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
can communicate most definitely our Safe Prison issues and initiatives.

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

One of the things I realized that we had a layer of bureaucracy that I wanted to lessen the time of communications from my office all the way down to the field, to every correctional officer. So we started looking at restructuring, we had that opportunity because of the vacancies. We filled the
vacancies and we restructured in three-deputy tier. I am the director and three deputies, and each deputy has a functional area.

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

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

The other element was, you talked about the ombudsman and I needed the ombudsman to be directly impact me in everything I did. So that person that runs the local ombudsman office for CID -- that's the Correctional Facility Division -- reports directly to me. But he is supervised from Audits and Review, and Ms. Debbie Lyles is our director for that. We believe that to be more effective. It helps me get information quicker, faster.
When we made the changes, it gave us an opportunity to actually look at the processes. One of the things we realized that we had pretty good communications to the field, but we had very little communications in our regional office. Our regional office is so important to us because they have more contacts. They have daily contacts with the unit. And what I mean "contacts" is visiting units. And the key is this, is getting staff to the units as much as we can, increasing these contacts and communications.

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

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