

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2013-17

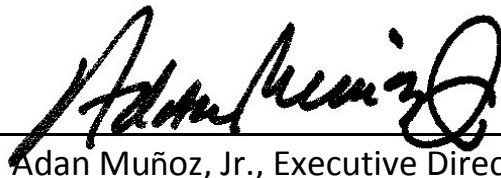
BY

TEXAS COMMISSION ON JAIL STANDARDS

BOARD MEMBER	DATES OF TERM	HOMETOWN
Judge Donna Klaeger, Chair	09/07-01/13	Burnet
Commissioner Stan Egger, Vice-Chair	12/04-01/17	Abilene
Dr. Michael Seale, M.D.	09/02-01/17	Houston
Irene Armendariz	09/07-01/15	El Paso
Jerry Lowry	04/08-01/13	New Caney
Larry May	04/08-01/13	Sweetwater
Sheriff Tam Terry	12/08-02/15	Panhandle
Sheriff Gary Painter	02/09-01/15	Midland
Allan Cain	03/11-01/17	Carthage

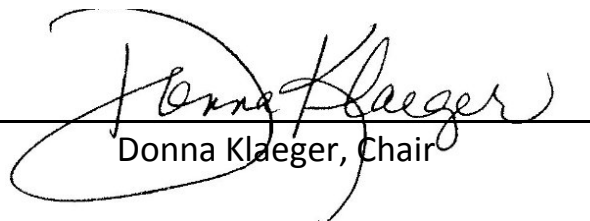
June 21, 2012

Signed: _____



Adan Muñoz, Jr., Executive Director

Approved: _____



Donna Klaeger, Chair

Texas Commission on Jail Standards

Strategic Plan

2013-2017

Table of Contents

I.	Statewide Vision, Mission and Philosophy.....	1
II.	Relevant Statewide Goals and Benchmarks.....	3
III.	Agency Mission.....	4
IV.	Agency Philosophy.....	4
V.	External/Internal Assessment.....	5
VI.	Agency Goals.....	15
VII.	Objectives and Outcome Measures.....	16
VIII.	Strategies and Output, Efficiency, and Explanatory Measures.....	16
IX.	Technology Resource Planning.....	19
X.	Appendices	
A.	Description of Agency Planning Process.....	22
B.	Organizational Chart.....	23
C.	Five-Year Projections for Outcomes.....	24
D.	Measure Definitions.....	25
E.	Workforce Plan	36
G.	Customer Service Survey	43

Statewide Vision, Mission, and Philosophy

Governor Perry's Statewide Vision for Texas

We must set clear priorities that will help maintain our position as a national leader now and in the future by:

Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means and limiting the growth of government;

Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;

Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;

Defending Texans by safeguarding our neighborhoods and protecting our internal border; and

Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse ensuring that Texas taxpayers keep more their hard earned money to keep our economy and our families strong

The Mission of Texas State Government

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high ... we are not here to achieve inconsequential things!

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Relevant Statewide Goals and Benchmarks

Public Safety and Criminal Justice

Priority Goal

To protect Texans by:

- Preventing and reducing terrorism and crime
- Securing the Texas/Mexico border from all threats
- Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards
- Confining, supervising, and rehabilitating offenders

Benchmarks

- Adult violent crime arrest rate per 100,000 population
- Percent reduction in recidivism attributable to alternatives to incarceration
- Percent increase in the number of faith-based prison beds
- Average annual incarceration cost per offender
- Number of illegal aliens held in county jails

General Government

Priority Goal

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- Supporting effective, efficient, and accountable state government operations;
- Ensuring the state's bonds attain the highest possible bond rating; and
- Conservatively managing the state's debt.

Benchmarks

- Total state spending per capita
- State and local taxes per capita
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet

Regulatory

Priority Goal

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards
- Ensuring compliance
- Establishing market based solutions; and
- Reducing the regulatory burden on people and business

Benchmarks

None Applicable

Agency Mission

The mission of the Texas Commission on Jail Standards is to empower local government to provide safe, secure, and suitable local jail facilities through proper rules and procedures while promoting innovative programs and ideas.

Agency Philosophy

The Commission on Jail Standards will work cooperatively, patiently, and fairly with public officials and private citizens. We will be sensitive to community needs and ideals while carrying out our regulatory responsibilities. We recognize a shared commitment to utilize criminal justice resources toward common goals.

External/Internal Assessment

A. Overview of Agency Scope and Functions

Established in 1975 by the 64th Legislature, the Texas Commission on Jail Standards was created in an effort to end federal court intervention into county jail matters and return control of county jails to local government. Through Chapters 499 and 511 of the *Government Code*, the state has exhibited a strong commitment to providing safe and secure jails by granting us the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance, and operations. Texas Minimum Jail Standards are contained in Title 37, Part IX, Chapters 251 – 301 of the Texas Administrative Code. Related duties and rules are set forth in Chapters 351 and 361 of the *Local Government Code*.

Most of our activities are oriented toward county functions; however, we retain the responsibility to regulate privately operated county and municipal facilities. Our principal operations include on-site inspections of jails to verify compliance with standards, review of proposed construction and renovation plans to assess conformity to standards, provision of jail management technical assistance and training, administration of inmate population reports, resolution of inmate grievances, providing counties with objective staffing and facility needs analyses, and various other activities relating to policy development and enforcement.

Primary relationships exist with county judges, commissioners and sheriffs. Secondary relationships are maintained with architectural firms, private operators, criminal justice professional associations and regulatory agencies concerned with issues such as fire safety, legal matters, and civil liberties. Jail inmates awaiting trial, serving sentences, or awaiting transfer to the Texas Department of Criminal Justice Institutional Division, jail staff and the public are served by the enforcement of standards that are based on safety, security and sanitation.

The public actually has little knowledge that our agency exists, and many in county government have traditionally viewed the Commission simply as the person who arrives to inspect their jail. While on-site inspections remain the most visible activity, awareness of our ability to provide technical assistance has increased due mostly to a strong effort to provide quality regional training and a greater emphasis on providing assistance by all staff, including the Inspectors. While a minority of the counties' governing bodies may "blame" the Commission for requiring expensive improvements and/or staff increases, the majority of our relationships with counties are overwhelmingly positive, and the counties do rely on the agency for expert advice and objective recommendations. Our recent Customer Service Survey, sent to Sheriffs and County Judges, has overwhelmingly indicated a perception of the Commission as responsive and essential to local jail operations.

Historical highlights include the following events:

1975 -79

The Commission was created as a state agency, and minimum jail standards were adopted. Inspections of all county jails and technical assistance was begun, including cost-saving advice for renovation of existing structures and construction of new facilities, and jail management training. Federal court intervention was drastically reduced by the acceptance of our statewide standards. Efforts to abolish our agency and transfer our duties to another state office were unsuccessful, although the number of employees was decreased due to budget constraints.

1980-89

Our funding sources went from entirely federal grant monies to completely state general revenue, to a combination of the two. Certification requirements for jailers were implemented. Federal law required the removal of juveniles from adult jails and lockups, and we began an annual survey to monitor county and municipal compliance. County correctional centers and privatization of jail facilities were new concepts. Conditional certification of jails became a means of addressing overcrowded conditions.

1990-94

The agency became a clearinghouse for population reports from all county jails. Payments to counties for housing inmates awaiting transfer to the state prison system began. As a result of our increased responsibilities, the budget and number of staff grew. The backlog of felony inmates in county jails continued to increase, resulting in an increased workload related to inspection, construction review, management assistance, and inmate requests for assistance, as well as transfers and payments. As state jails were initiated, technical assistance and consultation was provided to TDCJ-ID. In 1994, staff worked with state leadership to bring 6,300 temporary emergency beds on line to assist in alleviating some overcrowded county jails.

1995-96

By September 1, 1995, the state had met its “duty to accept.” Faced with the prospect of laying off large numbers of employees due to thousands of empty beds in the county jails across Texas, counties began to seek other inmates to fill the beds. Within a few months, almost 4000 inmates from eleven other states were incarcerated in thirteen county facilities. Development of standards and laws to deal with the issue were initiated, and privatization continued to become more popular.

1997-99

After the period of overcrowding and the following time of the need to fill empty beds, this time period saw a more favorable circumstance for county jail facilities. The resolution of the overcrowding problem resulted in the fact that jails were more likely to be operating at an optimal level in terms of their ability to classify and properly house their inmates. Counties with a high population growth continued to build new or additional jail space; however, many counties struggled with maintaining proper levels of staff due to their inability to compete with the escalating salaries available in the non-governmental sector. Agency staff began to provide more technical assistance to the counties in the area of staff recruitment and retention, recognizing that a most serious problem that jail administrators were facing was the need to attract and retain sufficient numbers of high-quality correctional officers.

2000-02

Several jails with available beds contracted with TDCJ-ID to house their inmates for a daily fee. The number of contracted inmates from TDCJ-ID who were incarcerated in county jail facilities rose steadily throughout 2000 to a peak of 3978 in April of 2001. But with a parole approval rate of 25.4% and a 31.5% increase in parole releases in 2001, TDCJ-ID's inmate population fell below the 145,006 benchmark, enabling the state to enact the provisions of Rider 64 in the General Appropriations Act to eliminate the contracted temporary bed spaces in jails. As the

number of contracted TDCJ-ID inmates in county facilities reached zero in August 2002, those affected jails attempted to offset the effects of Rider 64 by contracting to house federal inmates.

2003-04

The agency managed under tight fiscal restraints due to the 12% cut in the appropriation for the biennium. The Commission Board agreed to meet quarterly rather than bi-monthly; non-critical staff travel was curtailed, reducing on-site consultations; and non-travel operating expenses were reduced. While the Agency is still met its critical goals and objectives, a cost became apparent in terms of an increase in non-compliant facilities from 34 to 41. The Agency was also affected by two pieces of legislation from the 78th Legislative Session: House Bill 1, which required a study on mental health screening, identification and treatment practices in county jails, and House Bill 1660, which directed the Commission to submit a report to the Legislature in December 2004 describing the feasibility of installing and operating extensive video surveillance systems in county jails as a means of preventing in-custody suicides.

2005-06

The 79th Legislative Session impacted the Commission by further reducing the agency's operating budget by 5%, and reducing the number of FTE positions by one. In order to offset some of the budget cuts, on-site technical assistance was drastically curtailed as was management-related training.

The Legislative Session also witnessed the passage of Senate Bill 1264, which allowed the agency to collect and retain a fee assessed to jails for some repeat inspections. These inspections were requested by the jails following one or more findings of non-compliance, and were costing the agency in travel expenses. While the fee currently assessed mitigates some of the costs involved in conducting the reinspections, it does not completely cover their expense. It does, however, act as a deterrent to compel jails to contact the Commission for a reinspection only after all required corrective actions have been taken to pass inspection. While this legislation does not create a revenue stream for the agency, it is serving to assist the agency in saving money.

2007-09

The Commission historically utilized three field inspectors for the entire state, but this number was increased to four in FY 2008, and to five in FY 2010. This allowed the number of counties inspected by each inspector to be decreased from 80-82 facilities to 50-52 per inspector, but more importantly it reduced the number of beds each inspector was responsible for from a high of almost 25,000 to a more realistic number of approximately 18,700. With the addition of the fifth inspector, it allowed the agency to restructure the territorial lines to better utilize travel resources by placing the inspectors in or near their territory, and as a result, the agency has been able to carry out our mission and goals more effectively, efficiently, and economically. Not only were the jails inspected in a more effective and efficient manner, the inspectors now have sufficient time in their schedules to provide more technical assistance to the counties we serve. Those that we serve include county sheriffs and jail administrators, county judges and commissioners, other state agencies and officials, special interest organizations, inmates and their families, and the media, among others.

2010-2012 (Including Current Year Activities)

The economic downturn has resulted in a reduction in funding for all state agencies over the last two legislative sessions. When combined this reduction represents a 12.5% reduction from the previous appropriation. In addition to the reduction in funding, the number of full time employees authorized was reduced by 3 from 19 to 16, further exacerbating the impact and requiring the remaining staff to absorb the additional duties. The Commission continually seeks ways to improve operations in county jails and has provided regional training at various sites across the State of Texas. As predicted, on-site training was one of the first casualties of the budget reductions incurred over the past two legislative sessions. Of the training that is provided, "The Basics" class continues to be the most requested and a total of 8 sessions was offered in FY2011 for a total of 3,080 credit hours awarded, a decrease of almost 1,000 credit hours from FY2010 due to budgetary constraints.

One of the main objectives for the Commission over the next five years is to increase the number of jails achieving compliance while reducing the number of jails with management related deficiencies. This is possible, but only if the resources that allow the agency to provide more technical assistance and training to the counties we serve are allocated. If technical assistance and training provided increases, subsequently, the number of jails in non-compliance will decrease as well. Although it is our goal to have all jails in compliance with minimum jail standards so that the liability incurred by each county is minimal at most, the reality of the situation results in a more attainable goal of less than 10% at any given time.

The Commission does not anticipate any significant change to the agency mission or strategies over the next five years, but our goals have been adjusted to address the decrease in budget predicted. The Commission is and will remain committed to providing high-quality service to county jails to ensure that counties are providing safe and secure jails in their communities. Technological advances and the efficiencies that can be gained from utilizing non-traditional methods will be a major factor in the future of the Commission. Nonetheless, a very dedicated workforce of professional and administrative personnel will strive to keep the agency on course to achieve its goals and stated mission.

The Commission's main functions are:

Effective Jail Standards

Research, development and dissemination of minimum standards for jail construction and operations. This requires on-going work to ensure standards comply with current state and federal law, case law, and construction techniques.

Inspection and Enforcement

On-site jail inspections are required for each regulated facility at least annually, accomplished by a physical and operational inspection of the facility. On-site inspections are also required upon completion of new construction, additions or renovations. Due to the reduction in staff, the handling of complaints has been restructured. Previously, an inspector was specifically assigned to handle all

inmate complaints received by the Commission, but that role is now handled by a staff member that serves as a complaints coordinator. Upon receipt of a complaint an initial review is performed and if it is determined to be within our purview, the complaint is assigned to the inspector responsible for that jail for resolution. Following the recommendations of the Sunset Review, all inspections are now unannounced and are scheduled utilizing a combination of a risk management assessment process and budgetary considerations.

Construction Plan Review

This entails a formal study of proposed new construction and renovation projects at three phases of completion: schematic design, design development, and construction documents. Consultations are held with designers, architects, sheriffs, county judges and commissioners in order to ensure the construction of effective and economical jails that will comply with standards. Facility needs analyses that provide a determination of future incarceration needs based on population projections and historical data are also prepared for counties that request them.

Management Consultation

Assistance in developing and implementing compliant operational plans is provided to the counties through conferences, correspondence, and on-site visits. These plans incorporate inmate classification, health services, sanitation, discipline, grievance procedures, exercise, education, and inmate services and activities. Provision of objective staffing recommendations and jail management training complete this agency activity.

Auditing Population and Costs

The inmate population of each regulated facility is submitted to the agency monthly, after which the data is analyzed and compiled in the monthly jail population report. This report includes various inmate categories such as pre-trial detainees, misdemeanants, parole violators, and felons awaiting transfer to the state prison system. This information is provided to TDCJ and the state's leadership, and provides essential information at both the state and local levels. During the 82nd Legislative session, an additional report regarding the number and cost for the housing of illegal aliens in Texas county jails was created. This report is submitted to the agency on a monthly basis and is a cumulative report of all inmates with immigration detainers and not a snap shot report covering a one-day period.

B. Organizational Aspects

The size of the Commission's workforce has decreased from a long-term staff of 20 to a current 16. However, our responsibilities have continued to increase due to the larger number and size of the facilities regulated. In addition, an increase in requests for technical assistance in the form of staffing analyses and facility needs analyses have been received, although as noted above, on-site visits have been significantly reduced. Growth in the number of construction projects continues, which results in a

greater workload for construction document reviews. The staff now is responsible for regulating 244 county and private facilities with 94,383 inmate beds, an increase in capacity of 49,833 from 1992, at which time the staff was at 20, and there were 44,094 beds.

The present staff of 16 is composed of one exempt position and 15 classified positions. Currently there are no vacancies, and the staffed positions are filled by 4 females and 12 males. The ethnic composition exhibits diversity, with 1 African American, 4 Hispanics and 11 whites. There are 15 professional and 1 technical support positions. In such a small agency, departmentalization and specialization are not always feasible, and although several of our staff members are assigned to certain key activities, most carry out duties in numerous areas of responsibility. The "open door policy" that characterizes the agency's relationships with outside entities is also the internal management style.

The governing board consists of a nine-member commission which convenes quarterly. The membership of the board is statutorily required to consist of two sheriffs, a county judge, a county commissioner, a medical doctor, and four private citizens.

The Commission offices are located in the William P. Clements Building located at 300 West 15th Street, Suite 503, in Austin. The five field inspectors work primarily in their assigned regions, and work in the main office approximately 1% of the time. As much of our work with the counties must be conducted on-site, up to 50% of the staff must travel across the state on a regular basis. Out-of-state travel has been eliminated due to lack of funds; therefore, we are unable to provide our staff with valuable training which has traditionally allowed the agency to learn about new and innovative jail management and construction theories and/or practices.

Of the 254 counties in Texas, all but 19 operate at least one jail; therefore, we service and travel to 235 counties in addition to 9 privately operated facilities. All of these counties are visited at least once within each fiscal year for their annual inspection. In the past, counties that are under construction, facilities that staff have deemed to be "at risk" of non-compliance, or those simply requesting some type of assistance were often visited several times within a year's period by various staff members. However; but these visits have been severely curtailed due to the current budget constraints. Inspections and all other on-site visits are scheduled in order to prevent unnecessary travel costs. Other travel is planned in order to achieve the most cost-effective use of travel funds. Jail management assistance also traditionally took the form of training workshops conducted regionally in order to provide an optimum amount of counties with an opportunity to attend while keeping travel costs as low as possible; however, as mentioned previously, these have been reduced in both frequency and the amount of territory covered.

As mentioned above, the agency was required to execute a mandated reduction in force in FY2011. This resulted in the loss of 3 full time employees and represented 16% of the staff at the time of the reduction. Since these positions were eliminated and not available to be filled by new employees, they do not represent a true turnover rate. Since that time, one employee retired in FY2012 which represents 6% of the total staff allowed by the legislature and is more indicative of the historical turnover rate of the agency. Only 7% of the current staff has been with the agency for less than 2 years.

The Commission has no capital assets, since we are officed in a state-owned building. Limitations within that leased space are an issue, as would be true with most agencies that have been housed in the same space for a number of years. However, creative measures have been taken to maximize the available floor space within the suite, and the need for off-site storage has been eliminated.

The Commission uses Historically Underutilized Business (HUBs) whenever possible. We do not spend a large amount on contracts, due to our small size and resulting limited needs compared to other larger agencies. In Fiscal Year 20011, our goal for the use of HUBs was 33% and our actual expenditures with HUBs reached 66%. Every effort will be made to reach our goal for the current and future fiscal years, while still making the best use of agency funds.

C. Fiscal Aspects

The Commission's budget, 98% being general revenue, was reduced 13.9% from the previous biennium's appropriation. Unfortunately, the impact from the national economic downturn required the agency to return 5% of its appropriations for FY2010 and 7.5% for FY2011 before the 82nd Legislature had even convened which indicates the magnitude of the economic situation. At this time, it is not known if additional reductions will be required as the agency begins the appropriations request process. If further reductions are enacted, the agency will be forced to again postpone technology upgrades, delay re-inspections for scheduling purposes in conjunction with other activities, and unfortunately, possibly reduce staff. This will in turn place an even greater burden upon remaining staff which could impact morale and turnover rates.

D. Service Population Demographics

The status of the jails across the state is dependent upon many local, state, and national factors, to include the economy, population growth, parole rates and policies, bed availability within the Institutional Division of the Texas Department of Criminal Justice, and political influences regarding crime and incarceration. While all of these factors have an impact on the number of individuals held in county jails, and ultimately on all facets of the Commission's workload, they are not trends that can be predicted with any certainty.

The incarceration rate of local county jail inmates has risen from 1.20 per thousand in the general population in 1987 to 2.34 in 2012. Although the incarceration rate decreased slightly from 1999 to 2002, it increased for almost a decade before beginning to decrease again. However, the incarceration rate represents the percentage of the population and since the state has experienced a large increase in population, the overall number of inmates has been somewhat level.

The past few years have seen a decrease in the number of contract inmates held in Texas county jails and legislation passed in 2003 removed from the Commission's regulatory authority all privately operated facilities housing only federal inmates, thus reducing the number of federal inmates included in Commission population reports. Currently there are only 45 out-of-state inmates confined in Texas county jails, from Arkansas and New Mexico. The Texas Department of Criminal Justice continues to contract for county jail beds, but the past two years has seen a major reduction with only 2 jails housing 37 halfway house state inmates.

Of the 254 counties, 235 operate at least one jail, while 19 of the sparsely populated counties have found it to be more economically practical to house their inmates in adjacent counties rather than build and operate a separate jail of their own. The smallest jail has a total capacity of three (Real County); the largest has 10,900 beds (Harris County). In addition to the county jails under the Commission's purview, there are 9 privately operated facilities that are subject to inspection.

The amount of construction for county jail projects has decreased and is projected to remain lower than the previous decade due to county needs being met with the current capacity. At the current time, 14

counties are constructing or planning new jail facilities or additions that will increase total bed capacity for the state by almost 1,000 beds. The Commission staff will continue to provide counties with the best advice available to assist them in finding economic and efficient answers for their housing and operational issues.

E. Technological Developments

We are continuing to work toward greater use of available technology to improve our ability to gather information regarding county issues in-house, as well as to respond to requests for information more rapidly and efficiently. Current efforts include the development of a comprehensive database that will make all information on any county immediately accessible to all staff members. This plan includes providing the inspectors in the field with mobile broadband capability for their laptop computers to provide them with uninterrupted communication and data transfer capability.

As more counties install internet and e-mail, our ability to electronically receive and transmit information to and from the facilities we regulate will increase. We have also continued to utilize the option of leasing equipment in the agency office rather than purchasing, which has reduced maintenance expenses and helped to reduce surplus equipment.

F. Economic Variables

Although there are areas within the state that are experiencing an improved economic outlook, the state as a whole remains a mixed projection and county officials still face the same daunting tasks of stretching limited tax revenues over a wide range of public services. Public safety, including the operating costs of jails, often remains the single largest budget expenditure of county governments. As populations of counties increase, the competition among various budgetary programs intensifies and officials are forced to make difficult choices. In order to assist the counties in maintaining fiscal responsibility while providing their taxpayers with well-deserved public safety needs, the Commission often meets with county leaders to discuss ways of managing their jail in a cost-effective, efficient, and constitutional manner.

Jails typically do not generate substantial revenue for counties; however, they do provide some employment for the county and serve a necessary function in safeguarding the community. In an effort to generate revenue, some jails have been able to take advantage of contracting bed space to other government entities such as the Federal government – Immigration Control Enforcement (ICE), Bureau of Prisons, and Marshal’s Service – and other counties.

The Commission realizes that these uncertain economic times, compounded with the ever-changing dynamics of incarceration, will be a challenge to all county leaders and jail administrators in Texas. In the past, the Commission has responded well to the needs of counties in all aspects of jail operations, especially when times of crisis have arisen, such as the overcrowding issues in the early 1990s when TDCJ inmates waited for months to be sent to prison. The current condition of some county jails may be approaching the crisis stage due to rising inmate populations, increasing medical costs, staffing and retention problems, and a loss of anticipated contract revenue. The Commission will continue to cooperate with county leaders in searching for remedies to these problems and to ensure that jails are models of safety and security in their communities.

G. Impact of Federal Statutes/Regulations

Minimum Jail Standards are purposefully designed to conform to federal statutes and case law, and as such, the standards promulgated by the Commission enable counties to operate safe and secure jails in a constitutional manner. By conducting annual inspections, providing technical assistance, and enforcing compliance when necessary, the Commission can greatly assist counties in avoiding costly litigation or settlements due to federal civil rights violations that may occur in the jail. Unfortunately, two counties that failed several annual jail inspection have recently found themselves subject to inspection by the Department of Justice, with one Agreed Final Judgment issued requiring the facility to adhere to not only Texas minimum jail standards, but costly Federal provisions and inspections for at least the next two years.

The Department of Justice recently released the National Standards to Prevent, Detect and Respond to Prison Rape, commonly referred to as PREA (Prison Rape Elimination Act.) The commission is still reviewing the potential impact on county jails and the opinions from criminal justice experts vary due to the way the standards have been written. In addition, the Supreme Court recently ruled on the issue of strip searches; however, it was a 5-4 decision and challenges and further review are expected.

H. Other Legal Issues

There are no current or outstanding court cases involving the Commission nor are there any federal, state, or local governmental requirements that we anticipate having an impact on the Commission.

I. Self-evaluation and Opportunities for Improvement

The Commission continues to build upon its reputation as a highly responsive and dedicated state agency by focusing on the customer service aspects of its mission. A significant emphasis on training and technical assistance has been underway the past few years by the Commission. Not only are inspectors providing on-site assistance during annual inspections, but the entire staff makes it their top priority to serve the Commission's customers in a diligent manner. The Commission's customers, or persons served, include county sheriffs and jail administrators, county judges and commissioners, other state agencies and officials, inmates and their families, and the media, among others.

The Commission strives to maintain open communication with county officials charged with operating county jails. To that end, the Commission recently conducted a Customer Service Survey to gauge the Commission's effectiveness. This year, in an effort to provide ease and accessibility, the Texas Commission on Jail Standards employed both a paper format and an electronic survey format via a commercial vendor. An email, utilizing list serves of the Texas Jail Association, Sheriff's Association of Texas and Texas Association of Counties, was sent to all subscribers of the list serves with instructions to complete either the paper survey or the electronic survey. In addition, a paper survey was sent to all 254 County Judges and Sheriffs with the same instructions. Officials were asked to respond to the survey or have a designee respond. As a result, 130 Jail Administrators responded to the survey as a substitute or in addition to the elected official's response.

The Texas Commission on Jail Standards utilized a Likert-item survey in which respondents were asked to reply to the statement with their level of agreement with: "Strongly Agree", "Agree", "Neutral",

“Disagree”, or “Strongly Disagree” or “Not Applicable”. Questions that were not answered are indicated in the survey results. Survey respondents were also given the opportunity to provide additional ideas to improve the Commission’s customer service in a free-response question of the survey.

The survey focused on each of the major missions of TCJS including inspections, construction planning, technical assistance, population reporting, and complaints. In addition, respondents were asked about the Commission’s current review of minimal jail standards. If a respondent’s county jail had been found noncompliant by TCJS in the past two years, they were asked to answer two supplemental questions.

By the survey deadline of April 20, 2012, 291 individuals responded to the survey with Sheriffs accounting for 25 %, County Judges 28 %, and Jail Administrators 44 % of survey respondents. In addition, respondents were asked to indicate the size of the facility by bed capacity they represent. Since survey respondents were not asked to identify themselves, there is a strong likelihood that some facilities are overrepresented while others are not represented at all in the survey. As such, by bed capacity, survey respondents indicated the following facility size; 7% of facilities with 1001 beds or more; 8% with 501-1000 beds; 50% with 51-500 beds; and 35% with 50 or less beds.

The most controversial and diverse responses continued to be the issue of unannounced annual inspections. In Fiscal Year 2010, at the recommendation of the Sunset Commission, the TCJS modified its inspection methodology by conducting all annual inspections unannounced. Consequently, more jails were issued a notice of non-compliance than in previous years. Nearly 27 % of survey respondents disagreed or strongly disagreed that annual inspection should be unannounced.

The Commission’s current review of minimum jail standards was also included in this year’s survey. The majority of survey respondents were aware of the survey and over 90% agreed or strongly agreed that the process was being conducted in a fair and open manner. For all other categories, the responses were mostly favorable of the Commission’s major missions with 1% or less responses unfavorable in most categories. Staffing analysis and population reporting generated greater than 1% unfavorable ratings at 4% and 2% respectively.

The Commission is continually striving to find cost effective ways to utilize information technology to better achieve its core responsibilities. The Commission currently relies on Email/Web technology for the dissemination of information to the counties (including Population and Planned Construction reports, training opportunity, Minimum Jail Standards, Commission Meetings, etc.) and Access databases for management and maintenance of county information (population, construction, inspection). Utilization of these and other information technology resources enables the Commission to provide its customers with a higher level of services at reduced cost.

The Commission continues to seek ways to improve operations in county jails, and created a curriculum designed to address the needs of not only new jailers, but also new sheriffs. The course was developed as a result of an awareness of a growing need for training in the basics of jail operations and this course has been offered regionally.

With the jails operating at high levels of capacity, and noting that our mission includes the promotion of innovative programs and ideas, we believe that there is a definite need for an increase in funding to support a full-time program specialist that will be able to examine factors driving inmate populations, determine what type of offenders are filling jail bed space, and explore options that could better serve the jail in terms of the best utilization of existing jail bed space, as well as the inmates themselves. The taxpayers and the communities as a whole would be better served if many of the special category inmates, such as the mentally ill and mentally disabled, were diverted from the jails and served through

other community resources, which currently may be unidentified as possible diversion options. At our current level of funding, the Commission is only able to offer a minimal amount of assistance in this area.

A historical comparison of the jail facilities under the Commission's regulatory purview reveals a significant growth in both the size and the number of the jails that must be inspected. Many jails are requiring several days on-site, and the largest facilities actually require a team of inspectors working several days in order to complete an inspection at the level we believe is required to serve the counties properly.

Agency Goals

- (1) We will ensure the minimum standards in effect for the operation and construction of county jails are reasonable and enforce compliance in a fair, firm, and consistent manner (Government Code 511).
- (2) We will increase the amount of consultation, training, and technical assistance provided to local government in an effort to increase and maintain compliance with adopted standards (Government Code 511).

- (3) We will continue to educate local government and the general public as to the importance of local control of their county jail as opposed to possible Federal Court intervention by way of presentations at association functions, commissioner's court meetings and public hearings.
- (4) We will comply with state directives by utilizing historically underutilized businesses (HUBs) in purchasing goods and services whenever such utilization is both effective and efficient, and attempt to increase the amounts whenever possible (Government Code 2161).

Agency Objectives, Strategies and Measures

The Strategic Plan for the Texas Commission on Jail Standards provides direction for the agency and its employees and clearly explains to various audiences how its mission will be accomplished through the setting of objectives, strategies, and measures upon which success will be based. Regular review and assessment of results is critical to future success and allows for the adjustment or modification of the plan in order to ensure the mission of the agency is being fulfilled. Incorporating suggestions and comments from the client base that we serve and with direction and guidance from the Legislative Budget Board and the Governor's Office-Budget, Planning and Policy, the Texas Commission on Jail Standards has developed the

following objectives, strategies and measures to accomplish its stated goals and ensure that our statutorily mandated duties are carried out in the most efficient and effective manner possible. As part of a streamlining process initiated by the Legislative Budget Board and Governor's Office-Budget, Planning and Policy, all measures were reviewed and only the most critical were retained. Listed below in the prescribed format are the agency's objectives and outcome measures followed by strategies and associated output and efficiency measures.

A. Objectives and Outcome Measures

1. To fairly and impartially monitor and enforce compliance with adopted rules and procedures

-Number of jails achieving compliance with standards

2. To provide consultation, training, and technical assistance to local governments for the most efficient, effective, and economical means of jail construction and management which meets minimum jail standards

-Number of completed construction projects meeting standards

-Percent of jails with management related deficiencies

B. Strategies and associated Output and Efficiency Measures

1. Inspection & Enforcement

Efficiency Measure: Average cost per jail inspection

Output Measure: Number of annual inspections conducted
Number of special inspections conducted
Number of occupancy inspections conducted
Number of notices of non-compliance issued
Number of remedial orders issued
Number of inquiries into inmate requests for assistance

2. Assist with facility needs analysis and construction document review

Efficiency Measure: Average cost per facility needs analysis
Average cost per construction document reviewed

Output Measure: Number of construction documents reviewed
Number of facility needs analysis conducted
Number of in-office planning & construction consultations with jail representatives
Number of on-site planning & construction consultations with jail representatives
Number of staff providing on-site planning & construction consultation to jail representatives (NEW)

3. Assist with Staffing Analysis, Operating Plans & Program Development

- Efficiency Measure: Average cost per staffing analysis
Average cost per training hour provided
- Output Measure: Number of operational plans reviewed
Number of staffing analysis conducted
Number of training hours provided
Number of in-office operation & management consultations with jail representatives
Number of on-site operation & management consultations with jail representatives
Number of staff providing on-site operation & management consultation to jail representatives (NEW)

4. Collect & Analyze Data Concerning Inmate Population, Backlogs & Costs

- Efficiency Measure: Average cost per population data report
- Output Measure: Number of population reports data reports analyzed
Number of population data reports prepared
Number of paper-ready reports analyzed
Number of immigration detainer data reports analyzed (NEW)

Previous Strategy and Measure

Perform annual survey of jails to determine compliance with JJDPA

- Output Measure: Number of juvenile jail logs analyzed

At the request of the Criminal Justice Division of the Governor's Office, the commission has entered into a Memorandum of Understanding that transfers the collection of Juvenile Jail Logs to CJD. The commission had performed this statutorily mandated function as part of the state's overall effort to ensure compliance with the Federal Juvenile Justice Delinquency and Prevention Act through a grant from CJD. By transferring this function, CJD will be able to consolidate its efforts to ensure compliance and create efficiencies within the program. This strategy and measure have been deleted with approval of the LBB and GOBPP.

Historically Underutilized Business Plan

Goal

We will comply with state directives by utilizing historically underutilized businesses (HUBs) in purchasing goods and services whenever such utilization is both effective and efficient.

Objective

Agency goals for utilizing HUB vendors will meet or exceed the current statewide percentage goals set forth by State Comptroller of Public Accounts HUB program.

Strategy

In efforts to meet or exceed the statewide percentage goals for HUB participation, the agency will review a listing of available HUB vendors prior to the purchase of any goods or services. The agency will strive to purchase those goods or services with HUB vendors when it is effective and efficient.

To date, the agency has not had the need to purchase any goods or service from a vendor that would require a business partner or subcontractor. In the event this type of purchase arises, the agency will work closely with the contractor to encourage the use of HUB vendors as subcontractors or business partners.

External/Internal Assessment

Historically, the agency at minimum meets the statewide percentage goals for participation of HUB vendors; regularly the agency far exceeds the statewide percentage goals. As a matter of practice the agency will continue its effort to meet or exceed said percentage goals. Historical spending will be analyzed to determine trends that may assist in developing and adjusting HUB expenditure goals. The agency staff will continue to brief the executive director with the results of the HUB program and explain any variances that might occur from the statewide goals.

Technology Resource Planning

Technology Assessment Summary

Due to the relatively small size of the agency, collaboration between IT personnel and management occurs on a continuous basis. Any IT purchase is driven by agency needs in carrying out its statutorily mandated duties and the accomplishment of its goals and objectives. In the past, this has not required specialized equipment and all technology needs are met by off-the-shelf software and hardware.

In the past, the Commission on Jail Standards has been able to utilize a part-time employee to meet its IT requirements, but this may not be practical in the future. The status of this individual could change at any time and the agency would be left with few options. The first would be the hiring of a full time IT position which would require that additional funds be allocated to that area. A more realistic approach is to contract with an approved D.I.R. vendor to provide the agency with IT support, an approach that has not been utilized in the past due to the agency's ability to consistently secure the services needed.

As part of the strategic planning process, staff has identified the following areas for future action, dependent upon budgetary issues.

Server Migration

The agency currently owns and maintains four servers that have either met or exceeded their designed life span. Although imminent failure does not appear to be likely, the possibility does exist and the cost to replace one or more of the servers will be cost prohibitive in light of continuing budgetary reductions. At this time, staff has begun the process of outsourcing the hosting of both the agency email and website in order to reduce the impact and cost of a server failing. If possible, the agency will migrate to a hosting service its email service first and then the website within the next two years. This move aligns with multiple statewide technology priorities to include "P2" Data Management and "P4" Infrastructure. As for statewide technology guiding principles, this will allow the agency to ensure that we are addressing both "Connect" and "Deliver" while also allowing the agency to benefit from the operational efficiencies and future operational improvements provided by the migration. Staff's initial research into this migration has not identified any major barrier that will impede the initiative.

Appendix A

Description of Agency Planning Process

Strategic planning has been conducted by the Commission on Jail Standards since its implementation in 1993, the process for the development of the 2013-2017 Strategic Plan revolved around the agency rule review. In previous years, the Commission staff, and occasionally board members, would develop the plan based upon their own thoughts and ideals with limited outside input. This is not to say that external information was not gathered since a customer service survey was conducted for each strategic plan submission, but

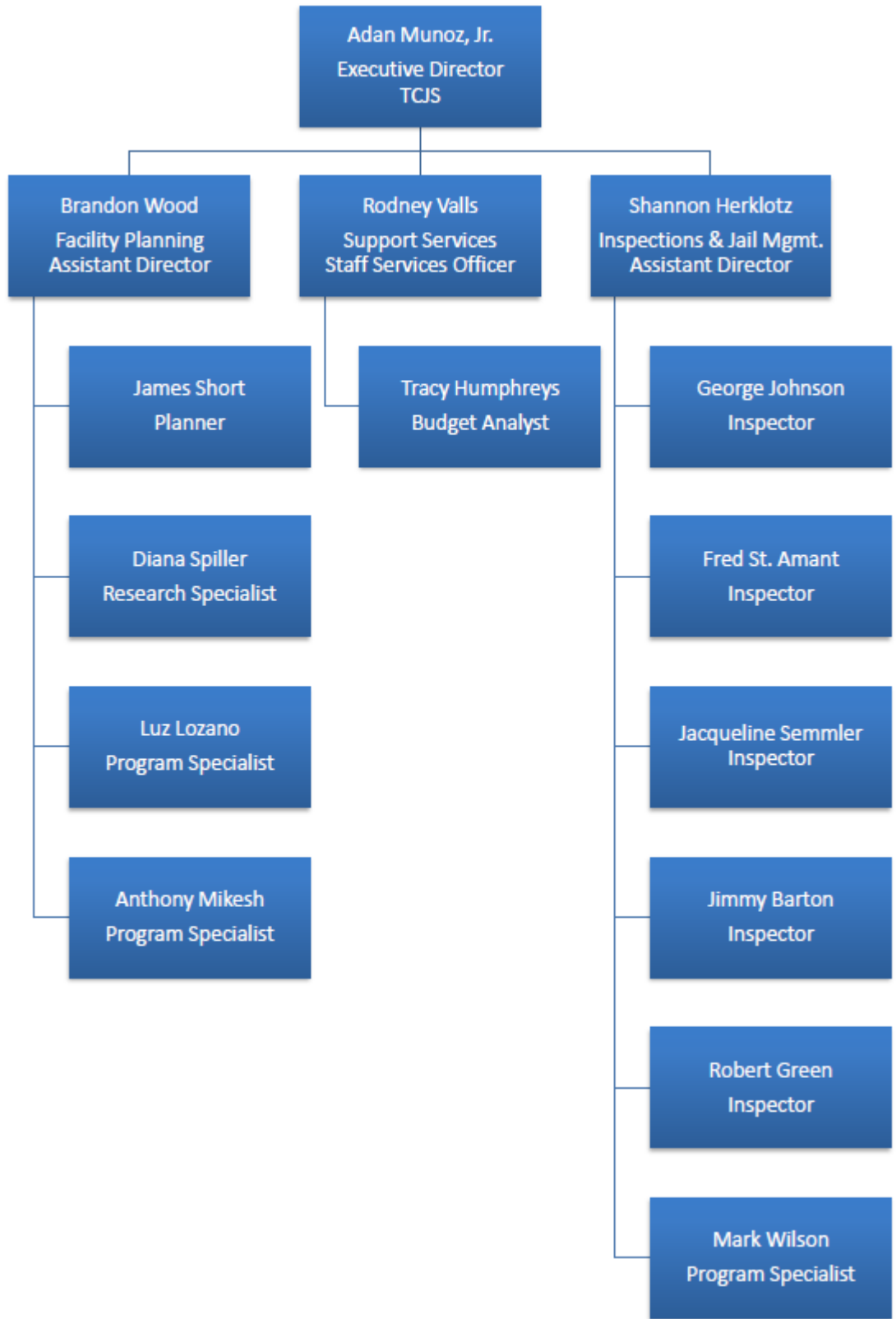
questions asked and answers submitted could possibly be construed as limited or pre-determined.

By reviewing each of the standards currently in effect, the agency received valuable feedback regarding its operations. This review is an ongoing process and has been conducted in workshop sessions, the quarterly meetings and through the appointment of committees to discuss the issues in detail. If an individual was unable to attend, they were encouraged to submit their comments in writing, and any received beforehand were presented by the executive director. This process has been continued and is seen as a vital part of the strategic planning exercise.

In addition to the rule review process, the statutorily mandated customer service survey was conducted during this time frame. The survey provided the agency with two interactive sources from which to gauge our effectiveness and progress in attaining our goals. The findings and staff recommendations were presented to the board at a second strategic planning session at which time staff was directed to incorporate into our planning process the recommendations from that meeting. The survey conducted in 2010 and again in 2012, was distributed through a mass mail out and electronically via email with the option of completing the survey on-line through a third party vendor, or submission to the agency itself. This resulted in an almost 100% increase in the number of respondents and it is anticipated that this will continue. Each of the items and explanatory information is included for review.

Based upon the positive feedback the agency received regarding the inclusion of the people we serve, staff will be recommending that the model not only be continued but expanded in the future.

Appendix B Current Organizational Chart



Appendix C

Five Year Projections for Outcomes

TEXAS COMMISSION ON JAIL STANDARDS

PROJECTED OUTCOMES Fiscal Years 2013-2017

Outcomes	2013	2014	2015	2016	2017
Number of Jails Achieving Compliance	232	233	234	234	232
Number of Completed Construction Projects Meeting Minimum Standards	10	12	14	15	15
Percent of Jails with Management Related Deficiencies	4.09	3.68	3.27	3.27	4.09

These projections are based upon 244 jails being subject to Commission oversight

Appendix D Measures Definitions

A. Objective Outcome Measure Definitions

1. Number of Jails Achieving Compliance

Definition: The number of jails that received an annual inspection during the fiscal year and were found to be in compliance with minimum jail standards at the time of the annual inspection or any subsequent special inspection during the fiscal year. Annual inspections are defined by Government Code 511.009 and agency administrative rules. Special inspections are conducted in addition to the annual inspection, usually as a follow-up to determine status of a corrective action or less often to address possible non-compliance issues.

Purpose: Indicates the agency is working with counties and counties are complying with the standards to ensure that all jails are safe, secure and sanitary.

Source: The agency's inspection database. Database queries to determine which jails received an inspection during the reporting period will specify a date range that is only applicable to the reporting period. The inspection database is verified through a manual review of each inspection file.

Methodology: On the last day (August 31) of the fiscal year any jail that has received an annual inspection by the Commission during the fiscal year and is in compliance with Minimum Jail Standards is counted.

Limitations: Even though the Commission and /or the County Officials may be working to the best of their ability, if the county jails were to become overcrowded as they were in the early 1990's, the number of compliant jails would decrease.

Calculation: Non-Cumulative

New Measure: No

Desired Performance: Higher than target

2. Number of Completed Construction Projects Meeting Standards

Definition: The number of completed construction or renovation projects for which occupancy inspections are conducted and occupancy is approved.

Purpose: Indicates the relationship between construction documents reviewed, projects completed which meet standards, and occupancy inspections conducted.

Source: Activity reports by the facility planning staff.

Methodology: Total number of jail facilities, additions and/or renovations approved for occupancy each year.

Limitations: Number of facilities constructed is based on local need, but the number of those which meet standards is indicative of the agency's performance with regard to construction document review. This number will not coincide with the number of construction documents reviewed as documents are reviewed more than once and a large construction project will take more than one year to complete.

Calculation: Cumulative

New Measure: No

Desired Performance: Higher than target

3. Percent of Jails with Management Related Deficiencies

- Definition:** The percentage of facilities that received an annual inspection during the fiscal year and were found to be in non-compliance due to deficiencies related to management standards at the time of the annual or any subsequent special inspection during the fiscal year. Annual inspections are defined by Government Code 511.009 and agency administrative rules. Special inspections are conducted in addition to the annual inspection, usually as a follow-up to determine the status of a corrective action or less often to address possible non-compliance issues. A deficiency that may be remedied solely by jail management making an adjustment to internal jail procedures is considered a management-related deficiency.
- Purpose:** Management deficiencies are dependent upon staff, training, and the actual management of the jail. In addition, these deficiencies are more likely to be areas for potential litigation by inmates.
- Source:** The agency's inspection database. Database queries to determine which jails received an inspection during the reporting period will specify a date range that is only applicable to the reporting period. Also, jail notice of non-compliance log maintained by the Inspection Division and verified through a manual review of each notice of non-compliance located in the inspection file. A list of management-related standards will be maintained by the agency.
- Methodology:** The number of jails found to be in non-compliance with minimum jail standards due to deficiencies related to management standards at the time of their last annual or special inspection divided by the number of jails receiving an annual inspection during the fiscal year.
- Limitations:** None
- Calculation:** Non-Cumulative
- New Measure:** No
- Desired Performance:** Lower than target

B. Output Measure Definitions

1. Number of Annual Inspections Conducted

Definition: The number of on-site annual inspections completed during the reporting period. Annual Inspections are defined by Government Code 511.009 and agency administrative rules. The inspection may be announced or unannounced.

Purpose: To determine compliance with standards in order to certify and prevent litigation.

Source: Monthly inspection activity reports are cross-checked with the inspection data base. Any discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology: Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All annual inspections completed during the reporting period are counted. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations: Number conducted dependent upon number of jails that are operational.

Calculation: Cumulative

New Measure: No

Desired Performance: Higher than target

2. Number of Special Inspections Conducted

Definition Inspections conducted in addition to an annual or occupancy inspection, usually as follow up to determine status of corrective action or less often to address possible non-compliant issues. Annual inspections are defined by Government Code 511.009 and agency administrative rules. Occupancy Inspections are inspections of newly constructed or renovated jails to ensure that construction was completed in compliance with Minimum Jail Standards.

Purpose Indicative of frequency that jails correct deficiencies upon de-certification. Allows facilities to regain certification and therefore prevent loss of insurance and/or litigation.

Source Monthly inspection activity reports are cross-checked with the inspection data base. Discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All special inspections are counted. A facility may receive a special inspection more than once a fiscal year. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations Regulated entities usually request these inspections upon completion of corrective action. The Commission has limited control over when this occurs. A higher number would indicate an increased performance by the agency, but neither higher or lower is indicative of safer jails across the state.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

3. Number of Occupancy Inspections Conducted

Definition Inspections of newly constructed or renovated jails conducted prior to occupancy.

Purpose	Indicates number of new or renovated jails constructed across the state. Necessary to ensure facilities meet standards prior to occupancy.
Source	Monthly construction and planning activity reports are cross-checked with the agency calendar. Any discrepancies will be manually verified through a review of the inspection report located in the correspondence file.
Methodology	Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All occupancy inspections are counted. A facility may have more than one occupancy inspection during a fiscal year. The result (compliant/not compliant) of the inspection is not a determining factor.
Limitations	Based upon number of facilities regulated. The Commission has no control over the number of construction projects. An increased performance is indicative of an increased workload.
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

4. Number of Notices of Non-Compliance Issued

Definition	Formal notices issued to regulated entities to notify them that their jail facility has been inspected and found to be out of compliance with the standards. A notice of noncompliance may be issued as a result of either an annual or special inspection. A special inspection may not generate a notice of noncompliance unless new actionable issues are identified.
Purpose	Basis for corrective or remedial action if necessary.
Source	Compliance data base maintained by the Inspection Division.
Methodology	One notice per inspection where noncompliant issues are identified. Calculated by the compliance data base.
Limitations	Fewer notices than projected may be issued. A higher number is indicative of an increased workload, and fewer is indicative of more compliant jails.
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

5. Number of Remedial Orders Issued

Definition	Formal action taken by the Commissioners toward a regulated entity, to include closure of a jail or limitations on the population.
Purpose	Requires a regulated entity to take specific corrective action to alleviate deficiencies found at an inspection.
Source	Commission meeting minutes.
Methodology	Counted manually from Commission meeting minutes.
Limitations	Orders issued are based upon regulated entities responsiveness to notices of non-compliance and Commission's action. A higher number is indicative of an increased workload, and fewer is indicative of more compliant jails.
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

6. Number of Inquiries into Inmate Requests for Assistance

Definition The number of requests for assistance, initiated by or for an inmate that the Commission receives, resolves and/or refers.

Purpose Ensures that inmate complaints are reviewed by an entity in addition to the jail. Protects the rights of those incarcerated.

Source Inmate complaint data base in which all requests or complaints received via mail, electronically or in person are assigned a tracking number and entered into the inmate complaint data base.

Methodology Each request or complaint is counted once even if multiple requests are received.

Limitations An increased number is indicative of an increased workload, but may also indicate problems in a given facility, an increased population or inmates that make repeated frivolous complaints. A lesser number could be indicative of improved jails and/or a reduced population or it could indicate that jails were censoring privileged mail.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

7. Number of Construction Documents Reviewed

Definition The number of building plans and specifications reviewed utilizing the construction checklist. Plans include schematics, design documents and construction documents.

Purpose Workload indicator of number of construction projects underway.

Source The jails in construction database which is maintained by the construction planner.

Methodology Automatic summation from database.

Limitations Number of construction projects is not controlled by the agency, but by local need. Size of projects may also impact number as larger projects require more time.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

8. Number of Facility Needs Analyses Conducted

Definition The number of analyses conducted to recommend the size and type of facility a county needs.

Purpose To assist the county in best utilizing county resources by constructing efficient jails which meet local needs.

Source Counted from monthly activities report.

Methodology Each analysis conducted is counted.

Limitations Counties needing facility analysis are out of agency's control. Based upon incarceration growth.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

9. In-office Planning & Construction Consultations with Jail Representatives

Definition The number of meetings conducted in the agency's office with jail representatives to review and discuss facility planning, construction needs, and construction progress.

Purpose Provide assistance to local government in meeting incarceration needs.

Source Agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.

Methodology Manually counted monthly from agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.

Limitations Necessity for this activity not within agency's control.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

10. On-site Planning & Construction Consultations with Jail Representatives-Consultations

Definition Number of meetings conducted on-site with jail representatives to review and discuss facility planning, construction needs, and construction progress.

Purpose To show assistance provided to local government in meeting incarceration needs.

Source *Agency's Master Monthly Activity Report (Revision)*

Methodology *Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period. (Revision)*

Limitations Necessity for this activity not within agency's control.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

11. On-site Planning & Construction Consultations with Jail Representatives-Staff

Definition Number of staff members present during meetings conducted on-site with jail representatives to review and discuss facility planning, construction needs, and construction progress.

Purpose To show volume of staff assistance provided to local government in meeting incarceration needs.

Source Agency's Master Monthly Activity Report

Methodology Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period.

Limitations Necessity for this activity not within agency's control.

Calculation: Cumulative

New Measure YES

Desired Performance Higher than target

12. Number of Operational Plans Reviewed

Definition	Number of operational plans by a regulated entity which are reviewed for approval by staff. Every regulated facility is required to submit an operational plan for 17 different areas of jail operation, which must be reviewed for staff approval. Resubmittals of plans are required when any change is made that affects these areas of operation.
Purpose	Indicates facilities are utilizing plans approved by the Commission. Resubmittals occur on a continuous basis as procedures change.
Source	Operational plan database.
Methodology	Summation from database.
Limitations	Changes to the standards which mandate revision to operational plans.
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

13. Number of Staffing Analyses Conducted

Definition	Number of reviews, on-site or in-house, of the operational or planned jail's organization, operations, facilities and policies in order to make recommendations regarding the number, type and location of staff necessary to comply with jail standards.
Purpose	To provide counties with objective recommendations regarding staffing levels necessary.
Source	Quarterly activity reports.
Methodology	Each analysis conducted is counted. An analysis may be conducted more than one time for the same facility due to changes in operations, capacity and/or populations.
Limitations	Analyses are conducted at the request of the county or the Commission's discretion.
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

14. Number of Training Hours Provided

Definition	The number of training hours provided to counties
Purpose	Provide counties with training designed to assist them in running safe and secure jails in order to ensure compliance.
Source	Agency calendar and monthly activity reports
Methodology	Hours for each presentation recorded in agency calendar are added for the total number of hours provided.
Limitations	This activity may be reduced if necessary due to travel budgets
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

15. In-Office Operation & Management Consultations with Jail Reps

Definition	Number of meetings held in the office to review and discuss operational or management requirements of minimum jail standards
Purpose	Indicates number of times staff provide assistance to jail representatives on means of achieving compliance in the most effective and efficient manner.
Source	Agency calendar and agency meeting log
Methodology	Manually counted monthly from agency calendar and verified by agency meeting log
Limitations	The number of times jail representatives or the agency request a meeting is dependent upon variables related to jail operations are out of the agency's control
Calculation:	Cumulative
New Measure	No
Desired Performance	Higher than target

16. On-Site Operation & Management Consultation with Jail Reps-Consultations

Definition	Number of meetings on-site, usually at the jail, with jail representatives to review and discuss operational or management requirements of minimum jail standards.
Purpose	Indicates number of times staff provides assistance on means of achieving compliance in an effective and efficient manner.
Source	<i>Agency's Master Monthly Activity Report (Revision)</i>
Methodology	<i>Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period. (Revision)</i>
Limitations	The frequency of the need for assistance is relative to jail conditions out of the agency's control
Calculation	Cumulative
New Measure	No
Desired Performance	Higher than target

17. On-Site Operation & Management Consultation with Jail Reps-Staff

Definition	Number of staff members present during meetings on-site, usually at the jail, with jail representatives to review and discuss operational or management requirements of minimum jail standards.
-------------------	---

Purpose Indicates number of times staff provides assistance on means of achieving compliance in an effective and efficient manner.

Source *Agency's Master Monthly Activity Report*

Methodology *Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period.*

Limitations The frequency of the need for assistance is relative to jail conditions out of the agency's control

Calculation Cumulative

New Measure YES

Desired Performance Higher than target

18. Number of Population Reports Analyzed

Definition The number of jail population reports submitted by regulated entities, reviewed for accuracy and entered into the population database.

Purpose To verify that jails are operating at an acceptable level of capacity

Source Reports submitted by the county jail or other regulated entity

Methodology Value is calculated by counting each report received from the counties and analyzed.

Limitations Any facility that does not submit a report limits the ability to report accurately. A high number indicates that more counties are in compliance with the requirements to submit population reports every month.

Calculation Cumulative

New Measure No

Desired Performance Higher than target

18. Number of Population Data Reports Prepared

Definition Number of finalized reports compiled from population data submitted by counties on the inmate population reports and paper-ready inmate reports

Purpose To distribute to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

Source Population reports as received from the counties and entered into the jail population database.

Methodology Each completed population data report is counted

Limitations Any county neglecting to submit a monthly report limits the accuracy of the population data report.

Calculation Cumulative

New Measure No

Desired Performance Higher than target

19. Number of Paper-ready Reports Analyzed

Definition The number of paper-ready reports submitted by counties. Reports are received, analyzed, and cross-referenced to determine accuracy.

Purpose To ensure that the Texas Department of Criminal Justice is removing paper-ready inmates for the county jails in a timely manner; to provide data to

executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

- Source** County jail paper-ready reports (PR-1 and PR-2)
- Methodology** Count of each monthly report received from the counties and analyzed, along with any corrected reports from previous months.
- Limitations** Any county neglecting to submit a monthly report may limit the accuracy of any planning or forecasting that is based on the aggregate data. A higher number would be desirable as it would indicate that more counties are in compliance with the requirement to submit paper-ready reports every month.
- Calculation** Cumulative
- New Measure** No
- Desired Performance** Higher than target

20. Number of Immigration Detainer Reports Analyzed

- Definition** The number of immigration detainer reports submitted by counties. Reports are received, analyzed, and cross-referenced to determine accuracy.
- Purpose** To determine cost to counties for the detention of illegal aliens; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.
- Source** County jail immigration detainer reports (ID-1 and ID-2)
- Methodology** Count of each monthly report received from the counties and analyzed, along with any corrected reports from previous months.
- Limitations** Any county neglecting to submit a monthly report may limit the accuracy of any planning or forecasting that is based on the aggregate data. A higher number would be desirable as it would indicate that more counties are in compliance with the requirement to submit paper-ready reports every month.
- Calculation** Cumulative
- New Measure** Yes
- Desired Performance** Higher than target

C. Efficiency Measure Definitions

1. Average Cost per Jail Inspection

Definition	The average cost for all inspections conducted
Purpose	Ensures the agency is utilizing state dollars in the most efficient manner possible. Further, provides basis for setting fees for “for fee” inspections conducted on facilities holding contract non-Texas inmates.
Source	Inspection totals for annual inspections, special inspections, and occupancy inspections (outputs 01, 02, and 03) are tabulated. Personnel, travel, and all related costs are ascertained by the Support Services Division.
Methodology	The total cost of conducting jail inspections divided by the total number of inspections performed.
Limitations	None
Calculation:	Non-Cumulative
New Measure	No
Desired Performance	Lower than target

2. Average Cost per Facility Needs Analysis

Definition	Average agency funds expended for each facility needs analysis conducted. A facility needs analysis shall include facility type, capacity, and support area needs.
Purpose	Efficient use of state funds
Source	Planning and construction monthly activity report and agency fiscal records.
Methodology	Total number of analyses conducted divided into amount expended for analyses.
Limitations	None
Calculation:	Non-Cumulative
New Measure	No
Desired Performance	Lower than target

3. Average Cost per Construction Document Review

Definition	The average cost per construction document reviewed. Three sets of construction documents must be reviewed and approved before a construction project can begin.
Purpose	Ensure efficient expenditure of state funds.
Source	Monthly activity reports and agency fiscal records.
Methodology	Personnel costs equal the number of hours dedicated to the review of construction documents, multiplied by the personnel cost per hour. Total personnel cost plus operating costs, divided by the number of reviewed, equals the average cost per construction document reviewed.
Limitations	An increase could occur if personnel and/or administrative costs increase.
Calculation:	Non-Cumulative
New Measure	No
Desired Performance	Lower than target

4. Average Cost per Staffing Analysis

Definition The average amount of agency funds expended for conducting each staffing analysis of a regulated facility.

Purpose Ensure state funds are expended efficiently.

Source The number of analyses conducted is reported in quarterly activity reports. The amount of monies expended is determined by the fiscal officer.

Methodology The number of analyses conducted is divided into the amount expended.

Limitations Increases could occur within a year due to personnel costs.

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

5. Average Cost per Training Hour Provided

Definition The average amount of agency funds expended for each hour of training provided.

Purpose Ensure efficient expenditures of state funds.

Source Agency calendar, monthly activity reports and agency fiscal records.

Methodology Training expenditures to include travel, personnel, and administrative costs, divided by the number of training hours provided.

Limitations An increase could occur if personnel, travel, and/or administrative costs increase.

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

6. Average Cost per Population Data Report

Definition The average cost per population data reports.

Purpose Ensure the agency is utilizing state dollars in the most efficient manner possible.

Source Count of number of reports prepared. Personnel and related cost are ascertained by the fiscal officer.

Methodology The total annual costs of producing population reports divided by the total number of data reports produced each year.

Limitations None

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

APPENDIX E
AGENCY WORKFORCE PLAN

TEXAS COMMISSION ON JAIL STANDARDS



WORKFORCE PLAN
FY 2013-2017

Texas Commission on Jail Standards Workforce Plan 2013-2017

I. Agency Overview

The Texas Legislature created the Commission on Jail Standards in 1975 to implement a declared state policy that all county jail facilities conform to minimum standards of construction, maintenance and operation. In 1983, the Texas Legislature expanded the jurisdiction of the commission to include county and municipal jails operated under vendor contract. In 1991, the Texas Legislature added the requirement for count, payment, and transfer of inmates when precipitated by crowded conditions as well as expanding the commission's role of consultation and technical assistance. In 1993, the legislative function expanded the role of the commission again by requiring that it provide consultation and technical assistance for the State Jail program. In 1997, the Texas legislature affirmed that counties, municipalities and private vendors housing out-of-state inmates are within the commission's jurisdiction. It is the duty of the commission to promulgate reasonable written rules and procedures establishing minimum standards, inspection procedures, enforcement policies and technical assistance for:

- (1) the construction, equipment, maintenance, and operation of jail facilities under its jurisdiction;
- (2) the custody, care and treatment of inmates;
- (3) programs of rehabilitation, education, and recreation for inmates confined in county and municipal jail facilities under its jurisdiction.

The Commission's office is located in downtown Austin, Texas, and there are currently 16 FTE's budgeted.

Agency Mission

The mission of the Texas Commission on Jail Standards is to empower local government to provide safe, secure and suitable local jail facilities through proper rules and procedures while promoting innovative programs and ideas. During its regular session of 1975, the 64th Legislature enacted House Bill 272 creating the Texas Commission on Jail Standards in an effort to end federal court intervention into county jail matters and return jail control to state and local jurisdictions. Formerly through Title 81 of the Civil Statutes and currently through Chapters 499 and 511 of the Government Code, the state has evinced a strong commitment to improving conditions in the jails by granting us the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance and operation. Related duties and rules are set forth in Chapters 351 and 361 of the Local Government Code, Title 37 of the Administrative Code, and our own Minimum Jail Standards.

A. Strategic Goals, Objectives, and Related Functions

Goal 1- Inspection and enforcement

Develop and implement a uniform process to inspect, monitor compliance and ensure due process in enforcement of standards for local jails.

Objective: Monitor local facilities and enforce standards

Strategy: Perform inspection of facilities and enforce standards

Goal 2- Construction Plan Review

Develop and implement a comprehensive facility needs analysis program and review and comment on construction documents for construction projects.

Objective: Provide consultation and training for jail construction/operation

Strategy: Assist with facility need analysis and construction document review.

Goal 3- Management Consultation

Review and approve jail operation plans, provide needed jail management training and consultation and perform objective jail staffing analyses.

Objective: Provide consultation and training for jail construction/operation

Strategy: Assist with staffing analysis, operating plans and program development.

Goal 4-Auditing Population and Costs

Collect, analyze and disseminate data concerning inmate population, felony backlog and jail operational costs.

Objective: Implement process to relieve crowding or ensure accurate compensation

Strategy: Collect and analyze data concerning inmate population, backlogs and costs.

Through Chapters 499 and 511 of the *Government Code*, the Commission on Jail Standards is given the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance, and operations. Texas Minimum Jail Standards are contained in Title 37, Part IX, Chapters 251 – 301 of the Texas Administrative Code. Related duties and rules are set forth in Chapters 351 and 361 of the *Local Government Code*.

Most of our activities are oriented toward county functions; however, we retain the responsibility to regulate privately operated county and municipal facilities. Our principal operations include on-site inspections of jails to verify compliance with standards, review of proposed construction and renovation plans to assess conformity to standards, provision of jail management technical assistance and training, administration of inmate population reports and audits, resolution of inmate grievances, providing counties with objective staffing and facility needs analyses, and various other activities relating to policy development and enforcement.

Primary relationships exist with county judges, commissioners and sheriffs. Secondary relationships are maintained with architectural firms, private operators, criminal justice professional associations and regulatory agencies concerned with issues such as fire safety, legal matters, and civil liberties. Jail inmates awaiting trial, serving sentences, or awaiting transfer to the Texas Department of Criminal Justice Institutional Division, jail staff and the public are served by the enforcement of standards that are based on safety, security and sanitation. While on-site inspections remain the most visible activity, awareness of our ability to provide technical assistance has increased due mostly to a strong effort to provide quality regional training and a greater emphasis on providing assistance by all staff, including the Inspectors.

Administrative staff provides internal administrative support to the agency, including human resources, accounting, budgeting, information technology, and other staff services functions.

B. Anticipated Changes in Strategies

The Commission does not anticipate significant change to the agency mission, strategies, and/or goals over the next five years. The Commission is and will remain committed to providing high-quality service to county jails and ensure that counties are working to maintain safe and secure jails in their communities. With time, of course, adjustments are often necessary in the strategies used to meet these goals. The emphasis on information technology in the agency will be a major driver in the future of the Commission; however, a small yet dedicated workforce of professional and administrative personnel will continue to keep the agency on course toward achieving its goals and stated mission.

II. Current Workforce Profile

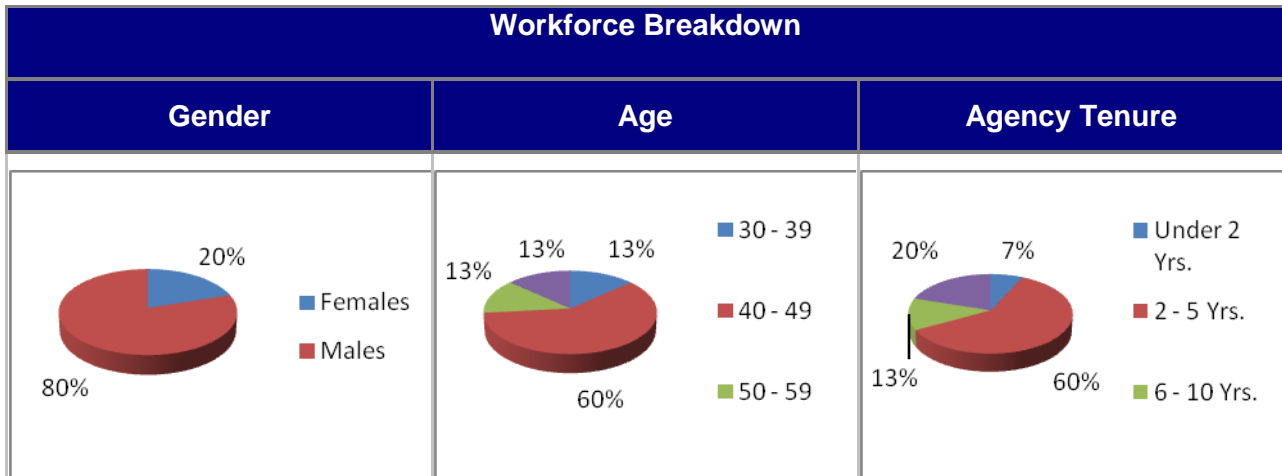
a) Skills

Every Commission employee is valuable to the success of agency operations. Each of the 16 employees has more than one critical function that supports the Commission on Jail Standards. Some of the critical skills required to complete our mission are include customer service, auditing, communication, problem solving, project management, information analysis.

b) Demographics

The following charts reflect the current profile of the agency's workforce. The Commission's workforce is comprised of 80% male and 20% female, 33% are African American or Hispanic. The average age for the Agency staff is 46 and the total staff has an average of 7 years with the agency. There is a higher ratio of professional staff due to the Agency's objectives. Sixty-seven percent are

professionals, providing inspections, training and technical assistance, much of which is conducted in the field.



c) Employee Turnover

The agency was required to carry out a reduction in force in FY2011 due to mandated budget reductions. This resulted in the loss of 3 full time employees and represented 16% of the staff at the time of the reduction. Since these positions were eliminated and not available to be filled by new employees, they do not represent a true turnover rate. Since that time, one employee retired in FY2012 which represents 6% of the total staff allowed by the legislature and is more indicative of the historical turnover rate of the agency. Only 7% of the current staff has been with the agency for less than 2 years.

d) Employee Attrition

Seven percent or one staff member of the Agency’s workforce will be eligible to retire within the next 5 years. Replacement of that position may prove to be difficult to find due to the loss of institutional knowledge, key position and the combination of numerous years of experience. When long-term experienced individuals vacate positions, it is our practice to fill those positions at a lower level until the individual gains experience in that position and then promote or provide merit increases. In this case, it is the agency head that is eligible for retirement and his replacement will be selected either from within the agency or from other external law enforcement / regulatory agencies as to be determined by the Commission members.

III. Future Workforce

a) Expected Workforce Changes

The Commission on Jail Standards will experience many of the workforce changes seen across the country, impacted by an aging population and an improving economy. The agency expects that these factors may shrink the pool of qualified employees, requiring greater recruiting efforts and more job skills training for new and current employees.

b) Future Workforce Skills Needed

Communication and interpersonal skills will continue to be critical, as the agency staff has daily contact with the public and with county officials. Computer skills are also vital, as the agency continues to upgrade information resources, dependent on available funding.

c) Number of Employees Needed

The agency was required to eliminate three employees during the last legislative session in order to comply with the number allocated by the legislature. This has required the remaining staff to fulfill the duties of those employees whom were released. If additional budgetary reductions are mandated, the agency will be left with no choice but to further reduce staff in order to comply and possibly institute a restructuring of the agency in regards to personnel organization.

d) Critical Functions that must be Performed

Performance of all agency functions is critical to achieving the agency's goals and objectives.

III. Gap Analysis

Anticipated Surplus or Shortage of Staffing Levels or Skills:

The agency does not anticipate a shortage of skills available for the needs of the agency, under its current mission; however, there is a concern that its ability to attract future employees and retain current employees who possess the needed skills may be impaired by a disparity in salaries between state employees and employees in private industry.

IV. Strategy Development

a) Retention Programs

Historically, the agency has supported its employees by rewarding merit increases to employees who perform above satisfactory levels; however, this has been severely curtailed due to budgetary constraints. Additionally, the agency continually strives to maintain a work environment that allows for flexibility, without compromising productivity.

b) Recruitment Plans

To the fullest extent possible, the agency will strive to recruit the number of qualified individuals required to carry out the agency's mission, including qualified persons of minority, disability, and/or the female gender.

c) Organizational Training, Employee and Career Development

The agency provides organizational training, including equal employment opportunity, sexual harassment and procedural training. The agency utilizes cross training to enhance the knowledge and skill levels of all employees. The agency provides for the cost of training for its employees, when the training is in the best interest of the agency, and funding allows for the expense.

d) Leadership Development

Cross training is essential in leadership development for a small agency. Division managers share their experience and knowledge with staff. The agency provides for leadership training for the professional staff, subject to budgetary constraints.

e) Succession Planning

All of the factors indicated for organizational training, employee, leadership and career development are essential in planning for succession. Additionally, the agency will maintain awareness of qualified sources outside of the agency.

Texas Commission on Jail Standards



Customer Service Survey 2012

Introduction

As mandated by Texas Government Code Chapter 2114, the Texas Commission on Jail Standards (TCJS) submits a Customer Service Survey to the Legislative Budget Board and Governor's Office of Budget and Planning. With the information gained from the Customer Service Survey, TCJS intends to increase its effectiveness in achieving its mission of ensuring safe, secure, and suitable jail facilities for correctional personnel, inmates, and the community through proper rules and procedures.

Methodology

This year, in an effort to provide ease and accessibility, the Texas Commission on Jail Standards employed both a paper format and an electronic survey format via a commercial vendor. An email, utilizing list serves of the Texas Jail Association, Sheriff's Association of Texas and Texas Association of Counties, was sent to all subscribers of the list serves with instructions to complete either the paper survey or the electronic survey. In addition, a paper survey was sent to all 254 County Judges and Sheriffs with the same instructions. Officials were asked to respond to the survey or have a designee respond. As a result, 130 Jail Administrators responded to the survey as a substitute or in addition to the elected official's response.

The Texas Commission on Jail Standards utilized a Likert-item survey in which respondents were asked to reply to the statement with their level of agreement with: “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, or “Strongly Disagree” or “Not Applicable”. Questions that were not answered are indicated in the survey results. Survey respondents were also given the opportunity to provide additional ideas to improve the Commission’s customer service in a free-response question of the survey.

The survey focused on each of the major missions of TCJS including inspections, construction planning, technical assistance, population reporting, and complaints. In addition, respondents were asked about the Commission’s current review of minimal jail standards. If a respondent’s county jail had been found noncompliant by TCJS in the past two years, they were asked to answer two supplemental questions.

Responses

By the survey deadline of April 20, 2012, 291 individuals responded to the survey with Sheriffs accounting for 25 %, County Judges 28 %, and Jail Administrators 44 % of survey respondents. In addition, respondents were asked to indicate the size of the facility by bed capacity they represent. Since survey respondents were not asked to identify themselves, there is a strong likelihood that some facilities are overrepresented while others are not represented at all in the survey. As such, by bed capacity, survey respondents indicated the following facility size; 7% of facilities with 1001 beds or more; 8% with 501-1000 beds; 50% with 51-500 beds; and 35% with 50 or less beds.

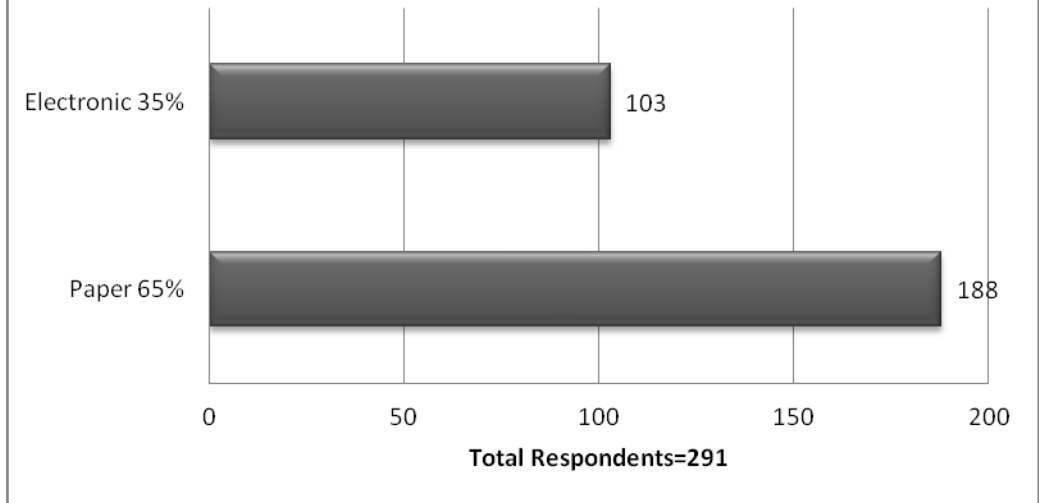
The most controversial and diverse responses continued to be the issue of unannounced annual inspections. In Fiscal Year 2010, at the recommendation of the Sunset Commission, the TCJS modified its inspection methodology by conducting all annual inspections unannounced. Consequently, more jails were issued a notice of non-compliance than in previous years. Nearly 27 % of survey respondents disagreed or strongly disagreed that annual inspection should be unannounced.

The Commission’s current review of minimum jail standards was also included in this year’s survey. The majority of survey respondents were aware of the survey and over 90% agreed or strongly agreed that the process was being conducted in a fair and open manner.

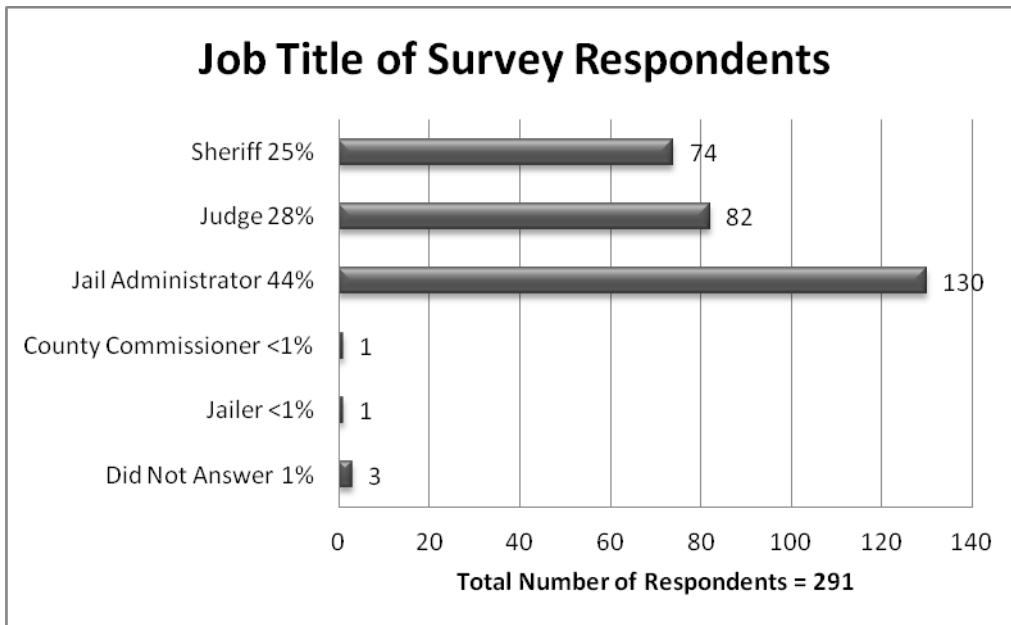
For all other categories, the responses were mostly favorable of the Commission’s major missions with 1% or less responses unfavorable in most categories. Staffing analysis and population reporting generated greater than 1% unfavorable ratings at 4% and 2% respectively.

Survey Format

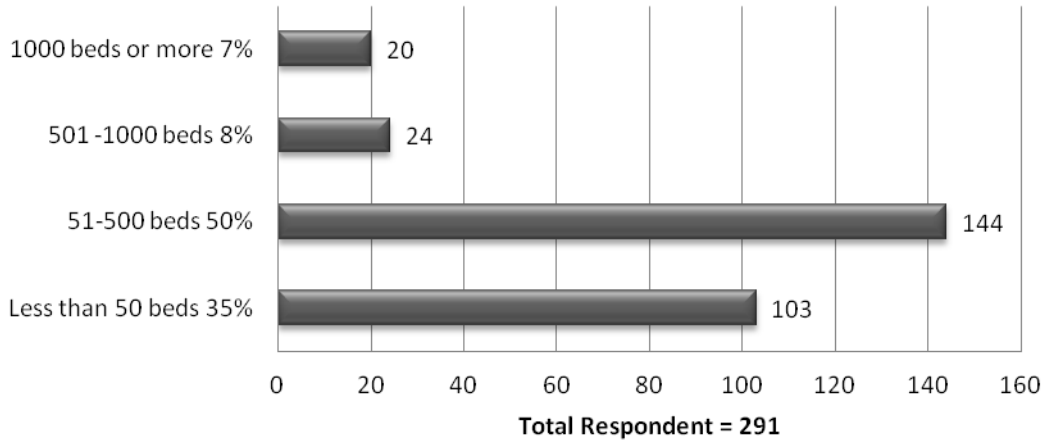
Survey Format Utilized by Respondents



Characteristics of Survey Respondents

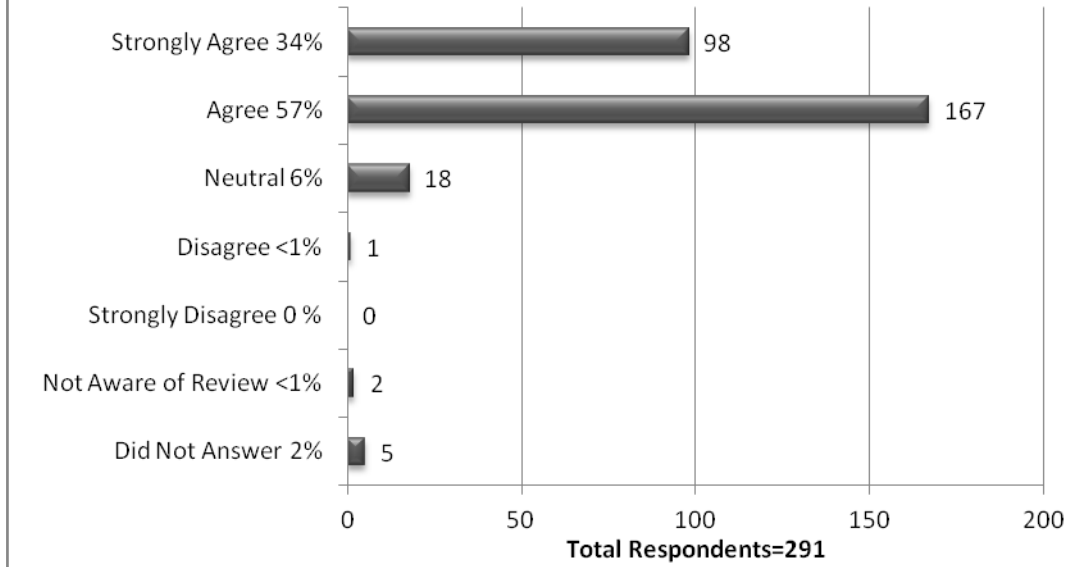


Size of facility represented by survey respondents

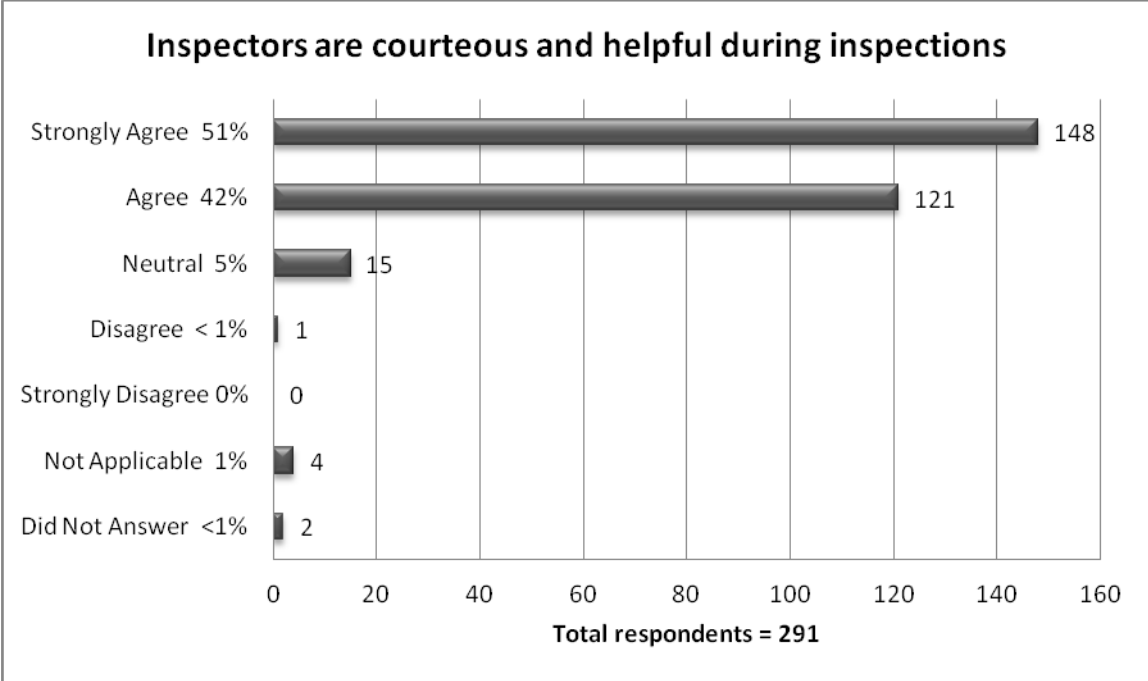
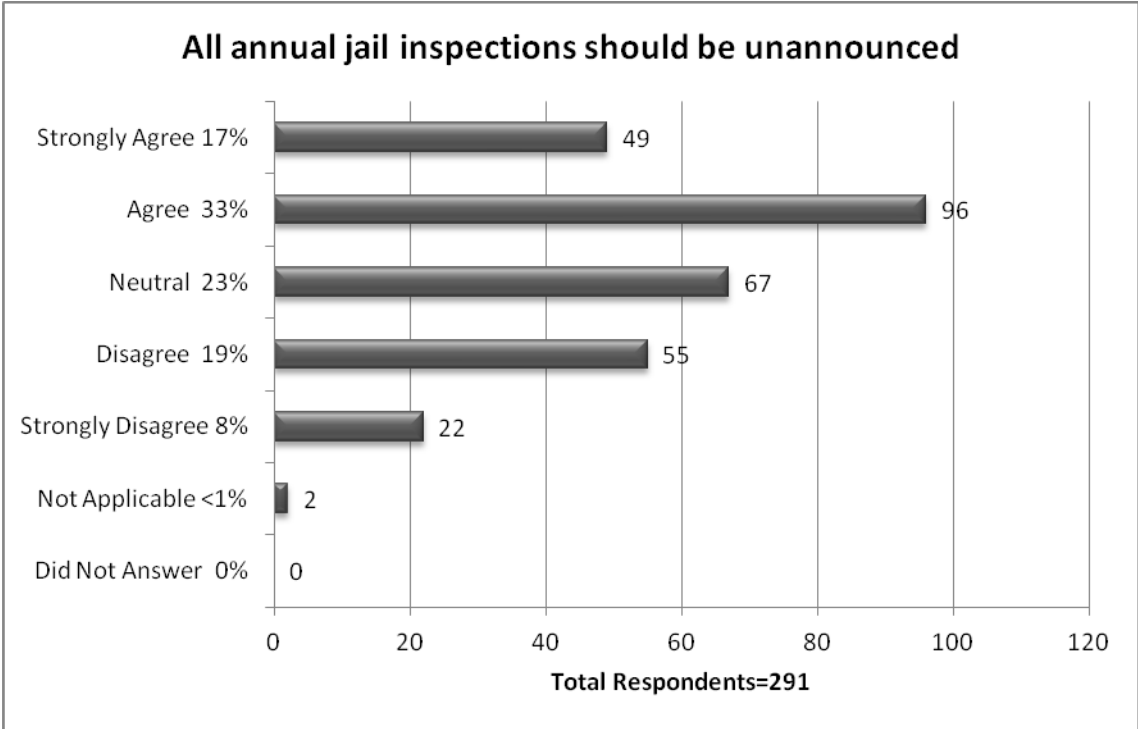


Minimum Jail Standards

The Commission's current review of minimum jail standards has been an open and fair process

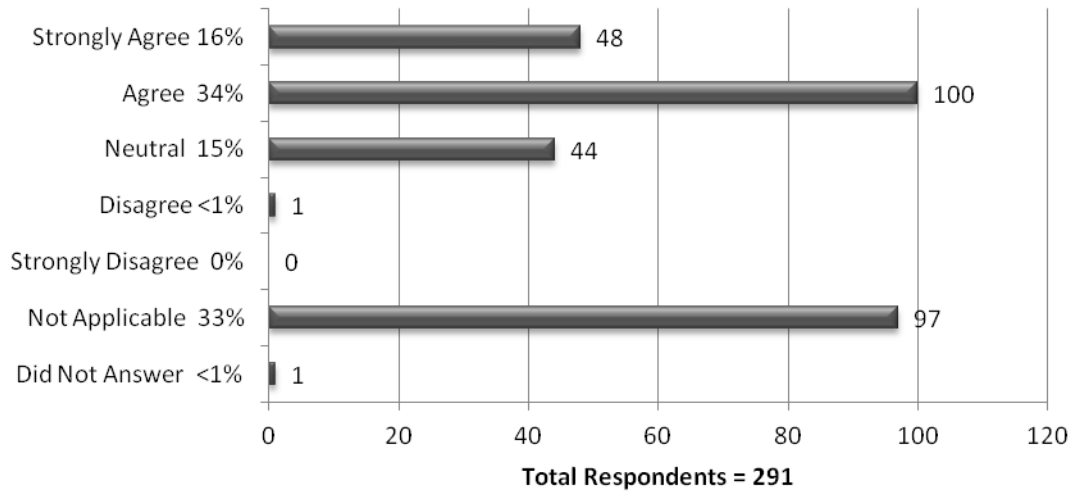


Jail Inspections



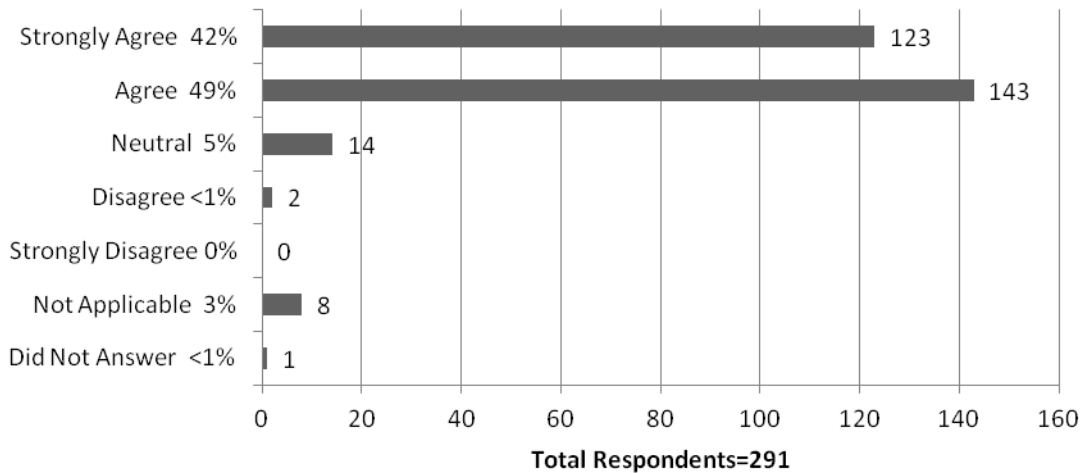
Construction Planning

The Commission on Jail Standards' Facility Needs Analysis has helped us with our construction plans

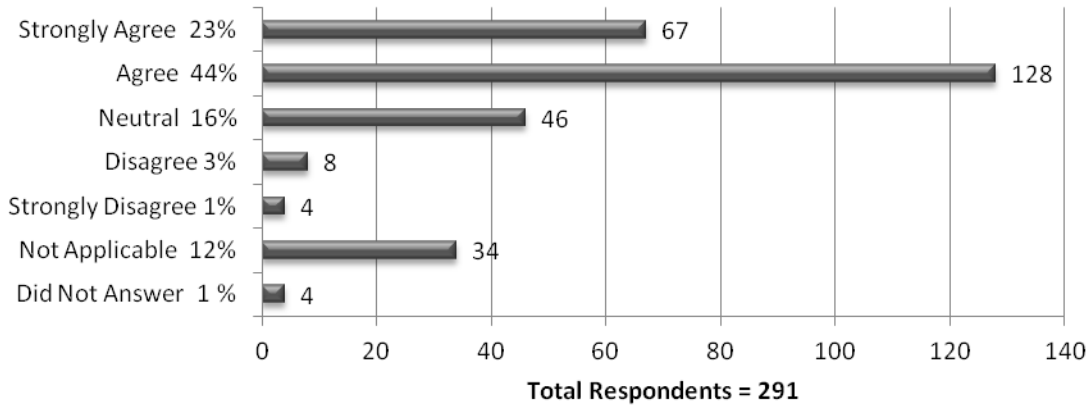


Technical Assistance

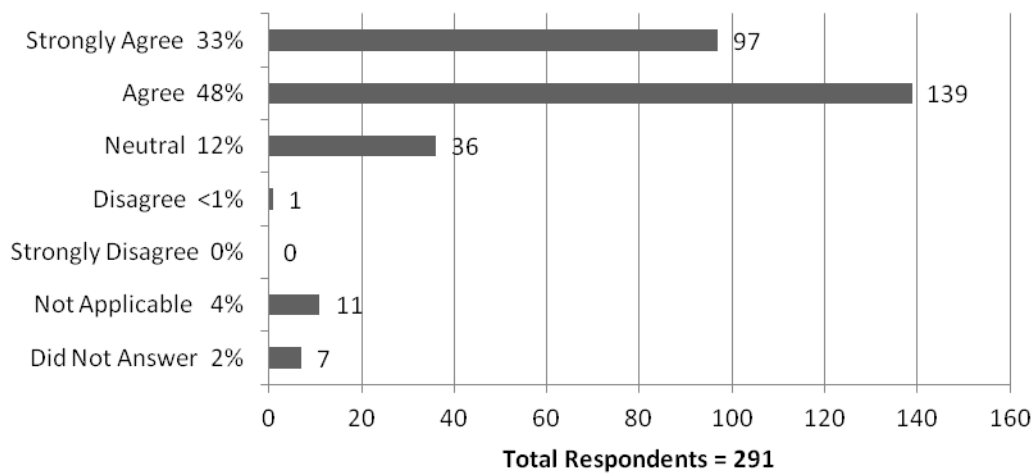
The Commission on Jail Standards staff is courteous and helpful to us in solving jail management problems



The Commission on Jail Standards Staffing Analysis has helped us to make better decisions regarding the staffing of our jail

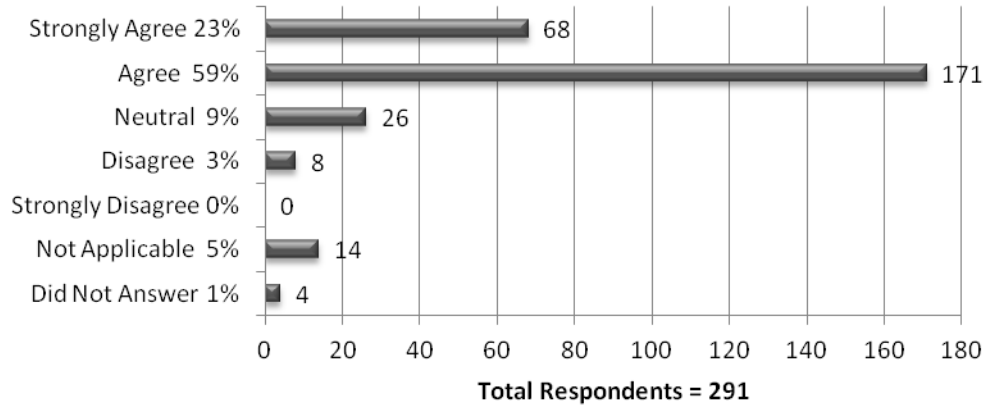


Training offered by the Commission on Jail Standards is helpful and informative



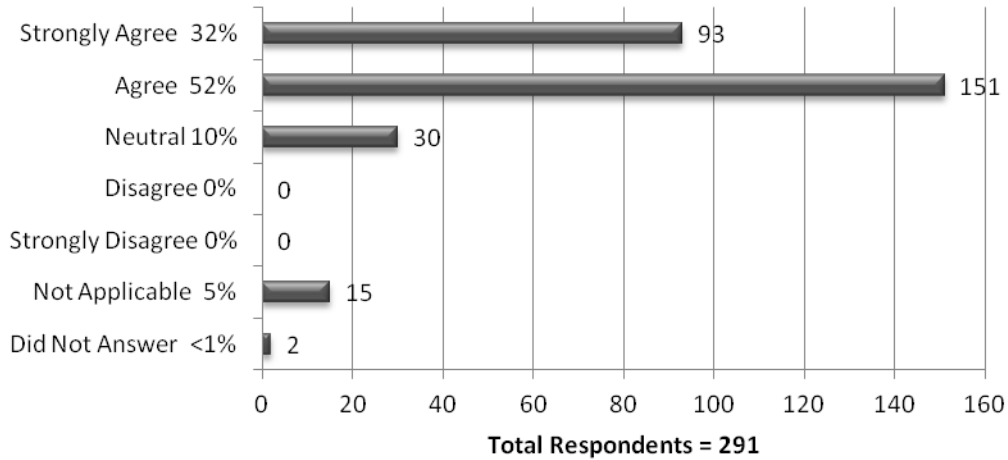
Population Reporting

Monthly population reports are reasonably easy to compile

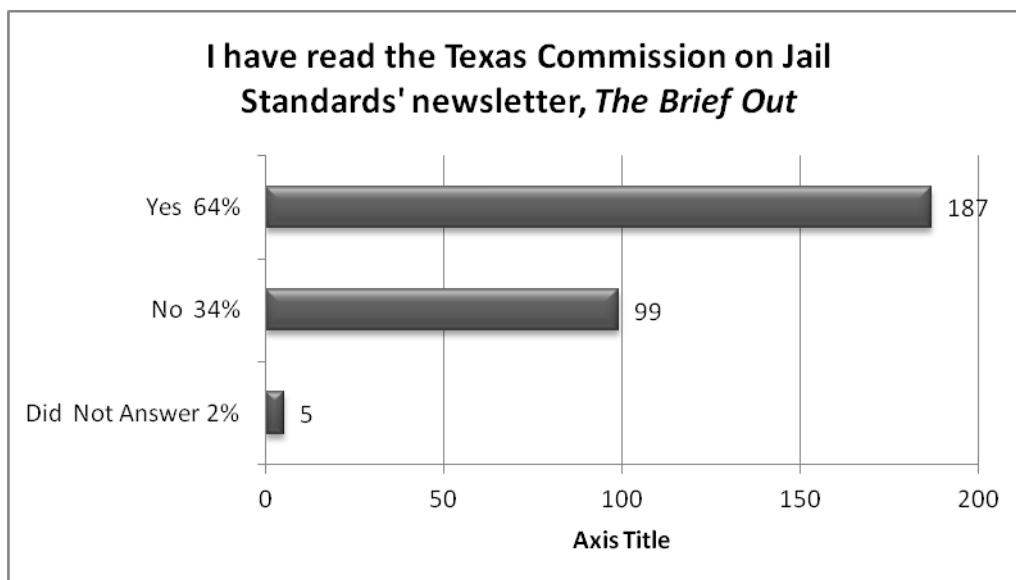
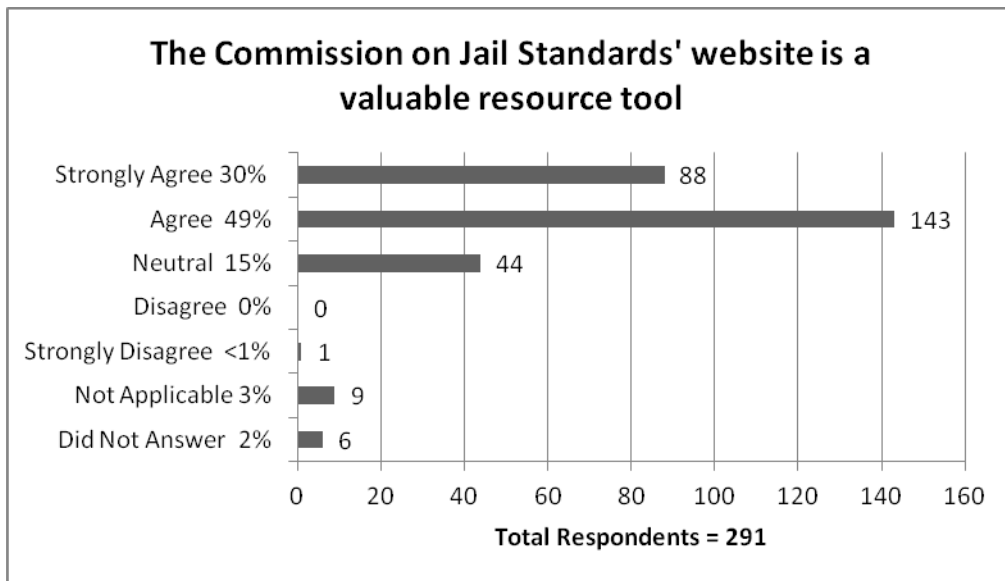


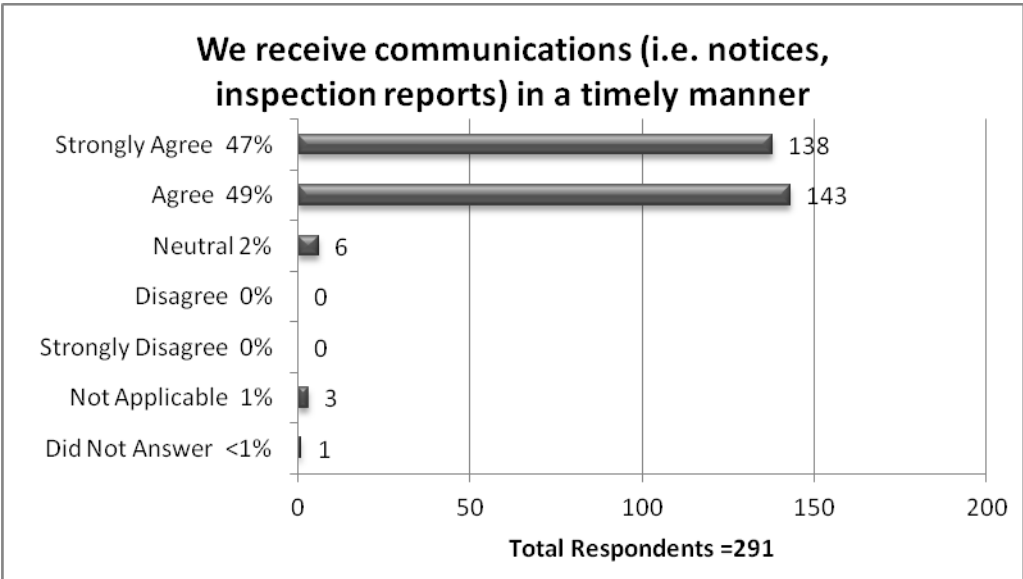
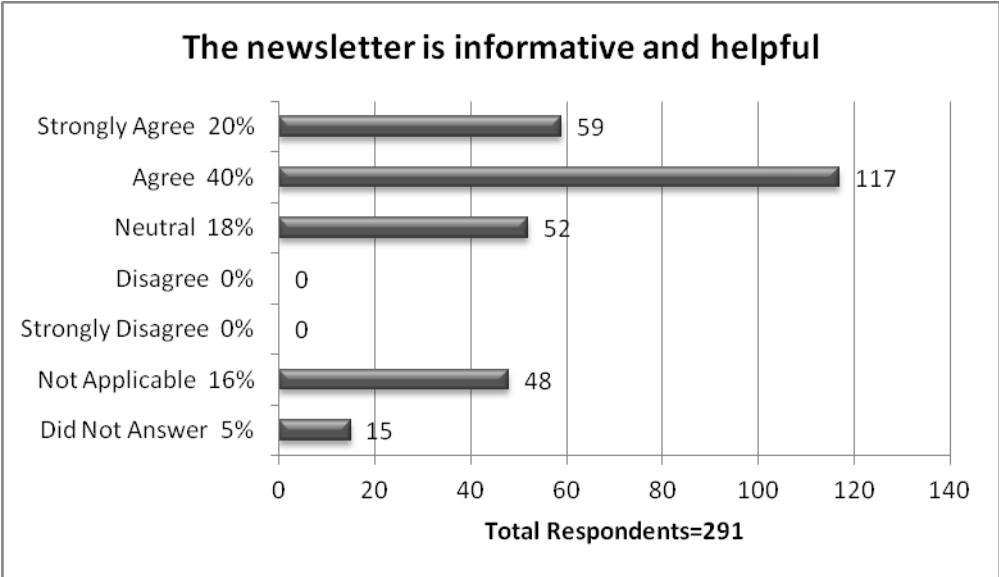
Complaints

The Commission on Jail Standards investigates inmate complaints in a fair and timely manner



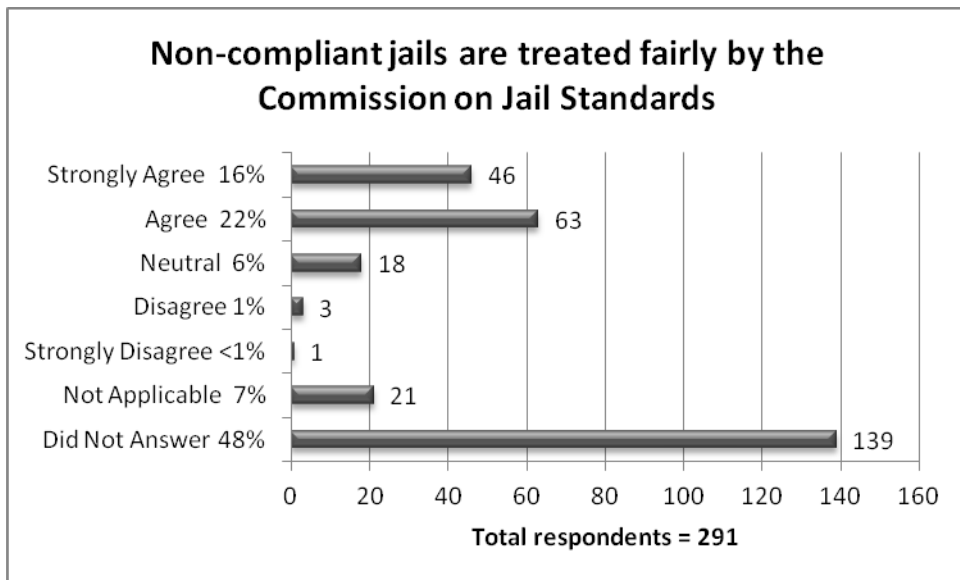
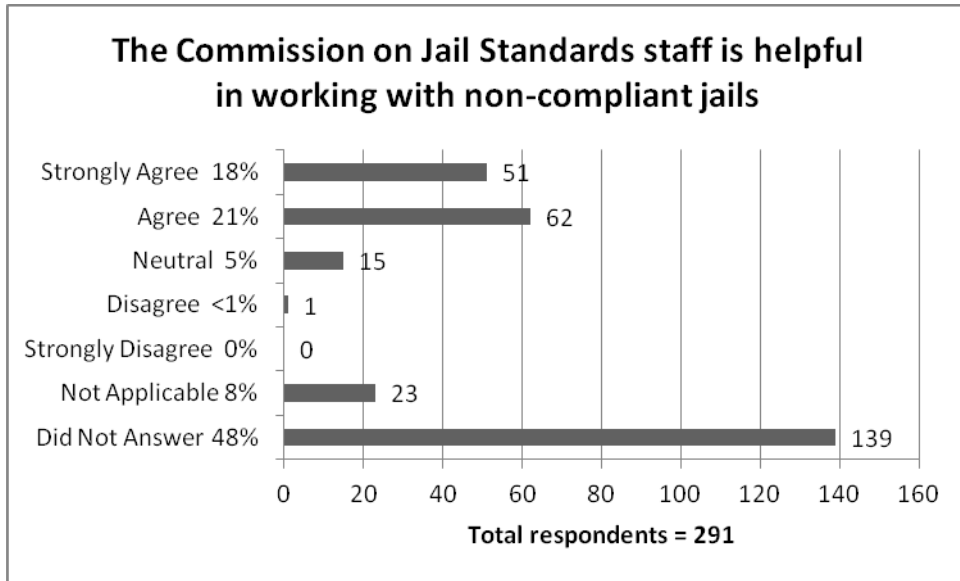
Information Sharing



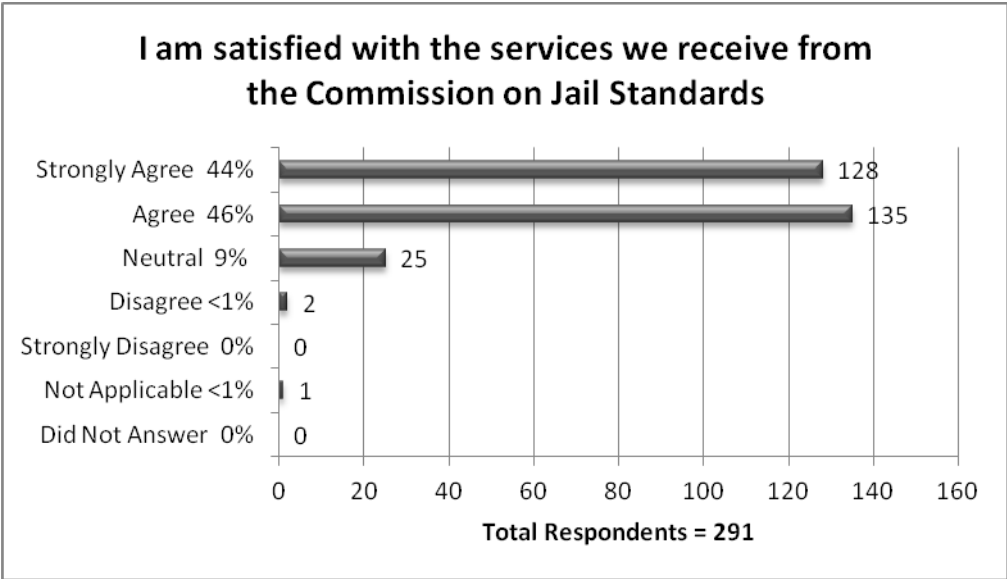
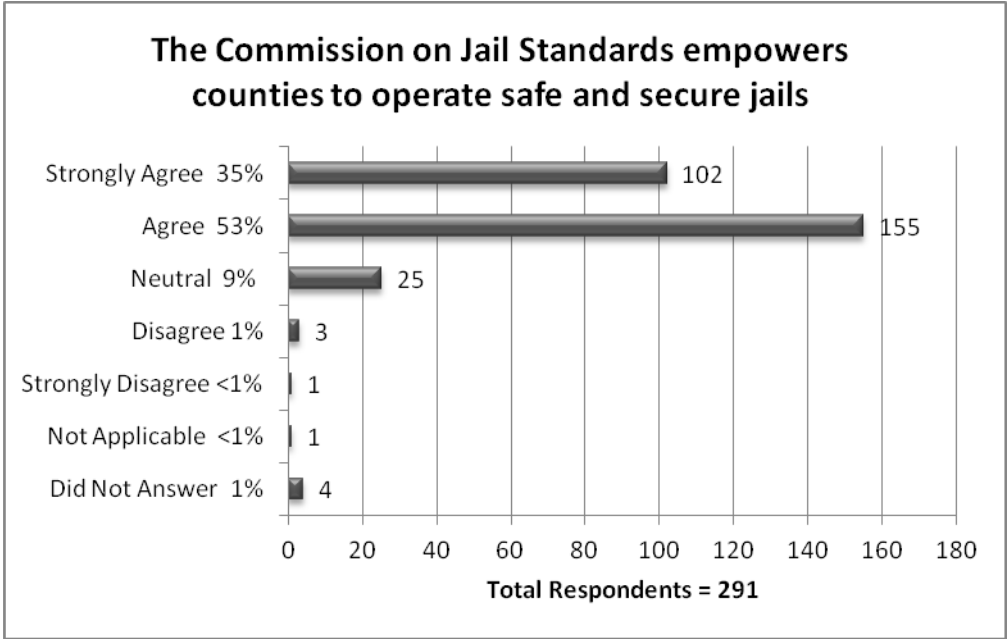


Non-Compliant Jails

Respondents with jails in non-compliance within the past two years



Summary



Survey Comments

Survey respondents were asked to provide at least one idea to help the Commission improve its customer service. The responses received are below.

Jail Administrator
51-500 beds
I cannot think of any improvements. Perhaps more training

Jail Administrator
Less than 50 beds
With the Supreme Court ruling on strip searches, how and when will it affect Texas jails?

Jail Administrator
501-1000 beds
I have no recommendations. The Commission has always been responsive.

Jail Administrator
Less than 50 beds
Announced Inspections would allow me to staff appropriately

Jail Administrator
51-500 beds
I am very satisfied with the jail commission. Very helpful in the reopening of our jail

Sheriff
Less than 50 beds
There is no teeth to staffing analysis; have the power to enforce the staffing analysis. The 1-48 ratio and the analysis do not match

Jail Administrator
1000 beds or more
Continue to have inspectors investigate inmate complaints

Jail Administrator
51-500 beds
Make sure all forms needed are on the website. The site is much better than 3 or 4 years ago

Jail Administrator
51-500 beds
Provide more training in Austin

J
ail Administrator
1000 beds or more
Drop in for unofficial visits occasionally

Jail Administrator

51-500 beds

Regarding the website: Difficult to navigate; not thorough training etc. In past have had difficulty finding info. No specifics at this time; should have links to additional sites.

Jail Administrator

501-1000 beds

They have always been very helpful to our office

Jailer

Less than 50 beds

Sit down and listen to the problem and actually talk with jailers and explain why things are done that way

Jail Administrator

1000 beds or more

Provide legislative updates regarding PREA

County Judge

Less than 50 beds

Unannounced visits with informal walk through for guidance to jail operations to stay in compliance

Jail Administrator

51-500 beds

Stop adding more paperwork for us to do. We have plenty, for instance Population Reports, Illegal, Staffing, etc.

Jail Administrator

51-500 beds

Have the authority through the state legislation to hold counties (judges, commissioner's court) more accountable to state mandates in a more timely manner by monetary sanctions of jail shut down

Jail Administrator

Less than 50 beds

Think they are doing great!

Jail Administrator

Less than 50 beds

I have no problems with customer service

Sheriff

51-500 beds

Sometimes during inspections, a little thing may arise that can be corrected on the spot. Sometimes we are aware of a problem and have set in motion the solution but parts haven't arrived when inspection is made. News blow it up as flunking inspection when in fact only that minor thing was wrong and it had been addressed but parts hadn't arrived. We acted in good faith but still get slammed by the media.

County Judge

51-500 beds

We have not been out of compliance in the last two years, but have several years back and the Commission was very helpful.

County Judge

501-1000 beds

It would be helpful to have a link (website) from Commission website to access the State Data Center Agency

Jail Administrator

Less than 50 beds

More classes

Jail Administrator/Chief Deputy

Less than 50 beds

I have no recommendations for improvement. The Commission has consistently demonstrated a "we're here to help you" demeanor. No complaints whatsoever.

Jail Administrator

51-500 beds

Can't think of anything at this time. I have no complaints

County Judge

51-500 beds

Be nice and just help us

County Judge

Less than 50 beds

Don't change anything

County Judge

1000 beds or more

George does an excellent job

Jail Administrator

Less than 50 beds
More training. Although, I understand budget issues.

Jail Administrator
501-1000 beds
We would like for the Commission to conduct training in Webb County.

Jail Administrator
Less than 50 beds
Inspectors need to be more understanding of problems of the jail

Jail Administrator
51-500 beds
1 per 48 should be changed to 1 per 24. I believe this would help small jails with staffing issues

Jail Administrator
Less than 50 beds
Be more open minded when approving construction sites due to county size and terrain locations

Jail Administrator
51-500 beds
No comments for our facility. We have an awesome working relationship .

Jail Administrator
1000 beds or more
Keep streamlining procedures

Sheriff
Less than 50 beds
No changes needed thank you.

Sheriff
51-500 beds
Help to strongly encourage more participation of county commissioners and county judges in the jail inspection process, post-inspection reviews, and non-compliance issues

Jail Administrator
Less than 50 beds
Provide more training on suicide prevention and classification

Jail Administrator
Less than 50 beds

Nothing! At this point, the Commission has been helpful. Can't complain. Always, Always helping me

Jail Administrator

51-500 beds

Keep us up-to-date on any changes to standards

County Judge

51-500 beds

Continue having a director and supportive staff whose vision mirrors the current director, after he retires.

Jail Administrator

51-500 beds

Rotation of Inspectors

Jail Administrator

1000 beds or more

They are already doing their very best.

Jail Administrator

51-500 beds

What training?

Sheriff

Less than 50 beds

Have the jail inspector call the Jail Administrator or Sheriff six months after annual jail inspection

Jail Administrator

Less than 50 beds

Jail inspections need to be announced in order to get the county judge, sheriff and jail administrator to be there in a timely manner. Jails under 20 beds need to operate under separate standards.

Jail Administrator

51-500 beds

Tell me when you're going to be here so I don't have to cancel dr's appts that same day.

County Judge

51-500 beds

Maybe include the County Judge when mailing out your newsletter " The Brief Out ". Have never received one to my knowledge.

Jail Administrator
1000 beds or more

The annual inspection is a 4 day process that requires the participation of the full jail management team and the assembly of thousands of written documents. Conducting the inspection in an unannounced fashion requires the recall of key management staff and effectively shuts down the day to day operation of the jail. Announced, scheduled inspections for jails that have not been in a noncompliant status would be a better use of resources.

Jail Administrator
1000 beds or more
equality

Jail Administrator
51-500 beds

WE WOULD LIKE TO OBTAIN MORE INFORMATION ON LEGISLATIVE LAWS.
WE WOULD LIKE TO BE CURRENT.

Jail Administrator
51-500 beds

I LIKE INSPECTIONS TO BE ANNOUNCE SO THAT I MAY BE AVAILABLE ON
THE DAY OF INSPECTION.

Jail Administrator
501 -1000 beds

Do not rely 100% on private jail operators being always truthful, being completely ethical,
or having high integrity.

Jail Administrator
51-500 beds

Just keep working with all of us to have better jails for those who visit!

Jail Administrator
501 -1000 beds
Continue the good work

Sheriff
51-500 beds

Help encourage more participation of County Commissioners and County Judges during
inspections, post-inspection briefings and during incidents of non-compliance.

Jail Administrator

Less than 50 beds

DURING INSPECTIONS BEING ABLE TO CORRECT A MINOR FINDING INSTEAD OF A NON-COMPLIANCE, WHEN IT IS A MATTER OF JUST MOVING 1 INMATE WHILE THE INSPECTOR IS THERE.

County Judge

501 -1000 beds

Monthly population reports, staff feels report is complex and difficult

Sheriff

1000 beds or more

Have the inspectors all be on the same standards- not different inspectors different answers.

Jail Administrator

51-500 beds

continue doing a great job

Jail Administrator

51-500 beds

On the issue of unannounced inspections. I believe some should be unannounced, but not all. It makes it easier on the Jail Staff and the Inspector when the county knows they are coming and they are able to have all the paperwork ready for the inspector. We have had both ways and have not had any problems, but with us knowing the date, I have always had all the paperwork in my office and don't have to go chasing all over the jail to get it.

Sheriff

501 -1000 beds

I believe they do a great job with minimum resources and with a helpful attitude toward solving problems in cooperation with the facility management.

Jail Administrator

Less than 50 beds

I can't suggest nothing because I have never had a problem that wasn't resolved when I called.

County Judge

51-500 beds

More TCLEOSE training for personnel, both law enforcement and jail staff who interact with inmates and/or the jail during the course of their duties.

Sheriff

51-500 beds

Proper funding can be supplied to the Commission in order for them to continue to operate at a high level.

County Judge

51-500 beds

Customer service is great. We can always use ideas to help in efficiency.

Jail Administrator

1000 beds or more

Share with Texas Counties the "Best Practices" observed during inspections to further assist those looking to improve their jail operations. The technical assistance provided is appreciated. The Commission provides exceptional customer service.

Jail Administrator

51-500 beds

Can't think of anything at this time. They are doing a wonderful job even with the budgetary cutbacks they have had to work with.

Jail Administrator

Less than 50 beds

I think the jail inspections should be a percentage based process instead of a pass/fail system. Technically if a single thing is discovered wrong then a jail can fail an inspection. A 'failed' inspection has a huge political impact on the commissioners, and the sheriff. When the public hears that a jail has 'failed' an inspection they don't understand that it can be something very minor that causes it.

Jail Administrator

51-500 beds

Although I agree with unannounced inspections, it can create scheduling problems for small jails, where administrators and supervisors find themselves transporting inmates and fulfilling other jail duties. I believe all administrative staff should have the opportunity to be involved during the inspection process because the technical advice gained from the inspectors is "priceless." I know that any notice would seem to undermine the theory of "unannounced" but a short notice call (12 hrs.) to an undisclosed county authority (Sheriff or Jail Administrator) would give time to schedule key staff more time with the inspectors.

Sheriff

51-500 beds

I do not like the word empowers. TCJS should allow the Sheriff to operate and run his jail with minimal influence from TCJS staff and jail standards.

Jail Administrator

1000 beds or more

Understanding that budget constraints limit training - any opportunity to increase learning is appreciated.

Sheriff

51-500 beds

They do a great job right now. No change needed.

Jail Administrator

51-500 beds

No improvements needed.

Sheriff

Less than 50 beds

CAN'T THINK OF ANYTHING

County Judge

51-500 beds

Encourage their inspectors to use more reasonable and common sense when evaluating facilities and physical Plants.

County Judge

501 -1000 beds

Perhaps more guidance and consideration of jail staffing needs during these difficult financial times. I have no idea if we are overstaffed or understaffed at our county jail. If this could be accomplished on line with a report to the Sheriff and County Judge that would be great.

Jail Administrator

501 -1000 beds

More training, that is updated and not just a re-hash of the same old thing, is needed.

County Judge

51-500 beds

Put more non-jailers/law enforcement people on the commission that establishes manning levels. My county is running a jail that has one jail person for less than 4 inmates. This ration is wrong.

Jail Administrator

51-500 beds

At this time I cannot think of anything that they could do to improve. I am quite satisfied with their level of service.

Sheriff

Less than 50 beds

Continue to be open minded

Sheriff

51-500 beds

Everything is already in a very professional stage. No need to change anything.

Jail Administrator

51-500 beds

There is times when Jail Standards ask us to respond to a complaint. We may need a little more time to investigate than what is allotted for us by Jail Standards.

Jail Administrator

51-500 beds

Don't change, they do a good job

Jail Administrator

501 -1000 beds

When receiving a complaint from an inmate, the commission contacts the facility for a response the facility responds to the commission but is never informed of the outcome of the complaint nor the response given to the inmate. Population reports entail a lot of information that is unnecessary.

Jail Administrator

51-500 beds

Always get helpful information why I have a problem. Staff is always polite.

Jail Administrator

Less than 50 beds

I fully understand that the State is under budget constraints. It would be very beneficial if there were more training for jail staff available.

Jail Administrator

51-500 beds

I have nothing to complain about. The people that I have delt with have been nice and helpful.

Jail Administrator

1000 beds or more

Copy the responses on jail complaints to the Jail Administrator.

Jail Administrator

501 -1000 beds

All be on the same page.

Jail Administrator

51-500 beds

They already have some of the best customer service services of any state agency I deal with.

Jail Administrator

51-500 beds

I would have to say that all my interactions with Commission staff has been enjoyable and informative. I cannot think of any way in which they could improve. Thanks for all the help and information.

County Judge

501-1000

We are very satisfied with the service we have received from the Commission on Jail Standards

Jail Administrator

501-1000 beds

Offer more local training

County Judge

51-500 beds

I think it would be important that inspectors schedule appointment to visit with county judge after inspection.

Sheriff

51-500 beds

On two different occasions, our jail was treated unjustly and was found to be non-compliant for a one month period. Each time for something that occurred earlier in the year and had been corrected. Under the new policy as described by Mr. Herklotz on April 9, 2012, we probably would not have been deemed noncompliant on either occasion.