

**TEXAS DEPARTMENT  
OF CORRECTIONS  
ANNUAL OVERVIEW  
1986**

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The 1986 Texas Department of Corrections Annual Overview was produced by the Public Information Office in cooperation with agency administrators and the TDC Print Shop. The annual publication is intended to inform and educate individuals who are interested in learning about the nation's third largest prison system. Edited by David M. Nunnelee, Public Information officer. Layout and printing by TDC inmates under the direction of R.W. Walker, C. H. Westley, Mike Jones and Mike Carroll, Print Shop supervisors.

Photo contributors: Jim Bazaretti, Mark Humphries, Linda McKenzie, UTMB Hospital, Galveston, and TDC Industry Division. Assistance by TDC Photo and Identification Department and Management Services. Cover photo: Huntsville "Walls" Unit, built 1849. TDC employee Jim Bazaretti captured the prison walls against clouds highlighted by the late afternoon sun.

# TEXAS DEPARTMENT OF CORRECTIONS

111288

# 1986 ANNUAL OVERVIEW

U.S. Department of Justice  
National Institute of Justice

111288

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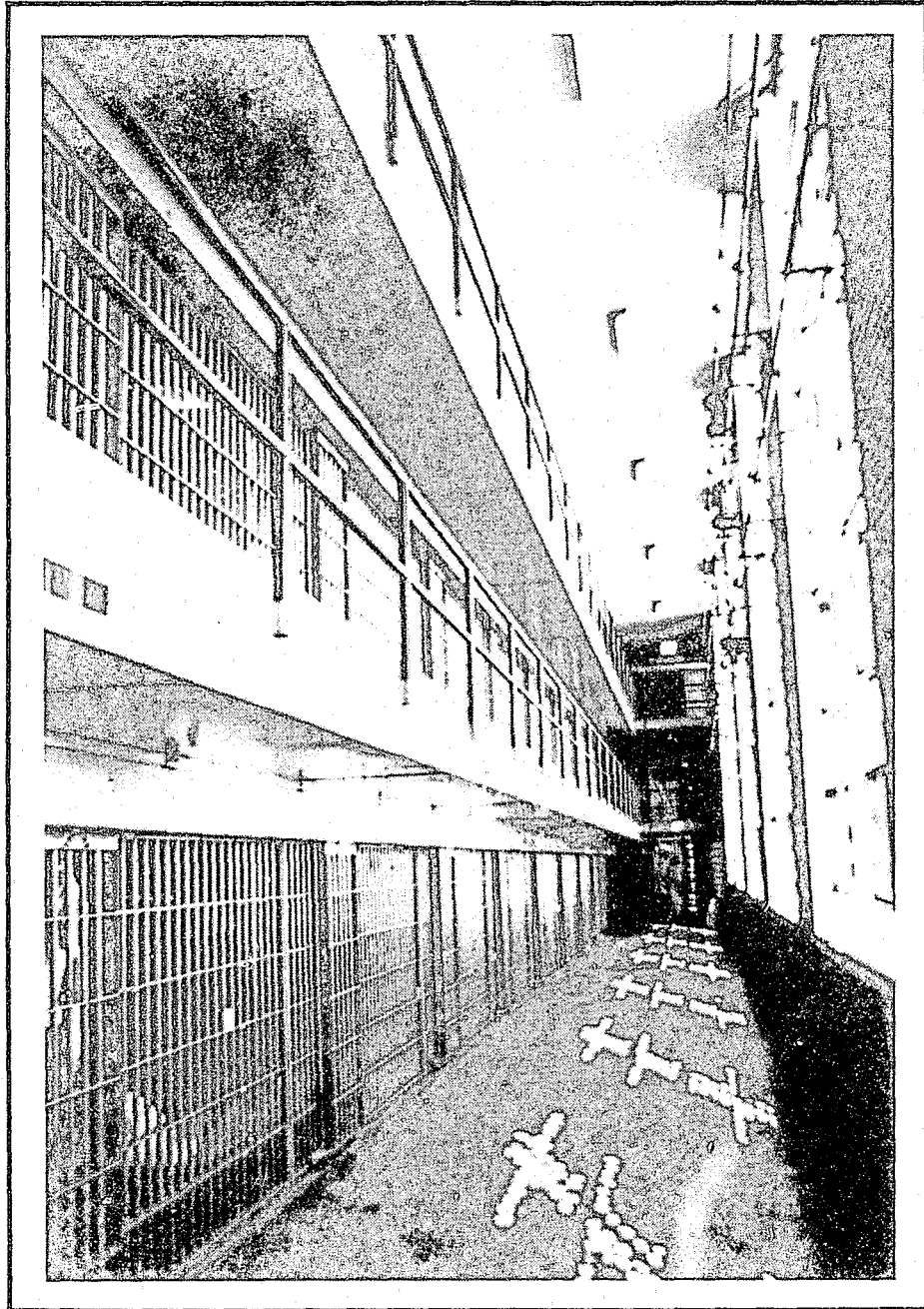
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**O. L. McCOTTER**  
**DIRECTOR**

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# FISCAL YEAR 1986 HIGHLIGHTS

With fiscal year 1986 less than a month old, the Texas Department of Corrections found itself at war with prison gang members who battled each other for position in the power vacuum left by the dismantling of the building tender system.

By year's end, however, the fear and violence spread by the gang members had subsided substantially and control of the nation's third largest prison system was back in the hands of a more seasoned force of security officers.

The dramatic decline in inmate violence was one of the most notable occurrences during a year that was also marked by an unanticipated surge in the inmate population. In fact, as the year drew to a close, the TDC, searching for a means to accommodate the growing population, proposed to temporarily house up to 300 minimum custody inmates at an abandoned U.S. Army barracks near Mineral Wells.

The agency's proposal was finally rejected by U.S. District Judge William Wayne Justice, who argued that the facility would not afford the assigned inmates adequate support services.

Indeed, corrections continued as a growth industry within an economy staggered by low oil prices. Fueled by a climbing crime rate and the creation of additional criminal courts across the state, admissions to TDC totaled 30,490 during the year, a 20 percent increase over FY 85. A comparable increase in the number of inmates released by the Texas Board of Pardons and Parole kept the year-end population to less than a 3 percent gain, however.

Releases totaled 28,087 in FY 86 compared to 23,333 the previous year.

As the fiscal year began, TDC Director O.L. McCotter ordered approximately 17,000 inmates - about one-half of the inmate population - locked in their cells in reaction to a rash of stabbing incidents. Gang members were identified and segregated, a stockpile of handmade weapons was confiscated, cells were retrofitted for greater security, and violence fell.

Just two homicides occurred during the year compared to 27 in 1985 and 25 in 1984. Non-fatal incidents of violence fell nearly 65 percent during the year.

"We've gone from an inmate-control system to a staff-control system," McCotter said.

A new prison board chairman - Alfred D. Hughes of Austin - was elected in September and James Eller, a Bryan businessman, was appointed to fill the vacancy left by retiring board chairman Robert Gunn of Wichita Falls.

Seven new wardens and two regional directors were

named in October and the annual Texas Prison Rodeo recorded a healthy profit of \$120,000.

Sadly, Albert Ray Moore, founder and director of the prison rodeo for 38 years, died at age 85 in January. That same month, the Board of Corrections voted to continue the rodeo another year despite concerns over the state's liability.

Giant strides were made in the area of inmate health care as evidenced by the National Commission on Correctional Health Care's accreditation of 25 prison infirmaries. Texas now has more prisons meeting national health standards than any other state. The TDC also stand alone with accreditation of its medical laboratory by the College of American Pathologists.

State Rep. Allen Hightower of Huntsville took over as chairman of the House Law Enforcement Committee in January and the legislative Sunset Commission began its comprehensive review of the TDC. The commission's review resulted in a number of recommendations, including the elimination of mandatory release for inmates convicted of aggravated offenses.

The month of April saw the TDC's inmate furlough program come under fire from four county sheriffs who demanded the right to veto any inmate's furlough. The agency responded by halting furloughs to the protesting counties and asking the Texas Sheriff's Association for input in revising the furlough policy.

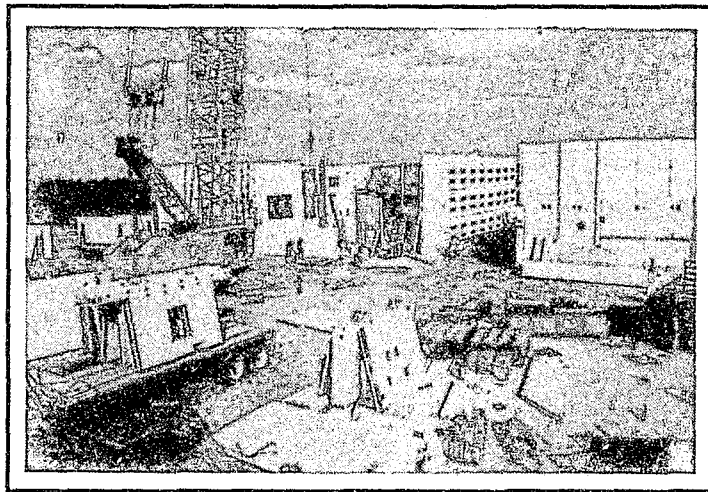
The agency's policy of awarding "good time" to inmates also was the target of criticism from factions who alleged it was being used as a tool to control the prison population rather than as behavioral incentive.

A state land sale that was to be the vehicle for financing the construction of the 2,250 - man Mark Michael Unit near Palestine never materialized during the year. Instead, certificates of participation were issued to build the \$67 million maximum-security facility under a lease - purchase arrangement. Former Gov. Mark White dedicated the prison site in June, and construction was well underway at the end of the fiscal year.

The new unit is scheduled for completion in September 1987.

The Board of Corrections also authorized the construction of 10 trusty camps, each to house up to 200 minimum security inmates. The last of the camps are expected to be completed by September.

In addition, the prison board asked for cost estimates for the housing of an additional 1,000 trusty inmates in modular units.



Michael Unit

The concept of privately - operated prisons surfaced during the fiscal year, but an agreement whereby a private company would actually build and operate a Texas prison never materialized.

Efforts to comply with the elements of a consent decree issued in the *Ruiz v. McCotter* lawsuit continued in earnest throughout the year. By year's end, the TDC was in compliance with the court order as it pertains to the capacity caps at three existing units, the single celling of designated inmates, contact visiting for state - approved trustees, and the building of additional gymnasiums and outdoor recreation yards for inmates.

The agency also moved to correct maintenance and repair deficiencies identified in its physical plant, initiated a comprehensive safety program in a determined effort to reduce the number of employee accidents, promoted minorities throughout the system and strengthened its efforts to ensure equal employment opportunities.

Although much work lay ahead, McCotter said he was proud of the accomplishments made during a he agency seemed to turn the corner and was once again headed in the direction of prominence.

"What we've done in the past year has almost been a miracle," McCotter said.

### THE NUMBER OF INMATES RECEIVED AT AND RELEASED FROM TDC FY 1985-86

#### THE NUMBER OF INMATES RECEIVED AT TDC

	FY 1985	FY 1986	
	Number	Number	Percent Change
NEW RECEIVES	17,534	20,842	18.87%
PAROLE VIOLATORS	3,597	4,365	21.35%
MAN. SUP. VIOLATORS	3,343	4,220	26.23%
SHOCK PROB. VIOLATORS	891	1,063	19.30%
<b>TOTAL RECEIVED</b>	<b>25,365</b>	<b>30,490</b>	<b>20.21%</b>

#### THE NUMBER OF INMATES RELEASED FROM TDC

	FY 1985	FY 1986	
	Number	Number	Percent Change
DISCHARGE	416	307	-26.20%
PAROLE	9,328	14,427	54.66%
MANDATORY SUPERVISION	11,864	12,742	7.40%
SHOCK PROBATION	1,725	611	-64.58%
<b>TOTAL RELEASES</b>	<b>23,333</b>	<b>28,087</b>	<b>20.37%</b>

	August 31, 1985	August 31, 1986	
<b>On-Hand Inmate Population</b>	<b>37,320</b>	<b>38,246</b>	<b>Gain 2.48%</b>

## TEXAS BOARD OF CORRECTIONS



Texas Department of Corrections Standing left to right: James M. Eller, Bryan; Deralyn R. Davis, Forth Worth; Secretary James N. Parsons III, Palestine; Thomas R. McDade, Houston. Seated left to right: Lindsey Waters, Jr., Dallas; Vice-Chairman Joe V. LaMantia, Jr., Weslaco; Chairman Alfred D. Hughes, Austin; Robert B. Lane, Austin. Not pictured: Dennis R. Hendrix, Houston.

**ALFRED D. HUGHES**

Chairman

Dear Governor White:

I am pleased to forward to you for review the 1986 Annual Report of the Texas Department of Corrections. Many positive changes and improvements have been realized this past fiscal year.

The increased focus on compliance issues relating to *Ruiz* case mandates had produced continued progress in making the Texas prison system both safe and constitutional. The members of the Board of Corrections recognize the staff for the dedicated efforts in meeting the necessary challenges for improving compliance in the Department.

As we enter a new year, I am confident that every effort will be made by the staff and elected officials to do what is needed to fulfill the Department's obligations. Challenges must continue to be met in order to ensure that the Department is successful in making continued progress. I have every confidence that we will meet these challenges.

Sincerely,  
**TEXAS BOARD OF CORRECTIONS**

Alfred D. Hughes  
Chairman



# TEXAS DEPARTMENT OF CORRECTIONS

O. L. McCotter, Director

Huntsville, Texas

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

Dear Chairman Hughes:

I am indeed pleased to forward the 1986 Annual Report of the Texas Department of Corrections. I believe upon examination, you will find that it has been a year of dynamic growth and unprecedented improvement.

As you know, the primary goal I set for this Agency was the reduction of inmate violence. Statistical data reflects that during the past year, enhanced security procedures resulted in a 75 percent decrease in inmate violence, and an 89 percent decrease in inmate homicides. This trend should continue as long as current security procedures remain in effect.

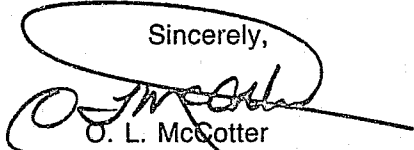
I am also pleased to report progress in all other areas identified as Agency goals. We are in the process of streamlining the organizational structure to enhance productivity, efficiency and effectiveness. With rare exception, we have made extraordinary progress toward meeting or exceeding *Ruiz* compliance standards. New personnel promotion, disciplinary and grievance procedures, the elevation of the status and impact of our Equal Opportunity and Affirmative Action program, and implementation of new personnel policies have resulted in a much needed decrease of personnel turnover. Industrial production remained at status quo, but noteworthy was the \$1 million increase in outside sales. Agricultural production reflected overall improvement, especially with regard to out vegetables and canning efforts. Construction of the new 2,250-bed Michael Unit is well under way, with an anticipated completion date of August 1987. Likewise construction of all 10 trusty camps is under way, with an anticipated completion date of July 1987. When completed, these construction projects will have a positive impact on overcrowding issues.

It is also important to note that during the past year, this Agency has been required to produce inordinate amount of information in response to litigation pertaining to the *Ruiz*, *Cirilo*, *Lama*, *Guajardo* and *Coble* cases. Additionally, Legislative Budget Board and Sunset Commission request fully taxed our operational, financial and administrative elements. In spite of these demands, I am pleased to note that with the support provided by you and members of the Board of Corrections, 1986 was a year of unequalled achievement.

None of the aforementioned would have been possible without the dedication and support of all TDC employees. I firmly believe TDC is on the right course, that this past year is prologue to future possibilities, and TDC can and will continue to become the national corrections model.



Sincerely,

  
O. L. McCotter  
Director

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# EXECUTIVE DIVISION

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PERSONNEL DEPARTMENT

INTERNAL AFFAIRS

STAFF COUNSEL FOR INMATES

INMATE LEGAL SERVICES

LEGAL AFFAIRS

COMPLIANCE

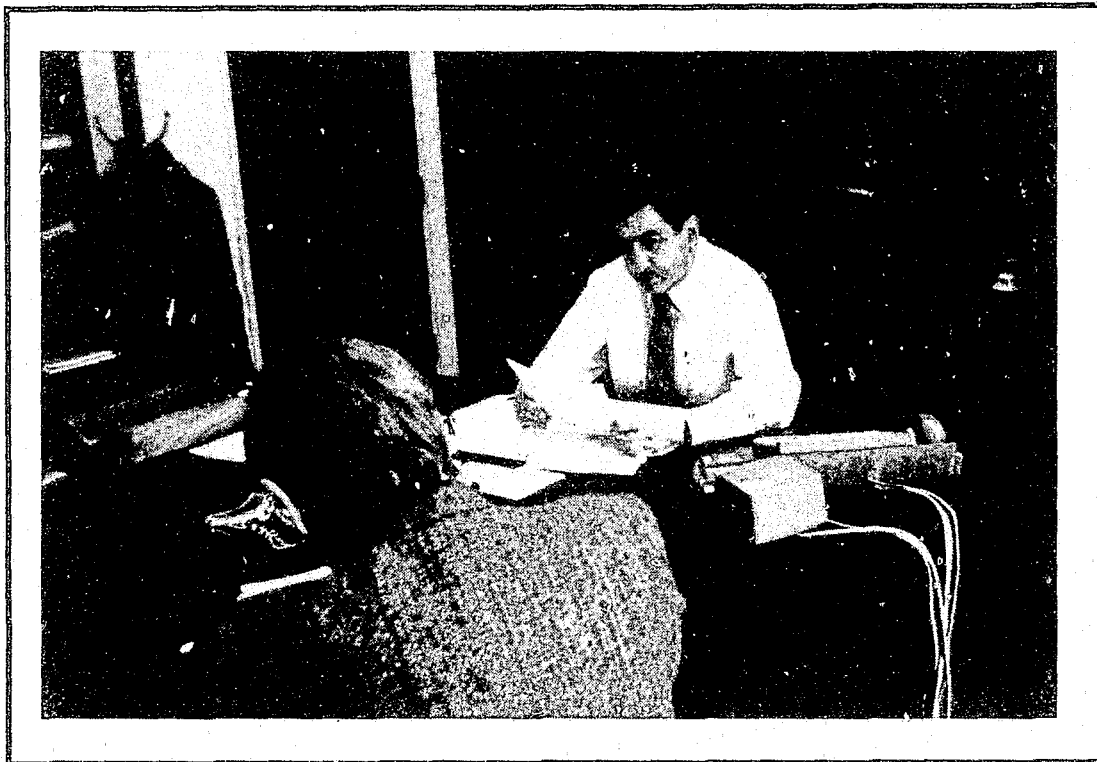
EMPLOYEE RELATIONS

INTERNAL AUDIT

PUBLIC INFORMATION

MANAGEMENT SERVICES

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## PERSONNEL DEPARTMENT

The Personnel Department coordinates the development, administration, and execution of the agency's personnel management program. This department is composed of four major actions, including employment, classification, labor relations, and benefits. It advises the Director and executive staff in matters concerning personnel administration, such as the employment of applications, maintenance of fair promotional procedures, the just application of disciplinary action as required, administration of the system of employee grievances, and implementation of an employee benefits program.

During FY 86 emphasis was placed on increasing employee moral by enhancing communication between administration and employees. The systems of administration for employment, promotion, disciplinary action, grievances, and benefits were further perfected. Staff development training for supervisors, and the dissemination to all employees in the form of published personnel policies assisted in this effort.

As a result of these activities, employment attrition was significantly reduced. Clarification of policy concerning employee grievances and disciplinary action enhanced the ability to administration to respond to the needs of employees. Continued action to appropriately classify employees according to the duties performed greatly contributed to the department's progress.

The National Institute of Corrections has awarded a technical assistance grant to the agency to conduct a needs-assessment survey of the performance appraisal system. Similar action is planned for the employment and promotional systems. These efforts will assist administration to objectively assess each employee's progression in their career. Distribution of published policy will continue to organize the agency's administration of the personnel functions.

## INTERNAL AFFAIRS

The assignment of the Internal Affairs Division is to provide internal investigative services in support of the agency and its personnel by clearing those falsely accused, establishing the culpability of wrongdoers, and uncovering defective procedures and/or materials. As a priority, Internal Affairs reviews and monitors the entire process of the reporting of use of force incidents and investigates all allegations of excessive and unnecessary use of force and harassment/retaliation. The Internal Affairs Division consists of the following components:

### Investigative Operations Bureau

This component provides the systemwide staff supervision and line operations necessary to conduct thorough and impartial investigations of allegations of employee misconduct.

### Use of Force Review Bureau

This component provides an independent, objective analysis and review of all major use of force incidents occurring systemwide.

### Polygraph Section

The investigators, examiners, and support personnel of this component provide investigative and polygraph test-

ing services in support of TDC investigations and special request.

### Investigative Support Bureau

This component provides administrative support to include microcomputer-based tracking systems, word processing, case monitoring, employee/citizen liaison, property/evidence control, and file repository services.

### Statistical Data FY 86

Number of investigations opened 1,564

Number of investigations closed 1,820

Number of polygraph examinations conducted 868

Number of major use of force reports reviewed 5,826

## STAFF COUNSEL FOR INMATES (SCI)

Staff Counsel for inmates (SCI) administers two programs: (1) Inmate Legal Services to indigent inmates, except in fee-generating and civil rights cases and (2) Access to Court which was transferred from Legal Affairs to SCI this fiscal year.

SCI consists of 28 personnel, 23 in Huntsville and five in Sugarland.

## INMATE LEGAL SERVICES (ILS)

Typical areas of the law which inmates frequently request legal services include writs of habeas corpus, family law, jail time credits, detainer problems, name changes, prisoner exchange, Social Security, shock probation, military upgrades, VA benefits, immigration and probate. ILS often provides counsel to inmates about policy in parole matters, appeals, and TDC records.

### ILS Statistics for FY86

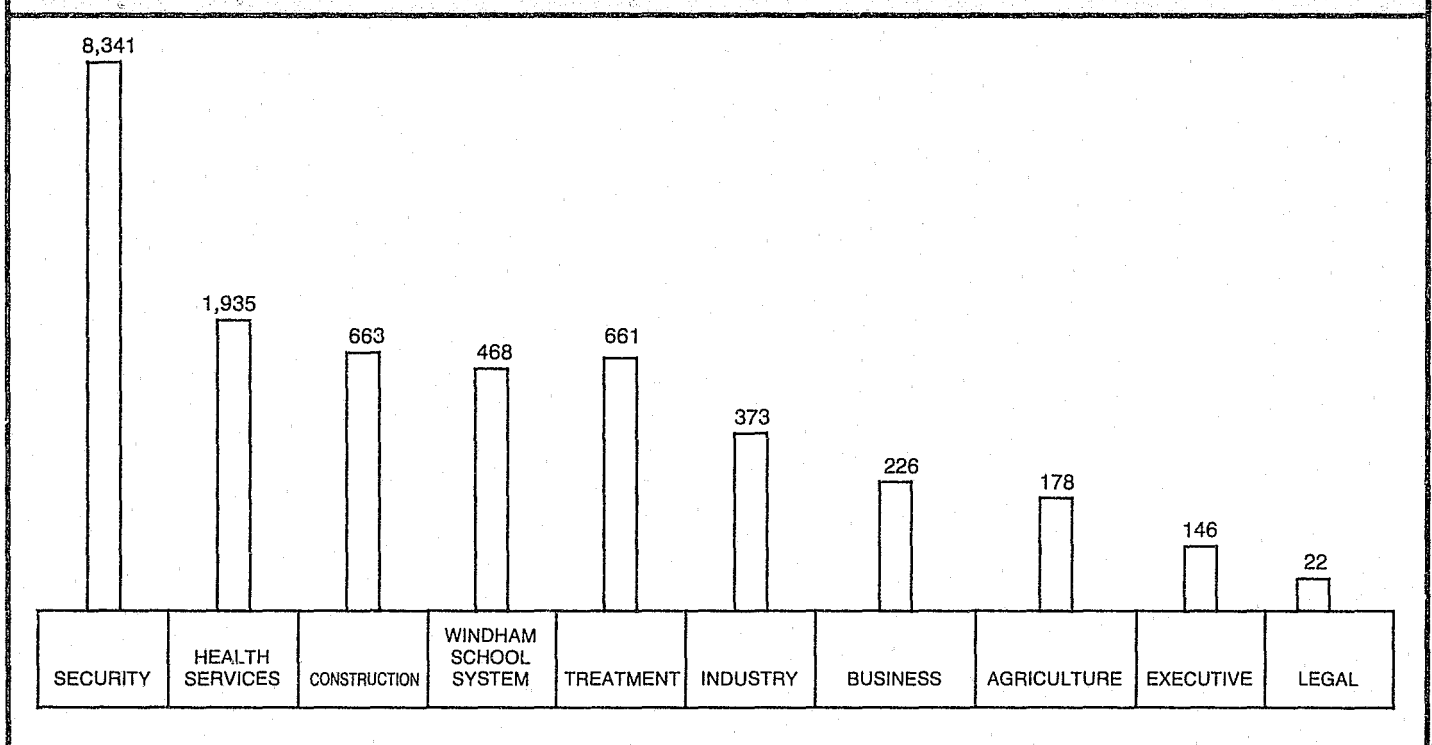
Total Requests Received.....	16,740
Total Request Disposed.....	15,589
Successful writs prepared by ILS/ compared to total writs prepared by ILS.....	43/71
Amount of Jail Time Days * Credited.....	221,644
Divorce Decrees.....	71
Detainers/Charges Removed.....	299
Terminations Avoided.....	4
Shock Probations Filed by this office Granted.....	77
Deportation Avoided.....	1
Sentence Modified.....	68
Waiver Extradition Hearings (Inmates).....	292
Total Pieces of Mail Processed.....	60,033
Percent of Inmate Population Requesting Legal Services.....	44%

\*221,644 days x \$24.84 (inmate cost per day) results in a savings of \$5,505,636 to the state.

The Access to Court Program provides law libraries for all 27 units of TDC except for Jester I, which utilizes the law library at Jester II. Eastham Unit has two law libraries; one specifically for segregated inmates. Publishers of legal materials ship their books to the program manager, who unpacks and reassembles the books received for shipment to the various units. Windham School District's distribution facilities are used for shipment.

A policy manual was written that standardizes the law library administrative procedures system wide. Technical supervision is provided to 27 law library supervisors and

## TDC EMPLOYEES BY DIVISION



about 37 assistants. Training seminars are provided semi-annually on a regional basis for all law library staff members. The program manager maintains a working relationship with the Special Master's Office in *Ruiz* and TDC's Office of Compliance to facilitate quick resolution of problems in this area.

Number of inmates who used the law libraries. 165,576  
 Requests for law library books (segregated inmates).... 283,944  
 Requests for mini-law library books (segregated inmates) 15,168  
 Notary Public Signatures (No. of times notary used seal) 85,248

### LEGAL AFFAIRS

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

The General Counsel is responsible for the administration of the Legal Affairs Department as well as monitoring and providing advice to the Director of TDC concerning all major litigation in which the Department is involved. In addition, the General Counsel functions as a liaison between TDC and representatives of the Attorney General's Office.

Legal services are provided for the full range of day to day departmental operations. The Legal Affairs Department provides legal services in the following areas: administration, operations, finance, personnel, internal affairs, contract negotiations, drafting and review, land management, including oil and gas leases, sales of real estate; review of state tort claims; and litigation support.

### COMPLIANCE

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

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

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

Examples of major reports provided by the Compliance Division during FY86 are:

- Executive Summary (weekly Compliance status update)
- Unit Inspections (quarterly assessment of units' compliance status)
- Upgrade Plans (monthly assessment of select units under special review by Special Master)
- Report on Overcrowding Stipulation (quarterly and annual status provided to court)
- Report of SSI Stipulation (quarterly status provided to court)

The Compliance Division is also responsible for coordinating and collecting special requested information for the Special Master's Office and the Attorney General's Office. These requests may vary from providing information from historical files to requesting information to be provided by several departments and/or units. Additionally, at the request of the Special Master's Office and the Attorney General's Office, the Compliance Division conducts special investigation regarding allegations of violations of certain court orders.

During FY86, additional services provided by the Compliance Division to individuals, units and administrative departments in regard to all matters pertaining to the *Ruiz* litigation include: training, legal interpretations, special committee work, and review and analysis of data pertinent to major compliance issues, and the operation of TDC.

#### **EMPLOYEE RELATIONS OFFICE**

The Employee Relations Department monitors and aids handicapped applicants and employees. TDC has 760 employees listing some form of handicap. These handicaps may be corrected physical conditions or other minor conditions corrected by glasses, hearing aids or medication. Of the 760 employees, 295 have handicaps which may require special consideration of work-site or shifts. This group of employees include those in wheelchairs, braces, the blind, and others with handicaps that are not visible.

In the last fiscal year the Employee Relations Office has aided in the placement of 18 handicapped employees.

In addition to the handicap program is the coordination of Jobs for Progress placements at TDC. Jobs for Progress not only aids handicap employees, but also places financially disadvantaged clients by paying a training fee to TDC for each client hired. In the last fiscal year, Employee Relations had placed 44 Jobs for Progress clients with a financial return of \$53,266 in training fees. Jobs for Progress awarded TDC a trophy for being the largest employer of Jobs for Progress clients for the year.

The increased awareness by employees of the existence of the Employee Relations Office is evidenced by the number of formal complaints (personal interviews) and informal complaints (telephone interviews) which have resulted in 95 full-fledged cases being filed this calendar year. Records indicate that approximately 800 employees

have been formally counseled. To date, approximately 65 unit and regional office visits have transpired.

Once a complaint alleging specific adverse action has been taken against an employee by supervisory personnel on account of race, color, sex, national origin, age, religion, handicap, or veterans status as provided by state and federal statutes, the case was investigated by the Employee Relations Office, if warranted. A finding of facts was issued based on federal guidelines.

Mediation and conciliation efforts proceed with the supervisor, warden, or regional warden director. If conciliation and mediation efforts do not resolve the problem, the final decision is made by the Director.

Several training sessions for managers and supervisors have been conducted and positively received. Training has also been conducted for upper-level managers and administrators by the U.S. Department of Justice. Supervisory training has been scheduled for the Southern Region and we are in the process of scheduling training for the Central and Northern regions.

The Employee Relations Office has received verbal approval from the Director regarding EEO sign off. This office has been and continues to establish and implement monitoring procedures. EEO sign off is directly related to monitoring procedures. Recommendations have been and continue to be made based on our findings as we continue to review and propose revisions to the agency's policies and procedures. A revised applicant-flow data collection system has been approved by the Personnel Director and will be implemented as soon as possible.

Current procedures are being revised to allow EEO input as a part of the administrative process on hiring, discipline, promotions, terminations and reclassifications.

Employee Relations is reviewing the recruitment process, and recommending changes and updates in the recruiting process to improve community outreach to Hispanics, in particular.

This office has made and continues to make significant headway regarding our functions. Additional staff have been requested to field increased complaints, investigations, and provide EEO training on the regional level.

#### **INTERNAL AUDIT**

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

Audits have been completed in FY 86 in such areas as financial operations, meat plant processing and distribution, food services, commissaries, property inventory, inmate organizations, postage, warehousing and rodeo operations.



## PUBLIC INFORMATION

Efforts by the Texas Department of Corrections to comply with federal court orders, halt gang violence, and accommodate an escalating inmate population made headlines in FY 86.

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

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

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

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

In addition, the PIO arranges public tours of prison units, assists with the annual prison rodeo, produces the TDC's annual report, monthly employee newsletter, and distributes fact sheets and informational brochures to those interested in learning about the nation's third largest prison system.

Consistent with TDC's obligation as a public agency, this office strives to return quick and responsive answers to inquiries and provide reporters and private citizens alike with access to a second society that exists behind bars.

## MANAGEMENT SERVICES

The basic purpose of Management Services is to assist the administration of the Texas Department of Corrections in an internal consulting capacity. Its assignment is to analyze policies, procedures, problems and technology for the purpose of improving operations, placing emphasis on achievable goals and objectives. Additionally, it is to assist management in the decision-making process by providing solutions to problems, developing procedures and providing current, reliable, factual, objective non-partisan information.

The continued analysis is an on-going task. This analysis may be requested by management or initiated by Management Services as dictated by agency needs.

The department consists of three components:

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

During FY 86, Management Services published the following documents:

- Board Member Orientation Manual
- TDC Board Agendas for five regularly scheduled Board

meetings

- TDC Board Meeting Minutes for nine regular and special Board meetings
- TDC Information Guide for families of inmates
- Windham School System: A Model for Correctional Education
- 1985 Annual Overview
- 1985 Fiscal Year Statistical Report
- 1985 TDC Fact Sheet
- Over 120 new or revised agency-wide policies for the Department Policy and Procedure Manual
- Formulated a wide variety of management reports outlining problem area, related recommendations and other requested analyses

Management Services produces 28 statistical reports on a routine basis monitoring internal departmental activities ranging from legislative fiscal reporting to inmate violence and disciplinary matters. In FY 86, Management Services staff continued to update and maintain information relating to inmate housing. The department continued to conduct on-site housing surveys to determine compliance with established inmate capacities. Management Services prepared and coordinated the application for additional federal assistance in the maintenance of Mariel-Cuban inmates, which realized approximately \$500,000 in funding. The department developed a four-digit offense coding system and pre-release criteria for select inmates.

In addition the department conducted in-house research compiling data and produced subsequent reports on a variety of subjects.

Management Services provided technical assistance and information to other states agencies and TDC departments concerning the following areas:

- combination/diversion alternatives
- correctional management
- energy planning in the Department Energy Plan
- extensive response preparation for the Sunset Committee review process
- population and bed capacities for the Criminal Justice Policy Council.

Further, Management Services developed various studies and reports which work into a variety of operations issues. The department also responded to over 200 requests for information from sources outside TDC, as well as coordinating the work on 20 thesis and doctoral dissertations using data developed from within TDC. Management Services tracked and analyzed legislative bills introduced during the 69th Legislative Session as to their impact on TDC.

In the future, Management Services will continue to provide the TDC administration with objective analysis of operational data essential to problem formulation, policy development and resolution. The on-going goal of Management Services is to enhance the accuracy and reliability of executive decisions within a broad organizational context.

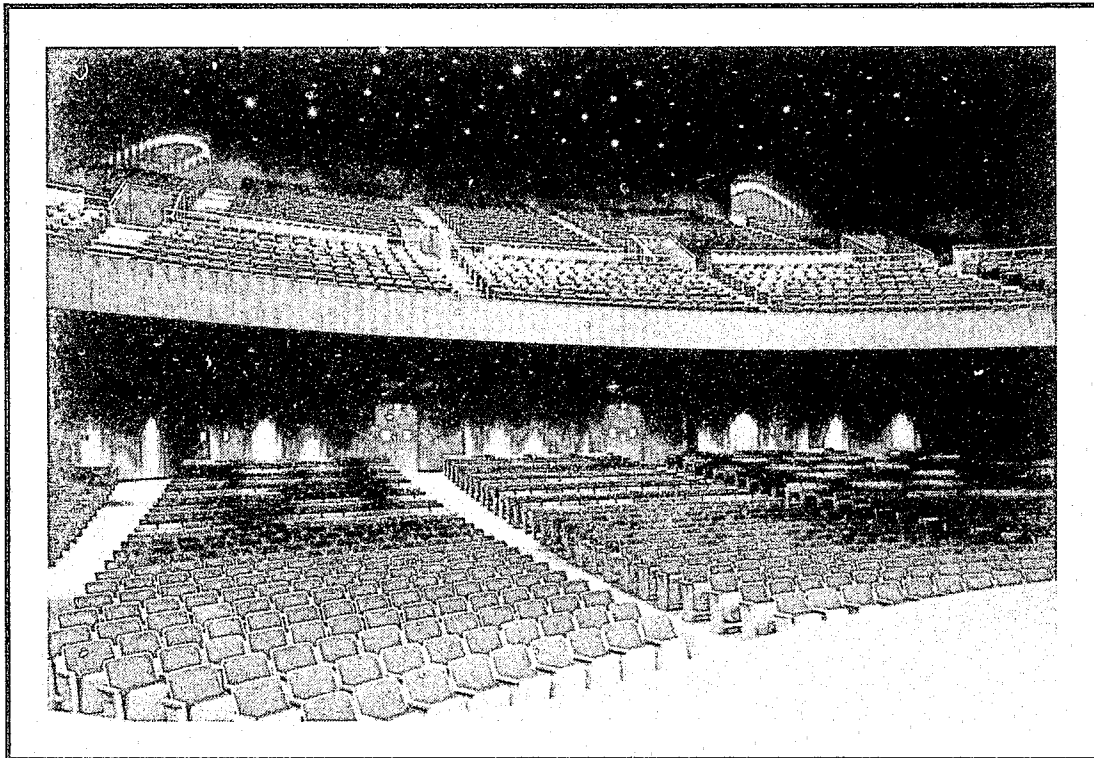
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# FINANCE DIVISION

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FINANCIAL OPERATIONS  
PURCHASING DEPARTMENT  
DATA PROCESSING  
CONSTRUCTION  
INDUSTRIAL  
AGRICULTURE

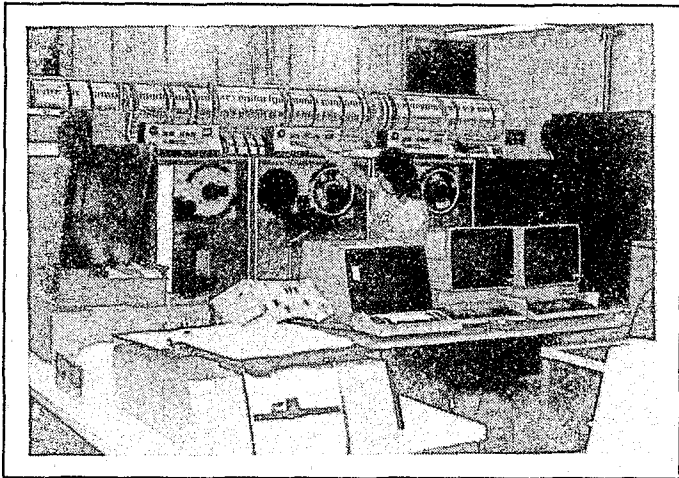
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## FINANCIAL OPERATIONS

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

**Accounting** - The Accounting Department maintains accountability over all resources owned by TDC and classifies, records, and reports all transactions which affect these resources during the fiscal year. Members of the accounting staff visit unit areas often to verify field reporting and/or to instruct unit personnel on accounting matters.



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

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

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

The funds, while not derived from tax revenues, are appropriated by the state Legislature to the Board of Corrections to be expended for Ruiz-stipulated recreation areas.

**Inmate Trust Fund** - The Inmate Trust Fund receives and average of 2,000 deposits daily. Deposits are processed by noon each day and sent to Data Processing for update

to accounts by midnight. All deposits and withdrawals are handled on a daily basis in order to maintain a current and accurate balance for each account.

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

**Telecommunications Department** - This department manages a comprehensive network of telephone systems for TDC's administrative offices and all units. Records are maintained concerning equipment and service cost. Information and reception services are also provided at the department's central offices in Huntsville.

**Word Processing** - This department is responsible for the majority of typed materials generated by Financial Operations. In addition, assistance is given to other departments requiring general typing and special projects.

**Accounts Payable** - The Accounts Payable department processes all payments for goods and services purchased with state appropriated funds. An experienced staff assists all vendors and TDC personnel with purchasing and payments, including instruction and training. Additional records are maintained and the information is supplied to other departments for planning, purchasing and budgeting purposes. The department is currently meeting the 45-day payment schedule required and is making preparations to meet the 30-day schedule on September 1, 1987.

**Budget Office** - The Budget Office is responsible for preparing and presenting the biennial appropriation request to the Legislature, developing and managing the annual operating budget, developing and implementing the systems necessary to control the use of funds, and preparing special budget analysis on key issues to ensure that TDC is accomplishing its objectives in the most efficient and effective manner.

## PURCHASING DEPARTMENT

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

The department assists other divisions in the development of specifications for lease space, negotiates emergency leases, and co-ordinates lease requirements and bid invitations through State Purchasing and General Services Commission. Lease records are maintained by Purchasing, also.

Further, consolidation and centralization in the area of delegated purchases remains a goal of the department. With the addition of appropriate staff, savings and examples of cost avoidance will become more evident.

## DATA PROCESSING

The Texas Department of Corrections has a centralized

**EDUCATION AND RECREATIONAL FUND**

**BALANCE SHEET**

08/31/86

**ASSETS**

**CURRENT ASSETS**

**CASH**

Cash-American Bank	109,620.80	
Certificates of Deposit	7,200,000.00	
Petty Cash	20,415.00	7,330,035.80

**RECEIVABLES**

Accounts Receivable	37,790.62	
Intrest Receivable	175,725.62	
Accounts Receivable Comm. Manag.	420.13	
Accounts Receivable WSD	156,947.65	
Long Term Receivables	3,121.22	
Inmate Loan Fund	5,168.69	
Accounts Receivable Comm. Sales	82,825.55	451,999.48

**INVENTORIES**

Inventory-Warehouse	1,326,916.67	
Inventory-Commissaries	1,021,143.10	
Inventory-Rodeo	9,885.85	
Inventory-Rodeo Equip.	734.01	
Inventory-Cig. Stamps	48,004.85	
Inventory-Vending Machines	1,979.40	
Deposits On Drums	65.00	
Inventory-Recr. Stock	40,268.37	
Inventory-Radio TV Stock	65,371.79	2,514,369.04
		<b>10,606,404.32</b>

**ASSET  
VALUE**

**DEPRECIATION  
RESERVE**

**NET  
VALUE**

**FIXED ASSETS**

Land	282,658.18	0.00	282,656.18
Buildings	1,288,078.69	869,036.36CR	419,042.33
Vocational Equipment	269,561.78	255,619.03CR	13,942.75
Musical Instruments	128,487.92	120,768.63CR	7,719.29
Television, Radio & Photo Equip.	514,925.74	264,090.88CR	250,834.85
Auto & Trucks	128,944.34	82,467.18CR	46,477.16
Furniture & Fixtures	400,264.41	222,429.49CR	177,834.92
Motion Picture Equipment	12,803.21	8,640.19CR	4,163.02
Improvements	44,401.11	27,774.58CR	16,626.53
Barber	24,540.32	13,536.41CR	11,003.91
Commissary & Rodeo Equip.	401,754.64	286,745.18CR	115,009.46
	<b>3,496,420.34</b>	<b>2,151,107.93CR</b>	<b>1,345,312.41</b>
Pre-Paid Expenses			
Pre-Paid Insurance		1,631.52	
Pre-Paid Machine Rental		270.00	
Pre-Paid Machine Repair		9,809.21	
Pre-Paid Postage Expense		801.51	
			12,512.24

**TOTAL ASSETS**

**11,664,223.97**

**LIABILITIES AND SURPLUS**

**CURRENT LIABILITIES**

Accounts Payable Trade	184,461.86CR	
State Sales Tax Payable	2,676.11CR	
Def. Credit Rodeo Income	31,121.00CR	
Tobacco Tax Payable	18,558.34CR	
City Sales Tax Payable	129.24CR	
Jester Multi-Purpose Bldg.	34,999.50CR	
Scholarship Donation	500.00CR	
Leave Entitlement	218,349.84CR	490,795.89CR
		<b>490,795.89CR</b>

**Surplus**

Surplus		10,061,676.78CR	
Profit Or Loss From Operations			
Craft Shop	13,062.29CR		
Inmate Trust Fund	147,823.31		
Wynne Dog Project	10,144.89CR		
Texas Prison Rodeo	74,834.16CR		
General Operations	27,518.15		
Commissary Operations	1,184,036.42CR	1,111,756.30CR	11,173,433.08CR

**TOTAL LIABILITIES AND SURPLUS**

**11,664,228.97CR**

data processing facility located in the Administration Building in Huntsville. The department is operational 24 hours a day, 7 days a week, and is connected with all 27 units and various other locations via a teleprocessing network.

This department's objective is to provide automated information systems support within its capabilities to all divisions of the agency.

In FY 86, one of the existing central processing units was replaced with a new 32 meg dual processor. This conversion effort will require 30 months to complete. The current teleprocessing network supports in excess of 755 devices (terminal and printers) which generate an average of 250,000 transactions in a 24 hour period.

In FY 87, conversion of total teleprocessing network will improve considerably the terminal response time. Also this conversion will allow the placement of microcomputers in all unit count rooms to reduce the amount of manual clerical work required plus generate required unit data in a more timely manner.

## CONSTRUCTION

The Construction Division functions under the direction of the Assistant Director for Construction with administrative offices located inside the Huntsville Unit compound and various support operations just outside the unit.

The Construction Division has six departments coordinating and interfacing activities: Fiscal, Planning, Design, Contract Construction and Inspection, In-House Construction, and Program Development Consultant Activities.

The present staff of more than 400 supports seven major construction sites located at Hilltop, Beto I, Ferguson, Wynne, Pack I, Darrington, and Ramsey III.

The Construction Division provides the TDC with a method of support to plan, design, and construct projects and assist in major maintenance and upkeep of buildings and facilities. Operational activities involved design, planning, and construction of all required utilities, facilities, services, and resources for TDC as well as requirements for changes necessary to meet the agency's needs.

### Fiscal Program

Provides administrative support to all construction sections for fiscal and financial responsibility, budget preparation and adequate personnel training to accomplish the overall needs of the Construction Division.

### Planning

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

### Design

To provide necessary technical support in engineering and architectural design, drafting, and specifications. Identify and use state-of-the-art methods and procedures for TDC maintenance and construction programs.

### Contact Construction and Inspection

To provide technical support, administration, coordination and inspection of outside contracted construction projects and inspection of TDC in-house construction ac-

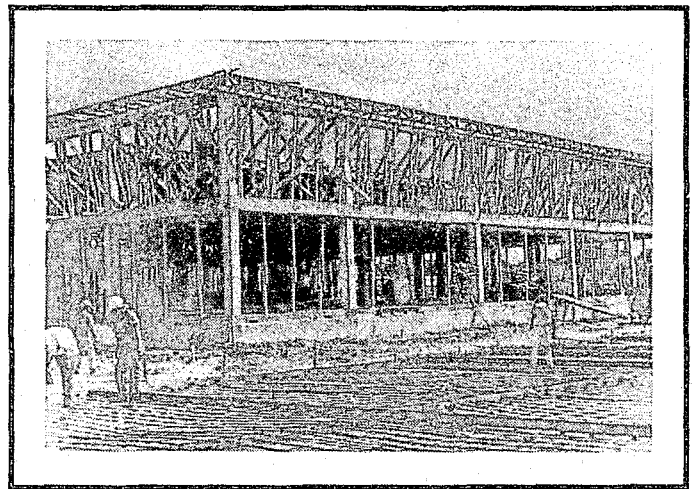
tivities, ensuring structurally sound building procedures, and appropriate established standards and codes are enforced.

### TDC Construction

To provide a method and a management structure for in-house construction of buildings and facilities utilizing inmate skills along with providing a monetary savings to the state.

### Program Development Consultant Activities

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



### Critical Issues

The 1986 fiscal year was of significant impact on the Construction Division in planning and implementing many court (*Ruiz*) required projects, ie; recreation facilities, kitchen renovations, health service facilities, secondary egresses, administrative segregation improvements, and the new Michael Unit. Other areas where major emphasis was placed involves major structural deficiencies, rod repairs, energy conservation, and environmental activities.

The Construction Division will continue to improve on design criteria, state-of-the-art material and construction procedures. More emphasis will be placed on inspection, quality control, and warranty enforcement activities to ensure appropriate codes and standards are followed.

Staffing patterns and resources will be reviewed to provide a more efficient operation.

Construction beds brought on line during FY 1986		
Unit	Location	Number of beds
Ellis I	Walker Co.	81
Gatesville	Coryell Co.	40
Mountain View	Coryell Co.	136
	<b>Total</b>	<b>257</b>



# JOBS COMPLETED IN FISCAL YEAR 86

BETO I UNIT	BETO II UNIT	CENTRAL UNIT	CLEMENS UNIT	COFFIELD UNIT	DARRINGTON UNIT	DIAGNOSTIC UNIT	EASTHAM UNIT	ELLIS I UNIT
<p>Test hole for water well</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p> <p>Remodel infirmary</p> <p>Parking lot for regional director</p> <p>Education facility</p> <p>Additional shower heads</p> <p>Vision panels for medical doors</p> <p>General population recreation yards</p> <p>Recap kitchen floor</p> <p>Hospital facility</p>	<p>Bus repair facility</p> <p>General population recreation yard</p> <p>Remodel seclusion cells</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p>	<p>Reroof main building</p> <p>Remodel transportation shop</p> <p>General population recreation yard</p> <p>Recreation slab with handball yard</p> <p>Sewer collecting system</p> <p>Kitchen vault renovation</p> <p>Regional director offices</p> <p>Repair and replace windows in main unit</p>	<p>Repair and replace windows in main unit</p> <p>Water distribution system</p> <p>Secondary egress-fire and safety</p> <p>Fence water well</p> <p>Academic education building</p> <p>Air/heat B.O.Q.</p> <p>Ambulatory care facility</p> <p>Replace HVAC in fourplex #1437</p> <p>General population recreation yard</p> <p>Air condition law library</p> <p>Contact visitation area</p> <p>Administrative segregation recreation yard</p> <p>Recreation slab with handball wall</p>	<p>Vocational building</p> <p>Ambulatory care facility</p> <p>Security grating for dayroom windows</p> <p>Administrative segregation recreation yards</p> <p>Regional training center</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p> <p>Move general population recreation yard fence</p> <p>Replace steam coils and traps</p> <p>Addition to pill room</p> <p>Administrative segregation recreation yard</p> <p>Renovate locking system</p> <p>Administrative segregation recreation yard</p>	<p>General population recreation yards</p> <p>Contact visitation area</p> <p>Air condition writ room</p> <p>Recreation slab with handball wall</p>	<p>Asbestos removal</p> <p>Sewage pretreatment plant</p> <p>General population recreation yard</p> <p>Kitchen addition and remodeling</p> <p>Electrical outlets for bus parking area</p> <p>Replace administration air conditioner</p> <p>Repair telephone equipment building</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p>	<p>Construct 27 recreation yards</p> <p>Harden cells</p> <p>Electrical service to grain bins</p> <p>Asbestos removal</p> <p>Three hog farrowing barns</p> <p>Medical facility additions and alterations</p> <p>General population recreation yard</p> <p>Reroof garment factory</p> <p>Repair old feed mill</p> <p>Improve water supply</p> <p>Update perimeter lighting</p> <p>Recreation slab with handball wall</p> <p>Truck loading slab at dairy</p>	<p>Add dayroom for D-11</p> <p>Asbestos removal</p> <p>Egress door for recreation reroof inmate dining room</p> <p>Install water degasser</p> <p>Death row garment factory</p> <p>Convert bell block to death row cell</p> <p>Recreation slab with handball wall</p> <p>Exhaust system for wood working shop</p> <p>Update perimeter lighting</p>
ELLIS II UNIT	FERGUSON UNIT	GATESVILLE UNIT	GOREE UNIT	HILLTOP UNIT	HUNTSVILLE UNIT	JESTER I UNIT	JESTER II UNIT	JESTER III UNIT
<p>Main unit</p> <p>Recreation yard for psychiatric center</p> <p>Two recreation flex yards</p> <p>Cell block renovation</p> <p>Recreation slab with handball wall</p>	<p>Parking lot</p> <p>Fence warehouse material yard</p> <p>General population recreation yard</p> <p>Medical facility additions and renovations</p> <p>Concrete slab for stop wagon</p> <p>Administrative segregation recreation yard</p> <p>Recreation slab with handball wall</p> <p>Contact visitation area</p> <p>Administrative segregation cells and recreation yard</p>	<p>Security screens for punitive segregation</p> <p>Add porch to medical facility</p> <p>VOE program for mentally handicapped female inmates</p> <p>General population recreation yard-Riverside, Valley</p> <p>Locks for administrative segregation</p> <p>Kitchen and storage ventilation</p> <p>Recreation slab with handball wall</p> <p>Renovate dorm #44 for MROF</p> <p>Kitchen expansion-Hackberry, Sycamore</p> <p>Medical facility renovation</p> <p>General population recreation yard</p> <p>Contact visitation area-Valley, Riverside, Terrace</p> <p>Recreation slab with handball wall</p> <p>General population recreation yards</p>	<p>General population recreation yard</p> <p>Asbestos removal</p> <p>Unit renovation phase I</p> <p>Four offices in Dobbs Building</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p>	<p>General population recreation yard-Hackberry</p> <p>General population recreation yard-Sycamore</p> <p>Fence water well</p> <p>Remodel building #1290 for training</p> <p>Renovate old dairy barn for area maintenance warehouse</p> <p>Exhaust system for vocational building</p> <p>Contact visitation area-Hilltop</p> <p>Contact visitation area-Sycamore</p> <p>Contact visitation area-Hackberry</p> <p>Recreation slab with handball wall-Sycamore</p> <p>Recreation slab with handball wall-Hackberry</p> <p>Recreation slab with handball wall-Hilltop</p>	<p>Remodel Hospital</p> <p>Modify cell doors</p> <p>Asbestos removal-Kitchen</p> <p>Asbestos removal</p> <p>Dayroom for administrative segregation</p> <p>Contact visitation area</p> <p>Reroof fiveplex #2835</p> <p>Storm sewer diversion drain</p> <p>Install new equipment in laundry</p>	<p>General population recreation yard</p> <p>Bury telephone cable</p>	<p>General population recreation yard</p> <p>Addition to showers</p> <p>Asbestos removal</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p> <p>Emergency power for infirmary</p>	<p>Remodel seclusion cells</p> <p>Expand dorms for handicapped inmates</p> <p>General population recreation yard</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p>
MT. VIEW UNIT	PACK I UNIT	PACK II UNIT	RAMSEY I UNIT	RAMSEY II UNIT	RAMSEY III UNIT	RETRIEVE UNIT	WYNNE UNIT	
<p>General population recreation yard</p> <p>Fence water well</p> <p>Fire and Safety addition</p> <p>Contact visitation area</p> <p>Jail doors for segregation cells</p> <p>Gatehouse enclosure</p> <p>Recreation slab with handball wall</p>	<p>General population recreation yard</p> <p>Remodel seclusion cells</p> <p>Electrical distribution system</p> <p>Water distribution system</p> <p>Main unit</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p> <p>Pesticide storage building</p> <p>Emergency generator and building</p>	<p>General population recreation yard</p> <p>Remodel seclusion cells</p> <p>Storm drainage improvements</p> <p>Contact visitation area</p> <p>Recreation slab with handball wall</p> <p>Surface entrance and compound roads</p>	<p>Asbestos removal</p> <p>Secondary egress-Fire and Safety</p> <p>Drug distribution room</p> <p>Window replacement in main unit</p> <p>Ambulatory care facility</p> <p>General population recreation yard</p> <p>Concrete floor for lumber shed</p> <p>Replace lift pumps</p> <p>Contact visitation area</p> <p>Administrative segregation recreation yard</p> <p>Recreation slab with handball wall</p>	<p>General population recreation yards</p> <p>Administrative segregation recreation yards</p> <p>Replace lift pumps</p> <p>Recreation slab with handball wall</p> <p>Temporary administrative segregation yard</p> <p>Dining room control fence</p> <p>Construct enclosed walkway</p>	<p>Potato storage warehouse</p> <p>Canning plant</p> <p>Main unit</p> <p>Water line to canning plant</p> <p>Covert piddling shop to art classroom</p> <p>Remodel seclusion cells</p> <p>Fence parking and gas storage area</p> <p>General population recreation yard</p> <p>Recreation slab with handball wall</p> <p>Pole barn</p> <p>Contact visitation area</p> <p>Regional training center</p>	<p>Security wall for laundry</p> <p>General population recreation yard</p> <p>Recreation slab with handball wall</p> <p>Replace chiller on multi-purpose building</p> <p>Renovate administrative segregation cells</p> <p>Temporary general population recreation yard</p>	<p>Roof repair and additions to mattress factory</p> <p>Asbestos removal in mattress factory</p> <p>General population recreation yard</p> <p>Contact visitation area</p> <p>HVAC for telephone building</p> <p>Four slabs and vegetable shed</p> <p>Run coax from transportation to food service warehouse</p> <p>Move and set up portable kitchen</p> <p>Construction office extension</p> <p>Recreation slab with handball wall</p> <p>Convert cellblock to administrative segregation recreation yard</p>	

0 17 0

## INDUSTRIAL DIVISION

The Industrial Division consists of 30 factories or plants located at 16 prison units that produce goods and services for use within the Department of Corrections and for sale to tax-supported agencies and political subdivisions. In addition to these manufacturing facilities, this division is responsible for transporting all agricultural products, food and supplies to the various units, for repairs to all cars, trucks, tractors, bulldozers, and other mobile equipment and for the operation of two large warehouses.

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

By producing many of the products used on a daily basis, the Industrial Division is able to hold down the TDC's operating expenses and help fulfill its legislative mandate to be as self-sufficient as possible. It also helps reduce the operation cost of the many tax-supported state agencies that use the products.

All products sold by the TDC Industrial Department are required to meet specifications developed by and through the State Purchasing Commission. The excellent reception of TDC goods by our customers has made possible the expansion of facilities and entrance into new manufacturing endeavors. Industry has grown from six facilities, (the mattress factory, shoe factory, garment factory, broom factory, textile mill and license plate plant) to a total of 30 facilities. Sales to others have increased from \$164,000 annually to \$27,931,038 in FY 1986, with a total outside and departmental sales of \$42,478,870. The primary intent of TDC Industry is to "provide more adequate regular and suitable employment for the vocational training and rehabilitation of the inmates of this state." TDC inmates benefit from industrial programs through vocational skill training, the development of good work habits and practical work experience.

Not only do the prison industrial programs benefit inmates who participate in industry, but the Department of Corrections itself benefits. The greatest contribution to the department is the role the industrial programs play in maintaining the stability of the institutions. Corrections experts have long agreed that a busy and productive inmate is much easier to manage than an inmate who is idle a great portion of each day. Approximately 13 percent of the inmate population is involved in the daily operation of the various industrial programs in TDC.

During 1986, Industry opened its new Ellis I Garment Factory, which works approximately 90 Death Row inmates. To meet TDC demands, the new \$3 million Textile Weave Mill was put into operation this year at the Ellis II Unit.

Additionally, a new Prison Store Warehouse was finished and put into operation this year.

### Industrial Facilities

**The Stainless Steel Fabrication Plant**, located at the Pack II Unit, produced a combination sink/commode to be used in the new cell blocks being constructed and to replace old fixtures. Food carts, vent hoods, racks, and other stainless steel items were also manufactured. A total of 3,549 stainless steel items were manufactured this year.

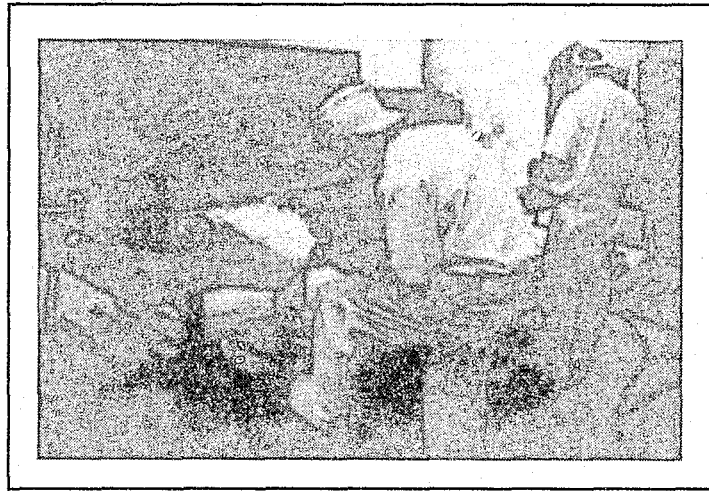
**The License Plate Plant** at the Wynne Unit produced 9.2 million plates during the year. All plates manufactured are now being produced using graphic sheeting which permits a three-color license plate.

**The Woodworking Factory** at the Ellis I Unit produces custom hardwood furniture for offices and living quarters for the various state agencies. This facility utilizes kiln dried lumber and carries it through all phases of machining, assembly and staining. There were 17,187 furniture items manufactured this year. In addition, 10,928 floor and janitorial brushes were manufactured at this facility.

**The Dump Truck Bed Factory** at the Coffield Unit

builds and mounts all the dump beds found on the new Texas Highway Department trucks. This factory also builds park equipment, trash containers, gravel spreaders and trailers. Some 1,335 dump beds and other pieces of equipment were manufactured at this facility in FY 86.

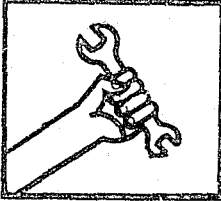
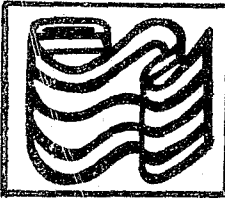
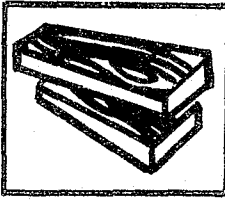
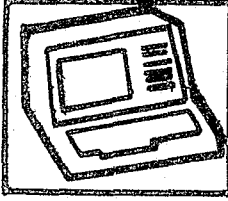
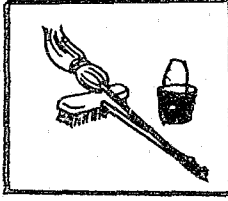
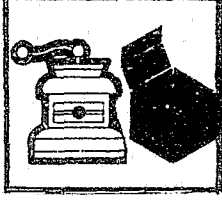
**The Record Conversion facilities**, located at the Wynne, Mountain View and Coffield units, enter records on magnetic tape or punch cards for computer input and file records. Their primary functions are to process motor vehicle registrations and titles. The Wynne Unit facility also had a complete microfilm operation. The Mountain View facility, in addition to data entry, produces braille textbooks and leisure books for various schools and agencies across the United States. The microfilm facility at the Beto II Unit is one of the most modern facility of this type in the country. During FY 86, these facilities provided the following services: film processed - 12,862,835; records converted to magnetic tape - 31,222,958; feet of microfilm processed - 2,195,075; microfilm jackets and diazo reproductions produced - 422,924; and braille pages produced - 1,095,590.



**TABLE 1**  
**INDUSTRIAL SALES REPORT FOR OUTSIDE-DEPARTMENTAL - TOTAL SALES**  
 Fiscal Year 1986 through August 31, 1986

FACILITY	OUTSIDE	% SALES	DEPT.	% SALES	TOTAL	% SALES
BETO I METAL SIGN	4,822,010.40	17.26%	4,224.53	0.03%	4,826,234.93	11.36%
BETO II BUS REPAIR	995,662.43	3.56%	60,308.35	0.41%	1,055,970.78	2.49%
BETO II RCF	410,109.38	1.47%	0.00	0.00%	410,109.38	0.97%
CENTRAL SOAP	1,887,020.33	6.76%	750,120.90	5.16%	2,637,141.23	6.21%
COFFIELD DUMP BED	1,404,676.04	5.03%	53,881.95	0.37%	1,458,557.99	3.43%
COFFIELD METAL FABRICATION	138,916.01	0.50%	1,088,660.29	7.48%	1,227,576.30	2.89%
COFFIELD RCF	1,420,478.32	5.09%	0.00	0.00%	1,420,478.32	3.34%
DARRINGTON TIRE	326,536.99	1.17%	60,263.75	0.41%	386,820.74	0.91%
EASTHAM GARMENT	136,294.97	0.49%	3,537,385.70	24.32%	3,673,680.67	8.65%
ELLIS I BUS REPAIR	784,190.64	2.81%	25,432.73	0.17%	809,623.37	1.91%
ELLIS I GARMENT	0.00	0.00%	59,640.00	0.41%	59,640.00	0.14%
ELLIS I SHOE	13,764.06	0.05%	1,559,448.67	10.72%	1,573,212.73	3.70%
ELLIS I WOODWORKING	729,616.48	2.61%	436,224.86	3.00%	1,165,841.34	2.74%
FERGUSON MOP AND BROOM	443,748.59	1.59%	65,826.50	0.45%	509,575.09	1.20%
GATESVILLE GARMENT	419,773.80	1.50%	834,515.86	5.74%	1,254,289.66	2.95%
HILLTOP GARMENT	139,605.25	0.50%	1,564,105.36	10.75%	1,703,710.61	4.01%
HUNTSVILLE PRINT SHOP	0.00	0.00%	592,950.34	4.08%	592,950.34	1.40%
HUNTSVILLE TEXTILE MILL	10,554.16	0.04%	1,791,239.54	12.31%	1,801,793.70	4.24%
MOUNTAIN VIEW RCF	448,553.09	1.61%	0.00	0.00%	448,533.09	1.06%
PACK II STAINLESS STEEL	401,069.76	1.44%	479,701.16	3.30%	880,770.92	2.07%
RAMSEY I FURNITURE	1,648,568.61	5.90%	175,604.48	1.21%	1,824,173.09	4.29%
WYNNE BOX	281,284.66	1.01%	403,345.97	2.77%	684,630.63	1.61%
WYNNE COFFEE	0.00	0.00%	469,462.23	3.23%	469,462.23	1.11%
WYNNE LICENSE PLATE	7,947,265.80	28.45%	150.00	0.00%	7,947,415.80	18.71%
WYNNE MATTESS	524,124.35	1.88%	417,800.47	2.87%	941,924.82	2.22%
WYNNE PLASTIC SIGN	64,198.38	0.23%	42,834.37	0.29%	107,032.75	0.25%
WYNNE RCF	1,012,814.25	3.63%	0.00	0.00%	1,012,814.25	2.38%
WYNNE STICKER	1,520,201.98	5.44%	74,704.25	0.51%	1,594,906.23	3.75%
<b>TOTALS</b>	<b>\$27,931,038.73</b>	<b>100.00%</b>	<b>\$14,547,832.26</b>	<b>100.00%</b>	<b>\$42,478,870.99</b>	<b>100.00%</b>

# INDUSTRIAL OPERATIONS

Product Categories	Location and Number of Plants	Inmates Employed*
<b>Automotive Repairs and Products</b> 	Beto II, Coffield Darrington, Ellis I 4 Plants	469
<b>Textile and Leather Products</b> 	Eastham, Ellis I Ellis II, Gatesville Hilltop, Huntsville Wynne 8 Plants	1,428
<b>Metal and Wood Products</b> 	Coffield, Ellis I Pack II, Ramsey I Wynne 5 Plants	989
<b>Data and Graphics</b> 	Beto I, Beto II Coffield, Huntsville Mountain View, Wynne 8 Plants	1,702
<b>Soap and Janitorial Products</b> 	Central, Ellis I Ferguson 3 Plants	155
<b>Cardboard Containers and Coffee</b> 	Wynne 2 Plants	49
<b>TOTALS</b>	<b>30 PLANTS</b>	<b>4,792</b>

\*as of August 31, 1986

Products and Services Provided	Major Customers	Sales
Complete school bus renovation (mechanical, electrical, interiors, body); manufacture of dump truck bodies; retreading of truck and grader tires.	Texas Highway Department school districts counties cities Department of Corrections	\$3,710,973
Work boots, safety boots, work shoes, orthopedic shoes, saddles, harnesses. Cotton textiles, socks, clothing, flags, variety of textile products, draperies, stage curtains, and mattresses.	Department of Corrections Department of Mental Health and Mental Retardation school districts counties	\$11,008,252
License plates, security jail steel bars, doors, lights and bunks; stainless steel combination sink/commodos, furniture repair and refinish, upholstery, wood office furniture and custom furniture.	Texas Highway Department Department of Corrections public schools counties various state agencies	\$13,045,777
Data encoding services, sorting, microfilming. General printing, license plate validation stickers, labels, decals, wood and metal highway signs, braille textbooks, engraved plastic signs and nametags.	Texas Highway Department Texas Department of Public Safety Texas Education Agency Department of Corrections various state agencies	\$10,413,059
Laundry detergent, bath soap, car wash, floor wax, floor stripper, dishwashing soap, general purpose cleansers, brooms, wet mops, dry mops, mop handles, floor brushes, commode brushes, rotary machine brushes, and brush handles.	state agencies school districts counties cities Department of Corrections	\$3,146,716
Coffee bean roasting, grinding and packaging, file boxes, egg crates, meatpacking containers, all sizes and styles of cardboard boxes.	Department of Corrections state agencies	\$1,154,094
		<b>\$42,478,871</b>



**The Cardboard Box Factory** at the Wynne Unit produces all types of boxes to pack items such as license plates, eggs, meat and soap. Die-cut boxes, such as record file boxes, are also manufactured. Over 1.4 million boxes were made this year. Part of this operation is the Plastic Sign Factory that engraves name tags and signs from laminated plastic and metal. The factories produced 72,011 items this fiscal year.

**The Shoe Factory** at Ellis I manufactures nearly all the boots and shoes issued to the inmate population, including special order orthopedic footwear. It manufactured 106,611 pairs of shoes this year. Additionally, 53,652 miscellaneous leather items, such as belts, saddles, bridles and harness were produced.

**The Tire Retread Plant** at the Darrington Unit has converted to a pre-cure system that produces a quality retread and permits the retreading of radial tires. The primary users of this service are: Texas Highway Department, 2,399 tires; TDC, 1,789 tires; and schools, 4,107 tires.

**The Print Shop** at the Huntsville Unit meets all the department's printing and reproduction needs. Print Shop services include typesetting, layout, graphic design, process camera work and plate making. A total of 55.5 million impressions were made this year in the Print Shop.

**The Bus Repairs** facilities located at the Ellis I and Beto II units repair public school buses, vans and cars. Repairs may consist of complete paint and body jobs, as well as mechanical, frame, electrical and upholstery. Renovation of fire trucks and other specialty vehicles are also done at these facilities. These facilities also assist the Metal Fabrication Plant to fabricate metal items such as cell bunks. These two facilities renovated 517 buses, vans and cars this year, as well as fabricating several hundred metal items.

**The Highway Sign Factory** at the Beto I Unit produces metal and wood signs utilized along state roads and highways. All phases of sign manufacturing are done at this location, including silk screening and reconditioning used sign blanks. Production this year consisted of 217,668 signs, 361,700 reflectors, and 3,337 barricades. There were also 404,748 letters and numbers made.

**The Furniture Refinishing Plant** at Ramsey I refurbishes metal, wood and upholstered furniture. During FY 86, over 86,250 pieces of furniture were processed. This factory also manufactures secretarial and executive swivel chairs.

**The Soap and Wax Factory** at the Central Unit produced 3,425,721 pounds and 460,513 gallons of soaps, detergents, and wax products this year. All types of janitorial cleaners, waxes, dishwashing detergents, laundry detergents, liquid and bar bath soap are produced at this factory.

**The Textile Mill** at the Huntsville Unit annually produces over 1.5 million yards of cloth for use in the manufacture of inmate clothing, 267,349 pounds of yarn and 478,892 towels. Traditionally, this facility has utilized cotton grown on TDC, but has bought additional cotton the past four years. Other products are towels and yarn for mops and socks.

**The Validation Sticker Plant** at the Wynne Unit produces the annual license plate validation stickers for all Texas

vehicles. This facility provides design and printing services for multi-color stickers, labels, decals and other high visibility graphics. Over 23 million validation stickers were produced for the Texas Highway Department along with over two million decals for other agencies.

**The Metal Fabrication Plant** at the Coffield Unit produces various steel items necessary in the construction of jail and prison facilities, such as steel doors, grills, bunks, lockers; and dining tables. These items are produced to specification for the TDC Construction Division, as well as for county and city jails. The plant fabricated 67,879 metal items this year.

**The Garment Factories** at the Hilltop, Eastham, Gatesville and Ellis units produce inmate clothing and correctional officer uniforms. In addition, non-clothing items such as flags, janitorial bags, gloves, sheets and drapes are produced. A total of 2,446,506 items were manufactured by these four plants this year. In addition, 4,456 drapes were also manufactured.

Also, the Industry Division manages TDC's warehousing and trucking operations. Transportation moves raw agricultural products from farms to the cannery and prison kitchens. Food items are transported from warehouses to the various units. They haul finished industrial products from warehouses and factories to prison units and other state agencies, counties and cities statewide. The trucking operation utilized 98 trucks and 208 trailers to haul 19,039 loads and travel 3.2 million miles.

**The Mop and Broom Factory** at the Ferguson Unit produces a variety of brooms, wet mops, dust mops, wax applicators and highway department safety flags. This year it produced 16,787 dozen janitorial items and 31,600 safety flags.

**The Mattress Factory** at the Wynne Unit produces several types of mattresses, and pillows for both TDC and for sale to other tax-supported entities. The factory also produces special order items, such as tumbling mats. This year the factory produced 26,567 mattresses, 19,966 pillows and 1,217 special order items.

**The Mechanical Department**, at the Huntsville Unit, includes various shops necessary for the repair and maintenance of agency equipment. This facility also serves as a parts and tool supply center for all unit repair shops. The TDC has approximately 386 farm and utility tractors, 827 gas vehicles, 134 heavy equipment machines and 503 miscellaneous machines consisting of forklifts, generators, compressors, and pumps. The agency logged approximately 17,100,000 miles on these vehicles in FY 86. The Mechanical Department maintains and repairs all of these vehicles. During the year, approximately 7,050 different repairs were completed at a cost of approximately \$1,550,000.

#### **AGRICULTURE DIVISION**

The Agriculture Division is rapidly changing from the family concept to one of cost effectiveness. During the past six years, the division has worked toward consolidating such enterprises as swine, poultry, and dairies. This past year, all the old dairies were phased out in favor of one centralized Grade "A" dairy at the Eastham Unit with a capacity of 1,600 head. Milk is sold on the open market, which was made possible by legislation passed dur-

ing the past session.

Agriculture had an outstanding year in sales while being able to meet its requirements in most areas of food production. Income for FY 86 totaled \$3,190,851.

Agriculture managed to recover from the previous two years when inmate unrest interrupted almost all plans and harvesting. Although production has climbed upward, plans for further mechanization are being pursued. Mechanization will have a two-fold purpose. First, mechanization will increase productivity in a timely

fashion, and second, it will allow inmates to train on modern state-of-the-art machinery and aid in the rehabilitation process.

**Beef Cattle**

In FY 86, 7,382 head of stocker cows were palpated with a total of 6,581 pregnant or 86 percent potential calf crop. A total of 5,874 calves were branded from a cow herd of 6,413.

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

**EDIBLE CROPS FY 86**

Month	Cannery Crops	Fresh Vegetables
Sept. '85	10,960	587,721
Oct.	46,830	654,940
Nov.	748,455	1,106,536
Dec.	491,315	1,113,184
Jan. '86	451,680	790,025
Feb.	907,275	1,479,100
Mar.	2,138,387	3,029,647
April	249,160	1,248,161
May	1,594,425	3,655,399
June	1,638,393	4,597,354
July	870,610	2,294,785
Aug.	36,005	446,480
<b>TOTAL</b>	<b>9,183,495</b>	<b>21,003,332</b>

Edible crops produced 21,003,332 pounds of fresh and cannery vegetables. The 9,183,495 pounds of cannery crops produced the following cases of products.

**CANNERY PRODUCTION FY 86**

Product	Cases
Corn	20,918
Green Beans	44,655
Leafy Greens	61,648
Okra	425
Pickles	2,413
Pumpkin	6,849
Root Crops	41,304
Squash	1,445
Sauerkraut	9,680
Tomatoes	2,561
<b>TOTAL</b>	<b>191,898</b>

**DAIRY**

The dairies produced 15,240,000 pounds of milk, with 1,111,603 pounds being fed to baby calves. Another 5,136,456 pounds were used by Food Services, and

8,991,941 pounds were marketed from an average of 1,212 head of cows being milked.

**POULTRY PRODUCTION FY 86**

Egg production yielded 2,425,435 dozen eggs during FY 86. An average of 108,260 hens were in production by month and produced 202,119 dozen eggs per month. Future plans are to increase egg handling capabilities and market to other agencies.

Month	Hens in Production	Doz. Eggs Produced
Sept. 85	99,683	174,855
Oct.	117,551	232,257
Nov.	120,197	218,482
Dec.	107,404	200,892
Jan. 86	97,666	173,968
Feb.	105,152	175,618
March	103,807	209,193
April	104,931	202,304
May	100,772	192,199
June	102,001	205,531
July	123,781	236,075
Aug.	116,186	204,061
<b>TOTAL</b>		<b>2,425,435</b>

**SWINE PRODUCTION**

Farrowing operation maintained an average of 2,096 head of productive sows per month. From these sows, 30,678 pigs were weaned.

The Beto swine farrowing facility is in full operation at this time. Outside sales from swine production in FY 86 was \$1,133,385.

**PACKING PLANT**

	Heads Slaughtered	Total Live Wt.	Total Edible Dressed Wt.
Hogs	17,951	4,811,655	3,184,023
Cattle	6,883	7,089,024	3,991,185
Poultry	520,487	N/A	1,540,354
<b>TOTAL</b>	<b>545,321</b>	<b>11,900,679</b>	<b>8,715,562</b>

TDC met its requirements and completed the year with a freezer balance of -

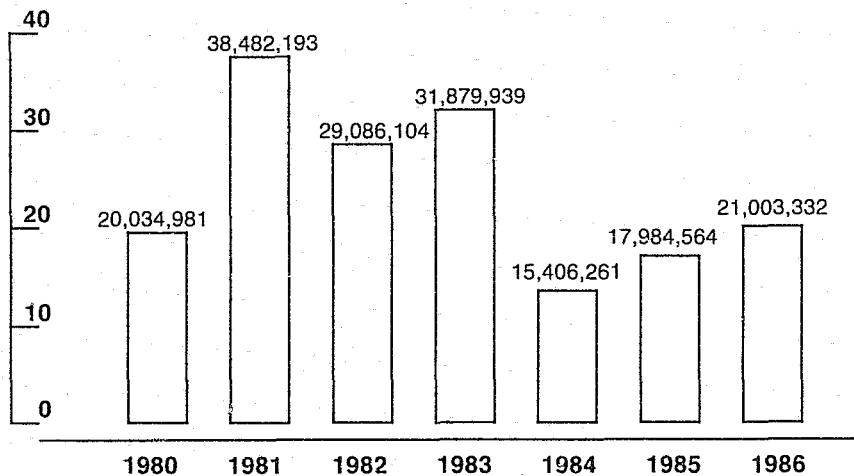
Pork - - - 583,101  
 Beef - - - 503,420  
 Poultry - - 148,729

**FIELD CROP PRODUCTION**

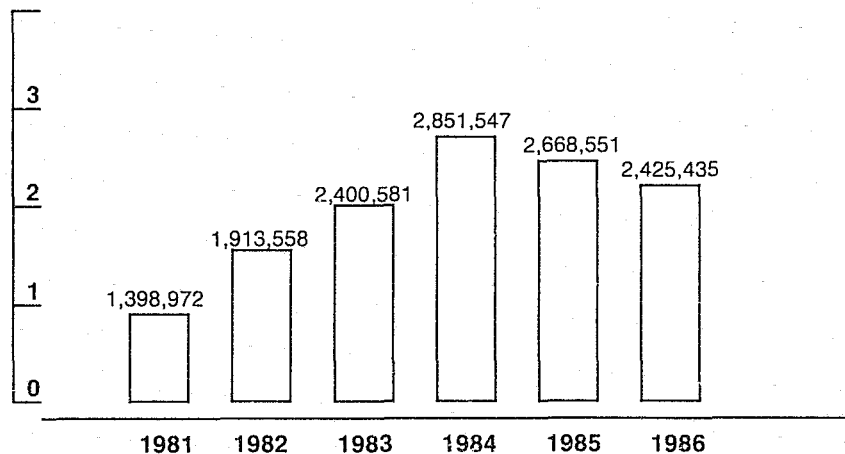
CROP	ACRES	YIELD (POUNDS)
Corn	7,621	21,534,196
Grain Sorghum	3,163	14,915,214
Wheat	6,163	2,346,765
Soy Beans	1,304	Not Harvested
Cotton	2,075	Not Harvested
Hay		47,642,835
Broom Corn	150	19,600

GRAPHS

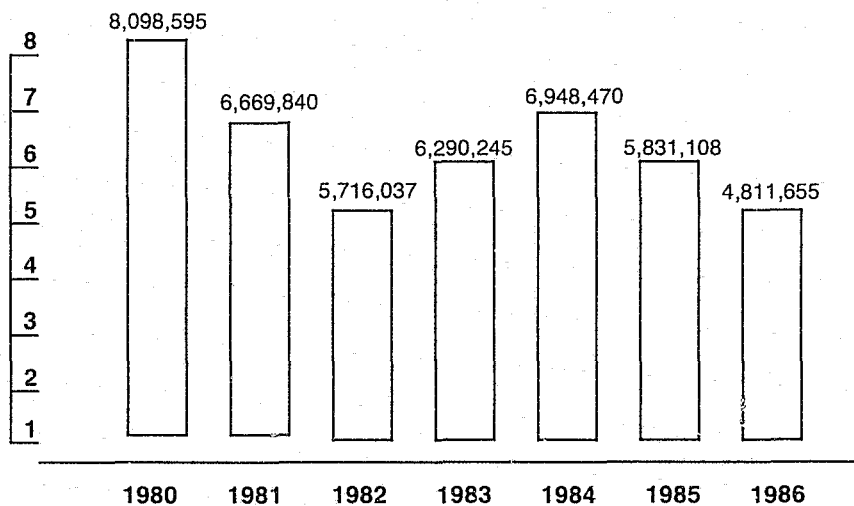
FRESH AND CANNED PRODUCED/LBS.



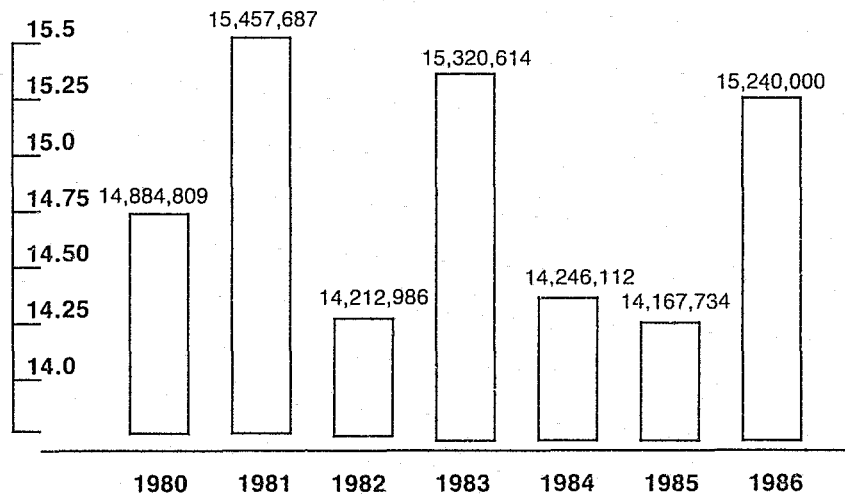
TOTAL EGGS PRODUCED/DOZ.



LIVE WEIGHT/PORK PROCESSED



MILK PRODUCED/LBS.



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# HEALTH SERVICES DIVISION

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MEDICAL SERVICES

NURSING SERVICES

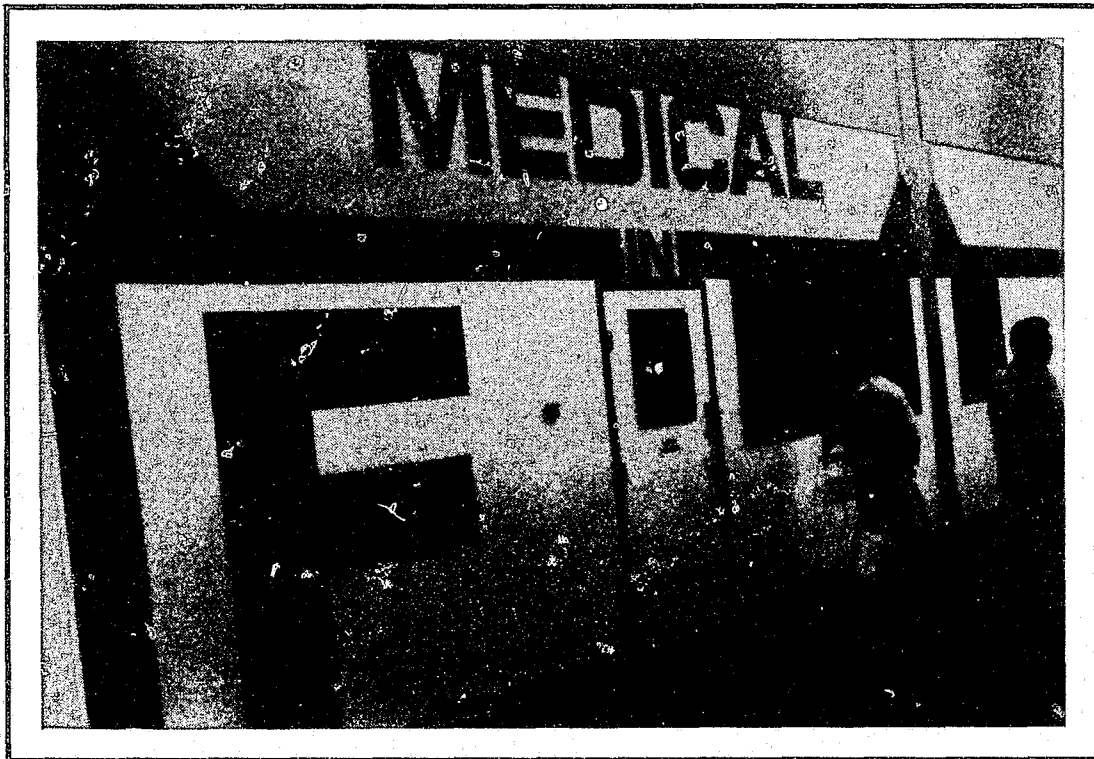
PHARMACY SERVICES

DENTAL SERVICES

PSYCHIATRIC SERVICES

CENTRAL ADMINISTRATIVE DEPARTMENTS

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Since its formation in April 1981 the Health Services Division has assumed responsibility for the provision of medical, dental, and psychiatric care for the Texas Department of Corrections' inmate population. The basic goal of the division is to provide services that are consistent with contemporary standards. This division is comprised of five basic health programs: medical services, nursing services, pharmacy services, dental services and psychiatric services. Each program has a central administrator as its director and is organized following TDC's regional concept. Central administrative departments provide support services to all five health programs. These departments include: Dietary Services, Fiscal Office, Health Facilities, Medical Training and Continuing Education, Medical Transportation and Quality Assurance.

### **MEDICAL SERVICES**

An initial assessment of inmates' health needs is made upon their admission to the TDC at the Diagnostic Unit (males) and the Reception Center at Gatesville (female). Based on this initial assessment each inmate receives a medical classification and a treatment plan is developed to address identified health care needs. All units provide basic outpatient clinic services, and sick call, hold chronic disease clinics, and care for the routine medical needs of the inmate population. Seven units designated as cluster infirmaries provide convalescent care. Specialty care and skilled nursing services are available at five units designated as regional medical facilities. The TDC Hospital in Galveston provides additional speciality clinics and inmates in need of hospitalization are admitted to this facility. All medical services are provided under the clinical supervision of a physician chief of staff.

The medical program is supported by several ancillary services.

Included in these are:

- Basic laboratory services are available at all TDC units with more complex testing provided at the regional medical facilities or by contact with laboratories outside TDC.
- Basic radiology services and flouroscopy is provided at Beto I, Gatesville, Huntsville and Darrington units.
- Respiratory care services are available at seven units. The regional medical facilities at Huntsville, Beto I and Ramsey III have full-time therapists and Beto II, Coffield, Ferguson and Wynne have part-time staff working in respiratory care.
- Physically handicapped services are being developed for mobility, vision, hearing or speech impaired inmates. The mobility impaired inmates are currently receiving rehabilitative services provided by a psychiatrist, occupational therapist and physical therapist at Jester III. This unit has been designated as the sheltered placement for wheelchair-bound inmates and it has undergone construction renovations that have made it a "barrier free" environment. Those inmates with lower limb amputations are to be housed at Beto I. The blind and deaf inmates are assigned to the Huntsville Unit, where they currently receive special services through the Windham School District.

### **NURSING SERVICES**

Nursing Services is comprised of approximately 800 employees who are responsible for the provision of all aspects of nursing care. These responsibilities include: evaluating inmates who are present for sick call, providing inpatient, outpatient and emergency nursing care, administering medications and assisting both medical and psychiatric staff. Nursing services personnel staff all unit medical departments 24 hours a day.

### **PHARMACY SERVICES**

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

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

### **DENTAL SERVICES**

Basic dental care is available to all inmates at each TDC unit. The care is provided by general practice dentists, dental hygienists and other qualified ancillary personnel. At the diagnostic units, each inprocessing inmate receives a complete clinical exam including panoramic x-ray and recording of dental-medical history. Each inmate receives a dental classification based on priority of need. The services provided at each of the 26 units include emergency, preventive, restorative (fillings) exodontics, limited periodontics, limited endodontics and removable prosthodontics. Outpatient oral surgery services are provided at regional specialty clinics; inpatient services are provided by the TDC Hospital in Galveston. Specialty services such as permanent crowns, fixed bridges and orthodontics are prioritized as elective and available from private practitioners only at the request and expense of the inmate. A large central dental laboratory with trained and in-training inmate technicians fabricates removable appliances to meet TDC needs and also provides prosthetic services for other state agencies.

### **PSYCHIATRIC SERVICES**

Psychiatric services are available for each inmate showing signs and symptoms of mental illness and/or mental retardation. Psychiatric patients have access to a full range of services including inpatient and outpatient chronic care, intermediate care and acute care. Psy-

chiatric patients are provided inpatient intermediate care and acute care services at the Ellis II and Beto I units for males and the Mountain View unit for females. Mentally retarded inmates are provided services at the Beto I Unit for men and Gatesville Unit for women.

#### CENTRAL ADMINISTRATIVE DEPARTMENTS

These departments provide support services for the Health Services Division programs.

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

**Fiscal Office** - The Health Services Division has its own fiscal department which is responsible for processing purchasing request and overseeing the expenditure of a multi-million dollar budget.

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

**Medical Training and Continuing Education Department** - This department provides a preservice for all new Health Services personnel as well as inservice training for all correctional and health services personnel. The department also provides monthly health training for the inmates as provided by the *Ruiz* stipulation.

**Medical Transportation** - The Medical Transportation Office is responsible for providing and/or coordinating all transportation of inmates for medical reasons. A fleet of 29 ambulances based at 24 units serves the routine and emergency needs of the inmate population. Eleven transfer vehicles (vans and buses) log approximately 3,000 miles daily in providing routine medical transfers. This department also ensures each ambulance maintains a current certification by the Texas Department of Health and is responsible for ambulance inspection and maintenance.

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

Accomplishments during FY 1986 include:

- the design and presentation of over 2,500 training programs to over 35,000 correctional personnel, health professionals and inmates by Health Services' Medical



#### Training and Continuing Education Department

- the addition of 173 positions, bringing the total number of health services personnel to 2,700, of which 233 were temporary
- the review of 26 TDC health facilities by the National Commission of Correctional Health Care. All 26 units have been surveyed, 23 units have received accreditation and survey results for three units will be announced in November 1986
- the upgrading of nine units health facilities (medical, dental and psychiatric) through renovation or new construction
- the increase in the provision of basic medical services averaging over 56,854 total clinic visits per month (See Table 1 - based on a nine month reporting period)
- the addition of 504 psychiatric beds at Ellis II, 36 at Beto I and 30 at Mountain View
- state reclassification of approximately 1,300 classified positions resulting in the upgrading of the salary structure of 336 positions effective FY 1987
- the development of physically handicapped services for mobility, vision, hearing and speech impaired inmates.

The inability to recruit and retain certain types of health professionals due to an inadequate salary structure and the lack of funding for court ordered reforms remained primary problems for the Health Services Division during FY 86.

The future plans of the Health Services Division include the attainment of accreditation from the National Commission on Correctional Health Care of the health delivery systems at all TDC units and academic affiliation with the University of Texas Medical Branch at Galveston regarding the initiation of continuing medical education programs.

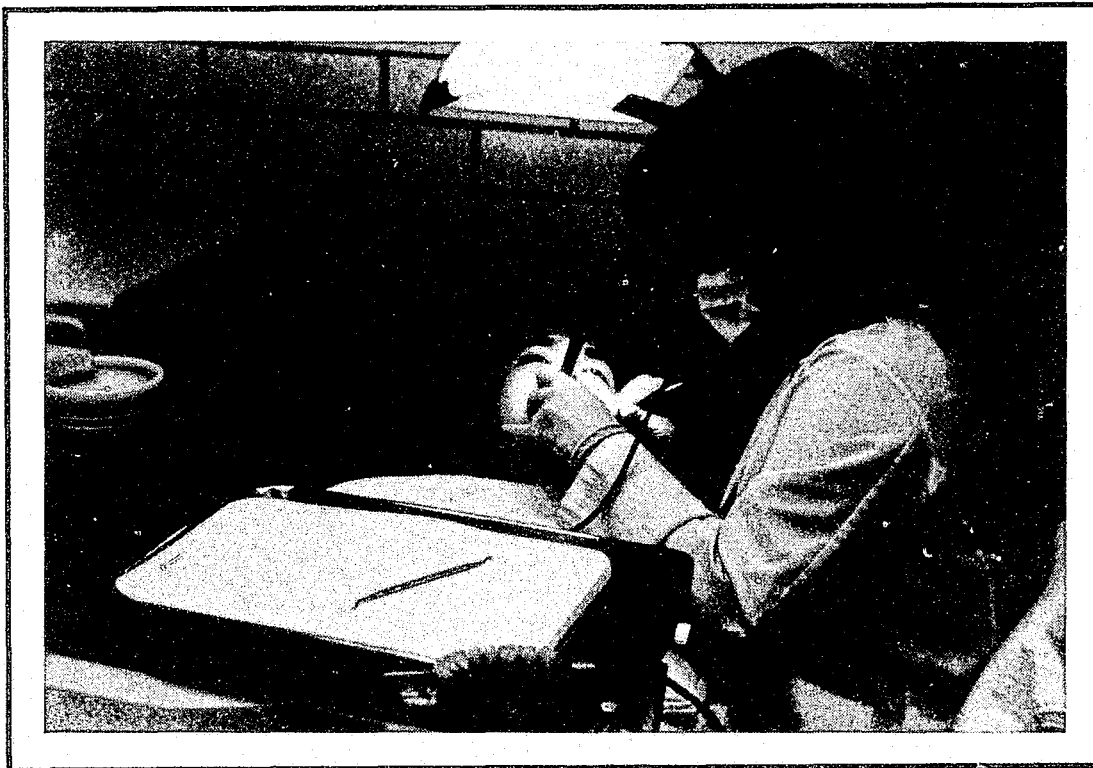
**TEXAS DEPARTMENT OF CORRECTIONS  
MEDICAL ACTIVITIES REPORT  
DECEMBER 1985 - AUGUST 1986\***

	TOTAL	AVERAGE
<b>I. On-Site Outpatient Care Services</b>		
<b>A. Medical</b>		
1. Total Clinic Visits.....	511,689	56,854
a. Physician Visits.....	103,838	11,538
b. Physician Assistant Visits.....	124,275	13,808
c. Nurses/Other Visits.....	283,576	31,508
2. Total Urgent & Emergency Visits.....	25,575	2,842
<b>B. Chronic Disease Clinics</b>		
1. Hypertension/Cardiac.....	12,727	1,414
2. Seizure.....	4,127	459
3. T.B.....	18,193	2,021
4. Diabetic.....	2,917	324
5. COPD.....	6,956	773
<b>C. Dental services</b>		
1. Total Patient Visits.....	104,123	11,569
2. Total Procedures.....	191,873	21,319
a. Diagnosis.....	86,098	9,567
b. Preventive.....	41,014	4,557
c. Restorative.....	30,134	3,348
d. Endodontics.....	1,020	113
e. Oral Surgery.....	17,900	1,989
f. Prosthodontics.....	4,584	509
g. Non-reportable.....	11,123	1,236
<b>D. On-Site Specialty Services</b>		
1. Radiology services		
a. Total Patient Visits.....	48,732	5,415
b. Total Diagnostic Procedures.....	5,786	643
c. Total Routine X-ray Procedures	53,727	5,970
2. Laboratory Services		
a. Total Patient Visits.....	72,088	8,010
b. Total number of Procedures.....	254,806	28,312
1) On-Site Lab Test.....	206,942	22,994
2) Off-Site Lab Test.....	47,864	5,318
<b>D. On-Site Specialty Services (Continued)</b>		
3. Optometry Services		
a. Total Number of Examinations.....	9,874	1,097
b. Eye Glasses Delivered.....	9,863	1,095
4. Podiatry Services		
a. Total Number of Visits.....	7,109	790
b. Total Number of Podiatry Procedures	7,541	838
5. Dialysis		
a. Total Number of Dialysis Procedures.....	1,638	182
1) Hemo-Dialysis.....	833	93
2) CAPD.....	805	89
6. OB-GYN		
a. Total OB Visits.....	147	16
b. Total GYN Visits.....	424	47
c. Total Deliveries.....	35	4
7. EKG/EEG		
a. Total EKG's.....	3,585	398
b. Total EEG's.....	236	26
8. Plastic Surgery		
a. Total Number of Visits.....	564	63
b. Total Number of Procedures.....	105	12
9. Physical Therapy		
a. Patients in Treatment.....		1,510
b. Total Number Patient Visits.....	26,355	2,928
10. Respiratory Therapy		
a. Patients in Treatment.....		1,122
b. Total Number of Procedures.....	25,985	2,887
<b>II. Pharmacy Services</b>		
Total Prescriptions Filled.....	425,274	47,253

★ This report reflects only nine months activity due to the fact that the activity reporting form was changed December 1985.

## DENTAL PRODUCTIVITY

Measure	FY 85 Number	FY 86 Number	Percent Increase FY 86 over FY 85
Patient Visits.....	119,097	135,157	13.5
<b>Reportable Procedures:</b>			
Diagnosis .....	100,853	132,817	33.0
Preventive/Periodontic .....	42,394	54,414	28.4
Restorative (Fillings).....	37,818	39,163	3.6
Endodontics (Root Canals).....	336	1,212	260.7
Oral Surgery.....	20,325	22,911	12.7
Prosthodontics .....	4,028	5,709	41.7
Total .....	205,755	256,227	24.5
Total Weighted.....	409,092	505,179	24.1
Non-Reportable Procedures.....	15,045	15,342	2.0
Reportable + Non-Reportable.....	220,799	271,569	23.0
Reportable + Non-Reportable Procedures per Patient Visit.....	1.85	2.01	8.6
Per Dentist (Average Full-Time- Equivalents per Month):.....	(34.0)	(36.4)	
<b>Reportable Procedures</b>			
Total .....	6,052	7,039	16.3
Total Weighted.....	12,032	13,879	15.4
Patient Visits.....	3,503	3,713	6.0



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# OPERATIONS DIVISION

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FOOD SERVICE

LAUNDRY SERVICE

SAFETY OFFICE

SUNSET OFFICE

WINDHAM SCHOOL SYSTEM

SECURITY OPERATIONS

PRE-SERVICE TRAINING

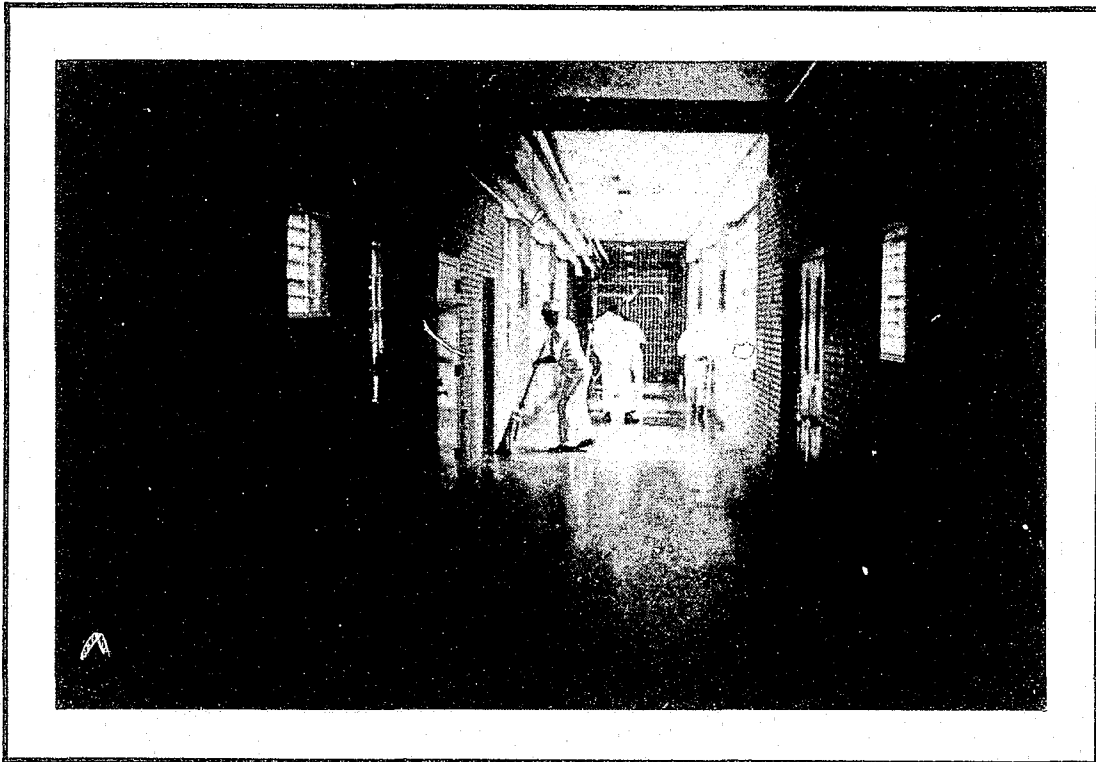
IN-SERVICE TRAINING

SUPPORT OPERATIONS

CLASSIFICATION & TREATMENT

MAINTENANCE

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## **FOOD SERVICE**

The Food Service Division operates at four functional levels: Food Service Administration, Food Service Warehouse, Regional Operations, and Unit Food Service Operations. The division employs over 200 employees on 27 units.

Food Service Administration oversees the total TDC food service program. All aspects of the budget, procurement, personnel and policy originate at this level. In 1986 the Food Service Policy Manual was prepared to promote consistent operations of the unit kitchens. Between 1985-1988, 18 prison kitchens will be either remodeled or rebuilt, and this entire program, including kitchen design and equipment specifications are handled by Food Service Administration. While units in the Central Region are being remodeled, the Cook-Chill method of food production will be utilized with Ellis II serving as the Cook-Chill Production Center.

The Food Service Division operates a 60,000-square-foot dry and cold storage warehouse. The warehouse handles the receiving, storage, and distribution of food to the unit kitchens. Food is distributed from the warehouse to the units on a ration factor based on head count. Like food items are issued on a regular weekly distribution schedule. In 1986, the Food Service Division started a program, in coordination with the units, of handling all food service fixed assets. The program is responsible for the storage and reuse of fixed assets, or the scrapping of equipment no longer usable.

TDC created the regional concept in 1986. Food Service has three regional food service managers who oversee approximately 10 units each. They implement the TDC's food service policy at the unit level.

The 27 units in TDC serve over 40 million meals per year. Inmates are provided access to three wholesome meals per day in a cafeteria style of service. Meals are prepared according to a master menu written by Food Service Administration. Special holiday meals are planned throughout the year.

## **LAUNDRY SERVICES**

The Texas Department of Corrections laundry departments keep the inmate population in clean and sanitary clothing each day. All inmates receive a daily change of socks and underwear and a change of pants and shirts on each working day. Also, each inmate is provided with a clean towel each time he showers. Cell towels are furnished to each inmate for use in his cell or dormitory. These cell towels along with sheet and pillow cases are cleaned on a weekly basis and returned to the inmate. Adequate blankets are issued to the inmate population at the advent of cool weather and these are kept by the inmate until it is determined by unit policy that they are no longer needed.

Officers uniforms are cleaned on a regular basis by the laundry facility on the unit to which the officer is assigned. Employees are offered a laundry program for certain free-world clothing articles by paying a monthly participation fee.

One of the goals of Laundry Services is to provide inmates with academic, as well as on-the-job training, in the

laundry field to better qualify them for employment upon their release.

During FY 86, the unit laundries processed a combined total of 27 tons of laundry. The average annual cost per inmate was \$62, with an average of 3.94 pounds of laundry being processed each day per inmate.

To serve as a better system for labeling inmate clothing, Laundry Services implemented an experimental tagging system on the Wynne Unit. This involved clothing labels printed with a small computer and then affixed to clothing with a heat seal process. Results were so encouraging that a systemwide program will be implemented on each unit early in FY 1987.

## **FUTURE PLANS**

During FY 1987, Laundry Services has scheduled replacement of major laundry equipment on several units. This will provide a better service to the inmates, while holding down repair cost incurred with older, obsolete machines.

## **SAFETY**

The Occupational Safety and Health Division provides an important role in the working and living environments throughout TDC. Regular activities include safety inspection and accident/incident investigations. Fire prevention and training are ongoing to provide safe, clean, sound and secure conditions for inmates and employees alike.

The division's goals and objectives are to develop a safe and healthy place to work and live, and to decrease the number of accidents/incidents occurring to employees and inmates.

Achievements for FY 86 include a decrease in the accident rate. Our rate for FY 85 was 8.2 percent, and in FY 1986, it was 7.9 percent. This showed a decrease in the rate with an increase in employee population and exposure. The regional safety supervisors, unit safety officers and their alternates have been instrumental in turning around the safety program. Through their efforts in the training of their unit personnel, we see the results which indicate an overall acceptance to the safety program.

Our future plans include the addition of a computer to assist us in a more timely and effective way to analyze accidents. With a better analysis we will be able to assist the wardens in the endeavors to create and keep a safe and healthful place to work and live.

## **SUNSET OFFICE**

The Sunset Office was created in August 1985 and approved by the Board of Corrections to serve as the focal point for the Sunset review process scheduled for the 1986-87 biennium. The office is directed by Dr. Barbara Hart with the assistance of a research specialist and a word processor operator. The office is responsible for organizing and collecting the vast amount of data required for the review. The office coordinates the numerous on-site visits and interviews by the Sunset Commission and staff and facilitates the necessary continuing information exchange between the Sunset Commission and TDC.

The goal of the Sunset Office is to provide the Sunset



Commission and staff in Austin with a complete and factual picture of the multi-faceted operations of the department.

The TDC Sunset Office coordinated and edited the collection of information required for Parts I and II of the Sunset Self-Evaluation Report, a comprehensive summary of the entire agency operation. More detailed information was supplied to the Sunset Advisory Commission and staff through a series of tours, meetings and interviews of TDC facilities, agency departments and personnel. As the review progressed into specific issues and suggested recommendations from the commission, the TDC Sunset Liaison Office continued to collect the data required and to clarify issues and questions raised throughout the evaluation.

The office will continue to monitor the legislation drafted to implement the recommendations and to assist the agency in planning for the implementation of the recommendations. In addition to Sunset related duties, the office has compiled the data necessary for the TDC testimony and follow up for the House Law Enforcement Committee interim charges and other legislative inquiries regarding TDC operation. The Sunset Office staff also contributes its research and planning department of the agency.

**MAINTENANCE**

In January 1986, the Construction Division, of which Maintenance was a subordinate element, was transferred from the Finance Directorate to the newly-created Support Services organization under the deputy director for operations. In March 1986 a plan was developed to separate Maintenance from Construction and to correct and monitor the progress of all Gordon Deficiency efforts. To accomplish this, a Gordon Deficiency Plan, which identified additional maintenance positions being needed at the staff and unit level was developed. In the interim, the reorganization was implemented at the staff level using existing maintenance and construction positions and personnel.

The maintenance organization consists of a facilities maintenance manager, who has overall responsibility for planning, procurement of materials, warehousing, progress monitoring and reporting of all Gordon deficiencies, preventative maintenance, training, and sanitary control operations.

**Goals and Objectives**

Prior to September 1985, the concept used regarding maintenance and repair of plant facilities was to use groups of inmates supervised by security officers, who had in most cases received little or no technical training in the specialized functional areas of maintenance. This coupled with inadequate funding levels for maintenance materials, which only covered five months of the fiscal year, resulted in the court-appointed environmental health and safety expert identifying nearly 8,000 Gordon Deficiencies to be corrected.

In September 1985 TDC began a transition program to correct the situation by providing additional qualified maintenance personnel in the areas of plumbing, heating/venti-

lation, electricity, locking systems, carpentry/painting, and supply. These skilled maintenance supervisory personnel replaced the correctional officer and supervise the inmate work force in correcting the multitude of deficiencies and instituting an aggressive preventive maintenance program to prevent recurrence. The primary goal is to complete this transition program which will enable the maintenance organization to add the critical positions required to accomplish its varied and important roles in maintaining the physical plants throughout TDC.

**Accomplishments**

Unit maintenance increased from 52 non-uniformed personnel to 128 while area maintenance increased from 81 to 111 personnel. These increased in manpower levels enabled unit and area maintenance to complete more than 100,000 work orders, of which 4,200 were Gordon deficiencies. The total maintenance cost, included salaries, was approximately \$15 million or about \$150 per job. The additional expenditures for materials over FY 85 increased by 289 percent while salaries only increased by 117 percent. Material cost increased by 82 percent from FY 84 to FY 85, while salaries only increased by 15 percent. This indicates that maintenance has accomplished a great deal with a very limited work force.

<b>JOBS COMPLETED</b>	
FY 1983.....	27,000
FY 1984.....	48,000
FY 1985.....	80,000
FY 1986.....	105,000

**WINDHAM SCHOOL SYSTEM**

Quality academic, vocational, recreational and educational programs are provided to the inmates in TDC through the Educational Department. Eligible inmates participate in programs ranging from basic literacy training to baccalaureate degree programs offered through the Windham School System and the Continuing Education Program.



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The Windham program is the first education system of such scope to be established within a statewide prison system.

### **Windham Academic**

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

Classes are conducted on 26 prison units spread over 243 miles. Inmates who achieve less than a fifth grade equivalency on a standardized test are required to attend school at least six hours per week. Others are released from work to attend classes leading to the general education development (GED) certificate and/or high school diploma. Graduation exercises are held three times each year, with 2,902 graduates in 1986.

The academic curriculum is non-graded, continual progress, and operates on a 12-month scholastic year. Each student progresses through the various objectives of the curriculum at his own rate. An individualized instruction approach utilizing behavioral objectives is used. Instructional objectives have been developed for all areas of instruction.

The traditional high school credit program is based on amassing credits toward graduation, with the curriculum based on standardized course outlines that are purchased commercially or prepared by staff. The curriculum parallels the instructional program of the Texas high schools.

### **Windham School System Libraries**

Library support services functions as a technical processing center for purchasing, receiving, cataloging, processing, receiving and distributing donations. The staff consists of nine (five unit librarians are not included in library support services).

### **Physical Education and Recreational Department**

The Windham Physical Education Program and the TDC Recreation Program are organized into one administrative entity within the Education Department.

The primary function of the combined programs is to provide TDC inmates with time and opportunity for daily exercise on a planned and supervised basis.

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

### **Pre-Release Program**

The Windham Pre-Release Program is designed to aid inmates of TDC in their transition from incarceration to re-entry into a free society.

In the 1985-86 school year, 12,153 students were involved in the Windham School System Pre-Release Program, with 2,112 inmates completing the 72-hour

program. More than 2,700 defensive driving certificates were earned, and 1,598 Social Security applications were made.

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

### **Special Education**

More than 1,800 students with handicapping conditions were served in 1986 by the Special Education Program of WSS. Almost 225 students received vocational training and 44 students were involved in counseling services, orientation and mobility, psychological services and speech therapy.

Course offerings in special education include all the curricular areas offered through the foundation program as well as supplemental instruction in functional living skills. All subject areas follow a curriculum guide which has specific objectives and evaluative criteria.

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

### **Chapter I**

The Chapter I Program is designed to provide remedial instruction in the areas of mathematics and communication skills to supplement and support the overall academic program for inmates 20 years old or younger.

### **Continuing Education**

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

In addition to the academic college programs, the Continuing Education Program conducts college-level vocational classes on 19 TDC units using instructors from various junior colleges. These classes are six months in length. A certificate of completion and approximately 20 semester hours of college credit are earned upon satisfactory completion of a vocational course.

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

Continuing Education also offers educational opportunities in 29 craft areas through the apprenticeship and training programs. All crafts have standards of work processes registered with the Bureau of Apprenticeship

**WINDHAM SCHOOL SYSTEM  
COMBINED BALANCE SHEET**

As of August 31, 1986 Estimated  
(With Comparative Totals - August 31, 1985)

Windham School System	Totals			
Assets	Regular	Special	1986	1985
<b>Current Assets:</b>				
Cash on Hand and in Banks	171,953.02	46,145.02	<b>218,098.04</b>	543,240.45
Investments -				
Certificates of Deposit	2,900,000.00		<b>2,900,000.00</b>	2,000,000.00
Accounts Receivable				
Texas Education Agency		162,056.52	<b>162,056.52</b>	136,042.65
Other	4,148.57		<b>4,148.57</b>	1,783.26
Intrafund	5,304.95		<b>5,304.95</b>	2,185.89
Accrued Interest Receivable	2,264.37		<b>2,264.37</b>	1,041.10
Inventories -				
School Supplies	161,893.65	51,099.20	<b>212,992.85</b>	323,640.93
Prepaid Expenses				5,528.92
<b>Total Assets</b>	<b><u>3,245,564.56</u></b>	<b><u>259,399.74</u></b>	<b><u>3,504,865.30</u></b>	<b><u>3,013,463.20</u></b>
<b>Liabilities and Fund Equity:</b>				
Current Liabilities:				
Accounts Payable -				
Trade	33,796.27	1,542.18	<b>35,338.45</b>	374,337.28
OASI	299.94		<b>299.94</b>	
Intrafund		5,304.95	<b>5,304.95</b>	2,310.84
Interfund	11,242.97		<b>11,242.97</b>	45,411.46
Deferred Revenue -				
Unearned State & Fed. Grants		201,354.41	<b>201,354.41</b>	215,611.21
Foundation School Apportionments	3,297.00		<b>3,297.00</b>	262,241.00
<b>Total Liabilities</b>	<b><u>48,636.18</u></b>	<b><u>208,201.54</u></b>	<b><u>256,837.72</u></b>	<b><u>899,911.79</u></b>
<b>Fund Equity:</b>				
Fund Balances Reserved For -				
Encumbrances	67,308.01		<b>67,308.01</b>	178,376.91
Inventories & Prepaid	161,893.01	51,099.20	<b>212,992.85</b>	329,169.85
Unreserved - Undesignated	<u>2,967,726.72</u>		<b><u>2,967,726.72</u></b>	<u>1,606,004.65</u>
<b>Total Fund Equity</b>	<b><u>3,196,928.38</u></b>	<b><u>51,099.20</u></b>	<b><u>3,248,027.58</u></b>	<b><u>2,113,551.41</u></b>
<b>Total Liabilities and</b>				
<b>Fund Equity</b>	<b>3,245,564.56</b>	<b>259,300.74</b>	<b>3,504,865.30</b>	<b>3,013,463.20</b>

and Training of the United States Department of Labor. Included as a function of the Continuing Education programs is the Inmate Craft Store, which gives inmate artisans an outlet for their goods and also gives visitors from the "free world" an accessible place to purchase souvenirs. Craft items are priced by the inmate artisan and

proceeds from the sales are deposited in the inmate's trust fund account.

The Recreational Communications Department is responsible for the requisitioning, installation, and maintenance of televisions, video cassette recorders and other communications systems located throughout TDC, as well

as the coordination of telecable services.

The Division of Continuing Education also supervises the publication of "The Echo," a monthly newspaper which is edited and published by inmates to provide relevant information to the inmate population in TDC.

### **Windham Vocational Program**

Windham School System offers vocational training in over 30 different occupational fields. Student certification is based on the number of manipulative skills achieved and final examination scores. Students enrolled and completing the requirements for barbering are eligible to take the state examination.

Seven new vocational classes were started for the Mentally Retarded Offender Program (MROP) students this year including consumer and homemaking education, CVAE institutional home management, bricklaying, CVAE general construction trades, ornamental horticulture, and plumbing.

More than 25 other trades are offered by the WSS vocational programs. They include commercial cooking, diesel mechanics, drafting, electrical trades, graphic arts, industrial equipment repair, meat cutting, radiator repair, refrigeration and air conditioning, sheet metal, small engine repair, truck driving, upholstery, vocational electronics and welding.

CVAE, ICT and laboratory techniques were utilized to provide instruction and guide work experience to inmate resulting in the awarding of 1,244 vocational certificates in 1986.

### **Testing-Special Programs**

Testing and Special Programs consists of two professionals and five para-professionals who coordinate Windham's achievement and GED testing, processing test answer sheets, processing centralized educational records, and assisting in computerization of all Windham offices.

### **Goals and Objectives**

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

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

The Windham Physical Education Program and the TDC Recreation Program goals are to provide adequate programmatic and recreational opportunities that are required to meet *Ruiz* stipulations and settlement agreement, to design and assist unit personnel with the implementation of revised Physical Education Guidelines which meet TEA criteria, and to assist the various TDC departments in designing and equipping recreational facilities and implementing the out-of-cell program.

Implementing the teacher appraisal process, providing instructional support to unit facilities, and the computerization of student records kept by the central office will be

goals of the Curriculum Department for the coming year.

The Department of Special Education hopes to refine curricular offerings available to handicapped students by increasing the availability of computer assisted instruction and implementation of Life Skills Activities Guides in the coming year.

Chapter I plans are to provide remedial instruction to students so that after 100 hours of instruction the participants will increase their proficiency in reading, mathematics, and language by .3 of a grade level. The program goal is that participants in the program will show increased interest and subsequent proficiency at a faster pace than students in the regular program.

Continuing Education plans for the future include a Master of Arts degree to be offered to academically eligible inmates during the 1986-87 school year. Vocational training courses will continue and undergo evaluation by updating and training based on the most current technical information and industry standards.

In 1985-86, Windham Vocational department reports that the development of a competency based curriculum for radiator repair, meat cutting, automatic transmission, and floriculture has been completed. In the immediate future plans are to place all Central Office records on computer, to expand the role and scope of the Vocational Staff, and continue working with instructors to upgrade abilities and skills.

The Vocational Department plans to develop an essential list of equipment necessary to start or operate any vocational class in the curriculum, improve support services to principals and vocational teachers, utilize computer capabilities to improve record keeping and release of data, continue to develop curriculum, and conduct inservice training for new vocational instructors.

The Department of Testing and Special Programs goals for 1987 include microfiling of archived records, writing, piloting, and implementing computerized record-keeping procedure for Windham principals' offices and unit educational consultants' offices.

Windham School Library Support Services named complete automation, processing of materials, ACA/ALA requirement satisfaction, and control of lost books as priorities for 1986.

Windham Personnel Department had two major goals for 1986-87. An increase in minority recruiting and expanding the computerization of personnel records to include applications.

### **Accomplishments**

Windham's Fixed Asset file was completely renovated to correspond in structure with the on-going TDC file and all units of equipment not being utilized were cleared. Warehouse stock items were reduced to facilitate faster and more effective turn-over and usage.

The Windham Business Office reports that only the automated purchase order system is yet to be on line in the early 1986-87 school year. Other accomplishments already on-line include repair tracking system, accounts payable, all correspondence, purchasing vendor files, budget, and payroll information. These newly installed sys-

tems will provide better management information and reporting of office functions.

In the Department of Physical Education and Recreation, adequate funding was obtained from the state appropriations, E & R funding, and TEA funding to accomplish the goal of providing staffing, facilities, equipment, and supplies to move toward meeting inmate needs and court mandates.

PE and Recreation (TDC) assisted the various TDC departments with the design and equipping of 60 new general population outdoor recreation yards which increased the number of yards to 73. The Department also assisted in the design and equipping of the 16 new or renovated gymnasiums which were scheduled to be operational by November 1, 1986 as part of the *Ruiz* settlement.

A highly structured PE program on 19 campuses has been designed to include all of the essential elements. Forty-four inter-unit sports tournaments for either men or women involved 2000 inmates this year in volleyball, basketball, powerlifting, softball, and handball.

In 1986, the Curriculum Department completed competency-based art and pre-release curriculums, continued revision of mathematics and communications curriculums scheduled for implementation in September 1987, delivered Model for Effective Teaching and Supervision Training, and Lesson Cycle, and Effective Teaching Practices training to all faculty, completed SACS self-study in preparation for accreditation visit, placed bilingual and Phase IV student records on computer, received "clean report" from TEA compliance monitoring visit, conducted teacher appraisals and completed training in Texas Teacher Appraisal System, and reorganized the supervisory staff.

Special educational programs added microcomputers to supplement instruction, expanded the number of special education teachers, provided inservice training to personnel, produced newsletter of department information, and provided specialized direction for personnel from a Special Education Advisory Committee related to the education of the handicapped.

A total of 1,830 students were served by the Special Education Program during the year. Of those served, 1,444 were classified as learning disabled while 303 were diagnosed as mentally retarded.

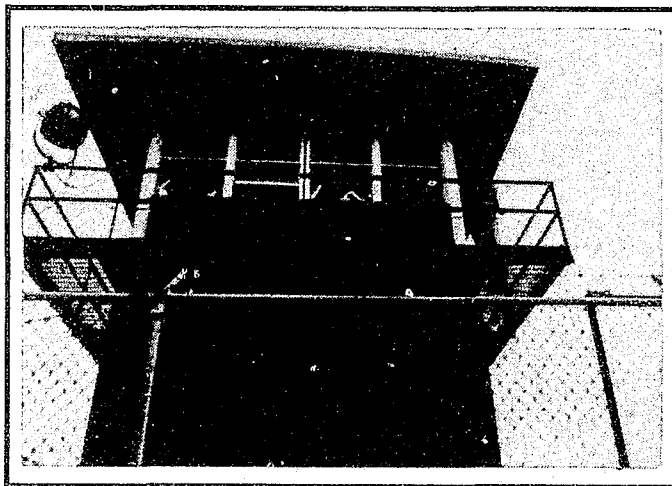
Five hundred and forty-six students received Chapter I services in 1985-86, experiencing 22,408 hours of instruction. Standardized test scores indicate that an increase in student progress was evident.

Accomplishments of the Personnel Department include the computerization of 318 new applications. Twenty-five positions were filled with 12 percent minority applicants. Recruiting for minorities was intense.

There were three major policy changes during the year, two of which were Appraisal Policy and Career Ladder Policy updates due to the State Board Boards. The overtime policy was revised in order to be in compliance with the Fair Labor Standards Amendment.

The Testing and Special Programs Department archived over 15,000 student records, microfiched over 60 file drawers of previously archived records, handled over 20,000 student records, processed 2,447 GED graduates,

439 APL graduates, and 16 high school graduates, processed answer sheets for 4,097 GED test batteries, 39,646 achievement test, wrote, piloted, and implemented computerized record-keeping procedure for 25 Windham principals' offices, and wrote computerized record-keeping procedure for unit educational consultants' offices.



#### **Security Operations**

The Security Operations Division is responsible for security staffing, physical security, security policy and procedures, construction projects, monitoring, and total staffing analysis as it applies to the institution of the Texas Department of Corrections.

#### **Security Staffing**

The basic mission of Security Staffing is to establish priorities allocating and deploying correctional personnel on each unit. Priorities used to allocate and deploy personnel on the units include administrative segregation, cell block pickets, runs, and dormitories.

#### **Physical Security**

This program maintains an ongoing monitoring and evaluation activity of new security devices and equipment and physical security at units. The division also monitors the adequacy of existing security procedures, and solicits input from unit officials concerning security-related problems.

#### **Security Policy and Procedures**

The division continues to develop prescribed guidelines for implementation at the unit level of all policies, procedures and directives which deal with the specific operation of the units. Extensive research is performed to ensure that all administrative memoranda comply with applicable federal, state and local laws, as well as court decrees.

#### **Construction**

The program evaluates and reviews ongoing and future construction projects operational needs and court require-

ments. The evaluation provides input to management concerning possible cost-effective alternatives as well as possible problem areas from a security/operations viewpoint.

### **Total Staffing Analysis**

The goal of Total Staffing Analysis is to develop and provide a staffing source document for all functions on a unit and to formalize the staffing patterns on units. Staffing analysis generates documents used as models for staffing and specific staffing documents for each unit to ensure sound correctional practices are incorporated, court mandates are satisfied, and conservation of personnel resources are ensured.

### **Accomplishments**

A security staffing study was developed based on a systemwide analysis of each unit as required by court decrees. This includes a manning of document for each unit which is designated to ensure adequate security and safety for inmates.

Physical security continues to update security equipment inventory through the purchase of stab vest, walkie-talkies, and riot control defensive equipment.

Also SORT - Special Operations Reaction Team - has expanded to 13 teams on 12 maximum security units within the Texas Department of Corrections. Sort teams are trained to respond to special threat situations that may include barricaded inmates, hostage situations, riots or disturbances.

An administrative procedure manual has been established to provide guidance in developing unit institutional procedure manuals.

The division provides input and monitors progress of various unit construction projects as well as major projects such as the Michaels Unit, trusty camps, gymnasiums, and temporary inmate housing.

In FY 1986 a staffing guide was developed which provides specific guidelines for staffing every position on a unit. The documents represent the first such effort to combine into one source the total staffing at unit level.

### **Pre-Service Training Division**

The Pre-Service Training Academy trains, primarily, new employees that work as correctional officers on the 27 units in the department. The period for pre-service training is three weeks. Two separate academy locations are in operation; one is located in Huntsville at the Criminal Justice Center on the campus of Sam Houston State University and the other is at the Hilltop Unit near Gatesville.

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

During FY 1986, the Training academy graduated 1,759 new officers. Twenty-four classes were held at the acade-

my locations during the year. The academy operated three locations at the start of FY 86; the Ellis I Academy was converted into a trusty camp following the last academy class at that location in November 1985. The 1,759 new officers met the needs of the department as far as attrition from the correctional officer ranks was concerned.

A newly renovated building on the Hilltop Unit is being utilized for classrooms and office space for the academy at Gatesville. One dormitory for male trainees was renovated and bed space for 52 trainees is being utilized.

The projected increases in correctional officer requirements for the next fiscal year will be double that of FY 86. Limitations of existing facilities will require that additional locations and training staff be utilized to meet the department's needs.

The Training Academy has been located at the Criminal Justice Center in Huntsville for 10 years. The location at the Hilltop Unit has been used as necessary for two years. If requirements continue to increase to man trusty camps, new units, and meet the attrition in the department, the Training Academy will necessarily need to find larger facilities to train new officers. One central training academy location would meet the department's requirements in the future.

### **In-Service Training Division**

The In-Service Training Division is comprised of the following sections:

#### **Regional In-Service Training section**

The Regional In-Service Training section is responsible for the delivery of the 80-hour annual In-Service Training Program to all security personnel.

#### **Specialized/Management Training section**

The Specialized/Management Training section provides comprehensive and specialized training to selected employees from throughout the department.

#### **Curriculum Development and Coordination section**

The Curriculum Development and Coordination section provides consistency and coordination in the design and development of curriculum used in the Training Department.





## Pre-Service Training

	Number graduated
FY 86	1759
FY 85	3873
FY 84	2496
FY 87 (projected)	3700

The In-Service Training Division provides 80 hours of training per year to security officers at four different locations throughout the system. Classes are conducted at regional training facilities at the Hilltop Unit, Coffield Unit, Ellis I Unit, and the Ramsey I Unit. During FY 86, a total of 23 classes were held at each facility. A total of 3,845 employees successfully completed the training.

The Specialized Training Section is headquartered at the Criminal Justice Center in Huntsville. This section coordinates and/or develops all training for security personnel other than that training provided during the 80-hour training program. This includes upper level management training for majors, assistant wardens, and wardens, grant-funded special-issue training developed at the request of the Director, and unit upgrade training developed as a result of ongoing court orders. A total of 1,868 employees received training during FY 86 from the Specialized Training Section.

The Specialized Training section also serves as the contact point within the Department for training at the National Academy of Corrections in Boulder, Colorado, and the Texas State Management Development Center in Austin. During FY 86 a total of 58 employees attended training at these locations.

The figures on employee projections for FY 86 indicate that the In-Service Training Division will have a 53.5 percent increase in the number of employees who will require training. This anticipated rapid staff growth will impact the In-Service Training Program in the areas of instructional staff required and additional classroom size.

### Office of the Administrative Monitor for the Use of Force

As a result of *Ruiz* litigation, the Office of the Administrative Monitor for the Use of Force was established in October 1984. It is comprised of six employees and is divided in two functional areas. One area ensures current maintenance of the reporting system and the second is responsible for proper review of major force reports.

Its primary responsibilities are to operationalize and maintain a comprehensive standard reporting system for use of force incidents and to initiate and maintain a standard system for reviewing and evaluating all reported force incidents to ensure that force actions exercised by TDC employees are within the policies and procedures adopted by the agency. This office processed 524 major force

reports in 1984, 3,801 in 1985, and 3,706 through August 1986. In total, it has reviewed and processed over 8,000 reported major force incidents.

### Support Operations Division

is responsible for operation of the firing ranges for firearms and chemical agent training, and for video operations and photo and identification support for the Texas Department of Corrections. It is also responsible for word processing and procurement activities for the deputy director for operations.

The Firearms Section provided firearms and chemical agent training for Pre-Service trainees and In-Service trainees at ranges located at the Coffield, Ellis I, Ramsey I, and Hilltop units. The Hilltop range also provided training for the Special Operations Reaction Team class conducted during the year.

The Video Section prepared briefing slides for the administration, videotaped unit overviews, and videotaped significant activities and events. The section also prepared training videotapes required by the Training Department and other departments of the TDC.

The Video section plans to obtain and maintain state-of-the-art equipment in order to provide professional video support for the TDC and to aggressively pursue the training of unit video operators in order to reduce equipment abuse and maintenance problems.

### Photo and Identification

Photographed and prepared identification documentation for over 4,300 employees and 27,000 inmates during the year. The section also photographed all inmate GED and college graduations, and other significant events occurring in the TDC.

The Photo and Identification section plans to expand facilities at the Diagnostic and Gatesville units in order to more efficiently accomplish the assigned functions.

### Budget Section

The Budget Section prepared budget requests for the FY 88-89 biennium, in addition to preparing special budget reports and schedules for the special session of the Legislature.

### Word Processing Section

Seventy-five percent of the word processing operator's time was spent on Pre-Service and In-Service documents.

Other Pre-Service documents include revision of approximately 40 lesson plans, 15-day class schedules and academic tests. In-Service documents include revision of approximately 85 lesson plans, academic test and a 170-page training manual which encompasses all facets of training the correctional officer. The remaining 25 percent of time was spent on various documents used in support of the Training Department and security operations.

**Classification and Treatment**

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

**Bureau of Classification and Records**

The Bureau of Classifications and Records operates in conjunction with the State Classification Committee. Both components work to classify each inmate within TDC.

The classification process systematically groups inmates according to security and programming requirements. It covers virtually all decisions that affect the inmate's life during the entire period of incarceration. Moreover, it is a comprehensive system which evaluates numerous inmate characteristics. These characteristics include age, offense, prior criminal record, medical and mental health care needs, educational, vocational, and work needs of each inmate.

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

- Implementation of the classification plan
- Proper classification of inmates
- Inmate unit assignments and transfers
- Furloughs
- Inmate correspondence
- Maintenance of inmate records
- Computation of inmate time calculations

Classifications is also responsible for maintaining the inmate population at the proper level.

**WORK SUMMARY**

**Bureau of Classification and Records  
Fiscal Year - 1986**

The following is a partial summary of work completed by the Bureau of Classifications and records for FY 1986. It does not include all duties assigned to the Bureau of Classification and Records, but represents an overview of primary duties performed and their volume.

**WORK PERFORMED**

Inmates classified	
Male .....	28,878
Female .....	2,146
<b>TOTAL .....</b>	<b>31,024</b>
Parole violators processed.....	4,507
Bench warrants processed.....	3,186
Mandatory supervision violators processed....	4,062

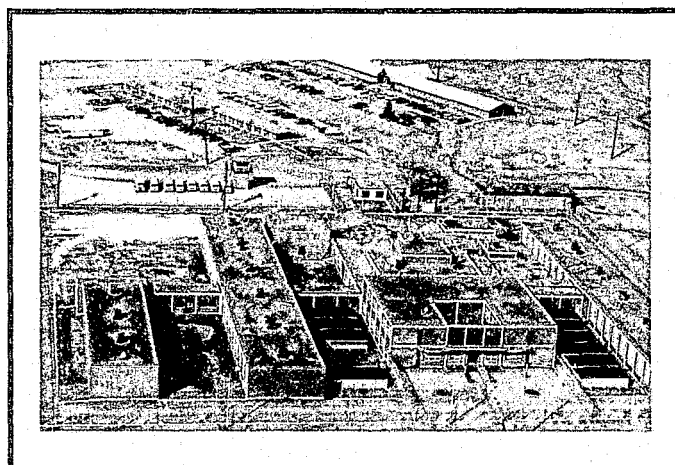
Shock Probation violators processed.....	1,020
New inmates processed .....	18,429
(First offenders and recidivists)	
TDC Hospital transfers	
Outpatients .....	14,769
Admissions .....	1,128
<b>TOTAL .....</b>	<b>15,807</b>

**TEXAS DEPARTMENT OF CORRECTIONS  
SITUATIONAL FURLOUGH SUMMARY  
September 1, 1985 - August 31, 1986**

<b>Total requests considered.....</b>	<b>9026</b>
Request approved.....	4187
Request denied.....	4839
Technical violations.....	90
Returned late.....	0
*Escapes.....	26
Percent approved.....	46.39
Percent denied.....	53.61
Percent technical violations.....	1.00
Percent late returns.....	0
Percent escapes.....	0.29
Percent total problems.....	1.29

**TEXAS DEPARTMENT OF CORRECTIONS  
EMERGENCY FURLOUGH SUMMARY  
September 1, 1985 - August 31, 1986**

<b>Total requests considered.....</b>	<b>1460</b>
Requests denied.....	1239
Requests approved.....	221
With custody.....	12
Without custody.....	209
Technical violations.....	1
Late returns.....	4
Escapes.....	0
Percent requests denied.....	84.9
Percent requests approved.....	15.2
With custody.....	5.48
Without custody.....	94.52
Percent technical violations.....	0.1
Percent late returns.....	0.3



### The Diagnostic and Evaluation process

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

In FY 86, this program screened 30,823 inmates, provided mental status examinations for 6,874, and completed in-depth evaluations for 1,108. These figures represent respective percentage increases of 28 percent, 53 percent, and 89 percent over the same workload measurements for FY 85.

Mechanisms for improving the relationship between the Diagnostic and Evaluation Process and Psychiatric Services are now in place. To this end, a coordinating committee, whose membership includes the Treatment Division's administrator of human services and health services chief psychologist, was formed. A second mechanism created involvement of the diagnostic and evaluation administrator in the monthly meetings of the regional psychiatric supervisors. This meeting created a forum for ideas and a channel for information.

Finally, this department assembled a Policies & Procedures Manual to guide the decision-making process.

### Inmate Grievance Procedure

The Inmate Grievance Procedure is intended to provide

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

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

Nevertheless, as the procedure becomes more refined and complaints are responded to in a more expedient manner, the popularity of the program among the inmates rises and the existing staff are inundated with grievances. If and when budget allows for an increase in manpower, our ability to manage the ever increasing workload will continue to improve.

### Community Education Program

The Community Education Program serves to inform and warn the public, particularly young people, of the dangers and consequences involved in poor decision making, illicit drug use and addiction, criminal behavior and subsequent incarceration. During school year 1985-1986 the Community Education Program addressed a combined audience of 135,432. This number does not include those exposed to the program through printed and

## Diagnostic and Evaluation

Number of inmates screened FY 1985

24,165

Number of inmates screened FY 1986

30,823

Number of inmates receiving mental status examinations FY 1985

4,492

Number of inmates receiving mental status examinations FY 1986

6,874

Number of inmates receiving full psychological evaluations FY 1985

493

Number of inmates receiving full psychological evaluations FY 1986

1,108

electronic media sources.

Some of the objectives of this program are:

- to combat drug and alcohol abuse through preventive education
- to inform of the legal consequences of law breaking,
- to inform of losses of rights and privileges to felony offenders,
- to encourage positive behavior and healthy lifestyles, and
- to promote favorable relations by educating the public about the Texas Department of Corrections.

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

In September 1986, the Community Education Program was installed as a group member of the "Mayor's Task Force On Drugs" for the city of San Antonio. Programs will be presented in San Antonio schools through the sponsorship of the Mayor's Task Force and Kiwanis International.

A new Community Education Program inmate selection process was developed in cooperation with the Data Processing Department. This project is highly effective and much improved in recruiting qualified inmates into the program.

<b>School year 1985-1986</b>	
Presentation .....	343
Total audience .....	135,432
Schools .....	237
Churches .....	8
Colleges .....	14
Civic groups .....	67

### Chaplaincy Programs

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

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

### Accomplishments

A total of 14,832 religious meetings were held during FY 86 with a total attendance of 569,843. Average attendance per meeting was approximately 38. Each chaplain held approximately six services per week.

Staff chaplains provided crisis ministry by delivering 2,948 death messages to inmates and staff within TDC

and approximately 6,000 emergency messages were delivered. Accompanying these crisis situations, chaplains made 29,863 telephone calls to outside sources and wrote 3,719 letters to inmate's families.

Chaplains provided pastoral counseling to inmates and staff. Most of the chaplains are highly-skilled pastoral counselors and time requirements constitute the primary limitation upon the pastoral ministry. The 154,913 interviewed and counseling sessions reported by the chaplains indicated that pastoral counseling is central to their work.

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

The chaplains are responsible for organizing religious activities with "free-world" religious volunteers.

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

### Uniform Inmate Mail System

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

- Director's Review Committee (DRC) - Operates as the central authority for all appeals on denied correspondence, publications, or the action of the Bureau of Classification in prohibiting correspondence between an inmate and any other person.
- Mail System Coordinators Panel (MSCP) - Assists the unit mailrooms with all problems relating to procedures and operations and reviews incoming inmate publications for initial unit acceptance or denial; monitors unit mailroom operations on a periodic basis.
- Unit Mailroom - Processes all incoming and outgoing inmate correspondence in accordance with the TDC Correspondence Rules on a daily basis, six days per week; and, ensures no inmate handles another inmate's mail, incoming or outgoing.

During FY 86, the Director's Review Committee considered a total of 3,001 appeals pertinent to denied correspondence, publications, and the action of the Bureau of Classification in prohibiting correspondence between inmates and other persons.

During FY 86, the Mail System Coordinators Panel logged and responded to a total of 9,929 questions/problems called in regarding inmate correspondence. The MSCP reviewed a total of 2,612 inmate publications for initial unit acceptance or denial, and, conducted on-site audits of the unit mailroom operations on each unit four times during the fiscal year.

During FY 86, the unit mailroom personnel logged and processed a total of 146,800 pieces of incoming special,

legal, and media mail, and a total of 180,836 pieces of outgoing special, legal and media mail. From March 1 through August 31, the unit mailrooms processed and delivered over 4,000,000 pieces of general correspondence.

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

<b>Social Services Department Major Workload Measurements FY86:</b>	
1. Inmate contacts . . . . .	66,021
2. Average correctional counselor caseload . .	396
3. Cases presented to classification committee . .	100,293
4. Release plan developed/special needs Inmates	5,423
5. Shock probation summaries . . . . .	1,284
6. Child support information reports . . . . .	2,111
7. Inmate admission summaries typed . . . . .	24,246

**Social Services Program**

From inception, the primary purpose of the Social Services Program has been to serve the inmate. The department is involved in most aspects of the classification process from initial reception until release. Program purpose is the assimilation and documentation of sociological and criminal data, records of institutional adjustment required to make informed classification decisions, the provision of para-professional counseling, and release planning for special needs inmates.

**Accomplishments**

- Training for all staff.
- Initial assignment to a custody designation to all inmates through the committee process, as well as the establishment of a process for the ongoing reclassification of inmate on an as-needed basis so that inmates are now with other inmates of like behavioral characteristics. In addition, improved gathering, verification and maintenance of classification records has resulted in improved classification decisions.

- Provision of correctional counselor services to the entire inmate population on an assigned caseload basis.
- Provided post-release services to high priority special need inmates to include referrals to community agencies, completion of after care plans and transportation to their destination for those inmates incapable of reaching their destination unassisted, thus ensuring continuity of care.
- A 59 percent completion rate for telephonic background information interviews attempted for all newly received inmates.
- Provision of shock probation reports to presiding judges and adult probation departments state-wide which include summations of prospective shock probationers' overall TDC institutional adjustment and activities to assist in the disposition of their cases.
- Completion and provision of child support information reports to Department of Human Resources offices state-wide to assist in locating individuals currently incarcerated in TDC who are responsible by law providing child support monies.

Included in Social Services plans for future are the requesting of additional unit staff (approximately 62 unit counselors for 1:250 caseload ratio and approximately 26 clerical staff on units). In addition, a continued focus will be placed on qualitative monitoring of unit classification decisions and utilization of available inmate housing by custody designation by Central Office Staff.

**ALCOHOLISM/DRUG PROGRAM**

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

<b>SUMMARY OF PROGRAM SERVICES DATA FY 86</b>	
NUMBER OF AA/GROUP SESSIONS . . . . .	8,366
Inmate Attendance . . . . .	154,535
INDIVIDUAL COUNSELING SESSIONS . . . . .	61,908
NUMBER OF ORIENTATIONS/PRE-RELEASE SESSIONS . . . . .	1,144
Inmate Attendance . . . . .	36,646
NUMBER OF IN-SERVICE PRESENTATIONS . . . . .	44

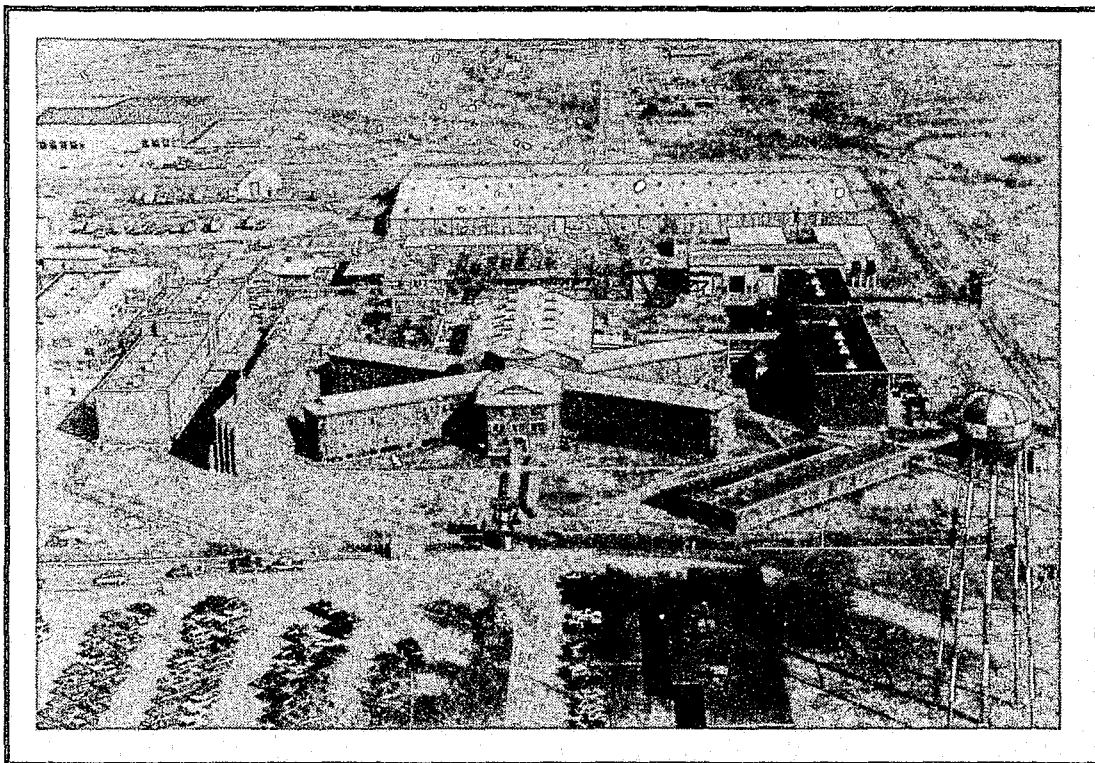
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# TDC UNITS

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

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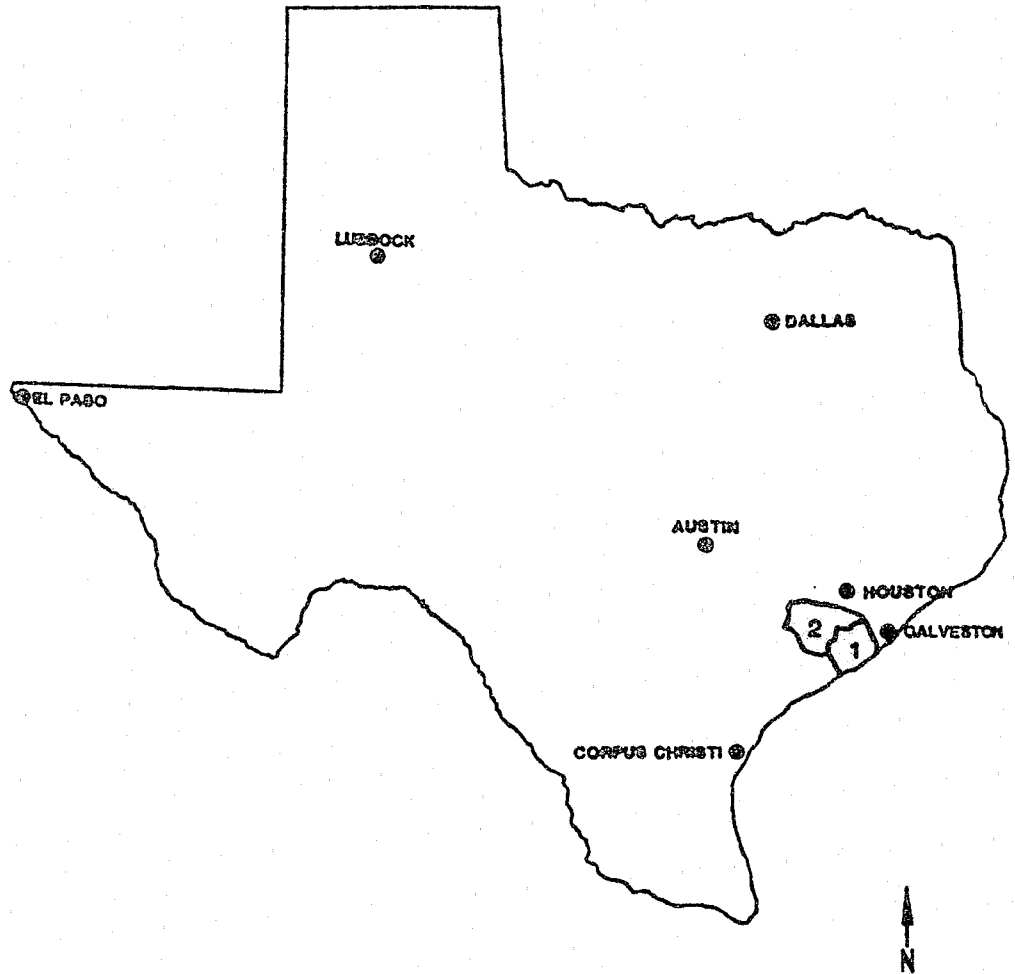




# SOUTHERN REGION COUNTIES

- 1. BRAZORIA
- 2. FORT BEND

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



MICHAEL MOORE  
REGIONAL DIRECTOR

**Unit:** Central

**Location:** 2 miles south of Sugarland on Highway 90A in Fort Bend County

**Mailing Address:** One Circle Drive, Sugarland, Tx. 77478

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

**Custody Level:** Minimum and limited maximum

**Inmate Population:** (8-31-86) 890

**Unit Capacity:** (8-31-86) 932

**Number of Employees:** (8-31-86) 261

**Approx. Acreage:** 4,459

**Agricultural Operations:** field crops, edible crops, livestock, Central Agricultural Commissary, Central Agricultural Administrative Offices, canning plant, veterinary clinic, combine operations

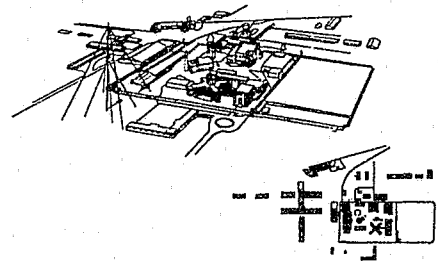
**Industrial Operations:** Soap and detergent factory, transportation warehouse

**Special Operations:** Central Industrial Distribution Warehouse

**Construction Operations:** Headquarters for Southern Area construction activities

**Warden:** Lepher Jenkins

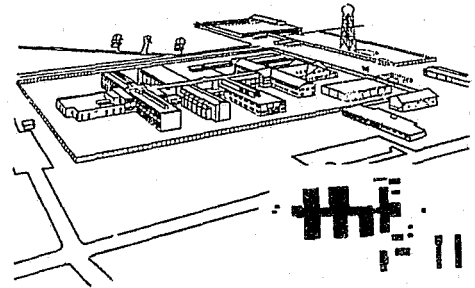
CENTRAL



**Unit:** Clemens  
**Location:** 5 miles south of Brazoria on Highway 36 in Brazoria County  
**Mailing Address:** Ht. 1, Box 1077, Brazoria, Tx. 77422  
**Telephone:** (409) 798-2188, or 89  
**Custody Level:** All levels  
**Inmate Population:** (8-31-86) 1,021  
**Unit Capacity:** (8-31-86) 1,075  
**Number of Employees:** (8-31-86) 274  
**Approx. Acreage:** 8,116  
**Agricultural Operations:** field crops, livestock, grain dryer  
**Industrial Operations:** None

**Warden:** David Moya

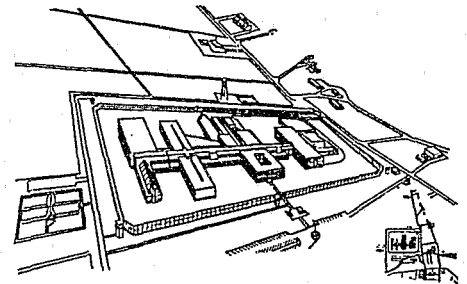
CLEMENS UNIT



**Unit:** Darrington  
**Location:** 4 miles north of Rosharon on FM 521 in Brazoria County  
**Mailing Address:** Rt. 3, Box 59, Rosharon, Tx. 77583  
**Telephone:** (713) 595-3434, or 3320  
**Custody Level:** All levels - Designated maximum security unit  
**Inmate Population:** (8-31-86) 1,712  
**Unit Capacity:** (8-31-86) 1,760  
**Number of Employees:** (8-31-86) 567  
**Approx. Acreage:** 6,770  
**Agricultural Operations:** field crops, edible crops, livestock, poultry layer operation  
**Industrial Operations:** Tire Recapping Plant  
**Special Operations:** A SORT team is assigned to the unit  
**Construction Operations:** Major construction project and concrete batch plant operations

**Warden:** Keith Price

DARRINGTON UNIT



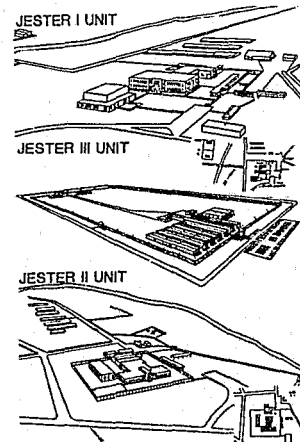
**Unit:** Jester I, II and III  
**Location:** 4 miles east of Richmond on Highway 90A in Fort Bend County  
**Mailing Address:** Rt. 2, Richmond, Tx. 77469  
**Telephone:** (713) 277-7000  
**Custody Level:** Minimum, medium, limited maximum and pre-release  
**Inmate Population:** (8-31-86) Jester I, 357; Jester II, 412; Jester III, 954  
**Unit Capacity:** (8-31-86) Jester I, 448; Jester II, 436; Jester III, 1,030  
**Number of Employees:** (8-31-86) Jester I, 111; Jester II, 117; Jester III, 241  
**Approx. Acreage:** 5,012  
**Agricultural Operations:** field crops, edible crops, livestock, dairy, poultry house  
**Special Operations:** Pre-release program for males is located at Jester I. Paraplegics are housed at Jester III

**Warden:** Morris M. Jones

JESTER I UNIT

JESTER III UNIT

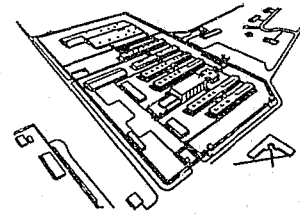
JESTER II UNIT



**Unit:** Ramsey I  
**Location:** 4 miles west of FM 521 on FM 655 in Brazoria County  
**Mailing Address:** Rt. 4, Box 1100, Rosharon, Tx. 77583  
**Telephone:** (713) 595-3491, 92 or 93  
**Custody Level:** All levels  
**Inmate Population:** (8-31-86) 1,582  
**Unit Capacity:** (8-31-86) 1,617  
**Number of Employees:** (8-31-86) 425  
**Approx. Acreage:** 16,844 (shared with Ramsey II and III)  
**Agricultural Operations:** field crops, edible crops, livestock, dairy, dehydrator, gin  
**Industrial Operations:** Furniture Refinishing Plant, Operations Center for portable buildings crew  
**Construction Operations:** Headquarters for Southern Area Maintenance

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

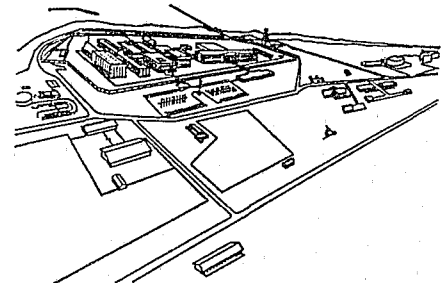
RAMSEY I UNIT



**Unit:** Ramsey II  
**Location:** 4 miles west of FM 521 on FM 655 in Brazoria County  
**Mailing Address:** Rt. 4 Box 1200, Rosharon, Tx. 77583  
**Telephone:** (713) 595-3413 or 14  
**Custody Level:** All levels except medium general population - designated a maximum security unit  
**Inmate Population:** (8-31-86) 932  
**Unit Capacity:** (8-31-86) 962  
**Number of Employees:** (8-31-86) 329  
**Approx. Acreage:** 16,844 (shared with Ramsey I and III)  
**Agricultural Operations:** field crops, edible crops, livestock  
**Industrial Operations:** None

**Warden:** Michael Wilson

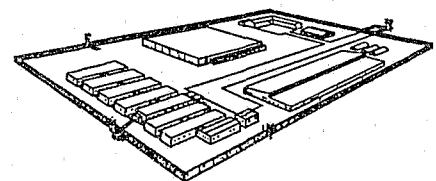
RAMSEY II UNIT



**Unit:** Ramsey III  
**Location:** 4 miles west on FM 521 on FM 655 in Brazoria County  
**Mailing Address:** Rt. 4, Box 1300, Rosharon, Tx. 77583  
**Telephone:** (713) 595-3481 or 82  
**Custody Level:** Minimum and limited maximum  
**Inmate Population:** (8-31-86) 1,276  
**Unit Capacity:** (8-31-86) 1,295  
**Number of Employees:** (8-31-86) 321  
**Approx. Acreage:** 16,844 (shared with Ramsey I and II)  
**Agricultural Operations:** field crops, edible crops, canning plant  
**Industrial Operations:** None  
**Special Operations:** Regional Medical Facility

**Warden:** Arthur Velasquez

RAMSEY III UNIT



**Unit:** Retrieve

**Warden:** Bobby Crawford

**Location:** 8 miles south of Angleton on Walker Street in Brazoria County

**Mailing Address:** Rt. 4 Box 1500, Angleton, Tx. 77515

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

**Custody Level:** All levels except safekeeping - Designated a maximum security unit

RETRIEVE UNIT

**Inmate Population:** (8-31-86) 833

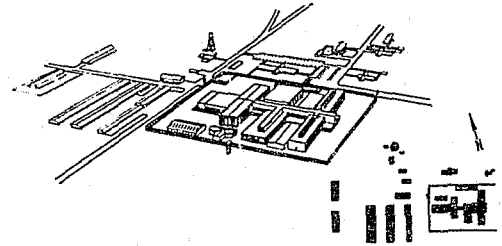
**Unit Capacity:** (8-31-86) 893

**Number of Employees:** (8-31-86) 288

**Approx. Acreage:** 6,754

**Agricultural Operations:** field crops, edible crops, livestock, dairy

**Industrial Operations:** None



**Unit:** TDC Hospital at Galveston

**Warden:** Wesley Warner

**Location:** East side of John Sealy Hospital, on Strand Street, Galveston County

**Mailing Address:** P.O. Box 48 Sub Station #1, Galveston, Tx. 77550

**Telephone:** (409) 761-2875, 6106 or 07

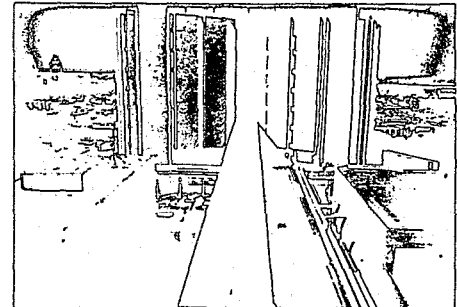
**Custody Level:** All levels

**Inmate Population:** (8-31-86) 100

**Unit Capacity:** (8-31-86) 24

**Number of Employees:** (8-31-86) 210

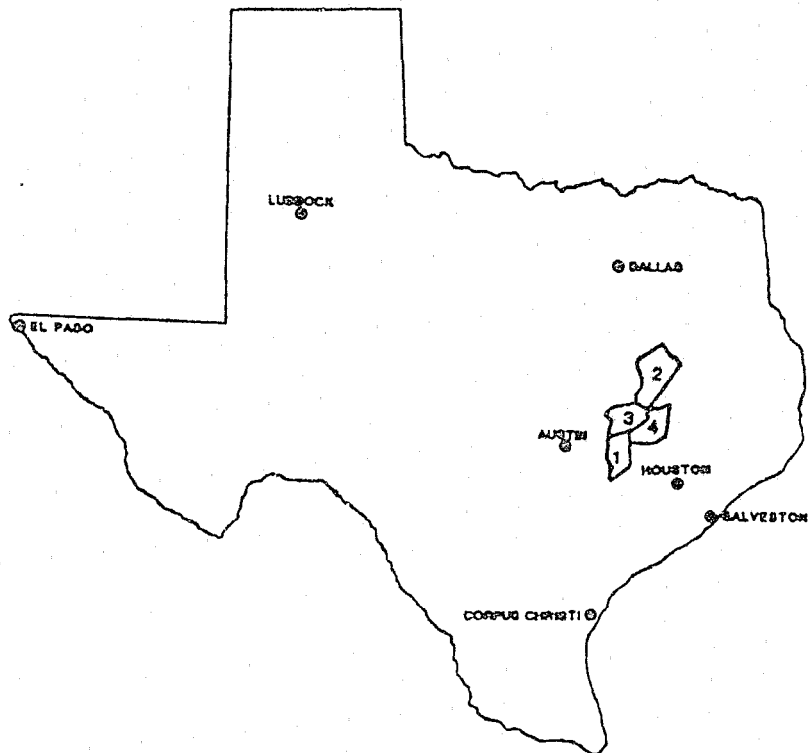
**Special Operations:** Inmates requiring specialized treatment, major surgery or acute care are treated here.



# CENTRAL REGION COUNTIES

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

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



WAYNE SCOTT  
REGIONAL DIRECTOR

**Unit:** Diagnostic

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

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

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

**Custody Level:** Transient reception, with assigned population of minimum custody inmates

**Inmate Population:** (8-31-86) 913

**Unit Capacity:** (8-31-86) 956

**Number of Employees:** (8-31-86) 277

**Approx. Acreage:** 50

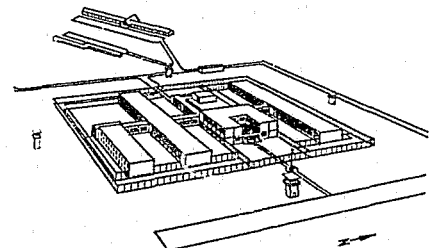
**Agricultural Operations:** None

**Industrial Operations:** None

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

**Warden:** Billy R. Ware

## DIAGNOSTIC UNIT



**Unit: Eastham**

**Location:** 13 miles west of Trinity on FM 230 in Houston County

**Mailing Address:** P.O. Box 16, Lovelady, Tx. 75851

**Telephone:** (409) 636-7646, 48 or 7321

**Custody Level:** All levels - Designated maximum security unit

**Inmate Population:** (8-31-86) 2,462

**Unit Capacity:** (8-31-86) 2,526

**Number of Employees:** (8-31-86) 665

**Approx. Acreage:** 13,073

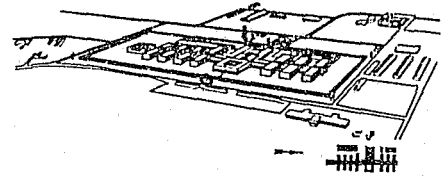
**Agricultural Operations:** field crops, edible crops, livestock, dairy, gin, feed-mill, poultry house, hog operation, feeder slab, brooder slab

**Industrial Operations:** Garment Factory

**Special Operations:** A SORT team is assigned to the unit

**Warden: George Waldron**

EASTHAM UNIT



**Unit: Ellis I**

**Location:** 12 miles north of Huntsville on FM 980 in Walker County

**Mailing Address:** Huntsville, Tx. 77343

**Telephone:** (409) 295-5756, or 57

**Custody Level:** All levels - Designated maximum security unit

**Inmate Population:** (8-31-86) 2,252

**Unit Capacity:** (8-31-86) 2,411

**Number of Employees:** (8-31-86) 600

**Approx. Acreage:** 11,672

**Agricultural Operations:** field crops, edible crops, livestock, dairy, gin, farrowing barn

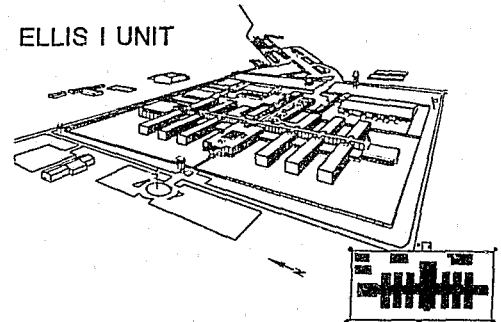
**Industrial Operations:** Dental lab, Woodworking Shop, Shoe Factory, Bus Repair Facility

**Special Operations:** A SORT team is assigned to the unit and death row inmates are housed at the unit

**Construction Operations:** Headquarters for Central Area Maintenance, Central Area Region and Safety Office

**Warden: Jerry Peterson**

ELLIS I UNIT



**Unit: Ellis II**

**Location:** 10 miles north of Huntsville on FM 980 in Walker County

**Mailing Address:** Huntsville, Tx. 77340

**Telephone:** (409) 291-4200

**Custody Level:** All levels

**Inmate Population:** (8-31-86) 1,680

**Unit Capacity:** (8-31-86) 1,823

**Number of Employees:** (8-31-86) 714

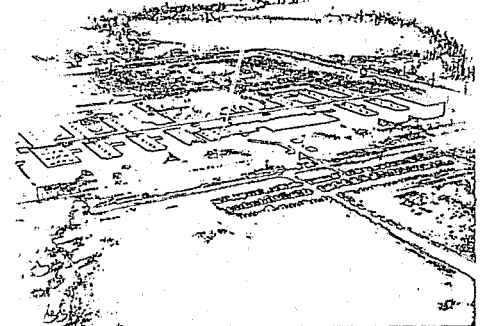
**Approx. Acreage:** 7,007

**Agricultural Operations:** stocker cattle, land clearing, field crops

**Industrial Operations:** None

**Special Operations:** Treatment Center

**Warden: Randy McLeod**



**Unit:** Ferguson

**Location:** 20 miles northeast of Huntsville on FM 247 in Madison County

**Mailing Address:** Rt. 2 Box 20, Midway, Tx. 75852

**Telephone:** (409) 348-3751

**Custody Level:** All levels - Designated a maximum security unit

**Inmate Population:** (8-31-86) 2,443

**Unit Capacity:** (8-31-86) 2,580

**Number of Employees:** (8-31-86) 694

**Approx. Acreage:** 4,355

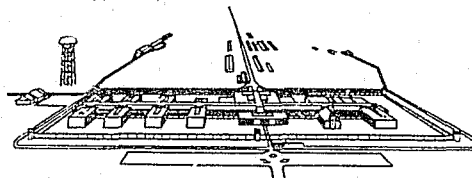
**Agricultural Operations:** field crops, edible crops, livestock, swine

**Industrial Operations:** Mop and Broom Factory

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

**Warden:** Charles A. Blanchette

FERGUSON UNIT



**Unit:** Goree

**Location:** 4 miles south of Huntsville on Highway 75 in Walker County

**Mailing Address:** P.O. Box 38, Huntsville, Tx. 77344

**Telephone:** (409) 295-6331, or 295-0386

**Custody Level:** All levels

**Inmate Population:** (8-31-86) 914

**Unit Capacity:** (8-31-86) 1,077

**Number of Employees:** (8-31-86) 302

**Approx. Acreage:** 889

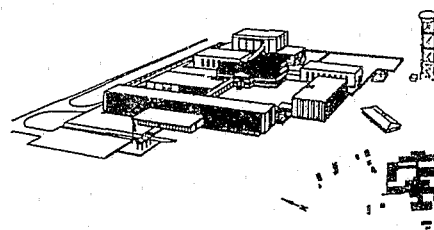
**Agricultural Operations:** horse breeding

**Industrial Operations:** None

**Special Operations:** None

**Warden:** Richard Fortenberry

GOREE UNIT



**Unit:** Huntsville

**Location:** 815 12th St., Huntsville, Tx. 77340

**Mailing Address:** P.O. Box 99, Huntsville, Tx. 77340

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

**Custody Level:** All levels

**Inmate Population:** (8-31-86) 1,852

**Unit Capacity:** (8-31-86) 2,139

**Number of Employees:** (8-31-86) 610

**Approx. Acreage:** 140

**Agricultural Operations:** None

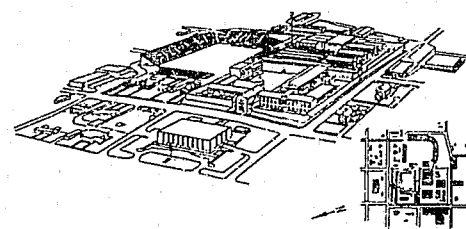
**Industrial Operations:** Prison Store, Textile Mill, Mechanical Department, Print Shop

**Special Operations:** Regional Medical Facility, Prison Rodeo Arena, Windham Media Center

**Construction Operations:** Headquarters for the Construction Department, Maintenance Warehouse operations

**Warden:** Jack B. Pursley

WALLS UNIT





**Unit: Pack I**

**Location:** 5 miles southwest of Navasota on FM 1227 in Grimes County

**Mailing Address:** Rt. 3 Box 300, Navasota, Tx. 77868

**Telephone:** (409) 825-3728

**Custody Level:** minimum out/minimum in, limited maximum custody

**Inmate Population:** (8-31-86) 1,047

**Unit Capacity:** (8-31-86) 1,066

**Number of Employees:** 264

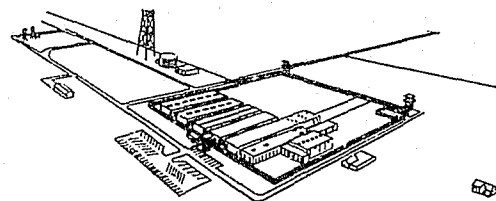
**Approx. Acreage:**

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

**Industrial Operations:** None

**Warden: Bobby D. Morgan**

PACK I UNIT



**Unit: Pack II**

**Location:** 10 miles southwest of Navasota on Highway 2 in Grimes County

**Mailing Address:** Rt. 1, Box 1000, Navasota, Tx. 77868

**Telephone:** (409) 825-7547 or 48

**Custody Level:** Minimum and limited maximum

**Inmate Population:** (8-31-86) 1,328

**Unit Capacity:** (8-31-86) 1,334

**Number of Employees:** (8-31-86) 258

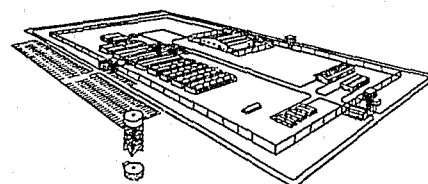
**Approx. Acreage:** 2,090

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

**Industrial Operations:** Stainless Steel Factory

**Warden: Kenneth Hughes**

PACK II UNIT



**Unit: Wynne**

**Location:** FM 2821 in Walker County

**Mailing Address:** Huntsville, Tx. 77349

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

**Custody Level:** All levels

**Inmate Population:** (8-31-86) 2,412

**Unit Capacity:** (8-31-86) 2,433

**Number of Employees:** (8-31-86) 775

**Approx. Acreage:** 1,433

**Agricultural Operations:** field crops, edible crops, livestock, dairy, Baylor Kennel Operations

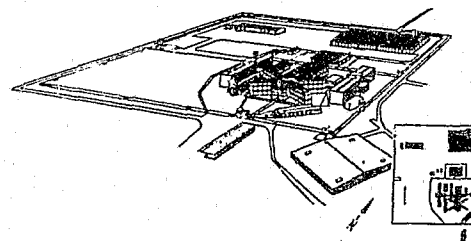
**Industrial Operations:** License Plate Plant, Validation Sticker Plant, Mattress Factory, Corrugated Box Factory, Plastic Sign Shop, Records Conversion Facility, Transportation Department, Prison Store

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

**Construction Operations:** Major construction project on-going, office operations for the in-house construction department

**Warden: Lester Beard**

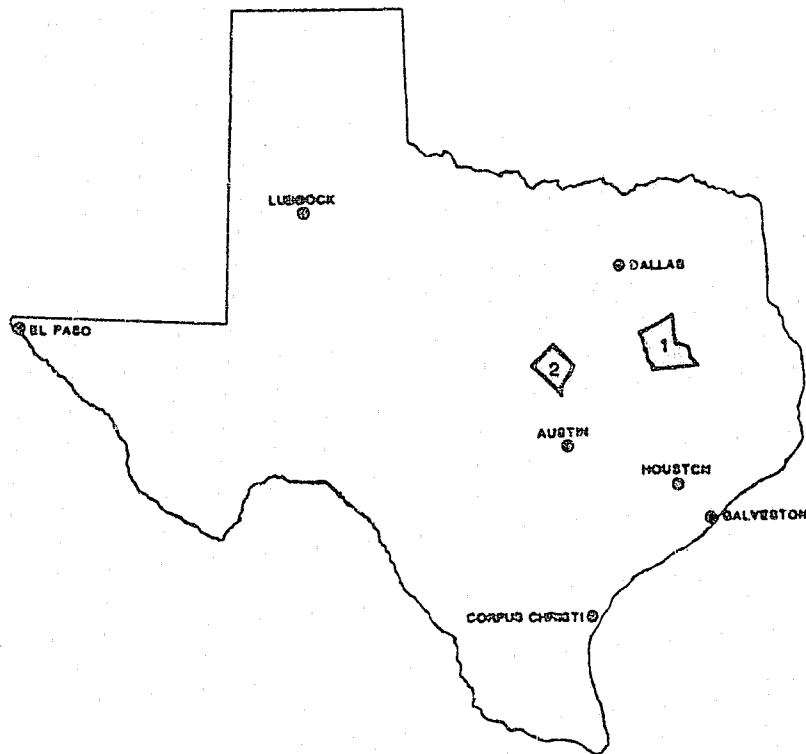
WYNNE UNIT



# NORTHERN REGION COUNTIES

1. ANDERSON
2. CORYELL

BETO I  
BETO II  
COFFIELD  
GATESVILLE  
HILLTOP  
MOUNTAIN VIEW



MARSHAL HERKLOTZ  
REGIONAL DIRECTOR

**Unit:** Beto I

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

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

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

**Custody Level:** All levels

**Inmate Population:** (8-31-86) 3,035

**Unit Capacity:** (8-31-86) 3,416

**Number of Employees:** (8-31-86) 913

**Approx. Acreage:** 3,774

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

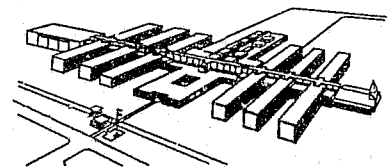
**Industrial Operations:** Highway Sign Factory

**Special Operations:** Mentally Retarded Offender Program for males, Regional Medical Facility. A SORT team is assigned to the unit.

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

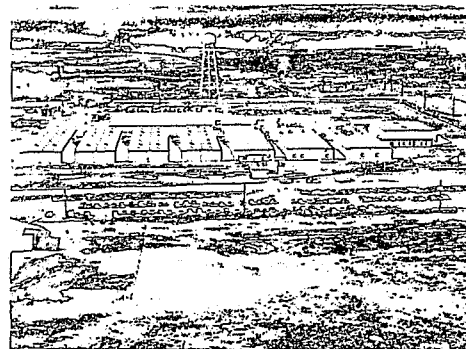
**Warden:** Terry L. Terrell

BETO I UNIT



**Unit:** Beto II  
**Location:** 10 miles west of Palestine on FM 645 in Anderson County  
**Mailing Address:** Rt. 2, Box 250, Palestine, Tx. 75801  
**Telephone:** (214) 723-5074, 75 or 76  
**Custody Level:** Minimum and limited maximum  
**Inmate Population:** (8-31-86) 1,040  
**Unit Capacity:** (8-31-86) 1,073  
**Number of Employees:** (8-31-86) 264  
**Approx. Acreage:** 1,866  
**Agricultural Operations:** fence building, hot house, dog kennels  
**Industrial Operations:** Records conversion facility, bus repair facility

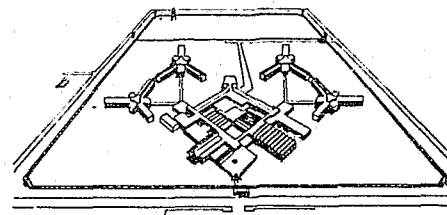
**Warden:** Michael Countz



**Unit:** Coffield  
**Location:** 5 miles southwest of Tennessee Colony off FM 2054 in Anderson County  
**Mailing Address:** Rt. 1 Box 150, Tennessee Colony, Tx. 75861  
**Telephone:** (214) 928-2211, 12 or 2233  
**Custody Level:** All levels - Designated maximum security unit  
**Inmate Population:** (8-31-86) 3,695  
**Unit Capacity:** (8-31-86) 3,739  
**Number of Employees:** (8-31-86) 852  
**Approx. Acreage:** 17,300  
**Agricultural Operations:** livestock, field crops, edible crops, feed lot, feed mill, meat packing plant, hog feeder slab, sawmill, poultry house  
**Industrial Operations:** Records Conversion Facility, Metal Fabrication Plant, Dump Bed Body Factory

**Warden:** Jack M. Garner

COFFIELD UNIT



**Unit:** Gatesville  
**Location:** 3 miles north of Gatesville on Highway 36 in Coryell County  
**Mailing Address:** 1401 State School Road, Gatesville, Tx. 76599  
**Telephone:** (817) 865-8431  
**Custody Level:** All levels  
**Inmate Population:** (8-31-86) 1,055  
**Unit Capacity:** (8-31-86) 1,143  
**Number of Employees:** (8-31-86) 417  
**Approx. Acreage:** 1,244  
**Agricultural Operations:** None  
**Industrial Operations:** Garment Factory  
**Special Operations:** All females are housed here. All female inmates are tested and classified at the Gatesville Reception Center before being transferred to their permanent unit. Mentally Retarded Offender Program for females. Regional medical facility

**Warden:** Susan Cranford



**Unit:** Hilltop, Sycamore Camp  
**Location:** 3 miles north of Gatesville on Highway 36 in Coryell County  
**Mailing Address:** 1500 State School Road, Gatesville, Tx. 76598  
**Telephone:** (817) 865-8901  
**Custody Level:** All levels  
**Inmate Population:** (8-31-86) 1,235  
**Unit Capacity:** (8-31-86) 1,248  
**Number of Employees:** (8-31-86) 440  
**Approx. Acreage:** 1,240  
**Agricultural Operations:** field crops, edible crops, horse breeding  
**Industrial Operations:** Records Conversion facility, Bus Repair facility  
**Construction Operations:** Satellite headquarters for Northern Area Maintenance

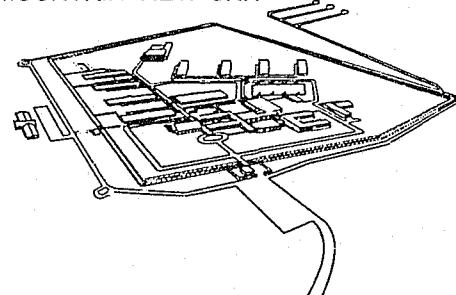
**Warden:** Jerry Gunnels

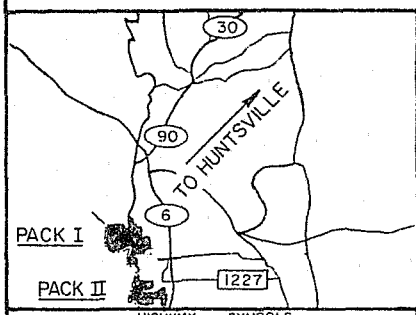
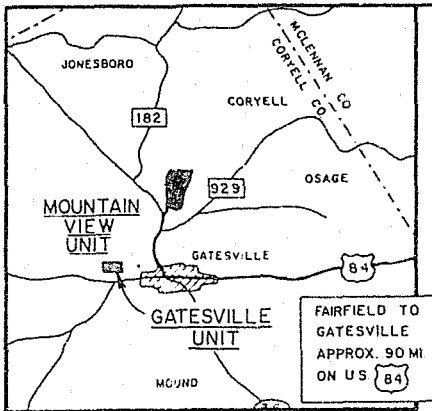


**Unit:** Mountain View  
**Location:** 4 miles north of Gatesville on FM 215 in Coryell County  
**Mailing Address:** Rt. 4, Box 800, Gatesville, Tx. 76528  
**Telephone:** (817) 865-7226, or 27  
**Custody Level:** All levels  
**Inmate Population:** (8-31-86) 717  
**Unit Capacity:** (8-31-86) 841  
**Number of Employees:** (8-31-86) 264  
**Approx. Acreage:** 97  
**Agricultural Operations:** None  
**Industrial Operations:** Braille Facility  
**Special Operations:** Only females are housed on the unit. Pre-Release for females is located on this unit.

**Warden:** Catherine M. Craig

MOUNTAIN VIEW UNIT





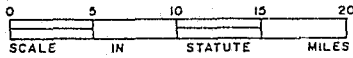
HIGHWAY SYMBOLS	
	INTERSTATE
	U S
	STATE
	FARM OR RANCH RD
	SUGGESTED ROUTES

TEXAS DEPARTMENT OF CORRECTIONS

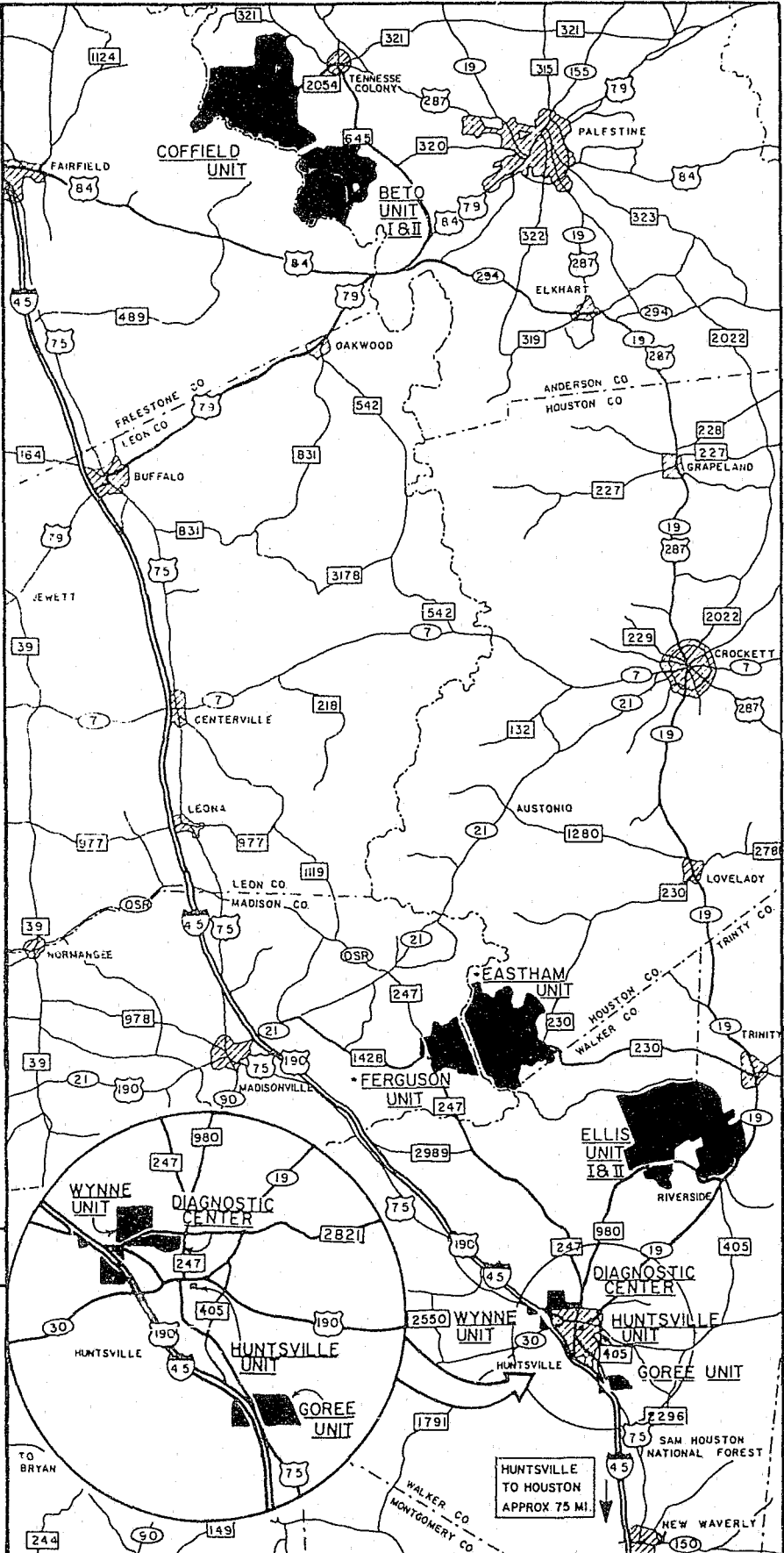
NORTHERN UNITS



TDC UNITS  
CITIES & TOWNS

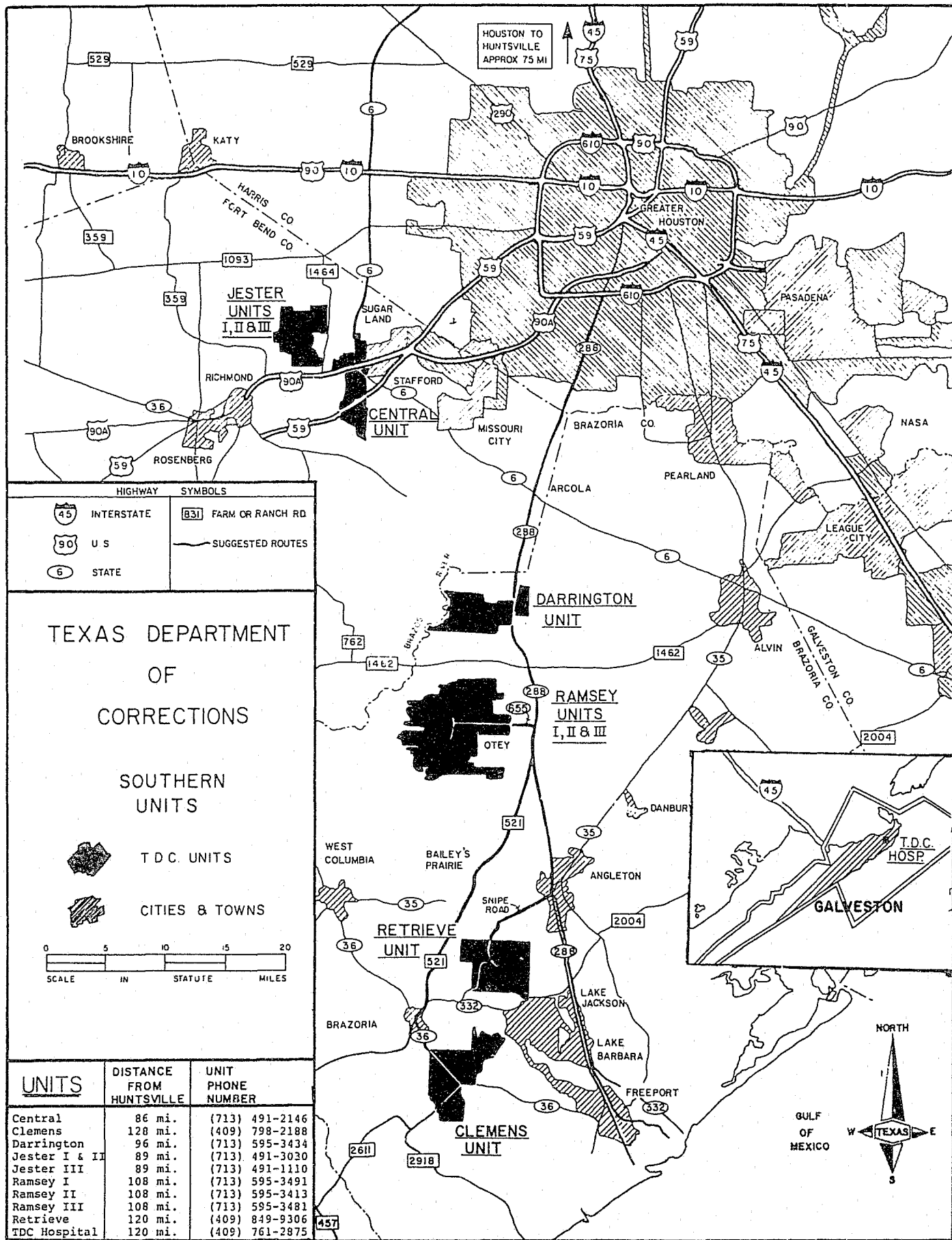


UNITS	DISTANCE FROM HUNTSVILLE	UNITS PHONE NUMBER
Beto I	100 mi.	(214) 928-2217
Beto II	100 mi.	(214) 723-5074
Coffield	100 mi.	(214) 928-2211
Diagnostic	1 mi.	(409) 295-5768
Pastham	37 mi.	(409) 636-7646
Ellis I	13 mi.	(409) 295-5756
Ellis II	13 mi.	(409) 291-4200
Ferguson	20 mi.	(409) 348-2761
Gatesville	161 mi.	(817) 865-8431
Goree	4 mi.	(409) 295-6331
Hilltop	161 mi.	(817) 865-8901
Huntsville		(409) 295-6371
Mountain View	163 mi.	(817) 865-7226
Wynne	3 mi.	(409) 295-9126
Pack I	50 mi.	(409) 825-3728
Pack II	54 mi.	(409) 825-7547



HUNTSVILLE TO HOUSTON APPROX 75 MI.

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





# STATISTICAL INFORMATION

INMATE POPULATION SUMMARY FY 86

MONTHLY INMATE COUNT FY 85

INMATE PROFILE

OFFENSE OF RECORD

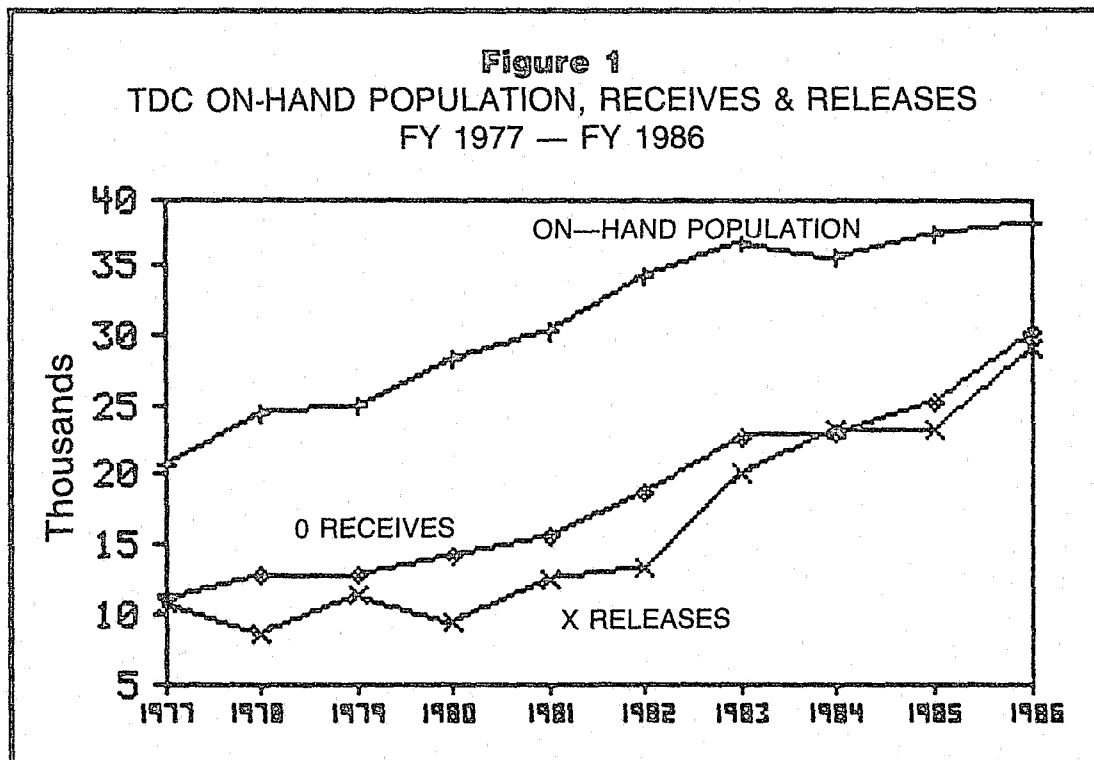
AGE

INTELLIGENCE QUOTIENT

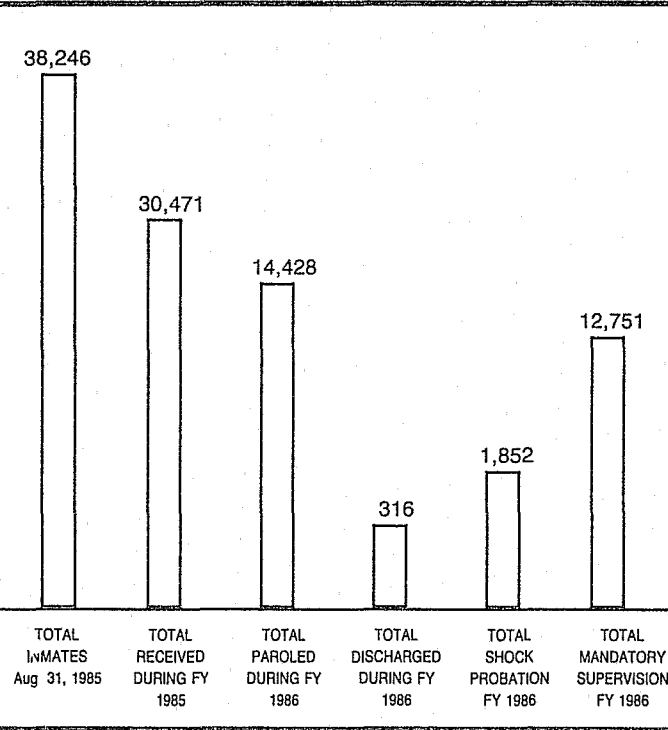
AVERAGE INMATE COST

INMATE POPULATION FY 1972-1986

INMATE POPULATION FY 1985-1986



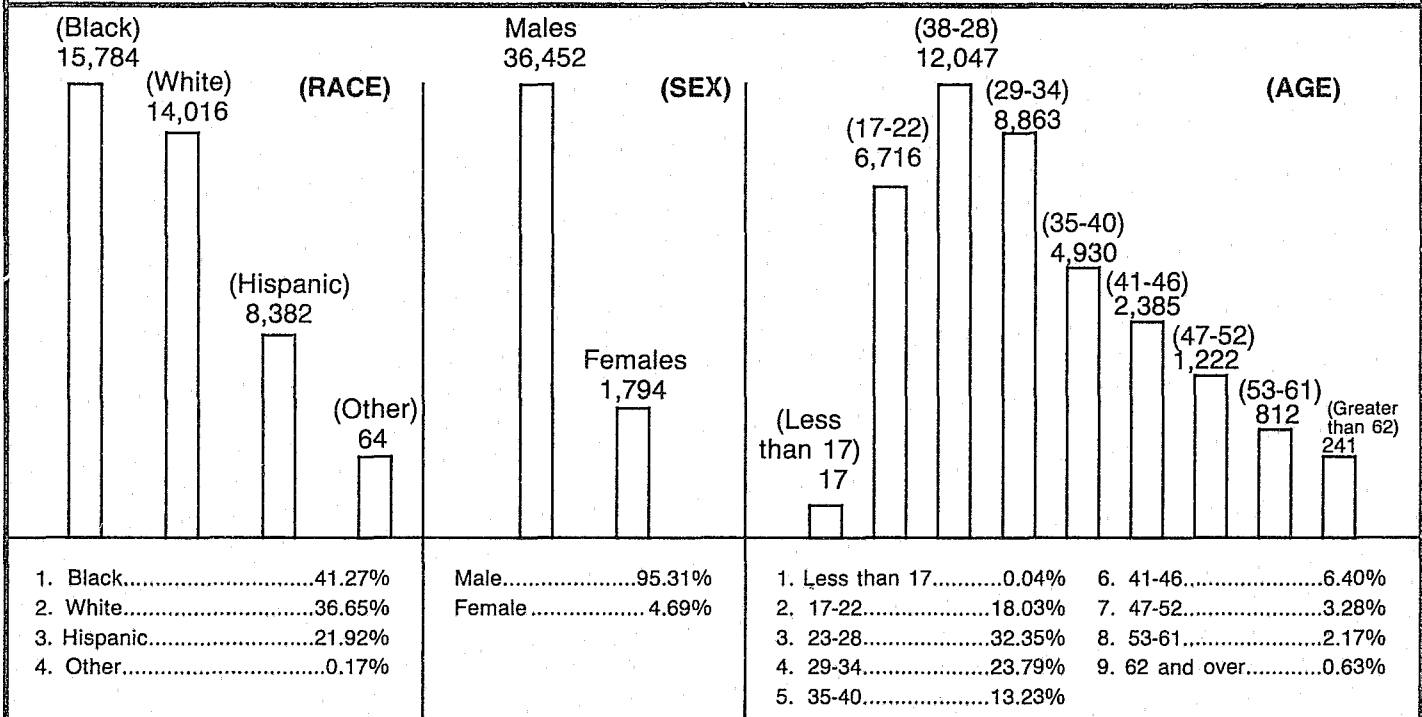
## INMATE POPULATION SUMMARY FISCAL YEAR 1986



## MONTHLY INMATE COUNT FOR FISCAL YEAR 1985

(1985)	
SEPTEMBER.....	37,887
OCTOBER.....	37,730
NOVEMBER.....	37,618
DECEMBER.....	37,532
(1986)	
JANUARY.....	37,384
FEBRUARY.....	37,826
MARCH.....	37,730
APRIL.....	37,996
MAY.....	37,875
JUNE.....	37,760
JULY.....	38,059
AUGUST.....	38,246

## INMATE PROFILE (BASED ON AUGUST 31, 1986 POPULATION)



**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Offense of Record —

Offense of Record	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
Homicide	4,903	13.53%	306	17.09%	5,209	13.70%
Kidnapping	363	1.00%	17	0.95%	380	1.00%
Sex Assault	1,449	4.00%	14	0.78%	1,463	3.85%
Robbery	7,267	20.06%	250	13.96%	7,517	19.77%
Assault	1,389	3.83%	37	2.07%	1,426	3.75%
Abortion	0	0.00%	0	0.00%	0	0.00%
Arson	190	0.52%	9	0.50%	199	0.52%
Extortion	0	0.00%	0	0.00%	0	0.00%
Burglary	9,556	26.38%	179	9.99%	9,735	25.61%
Larceny	2,106	5.81%	251	14.01%	2,357	6.20%
Stolen Vehicle	1,071	2.96%	30	1.68%	1,101	2.90%
Forgery	997	2.75%	233	13.01%	1,230	3.24%
Fraudulent Activity	246	0.68%	56	3.13%	302	0.79%
Embezzlement	4	0.01%	0	0.00%	4	0.01%
Stolen Property	2	0.01%	0	0.00%	2	0.01%
Damage Property	109	0.30%	9	0.50%	118	0.31%
Drugs	3,097	8.55%	321	17.92%	3,418	8.99%
Sex Offense	2,353	6.50%	11	0.61%	2,364	6.22%
Obscenity	0	0.00%	0	0.00%	0	0.00%
Family Offense	153	0.42%	43	2.40%	196	0.52%
Gambling	1	.00%	0	0.00%	1	.00%
Commercial Sex	17	0.05%	1	0.06%	18	0.05%
Liquor	0	0.00%	0	0.00%	0	0.00%
Drunk	0	0.00%	0	0.00%	0	0.00%
Obstructing Police	11	0.03%	1	0.06%	12	0.03%
Flight Escape	126	0.35%	6	0.34%	132	0.35%
Obstructing Justice	88	0.24%	3	0.17%	91	0.24%
Bribery	4	0.01%	1	0.06%	5	0.01%
Weapon	278	0.77%	4	0.22%	282	0.74%
Public Peace	0	0.00%	0	0.00%	0	0.00%
Traffic Offense	444	1.23%	9	0.50%	453	1.19%
Health and Safety	1	.00%	0	0.00%	1	.00%
Civil Rights	0	0.00%	0	0.00%	0	0.00%
OTHER OFFENSES	0	0.00%	0	0.00%	0	0.00%
<b>TOTAL</b>	<b>36,225</b>	<b>95.29%</b>	<b>1,791</b>	<b>4.71%</b>	<b>38,016</b>	<b>100.00%</b>

**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Age —

Age in Years	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
Less than 17	17	0.05%	0	0.00%	17	0.04%
17-19	1,778	4.89%	59	3.29%	1,837	4.82%
20-22	4,738	13.04%	203	11.33%	4,941	12.96%
23-25	5,725	15.75%	286	15.96%	6,011	15.76%
26-28	5,782	15.91%	281	15.68%	6,063	15.90%
29-31	4,941	13.60%	273	15.23%	5,214	13.67%
32-34	3,872	10.65%	219	12.22%	4,091	10.73%
35-37	2,973	8.18%	159	8.87%	3,132	8.21%
38-40	2,162	5.95%	105	5.86%	2,267	5.94%
41-43	1,327	3.65%	84	4.69%	1,411	3.70%
44-46	952	2.62%	49	2.73%	1,001	2.63%
47-49	631	1.74%	26	1.45%	657	1.72%
50-52	490	1.35%	15	0.84%	505	1.32%
53-55	326	0.90%	13	0.73%	339	0.89%
56-58	249	0.69%	12	0.67%	261	0.68%
59-61	142	0.39%	3	0.17%	145	0.38%
62-Older	236	0.65%	5	0.28%	241	0.63%
<b>TOTAL</b>	<b>36,341</b>	<b>95.30%</b>	<b>1,792</b>	<b>4.70%</b>	<b>38,133</b>	<b>100.00%</b>

**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Intelligence Quotient —

IQ Score	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
Illiterate	0	0.00%	0	0.00%	0	0.00%
Less Than 30	0	0.00%	0	0.00%	0	0.00%
30-39	3	0.01%	0	0.00%	3	0.01%
40-49	5	0.01%	0	0.00%	5	0.01%
50-59	11	0.03%	0	0.00%	11	0.03%
60-69	3,257	9.76%	160	9.81%	3,417	9.76%
70-79	6,885	20.63%	295	18.09%	7,180	20.52%
80-89	9,274	27.79%	409	25.08%	9,683	27.67%
90-99	6,984	20.93%	385	23.61%	7,369	21.06%
100-109	4,683	14.04%	248	15.21%	4,931	14.09%
110-119	1,912	5.73%	117	7.17%	2,029	5.80%
120-129	339	1.02%	16	0.98%	355	1.01%
130-139	13	0.04%	1	0.06%	14	0.04%
140-149	0	0.00%	0	0.00%	0	0.00%
150-159	0	0.00%	0	0.00%	0	0.00%
160-Over	0	0.00%	0	0.00%	0	0.00%
<b>TOTAL</b>	<b>33,366</b>	<b>95.34%</b>	<b>1,631</b>	<b>4.66%</b>	<b>34,997</b>	<b>100.00%</b>

**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Average Inmate Cost FY 1972-1986 —

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

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

During FY 1977-1986, the calculations were based on cash expenditures for maintenance of inmates.

**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Inmate Population FY 1972-1986 —

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

On-Hand Population on August 31.

**Texas Department of Corrections**  
**1986 Fiscal Year Statistical Report 1986**  
 — Inmate Population By TDC Unit FY 1985-1986 —

TDC Unit	Fiscal Year 1985		Fiscal Year 1986		Amount of Change (From 1985-1986)	
	Number	Percent	Number	Percent	Number	Percent
Beto I	2,882	7.62%	3,074	8.12%	192	6.66%
Beto II	1,044	2.76%	999	2.64%	-45	-4.31%
Central	900	2.38%	900	2.38%	0	0.00%
Clemens	1,026	2.71%	1,002	2.65%	-24	-2.34%
Coffield	3,593	9.50%	3,616	9.56%	23	0.64%
Darrington	1,738	4.59%	1,708	4.51%	-30	-1.73%
Diagnostic	1,004	2.65%	964	2.55%	-40	-3.98%
Ellis I	2,276	6.01%	2,229	5.89%	-47	-2.07%
Ellis II	1,684	4.45%	1,705	4.51%	21	1.25%
Eastham	2,456	6.49%	2,414	6.38%	-42	-1.71%
Ferguson	2,190	5.79%	2,310	6.10%	120	5.48%
Gatesville	1,075	2.84%	1,014	2.68%	-61	-5.67%
Goree	960	2.54%	948	2.51%	-12	-1.25%
Halfway Houses	37	0.10%	44	0.12%	7	18.92%
Hilltop	1,284	3.39%	1,249	3.30%	-35	-2.73%
Hospital/Galveston	83	0.22%	94	0.25%	11	13.25%
Huntsville	1,946	5.14%	1,970	5.21%	24	1.23%
Jester I	394	1.04%	337	0.89%	-57	-14.47%
Jester II	389	1.03%	383	1.01%	-6	-1.54%
Jester III	1,037	2.74%	984	2.60%	-53	-5.11%
Mountain View	667	1.76%	662	1.75%	-5	-0.75%
Pack I	1,048	2.77%	1,034	2.73%	-14	-1.34%
Pack II	1,294	3.42%	1,315	3.48%	21	1.62%
Ramsey I	1,506	3.98%	1,536	4.06%	30	1.99%
Ramsey II	911	2.41%	902	2.38%	-9	-0.99%
Ramsey III	1,241	3.28%	1,209	3.20%	-32	-2.58%
Retrieve	756	2.00%	778	2.06%	22	2.91%
Wynne	2,419	6.38%	2,393	6.32%	-26	-1.07%
<b>TOTAL</b>	<b>37,840</b>	<b>100.00%</b>	<b>37,773</b>	<b>100.00%</b>	<b>-67</b>	<b>-0.18%</b>

Average Daily Population for Month Of August



**TEXAS DEPARTMENT OF CORRECTIONS  
1986 FISCAL YEAR STATISTICAL REPORT 1986**

**Place of Conviction by Texas MSA**

Texas MSA	MALE		FEMALE		TOTAL	
	Number	Percent	Number	Percent	Number	Percent
Abilene	257	0.71%	22	1.23%	279	0.73%
Amarillo	347	0.96%	26	1.45%	373	0.98%
Austin	1,547	4.27%	62	3.46%	1,609	4.23%
Beaumont	1,070	2.95%	41	2.29%	1,111	2.92%
Brazoria	227	0.63%	5	0.28%	232	0.61%
Brownsville	373	1.03%	14	0.78%	387	1.02%
Bryan	233	0.64%	15	0.84%	248	0.65%
Corpus Christi	701	1.93%	33	1.84%	734	1.93%
Dallas	7,167	19.78%	379	21.16%	7,546	19.85%
El Paso	803	2.22%	46	2.57%	849	2.23%
Ft. Worth/Arlington	2,190	6.04%	147	8.21%	2,337	6.15%
Galveston	444	1.23%	28	1.56%	472	1.24%
Houston	9,256	25.55%	498	27.81%	9,754	25.65%
Laredo	101	0.28%	7	0.39%	108	0.28%
Longview	356	0.98%	11	0.61%	367	0.97%
Lubbock	436	1.20%	17	0.95%	453	1.19%
McAllen	243	0.67%	5	0.28%	248	0.65%
Midland	270	0.75%	25	1.40%	295	0.78%
Odessa	349	0.96%	21	1.17%	370	0.97%
San Angelo	237	0.65%	11	0.61%	248	0.65%
San Antonio	2,262	6.24%	81	4.52%	2,343	6.16%
Sherman	98	0.27%	5	0.28%	103	0.27%
Temple	500	1.38%	30	1.68%	530	1.39%
Texarkana	171	0.47%	13	0.73%	184	0.48%
Tyler	307	0.85%	9	0.50%	316	0.83%
Victoria	170	0.47%	10	0.56%	180	0.47%
Waco	442	1.22%	23	1.28%	465	1.22%
Wichita Falls	168	0.46%	2	0.11%	170	0.45%
Other Counties	5,506	15.20%	205	11.45%	5,711	15.02%
<b>TOTAL TEXAS</b>	<b>36,231</b>	<b>100.00%</b>	<b>1,791</b>	<b>100.00%</b>	<b>38,022</b>	<b>100.00%</b>
<b>TOTAL</b>	<b>36,231</b>	<b>95.29%</b>	<b>1,791</b>	<b>4.71%</b>	<b>38,022</b>	<b>100.00%</b>
<b>No Data</b>	<b>221</b>		<b>3</b>		<b>224</b>	