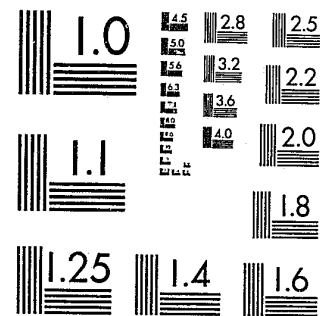


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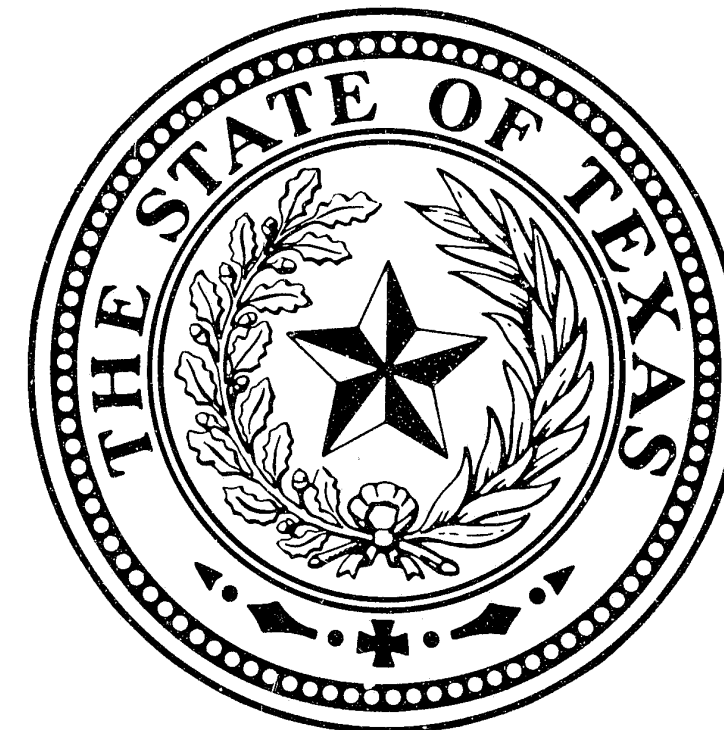
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National Institute of Justice  
United States Department of Justice  
Washington, D. C. 20531

8/3/83

CR. sent  
5-25-83

# Texas Department of Corrections



87903

## 1979 Annual Report

# 1979 Annual Report

U.S. Department of Justice  
National Institute of Justice

87903

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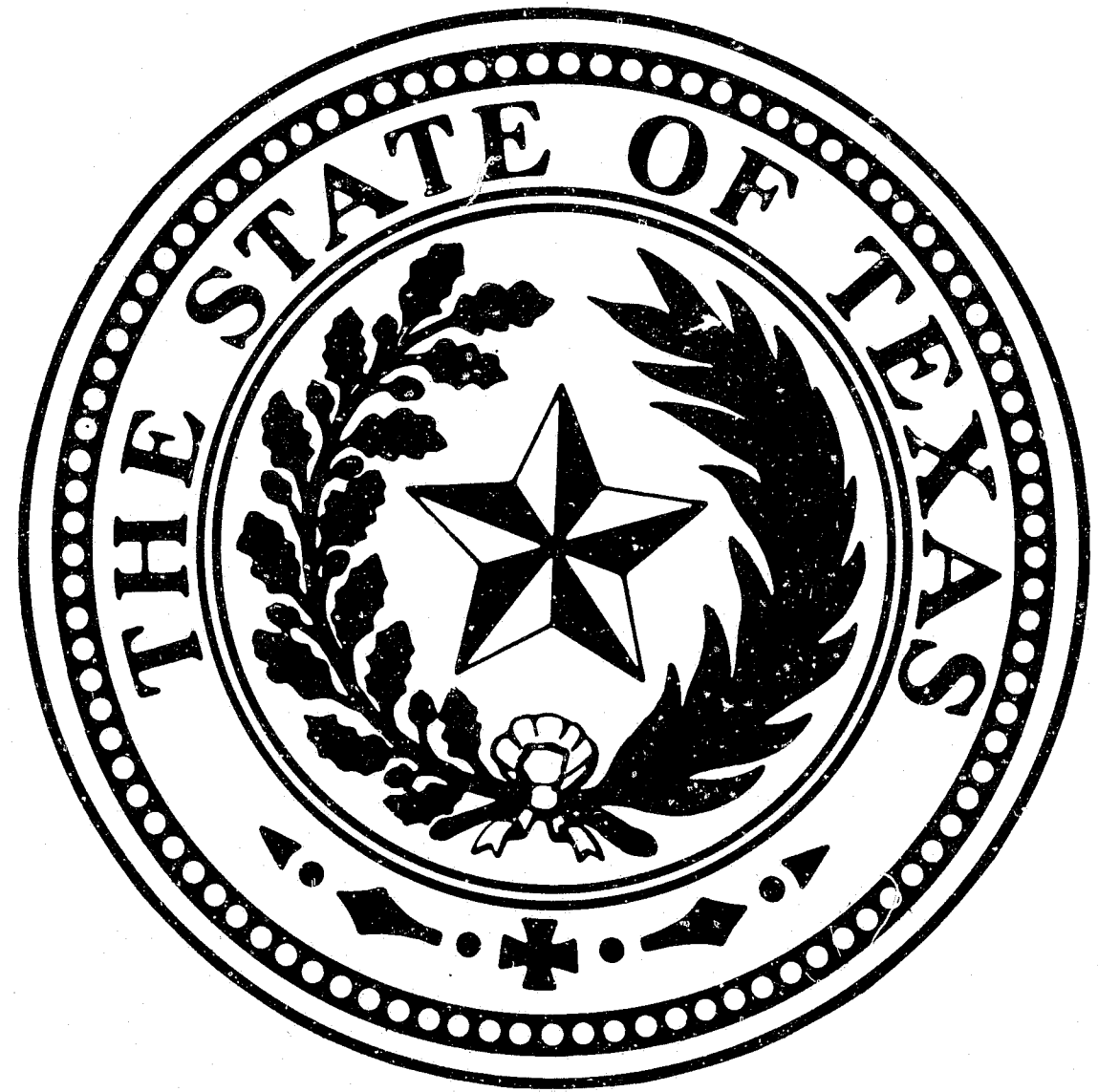
Texas Department of  
Corrections

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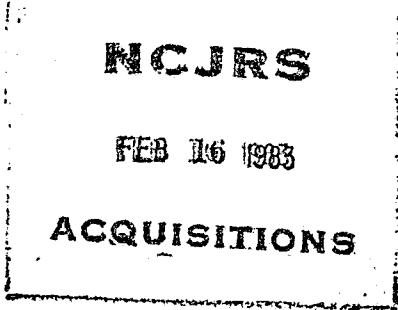
W. J. Estelle, Jr.  
Director

5/80



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# CONTENTS



	Page
<b>ADMINISTRATION</b>	
Chairman's Letter .....	6
Management System.....	7
Director's Letter.....	8
Board of Corrections Roster .....	9

<b>DIVISIONS</b>	
Agriculture.....	10
Business .....	16
Construction.....	22
Executive .....	26
Industries .....	28
Special Services .....	34
Treatment.....	42

<b>UNITS.....</b>	<b>50</b>
-------------------	-----------

<b>OUTSTANDING EMPLOYEES .....</b>	<b>60</b>
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# TEXAS BOARD OF CORRECTIONS

The Honorable William P. Clements, Jr.  
Governor of Texas  
State Capitol  
Austin, Texas 78711


Dear Governor Clements:

The 1979 Annual Report for the Texas Department of Corrections is herewith submitted by the staff with the approval of the Board of Corrections.

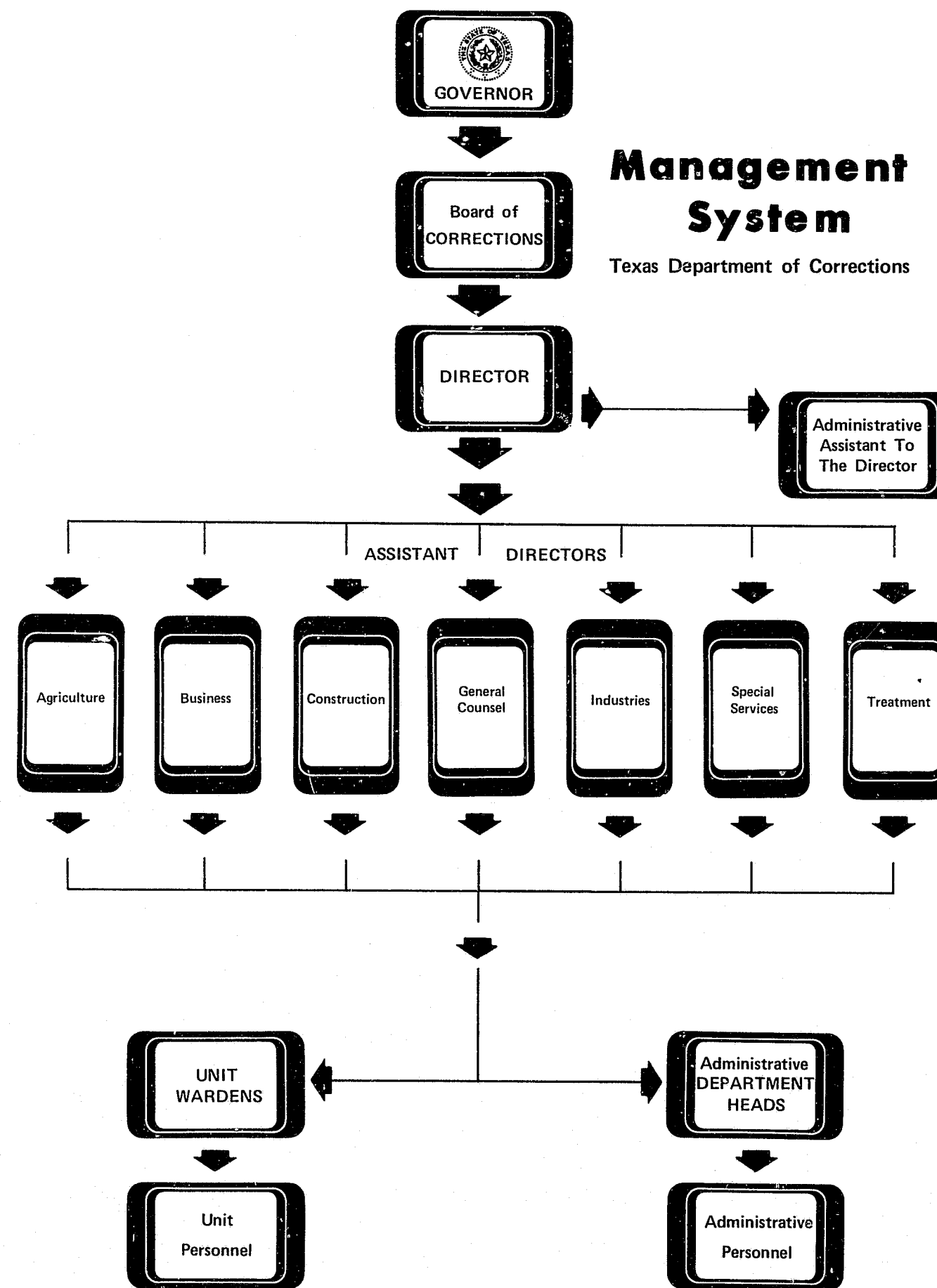
The Department continues to maintain its reputation as one of the safest and most effective large state correctional systems in the nation, in spite of a spiraling inmate population that already exceeds 26,000 inmates. Beneficial programs are provided for the inmate population to allow better preparation for their successful return to society.

Your interest and concern in the Texas Department of Corrections is appreciated.

Sincerely,

  
James M. Windham  
Chairman

JMW:ret





TEXAS  
DEPARTMENT OF CORRECTIONS

W. J. Estelle, Jr.  
Director  
Huntsville, Texas 77340



TEXAS BOARD OF  
CORRECTIONS

James M. Windham  
Chairman  
Livingston, Texas

T. Louis Austin, Jr.  
Vice-Chairman  
Dallas, Texas

Joe V. LaMantia, Jr.  
Secretary  
McAllen, Texas

Freeman B. Dunn  
Member  
Houston, Texas

Ruben Montemayor  
Member  
San Antonio, Texas

T. L. Roach, Jr.  
Member  
Amarillo, Texas

Clifford F. Smith, Jr.  
Member  
Houston, Texas

Harry M. Whittington  
Member  
Austin, Texas

H. B. (Bartell) Zachry, Jr.  
Member  
San Antonio, Texas

Mr. James M. Windham, Chairman  
Texas Board of Corrections  
P. O. Box 841  
Livingston, Texas 77351

Dear Mr. Windham:

The 1979 Annual Report is respectfully submitted by the staff of the Texas Department of Corrections.

1979 has been a year of challenge in all areas of the system. The men and women of the Texas Department of Corrections have dealt with the many challenges they have faced with a high degree of professionalism and loyalty to their system. This professionalism and loyalty displayed by our employees is the major reason our Department stands out as a leader in Corrections.

We are most grateful for the leadership and guidance of the Texas Board of Corrections. We look toward 1980 as a year of continuing support of the people of Texas and their government.

Sincerely,

W. J. Estelle, Jr.

WJE:ret

# TEXAS BOARD OF CORRECTIONS



JAMES M. WINDHAM  
Chairman  
Livingston, Texas

The Board is composed of nine non-salaried citizens appointed by the Governor of Texas for overlapping six-year terms. It is the function of the Board to guide the administration and operation of the Department in the areas of policy, planning and budgetary matters.



T. LOUIS AUSTIN, JR.  
Vice-Chairman  
Dallas, Texas



JOE V. LAMANTIA, JR.  
Secretary  
McAllen, Texas



FREEMAN B. DUNN  
Member  
Porter, Texas



RUBEN MONTEMAYOR  
Member  
San Antonio, Texas



T. L. ROACH  
Member  
Amarillo, Texas



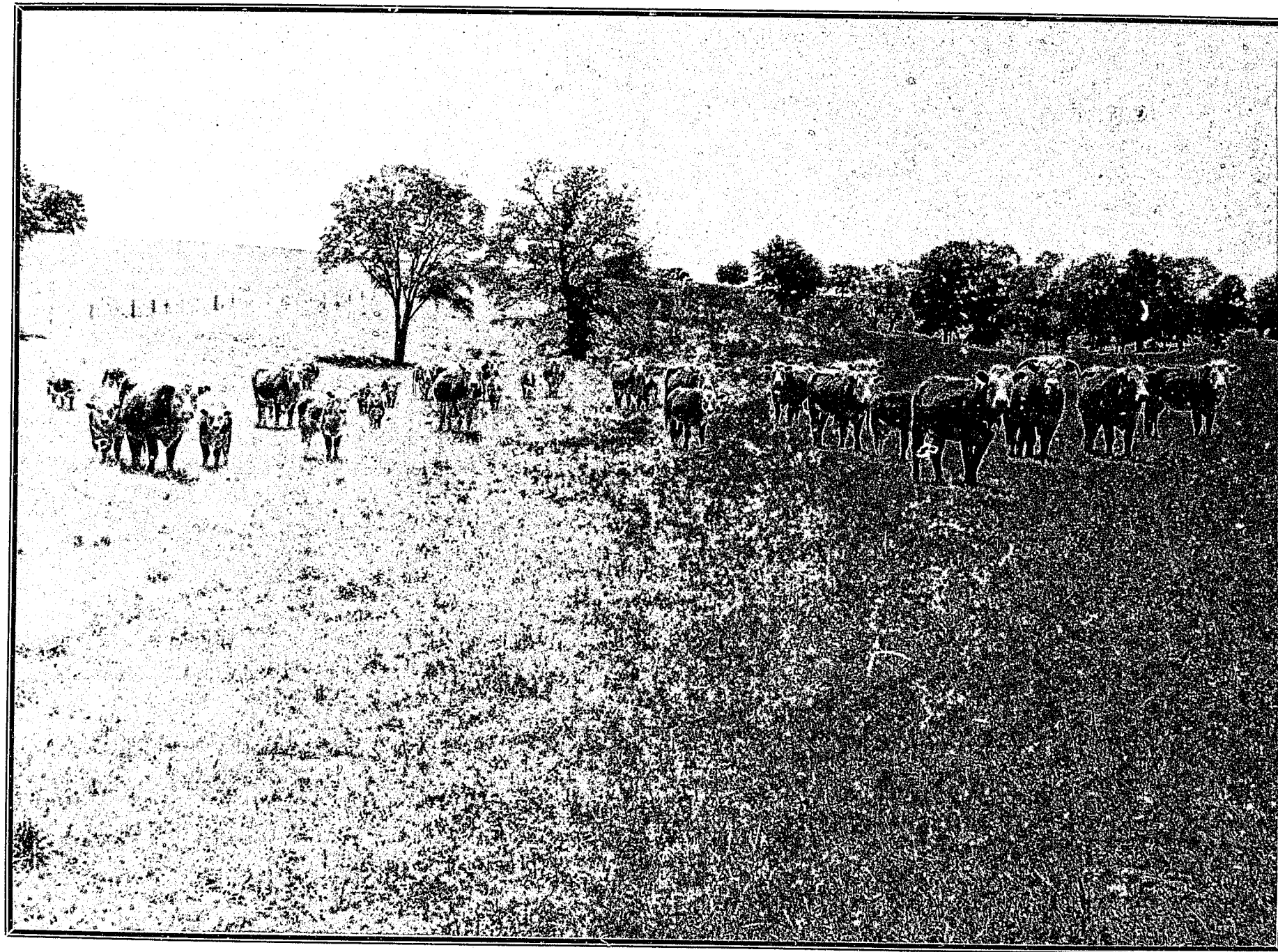
CLIFFORD F. SMITH, JR.  
Member  
Houston, Texas

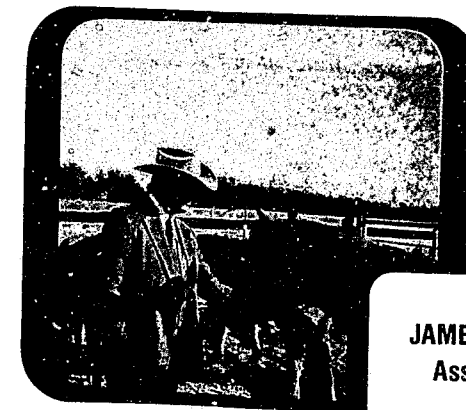


HARRY M. WHITTINGTON  
Member  
Austin, Texas



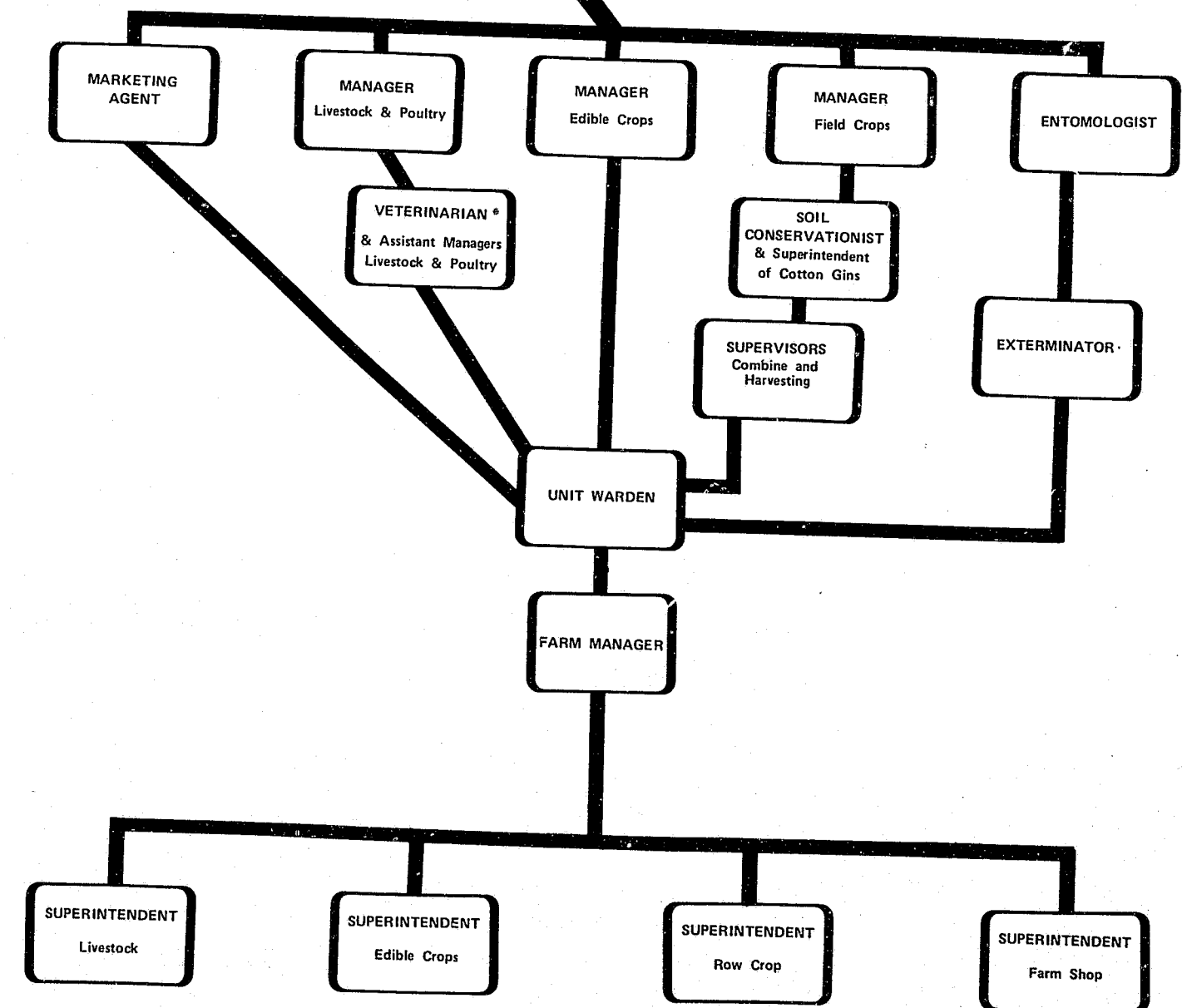
H.B. (BARTELL) ZACHRY, JR.  
Member  
San Antonio, Texas





# AGRICULTURE DIVISION

**JAMES V. ANDERSON**  
Assistant Director  
For  
Agriculture







Holstein Dairy Cattle, Wynne Unit

The Texas Department of Corrections agriculture program is one of the largest of its type in the United States today. The Agriculture Division produces food commodities sufficient to feed the inmate and employee population, produces raw materials for use in industrial operations, and provides gainful work experience for the inmates assigned to agricultural programs. Livestock and poultry, field crops and edible crops are the three basic designations of production.

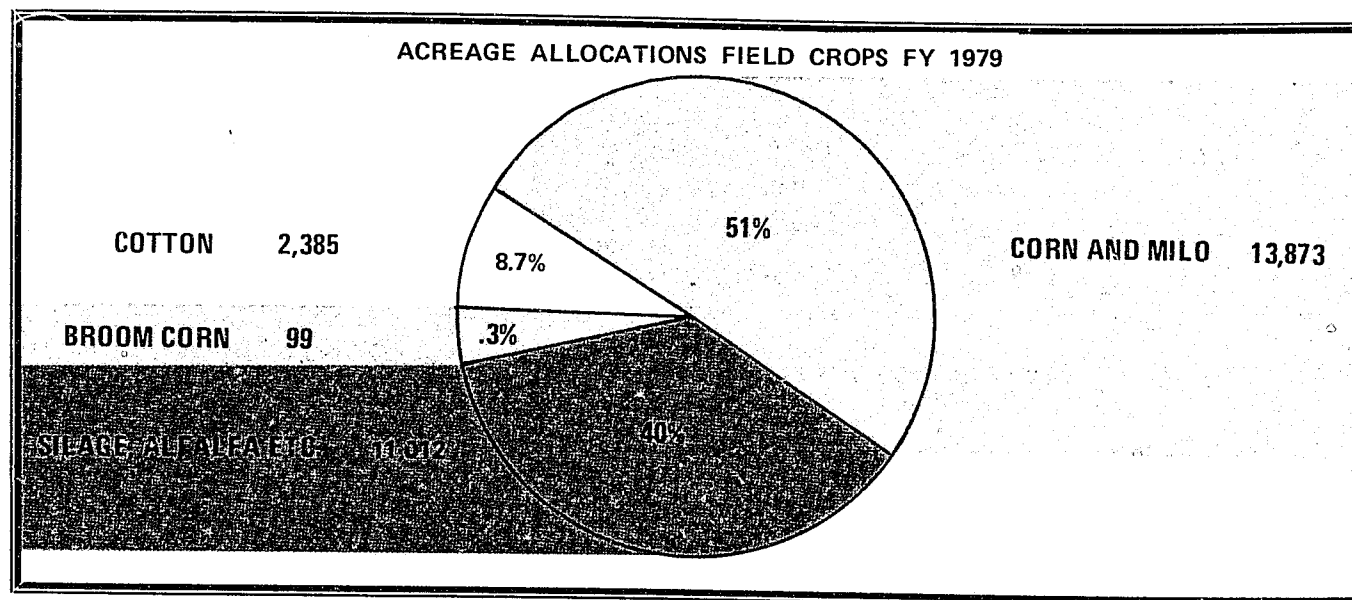
**Livestock and Poultry:** Committed to the support of the Department's livestock and poultry program are approximately 60,952 acres of native and improved pasture land consisting of coastal bermuda, bahia, lovegrass, oats and ryegrass. The major portion of pasture land is committed to beef and dairy cattle.

Red meat allocations for Fiscal Year 1979 were based on the requirement of 0.6 pound per day for each inmate and 0.5 pound for each employee, resulting in 2,463,775

pounds dressed weight of beef, and 3,920,460 pounds dressed weight of pork. To meet these needs, 4,806 head of beef animals, 22,004 head of feeder hogs were slaughtered. Also, 380,326 head of chickens and turkeys were slaughtered for a total dressed weight of 1,075,619 pounds.

As of August 31, 1979, the Department had 18,051 head of beef animals. In Fiscal Year 1979, there were 6,529 cows which produced 5,274 calves for a calf crop percentage of 82.6 percent. In addition, a total of 32,270 pigs were farrowed from 3,346 sows, resulting in an average of 9.6 pigs per litter.

Pasteurized milk production for Fiscal Year 1979 was 13,727,148 pounds; an average of 992 cows producing an average of 37.9 pounds per day was required to meet the demand. An additional 1,484,093 pounds of milk was projected to raise some 1,763 calves.



One Year Old Colts, Goree Horse Operation

Egg production goals of 1.5 eggs per-person per-day were projected with an average of 30,801 eggs per day from 107,383 hens. This would result in 936,886 dozen eggs produced.

**Field Crops:** Acreage allocations for field crop production vary annually depending upon overall production requirements. During Fiscal Year 1979, approximately 27,369 acres were utilized for the field crop program which provides grain and roughages for the livestock and poultry, rice and sugarcane for food services, and cotton and broomcorn for the industrial program.

Approximately 32,897,978 pounds of corn and milo were produced on approximately 13,873 acres of land. Soybeans were grown as feed supplement, and silage and alfalfa were grown in quantities ample to satisfy annual livestock needs.

A total of 2,385 acres of cotton and 99 acres of broom-corn were planted and harvested. Other tax-supported



Poultry Production



Maize Field

agencies purchased the products from the surplus quantities of these items, such as, cloth, mops, brooms, etc.

All sugarcane production was processed into syrup at the mill on the Ellis Unit. Rice production met food service requirements, with the surplus sold on the open market.

**Edible Crops:** Thirty-nine varieties of vegetables were produced on 5,998 acres of land during Fiscal Year 1979, for both fresh consumption and cannery purposes. Fresh vegetables produced for food service equalled approximately 11,637,904 pounds; cannery production amounted to 407,778 gallons. Additionally, 3,980,000 pounds of Irish potatoes were eaten fresh or placed in cold storage. Sweet potatoes, dry peas, pinto beans, and lima beans were placed in dry storage. Approximately 30,000 pounds of dry onions were harvested.



Field Development, Darrington Unit



Swine Operation, Wynne Unit

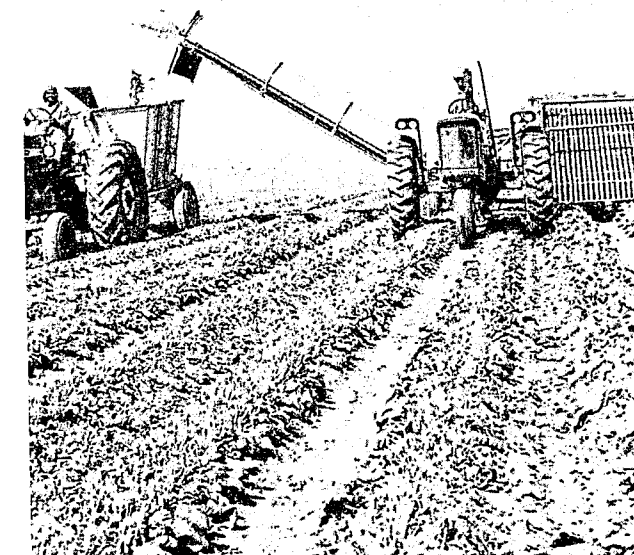
# AGRICULTURE FISCAL YEAR 1979

## LIVESTOCK AND POULTRY INVENTORY

Dairy Cattle	3,352 head
Stocker Cattle	18,051 head
Hogs	24,835 head
Horses	819 head
Poultry	176,637 head



Brahma Cattle, Ramsey Unit



Edible Crop Production

# AGRICULTURE FISCAL YEAR 1979

## FOOD SERVICE USAGE

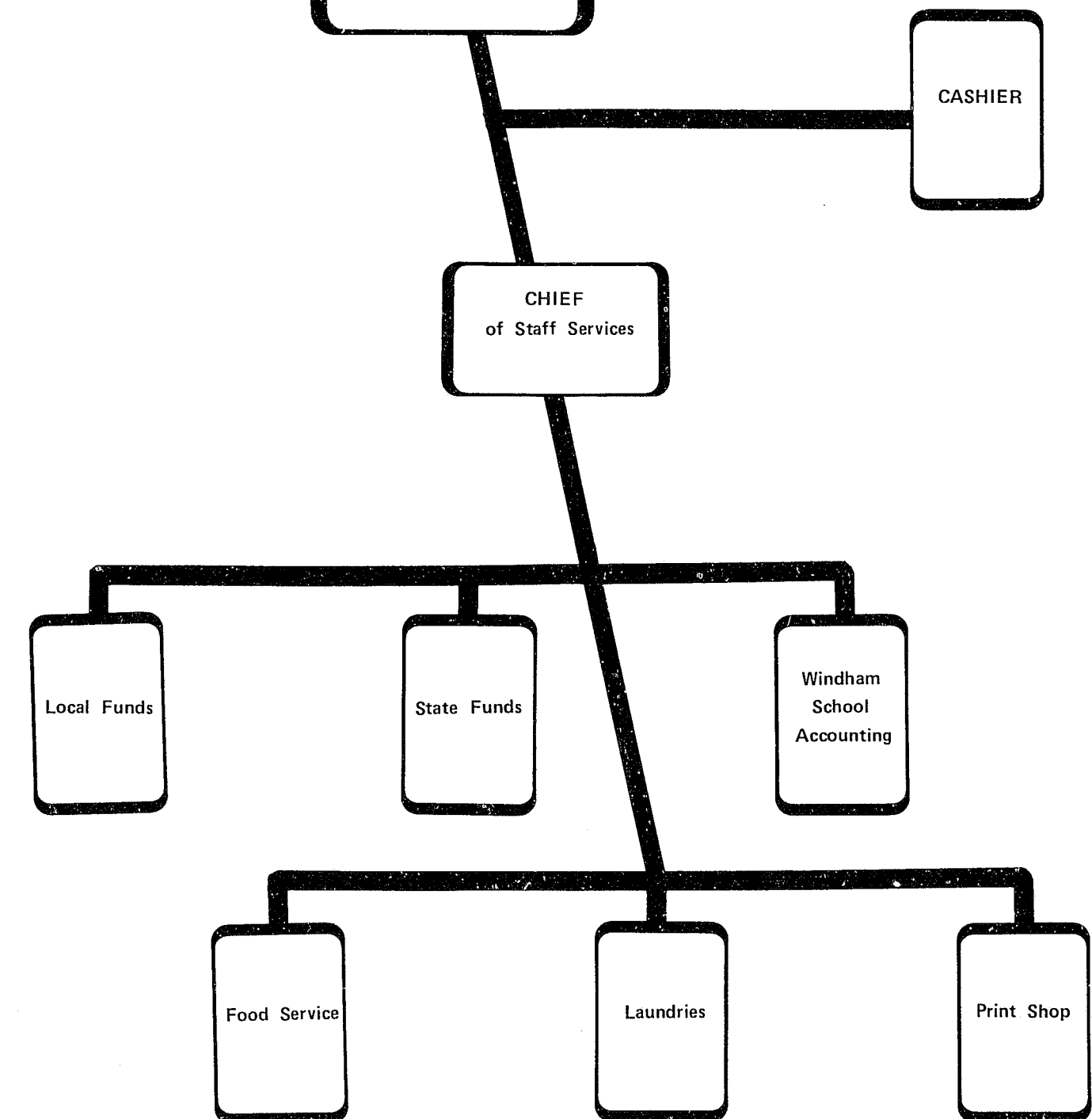
Beef	2,463,775 lbs.
Eggs	936,886 doz.
Milk	13,727,148 lbs.
Onions	30,000 lbs.
Pork	3,920,460 lbs.
Potatoes	3,980,000 lbs.
Poultry	1,075,619 lbs.
Canned Vegetables	407,778 gals.
Fresh Vegetables	11,637,904 lbs.



## BUSINESS DIVISION



**JACK KYLE**  
ASSISTANT DIRECTOR  
for Business



The Business Division of the Department is responsible for the accountability of all funds available to the agency. This division must also provide necessary services to the other six divisions and seventeen units. The services are provided through six departments — Fiscal (appropriated funds), Local Funds, Food Service, Laundry Service, a central Mechanical Shop, and a Print Shop. The centralized approach has proved to be most effective and least expensive.

The Assistant Director responsible for the administration of the Business Division is also designated as Property Manager for the agency. His other duties and responsibilities include analyzing and reporting the agency's financial situation, complying with statutory provisions and Attorney General's opinions, and establishing policies applicable to the Business Division.

The Fiscal Department monitors all monetary affairs, including revenues and disbursements of funds. Procedures must be maintained which produce accountability of expenditures in order to serve as a basis for future budget requests and to document financial statements required by statute.

Within the Fiscal Department, the Purchasing Section processes all agency documents for the ordering of supplies, material and equipment, while the Vouchering Section processes all payments. The Accounting Section maintains centralized records for manufacturing, farm production and livestock, fixed equipment and construction, and departmental transfers of material and equipment, all of which is available to management.

Additional responsibilities include processing of travel expense claims, supervision of work furlough funds and disbursement of inmate discharge funds, banking functions, and other tasks as directed by the State Treasurer, State Auditor, and Comptroller of Public Accounts.



Accounts Payable Department

# DEPARTMENT OF CORRECTIONS

	For the Years Ending	
	August 31, 1978	August 31, 1979
<b>Out of the General Revenue Fund:</b>		
a. Per Diem of Board Members	3,000	3,000
b. Director (emoluments)	43,700	45,200
c. Executive Division	499,443	499,743
d. Agriculture Division	322,613	333,921
e. Business Division	694,305	714,002
f. Construction Division	251,321	259,995
g. Industry Division	74,133	81,434
h. Special Services Division	284,692	295,741
i. Treatment Division	447,587	466,794
<b>Total, Administration (Non-Unit)</b>	<b>2,620,794</b>	<b>2,699,830</b>
<b>Receiving of Adult Offenders</b>		
a. Diagnostic	440,227	452,368
b. Classification	429,536	443,469
<b>Total, Receiving of Adult Offenders</b>	<b>869,763</b>	<b>895,837</b>
<b>Rehabilitation, Retention and Maintenance of Adult Offenders</b>		
a. Unit Administration	1,686,401	1,745,603
b. Security	20,156,617	23,541,447
c. Agriculture	4,162,447	4,186,395
d. Industry	1,767,478	1,814,405
e. Medical	3,846,862	3,949,253
f. Food Service (Non-transferable)	4,388,642	5,042,701
g. Legal Service	312,067	321,958
h. Building Maintenance	2,914,509	2,880,355
i. Utilities (Non-transferable)	5,262,484	4,556,535
		& U.B.
j. Vehicle Repairs	2,262,030	2,275,031
k. Support Services	497,228	531,763
l. Data Processing	673,566	682,213
m. Training	529,647	535,959
n. Communications	312,076	314,854
o. Transportation	565,511	584,628
p. Inmate Personal Items	291,487	348,471
q. Solid Waste Disposal	92,308	96,837
r. Impact Contingencies	3,524,923	4,177,660
<b>Total, Rehabilitation, Retention and Maintenance of Adult Offenders</b>	<b>53,248,283</b>	<b>57,586,068</b>
<b>Education of Adult Offenders</b>		
a. Education	860,785	881,192
b. Chaplaining Services	337,252	349,914
c. Recreation	116,260	116,186
<b>Total, Education of Adult Offenders</b>	<b>1,314,297</b>	<b>1,347,292</b>
<b>Reintegration of Adult Offenders</b>		
a. Pre-release	319,036	330,441
b. Work Release	45,762	47,208
<b>Total, Reintegration of Adult Offenders</b>	<b>364,798</b>	<b>377,649</b>
<b>Release of Adult Offenders</b>	<b>2,552,400</b>	<b>2,746,200</b>
<b>Building Program</b>		
a. Sewage Plant Improvements at 8 units	575,000	U.B.
b. Improve water supply and distributions systems	1,526,000	U.B.
c. Flood Control Levee at Coffield Unit	1,500,000	U.B.
d. Prison Hospital Construction	20,000,000	20,000,000 & U.B.
e. Prison Unit Construction (2 units)	19,000,000	19,000,000 & U.B.
<b>Total, Building Programs</b>	<b>42,601,000</b>	<b>39,000,000</b>
<b>GRAND TOTAL, DEPARTMENT OF CORRECTIONS</b>	<b>103,569,335</b>	<b>104,652,876</b>

# TEXAS DEPARTMENT OF CORRECTIONS BALANCE SHEET August 31, 1979 Final

## ASSETS

### CURRENT

Cash		
On Hand-Petty Cash	150.00	
In Bank-Revolving Fund	110,000.00	
Expense Fund	2,375.00	
State Sales Tax	220.79	112,745.79
<b>INMATE TRUST FUND</b>		
In Banks	65.16	
Invested	2,216,171.82	2,216,237.00
<b>FUNDS IN STATE TREASURY</b>		
Appropriations — General Revenue	62,941,131.31	
Industrial Revolving Fund 156	708,176.65	
Mineral Lease Fund — Unappropriated	2,939,722.03	
Mineral Lease Fund — Appropriated	775,807.23	3,715,619.26
Employee Bond Fund 901		2,271.25
<b>ACCOUNTS RECEIVABLE</b>		
Trade		3,500,516.09
Interdepartmental		—0—
<b>DEPOSITS ON CONTAINERS</b>		13,525.00
<b>INVENTORIES — ALL UNITS</b>		35,137,174.27
		108,347,396.62

### FIXED ASSETS

	ASSET VALUE	DEPREC. RESERVE	NET BOOK VALUE
Land	7,022,707.67		7,022,707.67
Buildings	81,375,495.22	25,542,262.41CR	55,793,232.81
Improvements	10,066,272.20	2,450,293.91CR	7,615,978.29
Roads and Bridges	708,190.29	597,677.53CR	198,502.76
Machinery and Equipment	19,569,170.74	8,911,817.35CR	10,656,353.39
Automobiles and Trucks	6,408,891.67	4,031,854.39CR	2,377,037.28
Furniture and Fixtures	7,788,273.17	3,469,322.28CR	4,318,950.89
Heavy Equipment	6,965,091.28	3,965,143.00CR	2,999,948.28
Radio and Equipment	1,379,013.59	520,106.35CR	858,907.24
Firearms	575,510.92	201,643.54CR	373,867.38
Fixed Asset Clearing	141,945,606.73	49,730,120.76CR	92,215,485.99
<b>CONSTRUCTION IN PROGRESS</b>			18,117,725.83
<b>PREPAID EXPENSES</b>			164,869.72
<b>TOTAL ASSETS</b>			218,845,478.16

## LIABILITIES

### CURRENT

Contra To Local Funds		
Petty Cash	150.00	
Revolving Fund	110,000.00	
Expense Fund	2,375.00	112,525.00
<b>CONTRA TO INMATE TRUST FUND</b>		
Inmate Funds	1,515,428.45	
Escheat Funds	7,698.88	
Scrip Funds	493,130.62	
Unclaimed Scrip Funds	17,755.16	
Commissaries	182,223.89	2,216,237.00
<b>CONTRA TO TREASURY FUNDS</b>		
Appropriations — General Revenue	62,941,131.31	
Industrial Revolving Fund 156	708,176.65	
Mineral Lease Fund 272	3,715,619.26	
Employee Bond Fund 901	2,271.25	67,367,198.47
<b>ACCOUNTS PAYABLE</b>		
Trade	879,027.00	
Windham School District	—0—	
State Sales Tax	220.79	879,247.79
<b>TOTAL LIABILITIES</b>		70,575,208.26

## SURPLUS

<b>SURPLUS — AUGUST 31, 1978</b>		123,534,399.33
<b>FUND EXPENDITURES</b>		
<b>LESS: FUND RECEIPTS</b>		
Property Transfers	22,247,348.98DB	102,827,162.56
Fund Transfers	113,803.67DB	
	60,397,50DB	22,421,552.13DB
<b>ADD: GOVERNMENT GRANTS</b>		
Government Commodities		1,338,141.69
Transfers of Local Funds		338,970.67
Property Transfers		4,472,673.90
<b>LESS: OPERATING DEFICIT</b>		210,109,796.02
<b>TOTAL SURPLUS</b>		61,839,526.12DB
<b>TOTAL LIABILITIES &amp; SURPLUS</b>		148,270,269.90
		218,845,478.16



EDUCATION & RECREATIONAL FUND  
BALANCE SHEET  
08/31/79

ASSETS

CURRENT ASSETS

Cash			
Cash — First National	6,653.61CR		
Cash — Huntsville National	16,026.80		
Inmate Loan Fund	128.45		
Certificates of Deposit	2,100,000.00		
Stock Certificates	10.00		
Petty Cash	9,412.00	2,118,923.64	
Receivables			
Accounts Receivable	535,331.25		
Interest Receivable	217,126.40		
Treasury Check Receivable	364.65		
Accounts Receivable WSD	150,534.00		
Inmate Loan Fund	871.55	904,227.85	
Inventories			
Inventory — Warehouse	215,575.39		
Inventory — Commissaries	317,375.91		
Inventory — Rodeo Cushions	8,284.00		
Inventory — Rodeo Equip	734.01		
Printing Supplies	4,999.51		
Inventory — Dog Feed	747.75		
Inventory — Cig. Stamps	21,909.55		
Inventory — Vending Machines	703.05		
Inventory — Voc. Supplies	296,536.09	866,865.26	3,890,016.75

FIXED ASSETS

	ASSET VALUE	DEPRE RESERVE	NET VALUE	
Land	282,658.18	0.00	282,658.18	
Buildings	876,056.70	605,737.44CR	270,319.26	
Vocational Equipment	334,046.84	260,682.38CR	73,364.46	
Musical Instruments	115,332.06	82,517.72CR	32,814.34	
T.V., Radio & Photo Equip	206,572.82	116,828.27CR	89,744.55	
Autos & Trucks	7,298.98	5,460.00CR	1,838.98	
Furniture & Fixtures	205,323.06	178,428.68CR	26,894.38	
Motion Picture Equipment	189,626.83	62,044.63CR	127,582.20	
Improvements	32,509.87	24,271.41CR	8,238.46	
Barber Equipment	12,125.16	8,590.44CR	3,534.72	
Commissary & Rodeo Equip.	77,634.31	41,074.86CR	36,559.45	
	2,339,184.81	1,385,635.83CR	953,548.98	953,548.98
Prepaid Expenses				
Prepaid Insurance		252.90		
Prepaid Machine Repair		35.48		
Prepaid Rodeo Expense		52,170.64		
Prepaid Postage Expense		842.82		53,301.84
TOTAL ASSETS				4,896,867.57

Liabilities & Surplus

CURRENT LIABILITIES

Accounts Payable Trade	28,289.57CR		
State Sales Tax Payable	2,620.48CR		
Def Credit Rodeo Income	26,316.00CR		
Tobacco Tax Payable	11,580.92CR		
City Sales Tax Payable	266.83CR		
Austin Memorial	4,981.44CR		
Def CR — Goree Landscape	2,216.68CR	76,271.92CR	76,271.92CR

SURPLUS

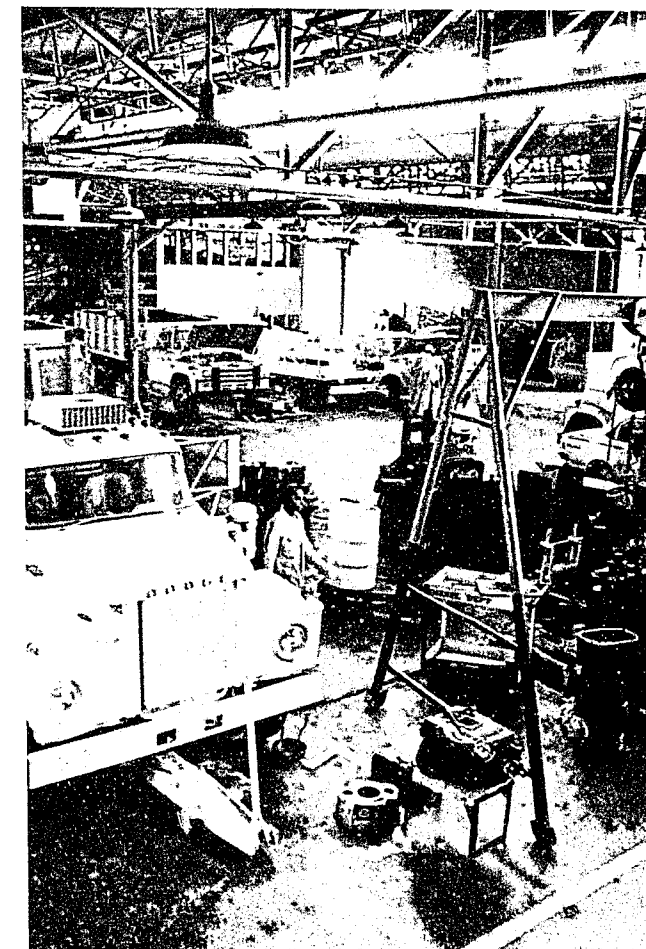
Surplus		4,360,196.26CR	
Profit or Loss From Operations			
Craft Shop	16,572.41CR		
Inmate Trust Fund	96,163.56CR		
Wynne Dog Project	6,621.06CR		
Texas Prison Rodeo	285,724.23CR		
General Operations	577,674.04		
Commissary Operations	632,992.17CR	460,399.39CR	4,820,595.65CR
TOTAL LIABILITIES & SURPLUS			4,896,867.57CR

The Local Fund Accounting Department handles specific purpose funds; that is, all funds other than those appropriated by the State Legislature.

The E & R Fund (Education and Recreation Fund), created by the Board of Corrections in 1933, is maintained primarily by profits from the annual Texas Prison Rodeo and unit commissary sales. The fund provides supplies, equipment, and services in the treatment areas of education, medicine, religion, and recreation, which is not funded by legislative appropriations.

The section referred to as Inmate Trust Fund is responsible for receiving of all funds for the inmates and distribution of scrip which is required to be used by inmates as the medium of exchange in unit commissaries.

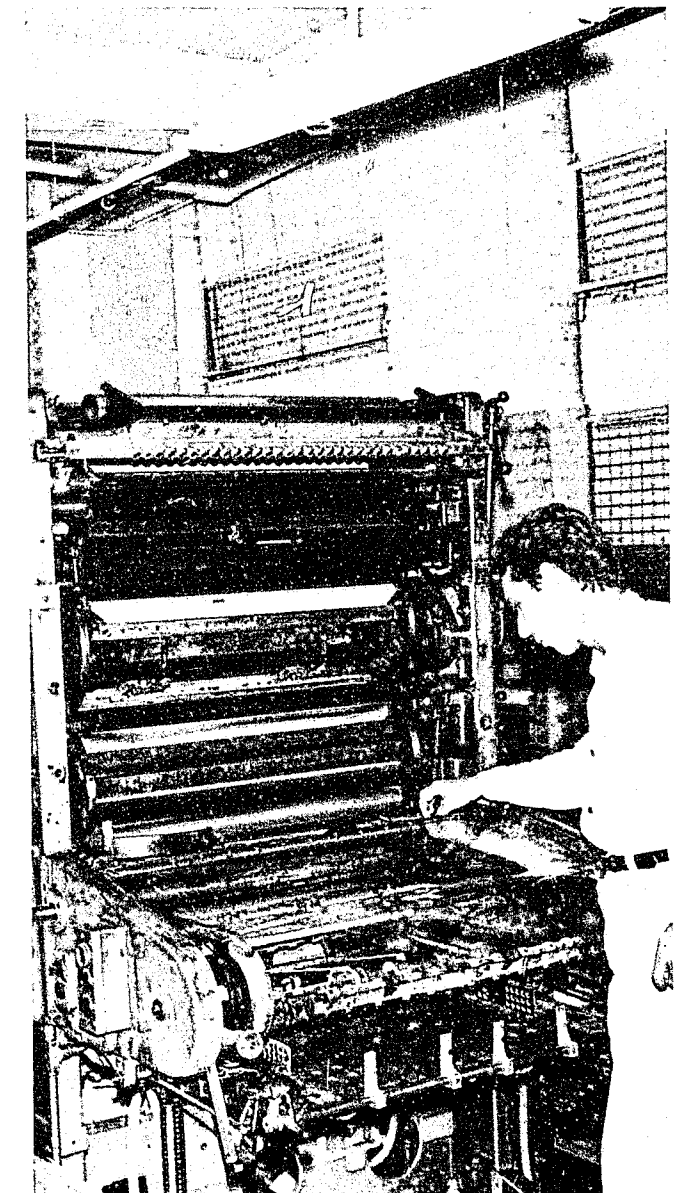
A Grant Accounting Section, initiated in 1971, maintains the records of federal grants received by the agency.



Mechanical Department, Huntsville Unit

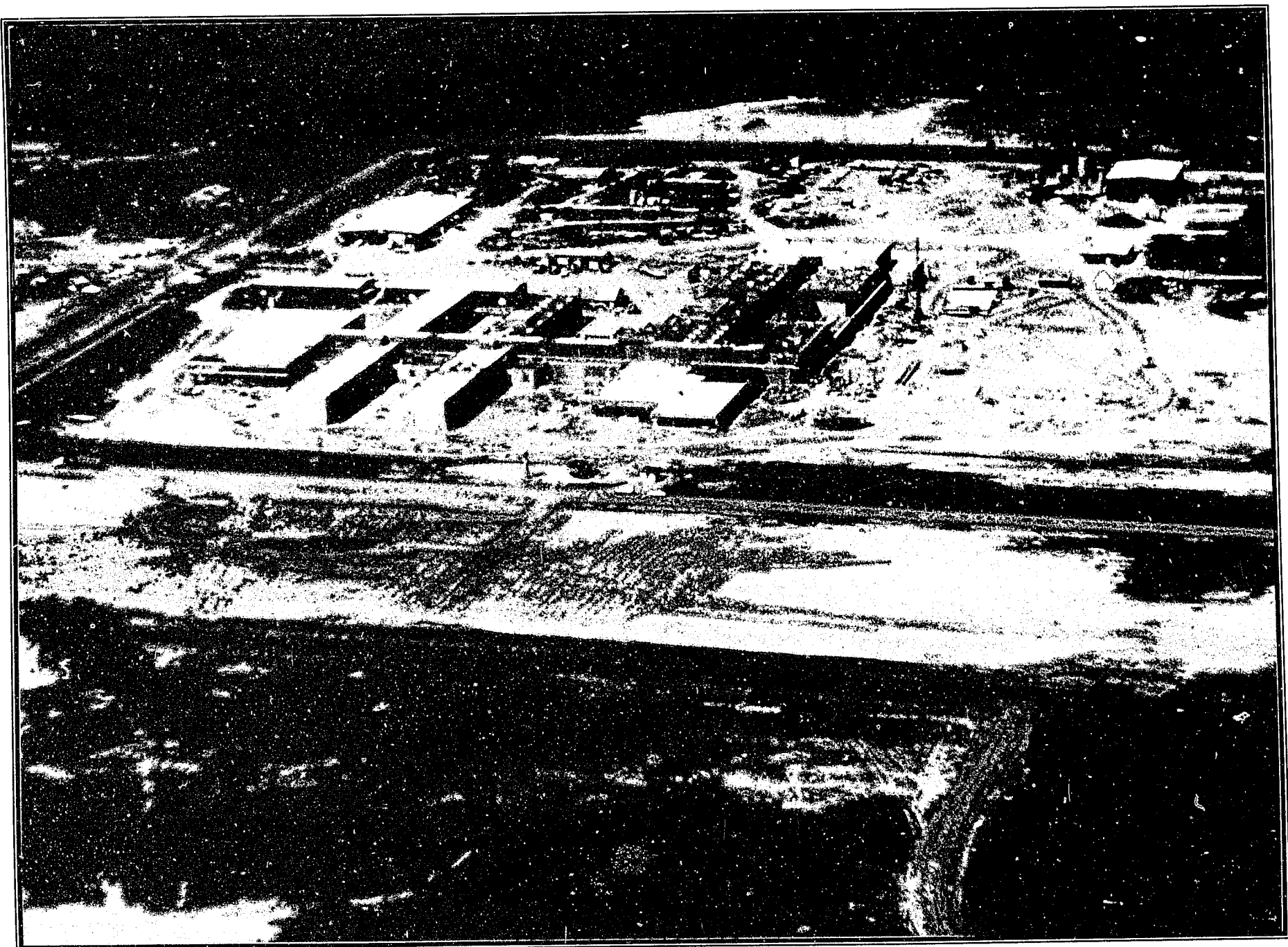
The Food Service Department provides for the equipment and food items to all units to feed a balanced diet to the total institution population. During Fiscal Year 1979, the department served approximately 46,660,639 pounds of food items valued at \$11,490,374. The diet consists of from 3,200 to 3,850 calories per day and includes daily meat allocations.

The Print Shop and Laundry operations are contained under the Business Division for purposes of appropriation. Paper goods which can be duplicated are furnished for use throughout the system. Included are required printed forms, booklets, tags, and labels. Laundries located at each prison unit are responsible for providing clean clothes and linens for inmates, as well as officers.



Print Shop, Huntsville Unit

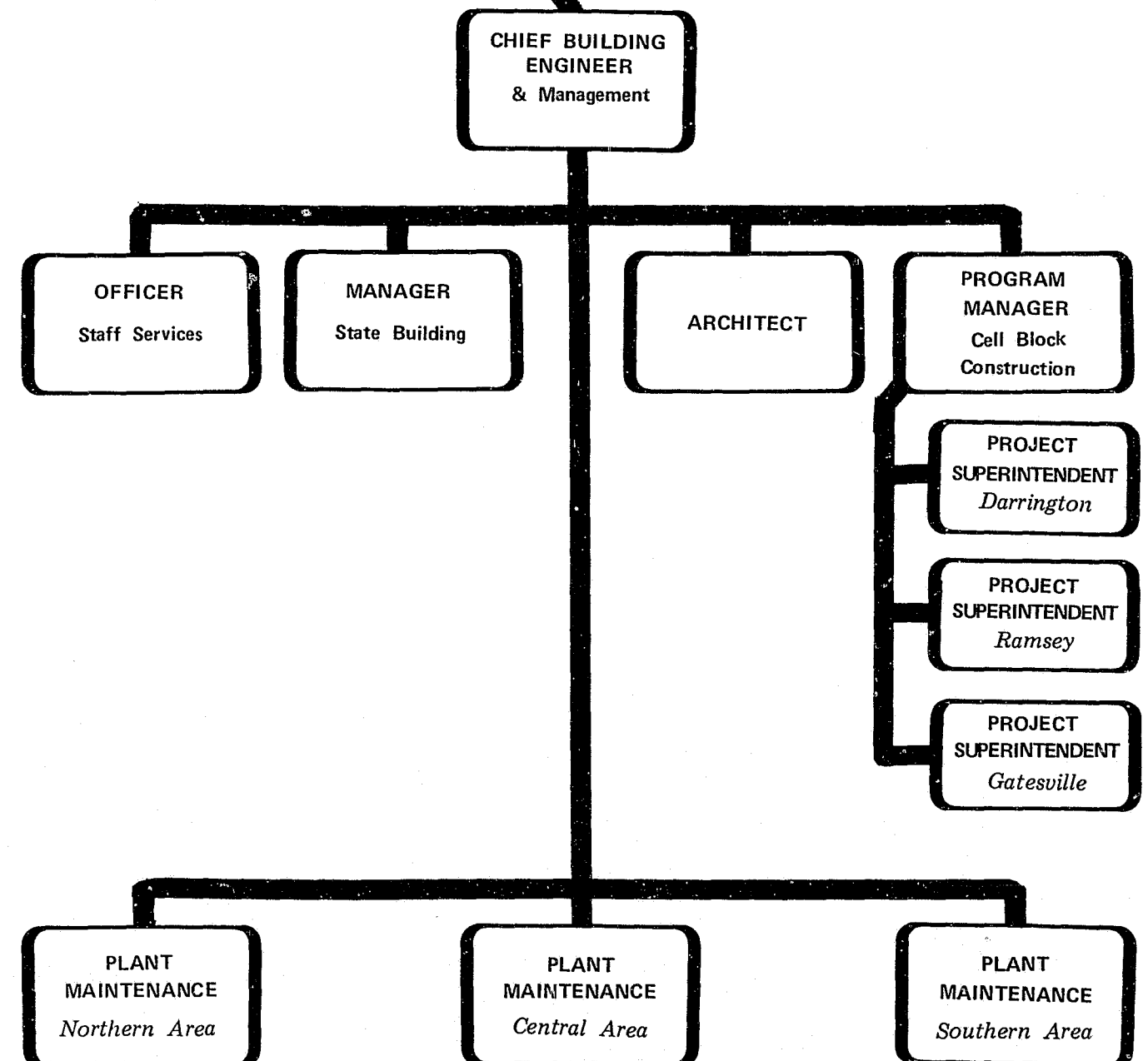
The Mechanical Department, located at the Huntsville Unit, includes various shops necessary for the repair and maintenance of agency equipment. Tractors, heavy equipment, automobiles, trucks, trailers, and truck tractors are indicative of the variety of vehicles serviced. Auxiliary operations include a machine shop, a sheet metal shop, a heavy metal shop, an electric shop, and a communications equipment shop. The facility also serves as a supply center for all unit mechanical shops.

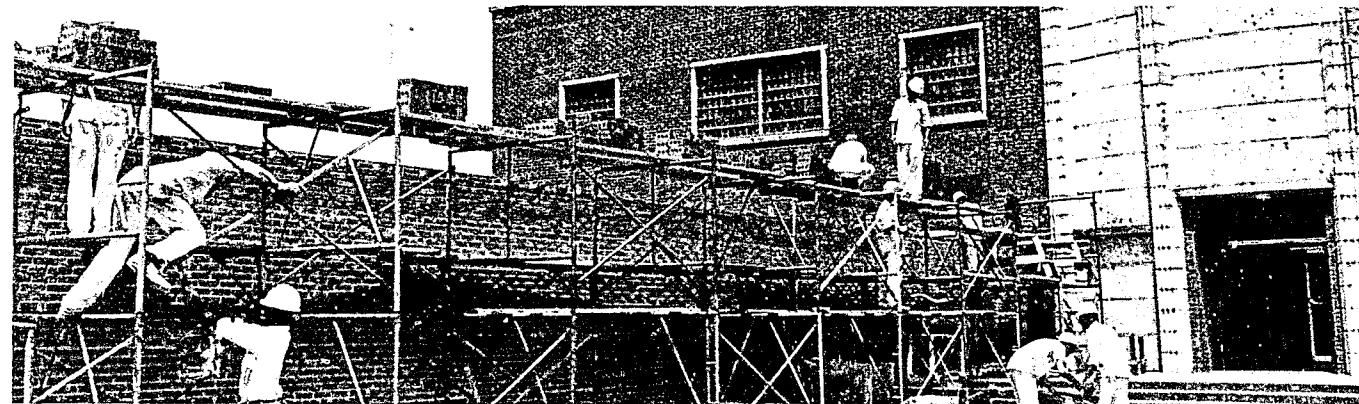


# CONSTRUCTION DIVISION



**EUGENE N. SHEPARD**  
ASSISTANT DIRECTOR  
for Construction





Hospital Renovation, Ramsey Unit

The Construction Division has responsibility for construction and renovation of physical facilities within the Department of Corrections, as well as all maintenance functions. Structures built by the division house inmates, employees, industrial plants, vocational training centers, academic classrooms, community support services, and agriculture operations.

Through construction activities, Texas citizens realize maximum benefit from tax dollars while contributing to the rehabilitative process within the Department. Inmates, working under skilled employee supervision, learn or expand vocational building trade skills in such fields as masonry, carpentry, drafting, estimating, electronics, air conditioning, electrical, or heavy equipment operation.

Construction Division functions are administered through Staff Services, Design and Construction, and Maintenance and Light Construction.

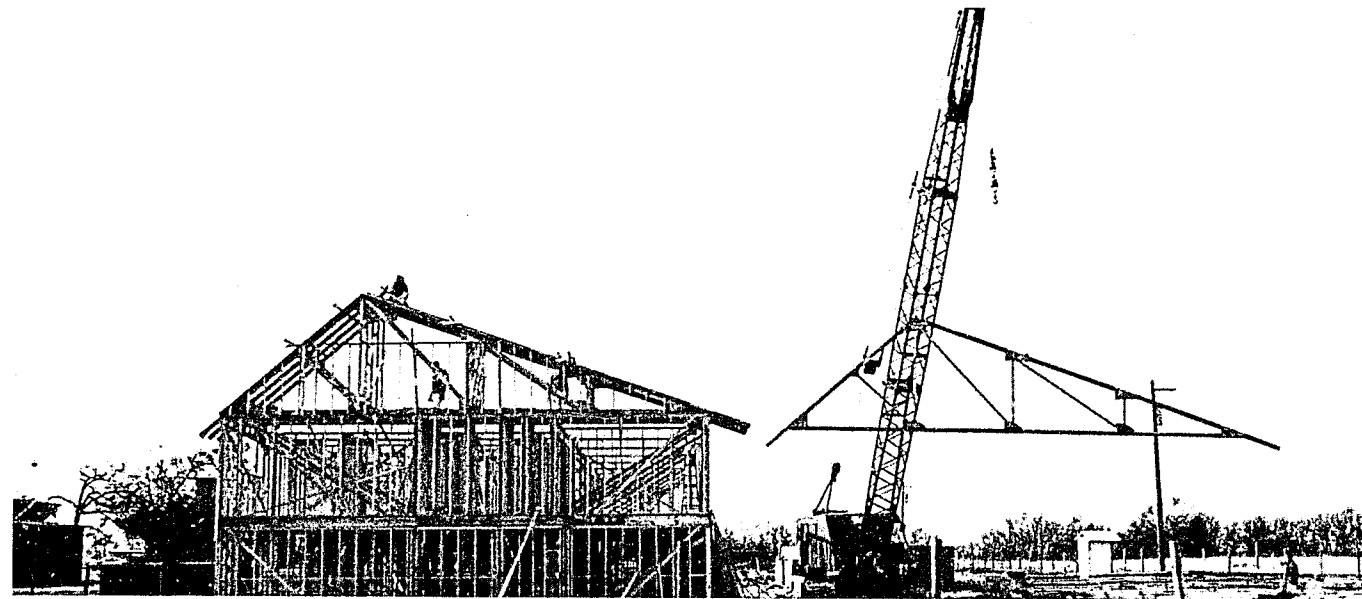
Staff Services personnel perform all fiscal and adminis-

trative functions for the Division. These include feasibility studies for the new construction, estimating of materials for each project, purchasing, project control, material inventory, requisitions, and accounting.

The Design and Construction staff is responsible for the design of all proposed buildings within the Department and for the supervision and construction for all major projects. A skilled staff of architects and engineers oversee all design, drafting work and surveying that is performed by inmates.

The Maintenance and Light Construction Department is responsible for the proper and efficient operation of all buildings and equipment in the system. This department supervises all minor construction and renovation of employee housing, industrial plants, education, and vocational facilities.

Special divisional operations include the Fire and Safety Program designed to prevent fires and promote safety for the benefit of inmates, employees, and material



Employees Quadraplex Under Construction

assets; the Environmental Preservation Program which implements modern water supply, waste water, and solid waste handling procedures; and the Conservation of Energy Program aimed at systematic savings of energy and material resources. Additionally, the Electronic Systems Program maintains a multiplicity of sophisticated security and communication systems within departmental units.

Several notable milestones were reached by the Construction Division in Fiscal Year 1979. Completed projects during the fiscal year totaled \$9,500,000, with and estimated \$53,068,000 in progress.

The Department's major ongoing project, the 2,000 cell Dr. George J. Beto Unit, is approximately thirty-five percent complete overall, and the first inmate occupation is scheduled for March 1980.

The Beto Unit Concrete Products Plant has been completed and in operation, producing concrete block and brick. Present and future construction will consist of the products, replacing the previously used clay brick.

The Department of Corrections having acquired the Texas Youth Council property and buildings, located at Gatesville, Texas, began renovating the facility for the female inmate population in Fiscal Year 1979. Partial occupation is planned for January 1980.

Groundbreaking and site development has begun for the E & R Office Building at the Wynne Unit. It will have approximately 20,000 square feet of space for the E & R Department upon completion.

A new Metal Fabrication Building, constructed on the Coffield Unit for the Industry Division, has been completed. Much of the jail steel for the Beto Unit is being fabricated within this complex, and future metal fabrication for the system will keep cost to a minimum for planned construction.

There was considerable construction of employee hous-

ing during Fiscal Year 1979, which includes the remodeling, renovating and new construction of buildings throughout the system. An employee fourplex was completed on the Coffield Unit and one on the Ramsey Unit, with three being completed on the Beto Unit and ten more under construction. Nine mobile dormitories, purchased for Bachelor Officer Quarters, were installed at the Coffield Unit (4), Eastham (2), Goree (1), and Ramsey (2) Units. A ten space addition to the Clemens Unit Trailer Park was completed during the fiscal year.

In the continuing search for a more economical energy source, a flat plate solar collector was developed by the New Construction Division. It was tested by the Solar Test Facility at Texas A & M University and proved to be efficient. All new employee housing will incorporate these collectors for not only heating the homes, but for absorption machine type air conditioning systems.

Programmed learning courses in Solar Energy were offered to the New Construction employees and inmates. It was enthusiastically received and a second course will be offered in the near future.

Monthly meetings were created for each unit's Fire and Safety representative. These meetings are intended to provide preventative safety measures, safety tips, new developments in the Fire and Safety field, which will be relayed to the unit warden for initiating and applying to each unit.

Quarterly meetings of employees involved in maintenance activities were continued through 1979. The regular conferences are a part of the department's maintenance program emphasizing preventative maintenance, to include scheduled inspection and repairs of machinery, equipment and facilities on a timely basis. Additionally, periodic conferences of maintenance personnel and unit administrators will evaluate the accomplishments and costs of operations.

**BETO UNIT  
WORK IN PROGRESS  
Ending Fiscal Year 1979**

DESCRIPTION	PERCENT COMPLETED
Survey, Temporary Facilities & Site Development	88
Security Fence	95
Main Unit	42
Water Supply & Distribution	90
Sewage Treatment Plant	50
Electrical Distribution & Communication Systems	50
Metal Building & Kilns for Concrete Block Plant	100





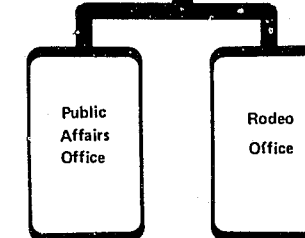
Texas Department of Corrections, Board Meeting\*

\*Board Member Freeman Dunn not present

## EXECUTIVE DIVISION



RICHARD A. HARTLEY  
ADMINISTRATIVE  
ASSISTANT



The Administrative Assistant to the Director and the Assistant Director for General Counsel serve within the Executive Division performing staff functions that may be required by the Director of the Department, and administering line functions in the areas of public affairs activities and legal counseling.

The Administrative Assistant supervises the Public Affairs Office. This office is responsible for maintaining communication between the Texas Department of Corrections, the general public and the news media. The Public Affairs Office arranges media interviews with inmates and unit visits. Public tours of the units are conducted through this office on a reservation basis. Groups such as grand juries, criminal justice classes, probation officers, and interested citizen groups are taken on tour of the department's units. During Fiscal Year 1979, 1,479 persons on 71 separate tours visited the units.

The Public Affairs Office publishes the annual report, the "Fact Sheet," and the employees monthly "Newsletter." The office also supervises the printing of the inmate newspaper, "The Echo."

The Texas Prison Rodeo is also under the jurisdiction of the Administrative Assistant. The rodeo is held each Sunday in October to generate revenue for rehabilitative



ROBERT E. DELONG, JR.  
ASSISTANT DIRECTOR  
FOR GENERAL COUNSEL



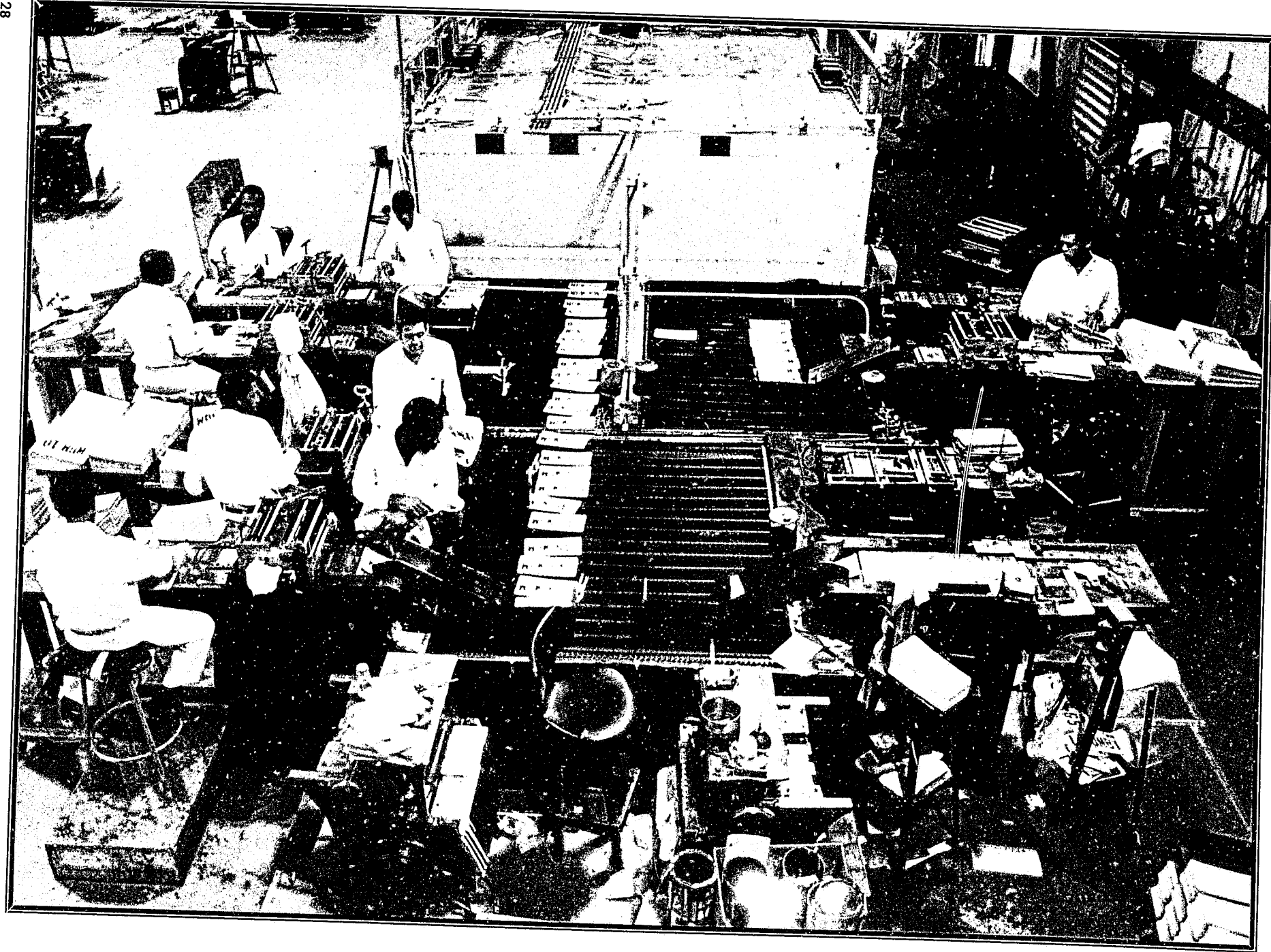
programs in education, recreation, worship, and medicine.

The duties of the Office of General Counsel consist of advising the administration and staff relating to legal responsibilities and obligations involved in the correctional mission. Further, the General Counsel acts in coordination with the Enforcement Division of the Attorney General's Office and the Department relating to matters in litigation.

The General Counsel, as an Assistant Director, is divisional head of the Office of Staff Counsel for Inmates.

Legal duties of the staff attorneys include preparation, filing and prosecution of Applications for Writs of Habeas Corpus; representation of inmates before the U.S. Immigration and Naturalization Service and the Social Security Administration; representation of inmates who are defendants in suits seeking to terminate their parental rights; and, a variety of other civil legal activities.

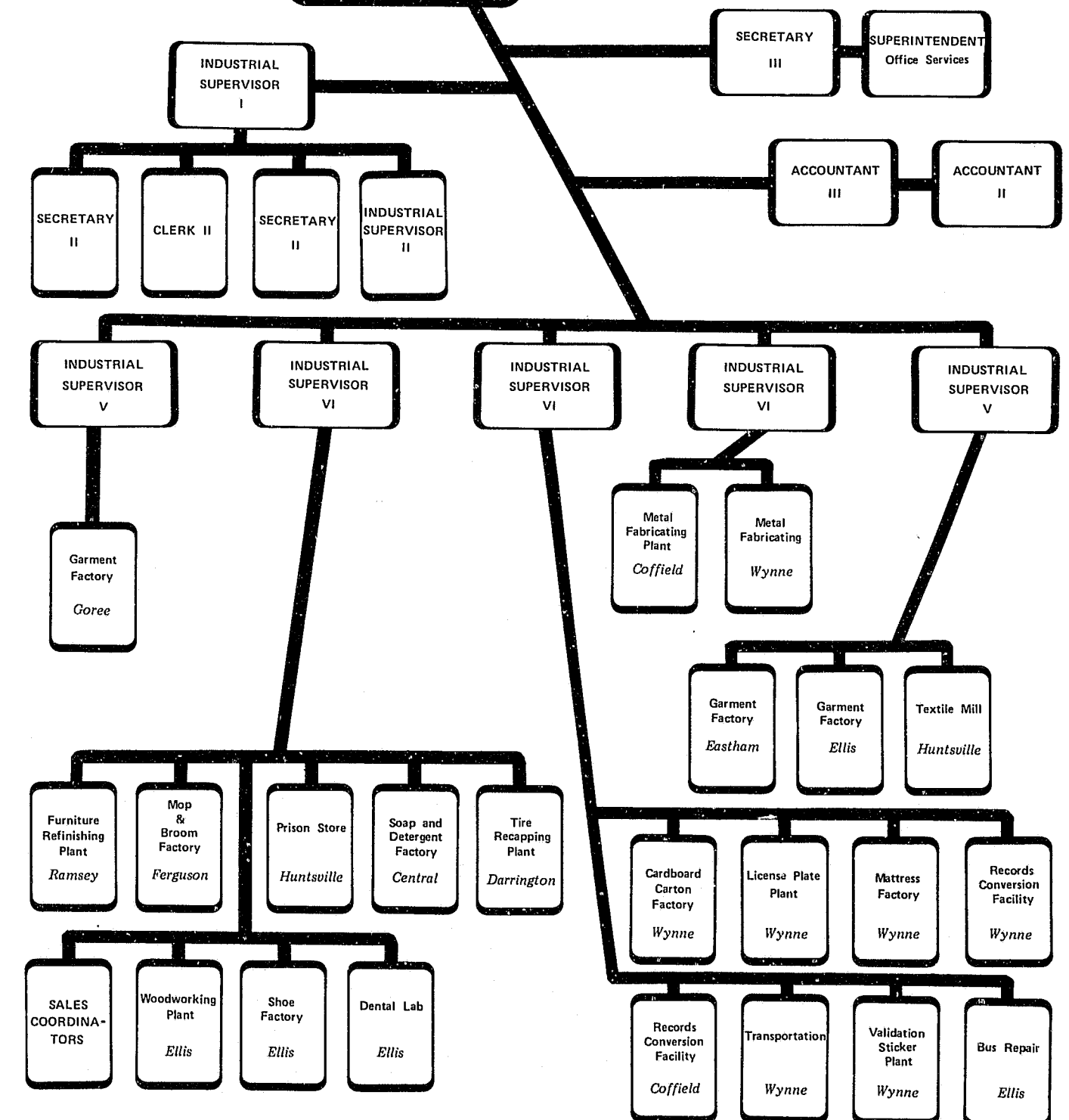
During Fiscal Year 1979, staff attorneys conducted 7,979 interviews with regard to both current and new requests. In that same period, 8,304 new requests for assistance were received and 8,944 inmate's files were closed. Of the cases closed, 268 involved actual litigation; 142 cases were closed with successful results.



# INDUSTRIES DIVISION



**S.D. BRADLEY**  
Assistant Director  
For Industries



# INDUSTRIAL SALES REPORT Fiscal Year 1978 — 79

MONTH	FACTORIES	VALIDATION STICKERS*	TAG PLANT	TOTAL
September	\$ 551,174.10	\$ —0—	\$ —0—	\$ 551,174.10
October	751,917.13	787,597.52	—0—	1,539,514.65
November	1,011,499.18	145,202.11	—0—	1,156,701.29
December	579,562.13	2,980.40	629,785.04	1,212,327.57
January	894,165.26	—0—	47,405.53	941,570.79
February	637,157.63	—0—	—0—	637,157.63
March	748,047.58	—0—	1,415,165.24	2,163,212.82
April	877,383.82	—0—	—0—	877,383.82
May	1,002,679.72	—0—	62,473.49	1,065,153.21
June	705,604.39	—0—	20,318.95	725,923.34
July	994,873.48	—0—	1,378,956.72	2,373,830.20
August (1 — 9)	47,648.50	6,854.92	—0—	54,503.42
August (10 — 31)	1,139,202.44	—0—	—0—	1,139,202.44
GRAND TOTAL	\$ 9,940,915.36	\$ 942,634.95	\$ 3,554,104.97	\$ 14,437,655.28

\* Validation Sticker and Tag Plant includes figures of only those stickers and plates sold to the Department of Highways and Public Transportation on the annual contract.

Nineteen industries utilizing twenty-one separate facilities within the Department produce numerous goods and services for qualified tax-supported agencies throughout Texas and other states. These functions, carried out by the Industries Division, result in substantial savings to Texas taxpayers.

The industrial program is also an integral part of inmate occupational skill training as inmates learn new trades in the numerous facilities or have an opportunity to gain "hands-on" experience in skills obtained in the Department's separate vocational education courses.

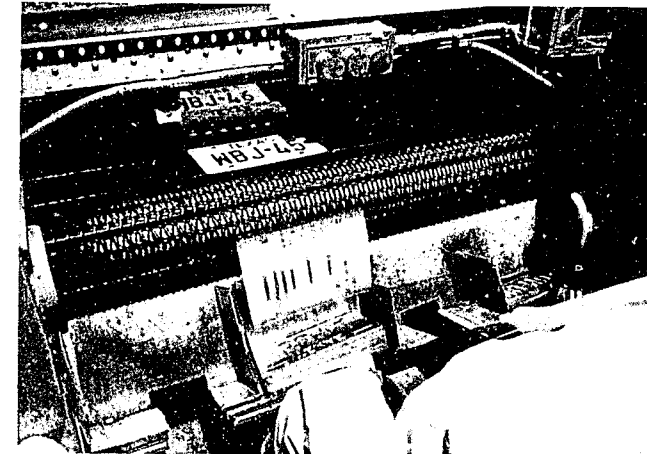
During Fiscal Year 1979, total Industries Division sales of goods and services amounted to \$16 million. Compared to the fiscal year ending August 31, 1978, this represents a decrease of thirty-five percent. Income from the sales of license plates and validation stickers totaled \$6.2 million, of which \$1.6 million represents contract obligations to the states of Illinois and Tennessee. Other industrial operations had a total of \$9.9 million in sales.

Of the latter figure, five industries produced seventy-two percent of the total — with the Records Conversion Facilities, Garment Factories, Woodworking Shop, and the Soap and Wax Factory each totaling sales of more than \$1 million.

The Records Conversion Facilities, which produced more than \$2.5 million in services, representing over twenty-five percent of the income from facilities other than the License Plate and Validation Sticker plants, are located at the Wynne and Coffield Units. Staffed by Thirty-two employees and 1,274 inmates, the Records Conversion facilities stress training. During Fiscal Year 1979, 555 inmates were trained to production typist level and 563 inmates were trained as key-to-tape entry operators on up-to-date Inforex equipment.



Records Conversion, Wynne Unit



License Plate Plant, Wynne Unit

Production statistics for the year include 25 million records taped for the Texas Employment Commission and for the State Department of Highways and Public Transportation, 35 million documents microfilmed and 16.8 million forms processed for filing. Nearly 11,000



Records Conversion

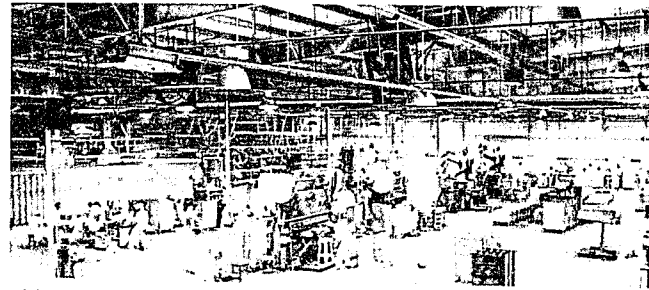
braille volumes were processed. Combined, the facilities produced a total of 44.7 million computer records, 43.2 million of which were produced for state agencies, and 47.7 million images on 242 miles of microfilm.

## INDUSTRY DIVISION Income Analysis for Fiscal Year 1978 — 1979

FACTORY	AMOUNT	SALES%
License Plate Plant		
(Texas sales)	\$ 3,554,104.97	
(Illinois Contract)	1,020,260.46	
(Tennessee Contract)	613,057.73	
(Special Plates)	32,370.50	
Records Conversion Facility	\$ 5,219,793.66	32.48
Woodworking Shop	2,509,264.28	15.61
Soap & Detergent Factory	1,318,259.36	8.20
Garment Factories	1,284,233.33	7.99
Validation Sticker Plant	1,209,923.13	7.53
Bus Repairing Facility	942,634.95	5.87
Furniture Refinishing Facility	889,040.33	5.53
Broom and Mop Factory	852,643.23	5.31
Mattress Factory	415,801.15	2.59
Tire Recapping Plant	300,231.53	1.87
Metal Signs Shop	283,221.66	1.76
Textile Mill	259,907.65	1.62
Corrugated Box Factory	163,495.90	1.02
Shoe Factory	144,164.09	.90
Brush Factory	128,013.75	.80
Plastic Signs Shop	84,645.44	.52
Dental Laboratory	55,551.36	.34
Freight	6,596.60	.04
Miscellaneous	3,192.78	.02
TOTAL INDUSTRY DIV. INCOME	359.39	.00
	\$ 16,070,973.47	100.00%

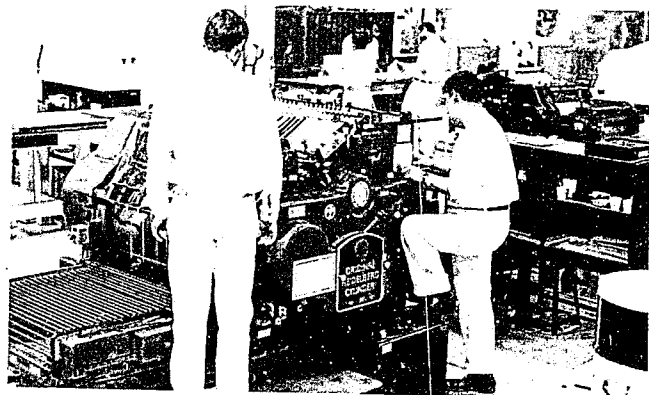


The License Plate Plant on the Wynne Unit utilizes seven employees and 150 inmates. A total of 7.9 million plates were manufactured during Fiscal Year 1979; of this, 2.3 million plates were manufactured in compliance with multi-year contracts with the states of Illinois and Tennessee.



License Plant, Wynne Unit

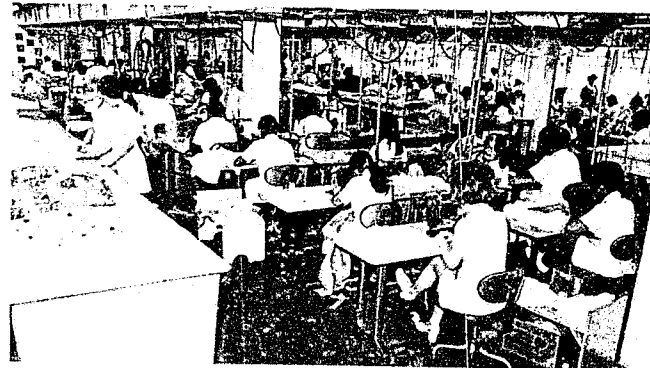
The Validation Sticker Plant produces the necessary annual validation stickers sold to Texas vehicle owners and the total sales for this facility amounted to nearly \$1 million.



Validation Sticker Plant, Wynne Unit

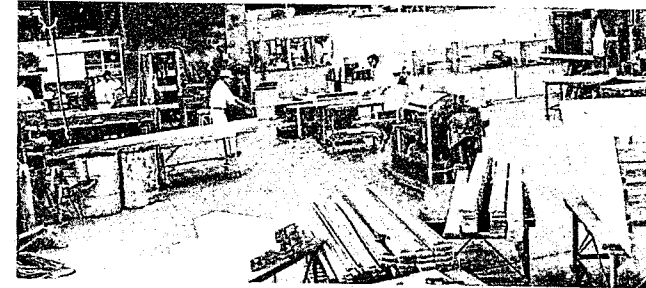
Garment Factories, located on the Goree, Eastham and Ellis Units, contributed twelve percent of the industrial income from sales, excluding license plates and validation stickers.

Twelve employees and 375 inmates produced a variety of wearing apparel as well as non-clothing items, such as flags, draperies, cloth bags, covers, and curtains.



Garment Factory, Goree Unit

The Woodworking Shop at the Ellis Unit, with three employees and 150 inmates, accounted for sales that amounted to thirteen percent of the income, excluding license plates and validation stickers. The total sales figure for the Woodworking Shop, \$1.3 million, includes \$373,895 for manufacturing partitions for the Texas Department of Mental Health and Mental Retardation and other special non-catalog items.



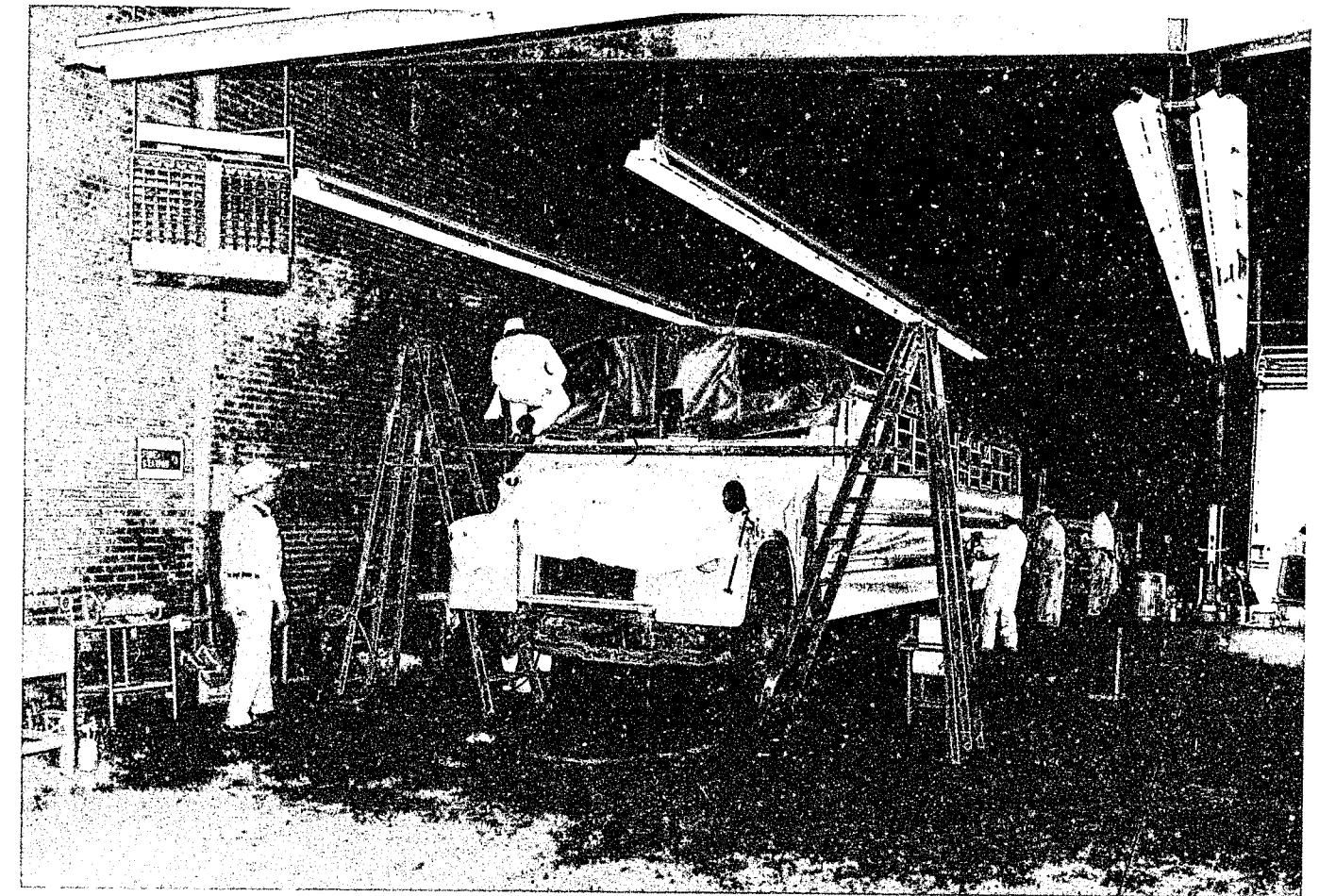
Woodworking Shop, Ellis Unit

The Soap and Wax Factory at the Central Unit accounted for thirteen percent of the Fiscal Year 1979 income. It produced 238,670 gallons of liquid cleaners and floor products and 3.3 million pounds of soap, detergents and polish during the twelve months ending August 31, 1979. The plant is staffed by eight employees and fifty-eight inmates.

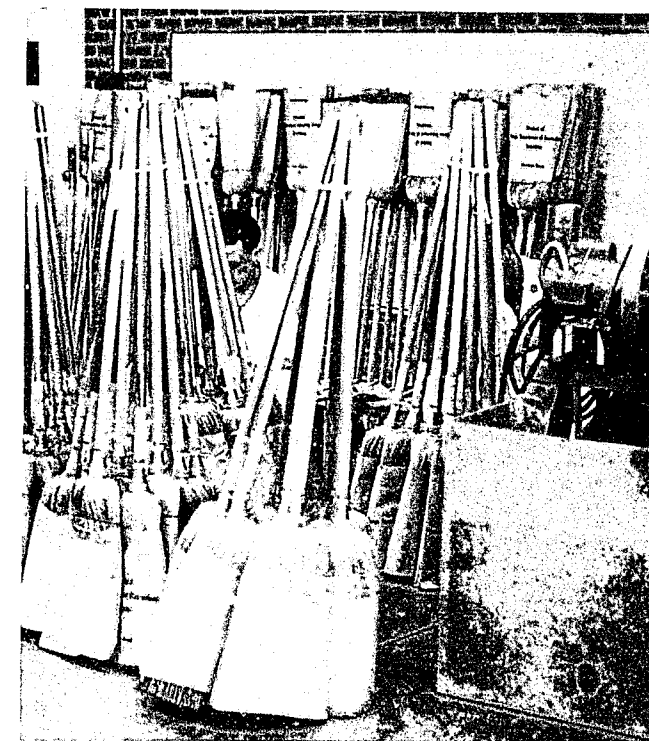


Soap and Wax Products, Central Unit

The Bus Repair Facility on the Ellis Unit provides all types of school bus repair and refurbishing services. Utilizing a staff of ten employees and 150 inmates, 577 vehicles were processed for repair. This constituted nine percent of the industrial sales, not including sales of license plates and validation stickers. The facility serves a dual purpose: first, it provides valuable job training to enable inmates to gain employment upon release; and secondly, it provides a relatively low-cost repair and renovation of school buses which results in a substantial savings of tax dollars.



Bus Repair Facility, Ellis Unit



Mop and Broom Factory, Ferguson

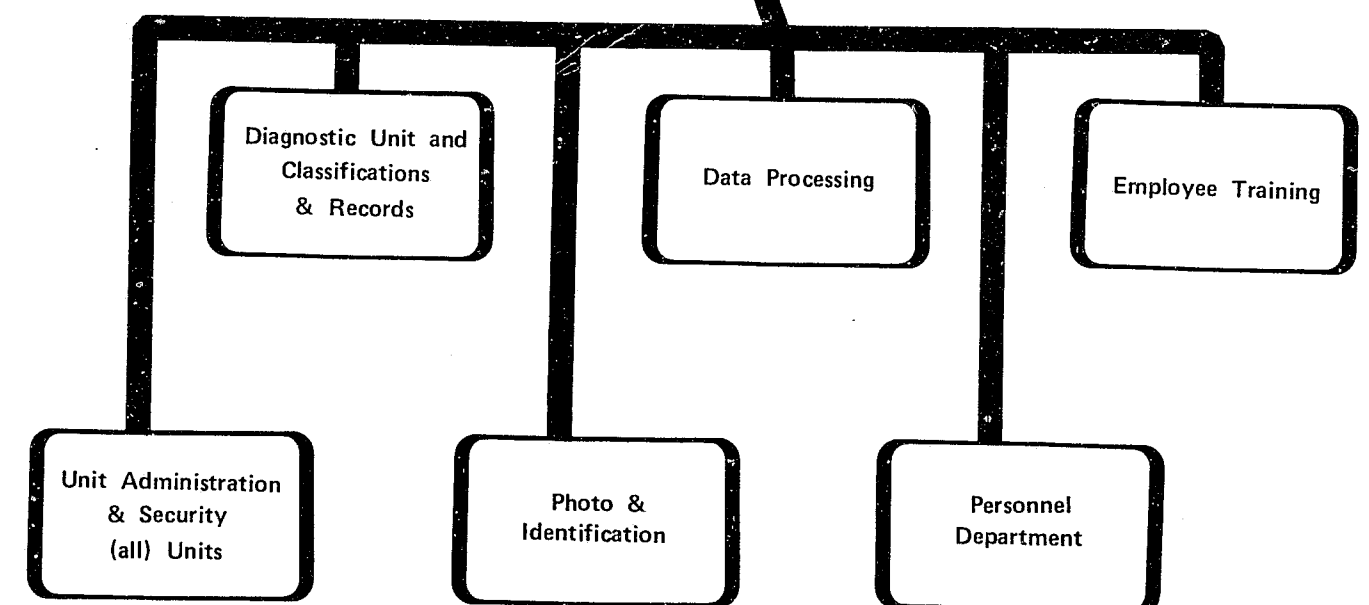


Furniture Refinishing Plant, Ramsey Unit



## SPECIAL SERVICES DIVISION

D. V. MCKASKLE  
ASSISTANT DIRECTOR  
for Special Services



The Special Services Division is responsible for providing departmental services to all other agency divisions through its Classification and Records, Personnel and Staff Development, Photography and Identification, and Data Processing Departments.

The Assistant Director for Special Services is the administrative head of the division and is responsible for setting appropriate policies and guidelines that are adhered to by the respective departments that comprise the division. In addition, he is responsible for all security operations for the agency via the individual unit wardens plus serving as the liaison officer between the Department and law enforcement agencies on the municipal, county, state, and federal level.

**Bureau of Classification.** All convicted felons are processed into the department via the Diagnostic Center in Huntsville. All newly convicted felons, all returned bench warrants, and returned parole violators are reentered into the Department through the Diagnostic Center. The diagnostic process for all new inmates includes medical, psychological, and educational testing; photography and identification; counseling and orientation services; and a criminal and social background study on each inmate. Once this processing is completed, the State Classification Committee is responsible for assignment of inmates to various Departmental units based on physiological and rehabilitative potential and diagnostic findings. The Diagnostic Center operates under the control of the State Classification Committee and operates on a twenty-four hour basis to accept newly convicted inmates. It additionally is the base for the department's inmates. It additionally is the base for the Department's inmate transportation system and provides security and regularly scheduled transfers to the various Texas counties to pick up new inmates, and manpower to regain



Classification Committee, Diagnostic Unit

SUMMARY OF INMATE POPULATION  
August 31, 1979

	RECEIVED	DEPARTED
New Received	11,416	
New Received — Vol. Surrender	52	
New Received — Shock Probation	31	
TOTAL NEW RECEIVED	11,464	
Recd. By Additional Sentence	816	816
Bench Warrants	2,093	2,792
Bench Warrants — Federal	245	231
Conditional Pardons	9	57
Shock Probation	48	43
Escapes	5	4
Escapes — Attempted	9	9
Paroles	1,462	7,549
Paroles — Hold		153
Paroles — Vol. Surrender		
Paroles — Reinstatement		100
TOTAL PAROLES	1,462	7,802
Mandatory Supervision	26	726
Mandatory Supervision — Hold		36
Mandatory Supervision — Vol. Surrender		
Mandatory Supervision — Reinstatement		
TOTAL MANDATORY SUPERVISION	26	763
Discharges — Expiration of Sentence		2,939
Discharges — Hold		97
Discharges — Court Order		3
TOTAL DISCHARGES		3,039
Reprieves	199	199
Reprieves — Medical	103	75
Reprieves — Violators		
TOTAL REPRIEVES	302	274
State Hospital Transfers	37	35
Deaths		58
Others	3	47
TOTALS	16,519	15,970
Net Gain To Inmate Population	549	
Total Inmate Population This Day	25,164	

custody of parole violators who have fled state boundaries. During Fiscal Year 1979, a total of 14,903 felony offenders were received, processed and classified. That total breaks down into 14,019 male inmates and 884 female inmates. By categories, it shows a total of 1,556 returned parole violators, 2,204 returned bench warrants, and 11,143 new inmates of both sexes. A total of 147 out of state trips were made during the fiscal year to return parole violators back to custody to complete their sentences. The Diagnostic Center itself maintained a daily average count of 860 inmates during the year.

In addition to the Diagnostic Center, the Bureau of Classification operates a central administrative office in Huntsville. It is responsible for all inmate transfers within the Department, providing manpower for the various Departmental programs and reviewing and promoting inmates to State Approved Trusty, and requests for inmate furloughs for medical and family emergencies. The furlough program was amended by mandate of the Texas Legislature and became effective September 1, 1979. In addition to emergency furloughs, the program gives the Department an appropriate reason for qualifying inmates to go on furlough.

SUMMARY OF INMATE STRENGTH

August 1979

	CALENDER YEAR/DATE DAILY AVERAGE	COMPARISON THIS MONTH TO THIS MO. LAST YEAR
		GAIN LOSS
Central	809.44	104.55
Clemens	1,174.55	78.06
Coffield	4,079.40	112.74
Darrington	974.28	133.42
Diagnostic	880.58	187.97
Eastham	2,682.02	91.26
Ellis	2,414.69	214.87
Ferguson	2,141.75	13.55
Goree	615.89	33.48
Huntsville	2,211.14	19.67
John Sealy	29.60	32.45
Jester I	433.23	68.74
Jester II	388.26	14.94
Mountain View	483.31	96.68
Retrieve	864.70	118.36
Ramsey I	1,841.06	157.45
Ramsey II	1,060.58	.87
Wynne	1,896.06	144.71
AVERAGE INMATE POPULATION	24,980.54	726.87

Additional responsibilities include reviewing and documenting all administrative segregation inmates within the system, handling a large volume of inmate correspondence concerning their institutional problems and serves as a part of the State Disciplinary Committee. During Fiscal Year 1979, the Bureau of Classification interviewed 3,940 inmates to be considered for promotion to State Approved Trusty under minimum security and for inclusion in such programs as Work Release, Texas A & M Waste Water School and Highway Equipment School. The furlough committee acted on a total of 1,090 inmate furlough requests which resulted in 110 approvals without custody, 359 approvals with custody, and 621 denials during 1979 Fiscal Year. Annually the Bureau of Classification is responsible for assigning inmates to participate in the Texas Prison Rodeo and for making arrangements for the transfer of inmate fans to the rodeo each Sunday in October. During Fiscal Year 1979,

a total of 400 inmates either worked or participated in the rodeo and a total of 3,760 were allowed to view the rodeo. A total of 781 requests for inmate inter-unit visits were handled, a total of 36,043 requests for change in inmate visiting lists were received and processed, and a total of 15,408 inmate travel cards and 13,190 inmate folders were typed and put on file with the records office. In addition, the Bureau of Classification is charged with the responsibility of finding and assigning inmates with specialized job skills and talents to the various industries, construction, agriculture, and treatment projects within the system.

The Records Department collects, updates, and maintains all data on each inmate within the Department and maintains a history file on all ex-inmates. The records on current inmates include accurate data for each inmate pertaining to time earned. At the end of Fiscal Year 1979, a total of 25,238 active files and 270,402 inactive inmate files were being maintained. Personnel within the Records Department provide the great majority of the raw data which comprises the computerized Inmate Tracking System and keep it updated on a daily basis. In addition, the Records Department provided 13,190 case history summaries and 22,430 parole data sheets to the Texas Board of Pardons and Paroles in Austin to be used in the parole process. Various sections within the Records Department are responsible for maintaining the active travel cards on inmates, maintaining the file of paroled inmates and issuing discharge, mandatory supervision, and parole certificates to released inmates. The Records Department makes arrangements for release monies to be paid, updating and maintaining the records of detainees lodged against current inmates, maintaining a file of death row inmates and execution dates, and provide inmate prison records to the Board of Pardons and Paroles, attorneys, families of inmates and inmates. The Records Depart-



Central Records Office, Administration Building

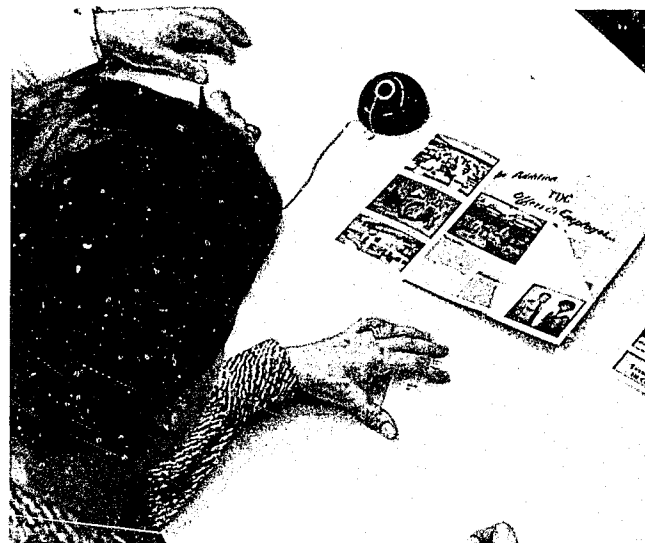


ment also acts as the agent for extradition matters for the Department and maintains a file of federal inmates who have state sentences concurrently. During Fiscal Year 1979, the Records Department received and processed 2,287 corrections from the district courts of the state and 576 mandates from the Court of Criminal Appeals.

**The Personnel and Staff Development Department** provides related services to all units and divisions of the Department.

The Recruitment, Selection and Placement Section is composed of a supervisor, minority recruiting team of two captains, one interviewer, and two clerical positions. During 1979 a total of 2,933 applicants were processed. The minority recruiting team was responsible for receiving and interviewing 1,616 applicants at 105 locations across the state, traveling 35,534 miles and making 2,019 contacts with prospective applicants. Each applicant is interviewed, fingerprinted, investigated, and rated for selection by personnel in this section with the supervisor making the final recommendation for employment and placement. In addition to correctional personnel, this section recruits, investigates, and assists with the selection of all Department personnel in cooperation with the various department heads. The Department's Affirmative Action Plan is of primary concern to this section, as it is assigned the responsibility of implementing and monitoring the requirements of the Plan. During Fiscal Year 1978, the Plan was revised to comply with the recommendations of the Governor's Office of Personnel and Equal Employment Opportunity. The Plan was subsequently accepted by a Federal District Court for the Southern District of Texas.

The Personnel Services Section consists of a supervisor, insurance specialist, payroll specialist, retirement specialist, and four clerical positions. This section assists agency employees with all aspects of a group life and health insurance program in cooperation with unit per-



Personnel Department, Administration Building



TDC Officers Training School, Criminal Justice Building, Sam Houston State University

sonnel officers and the Insurance Division of the Employees Retirement System in Austin. A minimum of two payrolls per month are processed for the agency's approximately 3,699 employees with total salaries in excess of \$4,322,852 per month. This section handles all facets of a retirement program for agency employees, including all necessary coordination between the employee and the State Employees Retirement System. In addition, this section maintains monthly work and leave records, administers the U.S. Savings Bonds program and the Deferred Compensation Program, as well as maintaining personnel files on each of the agency's employees.

The Pre-Service Training Section consists of a supervisor, six instructors and a secretary. This section processes and trains two classes of new employees each month. Each class is made up of approximately forty-five employees, the majority of which will be assigned to one of the agency's seventeen units. The training program consists of two phases. Phase I consists of eighty hours of training conducted by the Pre-Service staff. Subjects taught are: Officer-Inmate Relations, Building Security, Disciplinary Procedures, Field Security, Report Writing, Employees Rules and Regulations, Inmate Rules and Regulations, and First Aid. Other subjects presented are firearms training, range firing, riot control, inmate treatment programs, etc. Phase II consists of eighty hours of training conducted on the unit to which the employee will be assigned. This training is standardized and is monitored by a member of the Pre-Service Training Section. The Personnel and Training Lieutenant on each unit is actively involved in Phase II training and meets with the trainee one or more times each day to explain the

day's training. During this phase, the employee has the opportunity to tour the entire unit, meet with the warden and members of the staff, and work each duty station in the compound under the close supervision of an experienced employee. In addition, the trainee has the opportunity to work and/or observe on each of the three shifts, plus an opportunity to work on a special assignment during one weekend. A certificate is issued by the Director at the conclusion of Phase I and another by the employee's warden at the conclusion of Phase II.

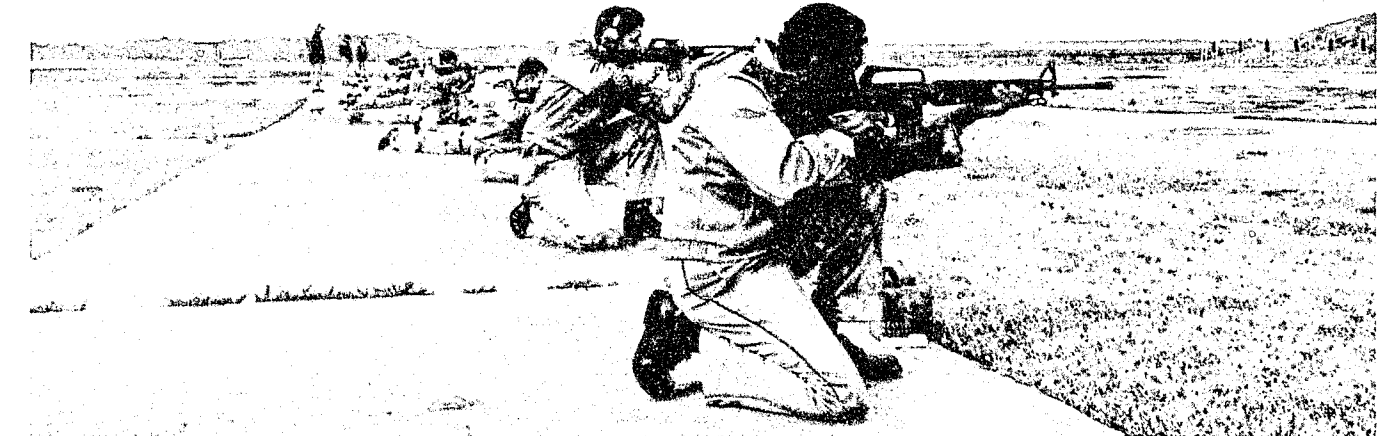
The In-Service Training Section consists of one coordinator. This section is charged with the responsibility of administering a 150-hour in-service training program, with the assistance of unit personnel and training lieutenants, on each of the units. Each employee who has completed the program is administered a text. An extensive automated record-keeping system is maintained in order that the program can be carefully monitored.

The Firearms and Security Equipment Maintenance and Training Section consists of a supervisor, two range lieutenants, and four officers. This section is charged with many responsibilities which include the maintenance of an adequate complement of security weapons, and an adequate supply of service and training ammunition. Training ammunition is reloaded by range personnel using agency owned reloading machines. The bulk of this is accomplished at the Ellis Range, with some shotgun ammunition being reloaded at the Ramsey Range. Ammunition for other tax supported agencies was reloaded at the nominal fee. This section maintains and operates three fully equipped weapons ranges: the French Robertson Range on the Ellis Unit, the Leland Kee Range on the Ramsey Unit, and the recently completed range on the Coffield Unit. Many agencies, such as the FBI, Secret Service, Postal Inspectors, the Department of Public Safety, the Houston Police Department's SWAT Teams,

etc., use these facilities. Employees assigned to this section function as tactical specialists during emergency situations. This section supports the Pre-Service Training Program with two days of weapons training for each class. The In-Service Program is supported as the need is presented. An annual firearms competition is conducted by this section for pistol, rifle and skeet teams from each unit and division wishing to participate. The Fiscal Year Firearms Marksmanship Program was culminated with the annual matches in September. The Director's Trophy went to the Coffield Unit, with the Coffield Unit capturing the Northern Division Trophy, the Ramsey Unit receiving the Southern Division Trophy, and the Special Services Division winning the Administrative Trophy.

The Special Projects Section serves as the research, planning and development arm of the Personnel and Staff Development Department. Assignments include the preparation of a comprehensive Master Training Plan for the upcoming biennium, budget preparations to accomplish the Department's training objectives, and facility planning. Additional assignments include course content evaluation and research, and other special projects as may be assigned by the Director of Personnel.

Personnel assigned to staff development roles attended various training programs during the year to improve their own proficiency and expertise. Some of the programs attended were the International Association of Chiefs of Police Training courses, the Smith and Wesson Armorer's School, the FBI Advanced Firearms School and the Civil Service Instructors Training course. A constant effort is made to upgrade the training of staff development personnel by professional association, publications, college programs, and the exchange of training materials with other agencies and other correctional systems.



Pre-Service Firearms Training, Ellis Unit

In addition to the routine services cited above that the staff of the Personnel and Staff Development Department routinely provide each year, other duties were required during Fiscal Year 1979. Some of these duties included the many hours of work by all sections collecting data for the Attorney General's Office relative to the Lamar and Ruiz cases in Federal Court, collecting and researching data in response to interrogatories in the same cases, as well as others, preparing to appear as witnesses in Federal Court, escorting various "expert witnesses" on their tours of the units, and many other related tasks.

The Photography and Identification Department is responsible for photographing all inmates upon release from the department whether it be by discharge, parole, or mandatory release. A procedure which was established in 1978 whereby up-to-date photographs are taken of all inmates that are incarcerated for an extended period of time was continued in 1979. All employee photo and I.D. cards are the responsibility of this department in addition to all required administrative photography work.

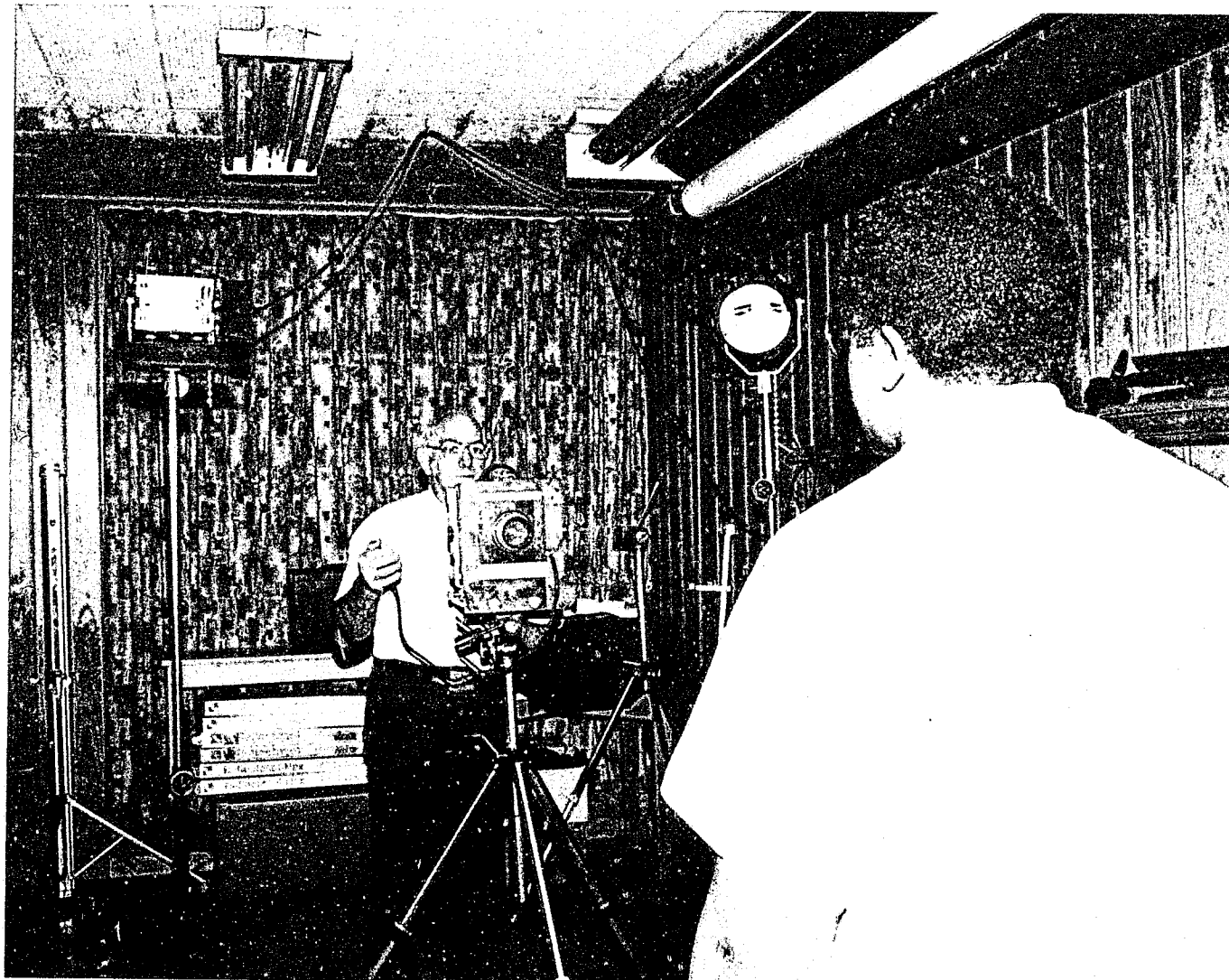


Photo and I.D. Department

The Data Processing Department supports the daily activities of other departments in the system. During Fiscal Year 1979, the Data Entry Section keyed and verified approximately 250,000 transactions. Almost 45,000 jobs were run on the IBM 370/135 computer, utilizing 12,520 total hours of elapsed time, 14 percent of which was for the development of new applications and maintenance of existing applications. The Programming-Analysis Section made major enhancements to inmate and fiscal systems and responded to approximately 160 special requests for information.

The Department continues to utilize Computer Output Microfilm to produce lengthy reports on microfilm rather than on printed paper. This technique reduces processing time, paper costs, and storage costs.

Inmate applications supported by daily updates to disk master files include locations and transfers, banking, commitments, discharge-parole date calculations, and testing. Other inmate applications are work release, job assignments, housing assignments, point incentive prog-



Data Processing, Administration Building

ram, clemency discharge list, Windham School District class attendance, and college enrollment, grades and transcripts.

The personnel system includes applications, job allocations, employee information, payroll, retirement, savings bonds, insurance, vacation and sick leave, and employee training.

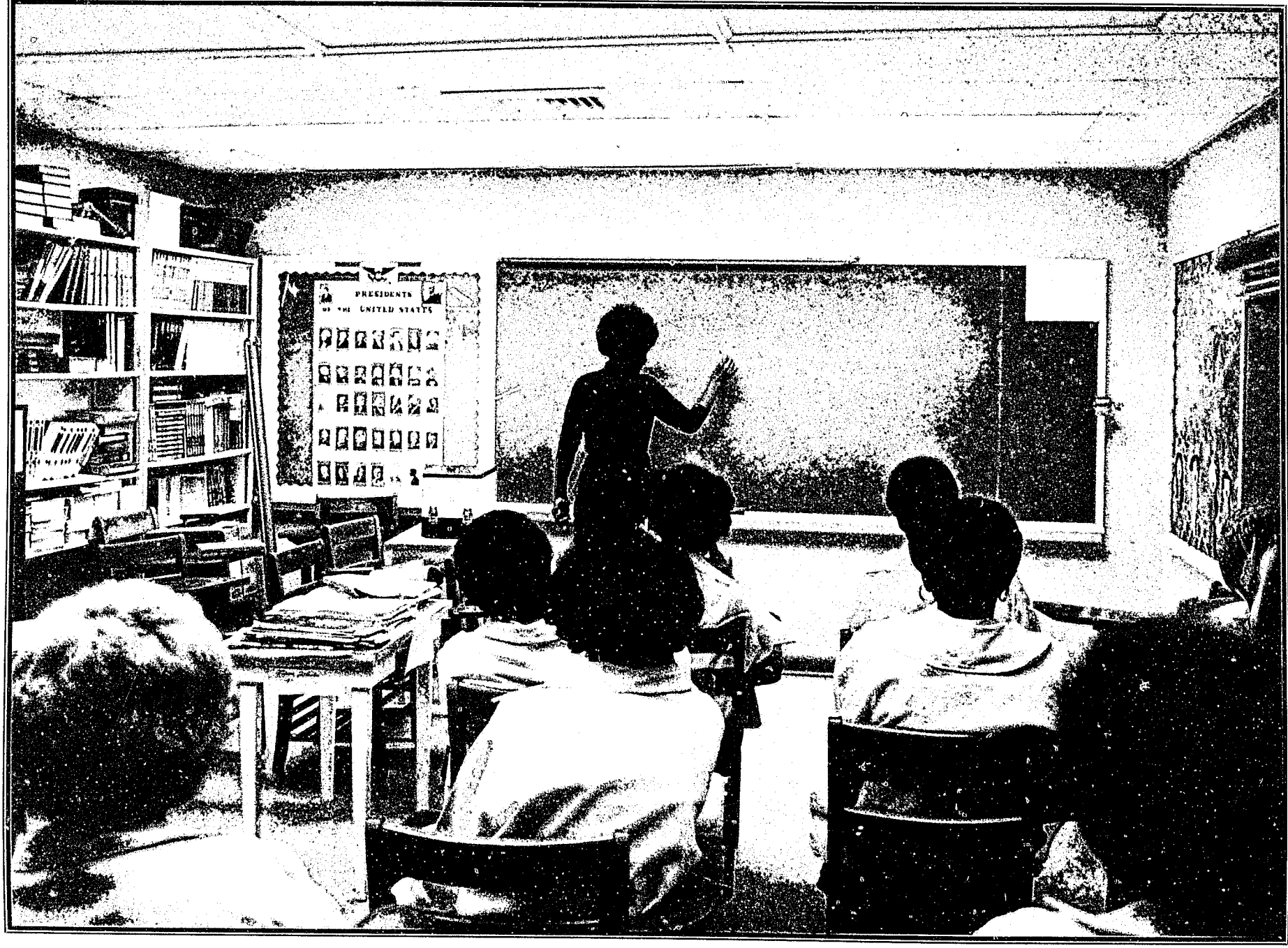
Fiscal system computer files are updated daily and are the source of reports relating to the general ledger, fixed assets, and accounts receivable applications. Other systems related to accounting include cotton bale accounting, livestock accounting, local fund accounting, inmate trust fund accounting, food service, inventories, and vehicle expense.

The budgeting and purchase system files are updated daily to support those department functions.

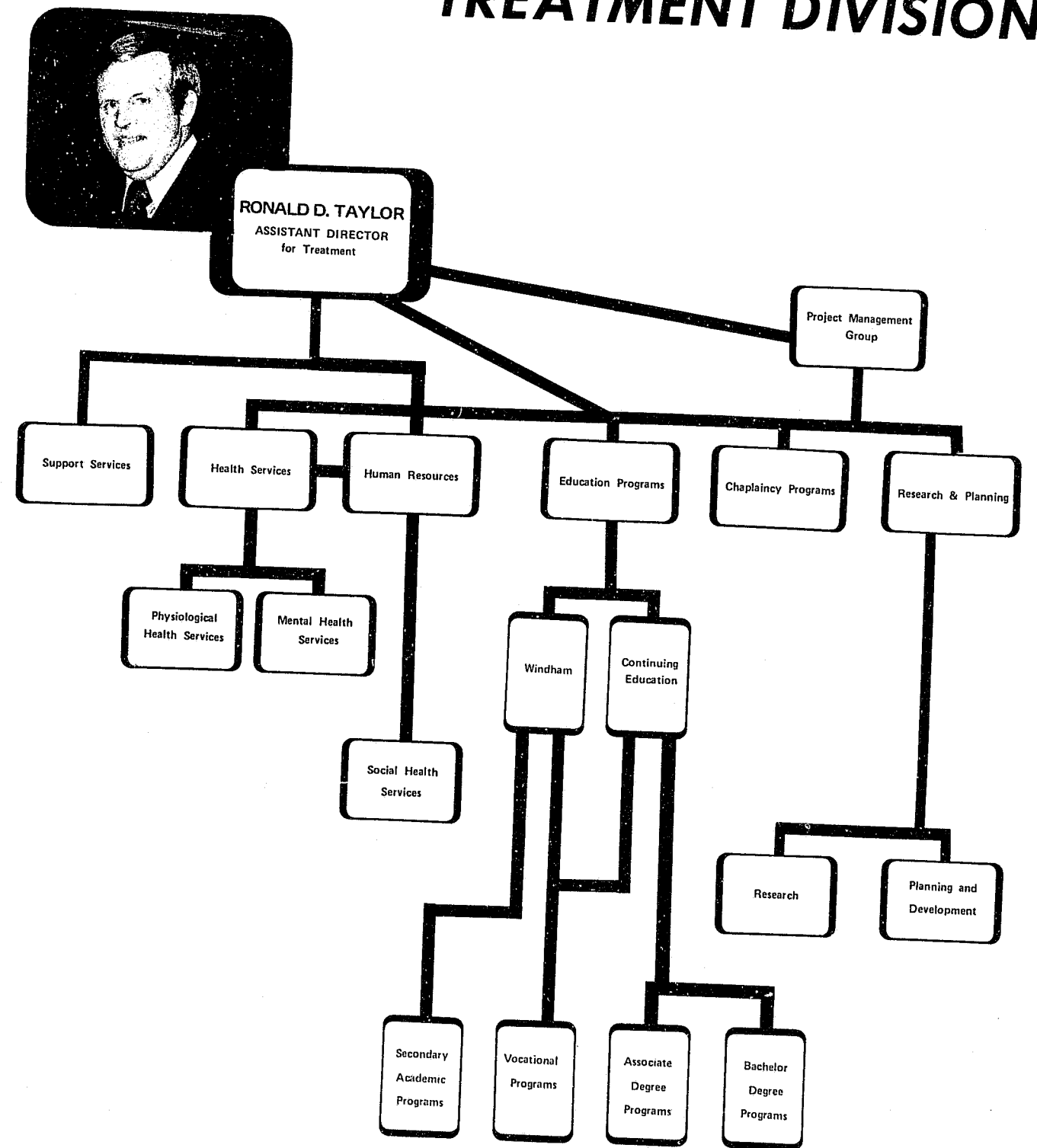
Information from the inmate, personnel, fiscal, and budgeting systems is available on an inquiry basis via the nine video display terminals located in the Administra-

tion Building and the Huntsville Unit. This immediate access to current information has considerably reduced the volume of hardcopy reports that were being printed regularly for reference purposes. The overall system has security designed into it so that for each application, only those terminals located in offices with a need for the information have access to it. During 1979, data collection via terminal was implemented for the Construction Division's Material Purchase Control System. The installation of additional terminals and the development of new data collection and inquiry programs is scheduled for early Fiscal 1980.

As in the past, the Data Processing Department is working with all other departments within the system to develop and enhance computer applications so that the growing burden of paperwork caused by a continuing growth in inmate population can be handled with a minimum of additional clerical personnel.



# TREATMENT DIVISION





**Treatment** is that function of the Department which seeks to meet the resocialization needs of incarcerated individuals in the areas of education religion, physiological and psychological health care, and recreation. Transitional and support programs include community programs and research and development.

**Physiological and Psychological Health Care Services.** Each unit within the Department has an amply equipped infirmary that is staffed to provide medical attention for the inmate population on a twenty-four hour basis. The Department also maintains a central hospital, located on the Huntsville Unit, where the inmates are afforded medical care comparable to a community hospital. Staff physician services are augmented by visiting doctors from the University of Texas Medical Branch, the University of Texas Dental Branch, and a plastic surgery service from St. Joseph's Hospital in Houston, and Baylor School of Medicine.

The hospital has two operating rooms and a minor surgery room adjacent to a combined I.C.U. (intensive care unit) and recovery room. Also included in the hospital are a clinical laboratory, x-ray department, physical therapy department, dental department, a hemodialysis department, a well-stocked drug room, and the medical supply department serving all of the system. Specialized clinics and services in operation at the hospital include plastic surgery, otolaryngology, oral surgery, ophthalmology, optometry, artificial limb and brace, orthopedics, podiatry, eye prosthesis, and cardiology.

Inmates are also referred to John Sealy Hospital in Galveston, either for admission or outpatient care in the

various services available at that institution. Maternity care and delivery for female inmates is provided at a local hospital. Community hospitals are also utilized by the various units in emergency cases until such time as an inmate-patient's condition has been stabilized sufficiently to be moved either to Huntsville or Galveston. The Department maintains a fleet of eleven ambulances and three passenger vans for the transportation of patients.

**Mental Health Services.** Mental Health Services, headquartered at the Huntsville Unit, is directed by the Assistant Clinical Director in his capacity as Psychiatrist and Chief of Mental Health Services. Mental Health Services are available on each unit and include individual and group counseling by psychologists as well as regularly scheduled consultant psychiatric visits for consultation and prescribing, adjusting and monitoring of psychotropic medication.

The Mental Health Services also provides a comprehensive Treatment Center at the Huntsville Unit which is designed to provide services to mentally ill inmates considered too critical for unit care. Services at the Treatment Center are provided by three psychiatrists, four psychologists, and one administrative technician. Along with twenty-four hour observation and treatment by security and medical officers. Services at the Treatment Center consist of medication, individual and group counseling, exercise, education, including special education, recreation, and chaplaincy services. Mental Health Services refers to Rusk State Hospital patients in need of more intensive care.

#### DISTRIBUTION OF INMATE CONTACTS & SERVICES IN DELIVERY OF HEALTH CARE PROGRAM

September 1978 — August 1979

Dental Procedures	41,967
Eye Clinic Reports	6,340
Laboratory Reports	98,175
Operating Room Procedures — Huntsville	1,488
Operating Room Procedures — John Sealy	391
Out-Patients Treated — General Hospital	13,721
Patients Admitted — General Hospital	2,579
Patients Discharged — General Hospital	2,591
Patients Treated — Medication Line	3,392,523
Patients Treated — Medical Assistant Sick Call	417,989
Patients Treated — Physician Sick Call	32,150
Psychiatric Consultations	2,341
Roentgenologist Reports	26,503
Routine Medical Transfers	10,269
Special Clinic Reports	5,128

#### DISTRIBUTION OF INMATE CONTACTS AND SERVICES

##### BY SUPPORTING AGENCIES

September 1978 — August 1979

Board of Pardons & Paroles Inmate Contacts	105,882
Board of Pardons & Paroles Reports	32,466
Department of Public Welfare Cases Added	241
Department of Public Welfare Cases Terminated	241
Department of Public Welfare Cases Continued	707
Social Security Administration Inmate Contacts	528
Texas Commission on Alcohol Inmate Contacts	96,931
Veterans Administration Inmate Contacts	861

Mental Health Services is also involved in a major continuing education program designed to upgrade the skills of the entire staff. This education involves monthly in-service training sessions, as well as staff participation in state and national meetings relating to the provision of psychological services.

**Community Programs.** A broad spectrum of specialized services operate to reinforce institutional inmate rehabilitation and inmate transition from the institution back into society, as well as crime prevention at the community level. Texas agencies assisting inmates include the Employment Commission on Alcoholism, Department of Public Welfare, Council on Drug Abuse, and the Federal Veterans and Social Security Administrations.

The Work Furlough Program, established in 1969, allows community involvement through employment of inmates. These inmates work in nearby communities during the day and are returned to the institution at night. In addition to the opportunity to enhance vocational skills, compensation allows inmates to aid dependent families, pay debts and accumulate savings prior to release.



Work Release

The Pre-Release Program is designed to aid the inmate in making the transition from incarceration to freedom. Program sessions led by freeworld community leaders cover such areas as job opportunities, vocational planning, insurance, human relations, and job retention skills, personal counseling, driver training and employment counseling are conducted by departmental personnel. During the program period, inmates are allowed weekly visits with families for four hours in an open-lawn setting, as well as supervised outside trips to religious and entertainment activities.

The Social Services Program, begun in 1973, actively aids inmates in obtaining employment upon release. Interfaced with the Pre-Release Program, the Social Services Program performs job development services with local community business leaders, community agencies and the Texas Rehabilitation Commission. The program also provides advisors for each Texas metropolitan area to aid inmates in determining and posing realistic solutions to individual adjustment problems upon release.

In October 1975, the Human Resources Program introduced a new dimension to the total pre-release effort. The Human Resources Program has developed a curriculum that interfaces with the existing Pre-Release Program and the assistance provided by the Social Services Program.

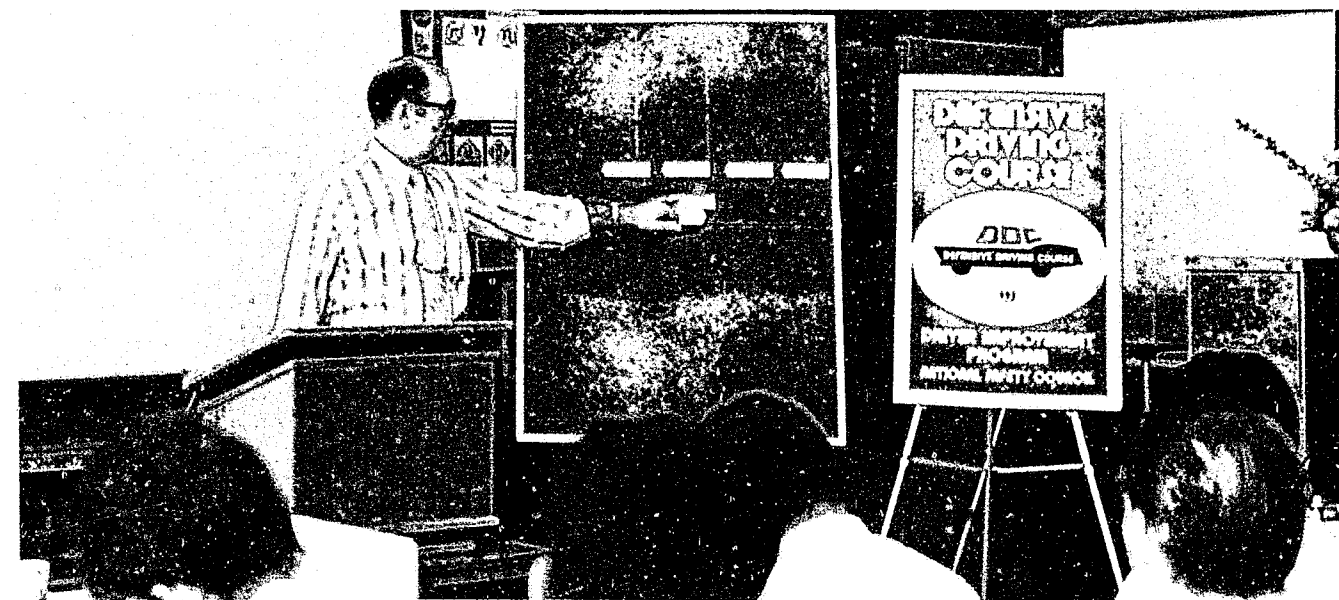
In addition to pre-release lectures, inmates may attend Human Resources Program small group sessions on employment aids, money management, consumer fraud, community resources, family counseling and transportation. Individual counseling with the Human Resources Program advisors is available throughout the two-week stay at the Jester and Goree Pre-Release Centers.



Social Services Counselor Interview

The Human Resources Program advisors assist each inmate in choosing small group sessions which will best meet his or her needs. The advisors also refer inmates who need a physical examination to the Human Resources Program medical officer, and those who need a current psychological evaluation are referred to the Human Resources Program psychologist.

The Human Resources Program has enhanced the capabilities of the Social Services Program Division. With the assistance of the Human Resources Program staff, the inmate is better equipped to succeed in the community.



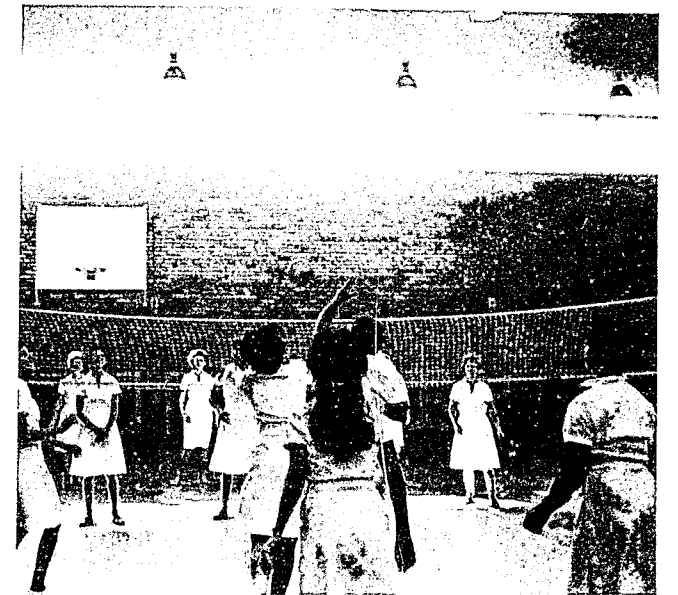
Pre-Release class room instruction Jester Unit

The Community Education Program ("Operation Kick-It") is designed to inform junior and senior high school students of the dangers and consequences of drug abuse and criminal behavior. The program format consists of inmate panel members who travel throughout the state and speak about their home life, educational background, use of drugs, involvement in criminal activities, and the events that led to incarceration. During Fiscal Year 1979, the Community Education Program panels traveled 57,626 miles and spoke before 98,654 persons.



"Operation Kick-It" Program in Texas High School

**Recreational Programs.** Constructive use of leisure time is encouraged by recreation coordinators, and a variety of activities are provided for individuals, small groups and large groups. The scope of activities ranges from reading to participating in the annual prison rodeo. Color television, dominoes, checkers and chess are provided in living quarters, and inmate organizations include Jaycees, Explorer Scouts, and arts and craft clubs. Unit sports include weight lifting, horseshoes, table tennis, badminton, volleyball, softball, and basketball; intramural competition in basketball and baseball is popular.



Goree Unit Intramural Volleyball

Freeworld movies are shown weekly, and special entertainment is provided the general population by performances of both inmate and freeworld entertainers.



Ferguson Unit Intramural Basketball

**Department of Education.** The Department provides academic and vocational education to adult offenders with less than a high school diploma, and in 1979 over fifty percent of the population participated in programs ranging from the illiterate through the bachelors' degree college program.

**Division of Continuing Education.** Post-secondary programs for inmates comprise four types — Academic Junior College, Vocational Junior College, Apprenticeship and Training, and Four Year College.

The Academic Junior College program is contracted with Alvin Community College, Brazosport Junior College, Central Texas College, Henderson County Junior College, and Lee College, and classes lead to an Associate Degree. During the fall semester of 1979 some 2,800 inmates participated in 180 class sections. In the spring of 1979, 219 students received an Associate Degree, bringing the total graduates to 970.

The junior colleges provide salaries and travel; the Department pays for tuition, books and supplies. All credits earned are resident credits and are fully accredited and transferrable.

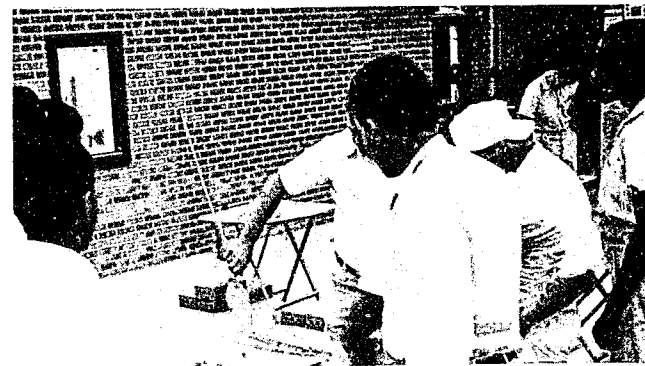
The Vocational Junior College program is contracted with the same area junior colleges listed above who provided classes in twenty-three different training areas for approximately 1,000 students in 1978-79. The classes are six months in length and earn twenty semester hours of college credit. In addition, Texas A&M University Engineering Extension Service provides five certificate programs that range from two to six months duration.



Windham Vocational Plumbing Class, Clemens Unit

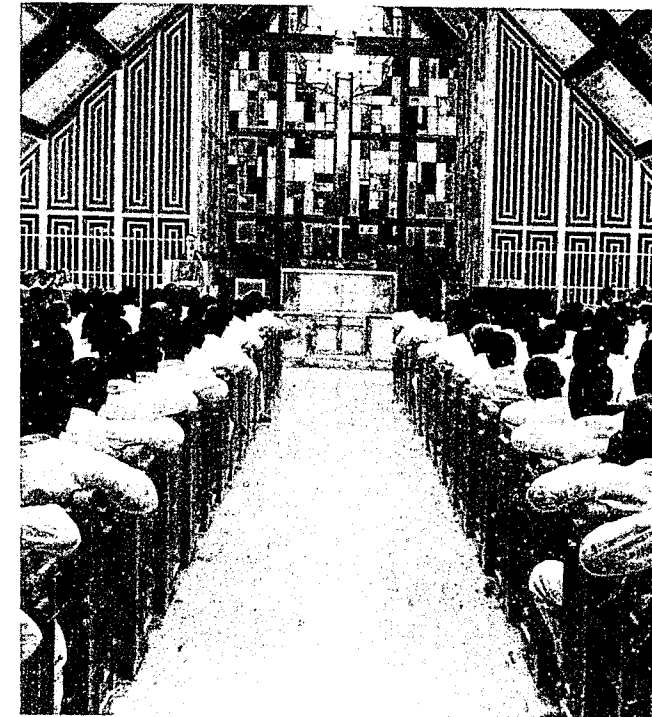
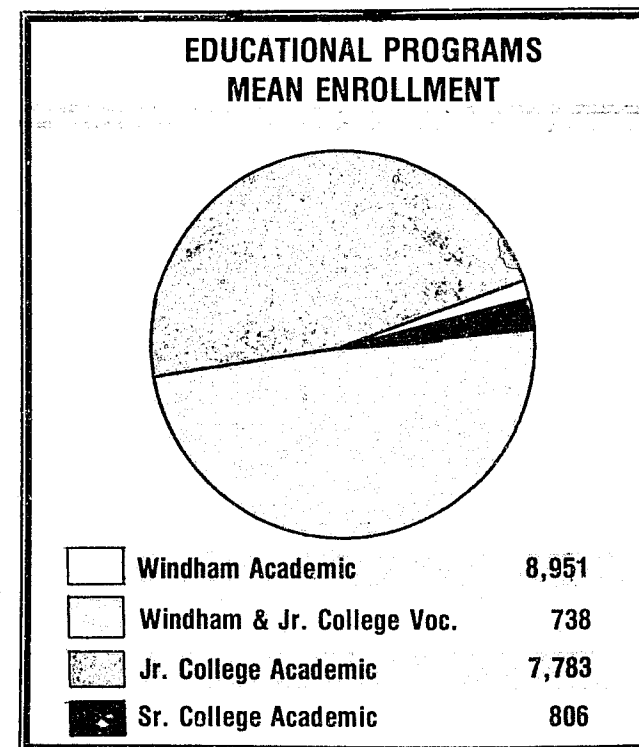
The Apprenticeship and Training Program, begun in 1977, currently has six agreements — in auto body, auto mechanics, auto transmission, chef trades, heavy trucks mechanics and machinist — with standards of work processes registered with the Bureau of Apprenticeship and Training, U.S. Department of Labor. A craft committee consisting of labor, management, and department representatives monitors all programs to maintain standards. By August 1979, sixty-eight inmates had enrolled in the program and four had received their certificate of completion of apprenticeship.

A four year college program, contracted with the University of Houston, Clear Lake, Sam Houston State University, and Stephen F. Austin University has offered classes since 1974 at the junior and senior level leading to a bachelor's degree. Presently, 260 inmates are enrolled in twenty-five courses on four units; a total of sixty-seven students have received the bachelor's degree.



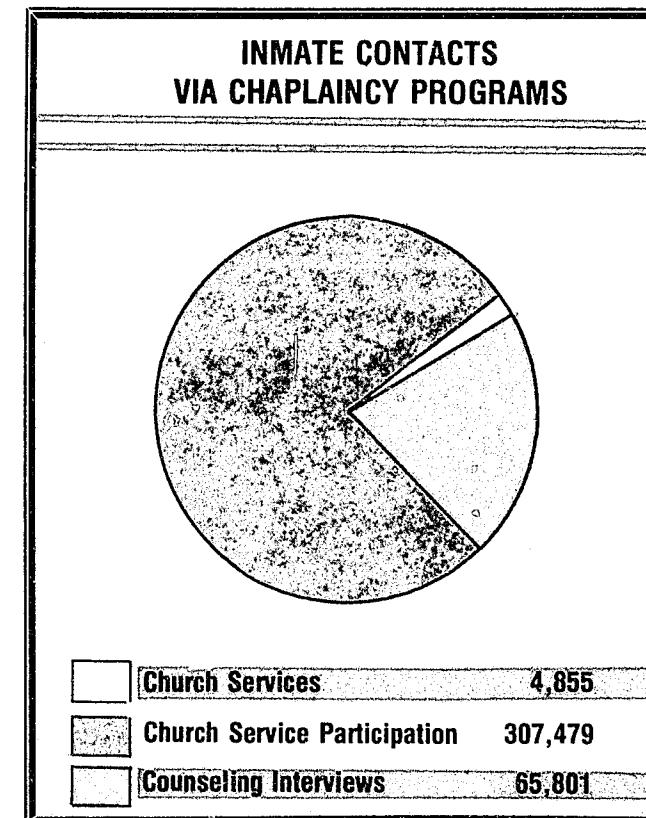
Windham Vocational Masonry Class, Clemens Unit

**Windham School District.** The Windham program, a nongeographical school district funded through the Texas Education Agency Minimum Foundation Program fund, is the first education system of such scope to be established within a state-wide prison system. A full-time professional faculty and staff of approximately 300 instruct over 10,000 students in communications, social studies, science, mathematics, health, music, art, and thirty-two areas of vocational training. Program categories also include Title I, bilingual, and special education for the emotionally disturbed, mentally retarded, learning disabled, hospital bound, blind, deaf, and psychotic. The Windham program with a 1978-79 budget of \$6.5 million is accredited by the Texas Education Agency (state) and the Southern Association of College and Schools (regional). Approximately 2,000 students graduate annually, and a total of 13,684 had received high school diplomas or General Education Development Certificates through August 1979.



Religious Service

**Chaplaincy Program.** The inmate population is served by twenty-four full-time chaplains, four part-time (contract) Catholic Chaplains, and one part-time Jewish Chaplain, thus covering the Protestant, Catholic, Muslim, and Jewish religions. Regular volunteers minister throughout



the system. They are the Christian Science, Jehovah's Witnesses, Mexican-American Baptist, Black Baptist, Nazarene, Pentecostal, Methodist, Latter Day Saints, Seventh-Day Adventists, Lutheran, Episcopal, Volunteers of America, World Wide Church of God, Church of Christ, Association for Research and Enlightenment, Church of God, and the Buddhist faith workers.

The goal of the Chaplaincy is to provide capable leadership for all the desired faiths of the offenders to the end that religion may bring comfort and healing in the lives of the inmate population.

**Research and Planning/Development Branch.** The most fundamental purpose of both the Research Branch and the Planning/Development Branch is to provide the administration of the department with the timely support in data and information they require to make rational administrative decisions. The Division is committed to applied rather than theoretical problems. The operational philosophy of the division is to maintain organizational flexibility in order to respond to operational issues in the most efficient manner. Thus, the division will avoid activities that require permanent or routine commitment of extensive resources.

**General Types of Division Activity.** Support — This general activity may range from supplying demographic information for division or agency needs to an analysis of a complex agency problem, e.g., employee turnover. This activity is fundamental to the general mission of the branches.

**Operations Research —** Research or analysis (descriptive or inferential) conducted to develop information for solutions to problems of a technical or administrative nature.

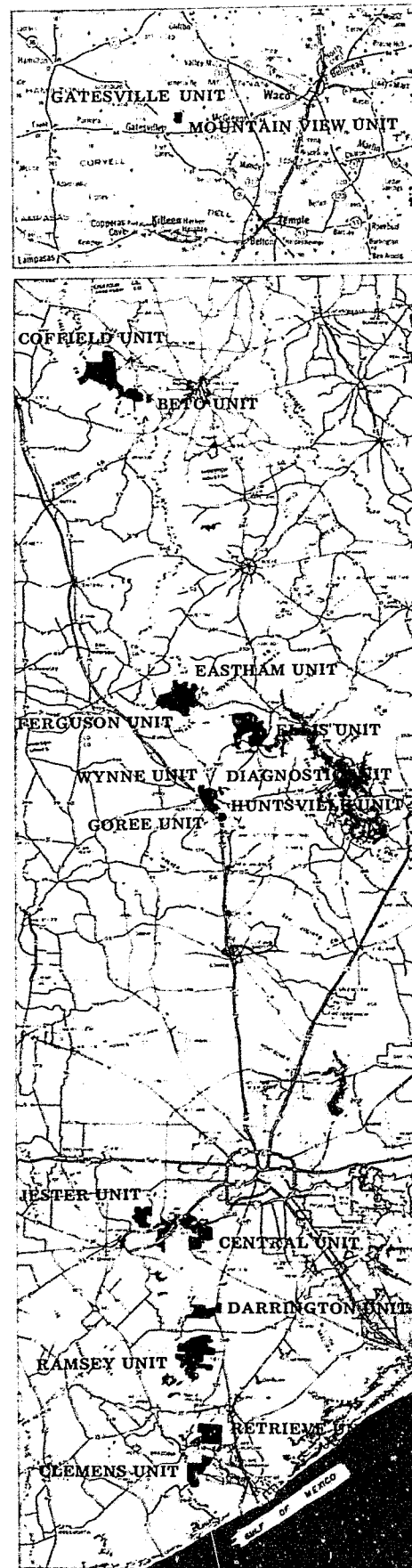
**Data System Maintenance —** The routine collection of data and its dissemination at set intervals is a typical routine activity. The branch produces an annual and fiscal year statistical report, and a progress report summarizing division activities in all areas for the previous year. Other reports are produced as required.

The Research Branch is concerned with special problems that often arise on short notice but have the potential for direct impact on the operations of the department as related to policy. The branch has the basic responsibility for the routine development and analysis of demographic data.

The Planning/Development Branch is concerned with departmental physical systems and programs. It is involved in developing information for solutions to problems related to physical plant or administrative processes. This branch provides administrative support in the implementation of new program activities. Most typically this support involves developing sources of supplemental funding and technical assistance.

# TEXAS

## DEPARTMENT OF CORRECTIONS



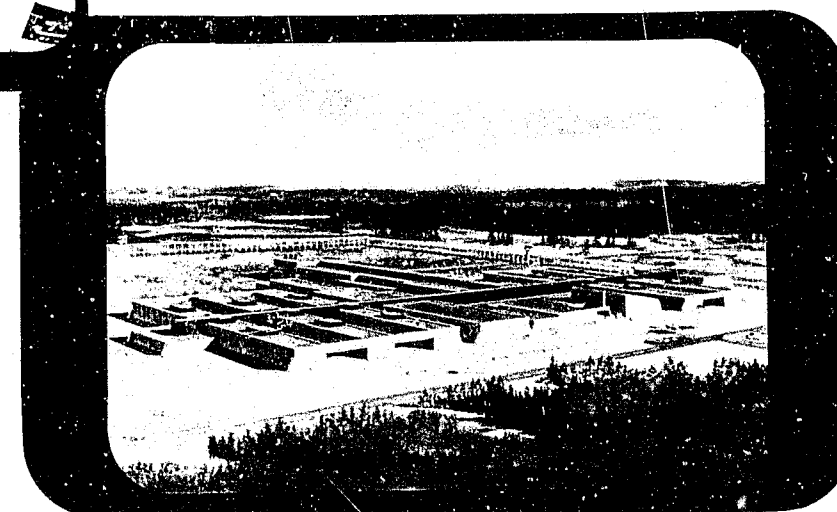
### UNIT MAP

# TEXAS DEPARTMENT OF CORRECTIONS UNIT OVERVIEW



BETO — Warden Joe Y. Walker

The Beto Unit is under construction with an estimated completion date of September 1982. The Unit is located adjacent to the Coffield Unit near Tennessee Colony, Texas. The Unit will provide programs similar to other units in the areas of treatment, industry and agriculture. It will be a 2,000 cell facility. The Unit is named in honor of former prison director, Dr. George J. Beto. (Mailing Address: P.O. Box 128, Tennessee Colony, Texas 75861. Telephone: 214-928-2215)

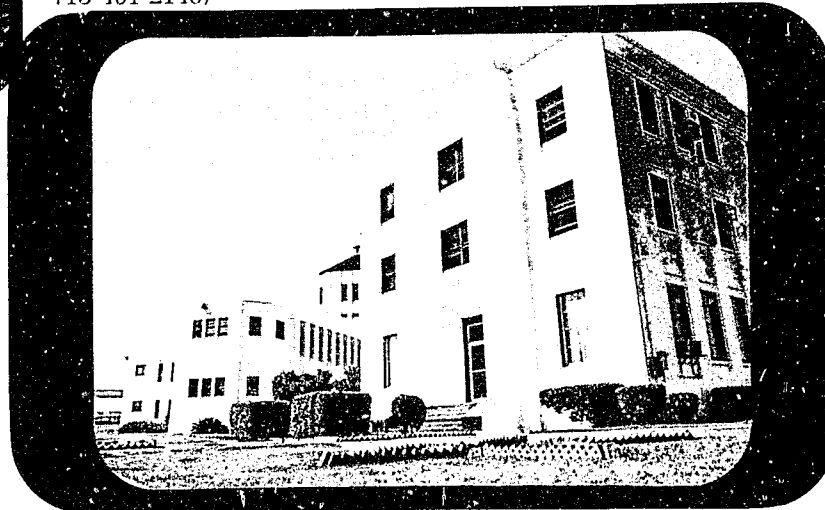






**CENTRAL — Warden Bobby D. Morgan**

The administrative offices for the Agriculture Division are located on the unit. Agricultural operations include field and edible crop production, livestock, a canning plant, a packing plant, a feedmill, a cotton gin, and the central commissary. The only industry on the unit is the Soap and Wax Factory. Unit Size: 4,459 acres. Average inmate count: 809. Average number of employees: 146. (Location: 20 miles southwest of Houston. Mailing Address: One Circle Drive, Sugar Land, Texas 77478. Telephone: 713-491-2146)



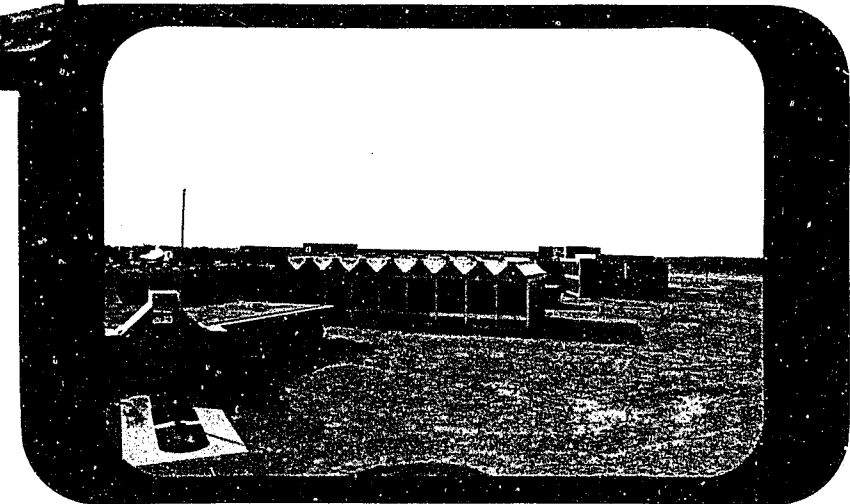
**CLEMENS — Warden Lester Beaird**

The Clemens Unit accommodates no industries. Agricultural programs include field and edible crops, livestock, a gin, and a grain dryer. Unit size: 8,116 acres. Average inmate count: 1,175. Average number of employees: 138. (Location: 68 miles south of Houston. Mailing Address: Route 1, Box 1077, Brazoria, Texas 77422. Telephone: 713-798-2188)



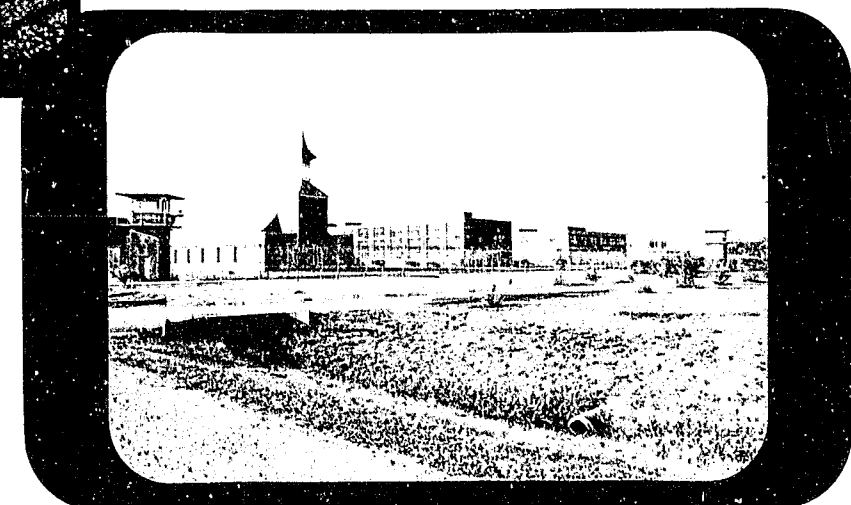
**COFFIELD — Warden R.M. Cousins**

A Records Conversion Facility and a Metal Fabricating Plant are industries located on the unit. Agricultural operations include edible and field crop production, livestock, a feedlot, and a packing plant. Unit size: 22,967 acres. Average inmate count: 4,079. Average number of employees: 318. (Location: 11 miles west of Palestine. Mailing Address: Route 1, Tennessee Colony, Texas 75861. Telephone: 214-928-2211)



**DARRINGTON — Warden Loyd Hunt**

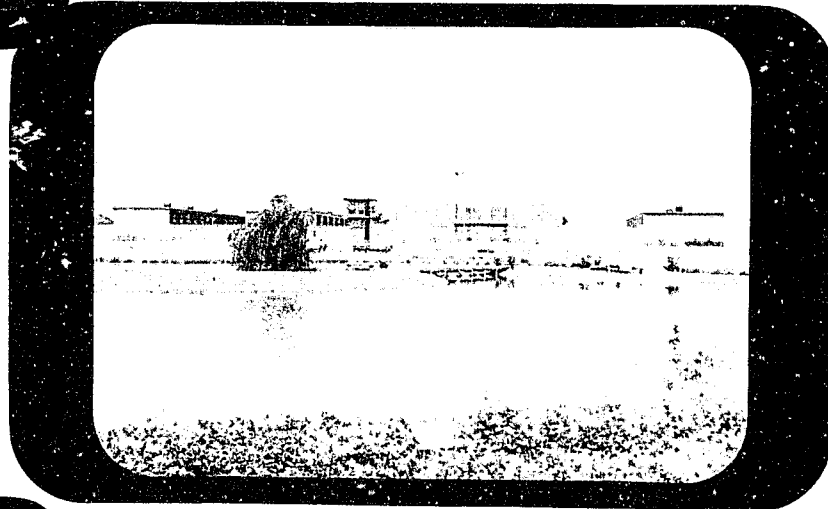
The industrial Tire Recapping Plant is situated on the unit. Field and edible crops and livestock comprise agriculture operations. Unit size: 6,770 acres. Average inmate count: 974. Average number of employees: 107. (Location: 24 miles south of Houston. Mailing Address: Route 3, Box 59, Rosharon, Texas 77583. Telephone: 713-595-3434)



**DIAGNOSTIC — Warden O.S. Savage**



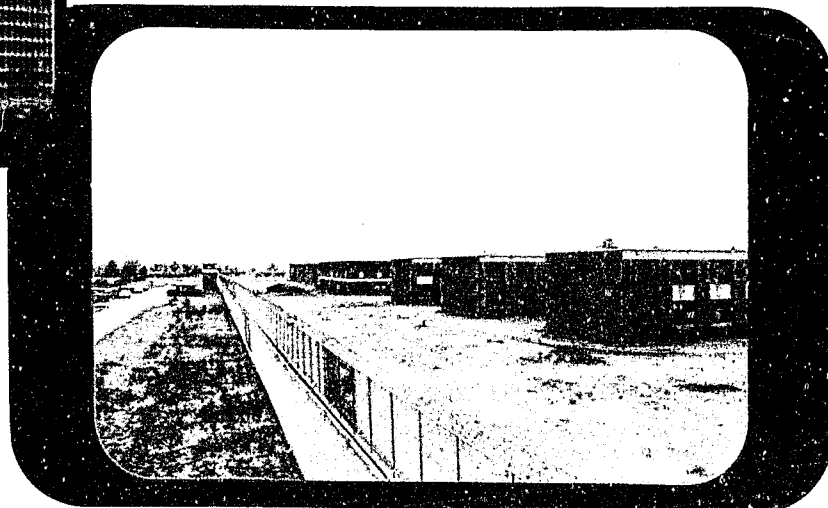
All convicted felons are processed into the Department via the Diagnostic Unit. The diagnostic process for all new inmates includes medical, psychological, and educational testing; photography and identification; counseling and orientation services; and compilation of a comprehensive criminal and social background study on each inmate. Once the processing is completed, the State Classification Committee is responsible for assignment of inmates. There are no industrial or agricultural programs on the unit. Unit size: 93 acres. Average inmate count: 881. Average number of employees: 93. (Location: Huntsville. Mailing Address: P.O. Box 100, Huntsville, Texas 77340. Telephone: 713-295-5768)



**EASTHAM — Warden Edward H. Turner**



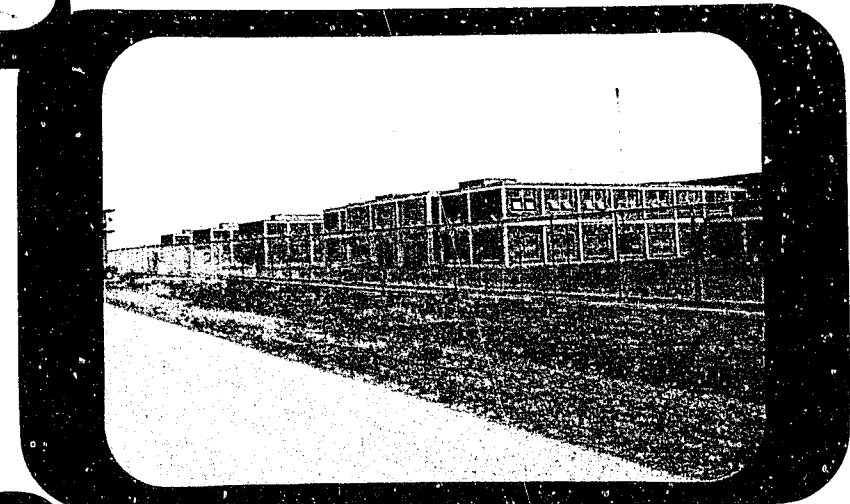
One of three garment factories within the system is located on the unit. Agricultural activities take in field and edible crop production, livestock, a dairy, a gin, and a feedmill. Unit size: 12,970 acres. Average inmate count: 2,682. Average number of employees: 223. (Location: 40 miles northeast of Huntsville. Mailing Address: P.O. Box 16, Lovelady, Texas 75851. Telephone: 713-636-7646)



**ELLIS — Warden Billy G. McMillan**

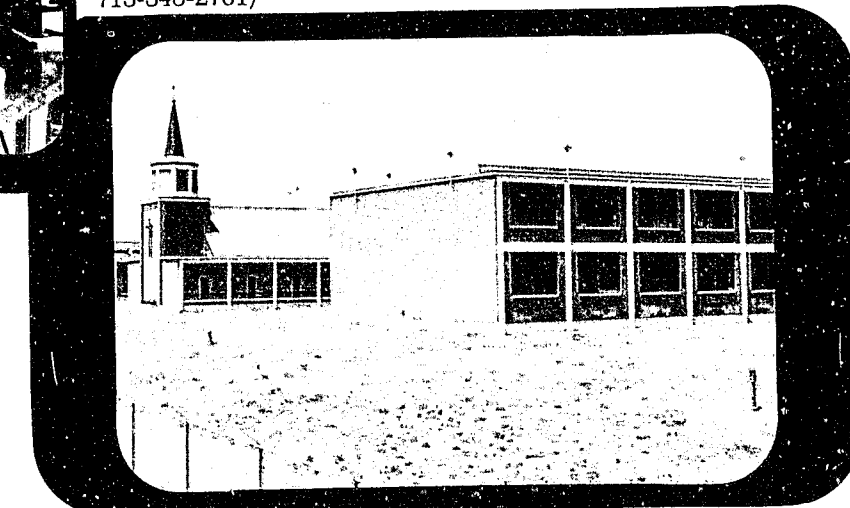


A wide variety of industries are located on the unit, which include the Bus Repair Facility, a Garment Factory, a Dental Laboratory, a Brush Factory, a Metal Sign Shop, a Shoe and Belt Factory, and the Woodworking Shop. In addition to the Northern Units Construction Supply Depot, construction-related industries are the rock quarry and the concrete products plant. Unit agricultural operations encompass field and edible crop production, livestock, a dairy, a syrup mill, and a gin. Unit size: 11,672 acres. Average inmate count: 2,414. Average number of employees: 194. (Location: 18 miles north of Huntsville. Mailing Address: Route 6, Huntsville, Texas 77340. Telephone: 713-295-5756)



**FERGUSON — Warden Frank O. McCarty**

Agricultural operations include edible and field crops, livestock, and a dairy. The only industry on the unit is a Broom and Mop Factory. Unit size: 4,355 acres. Average inmate count: 2,142. Average number of employees: 171. (Location: 20 miles north of Huntsville. Mailing Address: Route 2, Box 20, Midway, Texas 75852. Telephone: 713-348-2761)





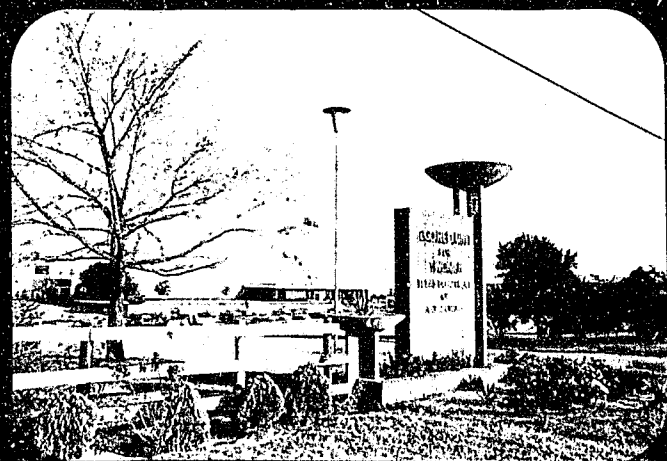
#### GATESVILLE — Warden Linda Woodman

The land and facilities were acquired from the Texas Youth Council. The unit is being renovated and will provide necessary facilities to house and care for female inmates. Anticipated completion of renovation is 1982. Unit size: 1,244 acres. (Location: 2½ miles southeast of Gatesville. Mailing Address: Route 4, Gatesville, Texas 76528. Telephone: 817-865-8431)



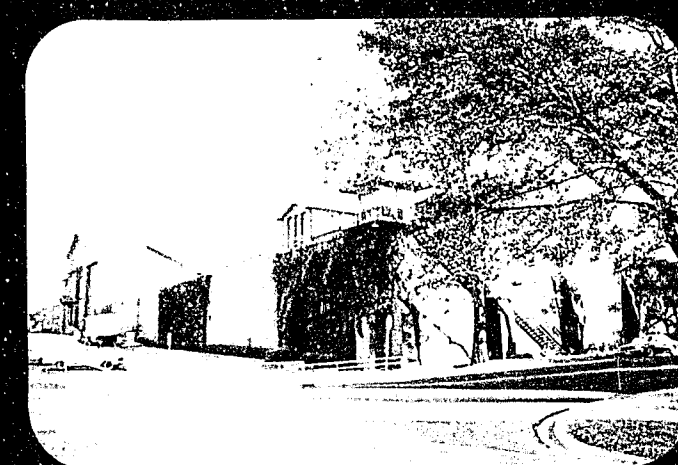
#### COREE — Warden Paul Jacka

The unit provides housing for female inmates. The only industry is a Garment Factory. A horse breeding operation is accommodated on unit acreage, and is tended by male inmates. Unit size: 889 acres. Average inmate count: 616. Average number of employees: 99. (Location: 4 miles south of Huntsville. Mailing Address: P.O. Box 38, Huntsville, Texas 77340. Telephone: 713-295-6331)



#### HUNTSVILLE — Warden Jack B. Pursley

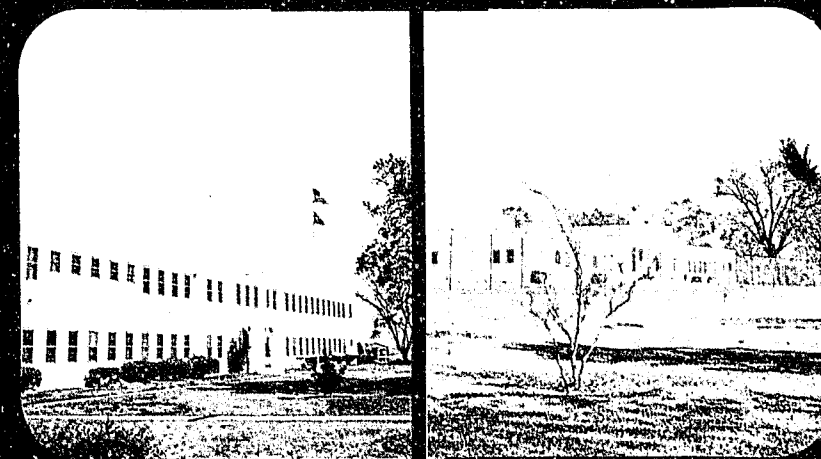
The unit houses the Department's inmate hospital, the treatment center, the construction administrative offices and warehouse, the mechanical shops, the print shop, the E & R Warehouse, the rodeo arena, and the administrative office for the Windham School District. Industrial operations include a Textile Mill and the Prison Store. There are no agricultural programs on the unit. Located on unit acreage is the Department's administration headquarters. Unit size: 140 acres. Average inmate count: 2,211. Average number of employees: 377. (Location: Huntsville. Mailing Address: P.O. Box 32, Huntsville, Texas 77340. Telephone: 713-295-6371)



#### JESTER — Warden David Myers

The Jester Units are comprised of two separate facilities approximately two miles apart. One of the facilities serves as the Department's Pre-Release and Work Furlough Center. The other facility operates on a routine basis and includes agricultural programs in field and edible crop production, livestock, and a dairy. Unit size: 5,011 acres. Average inmate count: 821. Average number of employees: 110. (Location: 25 miles southwest of Houston. Mailing Address: Route 2, Richmond, Texas 77469. Telephone: 713-491-3030)

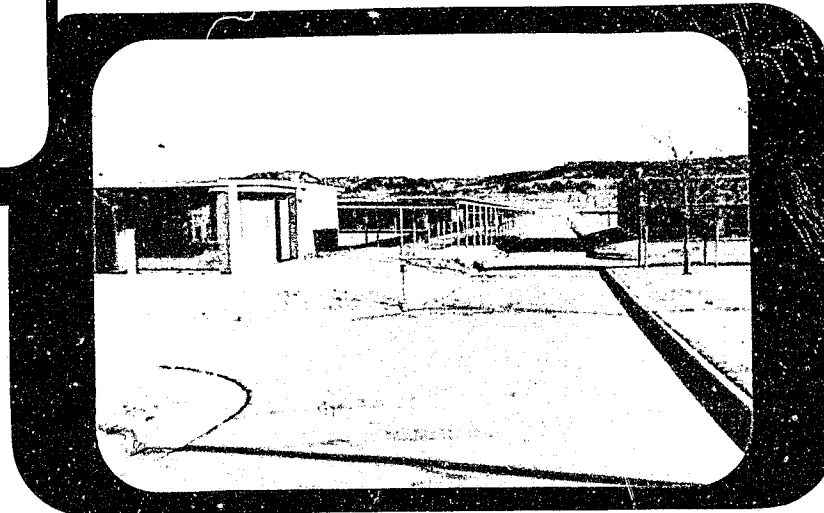
Jester I  
(Jester II far right)





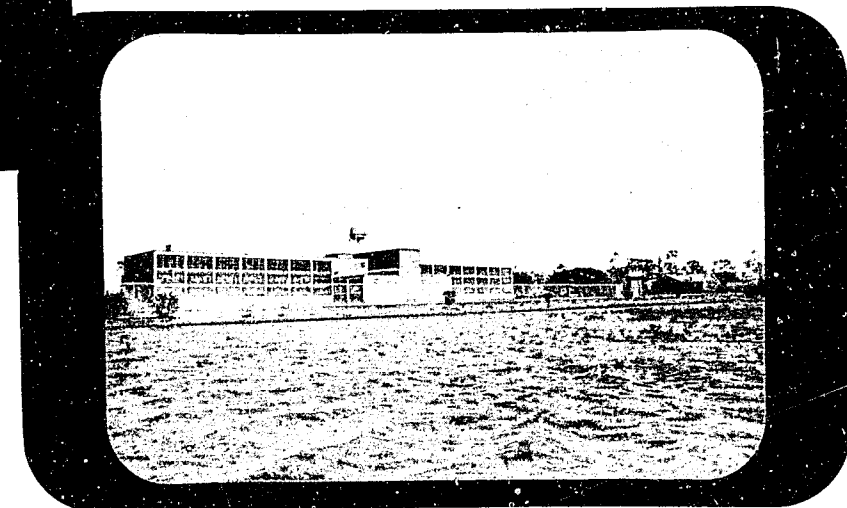
**MOUNTAIN VIEW — Warden Lucile G. Plane**

The unit provides housing for female inmates. There are no industries or agricultural programs on the unit. Unit size: 80 acres. Average inmate count: 483. Average number of employees: 142. (Location: 3 miles southeast of Gatesville. Mailing Address: P.O. Box 800, Gatesville, Texas 76528. Telephone: 817-865-7226)



**RETRIEVE — Warden David Christian**

The agricultural program on the unit includes the production of edible and field crops, livestock, and a dairy. There are no industries on the unit. Unit size: 7,114 acres. Average inmate count: 865. Average number of employees: 113. (Location: 65 miles south of Houston. Mailing Address: Route 4, Box 1500, Angleton, Texas 77515. Telephone: 713-849-9306)



**RAMSEY — Warden Thomas D. Durbin**

The Ramsey Units are comprised of two separate facilities located approximately two miles apart. The Ramsey Units house the Southern Units Construction Supply Depot. The Furniture Refinishing Plant is the only industry on the units. Agricultural operations include edible and field crop production, livestock, a dairy, a dehydrator, and a gin. Unit size: 16,844 acres. Average inmate count: 2,902. Average number of employees: 277. (Location: 28 miles south of Houston. Mailing Address: Ramsey I Unit, Route 2, Box 1100, Rosharon, Texas 77583. Telephone: 713-595-3491; Ramsey II Unit, Route 2, Box 1200, Rosharon, Texas 77583. Telephone: 713-595-3413)

Ramsey I  
(Ramsey II far right)



**WYNNE — Warden Don Costilow**

Industry oriented, the Wynne Unit, is the site of the License Plate Plant, the Validation Sticker Plant, the Mattress Factory, the Corrugated Box Factory, the Plastic Sign Shop, and a Records Conversion Facility, which includes a braille project. Field and edible crop production, livestock, and a dairy make up the agricultural crop production, livestock, and a dairy make up the agricultural operations on the unit. Unit size: 1,325 acres. Average inmate count: 1,896. Average number of employees: 231. (Location: Huntsville. Mailing Address: Route 1, Box 1, Huntsville, Texas 77340. Telephone: 713-295-9126)



## EMPLOYEES OF THE YEAR



**HAROLD V. BALLARD**  
Captain, Beto Unit  
Officer of the Year



**LOYD HUNT**  
Warden, Darrington Unit  
Warden of the Year



**J. T. JOHNSON**  
Program Manager-Construction  
Employee of the Year

**END**