

Texas Department of Corrections:
30 Years of Progress

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In 1967, the Department published a report, Texas Department of Corrections: 20 Years of Progress. That report was largely the work of Mr. Richard C. Jones, former Assistant Director for Treatment.

The report that follows borrowed heavily and in many cases directly from Mr. Jones' efforts. This is but another example of how we continue to profit from, and, hopefully, build upon the excellent work of those preceding us.

Texas Department of Corrections:
30 Years of Progress

NCJRS

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ACQUISITIONS



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DOLPH BRISCOE
GOVERNOR



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AUSTIN, TEXAS 78711

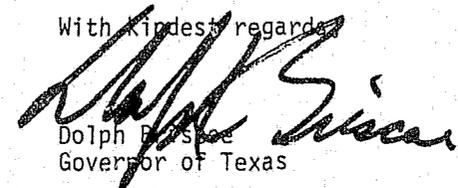
My Fellow Texans:

All Texans owe a debt of gratitude to the Honorable H. H. Coffield, former Chairman of the Texas Board of Corrections, who recently retired after many years of dedicated service on the Board; to the present members of the Board; to Mr. W. J. Estelle, Jr., Director of the Texas Department of Corrections; and to the many people who work with him in the management of the Department.

Continuing progress has been the benchmark of the Texas Department of Corrections over the past thirty years. Proposed reforms have come to fruition through the careful and diligent management provided by successive administrations. The industrial and educational programs that have been initiated have resulted in a substantial tax savings for the citizens of this state and one of the lowest recidivism rates in the nation.

More importantly, however, progress must continue. Our prison system is now viewed as one of the nation's best, and, perhaps, this is the most difficult position of all. We must not now grow complacent and rest upon these achievements. We must continue to move forward. Today, in the face of the challenge to our society created by an ever-growing crime rate, a strong corrections system is more vital than ever before. My intent is that we shall successfully meet that challenge.

With kindest regards,



Dolph Briscoe
Governor of Texas

H.H. Coffield – “Mr. Chairman”



H. H. Coffield was an appointee in 1948 of the late reform Governor Beauford Jester. He has served on the Board of Corrections longer than any other person in Texas history, twenty-eight years. Similarly, his service as Chairman for twenty-two years is also unequaled. In large part, it was his firm guidance, with the support of his colleagues, that enabled the Texas Department of Corrections to achieve the progress it has enjoyed over the past thirty years.

Others also have benefited from his abiding interests, most notably the Boy Scouts of America and the Salvation Army. He has served in the past as Chairman of Region IX of the Boy Scouts of America, which includes Texas and three other states, and is the only Honorary Colonel in the history of the Salvation Army in Texas. In recognition of his accomplishments, Mr. Coffield was designated Great White Eagle of Texas by the Alabama-Coushatta Tribe in 1973. In 1974, the prestigious Headliners Club of Austin named him “Texan of the Year.”

“Mr. Chairman,” as he is affectionately known by his countless friends and associates, is a true leader whose place in Texas history is assured forever. His leadership and influence has touched many -- Governors, TDC administration, correctional staff and inmates. His contributions in the past shall form the foundation for the future for thousands of Texans.

This report is dedicated to H. H. Coffield, in this, his retirement year from the Board of Corrections. For his support and counsel, we shall ever be grateful.

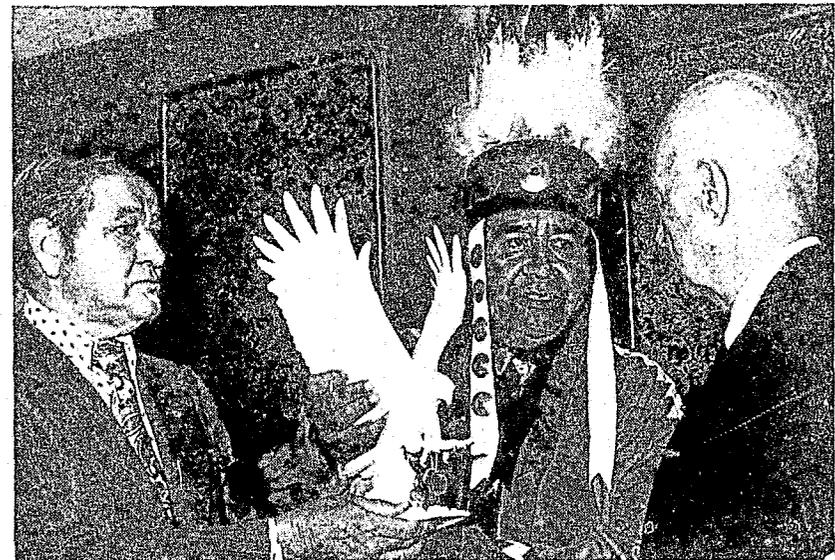


Appointed to the Board of Corrections in January, 1948, Mr. Coffield has served under six Texas Governors and has the longest consecutive tenure of any State board member. In June of 1972, the Department's newest unit was named for and dedicated to Mr. Coffield; pictured with him above during the ceremonies is former Governor Allan Shivers.

Mr. Coffield has an abiding interest in education and youth. He has personally presented diplomas to each of the graduates in most classes since the beginning of the Windham School District and the college program. An ardent supporter of the Boy Scouts of America, he holds their highest award — the Silver Beaver Award.



Known throughout the State as "Mr. Chairman," Mr. Coffield has served as the head of the Board of Corrections since 1955. He has provided leadership, support and counsel for three directors during his years on the Board.



In January of 1973, Mr. Coffield was awarded the honorary title of Great White Eagle of Texas by the Alabama-Coushatta Indian tribe in recognition of his work with the Boy Scouts, the Salvation Army and the Texas prison system. Coffield also bears the title "Colonel" bestowed upon him by the Salvation Army for his outstanding contributions to that organization.

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Warren Bellows	1949 — 1961
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Cloyce K. Box	1967 — 1969
Galloway Calhoun	1959 — 1962
Walter Cardwell	1949 — 1961
T. R. Havens	1949 — 1953
Rev. C. A. Holliday	1963 — 1969
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	1972 — 1973
Leland Kee	1961 — 1967
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J. E. Wheat	1943 — 1949
T. M. Whitehurst	1945 — 1949
W. C. Windsor	1947 — 1953



TEXAS DEPARTMENT OF CORRECTIONS

HUNTSVILLE, TEXAS 77340



It is important to the future of the Texas Department of Corrections that we retain an impression of our history. For as we look back over the past thirty years, the vital factors necessary to continuing progress come clearly into focus. Responsive, intelligent support from the legislative and executive branches of government has provided us the necessary resources to accomplish our task. A strong, dynamic Board of Corrections, historically composed of leading business and professional men in the state, has molded our abilities to be good stewards of our properties and resources. Finally, we have been blessed with strong administrative leadership, characterized by continuity, and a group of employees whose loyalty, dedication and commitment to arduous tasks have formed the basis for all the accomplishments we have enjoyed.

To this latter group, our employees, we owe a perpetual debt of gratitude. Their willingness to go beyond what is expected of them, their resourcefulness, and their exemplary attitudes toward difficult work tasks mark them as a remarkable group. Without them, the progress we have made would never have been realized. For this exceptional group of individuals we offer a special thanks and, with them, we shall continue our progress in the future.

Sincerely,

W. J. Estelle, Jr.
Director

Introduction

Only during the past twenty-two to twenty-five years of the 118 year history of the Texas Prison System has the organization occupied a place of respectability among penal institutions. Until 1947 it was a source for extreme embarrassment to Texas that their proud state had prisons which were classed among the poorest in the nation. The only area in which Texas stood at average or better was in its work program for the inmates, and during most of the time, this labor was misdirected and used inefficiently. Much of the blame for this low estate can be laid at the door of inadequate appropriations.

It is relatively easy to generate legislative support for education, care of those who are mentally and physically ill, good roads, and similar programs. It is extremely difficult to engender support for prisons. Many people feel that prisoners are coddled and they want to "treat them rough" in the mistaken conception that, to do so, will reform them.

For more than a hundred years of Texas' statehood the public took practically no interest in its prisons, which resulted in inadequate financing. Early in the state's penal history it was necessary to lease the prisoners to private operators since the legislature did not see fit to appropriate money for their keep. Even though experience with the lease system proved that many abuses resulted, the administration had to resort to a contract lease system, near the turn of the century, because appropriations were not sufficient to meet needs. Many times appropriations were insufficient to provide bare necessities. At times the prison system operated on deficit spending. During most of the system's history appropriations for capital improvements and maintenance were unheard of.

Lack of adequate financing spawned a number of concomitant evils. As late as 1947 the salary of a picket guard was \$120.00 a month and he worked 365 days a year. The prison could not compete on equal terms with industry for employees and had to fill its rolls with incompetents, uneducated persons, sadists, and drifters.

Lack of financing was chiefly responsible for primitive farming methods. The mule, wearing a shuck collar and pulling a Georgia stock plow, persisted in the Texas Prison System long after private farmers had graduated to tractors. One-row walking planters and walking cultivators were standard equipment. Harvesting was done the hard way. There was no money to buy improved seed. There was no heavy



GOVERNOR BEAUFORD
JESTER (1947 — 1949)

Penal reform was one of the planks in his platform when he ran for the state's highest office in 1946. In keeping with his campaign promises, and because of his sincere convictions, he sponsored legislation looking toward the modernization of the Texas prison system.



O. B. ELLIS, DIRECTOR
TEXAS DEPARTMENT OF
CORRECTIONS (1948 — 1961)

Director Ellis formulated and implemented the "Ellis plan" which raised the Texas Department of Corrections from one of the worst prisons in the nation to a place of respectability among penal institutions.

equipment to construct drainage structures, improve pastures, or clear land.

The cattle were little better than scrubs and there was no money to bring better breeding stock into the livestock program. The makeshift dairies with milkers infested with brucellosis and other diseases provided only about one-third of the milk needed for an adequate diet. The managerial and supervisory agricultural personnel were inadequately trained, had no interest in the work, and evidenced little effort to improve conditions.

Low inmate morale was a direct result of brutality toward prisoners and the absence of a treatment program. The monies the legislature saw



GOVERNOR ALLAN SHIVERS
(1949 — 1957)

“ ‘From one of the worst to one of the best’ is more than a catchy phrase to describe the rise of the Texas system nationally. It is a simple truth, and we are all grateful for it.”



GOVERNOR PRICE DANIEL
(1957 — 1963)

“Under the new laws enacted by the Texas Legislature and the leadership of Governor Jester and Director O. B. Ellis, the Texas prison system rose from one of the worst to one of the best in the nation. During my six years as Governor, it was my pleasure to carry forward the work of Governor Jester and Governor Allan Shivers.”



DR. GEORGE J. BETO,
DIRECTOR, TEXAS DEPARTMENT OF CORRECTIONS
(1962 — 1972)

The inspired leadership of Dr. Beto insured the continued improvement of the Texas Department of Corrections through the turbulent 1960's. Under his direction, the system matured and reflected the results of continued responsible administration.

fit to appropriate had to be used for food, clothing, and salaries and none was left for treatment. Inmates worked in the fields from sunup to sundown, often twelve or fourteen hours a day. They worked even when it was raining, sleeting or freezing. Labor-saving devices were non-existent. Little effort was made to provide wholesome, nutritious food, attractively served. Low morale led to mass escapes, numerous self-mutilations, food bucks, and refusals to work, which constituted a blot on the state's good name. Most of these conditions prevailed in 1944 when the MacCormick Report was drafted.

Austin MacCormick, Executive Director of the Osborne Association, is classed by many people as the leading penologist of America. During a distinguished career of 50 years in corrections and related fields, he has been Assistant Director to the U. S. Bureau of Prisons, New York City's Commissioner of Corrections, Professor of Criminology at the University of California, and Acting Dean of the School of Criminology there, the Army's expert Consultant on Correctional Problems from 1942 to 1965, and head of the Osborne Association since 1940, including the World War II period and the years (1951-60) when he was in California.

In 1944, Mr. MacCormick was asked by the Texas Prison Board to make a survey of the Prison System and report his findings and recommendations. He undertook the Texas survey, made a detailed study of the prison system's administration and operations, and prepared a written report for the Board that covered what he considered the most crucial weaknesses of the system: inefficient administration, poorly-qualified personnel, antiquated farming methods, paucity of industries, bad living and working conditions, brutal discipline, heel-string cuttings and other forms of self-mutilation by prisoners, an excessive escape rate, inadequate medical services, and an almost total lack of rehabilitation programs. He did not make the report public, but continued to come to Texas as often as he could in the effort to bring about improvements.

In 1947, he became convinced that no significant progress would be made until an aroused public demanded it. He sent a long telegram to Governor Beauford Jester citing the main points in his 1944 report and stating that little corrective action had been taken since then. He said that heel-string cuttings which ran close to a hundred a year in Texas were almost never found in other American Prisons, and that Texas had more prisoners escape in one month than the Federal Prisons had in the entire year. He rated the prison system, especially its farm units, as among the worst in the United States.

Governor Jester pressed strongly for reform with full backing of the

press and the public, and the Board responded vigorously. Early in 1948, they induced O. B. Ellis, superintendent of the Shelby County Prison Farm in Memphis, which was widely known for the excellence of its agricultural program, to become general manager of the Texas System. From his entrance on duty until his death, Mr. Ellis relied on Mr. MacCormick as his trusted unofficial advisor and close personal friend.

Before Mr. Ellis died in 1961, the Prison System had become the Texas Department of Corrections and Mr. Ellis' title was Director. The system had been substantially transformed.

In October, 1954, Mr. MacCormick visited every unit of the Department, and talked with numerous officers and employees. Following are excerpts from a letter dated November 2, 1954, which he wrote to Mr. Ellis:

"Dear Mr. Ellis:

Following the inspection tour of the various units in the Texas Prison System which I made on October 22 and 23 at your request, I wish to record in this letter how impressed I was by the tremendous improvements that have been made since you became General Manager on January 1, 1948. You and the present members of the Prison Board, together with the other members who have served on the Board since the change from the old to the new era in Texas Penology took place, are to be congratulated on a most notable achievement.

To say that the thing which impressed me most immediately and forcibly was the improvement in business management is not to belittle the significant improvements in other phases of your operations which were apparent on every hand. I am so accustomed to seeing, as I visit prisons in various parts of the country, listless and inefficient business management, a large percentage of the prisoners completely or partially idle, and little effort to keep prisoners productively employed for their own good and in the interests of the taxpayers that it was a welcome relief to see the opposite of these conditions in your system....

I was impressed by the way in which you have reorganized your administrative structure to provide clearcut lines of authority and responsibility and proper coordination of the great variety of operations represented in the System. I was also very favorably impressed by the personnel in key positions whom you have brought into your system....

To prison administrators in other sections of the country, especially in the many prisons where idleness is widespread and earnings from prison labor do not come within gunshot of the annual budget, it will seem almost unbelievable that the cash revenue of your system since 1951 has



GOVERNOR JOHN CONNALLY
(1963 — 1969)

"The prison system in Texas has seen many outstanding improvements in recent years, and I am proud to have had an opportunity to play a small part in these improvements. Today our system is considered one of the best in the nation. Every Texan can look with pride on the accomplishments in this area."



GOVERNOR
PRESTON SMITH
(1969 — 1973)

"Texas continues to be one of the most progressive states in the nation and certainly a leader the field of Corrections."

averaged more than \$2,000,000 in a year, in contrast with an average amount of less than \$500,000 a year deposited in the treasury by the system prior to 1948....

The most conclusive evidence that their (inmate) morale has been greatly improved, it seems to me, is the decrease in escapes to about one seventh of the 1947 level, and especially the virtual elimination of the practice of self-mutilation by cutting the heel-string, cutting off their fingers, and so forth, which constituted an abominable blot on the good name of your State prior to 1948. It may well be a source of enormous pride and satisfaction to you that there has not been a self-mutilation since September, 1952, although eighty inmates cut their heel-strings in 1947....

Other rehabilitative activities that impressed me favorably were the religious programs and the medical services. The earnest chaplains whom I met at Huntsville will be helped greatly by a building with



Former Prison Director Dr. George Beto greets Board of Corrections Chairman H. H. Coffield on one of his frequent visits on correctional units.

religious atmosphere and for use exclusively as a chapel, such as you plan to provide..."

The Department and its institutions and services continued to expand and improve under the administration of Dr. George Beto. Mr. MacCormick maintained a friendly and helpful relationship toward the

Department of Corrections with Dr. Beto as its Director, and again visited its headquarters and the institutions in the Huntsville area in 1967. In a letter dated February 28, 1968, he had this to say:

"...I saw the Texas Prison System come up from close to the bottom of the rating list to its present position in the top half-dozen, and in many ways in the "top half of the top half." Under Dr. Beto, it is going steadily forward. Nothing in my entire career of 50 years in the correctional field has given me such satisfaction as the remarkable transformation that has taken place..."

Mr. MacCormick again visited the Department in May, 1977; his letter describing that visit appears on the following page. The Department shall be grateful to him for his continued friendship and watchfulness over the development of the modern Texas Department of Corrections.

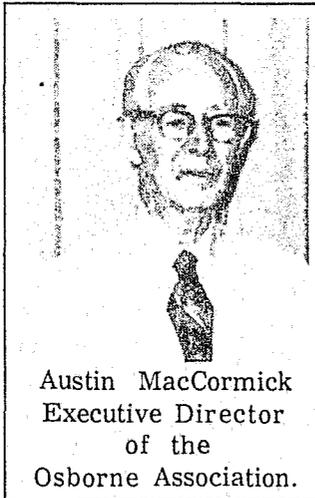
It will be of everlasting credit to the citizens of Texas that in 1947 Governor Jester acted to reverse the trend and get out of the penal cellar.

It is the unanimous opinion of knowledgeable people that in 1947 Texas prisons stood near the bottom among state and federal institutions. By any measuring device you choose to use, the Texas prisons today are among the very best in the nation, and, in many respects are incomparable. Much of the transformation is due to members of the Executive and Legislative branches of Texas government who sponsored and supported penal reform measures. They have seen to it that Texas prisons received a fair share of the state's tax dollar.

One of the prime assets of the Texas Department of Corrections lies in its policy-making Board. This nine man Board, appointed by the Governor, sets the policies under which the Department is administered. Too much credit cannot be given these outstanding men for their unselfish service over and above the call of duty. The naming of the new prison unit in Anderson County in honor of H. H. Coffield was in recognition of his twenty-eight years as a member of the Texas Board of Corrections, many of these years its chairman, during which time he has rendered notable service to the Department of Corrections and the State of Texas.

Through the years, as the history of the Texas Department of Corrections continues to be written — no matter what the lapse of time — the names O. B. Ellis and George Beto must be written large on the scroll of those who have rendered pre-eminent service in the administration of the Texas Department of Corrections. W. J. Estelle, Jr. continued that tradition of inspired leadership when he succeeded Dr. Beto as Director in September, 1972.

Letter to W. J. Estelle, Jr. dated May, 1977:



"I have visited the Texas prison system many times since 1919 and have been close to its progress during the last thirty years. During that period, it has made steady progress toward supremacy in the correctional systems of the country: first under Directors Ellis and Beto, and now under you. I give you credit, without taking anything from your predecessors, for putting the system in high gear and bringing it to the point where I am ready to rate it as number one in the nation. This must be attributed in part to the quality of the Board of Corrections and the support the state legislature has given the Department, but you and your predecessors as Directors have given it the leadership which has brought it to the top of the American correctional institution field."

Employees Reminisce



Former TDC Warden.
C.L. McAdams



Former TDC Warden
Zan Harrelson



Officer J.B. Hicks as he appeared at the Clemens Unit in 1929.



"Stud Horse" Tom Hennessy at Clemens in 1929. The nickname was from his use of a stud horse as a mount.

All too often life on a prison farm was drab and employees livened it up by playing tricks on their gullible and unsuspecting colleagues.

Twenty or twenty-five years ago, every time a new guard came to a unit, the old officers initiated him in some way. One Saturday afternoon a group of ten or twelve officers dressed themselves in convict uniforms and the warden who was in on the plot asked Emmett Savil, a new guard, to carry them out that afternoon to hoe a cut of corn. The officers had taken the lead out of the bullets in Savil's gun. Soon after they got to the field, the guards who were impersonating inmates, threw down their hoes and started to run. Savil pulled out his pistol and started shooting. When he had emptied his gun, he reached in his pockets, got some bullets that the old officers didn't know he was carrying, reloaded his pistol, and started shooting. When the guards dressed as convicts heard the real bullets whistling by, they stopped. They tried to tell guard Savil that they were, in reality, officers playing a trick on him, but he would have no part of their story. He made them get their hoes and worked them until sundown.

C. L. McAdams

A trivial incident may have profound consequences. A feathered friend nullified several months of back-breaking work by a number of inmates.

The luckiest break I ever got was at Retrieve in 1948. The No. 3 picket officer called me over to his station and told me that a bird was looking down a hole. I went to where he pointed and saw an inmate's coat in the hole. Upon investigation, we found a tunnel which the inmates had dug from one of the tanks in the building. There were lights in the tunnel so they could see to work and also there were wide places in the tunnel so inmates could pass each other. They had flushed all the dirt down the drains. The tunnel was finished and the inmates were ready to go. A bird stooped off the whole deal.

Zan Harrelson

In the past, events occurred with some regularity which made headlines in all the newspapers of the State and brought embarrassment to the employees involved. Fortunately, as treatment of prisoners became more enlightened, such incidents occurred less frequently.

I was working at Clemens on June 19, 1928, when forty inmates

escaped. An inmate named Joe Willis had a gun slipped in to him. He threw the gun on "Squirrelhead" Moore, the picket officer, and made him give him his weapons. There were only two other employees on the unit at the time and they were unarmed. The inmates opened the doors and forty of them escaped. They took the employees with them, crossed the river, and then three of the inmates took the guards' clothes, and made the guards dress in convict uniforms. When the employees got back to the building several hours later, they were still wearing convict uniforms. The majority of the inmates were apprehended the first two days after the escape. It took a week to catch some of the stragglers. Three or four stayed out a long time. The "big captain" got a whipping order and whipped thirty-six of the escapees one night.

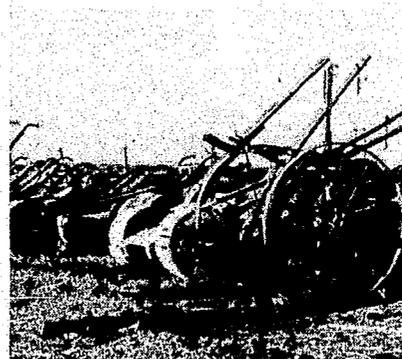
J. P. Hicks

"The United States Government relied on the sale of liberty bonds to assist in financing World War II. The Government asked the prison system to cooperate by encouraging prisoners to buy bonds. Sometime in 1945, a variety show was held in the old Assembly Hall and I was asked to be present to take applications for bonds. There were about 1,000 inmates present including a number from nine-row, which housed the incorrigibles of the system. The only civilians present were Mrs. Mittie Watters, a volunteer social worker; S.E. Barnett, who was in charge of inmate entertainment; one guard; and myself. At that time, the Huntsville Unit generated its own electric current, using three steam-driven generators. While the show was in progress, the lights suddenly went off without warning. The first thing that flashed through my mind was what a bunch of sex-starved inmates would do to an attractive middle-aged woman. I envisioned all of us being taken as hostages and used as shields in a mass escape. Fortunately, the inmate musicians continued the program and the singer who was performing at the time, went from one song to another. After three or four minutes, which seemed an eternity, the lights came back on. During the time when we were in total darkness, there were all the ingredients for a first class riot. There wasn't even a catcall and hardly any shuffling of feet. To this day, I do not know why the best came out in the inmates instead of the worst."

John Dunnica

Frequently an amusing incident occurred to enliven an otherwise monotonous existence.

There was an officer at Harlem farm (now Jester), who seemed to have a knack for hard luck. He always slept with his pistol under his pillow. One night this officer thought he saw someone in his room. He got



Throughout the 1940's mule and oxen labor provided the main power source for farming.





The Texas Department of Corrections machine shop as it appeared in 1947.



Lee Simmons, 1930's general manager of the prison system, is pictured (3rd from the left), with his 11 farm managers.



Inmate housing at the Shaw farm approximately 10 miles from Dekalb in Bowie County.

his pistol from under his pillow and fired several shots at what he thought was an intruder. When he turned on the light, he found that he had put several holes in his own pants which he had hung up after undressing.

R.C. Hopkins

"An inmate on Retrieve told me there was a pistol in the building. He said it came concealed in a false bottom in a gallon glue can. We searched thoroughly but couldn't find it. One morning soon after that, an inmate had a broken hand and we sent him to the hospital. After he left, a stool pigeon told me this injured inmate had the pistol hidden in his



A 1929 photograph of E.A. Sowell, field officer, and Joe B. Spillers, dog sergeant.



A picture of the Frank E. Loftin family taken at what is now the Central Unit in 1912.

radio, which he carried with him. I called Mr. Ellis and they found the pistol in the radio."

Zan Harrelson

Almost without exception inmates have characteristic nicknames for each other and for employees. Some of the more colorful nicknames for inmates are: Looking Down Red, Big 40, Blabbermouth, Applehead, Marble Eye, Hog Jaw, Snitch and Slim, and Hookin' Bull. Once an inmate is tagged with the colorful nickname, this is usually used on all occasions by fellow inmates and employees, and his real name is often forgotten.

One day a Prison Board member who was visiting Wynne asked me if Harvey Gibson was in my squad. I told him that he was not. The board member pointed to an inmate and said, "There he is." I had had the inmate in my squad for twelve years and knew him only by the nickname, "Stricknine."

Buck Wooderson

"One morning at Eastham in 1937 or 1938, an officer who was drunk got too close to the squad and they mugged him. They cut the officer all to pieces with knives. Eight of the inmates got his guns and left. Officers from all the units were called to Eastham to help apprehend the escapees. I got there about 10 o'clock. After the inmates left, the dogs were put on their trails and soon afterwards, two of the inmates were cornered and killed. The next day the bodies of two inmates were found floating in the river. A Negro told officers that two men had passed by with a guard up front. The next day they found two more inmates who had been killed. Eight ran and six got killed. A drunk officer was the cause of it all."

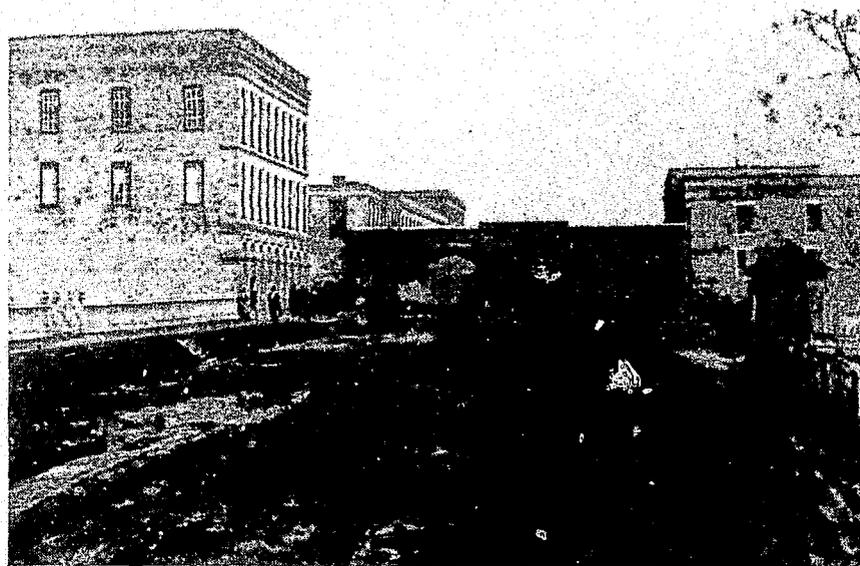
C. L. McAdams

"If a guard lost a man, the penalty was suspension for 85 days. There were no exceptions. At the end of 85 days the guard who had been suspended had to wait for an opening.

"In those days, employees and inmates worked from "can to can't" six days a week. They worked in the rain, sleet, snow, and cold. It didn't get too bad to turn out the force. The line was kept working as long as they could see.

"I began working in 1925 on Harlem No. 1 at \$50.00 a month. I carried No. 1 hoe squad. The guard's dormitory was a one-room wooden building with plank floors and was heated by a pot-belly stove fired with wood. There was no inside plumbing. There was a 'chick sale' out back.

"In the late 1920's and early 1930's, guards did not get off for any



The outer gate to the Huntsville Unit prior to the building of a surrounding wall. (circa 1895)



An 1890's scene of inmates at the Huntsville Unit.



The warden's residence at Eastham. Most of the wardens lived in houses similar to this in 1949.

Early picture of the Retrieve dog pack in training. (circa 1930's)



reason. If the guard was sick, he paid someone else to take his place. One morning Mr. Simmons heard a guard say that he was sick and should be in bed but that he had paid out half of his monthly salary getting other guards to work for him. Mr. Simmons changed the policy so that when a guard was sick, he could be off without loss of pay."

Anonymous



1890 business establishments on the north side of the town square in Huntsville, Texas.



A street in the old town of Brazoria, leading to the Brazos River.

Inmates Reminisce



Though the early 1960's "Black Nellies" were used to transport prisoners chained at the neck. All incoming prisoners were received then at the Huntsville Unit.



"Every day a number of inmates got whipped in the fields. The officers whipped the inmates with their bridle reins, bull whips, blackjacks, and clubs. I was whipped with the "bat" about 17 times. Several times Bud Barnes whipped me. The whippings were almost unbearable."

"They made us work on Thanksgiving Day at Eastham and we bucked. There were about 200 of us who refused to leave the building. The officers came in with guns, clubs, and trace chains and began beating us. We jammed up against a door so the door wouldn't open. Then they beat us away from the door. Several inmates got shot in the fracas, and everybody got beat-some pretty bad. Three guards quit because they said it was too rough."

"It was customary for the officers to beat the inmates over the head with shotgun barrels, sticks, and whips. One time on Harlem, the boss told me to hand him a stalk of cane. As I bent over to pick up the cane he cracked me across the neck as hard as he could with a stalk of cane he had been holding behind his back in his other hand."

"There was no such things as filing a writ in 1940. Then, prisoners had no rights."

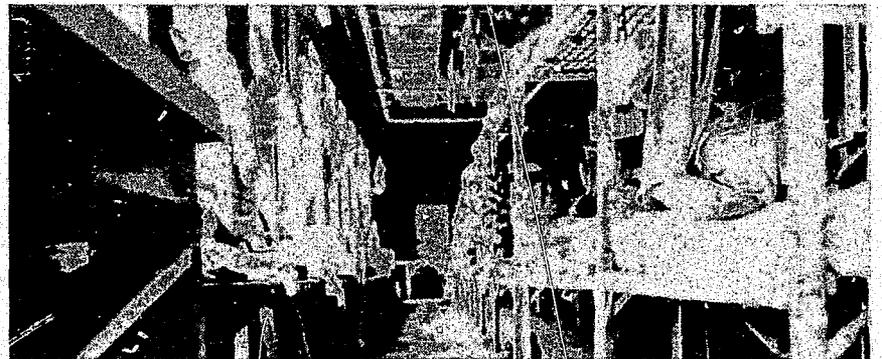
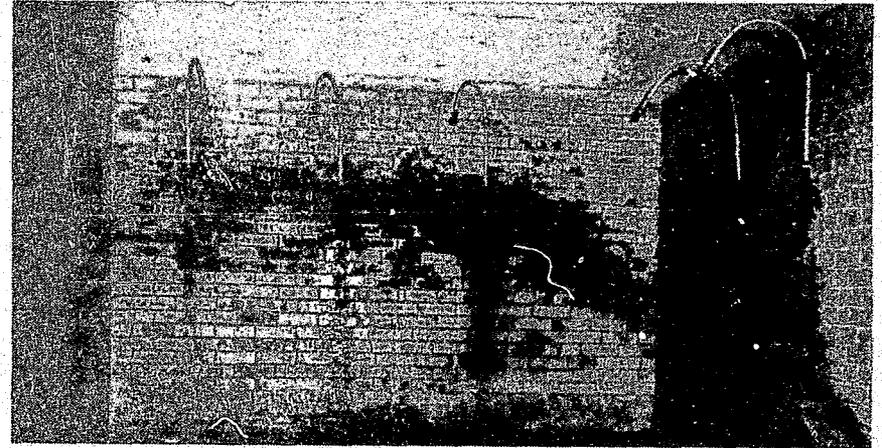
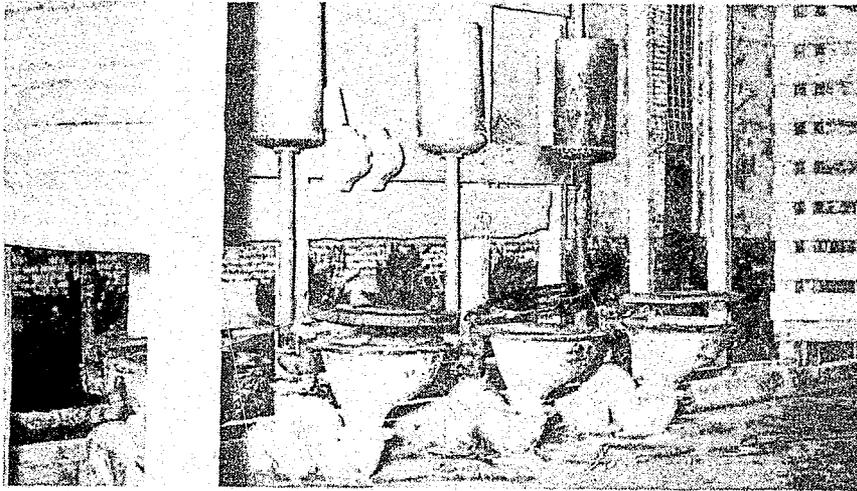
"The strong ruled over the weak and the weak were virtually slaves."

"The main concern of the prisoners was to do everything possible to survive. We didn't think about rehabilitation. We didn't care about one another. We just thought of surviving and escaping. We lived one day at a time."

"One time the boss hit me in the head while I was picking cotton. He asked me how much cotton I could pick and I said I didn't know. Then he let me have it. If you were asked a question, you didn't say you didn't know. You answered the way you thought the boss wanted you to answer."

"There was an iron rail around the barber shop. When an inmate was guilty of a rule infraction, they would handcuff his hands behind his back and handcuff him to the rail. He would stay there day and night until the captain thought he'd been punished enough."

"I probably saw a hundred inmates whipped with the 'bat.' The 'little captain' administered the whippings. They usually got 20 lashes. They were supposed to stop if they drew blood but they usually didn't. Most employees hated to see the "bat" go. They were afraid it would lead to



Living areas in the 1940's were characterized by overcrowded conditions and inadequate facilities.

loss of control. They were surprised to find out that the prison could get along as well without the 'bat' as with it."

"Sometimes inmates tried to escape because of the way other inmates were treating them. A friend of mine told me he was going to escape and wanted me to go with him. They had made a punk out of this boy, took all of his commissary, and made him wash their underwear and socks. He was a weakling and couldn't fight back. I advised him not to try to escape, telling him that he would probably get killed. He said he couldn't stand it any longer and would rather be dead than treated the way he was. He did try to escape and he did get killed. His mother came to get his personal belongings. An inmate had stolen his watch, but the mother described it and the warden got it back for her."

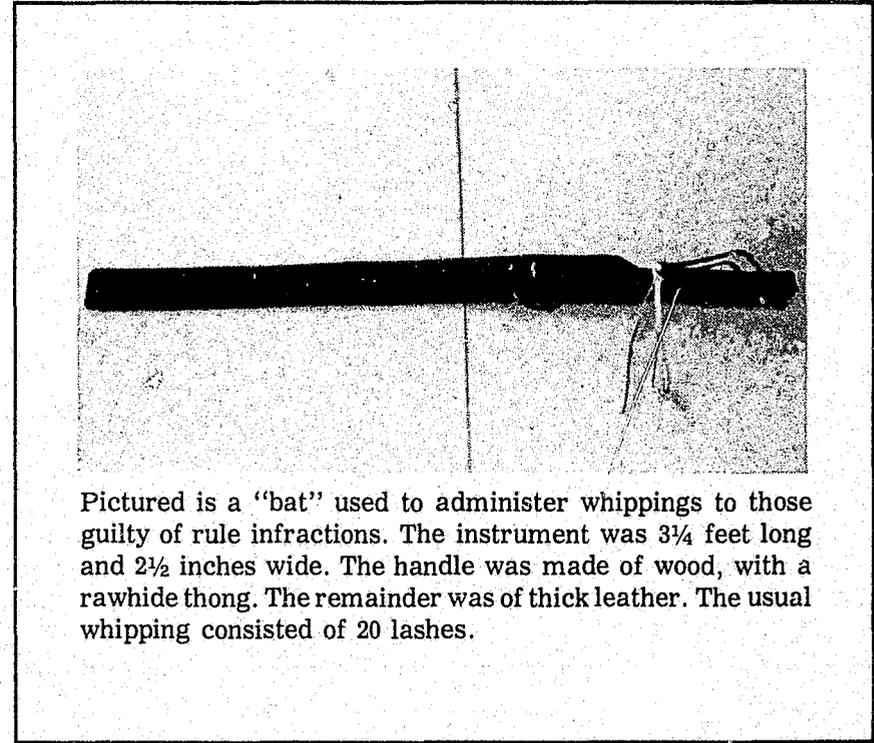
"We almost starved to death when I came to prison in 1939. Many mornings we had nothing for breakfast except turnip greens, cornbread, and coffee. The coffee was so weak you could read a newspaper through it. We used to kill hogs and make dumplings out of them. One time I told some inmates that if the devil came down here, we'd kill him and make dumplings out of him."

"I came to prison on February 2, 1927. The prison was really rough then. We almost starved to death. There was no worst meal. They were all the same and all bad. The only thing we had was beans, peas, sow belly, and cornbread. The bread had weevils in it. We had only three decent meals a year: Thanksgiving, Christmas, and Juneteenth."

"They would let the cooks prepare any game we brought in. We were always on the lookout for jackrabbits, armadillos, squirrels, or anything else to supplement the pitifully small amount of meat we got."

"Some inmates in the East building at Huntsville ran a cafe. The inmates nicknamed it the "Greasy Spoon." They stole most of the stuff for the cafe from the steward's department. They would also get guards to shop for them at the grocery stores in Huntsville."

"I was sitting next to Clarence Redwine when he was killed. One morning we had apricots for breakfast. Instead of eating them, Robert Jones and two other men took the apricots to the tank and made whiskey out of them. Redwine bought a pint of whiskey for \$5.00 and when he had drunk it, he asked Jones to sell him another pint on credit. Jones told him he did cash business only. This led to a fist fight and Jones whipped Redwine. Jones was afraid of Redwine and all the time he was whipping him, he was apologizing. Redwine told Jones he had better get a knife as he would be prepared the next time they met. When the line went to the



Pictured is a "bat" used to administer whippings to those guilty of rule infractions. The instrument was 3¼ feet long and 2½ inches wide. The handle was made of wood, with a rawhide thong. The remainder was of thick leather. The usual whipping consisted of 20 lashes.

dining room for supper that night, Jones tried to talk with Redwine, and Redwine told him they were enemies and it wouldn't do any good to talk. Jones went to the vegetable room, got a cane knife, came back to the dining room, and with one stroke cut Redwine's head off. Redwine's body stayed erect and the cigarette he was smoking continued to burn between his fingers. Except for having no head, he looked normal. Jones got five years concurrent for the killing."

"I was on Eastham when Clyde Barrow and Bonnie Parker helped four inmates escape. Clyde and Bonnie were the most notorious characters in the country at the time. They hid some guns in a brush pile at Eastham. Raymond Hamilton and Joe Palmer got the guns and began pouring lead into the guards. Major Clowson, a guard, was mortally wounded. Hamilton, Palmer, Henry Methvin, and Hilton Bybee escaped with Bonnie and Clyde. Several of the guards were wounded and several ran. B. B. Bullard made the inmates in the squad lie on the ground and he fired at Clyde, Hamilton, and the others. We were all trying to find a



Pictures of our dining hall facilities in the late 1940's. It was not uncommon to find hordes of vermin and rodents in these facilities.

hole to get in or some way to protect ourselves. We didn't know what was happening."

"Sometimes the guards would decide to search the tanks. We would bring water moccasins and rattlesnakes to the tank and put them in the lockers and cabinets. After several guards had been bitten, they were leery about shaking down. We got the snakes into the building by wrapping them in our coats or tying a string around their necks so they wouldn't bite and taping them to our legs."

"It was a policy at the time for the squads to stop work at sundown and go to the building. The inmates nicknamed one officer "Sundown" because he used to turn his back to the sun about the time it was getting low so he wouldn't know when sundown occurred and could work the inmates longer."

"Between 1935 and 1940, there were several mutilations practically every day. Inmates cut their heel tendons and cut off their hands and feet. The newspapers said the inmates mutilated themselves to keep from working. That wasn't true. They mutilated as a protest against brutality."



A typical laundry scene in 1947. Clothes were boiled in iron pots, using homemade lye soap as detergent. They were then rinsed and hung on barbed-wire clothes lines to dry.

"A bunch of convicts would decide that the next morning a certain number would cut their heel strings. They drew straws to see who would cut. If you got the short straw you either cut your heel string or got killed. None of the tough guys ever cut theirs. They made the weaklings draw straws."

"Inmates gambled all they wanted. They could have cash money, and there was always a lot of money in the building. They gambled at poker and dice. There was no effort to control the gambling. They had the gambling tables in front of the buildings so the guards could watch and keep down killings."

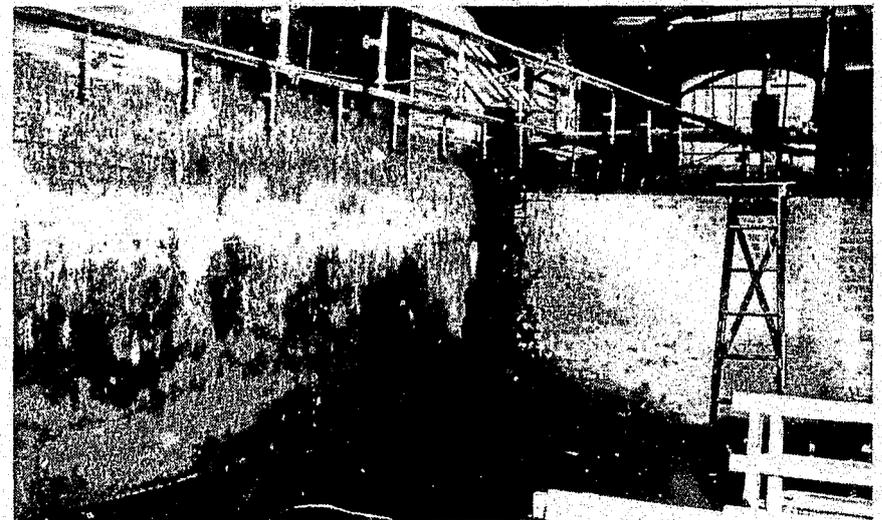
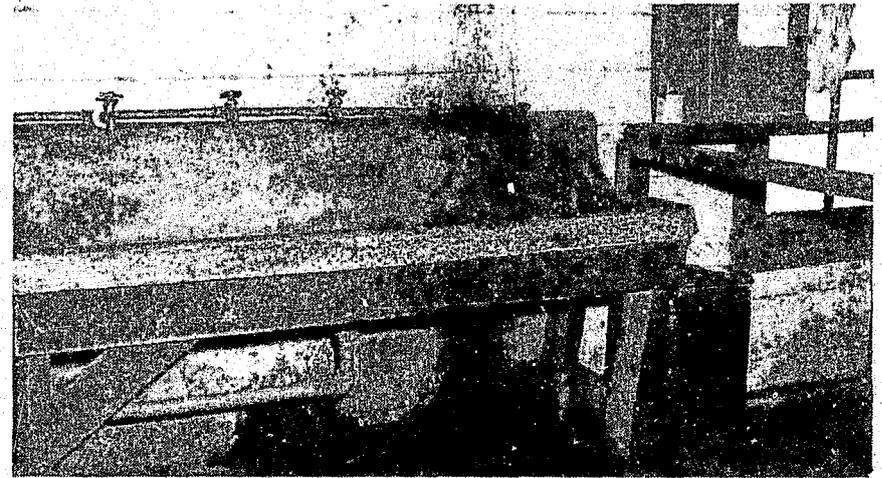
"I ran a still on Retrieve. I made pretty good whiskey. I even sold



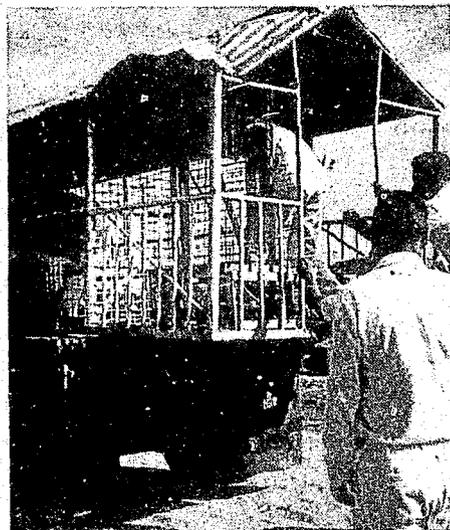
Farm buildings as they appeared in the late 1940's.

some of the whiskey to guards. Once I had run off a batch and was taking a jelly glass of it to a boy in another tank. The picket guard saw me and asked what I had. I said, "Whiskey, want some?" He said "yes" so I gave him the glass. After that, I gave him some every run.

"To test the whiskey, we put a piece of fresh meat in some. If the meat turned green, the whiskey wouldn't do to drink. Most guards and officials couldn't care less about us making whiskey and chock."



1940's sanitation facilities such as showers and wash basins were generally filthy and inadequate.



In the early 1940's,
many prisoners were transferred
from unit to unit in
cages mounted on flat-bed trucks.



Inmate library and classroom scenes as they existed through the early 1960's.



Years of Progress

1947

Dr. Austin MacCormick, executive director of the Osborne Association, presented to Governor Beauford Jester and the Texas Prison Board a blistering report on the Texas Prison System, calling it one of the worst in the nation.

In line with his campaign promises, Governor Jester reorganized the Texas Prison Board and instructed it to proceed with the improvement of the Texas Prison System.

At the Board meeting on November 3, the following five-point program was adopted:

- Begin sensible, vigorous program of rehabilitation, religious activity, vocational training, and a follow-through plan of readjusting discharged prisoners to useful citizenship through legitimate employment.
- Improve living conditions for the inmates, segregate the young from the old, first offenders from repeaters, as well as determining other needed classification, and build adequate buildings with single cells to carry out this program.
- Increase salaries and provide better living conditions for the guards in order to obtain better and more efficient personnel. The present pay scale for guards and pickets is \$100 to \$133 per month and the sleeping quarters of many of them are now in the prisons with only bars separating them from the inmates.
- Modernize and mechanize farming on the 73,010 acres owned by the Texas Prison System.
- Modify legislation so that industries can be operated at a profit.

Under present laws, most products manufactured cannot be sold for more than the cost of the raw materials.

The Business Department initiated the inventory of all fixed assets.

1948

O. B. Ellis assumed the office of General Manager, having been appointed by the Board at its November, 1947 meeting.

At the March meeting of the Board, Mr. Ellis outlined a plan for improvement of the Texas Prison System, under the following points:

- To protect society from the criminal.
- To punish the criminal for the crimes he has committed.
- To do something for the criminal so that when he is released, he can

* 24 *

earn a living and live in peace with the outside world.

The Business Department introduced the use of scrip and all accounts were transferred to the Inmate Trust Fund located in the central office at Huntsville.

The use of scrip instead of money and the initiation of the Inmate Trust Fund was accomplished in 1948.



The conditions pictured impelled Director O. B. Ellis to include the improvement of living quarters for inmates as a major component of his five year plan.

1949

All Board Members and the General Manager worked diligently in a state-wide campaign to sell the citizens of Texas and members of the legislature on the need for money to modernize the Texas Prison System. The legislature appropriated \$4,196,075 to start the modernization program.

A bill was passed making escape from prison a felony and providing an additional sentence of from two to fifteen years.

The Prison Board, at its September meeting, authorized the leasing of punch card equipment for more efficient and economical keeping of records.

Machine record equipment was installed by the Business Department and a machine records division was established.

1950

The Prison Board authorized the purchase of two-way radio equipment to facilitate communication between units and to assist in apprehension of escapees.

The Prison Board adopted a realistic policy on escapes and instructed custodial personnel to stop escaping convicts if it meant crippling or killing the would-be escapee.



Two-way radio equipment necessary for communication between units and for use in emergency situations was initiated in 1950.

1952

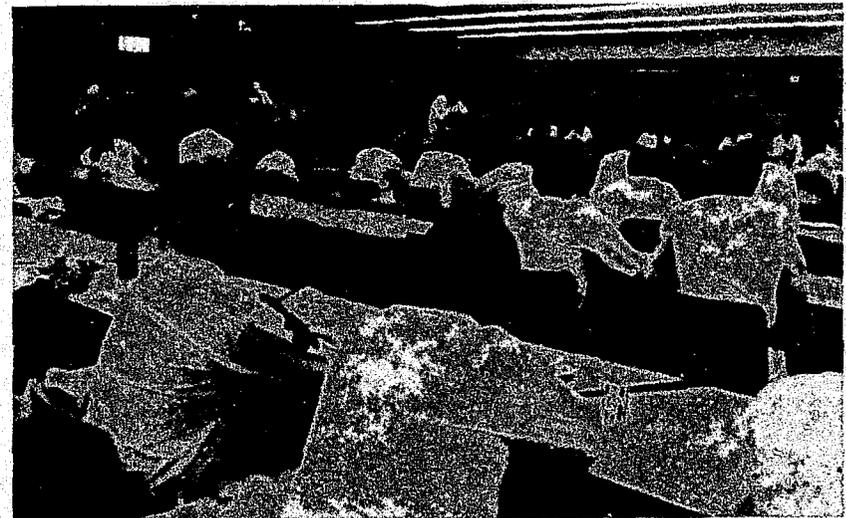
The Prison Board stated that it believed it was the intent of the legislature that monies derived from bonuses, rentals, and royalties for mineral rights on prison system lands should be deposited in the General Revenue Fund to the account of the Prison System. It instructed that a bill making these provisions be drawn for presentation at the next session of the legislature.

The Business Department initiated the placement of property numbers on each piece of equipment and other fixed assets.

1954

The Prison Board authorized the formation of a credit union for employees of the Prison System.

Dr. George Beto, board member, reported that a beginning had been made in alcoholic education by the formation of Alcoholics Anonymous chapters at Huntsville, Darrington, Ramsey, Eastham, and Wynne.



Begun in 1954, the Alcoholism Program is now conducted on all units.

1955

The Prison Board went on record as endorsing paid parole supervisors. Legislation was enacted which placed prison system employees under social security.

The Prison Board went on record as favoring amendment of the

retirement act to permit prison employees to retire at any age with twenty years of service.

The Prison Board adopted a long-range building program which was the culmination of work by Board members, the administrative staff, and the system's architect.

The Board appropriated \$40,000 for the purchase of uniforms to be issued to custodial personnel. This was the first time guards were furnished



Custodial uniforms were first issued in 1955. Prior to this, officers wore the clothing of their choice, usually khakis.



The first chapel in the prison system, the Chapel of Hope, located at the Huntsville Unit, was authorized in 1955.

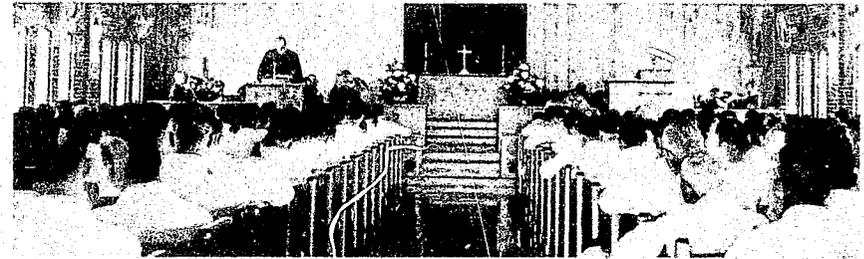
uniforms. Prior to this, they wore whatever they could purchase, usually khakis.

The Board, at its September meeting, authorized the expenditure of \$60,000 for the erection of a chapel and education department at Huntsville. This was the first chapel as such in the system.

1956

The General Education Development Testing Program was initiated in the system.

Construction was completed on the chapel at the Huntsville Unit and it was named the Chapel of Hope.



The Chapel of Hope was completed in 1956. Shown is Dr. George Beto, former Prison Director, conducting inmate services. Besides holding the title of Director, Dr. Beto also held the title of Chief Chaplain.

1957

By act of the 55th Legislature, the name of the Texas Prison System was changed to The Texas Department of Corrections, the name of the Texas Prison Board was changed to The Texas Board of Corrections, and the name of the chief administrative officer was changed from general manager to director.

The Texas Board of Corrections, at its June meeting, adopted a uniform policy of punishments and rewards.

1958

The Personnel Department established a Pre-Service Training School.

1959

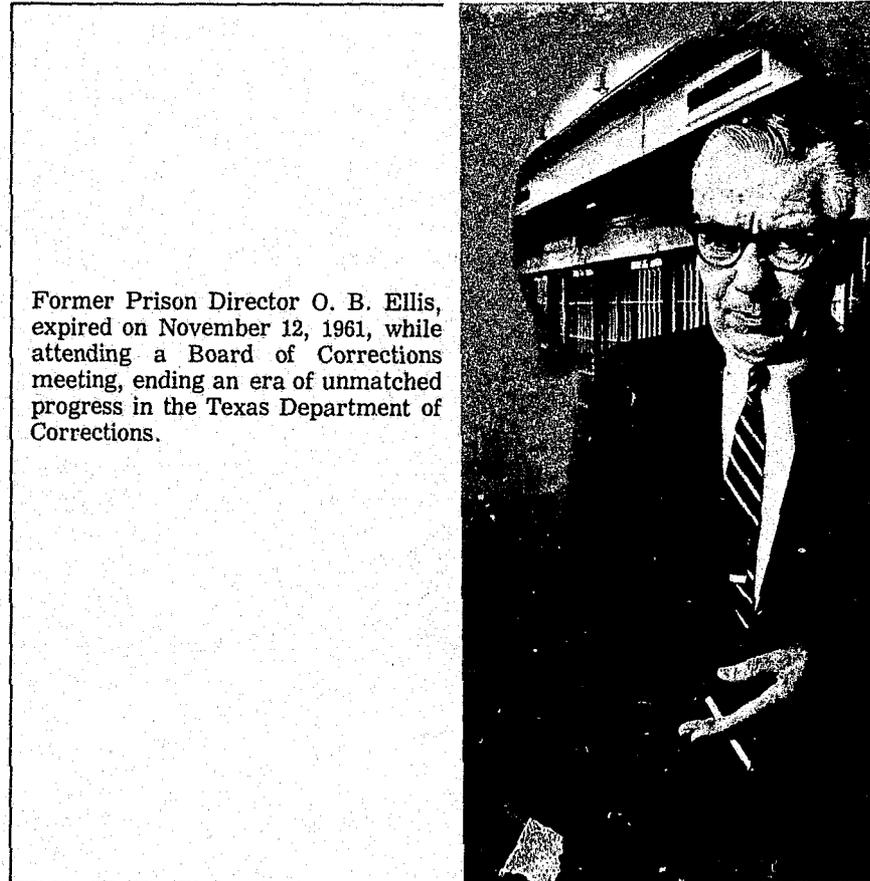
The Point Incentive Program to encourage inmates to participate more fully in self-improvement activities was put into operation.

1961

Hurricane Carla hit the Gulf Coast on Sunday, September 10, and did

more than a half-million dollars worth of damage to crops and buildings. O. B. Ellis, Director, died on November 12, while attending a Board meeting.

The first clinically-trained chaplain came to the Department and a chaplain's-training program was initiated.



Former Prison Director O. B. Ellis, expired on November 12, 1961, while attending a Board of Corrections meeting, ending an era of unmatched progress in the Texas Department of Corrections.

1962

H. H. Coffield, Chairman of the Board, announced that the position of Director of the Texas Department of Corrections had been offered to Dr. George Beto and that he had accepted the position.

The Ferguson Unit for first offenders was dedicated on May 14.

Personnel Department initiated the requirement of a high school

diploma and the passing of certain tests before a person is considered for employment.

Construction was completed on a modern commissary building with temperature and humidity control.



In 1962, Dr. George Beto, a former Board of Corrections member, was appointed Director. Dr. Beto was largely responsible for the final implementations necessary to carry out the "Ellis Plan." During his tenure, Dr. Beto earned the affectionate title "Walking George" because of his many trips onto units to talk directly with the inmates.



The Ferguson Unit was dedicated on May 14, 1962.



In 1963, the Agriculture Department implemented modern milking machines which replaced the hand milking previously used.

1963

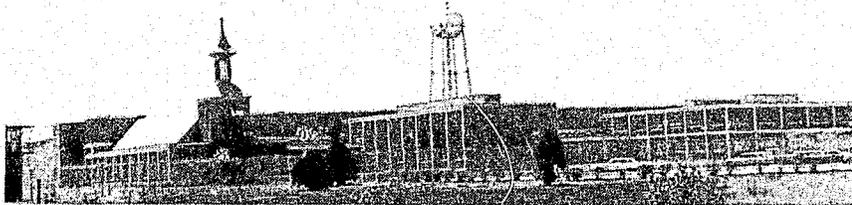
House Resolution No. 469 was passed directing the staff of the Texas Department of Corrections and Sam Houston State Teachers College to explore cooperatively, the feasibility of developing a continuing program of statistical research, training, and study in criminology, penology, juvenile delinquency, and related fields. This led to the formation of the Institute of Contemporary Corrections and the Behavioral Sciences, which has contributed much to research and to further training of prison personnel.

Senate Bill No. 338 was passed by the Legislature. It provided an industrial revolving fund and made it incumbent upon other state agencies to purchase products from the Texas Department of Corrections, provided the quality is satisfactory and the price is right.

The Pre-Release Center was activated and had as its purpose the preparation of those inmates whose release or parole dates are imminent for return to society so that they may live a purposeful life in harmony with their fellowmen. The center has justified its existence by reducing materially the recidivism rate.

Ellis Unit was dedicated on October 6.

The Agriculture Department implemented modern milking machines, which replaced the hand milkers previously used.



The Ellis Unit was dedicated on October 6, 1963. This unit houses maximum security inmates.

1964

Final approval was given to sale of tracts of land at Central, Harlem, Blue Ridge, and Goree Units.

The Board went on record as favoring the construction of a medium security prison on the land it proposed to purchase in Anderson County with proceeds from the land sale.

The Diagnostic Center was dedicated on September 13.

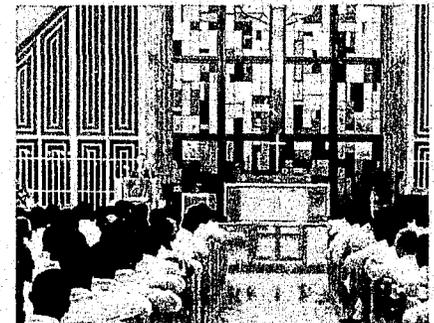
Remodeling and additions to the Darrington Unit were completed.

* 28 *



Mr. James Windham, Texas Board of Corrections, presented Jack Kyle with his award for 1963 Warden of the Year.

The first chaplain at Ellis Unit was sponsored by the Baptist General Convention of Texas in 1964.



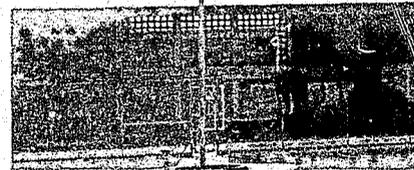


Shown here accepting his 1963 Officer of the Year award is Robert Beam. Mr. James Windham, Board of Corrections, made the presentation.

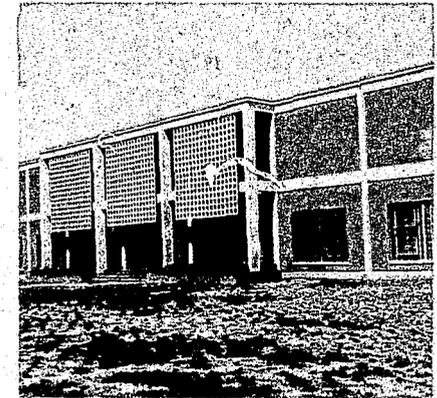
The Baptist General Convention of Texas sponsored the first chaplain at the Ellis Unit.



Named as Outstanding Employees of the Year for 1964 were Bufford Smith, Officer of the Year, and Sidney Lanier, Warden of the Year. Dr. George Beto, TDC Director, made the presentations at the awards ceremonies.



The Diagnostic Center, which receives newly arriving inmates, was dedicated in September, 1964.



1964 saw the completion of remodeling and additions to the Darrington Unit.



Dr. George Beto, Director, presented 1965 Outstanding Employee Awards to Sidney Lanier (far left), named Warden of Year; and Elvis Williams (far right), cited Officer of the Year.

1965

The Department, on June 18, took legal possession of the Anderson County land.

The Appropriation Bill allocated \$1,900,000 for initial construction of the prison in Anderson County.

The Adult Basic Education Program for inmates was initiated with the purpose of offering a good education from the first through the ninth grades.

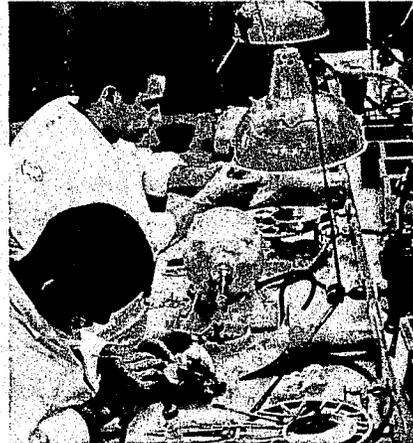
The First Annual Inmate Art Show was held at which inmate art work was displayed and sold to the public.

The Presbyterian Synod of Texas sponsored the first chaplain at the Ramsey Unit.

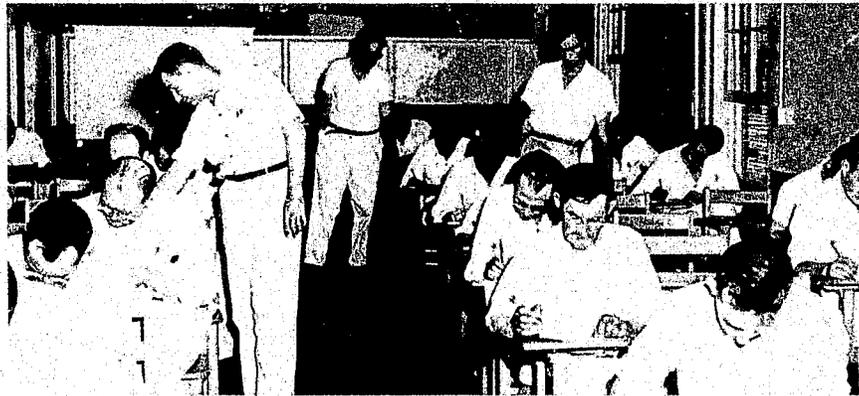
Industry Division opens the Brush Factory at the Ramsey Unit, and a Dental Laboratory at the Ellis Unit.



In 1965, the first Annual Inmate Art Show was held at which inmate art work was displayed and sold to the public.



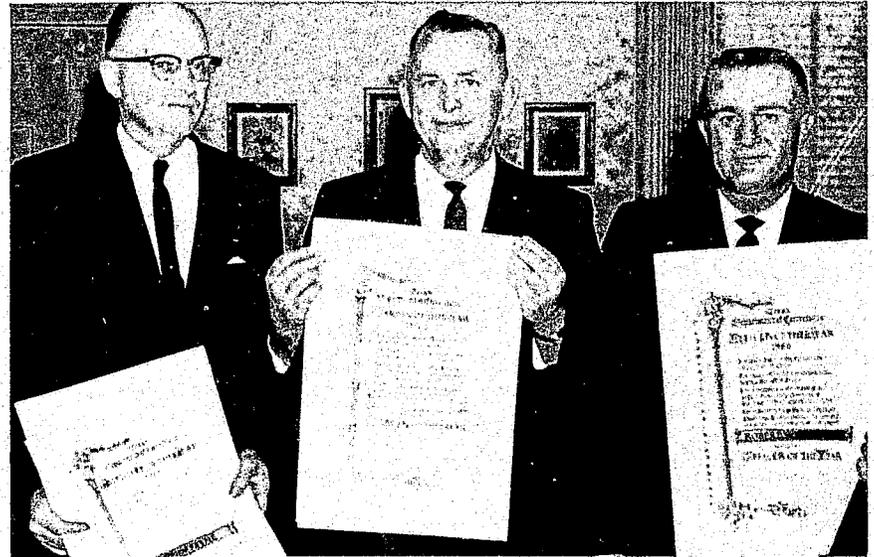
The Dental Laboratory at the Ellis Unit was opened in 1965.



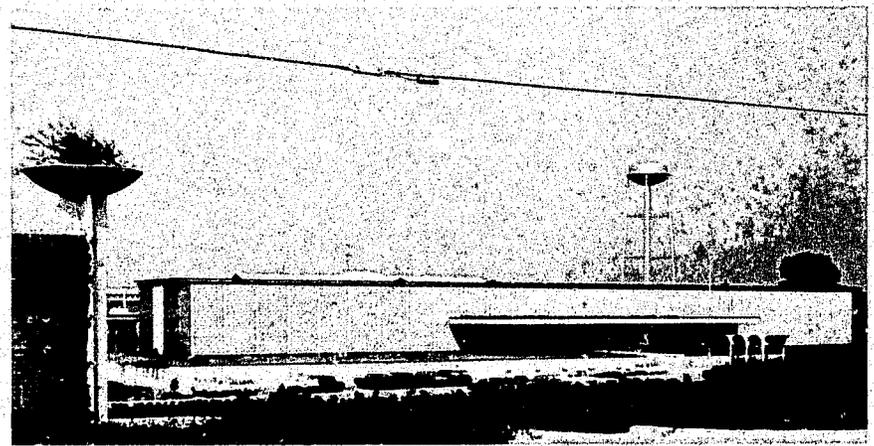
The Adult Basic Education Program for inmates was initiated in 1965. The first instructors were inmates.

1966

Due to the constant increase in record keeping, the Board determined that efficiency and economy demanded that a computer be added to the Machine Records Section.



Outstanding Employee honorees for 1966 included (left to right) John Payne, Employee of the Year; D.C. Sanders, Warden of the Year; and Richard Andrews, Officer of the Year.



Renovations and additions to the Goree Unit were completed and dedicated in June, 1966.

Renovations to the Goree Unit were completed and dedicated on June 12. A Chaplain sponsored by the Baptist General Convention began work at the Jester Pre-Release Center.

The Industry Division opened a Soap and Detergent Plant at the Central Unit.

1967

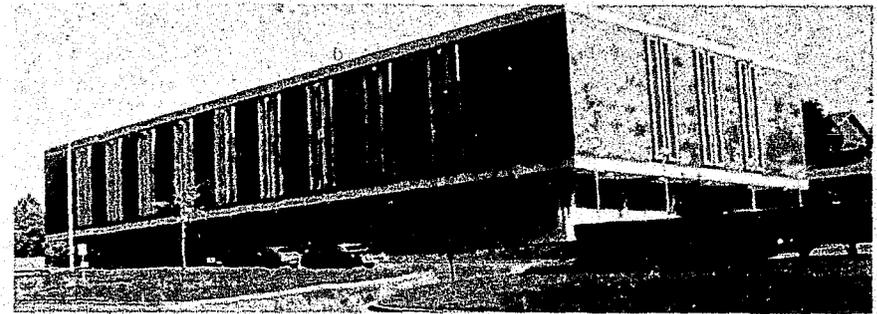
Accounting machine and reproducer were replaced with a 1401 computer in the Data Processing Department. Key punch machines and verifiers were also updated.

Contractual arrangements with Lee College were finalized for formal vocational education on the Darrington Unit. This program began with radio-TV and drafting. In 1968, this area was expanded to include welding, auto mechanics, and air conditioning and refrigeration as well. The College Program had contracts with Alvin Community College and



Awards for 1967 were presented to Thomas Sparkman, Officer of the Year; H. H. Husbands, Warden of the Year; and Alton Weiss, Employee of the Year. Shown here are (left to right) Mr. Sparkman; Dr. George Beto, TDC Director; Warden Husbands; Mr. Weiss; H. H. Coffield, Chairman, Board of Corrections; and Richard C. Jones who was presented with a plaque signifying retirement.

Lee College in 1967. In the Spring of 1967, these two schools taught classes on six TDC units. They instructed a total of 17 classes with an enrollment of 504 inmates. Since 1967, we have contracted with Brazosport Junior College, Henderson County Junior College, Central Texas College and have expanded the program to all 15 TDC units. There are now 2,536 inmates enrolled in 180 classes in the Junior College



In 1967, the Central Administration Building in Huntsville was completed.



By 1967, twelve full-time chaplains and several part-time chaplains served the needs of Catholic, Protestant and Jewish inmates.



Formal contractual arrangements for vocational and academic education at the college level were initiated in 1967.

Program. In the Spring of 1976, 136 students received associate degrees bringing the total number of graduates to 447.

Windham School District was established by the authority of Senate Bill 35, passed into law by the Texas Legislature to be effective for the school year 1968-69 and thereafter. This program is supported by the Minimum Foundation Program and is subject to the certification requirements and regulations of the Texas Education Agency, and the State Board of Education. The Windham Program is unique in almost every respect. It is the first education system of such scope to be established within a state-wide prison system. About one-half of the inmate population attends Windham classes.

Construction Division completed the Central Administration Building.

Industry Division opened the Woodworking Shop at the the Ellis Unit and the Tire Retreading Plant at the Darrington Unit.

Inmates at the Wynne Unit organized a chapter of the American Cancer Society. At appropriate ceremonies on March 18, the official certificate from the Texas Division of the American Cancer Society was presented to the Chapter.



Dr. Lane Murray was appointed as the Superintendent of the newly authorized Windham School District in 1967. This heralded the beginning of a modern education system in the Texas Department of Corrections and the beginning of the use of certified teachers rather than inmate instructors. Dr. Murray continues to serve as Superintendent in 1977, providing a continuity in leadership that has proven to be very valuable.

The appropriation bill for the first time set salaries for custodial personnel and classified positions at a level where the Department can compete with private industry for manpower.

There are now twelve full-time chaplains and several part-time chaplains representing the Catholic, Protestant, and Jewish faiths.

1968

The 360-30 computer was acquired, along with a card reader-punch and four spindles of 2311 disk drives.

Data used by the Classification Department and Business Division was converted from tab card systems to on-line disk files containing the following information:

- Commitment Information, Inmate Offense Files, Unit of Assignments, Strength Reporting, and Admission Summaries
- Trust Fund Balances, Fixed Asset Files, Aircraft Utilization Reports

The "Ferguson Facility Grant" was acquired. This plan consisted of a grant from the Texas Rehabilitation Commission which included approximately one million dollars directed towards 11 different vocational training areas which are presently in operation.

Arrangements were completed with the Surgery Department of the University of Texas Dental Branch in Houston to furnish oral surgery service for the Texas Department of Corrections.

Industry Division opened Garment Factories at the Ellis and Eastham Units and a Mattress Factory at the Wynne Unit. The Records Conversion Facility was also opened at the Wynne Unit.



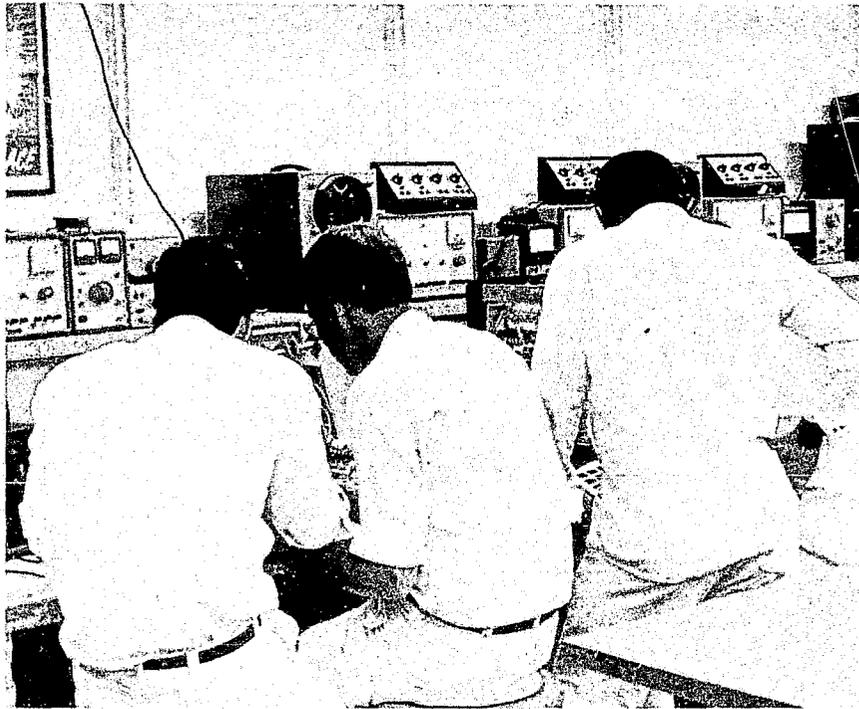
Pictured here with their 1968 Outstanding Employee of the Year Awards are (left to right) Zan Harrelson, Warden of the Year; John E. Crowder, Officer of the Year; and L. J. Craig, Employee of the Year.



1968 saw the opening of Garment Factories at the Ellis and Eastham Units.



The Records Conversion Facility at the Wynne Unit began operation in 1968.



The "Ferguson Facility Grant" was awarded by the Texas Rehabilitation Commission in 1968. This grant provided vocational training for young first offenders in 11 different vocational training areas.

1969

Personnel earning records were converted to computer reports.

A program was initiated to give service awards to employees who complete 1-3-5-8-10 (and each 5 year increment thereafter) years of service with this agency. Additionally, an award is presented to each person retiring from this agency.

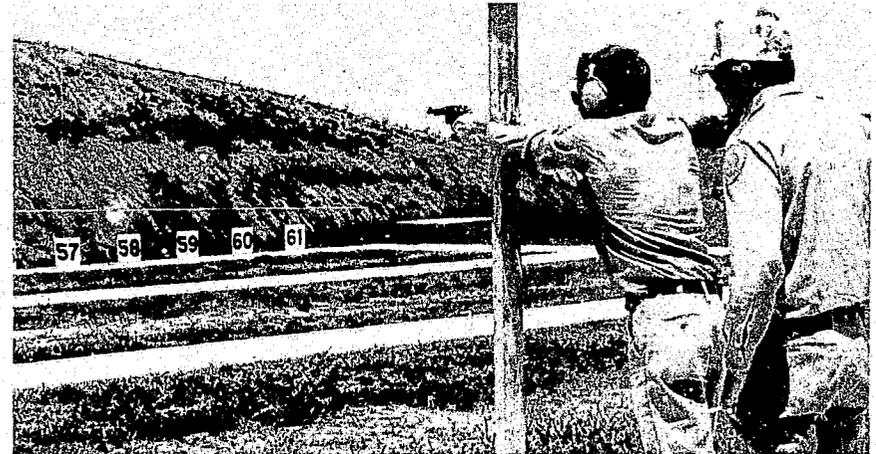
A daily inmate transfer order subsystem was implemented for use by the Classification Division.

The Data Processing Department added two tape drives to complement existing equipment, allowing the development of new systems and the upgrading of existing systems.

Director of Training was made a full time position, and a survey was conducted to try to determine the cause for the high rate of employee turnover. It was determined that one of the factors was a lack of



Outstanding Employee of the Year Awards for 1969 were presented to (left to right) Arvin H. Miller, Officer of the Year; Scott Valentine, Warden of the Year; and Melvin T. Maness, Employee of the Year.



Departmental training programs for personnel were significantly strengthened in 1969. Many improvements were made, including the construction of modern firearm ranges at the Ramsey and Ellis Units.

training. As a result of this survey, the training staff was increased.

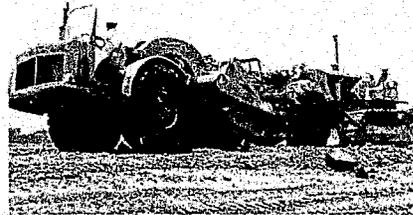
- The Pre-Service Staff was increased by adding a Major as Supervisor of Pre-Service Training and a Lieutenant as Firearms Instructor.
- The position of Personnel and Training Lieutenant was established on each of the units. Their responsibility was to assist employees with



Construction of the James Wade Rockwell Pre-Release Building at the Jester Unit was completed in 1969. Building construction monies were donated by the Rockwell Foundation of Houston, Texas.



The first Associate of Arts Degrees were awarded to inmates in 1969.



The first contract with Texas A&M University to train inmates as heavy equipment operators was negotiated in 1969.

personnel problems and conduct training as needed. There was still no formal In-Service Training Program.

- Modern firearm ranges were constructed on the Ramsey and Ellis Units to provide better facilities for firearms training. These ranges were completed and opened in 1970.

- Manually operated shotgun and rifle reloading machines were purchased to enable the employees to reload their shotgun and rifle practice ammunition. This resulted in a considerable saving in the cost of practice ammunition.

Construction of the James Wade Rockwell Pre-Release building was

completed to house facilities for the Pre-Release Program. This building was the direct result of an endowment from the Rockwell Foundation in Houston, Texas.

The office of the Staff Counsel for Inmates was initiated for the purpose of providing professional legal assistance to the indigent inmates at the Texas Department of Corrections. At that time the entire staff consisted of one attorney whose responsibility it was to counsel with and represent 12,000 inmates. Since then, the staff has grown to 12 attorneys (with nine secretaries) to serve in excess of 21,000 inmates. This growth is a product of TDC's recognition that the inmates have continuing legal problems that are best met by professional assistance. Further, studies have shown that providing legal services enhances the rehabilitative prospects of the inmates. Professional legal assistance is provided in the areas of habeas corpus, suits involving parental rights, parole revocation, social security claims, deportation matters, detainer and time problems, and miscellaneous civil actions.

The Department of Corrections was awarded a Manpower Development Training Act Grant for approximately \$180,000 for seven training areas. This program paid weekly stipends to participants and their families. This program lasted only two years due to the allocation of federal funds and requirements. Also, the first contract was negotiated with Texas A&M University Engineering Extension Service for a Heavy Equipment Operators School. Since this time TDC has been the recipient of LEAA monies for other A&M programs.

The first inmate was awarded an Associate of Arts degree.

House Bill No. 535 was passed creating the Work Release Program which allows selected inmates with a remaining sentence of six to eighteen months to be employed in a nearby community, returning to TDC facilities at the end of the work day.

Construction Division initiated installation and maintenance of electronic perimeter security systems, beginning at the Eastham Unit. Operational systems now exist at Eastham, Clemens, Retrieve, Darrington, Ferguson, Ellis, Ramsey I, Central, Coffield and Wynne Units.

Construction Division completed the Furniture Refinishing and Brush Manufacturing Building at the Ramsey Unit.

1970

Personnel Department initiated a computerized job application sub-system, replacing manual review procedures previously necessary to review job applicants for available positions. Additional personnel management files were enhanced through computer systems.

Data Processing Department updated equipment, adding additional disk storage capacity by replacing 2311 disk drives with 2314 disk drives; and installing a typewriter terminal to allow direct access to information in the inmate master, offense, budget, and fixed asset files.

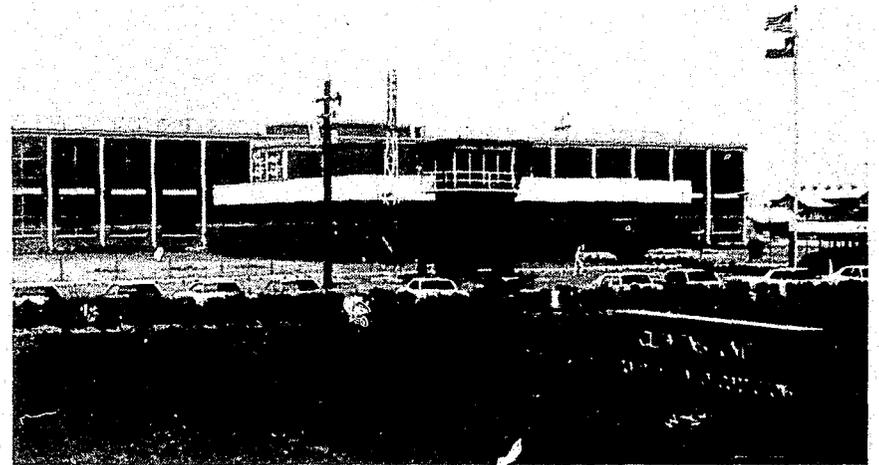
Windham School District implemented vocational training efforts in areas where previously M.D.T.A. and T.R.C. grants were involved.

Windham School District was fully accredited by the State Board of Education.

Construction Division completed unit additions and remodeling at the Clemens Unit.



Fictured above are Outstanding Employees for 1970. They are (left to right) C. R. McAdams, Warden of the Year; Chaplain J. L. Self, Jr., Employee of the Year; and Henry Johnson, Officer of the Year.



1970 saw completion of unit additions and remodeling at the Clemens Unit.

1971

Data Processing Department updated and expanded tape drive systems. Industry Division converted Prison Store inventory from manual to computer system.

Dr. Minter D. Hanson retired from his duties as Medical Director for the Department, a position he had held since January 1, 1938. Dr. Hanson made significant inroads into providing adequate medical care for the prison population during this tenure; his contributions were even more significant in light of the general apathy of both legislators and the public during much of his early career with the prison.

Business Division automated local fund bank reconciliation and equipment expense functions.

Construction Division converted New Construction warehouse inventory from manual to computer system.

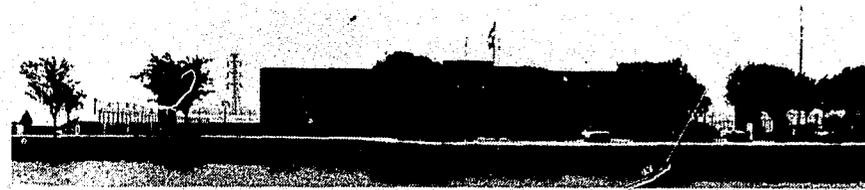
Agriculture Division began utilization of a system designed to project meat requirements to supply food service needs.

Research and Development Department of the Texas Department of Corrections created by Texas Criminal Justice Council grant 1-J1-310. The Division was chartered to evaluate existing TDC programs, implement new concepts and programs, secure information for administrative planning, and establish communications with other state criminal justice agencies.

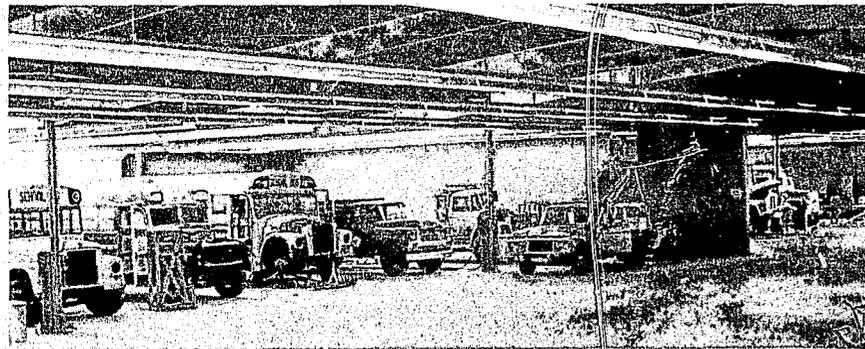
Industry Division opened the Bus Repair facility at the Ellis Unit.
 Construction Division completed unit additions at the Retrieve Unit.



Mr. Zan Harrelson was cited as Warden of the Year for 1971. Shown here with Mr. Harrelson are (from left to right) Dr. George Beto, Director; H. H. Coffield and James Windham of the Board of Corrections.



Unit additions at the Retrieve Unit were completed in 1971.



The Industry Division opened the Bus Repair facility at the Ellis Unit in 1971. This was the first facility of this type in the State of Texas.



Pictured here with his award for 1971 Employee of the Year is Lonnie Eslick. Dr. George Beto, Director; and H. H. Coffield and James Windham from the Board of Corrections made the presentation.

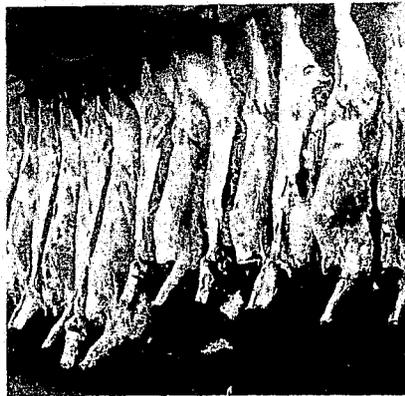


Dr. George Beto, Director (far left) presented Eska McGaughey his award for 1971 Officer of the Year. Pictured above are (left to right) Dr. Beto; H. H. Coffield, Board of Corrections; Major McGaughey and Mr. James Windham, Board of Corrections.

Construction Division initiated Environmental Preservation Program and initiated the Construction Management Program which encompassed computerized feasibility, estimating, purchasing and project control.



The first Inmate Certification Program in the nation in Engineering Technology was begun by the Construction Division in 1972. This program allowed the certification of inmate draftsmen, estimators and design assistants by the Institute for the Certification of Engineering Technicians, Washington, D.C.



In 1971, the Agriculture Division began utilization of a needs projection system to supply meat requirements adequate for food service needs.

1972

Data Processing Department updated equipment with the acquisition of key-to-tape systems, replacing keypunch and verifying machines. Personnel Management Information System was designed and initiated.

Byron W. Frierson, Assistant Director for Agriculture, retired on July 31 to close out 23 years with the Department. When he assumed the job as Assistant General Manager of Agriculture in 1949, he had the job of feeding 6,000 inmates from crops raised on 73,000 acres. Under Frierson, the TDC agricultural program grew and progressed to farming 101,700 acres to feed an inmate population of 16,000 as well as showing a \$5 million return a year. Cost of outside purchased food dropped to only 12 cents per day per man.

Inmate Tracking System was designed.

Personnel Training Department was upgraded:

- The policy was changed to require all employees hired in security positions to attend Pre-Service training and the training staff was increased. (three instructors)
- The training period for Pre-Service training was changed to 160 hours (four weeks) where it has remained.



W. J. Estelle, Jr. was named Director of the Department by the Board of Corrections in September of 1972 following the retirement of Dr. George Beto who had headed the prison system for 10 years.



Mr. H. H. Coffield, Chairman of the Board of Corrections, and W. J. Estelle, Jr., Director, present Warden Billy G. McMillan with a scroll in honor of his being chosen Outstanding Warden of the Year in 1972. Mrs. McMillan looks on.

● Attention was directed toward the development of a formal in-service training program. Application was made for a Federal grant for this

purpose and bids were accepted from outside vendors for this development. The American Production Systems, Inc., of Austin, was selected to work with the Department on this project.

TDC again was the recipient of LEAA construction funds allocated for the Goree Education facility and the Clemens Barber College facility.



Shown receiving his award for 1972 Employee of the Year is I. D. Pitts. Mr. H. H. Coffield, Chairman, Texas Board of Corrections, and W. J. Estelle, TDC Director presented the award.



Cited as outstanding Officer of the Year for 1972 was James D. Henderson. Pictured here are (left to right) Mr. H. H. Coffield, Chairman of the Board of Corrections, and W. J. Estelle, Jr., Director, who presented the award; Captain Henderson and Mrs. Henderson.

* 38 *

Construction Division implemented certification program for inmate draftsmen, estimators, and design assistants with the Institute for the Certification of Engineering Technicians, Washington, D.C. This was the first inmate certification program in the nation.

Industry Division expanded the Woodworking Shop at the Ellis Unit.

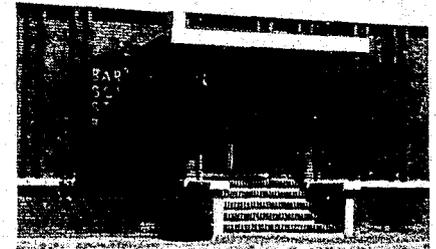
Personnel Department initiated more intensive background investigations on prospective correctional officer applicants i.e., FBI check, NCIC check, and telephonic police check of present and past residences.

Personnel Department established first formal Employee Grievance Procedure.

The Dobbs Educational Building, a modern and colorful facility, was



Bryon W. Frierson served as Assistant Director for Agriculture from 1949 until 1972; he was commonly referred to by the press as "The State's No. 1 Farmer."



1972 saw the awarding of LEAA construction funds for the Barber College facility at the Clemens Unit.



The newly constructed Educational Building at the Goree Unit was dedicated as the Dobbs Educational Facility. Pictured are Mr. Estelle, Mrs. Velda Dobbs, Mr. Dobbs, and Warden Olsen.

opened at the Goree Unit to house academic and vocational training for women.

W. J. Estelle, Jr., was appointed director of the Texas Department of Corrections by the Board of Corrections. The appointment was made following the acceptance of Dr. Beto's formal notice of retirement.

The Public Affairs Office was originated, with areas of responsibility to include the annual Texas Prison Rodeo, tours of TDC facilities, departmental publications, coordination and release of all public information, and special projects as assigned.

1973

Inmate Tracking System was implemented.

Data Processing Department updated tape subsystem by expanding to four tape drives, increasing the computer core memory from 64K to 128K, and acquiring proprietary software.

The Community Services Program was established to assist discharged inmates in securing employment upon their release.

Construction Division initiated Fire Prevention and Safety Program.

Construction Division completed unit additions and remodeling at the Ramsey II Unit.

Industry Division opened the Metal Sign Shop at the Ellis Unit.

Special Services Division was formed to provide an integration of varying ancillary administrative functions.

Personnel Department initiated EEO Affirmative Action Plan in accordance with Federal and State laws to include EEO-4 computer reporting.

A cooperative effort on the part of the Department and Alvin Junior College resulted in the initiation of a Correctional Science Curriculum leading to a full degree, with classes taught for agency employees on the various units of the system. Following close behind in April of 1973, Lee College of Baytown set up a Permanent Personnel Scholarship Fund to enable TDC employees to pursue a college degree.

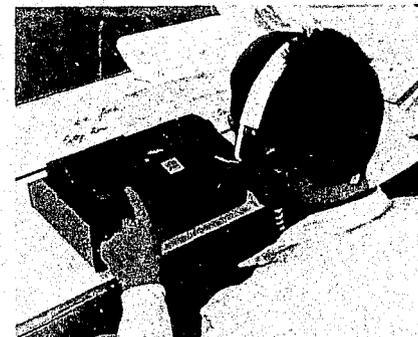
The first open concept school within the prison was opened by Windham School District at the Huntsville Unit in February of 1973; the large open area which allows flexibility in learning areas and curriculum activities as well as library resources represented an innovation in prison schooling.



Pictured with 1973 Outstanding Employee Awards presented them by the Board of Corrections and TDC administration are (left to right) W.C. Byers, Outstanding Employee of the Year; R.M. Cousins, Outstanding Warden of the Year; and M. W. Blackwell, Outstanding Officer of the Year.

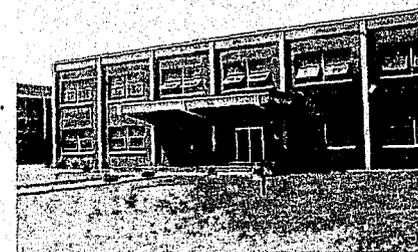


The first open concept school within the prison was opened by the Windham School District at the Huntsville Unit in February, 1973.



A program of reading and bilingual laboratories was established in 1973 to aid non-English speaking inmates.

Unit additions and remodeling at the Ramsey II Unit were completed in 1973.



The Treatment Center, providing psychiatric and psychological services, was moved from the Wynne Unit to the Huntsville Unit, site of the main inmate hospital, to effect a consolidation of physiological and psychological health care services. In December of the same year a Chief of Psychological Services was named to work under the TDC Medical Director and to integrate all psychological services; staff services including diagnosis, counseling, release, and drug treatment programs; and coordinate all consultative services relating to the departmental mental health programs.

The Windham School District implemented a program of reading and bilingual laboratories to aid non-english speaking inmates. The program has been recognized as outstanding by many national educational groups within the past two years.

Teletype system with capacity for state and nationwide communications was installed.

1974

Personnel management information system was enhanced.

Inmate information systems were enhanced.

Business Division implemented computerized local fund accounting system.

Classification Department implemented inmate correspondence and Board of Pardons and Paroles reporting systems.

Treatment Division implemented computerized medical supply inventory and inmate testing systems.

Personnel Department initiated concentrated statewide employee minority recruiting to conform with state-federal EEO guidelines and TDC Affirmative Action Plan.

Personnel Department implemented the microfilming of all inactive and certain active employee records for fire safety and to alleviate storage areas.

A Four-Year College Program was begun through contracts with Stephen F. Austin State University, Sam Houston State University, and the University of Houston at Clear Lake City. These schools provide 17 classes to 172 students on four TDC units. Ten inmate students have received Bachelor's degrees since starting this program.

Construction Division initiates inmate training program in association with the Construction Specification Institute, University of Houston and Texas A&M University.

* 40 *



Named outstanding employees for 1974 were (left to right) Willard N. Stewart, Jr., Outstanding Officer of the Year; Billy R. Ware, Outstanding Employee of the Year; and James V. Anderson, Outstanding Warden of the Year.



A Four Year College Program was begun in 1974 for inmates through contracts with Stephen F. Austin State University, Sam Houston State University and the University of Houston at Clear Lake City.

Industry Division moved Brush Factory from Ramsey Unit to the Ellis Unit.

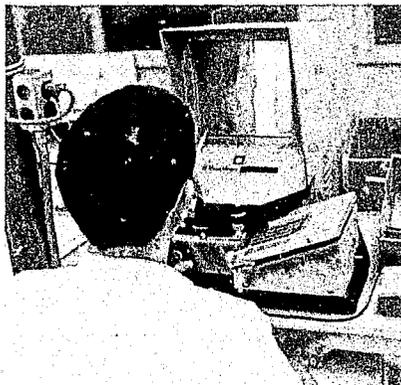
Microfilming procedure was initiated to facilitate storage of old inmate records.

Personnel Training Department initiated the development of an In-Service Training Program.

Instituted second shift employee to provide increased Records Office service to law enforcement agencies.

Texas Inmate Job Management System, funded by an LEAA grant through the Texas Criminal Justice Council, was originated.

Microfilming efforts to facilitate the storage of inmate and employee records were initiated in 1974.



1975

Data Processing Department upgraded equipment by replacing the 360-30 computer with a 360-40 computer and adding an additional 25 percent on-line disk storage capacity.

Personnel Department implemented computerized employee activity reporting system.

Training Department implemented computerized employee training record system.

Classification Department implemented Inmate Job Management System.

Business Division implemented computerized inmate discharge check system, local fund cash reporting system, vehicle expense subsystem, and refined fixed assets subsystem.

The Personnel training staff was increased by adding a Captain and a Lieutenant to coordinate the in-service training program. In Sep-

tember, 1975, the in-service training programs that had been developed up to that time were partially implemented.

The Human Resources Program was added to the Pre-Release Program. The primary purpose of this program is to individualize the Pre-Release experience of the inmate. Interviews at Pre-Release by HRP staff indicate problems, needs and weaknesses of the inmate for prescription of an individual Pre-Release program and for data for Community Service Program field representatives to effect remedies and solutions to problems in the community. Additionally, the HRP staff



The Wynne Industrial Complex was completed in 1975. The complex now houses the Box Factory, Coffee Plant, Tag Plant, Transportation Fleet, Plastic Sign Shop and Sticker Validation Plant.



TDC outstanding employee awards for 1975 honored Oscar Savage, Warden of the Year, Edward W. Carter, Officer of the Year, and Frankie Thorp, Employee of the Year. Shown here presenting the awards are W. J. Estelle, Jr., Director (far left) and H. H. Coffield, Chairman, Board of Corrections (far right).

conducts a series of small group sessions or classes dealing with problem areas not covered in the larger Pre-Release sessions and in which more time and attention can be given the individual inmate.

Construction Division enhanced the Environmental Preservation Program by employing environmental technicians.

Construction Division initiated use of pre-fabricated masonry panels in construction projects.

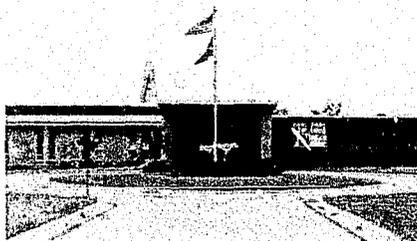
Construction Division completed Wynne Industrial Complex.

Industrial operations, relocated from the Huntsville Unit to the Wynne Unit included the Box Factory, Coffee Plant, Tag Plant, Transportation Fleet and Plastic Sign Shop. Also the Sticker Validation Plant.

Mountain View Unit for women was opened.

Construction Division completed the Rockwell Chapel at the Wynne Unit.

A second open concept school opened at the Ferguson Unit in December of 1975.



1975 saw the opening of Mountain View Unit for women in Gatesville, Texas.



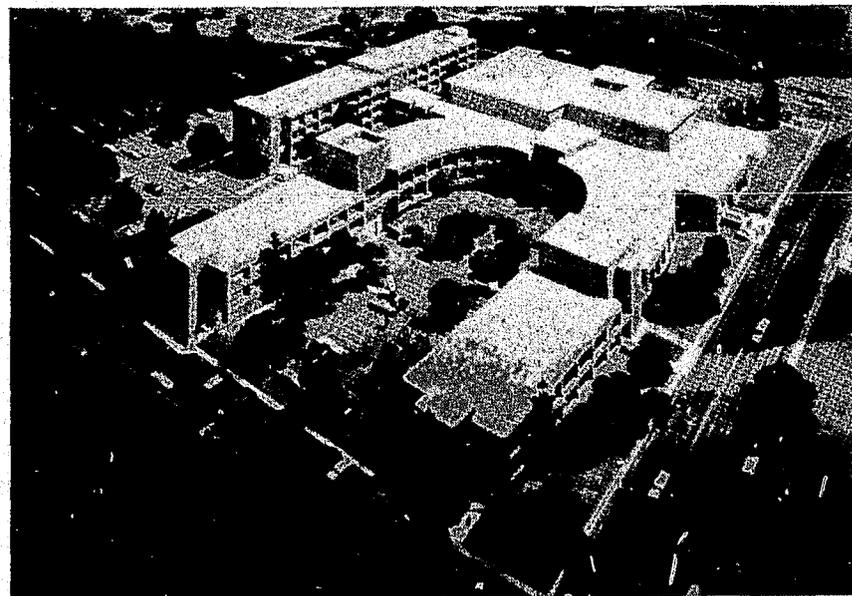
A second open concept school began operation at the Ferguson Unit in December, 1975.

Construction of the Rockwell Chapel at the Wynne Unit was completed in 1975 with monies donated by the Rockwell Foundation of Houston.



1976

Data Processing Department upgraded equipment by the installation of six video terminals at various locations within the Administration Building which gives user departments inquiry capability into all major information systems and subsystems thus reducing the number of hard copy reports previously required and making up-to-date information on all on-line systems readily available to the user. The soundex name search file system was designed and implemented during this year utilizing video terminals for access thus eliminating manual search of hard copy files for record information by inmate name. Design was also begun during 1976 on a master inventory system utilizing a data base management system file organization structure to serve all present and future record keeping requirements (this system will be implemented during 1977). When fully implemented, all warehouse locations presently using computerized inventory systems will be using one common system thus allowing standard requisition procedures and forms throughout TDC for the procurement of supplies from all warehouse locations. The livestock accounting system implemented during the latter part of 1976 reduced considerably the manual accounting procedures previously



In 1976, the Personnel Training Department was moved from the Ferguson Unit to the new Texas Criminal Justice Center located on the campus of Sam Houston State University.

required to account for all of the livestock operations in TDC.

The in-service training program was completed and fully implemented on all units in the Department.

The Personnel Training Department moved from the Ferguson Unit to the new Texas Criminal Justice Center on the campus of Sam Houston State University. In this new center, the Training Department has dormitory space for 75 students, four classrooms, one seminar room and office space for staff. Firearm ranges were remodeled, adding turning targets and new automatic reloading equipment was ordered to allow employees to reload all practice ammunition required.

Windham School District was fully accredited by the Southern Association of Colleges and Schools, becoming the first state correctional education system to receive regional accreditation.

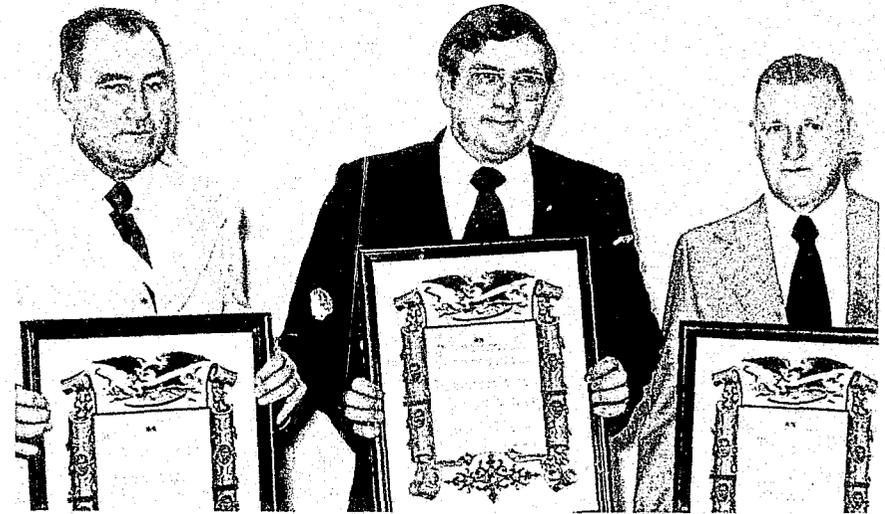
Construction Division implemented sanitary landfill operations.

Construction Division completed remodeling at the Mountain View Unit, and completed construction on the Criminal Justice Center at Sam Houston State University.

Construction Division began construction of Retrieve Garment Factory and expansion of the Ellis Garment Factory. Also, expansion of the Ellis Dental Laboratory was initiated.

A bi-lingual instruction program was established for employees in order that they might better communicate with the rising percentage of Spanish-American inmates.

The Chemical Abusers Rehabilitation Program was established to provide a comprehensive service to aid the drug and-or alcohol abuser both while incarcerated and upon release. The project is a joint venture of the Department, through grant funds, and the Texas Commission on Alcohol and the State Program on Drug Abuse.



Outstanding employees for 1976 are (left to right) Nolan Belcher, Officer of the Year; Lester Beard, Warden of the Year; and Elmer C. Driver, Employee of the Year.



In 1975, the Construction Division initiated the use of pre-fabricated masonry panels in construction projects.

The Texas Department of Corrections Today

The Texas Department of Corrections today is a modern, well managed penal system. Annually, scores of Correctional administrators around the nation and the world visit the Department to study its operations and management. What they observe is a humane system of incarceration, emphasizing a strong work ethic and the availability of reformatory programs from which inmates may profit.

Units

Fifteen separate penal facilities are operated by the State of Texas within the Department of Corrections. Fourteen of these units are located in a geographical path from Anderson County on the north to Brazoria County on the Gulf Coast. The fifteenth unit is located in Coryell County in Central Texas.

The units vary in size and security classification and enable departmental administration to segregate prisoners as few other states can. First offenders are apart from recidivists, and the young are removed from the old.

Four units have special purposes. Diagnostic is the receiving center for new inmates; Goree and Mountain View are women's units; and Jester is the Pre-Release Center.

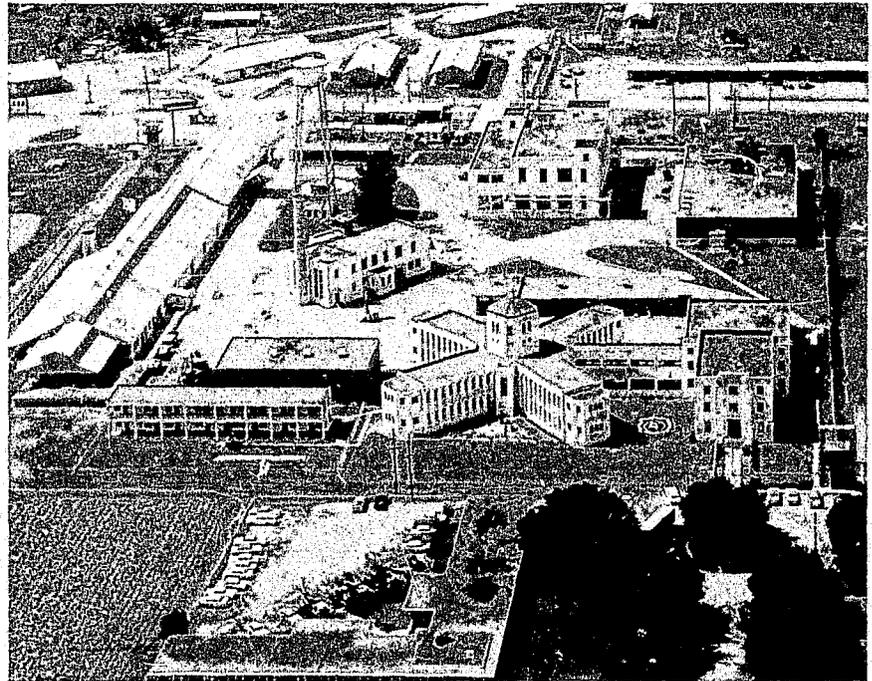
Common to all units are physical facilities to include inmate housing, personal hygiene areas, dining areas, laundry, visiting room, library, writ room and legal library, interview rooms, medical facilities, religious facilities, recreation areas and an inmate craft workshop. Expanded and more formal religious facilities, recreation areas and inmate craft workshops are being constructed or planned for many of the units, and an expansion of visiting facilities on all units is in the planning stage in light of the increase in inmate population over the past fiscal year.

Each unit also has necessary employee housing, administrative offices, unit maintenance and vehicle maintenance.

Educational programs are offered on each TDC unit, and inmates are transferred to a particular unit in line with educational needs and specialized areas of work. Other systemwide treatment programs include support agency activities, psychological services, the chaplaincy and inmate self-help organizations. Specific treatment programs are

available in correlation with particular unit function and inmate classification.

Aside from inmate classification, the uniqueness of each TDC unit is defined largely in terms of the type and scope of industrial and agricultural operations accommodated.



The Central Unit is located in Fort Bend County.



BOBBY D. MORGAN-Central Unit



LESTER BEARD-Clemens Unit



E.H. TURNER-Coffield Unit



LOYD HUNT-Darrington Unit

CENTRAL —

The Soap and Detergent Factory is the only industry located at Central Unit. Agricultural operations include field and edible crop production, livestock, a canning plant, a packing plant, the central commissary, a feed mill, a gin and central administrative offices. Unit size: 4,580 acres. Average inmate count: 747. Average number employees: 135. (Location: 20 miles Southwest of Houston. Mailing Address: 1 Circle Drive, Sugarland, Texas 77478. Telephone: 713-799-2188)

CLEMENS —

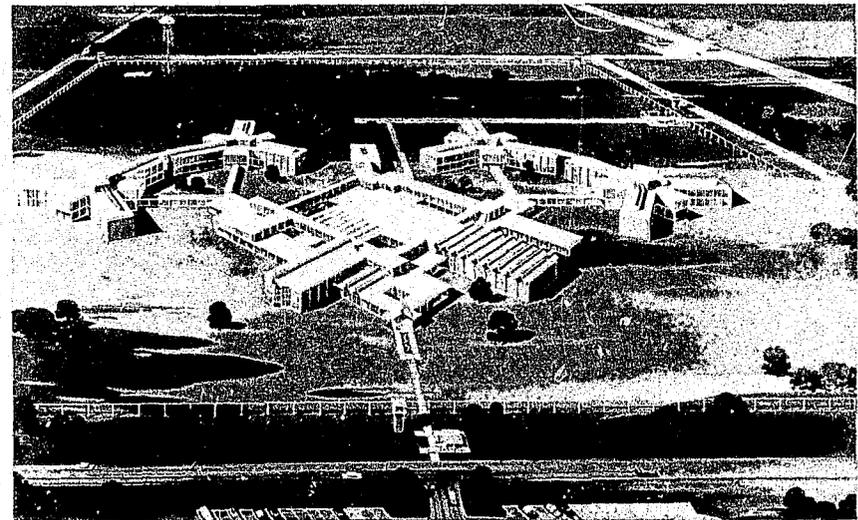
Clemens Unit accommodates no industries. Agricultural programs include field and edible crop production, livestock, a gin and a grain dryer. Unit size: 8,116 acres. Average inmate count: 1,119. Average number employees: 144. (Location: 68 miles South of Houston. Mailing Address: Rt. 1, Box 77, Brazoria, Texas 77422. Telephone: 713-799-2188)

COFFIELD —

No industry is presently operated on the unit however plans for the future include these. Agricultural operations include edible and field crop production, livestock and a feedlot. Unit size: 22,249 acres. Average inmate count: 2,070. Average number employees: 234. (Location: 11 miles West of Palestine. Mailing Address: Tennessee Colony, Texas 75861. Telephone: 214-928-2211)

DARRINGTON —

The industrial plant for tire retreading is situated on Darrington, and field crop, edible crop and livestock production comprise agriculture operations. Unit size: 6,746 acres. Average inmate count: 825. Average number employees: 106. (Location: 24 miles South of Houston. Mailing Address: Rt. 1, Box 59, Rosharon, Texas 77583. Telephone: 713-595-3434)



The Coffield Unit in Anderson County is scheduled to be fully operational in 1977.



BILLY McMILLAN-Diagnostic Unit



O.S. SAVAGE-Eastham Unit



R.M. COUSINS-Ellis Unit



FRANK McCARTY-Ferguson Unit

DIAGNOSTIC —

All newly received inmates are processed at the Diagnostic Unit for orientation, testing and classification prior to assignment to a permanent unit. There are no industrial or agricultural programs conducted on the unit. Unit size: 93 acres. Average inmate count: 633. Average number employees: 96. (Location: Huntsville. Mailing Address: P. O. Box 100, Huntsville, Texas 77340. Telephone: 713-295-5768)

EASTHAM —

One of three garment factories within the prison system is located at the Eastham Unit. Agricultural activities take in field and edible crop production, livestock, a dairy, a gin and a feed mill. Unit size: 12,970 acres. Average inmate count: 2,121. Average number employees: 207. (Location: 40 miles Northeast of Huntsville. Mailing Address: P. O. Box 16, Weldon, Texas 75863. Telephone: 713-636-7646)

ELLIS —

A wide variety of industries is located on the Ellis Unit to include a sawmill, a brush factory, a bus repair facility, a dental lab, a wood-working shop, a garment factory, a shoe factory, and a sign shop. In addition to the Northern Units Construction Supply Depot, construction-related industries are the rock quarry and the concrete products plant.

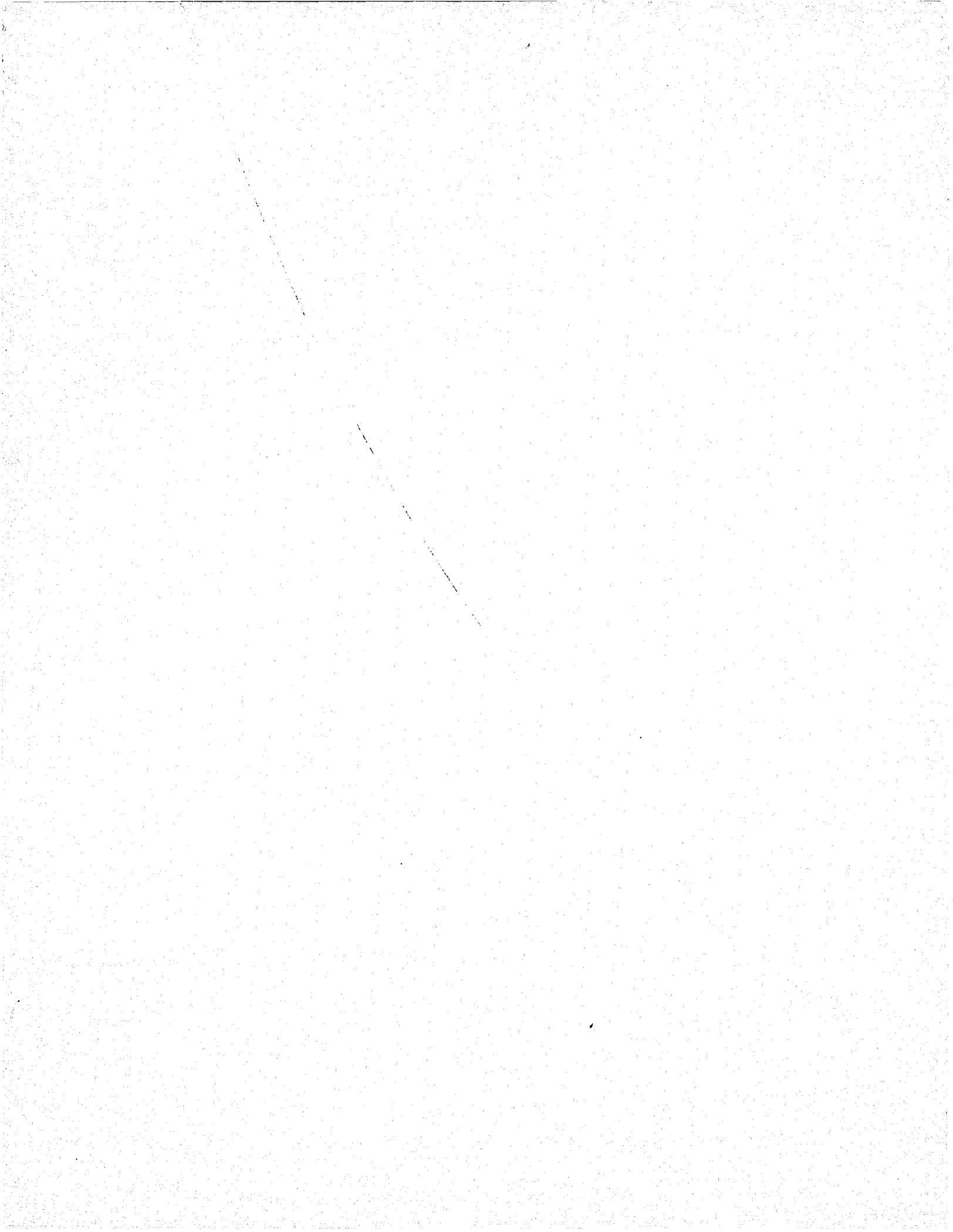
Unit agricultural operations encompass field and edible crop production, livestock, a dairy, a syrup mill and a gin. Unit size: 11,672 acres. Average inmate count: 1,939. Average number employees: 203. (Location 18 miles North of Huntsville. Mailing address: Route 3, Huntsville, Texas 77340. Telephone: 713-295-5756)

FERGUSON —

A mop and broom factory is the only industry on Ferguson; agricultural operations include field and edible crop production, livestock, and a dairy. Unit size: 4,351 acres. Average inmate count: 1,828. Average number employees: 169. (Location 22 miles North of Huntsville. Mailing Address: Rt. 2, Box 20, Midway, Texas 75852. Telephone: 713-348-2761)

GOREE —

Historically, Goree Unit has housed all female offenders within the department; facilities for a second women's unit were acquired in July of 1975 with occupancy begun in December. The single industry located on Goree is a garment factory. A horse breeding operation is accommodated on unit acreage and is tended by male inmates. Unit Size: 889 acres. Average inmate count: 528. Average number employees: 99. (Location: 4 miles South of Huntsville, Mailing Address: P.O. Box 38, Huntsville, Texas 77340. Telephone: 713-295-6331)



CONTINUED

1 OF 2



DAVID MYERS-Goree Unit



H.H. HUSBANDS-Huntsville Unit



PAUL JACKA-Jester Unit



LUCILE PLANE-Mountain View Unit

HUNTSVILLE —

The Huntsville Unit houses the department's central inmate hospital, the treatment center, the rodeo arena, the central construction offices and warehouse, the departmental transportation center and mechanical shops, the E&R warehouse, central offices for the Windham School District and college programs; the departmental Administration Building is also located on unit acreage. Industrial operations include a textile mill, a print shop and the prison store; there are no agricultural programs. Unit size: 47 acres. Average inmate count: 2,095. Average number employees: 373. (Location: Huntsville. Mailing address: P. O. Box 32, Huntsville, Texas 77340. Telephone: 713-295-6371)

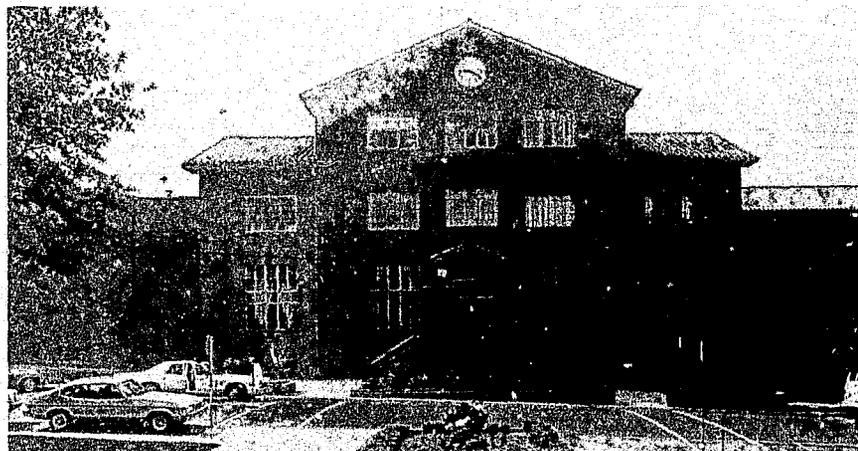
JESTER —

The Jester Units are comprised of two separate facilities located about two miles apart. One of the facilities serves as the department's Pre-Release Center and Work Furlough Center. The second facility operates on a routine basis and includes a brick plant as well as agricultural programs in field and edible crop production, livestock and a dairy. Unit size: 5,011 acres. Average inmate count: 872. Average number employees: 108. (Location: 25 miles Southwest of Houston. Mailing Address: Rt. 2, Richmond, Texas 77469. Telephone: 713-494-3131)

MOUNTAIN VIEW —

Physical facilities at the unit include six dormitory areas, an

educational building, a library, two administration buildings, a chapel, a hospital, a laundry, a security cell area, dining room areas and a large warehouse. Also, maintenance shops, a vocational shop area, a gymnasium, a greenhouse, employee housing, a visiting room, varied recreational areas and an inmate commissary. Unit size: 42 compound acres. Average inmate count: 249. Average number employees: 127. (Location: 3 miles Northeast of Gatesville. Mailing address: P.O. Box 800, Gatesville, Texas 76528. Telephone: 817-865-7226)



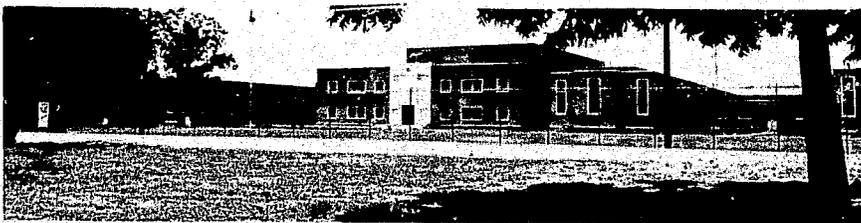
The Huntsville Unit is located on the original land site of the first Texas prison unit.



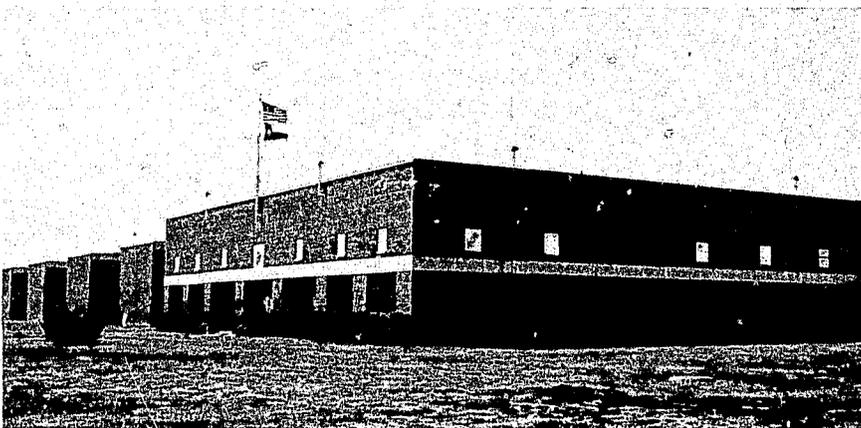
J.Y. WALKER-Ramsey Unit



DAVID CHRISTIAN-Retrieve Unit



The Ramsey Unit is located 28 miles south of Houston, Texas; extensive agricultural operations are carried out on the Unit.



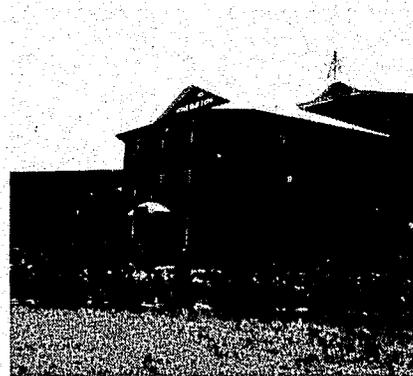
The Eastham Unit is located 40 miles northeast of Huntsville, Texas, and houses maximum security inmates.

RAMSEY —

Ramsey Units house the Southern Units Construction Supply Depot and one industry-the furniture factory. Agricultural pursuits at Ramsey include edible and field crop production, livestock, a dairy, a dehydrator, and a gin. Unit size: 16,214 acres. Average inmate count: 2,600. Average number employees: 267. (Location: 28 miles South of Houston. Mailing Address: Rosharon, Texas 77583. Telephone: 713-595-3491)

RETRIEVE —

The production of edible and field crops, livestock and a dairy comprise the Retrieve agricultural program. Although there are no industries on the unit at this time; construction is underway to house industrial operations in the near future. Unit size: 7,440 acres. Average inmate count: 757. Average number employees: 114. (Location: 65 miles South of Houston. Mailing address: Box 1550, Angleton, Texas 77515. Telephone: 713-849-6055)



The Wynne Unit, located on the northern outskirts of Huntsville, Texas, is both an industrial and an agricultural unit.



DON COSTILOW-Wynne Unit

WYNNE —

Industry oriented, Wynne Unit is the site of the braille project, the records conversion facility, the mattress factory, a carpenter shop, the license tag plant, the license plate tag validation sticker operation, the box factory and the sign shop. Field and edible crop production, livestock and a dairy comprise agricultural operations. Unit size: 1,482 acres: Average inmate count: 1,705. Average number employees: 237. (Location: Huntsville. Mailing Address: Route 1, Box 1, Huntsville, Texas 77340. Telephone: 713-295-9126)

Agriculture Division

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

LIVESTOCK AND POULTRY: Committed to the support of the department's livestock and poultry program are approximately 63,450 acres of native and improved pasture land consisting of coastal bermuda, bahia, lovegrass, oats and ryegrass. The major portion of pasture land is committed to beef and dairy cattle.

Red meat allocations for FY'76 were based on the requirement of .6 pound per day for each inmate and .5 pound for each employee, resulting in 2,264,828 pounds dressed weight of beef and 3,847,953 pounds dressed weight of pork. To meet these needs, 5,518 head of beef animals and 19,119 head of feeder hogs were slaughtered. Also, 139,350 head of chickens and turkeys were slaughtered for a total dressed weight of 310,590 pounds.

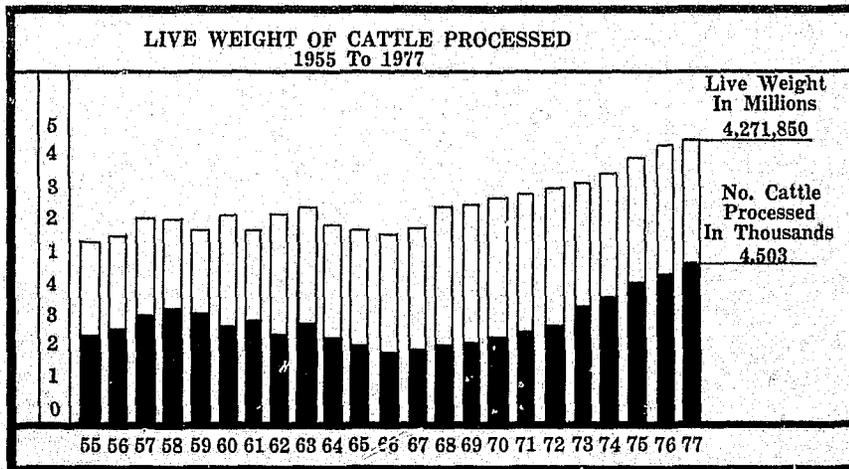
As of August 31, 1976, the Department had 16,362 head of beef animals. In FY '76 there were 6,093 cows which produced 5,274 calves for a calf

crop percentage of 86.6. In addition, a total of 31,410 pigs were farrowed from 3,030 sows, resulting in an average of 10.3 pigs per litter.

Pasteurized milk production for FY '76 was 11,866,371 pounds; an average of 981 cows producing an average of 35.4 pounds per day was required to meet the demand. An additional 801,364 pounds of milk was projected to raise some 1,335 calves.

Egg production goals of 1.5 eggs per person per day were projected with an average of 29,751 eggs per day from 44,217 hens. This would result in 904,919 dozen eggs produced.

FIELD CROPS: Acreage allocations for field crop production vary annually depending upon overall production requirements. During FY '76, approximately 28,364 acres were utilized for the field crop program which provides grain and roughages for the livestock and poultry, rice



PAUL NEWTON
Assistant Director for Agriculture

After thirty years of outstanding service, Mr. Newton will retire in 1977. His contributions have been numerous and his work performance outstanding. He will surely be missed by his many friends and colleagues in the Department.



JAMES V. ANDERSON
Designated Asst. Director For
Agriculture Effective 9-1-77

and sugarcane for food services, and cotton and broomcorn for the industrial program.

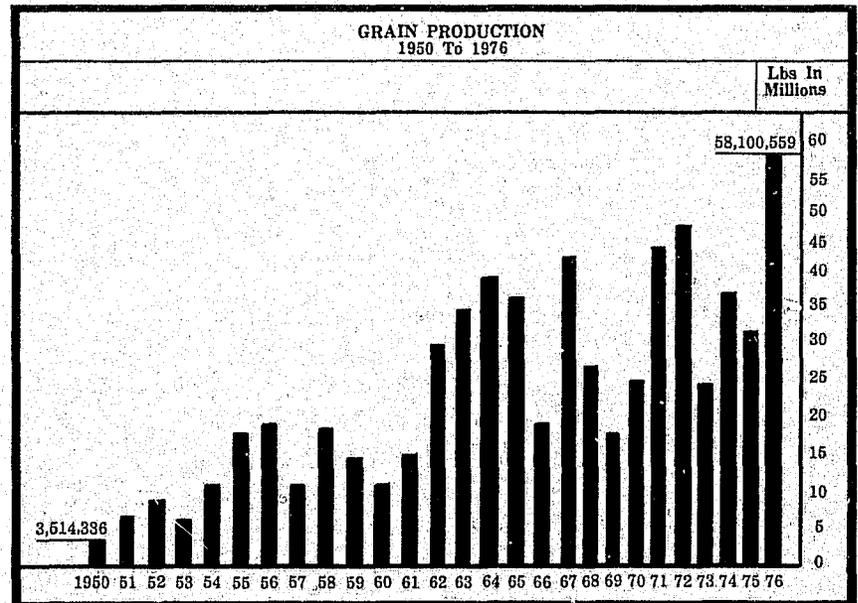
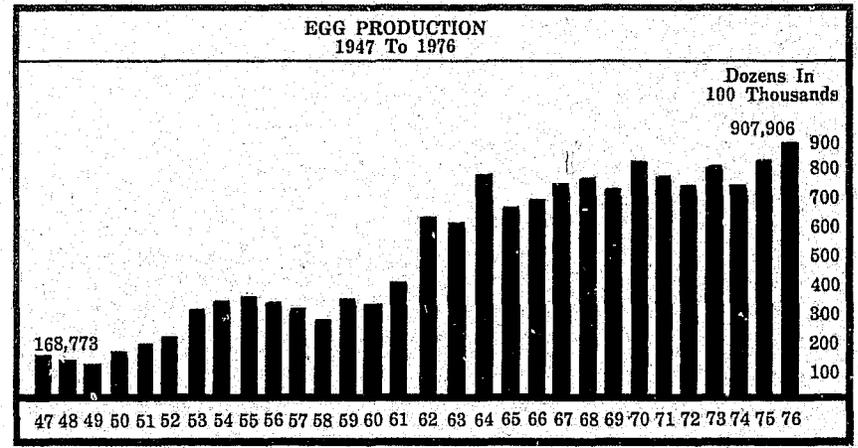
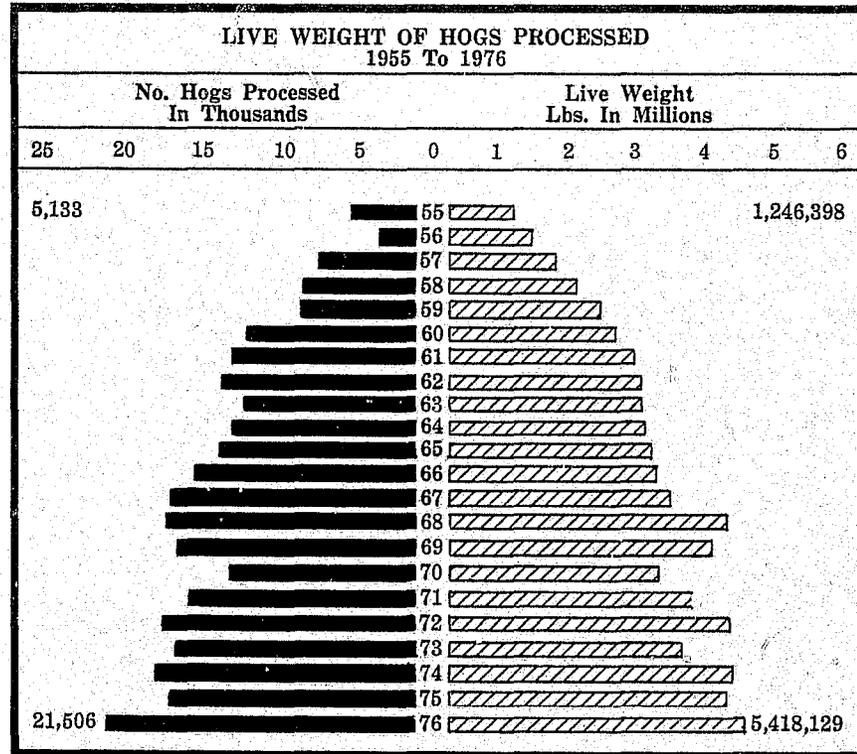
Approximately 58,000,000 pounds of corn and milo were produced on approximately 17,564 acres of land. Soybeans were grown and processed for utilization as feed supplement, and silage and alfalfa were grown in quantities ample to satisfy annual livestock needs.

A total of 4,538 acres of cotton and 406 acres of broomcorn was planted and harvested. Other tax supported agencies purchase the products from the surplus quantities of these items such as cloth, mops, brooms, etc.

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

EDIBLE CROPS: 40 varieties of vegetables were produced on 4,476 acres of land during FY '76 for both fresh consumption and cannery purposes. Fresh vegetables produced for food service equaled ap-

proximately 14,607,789 pounds; cannery production amounted to 59,664 gallons. Additionally, 11,280,000 pounds of Irish potatoes were eaten fresh or placed in cold storage, and sweet potatoes, dry peas, pinto beans and lima beans were placed in dry storage.



TEXAS DEPARTMENT OF CORRECTIONS
Cotton and Cottonseed Production
1947 thru 1976

Year	Cotton Acreage	Bale Yield	Average Yield per Acre	Cotton	Cottonseed	Total Production
1947	4,650	2,215	.476	\$ 366,955.93	70,157.79	437,113.72
1948	7,160	3,441	.481	548,898.26	101,698.79	650,597.05
1949	10,850	3,821	.352	532,291.79	55,927.53	588,219.32
1950	7,200	4,031	.560	817,097.40	157,462.04	974,559.44
1951	11,419	10,409	.912	1,809,834.23	272,753.05	2,082,587.28
1952	13,135	10,980	.840	2,020,308.24	370,016.66	2,390,324.90
1953	14,770	12,352	.840	1,939,381.89	267,720.08	2,207,101.97
1954	9,135	10,929	1.196	1,863,175.94	296,966.41	2,160,142.35
1955	7,283	11,512	1.580	1,786,731.75	200,590.89	1,987,322.64
1956	6,327	9,580	1.333	1,504,568.76	234,737.92	1,739,306.68
1957	6,954	9,924	1.427	1,493,255.62	235,400.19	1,728,655.81
1958	6,724	8,755*	1.302	1,416,030.86	154,560.21	1,570,591.07
1959	8,625	7,727*	.895	1,028,267.99	125,398.02	1,153,666.01
1960	12,504	10,111	.809	1,466,710.65	186,257.57	1,652,968.22
1961	12,050	6,394*	.530	1,031,695.66	131,349.85	1,163,045.51
1962	10,000	11,604*	1.160	1,879,703.90	272,847.98	2,152,551.88
1963	9,503	9,839*	1.041	1,574,652.39	252,388.67	1,827,041.06
1964	9,347	11,381*	1.217	1,626,420.66	238,518.90	1,864,939.56
1965	9,421	10,587*	1.124	1,522,021.40	225,547.01	1,747,568.41
1966	7,813	6,926*	.886	709,629.46	234,002.08	943,631.54
1967	7,850	8,047*	1.024	893,659.62	179,087.89	1,072,747.51
1968	8,546	4,990*	.584	629,240.60	111,312.43	740,553.03
1969	5,988	4,246*	.709	508,998.15	71,315.87	580,314.02
1970	6,914	3,204*	.463	480,307.20	45,749.12	526,056.32
1971	5,736	4,866*	.848	735,615.25	110,524.42	846,139.67
1972	5,773	4,408*	.764	668,316.89	34,576.39	702,893.28
1973	5,034	1,855*	.369	289,291.24	48,473.71	337,764.95
1974	5,100	2,507*	.492	388,650.17	110,246.49	498,896.66
1975	5,252	2,810*	.535	434,256.44	116,676.59	550,933.03
1976	4,446	3,746	.843	1,229,829.53	169,924.70	1,399,754.23
Total	284,798	224,675		34,294,415.72	\$5,483,601.73	\$39,778,017.45
Avg. per Yr. 7,911.1	6,241.0	.789	\$	952,622.66	152,322.27	\$1,104,944.93

*Note Cotton Not Included

Agriculture

MEATS and VEGETABLES PROCESSED—FY '76

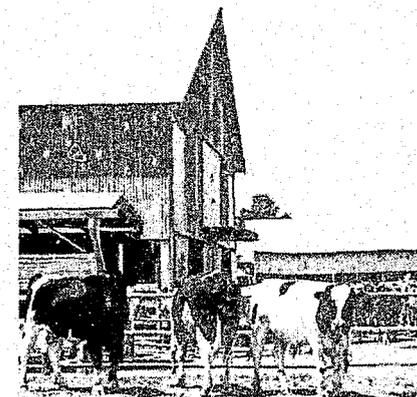
Meat Processed 6,695,156 lbs.
Vegetables canned 599,664 gals.

FOOD SERVICE USAGE FY '76

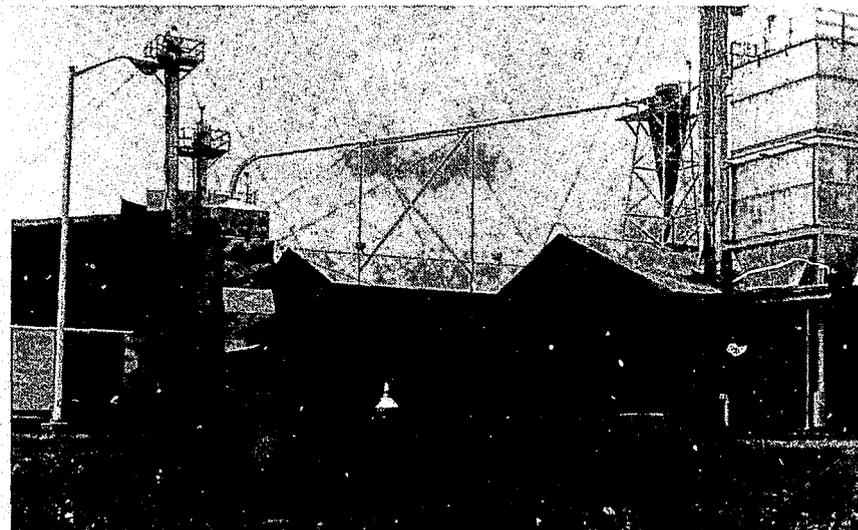
Beef _____ 2,264,828 lbs.
Pork _____ 3,847,953 lbs.
Poultry _____ 310,590 lbs.
Misc. Meat _____ 271,785 lbs.
Milk _____ 11,866,371 lbs.
Cheese _____ 65,794 lbs.
Eggs _____ 904,919 doz.
Fresh Vegetables 14,607,789 lbs.
Canned Vegetables 599,664 gals.

LIVESTOCK and POULTRY INVENTORY—FY '76

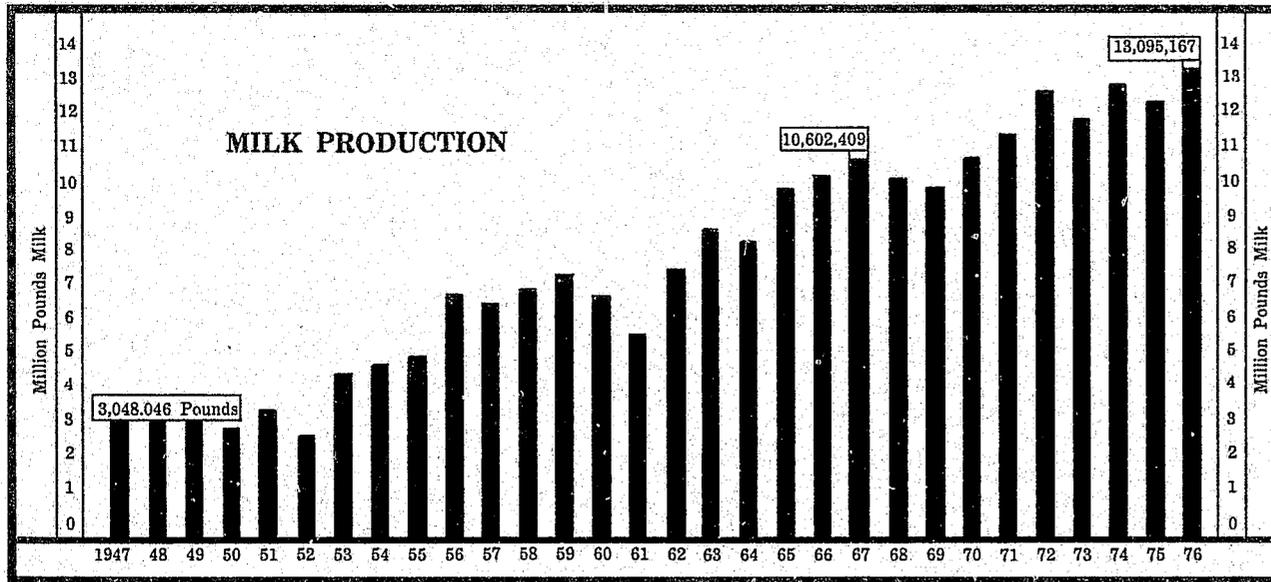
Beef Cattle _____ 16,362 head
Hogs _____ 18,123 head
Dairy Cattle _____ 3,420 head
Horses _____ 751 head
Poultry _____ 91,727 head



Dairy herds in 1976 produced over 11,000,000 pounds of milk.



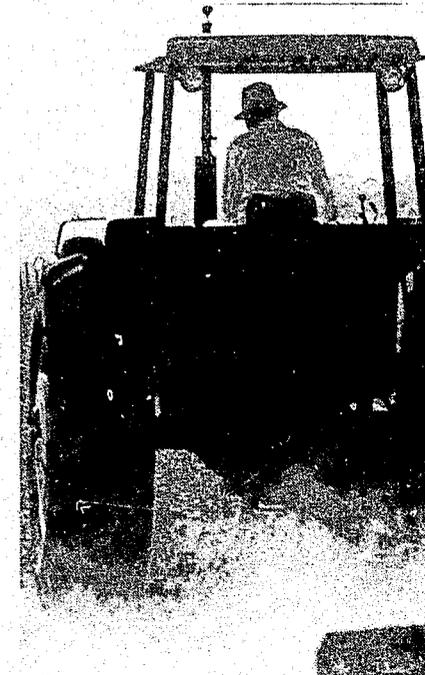
Large modern agricultural facilities have replaced the ramshackle farm buildings of the 1940's.



Beginning the fiscal year 1977, the Department has over 16,000 head of beef cattle. Shown is the pure-bred Brahma cattle herd at the Ramsey Unit.

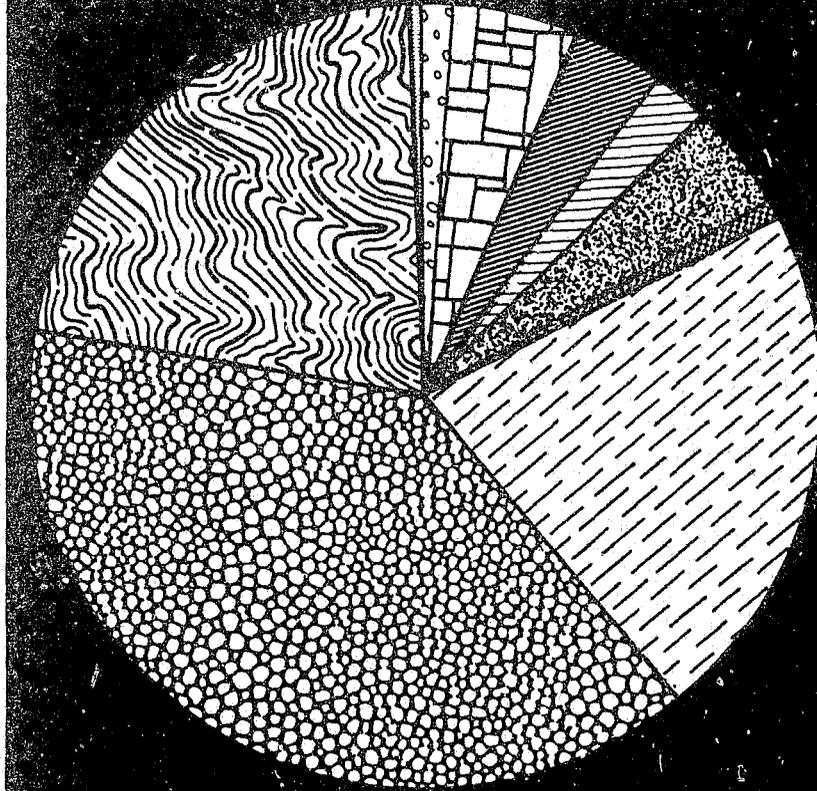
FARM TRACTOR REPAIR COST SEPT. 1, 1976 - JAN. 31, 1977

Farm	Number Tractors	Ave. H.P.	Farm E.P.O.	Mech. Dept. E.P.O.	Total E.P.O. Cost	Cost Per Tractor	Ave. Yrs. Old	Total Hrs. Used	Ave. Hrs. Per Tractor	Cost Per Hour
Central	12	58.75	\$ 930.53	\$ 1,791.44	\$ 2,721.97	\$226.83	4.3	6,066	505.5	\$.44
Clemens	23	65.00	2,952.55	6,158.67	9,111.22	396.14	4.5	7,036	305.9	1.29
Coffield	29	60.86	2,711.83	4,008.34	6,720.17	258.47	2.1	10,111	388.8	.66
Darrington	18	58.61	1,144.66	3,332.96	4,477.62	248.76	3.7	4,568	253.7	.98
Eastham	27	60.19	3,154.32	2,447.36	5,601.68	207.47	4.6	6,472	239.7	.86
Ellis	22	61.14	2,263.93	6,639.62	8,903.55	404.71	4.6	6,507	295.7	1.36
Ferguson	12	55.42	142.20	923.76	1,065.96	88.83	4.0	4,047	337.2	.26
Goree	1	40.00								
Jester	16	62.13	2,292.54	4,166.96	6,459.50	403.72	4.8	4,615	288.4	1.39
Mountain View	1	40.00								
Ramsey	39	62.69	5,325.11	16,155.62	21,480.73	550.79	4.0	14,775	378.8	1.45
Retrieve	19	59.74	852.42	2,779.61	3,632.03	191.16	4.5	5,279	277.8	.68
Wynne	6	42.50	118.23	1,209.33	1,327.56	221.26	4.6	2,401	400.1	.55
Unit 3	2	125.00								
TOTAL	227	60.89			\$71,501.99	\$325.00	4.1	71,877	326.71	\$.99

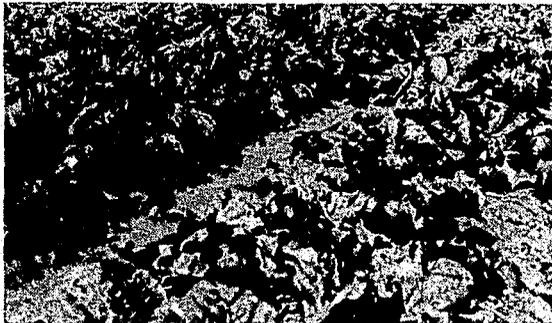


Modern agricultural equipment of the 1970's mirrors a significant progress from the use of mules and oxen used in the 1940's.

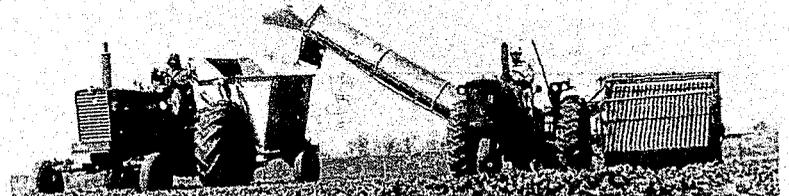
LAND UTILIZATION



	<u>Acres</u>	<u>Percent</u>
Beef Cattle Production (Wooded Acres)	19,972	19.6
Beef Cattle Production (Cleared Areas)	38,079	37.3
Forest Land	195	.2
Dairy and Poultry Production	3,747	3.7
Field Crops for Support of Livestock and Poultry Operations	21,825	21.4
Swine Production	619	.6
Field Crops for Support of Prison Industries, Cash Sale, and Human Consumption	5,441	5.3
Horse Production	1,030	1.0
Truck Crops & Orchards for Human Consumption	4,516	4.4
Headquarters areas: Cemeteries, Lakes, Streams, Roads, Turnrows, Drainage ditches, Air Strips, Oil Field Areas, and Residences	6,689	6.6
TOTAL	102,113	100.0



The Department raises forty varieties of vegetable crops. In 1976, over 14,000,000 pounds of fresh vegetables were produced for food service requirements.



Business Division

The Business Division of the Department of Corrections is responsible for the accountability of all funds available to the agency. This division must also provide necessary services to the other seven divisions and fifteen units. The services are provided through four departments — Fiscal (appropriated funds); Local Funds, Food Service, and a central Mechanical Shop. Central records are maintained so as to comply with state laws and requirements and to do so with the least expense.

The Assistant Director for Business is the administrative head of the division, and as such, is Property Manager for the agency. His responsibility also includes analyzing and reporting the agency's financial situation, complying with statutory provisions, Attorney General Opinions, and establishing policies applicable to the Business Division operation.

THE FISCAL DEPARTMENT monitors all monetary affairs, including revenues and disbursements of funds. Procedures must be maintained which produce accountability of expenditures in order to serve as a basis for future budget requests and to provide the necessary records to document financial statements required by statute.

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

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

THE LOCAL FUND ACCOUNTING DEPARTMENT handles specific purpose funds; that is, all funds other than those appropriated by the State Legislature.

The E&R Fund (Educational and Recreational Fund), created by the Board in 1933, is maintained primarily by profits from the annual Texas

JACK KYLE
Assistant Director for Business



Prison Rodeo and unit commissary sales. The fund provides supplies, equipment and services in the treatment areas of education, medicine, religion and recreation which are not funded by legislative appropriation.

The Inmate Trust Fund, established in 1949, is responsible for the distribution of the scrip which inmates use as a medium of exchange in unit commissaries. Currently, inmates are allowed to draw up to \$30 in scrip every two weeks from their funds on deposit.

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

THE FOOD SERVICE DEPARTMENT provides for the equipment and food items to all units to feed a balanced diet to the total institution population. During the FY '76, the department served approximately 38,287,471 pounds of food items valued at \$5,734,896 for a total cost to the taxpayer of \$.6908 per man, per day; the diet consists of from 3,200 to 3,500 calories per day and includes daily meat allocations.

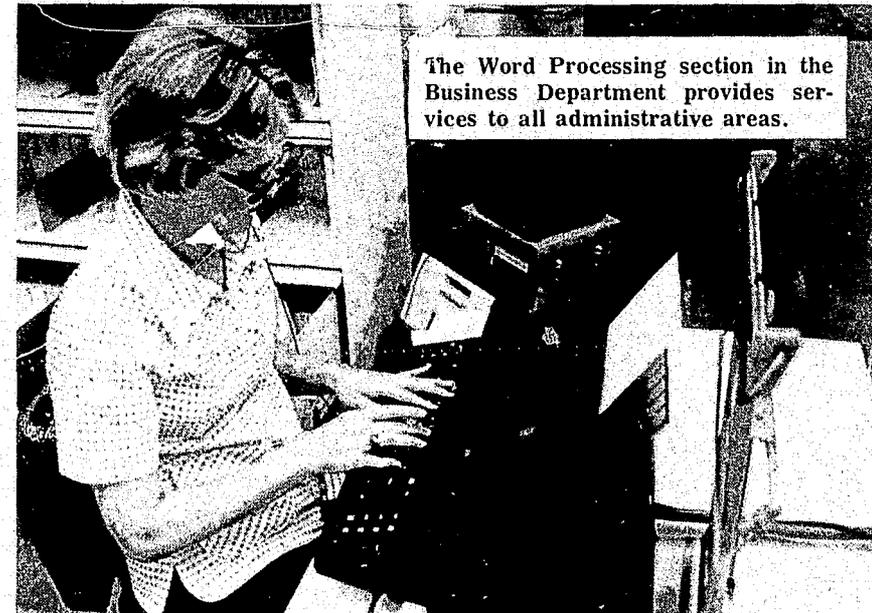
THE MECHANICAL DEPARTMENT, located at the Huntsville Unit, includes various shops for the repair and maintenance of agency equipment. Tractors, heavy equipment, automobiles, trucks, trailers

ASSETS			
	1947	1967	1976
Current Assets:			
Cash:			
On Hand	25.00	150.00	150.00
In Banks-Revolving Funds	100,357.98	27,375.00	112,375.00
Funds in State Treasury	2,188,103.01	6,350,654.83	10,264,945.81
Accounts Receivable:			
Trade	26,166.34	269,323.99	2,409,049.41
Interdepartmental	40,122.32	-0-	20,388.31
Inventories	2,081,786.86	5,816,533.67	18,701,817.06
Fixed Assets—Net:			
Land	2,780,059.65	6,825,643.20	6,941,871.67
Buildings	2,026,379.36	24,440,829.16	31,100,355.52
Improvements	63,623.87	1,628,001.04	3,488,560.86
Roads and Bridges	1,178.15	148,755.69	594.74
Machinery and Equipment	131,639.32	2,119,908.68	5,104,883.97
Automobiles and Trucks	34,058.16	508,160.56	1,469,996.48
Furniture and Fixtures	27,070.75	964,369.19	1,596,804.07
Radios and Equipment	-0-	1,017,640.22	1,920,762.19
Heavy Equipment	-0-	105,654.47	313,374.76
Firearms	4,805.70	16,290.54	256,578.22
Construction in Progress	330,817.99	5,739,115.53	24,645,101.98
Prepaid Expenses	2,822.60	43,942.48	20,476.08
TOTAL ASSETS	<u>9,839,062.06</u>	<u>56,031,348.25</u>	<u>108,368,086.13</u>
LIABILITIES, RESERVES AND SURPLUS			
	1947	1967	1976
Current Liabilities:			
Accounts Payable:			
Trade	105,809.30	811,402.23	1,890,131.88
Interdepartmental	-0-	74,634.08	-0-
Reserves:			
Revolving Funds	100,382.98	27,525.00	112,525.00
Funds in State Treasury-unexpended	2,188,103.01	6,350,654.83	10,264,945.81
Surplus	7,444,766.77	48,767,132.11	96,100,483.44
TOTAL LIABILITIES, RESERVES, AND SURPLUS	<u>9,839,062.06</u>	<u>56,031,348.25</u>	<u>108,368,086.13</u>

and truck tractors are indicative of the variety of vehicles serviced. Auxiliary operations include a machine shop, a sheet metal shop, a heavy metal shop, an electric shop and a communications equipment shop; the facility also serves as a supply center for all unit mechanical shops.



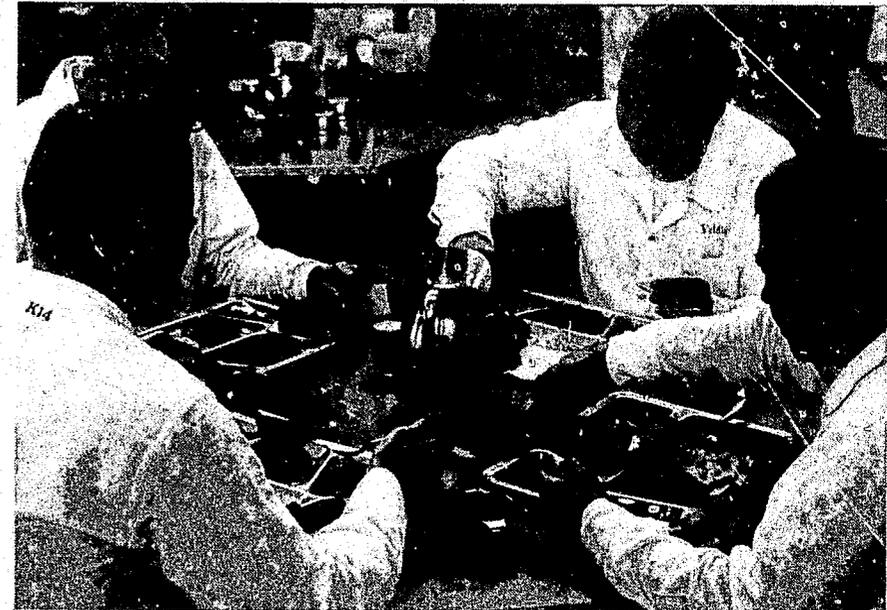
The Accounting section maintains records on manufacturing, farm production and livestock, fixed assets, construction, and the transfer of materials and equipment.



The Word Processing section in the Business Department provides services to all administrative areas.

Operating Budget FY-77

	For the Year Ending August 31, 1977		
Out of the General Revenue Fund:		Total, Rehabilitation, Retention and Maintenance of Adult Offenders	
1. Administration (Non-Unit)		4. Education of Adult Offenders	\$ 44,285,684
a. Per Diem of Board Members	\$ 3,000	a. Education	
b. Director (emoluments)	42,300	b. Chaplaining Services	\$ 1,040,784
c. Administrative Assistant to the Director (emoluments)	23,200	c. Recreation	118,679
d. Assistant Director, General Counsel (emoluments)	26,800	Total, Education of Adult Offenders	\$ 1,485,396
e. Executive Division	1,023,981	5. Reintegration of Adult Offenders	
f. Agriculture Division	313,807	a. Pre-release	\$ 272,593
g. Business Division	824,171	b. Work Release	47,245
h. Construction Division	242,866	Total, Reintegration of Adult Offenders	\$ 319,838
i. Industry Division	78,152	6. Release of Adult Offenders	\$ 1,800,000
j. Special Services Division	82,652	7. Building Programs	
k. Treatment Division	504,222	a. Sewage Plant Improvements at Clemens, Retrie, Darrington, and Ramsey Units	\$ U.B.
Total, Administration (Non-Unit)	\$ 3,165,251	b. Completion of the Coffield Unit	4,800,000
2. Receiving of Adult Offenders		c. Boiler Replacements at Jester, Central, Ramsey, and Gore Units	U.B.
a. Diagnostic	\$ 416,433	d. Cathodic Protection for Water Systems at eight (8) Units	44,800
b. Classification	392,230	e. Emergency Generators at the Central, Eastham, Ellis, Ferguson, and Gore Units	U.B.
Total, Receiving of Adult Offenders	\$ 808,663	f. Replace Refrigeration Systems for the Ice Plant and Food Service Department at the Huntsville Unit	U.B.
3. Rehabilitation, Retention and Maintenance of Adult Offenders		GRAND TOTAL, DEPARTMENT OF CORRECTIONS	\$ 56,719,612
a. Unit Administration	\$ 1,411,706		
b. Security	11,656,170		
c. Agriculture	7,821,160		
d. Industry	1,949,795		
e. Medical	3,635,921		
f. Food Service	4,345,741		
g. Legal Service	389,691		
h. Building Maintenance	3,331,924		
i. Utilities (non-transferable)	2,000,000		
j. Vehicle Repairs	2,310,646		
k. Support Services	469,265		
l. Data Processing	643,923		
m. Training	328,022		
n. Communications	779,099		
o. Transportation	586,124		
p. Inmate Personal Items	153,725		
q. Solid Waste Disposal	15,611		
r. Contingencies for Workload Increases	2,478,041		



Every inmate diet includes between 3,200 and 3,500 caloric units per day, and includes meat at every meal.



During 1976, the Department served over 38,000,000 pounds of food, valued at over \$5,000,000.



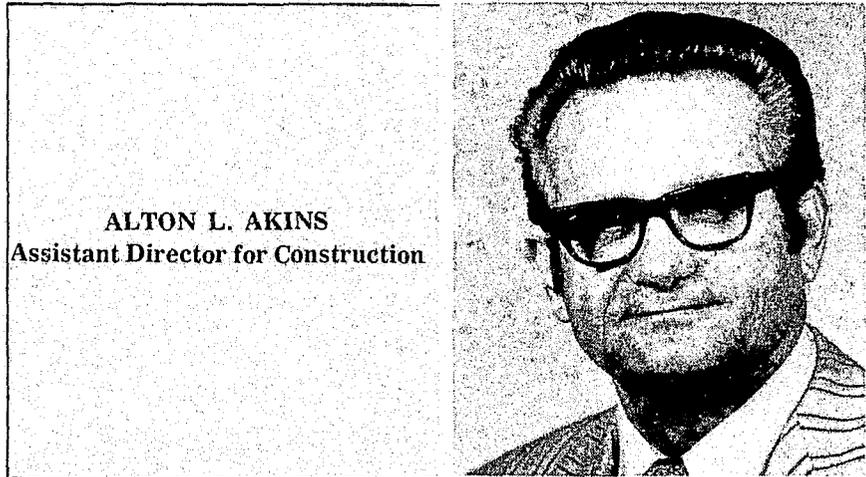
Modern, clean, well-lighted dining facilities are now available on all units.

Construction Division

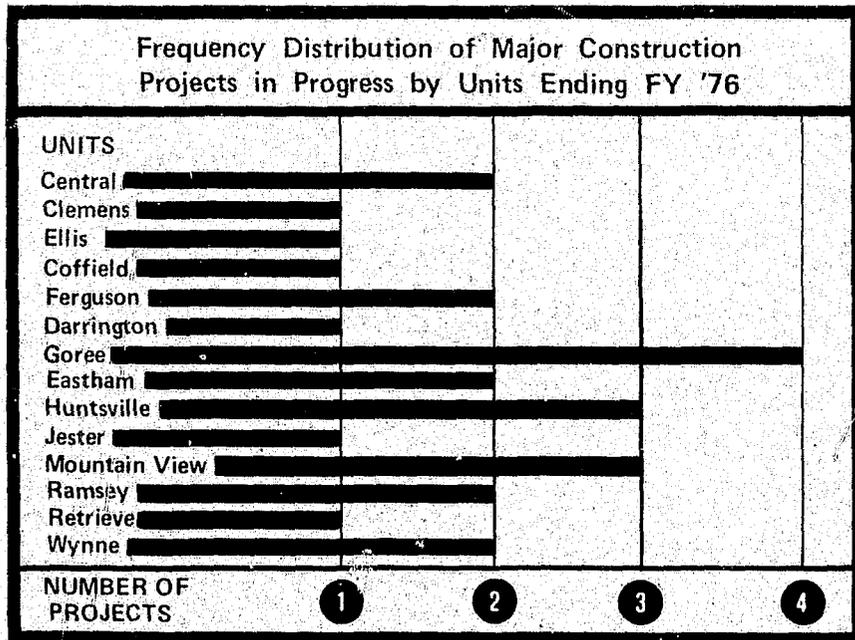
“Unless a person had been present in 1947, he could not possibly visualize the deplorable conditions which existed in the physical facilities of the Texas Prison System....The legislature appropriated no money for construction or maintenance....sanitation was poor....Few buildings had screens....insects vermin and rats were prevalent everywhere....” — A.G. McKain, Former Asst. Director for Construction, 1967.

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

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



ALTON L. AKINS
Assistant Director for Construction



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

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

THE DESIGN AND CONSTRUCTION staff is responsible for the design of all proposed buildings within TDC and for the supervision of construction on all major projects. A skilled staff of architects and engineers oversee all design, drafting work and surveying that are performed by inmates.

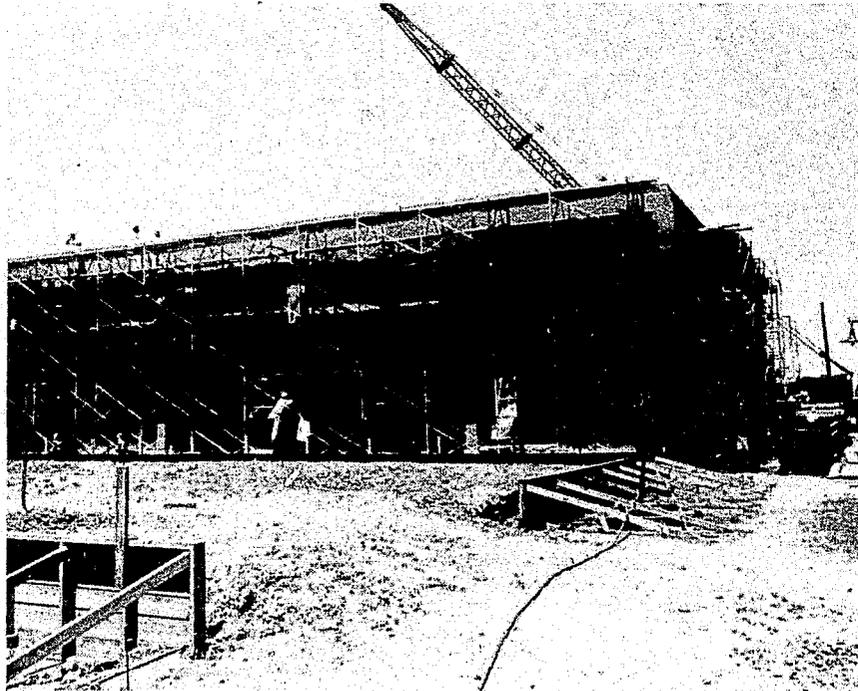
THE MAINTENANCE AND LIGHT CONSTRUCTION DEPARTMENT is responsible for the proper and efficient operation of all buildings and equipment in the system. This department supervises all

minor construction and renovation of employee housing, industrial plants, and educational and vocational facilities.

Special divisional operations include the Fire and Safety Program designed to prevent fire and promote safety for the benefit of inmates, employees, and material assets; the Environmental Preservation Program which implements modern solid waste handling procedures; and the Conservation of Energy Program aimed at systematic savings of energy and material resources. Additionally, the Electronic Systems Program maintains a multiplicity of sophisticated security and communication systems within TDC units.

Several notable milestones were reached by the Construction Division in FY '76 including the completion of new office quarters, the opening of the Mountain View Unit and Criminal Justice Center, and the initiation of regularly scheduled maintenance conferences.

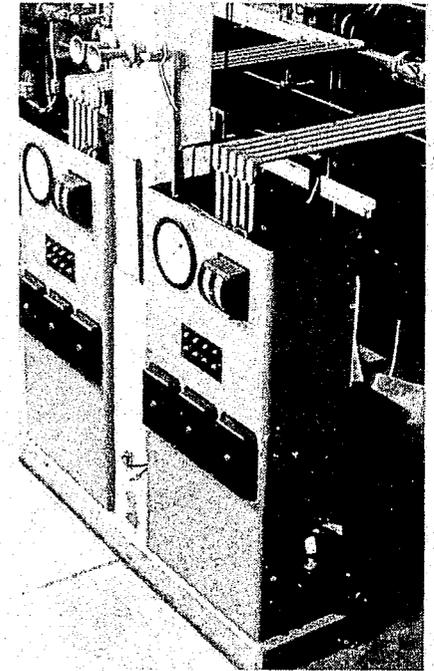
The new location of Construction offices in the Huntsville Unit provided increased space for expanding services. In addition to a drafting bay and clerical services area, a conference room, dark room,



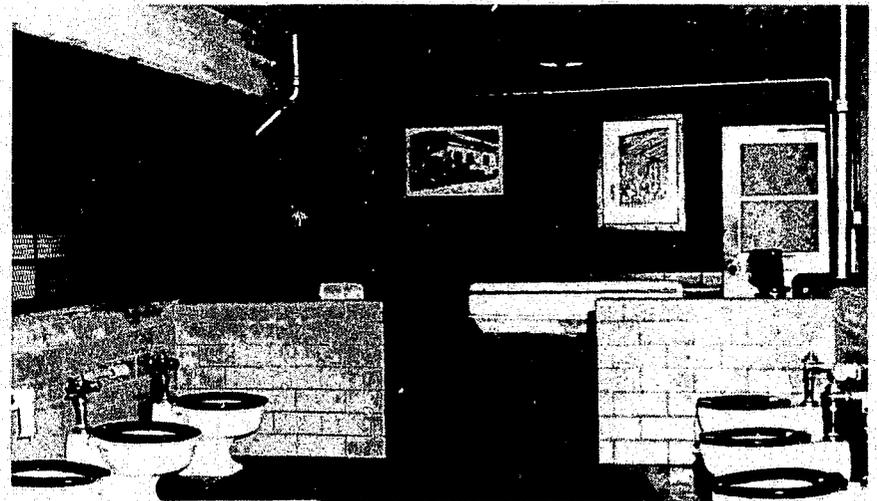
All buildings in the Department are constructed by inmate work crews. Pictured is the multi-purpose Treatment Facility being constructed at the Retrieve Unit.



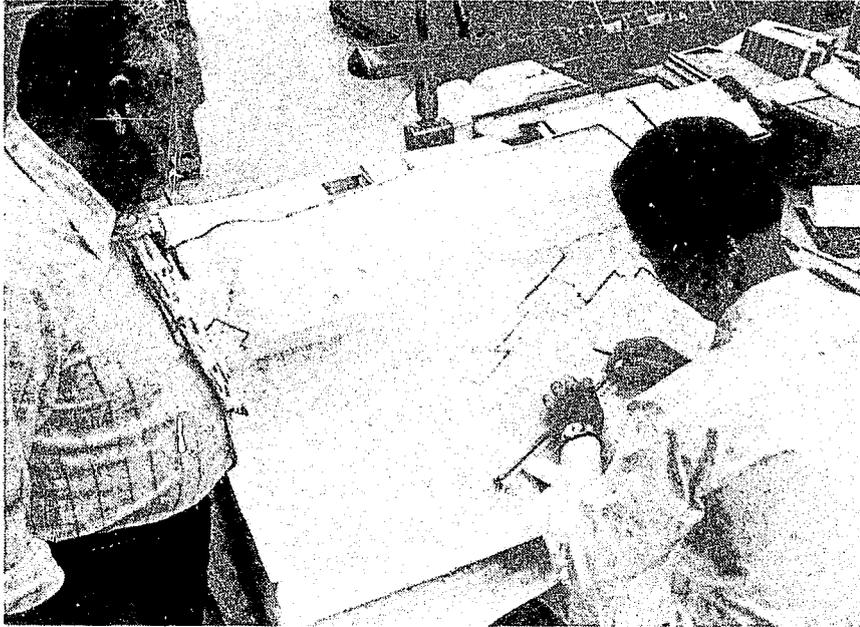
Security facilities at the Coffield Unit are among the most modern in the nation.



Modern boiler rooms have replaced the old pot-bellied stove as heating units.



Adequate toilet and personal hygiene facilities are now available at all units.



A skilled staff of architects and engineers oversee design, drafting and surveying performed by inmate technicians.



Dormitory quarters are clean, properly lighted, well ventilated and are constantly maintained.

project archive, data processing office, blueprint room, model shop, and sanitary engineering laboratory have been included. In these areas, inmates and employees work together to facilitate the division's three-fold operations of design, construction, and maintenance for the system.

The Mountain View Unit officially opened December 15, 1975. The former Texas Youth Council facility was transferred to TDC on July 1, 1975, and was remodeled by employee and inmate construction crews for use as a second women's unit. Goree Unit in Huntsville had been the only female unit until then.

Physical facilities at the unit include six dormitory areas, an educational building, a library, two administration buildings, a chapel, a hospital, a laundry, a security cell area, dining room areas and a large warehouse. Also, maintenance shops, a vocational shop area, a gymnasium, a greenhouse, employee housing, a visiting room, varied recreational areas and an inmate commissary.

Culminating some five years of planning and construction by TDC employees and inmates, the doors of the Criminal Justice Center at Sam Houston State University were opened to the public in mid-August, 1976.

The Center, occupying a complete city block and providing some 200,000 square feet of floor space, was begun in 1971; construction cost of the joint TDC-University facility totaled approximately \$6 million dollars.

Incorporating the most modern and up-to-date facilities for graduate and undergraduate students involved in the study of penology and law enforcement, the Center includes classrooms, seminar areas, a library, courtroom facilities and an auditorium to seat 500. Additionally, innumerable offices and specialized testing and research spaces to support a comprehensive educational program are a part of the structure.

A 100 room hotel, connected to the center, provides living quarters for visitors who participate in study, lectures and seminars offered under the continuing education program.

Quarterly meetings of employees involved in maintenance activities were initiated in December, 1975. The regular conferences are a part of the TDC maintenance program emphasizing preventive maintenance to include scheduled inspection and repairs of machinery, equipment and facilities on a timely basis.

Additionally, periodic conferences of maintenance personnel and unit administrators will evaluate the accomplishments and costs of the operations.

Industry Division

"We must start with the basic premise that correctional industries, in order to be 'successful,' should be functionally equivalent to comparable outside industries. In utilizing the term 'successful,' this should be interpreted as encompassing the essentials of quality, design, consistency, delivery, flexibility, and in conjunction with these, the ultimate goal of effective rehabilitative values." — S. D. BRADLEY, 1967.

Twenty-one industries within the Department produce various materials for qualified tax-supported agencies throughout the State; these functions, carried out by the Industrial Division, result in a considerable savings to Texas taxpayers.

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

During fiscal year '76 total factory sales amounted to \$8,704,478.79. This a 1,427.1 percent increase over the Division's first year of operation in 1963 and a 21.2 percent decrease from the fiscal year ended August 31, 1975. Income from the sale of license plates totaled \$2,300,267.26, and an income of \$6,404,211.53 from other industrial operations. Of this latter, five industries produced 61.61 percent of the total.

THE RECORDS CONVERSION FACILITY AND BRAILLE PROJECT, which produced 13.53 percent of the 1976 income, is located at the Wynne Unit on one acre of ground. Staffed by 20 employees and some 485 inmates, the records conversion operation stresses training; during FY '76 192 inmates were trained to production typist level and 121 inmates trained as keypunch operators.

Production statistics for the year include 2,628,575 vehicle registration records taped and proofed, 15,102,651 million sorted and filed, and 9,151,000 million vehicle registration renewal forms prepared and mailed.

The Braille Project reproduced 8,005 copies of braille textbooks during the fiscal year.

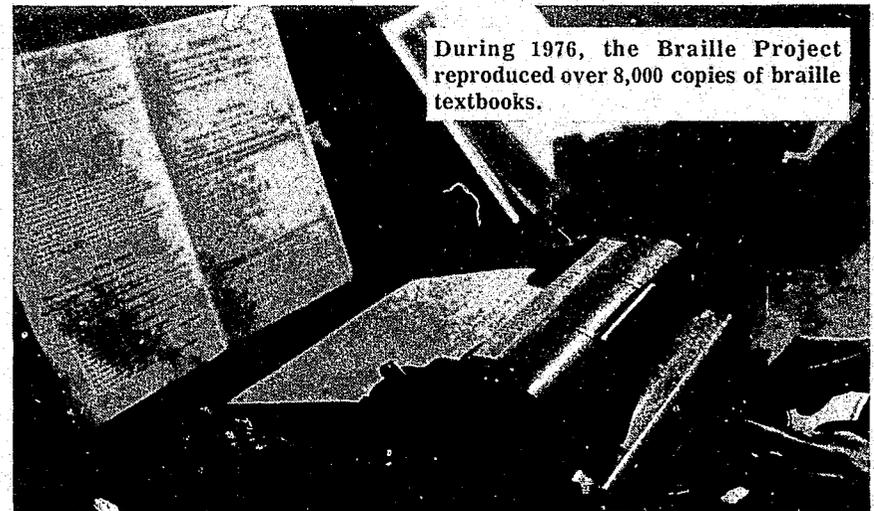
THE BUS REPAIR FACILITY, located at Ellis Unit, provides a money-saving service to Independent School Districts throughout Texas by refurbishing and reclaiming school buses which are no longer safe or operable; income from the facility amounted to 12.84 percent of the 1976 total.

During FY '76 the 10 employees and 170 inmates at the facility

SAMMIE D. BRADLEY
Assistant Director for Industry



During 1976, the Braille Project reproduced over 8,000 copies of braille textbooks.



TEXAS DEPARTMENT OF CORRECTIONS
INDUSTRIAL DEPARTMENT

Schedule of outside sales listed by Industrial Facility and by year of operation:

Plant Facility	1964	1965	1966	1967
Box Factory	\$ -0-	\$ 6,435.16	\$ 6,103.98	\$ 7,228.60
Broom and Mop Factory	23,538.44	50,754.77	61,248.87	74,220.88
Brush Factory	-0-	12,572.92	29,247.32	33,541.62
Canning Plant	52,700.77	89,201.35	70,049.69	49,511.91
Dental Laboratory	-0-	511.00	8,999.68	12,166.75
Garment Factories	67,927.74	127,304.67	198,274.06	186,615.89
Mattress Factory	2,495.76	93,141.31	114,376.72	222,314.43
Shoes and Belts	1,874.88	27,854.29	66,877.30	47,802.53
Soap and Wax Factory	-0-	-0-	2,898.34	122,036.85
Stencil and Plastic Sign Shop	1,674.50	766.85	-0-	7,305.94
Tag Plant (Contract Sales)	380,592.57	385,747.86	428,572.86	862,238.30
Tag Plant (Misc. Sales)	-0-	20,824.56	40,252.38	30,533.11
Textile Mill	47,093.97	66,881.64	89,431.12	78,132.39
TDC Freight	-0-	25,245.54	37,073.88	36,237.68
Tire Recapping Facility	-0-	-0-	-0-	41,972.03
Woodworking Facility	-0-	-0-	-0-	5,089.00
Miscellaneous Income	21,574.03	51,139.37	61,497.19	11,845.91
Total Sales (All Facilities)	\$598,366	\$ 553,381.29	\$1,217,903.36	\$1,829,933.72
Total Sales (Not Tag Contract)	217,590.69	167,633.43	355,665.09	967,155.42
Percent Increase over 1964	-0-	-23	63.3	344.1%

TEXAS DEPARTMENT OF CORRECTIONS
INDUSTRIAL DEPARTMENT

Schedule of outside sales listed by Industrial Facility and by year of operation:

Plant Facility	1968	1969	1970	1971
Box Factory	\$ 11,656.61	\$ 10,683.70	\$ 17,362.35	\$ 18,584.07
Broom and Mop Factory	122,569.20	125,563.22	145,341.21	159,380.62
Brush Factory	71,608.44	253,537.92	352,561.35	519,072.27
Bus Repair Shop	-0-	-0-	-0-	103,625.05
Canning Plant	86,486.51	97,441.75	84,407.69	75,386.91
Dental Laboratory	15,742.50	25,183.50	21,688.50	26,038.00
Garment Factories	247,486.65	328,689.61	458,825.18	605,975.33
Mattress Factory	167,427.46	213,266.53	151,930.83	254,800.44
Records Conversion	575,354.43	875,355.54	328,308.20	594,579.03
Shoes and Belts	103,339.29	113,782.10	147,064.65	180,491.96
Soap and Wax Factory	266,102.06	290,732.58	425,328.61	478,154.13
Stencil and Plastic Sign Shop	5,904.24	8,494.47	14,160.15	20,160.06
Tag Plant (Contract Sales)	1,449,205.30	3,135,332.18	3,117,695.48	3,504,251.42
Tag Plant (Misc. Sales)	36,332.60	86,662.25	197,089.73	157,218.69
Textile Mill	135,797.64	127,121.78	161,925.02	161,676.23
TDC Freight	39,874.00	38,459.93	39,898.37	39,705.83
Tire Recapping Facility	114,412.39	104,786.21	120,525.70	124,811.05
Woodworking Facility	46,772.67	57,710.15	64,718.05	59,166.26
Total Sales (All facilities)	3,377,071.99	\$5,892,557.92	\$5,852,131.07	\$7,083,083.41
Total Sales (Not Tag Contract)	1,927,866.29	2,757,225.74	2,734,435.68	3,578,831.99
Percent increase over 1964	785.2%	1,166.1%	1,155.6%	1,543.3%

TEXAS DEPARTMENT OF CORRECTIONS
INDUSTRIAL DEPARTMENT

Schedule of outside sales listed by Industrial Facility and by year of operation:

Plant Facility	1972	1973	1974	1975
Box Factory	\$ 25,470.01	\$ 36,044.03	\$ 50,730.01	\$ 78,942.58
Braille Facility	47,568.62	58,414.42	85,317.86	60,829.65
Broom and Mop Factory	154,557.33	187,736.90	205,590.71	259,389.42
Brush Factory	549,373.53	480,747.12	104,297.16	62,498.26
Bus Repair Facility	368,904.61	434,904.81	491,598.48	759,968.56
Canning Plant	68,286.57	68,235.53	45,767.38	78,376.46
Dental Laboratory	20,533.00	18,426.39	19,366.10	20,563.50
Furniture Factory	-0-	-0-	397,830.21	587,539.28
Garment Factories	627,428.18	725,175.15	763,799.82	754,367.46
Mattress Factory	217,119.54	283,518.26	227,399.50	283,697.34
Print Shop	-0-	-0-	1,022.60	2,721.13
Records Conversion Facility	795,883.54	935,719.66	914,881.34	881,502.30
Shoes and Belts	165,370.52	132,925.75	123,783.53	174,320.15
Soap and Wax Factory	533,188.95	600,446.47	636,659.32	737,668.31
Stencil & Plastic Sign Shop	19,409.69	24,628.85	35,243.35	36,893.22
Tag Plant (Contract Sales)	2,107,318.32	4,003,235.97	9,868,059.48	6,336,562.93
Tag Plant (Misc. Sales)	196,627.44	384,622.96	461,210.82	227,396.84
Textile Mill	196,626.21	280,818.34	181,044.12	200,936.25
TDC Freight	19,123.06	46,274.43	53,657.97	1,934.63
Tire Recapping Facility	110,121.61	105,186.12	124,184.09	104,933.57
Traffic Control Sign (Metal)	-0-	-0-	197,912.67	90,767.20
Woodworking Facility	54,432.99	70,900.74	111,521.30	108,992.41
Total Sales (All facilities)	\$6,271,580.72	\$8,880,362.50	\$15,101,476.92	12,349,801.45
Total Sales (Not Tag Contract)	4,164,232.40	4,877,126.53	5,237,417.44	6,013,238.52
Percent increase over 1964	1,812.1%	2,139.5%	2,303.1%	2,661.2%

TEXAS DEPARTMENT OF CORRECTIONS
INDUSTRIAL DEPARTMENT

Schedule of outside sales listed by Industrial Facility and by year of operation:

Plant Facility	1976	1977
Box Factory	\$ 93,851.60	\$ 70,260.81
Braille Facility	49,939.37	49,865.64
Broom and Mop Factory	291,738.20	179,282.15
Brush Factory	61,908.98	61,094.63
Bus Repair Shop	774,947.96	415,820.52
Canning Plant	10,899.69	-0-
Dental Laboratory	10,536.00	6,144.00
Furniture Factory	568,004.00	536,458.70
Garment Factory	755,232.97	740,275.24
Mattress Factory	347,443.23	347,421.84
Print Shop	9,261.97	-0-
Records Conversion Facility	895,418.16	761,828.73
Shoes and Belts	159,505.72	69,747.47
Soap and Wax Factory	838,826.94	524,610.89
Stencil and Plastic Sign Shop	44,621.54	20,936.34
Tag Plant (Contract Sales)	2,300,267.26	319,387.85
Tag Plant (Misc. Sales)	195,700.65	14,373.53
Textile Mill	119,264.55	173,065.11
TDC Freight	213.22	10,243.04
Tire Recapping Facility	224,200.28	82,656.87
Traffic Control Signs (Metal)	262,146.90	185,958.40
Validation Sticker Plant	640,892.77	896,239.99
Woodworking Facility	49,557.43	215,384.92
Miscellaneous Income	-0-	5,016.00
Total Sales (All facilities)	\$8,704,478.79	\$5,686,072.70
Total Sales (Not Tag Contract)	6,404,211.53	5,366,684.85
Percent increase over 1964	2,840.7%	2,364.3%

NOTE: 2,364.3% increase is for the first six months of operation in fiscal 1977

processed 701 work orders. 164 of these orders involved extensive work on total buses. 490 required a complete paint job, 496 needed upholstery, 246 required the installation of floors, and 57 received complete engine overhauls. Rebuilt school buses comply fully with state and federal regulations before they are released by TDC.

GARMENT FACTORIES located on the Goree, Eastham and Ellis Units contributed 13.02 percent of total industrial income for FY '76. 13 employees and 475 inmates produce a variety of wearing apparel as well as non-clothing items such as flags, draperies, cloth bags, covers and curtains.

Last year 1,116,809 pieces were sold outside and 533,234 pieces were used within the department.

THE SOAP AND DETERGENT FACTORY, which accounted for 12.64 percent of the total income for FY '76 produced 224,743 gallons of liquid cleaners and floor products and 2,816,677 pounds of soap, detergents and polish during the 12 months ending August 31, 1976. The plant is staffed by 8 employees and 35 inmates.

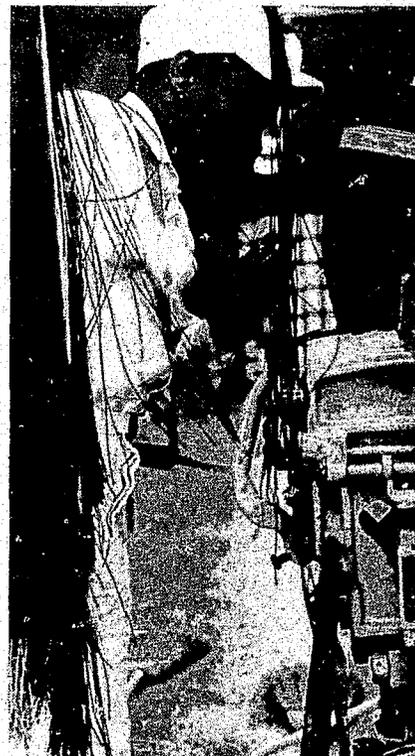
THE FURNITURE FACTORY, located on Ramsey Unit, provides a complete furniture repair and re-finishing operation. During FY '76 the plant staff of 10 employees and 296 inmates processed 88,311 pieces of refurbished furniture; of this total, 81,060 pieces were done for outside agencies contributing 9.58 percent of the overall industrial income.

THE LICENSE PLATE PLANT, recently relocated on the Wynne Unit, utilizes 5 employees and 61 inmates. A total of 3,043,212 plates were completed during FY '76; the plates are of the new type to be used for a five year period. In conjunction with the new plates, a License Plate Validation Sticker Plant was established to produce the necessary annual validations to be sold to Texas vehicle owners.

In addition to those industries which are income-producing, several "support" industries operate within the department to supply or service internal needs only. Examples are the Print Shop located in the Huntsville Unit, laundry facilities on each of the 15 units, and the Coffee Roasting Facility on the Wynne Unit.



In 1976, TDC garment factories produced 1,116,809 clothing pieces for outside sale. Another 533,234 garment pieces were used within the Department.



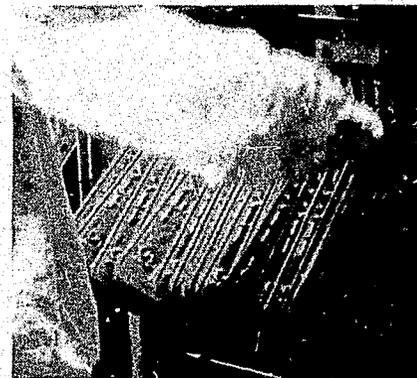
The Mop & Broom Factory is located at the Ferguson Unit.



The Texas Department of Corrections Textile Mill Manufactures a large variety of cloth, including all cloth used to manufacture inmate and staff uniforms.



The Optics Laboratory, located at the Ramsey II Unit, manufactures eye glasses for TDC inmates.



A total of 3,043,212 license plates were manufactured in the fiscal year 1976.



Modern laundry and dry-cleaning facilities serve all TDC UNITS.

Special Services Division



D.V. McKASKLE
Assistant Director
for Special Services

Departmental services in the areas of classification and records, photography and identification, personnel training, data processing and inmate legal assistance are the responsibility of the Special Services Division.

CLASSIFICATION AND RECORDS: All inmates received into the Department of Corrections are initially processed through the Diagnostic Unit for medical, psychological and educational testing;



The records Department in 1976 maintained a total of 20,976 active inmate files and 240,068 inactive inmate files.

identification; counseling and orientation services; and compilation of a comprehensive criminal and social background study. The State Classification Committee is charged with assignment of inmates to various departmental units based on psychological and rehabilitative potential and diagnostic findings. During FY '76, 13,749 felony offenders were received, processed and classified.

The Records Department collects and maintains all data on each inmate within the department as well as maintaining accurate records for each inmate pertaining to release, parole status and commutation time earned. Additionally, identification data is made available to legitimate law enforcement sources as requested. A total of 20,976 active inmate files and 240,068 inactive files were maintained during fiscal year '76.

PHOTOGRAPHY AND IDENTIFICATION: This department photographs and fingerprints all newly received inmates and all releasing inmates. Employees are similarly photographed and fingerprinted for record purposes. General photographic assignments are also accomplished by this department as is processing and developing of film and production of prints.



All inmates are fingerprinted at reception and release by the Photo & I.D. Department.

DATA PROCESSING: A support service to all sections and divisions within the department, Data Processing automates record keeping functions and produces reports required by management on a timely basis.

During FY '76, new automated systems in the areas of employee training, equipment expense reporting, employee activity reporting and fiscal records were implemented.



The Data Processing Department provides support services to all sections and divisions who require automated record keeping functions and report productions.

THE PERSONNEL DEPARTMENT has the responsibility for all personnel functions including recruiting, employment files, and the maintenance of insurance and retirement records.

STARTING PAY SCALE— CORRECTIONAL OFFICERS	Fiscal Year	Salary	Authorized Position
	1947	\$120	412
	1957	\$200	890
	1967	\$424	1,386
	1977	\$719	UL

PERSONNEL TRAINING: Pre-service training, in-service training and firearms training, are the primary responsibilities of the training staff. Twenty-six pre-service sessions were conducted during FY '76 with a total of 948 new employees receiving training at the departmental academy at Ferguson Unit and on-the-job training on units of assignment.

Continued proficiency in the use of authorized firearms is required of all custodial staff; such training is conducted on firing ranges on the Ellis and Ramsey Units.

In-service training, executed throughout the year at each unit, is designed to update and develop professional skills and competencies.

INTERNAL AFFAIRS AND CRIMINAL JUSTICE AGENCIES LIAISON— All incidents appearing to violate either inmate or employee rules and regulations are reviewed by the Special Services Division. Investigations and recommendations for disciplinary actions are made as necessary to insure the integrity of departmental operation.

Liaison activities with other criminal justice agencies are performed at the local, state and federal levels, insuring close cooperation between the Department and those agencies.



Pre-service, in-service and firearms training are conducted as continuous ongoing programs by the Personnel Training Department.

SUMMARY OF INMATE POPULATION

Fiscal Year 1976	Received	Departed
NEW RECEIVED	9,586	
NEW RECEIVED - VOL. SURRENDER	40	
TOTAL NEW RECEIVED	9,626	
RECD. BY ADDITIONAL SENTENCE	455	455
BENCH WARRANTS	1,587	1,687
BENCH WARRANTS - FEDERAL	142	146
CONDITIONAL PARDONS		34
ESCAPES	13	12
ESCAPES - ATTEMPTED	10	10
PAROLES	1,070	3,959
PAROLES - HOLD		75
PAROLES - VOL. SURRENDER		
PAROLES - REINSTATEMENT		174
TOTAL PAROLES	1,070	4,208
REPRIEVES	213	218
REPRIEVES - MEDICAL	754	546
REPRIEVES - VIOLATORS	4	
TOTAL REPRIEVES	756	764
STATE HOSPITAL TRANSFERS	11	56
DISCHARGES - EXPIRATION OF SENTENCE		3,326
DISCHARGES - HOLD		91
DISCHARGES - COURT ORDER		
TOTAL DISCHARGES		3,417
DEATH		37
OTHERS	79	97
TOTALS	13,749	10,924
NET GAIN TO INMATE POPULATION	2,825	
TOTAL INMATE POPULATION THIS DAY - 20,976		

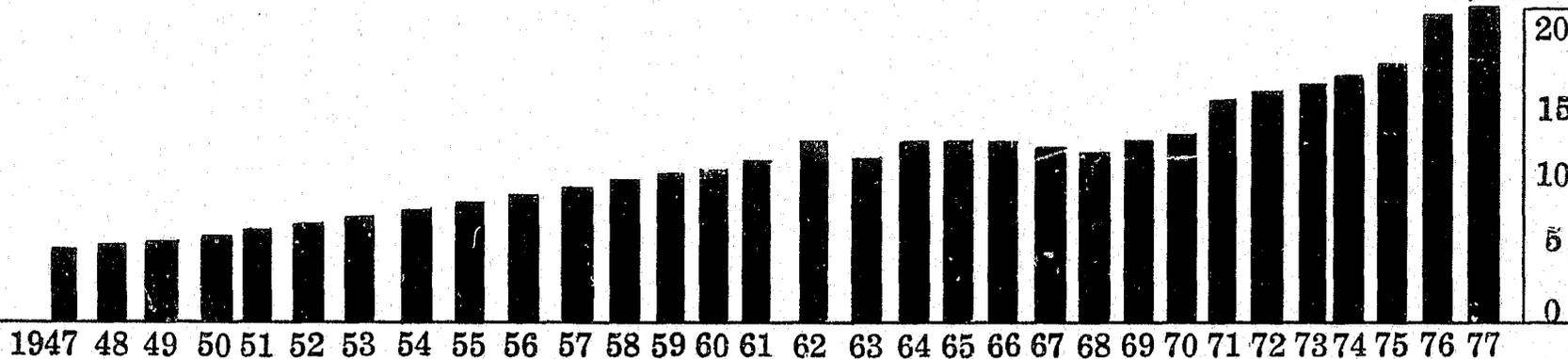
SUMMARY OF INMATE STRENGTH

AUGUST 1976	COMPARISON
CALENDER	THIS MONTH TO
YEAR/DATE	THIS MO. LAST YEAR
DAILY	GAIN - LOSS
AVERAGE	
CENTRAL	3.11
CLEMENS	102.41
COFFIELD	614.76
DARRINGTON	61.14
DIAGNOSTIC	86.78
ELLIS	360.47
EASTHAM	475.24
FERGUSON	374.46
GOREE	
HUNTSVILLE	105.85
JESTER	13.27
MOUNTAIN VIEW	170.66
RETRIEVE	28.30
RAMSEY I	17.90
RAMSEY II	170.50
WYNNE	356.37
AVERAGE INMATE POPULATION	107.87
	20,096.84
	2,833.39

NOTE: Ramsey Unit population was separated on 08/02/75 as to Ramsey I (1,566 inmates) and Ramsey II (890 inmates).

AVERAGE INMATE POPULATION
1947 To 1977

**No. In
Thousands**
20,982



Treatment Division

"Because of urgent, needed reforms in business management, personnel practices, industrial operations, and agricultural production, the treatment program of the Texas Department of Corrections got a later start. Through the years, programs in religion, education, medicine, and recreation have made giant strides until Texas now ranks among the best in the nation." — 20 Year Progress Report

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

WINDHAM SCHOOL DISTRICT: Authorized by the Texas Legislature in 1969, the Windham School District began operations in October of that year and was accredited by the Texas Education Agency in 1970. Curricula ranging from remedial instruction through the secondary school level are available to all inmates.

Currently, some 7500 inmates attend classes for at least six hours per week. A total of 6534 inmates had received certificates or high school diplomas through fiscal year '76.

COLLEGE PROGRAM: Begun in 1965, the TDC Junior College Program cooperates with five area schools to offer studies leading to an Associate Arts degree. During the fall semester of 1976 a total of 2497 inmates were participating in 172 class sections provided by Alvin Junior College, Lee College, Brazosport Junior College, Henderson County Junior College, and Central Texas Junior College. To date, 599 students have earned degrees.

During 1974, a four-year college program was initiated in cooperation with the University of Houston at Clear Lake City, Sam Houston State University, and Stephen F. Austin University. Presently, 158 inmates are enrolled in 17 courses on four units. To date, 10 students have received their bachelor degrees and it is anticipated that another three will complete their degrees in the Spring Semester, 1977.

VOCATIONAL PROGRAM: Some 70 courses are offered in various vocational skills through Windham School District, the college program, and Texas A&M University Engineering Extension Programs. Additionally, each inmate is given the opportunity to participate in

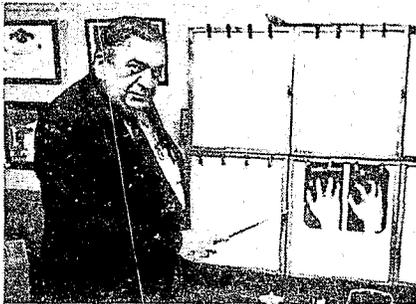
A.P. MANNING
Assistant Director for Treatment



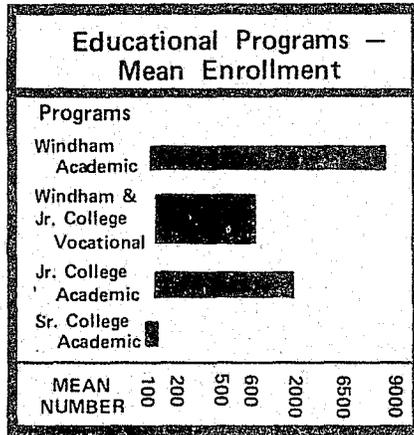
academic education that will supplement his vocational training. Ending fiscal year '76, 647 inmates were enrolled in college level vocational courses and 1405 in secondary school courses.

RECREATIONAL PROGRAMS: A variety of recreational activities is available to the inmate population; some of these are weekly movies, color television, dominoes, checkers, chess, arts and crafts, participation in inmate organizations such as the Jaycees, and library use of newspapers, magazines, books and reference materials. A broad sports program includes weight lifting, volleyball, softball and horseshoes; intermural and intramural competition in basketball and baseball are active on most units. Special entertainment is provided by frequent performances of inmate musical groups, freeworld programs, and participation in the annual prison rodeo.

PHYSIOLOGICAL and PSYCHOLOGICAL HEALTH CARE SERVICES: The departmental hospital is located at the Huntsville Unit. Two



Dr. Ralph Gray, Director of TDC Medical Services, joined the Department in October of 1969; in addition to conducting a full practice within the "walls," he has responsibility for overall operation of the hospital and treatment center, the professional staff and psychologists, and coordination of facilities and services.

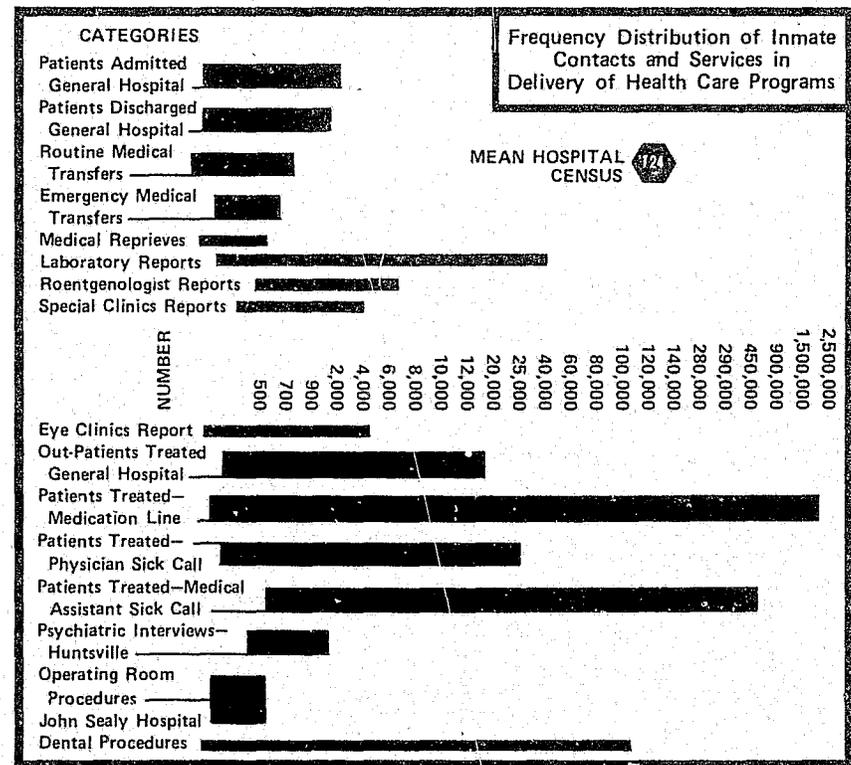


Three levels of medical services are provided to inmates. Minor medical problems are handled in the unit clinics. More serious problems are treated at the General Hospital at the Huntsville Unit. The most serious medical problems are referred to the University of Texas Medical Branch or the Baylor School of Medicine.

operating rooms provide for surgical procedures by staff doctors and visiting doctors from the University of Texas Medical Branch, the Baylor School of Medicine, and the University of Texas Dental Branch in Houston.

The hospital includes laboratory, X-ray and physiotherapy areas as well as clinics for artificial limbs, plastic surgery, ophthalmology, optometry, neuropsychiatry, ear, nose and throat and oral surgery. Major medical problems requiring services not available within TDC are referred to the University of Texas Medical Branch in Galveston. Each unit within the Department is staffed by a medical assistant and oncall physician providing medical attention to the inmate population on a 24-hour basis.

Psychological health care, including evaluative and counseling services, is administered on each unit. Counseling programs include individual, group and family services which attempt to counteract behavioral-social dysfunction; prominent programs include Alcoholics



Anonymous, a chemical abusers program and bio-feedback training. Psychiatric health care is rendered by staff psychiatrists with specific care provided to inmates confined to the Treatment Center at the Huntsville Unit.

A Chemical Abusers Rehabilitation Program designed to enable inmates to participate in various activities which will assist them in adjusting to prison life and in living lives free of chemical abuse upon release became operational during FY '76.

The program is open to individuals with difficulties in either drug abuse or alcohol abuse.

Behavioral contracts commit the inmate to maintain certain standards in order to remain in the program. These standards might include such areas as maintaining clear discipline records, arriving promptly for all chemical abuse program sessions, and performing satisfactorily in unit work assignments.

The initial phase of the program includes an intensive drug education program as well as work with individual participants in the area of communication skills.

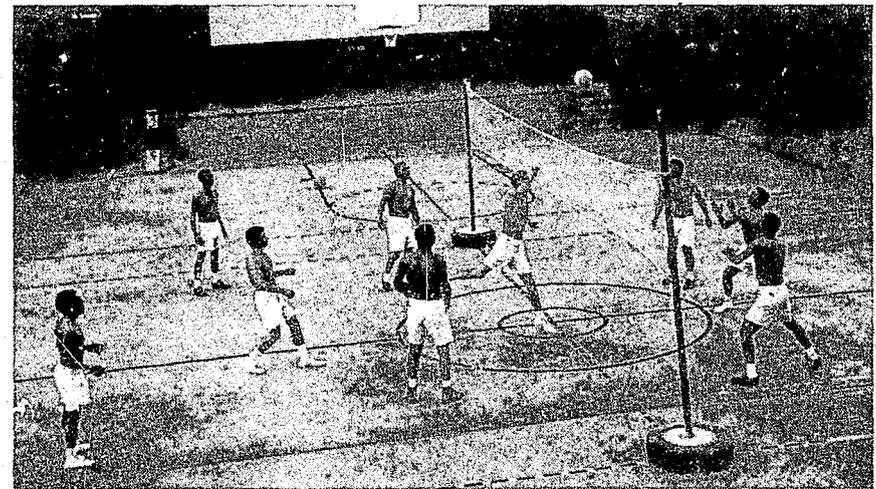
When an inmate is ready to advance to the second phase of the program, he will transfer to the Huntsville Unit to participate in more intensive and therapeutic sessions under the direction of counseling and clinical psychologists. The thrust of the sessions will be to increase individual capacity to handle situations more rationally and teach alternative responses and behavior to deal with anxiety.

Upon completion of the second phase, the inmate will return to his permanent unit where he will continue to monitor his contract with the program, practice the communication skills learned and participate in weekly group meetings.

A final function of the program will be to provide a "refresher course" of phase two for those inmates nearing release. At this stage, program personnel will also aid the inmates in establishing contacts with freeworld groups seeking alternatives to drug and alcohol abuse.

CHAPLAINCY PROGRAMS: The inmate population is served by 19 fulltime chaplains, and two part-time chaplains representing the Catholic, Protestant and Jewish faiths. Christian Science, Black Muslim, and Islamic worship services are held regularly also.

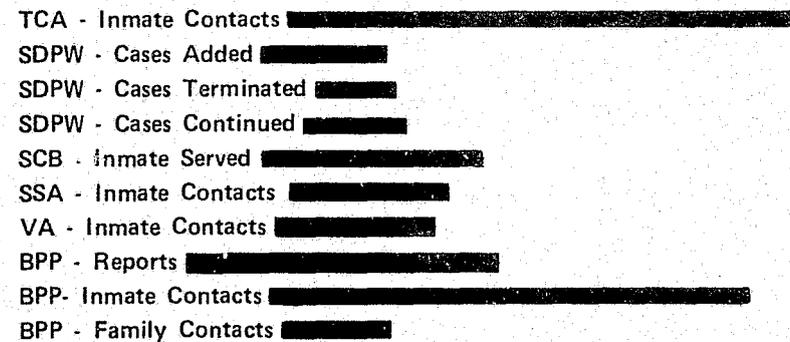
COMMUNITY PROGRAMS: A broad spectrum of specialized services operate to reinforce institutional inmate rehabilitation and inmate transition from the institution back into society, as well as crime



Both intermural and intramural competition is provided for in a wide-ranging recreational program.

Frequency Distribution of Inmate Contacts and Services by Supporting Agencies

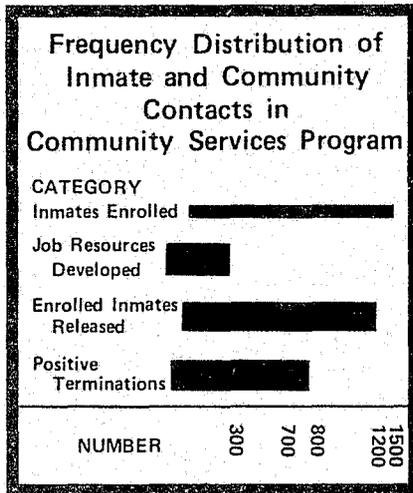
AGENCY SERVICES



NUMBER

400 600 800 2,000 4,000 6,000 14,000 17,000 20,000 40,000 52,000 65,000 75,000

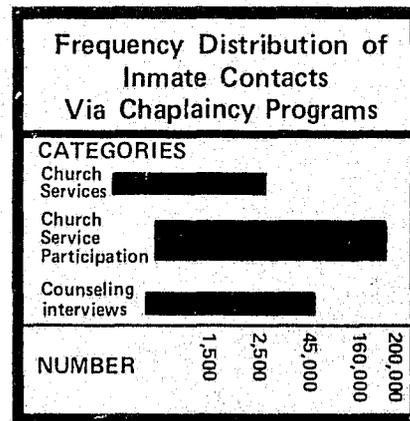
*Texas Commission on Alcohol (TCA), Board of Pardons and Paroles (BPP)
Department of Public Welfare (SDPW); State Commission for the Blind (SCB);
Social Security Administration (SSA); Veterans Administration (VA).



The majority of all inmates currently participate in either an academic or vocational program.



The inmate population is served by 19 full-time chaplains and 2 part-time chaplains.



prevention at the community level. Texas agencies supportive to rehabilitation functions through interagency agreements include the Employment Commission, Rehabilitation Commission, Commission for the Blind, Commission on Alcoholism, Department of Public Welfare, Council on Drug Abuse and the Federal Veterans and Social Security Administrations.

THE WORK FURLOUGH PROGRAM, authorized by House Bill 535 allows community involvement through employment of inmates in nearby communities during the day and return to the institution at night. In addition to the opportunity to enhance vocational skills, compensation allows inmates to aid dependent families, pay debts and accumulate savings prior to release.

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

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

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

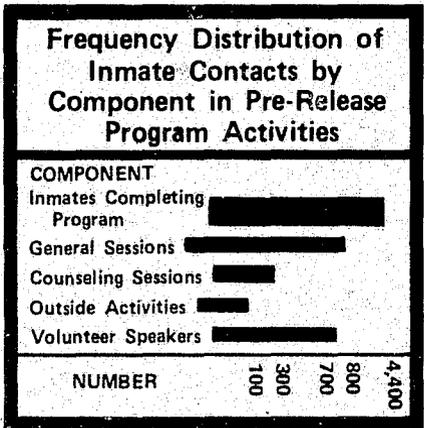
The HRP advisors assist each inmate in choosing small group sessions which will best meet his or her needs. The advisors also refer inmates who need a physical examination to the HRP medical officer, and those who need a current psychological evaluation are referred to the HRP psychologist.

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

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

THE COMMUNITY EDUCATION PROGRAM ("Operation Kick-It") is designed to inform junior and senior high school students of the dangers and consequences of drug abuse and criminal behavior. The program format consists of inmate panel members who travel throughout the state and speak about their home life, educational background, use of drugs, involvement in criminal activities, and events that led to incarceration. During fiscal year '76, the Community Education Program panels traveled some 56,502 miles and spoke before 91,070 persons.

RESEARCH AND DEVELOPMENT: Research and development services are designed to aid both inmates and staff in solving problems associated with incarceration. The staff formulates new programs for the changing needs of the Department and the inmate population; evaluates present programs to determine effectiveness; and recommends revisions in programs and services where research has indicated needed changes. Additionally, management is provided with analysis of administrative and operational problems of the Department and with technical and statistical information on inmate programs and departmental operations; this information is also made available to other components of the criminal justice system.



Over 70 vocational courses are offered at either the secondary school or the college level.

Executive Division



RONALD D. TAYLOR
Administrative Assistant
to the Director



ERWIN G. ERNST
Assistant Director
for General Counsel

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

Supervised by the Administrative Assistant, the Public Affairs Office conducts public education tours of departmental facilities; provides speakers and — or departmental films to citizen groups; distributes departmental literature; responds to citizen inquiries regarding departmental operations; coordinates media activities; coordinates departmental conferences; publishes the employee Newsletter and specialized printed material; supervises the publication of the Echo, an inmate newspaper; publishes the Annual Report; and produces the Texas Prison Rodeo.

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

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

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

During FY '76, staff attorneys conducted 3,880 interviews with regard to both current and new requests. In that same period, 3,876 new requests for assistance were received and 3,126 inmate's files were closed. Of the cases closed, 183 involved actual litigation; 157 cases were closed with successful results.

The Future

The Texas Department of Corrections can certainly take pride in the accomplishments realized over the past thirty years. However, a frank assessment of its' past and present can only predict a future that shall present as many or more difficulties than previously experienced. Since 1947, the prison population has increased 311 percent. Between now and 1985, an increase of 79 percent is predicted. This would mean, if our projections are correct, that in 1985 the inmate population of the Texas Department of Corrections will have increased by 637 percent since 1947. By any measure, such an increase predicts enormous growth problems that must successfully be dealt with in the years ahead.

Further frustration now comes from our certain knowledge that relief will not come through increased services provided by traditional parole and probation programs. A comparative study of parole, probation and prison populations between 1970 and 1975 makes this all too clear. Paroles granted between 1970 and 1975 increased 130 percent. An increase in probations granted equaled a gain of 94 percent. Yet in that same time period, the Texas prison population realized a 33 percent increase. Yesterday's predictions that increased alternative programs would reduce the need for institutional commitments were in error.

Growth shall not be the only challenge of the future. The government, institutions and citizens of Texas shall enjoy no immunity to the vagaries of change to be felt in the years ahead. We shall have to deal with energy and material shortages. Massive demographic fluctuation will leave its mark. Alterations in our basic social institutions will compel new coping decisions. And, we shall have to form strategies to keep pace with and properly utilize new and growing technologies.

The Texas Department of Corrections, however, shall not turn away from the challenges of the future, but, rather, shall move to successfully meet them. Its goals are clearly articulated and defined:

Felons shall be confined in a manner to assure public safety.

Humane conditions of confinement shall be maintained:

- Institutions shall be clean and well-maintained.
- Food shall be nutritious, well-prepared and attractively served.
- Clothing suitable to the conditions of climate shall be provided.

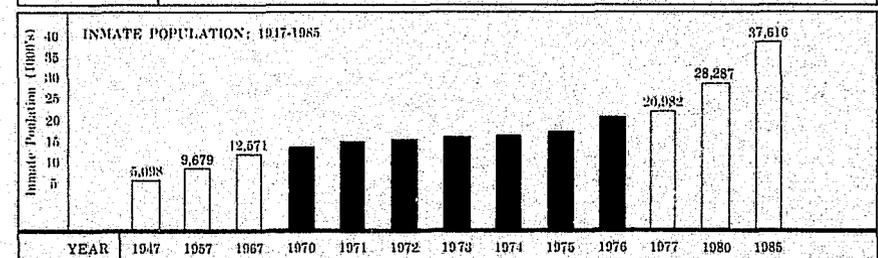
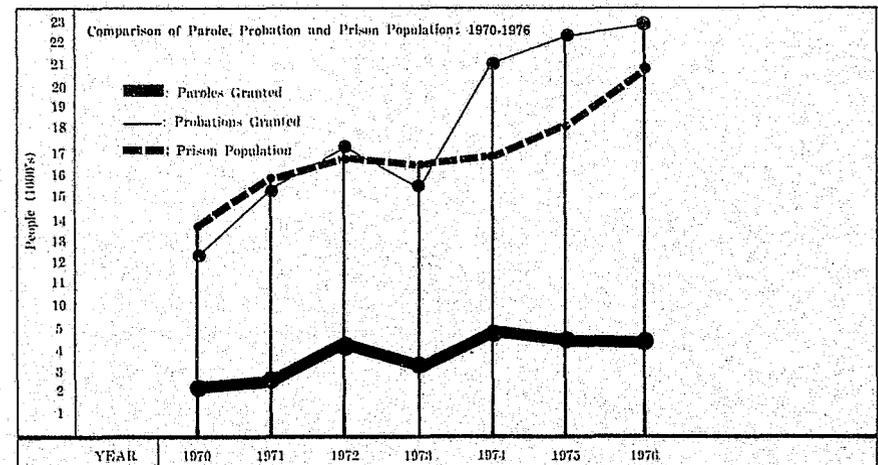
Security and discipline measures shall effectively assure the safety of both inmates and staff.

Work programs mandated by legislation shall be carried on to secure

self sufficiency to the greatest degree possible and to provide inmates with viable employment skills and attitudes.

And, treatment programs shall be maintained to provide tools of reformation, and to insure adequate physiological and psychological health care.

What remains unchanged is the formula necessary to realize our goals. As in the past, we must have the continuing support of the Texas citizenry; the intelligent support of the legislative and executive branches of government; a strong Board of Corrections, populated by leading state business and professional persons; firm, responsible, creative administration; and, a loyal, dedicated group of employees, who respond to adversity with persistence to their tasks. If we maintain this formula, we shall accomplish our goals in a competent, responsible manner. To this end, we shall direct our efforts.



Texas Department of Corrections:
30 Years of Progress



END