

A CORRECTIONAL FACILITY
FOR THE
TEXAS DEPARTMENT OF CORRECTIONS

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I. INTRODUCTION

"Imprisonment as the primary means of enforcing the customs, mores, or laws of a people is a relatively modern device. In earlier times restitution, exile, and a variety of methods of corporal and capital punishment, many of them unspeakably barbarous were utilized."¹

The preceding statement implies that imprisonment was a lesser punishment than normal methods of punishment. However, when questioning which punishment is more humane and less "barbarous," one must consider the agonies of incarceration. The following graffitti was found on a prison cell: "To the builders of this nitemare though you may never get to read these words, I pity you; for the cruelty of your minds have designed this hell; if men's buildings are a reflection of what they are, this one portraits the ugliness of all humanity. IF ONLY YOU HAD SOME COMPASSION."²

So imprisonment may not be as civilized as some people think. Maybe imprisonment is not the answer? Maybe a new rehabilitative institution should be formed? Maybe the system is inheritavely good, with the problems caused by inadequate administration, inadequate staff, inadequate funding, inadequate architecture . . .

Inadequate architecture?

Penal institutions around the United States today seem to be grossly ineffective, grossly dehumanizing, and grossly misleading in their appearances. Most are failures programmatically and architecturally. The correctional institution is a total community. Yet there is no choice of setting, and the setting which is given is total, absolute, comprehensive and immutable. This forced setting is emphasized by human spirit and imagination of the inmate who never fully allows the hope of achieving freedom to fade from his grasp.

"What functions poorly in the free world may be inconvenient, uncomfortable, and uneconomic; but what functions poorly inside the prison can be, and frequently is, deadly."³ Different annoyingly simple factors, such as light, gates, stairwells and halls, generate increasing resentment, irritation and repression.

Quality within the prison environment must be taken as a primary factor. There is no avoiding the harsh realities within the fences, or cell blocks.

HISTORY OF PRISONS

The concept of imprisonment as a substitute for death or mutilation of the body was derived from a custom of the early church of granting asylum to criminals. This was during the reign of Constantine. So the correctional institution is not a newborn baby. Further into history,

Europe developed its system of prisons in the "work-houses."⁴ The workhouse was a proposal to take vagabonds, beggars and petty thieves off the streets and at the same time it would introduce them to the work ethic. These workhouses soon became full of petty offenders whose crimes seemed too trivial to warrant the block, the gallows, or the various forms of corporal punishment that twisted minds had invented.

In the United States in 1789 the Supreme Executive Council of the Commonwealth accepted the main recommendations of the prison council--which conceived the penitentiary system.⁵ The effects of the legislation was to provide for the confinement of prisoners who were considered hardened. The legislature and the prison society drew up rules which were the first ever compiled in this country for the operation of a penal institution.

In 1829, the Eastern State Penitentiary was built in Philadelphia to accommodate solitary confinement, for the Pennsylvania system was based on the concept of solitary confinement whereby convicted prisoners were to be taken from the community and kept in cells isolated from one another.⁶ Bench labor and recreation taken individually in ones private little yard were the only diversions. There was strict regimen of isolation and contemplation. All outside world contact was avoided.

The resulting structure was functional. To seal it off from society, the institution was surrounded by a stone wall 30 feet high. Prisoners were kept in completely self contained cells designed to eliminate the need for mingling. Thick cell walls prevented communication. Plumbing in the cells enabled the prisoners to remain in the cells indefinitely. In general, the building effectively accomplished what it was intended to accomplish--the removal of offenders from the community, their isolation from each other, and the provision of an atmosphere of solitude so that work habits could be learned and moral lessons contemplated.⁷

The Eastern State Penitentiary became the prototype for later American penology and much of the world's subsequent penal planning. Shortly following, the Auburn system of penology was born in New York State. The system consisted of a regimen of isolation of prisoners in cells in the evenings, but congregations of workshops during the day. This, of course was antitheoretical to the Eastern system, but the basic system of imprisonment was still intact.

Today, after 150 years of penitentiary failures, "lock them up" remains the basic response of society toward people convicted or suspected of breaking the law. The antiquated reform system walk hand in hand with the

antiquated reformatories. The least we as architects can do is update the latter.

HISTORY OF THE TEXAS DEPARTMENT OF CORRECTIONS

The history of the Texas Department of Corrections, which is the State prison system, dates back to 1845 when the legislature was directed by the constitution of Texas to create a penitentiary. This penitentiary was established in 1849, with an inmate population of three. Three directors were appointed by the Governor to act as administrators. The prison, although established by the State, was leased to a private company for fifteen years until the State again became proprietor in 1883.⁸ No funds were appropriated for the continuation of the prison, so certain parts within the walls were leased to plantation and private operators. Convicts were also leased to mines, quarries, and railways. This set-up became undesirable, as was the first, so the prison commissioners created the State Farm System with the purchase of the Harlem farm in 1885. By 1909, the Texas Prison Farm System was comprised of six institutions: Harlem, Clemens, Ramsey, Imperial, Gorree, and Wynne.

By act of Congress in 1910, three full time commissioners ran the complexes. In 1927, the policy making function was entrusted to a prison board of nine members appointed by the Governor for six year overlapping terms.

These board members draw no salary. The Administration of the Texas Department of Corrections is the responsibility of the Director of Corrections, who is employed by the Board, and there are seven Administrative Assistants whose responsibilities are to the Board. These seven offices are: The Assistant Director of Agriculture; The Assistant Director of Business; The Assistant Director of Industries; The Assistant Director of Construction and Maintenance; The Assistant Director of General Council; The Assistant Director of Special Services; and The Assistant Director for Treatment. Unit Wardens are responsible to the Director, with Unit personnel responsible to their respective wardens. Administrative department heads are also responsible to the Director, with Administrative personnel responsible to their respective department heads. (See Appendix I)

In 1957, the Fifty-fifth Legislature changed the name from the Texas Prison System to the Texas Department of Corrections, and the title of the General Manager of the Texas Prison System to the Director of Corrections.

The main unit of the Texas Department of Corrections and administrative headquarters are located at Huntsville, Texas. Today, a total of fourteen units comprise the Texas Department of Corrections, and all are within a 150 mile radius of Huntsville. These units are: Central Unit, Coffield Unit, Clemens Unit, Darrington Unit, Diagnostic

Unit, Eastham Unit, Ellis Unit, Ferguson Unit, Goree Unit, Huntsville Unit, Jester Unit, Ramsey Unit, Retrieve Unit and Wynne Unit. (See Appendix II and III)

GOALS AND ATTITUDES

The Texas Department of Correction's major goals and attitudes are established in its perspectives on the treatment of inmates. They believe that when an offender has done his time, and paid his debt to society, he should be allowed to return to the mainstream of community life and re-establish himself as a productive citizen.

"The objective of treatment in prison is that the offender be exposed to experiences which will eradicate, or at least reduce measurably, the influence of casual factors behind his criminal behavior. Ideally, the institution (TDC) offers a variety of rehabilitation programs sufficient to individualize treatment for most inmates and still meet the demands of managerial efficiency through effective use of staff facilities."⁹

Treatment is concerned with all aspects of inmate life. Factors which must be considered are: physical well-being; spiritual and moral growth; attainment in educational, vocational and technical areas; and assistance in resolving behavioral problems that lead to and result from imprisonment.

The total objective of treatment is directed towards the reduction of crime rate through reduction of recidivism. Programs are designed with one goal in mind: "Provide an environment that will assist an individual in his return to the free society and enable him to function in that free society as a productive member."¹⁰

Programs which have been established by the Texas Department of Corrections include the Adult Basic Education Program, the General Education Program, art programs, library programs, the Texas Prison System Rodeo Program, annual prison weightlifting and other recreational sports programs, theatrical performance programs, religious programs, pre-release programs, agricultural programs, industrial programs and construction programs. Other programs are the TDC Program Films, inmate country-western albums, inmate job management systems project, construction inmate certification projects, Boy Scout programs, community service programs and a four-year college program.

George Beto, previous Director of the Texas Department of Corrections, considered their task to be three-fold. "(1) We are obligated by the courts to hold men and women in custody for a specific period of time. (2) We have an implied obligation to be good stewards of the land, industries, and resources generally which have been entrusted to us. (3) We must also be judged by our effectiveness in

reducing recidivism. Ultimately, our achievements in industry, construction, and agriculture must be subordinate to that which we do in 'keeping them from coming back'."¹¹

In conclusion, this quote from H. H. Coffield, Chairman of the Texas Board of Corrections, to Governor Dolph Briscoe of Texas, is a brief summary of the Texas Department of Correction's goals and attitudes. "It is (also) particularly pleasing to point out that the Department's rate of recidivism remains at less than one half of the national average, attesting to program effectiveness within fiscal circumscription. The many valuable programs and productive activities allow wards of the department to prepare themselves for return to society with reasonable expectation for success. A goal shared with and important to each citizen of Texas."¹²

PROJECT SCOPE

The Texas Department of Corrections had determined that they will need a new facility by the year 1980. The Texas Department of Corrections must house all felons sentenced by the courts of the state of Texas. Statistical evidence indicates that the inmate population will be 25,565 by the end of 1979. This figure exceeds the total bed capacity of all T.D.C. units by more than 4000 inmates; allowing for the completion of the Coffield unit and

adding additional bunks to all possible cells. The average daily population as of January 1, 1976, was 18,856. By 1981 the population cannot be housed even if one inmate cells are doubled up and all available space within the 14 units is converted to dorm space. The implied need for more space thus becomes critical.¹³

Courts have held that inmates must receive humane treatment, be afforded opportunities for rehabilitation, education and recreation. T.D.C. also has afforded each inmate opportunity to help support himself while incarcerated, by gainful use of his time in one of the prison directorates of industry, construction, administration, treatment or agriculture. The concept of this unit would follow the example set by the rest of the T.D.C.

The industrial directorate plans the erection of a complete organic fibre processing plant, textile mill, and warehousing facility. A machine shop to rework and repair school buses for the state school system is also planned.

The agricultural directorate will contribute to the overall food production by the raising of food products for the use of all the units of the department. Garden products would be cultivated, in season, for consumption by personnel of this unit. Meat production would be implemented in form of swine, poultry and beef.

Sufficient cotton will be raised to supply the requirements of the textile mill contemplated by the industrial department as well as to the needs of the department as a whole. The agricultural program intends to raise enough grain for this unit's share of the overall department of correction's grain requirements. Modern farming practices will prevail, including provisions for irrigation when required.

Storage facilities will be provided to adequately protect surpluses. Grain milling and feed preparation process equipment will be provided as required.

Treatment directorate will require space for vocational and academic education, educational counselling and a college program will be provided. Counselling will be available for chemical abuse; commission for the blind, physically handicapped; psychiatric and psychological treatment programs will be available. Pre-release and community service programs will be implemented. Facilities will be provided for religious experience and worship.

Recreation in the form of physical activity and sports will be available. Television and movies and a library will serve as entertainment. This will round out the inmates' participation in a meaningful and productive treatment program.

Medical services will be provided for all but the most serious of cases.

The construction department will serve to procure and erect this unit and maintain the unit after construction.

Security will be administered in accordance with current methods used by The Texas Department of Corrections.

In conclusion, this unit will address itself to the day-to-day inn-keeping chores of the incarceration, rehabilitation, treatment, industry, construction, maintenance and agriculture in accordance with The Texas Department of Corrections policy.¹⁴

II. SITE⁴⁶

SITE: Midland, Texas

The site of Midland was chosen for a variety of factors. The region lies in West Central Texas and is within the preliminary boundaries which the Texas Department of Corrections has established as possible locations for their West Texas facility. Factors involved in site selection include: population, proximity to an urban center, percentage of unemployment of that urban center, available transportation, central location, agricultural production, soil constitution, and land availability (400 acres). (See appendix 9.)

GENERAL:

Midland lies in the southern part of the High Plains region of Texas, with a latitude of 31-53' and a longitude of 102-24'. Altitude is at 2910 feet above sealevel. The county contains 573,640 acres of land.

POPULATION:

The population trends of Midland point to a stable size city. In 1950, the population was 27,713. In the next ten years, the population trippled to 62,540. However, today the population has leveled off to 59,463.

Midland is within 40 miles of Odessa, Texas, which has a population of 78,380. Together, the total population of the Midland-Odessa area is well over 100,000. Odessa also contains a college which may be facilitated in the prison college program.

The density of people in the Midland area is between 50 and 99 people per square mile, whereas the state average is about 42.7 people per square mile.

TRANSPORTATION:

Public transportation lines available to the Midland region include scheduled air travel to the Midland airport and scheduled bus service to Midland and the surrounding area. The Texas and Pacific Railroad has a railway line through the area. Texas Interstate Highway 20 runs through Midland and connects Midland to El Paso on the west and Dallas-Fort Worth on the east. State roads also provide access to cities in the immediate area such as Pecos, Big Spring, San Angelo, Abilene, and Lubbock in the northern Texas region.

SOIL:

The soil composition in Midland is dark calcareous stony clays and some clay loams. Also, dark brown to reddish neutral sands, sandy loams and clay loams with some very shallow calcareous clay loams are present.

AGRICULTURE:

Cotton production, which will be the major prison crop, is between 10,000 and 24,999 bales per year in the Midland area. See appendix 8.

Vegetable farm acreage is less than 50 acres in the county. Vegetables grown in the prison will be at a minimum, and only for consumption within the prison.

The agricultural region of the Southern High Plains is mainly used for farming of cattle, cotton, grain, and sorghum. Cattle production is between 25,000 and 50,000 head of cattle within the county.

GEOGRAPHICAL FEATURES:

A salt lake is positioned in the northwest corner of the site. A stream flows through the southern portion of the site. The rest of the site is flat sandy land. An oil pipe line runs through some of the property, but is underground. Highway 349 parallels the site to the west, but is not on the site. No known oil is located beneath the property. Power will be supplied from the existing power lines on the highway, which are 3 phase 120/240 lanes. See appendix 9.

CONCLUSION:

Units have always been located in the more productive parts of Texas so that the individual units may grow a large portion of the food they consume and the clothing

they wear. Another factor in determining the location of the unit is the fact that approximately 70 percent of the inmate population comes from the area of the state east of the Brazos River, where all of the prisons are located today, however the remaining 30 percent come from West Texas areas remote from the existing units.

The western parts of Texas have always been more productive; and production reliability has been enhanced by irrigation with sub-surface water. Increasing need for industrial type productivity such as textile production is being experienced. It is recommended by the T.D.C. that any new unit should be located in West Texas.

III. CLIMATE⁴⁷

TEMPERATURE:

Temperature extremes in the Midland region range from a low of 14° above zero recorded on December 18, 1975, to a high of 105° recorded on June 6, 1975. A mean temperature for January has been established as 30°, while in July, the mean temperature is recorded as 96°. Average temperatures for four months (one per season) are recorded below:

| | <u>Jan.</u> | <u>April</u> | <u>July</u> | <u>Oct.</u> |
|-------------|-------------|--------------|-------------|-------------|
| 1975 | 45.9° | 63° | 77.8° | 64.9° |
| 1974 | 45.2° | 66.1° | 83.4° | 64.3° |
| 1971 | 47.4° | 62.8° | 80.7° | 64° |
| Normal Avg. | 44° | 65° | 83° | 66° |

Deviation from normal trends in temperature in these respective months never exceeded $\pm 5^\circ$. The mean annual temperature is 64°.

The growing season lasts for 217 days, whereas temperatures below freezing usually occur between the dates of November 16 to March 31. A period of 120 days.

RAINFALL:

Annual rainfall is recorded as 13.77 inches with the rainy months falling in the summer months. Average

precipitation for Midland is shown below for four months.

| | <u>Jan.</u> | <u>April</u> | <u>July</u> | <u>Oct.</u> | <u>Annual</u> |
|-------------|-------------|--------------|-------------|-------------|---------------|
| 1975 | .81 | .09 | 7.73 | .7 | 14.7 |
| 1974 | .54 | 1.17 | .26 | 5.42 | 20.5 |
| 1971 | .0 | .81 | .79 | .67 | 12.6 |
| Normal Avg. | .59 | .85 | 1.82 | 1.38 | 13.7 |

The probability of receiving 15 or more inches of rain per year is 40 percent.

HUMIDITY:

The mean annual relative humidity at 6:00 A.M. is 72 percent while at 6:00 P.M. the humidity level drops to 35 percent.

CLOUD COVER:

The mean annual percentage of sunshine days is 75 percent.

WIND:

Prevailing winds are from the south in the winter, while in the summer, they are more predominant from the southeast. Eleven percent (11%) of the winter months, the wind is calm while 7 percent of the summer months the wind is calm (see wind chart).

DESIGN TEMPERATURES:

Design temperatures for the Midland area are 0° for a low and 100° for a high.

SOLAR ANGLES:⁴⁸

| | Jan. | | April | | July | | Oct. | |
|-------|------|------|-------|------|------|------|------|------|
| | Alt | Brng | Alt | Brng | Alt | Brng | Alt | Brng |
| 8:00 | 12° | 57°E | 31° | 83°E | 35° | 94°E | 18° | 63°E |
| 12:00 | 38° | 0° | 70° | 0° | 80° | 0° | 48° | 0° |
| 4:00 | 12° | 57°W | 31° | 83°W | 35° | 94°W | 18° | 63°W |

SOLAR RADIATION:

| | | | | <u>June 22</u> | | | |
|-------|------|-------|--------|----------------|-----|----|-----|
| | | | | BTU/Sq. ft/hr | | | |
| AM | PM | Alt. | Brng | S | E | N | Hor |
| 6 AM | 6 PM | 11.48 | 110.49 | | 124 | 47 | 27 |
| 8 AM | 4 PM | 36.6 | 98.24 | | 200 | 29 | 150 |
| 10 AM | 2 PM | 62.5 | 83.46 | 15 | 131 | | 252 |
| 12 AM | | 83.45 | | 33 | | | |

| | | | | <u>March 21, Sept. 24</u> | | | |
|-------|------|-------|-------|---------------------------|-----|----|-----|
| AM | PM | Alt. | Brng | S | E | N | Hor |
| 6 AM | 6 PM | 0 | 90 | | | | |
| 8 AM | 4 PM | 25.66 | 73.9 | 55 | 191 | 96 | 95 |
| 10 AM | 2 PM | 48.59 | 49.11 | 117 | 136 | 13 | 203 |
| 12 AM | | 60.00 | | 142 | | | 245 |

Dec. 22

| AM | PM | Alt. | Brng | BTU/Sq. Ft/Hr | | | Hor |
|-------|------|-------|-------|---------------|-----|---|-----|
| | | | | S | E | N | |
| 7 AM | 5 PM | .38 | 62.4 | 2 | 5 | | |
| 8 AM | 4 PM | 11.44 | 54.15 | 78 | 108 | | 27 |
| 10 AM | 2 PM | 29.28 | 31.73 | 173 | 107 | | 114 |
| 12 AM | | 36.55 | | 202 | | | 150 |

See appendix 19 for true north indication.

IV. ACTIVITIES AND RELATIONSHIPS

An approach to the activities and relationships within this correctional facility would be to break down the total function of the prison into inmate activities and relationships. Inmate activities will be defined on the basis of a 2000 max. inmate population. Employee definitions and number will be given in the employee activities and relationships section of this chapter. It is difficult to separate these two functions and define them apart because of their integrity, however the total overview will be much clearer if each separate activity is taken individually.

INMATE ACTIVITIES

Inmates received by the West Texas Unit will have previously undergone present diagnostic treatment at the diagnostic unit in Huntsville, Texas. The diagnostic treatment is a process of inmate classification and initiation with the policies of the department. Thus, by the time the inmate arrives at the West Texas Unit, he will have had at least fifteen days previous experience with incarceration. Inmates will be transported by motor vehicle (bus, car or truck). Two correctional officers trained in transporting inmates will accompany a maximum of eight inmates to the

prison. Once they have arrived at the prison, they will be taken from the transfer agents by two unit correctional officers to a briefing session. Here they will be enlightened to local policies and activities. From the briefing session, which will include the warden and assistant wardens, the new inmates will be escorted to their respective living quarters. After their assignment to quarters, they are treated as all other inmates, each being allowed to participate in whichever programs they decide to enroll in and work in their choice of available positions.

Each inmate is required to bathe and change clothes at least once a day. (All inmate activities are under the supervision of a C.O. and at no time are inmates allowed to be anywhere without a supervising C.O. in the area or permission thereof.) Inmates must keep their clothes, person, bedding and living quarters clean, neat and in order. Laundry facilities will be available to the inmates consisting of twenty washers and ten dryers. Inmates will be able to use the laundry facilities during their free time with permission from their correctional officer.

The Texas Department of Corrections has afforded each inmate opportunity to help support himself while incarcerated, by helpful use of his time in one of the prison directorates of industry, administration, construction and

maintenance, treatment or agriculture. The point incentive program is an effort to set positive goals for inmates, direct their activities toward these goals, measure the progress of each inmate and record results.¹⁵

Inmates will be allowed to leave their cells and report to their respective areas of work as provided by the department at 7:00 A.M. Breakfast is served to those wanting to eat at 6:00 A.M. Lunch is served in four shifts starting at 11:00 A.M., 11:45 A.M., 12:30 P.M. and 1:15 P.M. Each inmate is assigned a lunch time and is allowed one hour to eat with if he so desires. Dinner is served from 5:00 P.M. to 7:00 P.M., with all inmates eating at any time between the two hours. A system of each inmate being assigned a number and having it checked when he dines will be enforced. A cafeteria type serving system will be utilized. No food or any other item will be allowed to leave the dining area, except for sick trays, which will be allowed out of the dining area with C.O. supervision. A maximum of 800 persons will be served for breakfast, 2200 for lunch and 2000 for dinner. All figures include employees and inmates. Dieticians will prepare the menus and will determine the quantities of food to be prepared. Inmates will be employed to prepare, and administer food and to clean both dishes and the dining area after meals.

Saturdays, Sundays and holidays are open days for most inmates, as they do not have to work. However, some

inmates, such as food preparers and other necessary daily activity workers will work as usual. These inmates are either afforded special privileges or days off of regular work days. Visitation is allowed on Saturdays and Sundays from 8:00 A.M. to 5:00 P.M. Inmates are allowed two visits per month for no more than two hours each. Only two adults are allowed per visit. Children may visit without being counted as one of the two. A correctional officer must be present at all times during the visit. No packages, mail, magazines or other items may be brought in by visitors. Visitors will check in and out when entering and leaving. The inmate being visited will be retrieved by a correctional officer. After the visit the inmate will be allowed to return to his previous entertainment. Special visits will be allowed if previously acknowledged by the warden. A maximum of 60 inmates will be visited on any one day during regular visiting hours.

Inmates are allowed correspondence daily, with all incoming and outgoing mails inspected at least exteriorly by a correctional officer. Mail will be distributed and collected at 7:00 P.M. every week night and inspected by the C.O. and mailed the next morning. Expected incoming and outgoing inmate mail is 400 and 600 pieces respectively, with the figures fluctuating during holiday seasons.

Programs in which an inmate may enroll in are many and diverse so that inmates may enroll in those which are

of interest to him. The point incentive program is set up to motivate the inmate. The Texas Department of Corrections has the staff, physical means and public support to provide meaningful, productive and vocationally oriented tasks for all inmates. Categories of the point incentive program which will be used in this unit are:

- Work
- Educational/Vocational Participation
- Recreational Participation
- Religious Participation
- Psychological Participation
- Release Program Participation¹⁶

WORK:¹⁷

Work carries the most points in the point incentive program of the department. Areas in which the inmate will be allowed to work are separated into six divisions. These divisions are treatment, business, industrial, agricultural, special services and construction divisions.¹⁸

The treatment division of work will include clerical and other office work as established by the sub-divisions of the treatment division. These sub-divisions are: educational/vocational program, recreational program, religious program, psychological program and release program. The latter part of this section will discuss these sub-divisions in depth.

The business division of work will include activities within the business office of the unit. The business office

will do accounting, disburse funds, requisition supplies, keep records of production (agricultural, industrial, etc.), and keep records of inmates. Clerical workers for facility staff will be selected from the inmate force. It is expected that five inmates will work for an administrator in each department of the business division. Additional inmates will be employed if there is demand for extra help (according to department heads).

Food services will be included in the business division. Inmates will serve as food server/preparers. Four shifts of dining for lunch is expected with one shift during breakfast and dinner. Dining function will be the same as has been stated above. Work will be of the dishwasher, server, preparer, janitorial type with inmates working under dieticians supervision. An inmate work force of 20 is expected per meals with duties being shifted as the dieticians see fit.

A commissary will be provided for inmate needs and will be provided for under the business division. Supplies will be disbursed with items being paid for in scrip. It is estimated that 4-5 inmates will be employed by the commissary during open hours which are 8 to 5.

The business division will oversee medical services. A forty-bed hospital is to be implemented with full surgical illnesses is also to be included in the unit. The hospital will be self sufficient because of the inherent remoteness

of the unit, and will be able to handle most hospital activities through minor surgical operations. Work within the hospital for inmates will include clerical, doctors aids, nurses aids, technicians aids and janitorial with each inmate working under a supervising hospital administrator. It is estimated that the hospital and clinic will provide from 70 to 80 inmate jobs.

The textile mill will be of the calibre of a complete organic fibre processing plant, textile mill, warehousing facility. The textile mill will produce a variety of wearing apparel as well as non-clothing items such as flags, draparies, clothes bags, covers and clothing. All will be made of cotton grown on the facility. Manufactured items will be used on the facility with some items being shipped to storage by truck, to the T.D.C. storage warehouse in Huntsville. It is estimated that the gin and textile mill will employ approximately 250 inmates under 15 supervisors. An annual estimate of production reveals an estimated 1,500,000 yards of material will be produced along with 300,000 pounds of roving, strips and yarn. About 700,000 terrycloth towels and wash clothes will be produced by the mill.

The machine shop will refurbish and reclaim school buses which are no longer operable or safe to drive. T.D.C. vehicles will also be repaired in the shop along with any other machinery used on the unit. It is

estimated that 150 inmates will be employed under 10 staff supervisors. Work done on buses will be paint jobs, upholstery, flooring, engine overhauls and body work. An annual 750 work orders is estimated for the capacity of the machine shop. This figure reduces to approximately a 10 vehicle capacity per day allowing a one week work period for each vehicle.

Workers in the industrial division will be totally from the inmate population with the staff supervisors knowledgeable in textile and mechanical engineering hired for supervision. (Staff requirements will be enumerated at the end of this section.)

The agricultural division will contribute to the overall food production by the raising of food products for use of all units in the department. The agricultural production will feed both the inmate and staff population. Garden products will be cultivated for consumption on the unit. Approximately 300 acres of land will be utilized for field crops which will yield an annual 1,000,000 pounds of vegetables.

Meat production will be in the form of swine, poultry and cattle. No slaughterhouses will be on the unit, but feedlots, grazing and shelter is to be provided. Approximately 1,000 acres will be used for grazing land. An expected 250 head of cattle, 500 swine and 1000

chickens will comprise the livestock and poultry number. An egg production of 250 per day should be expected.

Cotton will be the major crop of the unit and it is expected to raise sufficient cotton to supply the needs of the textile mill on the unit and other textile mills in the department. Storage for cotton and other crops will be on the premises until overflow occurs in which case storage will be in other T.D.C. units. Approximately 600 acres of cotton will be planted. The number of inmates which will be employed by the agricultural division will be about 500.

Work within the construction division will be limited to maintenance and light construction. This division will be responsible for the proper and efficient operation of all buildings and equipment. Minor construction, renovation of housing, industry, educational and vocational facilities and some janitorial work is included in this division.

EDUCATIONAL/VOCATIONAL PARTICIPATION:¹⁹

The Texas Department of Corrections contains within its walls the Windham School District, which was accredited by the Texas Education Agency in 1970. Inmates who are not high school graduates are eligible to attend the Windham School. A comprehensive educational program is provided for those who are in need of specialized training programs, either elementary or secondary level.

The high school program leads to the general education development (GED) certificate or a high school diploma. The Windham School District is under the authority of the Assistant Director for Treatment and the Director. Educational facilities will be located within the unit and will be at the service of interested inmates. Vocational education will be handled in the same manner as the Windham School District. Vocational fields of study will be in diesel mechanics, machine shop, welding, auto mechanics, auto tune up, sheet metal working, graphic arts, air conditioning and refrigeration, cabinet making, electrical trades, masonry trades, farm mechanics, upholstery, auto body and electronics.²⁰

It is estimated that about 1000 inmates will be enrolled in the school system. Classes are held Monday through Friday from 8:00 A.M. to 4:00 P.M. each day. Inmates are required to attend one six-hour session per week. Each inmate will remain in one classroom with instructors changing rooms for different subjects. A maximum of 25 inmates will be allowed in classroom. Instructors will drive to and from the facility each day.

The unit will house a library for academic and recreational purposes. A librarian will be employed along with about 10 inmate assistant librarians. Checkout procedures will be allowed. A 6000 book library may be expected.

A junior college program will be established with the cooperation of Odessa College and will offer studies leading to an Associate Arts Degree. Classes will be conducted on the premises with professors commuting to and from the facility. College classes will be held in the evenings in conjuncture with college professors availability. An estimated inmate population of 100 will be attending these classes which will be scheduled according to the number of accredited hours the inmate is taking.

The education division is responsible for supervising the establishment and operation of compulsory classes and continuation of school on the unit, selection of teachers, preparing courses, ordering and distributing textbooks and providing materials and supplies necessary for the educational program. It is also responsible for supervising the selection and administration of intelligence tests, educational tests, personality tests and vocational aptitude tests and for supervising all correspondence courses, grading of papers, posting of grades on records and other administration of educational standards. Other duties of educational staff is directing library policy, programming inmate attendance, planning and arranging equipment, budget making, selection and acquisition of books, periodicals, pamphlets, organizing a lending

program and assisting inmates in reading guidance and student adjustment. A typical class schedule follows:

| | |
|---------------|----------------------------|
| 8:00 - 9:00 | Algebra |
| 9:00 - 10:00 | Biology |
| 10:00 - 11:00 | Spanish or other elective |
| 11:00 - 12:00 | Literature |
| 12:00 - 1:00 | Lunch |
| 1:00 - 2:00 | History/Government |
| 2:00 - 3:00 | Drafting or other elective |

RECREATION PARTICIPATION:²¹

Recreational activities available to the inmate population include weekly movies, color television, dominoes, checkers, chess, arts and crafts and inmate organizations (e.g., Jaycees). Sports include weightlifting, volleyball, basketball, baseball, softball and horseshoes.

An expected participant schedule ensues:

Movies--400 inmates once weekly--Sat. Nite 8:00 P.M.
 Television--1200 inmates nightly each nite
 Games--300 inmates daily--5:00-9:00 P.M. nitely
 Arts & Crafts--300 inmates daily--5:00-9:00 P.M. nitely
 Sports--400 bi-weekly--8:00 A.M.-9:00 P.M. daily

Intermural and intramural competition in basketball and baseball will be active on the unit and coordinated by a sports supervisor. Other recreational activities include inmate musical groups, performances by free world entertainers and participation in the annual prison rodeo.

Participation in a recreational program is encouraged for effective utilization of an inmate's leisure time. The value of a recreational program is undisputed in

developing better health, distraction from personal problems, relieving anxiety, resolving hostility and developing a sense of teamwork. A treatment coordinator supervises such recreational programs as are approved by the assistant director for treatment. These programs include indoor and outdoor activities appropriate to all age groups. The treatment coordinator correlates and coordinates school activities, jaycees, inmate welfare, clubs, etc. and supervises writ room and classroom utilization.

RELIGIOUS PARTICIPATION:²²

Inmates should be permitted to worship in accordance with their personal beliefs and opportunity be given to them for such worship. Inmates are restricted from normal access to the usual sources of religious consolidation and guidance. Every official and employee should support the religious program of the department so that chaplains may make full utilization of their time in serving the spiritual needs of those confined. The chaplains conduct religious services, supervise religious organizations, interview and counsel prisoners and relatives who come to visit them, and seek interview with inmates who need help. They are available to staff members for counseling and guidance.

Services will be held on Sunday mornings at 11:00 and will last until 12:00 noon. The chapel or chapels will be non-denominational and services will be held in the same manner. An expected attendance is estimated to be 200 per service.

PSYCHOLOGICAL PROGRAM PARTICIPATION:²³

Alcoholism counseling is an active part of the rehabilitative program in the T.D.C. It provides a useful service to those inmates who have experienced problems related to the consumption of alcohol and who are willing to admit the conflicts in their lives as a result of indulgence. The organization is ego supportive but provides counseling and retraining as well. Alcoholic counseling will be given on a volunteer basis only. It is expected that those wishing to participate will meet on an average of one evening per week under a guidance counselor. Films and speaker series will be expected once a month. An enrollment of 150 is expected to be a stable average.

A drug counseling program will be established on the same lines as the alcohol program with meetings scheduled one evening per week not to conflict with the alcoholic program. An enrollment of 50 is expected in this program.

Group counseling is provided by treatment directorate. Group counseling will be expanded to include all inmates so that personally and emotionally based conflicts may be

resolved. All inmates are encouraged to participate and urged to constructively apply insights gained there. Group meetings will be held each night. It is expected that there will be 15 members to each group and each group will meet once a week. A maximum of ten groups will meet each night. Group counseling activities are concerned with interaction between counselor and inmate, and inmate and inmate. Films, interviews, lecturers and guest speakers may be included from time to time.

The department of psychology and counseling performs the duties and functions as directed by the assistant of treatment. Psychologists examine maladjusted prisoners called to their attention and recommend treatment programs for them. The senior psychologist determines which prisoners may be helped by counseling and shall schedule counseling sessions for these at appropriate intervals.

RELEASE PROGRAMS:²⁴

Release programs are designed to aid the inmate in making the transition from incarceration back into society.

The work furlough program allows community involvement through employment of inmates in nearby communities during the day and return to the institution at night. This allows inmates to obtain additional vocational training and experience, and their dependent families, pay legitimate debts and accumulate savings prior to release.

Minimal security inmates in sound physical condition and with no history of serious emotional, personality or behavioral defects are selected for this voluntary program; each with 6-18 months remaining on his sentence. Inmates in this program will be sent by van to their places of employment and picked up at the end of the work day. Vans will leave at 7:00 A.M. and return at 6:00 P.M. An expected inmate number of 80 will be enrolled in this program, necessitating the use of three vans (15 passenger) and one 44 passenger bus.

The pre-release program is basically led by free world community leaders. Lecture series will include job opportunities, vocational planning, insurance, human relations and job retention skills; personal counseling, driver training, and employment counseling are conducted by department 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. An estimated 200 inmate will participate in this program annually, with three programs set up each year in four months intervals. Meetings will be held once a week.

This concludes the activities which inmates will be participating in. It is starting to get rather complex, however the next section of employee activities will tend to place the total activities of the correctional facility back into perspective.

EMPLOYEE ACTIVITIES:²⁵

To fully understand the role of the employee in this unit, it will be necessary to break the function of the facility, again, into pieces. Thus the divisions in which the employees will be working in will have one of the following subtitles: Business activities, food service activities, commissary activities, medical activities, industrial activities (textile and machine), agricultural activities, educational activities, recreational activities, religious activities, psychological activities and release program activities. Each division will have its share of employees whose functions will be enumerated below. The custodial officer (which does not fit into any of the categories above, or may fit into all) will be treated as a category in itself, for it is in his job that the rest of the institution builds itself. The custodial officer is the foundation of the unit.

"Vital to the successful operation of a penal institution are the correctional officers. Aside from the functions they perform in the area of custody, they, by precept and example, contribute mightily to the success or failure of every aspect of the prison program, rehabilitation, agriculture, construction or industry. Correctional employees are servants of the State performing important functions for their fellow citizens in holding in custody and in redirecting the lives of those who have

violated the law. The correctional employee can be proud of his vocation. This pardonable pride will enable him to perform his tasks with pleasure to himself and profit to the society he serves."²⁶ This quotation by W. J. Estelle, Jr., Director of the Texas Department of Corrections, serves as an introduction to the definitions of the separate functions of correctional institution employees.

CUSTODIAL OFFICER:²⁷

The custodial officer will be divided into seven classes. Custodial officer I, custodial officer II, Lieutenant of custodial officers, captain of custodial officers, pickets, billeting superintendent, and censor.

The custodial officer will work in eight hour shifts, 8: - 4:00, 4:00 - 12:00, 12:00 - 8:00. The 8:00 - 4:00 shift will employ 100 custodial officers, the 4:00 - 12:00 will employ 70 and the 12:00 - 8:00 will employ 30 custodial officers. Custodial officers will drive to and from work according to their shifts. They will park their cars outside the perimeter wall and walk into the prison. They may change clothes in the locker area or may come already dressed as they prefer. They then read a bulletin board to learn of any special orders which may relate to his assignment. He then reports to relieve the officer which he is to replace and remains at his assigned post until he is properly relieved.

The custodial officer I, of which there will be 150 employed, will perform routine and on occasion very hazardous penal work in maintaining security and custody of inmates in an assigned area of the unit. Work involves responsibility for preventing escape and maintaining order and discipline. Beginning workers receive very close supervision until proficiency is acquired, thereafter, routine phases of work are performed under regular supervision by superior. All functions will be performed in one hour shifts for fatigue not to set in.

The types of work in which the custodial officer I is involved includes standing watch in roadways, prison yards, wall towers, gate areas, halls or buildings. The custodial officer will also observe for unauthorized persons or equipment entering the area, behavior of inmates, attempted escape and contraband items. Frequent reports will be made of conditions of their areas by radio-telephone or telephone depending on the area accessibility.

The custodial officer I will be responsible for an accurate count on inmates in specified assigned areas such as cell blocks, industrial, classroom etc.

Inmates performing manual labor will become the responsibility of the custodial officer I while in the field of work.

Other functions of the custodial officer I are to regulate the number of inmates leaving cells for meals,

classes, work, etc.; make sure that inmates return to their assigned spaces after their previous assignment; search inmates, buildings and premises for contraband as a superior instructs him so and checks buildings for evidence of attempted escape.

The function of the custodial officer II, of which will be 50 employed, is a somewhat complex and very hazardous penal work in maintaining the security and supervision of work of a group of inmates in a specified unit of The Texas Department of Corrections. Work involves the responsibility for the maintenance of order and discipline, the prevention of escape, and the supervision of work activities of inmates engaged in agricultural and other manual work.

Some examples of the work performed by the custodial officer II are the following. The custodial officer II will assume custody and responsibility for transporting inmates to and from work areas, and for the proper organization of work and dispersal of inmates so as to protect security personnel and inmates at work site.

The custodial officer II will instruct inmates in the proper method of doing the work assigned to the party whether it is agricultural, industrial or other. He will maintain discipline within the working party, supervise inmates and work so as to prevent bodily harm at the hands

of other inmates or from accidents. He will teach inmates proper and desirable work habits. As the custodial officer I, the C.O. II will plan and supervise work so as to maintain constant security and lessen opportunity for escape.

Other responsibilities of the custodial officer II is to give the alarm should a breach of security occur resulting in an escape. Should there be an escape all prisoners will be returned to their cells and an apprehension unit will be dispatched. He will furthermore assume responsibility for the safe return of all working parties to the unit, accounting for inmates in the assigned party. He will also assume responsibility for conducting assigned working parties to the bath house, issue clean clothing and safe conduct from the bath house to respective wings.

All equipment and tools which are used by working parties must be properly cared for and returned to its proper place. This is another responsibility of the custodial officer II.

The next higher ranking custodial officer is that of the lieutenant of custodial officers. There will be 10 lieutenant custodial officers employed in the unit. As all other custodial officers the L.C.O. will drive to and from the unit and check with the bulletin board before he begins his tour of duty.

The lieutenant custodial officer is responsible for supervising 20 lower custodial officers in the unit. Under general supervision of an assistant warden, the L.C.O. is responsible for the training and supervision of subordinate guards and the maintenance of order and discipline among inmates.

Many of the functions of the L.C.O. are administrative. He may serve as an assistant warden in the assistant warden's absence, or during emergencies. He will assist supervisors in the assignment of squads; supervise the loading of squads on trailers for transportation to the work area; act as senior officer in charge of security during the transporting of inmates to work assignment; supervise the unloading of squads upon arrival at the work site; and checks squad count with each field officer before they begin their work assignment.

Furthermore, the L.C.O. will coordinate the work of field officers in order to maintain an effective operation in the field and to eliminate escape hazards. He will instruct officers and inmates in the proper methods of planting, cultivating and harvesting various crops.

The L.C.O. serves as a member of the unit disciplinary committee. He sees that all new inmates are properly searched, processed and billeted. He supervises guards and inmate nurses in hospital duty and issues narcotic

drugs as prescribed by the physician. Maintenance of discipline during inmate group gatherings is the L.C.O.'s responsibility.

Other responsibilities include assistance in the inspection of buildings for the presence of contraband, as well as to insure cleanliness, neatness, and sanitation. He assumes responsibility for the transfer of inmates from the unit for various reasons such as medical, disciplinary or other. He aids in the supervision of athletic events and recreational activities. He also will assume the responsibility for security and proper conduct of all business in the absence of the warden or assistant warden. He also may censor mail in the absence of a censor.

Two captains of custodial officers will be employed and will be the superior custodial officers. The C.C.O. is mainly a supervisory position. He performs advanced responsible penal work supervising guards in charge of inmates in the unit. Under general supervision of the assistant warden, the C.C.O. is responsible for directing the activities of 1/2 the total number of guards, through the L.C.O.'s, engaged in maintaining order and discipline throughout the unit. Prison regulations and oral and written instructions from a supervisor dictate the manner of work, but the nature and variety of responsibility

requires continuous exercise of independent judgment and resourcefulness.

The C.C.O. will supervise, assign and instruct guards and guard officers, assisting them with any problems that arise. He will assume the responsibility with the assistant warden for the discipline of inmates during meals. He will assign guards to special duties as directed by immediate supervisors, arranges duty assignment for guard personnel on weekends and holidays and sees that a notice of assignment is posted on the bulletin boards.

Furthermore, the C.C.O. acts as a senior officer in charge during early morning hours before the official work day begins. He will insure that all posts are manned and that a general inspection of the yard and buildings is made for any suspicious or unusual circumstances. He will inspect the premises to see that all regular and special details are functioning properly. He may act as officer in charge of the transportation and custody of inmates on work details to and from the work areas. He will assist his subordinates in the supervision of the evening count, seeing that all inmates are properly accounted for. He will serve as a member of the unit disciplinary committee.

Other activities include aiding newly arrived inmates to be properly searched, processed and billeted. He will make daily inspection of guards living quarters to see that they are properly cleaned and that bed linens are changed

regularly. He will keep records of all used uniforms and assume responsibility for their disposal. He will coordinate the work of guards in the unit for the maintenance of efficient operation and the assurance of security. He also acts as a senior officer in charge at all times during inmate group gatherings such as shows and recreational activities as directed by the assistant warden.

The office of picket will be maintained by qualified personnel. There will be 60 pickets on the unit, 20 per shift. The picket will work in the maintenance of security in the unit. The picket is under direct supervision of a L.C.O., and is responsible for security, counting, identifying, and directing the movement of groups of inmates.

The type of work which will be performed by the picket is supervision of inmate movement through buildings; counts, identifies, and records the number of inmates in a work squad entering or leaving the building; makes security counts of inmates quartered in a building and accounts for the location of each.

He will furthermore supervise routine searches of building for contraband articles and assist in routine search of inmates. He will report unusual or suspicious activities to supervisors and take necessary action in unusual situations. He will also supervise or personally perform the opening and closing of all cell doors, wing doors and other openings requiring locking and unlocking.

ADMINISTRATIVE EMPLOYEES:

There will be a number of employees in the administrative field of the unit. All administrative jobs will be attended from 8 to 5. Administrators will be titled: warden, assistant warden, billeting superintendent, censor, business administrator, food service administrator, commissary administrator, medical administrator, textile mill administrator, machine shop administrator, agricultural administrator, educational administrator, recreational administrator, psychological administrator, release program administrator. Each administrator will have approximately 5 clerks working with him, 4 of which will be of the inmate force. Each will also have 1 administrative secretary.

One warden will be employed on the unit. The warden performs highly responsible administrative penal work on the unit. Under direction of the director of The Texas Department of Corrections, the warden is responsible for the supervision of the industrial and agricultural work program of the unit and for the custody, work and welfare of inmates of the unit. Work involves the application of appropriate staff training and supervisory methods in order that policies and practices of The T.D.C. will be properly applied to unit operations. Direction is given to a large staff, including guard personnel and specialists in industrial operations. General review of unit

management effectiveness is made by administrative authorities through inspections of unit facilities and activities and review of monthly reports.

The warden assumes the responsibility for the planning, coordination and supervision of a number of departments in the unit. He indoctrinates all personnel in the unit regarding practices and procedures relative to prison security, both of a general nature and in specific assignment. The warden is responsible for interviewing and selecting qualified personnel for the various positions in the unit. He is responsible for all personnel records of the unit. He studies personnel records making the necessary changes for improvement of operations. He schedules staff meetings for the purpose of discussing important problems and procedures.

The warden will also schedule searches of inmates and premises to determine if any contraband is present. He approves requisitions for all needed supplies and equipment submitted by department heads. He will direct the operation of various types of workshops, textile mill and other industrial activities.

All necessary provisions for the reception of new arrivals at the Huntsville unit, which is the reception center for The T.D.C., will be made by the warden. He will check all work assignments to see that inmates are

placed in accordance with their security rating. The warden will schedule religious, educational, recreational and vocational activities to assist in the rehabilitation of inmates. All reports of rule infractions will be reported to the director by the warden along with disciplinary reports in cases of serious infractions.

Furthermore, the warden supervises the release of inmates upon expiration of their sentence and by clemency. He will serve as chairman of the disciplinary committee and as a member of the state classification committee. He will serve as a member of the committee which considers recommendations to the Board of Pardons and Paroles. He is responsible for the maintenance of all buildings and permanent improvements to insure a good state of repair. The warden is in charge of the central prison armory which supplies arms and ammunition to all units of The Texas Department of Corrections. He cooperates with other wardens and law enforcing officers in the public interest.

Two assistant wardens will be employed on the unit and serve in a supervisory capacity. The assistant warden is under the general supervision of the warden and is responsible for the custody and discipline of all inmates in the unit, for directing farm and industrial work programs and business management activities. Work involves the development of methods and procedures for

custody, discipline, training and welfare of inmates, but does not include responsibility for business administration or management except in the absence of the supervising warden. The assistant warden supervises through subordinates all guard personnel and exercises discretion in the maintenance of order and discipline. Matters which necessitate major changes in procedures and general policy are subject to approval by the warden.

The assistant wardens will supervise the work of pickets and guards. He will perform the duties and assume the responsibilities of the warden in his absence. He will make assignments of daily work details for each utility office and for inmate crews to accomplish the overall work program laid out by the warden. He will make any necessary changes in office assignments for routine or special purposes or for the overall improvement of the operations. He will supervise the activity of the captain of the guard relative to the manner in which he performs his work.

The assistant warden will also report any dereliction of duty on part of the guards and recommends appropriate action to be taken. He will plan the duties and direct placement of all personnel during emergencies. He will supervise employee-inmate relationships, preventing undue familiarity. He will direct officers in receiving,

searching and processing new inmates. He will study all inmate records in order to make work assignments in keeping with security requirements.

Furthermore, the assistant warden will serve on the unit disciplinary committee and acts as chairman in the absence of the warden. He will make frequent inspections of points of entry and exit to insure that proper and adequate search is being made to prevent escape or the smuggling of contraband. He will supervise the family inmate visiting periods. He will insure proper accounting of inmates periodically each day. He will accompany inmate groups which make trips outside the prison system for special purposes. He is responsible for the inspection of unit areas at the close of each day to see that everything is in order.

There will be one billeting officer employed on the unit. The billeting officer is under the general supervision of the warden, and is responsible for assigning inmates to proper living quarters and providing and maintaining the necessary furnishings and bedding.

The billeting officer studies the inmates and their records so as to properly assign them to living quarters, keeping in mind security and the individual characteristics of the inmates. He will reassign men to other living quarters if there is valid reason to do so. He will make

daily inspections of all inmate living quarters insuring cleanliness, neatness and sanitation. He will provide for an adequate, available supply of mattress, pillows, bed linen and blankets. He will direct the activities of repairmen who make needed repairs to mattresses.

He also will maintain a list of all bedding items sent to the laundry and check to see that it is all returned. He will conduct routine searches of all living quarters and beds for any form of contraband. He will direct the work of a number of inmates assigned to the department to see that they perform their assigned tasks in an acceptable manner. He will take all necessary measures for the prevention of insects and rodents infestation in the buildings.

Furthermore, the billeting officer will supervise the feeding program of inmates who must be call-fed for one reason or another. He will supervise the repair and maintenance of buildings in the unit. He will prepare daily inmate count sheets of all inmates in all cell blocks, dormitories, hospital, and reception. He will remain on the premises until the count is correct and is acceptable by the warden.

One censor will be employed by the unit, who will perform responsible clerical work censoring mail of inmates. His work involves censoring content of incoming

mail, packages, newspapers, magazines and other matter mailed to or by inmates.

His assignments require considerable independent judgment and action, including the making of frequent decisions in accordance with departmental policies, practices and applicable postal regulations. He will receive instructions on procedure changes.

The censor will censor all incoming and outgoing mail, including packages for compliance with rules and regulations. He will check all incoming and outgoing mail against approved correspondence lists provided by the warden. He will make a count of all mail sent and received to see that inmates do not exceed the authorized amount. He will return any letter which does not comply with approved rules and regulations. He will withhold, register and deposit cash received in inmate mail.

The censor will also keep a complete record of all incoming and outgoing mail. He will keep a record and list contents of incoming packages and withhold all contraband or nonacceptable items. He will inspect all incoming newspapers, magazines and books to see that they are acceptable. He will report any infraction of rules governing mail to superior officers.

The administrative department heads will be responsible for all work which is to be accomplished under his department. His supervisors will be the assistant

directors of The Texas Department of Corrections. They will provide supervisory and managerial work in directing the activities of inmates engaged in their divisions. Work involves the supervision of employees and inmates and scheduling of work and production. Work is performed in accordance with standard departmental practice under the direction of a warden. He will supervise the overall operations of their departments, plan schedules of production and work assignments. He will inspect operations and equipment in their department. He will plan for the utilization of workers and request additional personnel for his department. He will prepare various reports concerning department operations. He will prepare and distribute script withdrawals for inmates in his department.

The unit will employ one business administrator, one food service administrator, one commissary administrator, two medical administrators, two industrial administrators, two agricultural administrators, two educational administrators, one recreational administrator, one religious administrator, two psychological administrators and one release program administrator.

The clerk employee of the T.D.C. will perform varied, moderately complex, clerical work requiring the use of general clerical skills gained through experience. Work

involves checking various documents for accuracy, content and compliance with regulations; posting of departmental records and compiling data for reports, receiving remittances and preparing receipts; maintain files; act as receptionist or telephone switchboard operator. The clerk will be able to operate standard office machines and equipment for which no previous training is required.

The clerks will make postings to departmental records, prepares reports and periodic recapitulations on records kept and reports received. He will maintain moderately complex indexes and files. He will read correspondence and reports, transfer required information to code sheets, type correspondence, vouchers, reports, requisitions and other material required.

The administrative secretary will perform responsible and complex administrative secretarial work. The secretary will perform administrative secretarial duties for administrative heads. He will serve as intermediary for the superior in carrying out important delegated administrative detail duties and in the absence of the superior, will act with authority on office management functions and make limited policy interpretations. And decisions requiring a knowledge of the superiors viewpoint, the secretary will exercise extreme vigilance in maintaining files or classified materials and avoiding reference to

confidential matters in conversation. Supervision will be exercised over a small group of clerks performing some special function such as finance or administrative record keeping and correspondence. Work requires contact with the public.

The secretaries will take and transcribe dictation, prepare and sign superiors' name to correspondence, inter-office forms, requisitions and similar papers and assigns and reviews work of a small clerical staff. He will attend board meetings, record official action and prepare drafts of minutes for review by administrators. The secretary will maintain contact for administrator with public and private executive and other T.D.C. officials.

BUSINESS EMPLOYEES:²⁹

The employees which will work in the business department are the accounting supervisor, funding supervisor, supply supervisor, production supervisor and records supervisor.

The accounting supervisor will perform advanced professional accounting work. Work involves responsibility for setting up and maintaining controls and records of materials, personnel and financial transactions. He will supervise a group of 5 clerical and 5 accounting workers classifying, posting, and balancing financial

records and reports. He will work at yearly internal audits, property and equipment control reports, cost reports, production of payroll.

The accounting supervisor will be responsible for classifying, coding, posting and balancing financial accounting documents and records. He will prepare trial balances, financial statements, special exhibits or schedules. He will supervise with inventories of equipment and supplies. He will check accounting operations in progress; review and audit completed financial records for accuracy and conformance with legal and departmental procedure and regulations. He will screen and answer department correspondence, assist subordinate personnel in posting or reporting complex accounting transactions. He will act as consultant on accounting matters to administrative, supervisory or technical workers.

The accounting clerks will perform entry level book-keeping and accounting work. The work will involve performance of such detail work as preparing and posting payroll, special reports, operating control reports, receipts, and journal entries. He will work on re-caps, proofs, and post journal summaries, receive and count cash. The accounting clerk usually performs a combination of tasks but may specialize in one phase such as payroll or cash on accounts. His work is under the supervision

of a technical supervisor who checks work in progress and at completion for accuracy and conformance to department procedure. He will also assist with preparation of balance summaries or the coding of accounting documents.

The funds supervisor will be directly responsible to the business administrator and will work in conjunction with the accounting department. The supervisor will be responsible for the disbursement of funds for items which have been approved by the requisition supervisor. The funds supervisor will be responsible for the availability of monies for specific authorized use.

The requisition supervisor will be responsible for the creation of forms asking for supplies and equipment from the funds department. It is his responsibility to check for necessity of the requisition and to make available all forms which need to be filled out for requisition to be granted. Procedure will be for an inmate to ask a C.O. to create a requisition who in turn gives it to the supervisor of requisition, who either through himself or through an agent, researches the necessity of the requisition and if approved will ask the funding supervisor for the funds, and he in turn will determine if the funds are available for the requisition of the equipment.

The production record supervisor will work in conjunction with the agricultural and industrial divisions

of the unit. The production supervisor is responsible for the recording and location of the production of the textile mill, machine shop and agricultural directorates. The production supervisor is responsible for the shipments of crops, livestock, cloth material from the textile mill and vehicles to different T.D.C. units for storage.

The inmate and employee records supervisor will be responsible for the files on each inmate and officer in the unit. Confidentiality is imperative. The supervisor will keep updates and will add notes to the records as occasion necessitates. The warden must authorize additions or alterations to records and all authorizations come directly from the warden. Authorization to view files will also come from the warden of the unit.

FOOD SERVICES:³⁰

The food service department will employ two dieticians and two food service managers.

The dieticians' work will involve planning meals and supervising the preparation of food, training new employees and maintaining a variety of departmental records.

The dietician will plan regular and modified menus based on standardized formulas. He will plan and assign work schedules, consulting with the food service manager. He will instruct employees in the proper methods of

preparing and serving food. He will keep records of menus, purchases, receipts and personnel information. He will maintain a perpetual inventory of all food items and equipment. He will determine the amount of food and supplies needed; prepare requisitions for purchase, and order items from the central T.D.C. food storage. He will interview applicants for food service work and make preliminary selections. He will inspect kitchens and dining rooms to insure that prescribed sanitary measures are followed. He will attend staff meetings to discuss work problems.

The two food service managers will supervise employees and inmate workers and will make complex reports.

The manager will supervise inmates in preparing and serving meals and cleaning kitchen and dining facilities. He will order supplies from the system warehouses; will requisition special equipment; will check deliveries and invoices. He will also issue receipts; supervise the issuing of food, soap, clothing and similar items for inmate employee use.

The food service manager will maintain records of meat, vegetables, and other food. He will maintain stock records and prepare inventories of food and supplies. He will prepare monthly cost operation for employees dining room and will also prepare reports on food and other items issued.

COMMISSARY:³¹

The commissary manager will work under the commissary administrator and will perform concession management and sales work in the prison commissary. Work involves the responsibility for ordering, purchasing and selling of merchandise. He will keep records of operations and inventory and will supervise inmate workers and employees.

The commissary manager will supervise activities of inmates and employees engaged in selling and inventorying merchandise. He will requisition merchandise from the departmental warehouse; order perishable merchandise from commercial distributors; check invoices and issue receipts; secure credit for damaged and returned items and periodically check cash register readings for money and script totals.

He will furthermore check script numbers with records to prevent transfer and theft of script among inmates. He will report the amount of script and cash sales to the accounting department. He will receive money for inmates and arrange exchange for script. He will make or supervise cash sales to visitors and employees.

Two commissary managers will be employed by the unit.

MEDICAL EMPLOYEES:³²

Medical employees will be under the direct supervision of the two medical administrators. Medical

employees will be specialized and will work in their specific field of medicine. The staff will include one physician, one dentist, three medical assistants, one x-ray technician, one lab technician, two administrative technicians, one dental hygienist, one part-time optometrist, one parttime pharmacist and an ophthalmologist consultant. Medical employees will work in areas such as medical records, pharmaceutical supply, nursing activity, surgical activity, recovery activity, dental work, inhalation therapy, laboratory services, emergency treatment, physio-therapy, E.K.G., X-rays, examinations.

Sick call will be held daily prior to the start of the days activities. The method of conducting sick call is by the post officer listing the names of inmates reporting sick. The physician's examination may be conducted in the examining room where the inmate has been brought for this purpose. An officer will be present to maintain order, prevent theft of medication and prevent arguments with the physician. All complaints of illness or injury will be noted on the prisoner's medical record together with treatment prescribed.

Duties of the physician include diagnosis, treatment of ailments, prescription of medication and special diets. He will also examine employees when necessary, as in the event of injury or emergency illness or to detect suspected intoxication.

The physician will arrange hospitalization, liaison with community facilities and sanitary inspections. He will supervise the infirmary and special treatment programs, as for drug addicts. He will approve restricted diets for punishment, and visit solitary confinement prisoners twice a day.

Duties of the nurse include functions which relate to the care and treatment of prisoners in accordance with doctors, e.g., administration of medication, screening cases for the doctor to see, and the supervision of the infirmary.

The nurse will perform technical sub-professional nursing work. He is responsible for the care treatment and general welfare of hospital patients. He will also supervise subordinate personnel.

The nurse will assist surgeons in performing minor operations. He will administer medication orally or through injection, maintain records pertaining to medications, admittances, deaths and transfer of patients. He will take temperatures, pulse and respiration and cares for personal grooming and hygienic environment of patients. He will assist in performing housekeeping duties. He will assist physicians in examining patient and in performing other work as requested. He will perform routine laboratory tests including blood count, urinalysis, E.K.G. and other tests.

Duties of the medical assistant include the keeping of medical records and typing reports and correspondence.

Duties of the pharmacist include the ordering of stock medication and safe guarding them and other medical supplies. He will fill prescriptions as directed by the physician. He will also keep careful records of inventory, particularly of narcotics, barbituates, amphetamines and other dangerous drugs.

Duties of the dentist include making dental examinations, providing emergency treatment, providing dental treatment when situations permit including the obtaining of dentures, and maintaining medical records.

Duties of the optometrist include the determination of the need for eyeglasses, determination of eyeglass prescription, furnishing eyeglasses, referral of prisoners with eye disease to the jail's medical doctor. The optometrist will be available twice a week as all part-time medical employees will be.

All medication will be administered only under the supervision of a nurse or employee. It will only be given in accordance with the doctors written instruction and dispensed one dose at a time.

The examining room will be equipped with at least the following basic necessities--desk, chair, examining table, cabinet for supplies, lighting fixtures, washbasin, scale, electrocardiograph machine and drinking fountain.

Other supplies include medication for immediate treatment. An emergency kit containing hypodermic syringes and needles, tourniquets, hemostats, tongue depressors and resuscitators; instruments, dressing and material for minor surgery; supply of forms for entering medical findings and dispositions. The need for security precautions in the examining room cannot be overemphasized.

The infirmary will be used to house prisoners with such minor ailments as a respiratory disease. It will also house prisoners with minor ailments who need more intensive medical care for short periods of time. Prisoners who are crippled, aged infirm may be housed in a special area in the hospital away from those with contagious diseases.

A frequency distribution of medical services to inmate is included in the appendix section.

A barber will be employed for haircutting. It is expected that 10-15 inmates will have their haircut each day.

INDUSTRIAL:³³

The textile mill will be run by two textile industrial administrators and 10 supervisors.

The textile mill supervisor will work in directing the activities of inmates engaged in manufacturing textiles in the unit. Work will involve the responsibility

for supervising inmates, checking methods and processes used and training inmates. Work will be performed in accordance with accepted practices of the trade and with instructions and advice concerning methods and production given by textile administrators.

The supervisors will direct the activities of a large group of inmates in a textile mill and make work assignments. He will check operations and methods as feeding cotton into machines, sizing of yarn and similar operations. He will check the humidity of mill and grading and baling of cloth. He will inspect machines for adjustment and proper maintenance and arranges for repairs.

He will also maintain inmates training programs for replacement of key workers who will be discharged in the future. He will observe security measures, rules and regulations of the department. He will perform security work as required in emergencies.

The machine shop will employ two administrators and 5 shop foremen and 5 motor vehicle mechanics. The shop foreman will keep shop records and supervise shop workers in machinery repair and fabrication. The shop foreman will supervise semi-skilled and non-skilled workers. He will assign and schedule work and check work in progress for completion. He will supervise mechanics and welders

in machinery and automotive repair. He will check equipment and machinery repair involving major overhaul; examines parts for wear, heat damage or structural defect.

He will also report findings to superiors and supervise major repair and overhaul work. He will supervise machinists and metal workers in fabricating parts and equipment. He will inspect conditions of shop equipment and recommend replacement of worn equipment. He will supervise janitors, yardmen and warehouse workers in maintaining, cleaning and painting buildings and equipment. He supervises special fabrication and repair projects. He will keep records of employee time, equipment repair and materials used.

The motor vehicle mechanics will perform skilled mechanical work in the shop. His work will involve a supervision of inmate workers and will requisition the parts, fuels and supplies. Work is performed in accordance with standard trade practices and policies.

He will supervise inmates, assign work, check the quality of work and instruct workers in methods and equipment to use in repair work. He will purchase specified supplies, parts, oils, and fuels. He will check deliveries, and keep record of purchases, requisitions and distribution of supplies.

He will also take inventory, maintain records on operation and repair of vehicles and other equipment.

He will assist in or perform complex repairs to vehicles and equipment.

One gin operator will be employed. His work will involve the supervision of a group of inmates engaged in the ginning of cotton and repair of machinery. He will supervise lubrication, maintenance, and the operation of gin machinery. He will instruct inmate workers in maintenance, fire prevention and operation of equipment. He will check staples of cotton for quality during ginning process. He will supervise loading, unloading, tagging and weighing of cotton. He will inspect cotton and cotton seed for moisture and cleanliness. He will keep records of production, requisition parts and supplies and advise superiors of need for major repair.

AGRICULTURE EMPLOYEES³⁴

The agricultural department of the unit will be headed by two agricultural administrators with 10 supervisors in the livestock and poultry division and 10 supervisors in the farm division.

The livestock supervisor will perform specialized farm work pertaining to care and breeding of livestock and poultry. He is responsible for operations of a specific section of the livestock and poultry program such as dairy cattle, beef cattle, swine or other livestock and poultry.

The livestock supervisor will supervise the feeding, breeding and general care of livestock and poultry by inmates. He will make work assignment and check performance. He will supervise inmates in minor building and fence repair. He will observe security measures in supervising work of inmates.

He will also maintain necessary sanitation condition through supervision of inmate workers. He will keep livestock breeding records, records of dead slaughtered or sold livestock and amounts and types of feed used. He will inform superiors of losses of livestock; poultry and livestock products available for use and of needed supplies, equipment and services.

The farm supervisor will perform supervisory and managerial agricultural work in the management of the unit. His work involves responsibility for the overall operation of truck gardens, field crops, and livestock units. Work is performed in accordance with standard agricultural principles and methods. He receives crop schedules giving necessary production and will plan agricultural programs for a farm unit to meet specification of schedule. His work is performed under the direction of agricultural directors and administrators of the unit and of The T.D.C.

The farm supervisor will plan farm programs in conference with agricultural directors and administrators

of edible crops, livestock and poultry and other specialized farm programs. He will direct, supervise, coordinate and organize all farm activities of the unit. He will inspect overall farm operations, review reports and requisition and approve requisitions for supplies and equipment.

He will also supervise maintenance personnel in repair and care of equipment, building and storage facilities. He will advise superiors of insect infestation; crop production and losses, condition of fields and pastures, inventories of seed, equipment and other supplies.

EDUCATION EMPLOYEES:³⁵

Employees in the education department are two educational administrators, one principal, one assistant principal, 20 academic teachers, 1 vocational supervisor, 1 educational consultant, 12 vocational teachers, 12 vocational college professors, 7 academic college professors and one librarian.

The principal and assistant principal will perform supervisory and professional educational work in directing the educational and recreational program of the unit. He is responsible for planning, coordinating and organizing an educational program in accordance with the departmental education program.

He will plan schedules and organize educational activities within the unit. He will arrange schedules to

avoid conflict with work and security programs of the unit. He will administer literacy, educational achievement, mental ability and general education development tests and personality inventories to inmates. He will prepare reports on new inmates for transmittal to bureau of classifications. He will supervise inmate teachers and library workers; make work assignments; supervise cataloging, classification and circulation of books and make rules for library operation.

He will also follow the instructions of the director of education concerning inmates scheduled for compulsory education classes and check and report on compulsory class attendance. He will requisition materials and supplies for educational and recreational activities. He will also enforce security regulations and rules concerning behavior of inmates.

The teachers will perform professional adult educational work teaching inmates in the unit. Work involves the responsibility for teaching of elementary, secondary or a specific course of instruction. He will requisition textbooks and other supplies and is responsible for the custody and welfare of student inmates.

The teacher will instruct illiterate inmates fundamentals of reading, writing, spelling and arithmetic or secondary level academic courses or directs choir or band.

He will instruct inmate students through discussions, examples and other teaching methods. He will prepare and present lesson materials. He will observe and counsel with students to detect and eliminate possible sources of discouragement. He will make periodic reports to superiors on the progress of inmates. He will secure necessary teaching supplies and aids.

The teacher will maintain proper discipline, order and respect in accordance with departmental rules and will report disturbance and suspicious activities to superiors. He will also supervise the work of inmate teacher or assistants engaged in keeping simple records. He will assist inmates in preparing correspondence course lessons.

The vocational teacher will work under the general supervision of the director of vocational education and is responsible for giving instructions to inmates in various arts, crafts, and trades.

He will conduct classes in welding, ceramics, carpentry and agricultural methods. He will supervise the selection of materials and equipment in preparation for classroom instruction. He will interview inmates to determine knowledge and aptitudes. He will also assist inmates in planning a suitable work program and in enrollment in international correspondence school courses. He will provide safety and job related movies, service bulletins and charts for use in mechanical and welding classes.

He will furthermore prepare progress, attendance and similar reports. He will report to the director of vocational education qualifications of inmates seeking specific jobs within the department.

The vocational supervisor and educational consultant will serve as counselors for the teachers and will be directly under the principal. Their jobs will be supervisory to the teachers.

The college instructors will be part-time workers and will work mostly in the evenings from 7-9; however, day college classes may be available according to professor availability.

The librarian will assist inmates in locating library material and check out procedure. He will be responsible for the return and reshelving of loan books. The librarian will work a full eight-hour shift with the library being staffed by inmate workers after hours.

RECREATIONAL EMPLOYEES:³⁶

Employees in the recreational division of the unit will be one recreational administrator, one craft supervisor and two recreations supervisor.

The craft supervisors work involves supervising and instructing inmates in methods and procedures of making craft items. Work is performed under general supervision of the warden.

The craft supervisor will supervise movement of inmates assigned craft privileges to and from the craft shop. He will inform new inmates of craft shop rules and regulations. He will teach craft work to inmates. He will instruct inmates in proper use and care of tools and equipment and in use of materials and methods in making craft items.

He will also arrange for the sale of craft articles and prepares gift and tax certificates for craft items. He will collect federal excise taxes and transmits to the unit bookkeeper. He will prepare requisitions for materials and supplies. He will supervise other recreational activities such as movies and sports.

The recreation supervisor will involve the planning, scheduling and directing of athletics, movies and similar forms of recreation. Work involves planning and organizing athletic teams in various sports for inter-unit competition. He will arrange for officials and referees. He will plan for and promote participation in less competitive sports for inmates. He will schedule special entertainment on holidays. He will supervise athletic events, tournaments and games. He will requisition and purchase athletic equipment. He will supervise and train inmate projectionists, supervise remarking of recreational courts, and care and repair of sports equipment. He will arrange for the repair of watches, televisions, radios and hearing aids.

RELIGIOUS EMPLOYEES:³⁷

The unit will employ one religious administrator and four chaplains of a nondenominational worship.

The chaplain's work involves the responsibility for conducting regular and special religious services and giving spiritual aid to inmates and their families. He will counsel inmates on personal, family and spiritual problems. He will conduct regular worship services on Sunday and week day Bible classes. He will visit different departments regularly to work with department heads and inmates assigned to those departments. He will make general visits to special units such as the general hospital and detention halls. He will distribute Bibles, New Testaments and other religious literature. He will conduct special seasonal services such as revival and Easter services. He will arrange religious services for inmates with particular religious needs such as Jewish holidays, Episcopal communion, Lutheran confession, Mormon counseling and Seventh Day Adventist services.

He will also conduct guided tours for visiting groups. He will send letters and telegrams for inmates in cases of crisis or emergency. He will write letters to families of inmates and to state agencies, churches, and organizations in efforts to help solve problems of inmates. He will check on the care of Chapels and furniture and see that it is clean, orderly and that a reverent atmosphere

exists. He will speak to religious gatherings, civic clubs and similar groups. He may serve as a member of committees concerned with adjustment behavior and progress of inmates.

PSYCHOLOGICAL PROGRAM EMPLOYEES:³⁸

The psychological program employees will consist of two administrators, 4 psychologists and four addiction counselors. Twenty part-time group counselors will be employed part-time as discussion headers in group counseling.

The psychologists will perform advanced professional psychological work developing plans of rehabilitation for inmates. His work will involve testing, developing a diagnosis, and counseling. He will write reports and participate in research projects. He will administer, score, and interpret psychometric tests such as the Wechsler-Bellevue Intelligence Tests and projective techniques such as the Rorschach test to inmates. He will prepare a written report of test results and interviews, making recommendations for treatment and estimating possibility of recovery for inmates. He will attend staff meetings to discuss patient diagnosis and prognosis. He will make recommendations to the warden concerning inmates found to be psychotic, bordering on psychosis, suicidal or homicidal so that they may be given special treatment.

He will counsel with inmates and their families. He will conduct individual and group psycho-therapy sessions to aid in rehabilitation. He will read books, journals and pamphlets and attend conferences and meetings to keep informed of latest developments in psychology.

The addiction counselors will work under general supervision of the assistant director for treatment and is responsible for planning and coordinating the activities of the addiction groups.

He will meet with T.D.C. addiction counseling groups and arrange schedules for various visitation to the groups of inmates. He will inform families of inmates to be released of the nature of addiction and ways the family can help the person. He will see that proper records are maintained regarding inmate attendance at addiction counseling meetings and that these records be furnished to the proper official so that credit may be given on the point incentive program. He will participate in staff training programs.

RELEASE PROGRAM EMPLOYEES:³⁹

Release program employees will include 1 administrator, two work furlough supervisors, two pre-release supervisors and four educational consultants.

The work furlough supervisor will be responsible for the safe passage and return of inmates working in this

program. He will maintain contact with employees of inmates and keep records of inmates employed and periods of employment. He will give receipt to inmates in exchange for money earned by the inmate, which he will deposit in the inmate's account in the accounting department. He will be available to work furlough inmates for counseling and advice.

The pre-release supervisors will be responsible for setting up programs schedules for inmate participation. He will be responsible for general sessions with inmates, counseling sessions, outside activities and volunteer speakers. Supervisors will be available for counseling and advice. Programs which will be included are job opportunities, vocational planning, insurance, human relations, and job retention skills. He will be responsible for driver training, personal counseling and employment counseling.

Educational consultants will serve as counselors and will be used in the same manner as the educational consultant in the education department (above).

In concluding the employee section of this program, Winston Churchill's views of inmate treatment seems appropriate.

The mood and temper of the public in regard to the treatment of crime and criminals is one of the most unfailing tests of any country. A calm, dispassionate recognition of the rights of the accused and even for the convicted criminal,

against the State, a constant heart searching by all charged with the duty of punishment, a desire and eagerness to rehabilitate in the world of industry those who have paid their due in the hard coinage of punishment; tireless efforts toward the discovery of curative and regenerative processes; unflinching faith that there is a treasure if you can only find it, in the heart of every man; these are the symbols which, in the treatment of crime and criminal, mark and measure the stored-up strength of a nation, and are sign and proof of the living virtue within it.

OTHER ACTIVITIES:⁴⁰

It is expected that service vehicles to the commissary, dining hall, and hospital will be admitted monthly and that the vehicles will be two-ton trucks.

Trash trucks will be admitted bi-weekly. Other supplies and deliveries (e.g., crop pick up, school bus to repair shop) will be made periodically.

Disciplinary procedures involve the need for solitary confinement cells. The unit disciplinary committee consisting of the warden, assistant warden, captains of C.O., two chaplains, psychologist and two C.O.'s will meet monthly to dispose of cases that have been referred. If the offense need immediate investigation, however, it should be initiated at once.

The hearing is held with accused inmates brought before the committee and charge and offenses read to him. The inmate gives his plea, there is questioning and testimony. The inmate is removed while the committee determines a verdict. The inmate is returned and given the verdict

and punishment if any and returned to his cell. It may be necessary to segregate (solitary confinement) some inmates from the general population and provide close confinement for varied periods of time. For the purpose of investigation, punishment, or projection. There are two types of segregation--administrative and punitive.

In administrative segregation, the inmate will have toothpaste, toothbrush and shaving gear. The inmate will be bathed after the population's bath. There will be no restrictions of mail, however, visits from individuals even though on the inmates approved visiting and correspondence list will not be allowed. Regular meals will be fed.

Punitive segregation is limited to 15 day periods, but may be returned after two days. Doors on these cells shall not contain lites. Two meals per day will be served in the cells. Inmates in segregation will be checked by a physician once a day. Baths will be taken every two days, shaving will be at least twice a week and brushing teeth daily. Change of clothes will be twice a week. Prisoners in segregation shall be visited two times each shift by a C.O., daily by both the officer in charge of the day shift and the officer in charge of the night shift, daily by the physician and daily by either the warden or assistant warden.

SECURITY SYSTEMS:

Most correctional officials' attitudes toward security may be summed up in the words of an American correctional association past president, ". . . we take a dim view of any attempts to escape."⁴¹

Correctional facilities use five principal methods to prevent escapes: (1) employment of personnel who are taught to be vigilant, (2) classification of prisoners, (3) threat of severe punishment to those who attempt escape, (4) building of facilities to provide for a maximum of internal surveillance and control, (5) provision of sufficient perimeter security for each institution to cope with the apparent custody requirements of the inmates who are assigned to it.

Only 20 percent of all prisoners require maximum custody, yet 56 percent of all prisoners in the U.S. are in structures built to serve the maximum security function.⁴² These institutions depend heavily on very secure perimeters. One example of a perimeter-security system is implied in the following statement:

A sign on the perimeter of the 1,000 acres directed us to an intercom device. We were directed by a disembodied voice to state our names and purpose. Having complied, we were ordered to wait while a check was made with the central control center. Finally we were directed by the voice to a parking space. As we surveyed the double wire fence, we noted that the guards in two of the towers were following our progress through binoculars, rifles at their sides. We felt anxious, uneasy and very unwelcome.⁴³

There are two elements to the perimeter security system: the buffer zone and the fence.

The buffer zone provides an area of land between the institution and the outside world. The buffer zone provides lines of vision permitting guards to observe person approaching or leaving.

The fence is usually a heavy guage cyclone fence. They are double with open space between them. The space is covered with white sand so that the human being will be silhouetted.

Other security systems may compliment the fences. These include aprons of barbed wire and electronic sensory devices that sound alarms when inmates enter certain zones. Lasers are also being used. Strategically placed gun towers manned by riflemen and pedestrian and vehicular sally ports are very effective. Sally ports are constructed such as to have only one gate operable at a time so that both gates cannot be simultaneously opened. Powerful floodlights turn night to day. Other systems include closed circuit television cameras monitoring doors, gate and blind spots in the perimeter and the use of dogs roaming between dual fences.

A survey of prisons in the U.S. summarizes that in male adult prisons, 19 used double fences with towers, 0 used double fences without towers, 1 used a single fence with barbed wire, 4 used building forms as security,

3 used building form supplemented by fences, 6 were open and 1 was walled.⁴⁴

INMATE LIVING QUARTERS:

The problem of housing the inmate is the item having the greatest impact on the total incarceration experience.

Six basic types of living accommodations are noted, each having its shortcomings.

1. Inside cells have no outside wall or window. They have built-in sanitary facilities. The cell front is of open grillework providing maximum surveillance and minimum privacy. Inside cells are considered very secure and are popular with custodial staff. They are expensive. They also create a sensory experience marked by an inability to concentrate, read or study and in time a general state of withdrawal and autism.

2. Outside cells are much like inside cells except that they have exterior walls and windows and are easier to breach. The window provides ventilation and light and definitely more sensory stimulation. Cell fronts are usually not grille fronts, but solid doors have observation panels. Outside cells are either wet or dry, wet being with self contained sanitary facilities. Rooms measured between 60 and 110 square feet.

3. Segregation cells are special facilities built to contain and punish inmates presenting disciplinary problems.

These cells are remote from all other activities.

4. Squad rooms are small wards or large cells and contain 4 to 8 beds. Most correctional officials disapprove of two-man cells because of the opportunity for homosexuality. They also disapprove of three man cells because of the tendency of two of the three inmates becoming "tight" at the expense of the third. Multiple occupancy cells therefore provide for four or more occupants.

5. Open wards or dormitories are self explanatory. These offer lower construction cost, greater flexibility, reduced plumbing requirements, ease of supervision and a less depressing appearance.

6. Cubicles are less expensive to build than rooms and provide more privacy than open wards. They are made by partial walls built around a person's living space. They are used quite effectively in many facilities.

V. TEXAS DEPARTMENT OF CORRECTIONS RECOMMENDED SPACE REQUIREMENTS⁴⁵

Although space requirements are usually, and will be determined in the design phase of this project, The Texas Department of Corrections has related some specific needs for certain types of spaces within a new unit. It would be foolhearty to completely ignore these requirements because they were not in fact derived by a project architect (actually, the proceeding requirements were drawn up by the construction department of The Texas Department of Corrections, which is a very qualified source), but much attention should be given to these recommendations.

The Texas Department of Corrections has determined that 500 square feet per inmate is desireable for programs that The T.D.C. has established for inmates. Inmate housing for a 2000 inmate prison would thus occupy 537,200 sq. feet. This figure includes internal circulation, security stations, mechanical chases and day room areas. About 53.7 percent of the total habitable prison buildings should be for housing.

Kitchen and dining areas should take up 7.9 percent of total building space. Shower, clothes and laundry should take up 2.34 percent of total space.

Administrative offices, education and the gymnasiums should be allocated 2.46 percent of total space, with the chapel areas using 1.44 percent of the space.

Contingency space of 1.82 percent and general circulation of 20 percent are other considerations.

Drinking water requirements of 600,000 gallons per day initially growing to 1,200,000 gallons per day are general requirements for a 2,000 inmate prison. Sewage disposal may be by lagoons with irrigation using effluent. Needs will total a 1,000,000 gallon ground storage and a 150,000 gallon elevated storage. Solid waste disposal of 4000 cubic yards per year should be expected. This would be created using heat boilers or sanitary landfill or unrecyclable items.

Electrical requirements, not including that of industry, should be expected to average 1000 watt hours per inmate. Thus total expected load, including industry, is 4000 KVA.

Outside service and access should be achieved by penetrating the perimeter wall at a minimum number of locations. Window penetration would be ideally liberal, taking advantage of adequate natural light.

Sun control may be achieved through sufficient roof and spandrel overhangs on the east, south and west faces of the complex. Natural cooling could be efficiently utilized through long hallways and fans as air handlers.

The security system should be electronically designed to satisfy the demands of a penal institution while maintaining minimum construction cost implementation, located in a zone at the perimeter of the facility, activity would be monitored at a central control point. A perimeter detection system similar to the "Peri-Guard" line may be used to add to the security of the unit.

Separate and individual training for inmates is a key element of the rehabilitative process. Facilities will be provided for two industries: A textile mill and an auto mechanics shop. These industries should be housed in appropriate buildings adjacent to or near the central housing and administration complexes. The cotton processing plant and a livestock and poultry feeding facility should also serve as a center for inmate instruction near the unit.

Employee housing may be provided, however, it is recommended that this housing be outside of the perimeter wall.

A commissary should be provided within the wall.

Educational facilities are to be located inside the wall and will be at the service of interested inmates. The educational facilities should be sized to handle the increasing needs of the department.

Space for large group instruction, seminar and classrooms would be provided internally, as scheduling requires

activities in multi-use spaces. A learning resource center, laboratories, and staff offices would serve the group spaces, encouraging interaction with the uncommon advantages of integrated physical planning.

Recreational facilities should be housed in a gymnasium building. Bleachers for an outdoor basketball and volleyball court, as well as an outdoor amphitheatre, would emphasize group oriented programs. Areas of landscaping and planting would give vitality to the interior courts and enliven the enclosures.

A 40-bed ward and infirmary is recommended to handle inmate loads, and because of the remoteness of the unit, the infirmary would have to be self sufficient. Centrally located examination rooms would speed-up observation and efficiency, while interior courts and open areas would serve as a buffer zone conducive to quiet.

Laundry facilities, showers and clothing distribution should be located centrally. Each housing unit would thus have an area assigned to it. Hospital laundry would be located in a similar facility and directly serve treatment areas. Clothing would be disbursed at this location.

Food may be prepared at a central location near the perimeter of the unit. Dock and service lockers would provide easy service access to both exterior and kitchen, with dining hall located adjacent to a service line capable of handling four shifts and the entire population in 90 minutes time.

A non-denominational chapel may be constructed on the interior of the complex, entirely independent of other structures. It should consist of a nave with a capacity of 250, offices, choir, altar and confessional. The independent nature of this building reinforces this principle of separation, while the similarity of construction materials emphasizes unity.

Again, the preceding information was obtained from the Texas Department of Corrections as recommendations for a 2000-inmate prison. It is not gospel, but it should be taken as valuable authoritative information, and as this project is for The T.D.C., adherence may be in accord. On the other hand, The T.D.C. units are not functioning to capacity and certain changes may be needed to become more efficient. Thus objective overview of the systems is desirable.

RECOMMENDED SQUARE FOOTAGES

MEDICAL AND RECREATIONAL

| | |
|--------------------|----------------|
| Hospital Treatment | 11,576 sq. ft. |
| Hospital Ward | 13,023 |
| Gymnasiums | 10,240 |
| Stage | 2,560 |
| Misc. Office | 18,200 |
| Circulation | |
| Hosp., Gym., Chap. | 37,500 |

EDUCATIONAL

| | |
|--------------------|----------------|
| Multipurpose | 18,000 sq. ft. |
| Lecture | 6,038 |
| Seminar | 3,844 |
| Labs | 6,164 |
| Classrooms | 7,675 |
| Offices | 14,444 |
| Storage | 725 |
| Circulation | |
| Education & Admin. | 60,000 |

ADMINISTRATIVE

| | |
|---------------|----------------|
| Misc. Offices | 21,777 sq. ft. |
| Waiting | 1,786 |
| Visiting | 3,462 |
| Toilets | 837 |

KITCHEN, DINING

| | |
|-------------------|----------------|
| Main Dining | 27,732 sq. ft. |
| 2nd Dining | 18,900 |
| Guard Dining | 11,360 |
| Kitchen | 5,838 |
| Serving | 1,459 |
| Cold Food Storage | 7,785 |
| Kitchen Storage | 6,811 |
| Bakery | 2,188 |
| Toilets | 423 |
| Circulation | 28,125 |

MISC.

| | |
|---------|---------------|
| Showers | 8,997 sq. ft. |
| Laundry | 14,391 |

INMATE HOUSING

| | |
|-------------|-----------------|
| Housing | 400,000 sq. ft. |
| Circulation | 75,000 |

INDUSTRY

| | |
|--------------|----------------|
| Textile Mill | 65,000 sq. ft. |
| Machine Shop | 70,000 |

VI. CONCLUSION

UNIFORM BUILDING CODE

Group "D" occupancy

No fire zone listing

Fire resistance of exterior walls and openings in exterior walls are permitted in Type I and II buildings only and as provided in section 902(b).

BUDGET

The budget for the construction of the West Texas Unit will be in the neighborhood of 100 million dollars, which does not include costs of land or equipment and machinery need for agriculture, industry or vocational education. A breakdown of costs follows:

| | |
|--|------------------|
| SITE DEVELOPMENT AND DEMOLITION OF TEMPORARY FACILITIES | 5,880,000 |
| GENERAL CONSTRUCTION | 54,900,000 |
| ESCALATION | 12,250,000 |
| FEEES | 7,350,000 |
| ADMINISTRATIVE | 8,820,000 |
| CONTINGENCY | <u>9,800,000</u> |
| TOTAL COST | 99,000,000 |
| COST PER SQ. FT. | \$99.00 |
| COST PER INMATE CAPACITY | \$49,500.00 |

A further breakdown into a four year construction phasing would be:

| <u>CON. PH.</u> | 1978 | 1979 | 1980 | 1981 |
|-----------------|------------|------------|------------|------------|
| SITE DEV. | 2,880,000 | 3,000,000 | | |
| ARCH. FEES | 4,000,000 | 1,350,000 | 1,000,000 | 1,000,000 |
| SEC. STEEL | | 2,000,000 | 2,000,000 | 1,000,000 |
| GEN CONS. | | 10,000,000 | 10,000,000 | 29,900,000 |
| ESCALA. | | 1,000,000 | 3,000,000 | 8,250,000 |
| ADMINIS. | 2,000,000 | 2,000,000 | 2,000,000 | 2,820,000 |
| CONTING | 2,420,000 | 2,420,000 | 2,420,000 | 2,540,000 |
| TOTAL | 11,300,000 | 21,770,000 | 20,420,000 | 45,570,000 |

The contract should be bid in three phases:

1. Site Development
2. Unit Architectural Contract
3. Employee Housing

Employee housing would be constructed from existing T.D.C. construction plans and specifications. Housing units could be constructed to local building contractors as required to insure completion by the time the main unit was complete.

SUMMARY

Correctional facilities, ironically, have not been created to serve the prisoner, but to serve society. They do this in three ways:

1. They punish. Punishment gives satisfaction in many ways, primarily because of the knowledge that a

violator did not get away with it. This is especially significant to one who has been victimized. Punishment is also a negative reward for those who do not commit crimes.

2. They deter. Prisons don't deter criminals, but they do deter non-criminals. A "normal" person does not want to go to prison. One must realize that punishment inherent in imprisonment may be a factor to overcrowded prisons. Some "criminals" like incarceration. Thus the threat of punishment deters some from criminality while it incites others to become criminals.

3. They quarantine. Criminals are kept out of circulation for a certain period of time. However, the time is limited. The quarantine often hardens offenders compounding inabilities and filling them with hate and a desire for retribution. The ex-con is returned to society ready to commit new crimes.

The unavoidable conclusion which the author cannot help but realize after researching prisons is the infinite question of "what is right?"

"Any attempt to design better institutions or make cosmetic modifications of existing facilities cannot suffice of itself as the means to change men any more than a new school building insures an improvement in the education process therein. The entire context of the process must be examined, and, even more fundamentally, the use of

the institution as a corrective vehicle needs validation."⁴⁹

Unfortunately, we are limited to the past and present for resources. We build with what we have--right or wrong.

APPENDIX 1

MANAGEMENT SYSTEM - TEXAS DEPARTMENT OF CORRECTIONS

Governor

Board of Corrections

Director

Administrative Assistant
to the Director

| | | | | | | |
|---------|------------|-------------------|--------------------|------------|---------------------|------------|
| Dir. | Asst. Dir. | Asst. Dir. | Asst. Dir. | Asst. Dir. | Asst. Dir. | Asst. Dir. |
| Culture | Business | Construc- tion | General Council | Industry | Special Services | Treatment |

Unit Wardens

Administrative Department Heads

Unit Personnel

Administrative Personnel

APPENDIX 2

TEXAS DEPARTMENT OF CORRECTIONS - UNITS

CENTRAL UNIT

Warden: Scott Valentine
Size: 4,580 acres
Inmates: 709
Staff: 129
Location: 20 miles southwest of Houston
Address: Rt. 1, Box 1200, Sugarland, Texas 77478
Telephone: 713-494-2146

COFFIELD UNIT

Warden: Don Costilow
Size: 22,249 acres
Inmates: 1,025
Staff: 150
Location: 11 miles west of Palestine, Texas
Address: Tennessee Colony, Texas 75861
Telephone: 214-928-2211

CLEMENS UNIT

Warden: Lester Beaird
Size: 8,116 acres
Inmates: 1,052

Staff: 98
Location: 68 miles south of Houston
Address: Rt. 1, Brazoria, Texas 77422
Telephone: 713-799-2188

DARRINGTON UNIT

Warden: Loyd Hunt
Size: 6,746 acres
Inmates: 719
Staff: 102
Location: 24 miles south of Houston
Address: Rt. 1, Box 59, Rosharon, Texas 77583
Telephone: 713-595-3434

DIAGNOSTIC UNIT

Warden: Billy G. Mcmillan
Size: 93 acres
Inmates: 554
Staff: 88
Location: Huntsville, Texas
Address: Box 100, Huntsville, Texas 77340
Telephone: 713-295-5768

EASTHAM UNIT

Warden: Sidney Lanier
Size: 12,970 acres
Inmates: 1,589

Staff: 187
Location: 40 miles northeast of Huntsville, Texas
Address: Box 16, Weldon, Texas 75863

ELLIS UNIT

Warden: R. M. Cousins
Size: 11,672 acres
Inmates: 1,700
Staff: 189
Location: 18 miles north of Huntsville, Texas
Address: Route 3, Huntsville, Texas 77340
Telephone: 713-295-5756

FERGUSON UNIT

Warden: Bobby Morgan
Size: 4,351 acres
Inmates: 1,576
Staff: 155
Location: 22 miles north of Huntsville, Texas
Address: Route 2, Box 20, Midway, Texas 75852
Telephone: 713-348-2761

GOREE UNIT

Warden: David Myers
Size: 889 acres
Inmates: 634

Staff: 97
 Location: 4 miles south of Huntsville, Texas
 Address: Box 38, Huntsville, Texas 77340

HUNTSVILLE UNIT

Warden: H. H. Husbands
 Size: 47 acres
 Inmates: 1,850
 Staff: 379
 Location: Huntsville, Texas
 Address: Box 32, Huntsville, Texas 77340
 Telephone: 713-295-6371

JESTER UNIT

Warden: Paul Jacka
 Size: 5,011 acres
 Inmates: 776
 Staff: 111
 Location: 25 miles southwest of Houston
 Address: Richmond, Texas 77469
 Telephone: 713-494-3131

RAMSEY UNIT

Warden: James V. Anderson
 Size: 16,214 acres
 Inmates: 2,422
 Staff: 219

Location: 28 miles south of Houston.
Address: Rosharon, Texas 77583
Telephone: 713-595-3491

RETRIEVE UNIT

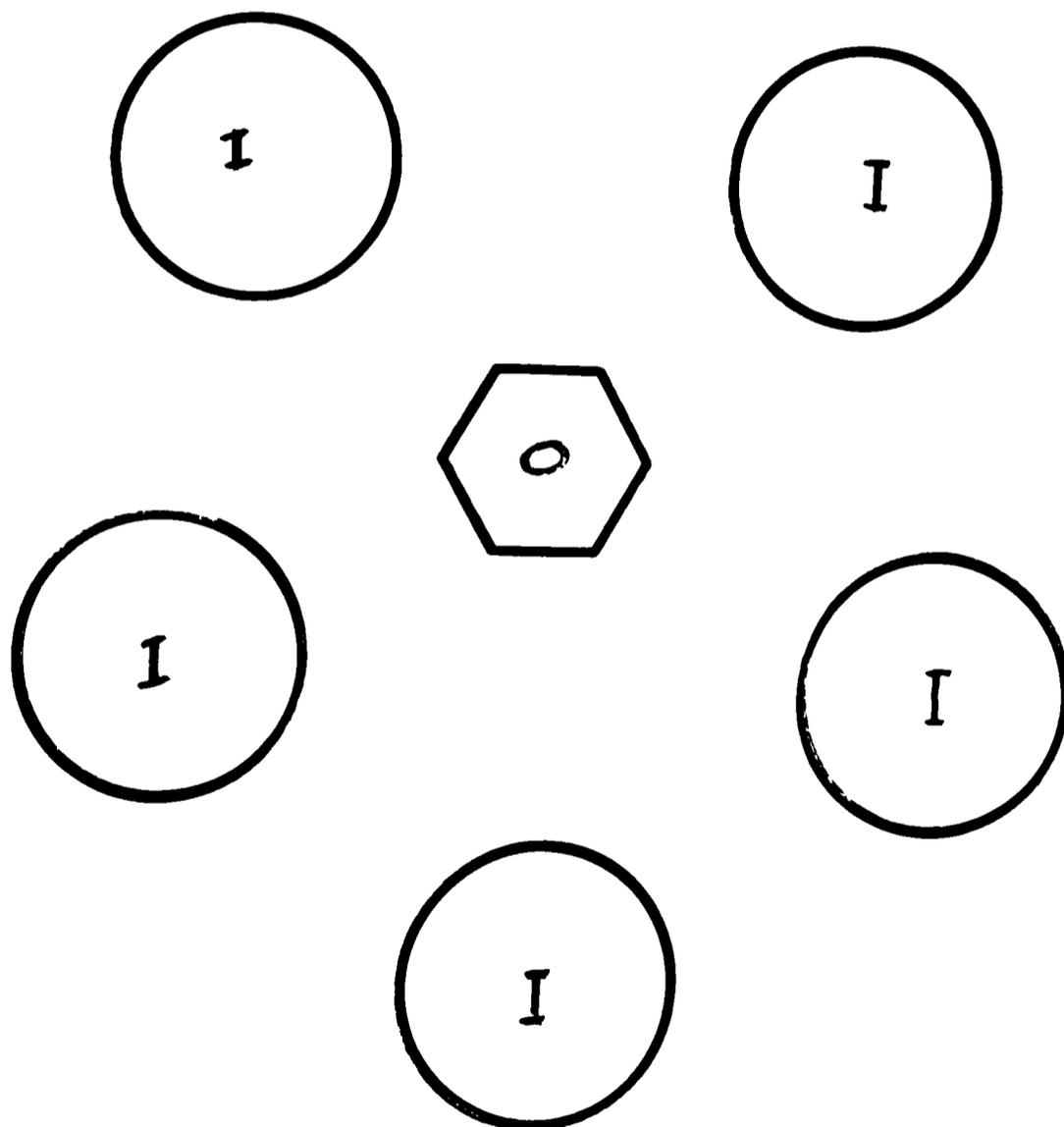
Warden: O. S. Savage
Size: 7,440 acres
Inmates: 749
Staff: 95
Location: 65 miles south of Houston
Address: Box 1550, Angleton, Texas 77515
Telephone: 713-849-6055

WYNNE UNIT

Warden: Joseph Y. Walker
Size: 1,482 acres
Inmates: 1,557
Staff: 164
Location: Huntsville, Texas
Address: Route 1, Box 1, Huntsville, Texas 77340
Telephone: 713-295-7351

APPENDIX 3

RATIO OF INMATES TO OFFICERS



APPENDIX 4

PRESENT MEMBERS OF THE BOARD OF CORRECTIONS (TDC)

H. H. Coffield, Chairman--Rockdale, Texas

James M. Windham, Vice-chairman--Livingston, Texas

T. Louis Austin, Secretary--Dallas, Texas

Robert J. Bacon, M.D., Member--Houston, Texas

Lester Boyd, Member--Vernon, Texas

Joe L. LaMantia, Member--McAllen, Texas

Mark McLaughlin, Member--San Angelo, Texas

L. H. True, Member--Winberley, Texas

Fred W. Shield, Member--San Antonio, Texas

APPENDIX 5

NEW UNIT ASSUMPTIONS

LOCATION

- . At least 200 miles west of Huntsville
- . Within 50 miles of a population center (25,000 to 50,000)

UNIT OPERATIONS

- . Regional unit with reception and release activities
- . Multi-custodial, holding all security classes
- . Inmate population 2,000
- . Unusually large Mexican population

AGRICULTURE

- . At least 4,000 acres--Prefer 10,000 to 15,000 acres
- . Surface or ground water for 25 years
- . Primary production will be cotton

TREATMENT

- . Typical activities

INDUSTRY

- . Textile Mill

CONSTRUCTION

- . 1,000,000 square feet floor space
- . Cellblocks 400,000 square feet
- . Industry 137,200 square feet

- . Kitchen-dining room 79,000 square feet
- . Shower, clothes, laundry 23,400 square feet
- . Administration, education, gymnasium 24,600 square feet
- . Chapel 14,400 square feet
- . Segregated housing areas, with shared service areas

APPENDIX 6

INDUSTRIAL OPERATIONS

Darrington Unit

Tire Plant

Eastham Unit

Garment Factory

Ellis Unit

Garment Factory
Sawmill
Woodworking Shop
Sign Shop
Shoe Factory
Dental Lab
Bus Barn

Ferguson Unit

Mop and Broom Factory

Goree Unit

Garment Factory

Huntsville Unit

Mechanical Department
Prison Store
Laundry
Print Shop
Textile Mill

Central Unit

Soap Factory

Ramsey Unit

Furniture Factory

Wynne Unit

Box Factory
Coffee Processing
Plastic Sign Shop
Mattress Factory
Licence Plate Plant
Validation Sticker Plant
Records Conversion
Transportation Facility

APPENDIX 7

ACTIVITY SUMMARY FOR INMATE AFFAIRS

June 21, 1976

EDUCATIONAL PROGRAMS

College Programs Branch

Junior College Program

- . Enrollment - 2,449 (12.08% of the inmate population)
- . Spring billings were completed for Lee Junior College and Henderson County Junior College
- . College orientations were conducted at Pre-Release
- . Post-release college continuation plans were coordinated and expanded
- . Contracts were finalized for all junior colleges
- . Two spring graduations were conducted and 133 graduates received degrees

Four-Year Program

- . Enrollment - 107 (.53% of the inmate population)
- . Spring grades were posted
- . Summer terms were started
- . Finalization of fall schedules was completed

Vocational Programs Branch

- . Enrollment - 976 (4.81% of the inmate population)

College Vocational ProgramsClemens Unit

(Brazosport Junior College)

Watch Repair 15 men

Darrington Unit

(Lee Junior College)

Air Conditioning 17 men

Auto Mechanics 11 men

Radio and Television 14 men

Welding 22 men

TOTAL 64 men

Eastham Unit

(Lee Junior College)

Air Conditioning 16 men

Auto Body 15 men

Auto Mechanics 16 men

TOTAL 47 men

Ellis Unit

(Lee Junior College)

Horticulture 9 men

Radio and Television 14 men

Upholstery 23 men

TOTAL 46 men

Ferguson Unit

(Lee Junior College)

Auto Body 11 men

Auto Mechanics 13 men

Machine Shop 11 men

Radio and Television 9 men

Upholstery 24 men

Welding 13 men

TOTAL 81 men

Huntsville Unit

(A&M University)

Highline Technician 10 men

Mountain View Unit

(Central Texas Junior College)

Graphic Arts 20 women

Retrieve Unit

(Brazosport Junior College)

Graphic Arts 15 men

TOTAL VOCATIONAL ENROLLMENT 298 men (College)

Windham Vocational ProgramsCentral Unit

Drafting 13 men

Welding 12 men

TOTAL 25 men

Clemens Unit

Building Trades 10 men

Drafting 21 men

Electric Trades 12 men

Masonry 10 men

Plumbing 13 men

Radiator Repair 15 men

Barbering I 20 men

Barbering II 18 men

TOTAL 119 men

Darrington Unit

Auto Mechanics 17 men

Welding 17 men

TOTAL 34 men

Eastham Unit

| | |
|-----------------------|--------|
| Appliance Repair | 13 men |
| Auto Body | 14 men |
| Auto Mechanics | 17 men |
| Building Trades | 17 men |
| Electric Trades | 13 men |
| Farm Equipment Repair | 13 men |
| Interior Finishing | 17 men |

| | |
|-------|---------|
| TOTAL | 104 men |
|-------|---------|

Ellis Unit

| | |
|-------------|--------|
| Sheet Metal | 16 men |
|-------------|--------|

Ferguson Unit

| | |
|---------------------------------------|--------|
| Auto Body | 15 men |
| Auto Mechanics | 15 men |
| Building Trades | 16 men |
| Cabinetmaking | 17 men |
| Commercial Cooking | 15 men |
| Machine Shop | 16 men |
| Meat Cutting | 13 men |
| Radio and Television Repair | 14 men |
| Refrigeration and Air Conditioning | 10 men |
| Welding | 16 men |

| | |
|-------|---------|
| TOTAL | 147 men |
|-------|---------|

Goree Unit

| | |
|--------------------|----------|
| Cosmetology | 12 women |
| Floriculture | 12 women |
| Home and Community | 16 women |
| Horticulture | 13 women |
| V.O.E. | 13 women |

| | |
|-------|----------|
| TOTAL | 66 women |
|-------|----------|

Huntsville Unit

| | |
|--------------|--------|
| I.C.T. | 16 men |
| Horticulture | 15 men |

| | |
|-------|--------|
| TOTAL | 31 men |
|-------|--------|

Ramsey I Unit

| | |
|-------------------|--------|
| Auto Body | 17 men |
| Auto Mechanics | 13 men |
| Auto Transmission | 17 men |
| TOTAL | 47 men |

Ramsey II Unit

| | |
|----------|--------|
| Drafting | 15 men |
|----------|--------|

Retrieve Unit

| | |
|--------------|--------|
| Graphic Arts | 18 men |
|--------------|--------|

Wynne Unit

| | |
|------------------------|--------|
| Small Engine Repair | 12 men |
| Vocational Electronics | 15 men |
| Welding | 20 men |
| TOTAL | 47 men |

TOTAL VOCATIONAL ENROLLMENT 669 men (Windham)

Craft Store Sales

| | |
|-------------|-----------------|
| April, 1976 | \$10,371.79 |
| May, 1976 | <u>9,992.60</u> |
| TOTAL | \$20,364.39 |

Windham School District

. Academic Enrollment - 11,707 (57.75% of the inmate population)

AGENCY REPORTSTexas Commission on Alcohol

| | |
|---|--------|
| Alcoholism Study Meetings | 86 |
| Inmate Attendance - Study Meetings | 1,671 |
| AA Group Meetings | 102 |
| Inmate Attendance - Group Meetings | 8,958 |
| Group Counseling Sessions | 82 |
| Inmate Attendance - Group Counseling | 777 |
| Individual Inmate Counseling Sessions | 586 |
| Aggregate Total of Inmates Receiving Services | 11,992 |

Board of Pardons and Paroles

| | |
|-----------------------------|--------|
| Inmate Contacts | 14,185 |
| Family Contacts | 33 |
| Full Reports Written | 3,285 |
| Average Reports Per Officer | 110 |
| Inmates Paroled | 687 |
| Parole Violators Received | 187 |

State Department of Public Welfare

| | |
|------------------|-----|
| Cases Added | 97 |
| Cases Terminated | 89 |
| Cases Continued | 103 |

State Commission for the Blind

| | |
|----------------------------|------------|
| Inmates Receiving Services | 286 |
| Monies Expended | \$1,893.35 |

Social Security Administration

| | |
|----------------------------|-----|
| Inmates Receiving Services | 152 |
|----------------------------|-----|

Texas Veterans Affairs Commission

| | |
|----------------------------|-----|
| Inmates Receiving Services | 119 |
|----------------------------|-----|

General Hospital Report

| | |
|----------------------|-------|
| Patients Admitted | 431 |
| Patients Discharged | 424 |
| Out-Patients Treated | 1,361 |
| Current Census | 125 |

Unit Hospital Report (all units)

| | |
|---|---------|
| Medication Line | 404,143 |
| Sick Call with Physician | 6,305 |
| Sick Call with Medical Assistant | 62,103 |
| Routine Transfers for Medical Attention | 1,510 |
| Emergency Transfers for Medical Attention | 114 |
| Emergency Transfers to Civilian Hospital | 5 |
| New Inmates Processed | 1,855 |

Treatment Center

| | |
|----------------------------------|----|
| Treatment in First Aid | 25 |
| Sick Call with Physician | 6 |
| Sick Call with Medical Assistant | 30 |
| Interviews with Psychiatrist | 61 |
| Current Census | 78 |

Operating Room Procedures

| | |
|----------------------------------|----|
| General Surgery | 23 |
| Local Surgery | 6 |
| Oral Surgery | 9 |
| Ophthalmologic Surgery | 0 |
| ENT Clinic | 15 |
| Plastic Procedures | 40 |
| Podiatry Clinic | 6 |
| Anesthetics | 24 |
| Blood Transfusions | 5 |
| Procedures - John Sealy Hospital | 48 |
| Procedures - Huntsville Unit | 71 |

Laboratory Reports

| | |
|--------------------------|-------|
| Hematology | 860 |
| Blood Chemistry | 2,150 |
| Bacteriology | 916 |
| Parasitology | 18 |
| Urinalysis | 706 |
| Serology | 368 |
| Blood Bank | 4 |
| Cerebrospinal Fluids | 2 |
| Total Laboratory Reports | 5,024 |

Roentgenologist Reports

| | |
|------------------------|-----|
| General | 320 |
| Head | 40 |
| Extremities | 173 |
| Electrocardiograms | 53 |
| Electroencephalographs | 21 |
| Total Reports | 607 |

Special Clinics Report

| | |
|-------|-----|
| Total | 394 |
|-------|-----|

Eye Clinic Report

| | |
|-------------------------------------|-----|
| Ophthalmology Out-Patients | 310 |
| Optometrist - Refractions Completed | 185 |
| Total Reports | 495 |

Oral Surgery Reports

| | |
|-------|-----|
| Total | 121 |
|-------|-----|

Dental Procedures (all units)

| | |
|-------|--------|
| Total | 11,116 |
|-------|--------|

Medical Reprises

| | |
|-------|----|
| Total | 41 |
|-------|----|

CHAPLAINCY

| | |
|-------------------------------------|--------|
| Number of Church Services | 519 |
| Inmate Attendance - Church Services | 40,705 |
| Counseling Interviews | 10,896 |
| Death Messages Delivered | 217 |
| Inmate Letters Written | 1,175 |

RELEASE PROGRAMSPre-Release Programs

| | |
|--------------------------------|-----|
| Inmates Completing Programs | 559 |
| General Sessions | 148 |
| Group Counseling Sessions | 6 |
| Individual Counseling Sessions | 25 |
| Outside Activities | 11 |
| Speakers Participating | 109 |
| Present Enrollment | 136 |

Work Release Programs

(See Exhibit A)

| | |
|----------------------------|----|
| Inmates Employed | 49 |
| Inmates Removed | 10 |
| Inmates Currently Employed | 39 |

Post-Release Program

| | |
|---------------------------|-----|
| Inmates Enrolled | 345 |
| Job Resources Developed | 36 |
| Enrolled Inmates Released | 345 |
| Positive Terminations | 180 |

Human Resources Program

| | |
|------------------------------|-----|
| Individual Advisory Sessions | 688 |
| Classes Conducted | 68 |
| Inmates Enrolled | 688 |

APPENDIX 8

TDC BED COUNT

REGULAR QUARTERS

Number of Beds in:

| Units | Cells Sin. | Cells Dbl. | Cells Tpl. | Cells Quad. | Dorm Sin. | Dorm Dbl. | Unit Totals |
|------------|---------------|---------------|---------------|----------------|--------------|--------------|----------------|
| Central | 0 | 0 | 0 | 0 | 0 | 756 | 756 |
| Clemens | 24 | 644 | 0 | 0 | 314 | 0 | 982 |
| Coffield | 780 | 1288 | 0 | 0 | 0 | 0 | 2068 |
| Darrington | 0 | 544 | 0 | 0 | 219 | 0 | 763 |
| Diagnostic | 96 | 576 | 0 | 0 | 134 | 0 | 806 |
| Eastham | 275 | 1254 | 0 | 0 | 685 | 0 | 2214 |
| Ellis | 157 | 1246 | 180 | 240 | 136 | 0 | 1959 |
| Ferguson | 182 | 1508 | 0 | 0 | 216 | 0 | 1906 |
| Goree | 208 | 264 | 0 | 0 | 2 | 138 | 612 |
| Huntsville | 128 | 1776 | 0 | 0 | 70 | 0 | 1974 |
| Jester I | 0 | 0 | 0 | 0 | 0 | 524 | 524 |
| Jester II | 0 | 136 | 0 | 0 | 0 | 266 | 402 |
| Mt. View | 0 | 0 | 0 | 0 | 336 | 0 | 336 |
| Ramsey I | 22 | 1032 | 0 | 0 | 459 | 0 | 1513 |
| Ramsey II | 0 | 447 | 0 | 0 | 470 | 0 | 917 |
| Retrieve | 23 | 460 | 0 | 0 | 285 | 0 | 768 |
| Wynne | 406 | 712 | 0 | 0 | 584 | 0 | <u>1702</u> |

Regular Bed Grand Total 20,202

SPECIAL QUARTERS

Number of Beds in:

| Hospital | Treat. Center | Medi- tation | Death Row | Quar- antine | Lock- up |
|----------|------------------|-----------------|--------------|-----------------|-------------|
| 0 | 0 | 12 | 0 | 0 | 13 |
| 3 | 46 | 18 | 0 | 0 | 8 |
| 30 | 0 | 24 | 0 | 0 | 84 |
| 8 | 0 | 10 | 0 | 0 | 0 |
| 10 | 0 | 5 | 0 | 0 | 0 |
| 6 | 0 | 10 | 0 | 0 | 50 |
| 18 | 0 | 32 | 60 | 0 | 20 |
| 28 | 0 | 32 | 0 | 0 | 0 |
| 24 | 0 | 17 | 0 | 34 | 17 |
| 183 | 90 | 23 | 8 | 8 | 23 |
| 4 | 0 | 0 | 0 | 0 | 0 |
| 2 | 0 | 11 | 0 | 0 | 0 |
| 15 | 0 | 40 | 0 | 0 | 5 |
| 8 | 0 | 20 | 0 | 58 | 62 |
| 4 | 0 | 10 | 0 | 0 | 5 |
| 5 | 0 | 12 | 0 | 0 | 10 |
| 0 | 0 | 23 | 0 | 0 | 25 |

PROPOSED SITE

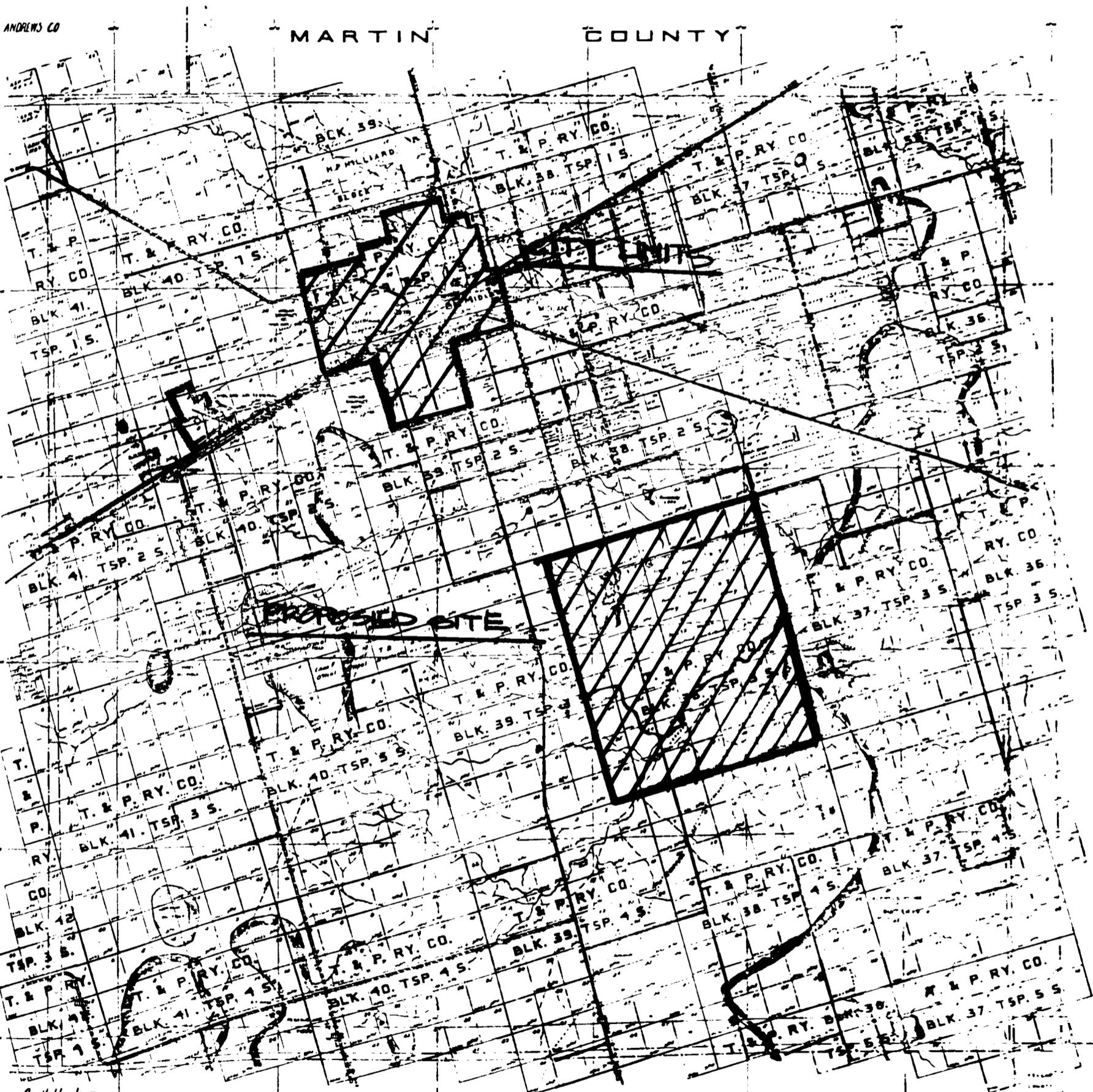
MIDLAND COUNTY

ANDREWS CO

MARTIN COUNTY

COUNTY

GLASSCOCK COUNTY



PROPOSED SITE

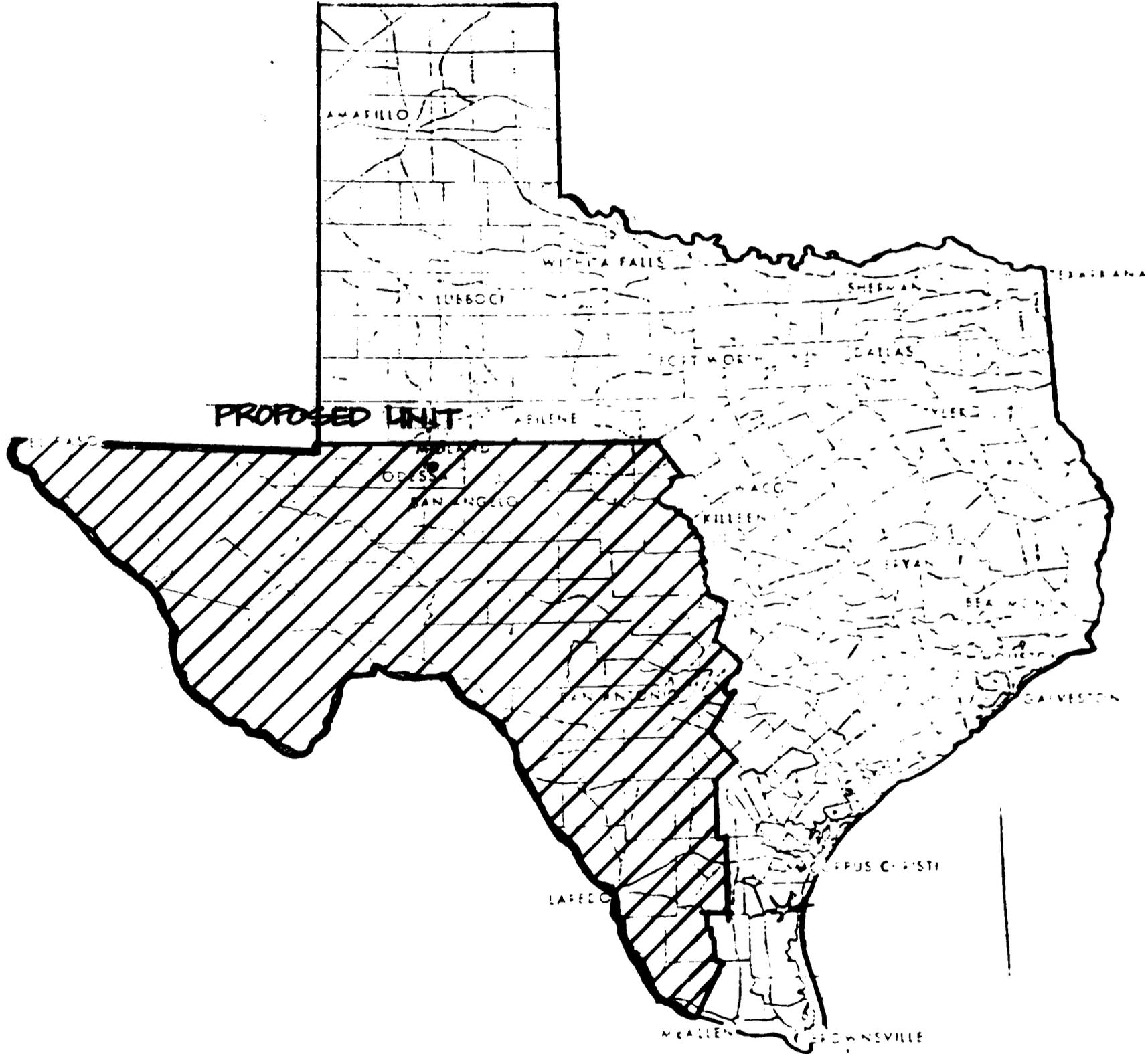
UPTON COUNTY

COUNTY

Available from
Land Map Company
 100 & 1000
 Midland, Texas

APPENDIX 10

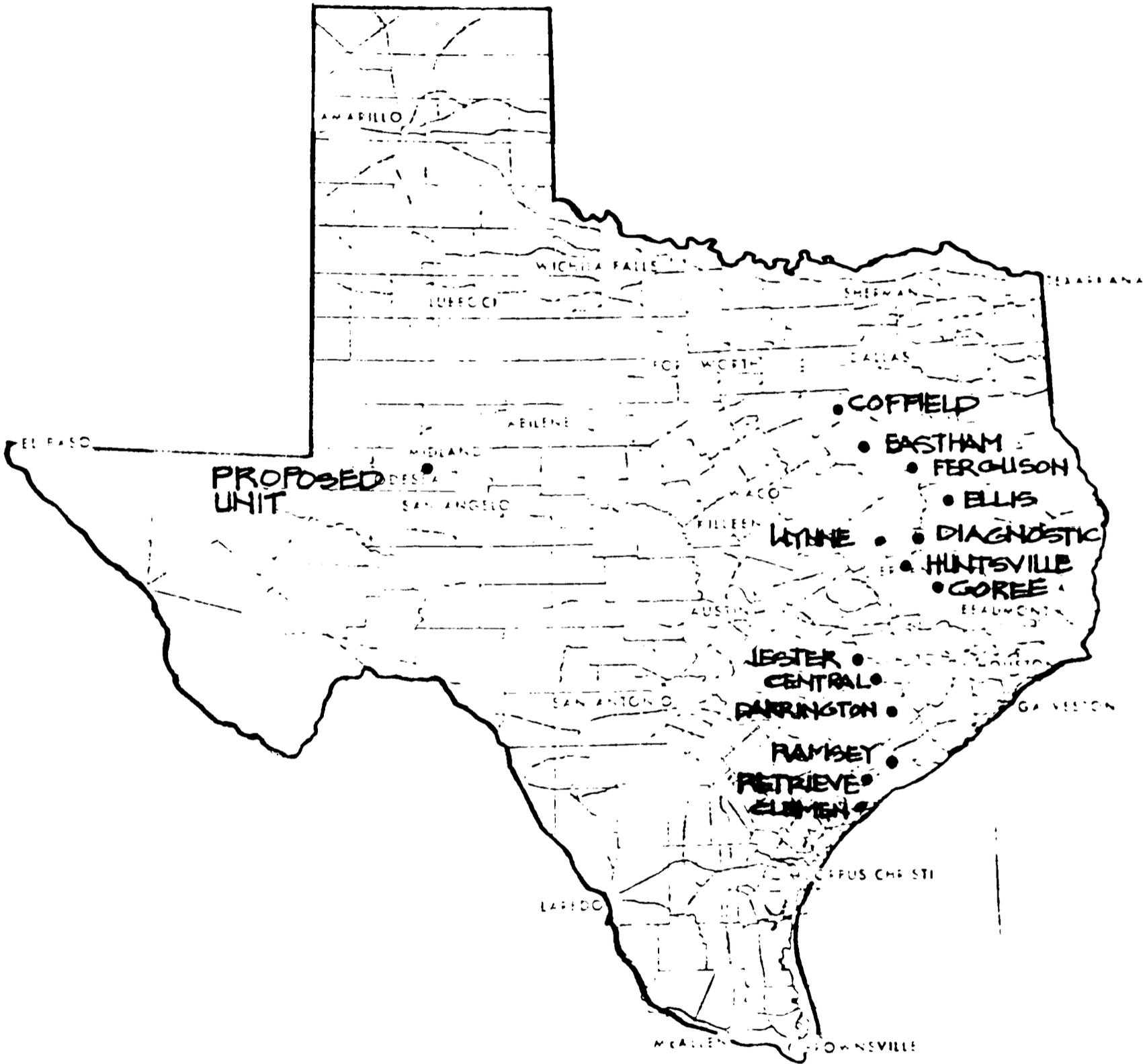
TEXAS DEPARTMENT OF CORRECTIONS
POSSIBLE NEW UNIT LOCATIONS
(As Proposed by T.D.C.)
And Site Selection



APPENDIX 11

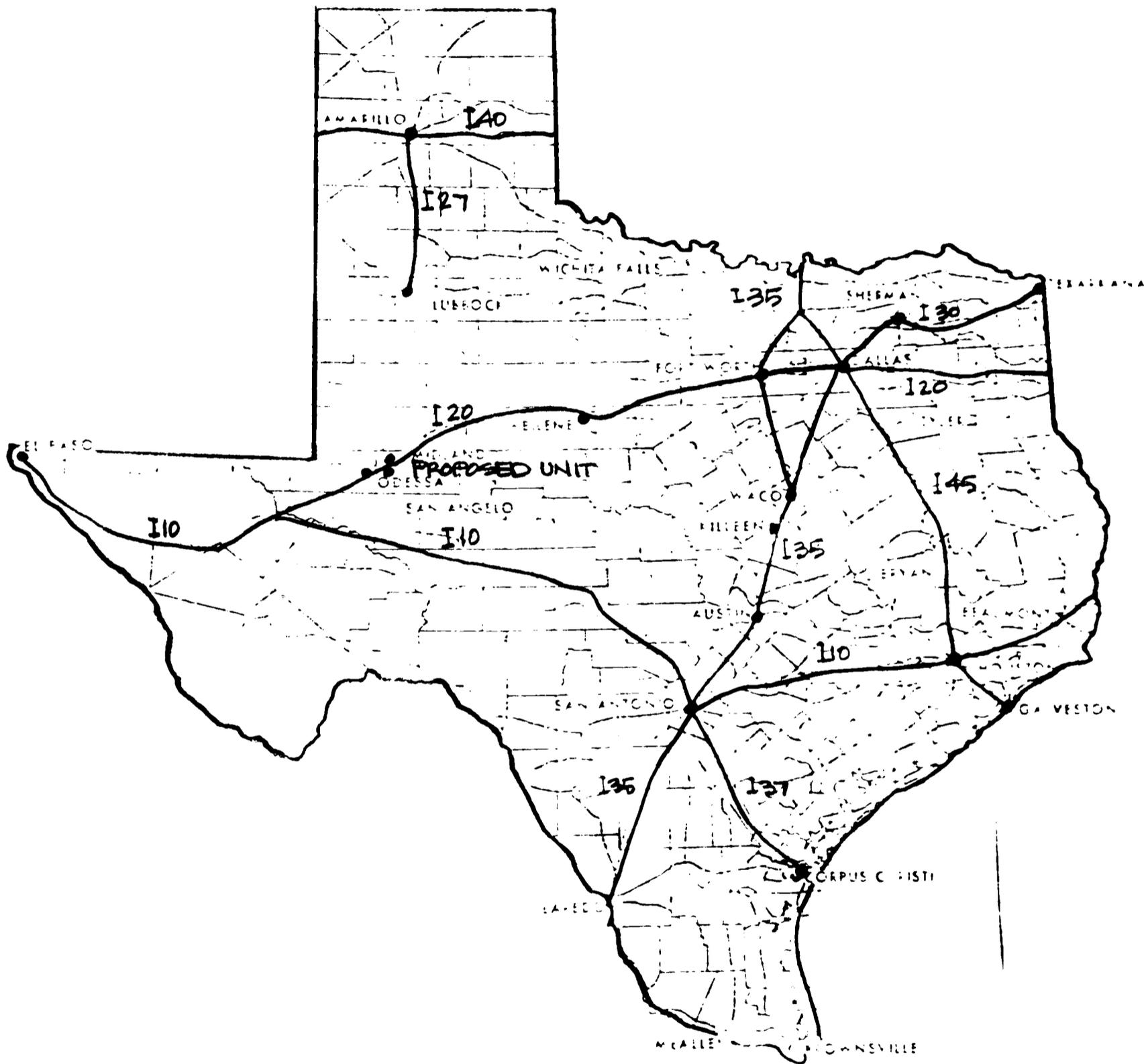
TEXAS DEPARTMENT OF CORRECTIONS

UNIT LOCATION



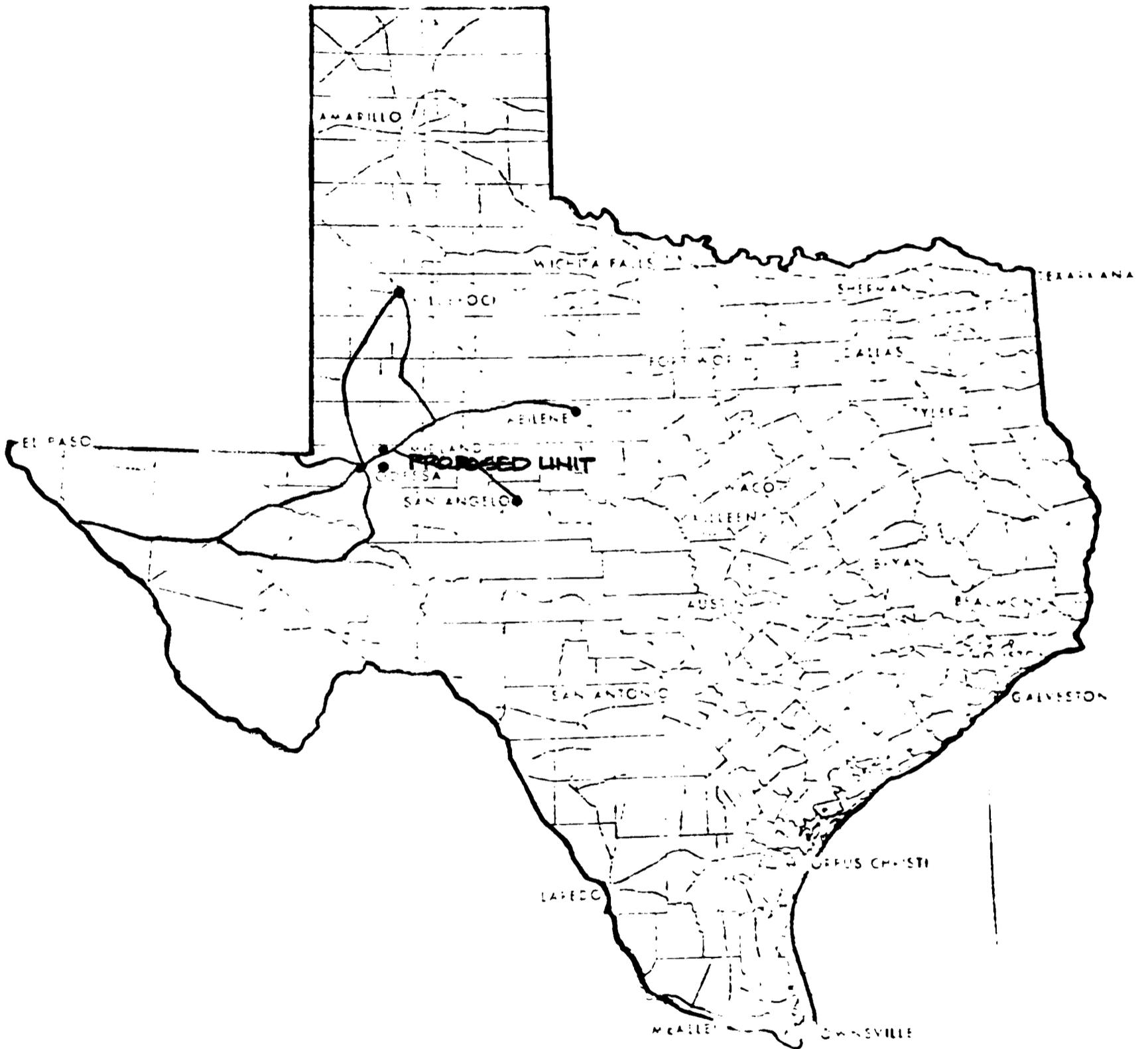
APPENDIX 13

TEXAS INTERSTATE HIGHWAY SYSTEM



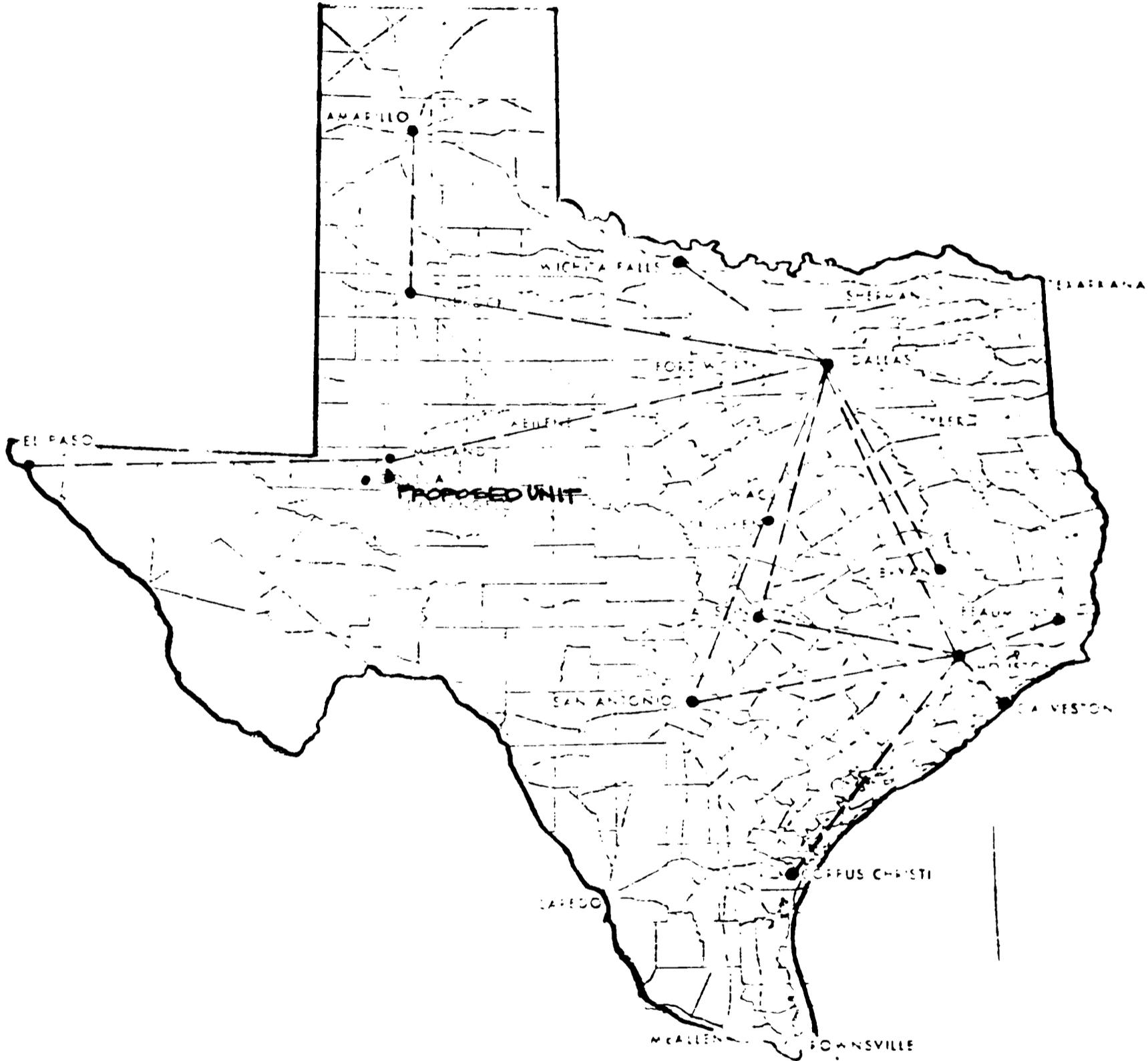
APPENDIX 14

TEXAS BUS ROUTES IN UNIT AREA



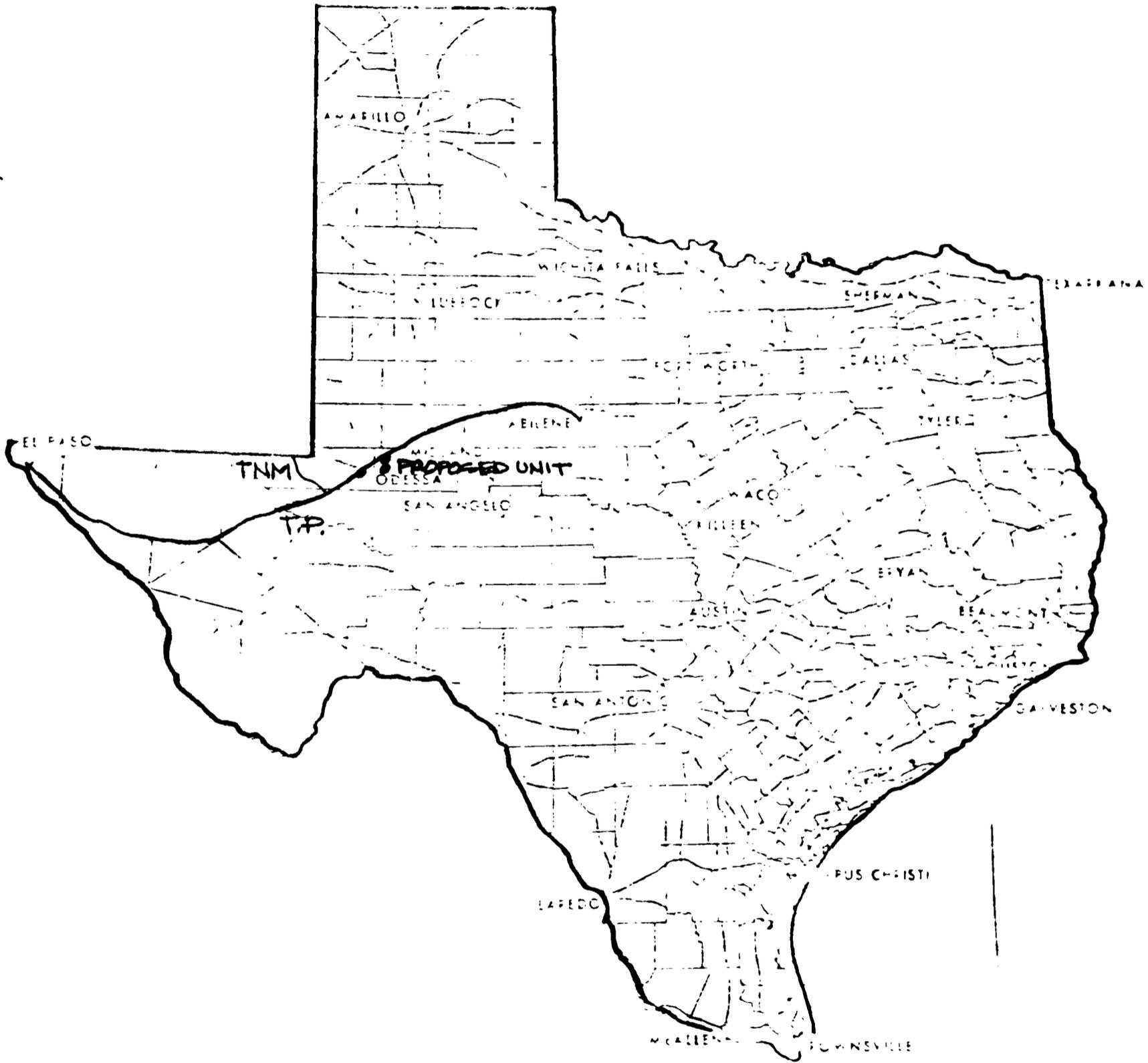
APPENDIX 15

TEXAS AIR TRAVEL ROUTES

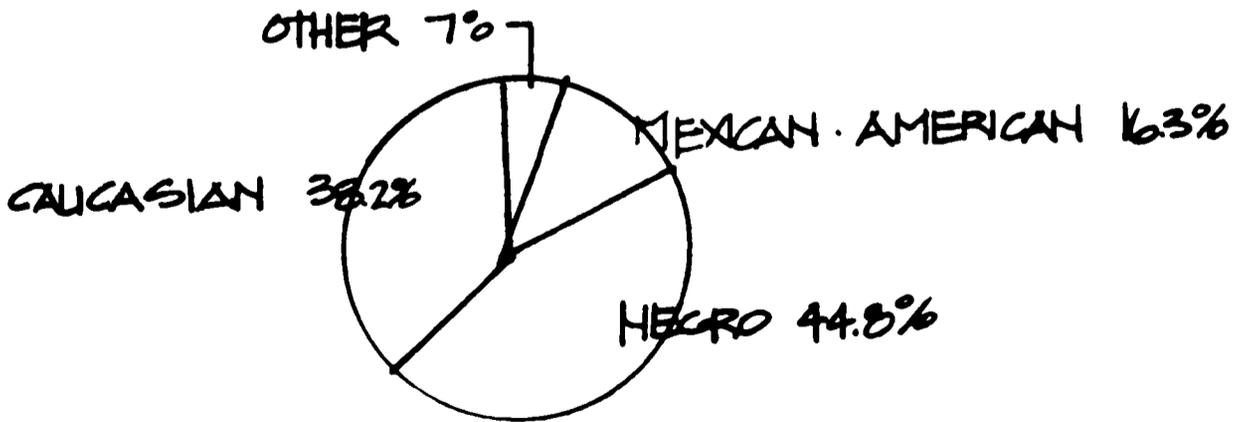
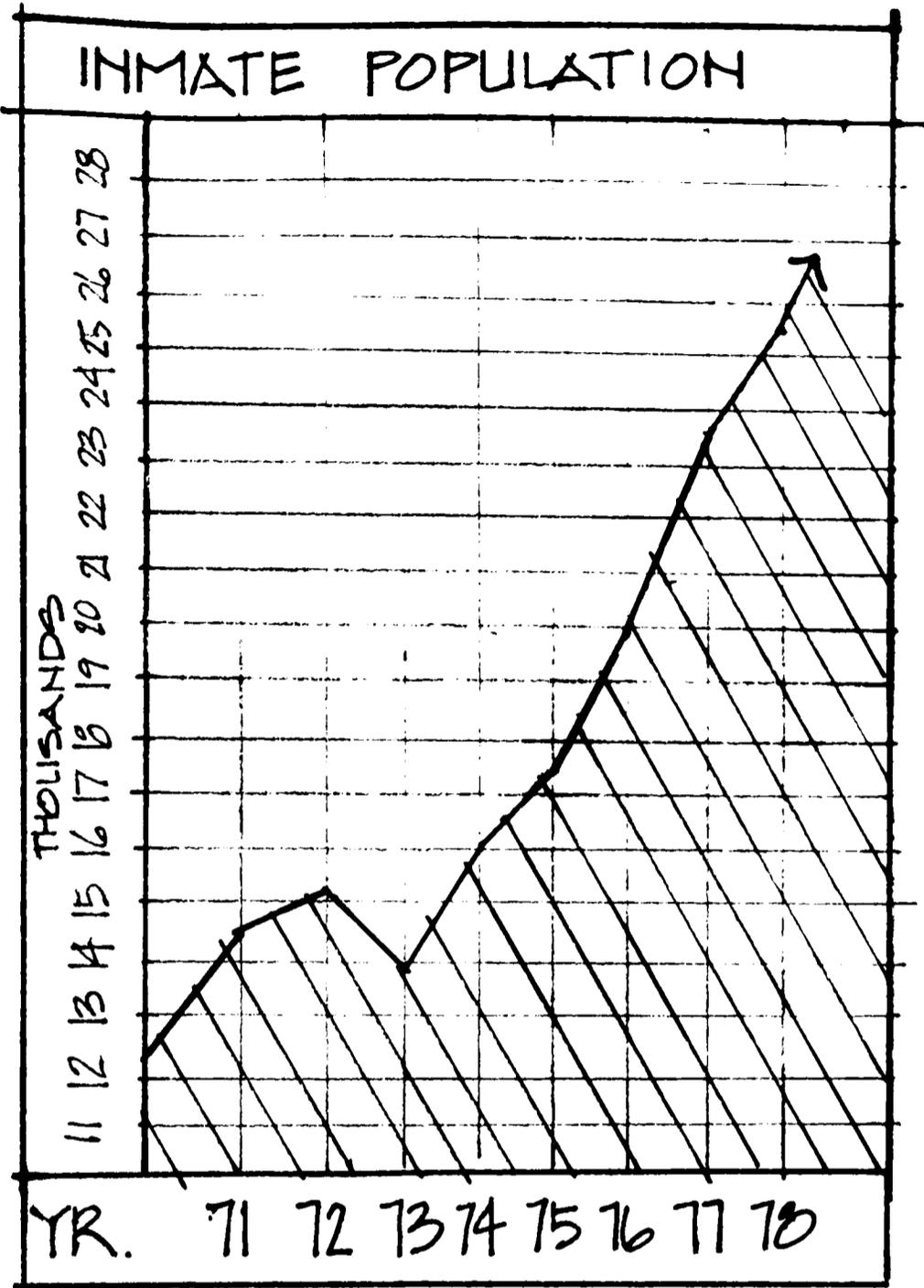


APPENDIX 16

TEXAS RAILROAD ROUTES
IN PROPOSED UNIT AREA



POPULATION AND PROJECTION OF T.D.C.

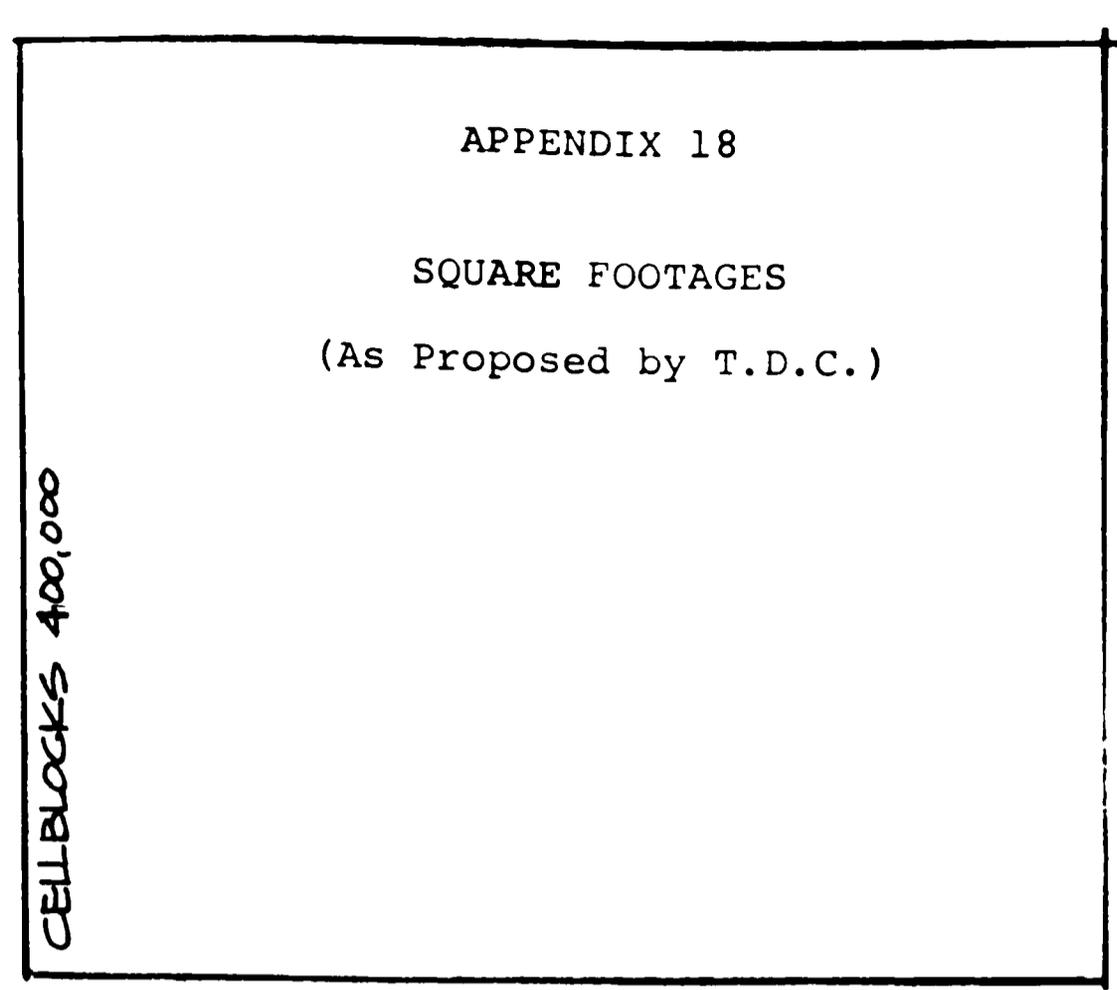
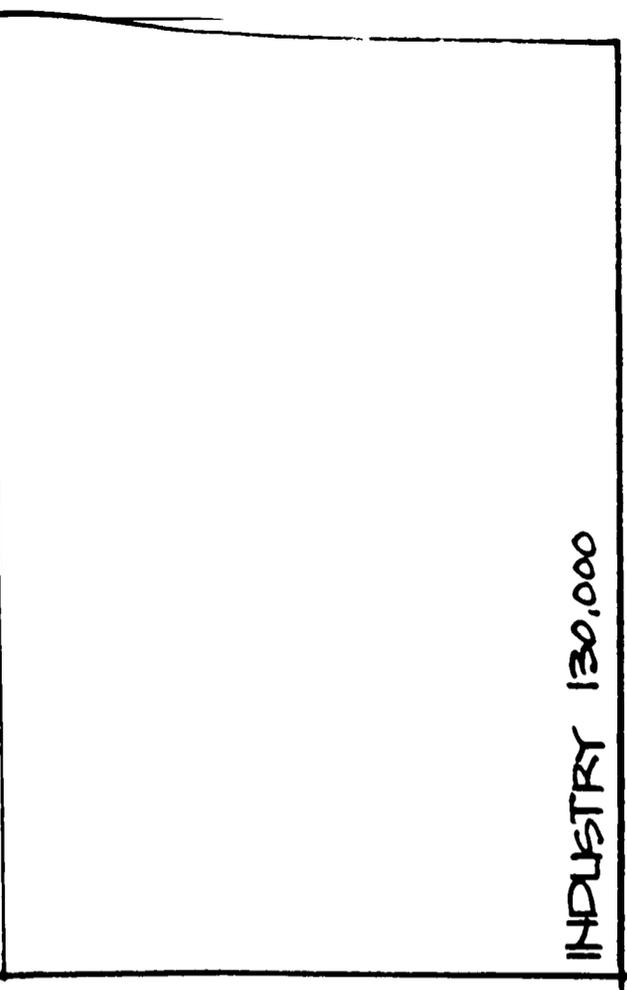
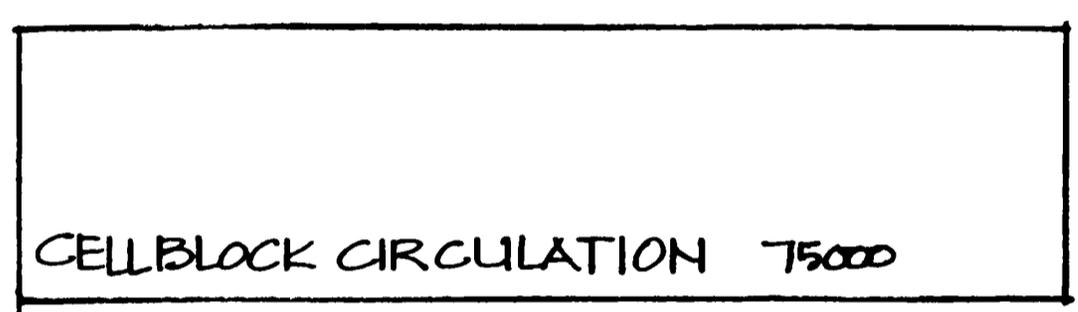
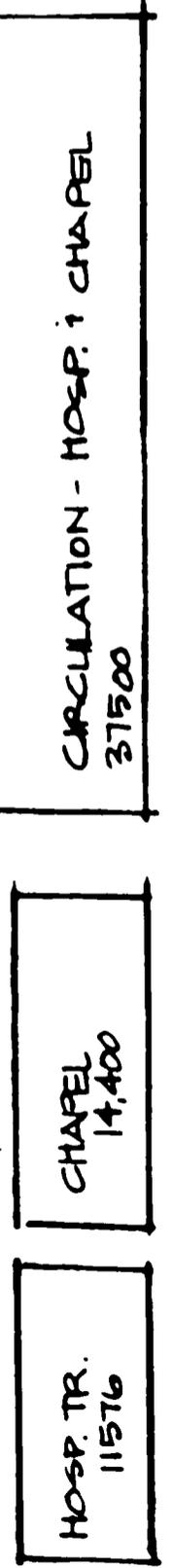
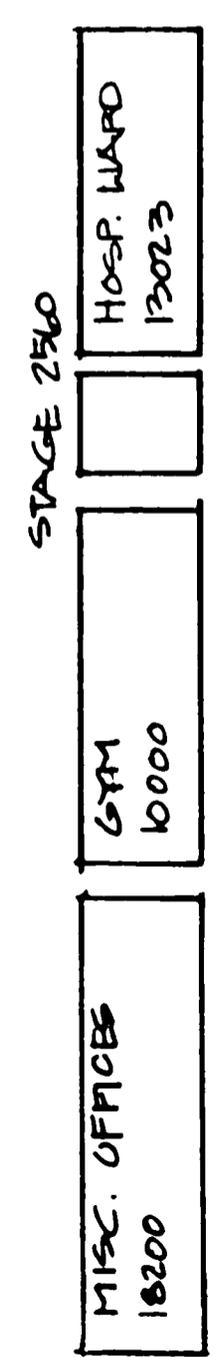
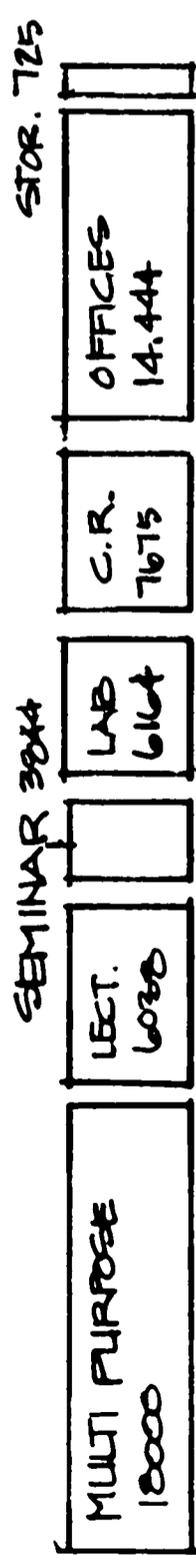
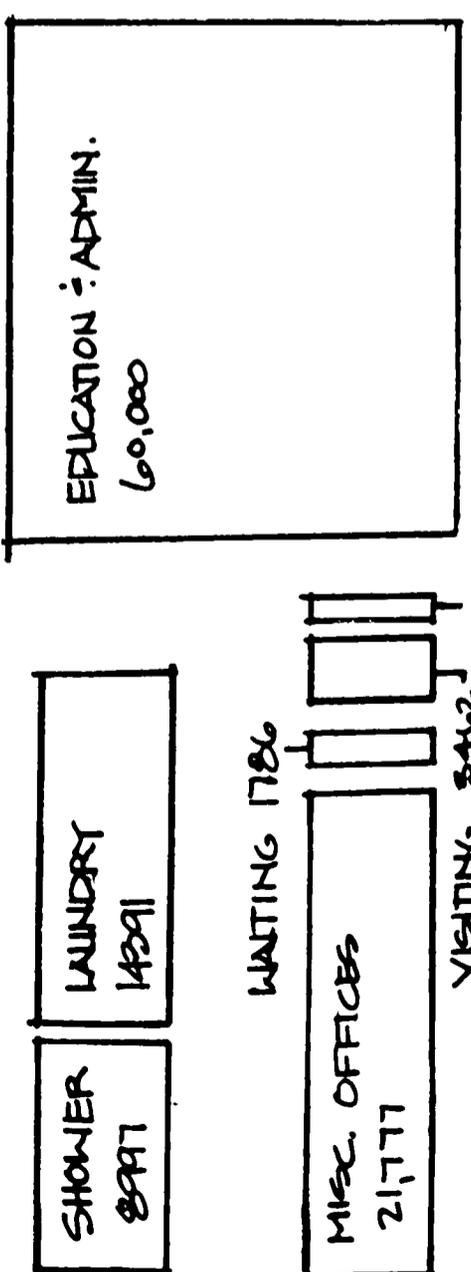
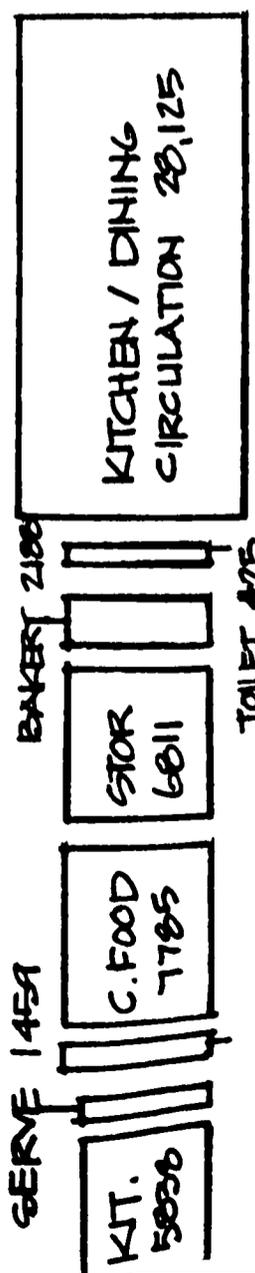


INMATE ETHNIC BACKGROUND

APPENDIX 18

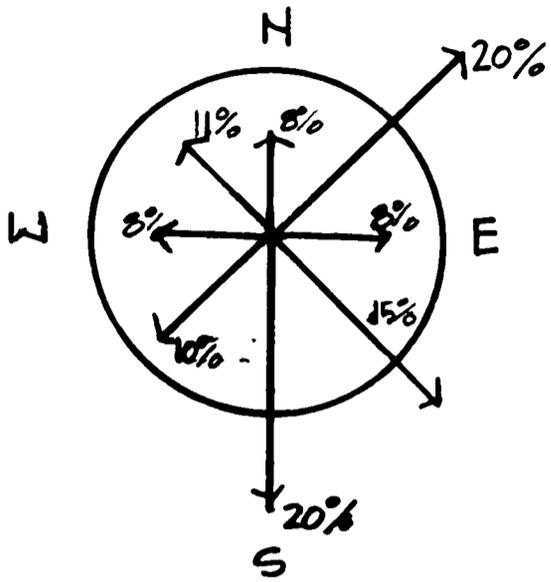
SQUARE FOOTAGES

(As Proposed by T.D.C.)

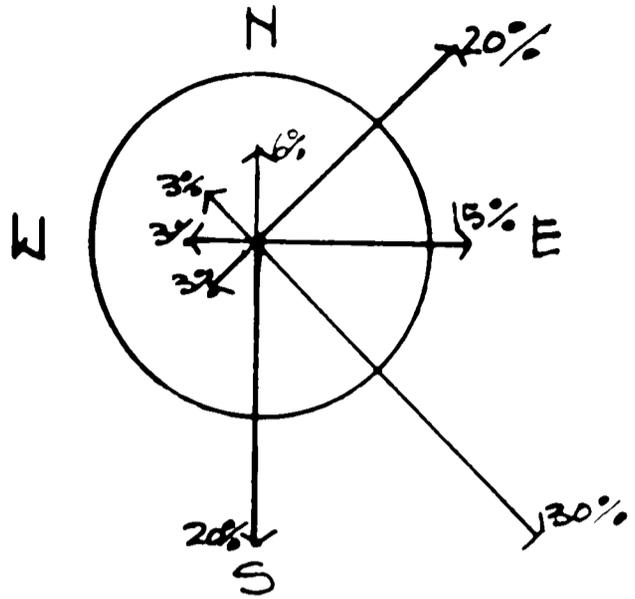


APPENDIX 19

PERCENTAGE FREQUENCIES OF WIND DIRECTION
Midland, Texas

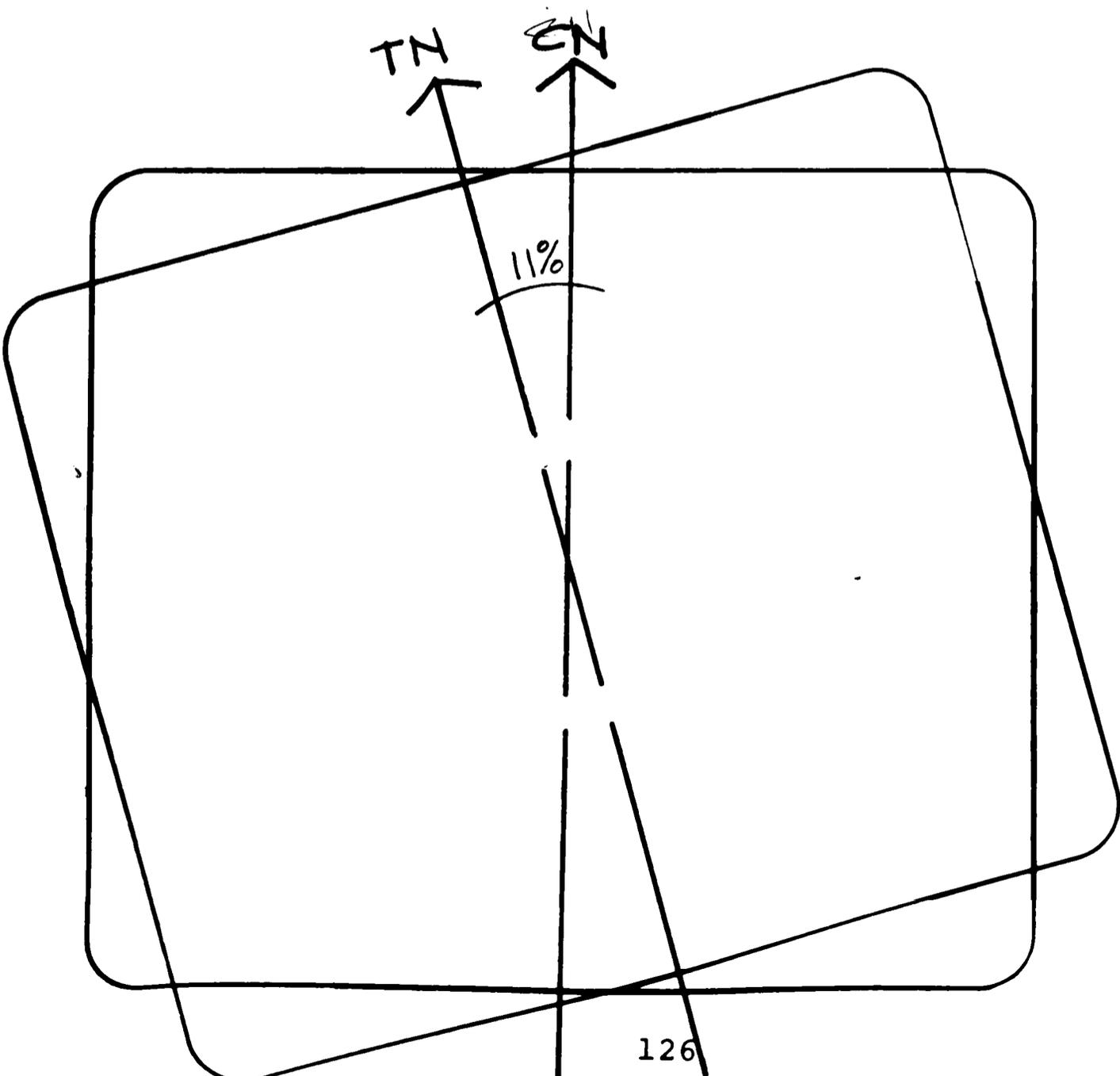


Jan.



July

TRUE NORTH ORIENTATION
Midland, Texas



FOOTNOTES

- ¹The New Red Barn. Nagel. p. 4.
- ²Ibid., p. 188.
- ³Ibid., p. 177.
- ⁴Ibid., p. 5.
- ⁵Ibid., p. 8.
- ⁶Ibid.
- ⁷Ibid., p. 9.
- ⁸Texas Department of Corrections. T.D.C. Press, p. 1.
- ⁹T.D.C. Annual Report 1968. T.D.C. Press, p. 11.
- ¹⁰Ibid.
- ¹¹T.D.C. Annual Report 1969. T.D.C. Press, p. 5.
- ¹²T.D.C. Annual Report 1974. T.D.C. Press, p. 4.
- ¹³Personal Interview. Eugene Shepard.
- ¹⁴Ibid.
- ¹⁵Inmate Rules and Regulations. T.D.C. Press, p. 41.
- ¹⁶Ibid.
- ¹⁷Ibid.
- ¹⁸T.D.C. Annual Report 1975. T.D.C. Press, pp. 12, 17,
21, 25, 29.
- ¹⁹Inmate Rules and Regulations. T.D.C. Press, p. 48.
- ²⁰T.D.C. Annual Report 1974. T.D.C. Press, p. 27.
- ²¹Inmate Rules and Regulations. T.D.C. Press, p. 43.

- ²² T.D.C. Annual Report 1974. T.D.C. Press, p. 29.
- ²³ Inmate Rules and Regulations. T.D.C. Press, p. 43.
- ²⁴ T.D.C. Annual Report 1975. T.D.C. Press, p. 37.
- ²⁵ Employee Manual of Rules and Regulations. T.D.C. Press, p. 5.
- ²⁶ Ibid.
- ²⁷ State Classification Manual. #4501.
- ²⁸ Ibid., #4556.
- ²⁹ Ibid., #1162.
- ³⁰ Ibid., #8151.
- ³¹ Inmate Rules and Regulations. T.D.C. Press, p. 14.
- ³² Prison Health. Goldsmith. Appendix C.
- ³³ State Classification Manual. #4649.
- ³⁴ Ibid., #4672
- ³⁵ Ibid., #4735.
- ³⁶ Ibid., #7872.
- ³⁷ Ibid., #5081.
- ³⁸ Ibid., #4718.
- ³⁹ Ibid., #4716.
- ⁴⁰ Employee Manual of Rules & Regulations. T.D.C. Press, p. 2.
- ⁴¹ The New Red Barn. Nagel, p. 57.
- ⁴² Ibid., p. 58.
- ⁴³ Ibid.
- ⁴⁴ Ibid., p. 62.
- ⁴⁵ Personal Interview. Eugene Shepard.

⁴⁶Texas Almanac. p. 237.

⁴⁷Texas Climatological Data 1974. p. 36.

⁴⁸Graphic Standards, p. 68.

⁴⁹The New Red Barn. Nagel, p. 80.

CORRESPONDENCE

Namer Kaim
5204 50th #200I
Lubbock, Texas 79414
Sept. 13, 1976

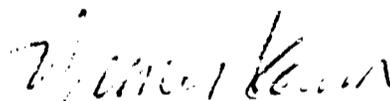
U.S. Bureau of Prisons
320 First St. N.W.
Washington, D.C. 20534

Dear Sirs:

I am currently enrolled as a fifth-year architecture student at Texas Tech University in Lubbock, Texas, and am doing research on prison architecture for my final thesis. I understand that your Bureau has published a handbook of correctional institution design and construction. This handbook would be very helpful in my research. I would be grateful if your bureau would either send me a copy of it or information as to where I might obtain a copy. Also, any information in the form of pamphlets or bulletins which may be readily available would be deeply appreciated.

Thank you for your time, efforts and response.

Sincerely,


Namer Kaim

Namer Kaim
5204 50th #200I
Lubbock, Texas 79414
Sept. 13, 1976

Alton Akins
Assistant Director
Construction
Texas Department of Corrections
Huntsville, Texas 77340

Dear Sir:

I am currently enrolled as a fifth-year student in architecture at Texas Tech University in Lubbock, Texas, and am doing research on prison architecture for my final thesis.

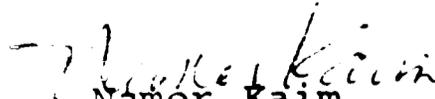
If there is any information which is readily available in your offices in the form of pamphlets or bulletins which you feel is pertinent to prison construction, please be so kind as to forward them.

Any handbooks or codes which serve as standards would also be appreciated. If none are available in your offices, information as to what they are and where they may be obtained would be helpful. Also, recently constructed prison architects and prison locations would be appreciated. I would also like to know how architects are chosen for projects.

If there is any other information or information sources which you feel may be of value in my research, please feel free to offer them for they will be of invaluable help.

Thank you for your time, effort and responses.

Sincerely,


Namer Kaim

Namer Kaim
5204 50th #200I
Lubbock, Texas 79414
Sept. 13, 1976

W. J. Estelle
Director
Texas Department of Corrections
Huntsville, Texas 77340

Dear Sir:

I am currently enrolled as a fifth-year architecture major at Texas Tech University in Lubbock, Texas, and am doing research on prison architecture for my final thesis. The hypothetical project will be of the scope of a 1000 inmate prison for non-maximum security offenders, both male and female in the same complex.

If there is any information which you may have in the form of pamphlets, annual reports, bulletins or brochures which you think may be helpful in my research, please be so kind as to forward them.

Also, information regarding procedures an offender goes through from his entry into the prison to his release would be greatly appreciated. A typical day in a prison complex would be invaluable information.

I would also like to ask if the idea of a male/female prison is feasible. Your opinions would be very much in order. If it is possible, I would like to visit one of the prison complexes in the near future. If you have any suggestions or preferences of times which I may come or which institutions I should visit, please communicate them.

Any other information which you feel is pertinent to this project or any other information sources which you may feel have relevant information would be deeply appreciated.

Thank you for your time, effort and response.

Sincerely,


Namer Kaim

UNITED STATES DEPARTMENT OF JUSTICE
BUREAU OF PRISONS
WASHINGTON 20534

September 30, 1976

Mr. Namer Kaim
5204 50th #2001
Lubbock, Texas 79414

Dear Mr. Kaim:

In response to your letter of September 13th, I am enclosing several publications, brochures and articles for your information.

The handbook you mention is out of print. Also, it is very out-dated (published 1949), therefore not very helpful for your thesis.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Voth", with a long horizontal line extending to the right.

Don Voth
Architect

DV/adj



TEXAS
DEPARTMENT OF CORRECTIONS

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

ALTON L. AKINS, A.I.A.
ASSISTANT DIRECTOR
IN CHARGE OF CONSTRUCTION

October 6, 1976

REGISTERED ARCHITECT
TEXAS #1771

TEXAS BOARD OF
CORRECTIONS

Mr. Namer Kaim
5204 50th St., #2001
Lubbock, Texas 79414

H. H. Coffield
Chairman
Dallas, Texas

Dear Mr. Kaim:

James M. Windham
Vice-Chairman
Wilmington, Texas

Thank you for your letter of September 13, 1976, requesting information on the department and prison architecture for your final thesis.

E. Louis Austin, Jr.
Secretary
Dallas, Texas

We are enclosing an assortment of information which we hope will be useful to you in your work.

Lester Boyd
Member
Vernon, Texas

Sincerely,

Alton L. Akins
Alton L. Akins, AIA

Mark McLaughlin
Member
San Angelo, Texas

ALA/pek

Robert J. Bacon, M.D.
Member
Houston, Texas

Fred W. Shield
Member
San Antonio, Texas

Ruben Montemayor
Member
San Antonio, Texas

135

Joe V. LaMantia, Jr.
Member
Dallas, Texas

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INTERVIEWS

| | | |
|---------------------------------------|---------------|------------|
| Mike Murdock - T.D.C. Planning | Oct. 15, 1976 | Huntsville |
| Eugene Sheppard - T.D.C. Construction | Oct. 15, 1976 | Huntsville |
| - Public Relations | Oct. 15, 1976 | Huntsville |

THESIS DOCUMENTATION

The following section deals with the objectives covered by the final presentation (which has already been given). Design decisions not evident in the drawings, or the program, will herein be discussed.

The site for the facility was not arbitrarily chosen. The Texas Department of Corrections has actually determined that it needs the addition of a 2000 inmate correctional facility, for its fourteen presently existing units are already overcrowded, and future expected loads will cause the 2000 inmate overflow. The Texas Department of Corrections decided that it wanted the facility in West Texas, because all the existing units are in Southeast Texas. A centrally located unit was desirable. The Texas Department of Corrections also stated that they wanted a major cotton crop being grown within the unit. The unit had to be close to a major city, close to a college, the city had to have a certain percentage of unemployment and land for the unit had to be available. The Texas Department of Corrections set up boundaries along a longitude running horizontal from El Paso to Midland and a latitude running from Midland vertical to Brownsville. The unit had to be south and west of these lines, respectively. Midland was chosen for many reasons, outlined by those criteria set above. Midland county had the highest growth of cotton within the boundaries. It was in a metropolitan area with both the cities of Midland and Odessa having a combined population of over 300,000 people. Both cities have

colleges, and the land was available. The site of Midland is, of course, centrally located in Texas. The actual site was chosen because it was isolated and the land was not being used. Much of the land in Midland County is occupied by oilwells. The site was planned as a contrast to the existing land, as an oasis in the desert. The site consisted of an outer perimeter, an agricultural producing (and industrial) area, and a living level. The living area was sunk eight feet to create an interior courtyard level. It was also done to provide relief from the vast views of a flat country side. Another reason was to provide some relief from adverse weather, mainly wind, from the living level. Main entry levels would be located on this lower level. Some security reasons for lowering this were to provide some surveillance. This area provides for a confined area which is not obviously limited. The placement of the agricultural and industrial directorates was due to two major factors. One being the wind. Wind directions are mostly from northwest to southeast. Undesireable odors are thus kept out of the living area. Industrial areas are placed in relation to the agricultural areas. The second reason is that living units would be placed on the north side of the living area, so that they would be close to the agricultural check-in points. The outer perimeter wall was created for both security and to create a landscaped visual relief, as in the living area wall. Outer landscaping was used to define the facility from the exterior, and is used as a transition from the outside to the inside.

The living units were designed as high-rise units for several reasons. Security seemed to be easier to maintain in high-rise buildings. There is only one entry/exit point to be watched. More inmates were placed within a smaller area. It became a situation of dense population within a confined area. The high-rise was used as a con-

trast from the flat areas of Midland to a high rise in this already contrasting oasis. Service to the living units is through the ground level, into the dining level (second story of the building). Plans were developed around a single occupancy inmate room. A common lounge to the rooms was desirable for movement in the area. A limit of eight inmates per lounge was needed to prevent overcrowded lounges. Another lounge was set up as a transitional space from the elevator lobby to the inmate rooms. The two levels of living used the transition space as a common noisy lounge. The two levels were set up as a security measure. A single control point could watch both levels, thus lessening security and increasing inmate space. Bathrooms were placed closer to noisy lounge areas for increased useage. Storage was made available to all wings. A lawyers conference room was also made available to all wings. The controls on the living levels were placed so that they could view into the living areas, the space leading into the living areas, and into the elevator lobbies. The entry vestibule is able to be closed off in case of emergency, thus isolating trouble. The three controls on each level also serve as checks on each other and on the elevator lobby. Chase areas were placed non-adjacent to inmate living areas. Elevators were programmed to serve specific areas. Two elevators would serve three floors. Configurations of the wings were shaped to create exterior views from within the rooms. Six wings were used to accommodate the most inmates, still having a view from within the rooms. West walls of the building were staggered to lessen high heat caused by the setting sun, this also provided for a less institutional shape both on outside elevations and in inside room shapes. This would alleviate much boredom in the spaces. The angles infused into the design

were used to relieve spaces of box-like configurations. More informal spaces were created by these spaces. Controls used for security were placed only at elevator entry/exits, allowing inmates, after their exit onto the ground floor, to have freedom of movement. Controls at living levels and the ground level served as checks on each other, as did controls on each living level to each other.

The exterior materials were used to create both a contrast and a compliment to the landscape. A brown (tan) tone was used to relate to the sandy country side. Ribbed concrete panels were used to lessen the impact of the flat surfaces of the buildings face and to create shadow patterns. Horizontal bands were used to both define interior spaces from the exterior and to lessen the vertical impact of the building. Window frames protrude from the panels to create shadow patterns, and, again, to define interior spaces. Transition spaces of the elevator lounge and noisy lounge exteriors were of smooth concrete to create an exterior transition from wing to wing. Double-glazed safety solar glass was used for the windows.

Steel framing was used because of the complexity of the configurations. A multi-zone mechanical system was used because of the types of spaces that needed to be conditioned.

Emphasis was placed on the inmate flow and movement. Leaving from his room, the inmate moves from an enclosed space with a view (his room), to a more open space without a view (quiet lounge), to an open space with a view (noisy lounge), through an enclosed space (vestibule), through an open space with a view (elevator lobby), through an enclosed space (elevator), through another enclosed space (elevator lobby), to an open space (main lobby), to an open space (outer

courtyard). This interaction of open and enclosed spaces acts as a psychological incentive to help relieve boredom.

The master plan of the complex was based on many factors. A community type situation was desirable within the lower living level, a centralized space was created around which community function activities were allowed. These functions included the commissary, school, church, and theatre. The central space (formal courtyard) was comparable to a downtown area or shopping center within a city. Its main objective was to be a centralized common space where community functions were set up. Outside of these areas, the rest of the living area contained less formal spaces where inmates could enjoy nature. These informal spaces were created to contrast the formal spaces. The community function buildings would serve as transitional spaces from the informal courtyard to the formal courtyard. These buildings would be of the same material as the living units, to act as complimentary buildings. The living unit buildings were separated because of the number of inmates, and because of the need for motivation through competition. The two living units would create a rivalry (on a small scale) thus motivating inmates to good behavior. Administration was placed opposite the living units, making the formal courtyard a transition between the two areas. The hospital was placed close to the administration area.

Security may be explained by the security matrix, but much of the system used in this correctional facility would be on the honor system. Inmates placed in this facility would be motivated to good behavior by not being in a facility which is a terror to them. A fear of expulsion to a less humane institution would instill the respect needed to create good behavior in an inmate. Any inmate trying to escape,

escaping, or causing trouble would be subject to expulsion to another unit, as the Texas Department of Corrections sees fit. As being placed in this unit would be complimentary to the inmates character, in retrospect the inmate would hold this valuable action within him and communicate it through his actions accordingly. The Texas Department of Corrections sets up its own rules, but again, the theory of reward and punishment through placement into the facility and expulsion from the facility, respectively, as motivating factors is highly recommended by the architect.

The following abbreviations were used on the drawings:

AGR. - AGRICULTURAL
 A.H.U. - AIR HANDLING UNIT
 ALUM. - ALUMINUM
 C. - CONTROL
 CONF. - CONFERENCE
 DN. - DOWN
 ELEV. - ELEVATOR
 L. - LANDSCAPE
 L. - LAWYER
 L.B. - LANDSCAPED BERM
 M.D. - MOTION DETECTOR
 MON. - MONITORS
 N. - NORTH
 O. - OFFICE
 O. - OPEN
 P. - PICKET
 P.S.D. - PRESSURE SENSITIVE DEVICE
 R. - RESTROOM
 RECPT. - RECEPTIONIST
 S. - STORAGE
 T.V. - TELEVISION

