

# Statewide Vision, Mission, and Philosophy

## **Governor Perry's Statewide Vision for Texas**

Texas government should be focused on the following critical priorities:

*Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for productive citizens but also emphasizes excellence and accountability in all academic and intellectual undertakings;*

*Creating and retaining job opportunities and building a stronger economy to secure Texas' global competitiveness, and leading our people and a stable source of funding for core priorities;*

*Protecting and preserving the health, safety, and well-being of our citizens by ensuring healthcare is accessible and affordable and by safeguarding our neighborhoods and communities from those who intend us harm; and*

*Providing disciplined, principled government that invests public funds wisely and efficiently*

## **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

## **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

### *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 64<sup>th</sup> 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**

We 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, we 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 78<sup>th</sup> 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 79<sup>th</sup> 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.

## **2007-08 (Including Current Year Activities)**

The Commission continues to build upon its reputation as a highly responsive and dedicated state agency. The Commission has historically utilized three field inspectors for the entire state, but this number was increased to four in FY 2008. This allowed the number of counties inspected by each inspector to be decreased from 80-82 facilities to 62-64 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 20,000. With the addition of the fourth 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.

The Commission continually seeks ways to improve operations in county jails. The Commission provides regional training at various sites across the State of Texas. "The Basics" class was offered at five (5) original sites and as a result of the classes, two (2) additional classes were conducted due to popular demand. The number of training hours decreased from 2,484 hours in 2006 to 1,400 hours in 2007. In an effort to reduce our costs, the hourly credits for each participant was lowered from 12 hours per training session in 2006 to 9 hours per training session in 2007. The Commission would prefer to conduct more of these classes but restricted funding hampers our efforts.

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. With the ability and resources to provide more technical assistance and training to the counties we serve, the two objectives above should go hand in hand. If technical assistance and training provided increases, subsequently, the number of jails in non-compliance will decrease as well. 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 best.

The Commission does not anticipate any 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 to ensure that counties are providing safe and secure jails in their communities. Strategically, some adjustments may have to be made in order to achieve our goals. Technological advances 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. In addition, an inspector is specifically assigned to handle all inmate complaints received by the Commission. Inspections are either announced or unannounced, and are scheduled utilizing a risk management assessment process.

### **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.

### **Juvenile Justice Survey**

In order for the State of Texas to continue to receive federal funds for juvenile programs, all county and city jails must be surveyed annually to determine their compliance with the Federal Juvenile Justice and Delinquency Prevention Act. The findings are reported to the Criminal Justice Division of the Governor's Office.

## **B. Organizational Aspects**

The size of the Commission's workforce has decreased from a long-term staff of 20 to a current 17, even though our responsibilities have continued to increase due to the larger number and size of the facilities regulated, and an increase in requests for technical assistance in the form of staffing analyses and facility needs analyses, 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 252 facilities with 80,642 inmate beds, an increase in capacity of 36,548 from 1992, at which time the staff was at 20, and there were 44,094 beds.

The present staff of 17 is composed of one exempt position and 16 classified positions. Currently there are no vacancies, and the staffed positions are filled by 7 females and 10 males. The ethnic composition exhibits diversity, with 3 African Americans, 3 Hispanics and 11 whites. There are 14 professional, 1 technical, and 2 administrative 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 15<sup>th</sup> Street, Suite 503, in Austin. The four field inspectors work primarily in their assigned regions, and work in the main office approximately 10% 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 virtually 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 17 operate at least one jail; therefore, we service and travel to 237 counties. 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, depending on the type of assistance needed; 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.

In 2007, the Commission experienced a 31% turnover rate, and increase from the previous year in which the agency experienced a 19% turnover rate. Of the current staff, 47% have been with the agency for 2 years or less but continuity for our service population has not been affected.

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 2006, our goal for the use of HUBs was 33% and our actual expenditures with HUBs reached to 51%. 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 increased 13.7% from the previous biennium based upon the restoration of funding and the allowance for an additional inspector. Though the agency requested and was approved for the restoration funding, budgetary policies regarding promotions, merit increases and travel expenditures are still closely monitored to ensure sufficient funds are available to carry out all necessary functions. We have thus far been able to maintain our travel within the allowable limits, but as the cost of travel and the necessity to travel to the counties continue to increase, it may be even more difficult to maintain the established limit in Fiscal Years 2009-10. The 2009-10 biennium offers opportunities not possible in the past and the agency will pursue all options for additional funding.

The annual cost to each citizen in the State of Texas to ensure that our jails are safe and secure is a mere 3.76 cents in 2007. This is an especially small price when one considers the exorbitant costs that counties would be faced with if they once again became as liable to federal lawsuits as they were before the Commission was created. The counties and the communities in which the jails are located are well served by this small expenditure, as are the thousands of officers working in those facilities, due to the safer and more secure environment provided by the enforcement of Texas Minimum Jail Standards.

The most recent national survey of jail inspection programs found that 32 states had jail standards and inspection programs. The mandatory jail inspection programs are found in a variety of state governmental agencies, from the Department of Corrections to the department of finance, the health department, independent commissions, and departments of public safety.

### **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 (as opposed to contract inmates) has risen from 1.20 per thousand in the general population in 1987 to 2.63 in 2008. Although the incarceration rate decreased slightly from 1999 to 2002, it has increased during the past two years to 2.63 on May 1, 2008,

evidenced by the 49% increase in the county inmate population from 47,911 on May 1, 2002 to 71,812 on May 1, 2008.

Although the past few years had seen a decrease in the number of contract inmates held in Texas county jails, the previous 12 months witnessed an increase in this segment of the population from 8,918 on May 1, 2006 to 13,007 on June 1, 2008. 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 396 out-of-state inmates are confined in Texas county jails, from, Idaho and New Mexico. The Texas Department of Criminal Justice has again begun contracting for county jail beds, and 4 jails are now housing 1,906 state inmates.

Of the 254 counties, 237 operate at least one jail, while 17 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). There are 19 privately operated jails with a capacity of 10,481, housing 9,644 inmates, and the City of Littlefield, which contracts with Idaho to house out-of-state inmates, is now under the purview of TCJS.

The amount of construction for county jail projects has substantially increased and is keeping pace with needs. At the current time, 25 counties are constructing new jail facilities or additions that will increase total bed capacity for the state by 9,600 beds, and another 15 counties are considering building. 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**

In spite of an improved economic outlook, 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 Marshall’s Service – and other counties. As previously mentioned, the Texas Department of Criminal Justice has again begun contracting for county jail beds, and four private jail facilities and one county jail are now housing 1,906 inmates for the state. The expectation is that this need will continue to increase in the future.

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.

This past year saw no major federal activity in statutory or case law that would necessitate action on the part of the Commission with regard to jails.

#### **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.

Naturally, the Commission invests most of its efforts in communications with officials from the counties who are responsible for the operations of their county jail. Accordingly, the Commission recently conducted Customer Service Surveys among sheriffs and county judges that measured their level of satisfaction or dissatisfaction with the Commission on a wide range of issues. These fifty counties were sent surveys by fax – one form of the survey being sent to the county judges in the selected counties, and another form sent to the sheriffs. The counties were allowed to choose whether to identify themselves on the survey responses. In event that a selected county did not operate the jail utilizing county personnel, the survey was sent to the warden or private detention center operator responsible for housing the county's inmates. All surveys returned to the Commission were sent by fax, and were compiled in aggregate. The response rate was 60% for both sheriffs and county judges.

The Commission is satisfied with the results of the survey, with the majority of the results being very positive throughout the areas involving the Commission's service to the counties. Courtesy and professionalism by the Commission staff stood out as the best rated areas of response. Of course, the Commission did not fare perfectly in the survey responses, and the few occurrences of dissatisfaction will be discussed during upcoming staff meetings to seek possible ways to correct those deficiencies.

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 correctional officers, 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. It has recently become clear that maintaining our inspection team at the current level of four will not allow us to continue to provide our traditional level of excellence in the inspection process. 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 feel 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
3. Collect and analyze data concerning inmate population/backlogs/costs

## **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. Perform annual survey of jails to determine compliance with JJDP**

Output Measure: Number of juvenile jail logs analyzed

### **3. 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

### **4. 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

### **5. 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

## **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 Initiative Alignment**

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. Thankfully, this does not require specialized equipment and all technology needs are met by off-the-shelf software and hardware. This past year has seen the implementation of remote access for field personnel in an effort to provide them with the most up to date information available regarding the status of their counties and a limited trial of mobile broadband connection. Based upon initial data received, it is anticipated that this will be proposed for use by all field personnel in an attempt to ensure uninterrupted communications and distribution of information.

At one point, the possibility of providing field personnel with full access to the agency's network was discussed, but it was discovered that remote access provided by "webmail" was just as effective. Any file or document that the inspector did not have a copy of was just as easily sent via e-mail as it would have been retrieved from the network by the inspector. In addition, the alternative was less expensive and met or exceeded agency needs and expectations.

The benefits that the agency has gained by this initiative are the increased productivity of field personnel and customer satisfaction. Field personnel are capable of receiving any file or document that they do not have a copy of immediately and the counties we serve experience a much shorter turnaround time. It should be noted that not all counties or even every facility within a county has the capability to receive large files electronically and this allows us to provide additional technical assistance when it is needed most, at the time of inspection.

This past fiscal year, a database for the tracking and filing of complaints was initiated utilizing existing software at no additional cost to the agency. Although the agency is still required to retain the hard copies of all investigated complaints, this database has eliminated the need to physically sort through a filing cabinet and paper log when reviewing a complaint or responding to an open records request. The database has also been configured in a way that allows staff to run certain types of queries that is anticipated to allow the identification of trends that can possibly be targeted for resolution or additional technical assistance for a specific county.

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 DIR 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 products and services at a lower price than that offered by DIR.

<b>Texas Commission on Jail Standards Technology Alignment</b>					
<b>TECHNOLOGY INITIATIVE</b>	<b>RELATED AGENCY OBJECTIVE</b>	<b>RELATED SSP STRATEGY/(IES)</b>	<b>STATUS</b>	<b>ANTICIPATED BENEFIT(S)</b>	<b>INNOVATION, BEST PRACTICE, BENCHMARKING</b>
1. Transfer of agency servers to DIR	All Objectives	1-1	Planned	Elimination of uncertainty regarding agency ability to maintain	
2. Utilize DIR services for agency e-mail and website	All Objectives	1-4	Planned	Standardization with state services and continued support.	

## **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 2009-2013 Strategic Plan included for the first time, an open planning session. 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.

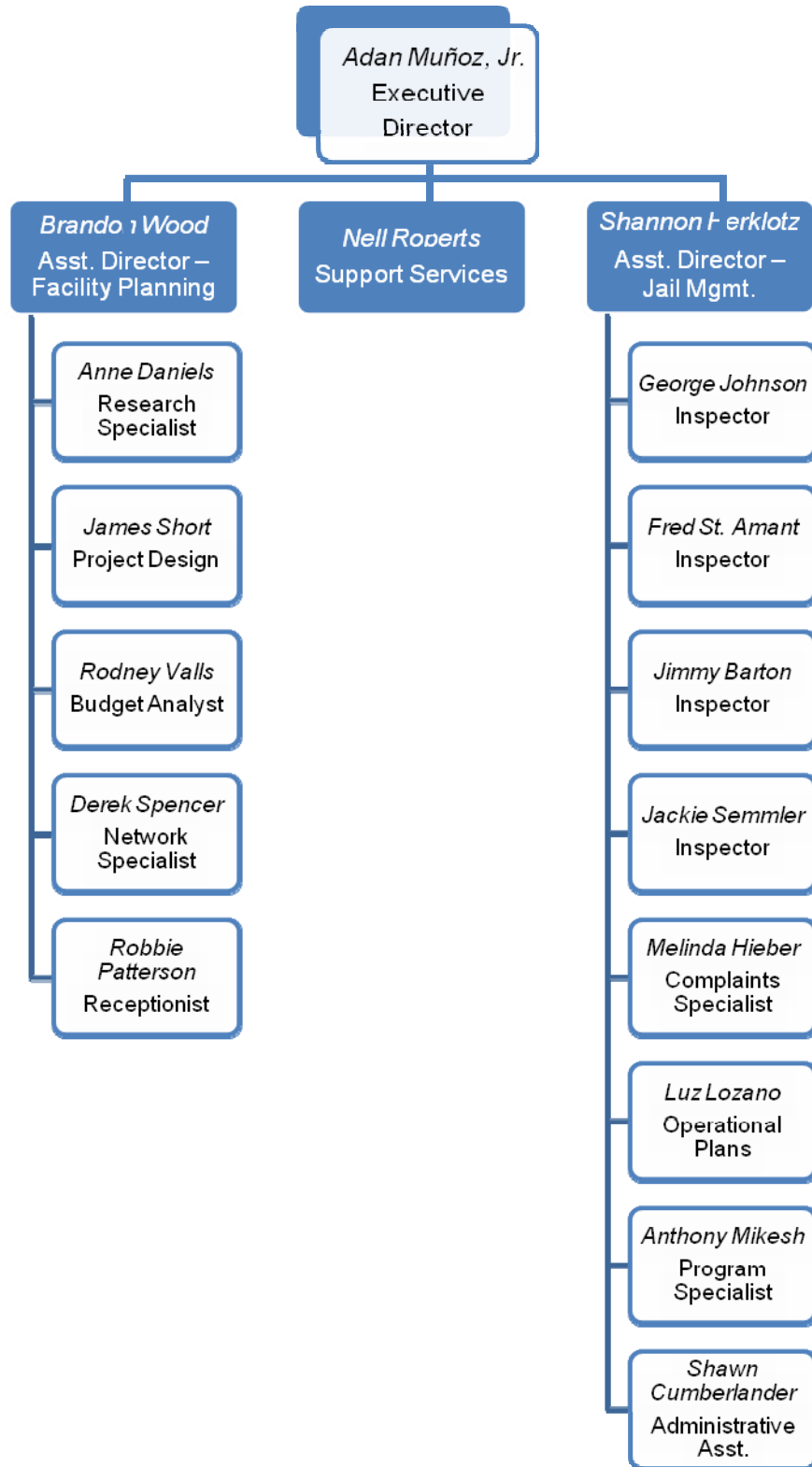
In December 2007, as preliminary discussions were occurring for the creation of the 2009-2013 Strategic Plan, it was determined that without feedback and input from the sector we provide services to, we would not be developing the most accurate assessment possible. All counties in the state that were operating a jail were invited to an open planning session, as were the various associations that represent counties and local office holders. The first public meeting was held in February 2008. The participants had been provided a list of the agency's primary functions and asked to comment on them. They were also invited to testify on any issue affecting county jails that they believed needed to be addressed. 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.

In addition to the strategic planning session, 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. 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 Projects for Outcomes

#### TEXAS COMMISSION ON JAIL STANDARDS

##### PROJECTED OUTCOMES Fiscal Years 2009-2013

<b>Outcomes</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Number of Jails Achieving Compliance	218	220	222	224	227
Number of Completed Construction Projects Meeting Minimum Standards	17	16	17	18	19
Percent of Jails with Management Related Deficiencies	12.7	11.5	10.7	10.0	9.1

##### *Previous Outcome Measures\**

Percent of Facilities Monitored for Compliance With JJDPA

Percent of Audited Counties Reporting Accurate Data

\*Previous Outcome Measures were key measures previously part of the agency strategic plan but removed in May 2008 by the Legislative Budget Board and Governor's Office of Budget Planning and Policy in an effort to streamline government process. They are included for reference purposes only and are no longer part of the Texas Commission on Jail Standards Strategic Plan.



## Appendix D Measures Definitions

### A. 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 in which jails are not initially certified but correct deficiencies upon de-certification. Allows facilities to retain certification and therefore prevent loss of insurance and/or 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 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 better 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 than the projected number of non-compliant jails may be determined. A higher number is indicative of an increased workload, but fewer is indicative of more compliant jails and more desirable.

**Calculation:** Cumulative  
**New Measure** No  
**Desired Performance** Higher than target

## 5. Number of Remedial Orders Issued

<b>Definition</b>	Formal action taken by the Commissioners toward a regulated entity, to include closure of a jail or limitations on the population.
<b>Purpose</b>	Requires a regulated entity to take specific corrective action to alleviate deficiencies found at an inspection.
<b>Source</b>	Commission meeting minutes.
<b>Methodology</b>	Counted manually from Commission meeting minutes.
<b>Limitations</b>	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, but fewer is indicative of more compliant jails and is more desirable.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

## 6. Number of Inquiries into Inmate Requests for Assistance

<b>Definition</b>	The number of requests for assistance, initiated by or for an inmate that the Commission receives, resolves and/or refers.
<b>Purpose</b>	Ensures that inmate complaints are reviewed by an entity in addition to the jail. Protects the rights of those incarcerated.
<b>Source</b>	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.
<b>Methodology</b>	Each request or complaint is counted once even if multiple requests are received.
<b>Limitations</b>	An increased number is indicative of an increased workload, but may also indicate problems in a given facility, an increased population or inmates that are prone to be "writ writers" on frivolous issues. A lesser number could be indicative of improved jails and/or a reduced population or it could indicate that jails were censoring privileged mail.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

## 7. Number of Juvenile Jail Logs Analyzed

<b>Definition</b>	The number of jail logs of juveniles booked into a facility during the monitoring period reviewed by the contract consultant. The number analyzed is directly related to the number of facilities surveyed.
<b>Purpose</b>	To ensure compliance with the Federal Juvenile Justice and Delinquency Prevention Act.
<b>Source</b>	The report of facilities surveyed submitted to the Governor's Office.
<b>Methodology</b>	Counting all facilities surveyed that maintain proper records of juveniles booked.
<b>Limitations</b>	The number may be less than projected if facilities surveyed do not maintain proper records.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

**8. 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

**9. 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

**10. In-office Planning & Construction Consultations with Jail Representatives**

**Definition** Meetings conducted in the Agency's Office 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 calendar and monthly activity reports and verified by agency meeting log and inspection requirement reviews.

**Methodology** Manually counted monthly from agency calendar and monthly activity reports and verified by 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

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

<b>Definition</b>	Meetings conducted on-site with jail representatives to review and discuss facility planning, construction needs, and construction progress.
<b>Purpose</b>	To show assistance provided to local government in meeting incarceration needs.
<b>Source</b>	Agency calendar and monthly activity reports and verified by agency meeting log and inspection requirement reviews.
<b>Methodology</b>	Manually counted monthly from agency calendar and monthly activity reports and verified by agency meeting log and inspection requirement reviews.
<b>Limitations</b>	Necessity for this activity not within agency's control.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

### 12. Number of Operational Plans Reviewed

<b>Definition</b>	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.
<b>Purpose</b>	Indicates facilities are utilizing plans approved by the Commission. Resubmittals occur on a continuous basis as procedures change.
<b>Source</b>	Operational plan database.
<b>Methodology</b>	Summation from database.
<b>Limitations</b>	Changes to the standards which mandate revision to operational plans.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

### 13. Number of Staffing Analyses Conducted

<b>Definition</b>	A review, 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.
<b>Purpose</b>	To provide counties with objective recommendations regarding staffing levels necessary.
<b>Source</b>	Quarterly activity reports.
<b>Methodology</b>	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.
<b>Limitations</b>	Analyses are conducted at the request of the county or the Commission's discretion.
<b>Calculation:</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	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**

**Definition** 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 calendar and monthly activity reports.  
**Methodology** Manually counted monthly from agency calendar and monthly activity reports and verified by the agency meeting log and/or inspection requirement reviews.  
**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. 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 would be desirable, as it would indicate 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** Includes all 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

## B. Efficiency Measure Definitions

### 1. Average Cost per Jail Inspection

<b>Definition</b>	The average cost for all inspections conducted
<b>Purpose</b>	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.
<b>Source</b>	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.
<b>Methodology</b>	The total cost of conducting jail inspections divided by the total number of inspections performed.
<b>Limitations</b>	None
<b>Calculation:</b>	Non-Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Lower than target

### 2. Average Cost per Facility Needs Analysis

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

### 3. Average Cost per Construction Document Review

<b>Definition</b>	The average cost per construction document reviewed. Three sets of construction documents must be reviewed and approved before a construction project can begin.
<b>Purpose</b>	Ensure efficient expenditure of state funds.
<b>Source</b>	Monthly activity reports and agency fiscal records.
<b>Methodology</b>	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 any operating costs, divided by the number of reviews completed, equals the total cost for each review.
<b>Limitations</b>	An increase could occur if personnel and/or administrative costs increase.
<b>Calculation:</b>	Non-Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Lower than target



#### 4. Average Cost per Staffing Analysis

<b>Definition</b>	The average amount of agency funds expended for conducting each staffing analysis of a regulated facility.
<b>Purpose</b>	Ensure state funds are expended efficiently.
<b>Source</b>	The number of analyses conducted is reported in quarterly activity reports. The amount of monies expended is determined by the fiscal officer.
<b>Methodology</b>	The number of analyses conducted is divided into the monies expended.
<b>Limitations</b>	Increases could occur within a year due to personnel costs.
<b>Calculation:</b>	Non-Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Lower than target

## Appendix E

### Implementing the Texas Transformation

*The Texas Transformation* is the State Strategic Plan for information resource management and provides direction to state agencies in the continuing effort to best serve the state's citizens, clients, and customers. With a focus on reducing government cost and effective technology contracting, the plan also incorporates the need for a shared infrastructure, ease of information transfer, and the security of both resources and data all while promoting the use of innovative solutions for the delivery of services. As part of the Texas Commission on Jail Standards 2009-2013 Strategic Plan, the agency is required to provide answers to nine questions and address any issues or accomplishments as they relate to the five objectives comprising the State Strategic Plan.

**1. *Has the agency considered use of managed services in order to focus more on its business needs?***

It is the Commission on Jail Standards' opinion that due to the small size of the agency, the provision of IT services has not consumed an inordinate amount of time or resources that could be better utilized focusing on business needs. However, the agency is in the beginning phase of exploring the use of DIR managed services for its e-mail and website operations in order to ensure that the agency is able to continue devoting a majority of its time and resources to its client base in the most effective and efficient manner possible.

**2. *Does the agency leverage and obtain additional value from the Information and Communications Technology (ICT) Cooperative Contracts program; for example, by further negotiating not-to-exceed pricing?***

The Commission on Jail Standards has not utilized ICT Cooperative Contracts in the past due to the fact that IT services are limited and the agency has been able to handle all issues internally without the need for outside contracting and added expense associated with that service. Purchase of IT hardware has been through the use of DIR contract services and providers and this has allowed the agency to provide for its IT needs in the most cost effective manner due to the additional leverage provided by economies of scale.

**3. *Describe the agency's strategies to align with the State Enterprise Security Plan.***

A review of the agency's current policies and procedures has been undertaken to ensure open access is provided while protecting the privacy of citizens. This is a delicate balancing act and requires constant vigilance of the information entrusted to the Commission on Jail Standards. If any conflicts between the agency's policies and procedures and the State Enterprise Security Plan are discovered, the agency will immediately revise its position to conform to best practices and procedures as outlined in the State Enterprise Security Plan.

**4. *Describe the agency's policies, practices and programs, implemented or planned, that comply with relevant statutes and administrative rules to ensure the privacy of confidential data. Consider federal privacy requirements (HIPAA, FERPA) that apply to the agency. List the organizational units (program, offices, IT, legal, etc) that manage privacy functions. Describe any future plans for improvement.***

The Commission on Jail Standards utilizes the guidelines set forth by the Office of the Attorney General regarding the Public Information Act for the dissemination of information. This is somewhat simplified for the agency due to the fact that very little protected information is submitted or collected in electronic format and therefore inaccessible via electronic means, but data is secured and unauthorized access prevented by the use of WatchGuard security appliance to prevent external access in conjunction with Active Directory and NTFS file permission to control access to the files. An additional advantage the agency possesses is its small size which allows for a limited number of employees to handle the dissemination of information to include, the executive director, assistant director, and budget analyst. The agency is very well versed in the requirements and restrictions of HIPPA and adheres to the act in total.

**5. *What current practices or plans are in place to improve usability and searchability of the agency's web content?***

The agency website has undergone one major redesign since it was first introduced in 1999 and another to be completed by the end of FY09 is currently planned. It is anticipated that the website will not only allow access to additional information but also be viewed as more "user friendly" in its layout and navigation. Currently a built in Google search engine is utilized for a search capability and no issues have surfaced and the agency is intending to continue its use.

**6. *What current practices or plans are in place to improve life cycle management of agency data and information? Include the agency's approach and ability to meet future open records and e-discovery requests.***

The Commission on Jail Standards, as are all state agencies, is required to adhere to its Records Retention Plan as approved by the Texas State Library and Archives Commission. This requires that all correspondence, to include e-mails relating to agency business be retained for three years before they are allowed to be disposed of. Employees are routinely reminded of this requirement, but also encouraged to delete any unnecessary e-mails that do not fall within the retention schedule. Various options for the storage of e-mail that would free up costly server space have been explored and several options are currently under consideration. The major obstacle to implementation is the ease of searchability and the ability to respond to any open records request in a timely manner. Open records requests are now accepted electronically and whenever possible, responded to in the same manner. In addition to the storage of e-mail, greater use of electronic storage for physical records is being explored and it is anticipated that some form of digital format will soon allow for this goal to be realized if it is demonstrated to be cost efficient.

**7. *Describe agency methods and standards (federal, state, industry), implemented or planned, intended to enhance data sharing (i.e., improve interoperability) with other entities.***

Based upon the agency's mission, it is not necessary, nor is it requested by the entities we interact with, to transfer or share large amounts of data. The agency does utilize on almost daily basis Adobe software to create .pdf files which are disseminated via e-mail

and posted to the website due to the fact that the associated software (Acrobat Reader) is free and does not require our client base to incur a charge to access the information.

## **Appendix F**

### **2008 Customer Service Survey**

#### ***Overview***

As mandated by Texas Government Code Chapter 2114, the Texas Commission on Jail Standards submits a Customer Service Survey to the Legislative Budget Board and Governor's Office of Budget and Planning. Through working with LBB and GOBP, TCJS has been able to tailor the survey to increase its relevance to the mission and responsibilities of the agency. With the information gained from the Customer Service Survey, TCJS hopes to be able 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 and of providing leadership in resolving inmate population issues efficiently and economically.

#### ***Methodology***

While TCJS's "customer" base extends to all Texans who benefit from safe, secure county jails, the 2008 Customer Service Survey was aimed at county judges and sheriffs. These two groups have a consistent and interactive relationship with TCJS. Sheriffs comprise the leadership of county jails and are engaged in day-to-day jail operations. County judges work with TCJS to determine the proper level of funding and staffing for the jail, acting as custodian of the county by preparing for the future needs of the population.

Fifty Texas counties were chosen at random from proportional population brackets of less than 50,000 residents; 50,001 to 100,000 residents; and more than 100,001 residents. Thirty-nine counties fell into the smallest bracket, four into the middle bracket, and seven in the largest bracket.

Two different types of surveys were sent, one to the county judges of selected counties and one to the sheriffs, with questions tailored to judges' and sheriffs' different interactions with TCJS. A total of one hundred surveys were faxed on March 31, 2008, with a requested due date of May 1, 2008.

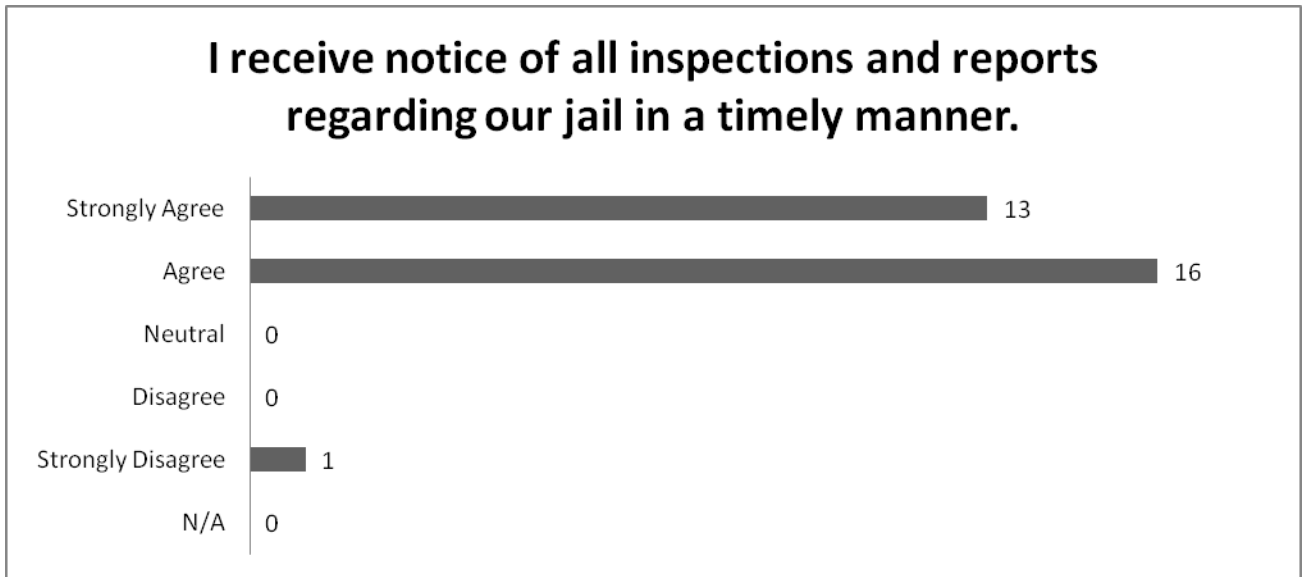
The survey "questions" are statements about TCJS. Respondents were asked to reply to the statement with their level of agreement according to the Likert scale: "Strongly Agree", "Agree", "Neutral", "Disagree", or "Strongly Disagree" or "Not Applicable". If a respondent's county jail had been found noncompliant by TCJS in the past two years, they were asked to answer two supplemental questions. An "additional comments" space at the end of the survey was also included to allow for more personalized responses.

#### ***Responses***

By May 1, 2008, thirty-three sheriffs (66%) and twenty-nine judges (58%) had returned surveys to TCJS. Some incidents of survey error occurred, either as skipped questions or more than one selection chosen, and have been omitted in the results tables.

In general, sheriffs responded more favorably to TCJS's customer service than judges, with a higher response rate, more additional comments, and fewer negative survey responses. However, the responses received from both groups were overwhelmingly positive and reflect favorably on TCJS's customer service record.

# *Judges' Responses*



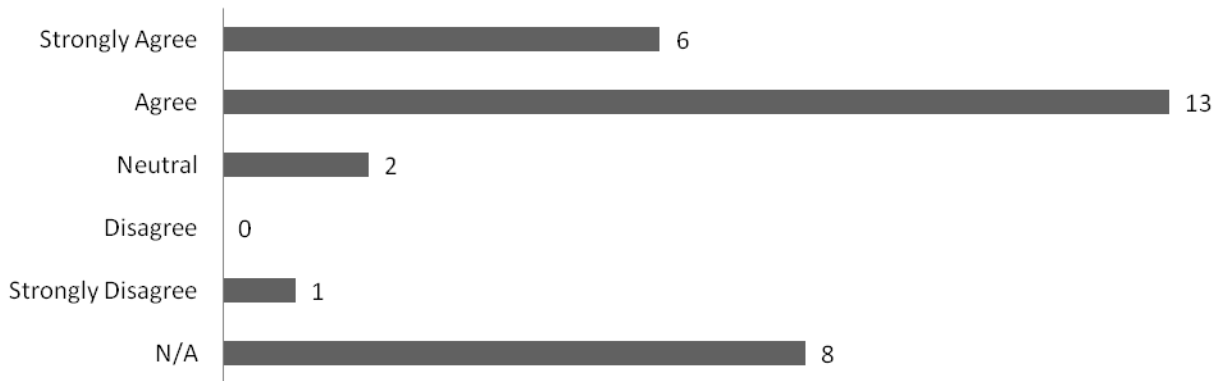
**We are treated fairly with regard to annual inspections, remedial orders, and variances.**



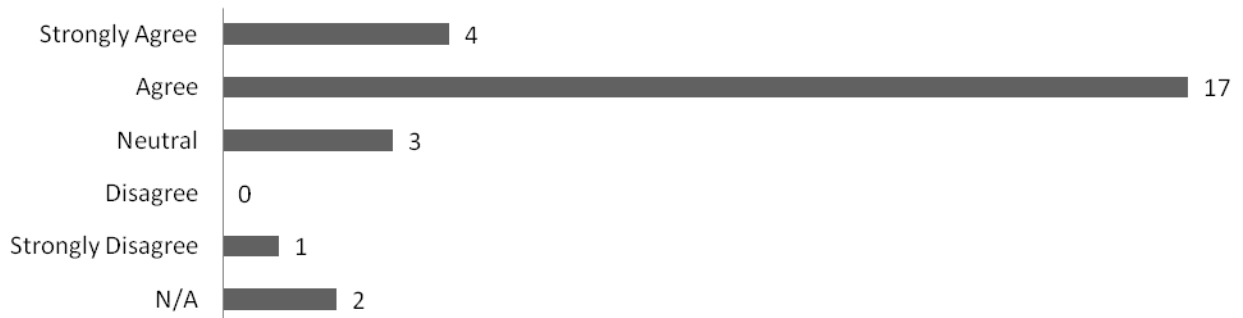
**The Commission on Jail Standards Facility Needs Analysis has helped us with our construction plans.**



**The Commission on Jail Standards staff is accessible for construction planning consultations.**



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





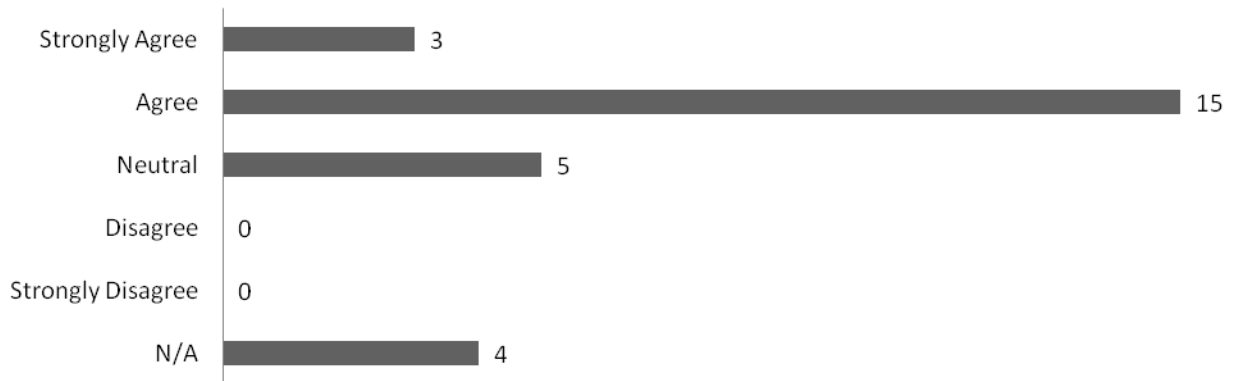
**The Commission on Jail Standards keeps me informed of progress on construction plan approval or other management-related issues of our jail.**



**The Commission on Jail Standards is readily available to county officials when necessary.**



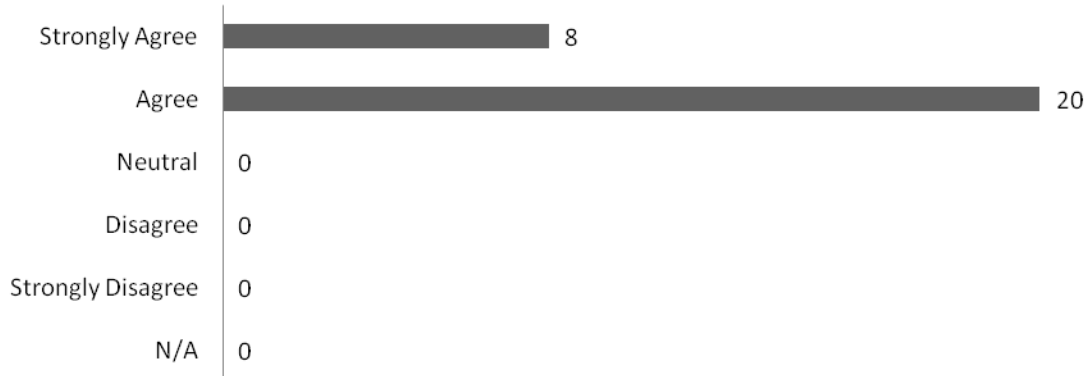
**The Commission on Jail Standards website is a valuable resource tool.**



**The Commission on Jail Standards empowers counties to operate safe and secure jails.**



**I am satisfied with the services we receive from the Commission on Jail Standards.**



*Respondents with county jails that had been found out of Minimum Jail Standards compliance within the past two years were asked to respond to two additional questions.*

**The Commission on Jail Standards is helpful in working with noncompliant jails.**



### Noncompliant jails are treated fairly by the Commission on Jail Standards.



# *Sheriffs'* *Reponses*

### **Our jail receives fair treatment from Commission on Jail Standards inspectors.**



### **Annual inspections are valuable learning opportunities.**



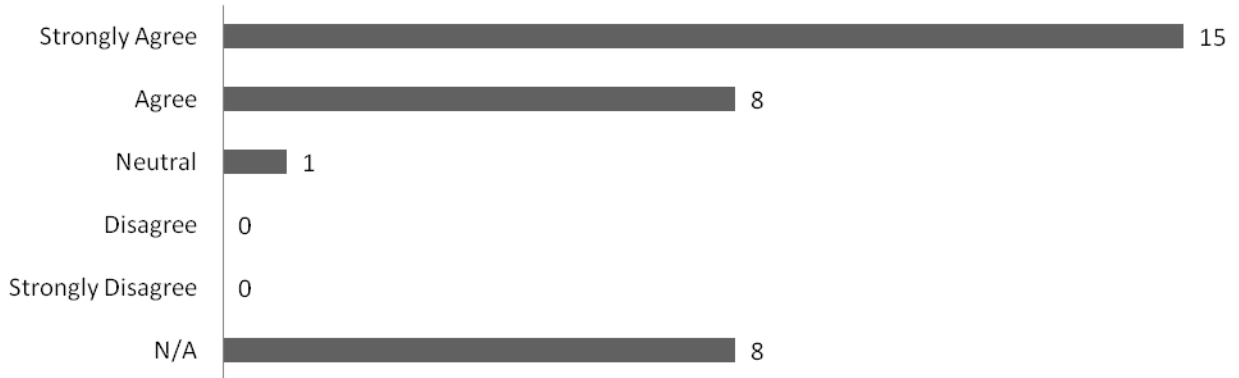
**Inspectors are courteous and helpful to our staff during inspections.**



**The Commission on Jail Standards Facility Needs Analysis contributes greatly to construction planning.**



**The Commission on Jail Standards planning staff is courteous and helpful to us.**



**The Commission on Jail Standards construction approval process is helpful to us.**





**Guidance offered by the Commission on Jail Standards staff with the development of operational plans is helpful to us.**



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



**Training offered by the Commission on Jail Standards is an asset to us in running our jail.**



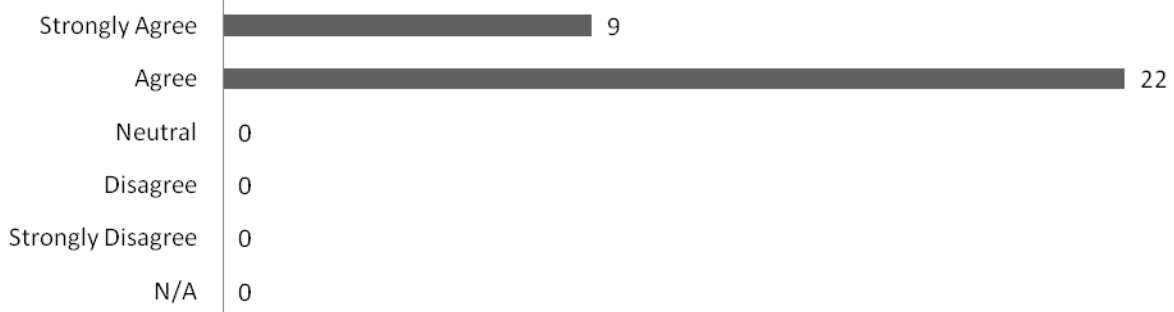
**We seek input and advice from the Commission on Jail Standards on a regular basis for jail management issues.**



**Monthly population reports are reasonably easy to compile.**



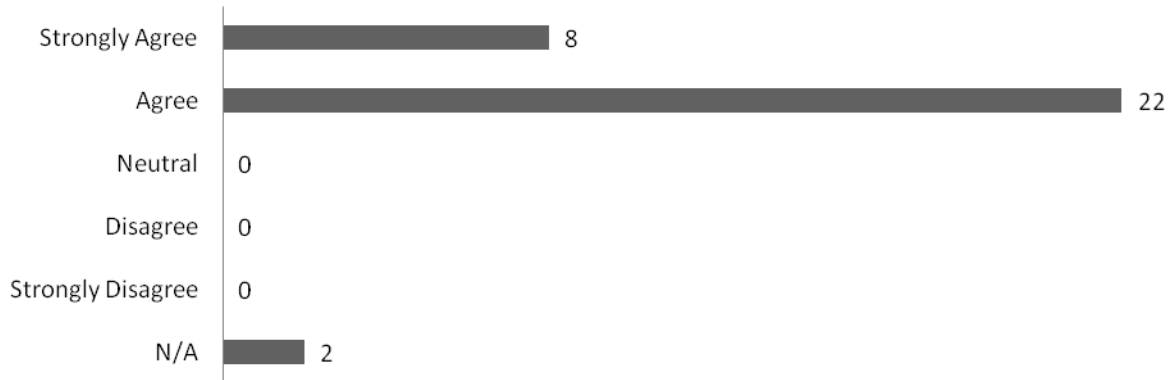
**The Commission on Jail Standards staff is courteous and helpful in assisting with population reports.**



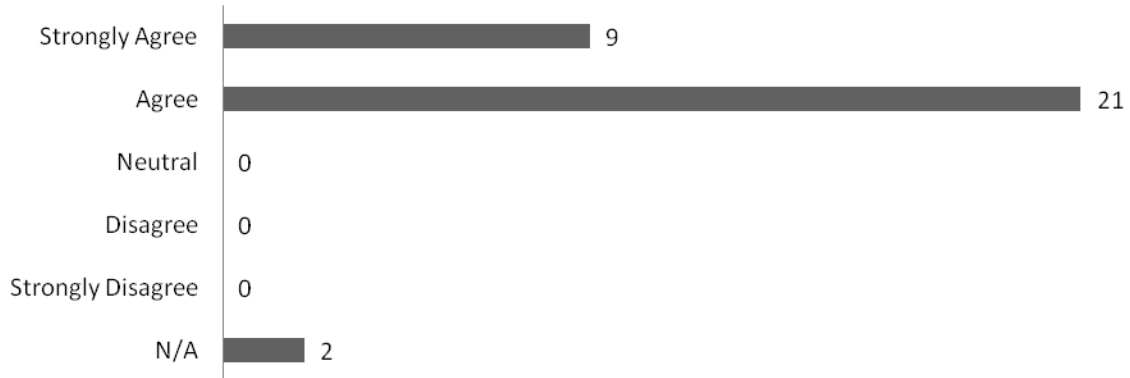
**The number of audits and reports we are required to submit to the Commission on Jail Standards is reasonable.**



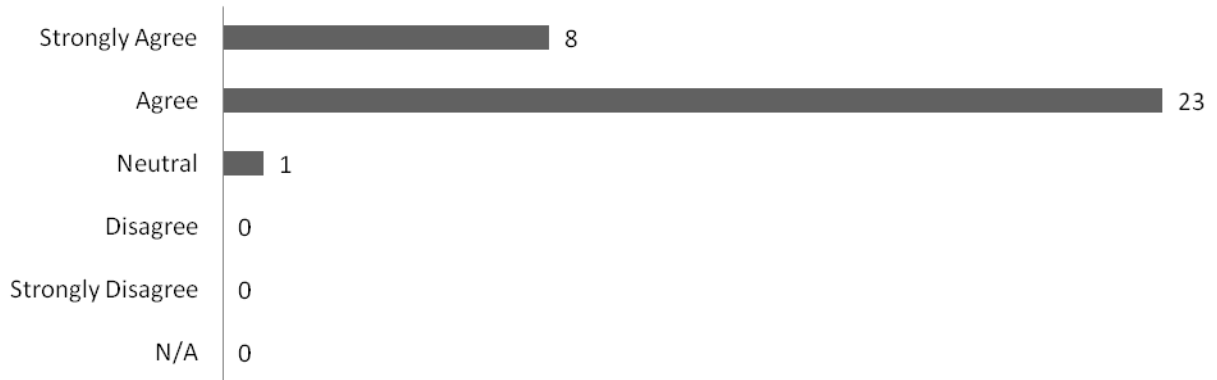
**The Commission on Jail Standards investigates inmate complaints in a timely manner.**



**We are treated fairly during the resolution of inmate complains.**



**The Commission on Jail Standards website is a valuable resource tool.**



**The Commission on Jail Standards staff understands county jails and the people who run them.**



**Overall, we are satisfied with the services we receive from the Commission on Jail Standards staff.**



*Respondents with county jails that had been found out of Minimum Jail Standards compliance within the past two years were asked to respond to two additional questions.*

**The Commission on Jail Standards is helpful in working with noncompliant jails.**



**Noncompliant jails are treated fairly by the Commission on Jail Standards.**



## ***Appendix***

### **Judges' Additional Comments**

1. "Inspectors are not consistent with requirements."
2. "Need clearer definition of some jail standards rules."
3. "We feel that the Commission is more interested in the safety and welfare of prisoners than of the needs of the taxpayer and the county's budget."

### **Sheriffs' Additional Comments**

1. "I have learned over the years that inspectors are out to help us not to fail us. Their knowledge and expertise has been greatly appreciated."
2. "Jailers need ongoing training classes to include basic jail procedures, inmate movement, searches."
3. "TCJS does a superb job and has been fair and gone above & beyond in assisting anytime help is needed."
4. "Thanks for understanding small county jails."
5. "Jail Standards help keep us out of Federal Court. It offers us official and legal avenues to comply with Jail Standards."
6. "I have found the Commission to be extremely helpful to me from my first term in office through today and feel the State of Texas is fortunate to have such dedicated staff."
7. "Would like to see more training offered by TCJS."
8. "Anytime I contact the TCJS I can get the assistance I'm seeking!"
9. "In reviewing the survey responses submitted, there is I feel, a need for additional explanation regarding those response in the attached survey. While the TCJS was started with the best intentions and goals, it has become a bureaucracy which imposes a one size fits all set of standards on county facilities. Throughout the criminal justice field efforts to enforce a zero tolerance, local situation be-ignored mentality have failed. The TCJS has done just this through unfunded mandates that serve only to continually justify the further expansion of the TCJS at the expense of the local taxpayer."

The inspection process has become inefficient and cumbersome to the local entities. Inspectors spend a large amount of time searching for small errors that have little bearing on the overall efficiency of the county facility being inspected and the safety and security of the inmates housed in these facilities. Currently, the state spends thousands of dollars in mandated local inspections for such public safety issues as generators, boilers, fire alarms, smoke removal, food service, medical, electrical and sanitation standards. TCJS then sends inspectors throughout the state of Texas to review these inspections which could be electronically transmitted to Austin. This change alone could save untold amounts of money if it were implemented.

It is not practical to ask elected officials to spend millions to build or ship inmates out of a crowded jail when the county sheriff or commissioners do not have control over all the factors affecting inmate numbers. The population of county jails in Texas is affected by many variables. Currently, the lack of space in the Texas prison system, the lack of mental health beds and the



general slowing economic conditions are severely cramping the county jails in Texas. Commanding a financially-strapped county to either build a new facility or to ship inmates to out-of-county jails to relieve a temporary "spike" in population is another example of the "one size fits all" approach the TCJS has adopted.

Every jail issue cannot be addressed and most issues that are being addressed are open to interpretation. However, it would be beneficial to most departmental budgets if a material and equipment list, which included cost factors, could be posted on the TCJS web-site. This would allow departments to view an example of items approved by the TCJS. For example, if a department wishes to replace a sink they must explore options, the selected option sent to the TCJS and then wait for a protracted time to receive either approval or disapproval. A posted, pre-approved list for jail equipment would allow departments to determine a cost factor and save man hours searching for items that meet with TCJS approval. This is but one example of the "outside the box" thinking needed at TCJS. Local jail facility problem resolution with the support and assistance of the state and not heavy-handed totalitarian direction will yield better results and much improved relations with the state."

# ***TEXAS COMMISSION ON JAIL STANDARDS***



## WORKFORCE PLAN FY 2009-2013

## **Texas Commission on Jail Standards Workforce Plan 2009—2013**

### **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 17 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 64<sup>th</sup> 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- Juvenile Justice Survey*

Perform annual survey of local jail facilities to determine compliance with the Juvenile Justice and Delinquency Prevention Act.

*Objective:* Monitor local facilities and enforce standards

*Strategy:* Perform annual survey of jails to determine compliance with JJDPA.

### *Goal 3- 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 4- 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 5- 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**

Although, the Commission does not anticipate significant change to the agency mission, strategies, and/or goals over the next five years, the manner in which the mission is carried out may change due to recommendations from the Sunset Advisory Commission. 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.

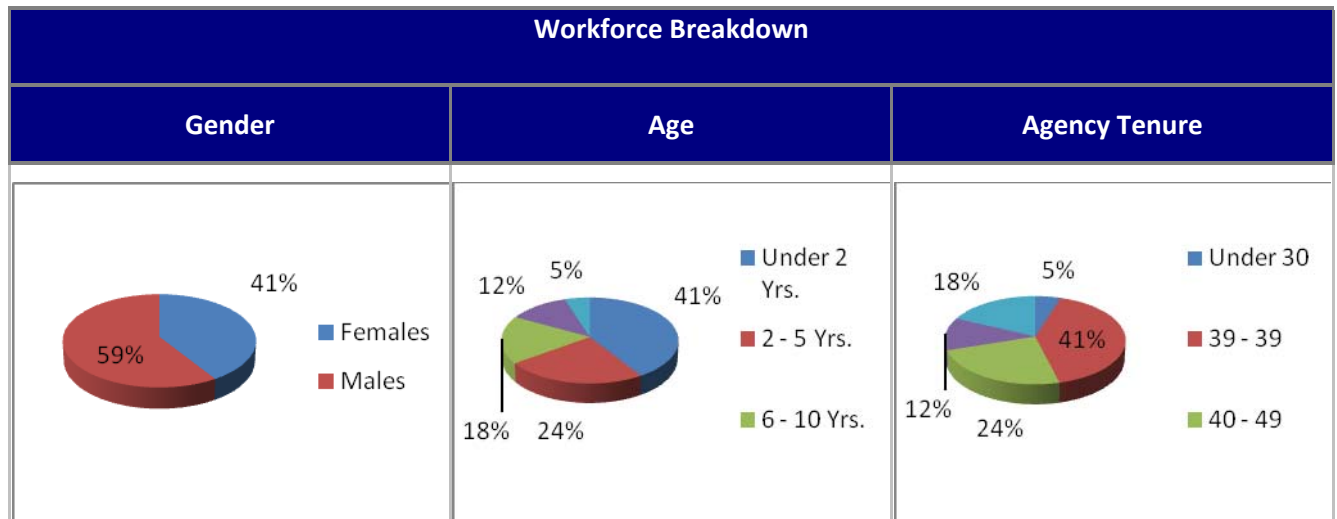
## II. Current Workforce Profile

### a) Skills

Every Commission employee is valuable to the success of agency operations. Each of the 17 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 59% male and 41% female of which 41% are African American or Hispanic. The average age for the Agency staff is 44 and the total staff has an average of 5.58 years with the agency. There is a higher ratio of professional staff due to the Agency's objectives. Sixty-five percent are professionals, providing inspections, training and technical assistance, much of which is conducted in the field.



### c) Employee Turnover

In 2007, the Commission experienced a 31% turnover rate, and increase from the previous year in which the agency experienced a 19% turnover rate. Of the current staff, 47% have been with the agency for 2 years or less but continuity for our service population has not been affected.

#### d) Employee Attrition

Eighteen percent of the agency's workforce will be eligible to retire within the next 5 years. Replacement for those positions may prove to be difficult to find due to the loss of institutional knowledge, key positions and the combination of over 60 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.

### 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, an unstable economy, and a decreasing employment rate. These factors may improve the pool of qualified 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) Anticipated Increase in Number of Employees Needed

With the increase in both the size and number of jails that must be inspected, the need for a fifth inspector is becoming critical, and in order to continue the traditionally high level of service to the counties, not only will this additional inspector be a necessity, but it has also become apparent that there is a growing need for an employee to focus on jail diversion. An additional staff person will be required in order to devote sufficient resources to this much-needed service for the counties.

#### 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**

The agency supports its employees by rewarding merit increases and retention bonuses to employees who perform above satisfactory levels. 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.