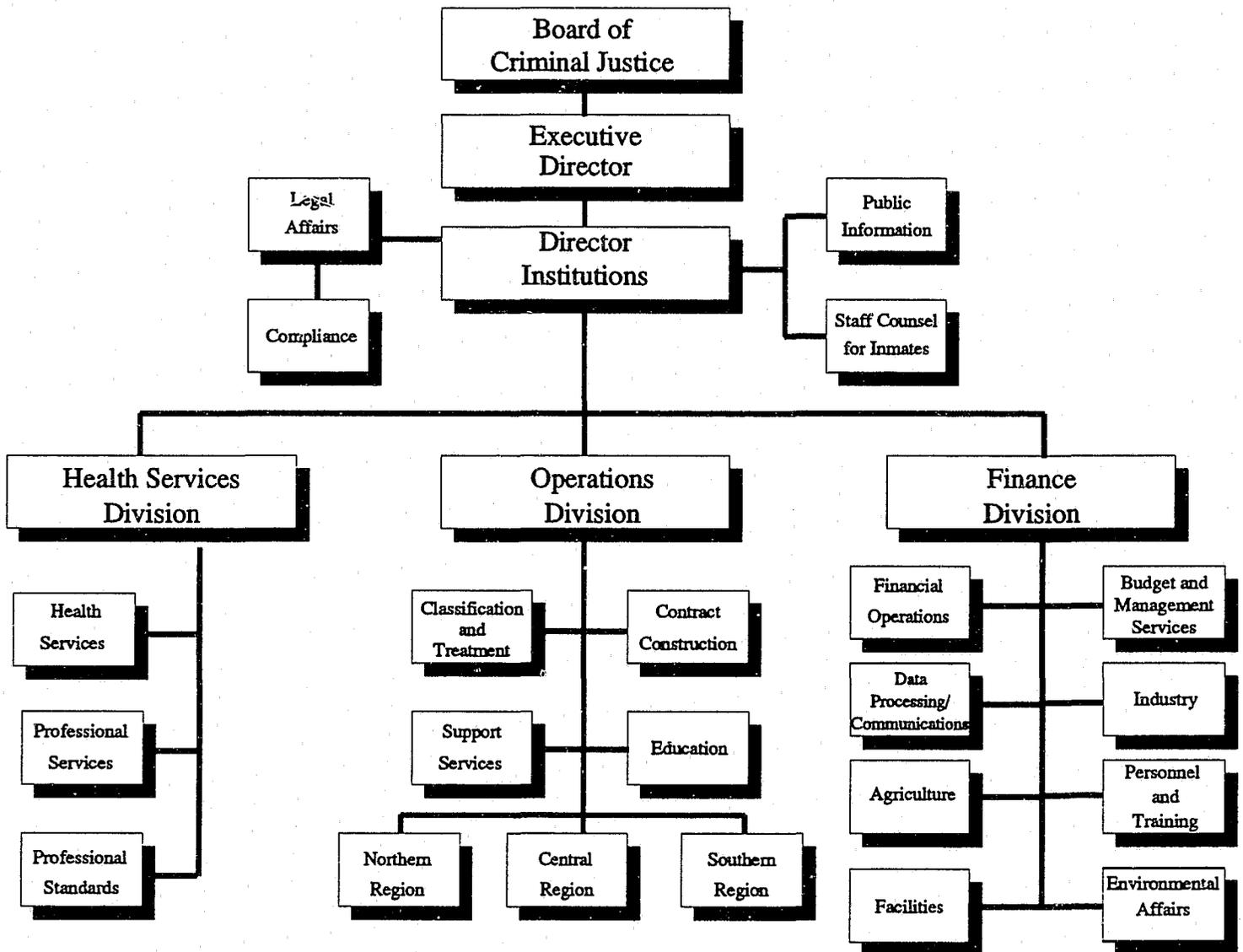
The Community Corrections Program (CCP) appropriation amounts to \$50 million to be allotted to every county via the local community supervision and corrections departments. Each department must submit a budget to the Community Justice Assistance Division of the Texas Department of Criminal Justice (TDCJ) which documents how its portion of the funding will be used for community based corrections. The programs budgeted with CCP funds should be identified in the local Community Justice Plan. The CJAD director recommends the budgets to the Board of Criminal Justice for approval. The Board has authorized the TDCJ staff to amend budgets as may be needed during the fiscal year.

Distribution of the CCP fund is based on the prison admissions formula used to determine the number of inmates each county can send weekly to the Institutional Division of the TDCJ. The formula was devised by the Board in accordance with Texas Civil Statutes, Article 6166a-4.

## **Institutional Division**

---

# INSTITUTIONAL DIVISION (ID)



# Highlights



## **CONSTRUCTION, CONSOLIDATION HIGHLIGHT FISCAL YEAR 1990**

Construction and consolidation highlighted fiscal year 1990 for the Institutional Division of the Texas Department of Criminal Justice (TDCJ-ID).

During the year, members of the Board of Criminal Justice authorized the construction of more than 16,000 prison beds and reviewed plans for expanded community corrections programs throughout the state. Once completed, the new construction will boost the capacity of the Texas prison system to more than 61,000 beds.

Following a spirited competition, communities awarded prison units during the year included Beeville, Beaumont, Abilene, Livingston, Lamesa, Teague, Dilley, Childress, Hondo and Pampa. More than 45 communities originally submitted proposals for prisons in what the news media coined "the prison derby."

The year saw more than 7,500 beds come on line from construction approved in November 1987. Units opening during the year included Hobby in Marlin, Hughes in Gatesville, Clements

in Amarillo, Hightower in Dayton, and Lewis in Woodville. At year's end, the state operated 35 prison units, while another four pre-release centers were being operated by private vendors under contract to the state.

The fourth private pre-release center opened at Cleveland in October 1989. Three others at Venus, Bridgeport and Kyle came on line the previous fiscal year.

The Windham School System celebrated its 20th anniversary during the fiscal year and was duly recognized by the Board of Criminal Justice as one of the premiere prison educational systems in the country.

The effectiveness of the school system was noted in a study that showed inmates of little formal education making significant progress once enrolled in Windham's many academic and vocational programs.

One of the most significant events of the fiscal year came in March 1990 with the closing of the Office of the Special Master appointed to oversee court-ordered prison reforms. The office closing

# Highlights

---

signaled an end to nine years of active monitoring by the federal court's appointed representative.

Addressing the Board of Criminal Justice in March 1990, Special Master Vincent Nathan said, "I believe the agency is altogether a different operation than what I saw in early 1981. It is an agency marked by creative and intelligent leadership, professionalism, and a commitment to decency and legality in the treatment of prisoners."

While the prison system continues to monitor its compliance with orders issued in the *Ruiz* case, Nathan gave credit to the rank-and-file employees for bringing an end to the lawsuit within reach.

"I'm very proud of what you've done," he said. "It's a matter of great fulfillment for me."

Marked improvements in health care services for inmates was a positive result of the prison reform lawsuit. During fiscal year 1990, a state-of-the-art regional medical facility opened at the Ellis II Unit, and a treatment facility for mentally ill patients was completed at the Skyview Unit. Another 450 beds for psychiatric patients were dedicated at the Clements Unit, while plans call for the construction of another 550-bed psychiatric center at the Jester III Unit in the prison system's Southern Region.

Thirteen unit infirmaries were again accredited by the National Commission on Correctional Health Care during the fiscal year, and five unit laboratories gained the endorsement of the College of American Pathologists.

As of April 1989, 35 states and the District of Columbia were operating under court orders related to crowding. Texas, limited to 95 percent of its capacity by court order, was among them.

In addition to appropriating funds for prison construction, legislators in 1989 authorized a \$50 million fund in FY 1991 for the development of alternative programs at the community level in an effort to divert lesser offenders from Texas' overburdened prisons.

One alternative that proved successful for the prison system during the year was the Special Alternative to Incarceration Program for young,

first offenders. Better known as the "boot camp," the first SAIP facility was established in January 1989 to expose offenders to strenuous work programs and strict discipline while providing them with substance abuse counseling and life skills training. Early figures showed the program successful in reducing recidivism among its participants. In July 1990, the program was expanded to include a second boot camp in the Southern Region of the prison system.

# Highlights

## THE NUMBER OF INMATES RECEIVED AT AND RELEASED FROM TDCJ FY 89-90

### THE NUMBER OF INMATES RECEIVED AT TDCJ

	FY 1989	FY 1990	
	Number	Number	Percent Change
NEW RECEIVES	19,924	28,648	43.79%
PAROLE VIOLATORS	9,633	14,086	46.23%
MAN. SUP. VIOLATORS	3,066	2,623	-14.12%
SHOCK PROB. VIOLATORS	680	933	37.21%
<b>TOTAL RECEIVED</b>	<b>33,303</b>	<b>46,290</b>	<b>39.00%</b>

### THE NUMBER OF INMATES RELEASED FROM TDCJ

	FY 1989	FY 1990	
	Number	Number	Percent Change
DISCHARGE	125	120	-4.00%
PAROLE	24,673	33,181	34.48%
MANDATORY SUPERVISION	5,429	3,856	-28.97%
SHOCK PROBATION	676	884	30.77%
<b>TOTAL RELEASES</b>	<b>30,903</b>	<b>38,041</b>	<b>23.10%</b>

	August 31, 1989	August 31, 1990	
<b>On-Hand Inmate Population</b>	<b>41,626</b>	<b>49,157</b>	<b>18.09</b>

# Executive Division

---

The Executive Division of the TDCJ-ID is headed by the Director, who is responsible for the overall administration of the agency. The Executive Division consists of the following departments which report directly to the Director: Legal Affairs, Staff Counsel for Inmates, Internal Affairs, Compliance, Internal Audit and Public Information.

## LEGAL AFFAIRS

Legal Affairs is responsible for providing legal advice and assistance to the Texas Board of Criminal Justice, the director and Institutional Division staff.

The General Counsel is responsible for the administration and management of the Legal Affairs Department and is liaison with the Office of the Attorney General.

Legal services provided include: administrative law and open records; correctional and fiscal operations; personnel and equal employment opportunities; internal affairs investigation review; drafting, review and negotiations of contracts; drafting and review of internal policy statements; state tort claims; and litigation support for the Office of the Attorney General.

## INMATE LEGAL SERVICES (ILS)

ILS consists of two functions: Unit Services and Trial Services. The unit services function was created in 1969 and is continued by *Ruiz* stipulations. It provides indigent inmates with legal services, except in fee-generating cases and civil rights cases against the Institutional Division. In FY 90 this function received 19,805 inmate requests for services. Typical areas of the law which inmates frequently request aid include writs of habeas corpus, family law, jail time credits, detainer problems, prisoner exchange, Social Security, shock probation, immigration, extradition and probate. This office often provides counsel to inmates about policy in parole matters, ap-

peals, TDCJ-ID records, etc.

The Trial Services function of ILS exists under the authority of Article 26.051, Texas Code of Criminal Procedure, to provide defense for indigent inmates charged by indictment with crimes committed while in the custody of TDCJ-ID. Units are now located in 18 counties across Texas. This function has the responsibility to defend inmates in all of these counties. In FY 90 this office received 377 appointments and answered 25 docket calls in six counties.

## INTERNAL AFFAIRS

Internal Affairs provides investigative services in support of TDCJ by conducting impartial, thorough and objective inquiries into allegations of misconduct and criminal activity. As a priority, IA reviews and monitors the entire process of the reporting of use of force incidents and investigates all allegations of excessive and/or unnecessary use of force, as well as allegations of harassment and retaliation. Internal Affairs consists of the following major components: Investigative Operations Bureau, Polygraph Section, Administrative Support Bureau, and the Use of Force Review Bureau. The Investigative Operations Bureau provides the system staff supervision and line operations necessary to conduct thorough and impartial investigations of allegations of employee misconduct and/or criminal activity. The bureau consists of three regional investigative teams with investigators at each unit. These regional teams investigate, as a priority matter, all allegations of excessive/unnecessary force and harassment and retaliation as required by the TDCJ Use of Force Plan. The Special Investigations Team operates system-wide, conducting sensitive and complex investigations that may cross unit or regional boundaries and works closely with all outside law enforcement agencies. An important element of the Special Investigations Team is the Narcot-

# Executive Division

---

ics Suppression Unit that participates in several combined agency Drug Task Force operations. Also assigned to the Investigative Operations Bureau is an intelligence section responsible for the collection, analysis and dissemination of criminal intelligence. The Investigative Operations Bureau conducted over 2,432 investigations in FY 90.

The Polygraph Section provides polygraph testing services to TDCJ. These tests are conducted primarily in support of formal investigative activities conducted by IA. The polygraph services are also provided to support the unit wardens in specific matters pertaining to unit security. Occasionally, polygraph tests are conducted at the request of local law enforcement agencies.

The Administrative Support Bureau provides staff and administrative services to IA and TDCJ. This section receives and reviews 500-600 allegations of employee misconduct and/or criminal activity monthly. They determine which allegations require an investigation under the federal court order and stipulated agreement and those allegations which are outside the court order, but constitute a valid concern for TDCJ. It also provides the accountability of investigations through a computer-based tracking program, which tracks a case from time of opening through departmental review to closing. This section also provides statistical data and monthly reports to the Special Master's Office, regional director; and other bureaus of IA. Specific reports and data are compiled in response to special requests made of TDCJ. As custodian of all IA documents, the Administrative Support Bureau maintains liaison with the Special Master, the Attorney General's Office, special prosecutors, federal agencies and other state agencies, and presents documents and testimony at the request of the Attorney General's Office in support of TDCJ.

The Use of Force Review Bureau provides an

independent systematic evaluation of each reported major use of force incident and ensures that all use of force actions are reported accurately, according to predetermined schedules and within the guidelines of the TDCJ Use of Force Plan. As the office of record, the Use of Force Review Bureau maintains accountability of all use of force reports and their corresponding videotapes, while providing statistical reports for comparative analysis.

---

## IA STATISTICAL DATA - FY 1990

Investigations opened 2,432

Polygraph Examinations conducted 684

Major Use of Force Reports reviewed 6,677

---

## COMPLIANCE OFFICE

The Compliance Office was established in June 1985 and is responsible for monitoring the Institutional Division's compliance with relevant court orders and stipulations as they relate to the *Ruiz v. Collins* litigation. Prior to this time, the task of monitoring compliance issues was scattered throughout many different divisions within the agency. This program is intended to demonstrate to the federal court that the Institutional Division of the Texas Department of Criminal Justice has the desire to bring itself in line with the constitutional changes as mandated by court orders and the legal precedence of law. On September 1, 1987, the Compliance Office, as part of a major reorganization, was placed under the Office of Legal Affairs.

The Compliance Office task of assessing systemwide compliance with the various *Ruiz* issues is assigned to staff monitors. Until recently the monitors would visit each unit on a quarterly basis, conduct inspections, provide information, assistance, and validate the unit's compliance in their particular areas. It was from these on-site evaluations that internal reports were prepared highlighting strengths

# Executive Division

---

and weaknesses as they relate to court-ordered requirements. Copies of these reports were prepared and provided to the units, central administration, Attorney General's Office and Office of the Special Master. Corrective actions initiated by units were noted and responses sent back to the Compliance Office through the appropriate regional director's office.

During FY 90, as the Office of the Special Master prepared for its closing, the Compliance Office became more involved with the monitoring requirements outlined in the Report of the Special Master Recommending Timetable for Termination of the Mastership (Termination Report). The Termination Report requirements have resulted in the monitoring and reporting of the status of separate *Ruiz* issue areas by prescribed time frames. Compliance Office monitors visited TDCJ-ID units primarily to conduct inspections in preparation for filing the numerous reports required by the Termination Report over a two-year period of post mastership monitoring. Additional monitoring responsibilities were placed upon the Compliance Office as a result of the Report of the Special Master Recommending Certain Reports by the Defendants Relating to TDC Units to be Constructed in the Future. The primary requirement of the order related to this report is that inspections be conducted during the first 90 days of operation of each newly-constructed unit to ascertain its state of compliance in all *Ruiz* issue areas. During FY 90 the Compliance Office conducted the required inspections on four (Daniel, Hobby, Hughes and Clements) newly-opened units. Also, the Compliance Office conducted similar assessments of the four privately-operated pre-release centers to determine their overall compliance with *Ruiz*-related requirements. Formal reports regarding these assessments were provided to the Office of the Special Master for eventual filing with the court.

In addition to these reports, during FY 90

and prior to the Special Master's exit, the Compliance Office has been responsible for timely coordination of staff responses to the numbered monitors' reports prepared by the Office of the Special Master in anticipation of the closing of that office. This coordination primarily consisted of tasking the related divisions for their comments regarding the findings in these reports. The comments were then collected, reviewed, and coordinated into a single agency response to be provided to the court through the Attorney General's Office. During FY 90, the Compliance Office also conducted regular quarterly training for the Compliance sergeants on each unit and continued assisting units and administrative departments in regard to all areas of *Ruiz* litigation, to include: facilitation of legal interpretations, special committee work, grievance responses, etc.

Examples of major reports written by the Compliance Office and filed with the court during FY 90 are:

- Quarterly and semi-annual reports (Re: capacity and single celling)
- Report on the Inmate Classification Plan
- Report on Allocation of Inmate Necessities
- Defendants' Trusty Camp Assessments
- Dormitory Renovation Report
- Private Prison Reports
- 90-day Assessments (Daniel, Hobby, and Hughes units)
- Reports on Security Staff Deployment
- Report on Support Service Inmates (SSI)

Finally, with the closing of the Office of the Special Master during FY 90, the Compliance Office has been the recipient of the inmate complaints, inquiries, etc., previously routed to the Office of the Special Master. In response to this activity, the Compliance Office has developed an inmate mail processing system that attempts to sort issues and inquiries and then coordinate complaint and problem resolutions with the assistance of unit and departmental officials. Complaints and allegations regarding Support

# Executive Division

---

Services Inmates (SSIs) however, are screened for determination of the appropriateness of investigative action.

## INTERNAL AUDIT

Internal Audit is an independent appraisal activity within the Texas Department of Criminal Justice. Internal Audit's objective is to assist management in discharging its responsibilities. Attaining this objective involves a wide variety of activities, including: appraising the design and function of financial; accounting; and operating controls; evaluating the degree of compliance with agency policies and procedures; evaluating the accountability for and security of assets; assessing the reliability of management reports; appraising performance and accomplishment of objectives; and recommending operating improvements.

The assistant director for Internal Audit reports directly to the Board of Criminal Justice and the executive director. There are 11 auditors and 2 secretaries in the Huntsville Office of Internal Audit. This staff performs financial and operational audits of the Institutional Division of TDCJ.

During FY 90, the Huntsville Office of Internal Audit initiated major audits in 12 new project areas, involving industrial operations, inmate education programs, administrative functions, prison construction activities, agricultural operations, commissary functions, and prison unit operations. In addition, 14 special audits were initiated which were smaller in scope and addressed such areas as unit cash fund management controls, inventory management and control, inmate craft sales, inmate organizational activities, and certain health services activities.

Internal Audit completed a total of 19 major audits and 12 special audits of the Institutional Division during FY 90. In addition, the Huntsville Internal Audit staff assisted in the audits of the privately-operated prison units in Kyle, Venus, Cleveland and Bridgeport, and assisted

the Austin Internal Audit staff in the audits of half-way houses and other facilities operated through the Pardons and Paroles Division.

## PUBLIC INFORMATION OFFICE

The Public Information Office staff is small in number, but performs a big job in providing media representatives and private citizens with reasonable access to the nation's third largest prison system.

The office staff of three schedules and coordinates media interviews with inmates and prison officials and arranges for criminal justice students and related groups to tour different institutions.

In addition, the staff will field several hundred telephone inquiries from the media and general public each month.

The PIO also produces the Institutional Division's Annual Overview, monthly employee newsletter, and supervises production of the award-winning inmate publication, *The Echo*.

Fact sheets and general information brochures on the Texas prison system are also available through the PIO.

# Finance Division

---

The Finance Division is the fiscal and statistical arm of the state prison system. Headed by the deputy director for Finance, the division is also responsible for the operation of inmate work programs under the departments of Industry, Construction and Agriculture. In addition, the division oversees the employment and training of the agency's personnel.

## FINANCIAL OPERATIONS

Financial Operations is the basic business entity for the Division. Responsibilities include income recording and distribution, vendor paying, employee payroll workup, general accounting for both state and local funds, and recording of inmates' personal fund transactions. The operation currently consists of Accounting, Cashier, Payroll, Enterprise Fund, Inmate Trust Fund, Boyd Distribution and Accounts Payable.

The Division utilizes one centralized Accounting Department which classifies, records and reports all accounting transactions originating at all locations within the system. The department is divided into seven specialty areas; voucher coding and cost center reconciliation, employee utility and service charges, livestock and agriculture accounting, industry accounting, fixed asset accounting, construction accounting, and accounts receivable.

Besides classifying and reporting accounting information, members of the department regularly visit reporting locations to conduct physical inventories and/or inventory spot checks to verify the integrity of the Division's records.

The continuing goals of the department are to maintain 100 percent accountability over all Division resources, to provide accurate and timely information to those requiring it, and to accommodate all new reporting locations as they become operational.

The Cashier's Office is responsible for recording and depositing revenue for the Institutional Division to the State Treasury. In addition, this

office prepares inmate discharge checks, employee advance travel checks, and issues airline tickets. Also, this office is responsible for placing the local funds short term investments and making daily banking transactions.

The Payroll Department is responsible for the processing and initial distribution of multiple monthly payrolls and related documents for all Institutional Division employees. The department works closely with unit/department personnel officers, Data Processing, Accounting Department and the Claims Division of the Comptroller's Office to ensure compliance with state laws and agency policies, accuracy, and completion of all documents necessary to process any given payroll.

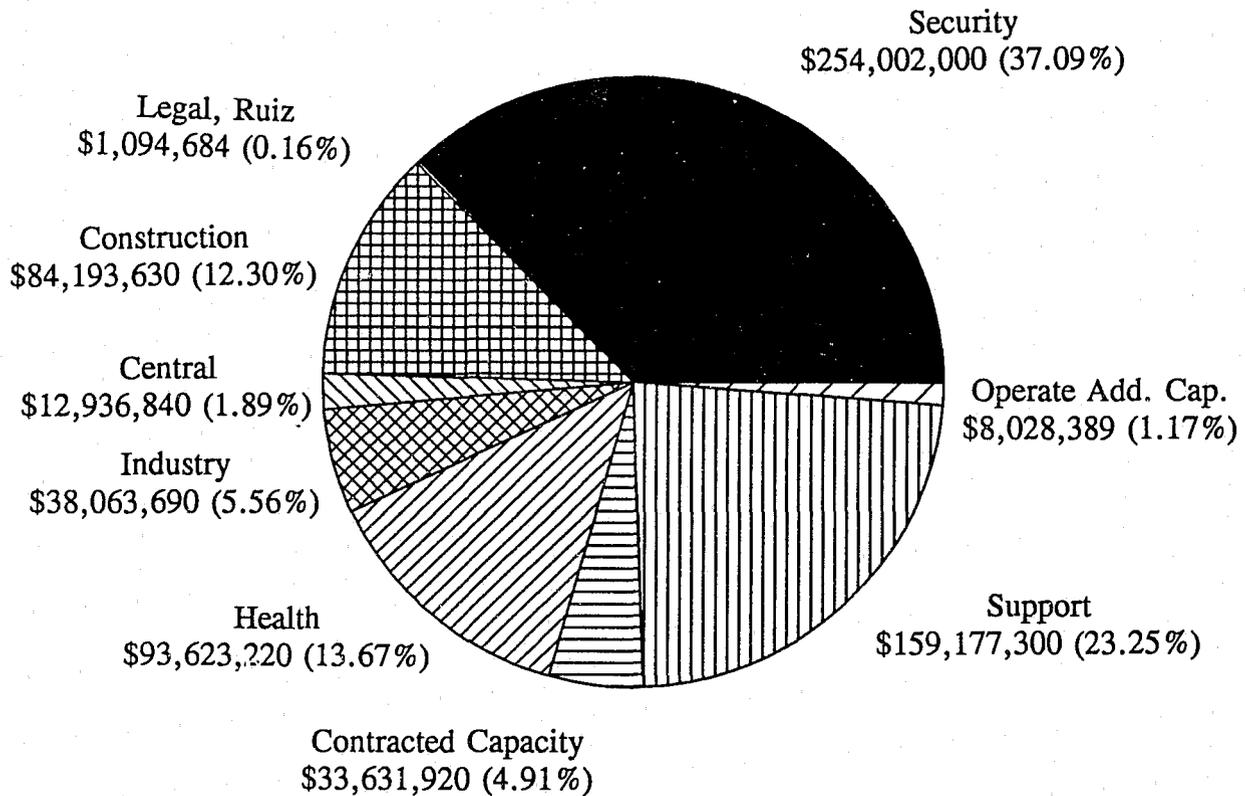
The Enterprise Fund, commonly referred to as Education and Recreation (E&R) Fund, is comprised of programs and activities which produce locally-earned revenues specifically including, but not limited to, operation of the commissaries (at each prison unit), specific purpose gifts of general donations,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

The Inmate Trust Fund receives an average of 2,000 deposits daily. Deposits are processed each afternoon and sent to Data Processing for data entry the next day and update that night. All deposits and withdrawals are handled on a daily basis.

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

# Finance Division

## Texas Department of Criminal Justice Institutional Division 1990 Expenditures All Funds



Appropriations for the 1990-91 biennium total \$1.45 billion. Of the total appropriation, \$1.241 billion is committed to the general operations of the Division. The remaining \$210.1 million is dedicated to the construction of additional capacity as well as other repairs and renovations caused by *Ruiz* agreements, and acquisition of computer equipment and software. For construction, repair and renovation, \$197.7 million is funded through the sale of general obligation bonds of the state. Another \$138.5 million was funded for construction of additional capacity through HB 1477 toward the end of the 71st Legislature. Also, during the sixth-called session of the 71st Legislature, SB 13 was passed, appropriating an additional \$130.2 million for 5,250 more beds. These funds are also general obligation bonds of the state.

# Finance Division

## TDCJ - INSTITUTIONAL DIVISION BALANCE SHEET AUGUST 31, 1990 FINAL

### ASSETS

CURRENT			
CASH			
ON HAND-PETTY CASH		125.00	
IN HAND-REVOLVING FUND		405,000.00	
EXPENSE FUND		2,375.00	
STATE SALES TAX		-0-	407,500.00
<hr/>			
INMATE TRUST FUND			
IN BANKS		90,912.97	
INVESTED		1,772,000.00	1,862,912.97
<hr/>			
EMPLOYEE COMMISSARY FUND			
IN BANKS		107,253.48	
INVESTED		-0-	107,253.48
<hr/>			
FUNDS IN STATE TREASURY			
APPROPRIATIONS-GENERAL REVENUE		73,791,967.62	
INDUSTRIAL REVOLVING FUND 156		346,272.10CR	
MINERAL LEASE FUND-UNAPPROPRIATED	11,476,939.18		
MINERAL LEASE FUND-APPROPRIATED	90,879.30	11,567,818.48	
<hr/>			
CAPITAL TRUST FUND 543		1,090,908.68	
STATE HIGHWAY FUND 6		5,943,864.04	
BUILDING BOND FUND		15,958,980.55	
EMPLOYEE BOND FUND 901		2,681.25	108,009,948.52
<hr/>			
ACCOUNTS RECEIVABLE			
TRADE			6,294,085.57
INTERDEPARTMENTAL			-0-
DEPOSITS ON CONTAINERS			-0-
INVENTORIES-ALL UNITS			82,454,893.37
			199,136,593.91
			<hr/>
	ASSET VALUE	DEPREC RESERVE	NET BOOK VALUE
FIXED ASSETS			
LAND	29,661,327.80	-0-	29,661,327.80
BUILDINGS	527,327,983.78	124,057,007.51CR	403,270,976.27
IMPROVEMENTS	49,717,048.07	16,238,681.92CR	33,478,366.15
ROADS AND BRIDGES	3,441,079.90	2,849,707.37CR	591,372.53
MACHINERY AND EQUIPMENT	64,605,691.18	35,436,842.85CR	29,168,848.33
AUTOMOBILES AND TRUCKS	27,137,227.37	17,582,799.83CR	9,554,427.54
FURNITURE AND FIXTURES	28,686,787.43	15,128,880.06CR	13,557,907.37
HEAVY EQUIPMENT	25,971,687.71	17,009,520.98CR	8,962,166.73
RADIO AND EQUIPMENT	24,488,289.87	12,408,367.02CR	12,079,922.85
FIREARMS	1,334,151.17	795,275.84CR	538,875.33
FIXED ASSET CLEARING	-0-	-0-	-0-
	<hr/>	<hr/>	<hr/>
	782,371,274.28	241,507,083.38CR	540,864,190.90
CONSTRUCTION IN PROGRESS			242,841,211.41
PREPAID EXPENSES			92,501.30
TOTAL ASSETS			<hr/> <u>982,934,497.52</u>

# Finance Division

## LIABILITIES

CURRENT			
CONTRA TO LOCAL FUNDS			
PETTY CASH		125.00	
REVOLVING FUND		405,000.00	
EXPENSE FUND		2,375.00	407,500.00
		<hr/>	
CONTRA TO INMATE TRUST FUND			
INMATE FUNDS		1,699,954.51	
ESCHEAT FUNDS		56,799.16	
SALES WITHOUT CARD		189.84DB	
COMMISSARIES		106,349.14	1,862,912.97
		<hr/>	
CONTRA TO EMPLOYEE COMMISSARY FUND			107,253.48
CONTRA TO TREASURY FUNDS			
APPROPRIATIONS GENERAL REVENUE		73,791,967.62	
INDUSTRIAL REVOLVING FUND 156		346,272.10DB	
MINERAL LEASE FUND 272		11,567,818.48	
CAPITAL TRUST FUND 543		1,090,908.68	
STATE HIGHWAY FUND 6		5,943,864.04	
BUILDING BOND FUND		15,958,980.55	
EMPLOYEE BOND FUND 901		2,681.25	108,009,948.52
		<hr/>	
ACCOUNTS PAYABLE			
TRADE		14,518,708.57	
INTERFUND		826,553.91	
LONG TERM PAYABLE		130,830,000.00	
STATE SALES TAX		-0-	146,175,262.48
		<hr/>	
TOTAL LIABILITIES			256,562,877.45

## SURPLUS

SURPLUS-AUGUST 31, 1989			664,090,852.52
FUND EXPENDITURES		737,926,155.95	
LESS: FUND RECEIPTS	51,278,978.95DB		
PROPERTY TRANSFERS	1,425.00DB		
FUND TRANSFERS		51,280,403.95DB	686,645,752.00
		<hr/>	
ADD: GOVERNMENT GRANTS		970,574.24	
GOVERNMENT COMMODITIES		5,279,536.39	
TRANSFERS OF LOCAL FUNDS		-0-	
PROPERTY TRANSFERS		-0-	1,365,986,715.15
		<hr/>	
LESS: OPERATING DEFICIT			630,619,095.08DB
TOTAL SURPLUS			726,371,620.07
			<hr/>
TOTAL LIABILITIES AND SURPLUS			982,934,497.52

# Finance Division

## EDUCATION AND RECREATION FUND BALANCE SHEET 08/31/90

### ASSETS

<b>CURRENT ASSETS</b>			
CASH-AMERICAN BANK	716,898.15		
CERTIFICATES OF DEPOSIT	9,309,000.00		
PETTY CASH	17,525.00		10,043,423.15
RECEIVABLES			
ACCOUNTS RECEIVABLE	52,502.22		
INTEREST RECEIVABLE	31,833.20		
RECEIVABLES COMM MANAGERS	3,834.07		
LONG TERM RECEIVABLES	2,037.78		
INMATE RECEIVABLES	2,425.89		
COMM. SALES RECEIVABLE	108,497.23		201,130.39
INVENTORIES			
INVENTORY-WAREHOUSE	914,201.78		
INVENTORY-COMMISSARIES	974,330.89		
INVENTORY-CIG STAMPS	86,325.95		
INVENTORY-VENDING MACHINES	4,765.87		
INVENTORY-RECR STOCK	116,219.04		
INVENTORY-RADIO & TV STOCK	55,756.64		2,151,600.17
			12,396,153.71
	<b>ASSET</b>	<b>DEPRECIATION</b>	<b>NET</b>
	<b>VALUE</b>	<b>RESERVE</b>	<b>VALUE</b>
<b>FIXED ASSETS</b>			
LAND	282,658.18	0.00	282,658.18
BUILDINGS	1,266,811.52	1,011,785.10 CR	255,026.42
VOCATIONAL EQUIPMENT	205,943.99	205,396.72 CR	547.27
MUSICAL INSTRUMENTS	121,619.45	120,885.89 CR	733.56
T.V. RADIO & PHOTO EQUIP	583,098.82	403,379.49 CR	179,719.33
AUTOS & TRUCKS	198,192.98	133,307.15 CR	64,885.83
MOTION PICTURE EQUIPMENT	10,340.55	9,853.79 CR	486.76
IMPROVEMENTS	43,882.53	40,527.08 CR	3,355.45
BARBER EQUIPMENT	18,890.80	15,316.97 CR	3,573.83
COMMISSARY EQUIPMENT	557,690.05	442,024.37 CR	115,665.68
RECREATIONAL EQUIPMENT	305,672.63	83,193.37 CR	222,479.26
	3,805,505.18	2,639,177.35 CR	1,166,327.83
PREPAID EXPENSES			
PREPAID INSURANCE		737.00	
PREPAID POSTAGE EXPENSE		3,213.30	3,950.30
<b>TOTAL ASSETS</b>			<u>13,566,431.84</u>

### LIABILITIES AND SURPLUS

<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE TRADE	366,041.46 CR		
SALES TAX PAYABLE	6,391.31 CR		
CIG TAX STAMPS	362.70 CR		
TOBACCO TAX PAYABLE	63,906.56 CR		
JESTER MULTIPURPOSE BLDG	34,999.50 CR		
ELLIS I ART SUPP. DONATION	2.49 CR		
SALARY PAYABLE	435,371.03 CR		
LEAVE ENTITLEMENT	342,904.25 CR		
ACCTS PAYABLE WACKENHUT	42,687.81 CR		
ACCTS PAYABLE_C.C.A.	31,620.76 CR		1,324,287.87 CR
SURPLUS			
PROFIT OR LOSS FROM OPERATIONS			
INMATE TRUST FUND	200,620.40		
WYNNE DOG PROJECT	12,012.10 CR		
GENERAL OPERATIONS	1,151,968.77		
COMMISSARY OPERATIONS	1,626,174.13 CR		285,597.06 CR
			11,956,546.91 CR
<b>TOTAL LIABILITIES AND SURPLUS</b>			<u>13,566,431.84 CR</u>

# Finance Division

---

discount stores and supermarkets.

The Accounts Payable Department processes all payments for goods and services purchased with state-appropriated funds. This includes: auditing the purchasing/payment transactions for compliance with all applicable laws, rules and regulations; auditing for appropriate budget authorizations; posting and mailing warrants; and maintaining permanent purchase/payment files. An experienced staff is available to assist vendors and TDCJ personnel with payment problems. There is also a word processing section to handle the typing needs of Financial Operations and is available to assist other departments as the need arises.

## **BUDGET DEPARTMENT**

The Budget Department plans, formulates, analyzes and monitors the expenditures and revenues of TDCJ 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 TDCJ 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 Board of Criminal Justice.

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 TDCJ 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 Criminal Justice - Institutional Division in an internal consulting capacity. Its mission is to analyze policies, procedures, problems and technology confronting the field of corrections 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, and objective information.

Management analysis is an ongoing task. It may be requested by management or initiated by Management Services as dictated by agency needs. Management Services produces numerous management, planning and statistical reports on a routine basis, monitoring internal departmental activities ranging from legislative and fiscal reporting to capacity, inmate violence, and disciplinary matters.

The department is comprised of two components: Operations and Statistical Analysis; and Planning, Development and Procedures.

Technical assistance and information provided to other state agencies, the state Legislature, and TDCJ-ID departments include, but is not limited to the following:

- Correctional management issues.
- Population and bed capacities for the Criminal Justice Policy Council, the Legislature, and internal reporting.
- Analysis and maintenance of the "Four-Year

# Finance Division

---

## Construction Plan."

- Development and coordination of Request for Proposals and the review process regarding site selection for new facilities, including presenting on-site overviews of TDCJ-ID (slideshow) and answering community concerns. Coordinated the selection of new sites.
  - Audited all unit maintenance and necessities departments.
  - Provided support in the intense management of litigation regarding the closure of *Ruiz* issues (i.e., necessities, unit maintenance, safety and administrative segregation).
  - Completed the final report regarding the review, validation, and documentation of dormitory renovations required by the *Ruiz* Crowding Stipulation.
  - Provided assistance to the Pardons and Paroles Division in the development and coordination of Request for Proposals for a work program facility and an intermediate sanction facility.
  - Responded to interrogatories regarding various matters.
  - Continued development of records retention schedule for all agency records.
  - Maintained a monthly management report depicting the inmate labor force, and finalized recommendations for an automated system.
  - Coordinated all extra-departmental research projects.
  - Reviewed and tracked all TDCJ - related legislative bills during the 71st legislative sessions.
  - Responded to numerous surveys, questionnaires, and requests for information.
- During FY 90, Management Services also completed the following routine documents:
- TDCJ Board Agendas for six regularly-scheduled board meetings.
  - TDCJ Board Meeting Minutes for six regular and four special board meetings.
  - 1989 Fiscal Year Statistical Report and TDCJ-ID Fact Sheet.

- Weekly reports to the Board of Criminal Justice.
- Monthly education report.
- Revised numerous agencywide policies for the Department Policy and Operations Manual.

## DATA PROCESSING

The Institutional Division has a centralized data processing facility located in the Administration Building in downtown Huntsville. The facility operates 24 hours a day, 7 days a week and interacts with units and various remote locations via a teleprocessing network. The current teleprocessing network has expanded to 1,760 terminal devices and generates an average of 450,000 transactions per 24-hour period.

With the creation of the Texas Department of Criminal Justice, the Data Processing Department provides the Institutional Division, the Pardons and Paroles Division, and the Community Justice Assistance Division with automated information systems support. In addition, the Data Processing staff provides statistical and informational reporting to all interior departments. The rapid growth of the agency has resulted in the need to increase mainframe capacity, floor space, and personnel required to operate the expanding data center. A remodeling and expansion project was begun at the end of FY 89 and completed early this fiscal year. Additional personnel were hired to handle the increased workload. In addition, new database technology has been acquired which will provide better organization, management, and usage of agency information. Extensive use of this technology is anticipated in future development of automated systems.

A pilot project featuring optical disk storage technology referred to as imaging, was undertaken in FY 90. This technology allows a user to copy a document into a system where it is stored in a computerized file to be viewed, printed, and processed as needed. The system will revolutionize the method for maintaining document storage,

# Finance Division

---

retrieval and usage. The project was begun in the Personnel Department to convert personnel folders to electronic files at some time in the future. If the pilot project is successful, consideration will be given to converting inmate folders to electronic files at some time in the future.

During this fiscal year, applications were implemented to monitor inmate participation in various programs, including treatment programs for sex offenders and substance abusers. Also, a user support section was established in the department to monitor purchasing of personal computers and assist users in creating applications for them.

## **PURCHASING AND UTILITIES**

The Purchasing and Utilities 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 coordinating specified delegated purchases of goods and services. Centralized maintenance and repair contracts for copy machines are secured and administered through this department.

Assistance is given to all areas in the development of specifications for the purchase of supplies and equipment for lease space, negotiating emergency leases and coordinating lease requirements and bid invitations through the State Purchasing and General Services Commission. Lease records are maintained by Purchasing, also.

The additional function of administration of purchased utilities continues the most cost-effective purchases of electricity, natural gas, water and wastewater.

Contract administration and negotiation is currently done with 13 existing electric utilities, 7 existing natural gas suppliers and 7 existing municipal water and wastewater systems. New correctional units presently under construction

will add 3 new electric utilities, possibly 3 new natural gas suppliers and 6 new water and wastewater municipalities.

The Energy Management function added in 1989 emphasizes:

- Identification of energy savings opportunities.
- Design of energy efficient new prison units.
- Gathering utilities usage data to give a clearer understanding of where and how TDCJ-ID uses energy.

Projects being completed now will reduce the cost per prison unit for electricity by compensating for heavy inductive loads and by converting to more efficient fluorescent lighting. A system-wide program to upgrade boiler operating efficiencies will result in considerable savings in natural gas usage.

The proposed automated collection of utility usage data will result in a more thorough understanding of just how energy is used and provide a basis for timely communication to all employees of how effective we are at eliminating unnecessary energy usage.

## **INDUSTRIAL OPERATIONS**

Industry consists of 31 factories or plants located at 21 prison units that produce goods and services for use within the Institutional Division 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 three large warehouses.

Industry began operations in 1963 when the then Texas Department of Corrections 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

# Finance Division

---

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.

Effective September 1985, the Legislature passed House Bill 1573 which authorized the Prison 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 TDCJ, and to lease TDCJ 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 Institutional Division operating expenses and help fulfill its legislative mandate to be as 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 Institutional Division 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 TDCJ 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 31 facilities. Two additional factories opened in September 1990 with 10 more scheduled to open in the prison units being constructed. Sales to others have increased from \$164,000 yearly to \$30,832,553 in fiscal year 1990, with a total outside and departmental sales of \$50,389,419. As stated in Senate Bill No. 338, the primary intent of TDCJ Industry is to "pro-

vide more adequate regular and suitable employment for the vocation training and rehabilitation of the prisoners of this state." 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 Institutional Division itself benefits. The greatest contribution to the Division 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 13 percent of the inmate population is involved in the daily operation of the various industrial programs in the Institutional Division.

## INDUSTRIAL FACILITIES

**The Stainless Steel Fabrication Plant** located at the Pack II Unit produces a combination sink/commode and pipe chase walls for use in the new cell blocks being constructed and to replace old fixtures. Food carts, vent hoods, racks, tables, and other stainless steel items are also manufactured. A total of 4,247 toilets and 6,361 various other stainless items were manufactured this year for departmental use, state agencies and county jails.

**The License Plate Plant** at the Wynne Unit produced 5.2 million plates during the year. In addition, shelves, bunks and other steel items used in cells were manufactured.

**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 through all phases of machining, assembly and staining to a completed desk, chair, cabinet, etc. There were 6,000 furniture items manufactured this year. In addition, there were 50,000 floor and janitorial brushes manufactured.

# Finance Division

---

**The Record Conversion facilities** located at the Wynne, Mountain View, Beto II and Coffield units provide services to state agencies, public schools, counties, universities, cities and hospitals. The Mountain View, Coffield and Wynne units provide computerized data entry with records stored on magnetic tape. The Wynne and Beto II facilities also have complete microfilm operations. The Mountain View facility also produces braille textbooks and leisure books for various schools and agencies all over the United States. Telemarketing services and a plastic injection machine also have been installed at the Wynne facility. For FY 90, these facilities provided the following services: records converted to magnetic tape - 11,125,728; feet of microfilm processed - 1,161,400; braille pages produced - 1,300,398. In addition, 12.9 million automobile renewals were processed at the Wynne facility.

**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 1.5 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.

**The Shoe Factory** was located at the Ferguson Unit until it moved into new facilities at the Clements Unit (Amarillo) in March 1990. The basic product manufactured this year was a steel-toed work boot, of which 130,745 pair were produced. Eventually, other shoes, boots, belts, leather products, saddles, etc., will be manufactured.

**The Tire Retread Plant** at the Darrington Unit utilizes a modern pre-cure system that produces a quality retread and permits the retreading of radial tires. This factory processed 7,462 tires for the Highway Department and school districts and 1,275 for use within TDCJ. Several cities utilize this service to put special retreads on waste hauling vehicles. With the new molded shoe

being manufactured, a certain amount of reground material can be utilized. This facility is recovering the steel toes and soles from old inmate shoes.

**The Print Shop** at the Hobby Unit (Marlin) meets all the department's printing and reproduction needs. Print Shop services include typesetting, layout, graphic design, process camera work, plate making and bindery operations. This operation moved into new facilities in January 1990. They provide for a much greater capacity, which includes computer forms. Plans are to do a limited amount of work for other agencies. Because of the move, impressions for the year decreased to 49.3 million.

**The Bus Repair facility** located at the Ellis I Unit repairs 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 this facility. A total of 310 vehicles were refurbished; additionally, 2,594 metal tables and benches were produced for use by TDCJ and the Parks and Wildlife Department.

**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 the reconditioning of used sign blanks. Production this year consisted of 153,765 signs, 213,625 reflectors and 153,992 letters and numbers.

**The Furniture Refinishing Factory** at the Ramsey I Unit refurbishes metal, wood and upholstered furniture. The primary customer for the refinishing services is public schools. Workers also manufacture upholstered furniture and some jail steel items. Over 132,000 pieces of furniture were processed in this plant.

**The Soap and Wax Factory** located at the Central Unit produced 3,708,014 pounds, and 418,617 gallons of soaps, detergents, laundry de-

# Finance Division

---

tergents 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. A fire suppressant foam that was developed for use by the Texas Forestry Service is gaining in popularity among Texas fire fighting groups and out-of-state groups.

**The Textile mills** located at the Huntsville and Ellis units produced over 2 million yards of cloth for use in the manufacture of inmate clothing, over 2.2 million pounds of yarn, and 570,000 towels. Yarn is produced from cotton grown by TDCJ with additional cotton being purchased. The Huntsville Mill produces mop yarn utilized at the Mop and Broom Factory.

**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 multi-color stickers, labels, decals and other high visibility graphics. Over 17 million validation stickers were produced for the Texas Highway Department along with over 3 million decals for other agencies.

**The Metal Fabrication plants** at the Coffield and Beto II units produce 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 numerous other metal items. These items are produced to specification for TDCJ Construction, as well as for county and city jails. Additionally, dump truck beds for the Highway Department and park equipment for the Parks and Wildlife Department are manufactured at Beto II.

**The Garment factories** located at the Hilltop, Eastham, Gatesville, Ellis and Jester units produced inmate clothing and correctional officer uniforms. Some non-clothing items i.e., flags, janitorial bags, gloves, sheets, etc. are also produced. A new factory was opened at the Hughes Unit in March to produce inmate cloth-

ing. A total of 3,372,496 items were manufactured at these plants.

**The Mattress Factory** at the Wynne Unit produces several types of mattresses and pillows for both TDCJ and for sale to other tax-supported entities. They also produce special order items, i.e., tumbling mats, etc. This year they produced 44,598 mattresses, 37,036 pillows and 376 special order items.

**The Mop and Broom Factory** at the Ferguson Unit manufactures brooms, mops (wet and dust), mop handles, safety flags and inmate belts. In FY 90 this factory produced 28,900 flags, 40,704 brooms, 206,172 mops and 4,104 mop frames and handles.

**The Concrete Plant** located at the Beto I Unit began production this fiscal year. So far, demand for concrete block or batched concrete has been low. We are trying to develop a line of decorative park equipment such as trash receptacles, tables, planters and benches.

**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. TDCJ has approximately 462 farm and utility tractors, 810 gas vehicles, 198 diesel vehicles, 116 heavy equipment machines and 319 miscellaneous machines consisting of forklifts, generators, compressors, pumps, etc.

**The Machine Shop** located within the Mechanical Department fabricates numerous parts and specialty items to support other functions.

Industry manages the Institutional Division'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 117 trucks and 277 trailers to haul 30,711 loads and traveled 3.1 million miles.

# Finance Division

## INDUSTRIAL OPERATIONS

Product Categories	Location & Number of Plants	Inmates Employed	Products and Services Provided	Major Customers	Sales
Automotive Repairs & Products	Beto II, Darrington, Ellis I 3 Plants	475	Complete school bus renovation (mechanical, electrical, interiors, body), manufacture of dumptruck bodies, retreading of truck and grader tires	Texas Highway Dept. school districts counties cities Institutional Div.	\$3,728,313
Textile and Leather Products	Eastham, Ellis I, Ellis II, Gateville, Hilltop, Huntsville, Wynne, Ferguson, Jester, Hughes 10 Plants	1,602	Work boots, safety boots, work shoes, orthopedic shoes, saddles, harnesses. Cotton textiles, socks, clothing, flags, variety of textile products, draperies, stage curtains and mattresses.	Institutional Div. Dept. of Mental Health & Mental Retardation school districts counties	\$15,285,234
Metal & Wood Products	Coffield, Ellis I, Pack II, Ramsey I, Wynne 6 Plants	1,189	License plates, security jail steel bars, doors, lights and bunks, stainless steel combination sink/commode, furniture repair and refinish, upholstery, wood office furniture and custom furniture.	Tx. Highway Dept. Institutional Div. public schools counties various state agencies	\$17,120,579
Data & Graphics	Beto I, Beto II, Coffield, Hobby, Mountain View, Wynne 8 Plants	1,501	Data encoding services, sorting, microfilming. General printing, license plate validation stickers, labels, decals, wood and metal highway signs, braille textbooks, engraved plastic signs and name-tags.	Tx. Highway Dept. Tx. Dept. of Public Safety Tx. Education Agency Institutional Div. various state agencies	\$9,421,589
Soap & Janitorial Products	Central, Ferguson 2 Plants	155	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 Institutional Div.	\$3,916,782
Cardboard Containers Concrete/ Concrete Products	Wynne 1 Plant Beto I 1 Plant	69	File boxes, eggcrates, meatpacking containers, all sizes and styles of cardboard boxes, and concrete culverts and blocks.	Institutional Div. state agencies	\$916,922
<b>TOTALS</b>	<b>31 PLANTS</b>	<b>4,991</b>			<b>\$50,389,419</b>

## AGRICULTURE

The TDCJ Agriculture Division has farming, ranching, and processing operations on 16 prison units. In addition to field crops, vegetables, and livestock enterprises, the division operates three cotton gins, two feed mills, four grain elevators, an alfalfa dehydrator, and a dairy, canning plant, and meat packing plant. In addition, the division provides structural pest control services for all of the TDCJ prison facilities.

The Agriculture Division, under the guidance of its advisory board, continues to make progress

towards a goal of economic self-sufficiency.

Those crops that cannot be grown at a cost savings are being replaced with those crops that can be grown and sold at a profit. The profits generated are used to buy those items that cannot be produced economically and/or used to reduce operating expenses elsewhere in the TDCJ.

Agricultural programs provide regular and suitable employment for the vocational training and rehabilitation of approximately 7,562 inmates. The inmates benefit by receiving vocational skills training, development of good work

# Finance Division

---

habits, and practical work experiences.

The agricultural operations were plagued with weather-related problems for the second straight year as were many agricultural producers throughout the state. Because of these problems, total crop production suffered and many of the livestock programs had to make management adjustments.

The following discusses various enterprises within Agriculture for FY 90:

## **Agribusiness Management**

The Agriculture Division continues to strive for a professionally managed, decision-making environment utilizing computers and automated record keeping systems, an aggressive marketing program, and a management staff comprised of agribusiness professionals.

In FY 90, a greater emphasis was placed on enterprise budgeting and variance analysis, as well as continued emphasis on enterprise performance analysis. In addition, the foundation was placed to implement a linear programming model to assist in maximization of agricultural resources.

Several computer applications were put into place, including a budget tracking program, equipment and labor expense allocation models, and integrated management information systems for the canning and packing plants.

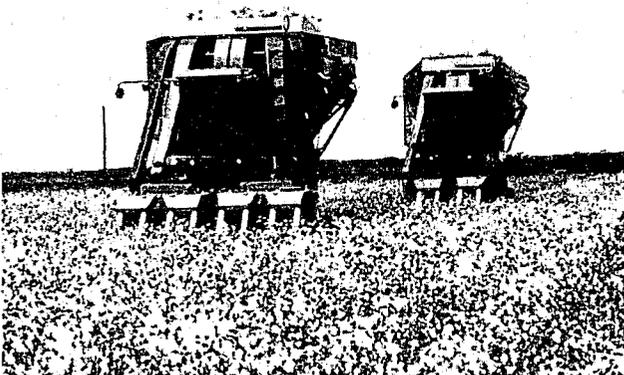
## **Crops**

Most crops felt the effects of adverse weather conditions at some point in FY 90. The year started with dry, almost drought, conditions. During the winter months we experienced several days of sub-zero temperatures that destroyed and reduced the yield on many winter vegetable crops. The spring months brought rains that caused extensive flooding on several TDCJ farms, resulting in losses to the wheat, oats, corn, cotton, and milo crops. During much of the time that floodwaters were standing on top of cropland, dry weather and unusually high temperatures were reducing the yield on the cropland not under water.

Edible Crops produced 20,204,742 pounds of fresh and cannery vegetables despite being plagued with adverse weather conditions throughout FY 90. Weather related problems resulted in a 14 percent reduction in yield for 1990.

## **Canning Plant**

Despite adverse weather, the Ramsey III canning plant increased total production over 33 percent. In addition, the product quality continues to increase as a greater emphasis is placed on quality control. During FY 90 the canning plant received 9,925,500 pounds of raw produce from which 281,892 cases of finished goods were produced.



# Finance Division

## FIELD CROP PRODUCTION

FY 1990

Crop	Acres	Unit of Measure	Total	
Alfalfa	570	Tons	0	
Corn	8,567	Lbs	22,336,407	
Broom Corn	145	Lbs	60,000	
Cotton	3,987	Lbs	674,635	Not Complete
Cotton Seed		Tons	1,180,611	Not Complete
Grain Sorghum	6,720	Lbs	14,800,838	
Hay	4,354	Tons	16,922	Not Complete
Oats	2,652	Bushels	0	For Grazing Purposes
Rice	310	Lbs	1,625,000	
Sage	1,699	Tons	13,969	Not Complete
Wheat	2,372	Bushels	26,752	

## INMATE LABOR RESOURCE ALLOCATION FY 1990

Work Area	Inmates Assigned
Farm Shop	233
Farm Office	38
Livestock	622
Field Crops	248
Vegetable Crops	152
Canning Plant	150
Cotton Gins	16
Dairy	45
Dehydrator	27
Egg Processor	18
Feedlots	10
Feed mills	38
Grain Elevators	6
Heavy Equipment	6
Packing Plant	366
Utility	197
Line Squads	5,390
<b>Total</b>	<b>7,562</b>

## CANNING PLANT PRODUCTION FY 1990

Product	Cases
Beets, Sliced	2,304
Carrots, Sliced	32,700
Corn, Whole Kernel	23,438
Green Beans, Cut	92,639
Greens, Mustard	16,300
Greens, Spinach	21,863
Greens, Swiss Chard	29,902
Greens, Turnip	17,719
Hominy, Yellow	2,765
Peppers, Pickled	116
Pickles, Bread & Butter 5,256	
Pickles, Dill	2,752
Potatoes, Sweet	2,695
Sauerkraut	4,201
Squash, Sliced	18,815
Tomato Puree	1,881
Tomatoes, Whole	6,546
<b>TOTAL</b>	<b>281,892</b>

# Finance Division

EDIBLE CROPS				
FY 1990				
Crop	Fresh Vegetables	Cannery Crops (lbs)	Outside Sales	Total
Shelling Beans	33,120	0	0	33,120
Green Beans	159,335	614,170	0	773,505
Beets	85,703	96,790	0	182,493
Broccoli	88,849	0	0	88,849
Cabbage	1,077,613	373,470	0	1,451,083
Chinese Cabbage	17,045	0	0	17,045
Cantaloupe	239,752	0	0	239,752
Carrots	212,150	518,229	0	730,379
Cauliflower	10,189	0	0	10,189
Sweet Corn	1,056,673	3,315,607	0	4,372,280
Cucumbers	311,212	219,248	0	530,460
Cushaw	198,695	0	0	198,695
Eggplant	169,297	0	0	169,297
Garlic	11,451	0	0	11,451
Greens, Collard	109,388	0	0	109,388
Greens, Mustard	173,095	459,230	0	632,325
Greens, Spinach	125,854	779,840	0	905,694
Greens, Swiss Chard	105,685	811,694	0	917,379
Greens, Turnip	109,909	461,685	0	571,594
Lettuce	239,254	0	0	239,254
Okra	240,326	0	0	240,326
Dry Onions	375,466	0	20	375,486
Green Onions	195,183	0	0	195,183
Peas	105,605	0	0	105,605
Hot Peppers	128,436	0	0	128,436
Sweet Peppers	86,558	0	0	86,558
Irish Potatoes	999,755	1,059,870	0	2,059,625
Sweet Potatoes	763,410	143,620	0	907,030
Pumpkins	109,295	0	0	109,295
Radishes	78,606	0	0	78,606
Squash	524,004	498,689	0	1,022,693
Tomatoes	361,355	573,358	0	934,713
Turnip Bottoms	223,282	0	0	223,282
Watermelon	1,547,701	0	0	1,547,701
Fruit	5,971	0	0	5,971
<b>TOTAL</b>	<b>10,279,222</b>	<b>9,925,500</b>	<b>20</b>	<b>20,204,742</b>

## LIVESTOCK

### Dairy

The dairy produced 17,168,577 pounds of milk, with 354,532 pounds fed to baby calves. There were 16,823,045 pounds produced for market from an average of 1,057 cows. There were 16,403,555 pounds shipped to market.

### Poultry

Fiscal year 1990 egg production went very well with 3,839,252 dozen eggs produced. An average 175,264 hens were in production per month and produced an average of 319,934 dozen eggs per month. Several new houses were brought on line this year utilizing modern

# Finance Division

## DAIRY PRODUCTION FY 1990

Month	Produced for Sale	Fed to Calves	Total Production	Shipped	Cows Milked
September 89'	1,003,257	44,865	1,048,062	951,062	1,007
October	1,258,653	45,306	1,303,959	1,192,948	1,026
November	1,366,270	34,200	1,400,470	1,303,137	1,035
December	1,508,414	28,251	1,536,665	1,400,470	1,042
January '90	1,690,363	38,107	1,728,470	1,642,476	1,118
February	1,657,104	35,688	1,692,792	1,635,785	1,146
March	1,879,878	25,650	1,905,528	1,844,441	1,158
April	1,686,020	24,972	1,710,992	1,668,064	1,155
May	1,548,191	18,325	1,566,516	1,504,931	1,113
June	1,161,401	11,854	1,173,255	1,093,272	1,042
July	1,069,380	11,416	1,085,795	1,028,090	920
August	994,114	21,898	1,016,012	1,041,394	926
TOTAL	16,823,045	345,532	17,168,577	16,403,555	12,688

## POULTRY PRODUCTION FY 1990

Month	Hens In Production	Total Dozen Eggs Produced
September 88'	170,657	301,113
October	170,572	345,953
November	180,293	332,856
December	171,702	260,490
January 89'	145,632	272,456
February	153,553	291,297
March	163,685	347,797
April	172,136	337,123
May	181,626	350,328
June	183,126	330,155
July	205,183	340,864
August	205,000	328,820
TOTAL		3,839,252

technology to improve feed conversion per dozen eggs. Plans for FY 91 include further renovations of existing facilities to better utilize old houses that were previously used for broiler and pullet production. These facilities will provide additional egg production, reduce the cost per dozen eggs, and assist the Agriculture Division in meeting the demands of an increasing prison population.

## Swine

Farrowing operations maintained an average of 2,400 head of productive sows per month. These sows averaged 18.53 pigs per sow per year resulting in 44,472 weaned pigs. Modern facilities, SPF breeding stock, and good management has helped the TDCJ meet its projected goals and produce 4 to 5 pigs above the national average. The finishing floors are all doing an excellent job of growing, finishing, and preparing the hogs for market.

## Beef Cattle

A total of 4,949 calves were branded at spring working for a 91.5% calf crop. Cattle sales in FY 90 were \$ 3,051,481.97 on 6,161 head for an average of \$ 495.29 per head. Most of these cattle were sold on videotape via satellite. This marketing alternative continues to be very profitable and allows the TDCJ to access buyers from across the United States. Many of the cattle sold were shipped to ranches and feedlots in Colorado, Wyoming, Oklahoma, New Mexico and Kansas.

Severe flooding of the Trinity River on all of the northern units in the late spring and early summer months caused extensive damage to much of our pastureland. This flooding necessitated the planting

# Finance Division

of supplemental grazing crops for our cattle. Some of this pasture has not fully recovered. Expansion

of the beef cattle herd continues in anticipation of substantial increases in the inmate population.

<b>VALUE OF PRODUCTION (\$)</b>					
<b>FY 1990</b>					
<b>Commodity</b>	<b>Departmental Sales</b>	<b>Packing Plant</b>	<b>Canning Plant</b>	<b>Outside Sales</b>	<b>Total (\$)</b>
<b>Crops</b>					
Alfalfa	272,403	0	0	0	272,403
Broom Corn	75,000	0	0	0	75,000
Corn	1,116,820	0	0	0	1,116,820
Cotton	201,806	0	0	0	201,806
Cottonseed	24,525	0	0	0	24,525
Grain Sorghum	740,042	0	0	0	740,042
Hay	1,183,777	0	0	6,160	1,189,937
Rice	121,875	0	0	74,534	196,409
Pecans	3,500	0	0	6,080	9,580
Silage	223,503	0	0	329	223,832
Vegetables	2,454,284	0	739,233	3	3,193,520
Wheat	0	0	0	89,672	89,672
<b>Government Program Payments</b>					
1988	0	0	0	5,180	5,180
Coop Dividends	0	0	0	241	241
<u>Crop Damages</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>54,857</u>	<u>54,857</u>
<u>Crop Totals</u>	<u>6,417,535</u>	<u>0</u>	<u>739,233</u>	<u>237,057</u>	<u>7,393,825</u>
Canning Plant	2,882,379	0	0	87,616	2,969,995
<b>Livestock</b>					
Beef Cattle	5,188,850	472,490	0	3,051,482	8,712,822
<b>Dairy</b>					
Cattle	777,750	0	0	17,932	795,682
Milk	34,550	0	0	2,632,820	2,667,370
Coop Dividends	0	0	0	8,821	8,821
Refunds	0	0	0	405	405
<b>Poultry</b>					
Eggs	1,809,649	0	0	466,079	2,275,729
Cull Hens	0	0	0	33,722	33,722
Hogs	2,164,550	3,368,690	0	1,658,003	7,191,243
Horses	128,400	0	0	18,021	146,421
<u>Dogs</u>	<u>12,450</u>	<u>0</u>	<u>0</u>	<u>1,050</u>	<u>13,500</u>
<u>Livestock Totals</u>	<u>10,116,199</u>	<u>3,841,180</u>	<u>0</u>	<u>7,888,335</u>	<u>21,845,714</u>
Packing Plant	8,337,848	0	0	357,691	8,695,539
<b>Miscellaneous</b>					
Scrap Metal	0	0	0	59,552	59,552
<u>Pest Control</u>	<u>325,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>325,000</u>
<u>Miscellaneous Total</u>	<u>325,000</u>	<u>0</u>	<u>0</u>	<u>59,552</u>	<u>384,552</u>

# Finance Division

---

## FACILITIES

Facilities performs its function through eight departments under the guidance of the assistant director for Facilities.

The departmental structure consists of: Management Controls Section, Inmate Construction Planning & Design, Personnel & Warranty Activities, Financial Operations & Data Systems, Building Maintenance, Purchasing, Materials Management, and Engineering & Permitting. These departments interface and coordinate all described activities for the agency.

General construction sites located at the Hilltop, Beto I, Wynne, and Ramsey III units provide in-house construction of projects utilizing inmate work crews.

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

Facilities affords the agency with the necessary support to plan, develop and design as well as construct new projects and provide major maintenance activities required for the operation of the Institutional Division.

Other activities involve the operations required for utilities and services necessary for the operation of the division.

Facilities was responsible for the disbursement and utilization of approximately \$25,689,094 in operating funds and \$102,289,982 for construction projects during FY 90.

The Building Maintenance Department provides support in the maintenance and repair of all TDCJ-ID 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.

Engineering & Permitting performs administrative

support and coordination for sanitary control program operations and activities for the Facilities Division as well as agency needs and requirements.

Financial Operations & Data Systems performs and coordinates fiscal and financial management activities for the department involving accounting and auditing activities, budget preparation and distribution, and fund expenditures. It provides internal automated data services for departments and coordinates associated information and reporting.

The Inmate Construction, Planning & Design 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. It provides support and technical expertise in defining and developing agency-user construction requests into an initial design and scope. It interfaces user need with established criteria and agency plans for overall major maintenance and construction requirements.

The Management Controls Section provides administrative support to the division departments involving division correspondence, reporting actions, project request coordination and tracking, construction project bond fund expenditure tracking, and inmate security and mail activities.

The Material Management activity involves support for all TDCJ-ID maintenance and construction activities through management of a large warehouse which involves the receipt, storage and distribution of materials, equipment and supplies required for operation. It coordinates documentation and paperwork with Facilities' purchasing section.

The Personnel, Staff Service & Warranty activities provide administrative support to all division departments for personnel, special information, and warranty application responsibilities; assists in budget preparation, and coordinates personnel activities to accomplish the overall needs of the division.

Central purchasing provides support for all

# Finance Division

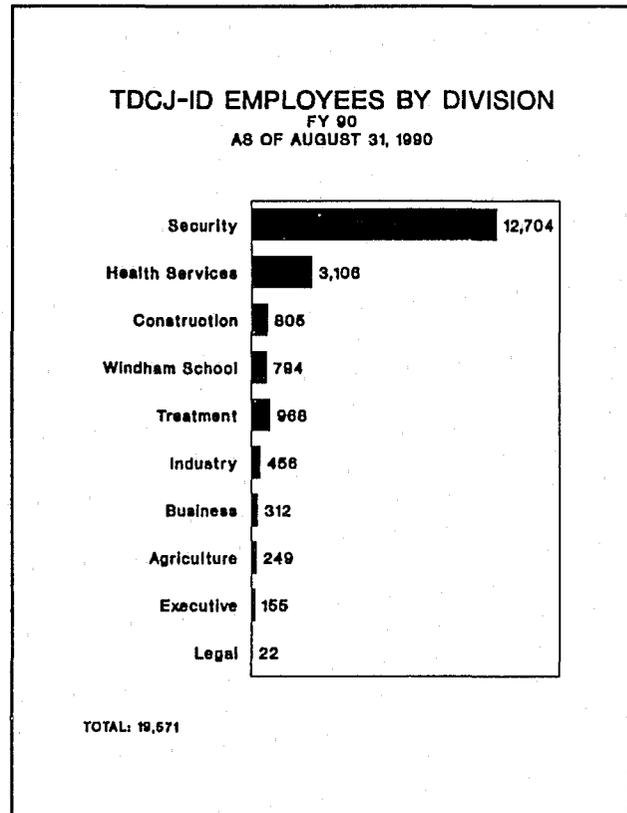
TDCJ-ID maintenance and construction activities through management of a purchasing operation. This involves the identification of item, appropriate description and specification, quality and quantity of items required for unit/area maintenance operations and construction projects. It coordinates documentation and paperwork with TDCJ-ID Purchasing Department and State Purchasing and General Services Commission.

## PERSONNEL

The Personnel Department is responsible for the overall development, implementation and assessment of the Division personnel management functions, including equal employment opportunity. Personnel Department functions are performed by three sections: Benefits; Employment and Classification; and Labor Relations/EEO.

The Benefits Section provides support for employees in the areas of insurance/flexible benefits, deferred compensation, retirement, worker's compensation, employment claims through the Texas Employment Commission and performance evaluations. This section is also responsible for the maintenance of employee files, both active and inactive.

The Employment and Classification Section serves the Division and employees in the areas of recruiting, application processing, inprocessing of new employees, promotions, transfers, service awards and employee classification. During the year, recruiters traveled over 43,000 miles and visited 29 locations throughout the state in an effort to generate applicants for security, health services, and other positions. Over 18,000 applications for employment for all positions were processed during the fiscal year. This intensive effort was necessary to replace attrition losses and fill new positions created by expansion of existing facilities and the opening of the Hughes Unit in Gatesville, the Clements Unit in Amarillo, the Hightower Unit in Dayton and the Lewis Unit in Woodville. This expansion and opening of new units also increased the number of non-correctional selections and

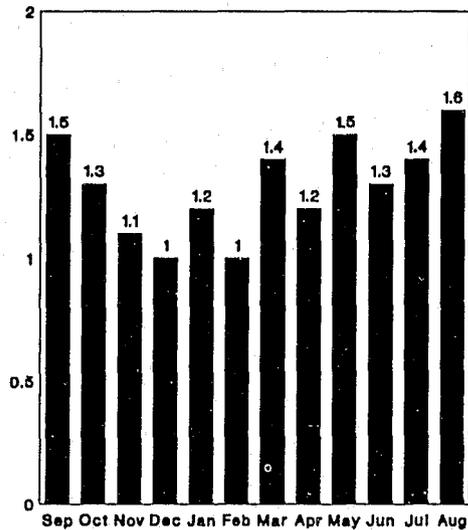


promotions to over 2,500 for the fiscal year, an increase of 14 percent over fiscal year 1989. This section also reviewed newly-established and existing full-time classified positions to determine if they were appropriately classified in accordance with the Position Classification Act of 1961, and reviewed positions to determine their exempt/non-exempt status from overtime provisions of the Fair Labor Standards Act (FLSA) and to ascertain their eligibility for hazardous duty pay. During the fiscal year, total employee strength grew to 19,238, an increase of 10.8 percent over 1989 figures. Attrition for the fiscal year was 15.5 percent compared to 16.7 percent in 1989.

The Labor Relations/EEO Section is responsible for providing guidance to employees and management in the implementation of the employee grievance program, employee discipline program, affirmative action plan and the coordination of Jobs for Progress placements. TDCJ-ID receives a train-

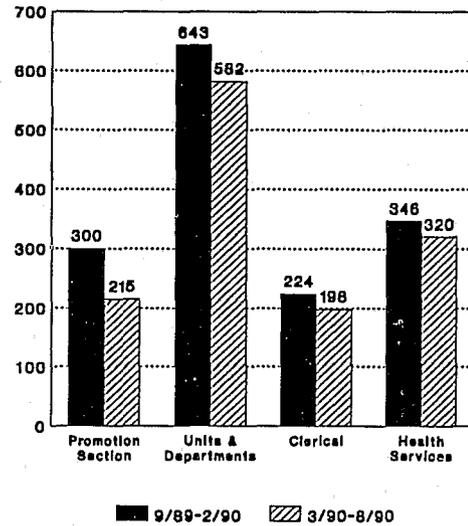
# Finance Division

**EMPLOYEE TURNOVER RATE**  
FY 90



TOTAL 15.5

**SELECTION & PROMOTIONS**  
(NON-CORRECTIONAL FY 90)



TOTAL: 2,828

**TDCJ & WINDHAM EMPLOYEES**  
(August 31, 1990)

County	Employees	Monthly Salaries
Anderson	3,181	6,055,221.52
Brazoria	2,660	5,123,563.66
Cherokee	533	1,037,167.54
Coryell	2,318	4,444,108.27
Falls	298	565,829.06
FortBend	1,321	2,067,017.51
Galveston	228	447,834.82
Grimes	701	1,360,020.50
Houston	709	1,337,561.29
Liberty	282	551,138.61
Madison	706	1,341,085.02
Potter	752	1,312,251.26
Scurry	273	512,645.75
Tyler	273	515,044.23
Walker	5,336	10,382,038.63
<b>TOTALS</b>	<b>19,571</b>	<b>37,052,527.67</b>

ing fee for each applicant hired through the Jobs for Progress program. In FY 90 that amount totaled \$98,717.46. This section is also responsible for coordinating information for litigation concerned with personnel policy and procedures. Investigations of employee complaints of discrimination and harassment, whether filed internally within TDCJ-ID or externally through the Federal Equal Employment Opportunity Commission or the State Texas Commission on Human Rights, are conducted by staff in this office. Management training on equal employment and other management issues is coordinated through this office.

Each of the sections of the Personnel Department is responsible for its area of expertise through coordination and cooperation with units and other departments. The overall mission of the Personnel Department includes advising managers, employees and external applicants on

# Finance Division

---

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 and staffing needs; improving the lines of communication within the agency; and, providing a full range of personnel services necessary to the efficient operation of the Division.

## PRE-SERVICE TRAINING

Pre-Service Training primarily trains new employees to work as correctional officers on the prison units of the Division. Pre-Service 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. Six colleges were certified to train correctional officers for the Division with two additional colleges approved to start their training program. Subsequent to the successful completion of a certified college program, a potential new correctional officer may be hired and brought into the Division through a college orientation program. The Pre-Service Division also provided special training programs for some non-security staff as well as a clerk security orientation program.

FY 90 saw an overall increase in Pre-Service training. The Hilltop Unit Academy held 11 classes and trained 808 new employees. The Huntsville Academy held 11 classes and trained 937 new employees while offering 21 college orientations for 946 college program-trained correctional officers. The Gatesville Academy also trained 216 clerks in three classes this fiscal year.

The Institutional Division is committed to providing training of the highest standards to its employees. The revised Training Academy curriculum is designed to acquaint the new

officer with the rules and regulations, policies and procedures, court-mandated stipulations which affect the Division, and the basic principles and fundamentals necessary for the officer to properly perform duties in a correctional environment.

## 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, the Coffield Unit, the Ellis I Unit and the Ramsey I Unit. During FY 90, a total of 23 classes were held at each facility where a total of 8,259 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 program. This includes upper level training for wardens, assistant wardens, and majors and grant-funded special issue training developed at the request of the director. A total of 899 employees received training during FY 90 from the Specialized Training Section.

The Specialized Training Section also serves as the contact point within the Division for training at the National Academy of Corrections in Boulder, Colorado, and the Texas State Management Development Center in New Braunfels, Texas. During FY 90, a total of 242 employees attended training at these locations.

A 40-hour pilot Self-Pace Program was implemented in the Central Region in FY 90 to incorporate 40 hours of self-pace training material into the 80-hour Annual In-Service Training Program. It will substantially decrease the time correctional officers will be required to be away from the units.

Additionally, a pilot program has been implemented for Amarillo College to provide the 80

# Finance Division

---

hours required in-service training to the department's employees assigned to units in that area.

The figures on employee projections for FY 91 indicate In-Service Training will have a 10 percent increase in the number of employees who require training.

## SUPPORT OPERATIONS

Support Operations is responsible for operation of the firing ranges, firearms and chemical agent training, video operations, and for photo and identification support for the Texas Department of Criminal Justice-Institutional Division. Also, it is responsible for word processing activities for the Training Department and budgeting and purchasing activities for Personnel and Training.

The Firearms Section, in FY 90, provided firearms and chemical agent training for 1,785 new employees in the Department's Pre-Service program. This section also provides a unique service to the college program that trains employees in the Pre-Service program in that it has contracted firearms and chemical agent training and has trained 1,247 college students in FY 90.

In addition to the in-service, pre-service and college programs, this section also provided advanced firearms instructor, unit instructor training, and advanced chemical agents training for 595 employees.

The staff loaded 586,000 .38-caliber pistol shells and 19,543 .12-gauge shells for the training of personnel along with supplying all units with firearms, ammunition, chemical agents, and performing maintenance and repair on the weapons and chemical agent equipment.

A total of 21,645 employees received training, and 2,382 used the ranges for individual improvement.

The Video Section of Support Operations was responsible for the complete production of 18 training tapes for different departments within TDCJ-ID. These productions included the shooting, editing and dubbing, along with distribution of some.

The Video Section provides video and audio training aids for all departments within the Institutional Division along with complete public address systems set-up for various meetings at different locations.

The Video Section trained over 20 percent of all uniformed security personnel in the correct operating and maintenance procedures and performed quarterly inspections and repairs of video and audio equipment at all prison units.

The Video Section not only provides all units with blank video tape for their security systems, but also re-issues all use of force tapes that are sent to Huntsville for review by the Use of Force and Internal Affairs offices. This averages 120 tapes per week.

During FY 90, the Photo and ID Section issued 7,500 identification cards to new employees, plus 800 re-issues of lost, stolen or damaged identification cards. The staff also shot 6,000 inmate mugshots to update the photographs of inmates incarcerated five or more years.

In addition, the Photo & ID Section assumed responsibility for photographing TDCJ-ID products in order to update the Industry Division sales catalog.

The Photo & ID Section continues to photograph, copy, develop and print film as required for the support of all departments, units, activities and programs throughout TDCJ-ID.

The Administration Section provides word processing and clerical support to all training divisions. Seventy-five percent of the word processing operators' work consisted of pre-service and in-service training documents. The pre-service documents included reports and forms needed in the hiring and training of approximately 2,691 new correctional officers as well as lesson plans, class schedules, and academic tests. In-service documents included revision of lesson plans, academic tests and class statistical information.

The remaining 25 percent of work included such documents as budget and inventory reports,

# Finance Division

---

firearms reports, purchasing documents and other miscellaneous correspondence in support of administrative functions. Some administrative functions of this section include payroll and personnel duties for the Training Department; purchasing and procurement for the Personnel and Training departments; and conference room arrangement liaison for the Criminal Justice Center, SHSU.

## **ENVIRONMENTAL AFFAIRS DIVISION**

The Environmental Affairs Division was created in the fall of 1989. Since that time steps have been taken to staff the division with environmental administrators for three areas: hazardous waste/hazardous materials; industrial hygiene; and wastewater/solid waste. These three administrators work closely with designated representatives of all the agency divisions which have interest in any of these areas.

Since its inception, the Environmental Affairs Division has launched projects to include standardization of the Texas Hazard Communication Standards, accumulated waste disposals solid waste recycling-animal waste lagoon management, and remedial actions in areas of contaminated soils and groundwater.

Members of the Environmental Affairs Division work closely with TDCJ-ID staff on the unit level as well as on the administrative staff level. A study was conducted during the summer of 1990 to determine what types and quantities of wastes are generated on each unit. From this study, a waste management plan is being developed to cover recycling, hazardous waste management, and waste minimization.

The division also works closely with the different state regulatory agencies; such as the Texas Water Commission, Texas Department of Health, and the Texas Air Control Board. By directing all correspondence to and from these agencies through Environmental Affairs, better coordination on problems and projects can be achieved.

In all things, it is the express purpose of the

Environmental Affairs Division to provide for a safe and environmentally-sound workplace for all TDCJ-ID staff and inmates, while reaching and maintaining compliance with state and federal environmental regulations.

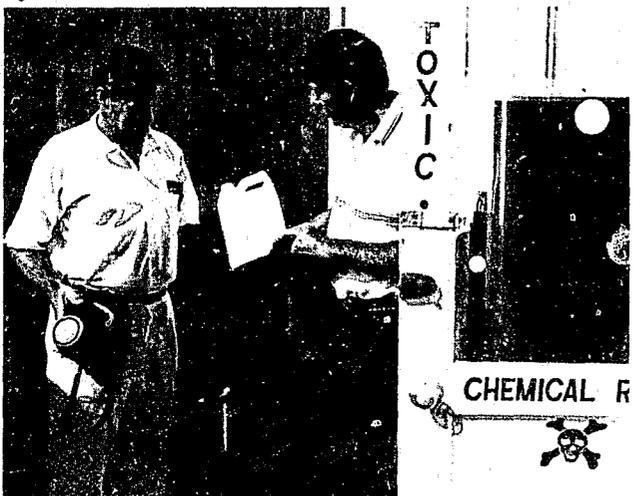
# Operations Division

The Deputy Director for Operations (DDO) is responsible to the Director of the Institutional Division for providing inmates with programs designed to facilitate rehabilitation and for the management of security within all TDCJ units. These units are divided into three regions (Northern, Central and Southern) with direct oversight by a regional director for each.

## SUPPORT SERVICES

### Occupational Safety and Health

The primary objective of the Occupational Safety and Health Department is to maintain a safe and healthful place to work and live and to decrease the frequency of accidents/incidents for both inmates and employees. Routine activities include safety inspections and accident/incident investigations with recommendations for prevention of reoccurrence. Fire prevention and training are ongoing to provide safe, clean, sound and secure conditions for inmates and employees. The safety department plays an important role in the working and living environment throughout the prison system.



Our employee accident rate over the last several years is as follows:

FY 85 . . . . .	8.2%
FY 86 . . . . .	7.9%

FY 87 . . . . .	8.0%
FY 88 . . . . .	6.8%
FY 89 . . . . .	6.0%
FY 90 . . . . .	5.3%

Even with the continued increase in employee population and exposure, a rate of 5.3 percent was achieved in FY 90. This is a 12 percent decrease from FY 89. Our Division met and exceeded the Attorney General's FY 90 goal of 6.0 percent.

Employee safety training has been intensified, and with the use of our computer system, we are able to track, report and correct trends as they develop. With the assistance of management at all levels, the safety program is showing the fruits of its labor. Our goal for FY 91 and beyond is to remain at or below 6.0 percent.

### Food Service

Food Service includes Administration, Food Service Warehouse and unit kitchens. The Division has more than 370 employees.

Food Service Administration, located at the Wynne Food Service Warehouse, oversees the total food service program. Financial management of the division, development of equipment and food specifications, ordering of all food and equipment, kitchen design and equipment specifications for new units, policy development and selection of all new Food Service employees is handled by Food Service Administration. In addition to the Food Service director, there are three employees who assist with clerical, personnel and budget duties.

The Food Service Warehouse is a 60,000-square-foot dry and cold storage warehouse. It is staffed by a warehouse manager, distribution manager, seven warehousemen and approximately 25 inmates. The warehouse handles the receiving, storage and distribution of food to the unit kitchens. Units order their groceries weekly and distribution is made according to a formula based on unit head count, frequency of

# Operations Division

---

an item on the menu, and popularity of the item. The warehouse distributes state-grown items, USDA commodities and outside purchased foods. Food Service coordinates with Transportation to assure the regular weekly delivery of groceries to the units. In addition to the Wynne Food Service Warehouse, three other warehouses are utilized for food storage and distribution; the Central Big Commissary at Sugar Land; the Industrial Warehouse at Snyder; and the Old Cold Storage at Huntsville.

There are a total of 61 separate kitchens in the system. Over 70 million cafeteria-style meals per year are prepared to feed the inmates and employees.

Activities over the past year included the completion of a Food Service career ladder. When approved by State Classification and the State Legislature, there will be four levels of Food Service managers at the units. The new career ladder will provide for more upward mobility than is currently available with the two-tier program. Design development continues to be a major focus of the division with the addition of 11 new kitchens over the next two years. All kitchen design and equipment purchases for the new units must be reviewed by the Food Service director. Auditing of all unit kitchens will continue over the next year. The audit will be a continuation of the program begun last year but will provide for a more detailed, in-depth review of unit management and accountability.

## Laundry Services

The Laundry Services Department consists of administrative offices, which employ four staff members and nine inmates, and 34 unit laundries, which employ a total of 104 staff and approximately 1,450 inmates.

The Laundry Services Administrative Building is located at the Wynne Unit. It oversees and provides support to all unit laundries,

necessities departments, and trusty camp laundries to include financial management, establishing laundry policies and procedures, procurement and distribution of repair parts and supplies, unit facility upgrades, and also provides specifications and purchases capital equipment. Other functions of the administrative office is the hiring of all Laundry Services personnel, overseeing the operation of inmate barber shops, and ensuring that Laundry Services policies are carried out.

The following laundries were put on line during FY 90; Daniel, Clements, Hughes, Hobby and Hightower.

Thirty three unit laundries processed more than 51,300,000 pounds of inmate and employee laundry during the fiscal year.

The Wynne Unit Laundry was renovated with the addition of capital equipment during FY 90.

The Institutional Division offers an employee laundry program for eligible employees to include those in Health Services and Windham school. All staff uniforms are laundered free of charge to staff members. 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 the inmates participating in the laundry's On the Job Training Program.

A realignment of unit level laundry positions was initiated to provide a more balanced distribution of staff positions throughout the system.

Some of the goals for FY 91 for Laundry Services include more in-depth training for laundry managers and their assistants; further enhancements in the Preventative Maintenance Program; optimize the hours of operation; additional communication between laundry and necessities departments to ensure quality and compliance in these areas; and a monthly bulletin to keep the laundry managers informed

# Operations Division

---

and up to date.

## Access to Courts

The TDCJ-ID Access to Courts Program provides law libraries for all TDCJ-ID units except Jester I, TDC Hospital-Galveston and the Skyview units. Inmates at Jester I utilize the law library at Jester II; inmates at TDC Hospital-Galveston are provided a mini law library; and inmates at the Skyview Unit are provided with mini law libraries and selected volumes of high-use case books in addition to the ability to request law books from the Beto II Unit. The Eastham and Wynne units have two law libraries each, one for general population and one for segregation inmates. Totally, TDCJ-ID provides 32 separate main law libraries and 66 mini law libraries for inmates.

The Access to Courts Program Administrator's Office consists of three employees located in Huntsville. While law books are forwarded to units from the publishers, except for replacement and additional volumes, purchasing is done centrally by the Program Administrator's Office. Additionally, the Program Administrator's Office provides technical supervision of unit law libraries and Access to Courts programs, and inspections of unit programs are conducted as well as investigations involving allegations of denial of inmates' rights in Access to Courts matters. Accordingly, during FY 90, 36 compliance inspections were conducted as well as 60 other inspections.

---

Examples of law library services provided to TDCJ-ID inmates during FY 90 in four basic areas are as follows:

Number of inmate visits to law libraries: 165,204

Number of law books delivered to segregation inmates: 303,323

Legal visits provided to segregated inmates: 9,421

Notary public signatures: 11,020

---

## Counsel Substitute Program

The Counsel Substitute Program provides representation for inmates at disciplinary hearings on each unit. Counsel Substitute staff includes Central Administration (2), Regional Administration (4) and unit employees (80). The Counsel Substitute Program provides non-uniformed personnel to represent inmates in disciplinary hearings as part of a court-mandated reform of the disciplinary process. To ensure 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, assists the inmate in preparing a defense or mitigation, and assists the inmate in the appeal process.

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. During FY 90 the Counsel Substitute Program assisted in directing the implementation of an Automated Disciplinary Process as a pilot project on the Wynne Unit. Complete system wide implementation of the automated system should occur during FY 91.

The Counsel Substitute staff heard 56,004 major disciplinary cases, completed a total of 84,803 cases, and assisted on 2,580 disciplinary appeals during FY 90.

## Administrative Monitor for Use of Force/ Emergency Action Center

As a result of *Ruiz* litigation, the Office of the Administrative Monitor for Use of Force/Emergency Action Center was established in October 1984. It is comprised of nine employees and is divided into two functional areas. One is responsible for the monitoring and reviewing of policies administered for compliance with *Ruiz* issues related to major use of force incidents. The Emergency Action

# Operations Division

---

Center is the central office responsible for receiving, documentation and notification of all serious/unusual incidents and is also responsible for providing 24 hours administrative support to central administrative staff during emergency situations.

The primary responsibilities are:

- Operate and maintain a comprehensive standard reporting for major use of force incidents.
- Initiate and maintain a standard system for reviewing and evaluating all reported major use of force incidents.
- Compile monthly status reports that provide a distribution by unit of reported major use of force incidents and an overview of how the units are complying with the reporting procedure requirements.
- Compile quarterly statistical reports that provide a descriptive analysis of the major use of force incidents by extracting key elements common to all use of force reports.
- Submit reports to the court pursuant to termination of the mastership.
- Office of record for serious/unusual incidents.
- Responsible for providing statistical information and special requests of serious/unusual incidents for various departments throughout TDCJ-ID, Special Prosecutor's Office and Attorney General's Office.
- Provide a monthly status report for central administrative staff.
- Maintain computerized tracking system for major use of force reports and serious/unusual incidents.

Since October 1984, this office has processed over 32,825 major use of force reports and approximately 9,565 serious/unusual incident reports.

## CLASSIFICATION AND TREATMENT:

The Psychological Diagnostic and Evaluation Process (D&E) is the means by which the newly-received TDCJ 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 TDCJ. 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.

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 TDCJ.

(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 (MROP) with data from individual intellectual assessments and behavioral observations so that they can determine pres-

# Operations Division

---

ence of mental retardation.



In FY 90, this program screened 45,600 inmates and provided psychological evaluations for 9,330. Testing statistics for the Mentally Retarded Offender Program show the following: 4,776 inmates were screened using the Culture Fair Croup Intelligence Test; and 1,774 were given individual IQ tests (primarily, the Wechsler Adult Intelligence Scale-Revised (WAIS-R)); 897 inmates were referred to MROP.

During fiscal year 1990, the D&E process continued to focus largely on refining and improving the mental health component of the department. We continue to routinely assess all sex offenders who enter the system and provide copies of that data to the Sex Offender Program. Other improvements involved changes in the psychological screening review procedure. A revised screening form identical to that used for male inmates is now being used for all incoming female inmates at the Gatesville Unit. We have refined case staffing and periodic intra-departmental training for psychologists and psychometricians. All screening instruments are reviewed by a committee of clinicians, who as a group, determine the suitability of further psychological evaluation. Staffing difficult cases provides a forum where psychologists can get feedback from their colleagues to help make accurate diagnoses and judgments.

Staffing also provides built-in support and

training for new staff members who may be relatively inexperienced in clinical diagnoses. In-house training allows staff members to share their areas of expertise with their co-workers, thus increasing the clinical skills of all. During FY 90 we expanded the use of our Minnesota Multiple Personnel Inventory (MMPI) Interpretation Program to include all female inmates who are administered that particular test. Prior to this implementation, female inmates who were administered the MMPI had their test results hand scored and interpreted. Computer scoring greatly speeds up the process and aids in the interpretation and diagnostic process.

As intake rises, the department expects to be focused closely on issues of efficiency and quality during fiscal year 1991. Of primary concern are ways to provide high quality diagnostic procedures to larger numbers of individuals.

---

## WORK SUMMARY: FY 90

Number of inmates screened . . . . .	45,600
Number of inmates receiving psychological evaluations . . . . .	9,330
Number of inmates receiving Culture Fair Intelligence Test . . . . .	4,776
Number of inmates receiving individual IQ tests. . . . .	1,774
Number of inmates referred to the Mentally Retarded Offender Program (MROP) .	897

---

## Bureau of Classification

The Bureau of Classification and Records is a major department-level component operating in conjunction with the State Classification Committee. The Bureau of Classification systematically groups inmates with respect to both security and treatment needs by maintenance of a centralized inmate record system.

It covers virtually all decisions that affect the inmate's life during the entire period of incarceration; moreover, it is a comprehensive

# Operations Division

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 ensure compliance with the Prison Management Act and other legislative decisions.

### INMATES CLASSIFIED

Male .....	45,776
Female .....	3,079
Total .....	48,855

### TYPE OF PROCESSING

Parole violators .....	14,065
Mandatory supervision	
Violators .....	2,621
Shock probation violators .....	925
Return bench warrants .....	4,253
New inmates .....	28,699
Total .....	50,563

### TDCJ HOSPITAL TRANSFERS

Out patients .....	23,004
Admissions .....	1,167
Total .....	24,171

### EMERGENCY FURLOUGH SUMMARY

Approved with custody .....	15
Approved without custody .....	194
Denied .....	1,192
Total .....	1,401
Returned timely .....	191

Technical violations .....	0
Returned late .....	2
Escape .....	1
Arrested .....	0
Total completed .....	194

### SITUATIONAL FURLOUGH SUMMARY

Approved .....	1,142
Denied .....	1,840
Total requested .....	2,982
Returned timely .....	1,105
Technical violations .....	3
Returned late .....	9
Escape .....	7
Arrested .....	10
Returned escape .....	8
Total completed .....	1,142

### SOCIAL SERVICES DEPARTMENT

The Social Services Department is involved in most aspects of an inmate's classification process from initial reception through release. The program purpose is the assimilation and documentation of sociological and criminal data, records of institutional adjustment required to make informed classification decisions, provide program referrals for the inmates in the institution, and release planning and assistance for Special Needs Inmates upon release.

The department has been active in the following areas:

- Hiring and training staff for the opening of four new units to include production of travel cards and admission summaries, as well as coordination of the unit classification process.
- A joint effort with the Data Processing Department to develop a mainframe application for the production of inmate admission summaries and travel cards.
- Changed working job title of correctional counselors to unit classification case managers

# Operations Division

---

to more accurately reflect job responsibilities.

- Revised the TDCJ-ID Inmate Classification Plan.
- Participated in audits of private prison facilities.
- Provided training for the administrative and supervisory staff of all units on the implementation of Standard Offense Pleadings to be used in the inmate disciplinary process.

Future projects include a physical move to the TDCJ-ID Administrative Complex and extensive automation of unit classification records.

## Field Services Activities FY 90

---

Inmates Processed and Released . . .	35,329
Special Needs Care Plans . . . . .	12,164
Substance Abuse Referrals . . . . .	25,743
Special Needs Transports to Final Destination . . . . .	61
Miles Traveled for Transports . . .	20,475
Attorney General Office Reports . .	1,607
Bench Warrants Released and Processed since March 1, 1990 (33% Special Needs) Released by Location	1,364
Huntsville Unit . . . . .	81%
Gatesville (Females) . . . . .	7%
Jester I . . . . .	4%
Hughes Unit - Males . . . . .	8%

---

In addition to referrals and transportation assistance, the Field Services Department of Social Services is responsible for the coordination of sending prosthetic devices, which were completed after the inmate left the institution, to either the inmate or the appropriate community professional.

## CHAPLAINCY PROGRAM

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

Chaplaincy Department provides Catholic, Islamic and Protestant services at each unit on a regular basis. Also, other special religious groups meet in accordance with inmate needs and security procedures.

A total of 24,683 religious meetings were held during FY 90 with a total attendance of 872,882. Average attendance per meeting was approximately 35. Each chaplain held approximately 10 services per week. The department employed one chaplain for every 920 inmates.

Staff chaplains provided crisis ministry by delivering 3,297 death messages to inmates and staff, and approximately 10,000 emergency messages were delivered. Accompanying these crisis situations, chaplains made 25,740 telephone calls and wrote 3,092 letters to inmate families.

Chaplains provide 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 120,148 interview and counseling sessions reported by the chaplains during the fiscal year indicate 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 locked-down areas at least once each week, as well as answering requests throughout the week.

The chaplains are responsible for organizing religious activities with "free world" religious volunteers. Some 18,580 such volunteer visits were recorded within the religious programs during FY 90.

Future plans include increasing meeting space at several units, increasing staff to facilitate the desired ministry, and gradually increasing the use of religious volunteers as informal sponsors for inmates as they reintegrate into society.

# Operations Division

## UNIFORM INMATE MAIL SYSTEM

During FY 90, the Director's Review Committee considered a total of 3,523 appeals pertinent to denied correspondence, publications and the action of the Bureau of Classification in prohibiting correspondence between inmates and other persons.



The Mail System Coordinators Panel logged and responded to a total of 14,157 questions/problems regarding inmate correspondence. The MSCP reviewed a total of 3,936 inmate publications for initial unit acceptance or rejection, and conducted on-site audits of unit mail room operations on each unit four times during the fiscal year.

Unit mail room personnel logged and proce-

ssed a total of 137,935 pieces of incoming and 155,431 pieces of outgoing inmate special, legal and media mail. The unit mail rooms processed and delivered approximately 9,199,454 pieces of general correspondence.

Future plans for the Uniform Inmate Mail System include an expansion of staff to allow for additional time to be devoted to training of mail room personnel and monitoring of unit mail room operations. The addition of new units and increased inmate population will create a demand for MSCP assistance, particularly in newly-operational unit mail rooms; the MSCP will provide necessary assistance to all mail rooms to ensure inmate correspondence is handled in accordance with the rules.

## INMATE GRIEVANCE PROCEDURE

The overall mission of the Inmate Grievance Procedure has remained constant during the past fiscal year. That mission is to provide inmates with an avenue for resolving meritorious complaints which cannot be resolved by informal means. These complaints or problems relate to nearly every aspect of confinement; from appeals of disciplinary cases to concerns about classification issues to dissatisfaction with institutional operations.

With achievement of certification on May 31, 1989, the role of the grievance procedure has gained recognition from the federal court system due to its participation in evidentiary hearings conducted by the United States magistrates for the Eastern District of Texas. Inmate Grievance staff have made themselves available at the hearings to provide technical assistance regarding the procedure and exhaustion of administrative remedies.

During FY 90, the Inmate Grievance Procedure processed and investigated 88,039 grievances at the Step 1 or unit level, 19,747 grievances at the Step 2 or regional level, and 9,588 grievances at the Step 3 or deputy director level. With the opening of six prison units and

# Operations Division

four pre-release prison facilities, the grievance procedure saw a marked increase in the number of grievances submitted during the fiscal year.

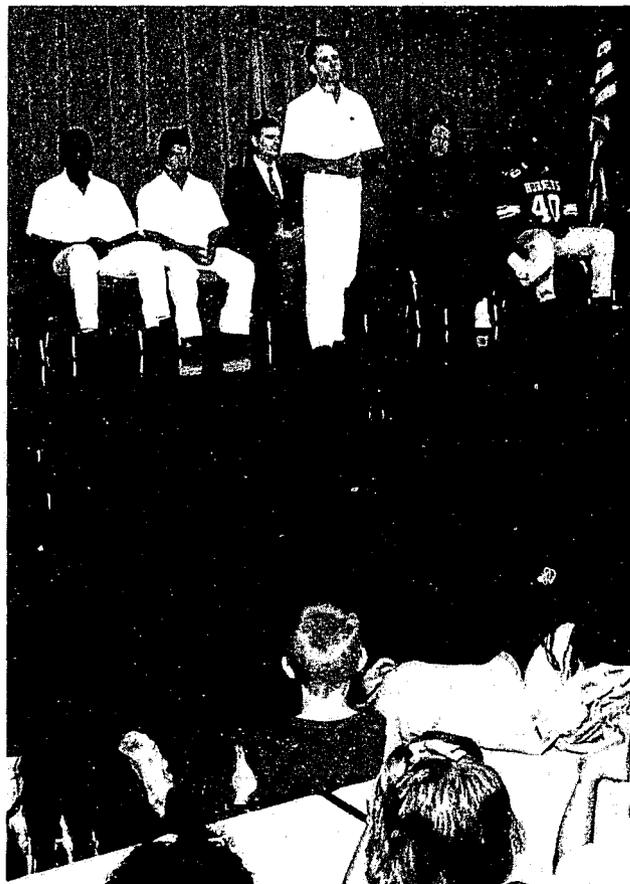
The program has also participated in efforts to disseminate information by providing articles about the procedure and its functions for the inmate and employee newsletters. Goals for the coming year include evaluation of the procedure's overall effectiveness, increased emphasis on staff training, and further refinements in administrative functions.

## 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. In July 1990 the Texas Commission on Alcohol and Drug Abuse provided the funding the Texas Department of Criminal Justice-Institutional Division to expand the Community Education Program, "Operation Kick-It." The program is now composed of four administrative staff members, four security officers, and 8 to 10 inmate panel members. The additional staffing allows for three traveling panels of inmates, simultaneously presenting programs statewide. During school year 1989-90, the Community Education Program addressed a combined audience of 197,047. This number does not include those exposed to the program through printed and electronic media sources.

In July 1990 the Texas Commission on Alcohol and Drug Abuse provided funding for a female panel of inmates to be formed. The staff will consist of a program administrator and a security officer and about 10 inmates. The program will provide an important function in distributing information about drug and alcohol abuse, subsequent criminal activity and incarceration from the viewpoint of female

inmates. The program will be based at the Gatesville Unit.



Some of the objectives of these programs 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 Institutional Division.

The Community Education Program has joined forces with the Texas War on Drugs and Lions International in an effort to promote

# Operations Division

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." (Cool, Honest, Intelligent, Clear-headed, Keen, Energetic, and Not interested in drugs) anti-drug rallies as a means of educating elementary school children of the dangers of illegal drug use.

---

## SCHOOL YEAR 1989-90

Presentations 924

Total in Audiences 197,049

Schools 327

Adult and Juvenile Probation Departments 20

Colleges 16

Civic Groups 39

---

## SECURITY OPERATIONS

Security Operations is responsible for the physical security, procurement, budget, monitoring and total staffing as it applies to the four regional headquarters and all units of the Institutional Division.

The Physical Security 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 duties involve not only assessment of property needs of the units and headquarters offices, but also its procurement, a distribution and accountability/inventory.

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

The duties for the Staffing Analysis/Deployment section include the establishment of priorities as the allocation and deployment of



correctional personnel and security administrative personnel on each unit based on existing court orders, sound correctional practices and guidance from the administration.

## CONTRACT CONSTRUCTION

Contract Construction is charged with the responsibility of overseeing all construction projects done for the Institutional Division by contract. Contract Construction's responsibility begins after a project has been conceived and judged to be of such a scope as to be best accomplished by contract. Having been assigned a project, Contract Construction will select an architect/engineering firm as required, coordinate design, bid, issue construction contract, monitor construction management firm if involved, and monitor construc-

# Operations Division

---

tion until final completion.

Contract Construction performs its functions under the guidance of the assistant director of Contract Construction and is made up, basically, of four departments: Fiscal, Contracts, Construction Coordination, and Design.

The Fiscal Department is charged with purchasing, employee administration, fixed assets, and preparing budget estimates.

The Contracts Department is charged with preparing and monitoring contracts, preparing cost reports and maintaining project files.

The Construction Coordination Department performs its function under the direction of the deputy to the assistant director for Contract Construction. Five area construction coordinators monitor the individual Contract Construction projects in their respective areas. They also monitor any construction management group assigned to their areas. Each area construction coordinator is assigned construction inspectors whose responsibility is to assure the contractor's compliance with the plans and specifications.

The Design Department solicits and coordinates consultants and design firms, coordinates with user groups, and in general, carries a project from assignment through the contract document phase.

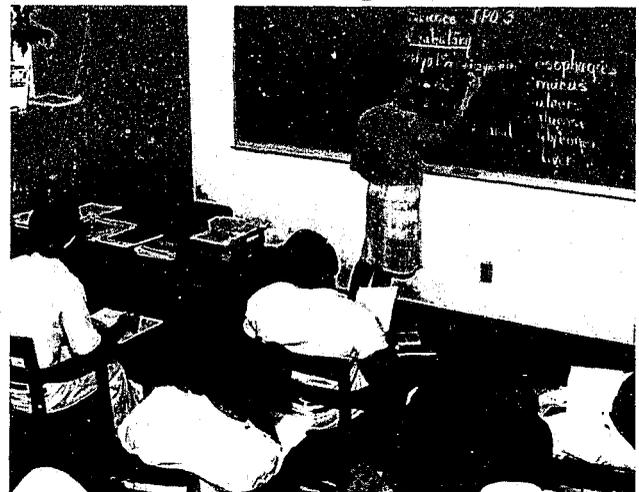
## WINDHAM SCHOOL SYSTEM

Accredited academic, vocational, and post-secondary programs are provided to the inmates in the Texas Department of Criminal Justice - Institutional Division (TDCJ-ID) through the Windham School System (WSS) and the Continuing Education Division. Windham School System provides programs of basic literacy through the high school level. Additionally, vocational education, social and civic skills training, and pre-release training are offered for eligible inmates. The Continuing Education Division offers academic and vocational post-secondary education programs

which lead to associate, bachelor or master's degrees.

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 Academic Programs



**Basic Academic--Literacy** training is emphasized in the academic program which offers instruction in the areas of language arts, mathematics, social studies, science, health, and pre-release life skills. Instruction in English as a Second Language is also provided for those inmates whose primary language is not English. Students begin instruction at an appropriate level determined by educational assessment and move through the program at their individual rate. Student mastery of objectives rather than grades is the standard of success. The average inmate is able to raise his reading level at least one grade level in less than 50 hours of instruction.

Classes are conducted year round on all prison units where inmates are permanently assigned. Inmates who achieve less than a sixth grade equivalency on a standardized test are required to attend school at least 15 hours per week. Inmates can earn a General Educational

# Operations Division

---

Development Certificate (GED) which is the equivalent of a high school diploma. One third of those who function at or above the sixth grade level when enrolled will attain the GED before leaving prison.

**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 who assesses the student, and an Admission, Review, and Dismissal (ARD) committee which prescribes an individualized course of study for the student.

Special education instruction focuses on modifying instructional strategies and materials to match the learning characteristics of the students. Emphasis is placed on multi-sensory instructional techniques designed to reach all learning styles. Many special education students receive instruction in life skills, the meaningful application of academic concepts and skills to actual life experiences. Computer-assisted instruction with voice synthesizers is provided for the visually handicapped class, and an interpreter for the deaf is available for the auditorily handicapped students.

The Special Education Program served 2,470 students with handicapping conditions in 1989-90. Of those served, learning disabled students totaled 1,761 and mentally retarded students totaled 245. There were 456 special education students served at the psychiatric centers at the Skyview and Clements units. A total of 469 special education students received vocational training during the year.

**Compensatory Education**--Inmates who need special assistance to master the skills

and/or content taught may be eligible for participation in English as a Second Language programming for the limited English proficient student or Chapter I assistance for the educationally disadvantaged who are 20 years old or younger.

**Life Skills Training**--The Pre-Release Program is designed to aid inmates in their transition from incarceration to re-entry into a free society. A multi-media instructional approach is used to teach about money management, health, employment, civic and legal responsibility, drug and alcohol abuse, and other life-related issues. Inmates are guided through a self-evaluation, and plan for their release with an emphasis on the first 48 hours that they are "on the streets."

**Reintegration Program**--The Reintegration Program includes basic literacy and GED preparation, social and civic skills preparation, vocational training and college programming. Students in the Reintegration Program participate in an intensive six to nine hours a day of educational programming in preparation for their return to free society. This program is offered at 16 units.

**Computer-Assisted Instruction**--Another unique program in which Windham is involved is the Reading to Reduce Recidivism (3R Project). The 3R Project is an effort initiated by Governor Bill Clements to provide the ex-offender with access to academic training that will help him function successfully once he is in the community.

The 3R Program employs a computer software package to provide individualized instruction to offenders. It is multi-sensory (audio, visual and tactile). It allows for learner control and provides immediate feedback and learner privacy, leading to development of cognitive and problem-solving skills. An inmate can start the program at his own particular level of educational attainment, and the program can be continued after release from

# Operations Division

---

prison with a parolee resuming his computerized lessons right where he left off in prison.

## Windham Vocational Programs

One of the first challenging tasks of those individuals returning to society from a period of incarceration is that of finding meaningful employment.



Windham School System offers vocational training to eligible students in over 40 different programs. Student achievement is measured by skills accomplished and final examination scores. State licensure is available to students in several program areas.

Training areas offered include air conditioning & refrigeration, auto collision repair and refinishing technology, auto specialization, auto transmission repair, automotive technician, barbering, bricklaying, business computer applications, construction carpentry, consumer and homemaking education, culinary arts, CVAE building maintenance, CVAE building maintenance (facility care), CVAE commercial cooking (baking), CVAE cooperative training, CVAE general construction trades, CVAE institutional maintenance, CVAE

business office services, dental laboratory aide, diesel mechanics, drafting, electrical trades, floriculture, graphic arts, industrial cooperative training, industrial equipment repair, machine shop, major appliance repair, meat cutting, microcomputer applications, mill and cabinet making, office support systems, ornamental horticulture, plumbing, radiator repair, retail merchandising, sheet metal trades, small engine repair, truck driving, VEH general construction trades, VEH horticulture related, vocational electronics, wall & floor trades (painting & decorating), and welding.

Females may participate in non-traditional training such as welding, electrical trades, and construction carpentry, to name a few, while males may enroll in Coordinated Vocational Academic Education (CVAE) and institutional home management conducted by the consumer and homemaking department.

Coordinated vocational academic education, on-the-job training, short courses and cluster courses, and laboratory techniques provide instruction and training opportunities for Windham students. Over 9,187 inmates participated in the vocational classes conducted by Windham School System in 1989-90.

## Special Programs and Services

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

**Libraries**--The Windham School System libraries operate in conjunction with the TDCJ-Institutional Division to provide reading materials for inmates. This is accomplished through purchased books, donated materials, and newspaper and magazine subscriptions. These libraries support the academic endeavors of the education department and comply with accreditation standards of appropriate agencies.

Professional librarians oversee the unit library operation, while Library Support Services in Windham Central Offices is responsible for the

# Operations Division

---

purchasing, receiving, cataloging, processing and distribution of all reading materials.

During 1989-90 the Central Office staff accessioned 27,587 books for unit distribution; received, screened and distributed 217,195 donated materials such as hardback books, paperback books, magazines and calendars; and purchased 1,571 periodical subscriptions for unit distribution. All 34 existing libraries were inventoried and six new libraries were added in 1989-90.

Windham libraries have a drafted proposal for "Long Range Collection Development" in order to provide an overall balanced collection. Control of lost books is a continuing objective with improving results annually. The automation goals have been temporarily put on hold due to the lack of funding.

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

The Testing Department archived over 68,280 student records, handled over 26,000 student records, processed 1,780 GED graduates and nine high school graduates, processed answer sheets for 5,121 GED test batteries and 57,033 achievement tests, and completed computer programs for scoring GED tests using Windham microcomputers.

**Data Processing**--In 1989-90 the Windham Computer Services has continued efforts to increase the efficiency of automation in Windham offices. New automation programs has been implemented in Personnel and Business offices and a study has been conducted con-

cerning the increased needs for automation at the campus level. Staff have also conducted studies to determine the need and methods to network the many microcomputers in Windham.

## **Administrative Services**

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

During the fiscal year, the Business Office saw a 15 percent increase based primarily on increased personnel for the new units. Average daily attendance increased by 16 percent, also because of the new units coming on line during the year. The overall number of purchases made by the Education Department increased by 4 percent in 1989-90.

**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.

During 1989-90, the Personnel Department conducted pre-service training for 216 new employees, of which eight percent were minorities. Approximately 1,345 employment applications were processed.

## **Continuing Education Programs**

**Academic Programs**--The Division of Continuing Education, through inter-agency agreement with 10 two-year and 5 four-year colleges and universities, provides academic and voca-

# Operations Division

---

tional post-secondary educational opportunities to inmates in the TDCJ-ID. Qualified inmates may work toward six types of associate degrees, four types of baccalaureate degrees, and/or a master's degree.

**Vocational Programs**--In addition to the academic college programs, the Continuing Education Division conducts college level vocational classes on 21 TDCJ-ID 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 air conditioning/refrigeration, auto body repair, auto mechanics, cabinet making, data processing, diesel mechanics, drafting, electronics, graphic arts, horticulture, masonry, meat cutting, office administration, radio and television repair, sheet metal, truck driving, upholstery, and welding.

**Certificate Programs**--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 courses, which vary in length, are boiler operator, electric lineman, heavy equipment operator (for females only) and water/wastewater treatment training, and are offered several times during the year.

**Apprenticeship Programs**--Continuing Education also offers educational opportunities in 30 craft areas through the Apprenticeship and Related Training Program. All crafts have standards of work processes registered with the Bureau of Apprenticeship and Training of the United States Department of Labor. Crafts such as auto body repair, auto/truck mechanic, auto transmission, auto upholsterer, baker, bindery worker, building maintenance, butcher/meat packer, cabinetmaker, cameraman/platemaker/strippler, computer operator, cook, data

entry operator, dental lab technician, diemaker/cutter, graphic designer/illustrator, horticulturist, machinist, metal fabricator, microfilm camera operator, offset letter pressman, photo typesetter, and welder are offered. The concept of the program is to train apprentices in the practical and theoretical aspects of their craft through actual work experiences augmented by related training instruction.

The On-the-Job Training Program monitored by Continuing Education is another effort to provide additional opportunities for employable skill training. The program is intended to provide creditable training to those inmates who are assigned jobs where an employable skill may be learned. The Dictionary of Occupational Titles, Fourth Edition, 1977, published by the United States Department of Labor, is used to identify approved occupations. Training periods ranging from 6 to 12 months have been established for each approved occupation, and a work record with an inmate's proficiency rating is maintained.

**Project RIO**--The Continuing Education Division also supervises "Project RIO" (Re-Integration for Offenders), which works to establish a linkage system for offenders between training and services provided in the TDCJ-ID to training services and job placement provided by other agencies once the offender is released, with the ultimate goal of reducing recidivism. Specialists assess academic levels, occupational aptitudes and interests, review work experiences, develop employability documents, and recommend training and/or rehabilitative opportunities within the TDCJ-ID or with outside agencies. Eligibility criteria are: the inmate must be within one year of estimated release from TDCJ-ID; express an interest in participating; have no verifiable employment after release; and meet Job Training Partnership Act (JTPA) eligibility criteria established by the Texas Department of Commerce.

**Student Participation**--The following is

# Operations Division

student enrollment information for programs in the Continuing Education Division during 1989-90.

---

Junior College Academic . . . . .	7,145
Senior College Academic . . . . .	1,059
Graduate College . . . . .	112
Junior College Vocational . . . . .	2,990
Apprenticeship Registration . . . . .	1,020
Texas A&M University Extension Program . . . . .	267
Project RIO Employability Development Plans . . . . .	8,593

---

In addition, 193 associate and 34 baccalaureate degrees and 10 master's degrees were conferred. Another 1,028 vocational, 80 journeyman and 217 Texas A&M University Extension certificates were awarded by the Continuing Education Division.

## Recreational Programs

The Recreation Department is administratively organized within the TDCJ-ID Education Department. The primary function of the recreation program is to provide inmates with time and opportunity for daily exercise on a planned and supervised basis. Space for this function is provided in 90 general population outdoor recreation yards, 58 gymnasiums, 17 trusty camp recreation yards, and a large variety of special recreation areas for inmates confined to segregation and death row areas. Recreational program activities are available on all TDCJ-ID units, and within these programs inmates are provided time, space, and equipment for exercise and relaxation. Recreational activities range from watching television or playing table games in the dayroom area to playing basketball or lifting weights in the gymnasium or outdoor recreation yard.

Intra-unit competitive activities are also provided on most units with more than 14,000

inmates participating during FY 90. Inmates participate in organized games such as basketball, badminton, handball, power lifting, softball, and volleyball. The intra-unit programs are continually expanding on most units to include a wide variety of activities which serve as a foundation for the intramural sports program. Several unit intramural programs involve interaction with free world organizations such as the Bill Glass Crusade, The Fellowship of Christian Athletes, and the Spirit Express.

Recreational programs are organized, coordinated, and supervised by the unit recreation consultant, who is professionally trained. The recreation consultants develop recreational programs with consideration given to the types of inmate classification, medical restriction, and/or other security factors that could be unique to certain units. Administrative recreation staff members provide program supervision and assistance for all TDCJ-ID units. Currently, there are 42 recreation consultants assigned to units that are available for program supervision.

The Recreation Department receives its program funding from local Education and Recreation funds. These funds allow TDCJ-ID to accomplish the goals of meeting court-ordered stipulations, equipping recreational facilities, and maintaining current intramural recreational programs.

# Operations Division

## Windham School System Combined Balance Sheet Year Ended August 31, 1990 (With Comparative Totals - Year Ended August 31, 1989)

Assets	<u>Windham School System</u>		1990	<u>Totals</u>	
	Regular	Special			
<b>Current Assets:</b>					
Cash on Hand and in Banks	2,403,469.33	70,019.56	2,473,488.89	1,902,081.68	
Investments - Certificates of Deposit	3,000,000.00		3,000,000.00	7,950,000.00	
Accounts Receivable Texas Education Agency		268,680.19	268,680.19	462,431.86	
Other	3,688.75		3,688.75	6,839.39	
Intrafund	351,903.17	68,211.42	420,114.59	629,270.73	
Interfund					
Accrued Interest Receivable	556.05		556.05	47,941.20	
Inventories - School Supplies	245,911.37		245,911.37	257,625.99	
Prepaid Expense				300.00	
<b>Total Assets</b>	<b>6,005,528.67</b>	<b>406,911.17</b>	<b>6,412,439.84</b>	<b>11,256,490.85</b>	
<b>Liabilities and Fund Equity</b>					
<b>Current Liabilities:</b>					
Accounts Payable - Trade	2,102,863.43	54,949.12	2,157,812.55	1,671,604.48	
Intrafund	68,211.42	351,903.17	420,114.59	629,270.73	
Interfund					
Unearned State & Fed. Grants	69,874.00	58.88	69,932.88	782,151.00	
<b>Total Liabilities</b>	<b>2,240,948.85</b>	<b>406,911.17</b>	<b>2,647,860.02</b>	<b>3,083,026.21</b>	
<b>Fund Equity:</b>					
Fund Balances Reserved For - Encumbrances	2,729,063.83		2,729,063.83	242,338.73	
Inventories & Prepaid Expense	245,911.37		245,911.37	257,925.99	
Unreserved - Undesignated	789,604.62		789,604.62	7,673,199.92	
<b>Total Fund Equity</b>	<b>3,764,579.82</b>	<b>-0-</b>	<b>3,764,579.82</b>	<b>8,173,464.64</b>	
<b>Total Liabilities and Fund Equity</b>	<b>6,005,528.67</b>	<b>406,911.17</b>	<b>6,412,439.84</b>	<b>11,256,490.85</b>	

# Health Services

---

The Health Services Division is responsible for the provision of comprehensive medical, psychiatric and dental health care for the inmate population of TDCJ-ID. In keeping with this goal, this division is comprised of three basic programs: Clinical Services, Administrative Services and Professional Standards. Under the direction of the deputy director for Health Services, each area has a central administrator as its director and is organized following TDCJ-ID's regional concept. Central administrative departments provide support services to all clinical health programs. These departments include Resource Management, Health Care Facilities, Medical Training and Continuing Education, Medical Records, Laboratory and Radiology. Clinical Services include Nursing, Dental, Psychiatric, Pharmacy, Respiratory Care, Emergency Medical Services, Special Programs (to include mobility impaired and sensorially impaired), Preventive Medicine (including STD and HIV), and Substance Abuse Treatment Program.

## CLINICAL SERVICES

Initial assessments of inmates' health needs are made upon their admission to the TDCJ-ID at the Diagnostic Unit (males) and the Reception Center at Gatesville (females). Based on this initial assessment, each inmate receives a medical classification. An individualized treatment plan is developed to address identified health care needs. All units provide basic outpatient clinic services and emergency treatment, conduct sick call and 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 clinics and skilled nursing care. All medical services are provided under the clinical supervision of the chief of Professional Services.

**Nursing Services** personnel is comprised of registered nurses, licensed vocational nurses, nursing assistants, medication aides, operating

room technicians, dialysis technicians, EEG/EKG technicians and unit clerks. Nursing Services is responsible for delivering all types of nursing care within the Institutional Division. Inmate access into the health care delivery system is generally through a member of Nursing Services. Responsibilities of Nursing Services include the administration of medication; certain types of respiratory care services; some forms of physical therapy; duties in the operating room; hemodialysis; emergency room (triage and emergency services); inpatient skilled services; delivery of health care in administrative and punitive segregation; and public health services.

During the year, Nursing Services established a number of new nursing positions due to the opening of new units. A regional nursing orientation program was developed as well as a unit specific orientation program. Nursing Services continues to be an educational resource for county jails and correctional facilities of other states. Members of Nursing Services continue to be active in the American Correctional Association.

**Dental Services** provides basic dental care to all inmates at each TDCJ-ID unit. The care is provided by general-practice dentists, dental hygienists and other qualified ancillary personnel. At the two reception centers, each in-processing inmate receives a complete clinical exam, including panoramic radiograph and a recording of his/her dental-medical history. Each inmate receives a dental classification based on priority of need. The services provided at each unit 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 TDCJ-ID Hospital in Galveston. Specialty services such as permanent crowns, fixed bridges and orthodontics are usually prioritized as elective and thus are not available at state expense. A large central dental laboratory with

# Health Services

---

trained and in-training inmate technicians fabricates removable appliances under the supervision of certified laboratory technicians.

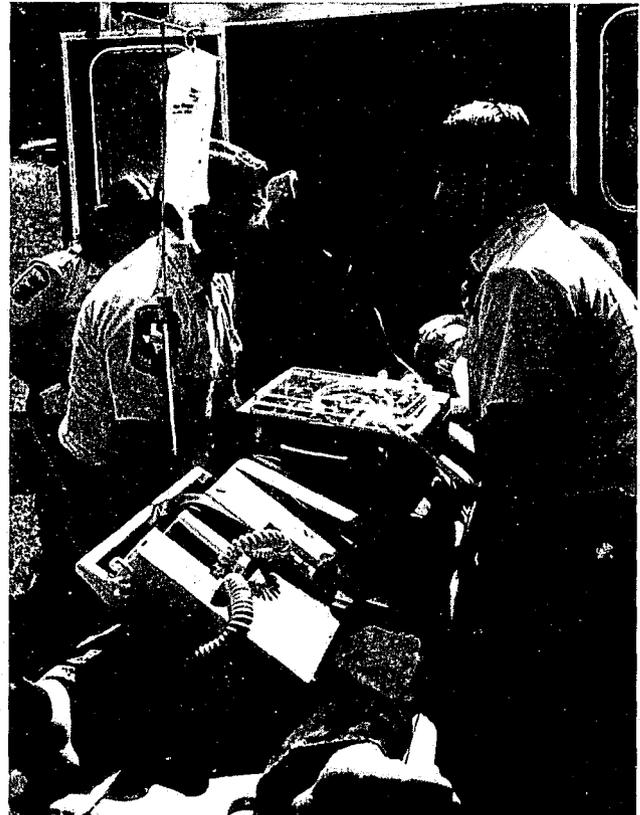
**Psychiatric Services** focuses on inmates exhibiting symptoms of mental illness or mental retardation. Psychiatric Services has a long history in providing traditional inpatient and outpatient mental health services. In the past year services have been expanded, and now, Psychiatric Services offers sex offender treatment.

As in previous years, inpatient services have been expanded. A 450-bed inpatient program for aggressive mentally ill offenders was recently implemented at the Clements Unit in Amarillo, increasing total inpatient beds to 980. Based upon contemporary psychological techniques, this program is designed to reduce aggression and recidivism.

**The Special Programs** area of Health Services is comprised of Dietary Services, Emergency Medical Services, Respiratory Care Services and The Physically Handicapped Offender Program.

**Emergency Medical Services (EMS)** provides for the ambulance transportation needs of the inmates and on-duty employees of the agency. A staff of approximately 200 EMS professionals operate vehicles located strategically throughout the system, 24 hours a day, seven days a week. Modern, state-of-the-art care is provided each patient through community standard response times. The equipping of the ambulances is regulated by the Department of Health, and each ambulance is licensed. Each EMS professional holds a state registration at either the Paramedic, EMT-intermediate, or EMT-Basic levels and must maintain the required amount of annual continuing education to renew the certification. Many of the EMS staff are certified in Advanced Cardiac Life Support (ACLS) and Basic Trauma Life Support (BTLIS) as providers or instructors. Staff continue to have additional areas of expertise in emergency care and are of immense value to the operation of the Division.

**Respiratory Care Services** provides basic and



emergency respiratory care services at all units. More sophisticated treatment modalities and pulmonary diagnostics such as pulmonary function tests and arterial blood gas analysis are provided at regional medical facilities by respiratory care practitioners. A registered respiratory therapist in each region is available to provide respiratory care education for patients and staff. A smoking cessation program is in existence at the Ramsey III Unit. In addition, the respiratory therapist at the Gatesville Unit participates in a smoking cessation program for pregnant females every six weeks. Respiratory care services have implemented outpatient treatment modalities to include the administration of pentamidine for certain groups of HIV-infected patients at all units.

**Dietary Services** provides consultation services to unit health professionals regarding basic nutritional information, dietary standards and therapeutic diets. The eight nutritionists counsel

# Health Services

---

patients individually on medically-ordered diets. This department works in conjunction with the Food Service Department in establishing basic and modified diet menus. The nutritionists are responsible for the training and educational programs for physicians, Food Service staff and inmates.

**The Physically Handicapped Offender Program (PHOP)** provides rehabilitative services for inmates who are mobility, vision, hearing, and/or speech impaired. Housed at Jester III, which is a barrier-free unit, male mobility impaired inmates receive the care of a rehabilitation team. Mobility impaired female inmates are housed at the Mountain View Unit and receive care provided by a rehabilitation team. The attractive and fully-equipped facilities and the rehabilitation clinics are staffed by a variety of professionals, including a physiatrist, physical therapists, occupational therapists, vocational rehabilitation counselor, and case managers. The visually impaired and hearing impaired inmates are assigned to the Ellis II Unit.

The new Central Regional Medical Facility has impacted the Physically Handicapped Offender Program by adding an additional Physical Therapy and Occupational Therapy Department. The Occupational Therapy staff train visually and hearing impaired inmates in activities of daily living. There is now a broader choice of alternatives for treating patients who have been dismissed from the TDCJ-ID Hospital but still require differing levels of infirmary care and physical therapy.

A certified interpreter works with the hearing impaired, and additional services for these inmates are provided through an interagency contract with the Texas Commission for the Deaf. A vocational counselor is provided on a full-time basis through an interagency contract with the Texas Commission for the Blind to assist in meeting the needs of the visually impaired inmates. The needs of the speech impaired inmates are also served at the Ellis II Unit through a

contract with a licensed speech pathologist.

**The Preventive Medicine Program's** objectives are the identification, prevention and treatment of infectious diseases in the Institutional Division. These are accomplished through screening programs, collection and dissemination of statistical data, and education and counseling for both inmates and employees. In addition, the Preventive Medicine Department serves as a liaison between the Texas Department of Health and the TDCJ-ID to assure continuity of care as inmates are released into the community.

The Preventive Medicine Program's guidelines and procedures are established through the advice of the Infection Control Committee, chaired by the director of Preventive Medicine. This program is directed by a preventive medicine physician and is implemented on the unit level primarily through Nursing Services. Each unit has a Coordinator of Infectious Disease (CID) selected from the nursing staff. It is the CID's responsibility to facilitate implementation of the various programs on each unit.

During 1990, the Preventive Medicine program emphasized education, surveillance for asbestos, respiratory and high sound level hazards, and potential employee and inmate occupational exposures by blood-borne agents. The AIDS program was once again nationally recognized and selected as a model by the National Institute of Justice, a branch of the U. S. Department of Justice.

**The Hearing Conservation Program's** objective is to administer audiograms to all inmates entering TDCJ-ID. The program also provides initial and annual audiograms of inmates working in high noise level areas. Physician referrals may be made for other than routine audiograms at Ellis I, Ellis II, Darrington, Beto I and the Gatesville Unit's reception center (for the Gatesville area of the Northern Region). An average of 4,500 audiograms are performed each month, an average of 1,000 more per month than in 1989.

# Health Services

---

**Pharmacy Services** are provided by four licensed pharmacies. Orders for patient prescriptions are entered by practitioners at each TDCJID 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 inmate's unit. Subsequent administration of the medication is performed by licensed or specially-trained personnel and is documented by computer. The program allows selected inmates to carry medication on their person for self-administration. Patient profiles are readily available to the prescriber on computer, and access to potential drug allergies or interactions is incorporated into the computer system. The Central Region Pharmacy has an in-house sterile area for the preparation of total parenteral nutrition preparations and other sterile products.

In May 1990, the director of the TDCJ-ID transferred the **Substance Abuse Treatment Program (SATP)** to the Health Services Division. This realignment is not only consistent with the concept of addiction as a disease for design of treatment regimen but also an assurance that the total health concerns of the SATP participants will be addressed.

The overall goal of the SATP is to encourage the inmate client to reject previous behavior and develop satisfying and realistic value systems. The program is designed to motivate participants toward alternative response styles to alcohol/drug abuse and put emphasis on performance and stated behavior objectives.

On the units, the counselors and treatment specialists are part of a treatment team led by a senior counselor. The latter administers a program through three phases of Twelve Step Fellowship activities, therapeutic group counseling sessions, special group counseling sessions oriented to the DWI offender, substance abuse education groups, individual counseling, and pre-release programs and orientation. The annual number of inmate clients enrolled and participating in the various program elements are: Twelve-

Step group sessions, 4,032; inmates attendance, 51,108; individual counseling sessions, 14,460; number of orientations/pre-release sessions, 2,304.

Responding to the need for specialization, the SATP has developed a structured and therapeutic program at the two Special Alternative Incarceration Program locations ("boot camps") at the Goree and Ramsey units. At these short-term units, a highly intensive program for recovery is offered to youthful offenders.

An intensive four-week curriculum (Recovery Dynamics), based on Twelve-Step recovery programs, has been implemented within the reintegration program on some units. A continuum of care is stressed to inmate clients so that they may be motivated and receptive to support efforts by parole officials, other state agencies, and other recovery programs.

Increases in funding have allowed an additional 84 treatment team members, a definite asset in efforts to meet the rising demands for substance abuse counseling services on the units.

## ADMINISTRATIVE SERVICES

The construction of all new Health Services facilities, as well as renovations to existing facilities, are coordinated through Administrative Services in cooperation with the Contract Construction Department. All Health Services issues related to compliance with court orders are monitored through the office of the Compliance Coordinator.

The office of **Medical Training and Continuing Education (MTCE)** is responsible for coordinating and/or conducting instructional programs in health-related matters for personnel and offenders in TDCJ-ID. MTCE assists in assessing training needs, planning, implementing and evaluating programs, and maintaining records of training.

MTCE provides a variety of programs and services. The department presents a three-day orientation program for new Health Services

# Health Services

---

Division employees. MTCE provides AIDS training for Health Services staff through orientation, for correctional employees through pre-service and in-service programs, for employees systemwide during annual in-service training, and for inmates. Health care providers who counsel inmates before and after they are tested for HIV antibodies attend a course provided by MTCE on counseling techniques. The department provides training in cardiopulmonary resuscitation (CPR) for correctional staff and health care personnel.

MTCE provides a block of instruction for a twice-monthly in-service program attended annually by correctional personnel. In addition to AIDS and CPR, instruction is provided in first aid and signs and symptoms of illnesses common to the inmate population. The department coordinates or conducts special training for correctional officers who work with offenders with mental illness or mental retardation. This training includes 40 hours of psychiatric security specialists (PSS) training, in-service programs, and training in the prevention and management of aggressive behavior.

TDCJ-ID is accredited by the Texas Medical Association to provide continuing medical education to physicians and physician assistants. These activities are coordinated by MTCE and include advanced cardiac life support, quarterly meetings and regional in-services. MTCE coordinates in-service education for nursing staff and assists ancillary staff with the implementation of continuing education programs. The department assists the units as needed in coordinating or conducting their quarterly emergency drills and annual disaster drills.

MTCE provides written information for the benefit of both employees and offenders through monthly mailouts of health-related literature for each unit and through monthly columns on health-related matters for the employee *Newsletter* and for the inmate newspaper, *The Echo*. In addition, MTCE coordinates health education classes for offenders in the Special Alternative to Incarceration

Program (boot camp).

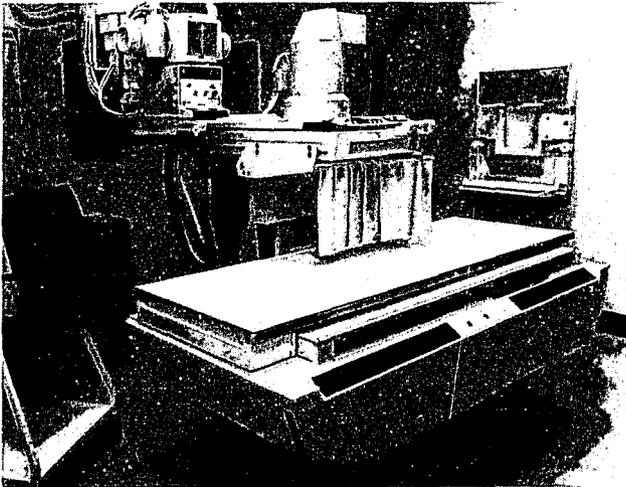
**Basic Laboratory Services** are available at all units of the TDCJ-ID, with more complex testing provided at the regional laboratories or by contract laboratories outside the TDCJ-ID. TDCJ-ID laboratories perform approximately 37,000 tests per month; another 3,000 are sent to contract laboratories. Regional laboratories (Huntsville, Darrington, Beto I, and Gatesville units) and the Diagnostic Unit laboratory have each maintained accreditation from the College of American Pathologists.

**Medical Record Services** is comprised of registered record administrators, accredited record technicians and trained unit staff. The goal of the medical record staff is to provide complete and accurate health care information to all authorized persons on a timely basis. The staff assures that confidentiality of health care information is maintained, documentation is in accordance with approved charting procedures, and inpatient diagnostic and procedural data are retrievable utilizing ICD-9-CM coding. The staff is responsible for medical record retrieval, release of information, qualitative review, statistics, transcription, and microfilming, and assists with quality assurance. The professional staff participates in community career day activities. They also attend seminars and workshops to maintain professional credentials as required by the American Medical Record Association.

**Radiology Services** is an integral component of any total health care delivery system, and health care in the correctional setting is no different. A dynamic and innovative approach to meeting increased demands is exemplified by the growing service in the X-ray department, which performs an average of nearly 14,000 procedures monthly. Utilization of the recently implemented radiographic/fluoroscopic and dedicated radiographic chest units continues to grow rapidly. Supplementation of staff by contracted personnel has enhanced the flexibility of our own dedicated employees. In response to regulations of the

# Health Services

---



Texas Department of Health's (TDH) Medical Radiologic Technologist Certification Program, TDCJ-ID radiologic technologists formed their own professional organization designed to meet specialized needs and provide continuing educational requirements. Preventive maintenance and quality control programs also newly-mandated regulations under the TDH Bureau of Radiation Control, were initiated during this fiscal year.

The **Resource Management Office** is responsible for developing, directing and preparing the Health Services Division's budget request, oversight of the current fiscal budget, the processing of all requisitions, vouchers, manpower staffing reports, travel vouchers, and hospitalization charges. It establishes and maintains accounting and internal audit system procedures and controls and prepares a variety of related financial analysis and reports. This office also assists in negotiations of contracts, whether professional services, freeworld firms, or interagency, and assists in requests for proposals.

During FY 1989, the Texas Department of Criminal Justice entered into a contractual agreement with the Texas Tech Health Science Center whereby health services are provided to inmates at the Daniel Unit (Snyder) by freeworld health care providers. This agreement, now expanded to include the Clements Unit in Amarillo, was

reached as the result of a statewide request for an indication of interest in the provision of health services to inmates of the Texas Department of Criminal Justice. Because of the distance of some of the new prison units from existing units and from the TDCJ-ID Hospital at Galveston, a new approach was required for the provision of tertiary care, emergency services and specialty consultations. Texas Tech also agreed to staffing and operating the on-site clinics at both the Daniel and Clements units.

In addition, the health clinics at the four new private prisons are operated by medical personnel employed by the two private prison vendors. The TDCJ-ID Health Services staff monitors these operations and provide guidance and assistance as necessary.

Also during FY 89, a report was submitted to the Texas Legislature entitled "Transferring Special Needs Offenders to Community-Based Programs." The January 1989 report was produced as the result of a joint effort between the Health Services Division and the Criminal Justice Center at Sam Houston State University. The report was required by a legislative mandate contained in Senate Bill 245 whereby TDCJ-ID was to consider the feasibility of transferring special needs inmates to facilities other than those operated by the corrections department. Twelve legislative recommendations were generated as a result of this report.

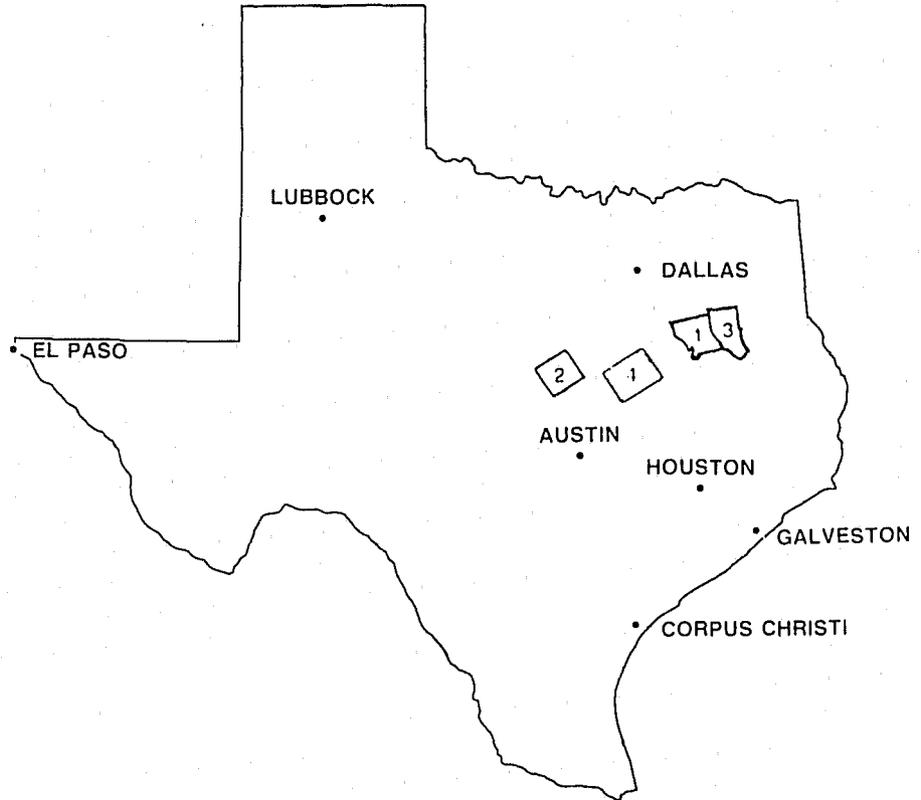
## **PROFESSIONAL STANDARDS**

The Office of Professional Standards was developed and established to expand activities of the Quality Assurance Department. In addition to routine audits of all unit departments, Professional Standards performs clinical audits of selected medical conditions to determine efficacy and appropriateness of care. The chief of Professional Standards serves as staff to the Health Care Review Board, which has the responsibility for monitoring and reporting on the overall activities of the Health Services Division.

# NORTHERN REGION COUNTIES

1. ANDERSON
2. CHEROKEE
3. CORYELL
4. FALLS

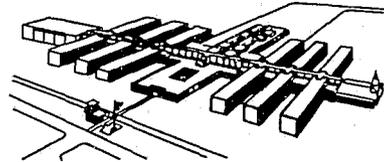
BETO I  
 BETO II  
 COFFIELD  
 GATESVILLE  
 HILLTOP  
 HOBBY  
 HUGHES  
 MICHAEL  
 MOUNTAIN VIEW  
 SKYVIEW



MARSHALL HERKLOTZ  
 REGIONAL DIRECTOR

**Unit:** Beto 1  
**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 75880  
**Telephone:** (903) 928-2217, 18 or 2225  
**Custody Level:** All levels  
**Inmate Population:** (8-31-90) 2,959  
**Unit Capacity:** (8-31-90) 3,000  
**Trusty Camp Population:** (8-31-90) 200  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** 1,055  
**Approx. Acreage:** 3,774  
**Agricultural Operations:** Livestock, field crops and edible crops.  
**Industrial Operations:** Metal sign factory, concrete/block plant.  
**Special Operations:** Mentally Retarded Offender Program for males, regional medical facility.  
**Construction Operations:** Headquarters for Northern Area Construction.

**Warden:** Terry L. Terrell



# TDCJ Units

**Unit:** Beto II

**Warden:** Janie Cockrell

**Date Established:** 1982

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

**Mailing Address:** Rt. 2, Box 2250, Palestine, TX 75882

**Telephone:** (903) 723-5074, 75 or 76

**Custody Level:** Recidivists, minimum custody

**Inmate Population:** (8-31-90) 796

**Unit Capacity:** (8-31-90) 832

**Trusty Camp Population:** (8-31-90) 197

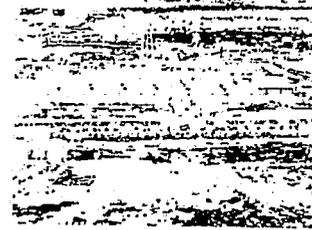
**Trusty Camp Capacity:** (8-31-90) 200

**Number of Employees:** (8-31-90) 345

**Approx. Acreage:** 1,866

**Agricultural Operations:** Edible crops, horse breeding, swine farrowing.

**Industrial Operations:** Records conversion facility, metal fabrication/dump bed facility.



**Unit:** Coffield

**Warden:** Jimmy Alford

**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 75884

**Telephone:** (903) 928-2211, 12 or 2233

**Custody Level:** First offenders and recidivists, all custodies.

**Inmate Population:** (8-31-90) 2,825

**Unit Capacity:** (8-31-90) 3,000

**Trusty Camp Population:** (8-31-90) 199

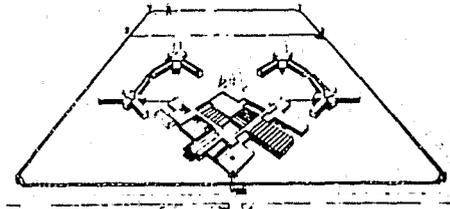
**Trusty Camp Capacity:** (8-31-90) 200

**Number of Employees:** (8-31-90) 915

**Approx. Acreage:** 17,300

**Agricultural Operations:** Livestock, field crops, edible crops, feed lot, feed mill, poultry house.

**Industrial Operations:** Records conversion facility, metal fabrication plant.



**Unit:** Gatesville

**Warden:** Susan Cranford

**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:** (8-31-90) 1,393

**Unit Capacity:** (8-31-90) 1,511

**Trusty Camp Population:** (8-31-90) 195

**Trusty Camp Capacity:** (8-31-90) 200

**Number of Employees:** (8-31-90) 687

**Approx. Acreage:** 1,244

**Industrial Operations:** Garment factory

**Special Operations:** Only females are housed here. All female inmates are tested

and classified at the Gatesville Reception Center before being transferred to their permanent satellite unit. Regional medical facility, Mentally Retarded Offender Program (MROP).



# TDCJ Units

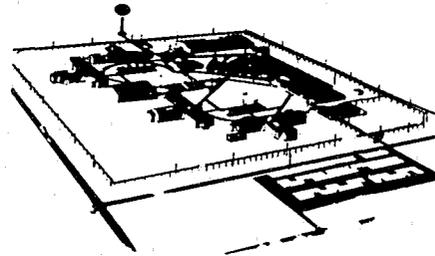
**Unit:** Hilltop, Sycamore Camp  
**Date Established:** 1981  
**Location:** 3 miles north of Gatesville on Highway 36 in Coryell County.  
**Mailing Address:** 1500 State School Road, Gatesville, TX 76598  
**Telephone:** (817) 865-8901  
**Custody Level:** Younger first and second offenders, minimum custody.  
**Inmate Population:** (8-31-90) 705  
**Unit Capacity:** (8-31-90) 741  
**Trusty Camp Population:** (8-31-90) 196  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 494  
**Approx. Acreage:** 1,240  
**Agricultural Operations:** Livestock, edible crops.  
**Industrial Operations:** Garment factory  
**Construction Operations:** Satellite headquarters for Northern Area Maintenance, Hilltop Construction.

**Warden:** Jerry Gunnels



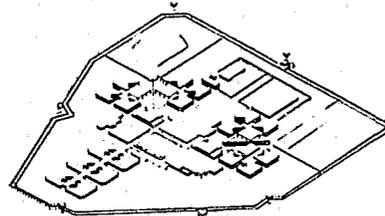
**Unit:** William P. Hobby  
**Date Established:** 1989  
**Location:** 1 mile south of Marlin city limits on Business Highway 6 and 2 1/2 miles west on FM 712 in Falls County.  
**Mailing Address:** Rt. 2, Box 600, Marlin, TX 76661  
**Telephone:** (817) 883-5561  
**Custody Level:** Minimum and medium custody.  
**Inmate Population:** (8-31-90) 909  
**Unit Capacity:** (8-31-90) 1,000  
**Number of Employees:** (8-31-90) 300  
**Approx. Acreage:** 389  
**Industrial Operations:** Print shop  
**Agriculture Operations:** Edible crops

**Warden:** Michael Wilson



**Unit:** Alfred D. Hughes  
**Date Established:** 1990  
**Location:** 4 miles northeast of Gatesville city limits on FM 929 in Coryell County.  
**Mailing Address:** Rt. 2, Box 4400, Gatesville, TX 76528  
**Telephone:** (817) 865-6663  
**Custody Level:** All classifications and custodies, maximum security.  
**Inmate Population:** (8-31-90) 2,127  
**Unit Capacity:** (8-31-90) 2,250  
**Number of Employees:** (8-31-90) 782  
**Approx. Acreage:** 390  
**Industrial Operations:** Garment factory

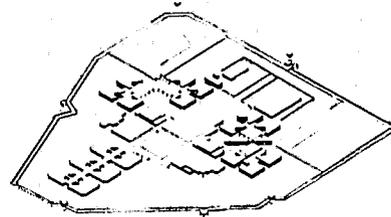
**Warden:** Jack Garner



# TDCJ Units

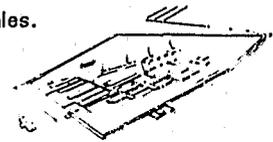
**Unit:** Mark W. Michael  
**Date Established:** 1987  
**Location:** 5 miles southwest of Tennessee Colony off FM 2054 in Anderson County.  
**Mailing Address:** P.O. Box 4500, Tennessee Colony, TX 75886  
**Telephone:** (903) 928-2311  
**Custody Level:** All classifications and custody levels.  
**Inmate Population:** (8-31-90) 2,086  
**Unit Capacity:** (8-31-90) 2,250  
**Trusty Camp Population:** (8-31-90) 197  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 825  
**Approx. Acreage:** 17,300 (shared with Coffield Unit)  
**Agricultural Operations:** Meat packing plant

**Warden:** George Waldron



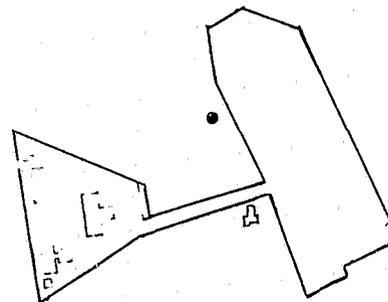
**Unit:** Mountain View  
**Established:** 1975  
**Location:** 4 miles north of Gatesville on FM 215 in Coryell County.  
**Mailing Address:** Rt. 4, Box 800, Gatesville, TX 76528  
**Telephone:** (817) 865-7226, or 27  
**Custody Level:** Female first offenders, all custodies and medical classes, death row for females.  
**Inmate Population:** (8-31-90) 596  
**Unit Capacity:** (8-31-90) 653  
**Number of Employees:** (8-31-90) 371  
**Approx. Acreage:** 97  
**Industrial Operations:** Braille reproductions, records conversion facility.  
**Special Operations:** Only females are housed on the unit. Pre-Release for females, psychiatric facility.

**Warden:** Catherine M. Craig



**Unit:** Skyview  
**Date Established:** 1988  
**Location:** U.S. Highway 69 at Rusk State Hospital in Cherokee County.  
**Mailing Address:** Box 999, Rusk, TX 75785  
**Telephone:** (903) 683-5781  
**Custody Level:** In-patient mentally ill male inmates, all levels, less acute.  
**Inmate Population:** (8-31-90) 500  
**Unit Capacity:** (8-31-90) 528  
**Number of Employees:** (8-31-90) 535  
**Approx. Acreage:** 58

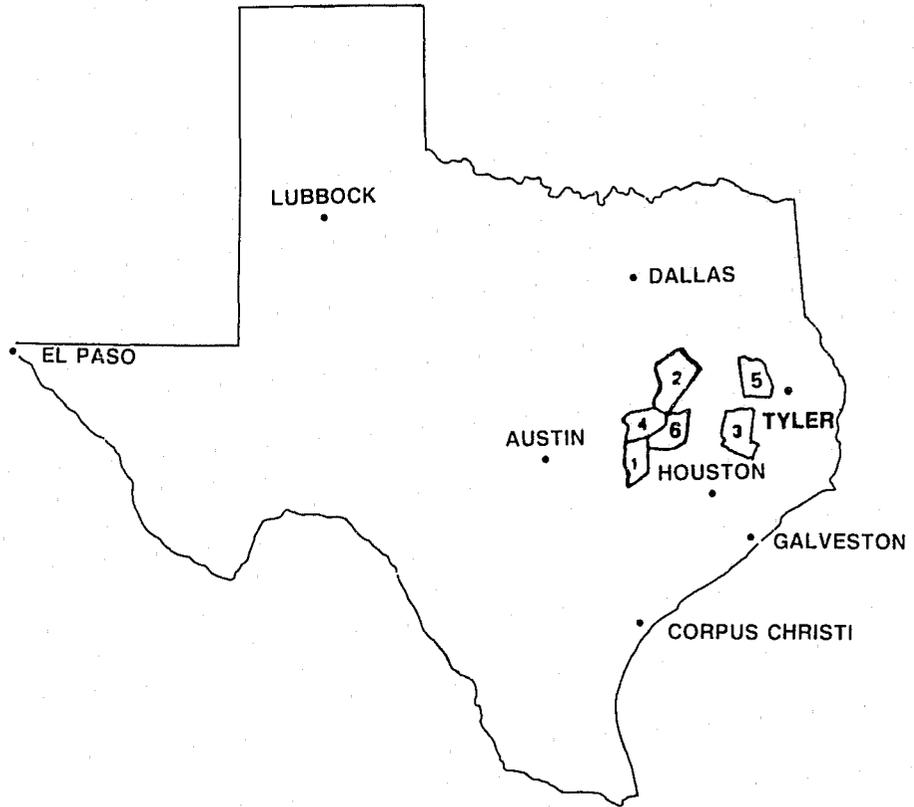
**Warden:** Joe Collins



# CENTRAL REGION COUNTIES

1. GRIMES
2. HOUSTON
3. LIBERTY
4. MADISON
5. TYLER
6. WALKER

DIAGNOSTIC  
EASTHAM  
ELLIS I  
ELLIS II  
FERGUSON  
GOREE  
HIGHTOWER  
HUNTSVILLE  
LEWIS  
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 77342-100

**Telephone:** (409) 295-5768 ext. 152

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

**Inmate Population:** (8-31-90) 1,234

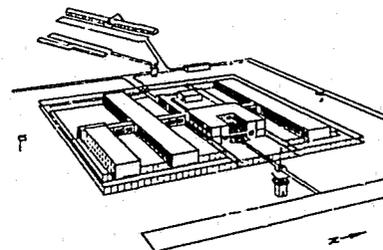
**Unit Capacity:** (8-31-90) 1,360

**Number of Employees:** (8-31-90) 476

**Approx. Acreage:** 50

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

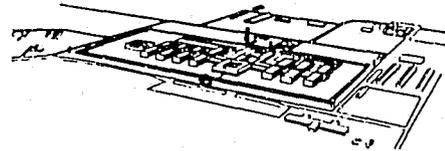
**Warden:** Lanny Steele



# TDCJ Units

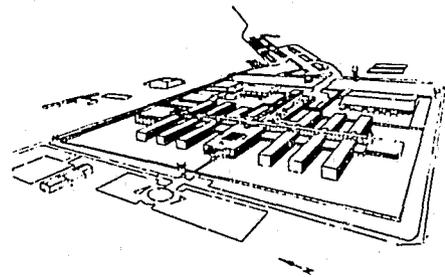
**Unit:** Eastham  
**Date Established:** 1917  
**Location:** 13 miles west of Trinity on FM 230 in Houston County.  
**Mailing Address:** P.O. Box 16, Lovelady, TX 75851  
**Telephone:** (409) 636-7321  
**Custody Level:** Recidivists, all custodies  
**Inmate Population:** (8-31-90) 2,025  
**Unit Capacity:** (8-31-90) 2,050  
**Trusty Camp Population:** (8-31-90) 197  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 702  
**Approx. Acreage:** 13,073  
**Agricultural Operations:** Field crops, livestock, dairy, gin, feed mill, poultry house, swine farrowing.  
**Industrial Operations:** Garment factory

**Warden:** Charles Martin



**Unit:** Ellis I  
**Date Established:** 1963  
**Location:** 12 miles north of Huntsville on FM 980 in Walker County.  
**Mailing Address:** Rt. 6, Huntsville, TX 77343  
**Telephone:** (409) 295-5756, or 57  
**Custody Level:** Older recidivists, all custodies, death row for males.  
**Inmate Population:** (8-31-90) 1,879  
**Unit Capacity:** (8-31-90) 1,900  
**Trusty Camp Population:** (8-31-90) 179  
**Trusty Camp Capacity:** (8-31-90) 181  
**Number of Employees:** (8-31-90) 667  
**Approx. Acreage:** 11,672  
**Agricultural Operations:** Field crops, livestock, gin, farrowing barn.  
**Industrial Operations:** Woodworking shop, bus repair facility, garment factory.  
**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:** (8-31-90) 1,834  
**Unit Capacity:** (8-31-90) 2,197  
**Trusty Camp Population:** (8-31-90) 188  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 903  
**Approx. Acreage:** 7,007  
**Agricultural Operations:** Forestry program, sawmill.  
**Industrial Operations:** Textile mill  
**Special Operations:** Regional medical facility and mental health treatment center.

**Warden:** Michael Countz



# TDCJ Units

**Unit:** Ferguson

**Warden:** Wesley Warner

**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, maximum security.

**Inmate Population:** (8-31-90) 2,058

**Unit Capacity:** (8-31-90) 2,100

**Trusty Camp Population:** (8-31-90) 195

**Trusty Camp Capacity:** (8-31-90) 200

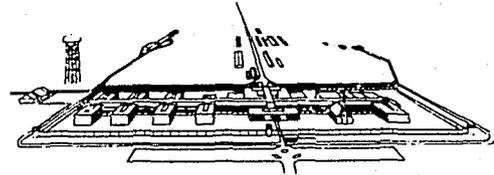
**Number of Employees:** (8-31-90) 705

**Approx. Acreage:** 4,355

**Agricultural Operations:** Field crops, livestock, swine farrowing.

**Industrial Operations:** Mop and broom factory, shoe factory.

**Special Operations:** Headquarters for Central Area Construction.



**Unit:** Goree

**Warden:** Lanny Steele

**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

**Custody Level:** Secondary inmate reception, minimum security inmates maintain facilities.

**Inmate Population:** (8-31-90) 893

**Unit Capacity:** (8-31-90) 991

**SAIP Population:** (8-31-90) 78

**SAIP Capacity:** (8-31-90) 200

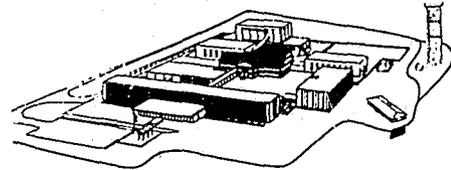
**Number of Unit Employees:** (8-31-90) 411

**Number of SAIP Employees:** (8-31-90) 48

**Approx. Acreage:** 899

**Agricultural Operations:** Horse breeding, dairy calf operation.

**Special Operations:** Special Alternative Incarceration Program for males.



**Unit:** L.V. Hightower

**Warden:** M. Bruce Thaler

**Date Established:** 1990

**Location:** Approximately 4 miles north of Dayton, 1.5 miles west of Highway 321 on FM 686 in Liberty County.

**Mailing Address:** Rt. 3, Box 98, Dayton, TX 77535

**Telephone:** (409) 258-8013

**Custody Level:** Minimum, medium.

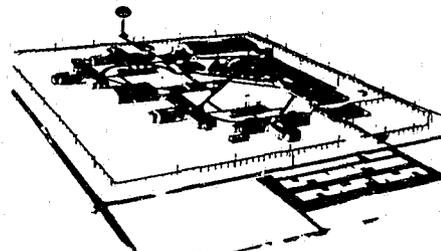
**Inmate Population:** (8-31-90) 900

**Unit Capacity:** (8-31-90) 1,000

**Number of Employees:** (8-31-90) 287

**Approx. Acreage:** 300

**Industrial Operations:** Garment factory



# TDCJ Units

**Unit:** Huntsville

**Warden:** Jack B. Pursley

**Date Established:** 1849

**Location:** 815 12th St., Huntsville, Walker County.

**Mailing Address:** P.O. Box 99, Huntsville, TX 77342

**Telephone:** (409) 295-6371

**Custody Level:** First offenders and recidivists, all custodies and medical classes.

**Inmate Population:** (8-31-90) 1,399

**Unit Capacity:** (8-31-90) 1,554

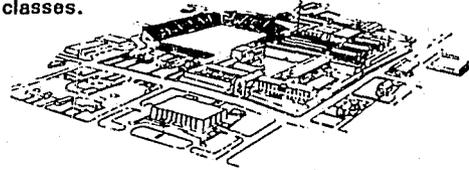
**Number of Employees:** (8-31-90) 565

**Approx. Acreage:** 140

**Industrial Operations:** Textile mill, mechanical department.

**Special Operations:** Windham Media Center

**Construction Operations:** Headquarters for the Construction Division, maintenance warehouse operations.



**Unit:** Gib Lewis

**Warden:** Weldon Strickland

**Date Established:** 1990

**Location:** Approximately 1 mile east of Woodville, 6/10 of a mile north of State Highway 190 east on FM 3497 in Tyler County.

**Mailing Address:** P.O. Box 9000, Woodville, TX 75990

**Telephone:** (409) 283-8181

**Custody Level:** Minimum, medium.

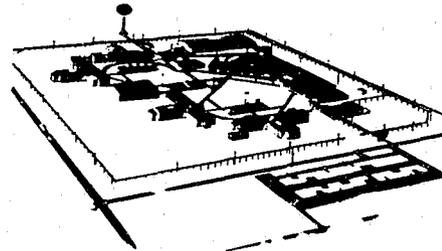
**Inmate Population:** (9-30-90) 535

**Unit Capacity:** (8-31-90) 1,000

**Number of Employees:** (8-31-90) 253

**Approx. Acreage:** 300

**Industrial Operations:** Woodworking factory



**Unit:** Pack I

**Warden:** David Moya

**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, 29, or 34

**Custody Level:** First offenders and recidivists, minimum custody.

**Inmate Population:** (8-31-90) 821

**Unit Capacity:** (8-31-90) 839

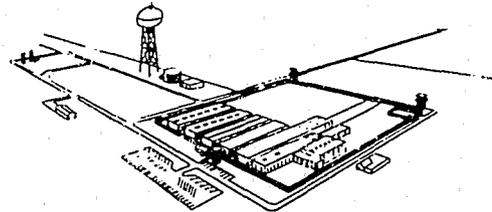
**Trusty Camp Population:** (8-31-90) 199

**Trusty Camp Capacity:** (8-31-90) 200

**Number of Employees:** (8-31-90) 352

**Approx. Acreage:** 4,000

**Agricultural Operations:** Field crops, edible crops, livestock.



# TDCJ Units

**Unit: Pack II**

**Warden: Ronald Drewry**

**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: (8-31-90) 1,037**

**Unit Capacity: (8-31-90) 1,062**

**Trusty Camp Population: (8-31-90) 198**

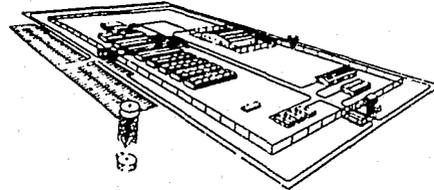
**Trusty Camp Capacity: (8-31-90) 200**

**Number of Employees: (8-31-90) 349**

**Approx. Acreage: 2,090**

**Agricultural Operations: Field crops, edible crops, livestock.**

**Industrial Operations: Stainless steel factory**



**Unit: Wynne**

**Warden: Lester Beard**

**Established: 1937**

**Location: FM 2821 in Walker County.**

**Mailing Address: Rt. 1, Box 1 Huntsville, TX 77349**

**Telephone: (409) 295-9126, 27 or 28**

**Custody Level: First offenders and recidivists, all custodies.**

**Inmate Population: (8-31-90) 2,181**

**Unit Capacity: (8-31-90) 2,300**

**Trusty Camp Population: (8-31-90) 200**

**Trusty Camp Capacity: (8-31-90) 200**

**Number of Employees: (8-31-90) 921**

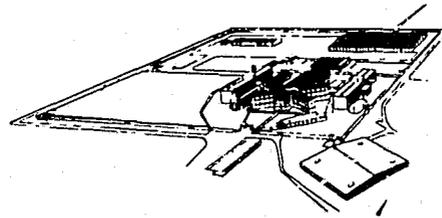
**Approx. Acreage: 1,433**

**Agricultural Operations: Field crops, edible crops, livestock, dairy heifer breeding program, Baylor Kennel operations.**

**Industrial Operations: License plate plant, validation sticker plant, mattress factory, corrugated box factory, plastic sign shop, records conversion facility, transportation department.**

**Special Operations: Windham School System's administrative offices and warehouse are located at the unit. Laundry administrative offices are also located here.**

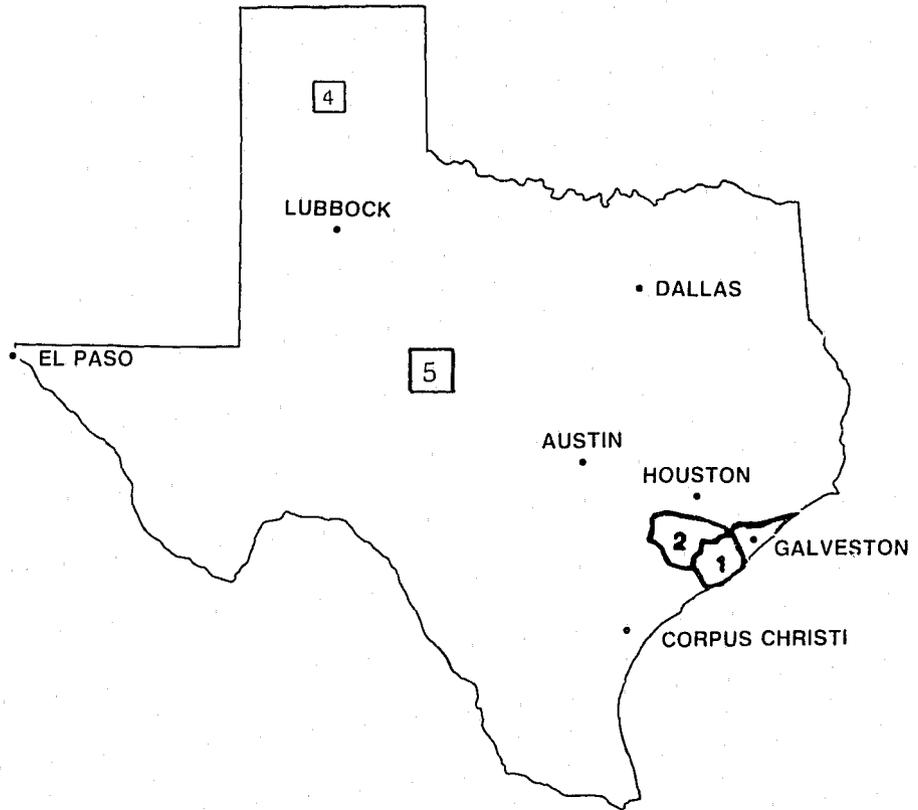
**Construction Operations: Office operations for the in-house construction department.**



# SOUTHERN REGION COUNTIES

1. BRAZORIA
2. FORT BEND
3. GALVESTON
4. POTTER
5. SCURRY

CENTRAL  
CLEMENS  
CLEMENTS  
DANIEL  
DARRINGTON  
JESTER I, II, & III  
RAMSEY I, II, & III  
RETRIEVE  
TDCJ HOSPITAL



\* The William Clements Unit in Potter County and the Price Daniel Unit in Scurry County are assigned to the Southern Region because of the proximity of the Southern Region Office to a major metropolitan airport.

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 Lane, TX 77478

**Telephone:** (713) 491-2146

**Custody Level:** First offenders, minimum custody

**Inmate Population:** (8-31-90) 598

**Unit Capacity:** (8-31-90) 704

**Trusty Camp Population:** (8-31-90) 198

**Trusty Camp Capacity:** (8-31-90) 200

**Number of Employees:** (8-31-90) 347

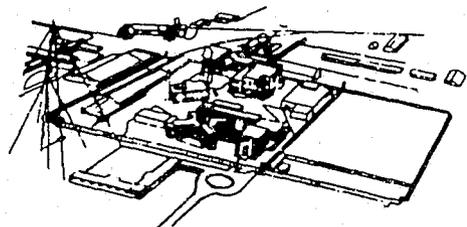
**Approx. Acreage:** 4,459

**Agricultural Operations:** Field crops, edible crops, livestock, Central Agricultural Commissary, veterinary clinic, harvesting equipment repair.

**Industrial Operations:** Soap and detergent factory, regional transportation center.

**Special Operations:** Central Industrial Distribution Warehouse

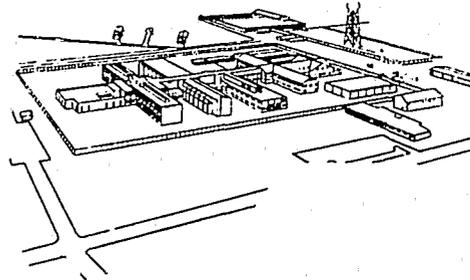
**Warden:** Lepher Jenkins



# TDCJ Units

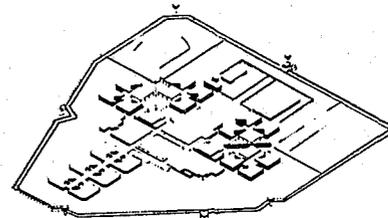
**Unit:** Clemens  
**Date Established:** 1901  
**Location:** 5 miles south of Brazoria on Highway 36 in Brazoria County.  
**Mailing Address:** Rt. 1 Box 1077, Brazoria, TX 77422  
**Telephone:** (409) 798-2188, or 89  
**Custody Level:** Second offenders, all custody levels.  
**Inmate Population:** (8-31-90) 840  
**Unit Capacity:** (8-31-90) 851  
**Trusty Camp Population:** (8-31-90) 189  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 363  
**Approx. Acreage:** 8,116  
**Agricultural Operations:** Field crops, livestock, grain dryer.

**Warden:** Gary Johnson



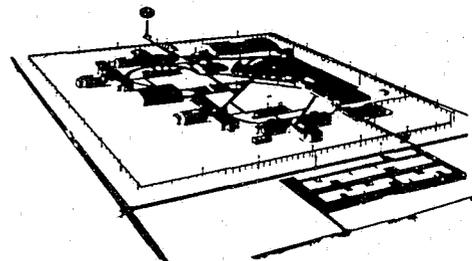
**Unit:** Clements  
**Date Established:** 1990  
**Location:** 3 miles north of Interstate 40 at the intersection of Loop 335 (Lakeside Drive) and Northeast 24th Street in Potter County.  
**Mailing Address:** 9601 NE 24th Street, Amarillo, TX 79107  
**Telephone:** (806) 381-7080  
**Custody Level:** All levels, maximum security.  
**Inmate Population:** (8-31-90) 1,822  
**Unit Capacity:** (8-31-90) 2,250  
**Number of Employees:** (8-31-90) 762  
**Approx. Acreage:** 600  
**Agricultural Operations:** Edible crops, field crops.  
**Industrial Operations:** Shoe factory  
**Special Operations:** 450-bed psychiatric treatment facility

**Warden:** Randy McLeod



**Unit:** Price Daniel  
**Date Established:** 1989  
**Location:** 4 miles east of Snyder on U.S. 180 and 1 mile north on County Road 173 in Scurry County.  
**Mailing Address:** Snyder, TX 79549  
**Telephone:** (915) 573-1114  
**Custody Level:** Minimum and medium custody.  
**Inmate Population:** (8-31-90) 933  
**Unit Capacity:** (8-31-90) 1,000  
**Number of Employees:** (8-31-90) 272  
**Approx. Acreage:** 579  
**Industrial Operations:** Modular furniture factory/upholstery.

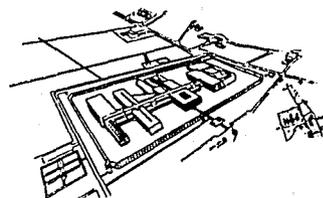
**Warden:** Leslie Woods



# TDCJ Units

**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) 595-3465  
**Custody Level:** Younger second offenders, all custody levels  
**Inmate Population:** (8-31-90) 1,514  
**Unit Capacity:** (8-31-90) 1,610  
**Trusty Camp Population:** (8-31-90) 197  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 692  
**Approx. Acreage:** 6,770  
**Agricultural Operations:** Field crops, edible crops, livestock, poultry layer operation, grain dryer, cold storage facility.  
**Industrial Operations:** Tire recapping plant

**Warden:** Keith Price



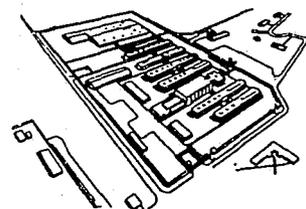
**Unit:** Jester I, II and III  
**Date Established:** Jester I and II, 1885; Jester III, 1982.  
**Location:** 4 miles east of Richmond on Highway 90A in Fort Bend County.  
**Mailing Address:** Rt. 2, Richmond, TX 77469  
**Telephone:** Jester I & II (713) 277-3030, Jester III (713) 277-7000  
**Custody 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:** (8-31-90) Jester I, 310; Jester II, 236; Jester III, 806.  
**Unit Capacity:** (8-31-90) Jester I, 323; Jester II, 378; Jester III, 818.  
**Jester III Trusty Camp Population:** (8-31-90) 187  
**Jester III Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) Jester I, 156; Jester II, 134; Jester III, 353.  
**Approx. Acreage:** 5,012  
**Agricultural Operations:** Field crops, edible crops, livestock.  
**Special Operations:** Pre-release program for males is located at Jester I. Mobility impaired inmates are housed at Jester III.  
**Industrial Operations:** Garment factory on 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 custody.  
**Inmate Population:** (8-31-90) 1,347  
**Unit Capacity:** (8-31-90) 1,400  
**Trusty Camp Population:** (8-31-90) 198  
**Trusty Camp Capacity:** (8-31-90) 200  
**Number of Employees:** (8-31-90) 508  
**Approx. Acreage:** 16,844 (shared with Ramsey II and III)  
**Agricultural Operations:** Field crops, edible crops, livestock, dehydrator.  
**Industrial Operations:** Furniture refinishing plant  
**Construction Operations:** Headquarters for Southern Area Maintenance.

**Warden:** James A. Shaw, Jr.



# TDCJ Units

**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: (8-31-90) 786**

**Unit Capacity: (8-31-90) 850**

**SAIP Population: (8-31-90) 187**

**SAIP Capacity: (8-31-90) 200**

**Number of Unit Employees: (8-31-90) 360**

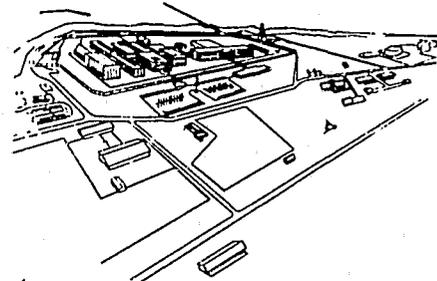
**Number of SAIP Employees: (8-31-90) 48**

**Approx. Acreage: 16,844 (shared with Ramsey I and III)**

**Agricultural Operations: Field crops, edible crops, livestock, gin, grain dryer, storage.**

**Special Operations: Special Alternative Incarceration Program for males.**

**Warden: Fred Becker**



**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: (8-31-90) 972**

**Unit Capacity: (8-31-90) 1,000**

**Trusty Camp Population: (8-31-90) 185**

**Trusty Camp Capacity: (8-31-90) 200**

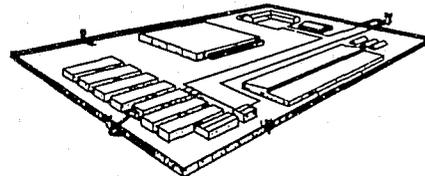
**Number of Employees: (8-31-90) 443**

**Approx. Acreage: 16,844 (shared with Ramsey I and II)**

**Agricultural Operations: Field crops, edible crops, canning plant.**

**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. 5, Box 1500, Angleton, TX 77515**

**Telephone: (409) 849-9306**

**Custody Level: Recidivists, all custodies.**

**Inmate Population: (8-31-90) 719**

**Unit Capacity: (8-31-90) 770**

**Trusty Camp Population: (8-31-90) 183**

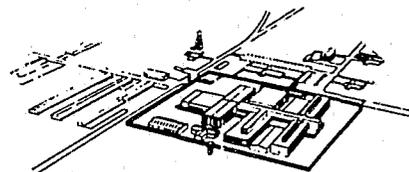
**Trusty Camp Capacity: (8-31-90) 200**

**Number of Employees: (8-31-90) 331**

**Approx. Acreage: 6,754**

**Agricultural Operations: Field crops, edible crops, livestock.**

**Warden: Dayton Poppell**



# TDCJ Units

**Unit:** TDCJ 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)

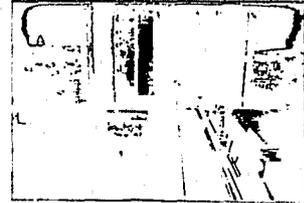
**Inmate Population:** (8-31-90) 82

**Unit Capacity:** (8-31-90) 120

**Number of Employees:** (8-31-90) 228

**Special Operations:** Inmates requiring specialized treatment, major surgery or acute care are treated here.

**Warden:** Edward Owens, Jr.



# PRIVATE PRISONS

## PRIVATE PRE-RELEASE CENTERS IN TEXAS

Two private firms, Corrections Corporation of America of Nashville, Tennessee and Wackenhut Corrections Corporation of Coral Gables, Florida, are under contract to the State of Texas to house up to 2,000 inmates in four different pre-release centers. CCA operates two 500-bed centers in Cleveland and Venus, while WCC operates two centers of the same size in Bridgeport and Kyle.

The four pre-release centers are designed to house minimum security inmates (male) who are within two years of their parole eligibility dates. TDCJ is responsible for the screening and referral of inmates to the centers and employs a monitor at each.

Each center provides programs designed to improve an offender's potential for a successful re-entry into society upon release. Program components include academic and vocational education, counseling services, adult living skills training, and pre-employment curriculum.

### CCA PRE-RELEASE CENTERS

#### Cleveland

**Location:** The CCA Cleveland PRC fronts the north side of Hwy. 321 approximately 1/2 mile east of the Cleveland city limits. Cleveland is in Liberty County, approximately 40 miles north of Houston on U.S. Hwy. 59.

**Date Established:** 1989

**Mailing Address:** P.O. Box 1678, Cleveland, TX 77328

**Telephone:** (713) 592-9559

**Warden:** Tommy Refino

#### Venus

**Location:** The CCA Venus PRC is located approximately 35 miles south of Dallas off Hwy. 67 in Johnson County. Follow FM 157 to FM 1807 and turn right.

**Date Established:** 1989

**Mailing Address:** P.O. Box 361, Venus, TX 76084

**Telephone:** (214) 366-3334, 3372

**Warden:** Joe Driskell

### WCC PRE-RELEASE CENTERS

#### Bridgeport

**Location:** The WCC Bridgeport PRC is located 1 mile north of downtown at 4000 N. 10th Street. Bridgeport is located in Wise County, northwest of Fort Worth.

**Date Established:** 1989

**Mailing Address:** P.O. Box 189, Bridgeport, TX 76026

**Telephone:** (817) 683-3010

**Warden:** Richard Fortenberry

#### Kyle

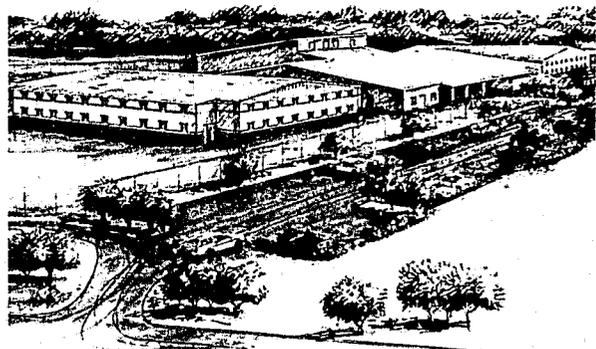
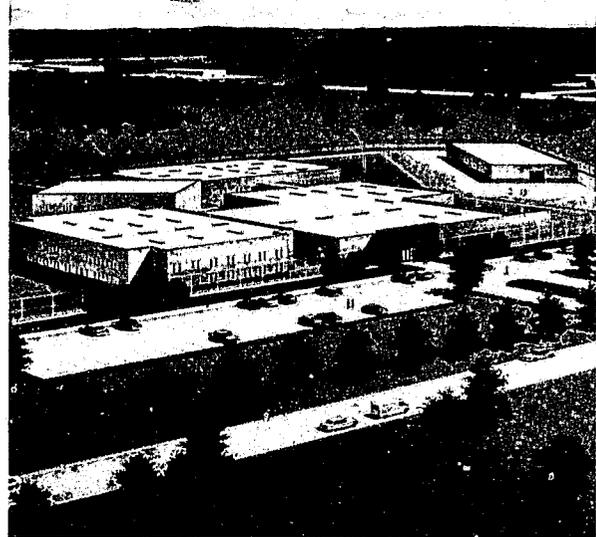
**Location:** The WCC Kyle PRC is located within the city limits of Kyle on the I-35 E. Feeder Road. Kyle lies southwest of Austin in Hays County.

**Date Established:** 1989

**Mailing Address:** P.O. Box 1300, Kyle, TX 78640

**Telephone:** (512) 268-0264

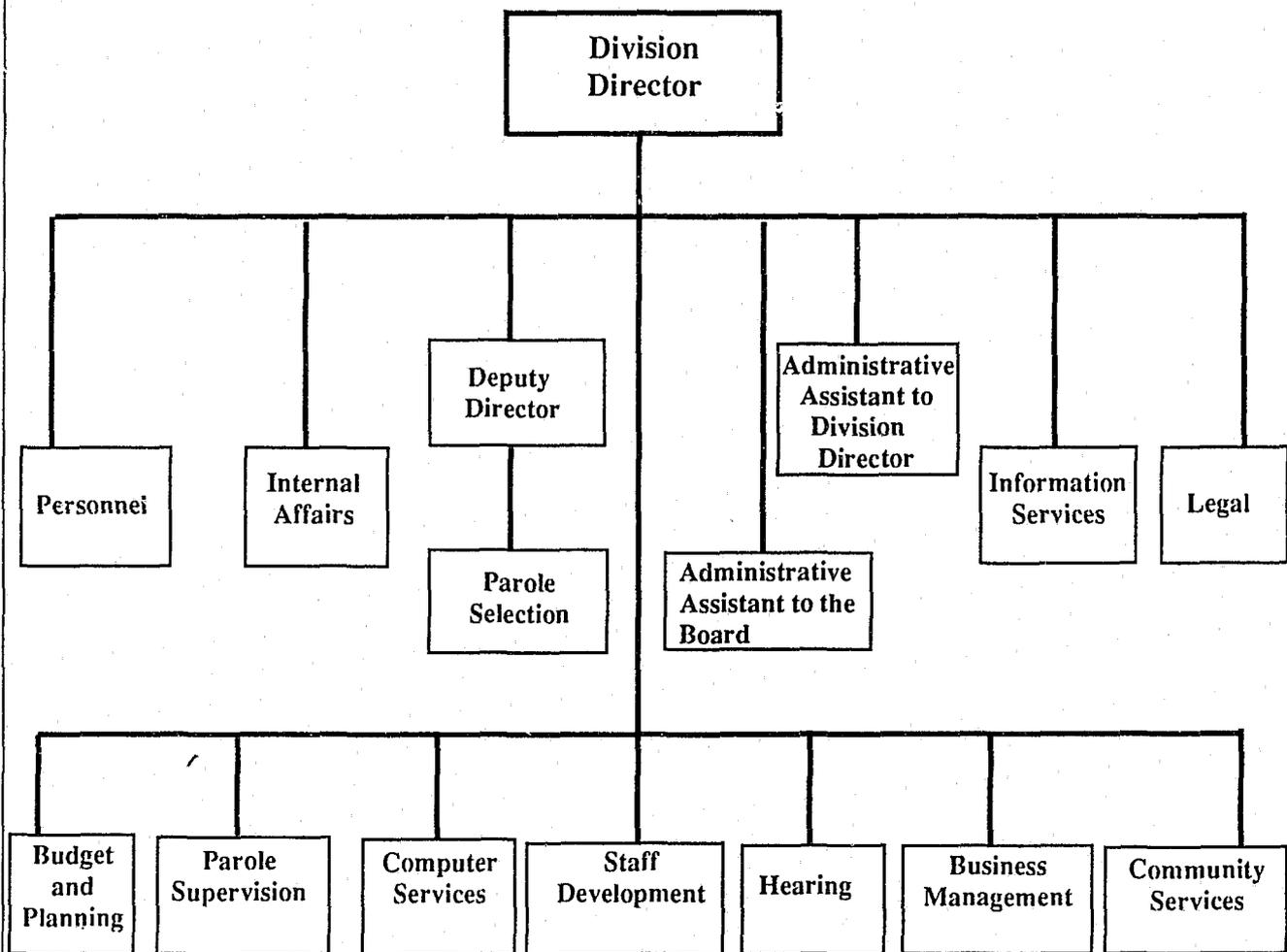
**Warden:** John L. Bonner



# **Pardons & Paroles Division**

---

# FY 1990 Organizational Chart Pardons and Paroles Division



# Highlights

---

On January 1, 1990 the agency previously known as the Board of Pardons and Paroles became the Pardons and Paroles Division (PPD) of the Texas Department of Criminal Justice. Although division staff continue to provide the information necessary to support the board's decision-making activity, the board and division are now separate administrative entities under Texas law.

Also in January, the board was expanded from six members to 18 members and board offices decentralized to five locations around the state, all at or near prison units.

Fiscal Year 1990 saw a continuation of activities dictated by and related to problems of crowding in the Texas prison system and to the division's role in helping manage the prison population.

To keep pace in 1990, the board accomplished a record 71,074 parole considerations-- a 16% increase over the preceding fiscal year. The board approved and released 42,163 individuals (43 % of those considered).

Aside from the obvious increase in the parole selection workload, the release population grew from 62,624 in 1989 to 72,693 in 1990, a 16% increase that resulted in the division's hiring of some 202 additional parole officers.

In response to this workload and to the continuing backlog of county-jail inmates awaiting transfer to ID, PPD examined and re-examined every available mode of release to see how the use of each could be enhanced.

During the fiscal year 8,008 offenders were released under the Parole In Absentia program, compared to 4,988 during the previous year. These accelerated releases from county jails

represent an increase of 62 % over the previous year.

In FY 1990 the agency added 2 full-time PIA officers, making a total of thirteen officers to screen and process cases for the PIA program. The PIA Section added 6 additional employees in the Central Office and processed the release of 8,008 inmates from 43 participating county jails across the state. In addition, 2,672 inmates were released from county jails via the Pre-Parole Transfer program.

The Intensive Supervision Parole program provided increased supervision and control for a target group of releasees who are most likely to return to prison. (Officers supervising cases in the ISP program maintain caseloads of no more than 25 releasees.)

In response to field officers' concerns about safety issues, PPD expanded its staff development function and trained officers in a variety of self-protection techniques. Staff Development presented or coordinated more than 14,544 pre-service training hours (through the parole officer academy) and 13,148 in-service training hours.

Agency staff increased from 1,875 in Fiscal Year 1989 to a total of 2,034 in 1990, with new parole officers and caseworkers representing over 50% of that increase. The average caseload is 84 cases per officer.

# Organization

## INTRODUCTION TO PPD

### History and Legal Basis

Created in 1936 by constitutional amendment, the state parole entity (now the Pardons and Paroles Division and the Board of Pardons and Paroles) is statutorily responsible for administering the state parole and mandatory supervision system according to Art. 42.18, *Texas Code of Criminal Procedure*, Art. 6166 x-3 of *Vernon's Annotated Civil Statute*; and constitutionally responsible for investigating and recommending acts of executive clemency by the governor as provided by the *Texas Constitution*, Art. IV, Section II and the *Code of Criminal Procedure*, Articles 42.18, 48.01, and 48.04.

Throughout Fiscal Year 1990, PPD and the board determined which prisoners were paroled from the Institutional Division and other penal institutions, established parole conditions, and investigated and supervised parolees. PPD and the parole board also conducted parole and mandatory supervision revocation hearings and revoked releasees as required, established parole and mandatory supervision policies within statutory limits, and carried out the Interstate Parole and Probation Compact affecting parolees.

Executive clemency includes temporary reprieves from prison, emergency reprieves, reprieves of execution of the death penalty, commutation of sentences or fines or both, full pardons, restorations of civil rights lost as the result of felony convictions, conditional pardons, trial reprieves of jail sentences, remissions of bond forfeitures, and restorations of the right to operate motor vehicles.

The mandatory supervision law enacted by the 65th Legislature in 1977 provides a period of supervision for prison releasees who are not paroled or conditionally pardoned. A prisoner released to mandatory supervision, like a parolee, remains in the legal custody of the state

and is amenable to the orders of PPD and the board. Mandatory supervision applies only to felons who committed their offenses on or after August 29, 1977.

### PPD STAFF

During FY 1990, PPD, encompassed a statewide staff of 2,044 employees divided into several areas of responsibility, as described below and on the next page.

**The Director** is responsible for the general operation and administration of the various functions of the division, and for direct management of Budget and Planning, Personnel, Internal Affairs, Parole Supervision, Community Services (halfway houses), Business Management, Computer Services, Staff Development, Hearing Section, and Information Services.

**The Deputy Director** assists the director in division operation and administration and is directly responsible for Parole Selection.

**The General Counsel**, Assistant General Counsel, and one staff attorney handles parole-related legal affairs. The General Counsel's office is responsible for keeping PPD and the board apprised about legal implications and about changes in the laws or their applications. Staff renders opinions interpreting the regulatory provisions of the division; reviews drafts of laws, rules, and regulations affecting division operations and administration; prepares proposed amendments for agency rules and; maintains liaison with the Attorney General in civil actions brought by or against the board; and assists the AG in preparing and presenting these cases in court. The General Counsel's office also conducts hearings, administrative appeals, and

# Organization

---

appellate practice. It drafts legal pleadings, briefs, and legislative bills; reviews and approves decisions of division staff; and prepares opinions.

**The Family Information Coordinator** is the division's liaison to inmates' families and the general public. Persons who wish to make personal appeals to the board meet with the coordinator, who notes their concerns in the files of the inmates in question so the decision-makers have access to the information when considering the individuals for parole.

The coordinator is also available (by telephone and by correspondence) to inmates, their families, and the general public to answer their questions about inmates' parole status.

**The Victim Services Coordinator** is available to crime victims and their families (by telephone, correspondence, and in person) to answer their questions about the parole process, facilitate victim participation in the system, and represent the Pardons and Paroles Division at victim conferences.

**The Administrative Assistant to the Board** reviews requests for special reviews, and performed administrative duties as necessary.

**Internal Affairs** performs program and management evaluations to determine the degree of policy compliance and program effectiveness. Routine, special, and facility audits, as well as surveys and other technical reports, are completed to identify trends. Findings and recommendations are compiled in the form of written reports, which are provided to the director and section heads for review and action. Auditors work closely with computer services staff to develop automated reports which help identify areas in which improvements are needed.

**Personnel** maintains files on division employees; time and attendance records; posting available jobs; processed tests and screening applicants; processing insurance claims; and handling workmen's compensation, affirmative action, equal opportunity employment, employee grievances, and related personnel functions.

**Budget and Planning** prepares and administers the division's grant fund requests, performance reports, personnel allocation schedules, and fiscal notes on legislation affecting division operations. Staff is responsible also for division forecasting, planning, research, and evaluation. Activities includes prison-population and release-population forecasting; research regarding parole guidelines, parole selection, and parole supervision; program evaluation; and production of statistical data detailing PPD activity and workload.

**Staff Development** is responsible for establishing and maintaining uniform and consistent training throughout the division and for accreditation and certification of professional staff. The section designs and conducts a variety of training programs, including the Parole Officer Training Academy for new officers, safety training, and training in strategies for case supervision.

**Computer Services** provides automated support for all the division's parole-related and support functions, maintaining data on ID inmates and on releasees under PPD supervision (totalling more than 175,000 inmate/releasee records).

Computer systems track a client's progress from ID admission, through the parole selection process, and throughout the client's period of su-

# Organization

---

pervision until discharge. Computer automation expedite a variety of division processes, including personnel management, accounting, purchasing, inventory, statistical analysis and research, and the collection of restitution payments and supervision fees. To meet the division's automation requirements, the section employs a large-scale central computer, a statewide data communications network, approximately 365 microcomputers (many of them networked), a statewide facsimile network, and associated software.

**Parole Supervision** assists released felons in a constructive program of rehabilitation and reintegration into society and monitors the activities of the releasee with regard to compliance with the conditions of his release and the laws of society. Parole officers are trained to monitor releasees and provide support and referral services.

**Parole Selection** processes inmate cases before inmates are released to parole or mandatory supervision. In FY 1990 this included the responsibility of notifying victims and trial officials of an offender's impending release. The section includes parole officers assigned to each prison unit who interviewed each eligible inmate and prepared individual case history reports which serve as the basis for release deliberations and for supervision programs after release. The section also includes analysts who manage files of inmates who receive favorable release votes.

**The Hearing Section** handles all cases in which pre-revocation warrants or summons have been issued. Hearing officers conducted hearings to investigate charges that releasees had violated release rules. The subsequent summary reports are reviewed by staff and presented to the board for final disposition.

The section also processes revocations and withdrawals of warrants, and (to ensure proper handling of the revocation process) monitors releasees returned to prison as violators. To facilitate communication with other corrections and law enforcement agencies, the section operates a year-round, 24-hour teletype unit.

**Business Management** includes sections responsible for purchasing, accounting, equipment inventory, supply inventory, printing, real estate lease management, mail handling, and motor vehicle maintenance.

Business management staff prepare payrolls; develop periodic accounting reports for use by management, state and federal agencies, legislators, and the public; handle supervision fees and restitution payments; administer deferred compensation and related programs; pay creditors; and reimburse employee travel claims. Business Management also develops specifications for most purchases and rentals and issues these specifications for response from vendors. This section also manages the division's need for office and warehouse space by forecasting, developing floor plans, and negotiating with landlords.

**Information Services** responds to information requests from the media, from legislators, and from the general public concerning the division and its activities, the parole and mandatory supervision systems, and the records of individual inmates and releasees.

Information Services staff also produces a variety of printed informational materials, including brochures, reports, and studies.

# Organization

---

## **The Board**

Throughout FY 1990, the Board of Pardons and Paroles was composed of 18 full-time, salaried members appointed by the governor to overlapping six-year terms of office. All appointments required the concurrence of two-thirds of the Senate.

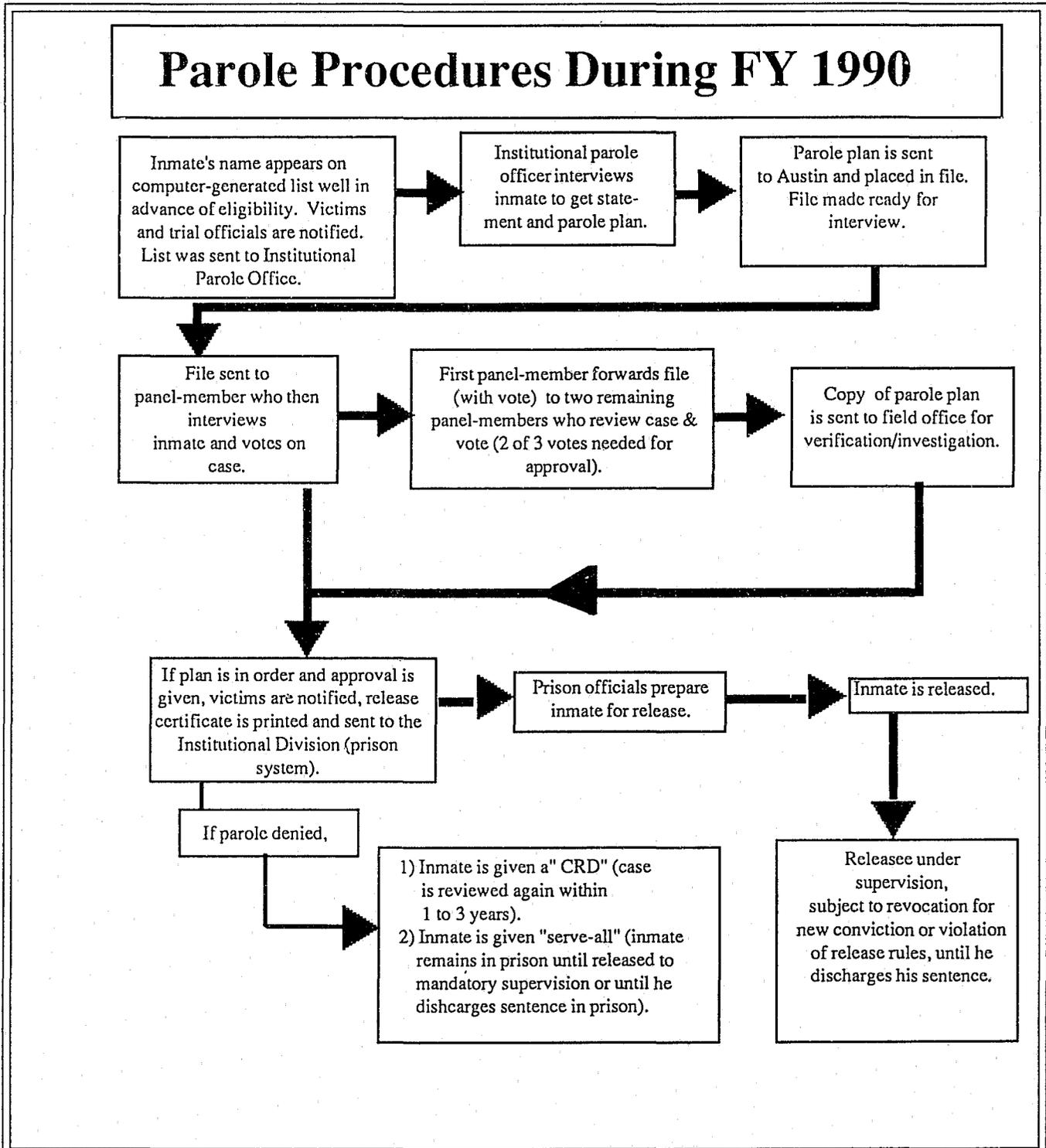
The Board is in session Monday through Friday of each week, operating in three-member panels at five locations statewide. Meetings of the Board are conducted in compliance with the Open Meetings Act.

Board minutes and decisions relating to parole, pardon, and clemency are matters of public record. Certain information concerning individuals under parole consideration or supervision, and the identity of other individuals connected with parole or clemency cases, are privileged according to law and therefore not public.

## **Parole Panels**

In matters of parole selection, release on mandatory supervision, and revocation, the Board members act in panels of three persons. Panel composition is designated by the Chairman. A majority of each panel constitute a quorum for the transaction of its business, and its decision is by majority vote. The parole panel can recommend the granting or denying of parole.

# General Information



# General Information

## SUMMARY OF PAROLE PANEL ACTIVITY IN FISCAL YEAR 1990

<p style="text-align: center;"><u>Parole</u></p> <p>Cases considered: 71,074</p> <p>Inmates paroled: 42,163</p> <table style="margin-left: 40px;"> <tr> <td><i>In state</i></td> <td>40,666</td> <td>  </td> </tr> <tr> <td><i>Out-of-state</i></td> <td>197</td> <td>  </td> </tr> <tr> <td><i>Out-of-country</i></td> <td>1,300</td> <td>  </td> </tr> </table> <p>No. of parole cases reinstated: 106</p>	<i>In state</i>	40,666		<i>Out-of-state</i>	197		<i>Out-of-country</i>	1,300		<p style="text-align: center;"><u>Parolee Pre-Revocation Actions</u></p> <p>Pre-revocation warrants issued: 13,881</p> <p>Emergency warrants issued: 2,271</p> <p>Pre-revocation warrants withdrawn: 6,931</p>
<i>In state</i>	40,666									
<i>Out-of-state</i>	197									
<i>Out-of-country</i>	1,300									
<p style="text-align: center;"><u>Mandatory Supervision</u></p> <p>Inmates released to mandatory supervision: 4,140</p> <table style="margin-left: 40px;"> <tr> <td><i>In state</i></td> <td>2,097</td> <td>  </td> </tr> <tr> <td><i>Out-of-state</i></td> <td>52</td> <td>  </td> </tr> <tr> <td><i>Out-of-country</i></td> <td>119</td> <td>  </td> </tr> </table> <p>Inmates released to mandatory supervision who were within 180 days of mandatory release: 2,097</p> <p>No. of MS cases reinstated: 67</p>	<i>In state</i>	2,097		<i>Out-of-state</i>	52		<i>Out-of-country</i>	119		<p style="text-align: center;"><u>Mandatory Supervision Pre-Revocation Actions</u></p> <p>Pre-revocation warrants issued: 2,842</p> <p>Emergency warrants issued: 678</p> <p>Pre-revocation warrants withdrawn: 2,482</p>
<i>In state</i>	2,097									
<i>Out-of-state</i>	52									
<i>Out-of-country</i>	119									
<p>Inmates released to mandatory supervision who were within 180 days of mandatory release: 2,097</p> <p>No. of MS cases reinstated: 67</p>	<p style="text-align: center;"><u>Revocation Actions</u></p> <p>Parolees revoked: 14,991</p> <p>MS cases revoked: 2,633</p>									

# General Information

## SUMMARY OF PAROLE PANEL ACTIVITY IN FISCAL YEAR 1990

<p style="text-align: center;"><u>Other Panel Actions</u></p> <p>Special administrative review considerations: 53</p>	<p style="text-align: center;"><u>Parole in Absentia</u></p> <p>Cases considered: 12,253</p> <p>Approved: 11,152</p> <p>Released on parole: 7,703</p> <p>Released to mandatory supervision: 305</p> <p>Total released to PIA: 8,008</p>
<p style="text-align: center;"><u>Executive Clemency</u></p> <p>Cases considered: 666</p> <p>Recommended to Governor: 172</p> <p>Granted by Governor: 5</p>	<p style="text-align: center;"><u>Halfway House Placements</u></p> <p>Parolees placed: 4,282</p> <p>Parole-in-absentia cases placed: 835</p> <p>Mandatory releasees placed: 1,149</p> <p>Pre-parolees placed: 2,792</p> <p>Placed from county jails (PIA-PPT): 2,672</p> <p>Transfers: 1,219</p> <p>Total halfway house placements: 14,457</p>
<p style="text-align: center;"><u>Pre-Parole Transfer</u></p> <p>Cases considered: 3,269</p> <p>Recommended to ID: 4,707</p> <p>Approved by ID: 2,230</p> <p>Transferred to halfway houses as pre-parolees: 5,539</p>	

# Parole Selection

## PRE-REVIEW ACTIVITY

During Fiscal Year 1990, the Parole Selection Section was responsible for processing cases before their release to parole or mandatory supervision. Parole officers assigned to each prison unit interviewed each eligible inmate and prepared individual case history reports that served as the basis for release deliberations and for supervision programs after release. An extensive interview and case history report was also completed for each death-penalty case, for use in potential deliberations regarding reprieves.

Parole eligibility is based on time served on the maximum sentence imposed, and the time required depends on the date of offense. For offenses committed before September 1, 1987; calendar time and good-conduct time must equal one-third of the maximum sentence or 20 years, whichever is less. For offenses committed after September 1, 1987; the time requirement is one-fourth of the sentence or 15 years.

Requirements are different for the offenses of capital murder, aggravated kidnapping, aggravated sexual assault, aggravated robbery, and for offenses in which the court enters a finding that a deadly weapon was used. For these offenses, applicable time is credited only according to actual calendar time served, without regard to good-conduct time earned; and these offenders must serve at least two years. These offenses are referred to as "3g" offenses, in reference to Section 3(g) of Article 42.12, which is the criminal procedure code section in which they are specified. Other exceptional requirements apply to these offenses.

<p><b>Parole examiner interviews conducted: 48,846</b></p> <p>During the interviews parole plans were reviewed, and case summaries were prepared for parole panels.</p>		
<p><b>Parole counselor interviews conducted: 164,079</b></p> <p>Interviews included pre-parole updates, responses to inmate requests, contacts to deliver parole panel results, recontacts on parole plans, revocation hearing contacts, etc. Summaries were prepared for panel members.</p>		
<p><b>* Case summaries prepared: 65,580</b></p> <p>"Case summaries" are detailed reports prepared by institutional parole examiners and counselors (see above), detailing the offense, social and criminal history, and institutional behavior of the inmate being considered for parole or mandatory release.</p>		
<b>Case Summaries Prepared</b>	<b><u>Initial</u></b>	<b><u>Supplemental</u></b>
Tentative Parole	43,586	5,918
Pre-parole Transfer	3,923	231
Initial Parole	766	
Supplemental Parole		960
Mandatory Supervision	43	3
Parole in Absentia	9,923	227
<b>Total</b>	<b>58,241</b>	<b>7,339</b>

# Parole Selection

## PAROLE ACTIONS

In matters of parole selection, release to mandatory supervision, and revocation, the parole board members acted in panels of three persons as provided in Art. 42.18, CCP. Panel composition was designated by the chairman.

A majority of each panel constituted a quorum for the transaction of its business, and its decision was by majority vote. A board member normally conducted a face-to-face-interview with a prisoner eligible for parole and voted to grant or deny the parole.

The other two members of the parole panel then cast their votes to grant or deny parole.

In matters of parole consideration, parole panels voted to (1) approve inmates' releases to parole, (2) "Continued Review Date" deny parole and consider the case again within one to three years, or (3) have inmates serve in prison the portions of their sentences remaining before their legally mandated releases to supervision.

### Parole Approval and Release Rates in FY 1990

<b>Cases considered:</b>	<b>71,074</b>
<b>Paroled or conditionally pardoned:</b>	<b>42,163</b>
<b>Percent paroled or conditionally pardoned:</b>	<b>59%</b>

### Parole Actions in FY 1990

<u>Type of Review</u>	<u>Considered</u>	<u>Approved</u>	<u>Continued Review Date</u> <sup>1</sup>	<u>Serve-All</u> <sup>2</sup>
Initial	50,309	41,703	7,580	1,026
Subsequent	20,765	14,739	5,866	160
Total	71,074	56,442	13,446	1,186

- <sup>1</sup> "Continued Review Date" means the panel voted to deny parole and consider the case again within one year.  
<sup>2</sup> "Serve-all" means the panel voted to require the inmate to serve the remainder of his sentence in prison.

# Parole Selection

## Pre-Parole Transfer (PPT)

During most of FY 1990, the board transferred certain inmates to halfway houses or other approved residences up to 180 days before the inmates' presumed parole eligibility dates. Inmates were *not* eligible if their convictions were for aggravated offenses or if the courts of conviction found that deadly weapons were used.

During their stays at halfway houses, pre-parolees were considered inmates and could be returned to prison if they failed to abide by the rules of release. When they reached their parole eligibility dates, these inmates were transferred to regular parole caseloads.

## FY 1990 Pre-Parole Transfer Activity

Cases considered:	3,269
Cases recommended to ID:	4,707
Cases approved by ID:	2,230
Released to pre-parole:	5,539

## Parole in Absentia (PIA)

According to law, the board released eligible inmates who were serving Texas sentences while held in facilities outside Texas prison system jurisdiction (e.g. prisons in other states, federal facilities, or local jails).

## FY 1990 Parole in Absentia Activity

Cases considered:	12,253
Cases approved:	11,152
Released to parole:	7,703
Released to mandatory supervision:	305
Total released to PIA:	8,008

## Victim Notification

During FY 1990, the Parole Selection Section was also responsible for notifying victims and other interested parties about an inmate's impending release. These parties were notified if they had filed Victim Impact Statements or had otherwise requested notification. Notifications are mailed at four points in the process: once shortly after victims or interested parties request to be notified; again when the inmate's case is placed in the review process; again when the inmate receives one favorable vote for release to parole; and a final time if his release certificate is printed.

During the fiscal year, PPD received 2,427 new victim impact statements and sent 2,884 notifications to victims who had previously requested notification.

# Parole Selection

## RELEASE TO MANDATORY SUPERVISION

### FY 1990 Mandatory Supervision Activity

Prisoners who have not been released to parole are released to mandatory supervision (MS) when their calendar time served, plus any accrued good conduct time, equal the maximum terms to which they were sentenced. Although PPD supervised MS releasees as if they were parolees, the board generally had no discretion in these releases. The one exception is that the law allowed the board to release at its discretion those inmates who were within six months of eligibility.

Mandatory releasees, like parolees, remain under supervision for the time remaining on their sentences at the time of release.

Released in-state:	3,969
Released out-of-state:	52
Released out-of-country:	119
<b>Total released:</b>	<b>4,140</b>

Not eligible for MS release are "3g" offenders who committed their offenses on or after September 1, 1987; and offenders who on or after

that date committed certain other assaultive offenses (e.g. murder, sexual assault, aggravated assault, deadly assault on a police officer or corrections officer, injury to a child or to an elderly person, or first-degree felony arson, robbery, or burglary). These ineligible individuals, if not granted parole, must serve their full calendar sentences without regard to good-conduct time credit.

### Texas Prison Releases over the Past Five Years, by Release Type

<u>Fiscal Year</u>	<u>Discharged</u>	<u>Paroled</u>	<u>Released to Mandatory Supervision</u>	<u>Shock Probation</u>	<u>Total</u>
1986	316 (1%)	14,510* (49%)	12,745* (43%)	1,852 (7%)	29,423 (100%)
1987	219 (0.6%)	19,888* (59.6%)	11,675* (35%)	1560 (4.6%)	33,342 (100%)
1988	139 (0.4%)	25,216* (74%)	7,685* (23%)	997 (3%)	34,037 (100%)
1989	116 (.03%)	29,671* (82%)	5,465* (15%)	800 (2%)	36,052 (100%)
1990		42,269* (%)	4,207* (%)		

# Parole Selection

## Executive Clemency-Related Activity

Members of the Board also reviewed and recommended to the governor cases involving full pardons, commutations of sentence (in felony and misdemeanor convictions), reprieves of execution, medical reprieves, reprieves to attend civil court proceedings, and reprieves of sentences. Although the governor made the final decisions in these cases, state law required a preliminary recommendation from the Board.

## FY 1990 Executive Clemency Actions

Cases considered: 666  
 Recommended to governor: 172  
 \* Granted by governor: 5

(\* includes cases in Part B chart, below)

Part A (Actions on Executive Clemency Recommendations Submitted to Governor in Fiscal Year 1990)						
Description	Considered	Recommended	Approved by Governor	Refused by Governor	Withdrawn by Board	Cases in Process
Commutations of sentence	4	4	2	1	0	1
Emergency reprieves	0	0	0	0	0	0
Full pardons	662	168	3	18	0	147
<b>Total clemency-related actions</b>	<b>666</b>	<b>172</b>	<b>5</b>	<b>19</b>	<b>0</b>	<b>148</b>

Part B (FY 1990 Actions on Executive Clemency Recommendations Submitted to Governor before FY 1990)					
Description	Recommended	Approved by Governor	Refused by Governor	Withdrawn by Board	Cases in Process
Full pardons	174	0	76	0	0
<b>Total Clemency Actions</b>	<b>174</b>	<b>0</b>	<b>76</b>	<b>0</b>	<b>0</b>

# Parole Supervision

In Fiscal Year 1990, inmates released from prison were under the supervision of parole officers assigned to the Board of Pardons and Paroles. Before release, officers conducted pre-parole investigations of the inmates' plans for residence and employment.

The state is divided into a total of ten geographical regions for the provision of supervision and parole services. The ten regional offices are located in Dallas, Houston, San Antonio, Lubbock, Ft. Worth, Angleton, Tyler, Waco, El Paso, and Corpus Christi. In addition, there were 66 district offices located throughout the state to which parole and mandatory releasees reported upon release and thereafter as directed by their parole officers. Some 868 parole officers and caseworkers supervised 72,693 parolees and mandatory releasees in 1990. Each officer supervised an average of 84 releasees.

The objectives of parole supervision include assisting released felons in a constructive program of rehabilitation and reintegration into society, and monitoring the activities of releasees with regard to compliance with the conditions of release and the laws of society. Those who cannot adhere to the conditions of release were subject to having their releases revoked and being returned to prison for new convictions or for failing to abide by the rules of release.

Officers were trained to counsel the individuals under supervision and refer them to available services in the community. Releasees were placed on one of several levels of supervision depending on which level the officer deemed appropriate. The level of supervision dictated the required number of contacts at the parole office and at the releasee's home and job.

As a member of the Interstate Probation and Parole Compact, Texas supervised 1,744 releasees from other states in Fiscal Year 1990, and sent approximately 2,223 Texas releasees to other states for supervision under the terms of the Compact.

## Releasees Under Active Supervision at End of Fiscal Year 1989

Texas parolees in Texas:	60,892
Texas mandatory releasees in Texas:	10,057
Other state parolees in Texas:	1,744
<b>Total under supervision:</b>	<b>72,693</b>

## DISTRIBUTION OF CASES STATEWIDE

Region & Headquarters	Officers	Counties Covered	Cases under supervision	Average Caseload
1 Dallas	147	1	12,153	83
2 Houston	226	1	18,647	83
3 San Antonio	60	17	4,966	83
4 Lubbock	45	57	3,615	80
5 Ft. Worth	101	24	8,728	86
6 Angleton	53	23	4,574	86
7 Tyler	68	37	6,235	92
8 Waco	88	42	7,173	82
9 El Paso	35	23	2,825	81
10 Corpus Christi	45	29	3,777	84
<b>Totals:</b>	<b>868</b>	<b>254</b>	<b>72,693</b>	<b>Statewide average: 84</b>

# Parole Supervision

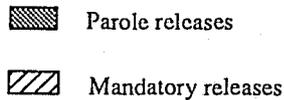
## The Release Population

Officer Caseload and No. under Supervision over the Past Five Years

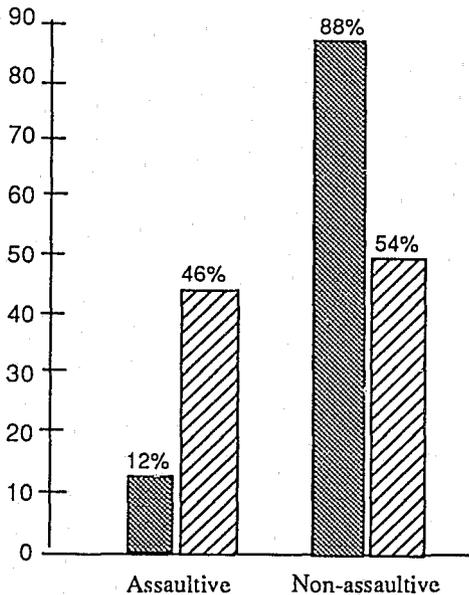
<u>Year</u>	<u>Parolees</u>	<u>MS releasees</u>	<u>Other state parolees in Texas</u>	<u>Total under supervision</u>	<u>Officers</u>	<u>Average caseload</u>
1986	22,889	16,931	1,877	41,697	446	93
1987	28,582	16,360	1,879	46,821	523	90
1988	37,223	13,054	1,770	52,047	704	74
1989	49,739	10,917	1,968	62,624	871	72
1990	60,892	10,057	1,744	72,693	868	84

### Release Population

Assaultive vs. Non-assaultive



% of cases released



### Release Population By Identified Problems

<u>Problem Area</u>	<u>Est. Percent with Problem</u>
Education	32%
Employment	75%
Financial	37%
Marital/Family	14%
Associates/Companions	36%
Emotional	10%
Alcohol	51%
Other Drug Usage	58%
Mental	5%
Health	8%
Sexual	5%

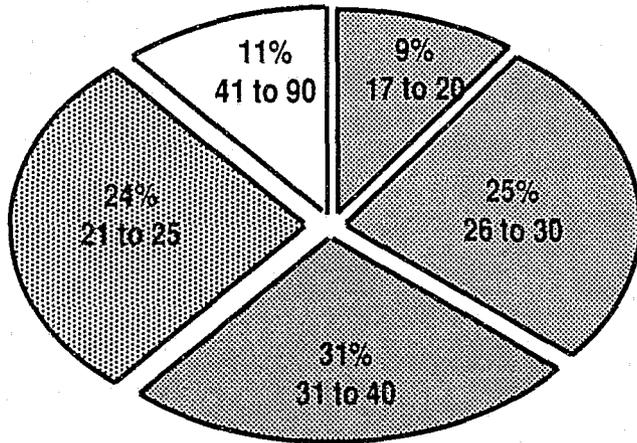
### Release Population By Offense

<u>Offense</u>	<u>Parole %</u>	<u>MS %</u>	<u>Total %</u>
Assault	3 %	8%	4 %
Auto Theft	7 %	4 %	6 %
Burglary	27 %	18 %	26 %
Drugs	29 %	9 %	27 %
DWI	4 %	4 %	4 %
Forgery	6 %	5 %	6 %
Homicide	.08 %	13 %	2 %
Rape	06%	7 %	1 %
Robbery	7 %	10 %	7 %
Sex Offenses	.06 %	7 %	1 %
Theft	10 %	8 %	13 %
Other	3 %	4 %	3 %

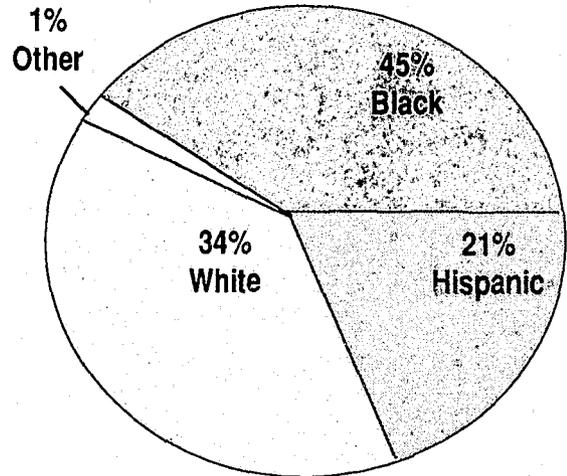
# Parole Supervision

## Release Population

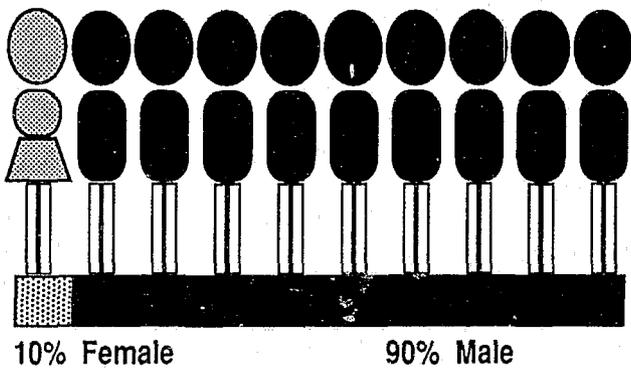
By Age



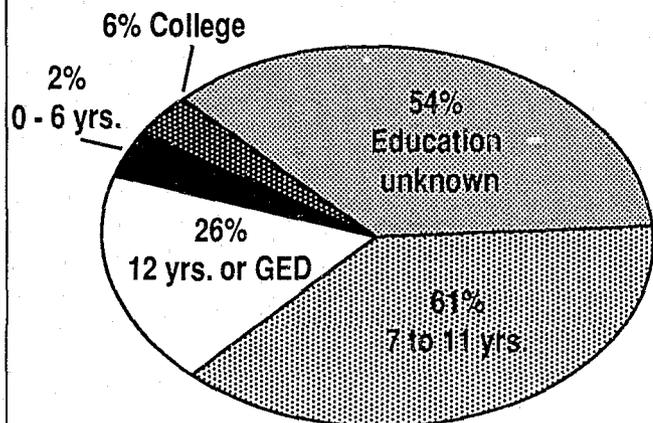
By Race



By Sex



By Education



# Parole Supervision

## INMATES RELEASED TO PAROLE AND MANDATORY SUPERVISION IN FY 1990 BY LENGTH OF SENTENCE

<u>Sentence (Yrs.)</u>	<u>Parole (%)</u>	<u>MS (%)</u>	<u>Totals</u>
1	9 ( * )	6( * )	15 ( * )
2	4,468 (11 %)	912 (22 %)	5,380 (12 %)
3	5,023 (12 %)	494 (12 %)	5,517 (12 %)
4	3,471 ( 8 %)	286 ( 6 %)	3,757 ( 8 %)
5	8,541 (20 %)	638 (15 %)	9,179 (20 %)
6	2,681 ( 6 %)	162 ( 4 %)	2,843 ( 6 %)
7	2,251 ( 5 %)	178 ( 4 %)	2,429 ( 5 %)
8	2,462 ( 6 %)	209 ( 5 %)	2,671 ( 6 %)
9	470 ( 1 %)	35 ( * %)	505 ( 1 %)
10-15	6,617 (16 %)	674 (16 %)	7,291 (16 %)
15-20	2,993 ( 7 %)	306 ( 7 %)	3,299 ( 7 %)
20-30	1,950 ( 5 %)	203 ( 5 %)	2,153 ( 5 %)
30-40	378 ( * )	35 ( * )	413 ( * )
40-50	162 ( * )	0 ( * )	162 ( * )
50-60	100 ( * )	2 ( * )	102 ( * )
60+	162 ( * )	0 ( * )	162 ( * )
Life	425 ( 1 %)	0 ( * )	425 ( 1 %)
<b>Totals</b>	<b>42,163</b>	<b>4,140</b>	<b>46,303</b>

\* less than 1%

## PREVIOUS CRIMINAL RECORDS OF INMATES RELEASED IN 1990

<u>Prior Incarcerations</u>	<u>Parolees</u>	<u>MS Releasees</u>
0	29,948 (69%)	2,796 (67%)
1+	13,215 (31%)	1,348 (33%)
<b>Total</b>	<b>42,163 (100%)</b>	<b>4,140 (100%)</b>

**RELEASED TO PAROLE AND MS DURING  
FISCAL YEAR 1990  
BY COUNTY**

**P = Parolees**

**MS = Mandatory  
Releaseses**

County	P	MS	County	P	MS	County	P	MS	County	P	MS
Anderson	83	11	Eastland	24	4	Kerr	82	4	Rockwall	28	3
Andrews	33	3	Ector	442	61	Kimble	5	0	Runnels	17	2
Angelina	124	10	Edwards	1	0	King	0	0	Rusk	67	2
Aransas	44	3	Ellis	155	18	Kinney	3	0	Sabine	11	0
Archer	8	0	El Paso	652	137	Kleberg	37	2	San Augustine	13	0
Armstrong	1	0	Erath	29	1	Knox	4	0	San Jacinto	30	3
Atascosa	48	5	Falls	41	1	Lamar	131	14	San Patricio	77	9
Austin	18	0	Fannin	33	2	Lamb	32	1	San Saba	6	0
Bailey	10	2	Fayette	22	1	Lampasas	28	1	Schleicher	1	0
Bandera	12	1	Fisher	2	0	LaSalle	4	1	Scurry	41	4
Bastrop	60	5	Floyd	15	0	Lavaca	11	6	Shackelford	4	0
Baylor	6	2	Foard	2	0	Lee	14	2	Shelby	30	4
Bee	35	8	Fort Bend	247	28	Leon	16	2	Sherman	2	1
Bell	238	30	Franklin	12	0	Liberty	164	7	Smith	330	48
Bexar	1,633	158	Freestone	38	4	Limestone	61	7	Sommervell	12	2
Blanco	0	0	Frio	32	3	Lipscomb	3	0	Starr	25	4
Borden	1	0	Gaines	17	0	Live Oak	7	1	Stephens	13	4
Bosque	13	1	Galveston	431	45	Llano	8	2	Sterling	2	1
Bowie	178	14	Garza	13	1	Loving	0	0	Stonewall	1	0
Brazoria	239	37	Gillespie	9	2	Lubbock	348	42	Sutton	4	0
Brazos	238	18	Glasscock	0	0	Lynn	6	0	Swisher	20	1
Brewster	9	2	Goliad	5	2	Madison	16	1	Tarrant	2,975	460
Briscoe	2	0	Gonzales	19	1	Marion	23	3	Taylor	210	32
Brooks	16	0	Gray	35	3	Martin	3	2	Terrell	0	0
Brown	63	9	Grayson	171	12	Mason	0	0	Terry	26	1
Burleson	27	5	Gregg	254	19	Matagorda	111	9	Throckmorton	3	0
Burnet	26	2	Grimes	27	3	Maverick	17	1	Titus	62	2
Caldwell	53	6	Guadalupe	73	12	McCullough	12	1	Tom Green	187	21
Calhoun	38	4	Hale	84	6	McLennan	645	46	Travis	3,037	205
Callahan	8	1	Hall	7	1	McMullen	1	0	Trinity	27	2
Cameron	325	31	Hamilton	7	2	Medina	22	5	Tyler	35	2
Camp	25	3	Hansford	4	0	Menard	1	0	Upshur	56	3
Carson	8	1	Hardeman	8	1	Midland	279	17	Upton	3	0
Cass	62	2	Hardin	69	8	Milam	56	1	Uvalde	32	5
Castro	11	0	Harris	10,625	1,893	Mills	5	0	Val Verde	55	6
Chambers	29	4	Harrison	116	5	Mitchell	8	3	Van Zandt	36	11
Cherokee	87	3	Hartley	2	0	Montague	32	1	Victoria	110	10
Childress	15	1	Haskell	14	2	Montgomery	265	29	Walker	78	13
Clay	7	0	Hays	62	5	Moore	18	1	Waller	39	6
Cochran	3	0	Hemphill	1	1	Morris	35	6	Ward	26	2
Coke	2	1	Henderson	105	18	Motley	1	0	Washington	55	5
Coleman	17	0	Hidalgo	284	43	Nacogdoches	114	5	Webb	124	20
Collin	212	24	Hill	56	5	Navarro	120	11	Wharton	109	13
Collingsworth	5	0	Hockley	28	1	Newton	19	3	Wheeler	3	1
Colorado	18	2	Hood	47	2	Nolan	38	2	Wichita	279	46
Comal	55	3	Hopkins	60	4	Nueces	473	63	Wilbarger	15	3
Comanche	20	1	Houston	32	4	Ochiltree	10	2	Willacy	24	5
Concho	5	0	Howard	67	6	Oldham	2	0	Williamson	130	13
Cooke	35	10	Hudspeth	1	0	Orange	157	8	Wilson	23	5
Coryell	36	3	Hunt	147	12	Palo Pinto	60	7	Winkler	14	0
Cottle	1	1	Hutchison	38	5	Panola	27	4	Wise	40	9
Crane	7	0	Irion	1	0	Parker	92	11	Wood	45	6
Crockett	0	0	Jack	10	0	Parmer	9	0	Yoakum	12	1
Crosby	13	0	Jackson	18	5	Pecos	8	2	Young	21	0
Culberson	4	0	Jasper	42	7	Polk	71	5	Zapata	7	0
Dallam	10	3	Jeff Davis	0	0	Potter	289	18	Zavala	12	6
Dallas	5,830	553	Jefferson	578	97	Presidio	4	1			
Dawson	45	4	Jim Hogg	2	1	Rains	21	1			
Deaf Smith	32	4	Jim Wells	79	3	Randall	35	1			
Delta	8	1	Johnson	113	9	Reagan	2	0			
Denton	250	22	Jones	29	8	Real	4	0			
De Witt	23	1	Karnes	17	1	Red River	23	0			
Dickens	2	3	Kaufman	139	17	Reeves	35	5			
Dimmit	10	1	Kendall	10	1	Refugio	6	1			
Donley	6	1	Kenedy	0	0	Roberts	0	0			
Duval	19	2	Kent	0	0	Robertson	71	6			

<b>FY '90 Breakdown</b>	
Released to parole:	39,051
Released to MS:	4,930
<b>Total:</b>	<b>43,981</b>
Does not include PIA or PPT.	

# Parole Supervision

## Revocations of Parole and Mandatory Supervision in Fiscal Year 1990

Persons released from prison to parole or mandatory supervision are subject to having their releases revoked and being sent back to prison if they commit new offenses or violate the terms of their release.

In FY 1990, the PPD's Hearing Section issued warrants for the arrest of individuals who violated the law or the conditions of release. Violators were not eligible for release on bail.

Preliminary hearings were scheduled within 15 days and final hearings within 120 days of the person's arrest. At hearings, trained hearing officers heard testimony regarding the violation, and made recommendations regarding whether the person should be returned to prison. The board made its final decision within an additional 30 days.

Those who received new convictions were revoked automatically by virtue of the new offense. Those who violated the terms of release were subject to being returned to prison or reinstated with other punitive measures to ensure future compliance.

## Hearing Division Actions during FY 1990

Outstanding pre-revocation warrants:	16,915
Pre-revocation warrants issued:	16,723
Pre-revocation warrants withdrawn:	9,413
Absconders returned to active supervision:	11,951
Releasees revoked:	17,624
Hearings conducted:	5,250

## Active Supervision Releasees Revoked in FY 1990

<u>Release Type</u>	<u>Under supervision</u>	<u>Revoked</u>
Parole	88,347	14,991 (17 %)
Mandatory Supervision	15,508	2,633 (17 %)

## Release Periods before Revocation

<u>No. of Years</u>	<u>Parole</u>	<u>Mandatory Supervision</u>	<u>Total</u>
Less than 1 year:	5,502 (37%)	735 (28%)	6,237 (35%)
1 - 2 years:	5,387 (36%)	937 (36%)	6,324 (36%)
2 - 3 years:	2,444 (16%)	563 (21%)	3,007 (17%)
More than 3 years:	1,658 ( 11%)	398 (15%)	2,056 (12%)
<b>Total revoked:</b>	<b>14,991</b>	<b>2,633</b>	<b>17,624</b>

# Special Programs

Community corrections increasingly focuses on specialized caseloads as the most efficient way to manage the supervision of releasees. By grouping releasees with similar needs and assigning parole officers with specialized training to supervise these releasees, more effective results can be produced with limited resources. Current research indicate that there are three basic approaches to specialization in community corrections. The Pardons and Paroles Division employs all three models.

(1) Administrative Intervention -- Emphasizes closer supervision of offenders (Electronic Monitoring Program, Intensive Supervision Program, Special Review Program);

(2) Resource Intervention -- Includes educational and employment services (Project Rio);

(3) Therapeutic Intervention -- Emphasizes treatment of disorders that cause criminal behavior (Substance Abuse Program, Sex Offender Program, Mentally Retarded/Mentally Ill Program).

## Electronic Monitoring (EM)

Electronic monitoring relies on an electronic device placed on the releasee's person to monitor the releasee's location in the absence of the parole officer. This technology enhances traditional approaches to supervision by assuring that the releasee is at home during high-crime night-time hours, by improving releasee family ties, and by discouraging negative associations.

Two types of monitoring equipment are currently being used by PPD:

(1) Continuous Monitoring -- A continuous radio frequency which sends a violation message signal, via telephone line, to a central host computer.

(2) Random Monitoring ("Mobile Drive-Bi") portable monitoring unit that picks up a signal from a transmitter worn by an offender up to a range of approximately 150 feet.

## Program Expansion

In 1987, PPD initiated EM use in six counties: Dallas, Harris, Bexar, Tarrant, Travis and El Paso. Beginning January 1990, PPD expanded its program to eight locations: Lubbock, Amarillo, Galveston, Tyler, Beaumont, Waco, Midland-Odessa, and Corpus Christi.

There are currently 14 full caseloads (client/officer ratios of 25 to 1) in the six major counties and eight partial caseloads in the expansion sites. A statewide monthly quota of 375 clients has been established for EM supervision.

## Program Costs

Budgetary constraints limit significant growth of the EM program. The program is budgeted at \$1,124,200 for FY 90 and \$1,285,000 for FY 91. PPD contracts for EM services at \$6.47 per day per unit for continuous monitoring, and \$4.50 per day per unit for random monitoring, to include \$166.66 per month for the monthly lease of the Mobile Drive-Bi receiver.

### An Overview of Special Programs

- Electronic Monitoring (EM)
- Special Review Caseload (SRC)
- Intensive Supervision Parole Program (ISP)
- Project RIO
- Mentally Retarded Offenders Program (MROP)
- Substance Abuse Caseload (SA)

# Special Programs

---

## **Special Review Caseload and Intensive Supervision Parole Program**

PPD has two programs of intensified supervision that have similar objectives, but deal with different releasee populations. Both programs attempt to reduce prison population by reducing recidivism. The ISP program provides additional supervision to releasees who have had trouble adjusting to regular supervision, in an effort to prevent their return to prison. The SRC program focuses on newly released offenders whose assessment scores indicate that they need additional supervision to improve their chances of success in the community.

These programs are part of the administrative control model that emphasizes closer supervision of releasees. Client/officer ratios are reduced to 25 to 1. Contact requirements are high, with a minimum of four face-to-face contacts per month. Releasees may be released from these programs after successful compliance with all program requirements for 90 days.

### **Program Size and Costs**

ISP and SRC programs are located in all parole regions across the state, with 80 specialized officers supervising these caseloads.

### **Reintegration of Offenders - Project RIO**

PPD entered into an Interagency Cooperation Contract with the Texas Employment Commission (TEC) for releasee employment assistance through referrals to TEC for employment assessment, training, referral, and placement.

All releasees who are unemployed, part-time employed, or under-employed and who do not exhibit capabilities of employment are referred to a TEC employment interviewer specifically trained and assigned to work with releasees.

This program is part of the "resource intervention model" of Community Corrections, which emphasizes employment counseling and placement with the goal of reducing recidivism. The majority of RIO staff are assigned to the seven largest urban areas of Texas and the remainder cover most Texas cities, that have TEC offices. TEC RIO offices in Dallas, Houston, San Antonio, Fort Worth, Beaumont, Austin, and El Paso provide orientation, evaluation, testing, and job-search workshops specifically designed for releasees. The remaining RIO staff provide all but the job-search workshop.

### **Program Size and Costs**

To fund Project RIO, the 71st Legislature appropriated \$3,087,450 for FY 1990 and \$4,293,870 for FY 1991. A staff of 90 were strategically placed in most Texas cities and will be expanded to 116 - 120 for FY 1991. This funding allows RIO to be accessible to most releasees.

### **Program Outcome Measures**

During this fiscal year 11,409 releasees found jobs through the RIO program (63% of those who requested assistance. Follow-up data indicates that RIO participants have a 5% lower recidivism rate than comparable groups who did not participate.

# Special Programs

---

## **Sex Offender Caseload**

Releasees who have been convicted of an offense involving sexually deviant behavior are placed on this specialized caseload and referred to sex offender therapy. Their behavior and response to therapy are closely monitored in an effort to prevent their relapse into sexually deviant behavior (recidivism).

This caseload is part of the "Therapeutic Intervention Model," which emphasizes treatment of disorders that cause criminal behavior. Sex Offender Caseload officers receive training in identification, assessment, and supervision of sex offenders and in development of therapeutic resources.

Releasee contact requirements are high, with a minimum of three face-to-face contacts per month. Parole officers arrange sex offender therapy, and the releasees are required to attend (usually once a week) and pay for this therapy. Local law enforcement are advised of the sex offenders presence in the community. A uniform set of special conditions and guidelines are imposed on sex offenders. "Significant others" of releasees are advised about their criminal history and of indicators of relapse into sexual deviancy.

## **Sex Offender Caseload Size**

More than 1,400 sex offenders are supervised under this program in 44 cities statewide. Releasee/officer ratio is 45 to 1.

## **Sex Offender Caseload Termination**

Releasees are transferred to regular caseloads with reduced supervision when the parole officer, the officer's supervisor, and the therapist agree that behavior and progress in therapy warrants the transfer (usually after one to two years).

Therapy may continue, however, and regular parole officers closely monitor characteristics of relapse.

## **Mentally Impaired Program (MI)**

In May 1990, PPD entered into an agreement with the Harris County Community Supervision and Corrections Department in response to the needs of the mentally ill offender. This caseload was developed to provide consistent supervision for releasees identified and admitted into the Harris County Project Action Pilot Project. This pilot project is under the auspices of the Texas Council on Offenders with Mental Impairments and is designed to provide in-patient treatment and case management services not otherwise available to releasees.

The MI caseload is part of the therapeutic intervention model that emphasizes treatment of disorders that cause criminal behavior. Client/officer ratios are 30 to 1. Contact requirements require four face-to-face contacts per month. Eligibility criteria requires documented history of hospitalization or medication related to the identified diagnosis. The diagnosis: schizophrenia, psychotic disorders (manic depression), major depression, and acute organic disorder.

The MI specialized officer establishes contacts with appropriate community treatment agencies and develops a comprehensive resource pool. The officer also works closely with the project action staff. Releasees may be transferred from this program upon successful compliance with Project Action's requirements.

Although only one MI caseload is available, PPD is in the planning stages for expansion of the MI treatment program.

# Special Programs

---

## **Mentally Retarded Offenders Program (MROP)**

The Mentally Retarded Offenders Program was developed in 1984, as an effort to maximize the potential of mentally retarded offenders released to parole or mandatory supervision, ideally through using and coordinating existing resources. The goal is to identify, coordinate, and develop support systems that place the offender in educational, vocational, or job readiness programs. Financial, residential, and counseling support is also available. Participants are first diagnosed and evaluated in prison and are identified upon their release. They are placed on the MROP caseload and provided continuum of care supervision thereafter.

The MR caseload is part of the therapeutic intervention model that emphasizes treatment of disorders which cause criminal behavior.

To be eligible for this program, the releasee must have an I.Q. level of 70 or below, based on a valid psychological evaluation or test, and must have demonstrated "Adaptive Behavior Deficits" before age 18.

The first priority population for placement includes offenders who were previously assigned to the Institutional Division's Mentally Retarded Offenders Program. The second priority population includes offenders who have dual diagnosis of mental retardation and mental illness.

Client/officer ratios are 45 to 1. Contact requirements require three face-to-face contacts per month. There are presently five MR specialized Caseloads available, in Dallas, Houston, San Antonio, Ft. Worth, and Austin.

PPD has entered into an agreement with the Project Chance Pilot Project, located in Travis County, to respond to the needs of the mentally retarded offender. This project, with the combined efforts of PPD's MR Program, provides an alternative to incarceration for offenders with mental retardation or developmental disabilities. The MR specialized officer establishes contacts with appropriate community treatment agencies and develops a comprehensive resource pool, and works closely with the Project Chance staff.

## **Substance Abuse Caseload (SA)**

Most inmates have serious substance abuse problems. (Recent estimates are 60 to 80%). Because research has consistently linked substance abuse and crime, it is no surprise that about 65% of releasees have serious substance abuse problems and more than 50% of releasees on ISP caseloads test positive for drugs.

The goal of the substance abuse program is to ensure public safety through the reduction of crime associated with substance abuse, by referring substance abusers to treatment programs.

PPD plans to incorporate a full range of substance abuse treatment services and urinalysis testing into the program.

There are presently 14 specialized substance abuse officers throughout the state, maintaining caseload ratios of 25 to 1. A total of 350 releasees identified with substance abuse are being supervised under this program.

# Special Programs

---

These substance abuse caseloads are in Dallas, Houston, San Antonio, Lubbock, Ft. Worth, Tyler, Austin, El Paso, and Corpus Christi.

The program begins with intake, during which a releasee's needs are assessed and an individual program plan is developed, followed by the three-phase program described below. Clients must complete all three phases and meet agreed-upon objectives before returning to regular caseloads. Movement from one phase to another depends on a releasee's satisfactory progress.

Releasees who violate the terms of their program plans are subject to a graduated series of sanctions, discussed and agreed upon during intake. These include case conferences, return to a more restrictive phase, house arrest, electronic monitoring, and where available, placement in quarter houses or in-patient treatment facilities. Revocation is also used as a sanction, when it is appropriate to achieve program goals.

## Three-Phase Substance Abuse Program

### Phase 1 (30 days)

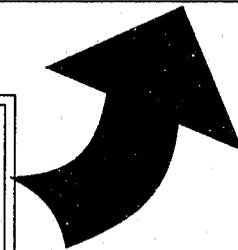
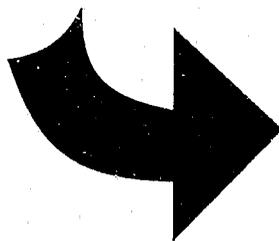
Individual or group counseling or both, random urinalysis, verification of employment and compliance with special conditions, at least six face-to-face officer/client contacts, planning with and feedback from family members, an --if necessary--placement in appropriate facilities.

### Phase 3 (90 days)

Continued counseling and random drug-testing, family contact, and planning for program termination and after-care.

### Phase 2 (60 days)

Continued counseling, random drug-testing, slightly reduced officer/client contact (four per month), and continued monitoring of compliance with program-plan objectives.



# Jurisdiction

In addition to releasees under active PPD supervision, several other groups of released felons fell under PPD's jurisdiction in FY 1990.

These included Texas felons supervised in other states, those released to detainers, those who had successfully completed enough time to be placed on an annual-reporting status, those who had been released from reporting, absconders from supervision, and persons released to parole *in absentia*.

Although PPD did not actively supervise these groups (with the exception of PIA releasees), they remained under PPD's jurisdiction for purposes of revocation, accountability, tracking, and discharging.

## INTERSTATE PROBATION & PAROLE COMPACT

The Interstate Probation and Parole Compact is an agreement among the 50 states, the District of Columbia, the Virgin Islands, and Puerto Rico to accept probationers and parolees for supervision.

Throughout FY 1990, the board permitted releasees to live outside Texas *if* out-of-state

## Releasees under Jurisdiction during FY 90

Status	Parole	Mandatory Supervision	Total
Active supervision:	65,209	8,535	73,744
Out-of-state:	2,401	692	3,093
Detainers:	5,248	514	5,762
Annual report:	8,997	1,692	10,689
Released from reporting:	381	0	381
Absconder:	10,636	4,048	14,684
Parole <i>in absentia</i> :	1,653	175	1,828
Special caseload:	33	8	41
Totals:	94,558	15,664	110,222

residence would enhance their employment prospects, unite them with their families, or present optimal conditions for rehabilitation and reintegration into society.

During FY 1990, PPD staff administered the Compact, which allows for the legal retaking of released felons across state jurisdictions.

## Interstate Compact Cases, FY 1990

	Parole	MS	Total
Texas cases in other states:	2,401	692	3,093
Other states' cases in Texas:	1,744	---	1,744
Total:	4,145	692	4,837

## \*Interstate Compact Cases over the Past Five Years

	1986	1987	1988	1989	1990
Texas cases in other states:	2,486	3,102	3,296	2,939	3,093
Other states' cases in Texas:	1,877	1,879	1,770	1,968	1,744
Total:	4,363	4,981	5,066	4,907	4,837

\*Figures combine parole and mandatory supervision cases.

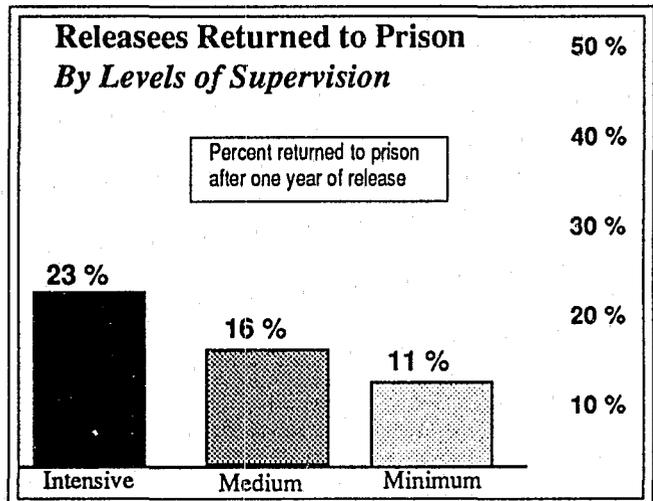
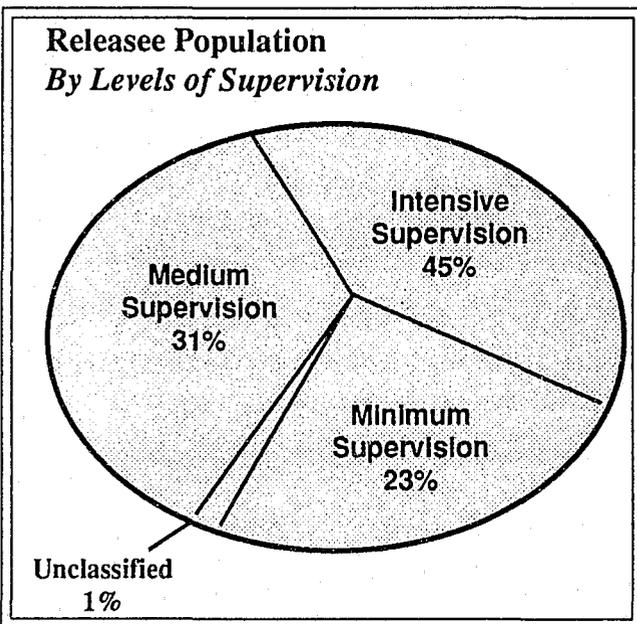
# Case Classification

## Assessing Risks and Client Needs

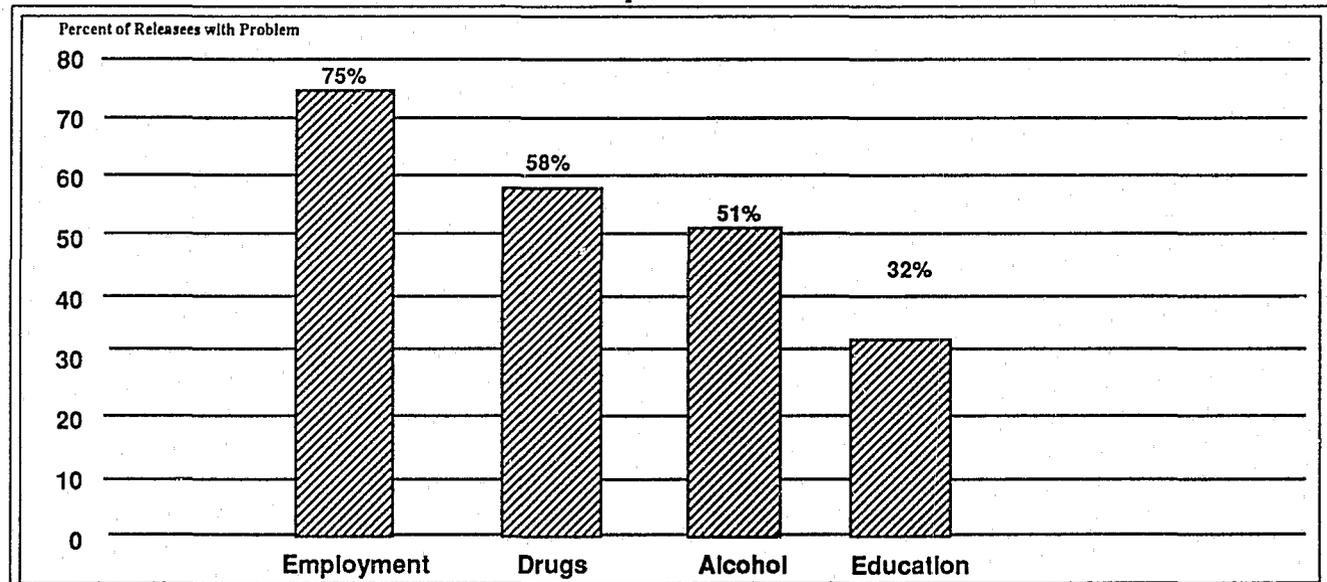
Case classification, which is based on the idea that different cases present different levels of needs and risks, allows allocation of resources appropriate to those individual needs and risks. It also allows logical, consistent and cost-effective case management. PPD uses risk and needs assessment instruments to classify cases into one of three supervision levels: intensive, medium, or minimum.

Releasees under intensive supervision are required to meet with their supervising officers three times each month: at home, on the job, and in the parole office. Medium supervision releasees meet with officers once a month at the parole office and once every two months at the parolees' residence; minimum supervision releasees meet once a month at the parole office and once every three months at home.

The graphs below show the FY 1990 release population by levels of supervision, demonstrate the validity of risk assessment, and summarize releasees major needs.



## Most Common Problems in the Release Population



# Central Texas Parole Violator Facility (CTPVF)

The Central Texas Parole Violator Facility (CTPVF) opened January 23, 1989 in San Antonio, to serve counties whose jails operate at over 100% capacity. The facility, designed to help alleviate the backlog of parole violators held in county jails, is the largest private detention facility under private management.

The Wackenhut Corporation has a 31-month contract to operate the 619-bed facility. Pardons and Paroles Division currently contracts for 461 beds at a FY 90 average per diem cost of \$36.54.

Under contract terms Wackenhut modernized the former "Bexar County Jail" in San Antonio. The jail was built in 1962.

The chart below reflects the estimated cost savings to participating counties for FY1990.

In addition to the cost savings to counties, the CTPVF has had a notable impact on parole supervision. It gives parole officials an alternative sanction for releasees who do not comply with the terms of their release.

## CTPVF'S ESTIMATED COST SAVING TO PARTICIPATING COUNTIES (Based on an average stay of 70 days)

* COUNTY	NUMBER OF INMATES SENT	**COUNTY RATE PER DIEM	ESTIMATED SAVINGS
Bexar	269	\$50.00	\$941,500.00
Brazos	16	\$32.50	\$36,400.00
Collin	29	\$55.00	\$111,650.00
Dallas	783	\$55.00	\$3,014,550.00
Denton	38	\$37.50	\$99,750.00
Ector	38	\$53.00	\$140,980.00
El Paso	249	\$42.50	\$740,775.00
Fort Bend	38	\$43.00	\$114,380.00
Galveston	30	\$37.50	\$78,750.00
*** Harris	92	\$34.74	\$223,725.60
Hidalgo	9	\$45.00	\$28,350.00
Jefferson	35	\$44.00	\$107,800.00
Lubbock	59	\$35.00	\$144,550.00
Midland	65	\$45.00	\$204,750.00
Nueces	100	\$40.00	\$280,000.00
Tarrant	412	\$40.11	\$1,156,772.40

\* Sample list of participating counties; does not include all counties  
 \*\* County per diem rate may vary. Listed per diem rates were received from the counties, and are subject to change.  
 \*\*\* Harris County participated for only one month in 1990

# Staff Development

During FY 1990, Staff Development presented or coordinated more than 56,000 training hours in a variety of subjects from AIDS to Specialized case management skills.

## Parole Officer Training Academy

During this fiscal year, 202 new parole officers attended the Parole Officer Training Academy in Austin. The Academy helps orient new parole officers to their jobs and procedures in supervising releasees. Since September 1988, a total of 732 new parole officers have attended the Academy. During FY 1990 the Academy presented a total of 14,544 training hours.

## In-Service Training

### Basic Management Training

In February 1990, PPD was again awarded a grant from the National Institute of Corrections (NIC) to conduct basic management training. In June, Staff Development trainers held the first "solo" Basic Management Training, conducted without NIC technical assistance. A total of 49 first-line supervisors attended this training program during the fiscal year.

### Skills Training for Unit Supervisors

A second NIC grant award provided a consultant to assist Staff Development and several unit supervisors in determining a supervisory skills training curriculum. This frequently requested "Unit Supervisor Academy" will focus on the task-specific skills that unit supervisors need to do their jobs, (e.g. how to do audits and performance evaluations).

## Total Training Hours Conducted FY 1990

Pre-Service:	14,544
In-Service:	13,148
(Management:	1,960)
(Specialities	7,964)
(Self-Defense	3,224)

## Governor's Leadership and Management Development

Staff Development continued to coordinate PPD staff attendance at the Governor's Office management training (formerly First Level Management and Manager of Managers). During the fiscal year, six PPD staff attended Leadership Development, and another 63 are scheduled to attend Management Development.

## Defensive Tactics

Because officer safety is a continuing concern of officers and managers within PPD, Defensive Tactics training was offered throughout 1990 via the staff trainers and field training officers. A total of 283 officers completed Defensive Tactics training during the year. A total of 2,264 training hours were devoted to this important safety program during FY 1990.

# Staff Development

---

## **Mace**

Because training in the use of Mace began in late 1988, many officers began recertification training in 1990. Initial training is also offered to officers who have not yet received it. A total of 62 officers attended Mace training in 1990, for a total of 248 training hours being presented.

## **Electronic Restraint Devices (Stun Guns)**

Training in the use of electronic restraint devices (ERD) continued during 1990. A total of 178 officers chose to attend ERD training this past fiscal year. A total of 712 training hours was presented in FY 1990 on the proper use of stun guns.

## **Specialized Caseload Training**

Staff Development assisted the Parole Supervision Section in coordinating and presenting a three-day session for officers with specialized caseloads. Subgroups received training in their specific specialized caseload fields ( e.g. substance abuse, mental retardation, sex offenders, etc.). A total of 222 officers attended this training. The specialized caseload training effort amounted to 5,550 training hours being cumulatively offered during the past fiscal year.

## **AIDS: Reasonable Response for Parole Staff**

With impetus from new legislation (Senate Bill 959: Texas Human Immunodeficiency Virus Services Act), Staff Development began efforts to train all PPD staff in this important topic. Training was conducted at five region meetings and in six sessions for Central office staff. In addition, field training officers (see below) continued this training in their regions at individual district offices. By November 1990, 1,297 staff had been trained.

## **AIDS Training for Trainers**

In June 1990, 18 officers who had previously completed Training for Staff Trainers were brought to Austin and taught to deliver the training module "AIDS": Reasonable Response for Parole Staff." Although the module is only just 90 minutes in length, the trainers spent two full days learning about technical aspects so they would be able to answer questions in the field.

# Community Services

The Community Services Section administers PPDs contract facility program, designed for the placement of individuals who, in PPD's opinion, need closer supervision upon release, who have no other residential resources in the community, or who are within six months of parole release (via the pre-parole transfer program). Before contracting with facilities, the section verifies that they meet the minimum requirements outlined in the "Standards and Certification Procedures for Residential Facilities." The section monitors facilities throughout the year to ensure compliance.

Inmates may be released to facilities directly from prison as a condition of release, at the inmates' request, or as an alternative when an inmate

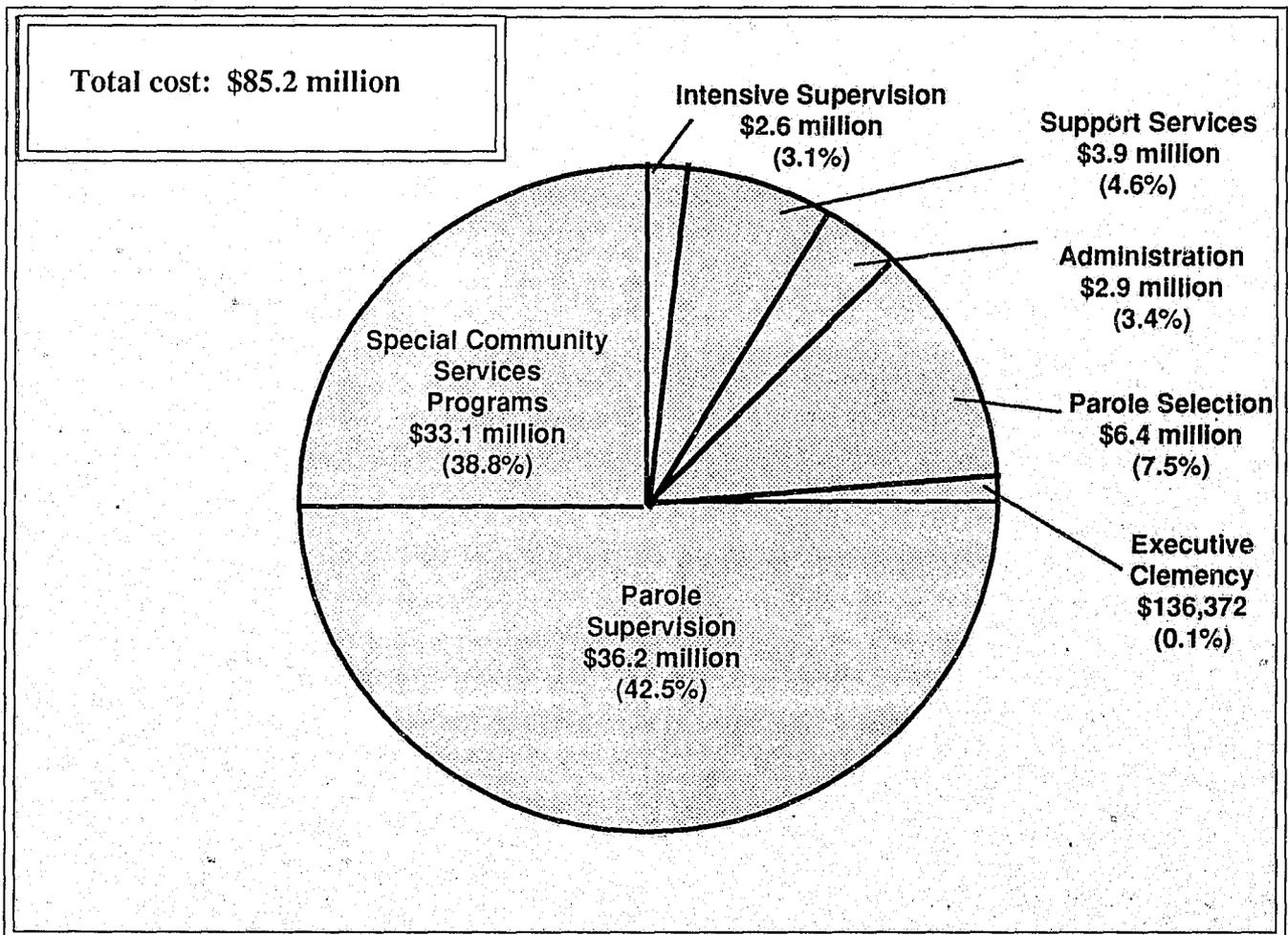
is unable to develop or maintain a suitable residential plan. In FY 1990, PPD contracted for 2,242 beds in 28 facilities statewide. The average daily cost was \$25.79 per client. Clients remained in the facilities for an average of 43 days each. (The daily cost of maintaining a client in a contract facility under the pre-parole transfer program was \$28.78 per client, for a stay that averaged 67 days.)

Clients in contract facilities have opportunities to attend vocational training, to seek suitable employment or job training, and to participate in the facility's counseling or drug/alcohol treatment programs. They are also encouraged to participate in any available community social services.

## Facility Placements in FY 1990

<u>Source</u>	<u>Parolees</u>	<u>PIA</u>	<u>MS</u>	<u>PPT</u>	<u>PIA-PPT</u>	<u>Transfers</u>	<u>Total</u>
Placed from TDC:	4,282	825	1,061	2,792	2,672	796	12,428
Placed from the field:	1,508	10	88	0	0	423	2,029
<b>Total:</b>	<b>5,790</b>	<b>835</b>	<b>1,149</b>	<b>2,792</b>	<b>2,672</b>	<b>1,219</b>	<b>14,457</b>

# PPD Expenditures For FY 1990



Other Expenditures and Encumbrances FY 1990	
<u>Interagency Agreements / Grants</u>	<u>Expended/ Encumbered</u>
Interagency contract with Texas Commission on Alcohol and Drug Abuse: <i>Recovery Dynamics Project</i>	\$ 6,988
Department of Justice grant: <i>Redesigning options for the effective management and control of the Texas prison population:</i>	12,818
<b>Total:</b>	<b>\$19,806</b>

**Senior Management Staff  
Texas Department of Criminal Justice**

Mr. James A. Lynaugh, Executive Director

Mr. James A. Collins, Director, Institutional Division

Mr. Jim McDonough, Director, Community Justice Assistance Division

Mr. Robert Owens, Director, Pardons and Paroles Division

**Office Locations**

**Texas Department of Criminal Justice:**

P.O. Box 13084  
Austin, Texas 78711  
(512) 475-3250

**Institutional Division:**

P.O. Box 99  
Huntsville, Texas 77342  
(409) 294-2159

**Community Justice Assistance Division:**

8100 Cameron Road, Ste.600  
Austin, Texas 78753  
(512) 834-1888

**Pardons and Paroles Division:**

8610 Shoal Creek Blvd.  
Austin, Texas 78758  
(512) 459-2700

This Fiscal Year 1990 Annual Report of the Texas Department of Criminal Justice was produced through the consolidated efforts of the public information offices of the Institutional, Community Justice Assistance, and Pardons and Paroles Divisions.

BULK RATE  
U.S. POSTAGE PD.  
AUSTIN, TEXAS  
PERMIT NO. 566

Texas Department of Criminal Justice  
P.O. Box 13084  
Austin, Texas 78711

Richard Stegman  
National Institute of Justice/NCJRS 4179  
Acquisitions Dept. ASL  
Box 6000  
Rockville MD 20850