

# THE TEXAS JAIL ASSOCIATION KEY ISSUES

Vol XXV, No. 1

Spring 2021

*Hamilton Pool Sinkhole, Dripping Springs, TX*



**Spring 2021 Edition**



# Past President's Passage



## **Texas Jail Association Members,**

It has been an honor to serve you on the TJA Board as Past President. It has been a highlight in my career and one of the most rewarding experiences for me personally. All of the board members and committee members I've served with are some of the most dedicated and caring people I've ever met. To serve all the correctional officers and those who support them, has humbled me. You all work in difficult environments in difficult times and you all contribute selflessly to your communities. I thank you.

I encourage each of you to continue to learn and to participate. All correctional officers in Texas are connected and whether you are helping at your own agency or helping others through the Texas Jail Association, we all benefit. Leadership is not a rank. Leadership is a decision you make every day. Make the choice today to lead and to be involved and I know you will find what you are looking for.

Please stay safe. Please continue to learn and then share what you have learned. I encourage you to be active in the Texas Jail Association and take advantage of every resource it has to offer. And again, thank you and may God bless you.

A handwritten signature in black ink, appearing to read "Kevin Stuart".

Kevin Stuart, CJM  
TJA Past President

# Message from the President



## Greetings TJA Members and Happy New Year,

It is hard to believe how quickly this year is going by. The month of May will be here in no time, and I am looking forward to seeing everyone at the 35th Annual Conference in Austin. Becky Caffey and her Training Committee have planned an excellent class schedule with various topics to address the wide array of needs and interests of our membership. The Jail Commission has put together another game of Courtroom Challenge-Quick Draw Competition. I am looking forward to watching the spirited competition this year during the conference.

Although COVID has significantly impacted our Association, we are diligently working to safely bring you all another opportunity for training and networking. The Jail Management Issues Conference held last September in Galveston provided a lot of opportunities to network with individuals outside of your counties.

Speaking of training opportunities, our regional training's have started. This year we are offering training in De-escalation and Officer Wellness. Be sure to check out the Texas Jail Association website to see where the trainings will be offered near you. If you are a current TJA member, these regional trainings are complimentary. Each class offers four hours of TCOLE credit. Non-members can pay a \$30 registration fee, which will include a complimentary TJA membership and four hours of training. This class is relevant for any position in your agency. I hope you can attend one or both of these classes.

On another note, it is election time for our Association, if you have ever considered getting more involved, then I encourage you to run for the Board. It is a lot of work, but at the same time, the benefits are very rewarding. In the end, you will get to know the many great people who will be serving with you.

Stay safe and God bless you all,

A handwritten signature in black ink that reads "Dan Corbin".

Dan Corbin  
President, Texas Jail Association



## TABLE OF CONTENTS

|   |    |
|---|----|
| Training Report .....   | 2  |
| Retention Thoughts for Wise Jail Leaders .....                      | 5  |
| Internship in McLennan County .....                                 | 7  |
| Leading Through Crisis: Texas Jails Combat COVID-19 .....           | 8  |
| The Chaplain's Corner .....   | 10 |
| Officer Wellness .....  | 12 |
| Vendor Report .....   | 13 |
| An Innovative Approach - PACE Program .....                         | 15 |
| A Texas Sheriff and So Much More .....                              | 17 |
| Jail Specific Data Analysis: Considerations for Jail Analysts ..... | 20 |
| 2021-2022 Ballot Information .....                                  | 22 |
| Hybrid Gangs .....  | 28 |
| What's Happening Around the State? .....                            | 31 |

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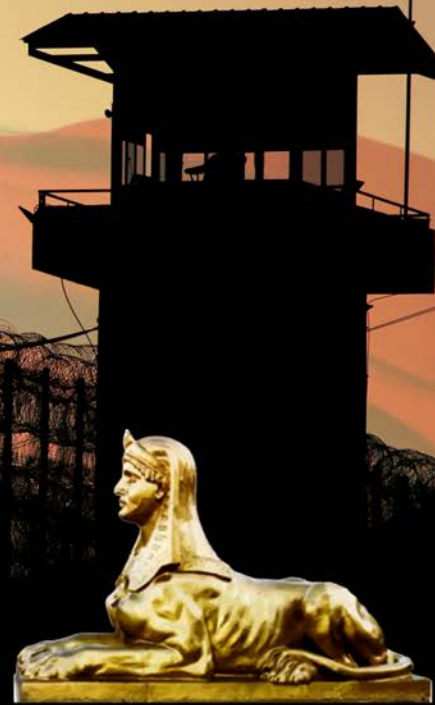


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## Training Report

I hope everyone had a blessed holiday season. The training committee is excited about the new class we are offering for the regional training. We will be presenting Officer Wellness. Numerous times during our meetings, and when we received feedback from the members, this was a subject that was always requested. This class was developed for all staff. We know that the job that we all do is hard, and especially right now with everything that is going on. We know that the stressors of everyday life; as well as the stressors that come from working in a jail, can take its toll on staff. We all have suffered loss and we hope that this training will also help prevent another officer suicide or officer burnout. We believe that the members, and our staff should always be our first priority. Without healthy staff, whether it be mental or physical, we are not performing at 100%. This class will benefit not only the individual, but it will also benefit the counties. Our staff is our greatest asset, and we should all help take care of them. I would encourage the Sheriff's and supervisors to please go to the TJA website and find a location close to them and sign up as many of their staff as possible.

The training committee has also been hard at work on the agenda for the 35th Annual Jail Conference. We have a lot of great speakers and training lined up. If you have a subject that you would like to see presented or know of a speaker that would be a good fit for the agenda in September for JMI, please forward the information on to a committee member.

I look forward to seeing you all!  
Becky Caffey, 2nd Vice President

|  |   |
|--|---|
| <b>Becky Caffey, 2nd Vice President</b><br>Brown County<br><a href="mailto:becky.caffey@browncountytexas.org">becky.caffey@browncountytexas.org</a><br>325-203-3330  | <b>Jason Davis, Director</b><br>McLennan County<br><a href="mailto:Jason.Davis@co.mclennan.tx.us">Jason.Davis@co.mclennan.tx.us</a><br>254-759-7532                             |
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# The GTL Tablet is a secure, wireless device specifically designed for corrections

A man in a black and white striped prison uniform is sitting and looking down at a tablet device. To his right, a vertical timeline of activities is shown, connected to the tablet by a red line. The activities are as follows:

- 7:24 am** Watch video of a daily sermon
- 8:32 am** Message exchange with girlfriend
- 11:15 am** Study algebra for secondary education
- 13:12 pm** Read 30 pages of a Jules Verne novel
- 15:45 pm** Do legal research on pending case
- 18:21 pm** Talk to mom on the phone with the tablet
- 19:32 pm** Listen to some Louis Armstrong tracks

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# Retention Thoughts for Wise Jail Leaders

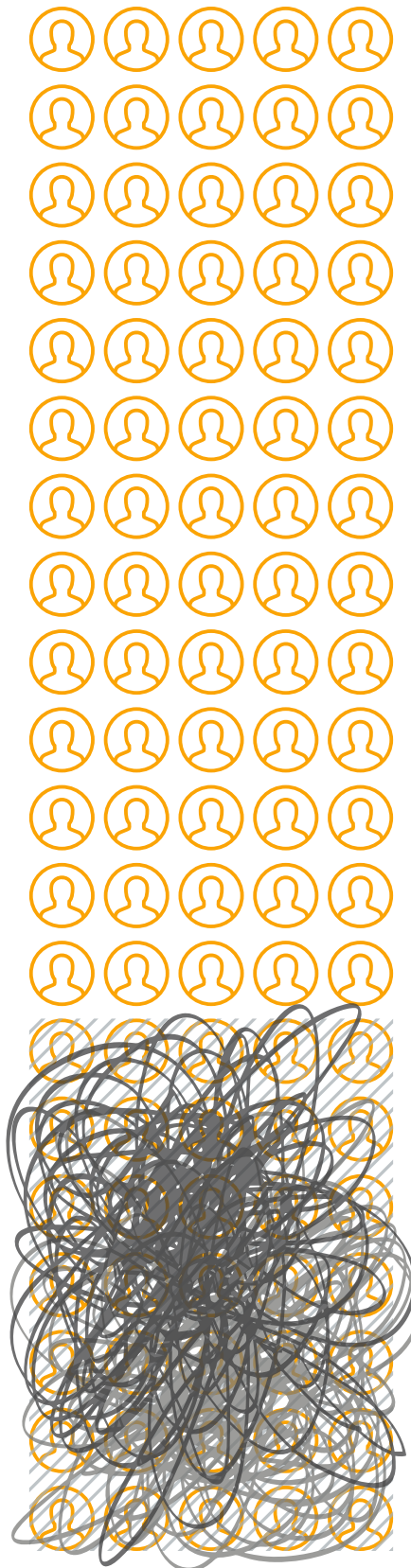
Casey R. Boehme

**The state licensed jailer turn-over rate for 2019 was 34.96%.**

Wow, what a number! We work so hard and invest so much to onboard these officers yet, are hemorrhaging three out of every ten officers employed or thirty-five of every one hundred employed in a one-year span.

You're probably thinking, "those dang millennials just don't want to stick around very long." However, now the group that is also becoming the age to be employed by county jails is Generation Z. Imagine how shocking it is to learn that this generation typically has only about an eight-second attention span? And you just thought Millennials were a challenge! Truth is as we continue to hire officers from both groups, luckily there are a few similarities in both. Whether millennial or Gen Z, they both want to be challenged, shown appreciation and have a clear career progression.

So, you may ask, how do we accomplish this challenge of showing more appreciation, challenging, and establishing a clear career progression path? Some agencies may face limitations due to size, structure and budgetary constraints. However, all agencies can get creative about how they show appreciation. How about involving non-supervisory staff in decisions that directly affect the job they do day in, day out? So many agencies work with the top-down approach. With these



two groups you must increase buy-in. What better way than allowing them to be involved? This would add value, pride and the sense of appreciation because they can be confident that they had a hand in the decision that directly affected their daily work. On offering challenges, this can be accomplished through opportunities to learn a new department or training towards the advancement of license. For career progression, depending on the size and structure of the facility or organization, there may be opportunities to form a career progression flow. Try to work within your facility or organization to establish a clear path to career progression. For example, if you have every new hire start in a specific area then progress them step-by-step to different areas of the facility based off their completion of on the job training, probationary period and milestones in their tenure.

Understandably, not all of you will be able to do all these steps, some will do this and more. This was just a few examples of ideas that could be attempted and is not intended as a comprehensive guide. Wise leaders must realize that there are so many creative minds that you employ. Seek them out, be open to receive their input, don't allow them to become stagnant, make them feel valued and appreciated. See your retention numbers improve and keep more of these employees that you worked so hard and invested so much in to obtain.

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Nick Langella  
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# Internship in McLennan County

by Major Ricky Armstrong

.....

Do an internet search for internships and you will find that it is a very popular thing in all areas of employment. I found everything from Congressman Bill Flores, CPA Patello and Brown, Sherwin Williams paint store, mechanical engineers, and electrical engineers. So why not corrections?

An internship is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest. It gives a student the opportunity for career exploration and development, and to learn new skills. An internship offers the employer the opportunity to bring new ideas and energy into the workplace, develop talent and potentially build a pipeline for future full-time employees.

I attended the Texas Jail Association Jail Management Issues Conference in September 2020 and went to a breakout session that talked about an internship program created at Grand Prairie, Texas Police Department, so I thought why can't we do this in the jail. Approximately six months prior, I had a Connally High School Teacher reach out to me to ask if his Criminal Justice students could come to the jail for a tour. So, I immediately thought of his students for this program. When I got home from the conference, I made the call.

I talked to Mr. Tony McRae with Connally Independent School District and asked him, "Have you ever thought about offering your students an internship opportunity with the Sheriff's Office; and to be more specific the jail?" His answer was, "That's what we do." I continued to talk to CISD about developing our program. "It is a priority for Connally High School to ensure that all students have work-based learning opportunities in their chosen career paths," said Sara Rudd, College and Career Readiness Coordinator and Intern Liaison for CISD. "When our students enter high school they choose an endorsement which aligns with the courses they take at the school,

and each of the students is in a pathway of classes that they take, and the final course ends in an internship opportunity."

And the rest is history! McLennan County Sheriff's Office Jail Division now has an internship program. The interns must be at least 18 years of age, get parental consent, and pass a background check to qualify for the program. They go through the entire hiring process, as a person applying for full-time jailer position would. We want to give them the complete experience so they will understand what it takes to get hired into a law enforcement position, whether it be with us, or with another department.

The students will be working in the jail three to five hours a week for the entire academic semester. They will gain first-hand knowledge of what a career in the corrections field will look like. We will be able to mold them and teach them the right way to do things in law enforcement. My hope is that they stay and want to come to work for us when they graduate high school. We already know who they are, how they perform, and their work ethic. If they want a full-time job, they can apply and come to work for us making \$40,000 a year. That's not too bad for an eighteen-year-old right out of school.

*We look forward to helping the success of our future generations. If we can help you get started with an internship program, feel free to contact me, [ricky.armstrong@co.mclennan.tx.us](mailto:ricky.armstrong@co.mclennan.tx.us).*



# Leading Through Crisis: Texas Jails Combat COVID-19

By: Captain Tami McCullough, Collin County Sheriff's Office

**B**ecause of the COVID-19 pandemic, Texas jails have spent the past months learning to lead in a new environment. In addition to continuing to comply with minimum jail standards, jail leaders had to incorporate new State and County executive orders, as well as new public health recommendations to protect officers, staff, inmates and the public. As the pandemic continues, the traits of good leadership take on new meaning and importance as the environment continues to change for both staff and inmates. Leaders should strive to include the following traits in their daily operations Transactional leadership—with its focus on order, structure, rules, and policies—continues to be the dominant style of leadership in county jails. This style of leadership provides structure, goals and accountability and is useful in times of crisis management. Given the nature of the pandemic and the changes it requires, I recommend borrowing some points from transformational leaders in the areas of personal communication, courage, seeing opportunities, anticipating the unexpected, and showing kindness to motivate and inspire both staff and inmates.

## 1. Communication

Communication is vital during times of chaos and change. Honest, clear and complete communication for all parties is vital to calm the situation and reduce stress. It's important to manage the expectations of inmates and staff to reduce worry. A jail can use electronic, social media, and formal announcements to communicate upcoming changes in routine to staff and to inmates' friends and families

Failing to communicate breeds stress and tension and leads to operational issues. For example, the TCJS has suspended visitation and rehabilitation and education programs in county jails in light of public health advice. Such a change in basic expectations could have had far-reaching security ramifications if not communicated appropriately to the inmates and alternate arrangements made for their communication plan. However, with clear reasoning and a plan in place, most inmates and their families could understand the order and the reasons behind it.

## 2. Courage to Overcome Obstacles

Leaders who have the courage to act, give strength to their followers to follow. Together leaders and followers can overcome obstacles. It's important for subordinates to see their leaders are not afraid to make a decision and stand by it. According to Kouzes and Posner (2007), "Leaders find ways for people to stretch themselves." Good leaders see the courage in their people and reinforce it. They also know that empowering people to act brings normalcy to situations, which are not normal. Giving subordinates the opportunity to figure things out, while encouraging their efforts, will teach them to bring out the courage in others. As new situations arose, facilities all over the state have risen to the occasion to safeguard their inmates and staff by cleaning, sanitizing, and creating new protocols to ensure their procedures could keep their populations as safe as possible.



### 3. See Opportunities in Everything

In every task or unexpected consequence, leaders can teach their followers to find the lesson. Officers can learn that every situation can become a teachable moment or an opportunity for growth. While some leaders may have seen the State orders as a hindrance, others see them as an opportunity when no procedure is in place to write new policy or to revise old or outdated policy. Leaders can find opportunities to change attitudes by showing others the things they choose to focus on are the things they can achieve. A positive attitude is contagious and it starts at the top.

### 4. Anticipate the Unexpected

COVID-19 showed Texas government and residents we need to have a back-up plan for everything in society, even more importantly in our jails. Leaders should encourage their staff to “think outside the box” and share their ideas on a regular basis to improve jail operations. The best input comes from the people who are doing the job. As the COVID-19 crisis has evolved, many different operational issues have come up, and county jails have developed new and different plans to test and house new inmates with existing ones to control the risk of infection. The reason successful leaders have had a smoother transition from problem to problem is they have been able to “roll with the punches” and be ready for the next change.

### 5. Kindness matters

Leaders set the tone by modeling the behavior they expect from their people. Crisis can bring out the worst in people who are scared, frustrated and unsure of the world around them and looking to their leaders to show them direction. It costs nothing to be kind to people and still maintain professionalism in day-to-day operations. Kindness breeds better communication and cooperation which is needed in stressful and uncertain times. It is far easier to take direction from someone who is calm and asking a person to do something than from a person who is stressed and demanding things be done. The successful leader knows taking care of their people will bring them greater respect and cooperation when they are leading in stressful times.

As leaders continue to lead and grow through this crisis, they will carry memories of these changing times into the future.

These lessons will be helpful for future leaders when faced with new or uncharted territory in which their leadership skills will be tested in a crisis. However, when discussing leadership, these five traits truly make up the successful leader in any situation. These stressful situations only showcase the true leadership abilities of these individuals. Texas will be stronger because of the hard work and professionalism of all the leaders who have given their best during this time, and the next generation of leaders who have learned from them.

#### Reference

Kouzes, J. & Posner, B. (2007). *The Leadership Challenge*. (4th Ed) p.172. San Francisco, CA: Jossey-Bass



# The Chaplain's Corner

*Lynette Anderson, Harris County Sheriff's Office*

Happy New Year my brothers and sisters in Christ. The year 2020. I am going to let those three little words sit for a moment. During my almost 54 years of life, there have been moments that will forever be etched into my mind; I will always remember where I was and what I was doing at that time. The most recent in this century is 9/11. When I speak to my family, friends, and co-workers, the consensus is 2020 felt like three years instead of one.

The year 2020 has been a lesson to all of us. God is in control. If you are a Type A personality like me, "Let go and let God," was easier said than done. I believe most of us want to be in control of every aspect of our lives. It could mean something as little as going to the gym when we want or getting that haircut. Everything changed in the way we shopped and how many items (toilet paper and Lysol) we were allowed to buy. Entertainment became DIY projects at home. I lived in Lowes during the summer of 2020. Many of us became teachers to our children. Hats off to educators!

We also had to have conversations with our children and grandchildren about COVID19. Explaining the Pandemic to a child can be tricky. Before the Pandemic I took my grandchildren to the store with me to shop. I didn't realize how much of an impact the Pandemic was on them or how they think about being safe. I took my six year old grandson, Xavier, to get a haircut once restrictions were lifted. Xavier had his mask on, but I could see his eyes were darting around the barbershop, as we waited for his turn. I asked him what was wrong and he said, "Mimi, does the Corona live here?" It was at that moment I realized that he

lived in fear of catching the virus just as much as I did. I told him that as far as I knew "Corona" did not live there, but to be safe we must continue to wear our mask in public and wash our hands often. I also told him that we have to trust in God to keep us safe. He nodded his head and told me that he trusted God, but not the Corona. I had no answer because I felt the same.

I was blessed to receive the Moderna vaccine. When I received the first dose, I posted on Facebook a photo of me being administered the shot. Within minutes of the post, I had several co-workers call me asking how it felt to get the shot. Those who really know me reminded me that I was one of the ones that said I would not get the vaccine until it was proven to not have any side effects. On the morning the first dose was to be administered to Harris County employees, someone asked me if I would be interested in taking the vaccine. I said no. I went to my office prayed about taking the vaccine, came out and told that person, "Let's go." I was then asked, "You are taking the shot?" I said "Yes, whatever happens it's in God's hands." The Sheriff's office asked if they could use my photo of getting the shot with other social media outlets and I agreed. I am glad I did, because there were people who are not Facebook friends with me tell me that once they saw me getting the vaccine they decided to get it. Other than a slight headache when I received my second dose of the vaccine, I had no major side effects.

I would like to leave this with each of you, "The Will of God will never take you where the Grace of God will not protect you." Stay safe in 2021.



THANK YOU FOR THE OPPORTUNITY TO BE OF SERVICE  
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# Officer Wellness

By: Lieutenant Jason Davis,  
McLennan County Sheriff's Office

Since the beginning, peace officers & detention officers along with all other encompassing and inclusive to “law enforcement” have suffered mental issues at one point or another. Unrecognized PTSD stemming from the stress and pressure professionally and personally have caused significant losses in departments due to irreversible actions of those who suffer. Not too long ago, we stood predominantly on a pedestal of perfection. Those pressures alone can be intense and stressful enough. Adding to that the alter pedestal of harsh judgement and automatic speculation of bringing injustice, officers today have twice the image and duty to uphold before they even have a chance to protect and serve. We raise our hands and make an oath to be strong and capable of anything that comes our way. But what happens when we are ridiculed or called weak? How do officers decompress after a beat down of giving their heart and soul to protect and serve fairly in a world where crime and simple misfortune stains their memories, full of graphic pictures and sounds of scenes they just can't recover from?

I have had the privilege of being able to attend the Jail Mental Health Officer-Master Trainer course and conduct trainings to certify Jail Mental Health Officers. We discuss how to help inmates with mental health issues, psychotropic medications

that treat symptoms and how to de-escalate inmates in mental health crises. But, what about us?

What about the countless officers who suffer from depression, PTSD and other issues? We are only human, after all, and the day-to-day rigors of our job puts us at a higher risk of suicide than most other professions, along with alcohol dependency and high divorce rates. At our agency alone, we have had four officers commit suicide over the past three years. They were our sister and brothers. None of us saw it coming, and when it happened, it was like a punch in the gut.

But, that can change. There are programs now, such as Employee Assistance Programs and other resources to help officers to cope with these issues. Get familiar with the resources you have at your facility, and in your area that you can reach out to for help. Look out for one another and be each other's peer support group. Don't be afraid to ask each other that tough question, “Do you need help?” and definitely don't be afraid to say, “I need help!”

The Texas Jail Association is conducting regional training this year for Officer Wellness. Go to **www.cmitonline.org** for class locations and to get signed up! You never know, what you learn may help save someone's life.

# TJA Regional Trainings – Officer Wellness

|  |   |  |
|--|---|--|
| April 7, 2021<br>8:00am–12:00pm<br>New Braunfels, TX | April 7, 2021<br>1:00pm–5:00pm<br>New Braunfels, TX | April 14, 2021<br>8:00am–12:00pm<br>Burnet, TX |
| April 14, 2021<br>1:00pm–5:00pm<br>Burnet, TX        | June 2, 2021<br>8:00am–12:00pm<br>Brownwood, TX     | June 2, 2021<br>1:00pm–5:00pm<br>Brownwood, TX |

**visit [www.texasjailassociation.com](http://www.texasjailassociation.com) for more information**

## Vendor Report

We are excited that in a few short months we will have the opportunity to see everyone again at the 35th Annual Conference at the Renaissance Austin Hotel. The conference will be May 10-14, 2021. With the conference being cancelled last May due to the Covid-19 pandemic, we are eager for all vendors and attendees to come together to celebrate the Association's 35th anniversary.

If you have not signed up for a booth yet, there are still spaces available. If you still need to register, you can access the interactive booth map and the exhibit packet here, [www.texasjailassociation.com/conference-vendor.html](http://www.texasjailassociation.com/conference-vendor.html).

With 2020 being an election year, 2021 will give us the chance to maintain our relationships with those who were re-elected and also the opportunity to welcome newly elected sheriffs and their administrations. Please go to [www.texasjailassociation.com](http://www.texasjailassociation.com) to find information such as class topics, exhibitor packets, registration forms, schedules, hotel blocks, sponsorship opportunities and more.

For information, questions, or concerns, please reach out to us (your vendor representatives), as your experience with the Texas Jail Association is of the utmost importance to us. Again, we look forward to seeing you at the 35th Annual Conference in May. Stay safe and God bless!

|   |  |
|---|--|
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# An Innovative Approach — PACE Program

**Lieutenant Laura Town & Clinical Mental Health Professional Supervisor Brooke Bonnema**



In 2018, Lieutenant Laura Town and Behavioral Health Manager, Brook Bonnema attended the National Institute of Corrections (NIC) Conference on the use of Restrictive Housing (RH) in jails and prisons. The training was based on the Department of Justice's (DOJ) guiding principles of managing and reducing the use of restrictive housing/isolation.

Restrictive housing is defined as any correctional housing that removes the individual from the general population, whether voluntarily or involuntarily, and places him/her in a locked room or cell for most of the day. On average, these individuals are isolated for 22 hours or more. While the use of restrictive housing is necessary when there is a risk of violence, the tool is limited in its effectiveness in creating behavioral change. Additionally, research shows that isolation can exacerbate symptoms of mental illness, increase the risk of suicide, and even increase the unwanted behaviors that led to the use of restrictive housing in the first place. There is no doubt the balance between creating a safe environment and mitigating risk is extremely challenging.

One of the most influential DOJ guidelines we have implemented is the creation of the PACE program (Program Alternative with Counseling and Education), which began in July of 2019. PACE is designed to reduce the use of restrictive housing with those who violate jail rules. When an inmate commits a jail infraction, they are offered an opportunity to join the program. Active participation in the program results in more time out of their cell with their fellow PACE participants, and thus, no longer meeting the DOJ definition of being in restrictive housing. One of the key factors for active participation is attending group therapy and psycho-education groups. Through therapy, they begin addressing core issues that led to committing a jail infraction, led to their arrest, and issues that may be hindering them from being successful. Participants who succeed in the program for more than a week may regain phone and commissary privileges. When they graduate, they receive a transcript of the number of therapy sessions they attended. The transcript is positive reinforcement of their active participation in PACE.

Initially, there was disbelief from security staff that the PACE program could be successful. Seasoned employees had to change their philosophical approach to the purpose of disciplinary action. It took a collaborative effort between Corrections and Behavioral Health staff to make the program function. Dispelling the feelings that PACE rewarded bad behavior was an understandable hurdle to address, but ultimately employees agreed that if we might have the opportunity to make positive change and possibly reduce trauma or risks associated with isolation, it was a worthy endeavor.

COVID has impacted the program as Behavioral Health staff are currently not able to see this group in person. Using telehealth or virtual counseling, the program continues to offer therapy to the PACE participants.

As we begin 2021, we have a year and a half of PACE under our belts and the numbers are impressive.

- Restrictive housing bed-days reduced by over 1018 days
- 170 participants have been enrolled
- 153 participants have graduated
- 72.5% of participants did not re-commit actions requiring restrictive housing before their release.

The Travis County Sheriff's Office hopes seeds to future growth have been planted.



Figure 1:  
Warren W. Frazier (1897-1982),  
former Sheriff of Stonewall County Texas.



# A Texas Sheriff and So Much More

Compiled and edited by Sierra Jouett,  
Daughter of Inspector Jason Jouett of the  
Texas Commission on Jail Standards

After this crazy year we've all just been through, it is important to look back at what we have. What better way to do so than storytelling? Telling the stories of our families and generations gone by can help us learn about ourselves in the present. This New Year's day, my uncle Dr. Mike Hinze shared these amazing stories about our great-great-grandpa Warren W. Frazier with the Texas Country Reporter Fanclub on Facebook. The first story below tells about Grandpa Frazier's time as sheriff of Stonewall County.

My Grandpa was Sheriff and later County Judge of Stonewall County. During the time he was sheriff, he and my Granny lived in the jail. There were at the time, living quarters there, and my Granny even cooked the meals for the prisoners (Reminiscent of Aunt Bee on the Andy Griffith Show).

I'm sure there are many (mostly forgotten) stories about the time he was sheriff, but I only know one in any detail. Here is the story as related to me mostly by my mother:

*"In small town Aspermont, Mr. Oscar Peacock owned and operated Peacock's Grocery in a downtown building. One morning when he entered his store, someone had broken in and taken some things. He reported to the sheriff that someone had broken in, taken 13 silver dol-*

*lars from the cash drawer, gone to the meat market part of the store where they took a big bite out of a large piece of cheese, and stolen a partially emptied bottle of whiskey that Mr. Peacock kept under the counter for "medicinal purposes".*

*On his way to investigate the robbery, my Grandpa encountered a man stumbling down the street, and he stopped to question him. Upon searching him, he found 13 silver dollars and an almost empty whiskey bottle. Of course the man proclaimed his innocence of the robbery, but my Grandpa took him to jail anyway to hold him for further questioning. After learning about the cheese incident, the sheriff made the suspect bite into another piece of cheese, and he sent both cheese pieces to Austin (I suppose to some type of crime lab run by the Texas Ranger, FBI, or some other higher level police organization). The report came back that the same set of teeth had taken both bites of cheese and the man was convicted based on the bite-marks.*

*Here is a very interesting addition to the story. After leaving Texas Tech University in 1975, I attended The University of Texas Dental School in San Antonio from 1975 to 1979. During my freshman year we had a class in Dental History. During one of the lectures, the professor told the above story to our class, and told us that this was the first recorded case of a criminal being convicted based on bite marks. I guess my Grandpa was ahead of his time in Criminal Forensic Science."*

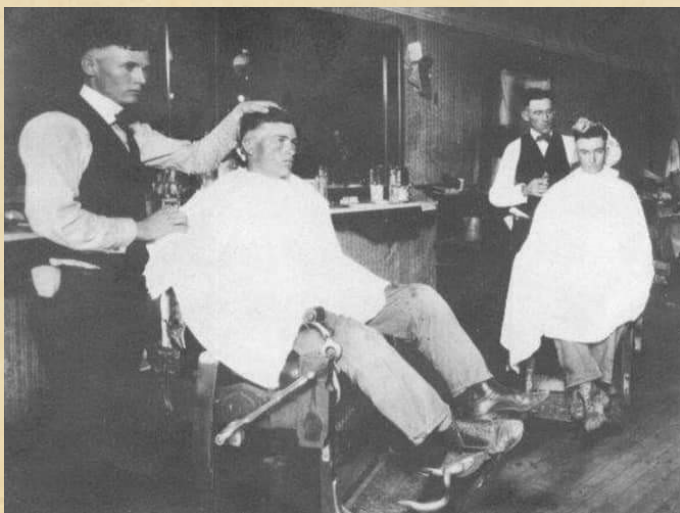
How amazing to see back into a time where technology like DNA tests didn't exist; how innovative people had to be. People like Warren Frazier, who improvised when a solution needed to be found, and worked with the resources available to help those in need.

Sometimes looking into the past can show us just how lucky we are. My uncle shared this story as well. It shows us how kindness and generosity affected the outcome of a highly unpredictable situation. It begins below.

I have one more story that is very interesting to me. I grew up in the small town of Aspermont, Texas, and I was fortunate enough to know and have a good relationship with my maternal grandparents, Warren W. and



Pearl Frazier. Warren was born in 1897 in Oklahoma, and though not formally educated beyond high school, he was quite an accomplished man. Among other things he was a barber and a tailor (he worked in a barber shop, and he measured men for suits, sent away for them, and then did alterations on them as necessary to achieve a good and proper fit. He was elected sheriff of Stone-wall County, Texas and in his later years, he was County Judge of the same county. He and my granny birthed 9 children, and raised 8 of them to adulthood. My mother was the eldest of the children, and she related numerous stories to me regarding this “larger than life character”, my Grandpa, Warren W. Frazier.



**Figure 2: Sheriff Warren W. Frazier in his daily life**

My mother, Lula Faye Elizabeth (Frazier) Hinze (1917-2013) told me the following story, which was of course told to her, because she was not there to witness it:

*Warren was born (1897) in “Indian Territory”, spent his first years in Oklahoma, and his family scratched out a meager existence there. They lived in some type of humble home or cabin, more than likely with a well swept and kept dirt floor. At this particular time Warren was just a toddler, exact age uncertain. Indians (Tribal affiliation unknown) lived nearby, and sometimes came to the Frazier homestead asking for food. On the day this story takes place, a group of Indians, both men and women came by with just such a request. I do not know if they were on horseback or walking, but I do know that the Native American women were wearing blankets (so it must have been wintertime). I’m pretty sure that Warren’s*

*family went hungry themselves at times, but on this occasion they came up with enough extra food to satisfy the Indians and the group turned to go away. When they were some distance from the house, one of the Indian women turned back to face my great grandparents, opened her blanket and revealed that she was carrying Warren in her arms. She placed him on the ground and he scampered back to the cabin unharmed. The group of Indians then left without another word.*

*I can’t help but wonder how different things would have turned out if the Fraziers had not offered food or had otherwise been hostile toward the group. If Warren had been taken, my mom, aunts and uncles, numerous cousins, and me, would likely not be here - or we would be able to claim Native American heritage.*

*I’m not sure who else is aware of this story, except for a few others I have told. This and other family stories could be lost and forgotten if they are not passed down to future generations. I plan to do my part, and hope other family members will do the same.”*

That is exactly why I have taken the time to compile these stories here in this article, so others can read about my great-great-grandfather Warren W. Frazier and learn about some interesting Texas history. This way we can keep these stories alive for generations to come.



**Figure 3: Sheriff Warren W. Frazier in his daily life**



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NATIONAL INSTITUTE OF JUSTICE

# Jail-Specific Data Analysis: Considerations for Jail Analysts

**NIJ**

**In October 2020 the National Institute of Justice (NIJ) published a report by Reena Chakraborty about managing jails through data analysis.**

Jails, large or small, are highly resource-constrained, safety-focused organizations that must securely house individuals, sometimes for extended periods of time. They operate like and provide all the services of a small city.

A strong analytic capacity is essential for collecting and analyzing data that can immediately benefit jails. Furthermore, consistent data collection and analysis over time allows jails to derive deeper insights into their operations and provides greater opportunities for improving practices, performance, and outcomes.

Our new paper highlights the basics of jail-specific analysis. It emphasizes the importance of linking data and information to the processes from which they are derived, and collecting data in forms amenable to analysis using readily available applications like worksheets and network mapping applications.

Reena Chakraborty, Ph.D., has served as chief of strategic planning and analysis for the

Department of Corrections in the District of Columbia since 2012. She is dedicated to applying systems and process analysis to understand, improve, and transform real-world systems that serve the public. Dr. Chakraborty also serves as a practitioner in residence at the National Institute of Justice.

**The full report is available at the following link:**  
**[www.ncjrs.gov/pdffiles1/nij/255099.pdf](http://www.ncjrs.gov/pdffiles1/nij/255099.pdf).**

**For more information about the work of the National Institute of Justice, visit this link:**  
**[www.nij.ojp.gov](http://www.nij.ojp.gov)**



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# 2021-2022 TJA BALLOT INFORMATION

## CANDIDATES FOR 3<sup>RD</sup> VICE PRESIDENT ONE POSITION OPEN



**Bill Jennings**



**Johnny Jaquess**



**Terry McCraw**

### **Bill Jennings**

#### *Jail Administrator, Comal County Sheriff's Office*

Bill Jennings was hired at the Gregg County Sheriff's Office on January 16, 2002. He advanced through the ranks from Jailer to Lieutenant and is currently the Jail Administrator for the Comal County Sheriff's Office.

Bill is a Certified Jail Manager through the AJA, a 2013 graduate of NJLCA Class #12 and a graduate of Jail Management Operations through the Correctional Managements Institute of Texas. He currently holds a Master Peace Officer Certificate and a Master Jailers Certificate from TCOLE. Bill has been a member of the Texas Jail Association for over a decade. He was appointed to the Board of Directors in 2013 by President Scott Simonton and was elected to the Board of Directors for a three year term in 2018.

Bill actively promotes continuing education and training for his staff and has a strong passion and commitment toward professionalism in the field of corrections.

### **Johnny Jaquess**

#### *Captain, Lubbock County Sheriff's Office*

Captain Johnny Jaquess "JJ" has a bachelor's degree in Human Services/Criminal Justice. He also has Master Jailer and Master Peace Officer licenses with 23 years of service at Lubbock County. JJ currently serves as a Watch Commander for the Lubbock County Detention Center. He is a graduate of the National Jail Leadership Command Academy, Jail Executive Development Program and is a Certified Jail Manager through the American Jail Association. JJ also served in the Army as a Commissioned Officer.

He is an instructor with a passion for subjects including Firearms, Leadership, and Mental Health. JJ has served on the TJA Board as Director, Sergeant-At-Arms, and is proud to be a lifetime member. He has served on several committees including Training, Technology, and Entertainment. JJ is proud to have negotiated the agreement with OSS Training Academy and initiating Family Game Night as the Entertainment Committee Chair. Go Vote JJ for TJA!



# 2021–2022 **TJA BALLOT INFORMATION**

## **CANDIDATES FOR 3<sup>RD</sup> VICE PRESIDENT** CONTINUED

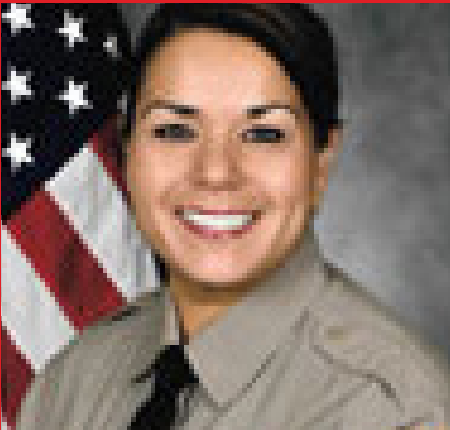
### **Terry McCraw**

*Assistant Chief, Collin County Sheriff's Office*

Assistant Chief Terry McCraw began his law enforcement career at the Collin County Sheriff's Office in 1995 after serving 4 years in the United States Marine Corps. In 1998, he was promoted to Sergeant and to Lieutenant in 2000. He was promoted to rank of Captain in 2010 and is currently serving as Jail Administrator for the Collin County Sheriff's Office since January 2017. He spent two decades on the Detention Response Team and has served on the Collin County Veteran's Court/North Texas Regional Veterans Court and Mental Health Manage Counsel Advisory Board. He currently holds a Master Peace Officer License, Master Jailer License and is certified as a Mental Health Peace Officer.

Terry is currently serving as on the Board and has served on the TJA membership committee since 2017.

## **CANDIDATES FOR DIRECTOR** THREE POSITIONS OPEN



**Frances Dembowksi**



**Rowdee Edwards**



**Greg Pilkington**

### **Frances Dembowski**

*Lieutenant, Travis County Sheriff's Office*

Frances Dembowski is employed by the Travis County Sheriff's Office as a Lieutenant in the Corrections Bureau, with over 20 years of service. Frances is dually certified with a Master Jailer and Master Peace Officer License. She also has an associate degree in criminal justice. Frances is a graduate of the Department of Public Safety's Fitness Institute and is certified as a law enforcement fitness specialist. She graduated from the National Jail Leadership Command Academy, Class #31.

Frances has been actively involved with the TJA Board of Directors for over five years. First appointed to Director, and then





# 2021–2022 TJA BALLOT INFORMATION

## CANDIDATES FOR DIRECTOR CONTINUED

as the Board's Secretary, Frances ran for Director and was elected by the membership. She finds serving the Association and its members to be a rewarding experience. It has been an honor and a privilege to be a part of the training opportunities and support offered through TJA.

### Rowdee Edwards

*Sergeant, Hockley County Sheriff's Office*

Rowdee Edwards started his career in Law Enforcement at the Texas Department of Criminal Justice in October 2008. He realized that he wanted to work in Corrections at the county level and went to work with Hale County Sheriff's Office in December of 2012.

Rowdee has worked as a corrections professional for the past 12 years. As of October 2014, he found his place at Hockley County Sheriff's Office. His eagerness and dedication earned him a promotion to Sergeant in April of 2015. Rowdee's most recent accomplishment is becoming a graduate of the National Jail Leadership Command Academy. He also has an Intermediate Jailer's license, is a TCOLE instructor, Less Than Lethal force instructor for the Detention and Law Enforcement Divisions and Aided in forming the Hockley County Jail Training Officer program.

### Greg Pilkington

*Captain, Tarrant County Sheriff's Office*

Captain Greg Pilkington is Director of Inmate Services with the Tarrant County Sheriff's Office. He started his law enforcement career in 1993 with the Parker County Juvenile Services. In 1998, was hired by the Dallas County Sheriff's Office working in Detentions. In 2000, Greg was hired by the Tarrant County Sheriff's Office in Detentions. In 2001, he promoted to Corporal and in 2003 was promoted to Sergeant. In 2004, Greg received the Supervisor of the Year Award. In 2005, he promoted to Lieutenant and was assigned as a Watch Commander. In 2006, Greg promoted to Captain and became a Unit Commander. He commanded all five Tarrant County Jails during his 15 years as Captain. In November of 2019, he became the Inmate Service Director over Jail Programs. Greg is a National Certified Correctional Manager and a Master Jailers Licensee. He is currently serving as Director on the board of TJA.

## SUGGESTED BY-LAW CHANGE

### Section 2: Nominations

A. The Nominating Committee shall consist of three (3) members: 1. The Chairman of the Nominating Committee shall be the First Vice-President; 2. One (1) member shall be the Second Vice-President; and, 3. One (1) shall be a member of the general membership, as appointed by the First Vice President.

B. The Nominating Committee shall nominate ~~at least two (2)~~ individuals for the offices of Third Vice-President, Treasurer, and each vacancy on the Board. The committee shall ensure that the nominees have met all eligibility requirements and verify the support of their Sheriff(s) prior to formally nominating them.



# 2021-2022 **TJA BALLOT INFORMATION**

## **CANDIDATE FOR TREASURER** ONE POSITION OPEN



**Abby Belangeri**

### **Abby Belangeri**

*Lieutenant, Brazos County Sheriff's Office*

Abby Belangeri has worked for the Brazos County Sheriff's Office for 13 years. She is a graduate of the National Jail Leadership Command Academy, Class 28 and served as class president. She is currently a lieutenant over the Support Services Division. She also has experience in jail floor operations and intake/release. In addition, she holds a Master Jailer license. She has attended the Mental Health Jail Officer and master trainer courses and is assisting in facilitating continued mental health jail officer training. Abby has also implemented a Jail CIT team at the Brazos County Detention Center. Abby has a bachelor's degree in Psychology from Central Michigan University and is currently pursuing her graduate degree at Sam Houston State University in the Criminal Justice Leadership and Management program. Abby has served on the TJA board of director's the last two years in the capacities of Director and Treasurer.



# 2021-2022 **ELECTIONS ARE OPENING SOON!**

**The 2021-2022 Electronic Ballot will open on April 9, 2021  
and will close May 12, 2021 at 4:00pm CST.**

A Voting PIN will be required to cast your vote. This unique number will be emailed to eligible voters the week of April 5-9, 2021. This number will also be printed on the nametags of eligible voters who attend the 35th Annual Conference. If you do not receive an email and believe you should be eligible, contact Sharese Hurst at [sharese@shsu.edu](mailto:sharese@shsu.edu).

**In order to be eligible to vote, members must have a  
current TJA membership as of the morning of April 5, 2021.**

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## SCHOLARSHIP APPLICATIONS ARE OPEN!

Visit the TJA Website for more info.

### Past President's Scholarship

The Texas Jail Association offers scholarships to eligible students pursuing an academic degree at a college or university. These scholarships are provided in honor of all Past Presidents of the Texas Jail Association. The scholarships are awarded for the Spring semester and Fall semester of each year.

#### Deadlines

Fall 2021 Semester - July 1, 2021

Spring 2021 Semester - December 1, 2021

### Jerry Baggs Memorial Scholarship

The Jerry Baggs Memorial Scholarship will be awarded to an active member of the association that is serving his or her county in a mid-management position up to Assistant Jail Administrator.

The scholarship is for tuition to a class of the National Jail Leadership Command Academy (NJLCA). Tuition includes all class materials, lodging, and all meals/snacks). The sending agency will be required to provide transportation for the selected participant to Huntsville.

# HYBRID GANGS

By Deputy Tracey Siegfried

Criminal street gangs have been around since 1783 as the American Revolution ended. Most law enforcement agencies in the United States deal with criminal street gang members and the crimes they commit on a routine basis. For the most part there are common criminal street gangs that each city has and they have common symbols and colors. These "traditional" criminal street gangs are a normal presence and have stayed consistent over the years. Recently we have had an entirely new experience when it comes to criminal street gangs in Lubbock, Texas. Hybrid criminal street gangs are something that have been a new challenge to the law enforcement agencies in our area. They do not follow the customs and traditions of es-



established criminal street gangs that our agencies have been accustomed to. In the past it was very rare to see a "Blood" criminal street gang member be associated with a "Crip" criminal street gang member. Now we are seeing members of criminal street gangs, who have historically been rivals, come together, form a hybrid criminal street gang, and commit violent crimes together. At the beginning there were no hybrid criminal street gang colors, tattoos, symbols or an identifiable leadership that would allow law enforcement agencies to document them. A majority of hybrid criminal street gang members are between the ages of 14 to 18 years of age and have a strong presence on social media. We were able to use social media sites to identify and gather intelligence on hybrid criminal street gangs. Most of the hybrid criminal street gang members are a product of their schools, neighborhoods, and families. We observed acronyms and various emojis being used on social media that seemed to indicate the names of hybrid criminal street gangs. Some of the hybrid criminal street gangs we have identified are Everybody Eats (EBE), Head Huncho Gang (HHG), 4ever Papa Chassin (4PC), and Never Tell A Word (NTAW). We have observed individuals commonly flip back and forth between these hybrid criminal street gangs depending on the day. Some of the hybrid criminal street gangs that have been around for over a year have started getting tattoo's that identify their gangs but that is not very common at this point in time. Most of the hybrid criminal street gangs that we have dealt with have disappeared as quickly as they have appeared. The reasons for their disappearance range from lengthy prison sentences or members being victims of murder.







The challenges we face with this new era of criminal street gangs are numerous. Most members of hybrid criminal street gangs do not have cars or houses that are registered to them. Hybrid criminal street gang members tend to bounce between house to house and do not stay in the same place very often. Hybrid criminal street gang members tend to not have driver's licenses, jobs, or any other real means to identify and locate them. These individuals are normally more reckless and are some of the most dangerous individuals that our law enforcement agency deals with. They have no structure or real rules within their criminal street gang, so their criminal actions are bold and unpredictable. They have been actively involved in shootings at an extremely high rate within our community. They are also involved in the same types of crimes that traditional criminal street gangs are known for such as murder, assault, robberies, burglary of a habitation and vehicle burglaries. From the vehicle burglaries, they gain access to unsecured firearms that they then use to further their criminal activities.

Lack of intelligence regarding hybrid criminal street gangs has made our law enforcement agency look for different

methods of being able to identify and make sense of what and who these individuals are. School Resource Officers and alternative school staff have been a huge source of information for our law enforcement agency. Juvenile Probation Officers have dealt with a majority of these individuals in the past, and can provide pertinent background information. It is common for these individuals to meet other hybrid criminal street gang members from other areas while being in the juvenile justice system. The juvenile justice system seems to be a breeding ground for these individuals to meet up and spread their ideas and form these hybrid criminal street gangs. In one example, a hybrid criminal street gang member from a different city invited a juvenile male from our area into his hybrid criminal street gang while they were incarcerated in the juvenile justice system. He then made him the Lubbock leader for this specific hybrid criminal street gang. Once this individual was released from the juvenile justice system, he started recruiting his friends and now we have an active chapter of a hybrid criminal street gang that started in another city. Like I mentioned earlier, social media has been an enormous asset for gathering intelligence on hybrid criminal street gangs. This younger generation of criminal street gang members tend to post about all aspects of their life on social media platforms. Hybrid criminal street gang members commonly tag each other in gang related posts on social media, which allows law enforcement officers to identify members of hybrid criminal street gangs. They also post information in regards to which criminal street gang they are feuding with and which criminal street gangs they are aligned with. Typically the main source of income for members of hybrid criminal street gangs, is the distribution of narcotics and stolen firearms. Unlike traditional criminal street gang members, they use social media to openly sell these items with no thought of discretion.

In conclusion, hybrid criminal street gangs are becoming a constant threat to law enforcement. Intelligence sharing between Juvenile Probation Offices, School Resource Officers, Juvenile Correctional Officers, and Correctional Officers coupled with street level law enforcement units will be crucial in identifying these hybrid criminal street gangs and their members. TXGANG and other databases like it are critical resources for Texas law enforcement agencies, and will continue to be an invaluable asset in tracking, documenting, and gathering intelligence on this new breed of criminal street gangs.



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# What's Happening Around the State?

## Atascosa County

Congratulations to our newest Corrections Sergeant, **Jamie Carmona**. Sergeant Carmona was the top candidate in a competitive promotional testing that was administered a few weeks ago.



## Brazos County

The Brazos County Sheriff's Office would like to congratulate **Deputy Beal**, **Deputy Bengs**, and **Deputy Turner** on graduating from the TEEX Central Texas Police Officer Academy, and subsequently being sworn in as Deputy Sheriffs for the Brazos County Sheriff's Office.

We look forward to seeing the great things they will do for our community!







# OFFICE OF THE SHERIFF

COLLIN COUNTY, TEXAS

JIM SKINNER, SHERIFF

December 2, 2020



## ***FOR IMMEDIATE RELEASE:***

In the early evening hours of Tuesday, December 1, 2020, Collin County Detention Officer Joseph Quillen, Jr., died after contracting the COVID-19 virus.

Officer Joseph Quillen, Jr, a 6-year U.S. Navy veteran, served as a detention officer in Collin County for 19 years and earned a Master Jailers certification and license.

Well respected by the rank and file, Officer Quillen was a dedicated public servant who was an inspiration to a generation of officers he helped train.

Sheriff Jim Skinner stated, “Joseph was that commensurate professional who led by example, who always completed the task at hand, and who absolutely mastered the difficult work of managing inmates in a large jail. His knowledge, professionalism, and devotion to duty inspired all of his colleagues. Joseph was a loving husband and father, and a true friend to all who knew him. He will truly be missed.”

The men and women of the Collin County Sheriff’s Office ask you to keep the Quillen family in your thoughts and prayers.



# What's Happening Around the State?

## Comal County

On January 18, 2021 Corrections Officers **Ryan Gonzales** and **Craig Papp** prevented an escape from custody while at the hospital with an inmate. Both Officers received a Certificate of Merit on January 27, 2021 for their performance that day.

Pictured left to right:

Captain Delgado, Major Bill Jennings, Ryan Gonzales, Craig Papp, and Lt. Garcia



## Kendall County

Detention Officer **John Flores** promoted to Detention Corporal by Sheriff Al Auxier. John has been with the Kendall County Sheriff's Office for 1.5 years. Prior to his employment here, John was a detention officer with the San Patricio County Sheriff's Office for seven years.



## Lubbock County

During the month of November, Lubbock County Detention Center staff had the opportunity to participate in "No-Shave November" for a small fee. This year the proceeds were donated to Lubbock Impact, a non-profit organization that helps those in need with food, clothing, healthcare, and spiritual growth.



# What's Happening Around the State?

## Lubbock County

On October 5th, 2020 the Lubbock County Sheriff's Office donated \$6,000 dollars to the Purple Hearts Chapter, proceeds from the 7th Annual friends of Law Enforcement Golf Tournament.



After seeing a social media post from a nurse at UMC, which asked for the public's help with items to help patients in ICU with COVID feel more at home. **Deputy Hernandez** and **Tammy Smith**, LCDC Education Coordinator partnered up with Inmates at the **Lubbock County Detention Center** to make pillows, get well cards, and bookmarks. Deputy Hernandez also reached out to HEB who made a monetary donation that was used to purchase items such as hygiene products, puzzle books, snacks, drinks, and much more. Lubbock County Detention coming together to help



**Have a story or updates  
about your county? LET US KNOW!**

### Submission Deadlines

#### Winter Issue

December 1st, 2020

#### Spring Issue

March 1st, 2021

#### Summer Issue

June 1st, 2021

#### Fall Issue

October 1st, 2021

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