

1 Operator for the Texas Department of Criminal Justice.

2 CHAIRMAN WALTON: I know you're from
3 the same agency. Anybody want to go first?

4 MR. NATHANIEL QUARTERMAN: I'm going to
5 go ahead and start and we're going to try to break it
6 in three phases.

7 First, I would like to thank the
8 Commission for listening to us. You alluded to
9 earlier about Miami, the hearing in Miami, where the
10 agency director was Doug Dretke, who presented the
11 overview of the Prison -- safe prisons in Texas.

12 Basically, generated from the grant
13 that we received in 2004, I'm going to try to update
14 you on where we are with that particular new grant
15 that we received in June of '06 and also give you some
16 of -- some of the things that we experienced over the
17 three years. First, I'd like to tell you, we all have
18 been in this position for about seven or eight months,
19 so we're new at this. So we're going to be a little
20 nervous, but we're going to try to explain where we
21 are.

22 Right now in Texas, you know, we have
23 106 facilities, 156,000 inmates, 30,000 employees.
24 The first thing that I, as a director of institution,
25 is looking at the structure, the structure of where we

1 can communicate most definitely our Safe Prison issues
2 and initiatives.

3 So what I have done -- and first let me
4 go back and tell you, in '03 we had a deficit and
5 where we put in -- we put all our divisions that were
6 dealing with incarcerations in state jails and a lot
7 of the directors that dealt with the operations of a
8 facility, we converged together, and at that point
9 Mr. Dretke was selected as director. He took on,
10 basically, other directors that came on board on his
11 staff. Since then, I had -- eight months ago, had a
12 complete changeover in directors. All of my deputy
13 directors are fairly new, eight months in the
14 position, but that gave us an opportunity to
15 restructure, be more effective. And I'm going to talk
16 a little bit about some of the things we did to be
17 more effective. And some of it's going to talk about
18 some of the discussions that a couple of -- two panels
19 ago talked about.

20 One of the things I realized that we
21 had a layer of bureaucracy that I wanted to lessen the
22 time of communications from my office all the way down
23 to the field, to every correctional officer. So we
24 started looking at restructuring, we had that
25 opportunity because of the vacancies. We filled the

1 vacancies and we restructured in three-deputy tier. I
2 am the director and three deputies, and each deputy
3 has a functional area.

4 One of the areas that Safe Prison at
5 the time of the old administration, Safe Prisons was
6 directly connected to the director, with all of the
7 responsibility of operations, the contacts and the
8 communications with the director was somewhat not
9 every day. And so what we wanted to do is make sure
10 that we had a deputy director that was staired,
11 fastened with the Safe Prisons that could make
12 decisions on a daily basis, and we have achieved that.

13 Our -- Mr. Stacks is the deputy
14 director who supervises state -- the Safe Prisons.
15 Mr. Bales is our project manager of the Safe Prisons.
16 So we established that.

17 The other element was, you talked about
18 the ombudsman and I needed the ombudsman to be
19 directly impact me in everything I did. So that
20 person that runs the local ombudsman office for CID --
21 that's the Correctional Facility Division -- reports
22 directly to me. But he is supervised from Audits and
23 Review, and Ms. Debbie Lyles is our director for that.
24 We believe that to be more effective. It helps me get
25 information quicker, faster.

1 When we made the changes, it gave us an
2 opportunity to actually look at the processes. One of
3 the things we realized that we had pretty good
4 communications to the field, but we had very little
5 communications in our regional office. Our regional
6 office is so important to us because they have more
7 contacts. They have daily contacts with the unit.
8 And what I mean "contacts" is visiting units. And the
9 key is this, is getting staff to the units as much as
10 we can, increasing these contacts and communications.

11 So what we have done is designated a
12 position, and we call it the ARD position. One of our
13 ARD's collateral duty is the safe prisons, and that's
14 something that we put in place.

15 What I would like to do now is to let
16 David go through a little bit of his organization,
17 give you a little bit more of an overview. Then Bales
18 will go into -- Ralph will go into more of the details
19 and data collections. That's pretty consistent, but
20 then later I will sum up some of the initiatives that
21 are working, some of the initiatives -- try to give
22 you a real feel of what is happening, and a real feel
23 of the culture and how we made an impact. Then allow
24 you to -- I know you're going to have questions after
25 that.