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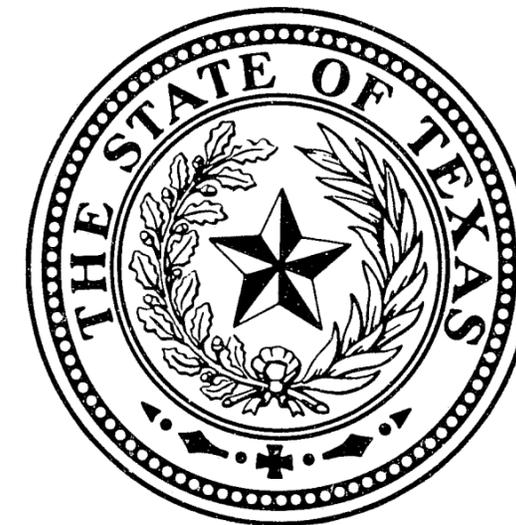
1981

TEXAS DEPARTMENT
OF CORRECTIONS

ANNUAL REPORT

87904

1981 ANNUAL REPORT



(September 1, 1980 Through August 31, 1981)

W.J. Estelle, Jr.
Director

U.S. Department of Justice 87904
National Institute of Justice

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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 1981 ANNUAL REPORT of the Texas Department of Corrections is herewith submitted by the staff with the approval of the Board of Corrections.

Through sustained efforts by the staff, the Department continues to reflect prudent administrative and fiscal responsibility for state resources and property. Further, it is our intent to provide wards of the state beneficial programs in which they may participate to better prepare themselves for their successful return to society. Our efforts continuously address these goals as we carry out our daily responsibilities.

The Department is most appreciative of your past and present interest, as we shall be of your continuing support in the future.

Sincerely,

T. Louis Austin, Jr.
Chairman

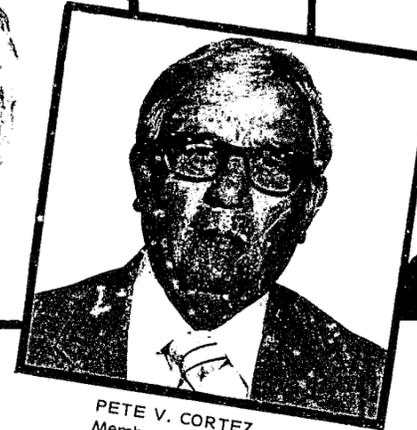
CORRECTIONAL BOARD MEMBERS



JOE V. LAMANTIA, Jr.
Vice-Chairman
McAllen, Texas



T. L. ROACH, Jr.
Secretary
Amarillo, Texas



PETE V. CORTEZ
Member
San Antonio



ROBERT D. GUNN
Member
Wichita Falls, Texas



T. LOUIS AUSTIN, Jr.
Chairman
Dallas, 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.



CLIFFORD F. SMITH, Jr.
Member
Houston, Texas



LINDSLEY WATERS, Jr.
Member
Dallas, Texas



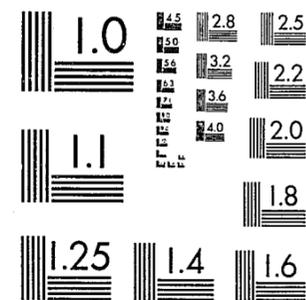
HARRY M. WHITTINGTON
Member
Austin, Texas



H. (BARTELL) ZACHRY, Jr.
Member
San Antonio, Texas



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

5-27-83



TEXAS
DEPARTMENT OF CORRECTIONS

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

TEXAS BOARD OF
CORRECTIONS

T. Louis Austin, Jr.
Chairman
Dallas, Texas

Joe V. LaMantia, Jr.
Vice-Chairman
McAllen, Texas

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

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Houston, Texas

Lindsley Waters, Jr.
Member
Dallas, Texas

Harry M. Whittington
Member
Austin, Texas

H. Bartell Zachry, Jr.
Member
San Antonio, Texas

Mr. T. Louis Austin, Jr.
Chairman, Texas Board of Corrections
2001 Bryan Tower
Dallas, Texas 75201

Dear Mr. Austin:

The 1981 ANNUAL REPORT is respectfully submitted by the staff of the Texas Department of Corrections.

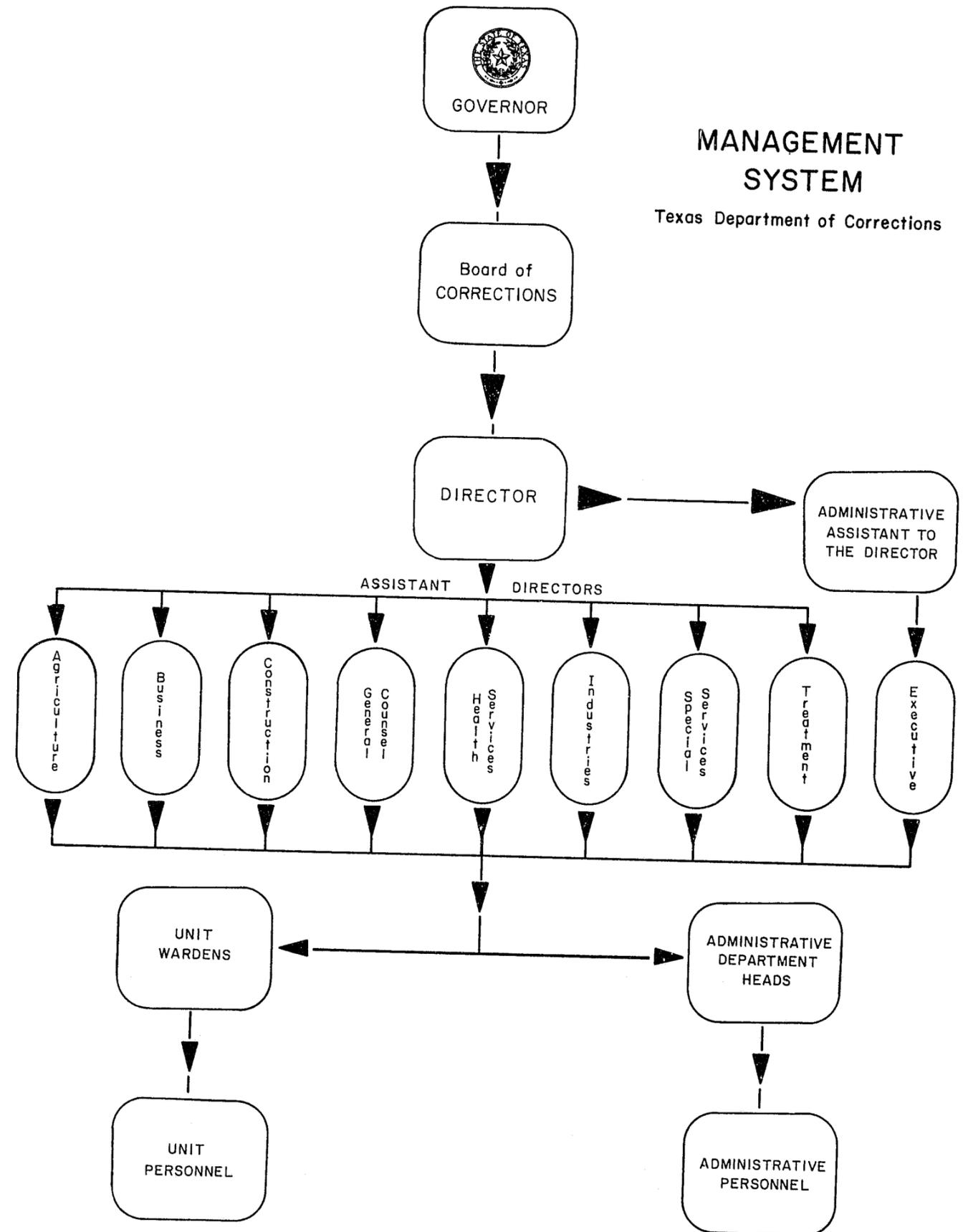
1981 has been a year of challenge in all areas of the system, and we anticipate continued increasing demands on our personnel and resources. The professionalism and dedication of our employees has been exemplary, and continues to be so even in the face of adversity. However, our staff will continue to look to the future with optimism and a renewed commitment to carry out the mission of the Department.

The sound leadership of the Board of Corrections is to be acknowledged with gratitude. It is our hope that the citizens and government of Texas will continue to pledge their understanding and support for our agency.

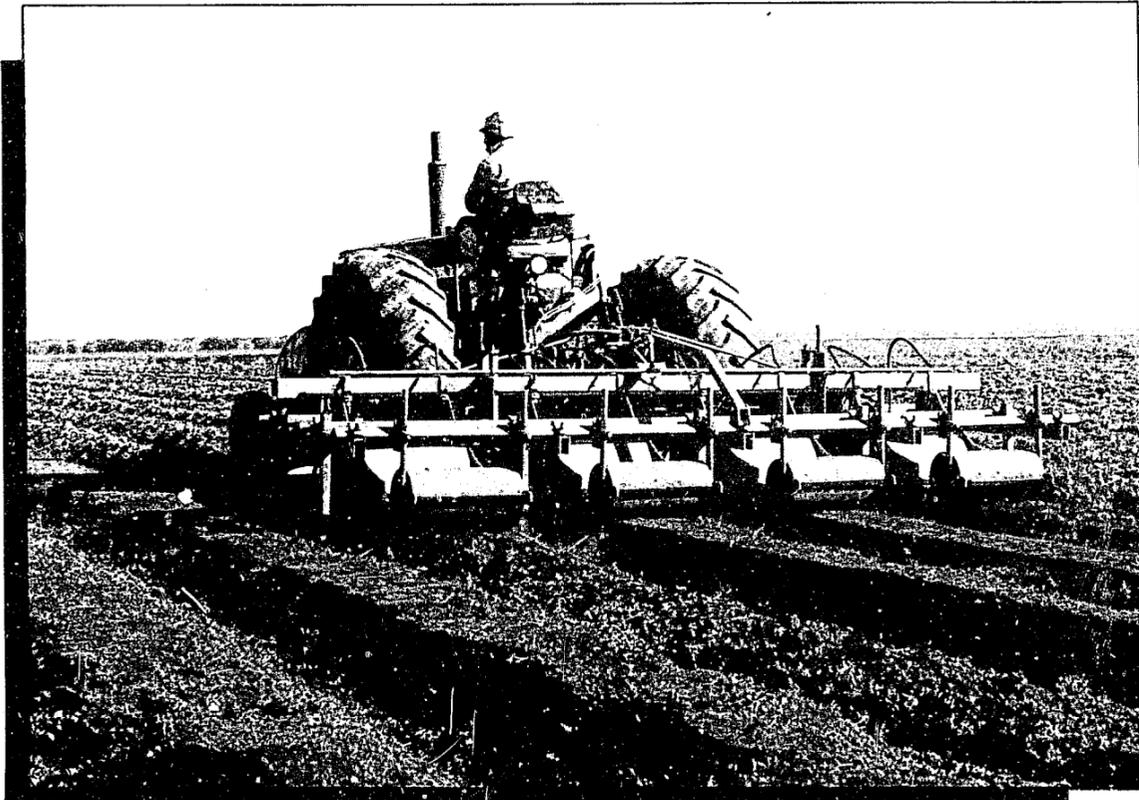
Very truly yours,

W. J. Estelle, Jr.

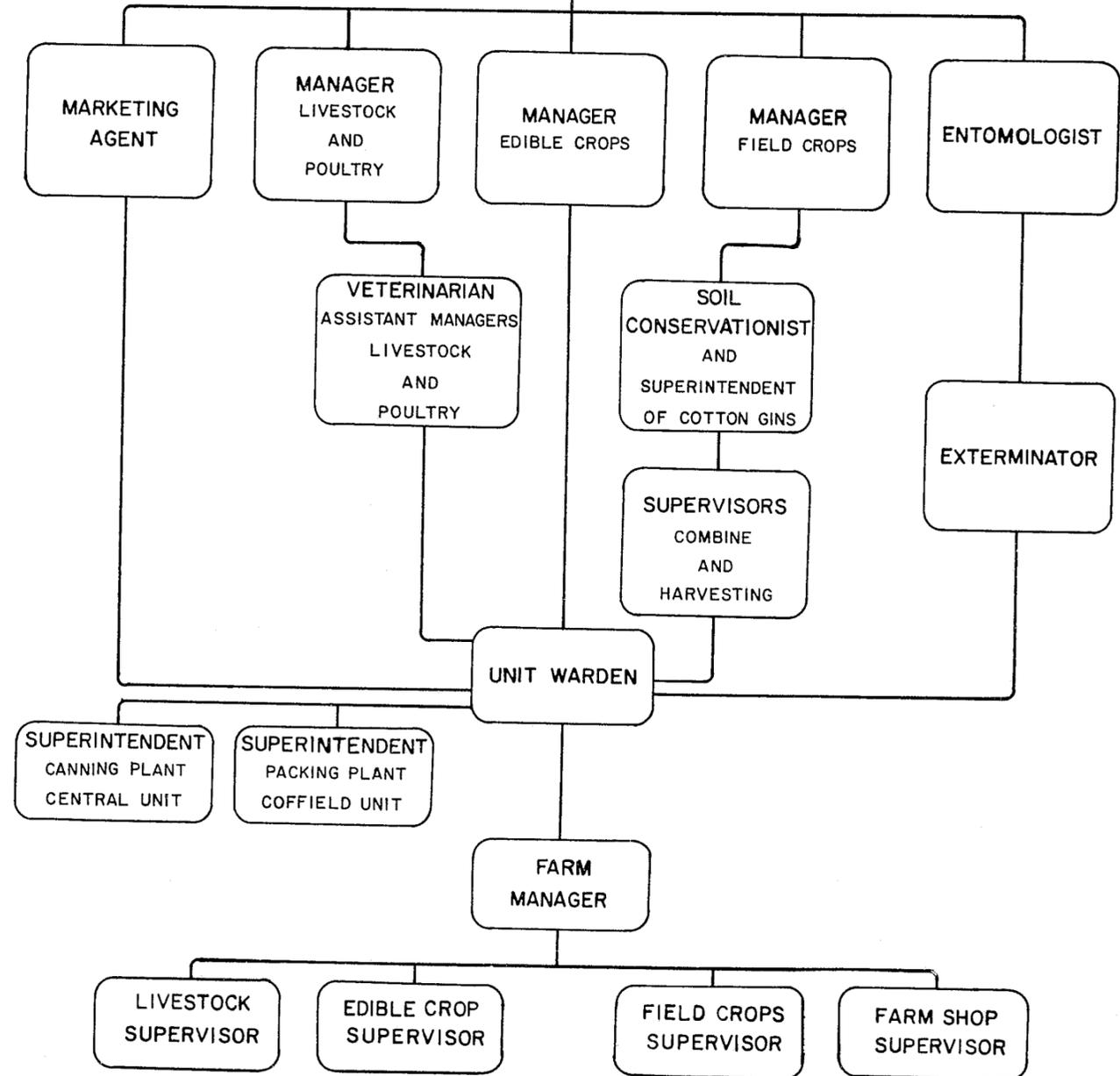
MANAGEMENT
SYSTEM
Texas Department of Corrections



AGRICULTURE DIVISION



JAMES V. ANDERSON
ASSISTANT DIRECTOR
FOR AGRICULTURE



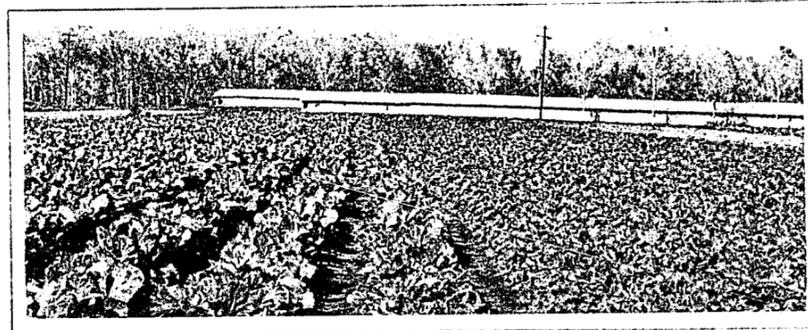
The AGRICULTURE DIVISION administers various agricultural programs designed to furnish the food and fiber demands of the Texas Department of Corrections. Through effective management, innovative programming and quality per-

sonnel, this division has carried on its tradition as leader in correctional agricultural programs, and has remained one of the largest of its type in the United States today.

Food commodities sufficient to feed the inmate and employee

population, raw materials for industrial operations and gainful work experience for inmates are provided by the Agriculture Division via three production areas: Livestock and Poultry, Field Crops and Edible Crops.

FIELD CROPS: Acreage allocation for field crop production varies annually depending on production requirements. Yields from the approximately 26,979 acres utilized for the field crop program in Fiscal Year 1981, supplied products for food service, livestock and poultry, and industrial uses.



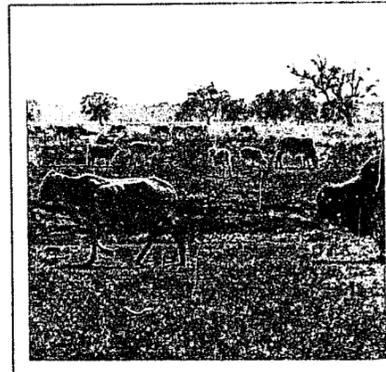
Edible crop production

EDIBLE CROPS: Thirty-nine varieties of vegetables were produced on 5,750 acres of land during Fiscal Year 1981, for both fresh consumption and cannery purposes.

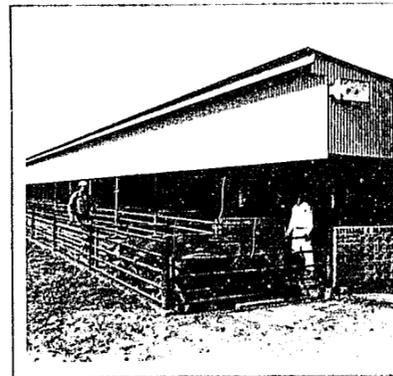
A variety of maintenance programs are implemented by the Agriculture Division to insure the protection and proper management of Agriculture's assets. An entomologist works closely with the division's exterminators to protect

field and edible crops, and pasture lands. Also, the safety, health and productivity of animal and land resources are maintained by veterinarian and soil conservation services.

LIVESTOCK AND POULTRY: Committed to the support of the Department's livestock and poultry program are approximately 57,651 acres of native and improved pasture consisting of coastal bermuda, bahia, lovegrass, oats and ryegrass. The major portion of pasture land is allocated to beef and dairy cattle.

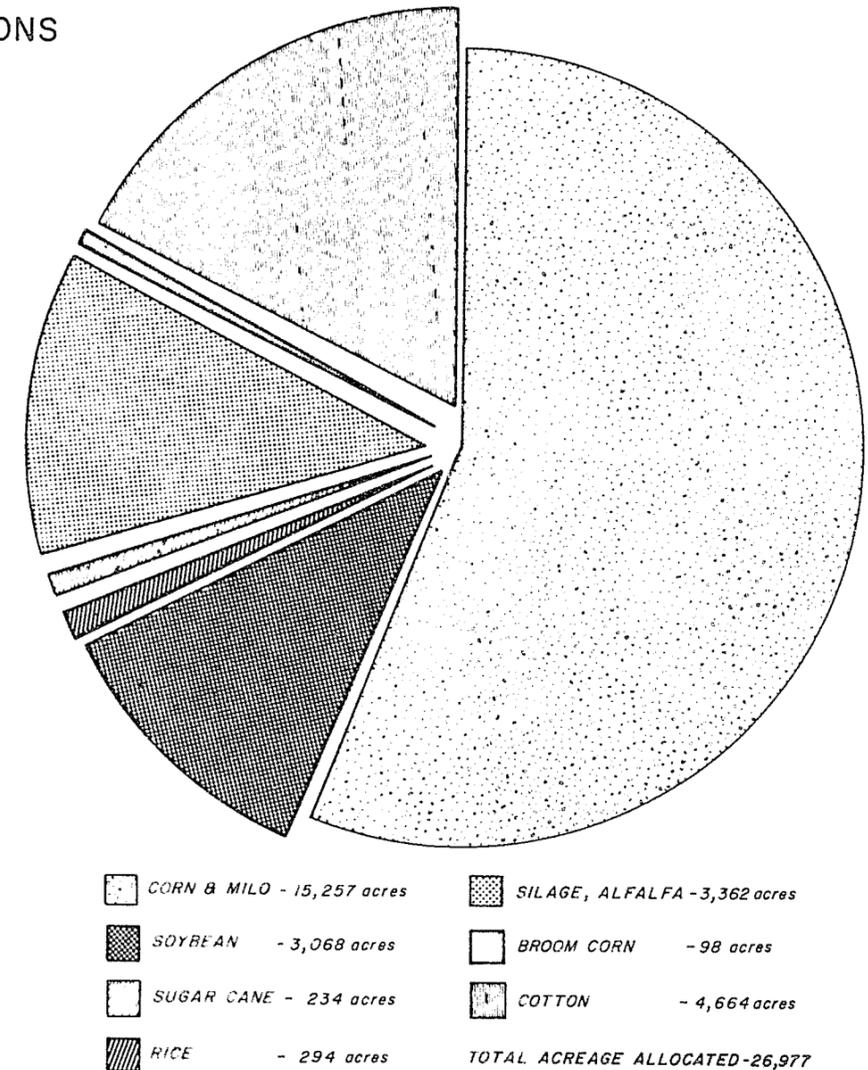


Stocker cattle — 3,232,946 lbs used for Food Service



Brito swine operation

ACREAGE ALLOCATIONS FIELD CROPS FISCAL YEAR 1981



AGRICULTURE FISCAL YEAR 1981 LIVESTOCK AND POULTRY INVENTORY

Dairy Cattle	3,180
Horses	902
Poultry	187,757
Stocker Cattle	17,459
Swine	18,792

AGRICULTURE FISCAL YEAR 1981 FOOD SERVICE USAGE

Beef	3,232,946	Lbs.
Eggs	1,398,972	Doz.
Milk	13,574,657	Lbs.
Pork	4,139,169	Lbs.
Poultry	1,119,169	Lbs.
Canned Vegetables	652,596	Gals.
Fresh Vegetables	38,482,193	Lbs.

BUSINESS DIVISION



Jack Kyle
ASSISTANT DIRECTOR
FOR BUSINESS

CASHIER

CHIEF
OF
STAFF SERVICES

Local Funds State Funds Windham School Accounting

Food Service Communications Mechanical Laundries Print Shop

BUSINESS DIVISION provides the management and expertise necessary in the proficient and accountable business operations of a modern prison system. Through a highly centralized control system, the division provides services to accomplish centralized purchasing, payment to vendors, and accounting and auditing for 22 units and nine

divisions. The division also provides the services and office equipment necessary for maintaining records, documents and reports required by the Legislature and various state and federal agencies. The director of the Business Division is also designated as Property Manager for the Department.

The control and accounting

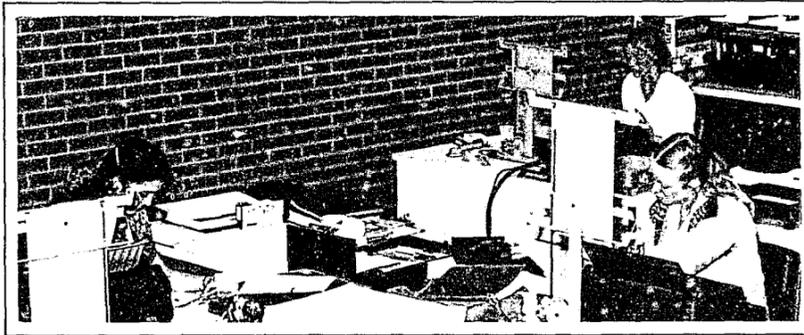
functions of the Business Division are carried out by the State Fund, Local Fund and Windham School Accounting departments. In addition to these responsibilities, the Business Division is charged with administering the Communications Operation, Food Service, Laundry Service, Mechanical Shop and Print Shop.

The **STATE FUNDS DEPARTMENT** monitors all fiscal affairs involved with funds appropriated to the Texas Department of Corrections by the State Legislature. The goals of this department are to provide maximum benefit for each tax dollar appropriated, to 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 State Funds Department, the Purchasing Section processes all agency documents for ordering supplies, material and equipment. The Vouchering Section processes all payments. The Ac-

counting Section maintains centralized records for manufacturing, farm production and livestock, fixed

equipment, construction and departmental transfers of material and equipment.



Word Processing section

The **LOCAL FUNDS DEPARTMENT** is responsible for all funds not appropriated by the State Legislature (specific purpose funds) Profits from the Annual Texas Prison Rodeo and unit commissary sales, and monies from federal grants are the primary sources of these funds.

The Education and Recreation Fund (E&R) is administered through the Local Funds Department. E&R funding provides supplies, equipment and services in such areas as education, medicine, religion and recreation. Inmate Trust Funds and a Grant Accounting Section are also administered through Local Funds.



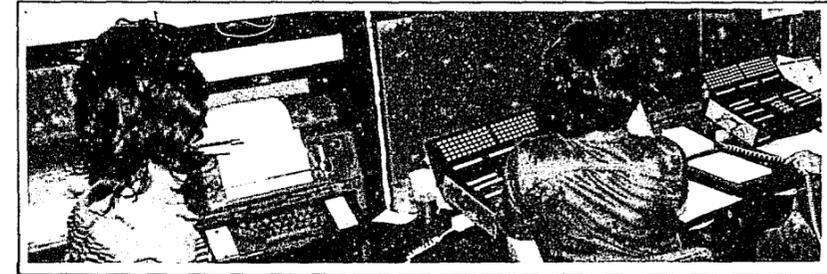
Accounts Payable section

The **WINDHAM SCHOOL ACCOUNTING DEPARTMENT** coordinates the professional expertise and resources of the Business

Division with the accounting department of the Windham School District. In augmenting Windham

School accounting, the Business Division promotes uniform and effective accounting procedures.

COMMUNICATIONS directly supervises the switchboard and teletype operations for the Texas Department of Corrections. Other responsibilities include liaison activities with telephone and radio service companies.



Communications Operation — Admin. Bldg.

FOOD SERVICES furnishes equipment and food items to all Texas Department of Corrections units. In turn, each unit provides kitchen and cafeteria services adequate to supply a balanced diet to its inmate and employee population.



Inmate cafeteria — Gatesville Unit

LAUNDRY SERVICES, located on each prison unit, is responsible for providing clean clothes and linen for inmates and officers.



Laundry Services — Huntsville Unit

The **MECHANICAL SHOP** maintains and repairs all the Department vehicles, trailers, machinery and electrical communications equipment.



Mechanical Department — Huntsville Unit



Mechanical Dept.

The **PRINT SHOP** meets all Departmental needs for printing and reproduction services. These services include typesetting, layout and graphic design, process camera work and plate making, press operations and binding. Through efficient management of operations

and an inmate work force, the Print Shop reduces the Department's administrative costs while providing inmates an opportunity to learn a marketable skill. Two Print Shop employees and one correctional officer supervise approximately 60 inmates.



Print Shop — Huntsville Unit

BALANCE SHEET AUGUST 31, 1981 FINAL ASSETS

CURRENT

<i>CASH</i>				
ON HAND—PETTY CASH		125.00		
IN BANK—REVOLVING FUND		110,000.00		
EXPENSE FUND		2,375.00		
STATE SALES TAX		1,930.19	114,430.19	
<i>INMATE TRUST FUND</i>				
IN BANKS		197,843.01		
INVESTED		2,680,000.00	2,877,843.01	
<i>FUNDS IN STATE TREASURY</i>				
APPROPRIATIONS—GENERAL REVENUE		95,120,973.60		
INDUSTRIAL REVOLVING FUND 156		460,229.53		
MINERAL LEASE FUND—UNAPPROPRIATED	11,093,571.42			
MINERAL LEASE FUND—APPROPRIATED	283,810.37	11,377,381.79		
EMPLOYEE BOND FUND 901		325.00	106,958,909.92	
<i>ACCOUNTS RECEIVABLE</i>				
TRADE			4,374,282.66	
INTERDEPARTMENTAL			7,433.63	
DEPOSITS ON CONTAINERS			52,161,897.86	166,467,797.27
INVENTORIES—ALL UNITS				

FIXED ASSETS

	ASSET VALUE	DEPREC. RESERVE	NET BOOK VALUE	
LAND	13,727,672.25		13,727,672.25	
BUILDINGS	87,431,457.45	30,491,950.52 CR	56,939,506.93	
IMPROVEMENTS	12,575,997.21	3,084,534.75 CR	9,491,462.46	
ROADS AND BRIDGES	818,184.33	668,276.67 CR	149,907.66	
MACHINERY AND EQUIPMENT	25,823,398.52	11,834,120.64 CR	13,989,277.88	
AUTOMOBILES AND TRUCKS	10,404,551.50	5,804,993.24 CR	4,599,558.26	
FURNITURE AND FIXTURES	12,229,074.05	4,923,372.95 CR	7,305,701.10	
HEAVY EQUIPMENT	11,671,836.05	5,574,585.13 CR	6,097,250.92	
RADIOS AND EQUIPMENT	1,739,680.09	725,100.89 CR	1,014,579.20	
FIREARMS				
FIXED ASSET CLEARING	792,520.24	292,207.54 CR	500,312.70	
	<u>177,214,371.69</u>	<u>63,399,142.33 CR</u>		
<i>CONSTRUCTION IN PROGRESS</i>				113,815,229.36
<i>PREPAID EXPENSES</i>				70,216,869.23
				80,770.60
TOTAL ASSETS				350,580,666.46

CURRENT

<i>CONTRA TO LOCAL FUNDS</i>			
PETTY CASH		125.00	
REVOLVING FUND		110,000.00	
EXPENSE FUND		2,375.00	112,500.00
<i>CONTRA TO INMATE TRUST FUND</i>			
INMATE FUNDS		1,792,429.77	
ESCHEAT FUNDS		25,872.53	
SCRIP FUNDS		693,809.35	
UNCLAIMED SCRIP FUNDS		14,543.67	
COMMISSARIES		351,187.69	2,877,843.01
<i>CONTRA TO TREASURY FUNDS</i>			
APPROPRIATIONS—GENERAL REVENUE		95,120,973.60	
INDUSTRIAL REVOLVING FUND 156		460,229.53	
MINERAL LEASE FUND 272		11,377,381.79	
EMPLOYEE BOND FUND 901		325.00	106,958,909.92
<i>ACCOUNTS PAYABLE</i>			
TRADE		5,103,922.66	
WINDHAM SCHOOL SYSTEM			
STATE SALES TAX		1,930.19	5,105,852.85
TOTAL LIABILITIES			115,055,105.78

LIABILITIES**SURPLUS**

<i>SURPLUS—AUGUST 31, 1980</i>			
FUND EXPENDITURES		171,996,872.90	180,859,249.31
LESS: FUND RECEIPTS	28,430,188.85 DB		
PROPERTY TRANSFERS	424.00 DB		
FUND TRANSFERS	98,369.99 DB	28,528,982.84 DB	143,467,890.06
<i>ADD:</i>			
GOVERNMENT GRANTS			
GOVERNMENT COMMODITIES			4,420,170.63
TRANSFERS OF LOCAL FUNDS			6,470.76
PROPERTY TRANSFERS			
LESS: OPERATING DEFICIT			328,753,780.76
TOTAL SURPLUS			93,228,220.08 DB
TOTAL LIABILITIES AND SURPLUS			235,525,560.68
			350,580,666.46

EDUCATION AND RECREATIONAL FUND

BALANCE SHEET

08/31/81

ASSETS

CURRENT ASSETS

CASH			
CASH-FIRST NATIONAL	300.25		
CASH-HUNTSVILLE NATIONAL	3,049.45		
INMATE LOAN FUND	191.45		
CERTIFICATES OF DEPOSIT	2,100,000.00		
STOCK CERTIFICATES	10.00		
PETTY CASH	9,537.00	2,113,088.15	
RECEIVABLES			
ACCOUNTS RECEIVABLE	932,572.04		
INTEREST RECEIVABLE	138,044.69		
TREASURY CHECK RECEIVABLE	270.05		
ACCOUNTS RECEIVABLE WSD	367,125.16		
INMATE LOAN FUND	808.55	1,438,820.49	
INVENTORIES			
INVENTORY-WAREHOUSE	693,890.45		
INVENTORY-COMMISSARIES	585,571.11		
INVENTORY-RODEO CUSHIONS	10,040.05		
INVENTORY-RODEO EQUIP	734.01		
INVENTORY-DOG FEED	568.50		
INVENTORY-CIG STAMPS	30,044.05		
INVENTORY-VENDING MACHINES	8,588.67		
INVENTORY-VOC SUPPLIES	339,099.58	1,668,536.42	5,220,445.06

FIXED ASSETS	ASSET VALUE	DEPRECIATION RESERVE	NET VALUE	
LAND	282,658.18	0.00	282,658.18	
BUILDINGS		657,283.57CR	513,016.72	
VOCATIONAL EQUIPMENT	344,753.64	283,986.49CR	60,767.15	
MUSICAL INSTRUMENTS	137,599.58	99,933.37CR	37,666.21	
TELEVISION, RADIO & PHOTO EQUIP	344,178.19	184,660.57CR	159,517.62	
AUTOS & TRUCKS	56,962.98	9,997.19CR	46,965.79	
FURNITURE & FIXTURES	232,243.89	177,743.72CR	54,500.17	
MOTION PICTURE EQUIPMENT	226,513.97	107,818.69CR	118,695.28	
IMPROVEMENTS	32,509.87	25,528.05CR	6,981.82	
BARBER EQUIPMENT	18,663.21	9,792.03CR	8,871.18	
COMMISSARY & RODEO EQUIPMENT	114,164.71	66,152.87CR	48,011.84	
	2,960,548.51	1,622,896.55CR	1,337,651.96	1,337,651.96

PREPAID EXPENSES

PREPAID INSURANCE	6,387.50			
PREPAID MACHINE RENTAL	24.00			
PREPAID MACHINE REPAIR	46.26			
PREPAID RODEO EXPENSE	92,320.64			
PREPAID POSTAGE EXPENSE	1,036.95			99,815.35
				6,657,912.37

TOTAL ASSETS

LIABILITIES AND SURPLUS

CURRENT LIABILITIES

ACCOUNTS PAYABLE TRADE	65,186.31CR			
STATE SALES TAX PAYABLE	380.76CR			
DEF CREDIT RODEO INCOME	28,959.00CR			
TOBACCO TAX PAYABLE	13,131.72CR			
CITY SALES TAX PAYABLE	27.10CR			
JESTER MULTI-PURPOSE BLDG	88,193.30CR	195,878.19CR	195,878.19CR	

SURPLUS

SURPLUS			
PROFIT OR LOSS FROM OPERATIONS			
CRAFT SHOP	30,689.40CR		
INMATE TRUST FUND	263,078.29CR		
WYNNE DOG PROJECT	6,371.27CR		
TEXAS PRISON RODEO	258,772.39CR		
GENERAL OPERATIONS	651,120.30		
COMMISSARY OPERATIONS	971,187.60CR	878,978.65CR	6,462,034.18CR

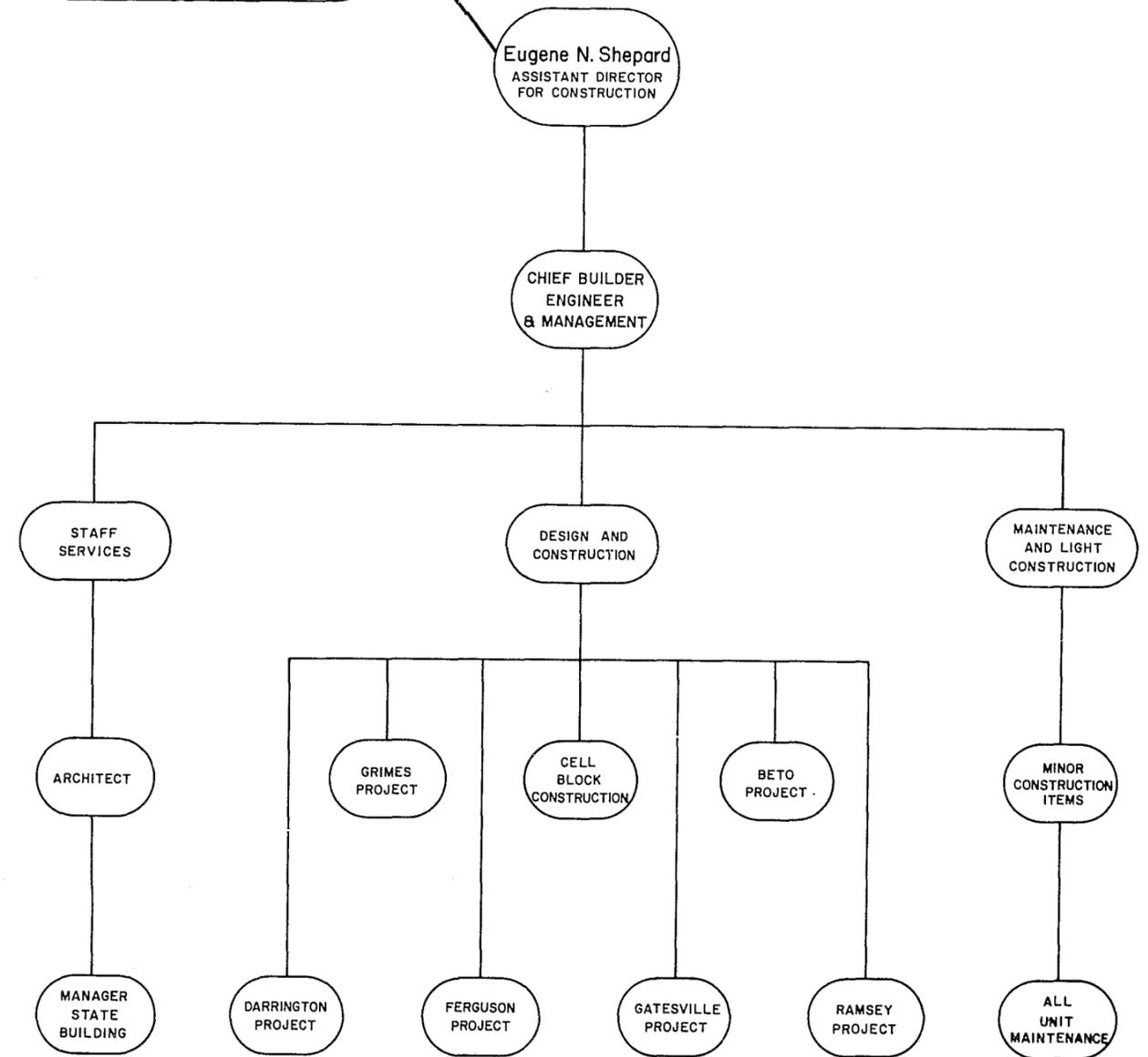
TOTAL LIABILITIES AND SURPLUS 6,657,912.37CR

**MONIES APPROPRIATED TO
THE DEPARTMENT OF CORRECTIONS**

PROGRAM	FOR YEAR ENDING AUGUST 31, 1982	FOR YEAR ENDING AUGUST 31, 1983
1. Administration (non-unit)	\$ 4,869,582	\$ 4,792,271
2. Receiving of Adult Offenders	1,561,615	1,704,403
3. Rehabilitation, Retention, and Maintenance of Adult Offenders	122,196,558	140,160,979
4. Education of Adult Offenders	3,935,341	4,136,894
5. Reintegration of Adult Offenders	697,081	729,280
6. Release of Adult Offenders	3,306,400	3,536,800
7. Operation of Facilities to be Constructed per: H. B. 1341, 67th Legislature	11,853,577	U.B.*
8. Building Program	96,560,624	52,791,000
9. Flexibility for Unforeseen Developments	10,000,000	U.B.*
GRAND TOTAL	\$254,980,778	\$207,851,627

* unexpended balance

CONSTRUCTION DIVISION



The CONSTRUCTION DIVISION is charged with the effective and timely expansion and maintenance of the Department's physical facilities. This responsibility is competently performed, despite an exploding inmate population, through constant planning and utilization of inmate labor.

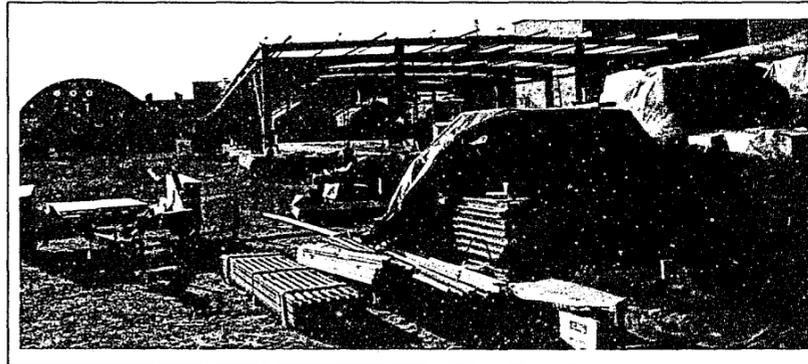
Using inmates to fill various jobs at construction sites serves a dual purpose for the Construction Division. Maximum benefit of tax dollars is realized by the citizens of Texas and rehabilitative programs

are afforded inmates through opportunities to learn construction trades such as masonry, carpentry, drafting, estimating, electronics, air conditioning and heating, and heavy equipment operations.

Construction Division functions are administered through Staff Services, Design and Construction, and Maintenance and Light Construction programs, with over 200 employees supervising inmates. In addition special non-construction operations are linked with construction activities to promote the

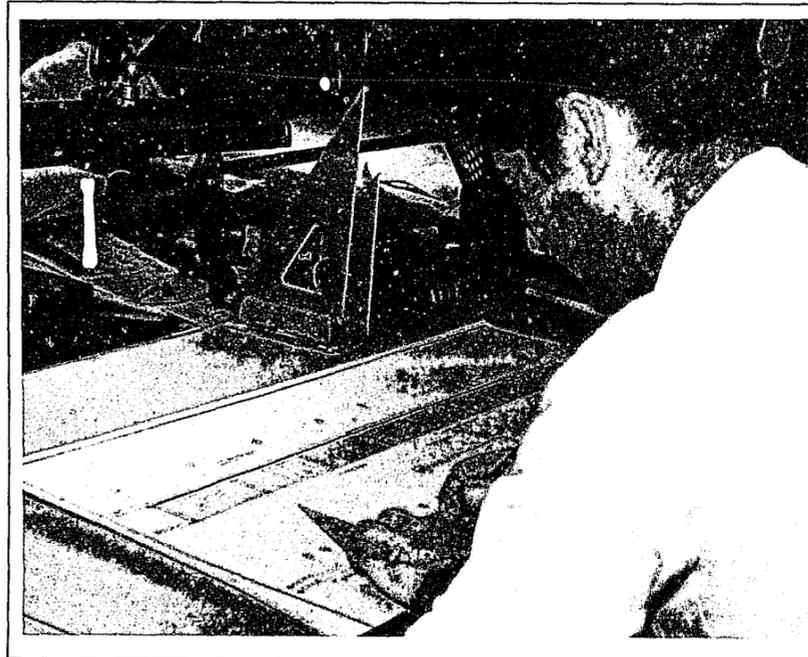
interests of the public, inmates and employees. These non-construction programs include a Fire and Safety Program which protects inmates, employees and material assets; an Environmental Preservation Program that implements modern water supply, wastewater and solid waste handling procedures; the Conservation of Energy Program which promotes the systematic saving of energy and material resources; and the Electronic Systems Program which maintains diverse and sophisticated security and communications equipment.

STAFF SERVICES personnel perform all fiscal and administrative functions for the division. These include feasibility studies for new construction, estimating of materials for each project, purchasing, project control, material inventory, requisitions and accounting.



A variety of materials are used in the Department's construction projects.

The DESIGN AND CONSTRUCTION staff is responsible for designing all proposed buildings within the Department and all major projects. A skilled staff of architects and engineers oversees all design, drafting, and surveying performed by inmates.



Inmate Draftsman — Construction Office — Huntsville Unit

MAINTENANCE AND LIGHT CONSTRUCTION is responsible for the efficient operation and maintenance of the Department's

buildings and equipment. This responsibility includes all minor construction and renovation of

employee housing, industrial plants, and educational and vocational facilities.

Construction projects completed during the Fiscal Year of 1981 totaled \$5,226,134. On-going projects totaled \$79,562,991. A unit-by-unit listing of

completed projects during 1981 shows the variety of construction and

maintenance being performed by the Department's Construction Division.

CONSTRUCTION PROJECTS COMPLETED DURING FISCAL YEAR 1981

CENTRAL UNIT:	CLEMENS UNIT:	COFFIELD UNIT:	DARRINGTON UNIT:	DIAGNOSTIC UNIT:	EASTHAM UNIT:	ELLIS UNIT:	FERGUSON UNIT:
1. Central Air Heat Type "D" Duplex	1. Gas Line Replacement	1. Industry Storage Building (60' X 200')	1. Employee Dormitory	1. Carports for 1, 4 and 6 Vehicles	1. Fire Protection Building and Equipment	1. Central Air Heat Type "L" Duplex and Carpet Assistant Warden Side	1. Replacement of Existing Dishwashers, Counters and Sinks
2. Replace Roofing of Feed Mill	2. Renovate Residence	2. Addition to Metal Fabrication Building	2. Employee Fourplex Residence	2. F & R Warehouse	2. Pig Nursery House, 4 Each	2. Fire Protection Building and Equipment	2. Temporary Dormitory, 2 Each
3. Renovation to Duplex	3. Improve Water Supply and Distribution System	3. Purchase and Installation of Laundry Equipment	3. Additional Trailer Spaces, 6 Each		3. Rework House for Medical Doctor	3. Revise Existing Cell Block to Death Row with Recreation Yard	3. Pig Weaning Houses, 6 Each
4. Pesticide Storage Building		4. Central Air Heat Duplex				4. Revise Existing Cell Block to Death Row with Recreation Yard	4. Renovate Type "K-3" Duplex
		5. Electrification of Sawmill				5. Temporary Dormitory, 2 Each	
		6. A.C. Assistant Warden Residence				6. Metal Building (50' X 150')	
		7. Purchase and Installation of Freezer Vaults				7. Pig Weaning Houses, 4 Each	

GATESVILLE:	GORE UNIT:	HUNTSVILLE UNIT:	JESTER UNITS:	MT. VIEW UNIT:	RAMSEY UNITS:	RETRIEVE UNIT:	WYNNE UNIT:
1. Renovate Houses (10)	1. Gatehouse	1. Fire Escape for Print Shop	1. Central Air Heat Type "LL" Duplex	1. Construct 3 Picket and 1 Armory Picket	1. Pickets, 3 Each	1. Replace Steam Tables	1. Install HPM Presses at Tag Plant
2. Water Tower	2. Purchase and Installation of Dishwasher and Tables	2. Central Air Heat Assistant Warden Residence	2. Replace A.C. Unit at Parole and Discharge Building	2. Installation of Laundry Equipment	2. Metal Building (50' X 150')		2. Telephone Switchboard Equipment Building
3. Dog Kennels		3. Fire Escape for Hospital	3. Sewage Plant Improvements		3. Paint Storage Building for Furniture Factory		3. Construct Roof for Maintenance Yard
4. Perimeter Detection Valley Facility		4. Clothes Storage Renovation			4. Ice Machine Conversion and Replacement		4. Transportation Gate Repair
5. Perimeter Detection System, Riverside and Live Oak Facilities		5. Reroof and Repairs to Hospital			5. Rework Houses (2)		
		6. Renovate Type "D" Duplex			6. Purchase and Installation of Laundry Equipment		
					7. Central Air/Heat Type "L-3" Duplex		
					8. Fire Protection Building and Equipment		
					9. Cotton Storage Building		

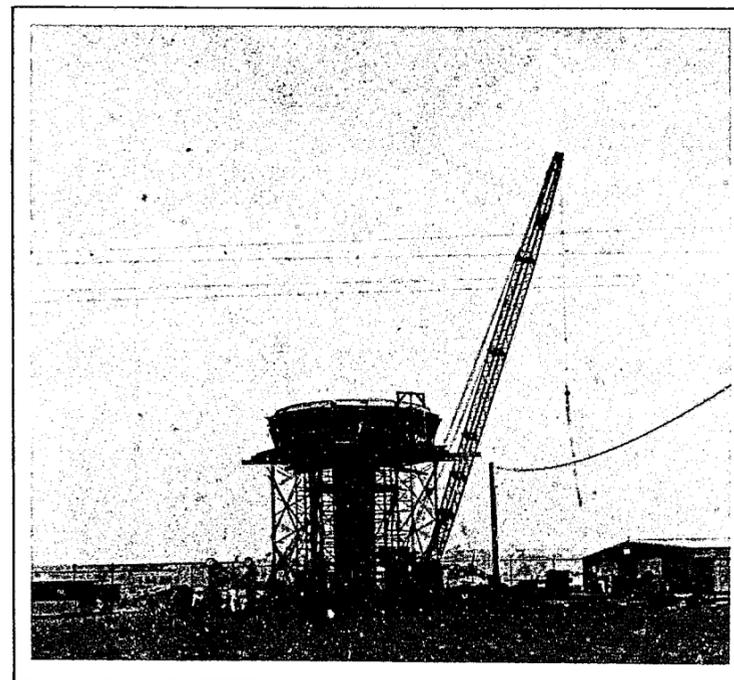
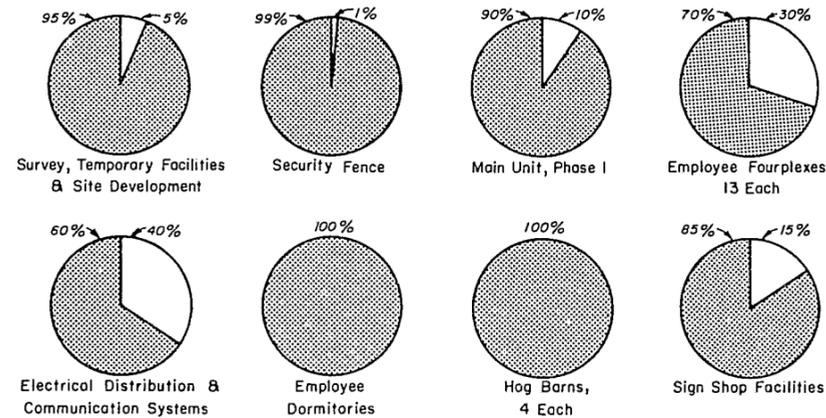
The above unit project listing does not include the many minor and smaller jobs completed throughout the system. All of the above projects required the Board of Correction's approval for such construction.

The division's major on-going project, the 2,000 cell George J. Beto Unit and related structures, is approximately 65 percent complete.

Currently, 792 cells are available for inmate occupation and the unit has an inmate count of 1,545.

**BETO UNIT
WORK IN PROGRESS
ENDING FISCAL YEAR 1981**

Percentage Complete
Percentage Incomplete

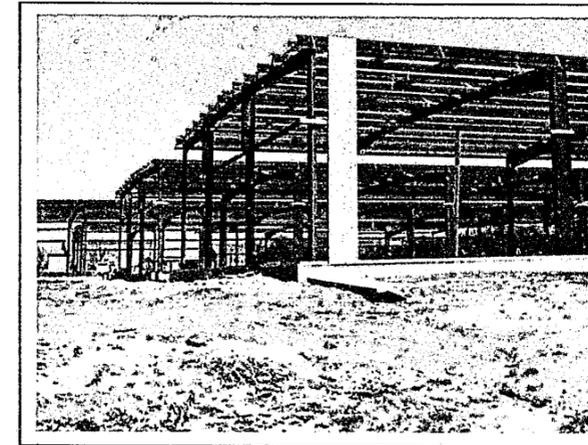


Picket construction — Beto Unit

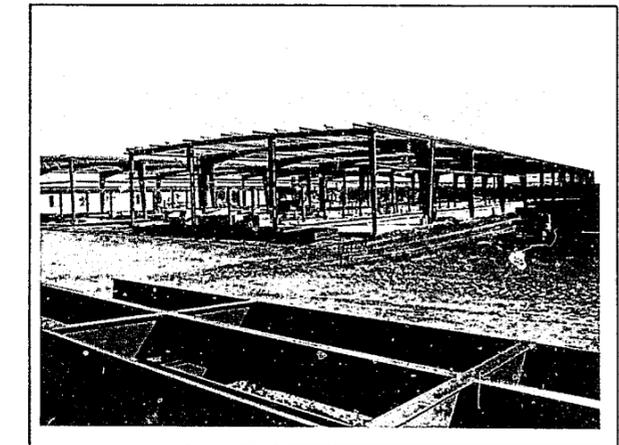
Site development, temporary inmate housing and construction buildings are presently being constructed for the Grimes County Unit project. Once completed, this 2,000 cell unit will help to alleviate the

Department's existing inmate overcrowding.

Department's existing inmate overcrowding.



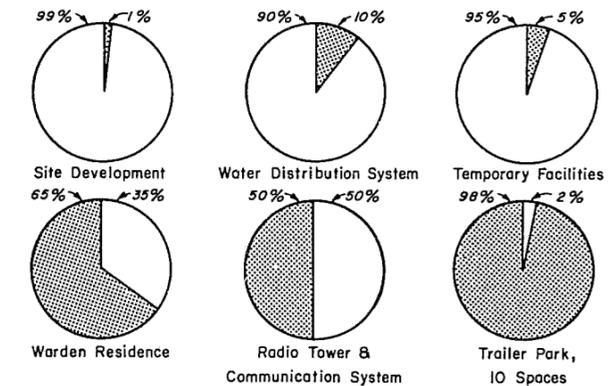
New Construction — Grimes County



New Construction — Grimes II

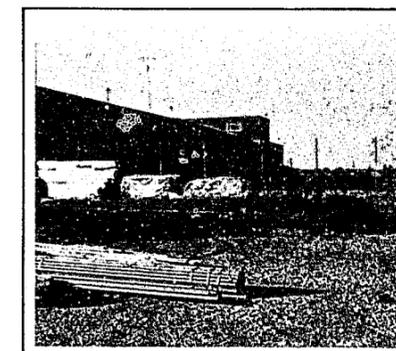
**GRIMES UNIT
WORK IN PROGRESS
ENDING FISCAL YEAR 1981**

Percentage Complete
Percentage Incomplete

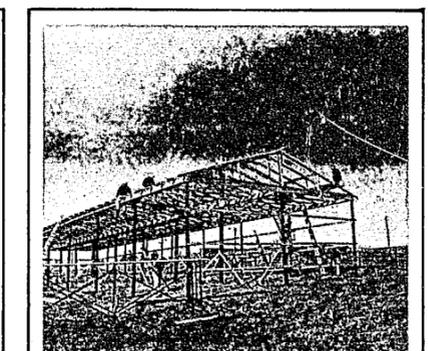


Plans and drawings have been completed, and site work has begun on the cell block addition project at the Ferguson Unit. The estimated date of completion is late 1984.

The three "emergency units," Beto II, Jester III, and Grimes II, have been let through bids to outside construction firms. The Texas Department of Corrections, in conjunction with the University of Texas Office of Facilities, Planning and Construction, will supervise the construction of these units. These units will each house 960 inmates.

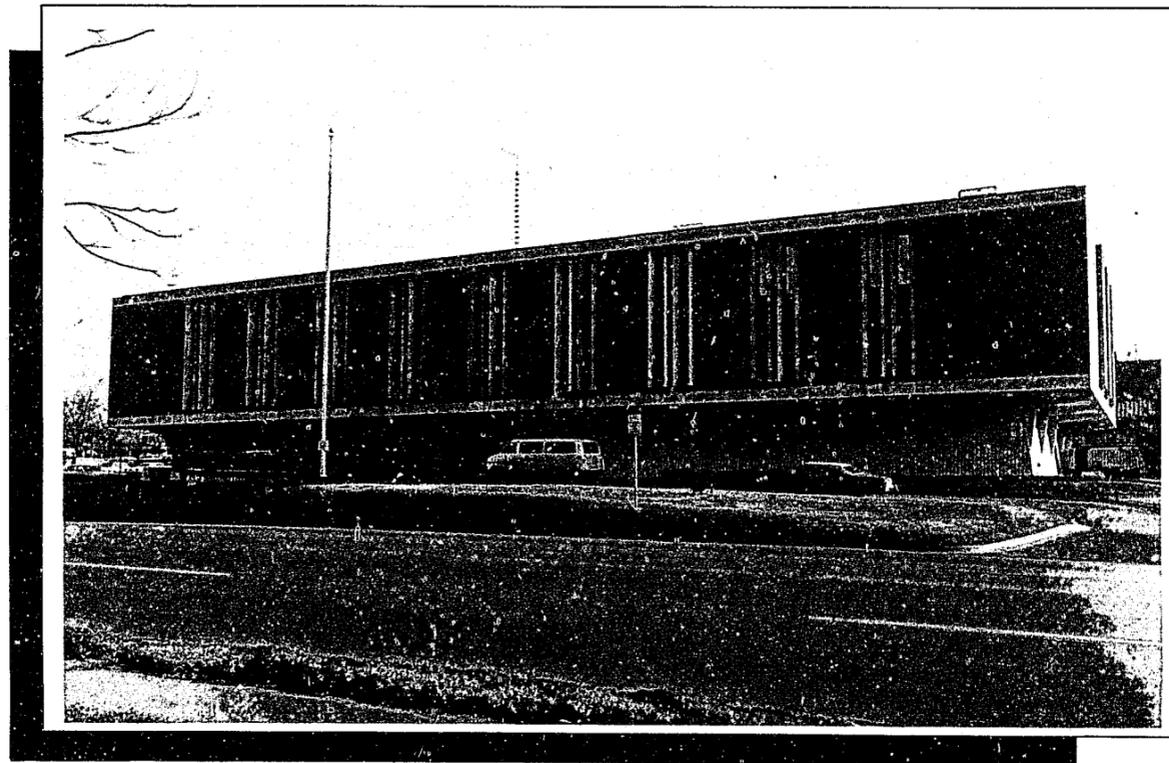


Site work on cell block construction — Ferguson Unit

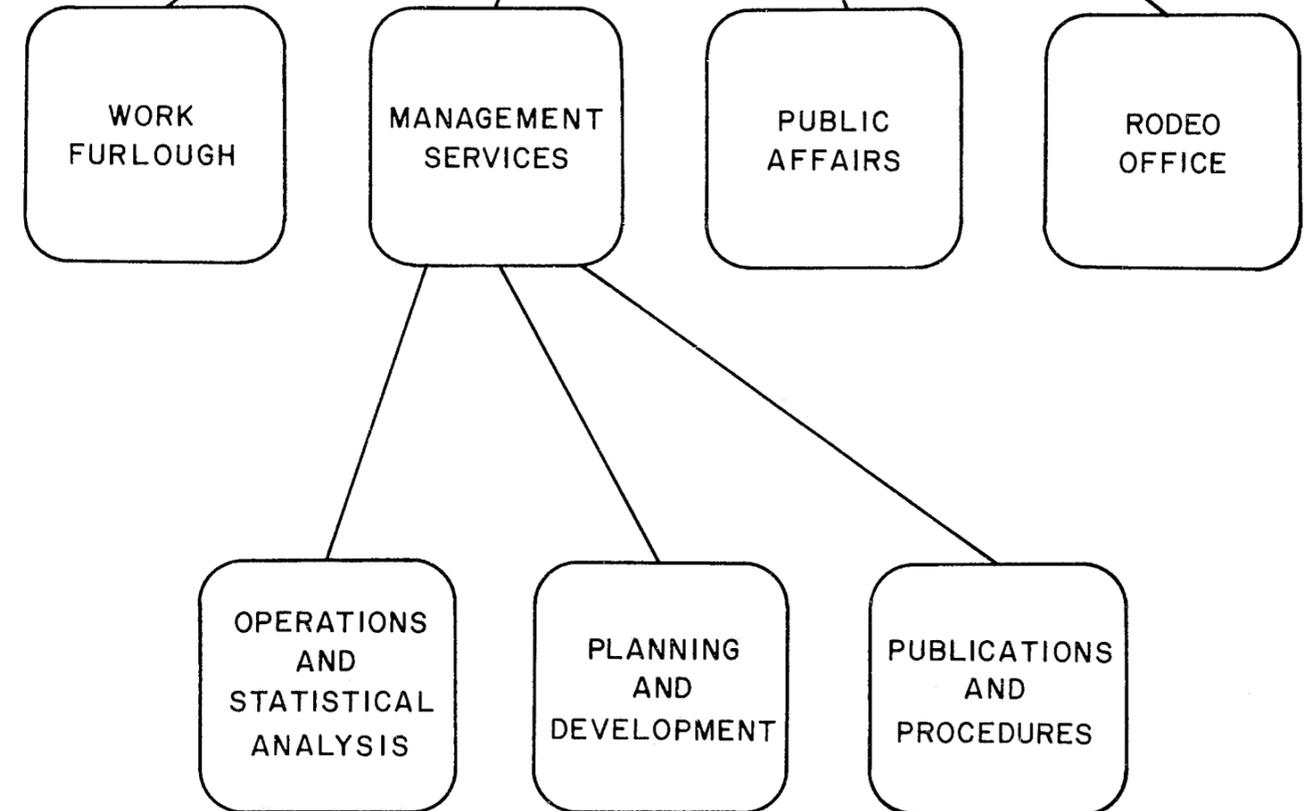


Pole barn construction — Ferguson Unit

EXECUTIVE DIVISION



Richard A. Hartley
*Administrative
Assistant to the
Director*



The EXECUTIVE DIVISION, headed by the Administrative Assistant to the Director, performs all staff functions required by the Director; maintains professional communications between the Department, general public, and news media; directs the Texas Prison Rodeo; and administers the Conditional Work Furlough Parole Department.

The Executive Division is organized into four functional areas: Management Services, Public Affairs, the Rodeo Office, and the Work Furlough Department.

MANAGEMENT SERVICES

serves the Executive Division in an internal consulting capacity. Its responsibilities are analyzing policies, procedures and technological problems; and providing current, factual and objective information. Management Services is comprised of Operational and Statistical Analysis, Planning and Development, and Publications and Procedures.

Operational and Statistical Analysis prepares statistical reports, analyzes situational factors, provides data for management decisions, coordinates extra-departmental research and responds to requests for information.

Planning and Development continuously monitors, evaluates and submits proposals dealing with operational support in several areas. These areas include budget assistance, grant monitoring and evaluations, construction coordination, site selection and evaluation, facility planning and staff-manpower studies.

Publications and Procedures' responsibilities include uniform policy and procedures development, maintaining a professional library, development of annual publications and monitoring a variety of professional periodicals.

THE PUBLIC AFFAIRS OFFICE arranges media interviews with inmates and unit visits. Public tours of the units are conducted through this office on a reservations basis. Groups such as grand juries, criminal justice classes, probation officers and interested citizen groups are taken on tours of the Department's units. During Fiscal Year 1981, 69 separate tours were conducted. Total attendance for all tours was 1,570 persons.



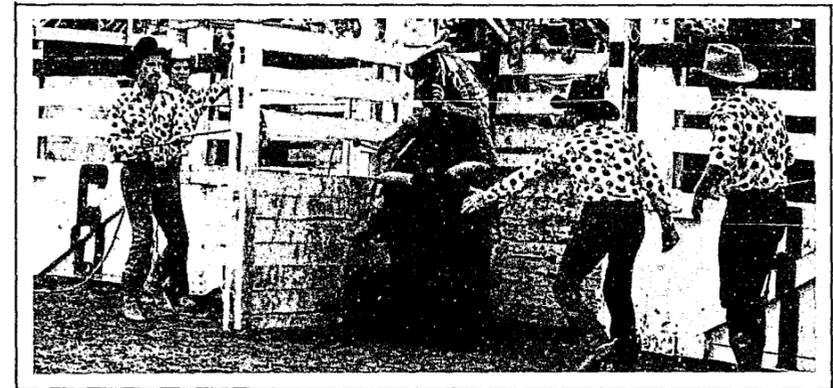
Identifying and categorizing audio files

The Public Affairs Office publishes the monthly Newsletter, and supervises the printing of the inmate newspaper, The Echo. Another area of responsibility includes replies to information requests.



Tour of industry facility

THE RODEO OFFICE directs the Texas Prison Rodeo. The 1980 rodeo was attended by approximately 78,200 people. Revenues generated by the rodeo are earmarked for such rehabilitative programs as education — books, supplies and films — and recreational equipment for baseball, basketball, craft supplies, weight machines and movies. Inmates needing special medical aids such as artificial limbs, or other equipment, are also helped through the rodeo program. Also, religious programs are furnished bibles and other materials through rodeo generated revenues.



Texas Prison Rodeo

THE WORK FURLOUGH DEPARTMENT was created in Fiscal Year 1981, to serve in the selection process of the Conditional Work Furlough Parole Program. Being a community-based correctional program, conditional work furloughs alleviate crowding conditions in the prisons by housing eligible inmates in halfway houses while they work in the community. All parolees are strictly supervised and must remain employed.

The responsibilities of the Work Furlough Department are to screen those inmates who meet the eligibility requirements of the program as defined by Senate Bill 1221, compile a list of candidates for parole and provide a copy of this list to the Texas Board of Pardons and Paroles. All this is done on a monthly basis. The final decision as to who receives a conditional work furlough parole, as well as the supervision of

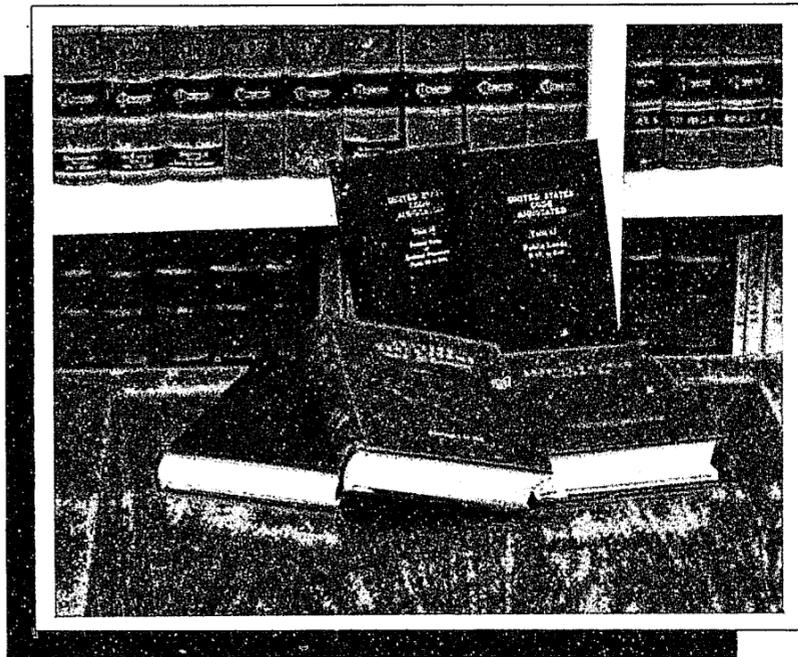
those on work furlough parole, is the responsibility of the Texas Board of Pardons and Paroles.

In accordance with Senate Bill 1221, the Work Furlough Department considers only those inmates who are statutorily eligible for parole, "...provided that the prisoner is either incarcerated for a nonviolent crime or at least forty years old and incarcerated for an offense other than use of a deadly weapon or sex offense."

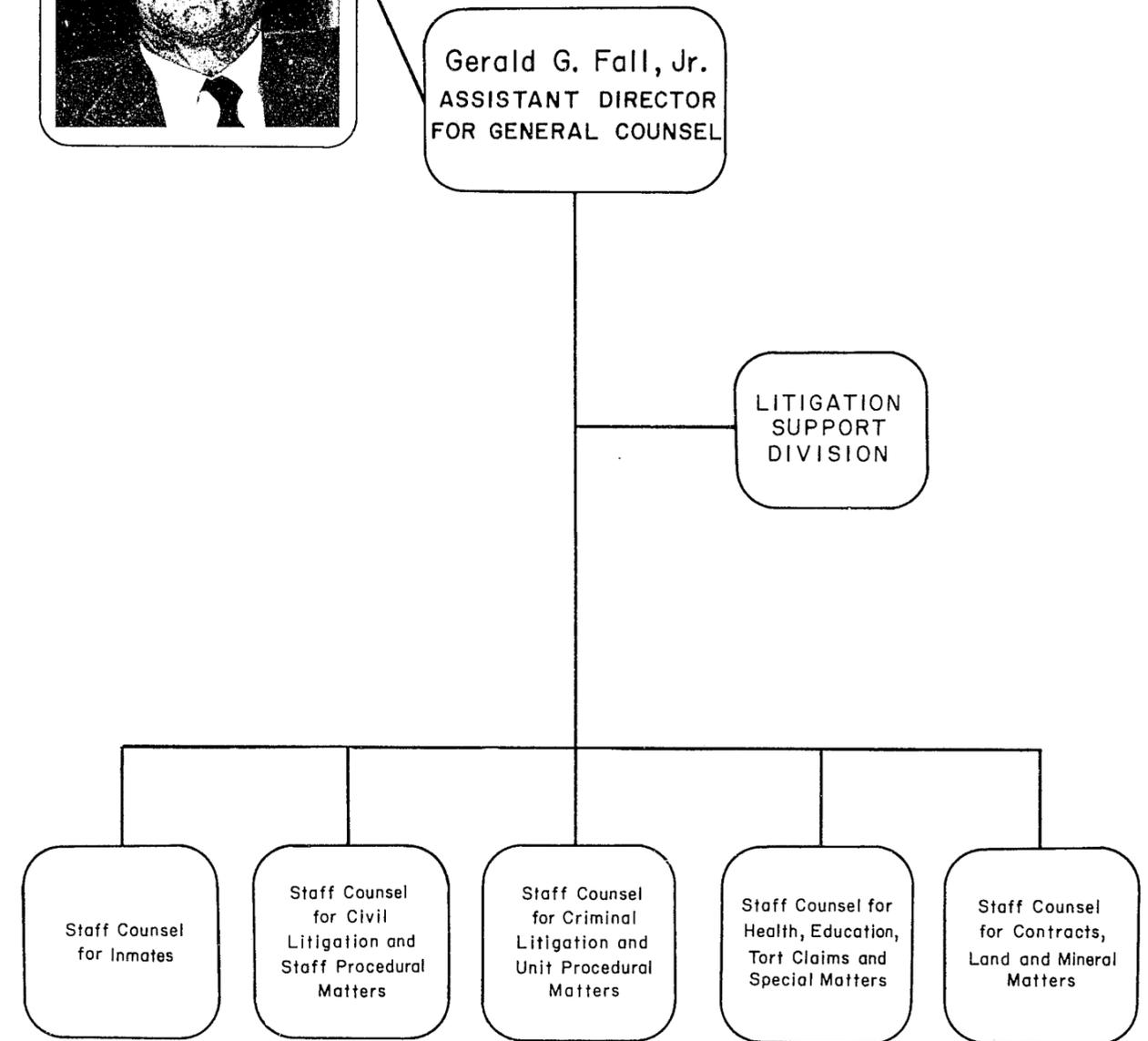


Board of Corrections members and Department of Corrections Director W. J. Estelle.

GENERAL COUNSEL



Gerald G. Fall, Jr.
ASSISTANT DIRECTOR
FOR GENERAL COUNSEL



The **GENERAL COUNSEL DIVISION** advises the Director and staff in questions relating to legal responsibilities and obligations involved in the Department's operation. This division also acts in coordination with the Office of the Attorney General and maintains liaison with other state agencies involved in departmental legal matters.

General Counsel is organized into six functional areas: Staff Counsel for Inmates; Civil Litigation and Staff Procedural Matters; Criminal

Litigation and Unit Procedural Matters; Health, Education, Tort Claims and Special Projects Matters; Contracts, Land and Mineral Matters; and Litigation Support.

STAFF COUNSEL FOR INMATES assists inmates in the preparing and filing of, and representation in, applications for Writs of Habeas Corpus. Representation before the United States Immigration and Naturalization Service and the Social Security Administration is also provided. In addition, staff attorneys assist inmates in various civil legal

activities.

During Fiscal Year 1981, 12,316 new requests for assistance were received, 10,112 interviews were conducted and 12,553 new and existing files were closed.

STAFF COUNSEL FOR CIVIL LITIGATION AND STAFF PROCEDURAL MATTERS provides agency input, monitoring and support to the Attorney General's Office in civil litigation matters involving the Department. Staff Counsel also gives legal advice to central office administrators in procedural areas.



Assistant Attorney General Ed Idar, Jr. (standing) and General Counsel attorney Steve Martin.

STAFF COUNSEL FOR CRIMINAL LITIGATION AND UNIT PROCEDURAL MATTERS monitors and provides agency information and support in criminal litigation involving the Texas Department of Corrections. Staff counsel also gives legal advice in procedural areas to unit staff.

STAFF COUNSEL FOR HEALTH, EDUCATION, TORT CLAIMS AND SPECIAL PROJECT MATTERS counsels the staff in areas concerning health and educational activities and processes tort claims involving the Depart-

ment. Also, this staff counsel responds to requests for special projects asked of the General Counsel Division.

STAFF COUNSEL FOR CONTRACTS, LAND AND MINERAL MATTERS represents the Department in all legal aspects involving land holdings. Areas of responsibility include land acquisition, questions of right-of-way easement and contract negotiations. Staff counsel also maintains liaison with the University of Texas Office of Facilities Planning and coordinates with the

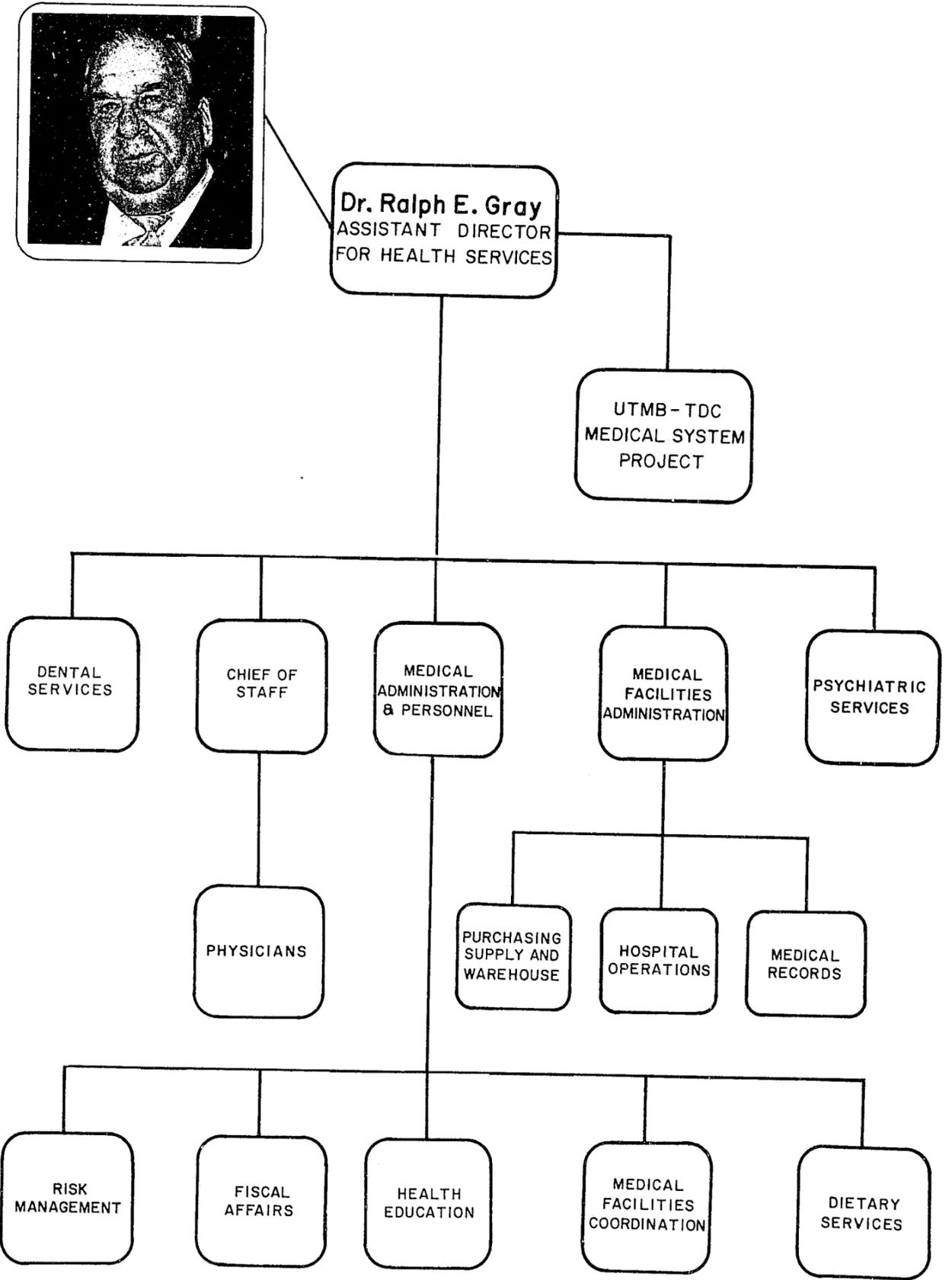
General Land Office and Attorney General on oil, gas and mineral matters.

LITIGATION SUPPORT was created in April, 1981, to serve the General Counsel Division in gathering, compiling and reporting information relating to current and pending litigation. Additionally, Litigation Support processes inmate requests for administrative remedy. From April 1 through September 30, Litigation Support received and closed 781 inmate grievances. In one case alone, over 100,000 documents were processed.



Many laws concerning the Department's operations are found in Vernon's Civil Statutes.

HEALTH SERVICES DIVISION



HEALTH SERVICES began operation in April, 1981, when it was separated from the Treatment Division and made a distinct division of the Department of Corrections. The division is responsible for all health services, with the exception of those provided by the Mental Health Services Department, which remains with the Treatment Division.

Medical services are provided for the inmate population at each unit of the Department on a 24-hour basis. A central hospital is maintained on the Huntsville Unit. Services of six staff physicians, augmented by visiting physicians from the University of Texas Medical Branch, University of Texas Dental Branch and plastic surgery services from St. Joseph's Hospital in Houston, Baylor College of Medicine and John Sealy Hospital in Galveston are utilized by the Huntsville Unit Hospital.

Inmates requiring specialized treatment, major surgery or acute care of a higher degree than is available in Huntsville are transferred to the Texas Department of Corrections Discrete Unit located on the tenth floor of John Sealy Hospital. Extensive outpatient services are also provided to inmates by John Sealy. In addition, maternity care and delivery for female inmates having complicated pregnancies are provided by John Sealy. Routine deliveries are handled by Coryell Memorial Hospital in Gatesville.

Community hospitals near Department units are utilized for emergency consultations and admissions for stabilization prior to transfer to John Sealy. A fleet of ambulances is maintained by the Department for emergency transportation of patients from the units to hospital designations.

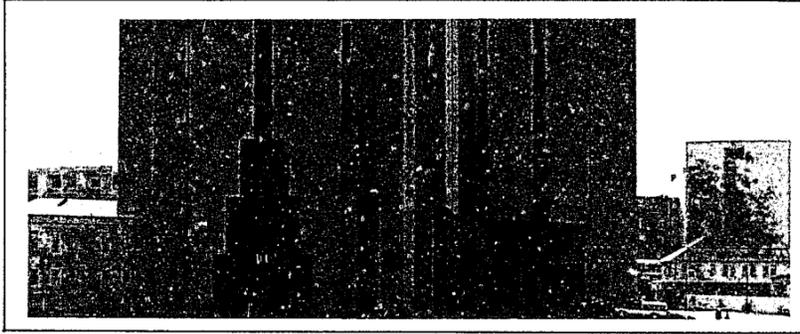
A new 144-bed hospital is currently under construction on the campus of the University of Texas Medical Branch (UTMB) in Galveston. Encompassing nearly a quarter of a million square feet, the finished eight-story structure will allow for further expansion to 216 beds. Operation of the hospital should commence by February 1983, with UTMB providing all direct health care and related support services. The Department will be

responsible for security and movement of inmates.

The Medical System Project is a cooperative effort between the Department of Corrections and the University of Texas Medical Branch. The goal of this project is to establish a model correctional health care delivery system that will enhance

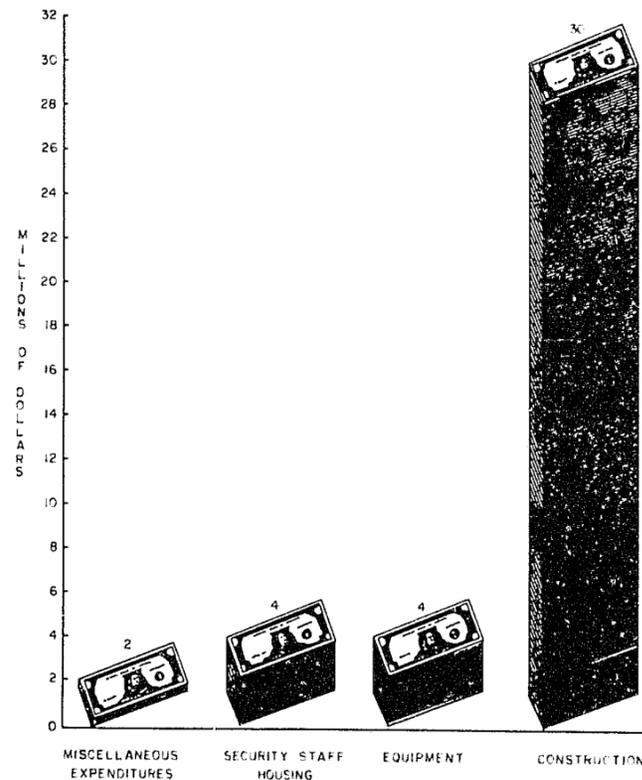
the continuity of health care throughout the Department, expand the comprehensiveness of health care and increase the efficiency and effectiveness of health care given to the inmate population.

Major objectives of the project are concentrated in the following areas: Training and Certification



The new Texas Department of Corrections Hospital will be the first correctional medical facility to be located inside a medical-teaching complex in the United States.

**TEXAS DEPARTMENT OF CORRECTIONS
HOSPITAL
MONIES APPROPRIATED
(TOTAL - \$30 MILLION)**



furnishes the Department's direct health care providers with educational and training programs devised to increase the skills and knowledge of medical personnel.

Policies and Procedures — ensures that UTMB hospital policies and procedures accommodate the Department's security requirements and assist the Department in preparing policies and procedures for its medical division.

Medical Records — designs and implements a modern medical records system.

Continuing Medical Education — enables the integration of Department physicians into UTMB's continuing Medical education programs.

Security Training for UTMB Personnel — develops and implements basic security training for all personnel and specifically those caring for inmates.

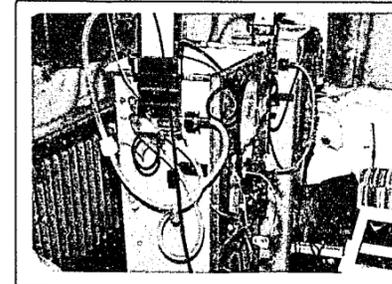
Medical Transportation — designs an emergency and general medical transportation system that connects all medical units with each other and external medical facilities.

Clinical Protocols — assists Department physicians in the

preparation of clinical protocols for inmate health care evaluation, diagnosis, and treatment.

Pharmaceutics — provides standardization and security. **Medical Information Management** — creates a unified system to gather, process, and assess data.

Preventive Health Care — assists in applying preventive health care principles and techniques.



Dialysis unit — Huntsville Unit Hospital



Reception area — Discrete Unit, John Sealy Hospital

**Health Services Division
Inmate Contacts and Services
Fiscal Year 1981**

Dental Procedures (Total Patients Seen: 41,921)	52,378
Eye Clinic Report (Refractions: 2,936 — Ophthalmology: 2,148)	5,084
Laboratory Reports	84,358
Operating Room Procedures (J.S.H.)	423
Operating Room Procedures (Huntsville)	1,467
Outpatients Treated (J.S.H.)	4,858
Outpatients Treatment (General Hospital)	5,006
Patients Admitted (General Hospital)	2,084
Patients Discharged (General Hospital)	2,097
Patients Treated — Medication Line (Total TDC)	4,152,196
Patients Treated — Medical Assistant — Sick Call (Total TDC)	565,821
Patients Treated — Physicians Sick Call (Total TDC)	60,983
Mental Health Consultations	55,281
Roentgenologist Report	70,681
Routine Medical Transfers	9,954
Special Clinics Report (Includes all Special Clinics)	7,132
TOTAL	5,079,803

Dental Services consists of a dental clinic on each departmental unit. Each clinic has a minimum of one operator (chair, unit, light) and a dental X-ray machine. The Huntsville, Diagnostic and Gatesville units utilize Panorex X-ray machines. The dental staff consists of 25 dentists, seven of whom are part-time employees. Dental services throughout the Department include oral prophylaxis, extractions and restorations. Partial and full dentures are also provided. The Ellis Dental Lab manufactures and provides dentures for all clinics. The Oral Surgery Department at John Sealy Hospital and oral surgeons from the University of Texas Dental Branch in Houston provide oral surgery services. A local oral surgeon from the Huntsville area also provides oral surgery services on a part-time basis.

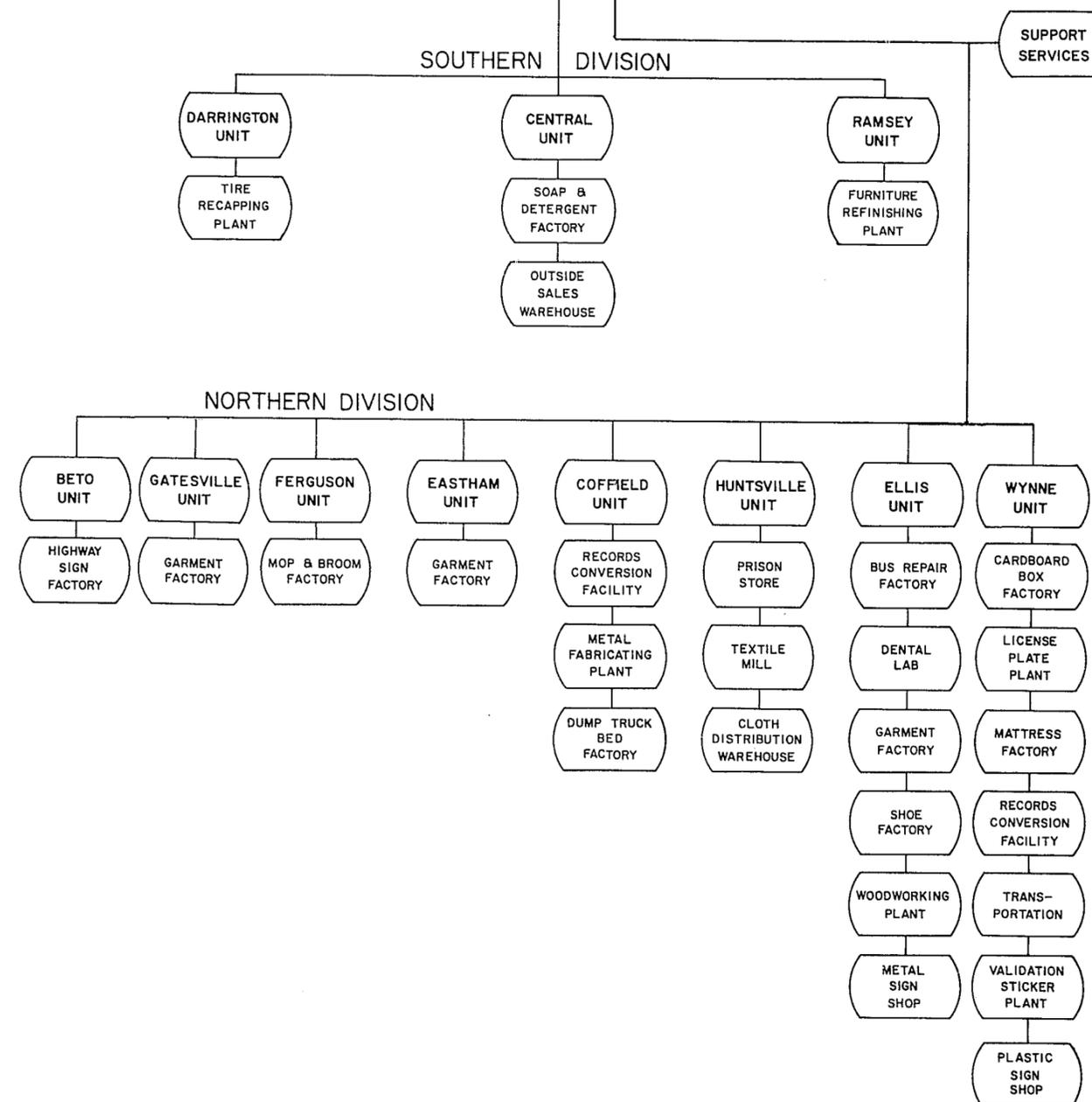
Psychiatric Services was developed as a department within the Health Services Division at the time the division was created in April, 1981. This department is headed by a Chief of Psychiatric Services and is presently staffed by five full-time psychiatrists. In addition, there are five consulting psychiatrists. The Psychiatric Services Department functions in the role of consultant to the entire Texas Department of Corrections and works in close coordination with the Mental Health Services Department in its efforts to provide for the mental health needs of the inmate population.

Medical Supply furnishes all medical equipment and supplies to the Department's medical units. Its responsibilities include purchasing, receiving and dispersing all medical equipment and supplies; and performing the necessary clerical functions to insure an efficient operation. Medical Supply was centralized at the close of Fiscal Year 1981, by relocating all offices and storage areas to a newly remodeled facility. This tri-level facility allows for over 4,000 square feet of shelf space, plus 550 square feet of floor space for bulk storage. Medical Supply is staffed by 10 employees.

INDUSTRIES DIVISION



A. P. MANNING
ASSISTANT DIRECTOR
FOR INDUSTRIES



The **INDUSTRIES DIVISION** has completed its 18th year of operations. Since its establishment with the passage of Senate Bill 388 in 1963, the Industries Division has pursued its mandated goals of providing work to prevent idleness, utilizing the labor of inmates for self-maintenance and offering useful job-related training. The Industries Division accomplishes these goals by operating productive shops and factories which serve all Texas tax-supported agencies and political subdivisions, as well as other state and federal agencies; and realizing sufficient income to reinvest in operations.

Products for general distribution throughout the state are manufac-

tured to specifications developed by, or through, the State Purchasing and General Services Commission. Excellent reception of these products, and the growing needs of the Department and other agencies, has brought about the expansion of Industries facilities.

Today, Industries has 23 separate factories in operation at 11 prison units — in comparison with seven factories when the Industries Division was created. This fiscal year a factory to build and install dump truck beds was opened at the Coffield Unit, and the Garment Factory at Goree was relocated to the Gatesville Unit.

Sales of Industries products to

other agencies amounted to over \$21 million for the fiscal year. This is an increase of \$3.7 million or 21 percent over the previous fiscal year. Most of this increase (\$2.8 million) can be attributed to the first full year of operation for the Highway Sign Factory. The value of goods produced for use within the Department amounted to \$6.6 million.

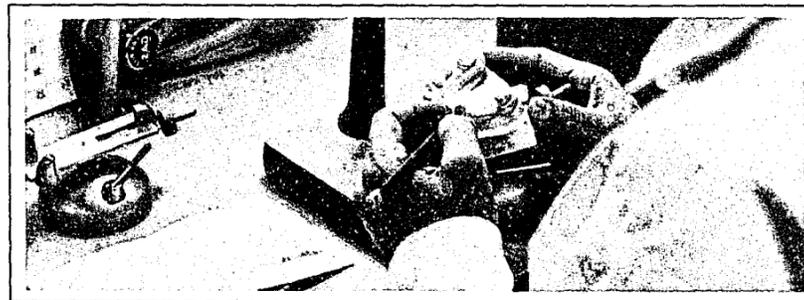
Industries Division has taken steps to place facilities in each planned unit and in existing units where a need to employ more inmates is projected. Pursuing new and innovative programs improves inmate employability and maintains jobs for the 3,905 inmates employed in Industries operations.

The **BUS REPAIR FACILITY** can perform any type of repair service necessary to the operation of a school bus. This includes mechanical, body, frame, electrical and upholstery repairs or replacements. Utilizing a staff of nine employees and 185 inmates, 576 vehicles were repaired this year. Although this factory, which covers over one and a third acres, is designed to accommodate school buses, 13 fire trucks and 70 other types of vehicles were processed during the year.



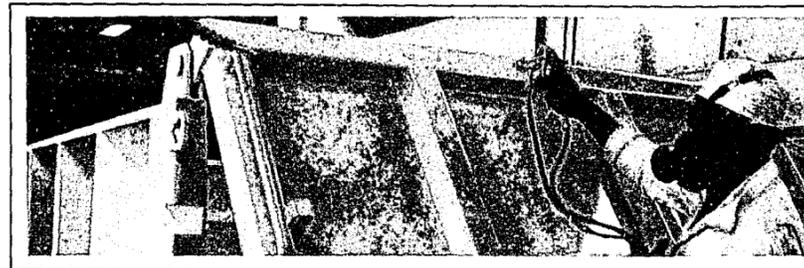
Bus Repair — Ellis Unit

The **DENTAL LABORATORY** produces many types of dental appliances. Each appliance is made to the prescription of departmental dentists, or dentists representing other state agencies that may request such service. During Fiscal Year 1981, 7,200 appliances were produced, 420 of which were for other agencies. Inmates involved in this program must complete 2,200 hours of training prior to being certified as Laboratory Technicians



Dental Laboratory — Ellis Unit

The **DUMP TRUCK BED FACTORY** began operations in Fiscal Year 1981. Formerly, the Metal Fabricating Plant produced dump truck beds, but expansion of the operation brought about the need for a new and separate facility.



Dump Truck Bed Factory — Coffield Unit

INDUSTRIAL SALES REPORT
SALES TO DEPARTMENTS WITHIN
THE TEXAS DEPARTMENT OF CORRECTIONS
FOR
FISCAL YEAR 1981

September 1, 1980 through August 31, 1981

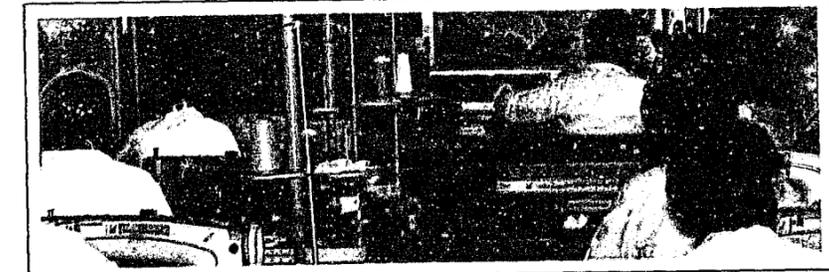
FACTORY	AMOUNT	% SALES
Central Soap	\$ 432,393.56	6.51%
Coffield Records Conversion Facility	-	00%
Coffield Metal Fabrication	316,544.75	4.77%
Coffield Dump Bed Bodies	74,439.69	1.12%
Coffield Metal Roll Forming	251,493.96	3.79%
Darrington Tire Recapping	18,819.12	.28%
Eastham Garment	2,085,213.83	31.42%
Ellis Garment	239,902.87	3.61%
Ellis Shoe	889,872.04	13.41%
Ellis Dental Laboratory	99,973.16	1.51%
Ellis Woodworking	107,066.15	1.62%
Ellis Bus Repair Facility	5,341.26	.08%
Ellis Metal Sign	-	.00%
Ferguson Mop & Broom	32,751.79	.49%
Huntsville Textile Mill	1,651,462.33	24.88%
Ramsey I Furniture Refinishing	92,732.44	1.40%
Wynne Box	90,457.74	1.36%
Wynne Plastic Sign	11,749.74	.18%
Wynne Mattress	155,150.11	2.34%
Wynne Records Conversion Facility	-	.00%
Wynne License Plate Plant	-	.00%
Wynne Validation Sticker Plant	-	.00%
Beto Metal Traffic Sign	-	.00%
Gatesville Garment	81,535.11	1.23%
GRAND TOTAL	\$ 6,636,899.65	100.00%

The **FURNITURE REFINISHING PLANT** refinishes wood, metal, and upholstered furniture and manufactures a limited amount of new furniture. In 1981, over 106,000 pieces of furniture were processed through this plant. The bulk of the pieces were desks from the various public schools. Over 390 inmates are employed under the supervision of 13 employees.



Furniture Refinishing Plant — Ramsey I Unit

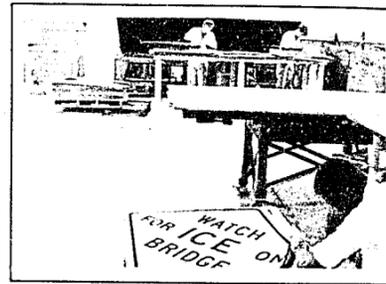
The **GARMENT FACTORIES** produce all inmate clothing and officer uniforms for the Department. In addition to garments; sheets, hats, gloves, drapes, napkins and towels are part of the more than 1,100,000 various cloth items produced. Fourteen employees and 475 inmates are employed in the Garment Factories.



Garment Factory — Gatesville Unit

The HIGHWAY SIGN FACTORY began operations in September of 1980, producing metal and wood signs used along state roads and highways. Currently, application of sheeting and sign faces to new and reconditioned sign blanks is per-

formed. Eventually, reconditioning of old blanks and silk screening of sign faces will be phased into the operation. Approximately 80 inmates supervised by four employees produced 1,200,000 square feet of signs this fiscal year.



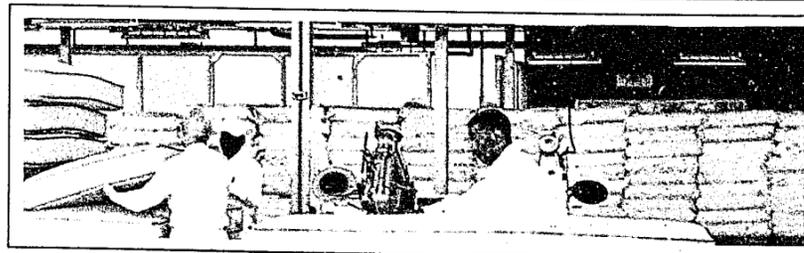
Highway Sign Factory — Beto Unit

The LICENSE PLATE PLANT produced 7.7 million license plates during Fiscal Year 1981. Three million license plates were manufactured for other states, thereby reducing the cost of license plates manufactured for the State of Texas. This factory utilizes nine employees and 180 inmates.



License Plate Plant — Wynne Unit

The MATTRESS FACTORY utilizes three staff members and 100 inmates. Products include cotton mattresses and pillows, and innerspring and box spring mattresses. During Fiscal Year 1981, 19,576 mattresses and pillows were sold to universities, jails and other state agencies, while 16,000 were produced for departmental use.



Mattress Factory — Wynne Unit

The METAL FABRICATION PLANT at the Coffield Unit is designed to produce various steel items necessary in construction of jail and prison facilities. Most of this

factory's production capacity is allocated to departmental needs for steel bars, doors, bunks, lockers and other steel items needed by the Construction Division. A limited number of items were sold to county

jails this fiscal year, and 148 dump truck beds were produced for the Texas Highway Department. Demand for dump beds has been so great that a new factory was built.

The SHOE FACTORY manufactured 15,600 pairs of shoes, 57,500 pairs of boots and numerous saddlery items for use within the Department of Corrections during Fiscal Year 1981. Additionally, 8,600

pairs of shoes and boots, including special orthopedic shoes, were produced for other agencies. The Shoe Factory utilizes five staff members and 110 inmates.



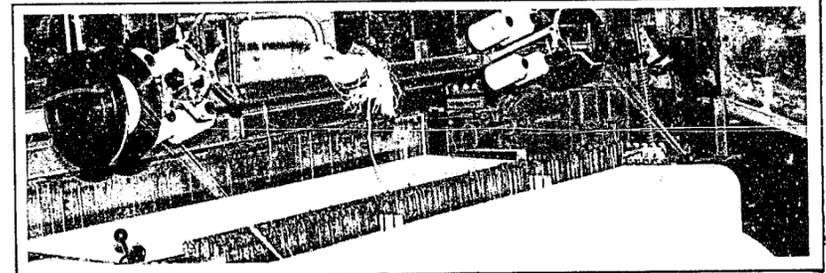
Shoe Factory — Ellis Unit

The SOAP AND WAX FACTORY produced almost 8 million pounds of soap, detergent and wax products during Fiscal Year 1981. Approximately 25 percent of this total was utilized within the Department. This factory's product line is quite diverse and includes all types of janitorial cleaners and waxes as well as laundry, dish and bar soaps.



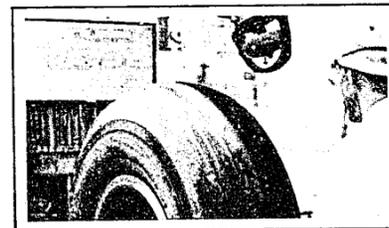
Products of Soap and Wax Factory — Central Unit

The TEXTILE MILL produces over 1.5 million yards of cloth annually for use in manufacturing inmate clothing and in the mattress and mop factory. Most of the 3,000 bales of cotton used in this operation is grown and ginned on various departmental units. The Mill employs approximately 180 inmates and 12 employees.



Textile Mill — Huntsville Unit

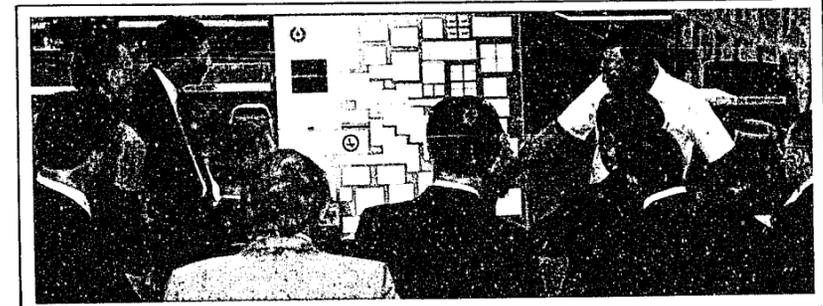
The TIRE RETREADING PLANT uses a splice-free orbitread-matrix process to recap 10,000 tires annually. The primary users of this product are the Texas Highway Department and the Texas Department of Corrections. This plant utilizes 25 inmates and three employees.



Tire Recapping Plant — Darrington Unit

The VALIDATION STICKER PLANT produces the annual license plate validation stickers for Texas vehicle owners. This facility provides design and printing services for high quality, multi-color

stickers, labels, decals and other high visibility graphics. Nine employees and 180 inmates produced 17,369,000 stickers for the Texas Highway Department and 2,362,000 various decals for 23 other agencies.



Validation Sticker Plant — Wynne Unit

The WOODWORKING FACTORY produces custom hardwood furniture for offices and living quarters. Incorporated into this facility is a small brush manufacturing operation and a specialized metal sign operation. Seven staff members and 200 inmates are employed in the total operation.



Woodworking Factory — Ellis Unit

The RECORDS CONVERSION FACILITIES are staffed by 32 employees and an inmate work force of 1,350. During Fiscal Year 1981, a total of 55,573,044 records were converted to magnetic tape and punch cards by the Data Entry Sections. A total of 432 data entry operators and 531 typists were trained in the combined facilities during the year. The Microfilm Section performed services for 57 agencies, photographing 50,454,686 files on 316 miles of film.

INDUSTRIAL SALES REPORT
SALES TO OTHER AGENCIES
FISCAL YEAR 1981

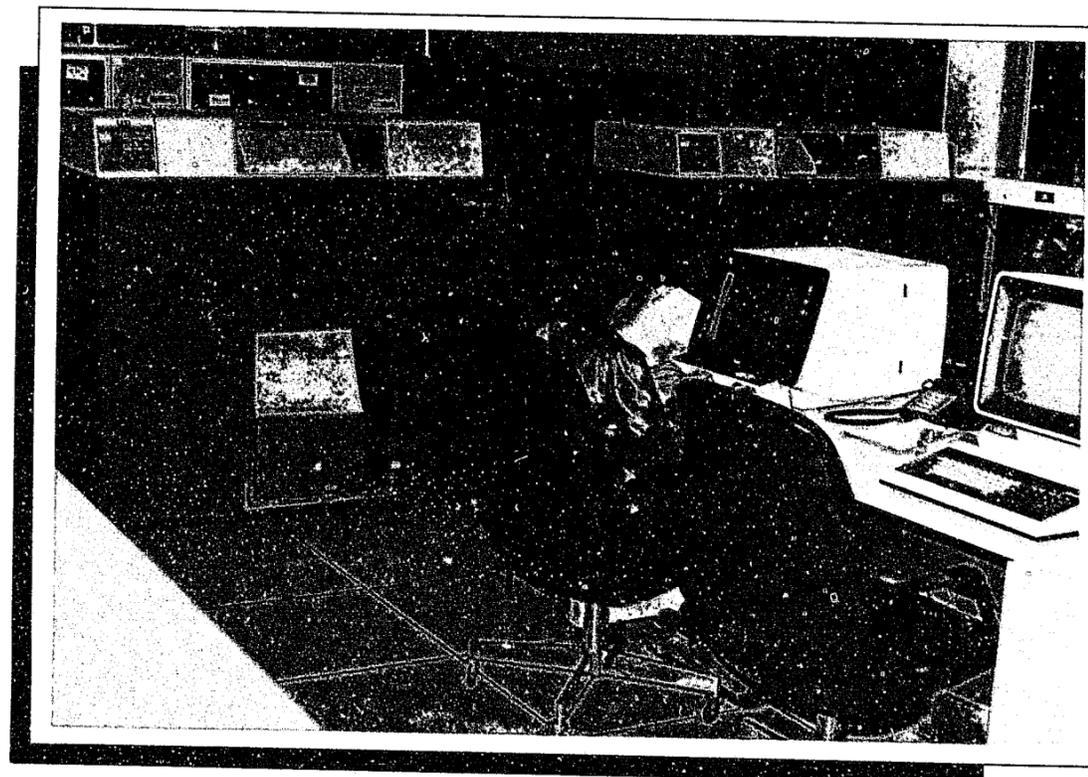
September 1, 1980
through August 31, 1981

FACTORY	AMOUNT	% SALES
Central Soap	\$ 1,682,762.80	7.94%
Coffield Records Conversion	1,469,232.12	6.92%
Coffield Metal Fabrication	0	.00%
Coffield Dump Bed Bldg	370,981.27	1.75%
Coffield Metal Roll Forming	0	.00%
Darrington Tire Recapping	190,371.79	1.84%
Eastham Garment	860,227.80	4.05%
Ellis Garment	140,471.70	.66%
Ellis Shoe	150,946.21	.71%
Ellis Dental Laboratory	8,891.10	.04%
Ellis Woodworking	1,046,564.66	4.93%
Ellis Bus Repair Facility	1,720,722.94	8.17%
Ellis Metal Sign	140,463.15	.66%
Ferguson Mop & Broom	424,846.75	2.00%
Huntsville Textile Mill	0	.00%
Ramsey Furniture Refinishing	1,205,519.52	5.68%
Wynne Box	290,302.45	1.37%
Wynne Plastic Sign	73,100.12	.34%
Wynne Mattress	436,471.54	2.06%
Wynne Records Conversion Facility	1,767,801.27	8.33%
Wynne License Plate Plant	4,914,443.15	23.16%
Wynne Validation Sticker Plant	1,077,951.95	5.08%
Beto Metal Traffic Sign	2,839,039.39	13.38%
Gatesville Garment	211,868.44	1.00%
GRAND TOTAL	\$ 21,222,980.12	100.00%

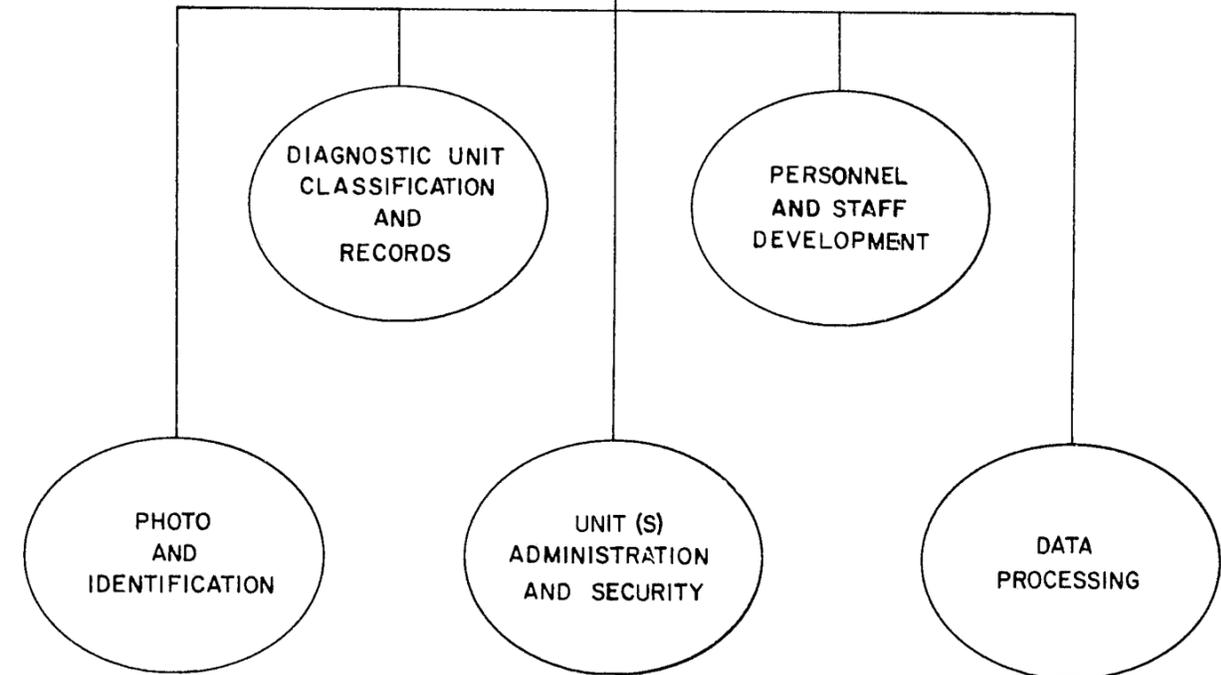


Records Conversion — Wynne Unit

SPECIAL SERVICES DIVISION



D. V. MCKASKLE
ASSISTANT DIRECTOR
FOR
SPECIAL SERVICES



The **SPECIAL SERVICES DIVISION** is responsible for providing support services to all the Department's divisions and units. These services are divided into five

functional areas: Classification and Records, Data Processing, Personnel and Staff Development, Photo and Identification, and Unit(s) Administration and Security.

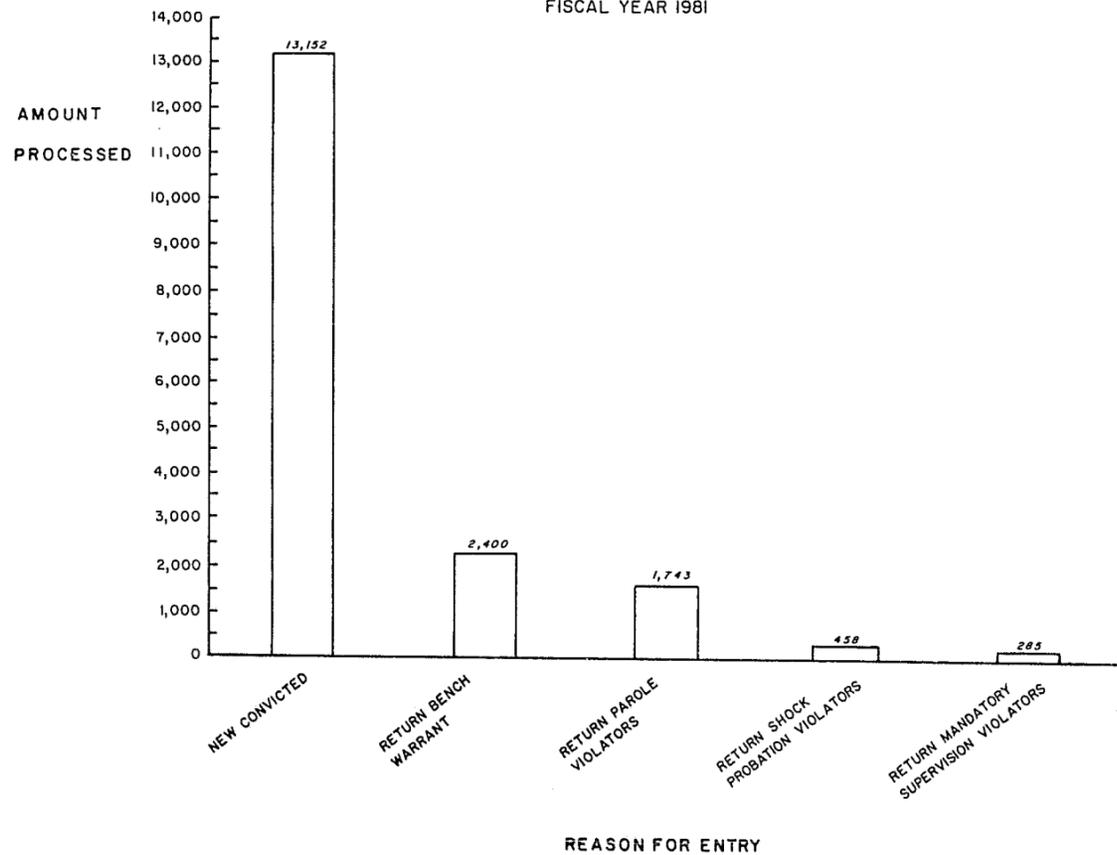
The **BUREAU OF CLASSIFICATION** processes and classifies all newly convicted felons, inmates returned from bench warrants and all returned violators of community-based correctional programs. Males are processed at the Diagnostic Center, females at the Gatesville Reception Center. Operations include medical, psychological and educational testing; photography and identification; counseling and

orientation services and a criminal and social background study. Once these operations are completed, the State Classification Committee is responsible for assigning inmates to various departmental units.

Additional responsibilities of the Bureau of Classification include reviewing and documenting administrative segregation inmates, serving as part of the State

Disciplinary Committee and considering inmate promotions to State Approved Trusty status. The Bureau's Furlough Committee approves or denies requests for furloughs; and the annual responsibility of choosing those inmates allowed to work in, participate in, or view the prison rodeo falls to the Bureau of Classification. Requests for inmate inter-unit visits are also handled by the Bureau.

TOTAL NUMBER OF INMATES RECEIVED, PROCESSED, AND CLASSIFIED
(18,038)
FISCAL YEAR 1981



The **RECORDS DEPARTMENT** collects, updates and maintains all data on each inmate within the Department; maintains a history file on all ex-inmates; and provides the majority of raw data comprising the Inmate Tracking System. Other responsibilities include issuing discharge, mandatory supervision and parole certificates to released inmates; arrangement of release

monies to be paid; maintaining and updating records of detainees lodged against current inmates; maintaining a file of death row inmates and execution dates; and providing inmate prison records to the Board of Pardons and Paroles, attorneys, families of inmates and inmates.

The Records Department also acts as the Texas Department of Corrections' agent in extradition

matters and maintains a file of federal inmates who have concurrent state sentences.

At the end of Fiscal Year 1981, the Records Department had a total of 30,315 active and 295,455 inactive inmate files, and had received and processed 3,435 corrections from the district courts of the state and 428 mandates from the Court of Criminal Appeals.

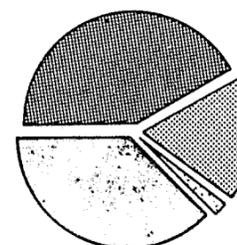
SUMMARY OF INMATE POPULATION

AVERAGE DAILY COUNT FOR THE MONTH OF:

1980/SEPTEMBER	28,732.39
OCTOBER	29,039.71
NOVEMBER	29,452.86
DECEMBER	29,720.76
1981 / JANUARY	29,908.20
FEBRUARY	30,158.56
MARCH	30,402.64
APRIL	30,820.19
MAY	31,126.08
JUNE	30,930.44
JULY	30,482.24
AUGUST	30,307.27

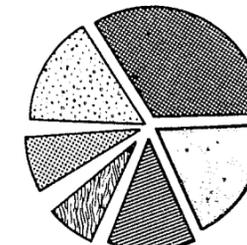
AVERAGE MONTHLY COUNT FOR FISCAL YEAR 1981 = 30,090.11
AS OF AUGUST 31, 1981

RACIAL PERCENTAGE



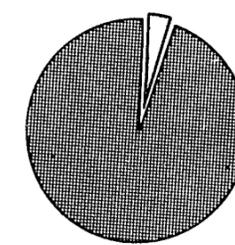
BLACK - 42%
CAUCASIAN - 38%
MEXICAN-AMERICAN - 19%
OTHER - 1%

AGE PERCENTAGE



16 to 21 - 15%
22 to 27 - 33%
28 to 33 - 24%
34 to 39 - 13%
40 to 45 - 7%
46 plus - 8%

SEX PERCENTAGE



MALE - 95%
FEMALE - 5%

DATA PROCESSING initiated and completed a major hardware and software upgrade during the 1981 Fiscal Year. This new system provides greater memory capability and processing speed and allows the running of ten batch jobs concurrently, compared to three under the old configuration.



Data Processing operations

The use of teleprocessing continued to grow in 1981, with the installation of 34 additional terminals and support devices. In addition to those located at the Administration building, terminals are now located

on the Diagnostic, Wynne, Huntsville and Central units. Teleprocessing terminals should be operating on all units in 1982.

During Fiscal Year 1981, the Data Processing Programming-Analyst section developed new applications using on-line capabilities. As in the past, program development strives to increase clerical capabilities while using a minimum number of clerical employees. These efforts have proved cost-effective and maintained the efficient clerical operation necessary to cope with the increasing inmate population.

PERSONNEL AND STAFF DEVELOPMENT provides recruiting, selecting, training and other personnel services to all units and divisions of the Department. To facilitate operations, Personnel and Staff Development is organized into six sections: The Recruitment, Selection and Placement Section; the Personnel Services Section; the Pre-Services Training Section; the In-Service Training Section; the

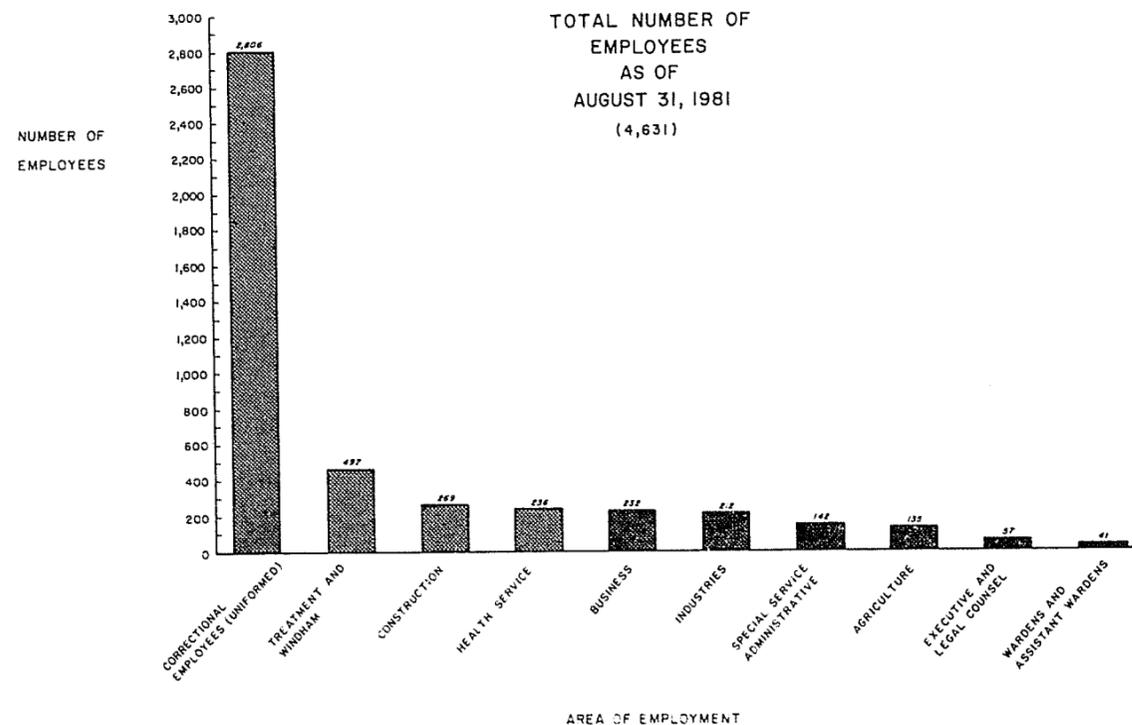
Firearms and Security Equipment Maintenance and Training Section; and the Special Projects Section.

The Recruitment, Selection and Placement Section is responsible for recruiting, interviewing, fingerprinting, investigating and rating all prospective correctional employees. This section also assists the other divisions in recruiting and selecting all other departmental personnel.

Another area of concern for this

section is the Department's Affirmative Action Plan. Its responsibilities in this area include the implementing and monitoring of the plan and maintaining a minority recruiting team to recruit qualified minority group members.

The Personnel Services Section processes a minimum of two payrolls each month for the Department's approximately 4,631 employees (total monthly salaries in excess of



\$7 million). Personnel Services also works in cooperation with unit personnel officers and the Insurance Division of the Employees Retirement System in Austin to administer the employees' group life and health insurance program. This section also administers the Retirement program, U. S. Savings Bond program, Deferred Compensation program, Worker's Compensation program and maintains monthly work and leave records as well as personnel files on Department employees.

The Pre-Service Training Section trains all new employees of the Texas Department of Corrections who will have direct supervision over inmates.

The training program is administered in two phases. Phase I consists of 80 hours of training conducted by the Pre-Service staff. Subjects taught include Officer-Inmate Relations, Building Security, Field Security, Disciplinary Procedures, Report Writing, Employee Rules and Regulations, Inmate Rules and Regulations, and First Aid. Other subjects taught are Firearms Training, Riot Control, and Inmate Treatment Programs.

The responsibility of monitoring and upgrading the firearm proficiencies of the Department's correctional employees also falls to the In-Service Training Section. All employees drawing hazardous duty pay are required to qualify with firearms once a year.

Phase II consists of 80 hours of training conducted on the employee's assigned unit. The Personnel and Training Lieutenant on each unit is actively involved in Phase II, meeting with the trainee one or more times each day. During this phase, the employee tours the unit, meets the warden and staff members and works various duty stations. A certificate is issued by the Director at the conclusion of Phase I, and another by the unit warden at the conclusion of Phase II training.

During Fiscal Year 1981, a total of 1,556 new employees were trained at the Employees Training Academy.

The In-Service Training Section administers a 150-hour in-service training program to all correctional employees. The program consists of instructive films and lectures



French Robertson Range — Ellis Unit



Pre-Service Training class preparing for the responsibilities ahead.

dealing with pertinent areas of correctional operations. An extensive record-keeping system is maintained in order to carefully monitor the program.

The Firearms and Security Equipment Maintenance and Training Section responsibilities are: maintaining security weapons, service and training ammunition; maintaining and operating three fully equipped weapons ranges (French Robertson Range — Ellis; Leland Kee Range — Ramsey; and the Coffield Range — Coffield); weapons training for the Pre-Service Training Program; and conducting an annual firearms competition.

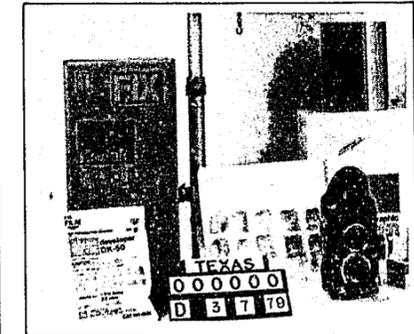
Employees of this section also serve as tactical specialists during emergency situations.

The Special Projects Section serves as the research, planning and development arm of the Personnel and Staff Development Department. Responsibilities include organizing a comprehensive master training plan, conducting course research and evaluation, preparing the Personnel and Staff Development budget and responding to other various research projects.

The PHOTOGRAPHY AND IDENTIFICATION DEPARTMENT



The Personnel Department processes all applications for employment with the Texas Department of Corrections.



Photography and Identification Department

is responsible for the recording of all distinguishable scars and marks, photographing and fingerprinting of all inmates arriving at the Diagnostic Center or Gatesville Reception Center. The Diagnostic Center Photo and I. D. Department processes over 1,200 male inmates monthly, while the Gatesville Reception Center processes approximately 100 female inmates monthly.

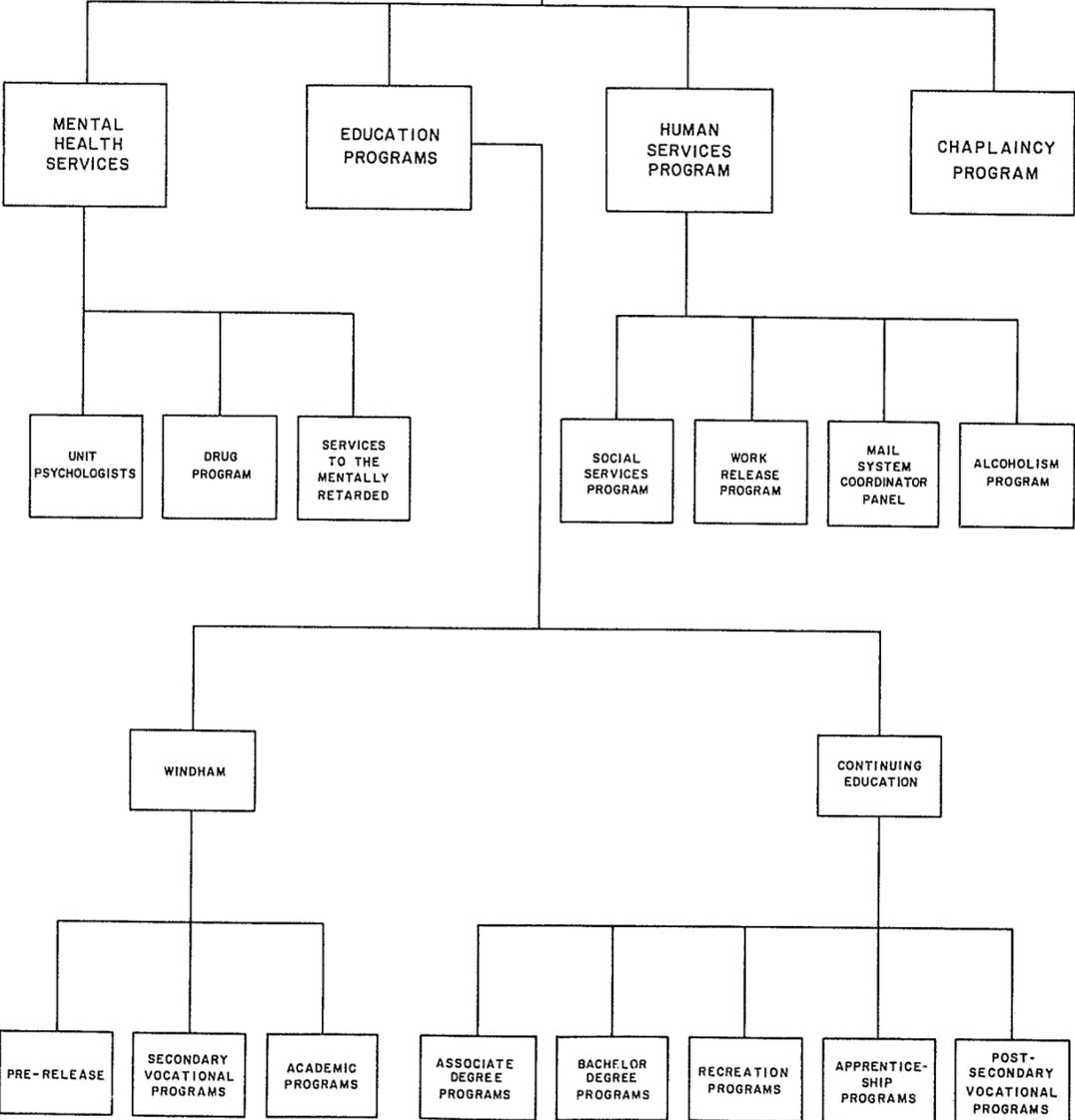
The central location for the Photography and Identification Department is in the Huntsville Unit. All ordering and inventorying of chemicals, photographic paper, film, camera equipment and other supplies is done at this central office. Administrative photography, including copy work, slides, publication photos, and all processing of employee photographs and identification cards is also done here.

UNIT(S) ADMINISTRATION AND SECURITY is also a responsibility of the Special Services Division. This responsibility is delegated to the individual unit wardens who are charged with the efficient execution of that unit's administrative and security affairs.

TREATMENT DIVISION



Lester H. Beird
ASSISTANT DIRECTOR
FOR TREATMENT



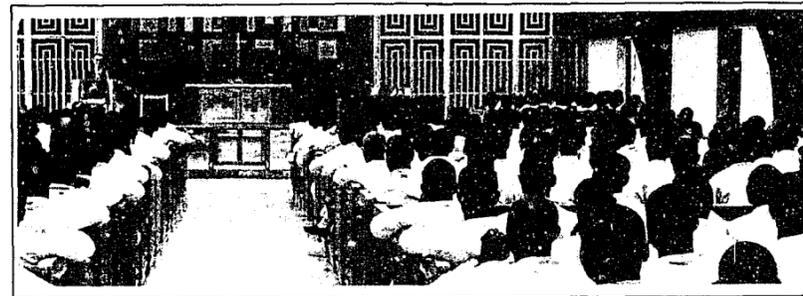
The **TREATMENT DIVISION** offers various psychological, educational, vocational, religious and recreational programs to a wide spectrum of inmates. These

programs are designed to meet the transitional needs of inmates as they enter or leave the Department, and to afford individual inmates every opportunity for resocialization.

The Treatment Division is organized into four functional areas: Chaplaincy Programs, Education Programs, Human Service Programs and Mental Health Services.

The **CHAPLAINCY PROGRAM** is administered by 26 field chaplains and one administrative chaplain. Three part-time chaplains and 106 credentialed volunteers assist in delivery of religious programs.

The goal of the Chaplaincy Program is to provide comprehensive spiritual care to inmates. In achieving this goal the program aids in the transitional and rehabilitative needs of those participating in religious programs. Religious programs include preaching, teaching, counseling and sacraments. Chaplains also conduct group and personal counseling, lead worship services, conduct mass, teach doctrinal classes and perform baptismal rites. "Free-world" religious musical groups and ministers are permitted to visit the units as time, security and per-



Worship service — Ellis Unit

sonnel permit.

Religious activities are carried out in four major religions: Buddhism, Christianity, Judaism and Islam. Space for activities, appropriate religious material and counseling are available, and are provided on request of inmates.

During Fiscal Year 1981, chaplains conducted or sponsored 5,937 worship services (total annual

attendance 387,406) and 85,711 inmate interviews. They delivered 2,788 death messages and wrote 5,164 letters to families of inmates. Also, a special volunteer program was organized at John Sealy Hospital in Galveston. These volunteers make religious programs available to inmates at the Department's Discrete Unit located on the tenth floor of John Sealy.

The **EDUCATION DEPARTMENT** of the Texas Department of Corrections provides inmates the opportunity to acquire new skills and knowledge through academic, vocational and recreational programs and services. These programs and services range from basic literacy training to baccalaureate degrees. The Education Department consists of two main branches: The Windham School System and the Division of Continuing Education.

The Windham School System is funded by the State Minimum Foundation Program through the Texas Education Agency. The Texas Board of Corrections serves as school board. The school provides services to all inmates in the Texas Department of Corrections who have no high school diploma or are in need of basic academic and-or vocational training.

During the 1980-81 school year,

more than 24,000 inmates participated in Windham programs; 2,159 inmates received high school or equivalency diplomas and 1,489 inmates received vocational training



Windham Graduation

in 33 skill areas. In addition to regular academic and vocational training programs Windham School System offers a wide variety of educational services. These include special programs for the handicapped and disadvantaged, library services, bilingual education, pre-release education, counseling, recreation programs and fine arts programs.

During the 1980-81 school year, the Windham School System experienced significant growth in several areas. The Special Education staff, through personnel allocations from the Texas Education Agency, increased from 47 to 60, thus providing significant additional services to handicapped inmates. Vocational programs offered were increased from 80 to 87, and a comprehensive competency-based vocational curriculum system was implemented.

The overall academic curriculum

was enhanced with the addition of a revised social studies guide during the 1980-81 school year. Research programs brought advances in the areas of bilingual vocational training, geriatrics and vocational assessments of the handicapped. Also, educational services were expanded to four new prison sites in the Gatesville area.

The Division of Continuing Education provides the following programs to inmates: Academic Junior and Senior College, Vocational Junior College, Texas A&M Engineering Extension Service short courses, the Apprenticeship and Training Program and the Recreational Program.

The Texas Department of Corrections operates cooperative programs with various junior and senior colleges within the state. Two-year colleges include Alvin Community College, Brazosport College, Central Texas College, Henderson County Junior College and Lee College. Associate degrees offered include Associate of Arts, Associate of Science, Associate of Applied Science, Associate of Science Technology, Associate of Elective Studies and Associate of General Studies.

The University of Houston at Clear Lake City, Sam Houston State University, Stephen F. Austin State University and Tarleton State University make up the participating four-year institutions. The senior colleges award Bachelor of Science, Bachelor of Applied Arts and Sciences, Bachelor of Business Administration and Bachelor of General Studies degrees.

Vocational training programs offered through the two-year

The Recreation Program encourages constructive use of leisure time. Intermural and intramural athletic activities include volleyball, basketball, softball, power-lifting, track, badminton, table tennis and shuffleboard. Trophies and ribbons are provided for team and individual accomplishments. Physical education classes, day-room activities, yard and gymnasium leisure-time, television, radio and movies are also available to inmates.

Inmate art and craft items are sold on most units, with many being



Windham Academic Programs

colleges are Air Conditioning and Refrigeration, Auto Body Repair, Auto Mechanics, Commercial Carpentry, Diesel Mechanics, Drafting, Graphic Arts, Horticulture, Machine Shop, Masonry, Meat Cutting, Radio and Television Repair, Secretarial Science, Sheet Metal, Truck Driving, Upholstery and Welding. Upon successful completion of a course, a student receives college credit ranging from eight to 33 hours.

During the 1980-81 school year, approximately 9,234 inmate students were enrolled in the Junior College academic and vocational programs. Approximately 902 inmate students were enrolled in the Senior College program. A total of 308 students earned associate degrees and 28 were awarded baccalaureate degrees during the 1980-81 school year.

Texas A&M Engineering Extension Service conducts nine certificate programs which range from 24 to 490 hours in length. These courses include Automotive Electronics Training, Boiler Operator Training, Building Maintenance Training, Electric Lineman

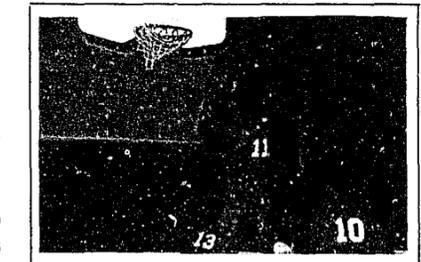
Training, Electronic Assembling, Heavy Equipment Operator Training, Water and Wastewater Treatment, Wastewater Laboratory Technicians and Rough-In Carpentry. These courses are funded by grants from the Criminal Justice Division of the Governor's Office.

The Apprenticeship Training and Grant Programs offer opportunities in seven crafts: Automotive, Machinist, Butcher-Meat Packer, Cook, Sheet Metal, Dental Technician and Printing. Each has standards of work process registered with the Bureau of Apprenticeship and Training, U.S. Department of Labor. Seven separate craft committees consisting of labor, management and department representatives monitor the programs of their respective crafts in order to ensure maintenance of standards. Hours of work experience required varies from 2,000 to 8,000, depending on craft area, for the successful completion of training. During the 1980-81 school year 201 inmates were enrolled in the programs; seven were awarded a Certificate of Completion of Apprenticeship.

displayed for sale at the main craft store at the Huntsville Unit. An art show is held in May to promote inmate arts and crafts. Money made from the sale of these items is deposited in the inmate's individual account.

Each year during the month of October the annual Prison Rodeo is held on Sundays. Inmates may participate in the rodeo as cowboys, redshirts, clowns or chute workers. Additionally, they may sell rodeo programs, cushions, posters, records

or tapes of inmate bands during the rodeo. Net proceeds from the rodeos are utilized by the Inmate Education and Recreation Fund.



Intermural Basketball

The HUMAN SERVICES PROGRAM was established in 1978 to incorporate ancillary programs and treatment services into one administrative group. This has enabled a more efficient delivery system of services to the inmate population. The Human Services Program is comprised of Social Services and Community Education, Work Release, the Mail System Coordinators Panel and the Alcoholism Program.

The Social Services Program assists discharging inmates with their transitional needs. Services have expanded to include inmates having any level of physical or mental disability — such as those on life support or psychoactive medication — inmates attending the Windham Pre-Release Program and any inmate referred for release plan development. Emphasis of program services is placed on inmates with some level of disability due to the complexity and multiplicity of such inmates' release needs.

The Program has a four-fold responsibility: assisting inmates in identification of their release needs through a series of counseling sessions; formulating a comprehensive release plan on an on-going basis to meet individual release needs; making agency referrals and assisting in client intake to those agencies. Fifteen unit counselors and interviewers conduct counseling sessions with inmate clients to assist in developing release plans, while seven field coordinators develop community resources and make agency placements for inmate clients.

The Social Services Program also administers the Community Education Program (Operation Kick-it). This program is designed to inform junior and senior high school students of the dangers and consequences of drug abuse and criminal behavior. Inmate panel members travel under supervision throughout the state speaking about their home life, educational background, drug abuse, involvement in criminal activities and other events that may have contributed to their incarceration. During Fiscal Year 1981, the Community Education Program

travelled 51,084 miles and spoke to over 115,000 people.

To broaden the scope of services available to its clients, the Social Services Program coordinates closely with several agencies. The Windham Pre-Release Program, the Board of Pardons and Paroles, the

Texas Rehabilitation Commission and the Texas Department of Mental Health and Mental Retardation are just a few of these agencies.

The Work Release Program encourages community involvement in the correction process through employment of inmates in "free-world" jobs. Inmates work in nearby

SOCIAL SERVICES PROGRAM
CATEGORIES OF COMMUNITY REFERRALS
FISCAL YEAR 1981

EDUCATION	26
MEDICAL	348
HOUSING	108
COUNSELING	243
VOCATIONAL TRAINING AND ACADEMIC EDUCATION	733
EMPLOYMENT	1027

TOTAL INMATES PLACED 2485



Operation Kick-It

communities during the day and return to the institution at night. Job experience affords inmates an opportunity to enhance vocational skills, while compensation allows inmates to aid dependent families, pay debts and accumulate savings prior to release.

The Mail System Coordinators Panel (MSCP) is designed to assist in the maintenance and coordination of the Uniform Inmate Mail System. In this capacity, the MSCP reviews publications for initial unit acceptance or denial, assists units in mail-related problems, provides training for mailroom personnel and submits periodic reports pertaining to the mail system.

The MSCP is responsible for maintaining and updating the Texas Department of Corrections Correspondence Rules and provides copies of the rules to all units in both English and Spanish. The MSCP also monitors all units to insure compliance with the court ruling in the case of *Guajardo v. Estelle*.

The Alcoholism Program is funded through the Texas Commission on Alcoholism and is available to inmates who are dependent upon mind-altering chemicals — alcohol and drugs — and to assist inmates in adjusting to institutional living. The primary goals of the program are to prepare inmates with alcohol and-or drug dependency problems for reentry into the community, and to help alleviate the strains of this reentry.

Twenty unit counselors administer Alcoholism Program services in the areas of Alcoholics Anonymous (A.A.) participation, group counseling, individual counseling, educational study groups, and follow-on programs. While the first four service areas afford inmates an opportunity for resocialization, follow-on programs involve post-release plans. Such assistance often includes actively helping the inmate secure acceptance in programs such as halfway houses and A.A. groups, tailored to his-her needs.

The MENTAL HEALTH SERVICES DEPARTMENT, formerly the Department of Behavioral Medicine, is charged with providing psychological services to the inmate

DISTRIBUTION OF INMATE CONTACTS AND SERVICES
BY SUPPORTING AGENCIES
SEPTEMBER 1980 — AUGUST 1981

BOARD OF PARDONS & PAROLES — INMATE CONTACTS	60,758
BOARD OF PARDONS & PAROLES — REPORTS	25,759
DEPARTMENT OF HUMAN RESOURCES — CASES ADDED	272
DEPARTMENT OF HUMAN RESOURCES — CASES TERMINATED	251
DEPARTMENT OF HUMAN RESOURCES — CASES CONTINUED	425
SOCIAL SECURITY ADMINISTRATION — INMATE CONTACTS	467
TEXAS COMMISSION ON ALCOHOL — INMATE CONTACTS	88,622
VETERANS ADMINISTRATION — INMATE CONTACTS	780

population and consultation services to the Texas Department of Corrections staff. These services are available to the full range of inmates, including services for drug abusers, sex offenders, mentally retarded inmates, and other special-needs inmates. In addition, Mental Health Services provides psychological testing and evaluation, individual and group therapy, neuropsychological testing and evaluation, relaxation therapy and biofeedback.

Two Comprehensive Treatment Centers are maintained by Mental Health Services. The female center at Mountain View has an average patient load of five inmates, while the male Treatment Center at Goree treats an average load of seventy-five to eighty. These Treatment

Centers are staffed with full-time psychologists and consulting psychologists, and other Mental Health personnel. Programs provided in the Treatment Centers include individual and group psychological counseling, medication, exercise, and education programming.

The Mental Health Services Department has experienced considerable growth and change during the past year; growing from twenty Master's level psychologists to twenty-eight and from one to four Ph.D level employees. Mental Health Services is also involved with a major continuing education program designed to continually upgrade the skills of the entire Mental Health staff.

LOCATION OF TEXAS DEPARTMENT OF CORRECTIONS UNITS

ANDERSON COUNTY

- 1. BETO
- 2. COFFIELD

HOUSTON COUNTY

- 3. EASTHAM

CORYELL COUNTY

- 4. GATESVILLE
- 5. HILLTOP
- 6. MOUNTAIN VIEW

MADISON COUNTY

- 7. FERGUSON

WALKER COUNTY

- 8. ELLIS
- 9. GOREE
- 10. WYNNE
- 11. DIAGNOSTIC
- 12. HUNTSVILLE

GRIMES COUNTY

- 13. GRIMES

FT. BEND COUNTY

- 14. JESTER I & JESTER II
- 15. CENTRAL

BRAZORIA COUNTY

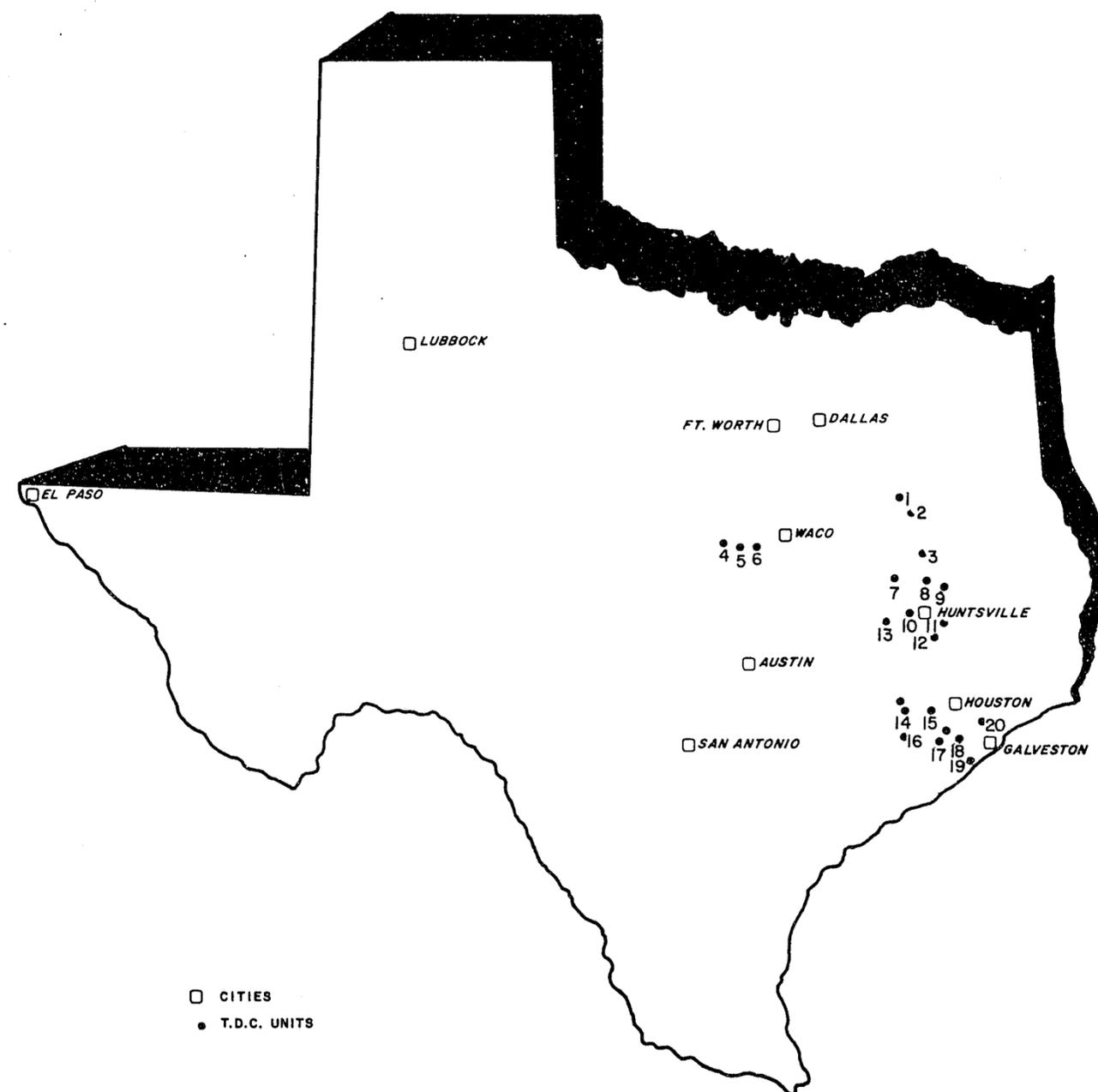
- 16. DARRINGTON
- 17. RAMSEY I & RAMSEY II

- 18. RETRIEVE

- 19. CLEMENS

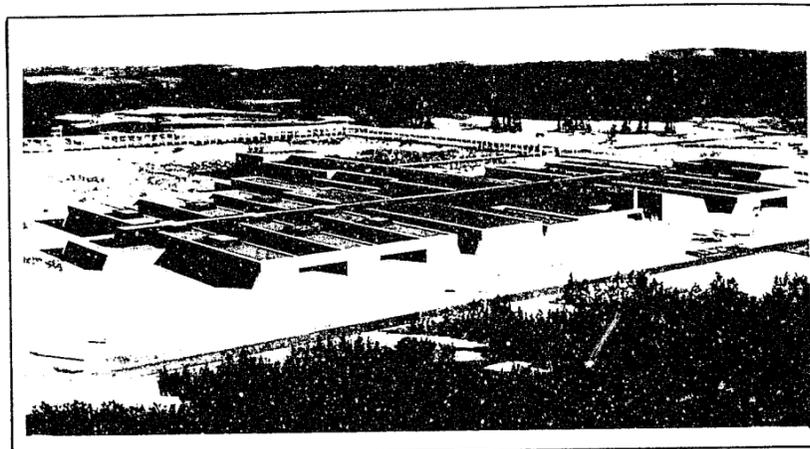
GALVESTON COUNTY

- 20. JOHN SEALY HOSPITAL
(DISCRETE UNIT)

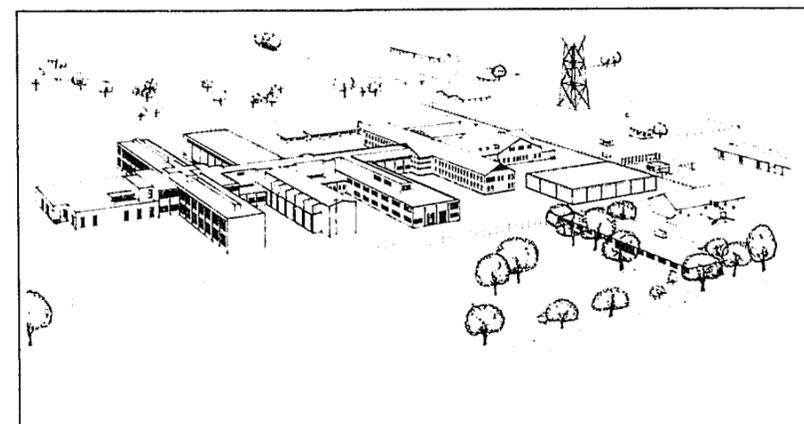




Warden — Joe Walker

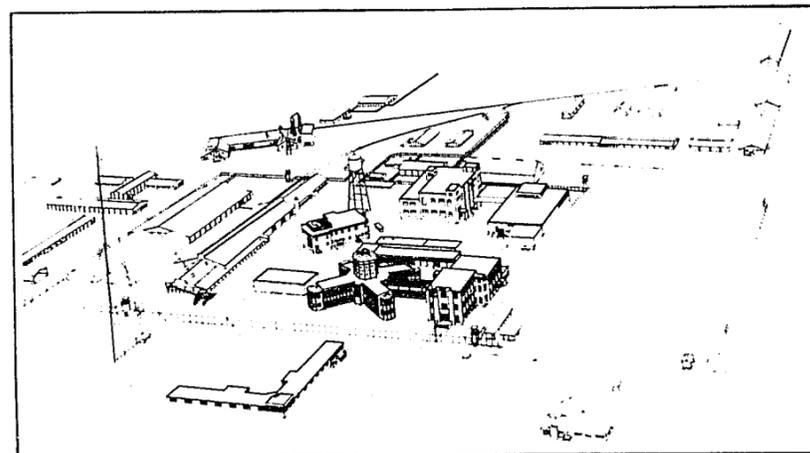


Unit: Beto Warden: Joe Y. Walker
Location: 6 miles S of Tenn. Colony on FM 645 in Anderson County.
Mailing Address: P.O. Box 128, Tennessee Colony, Texas 75861
Telephone: (214) 928-2218 Inmate Population (8-31-81): 1,452
Number of Employees (8-31-81): 228 Approximate Acreage: 4,600
Agricultural Operations: livestock production, field crops.
Industrial Operations: Highway Sign Factory.



Warden — Jack M. Garner

Unit: Clemens Warden: Jack M. Garner
Location: 5 miles S of Brazoria on Hwy. 36 in Brazoria County.
Mailing Address: Route 1, Box 1077, Brazoria, Texas 77422
Telephone: (713) 798-2188—2189 Inmate Population (8-31-81): 1,193
Number of Employees (8-31-81): 155 Approximate Acreage: 8,116
Agricultural Operations: field and edible crops, livestock, grain dryer.
Industrial Operations: none.

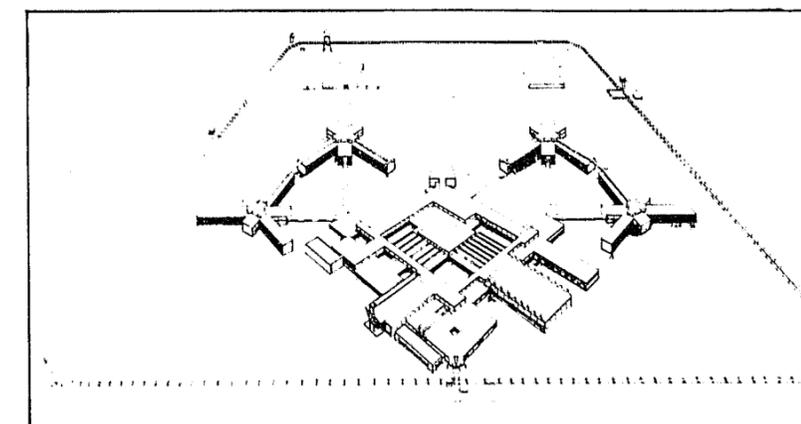


Warden — Howard Mitchell

Unit: Central Warden: Howard Mitchell
Location: 2 miles S of Sugar Land on Hwy. 90A in Fort Bend County.
Mailing Address: One Circle Drive, Sugar Land, Texas 77478
Telephone: (713) 491-2146 Inmate Population (8-31-81): 884
Number of Employees (8-31-81): 147 Approximate Acreage: 4,580
Agricultural Operations: field and edible crop production, livestock production.
Industrial Operations: Soap and Detergent Factory.



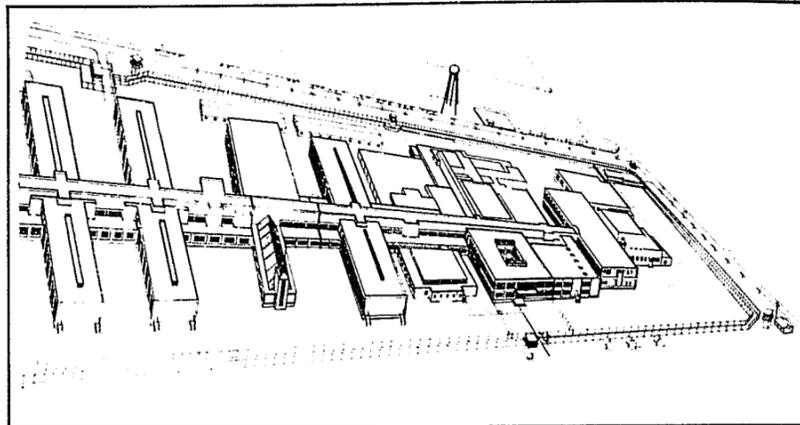
Warden — R.M. Cousins



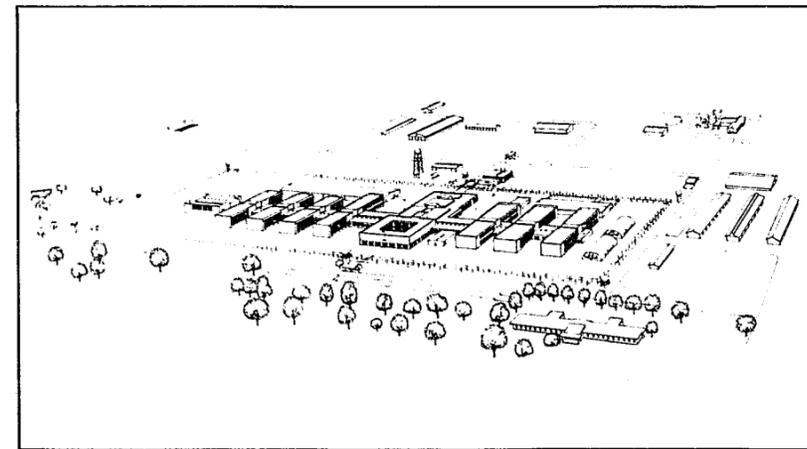
Unit: Coffield Warden: R.M. Cousins
Location: 5 miles SW of Tennessee Colony on FM 2054 in Anderson County.
Mailing Address: Rt. 1, Box 151, Tennessee Colony, Texas 75861
Telephone: (214) 928-2211 Inmate Population (8-31-81): 4,246
Number of Employees (8-31-81): 346 Approximate Acreage: 18,367
Agricultural Operations: livestock production, field crops, edible crops, feed lot, feed mill, meat packing plant, and saw mill.
Industrial Operations: Records Conversion Facility, Metal Fabrication Plant.



Warden — David Christian

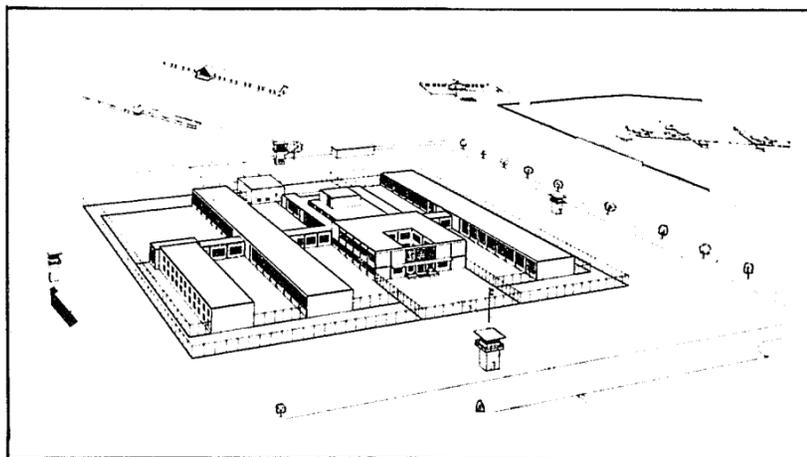


Unit: Darrington **Warden:** David Christian
Location: 4 miles N of Rosharon on Texas 288 S in Brazoria County.
Mailing Address: Rt. 3, Box 59, Rosharon, Texas 77583
Telephone: (713) 595-3435—3320 **Inmate Population (8-31-81):** 1,502
Number of Employees (8-31-81): 128 **Approximate Acreage:** 6,746
Agricultural Operations: edible and field crops (rice and cotton), and livestock production.
Industrial Operations: Tire Recapping Plant



Warden — Edward H. Turner

Unit: Eastham **Warden:** E.H. Turner
Location: 13 miles W of Trinity on FM 230 in Houston County.
Mailing Address: Route 1, Box 16, Lovelady, Texas 75851
Telephone: (713) 636-7646 **Inmate Population (8-31-81):** 3,078
Number of Employees (8-31-81): 264 **Approximate Acreage:** 12,970
Agricultural Operations: field and edible crops, livestock, dairy, gin, and feedmill.
Industrial Operations: Garment Factory,

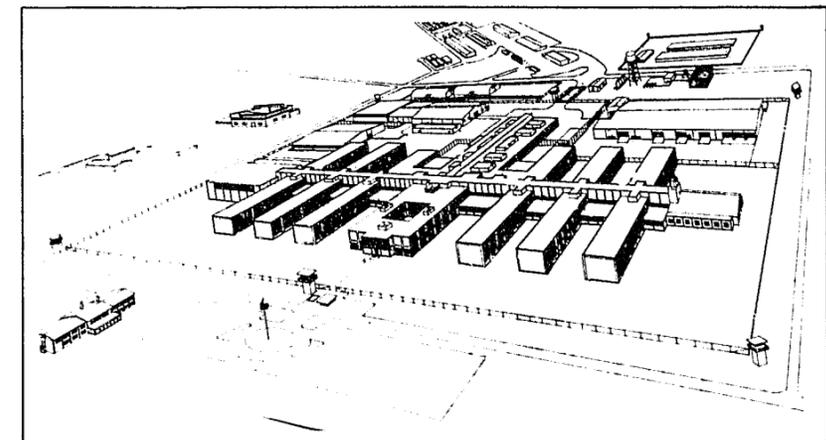


Warden — Billy Ware

Unit: Diagnostic **Warden:** Billy R. Ware
Location: 1 mile N of Huntsville on FM 247 in Walker County
Mailing Address: P.O. Box 100, Huntsville, Texas 77340
Telephone: (713) 295-5768—5769 **Inmate Population (8-31-81):** 941
Number of Employees (8-31-81): 119 **Approximate Acreage:** 50
Agricultural Operations: none.
Industrial Operations: none.
Special Operations: All male inmates are tested and classified at the Diagnostic Unit before being transferred to a permanent unit.



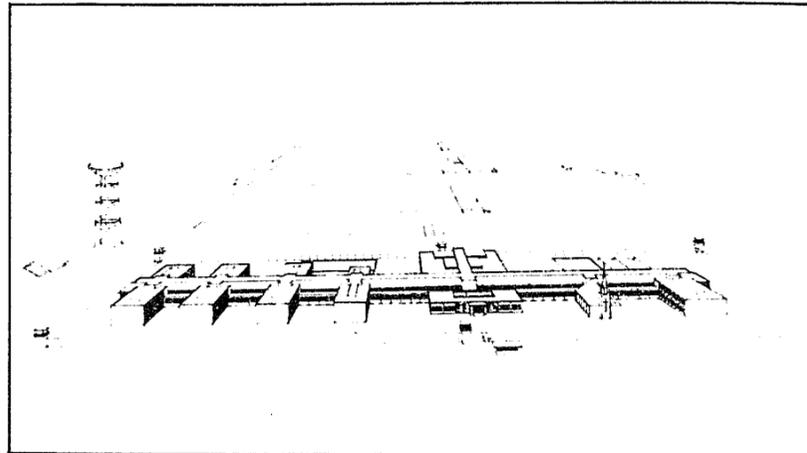
Warden — O.S. Savage



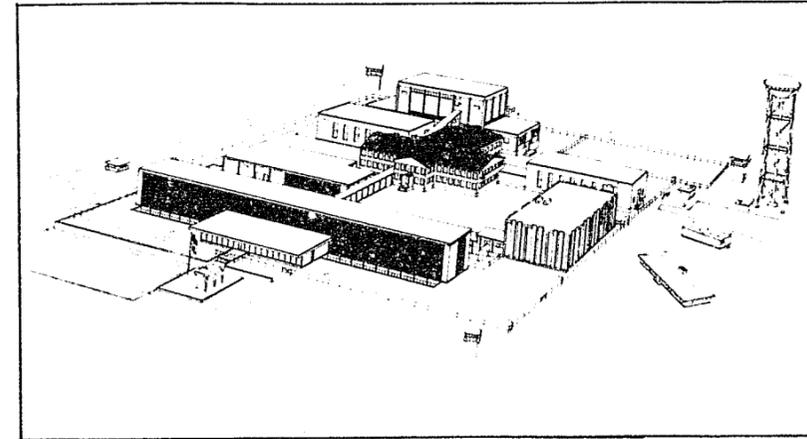
Unit: Ellis **Warden:** O.S. Savage
Location: 12 miles N of Huntsville on FM 980 in Walker County.
Mailing Address: Route 6, Huntsville, Texas 77340
Telephone: (713) 295-5756 **Inmate Population (8-31-81):** 2,666
Number of Employees (8-31-81): 241 **Approximate Acreage:** 11,672
Agricultural Operations: field and edible crops, livestock, dairy, syrup mill, and gin.
Industrial Operations: Dental Lab, Garment Factory, Woodworking Shop, Shoe Factory, Bus Repair Facility, Northern Area Maintenance Warehouse.



Warden — J.A. Williamson



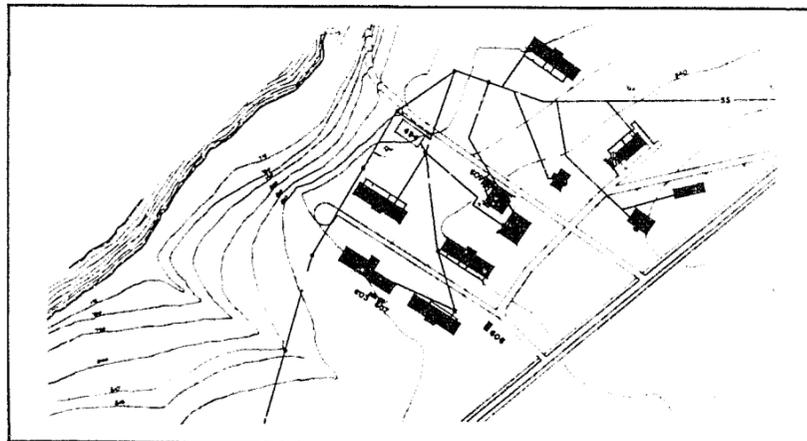
Unit: Ferguson Warden: J.A. Williamson
Location: 20 miles NE of Huntsville on FM 247 in Madison County.
Mailing Address: Route 2, Box 20, Midaay, Texas 75852
Telephone: (713) 348-2761 Inmate Population (8-31-81): 2,163
Number of Employees (8-31-81): 178 Approximate Acreage: 4,351
Agricultural Operations: field and edible crops, livestock, and dairy.
Industrial Operations: Mop and Eroom Factory.



Unit: Goree Warden: Paul Jacka
Location: 4 miles S of Huntsville on Hwy 75 S in Walker County.
Mailing Address: P.O. Box 38, Huntsville, Texas 77340
Telephone: (713) 295-6331—0386 Inmate Population (8-31-81): 858
Number of Employees (8-31-81): 110 Approximate Acreage: 889
Agricultural Operations: horse breeding operation.
Industrial Operations: none.



Warden — Paul Jacka



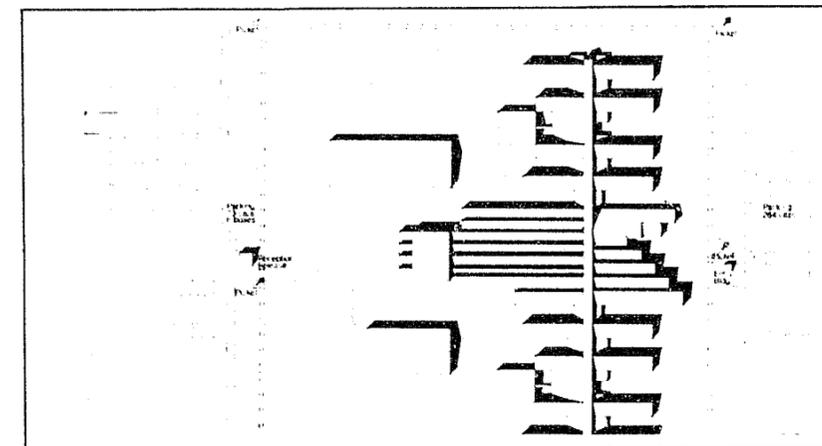
Unit: Gatesville Warden: Linda Woodman
Location: 3 miles N of Gatesville on Hwy 36 in Coryell County.
Mailing Address: 1401 State School Rd., Gatesville, Texas 76528
Telephone: (817) 865-8431 Inmate Population (8-31-81): 899
Number of Employees (8-31-81): 319 Approximate Acreage: 900
Agricultural Operations: edible crops.
Industrial Operations: Garment Factory,
Special Operations: Only female offenders are housed here — all female inmates are tested and classified at the Gatesville Reception Center before being transferred to a permanent unit.



Warden — Linda Woodman



Warden — Bobby D. Morgan



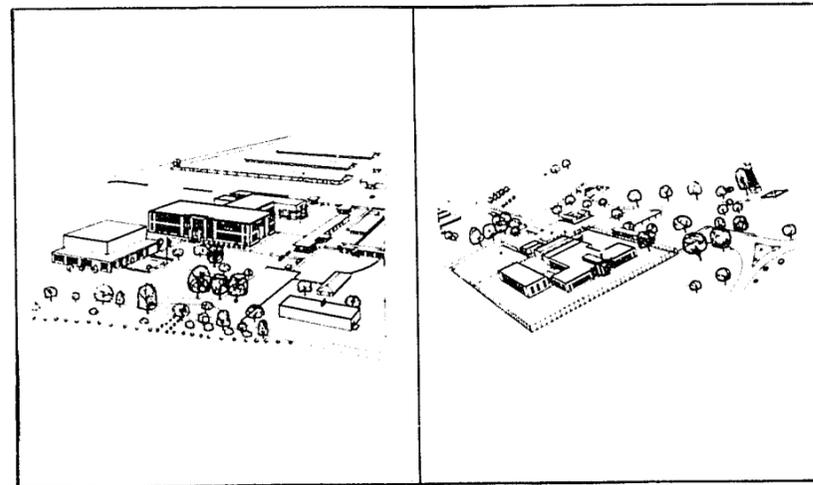
Unit: Grimes County Warden: Bobby D. Morgan
-Location: 5 miles SW of Navasota on Hwy 1227 in Grimes County.
Mailing Address: Rt. 3, Box 300, Navasota, Texas 77868
Telephone: (713) 825-3728 Inmate Population (8-31-81): 0
Number of Employees (8-31-81): 22 Approximate Acreage: 5,968
Agricultural Operations: edible and field crops.
Industrial Operations: none.



Warden — Jerry Gunnels



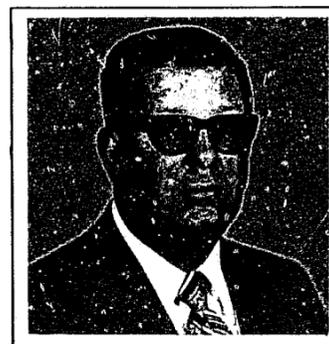
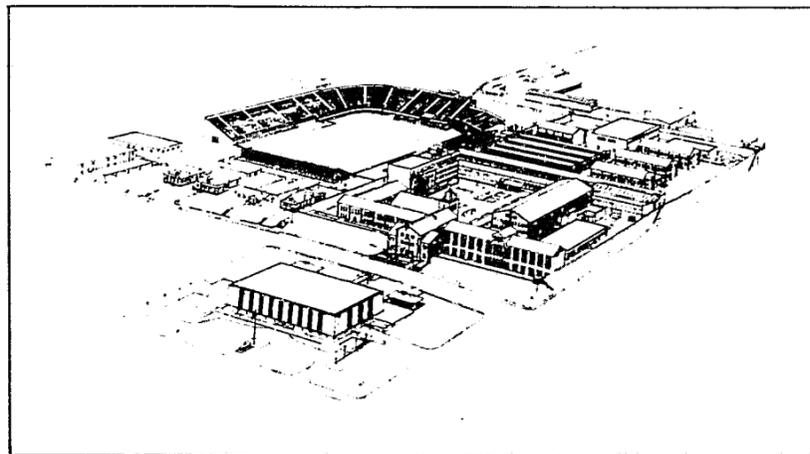
Unit: Hilltop **Warden:** Jerry Gunnels
Location: 3 miles N of Gatesville on Hwy 36 in Coryell County.
Mailing Address: Route 4, Gatesville, Texas 76528
Telephone: (817) 865-8431 **Inmate Population (8-31-81):** 260
Number of Employees (8-31-81): 49 **Approximate Acreage:** 1,240
Agricultural Operations: edible and field crops.
Industrial Operations: none



Unit: Jester I and II **Warden:** David L. Myers
Location: 4 miles E. of Richmond on Hwy 98 in Fort Bend County.
Mailing Address: Rt. 2, Richmond, Texas 77469
Telephone: (713) 491-3030 **Inmate Population (8-31-81):** Jester I: 510 — Jester II: 374
Number of Employees (8-31-81): 117 (total for Jester I & II)
Approximate Acreage: 5,012
Agricultural Operations: field and edible crop production, livestock and dairy.
Industrial Operations: none.
Special Operations: The Department's Pre-Release and Work Release Programs are located at Jester I.



Warden — David L. Myers

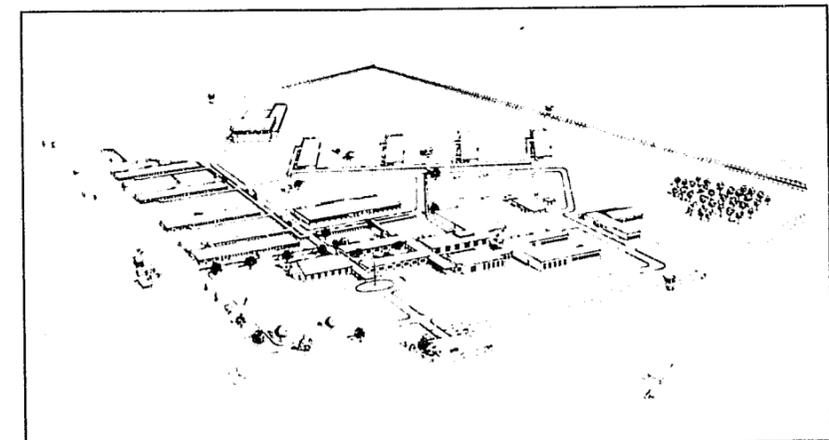


Warden — Jack B. Pursley

Unit: Huntsville **Warden:** Jack B. Pursley
Location: Huntsville in Walker County.
Mailing Address: 815 12th St. or P.O. Box 99, Huntsville, Texas 77340
Telephone: (713) 295-6371 **Inmate Population (8-31-81):** 2,079
Number of Employees (8-31-81): 374 **Approximate Acreage:** 140
Agricultural Operations: none.
Industrial Operations: prison store and textile mill.
Special Operations: The Department's central hospital, New Construction administrative offices, Mechanical Shop, Print Shop, Prison Rodeo arena, Continuing Education administrative offices, Credit Union, and Windham Media Center are situated on the Huntsville Unit. The Department's Administration Building is conveniently located immediately in front of the Huntsville Unit, along with the Prison Rodeo Office and the Inmate Craft Shop.



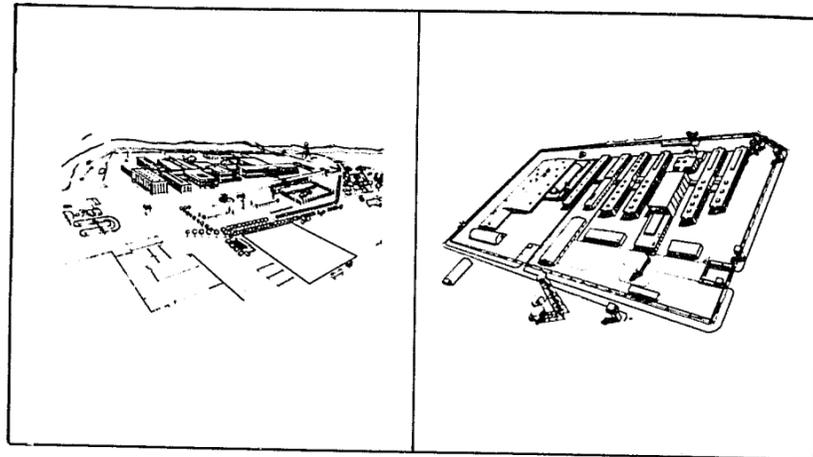
Warden — Lucile G. Plane



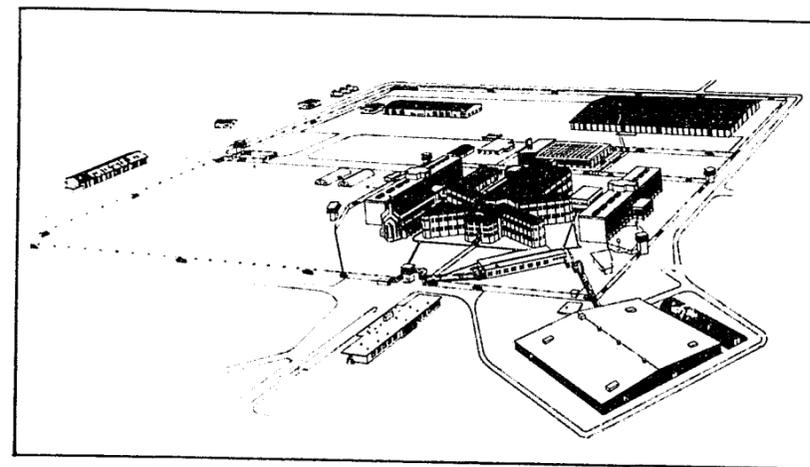
Unit: Mountain View **Warden:** Lucile Plane
Location: 4 miles N of Gatesville on Hwy 36 Won FM 215 in Coryell County
Mailing Address: Rt. 4, Box 800, Gatesville, Texas 76528
Telephone: (817) 865-7226—7227 **Inmate Population (8-31-81):** 896
Number of Employees (8-31-81): 156 **Approximate Acreage:** 80
Agricultural Operations: none.
Industrial Operations: none.
Special Operations: Only females are housed at this unit.



Warden — Thomas Durbin

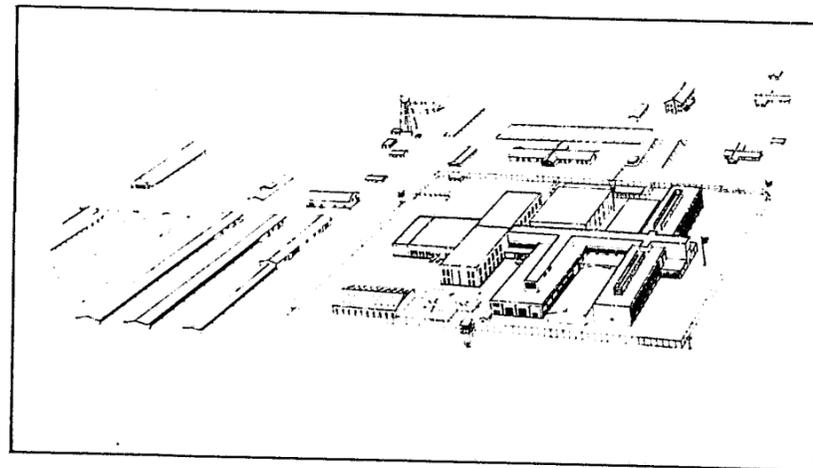


Unit: Ramsey I and II Warden: Thomas D. Durbin
 Location: 4 miles W of Hwy 288 on FM 655 in Brazoria County.
 Mailing Address: Ramsey I — Rt. 4, Box 1100, Rosharon, Texas 77583
 Ramsey II — Rt. 4, Box 1200, Rosharon, Texas 77583
 Telephone: Ramsey I: (713) 595-3491—344; Ramsey II: (713) 595-3413
 -Inmate Population (8-31-81): Ramsey I: 2,083 — Ramsey II: 1,444
 Number of Employees (8-31-81): 323 (total at Ramsey I & II)
 Approximate Acreage: 16,214
 Agricultural Operations: edible and field crop production, livestock, dairy, dehydrator, gin.
 Industrial Operations: Furniture Refinishing Plant.



Warden — Don Costilow

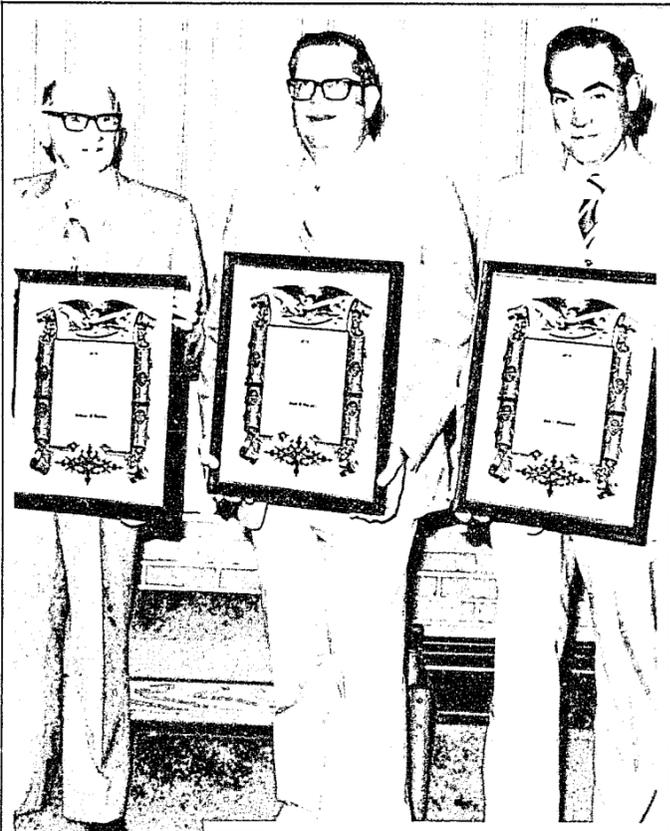
Unit: Wynne Warden: Don Costilow
 Location: Huntsville at FM 2821
 Mailing Address: Rt. 1, Box 1, Huntsville, Texas 77340
 Telephone: (713) 295-9126 Inmate Population (8-31-81): 2,233
 Number of Employees (8-31-81): 245 Approximate Acreage: 1,433
 Agricultural Operations: field and edible crops, livestock, and dairy.
 Industrial Operations: License Plate Plant, Validation Sticker Plant, Mattress Factory, Corrugated Box Factory, Plastic Sign Shop, and Records Conversion Facility
 Special Operations: Windham School System's administrative offices are located on the Wynne Unit.



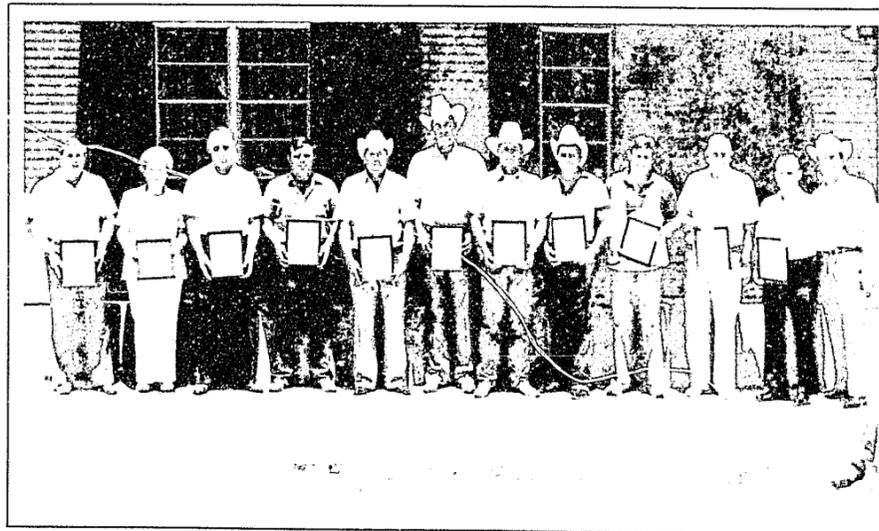
Warden — Loyd Hunt

Unit: Retrieve Warden: Loyd Hunt
 Location: 8 miles S of Angleton in Brazoria County.
 Mailing Address: Rt. 4, Box 1500, Angleton, Texas 77515
 Telephone: (713) 849-9306 Inmate Population (8-31-81): 935
 Number of Employees (8-31-81): 124 Approximate Acreage: 7,114
 Agricultural Operations: edible and field crops, livestock, and dairy.
 Industrial Operations: none.

OUTSTANDING EMPLOYEES



PICTURED ABOVE are the 1979 Outstanding Employee Award winners. (From left to right) Johnny Durbin, Employee of the Year; Jack Pursley, Warden of the Year; Joe Manning, Officer of the Year.



PICTURED ABOVE with Department of Corrections Director W. J. Estelle are TDC employees who received awards at the Texas Public Employees Association (TPEA) 1981 picnic. (From left to right) Samuel Martinez, Goree; Lorena Simonton, Goree; Walter Jennings, Darrington; Brian R. Garrett, Ferguson; Arthur G. Judd, Ramsey; Stanley D. Cadenhead, Ramsey; John F. West, Ramsey; Antonio D. Carranza, Clemens; Richard Jones, Clemens; Wagley R. Owens, Ramsey; Phonso N. Rayford, Wynne; and Mr. Estelle.

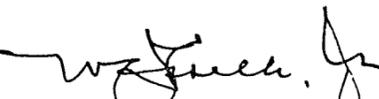
IN RETROSPECT

Thirty years ago when I started in this business and I found myself working for people who had already been involved thirty years, among other things they were worried about was the changing inmate profile and young employees like myself. It seems to me each generation concerns itself about the plight of the following generation and what a sad shape the world's going to be in when they pass it on to the following generation. I read that the ancient Egyptians were worried about it and so recorded it in their writings, as did Socrates in his writings. There isn't any question the world has changed and some of our values have changed along with it, but there's no doubt in my mind about the younger generation in the field of corrections or for the young people in this country for that matter. The young people today are better fed, better clothed, better housed, and learn things in high school most of us didn't study in college. Judgment, understanding, wisdom, and courage still come with experience and years as they always have.

All of this brings me to the observation I couldn't help but make about the response of staff in several emergent situations, whether the emergent situation occurred by way of escape, collective violence at one of our prisons, legal responses that had to be gotten out in record time, research that was quickly needed to support a position, or livestock that had to be moved in the face of a river out of its banks, people rose to the occasion.

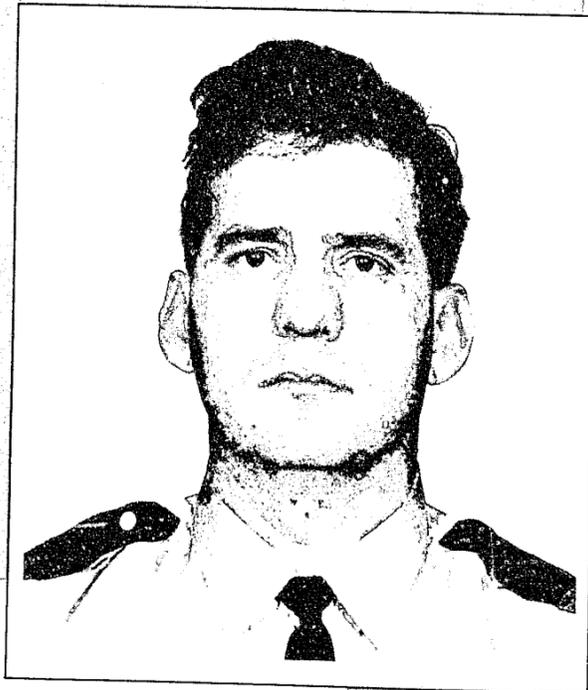
I am convinced the frustrations and stress producing conditions exist in greater abundance today than they have during most of our careers and I'm equally convinced that the professional response to those conditions and situations equals the problems. I have watched and reported to the Board of Corrections time after time the swift and effective reaction you all have given to these problems and others without overreacting and many times without rising to aggravating and agitating bait from whatever its source. I know many times it is difficult to maintain a professional attitude and posture in the face of circumstances that defy reasonable explanation, but those are the times when you all seem to recognize more than ever your need for self-discipline and control. We need to remember too that it's not only those who are directly involved in the action who merit such notice and commendation but those in support positions as well. Sometimes it is easier to be in the immediate and direct response group than it is to be indirectly involved. Without the support personnel in our corner, we'd have little hope of succeeding. I'm talking about those folks in the construction and industries, medical services, food service, secretarial help, and all the others we rely on so heavily without often realizing the significance of their contribution.

At this time we need to give thanks for each other and to each other, and continue our commitment with the sure knowledge that no matter how bleak things appear to be, right will ultimately prevail.

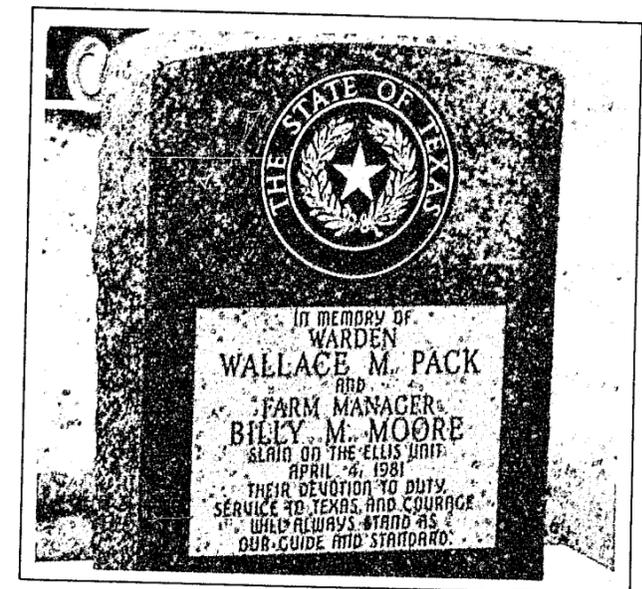

W. J. Estelle, Jr.
DIRECTOR



Wallace M. Pack
Born November 13, 1926
Died April 4, 1981



Billy M. Moore
Born September 2, 1931
Died April 4, 1981



END