

**AGENCY STRATEGIC PLAN**

**FISCAL YEARS 2025-2029**

**BY**



**TEXAS COMMISSION ON JAIL STANDARDS**

<b>Member</b>	<b>Term Expires</b>	<b>Hometown</b>
Judge Bill Stoudt, Chair	2025	Longview
Dr. Esmail Porsa, M.D., Vice-Chair	2029	Houston
Sheriff Kelly Rowe	2027	Lubbock
Mr. Duane Lock	2029	Southlake
Commissioner Ben Perry	2029	Waco
Patricia Anthony	2025	Garland
Monica McBride	2025	Alpine
Sheriff Raul Gonzales	2027	Refugio
Mr. Ross Reyes	2027	Melissa

**DATE OF SUBMISSION**

June 1, 2024

Signed: *Brandon S. Wood*  
Brandon S. Wood, Executive Director

Approved: *Bill Stoudt*  
Judge Bill Stoudt, Chair and Presiding Officer

# Texas Commission on Jail Standards

## Strategic Plan

2025-2029

### Table of Contents

#### Strategic Plan

Agency Mission .....	2
Agency Operational Goal and Action Plan.....	2
Redundancies and Impediments .....	4
Supplemental Schedule A: Budget Structure.....	5
Supplemental Schedule B: List of Measure Definitions.....	8
Supplemental Schedule C. Historically Underutilized Business Plan .....	31
Supplemental Schedule D. Statewide Capital Plan .....	32
Supplemental Schedule E. Health and Human Services Strategic Plan .....	33
Supplemental Schedule F. Agency Workforce Plan .....	34
Supplemental Schedule G. Workforce Development System Strategic Planning.....	42
Supplemental Schedule H. Report on Customer Service .....	44
Supplemental Schedule I. Certificate of Compliance with Cybersecurity Training.....	63
Supplemental Schedule J. Report on Projects and Acquisitions Financed by Certain Fund Sources	65

**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 Operational Goal and Action Plan**

<b>AGENCY OPERATIONAL GOAL AND ACTION PLAN</b>
<b><i>Goal 1: Ensure the efficient and effective operations of county jails.</i></b> (Government Code 511).
<b>SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</b>  <ol style="list-style-type: none"><li>1. Risk-based, on-site inspections.</li><li>2. Provide on-site and in-house consultation and technical assistance.</li><li>3. Provide statewide training for jail staff and administrators.</li></ol>
<b>DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE</b>  <ol style="list-style-type: none"><li>1. <u>Accountable to tax and fee payers of Texas</u> – Efficient and effective operation of county jails in Texas reduces liability to Texas taxpayers. Federal court intervention is reduced when county jails remain in compliance with minimum jail standards.</li><li>2. <u>Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions</u> – Risk-based inspections coupled with the careful structuring of the state by regions, allows the inspection staff to utilize agency dollars more effectively and eliminates duplicated services and unnecessary travel.</li><li>3. <u>Effective in successfully fulfilling core functions, measuring success in achieving perforas a mance measures, and implementing plans to continuously improve</u> – Agency activities are monitored monthly to ensure performance measure goals are being met or exceeded. Staff members are constantly looking for ways to improve.</li><li>4. <u>Providing excellent customer service</u> – TCJS staff strive to provide excellent customer service through positive interaction with county officials. Training, consultation and technical assistance provided allow county officials to view TCJS as a resource and ally.</li><li>5. <u>Transparent such that agency actions can be understood by any Texan</u> – To be more transparent and provide up-to-date information, technical assistance memorandums, non-compliant inspection reports, training announcements, and inspection forms are posted to the website for ease of access.</li></ol>
<b>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</b>

<b>AGENCY OPERATIONAL GOAL AND ACTION PLAN</b>
<p><b><i>Goal 2: We will continue to ensure that the high level of consultation, training, and technical assistance provided to local government to increase and maintain compliance with adopted standards (Government Code 511).</i></b></p>
<p><b>SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</b></p>
<ol style="list-style-type: none"> <li>1. Continue to provide both on-site and in-house consultation, training, and technical assistance.</li> <li>2. Continue to issue technical assistance memorandums.</li> <li>3. Continue to provide statewide training for jail staff and administrators at industry conferences.</li> <li>4. Continue to provide valuable information through agency publications.</li> </ol>
<p><b>DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE</b></p>
<ol style="list-style-type: none"> <li>1. <b>Accountable to tax and fee payers of Texas</b> – Almost exclusively, training sessions and technical assistance are provided in conjunction with comprehensive on-site inspections. These opportunities reduce unnecessary travel expenditures.</li> <li>2. <b>Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions</b> – In conjunction with the training and technical assistance provided during the comprehensive inspections, regional training opportunities, and presentations at statewide conferences are offered to ensure the information is disseminated to jail staff in a localized setting. This ensures a greater number of participants from the region and reduces travel obligations of inspection staff.</li> <li>3. <b>Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to improve continuously</b> – Agency activities are monitored monthly to ensure performance measure goals are being met or exceeded. TCJS has developed numerous training programs to assist county officials in operating safe and secure facilities.</li> <li>4. <b>Providing excellent customer service</b> – Training, consultation, and technical assistance provided allow county officials to view TCJS as a resource and ally. TCJS staff work collectively and collaboratively with county officials to ensure that information is being disseminated amongst stakeholders as fairly and consistently as possible.</li> <li>5. <b>Transparent such that agency actions can be understood by any Texan</b> – To ensure that ALL jail staff receives the necessary training information as provided by TCJS staff, all training presentations are available to jail officials so that the information is available at the local level.</li> </ol>
<p><b>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</b></p>

<b>AGENCY OPERATIONAL GOAL AND ACTION PLAN</b>
<b>Goal 3: Ensure cost effective construction of county jails</b> (Government Code 511).
<b>SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</b>
<ol style="list-style-type: none"> <li>1. Continue to provide both on-site and in-house consultation and technical assistance;</li> <li>2. Continue to provide efficient and effective review of construction plans through the three phases of the planning/construction process: Schematic Design, Design Development, and Construction Document;</li> <li>3. Continue to provide statewide occupancy inspections upon the completion of any newly constructed, additions or renovated facilities;</li> <li>4. Continue to provide guidance during the planning and construction process through the assistance of the Facility Needs Analysis process;</li> <li>5. Continue to work with the Office of the Attorney General of Texas to ensure the type, size and capacity needs of the county are relevant to the wants of county officials.</li> </ol>
<b>DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE</b>
<ol style="list-style-type: none"> <li>1. <b>Accountable to tax and fee payers of Texas</b> – The majority of the consultation and technical assistance meetings are held in the Austin, TX office. By conducting the meetings in the office, the need for travel expenditures is significantly reduced.</li> <li>2. <b>Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions</b> – The Commission assists in the planning and coordination with counties once they embark on a construction or remodeling project of a county jail. Any issues are identified and corrected at design and not after construction. This coordination with counties, architects, and bond counsel produces maximum results.</li> <li>3. <b>Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve</b> – Construction planning performance measures are monitored monthly.</li> <li>4. <b>Providing excellent customer service</b> – Customer service is achieved by adhering to construction document review deadlines to ensure counties meet their construction timelines.</li> <li>5. <b>Transparent such that agency actions can be understood by any Texan</b> – The agency provides Facility Needs Analysis (FNA), upon request of county officials, that examines the future needs of local governments regarding county jails and provides recommendations. FNAs are available to the public, upon request, and with detailed explanation of how the Commission arrived at its recommendation. The Commission provides its opinion to Office of the Attorney General in the bond approval process.</li> </ol>
<b>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</b>

**Redundancies and Impediments**

<b>REDUNDANCIES AND IMPEDIMENTS</b>	
<b>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	As a small 28-person agency, the Commission’s approach historically is to maximize efficiencies by avoiding duplication of services of other state and local agencies. The Commission accepts the findings of local health and fire inspectors as well as health inspectors as part of the Commission’s inspection process. To that end and after careful review, the Commission could not identify any redundancies or impediments to agency operations.
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	See above.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	See above.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	See above.
<b>NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS (IF APPLICABLE)</b>	
<b>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	See below
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	Agency revised its procedures regarding natural disasters that could impact the entities we regulate following Hurricane Katrina and Rita in 2005. This approach was used in 2008 during Hurricane Ike and again in 2017 for Hurricane Harvey. Established lines of communication prior to the natural disaster are crucial and coordination with TDEM has now become standard operating procedure. This allows for coordination and proper allocation of resources. No substantial changes to this approach are envisioned at this time.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	No statutory changes are recommended at this time.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	See above

### Supplemental Schedule A: Budget Structure

#### Agency Goals, 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 goals, objectives, strategies, and measures.

#### **1. Goal: Assist Local Govts through Effective Standards & Technical Assistance.**

##### **1.1 Objective: Monitor Local Facilities and Enforce Standards**

###### **1.1.1 Strategy:** Perform Inspections of Facilities and Enforce Standards

Efficiency Measure:

1. (Average) Cost Per Jail Inspection

Output Measure:

1. Comprehensive Inspections (Quantity Conducted)
2. Special Inspections (Quantity Conducted)
3. Occupancy Inspections (Quantity Conducted)
4. Notices of Non-Compliance (Quantity Issued)
5. Remedial Orders Issued (Quantity)
6. Inquiries (Into) Inmate Requests For Assistance (Quantity)
7. On-site Special Inspections
8. Non-compliant Facilities
9. Limited Compliance Inspections

##### **1.2 Objective:** Provide Consultation and Training for Jail Construction/Operation

###### **1.2.1 Strategy:** Assist with Facility Need Analysis and Construction Document Review

Efficiency Measure:

1. (Average) Cost Per (Facility) Needs Analysis
2. Average Cost Per Construction Document (Review)

Output Measure:

1. Construction Documents Reviewed (Quantity)
2. Facility Needs Analysis (Quantity Conducted)
3. In-office Consultations (Planning & Construction Consultations with Jail Representatives, Quantity)
4. On-site Consultations (Planning & Construction Consultations With Jail Repre-

## Supplemental Schedule A: Budget Structure

sentatives, Quantity)

### **1.2.2 Strategy:** Assist with Staffing Analysis, Operating Plans, & Program Development

Efficiency Measure:

1. (Average) Cost Per Staffing Analysis
2. Average Cost Per Training Hour (Provided by TCJS)
3. Average Cost of (On-Site) Mental Health Training

Output Measure:

1. Operational Plans Reviewed (Quantity)
2. Staffing Analysis (Quantity Conducted)
3. Training Hours Provided (Quantity)
4. In-office Consultations (Operation & Management with Jail Representatives, Quantity)
5. On-site Consultation (Operation & Management Consultations with Jail Representatives, Quantity)
6. Onsite Mental Health Trainings Provided (Quantity)
7. County Jailers Receiving Mental Health Training (Quantity)
8. Number of public information requests (Received and Fulfilled)

### **1.3 Objective:** Implement Process to Relieve Crowding or Ensure Accurate Compensation

#### **1.3.1 Strategy:** Collect and Analyze Data Concerning Inmate Population/ Backlogs/ Costs

Efficiency Measure:

1. (Average) Cost Per (Population) Data Report

Output Measure:

1. Population Reports Analyzed (Quantity)
2. (Population) Data Reports Prepared (Quantity)
3. Number of (Paper-Ready) Reports Analyzed
4. # of Immigration Detainer Reports

## **2. Goal: Indirect Administration**

### **A. 2.1 Objective: Indirect Administration**

#### **2.1.1 Strategy:** Indirect Administration, Accounting, and Information Technology





**Supplemental Schedule B: List of Measure Definitions**

**A. Objective Outcome Measure Definitions**

**1. Number of Completed Construction Projects Meeting Standards**

**Definition**

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

**Purpose**

Indicates the relationship between construction documents reviewed, projects completed that meet minimum standards, and occupancy inspections conducted.

**Source**

Activity reports created by agency staff.

**Methodology**

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

**Limitations**

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

**Calculation**

Non-cumulative.

**New Measure**

No

**Desired Performance**

Higher than target

**2. Percent of Jails with Management-related Deficiencies**

**Definition**

The percentage of facilities that were issued a notice of non-compliance during the fiscal year due to deficiencies related to management standards. A deficiency that may be remedied solely by jail management making an adjustment to internal jail procedures is considered a management-related deficiency.

**Supplemental Schedule B: List of Measure Definitions**  
**A. Objective Outcome Measure Definitions**

**Purpose**

Management deficiencies are dependent upon staff, training and the actual management of the jail.

**Source**

The agency's inspection database. Database queries to determine which jails received an inspection during the reporting period will specify a date range that is only applicable to the reporting period. The inspection database is verified through a manual review of each inspection file. Also, jail notice of non-compliance log maintained by the Inspection Division and verified through a manual review of each notice of non-compliance located in the inspection file. A list of management-related standards will be maintained by the agency.

**Methodology**

The number of jails found to be in non-compliance with minimum jail standards due to deficiencies related to management standards at the time of their last comprehensive or special inspection divided by the number of comprehensive, special, limited compliance, and onsite limited compliance inspections, and reinspections, conducted during the fiscal year.

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**B. Output Measure Definitions**

**1. Comprehensive Inspections (Quantity Conducted)**

**Definition:**

The number of on-site comprehensive inspections and comprehensive reinspections completed during the reporting period. Comprehensive inspections will be conducted no more than 24 months apart for jails determined to be low priority. Jails determined to be high priority will be subject to more frequent comprehensive inspections. In addition, no less than 10% of requested reinspections will be required to be on-site comprehensive inspections. The inspection shall be unannounced.

**Purpose:**

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

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Source:**

Monthly inspection activity reports are cross-checked with the inspection database. 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 comprehensive inspections and comprehensive reinspections completed during the reporting period are counted. The result (compliant/not compliant) of the inspection is not a determining factor.

**Limitations:**

Number conducted is dependent on the Inspection Priority Assessment tool. Each jail shall have a comprehensive and a limited compliance review every 24 months.

**Calculation:**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**2. Special Inspections (Quantity Conducted)**

**Definition:**

A special inspection is a reclassified review of a death, complaint, or escape when the review results in non-compliance.

**Purpose**

To identify the number of jails that have failed to meet the minimum jail standards outside the normal inspection cycle.

**Source**

Monthly inspection activity reports are cross-checked with the inspection database. 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 per fiscal year.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Limitations**

Regulated entities receive these inspections due to an escape, death in custody, or complaint. The Commission has limited control over when this occurs. A higher number would indicate an increased performance by the agency, but neither higher nor lower is indicative of safer jails across the state.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**3. Occupancy Inspections (Quantity Conducted)**

**Definition:**

Occupancy inspections are inspections of new construction, additions, or renovations to ensure that these were completed in compliance with the minimum jail standards. Such inspections are separate from comprehensive or special inspections.

**Purpose**

Indicates number of new construction, additions, or renovations across the state. Necessary to ensure facilities meet minimum standards prior to occupancy.

**Source**

Monthly staff 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 regardless whether the facility passes or fails. A facility may have more than one occupancy inspection during a fiscal year.

**Limitations**

This measure is limited by the number of occupancy inspections requested by counties.

**Calculation:** Cumulative

**New Measure** No

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Desired Performance**

Higher than target

**4. Notices of Non-Compliance (Quantity 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 a comprehensive, limited compliance, or special inspection.

**Purpose**

Basis for corrective or remedial action if necessary.

**Source**

Compliance database maintained by the Inspection Division.

**Methodology**

One notice per inspection where noncompliant issues are identified. Calculated by the compliance database.

**Limitations**

A higher number of notices indicates an increased agency workload. Fewer notices indicates more jails in compliance.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**5. Remedial Orders Issued (Quantity)**

**Definition:**

Formal action taken by the Commissioners toward a regulated entity, to include closure of a jail or limitations on the population.

**Purpose**

Requires a regulated entity to take specific corrective action to alleviate deficiencies found at an inspection.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Source**

Commission meeting minutes.

**Methodology**

Counted manually from Commission meeting minutes.

**Limitations**

Orders issued are based upon regulated entities responsiveness to notices of non-compliance and Commission's action. A higher number is indicative of an increased workload, and fewer are indicative of more compliant jails.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**6. Inquiries (into) Inmate Requests for Assistance (Quantity)**

**Definition:**

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

**Purpose**

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

**Source**

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

**Methodology**

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

**Limitations**

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

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**7. Limited Compliance Inspections**

**Definition:**

Limited compliance inspections supplement comprehensive inspections and do not include all minimum jail standards. Limited compliance inspections are conducted either in-office or on-site and include administrative reinspections. Each jail shall receive a limited compliance inspection a minimum of once per 24 months.

**Purpose**

To determine compliance with minimum jail standards and prevent litigation.

**Source**

Monthly inspection activity reports are cross-checked with the inspection database. 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 limited compliance inspections completed during the reporting period are counted. The inspection is counted whether it resulted in compliance or non-compliance.

**Limitations**

The number of limited compliance inspections conducted depends upon number of jails that are operational.

**Calculation**

Cumulative

**New Measure**

Yes

**Desired Performance**

Lower than target



**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**8. Construction Documents Reviewed (Quantity)**

**Definition:**

The number of building plans and specifications reviewed utilizing the Construction Document Checklist. Plans include schematic design, design documents, and construction documents.

**Purpose**

Measures the agency planning and construction review workload.

**Source**

The projects in the construction database, which is maintained by agency staff.

**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 staff 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 that a county needs.

**Purpose**

To assist the county in best utilizing county resources by constructing efficient facilities that meet local needs.

**Source**

Generated from construction database. This information is then listed on the monthly activity report.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Methodology**

Each analysis conducted is counted.

**Limitations**

Counties requesting a facility needs analysis are out of agency's control as it is based upon incarceration rate, county population, and physical condition of existing facilities.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

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

**Definition:**

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

**Purpose**

Provide assistance to local government in meeting incarceration needs.

**Source**

Agency calendar and staff monthly activity reports.

**Methodology**

Manually counted monthly from agency calendar, and staff monthly activity reports.

**Limitations**

Necessity for this activity not within agency's control.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**11. On-site Consultations (Planning & Construction with Facility Representatives)**

**Definition:**

Number of meetings conducted on-site with facility 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**

Monthly staff activity reports compiled into the agency's Master Monthly Activity Report.

**Methodology**

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

**Limitations**

Necessity for this activity not within agency's control.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**12. (Number of) Operational Plans Reviewed**

**Definition:**

Number of operational plans submitted by a regulated facility and reviewed by staff. Every regulated facility is required to submit an operational plan for 17 areas of jail operation. Regulated facilities must resubmit plans when a change may affect an area of facility operations.

**Purpose**

Operational Plan reviews ensure facilities are utilizing plans approved by the Commission. Resubmittals occur continually as operations change.

**Source**

Operational plan database.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Methodology**

Summation from database.

**Limitations**

Regulated facilities choose not to resubmit their operational plans for review when there is a change in facility management.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**13. (Number of) Staffing Analyses (Conducted)**

**Definition:**

The number of on-site or in-office reviews performed of the operating or planned jail organization, operations, facilities, and policies to make recommendations regarding the number, type, and location of staff necessary to comply with minimum jail standards.

**Purpose**

To provide counties with objective recommendations regarding staffing levels necessary.

**Source**

Monthly Activity Reports and the agency database.

**Methodology**

Each analysis conducted is counted. An analysis may be conducted more than one time for the same facility due to changes in operations, capacity and/or populations.

**Limitations**

Analyses are conducted at the request of the county or the agency's discretion.

**Calculation**

Cumulative

**New Measure**

No

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Desired Performance**

Lower than target

**14. (Number of) Training Hours Provided**

**Definition:**

The total number of scheduled on-site or in-office training provided by the agency to counties. Training hours are based on the scheduled duration of a presentation.

**Purpose**

Provide counties with training designed to assist them in running safe and secure jails to ensure compliance.

**Source**

Agency calendar and monthly activity reports

**Methodology**

The number of hours for all presentations given are totaled.

**Limitations**

This activity may be reduced if necessary due to travel budgets

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**15. Technical Assistance Consultation (Operation & Management with Jail Representatives)**

**Definition:**

The number of meetings with jail representatives to review and discuss operational or management requirements of minimum jail standards during an Inspection, Limited Compliance Inspection or an On-site Limited Compliance Inspection.

**Purpose**

Indicates number of times staff provide assistance on the way to achieve compliance effectively and efficiently.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Source**

Agency's Master Monthly Activity Report and the agency database.

**Methodology**

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

**Limitations**

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

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**16. Onsite Mental Health Trainings Provided (Quantity)**

**Definition:**

Number of On-Site Mental Health Training Visits conducted by the Texas Commission on Jail Standards. Training is defined as training course taught by TCJS trainers primarily focused on mental health issues.

**Purpose**

Determine how many jails are receiving mental health training provided by the Commission.

**Source**

Agency calendar, monthly activity reports, agency meeting log

**Methodology**

Determine the number of each completed on-site mental health training session on each mental health trainer's activity report, which are calculated monthly.

**Limitations**

Data may vary because some trainings, such as suicide prevention are required, jailers are not required to receive the training through TCJS. Other trainings may not be required.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**Key Measure**

Yes

**17. Number of Public Information Requests (Received and Fulfilled)**

**Definition:**

The number of Public Information Requests received and fulfilled by the Commission.

**Purpose**

This output measures the quantity of public information requests received and fulfilled by the Commission and indicates the amount of resources required to handle public information requests.

**Source**

The Public Information Officer records data related to the request and fulfillment of public information requests.

**Methodology**

Public Information Officer records each request received and fulfilled by Commission monthly. Tally the number of requests fulfilled each month.

**Limitations**

The data does not represent the complexity or simplicity of the requests.

**Calculation**

Cumulative

**New Measure**

Yes

**Desired Performance**

Higher than target

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**18. Population Forms Analyzed (Quantity)**

**Definition:**

The number of population forms received from facilities or counties.

**Purpose**

To verify that facilities are operating at an acceptable level of capacity.

**Source**

Population forms submitted by facilities or counties.

**Methodology**

Total number of population forms received from facilities or counties each month.

**Limitations**

Any facility or county that does not submit a population form limits the agency's ability to report accurately.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**19. Data Reports Prepared (Quantity)**

**Definition:**

Number of finalized reports generated from the population form, pregnant inmate form, immigration detainer form, and paper-ready form.

**Purpose**

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

**Source**

Population form, pregnant inmate form, immigration detainer form, and paper-ready form.

**Methodology**

Add up the total number of data reports the agency produces from the population form, pregnant inmate form, immigration detainer form, and paper-ready form.



**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Limitations**

Any facility or county neglecting to submit a monthly population form, pregnant inmate form, immigration detainer form, or paper-ready form limits the accuracy of the data reports.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**20. Number of (Paper-ready) Forms Analyzed**

**Definition:**

The number of paper-ready forms submitted by facilities and counties.

**Purpose**

To ensure that the Texas Department of Criminal Justice is removing paper-ready inmates from facilities in a timely manner; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

**Source**

Paper-ready forms submitted by facilities or counties.

**Methodology**

Count the number of paper-ready forms received from facilities or counties.

**Limitations**

Any facility or county neglecting to submit a monthly paper-ready form may limit the accuracy of any planning or forecasting that is based on the aggregate data.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**21. Number of Immigration Detainer Forms Analyzed**

**Definition:**

The number of immigration detainer forms submitted by facilities and counties.

**Supplemental Schedule B: List of Measure Definitions**  
**B. Output Measure Definitions**

**Purpose**

To determine cost to counties for the detention of inmates for whom an immigration detainer has been issued by the United States Immigration and Customs Enforcement; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

**Source**

Immigration detainer forms submitted by facilities or counties.

**Methodology**

Count the number of immigration detainer forms received from facilities or counties.

**Limitations**

Any facility or county neglecting to submit a monthly immigration detainer form may limit the accuracy of any planning or forecasting that is based on the aggregate data.

**Calculation**

Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**22. Number of Pregnant Inmates Forms Analyzed**

**Definition:**

The number of pregnant inmate forms submitted by facilities and counties.

**Purpose**

To monitor the number of pregnant inmates incarcerated in Texas county facilities; and to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

**Source**

Pregnant inmate forms submitted by facilities or counties.

**Methodology**

Count the number of pregnant inmate forms received from facilities or counties.

**Limitations**

Any facility or county neglecting to submit a monthly pregnant inmate form may limit the accuracy of any planning or forecasting that is based on the aggregate data.

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**Calculation**

Cumulative

**New Measure**

New measure

**Desired Performance**

Higher than target

**B. Efficiency Measure Definitions**

**1. (Average) Cost Per Jail Inspection**

**Definition**

The average cost for all inspections conducted during the fiscal year, excluding Occupancy Inspections.

**Purpose**

Ensures the agency is utilizing state dollars in the most efficient manner possible. Further, provides basis for setting fees for “for fee” inspections conducted on facilities holding contract non-Texas inmates.

**Source**

Inspection totals for comprehensive inspections, limited compliance inspections, special inspections (outputs 01, 02, and 03) are tabulated.

**Methodology**

The total cost of conducting jail inspections is divided by the total number of inspections performed. Personnel, travel, and all related costs are ascertained by the Support Services Division.

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**2. (Average) Cost Per (Facility) Needs Analysis**

**Definition:**

Average agency funds expended for each facility needs analysis conducted. A facility needs analysis shall include facility type, capacity, and support area needs.

**Purpose**

Efficient use of state funds

**Source**

Planning and construction monthly activity report and agency fiscal records.

**Methodology**

Total number of analyses conducted divided into amount expended for analyses.

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**3. Average Cost per Construction Document (Review)**

**Definition:**

The average cost per construction document reviewed. Three sets of construction documents must be reviewed and approved before a construction project can begin.

**Purpose**

Ensure efficient expenditure of state funds.

**Source**

Monthly activity reports and agency fiscal records.

**Methodology**

Personnel costs equal the number of hours dedicated to the review of construction documents, multiplied by the personnel cost per hour. Total personnel cost plus operating costs, divided by the number of reviewed, equals the average cost per construction document reviewed.

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**Limitations**

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

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**4. Average Cost Per Occupancy Inspection**

**Definition**

The average cost for occupancy inspections conducted during the fiscal year.

**Purpose**

Ensures the agency is utilizing state dollars in the most efficient manner possible. Further, provides basis for setting fees for “for fee” occupancy inspections conducted on facilities.

**Source**

Inspection totals for occupancy inspections are tabulated.

**Methodology**

The total cost of conducting occupancy inspections is divided by the total number of occupancy inspections performed. Personnel, travel, and all related costs are ascertained by the Support Services Division.

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**5. (Average) Cost Per Staffing Analysis**

**Definition**

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

**Purpose**

Ensure state funds are expended efficiently.

**Source**

The number of analyses conducted is reported in monthly activity reports and in the agency database. The amount of monies expended is determined by the Support Services Division.

**Methodology**

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

**Limitations**

Increases could occur within a year due to personnel costs.

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**6. Average Cost Per Training Hour (Provided by TCJS)**

**Definition:**

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

**Purpose**

Ensure efficient expenditures of state funds.

**Source**

Agency calendar, monthly activity reports and agency fiscal records.

**Methodology**

Training expenditures to include travel, personnel, and administrative costs, divided by the number of training hours provided as determined by the Support Services Division.

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**Limitations**

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

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target

**7. Average Cost of (On-site) Mental Health Training**

**Definition:**

Average cost of on-site mental health training visit.

**Purpose**

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

**Source**

Agency calendar, monthly activity reports and agency fiscal records.

**Methodology**

Training expenditures to include travel, personnel, and administrative costs, divided by the number of on-site training sessions as determined by the Support Services Division.

**Limitations**

This activity may be reduced when all current jailers have received the training.

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Higher than target

**Key Measure**

Yes

**Supplemental Schedule B: List of Measure Definitions**  
**C. Efficiency Measure Definitions**

**8. (Average) Cost Per Data Report Prepared**

**Definition:**

The average cost to prepare data reports.

**Purpose**

Ensures the agency is utilizing state funds in the most efficient manner possible.

**Source**

Count of number of data reports prepared. Personnel and related costs are ascertained by the fiscal officer.

**Methodology**

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

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

No

**Desired Performance**

Lower than target



## Supplemental Schedule C. Historically Underutilized Business Plan

### Supplemental Schedule C. Historically Underutilized Business Plan

#### **Mission or Policy**

The Commission promotes equal opportunities for Historically Underutilized Business (HUB) contract awards.

#### **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.

#### **Programs**

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. The agency only has HUB available expenditures in three categories (Professional Services, Other Services and Commodity Purchasing) as the agency does not undertake any projects in the Heavy Construction, Building or Special Trade categories. The agency is committed to finding HUB certified vendors for any and every purchase, if no HUB vendor exists the agency normally selects a Comptroller approved vendor.

Historically, the agency makes the majority of commodity (consumable items) purchases from the Texas Industries for the Blind and Handicapped (TIBH) Central Supply store. Via the Texas State Use Program. 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.

For Fiscal Year 2021, the Agency exceeded its HUB goals with respect to Other Services, Commodities Contracts and Professional Service Contracts. The agency has no heavy construction, building construction or special trade constructions contracts. As a matter of practice, the agency will continue its effort to meet or exceed 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.

## Supplemental Schedule D. Statewide Capital Plan

### Supplemental Schedule D. Statewide Capital Plan

The Commission on Jail Standards has no current or pending capital projects planned.

## Supplemental Schedule E. Health and Human Services Strategic Plan

### Supplemental Schedule E. Health and Human Services Strategic Plan

The Commission on Jail Standards is not required to submit this plan because the agency is not a health and human services related agency.

# Texas Commission on Jail Standards



## Workforce Plan FY 2025-2029

**Texas Commission on Jail Standards  
Workforce Plan 2025-2029**

**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 in downtown Austin, Texas, and there are currently 25 FTE's and 28 are appropriated and budgeted. One new inspector is scheduled to begin in June and a support specialist shortly afterwards.

**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.

**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.

## Supplemental Schedule F. Agency Workforce Plan

Objective: Monitor local facilities and enforce standards Strategy: Perform inspection of facilities and enforce standards

Goal 2 - Construction Plan Review: Develop and implement a comprehensive facility needs analysis program and review and comment on construction documents for construction projects.

Objective: Provide consultation and training for jail construction/operation. Strategy: Assist with facility need analysis and construction document review.

Goal 3 - Management Consultation: Review and approve jail operation plans, provide needed jail management training and consultation and perform objective jail staffing analyses.

Objective: Provide consultation and training for jail construction/operation Strategy: Assist with staffing analysis, operating plans and program development.

Goal 4 - Auditing Population and Costs: Collect, analyze and disseminate data concerning inmate population, felony backlog and jail operational costs.

Objective: Implement process to relieve crowding or ensure accurate compensation Strategy: Collect and analyze data concerning inmate population, backlogs and costs.

Through Chapters 499 and 511 of the *Government Code*, the Commission on Jail Standards is given the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance, and operations. Texas Minimum Jail Standards are contained in Title 37, Part IX, and 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 provide internal administrative support to the agency, including human resources, accounting, budgeting, information technology, reporting and other staff services functions.

## Supplemental Schedule F. Agency Workforce Plan

### Anticipated Changes in Strategies

Though the mission of the agency has not changed, the passage of HB1545(87R) has required the agency to slightly modify portions of our strategies and goals in order to comply. The most drastic of these changes revolve around the migration from an annual inspection cycle to one that is risk-based. In addition, a focus on inmate complaints was evident in the Sunset Staff report which the agency is attempting to address.

Due to the continued growth in state population and inflationary concerns, the agency is anticipating an increase in the number of non-compliant county jails. This can partly be attributed to the enhanced enforcement and inspection process recommended by the Sunset Commission. Due to the increased number of complaints and the additional staff to process them, the number of founded complaints will potentially rise along with noncompliance. The environment in which these regulated entities operate has been severely impacted and the current workforce is reluctant to consider a career in corrections at the salaries most counties offer. Despite a recent increase in court activity, the intake rate to the state prison system has slowed, thus increasing county jail population.

While the Commission does not anticipate significant change to the agency's mission or strategies, our goals may have to change due to the new risk-based inspection process over the next five years. The Commission is and will remain committed to providing high quality service and advice to county jails and ensure that counties are working to maintain safe, healthy, 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.

### Current Workforce Profile

#### a) Skills

Every Commission employee is valuable to the success of agency operations. A majority of the 28 employees have more than one critical function. Some of the critical skills required to complete our mission include customer service, auditing, communication, problem solving, accounting, project management, and information analysis.

#### b) Demographics

The following data reflect the current profile of the agency's workforce as of May 2024. As of May 2024, the Commission's workforce is comprised of 56% male and 44% female. 8% are African American, 8% are Hispanic and 84% are Caucasian. The agency has over 20% of veterans employed, far higher than the latest statewide average of 5.9%. The average age for the Agency staff is approximately 47 and staff have an average of 3 years with the agency. The Agency's positions are as follows:

**Supplemental Schedule F. Agency Workforce Plan**

<b>Occupational Category</b>	<b>Headcount</b>
Accounting, Auditing, and Finance	1
Administrative Support	2
Information Technology	1
Inspectors and Investigators	8
Planning, Research, and Statistics	1
Program Management	12

(Source: Internal data and State Auditor’s Office/E-Class system)

**c) Employee Turnover**

In FY 2023, there were five separations from the agency including interagency transfers. The Agency hired a new Assistant Director in FY23. The longest tenured employee has been with the agency for 25 years. 72% of staff members have been with the agency for less than 5 years.

**d) Employee Attrition**

Just over twelve percent or three staff members of the Agency’s employees will be eligible to retire within the next 5 years. Replacements for these positions may be difficult to find due to the loss of institutional knowledge, key positions, and the combination of numerous years of experience. When long-term experienced individuals vacate positions, it is our practice to fill those positions at a lower level until the individual gains experience in that position and then promote or provide merit increases. The issue of attrition is further addressed later in this report in section “IV Gap Analysis.”

**Future Workforce**

**e) Expected Workforce Changes**

The Commission on Jail Standards will likely be affected by state-wide workforce factors primarily driven by competition for employees and cost of living increases which will influence being able to recruit and retain staff. Due to agency salaries falling below statewide agency and market average salaries, the agency implemented a flex schedule to incentivize employment and retention. A work from home option was offered for office staff, an option already utilized by field staff. These arrangements are critical and no longer viewed as options by existing and potential employees. The issue and impact of inflation has placed a further strain on recruitment efforts as well. With rising fuel prices, employees that did not live in the Austin metro area and surrounding communities now find it difficult to justify even two days of travel to the office and often seek employment in closer proximity to their residence. Only 5 agency home office employees live within 20 miles of headquarters. Unless a concerted effort is undertaken and achieved to increase the salaries of our staff, we will continue to experience high turnover and loss of knowledge and capability.



## Supplemental Schedule F. Agency Workforce Plan

### **f) 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.

### **g) Number of Employees Needed**

Currently the agency has three vacancies. After the Sunset Review that resulted in HB1545, the agency undertook a review of how its FTEs were allocated. After the study, several FTEs were repurposed to meet the most urgent demands. The largest shift has occurred in the Inspection & Enforcement Strategy, which has been increased, specifically in the area of Complaint Investigations. Prior to HB1545, there was one FTE assigned, but the workload became untenable, and was a major contributing factor to continuous turnover. This in turn led to an increased backlog as the agency would temporarily assign other staff until the position could be filled. Even after the position was filled, it is estimated that it required at a minimum six months to become proficient in this task. The decision to reassign FTEs was only possible due to the conclusion of a statutorily mandated training program. Two of the three FTEs assigned to that program were shifted to complaints, but the workload has only continued to increase. To operate at a level that is acceptable to complainants and counties (who are required to respond then await a ruling), a fourth Inspector, a dedicated administrative support FTE and a first level supervisor were added to the division. In the upcoming LAR for FY25-26, we are requesting a quality control specialist to assist with all aspects of internal auditing.

In addition to the complaints increase, the agency has moved to a risk-based inspection program which was envisioned to reduce the workload of the field inspectors and eliminate the attrition we have experienced in that section. While retention has improved, the requirement to conduct a random percentage of all re-inspections as full, comprehensive inspections as mandated by HB1545 has reduced the envisioned efficiency. Management is continuing to review this conflict and has implemented changes to address this concern.

The agency was named by the Governor to the Border Security Task Force. Previously, the additional duties associated with advising and assisting with Operation Lone Star were undertaken by the Executive Director and two existing staff members. After HB9 87(2) was passed, the monies that the agency was appropriated were used to backfill the cost of any time that existing employees expended on Operation Lone Star rather than attempting to recruit and retain one FTE that possessed all the required skills. During the 88<sup>th</sup> legislative session sufficient funding was provided to employ sufficient staff and accomplish the required tasks.

### **h) Critical Functions that must be performed**

The performance of all agency functions is critical to achieving the agency's goals and objectives which are directly tied to statutorily mandated duties. The agency is not carrying out any function that is not directly related to our reason for being.

## Supplemental Schedule F. Agency Workforce Plan

### Gap Analysis

#### Anticipated Surplus or Shortage of Staffing Levels or Skills:

The agency has 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 or other governmental entities. In addition to the disparity, the high cost of living in the Austin metro area makes it difficult to attract qualified individuals. This often results in the hiring of individuals that reside in excess of 30 miles from our headquarters in downtown Austin. This in turn results in excessive commutes that impact employee morale and is exacerbated by the complete lack of infrastructure planning and congested roadways that exemplify the Austin-metro area. To mitigate the traffic and commute employment downside, the agency implemented a “telecommute” program, to assist with retention. It is very difficult to attract quality professional candidates that possess the skill sets necessary to advance into management and leadership roles with current pay levels and the agency must explore other flexible benefits. The agency has a small and dedicated team of professionals, but an honest assessment of the challenges faced by management concerning vacancies that occur periodically, is necessary to retain them.

Over the past two years, the agency has lost key employees to Texas counties or to retirement. As a smaller agency, employees are exposed to multiple disciplines that makes them very attractive to other entities that can offer higher salaries. In addition, they are also able to offer them positions that allow them to focus on a single subject area and become experts in that area as part of their own professional development. Unless the agency can offer competitive salaries and offer other flexibility, this issue will only continue to grow and will determinately impact the agency’s ability to carry out its mission and statutorily mandated duties.

### Strategy Development

#### a) Retention Programs

Historically, the agency has supported its employees by awarding merit increases and utilized retention bonus programs. These have been given to employees who perform above satisfactory levels. Additionally, the agency continually strives to promote from within and maintain a work environment that allows flexibility without compromising productivity. The agency implemented an alternate work schedule to address needs and to reduce the physical and financial burden of long-distance commutes to the office. All agency employees are enrolled in this program and have had the opportunity to telecommute. The agency believes that this assists in retaining valuable, qualified personnel.

However, even by utilizing this approach and even if additional FTEs are appropriated, there will continue to be turnover that is unacceptable unless salaries are raised to a level that is seen as competitive.

#### b) Recruitment Plans

To the fullest extent possible, the agency will strive to recruit the number of qualified individuals

## **Supplemental Schedule F. Agency Workforce Plan**

required to carry out the agency's mission without regards to ethnicity, disability, religion or gender.

### **c) Employee Training and Career Development**

The agency provides specific subject and organizational training. This includes equal employment opportunity, sexual harassment, cybersecurity, and procedural training. The transition to CAPPS HR allows the agency to track employee training more effectively. The agency utilizes cross training to enhance the knowledge and skill levels of all employees and prepare for retirements and attrition. The agency provides for the cost of training when in the best interest of the agency, and where funding permits. The agency transitioned September 1, 2019 to CAPPS Financials as part of the statewide mandate and later transitioned to CAPPS Human Resources in June of 2022. The agency managed these transitions without additional financial resources.

### **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 leadership training for professional staff, subject to budgetary constraints.

### **e) Succession Planning**

All 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.

**Supplemental Schedule G. Workforce Development System Strategic Planning**

**Supplemental Schedule G. Workforce Development System Strategic Planning**

The Texas Commission on Jail Standards does not administer a workforce program or service, and is not required to submit this report.



Supplemental Schedule H. Report on Customer Service

# Texas Commission on Jail Standards



# Customer Service Report 2024

## **Supplemental Schedule H. Report on Customer Service**

### **Introduction**

As mandated by Texas Government Code Chapter 2114, the Texas Commission on Jail Standards (TCJS) submits a Customer Service Survey to the Legislative Budget Board and Governor's Office of Budget and Planning. With the information gained from the Customer Service Survey, TCJS intends to increase its effectiveness in achieving its mission of ensuring safe, secure, and suitable county jail facilities for correctional personnel, inmates, and the community through proper rules and procedures. The Commission has seen a steady increase in customer satisfaction over the years. However, as with all such surveys, natural and unavoidable variations in customer experience mean the Commission anticipates that at some point the satisfaction measurement will naturally rise and fall slightly despite all possible efforts to provide the best customer service.

### **Inventory of External Customers**

Because the chief goal of the Texas Commission on Jail Standards is to assist local governments through effective standards and technical assistance, local government is the priority population of TCJS and the focus of its customer service. This group consists of sheriffs, county judges, and jail administrators in Texas' 254 counties and totals approximately 778 individuals. Counties that do not have a jail were included in the survey because they are required to report their inmate population housed elsewhere. TCJS serves indirectly the 18,000 licensed jailers, and the Commission sent the survey to them through their professional associations: Texas Jail Association, the Sheriff's Association of Texas, and the Texas Association of Counties and asked them to send out the survey on their list serves. Sheriffs, Judges, and Jail Administrators were asked to provide the survey to their employees, especially jailers. This survey was also made available via the agency website to members of the public.

### **Methodology**

The Texas Commission on Jail Standards used a commercial electronic survey platform with customized questions. The Legislative Budget Board provides 10 mandatory questions to be included in addition to the agencies' own questions. The Commission also posted its survey on its website. The survey was distributed using several resources: agency-maintained contact information for sheriffs, jail administrators, county judges, and professional associations who serve the same (or similar) populations as TCJS. The survey was available for 30 days, and responses were provided by the platform in a Microsoft Excel spreadsheet.

The data was evaluated in the following areas: staff, communication, agency website, complaint handling process, and facilities.

**Supplemental Schedule H. Report on Customer Service**

**Description of Services Offered by Strategy**

<b>TCJS Strategy</b>	<b>Description of Services</b>	<b>External Customer Served</b>
<b>A. 1. 1. INSPECTION AND ENFORCEMENT</b>  <i>Perform Inspection of Facilities and Enforce Standards</i>	Inspection activities consist of fair and impartial monitoring and enforcing compliance of adopted rules and procedures. This objective includes development and implementation of uniform inspection process	Sheriff County Judges County Commissioners Jail Administrators Jailers
<b>A. 2. 1. CONSTRUCTION PLAN REVIEW</b>  <i>Assist with Facility Need Analysis and Construction Document Review</i>	The construction planning staff provides consultation and technical assistance to local governments for jail construction that meets standards.	Sheriffs County Judges County Commissioners
<b>A. 2. 2 MANAGEMENT CONSULTATION</b>  <i>Assist with Staffing Analysis, Operating Plans, and Program Development</i>	Commission staff provides jail management consultation through staffing analysis, operational plans, and training programs. Technical assistance on matters such as structural issues, life safety, and overall jail operation is provided on an on-going basis.	Sheriffs County Judges County Commissioners Jail Administrators Jailers
<b>A. 3. 1 AUDITING POPULATION AND COSTS</b>  <i>Collect and Analyze Data Concerning Inmate Population, Backlogs, and Costs</i>	This strategy requires the collecting, analyzing and disseminating of data concerning inmate populations, felony backlog, immigration, licensed jailer turnover, use of restraints on pregnant inmates, and jail operational costs.	Sheriffs County Judges County Commissioners Jail Administrators Other planning agencies

<b>Customer Service Element</b>	<b>Description of Survey Questions</b>	<b>Levels of Customer Service Quality</b>
<b>Staff</b>	Customers were asked about Commission staff courtesy, knowledge, and helpfulness	81% of survey respondents were satisfied or very satisfied with Commission staff courtesy knowledge, and help. This is down from 85% in 2022. Of 5% were unsatisfied or very unsatisfied with this element, which is down from 10% in 2022. Remaining responses were either neutral or "N/A".
<b>Communications</b>	Customers were asked if they received communications in a timely manner	76% of survey respondents were satisfied or very satisfied with agency communications, down from 92% in 2022.
<b>Agency Website</b>	Customers were asked if the agency website was easy to navigate	78% of survey respondents strongly agreed or agreed that the website was easy to navigate. This is down from 83% in 2022.



**Supplemental Schedule H. Report on Customer Service**

<b>Complaint-Handling process</b>	Customers were asked if the Commission investigates complaints in a fair and timely manner	65% of respondents strongly agreed or agreed that the Commission investigates complaints in a fair and timely manner. This is down from the 85% favorable response in 2022.
<b>Facilities</b>	Previously, the Commission did not survey customers about facilities because the jails as a rule do not visit our office.	57% of respondents are satisfied or very satisfied with TCJS facilities, including the office location and their ability to access the agency. This is down from 75% in 2022. 21% responded with “N/A”, and 13% were neutral, and 5% were unsatisfied or very unsatisfied.

**Analysis**

130 out of 764 survey recipients responded to the survey. 80% of survey respondents are satisfied or very satisfied with the Commission’s customer service. Survey responses were received from 17% of survey recipients.

A major limitation to this study is the sample size. The survey was made available to 783 recipients via email retrieved from agency-maintained lists of County Sheriffs, County Judges, and Jail Administrators. The survey was also distributed to professional associations and made available on the agency website. 130 responses, a 17% response rate, were received in the 30 days the survey was available. Previously, the survey received a response rate of 36% via similar methods. Further research will need to be conducted to determine the cause of the low response rate. The demographics report (self-reported during survey response) indicate that the most common respondent category is jail administrator (59), followed by jailers (26) and then sheriffs (23). Judges (12), respondents who chose not to identify (7), and members of the public (2) were the least responsive categories. The distribution of number of respondents matches agency operations as County Sheriffs, Jail Administrators, and jailers are the categories that interact directly with TCJS most often. With the data available, it cannot be determined the cause of the small sample size. This will be considered during planning for future surveys.

Another limitation of this report is that the complaint handling process area would likely be intended to evaluate complaints against the agency. However, because TCJS includes a complaints division, the responses to questions on this area of customer service are likely related to the inspection process for inmate submitted complaints. This data should still be considered valuable. All categories of respondents except for members of the public are professionals in the jail setting who can be impacted by the complaint inspection process. This process requires a written response with supporting documentation, with a varying time limit. This process can result in the issuance of technical assistance or a notice of non-compliance. Keeping this in mind, the 20% drop (85% in 2022 to 65% in 2024) in favorable rating in this area can likely be attributed to respondents who have been impacted by the complaint investigation process and were unsatisfied. This is a necessary function of the agency, which is performed within approved policies and procedures. More research is necessary to determine the cause of this drop in this area. Further research should focus on getting more detailed information from respondents. A survey is the most likely method to gather this data for future study.

**Supplemental Schedule H. Report on Customer Service**

**Agency Response**

A slight year-to-year variation in satisfaction results is normal and not necessarily attributable to a variation in actual customer satisfaction. However, the satisfaction level declined markedly this year from 85% to 80%. The response rate of 17% from a targeted population of 777 is a marked decrease from 36% in 2022. The margin of error for a comparable probability-based random sample of the same size from the same population is +/-6.40%. There were no changes to methodology for this survey (compared to those used in 2022). This means that the actual overall satisfaction rate could be 86.4% or 73.6%. This range includes the previous satisfaction rate and appears unreliable. This is likely caused by the small sample size and will be considered in planning for future surveys.

**We are unsure as to the cause of the significant decrease in facilities satisfaction as the agency has not moved locations or changed its facilities since the last survey.**

Certain areas, such as satisfaction related to the agency website, can be explained. TCJS introduced a new website for stakeholders to provide reports. Some difficulties have been experienced by users of this website, which has likely contributed to the drop in this score. Agency communication is another area which has dropped significantly from 92% to 76%. No clear cause has been identified for this discrepancy and will be monitored.

The Commission will continue to analyze customer comments for additional areas of improvements.

**CUSTOMER SERVICE PERFORMANCE MEASURES**

**Number of Customers Surveyed**

The survey was sent directly to 254 county judges, 254 sheriffs, and 256 jail administrators, totaling 764 recipients. The surveys were delivered directly by email and indirectly using the list serves of the Texas Jail Association, and the Sheriff’s Association of Texas. Previously, we also used a listserv monitored by the Texas Association of Counties, but that listserv is no longer functioning. This may have contributed to the disparity of results from previous years.

<b>Satisfaction Levels</b>	<b>2020</b>	<b>2022</b>	<b>2024</b>
The cumulative satisfaction rate was determined by combining the number of all answers by rank, subtracting the number of not applicable answers to obtain a total net number of answers. We then divided the sum of all “Strongly agree” and “Agree” answers by the net total.	95%	85%	80%

<b>Outcome Measures</b>	<b>2020</b>	<b>2022</b>	<b>2024</b>
Respondents who expressed overall satisfaction with services TCJS received. This is based on the percentage of respondents scoring satisfied or very satisfied to the question “How satisfied are you with TCJS’ ability to timely serve you, including the amount of time you wait for service in person?”	95%	85%	70%

<b>Output Measures</b>	<b>2020</b>	<b>2022</b>	<b>2024</b>
Number of Customers Surveyed	757	774	777

**Supplemental Schedule H. Report on Customer Service**

Response Rate: 130 of 777 survey recipients responded to the survey.	53%	36%	17%
Number of Customers identified/potentially served	=19,000	=19,000	>23,000

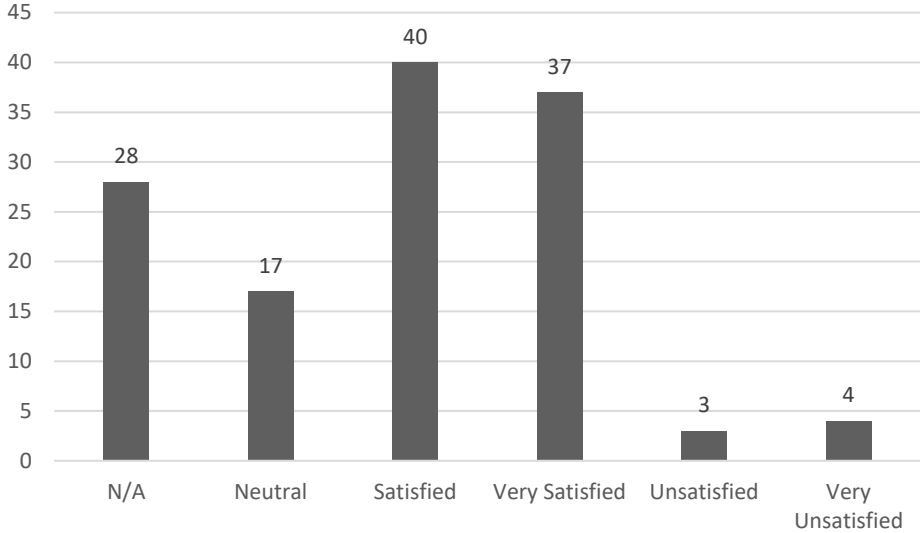
<b>Efficiency Measures</b>	<b>2020</b>	<b>2022</b>	<b>2024</b>
Cost of survey per customer surveyed	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)

<b>Explanatory Measures</b>	<b>2020</b>	<b>2022</b>	<b>2024</b>
Total Customers Identified	=19,000	=19,000	≥23,000
Total Customers Inventoried	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers	6 groups identified: county judges, sheriffs, jail administrators, jailers, public information requestors, and complainants.	6 groups identified: county judges, sheriffs, jail administrators, jailers, public information requestors, and complainants.

<b>Agency Specific Measures</b>	<b>FY 2018</b>	<b>2020</b>	<b>2022</b>
Average number of days from complaint inquiry to final response	15	19	55
Number of Construction Plan Review documents	27	33	28
Number of Staffing Analyses	9	5	1

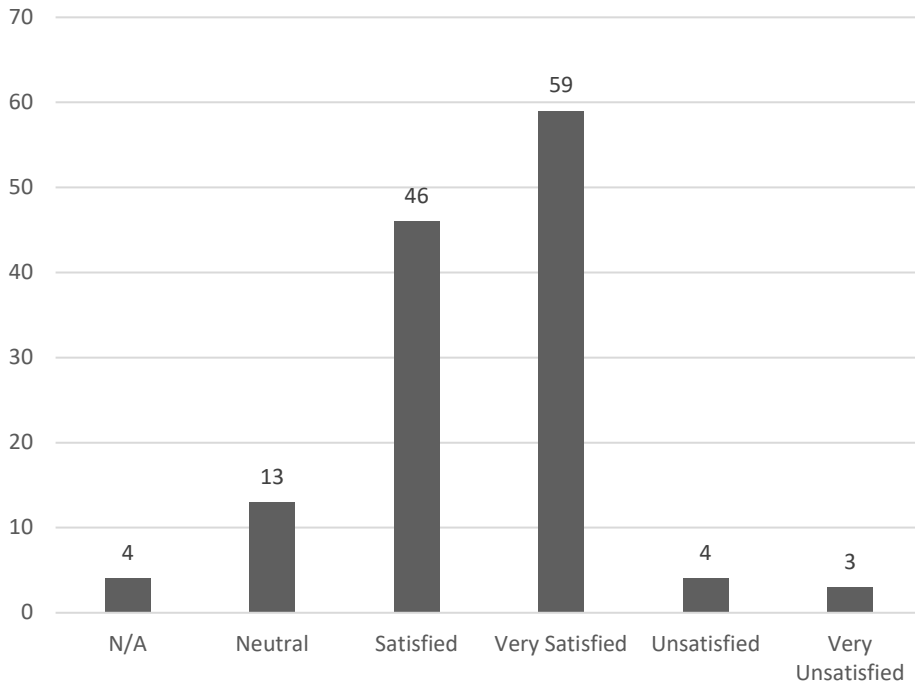
Supplemental Schedule H. Report on Customer Service

How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?



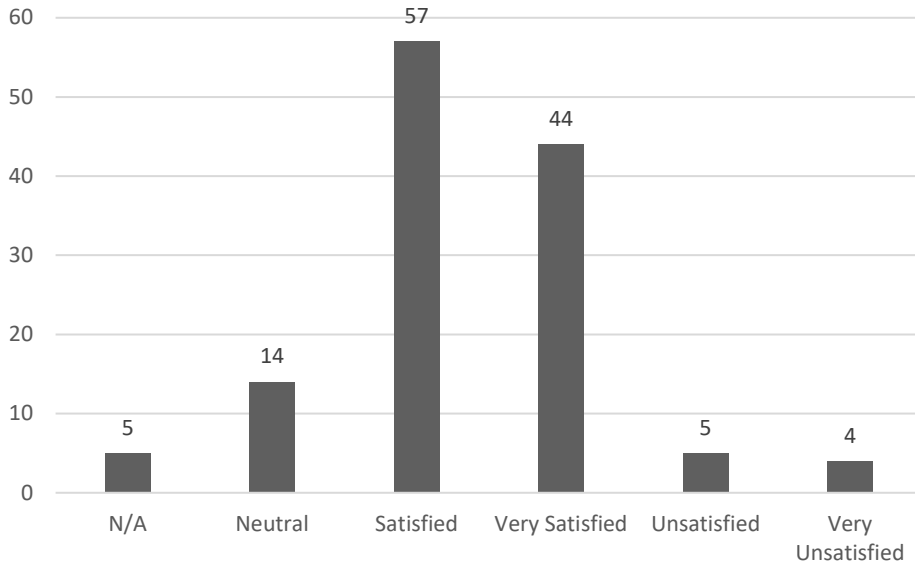
Supplemental Schedule H. Report on Customer Service

How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

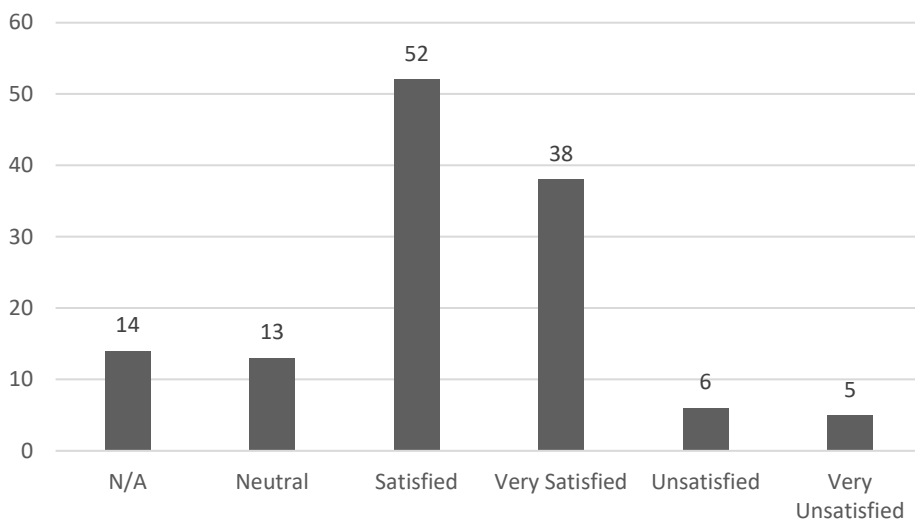


**Supplemental Schedule H. Report on Customer Service**

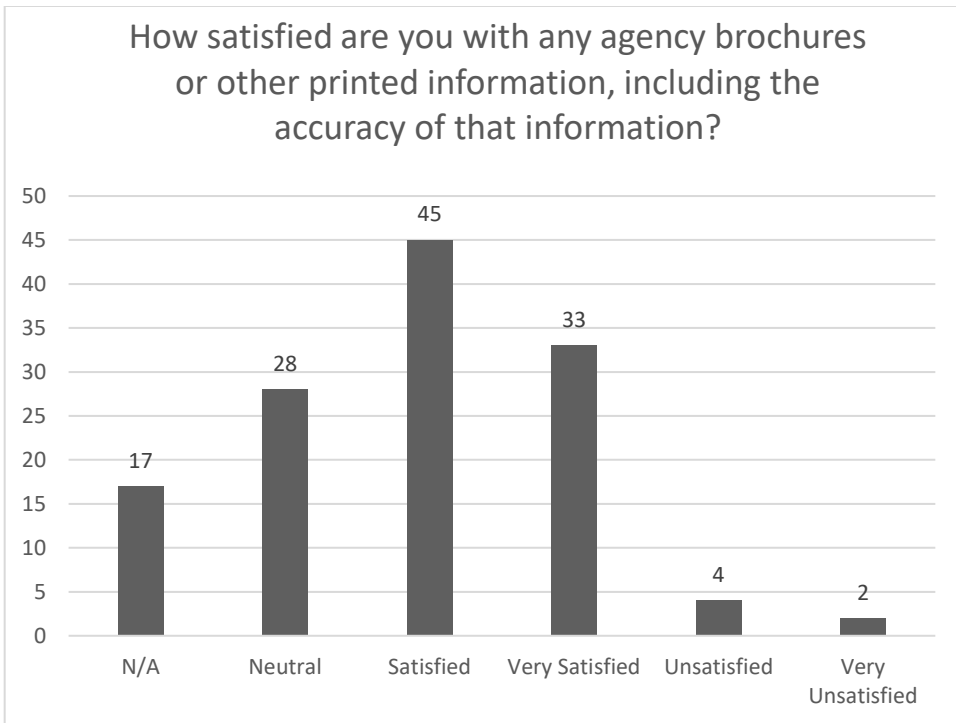
How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and



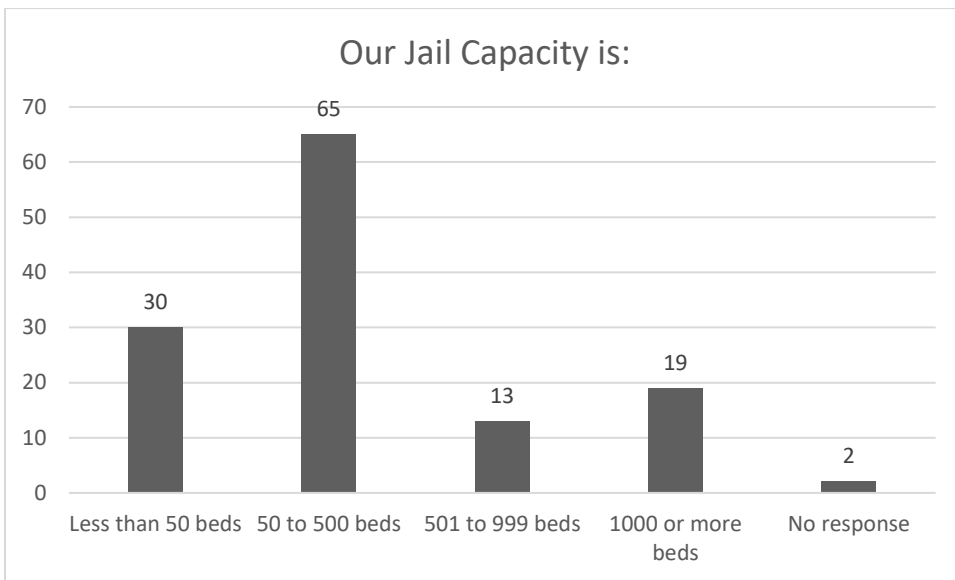
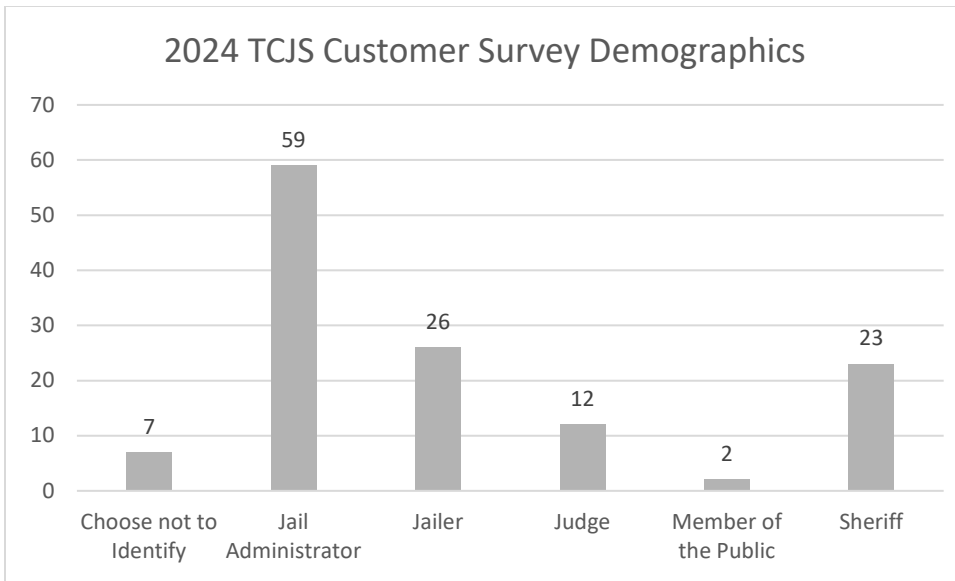
How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?



**Supplemental Schedule H. Report on Customer Service**

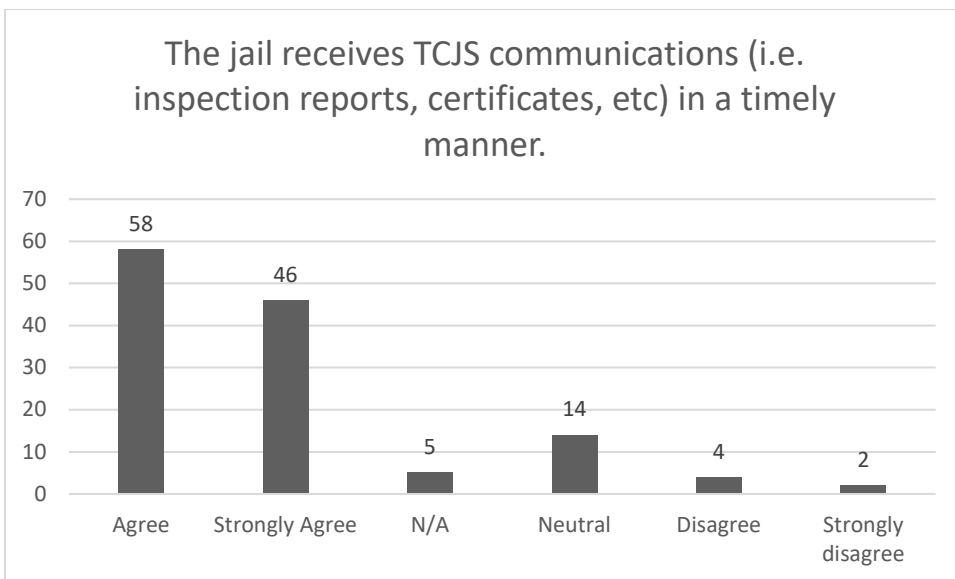
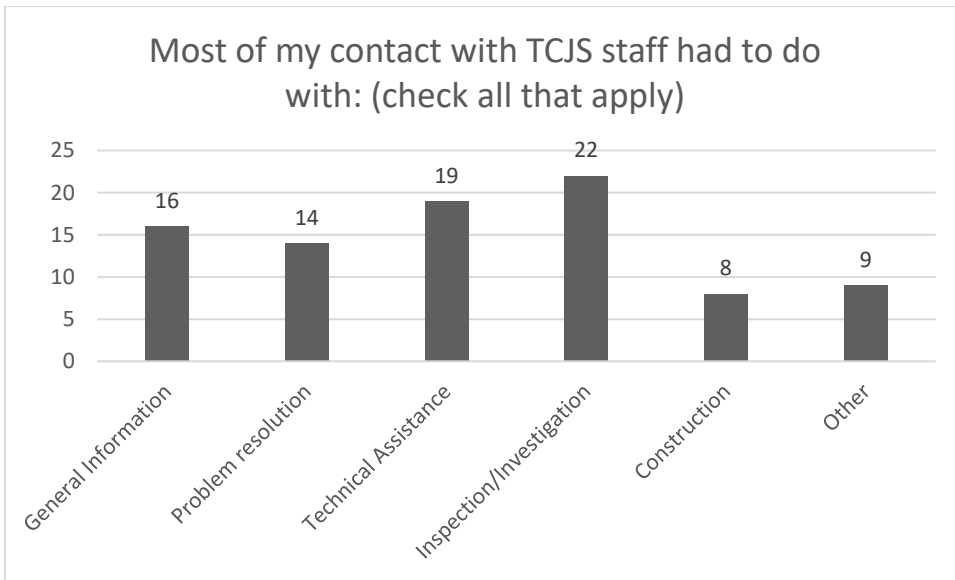
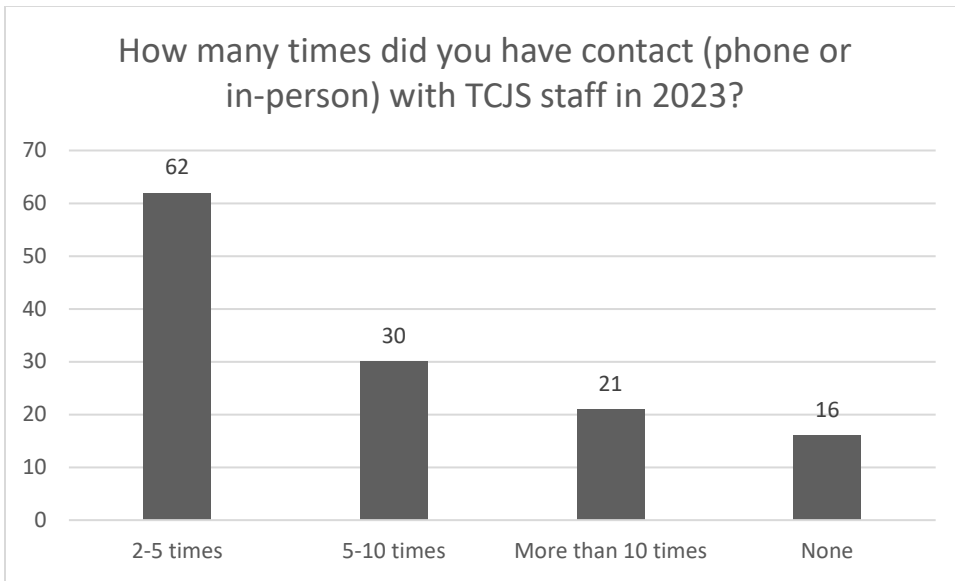


Supplemental Schedule H. Report on Customer Service

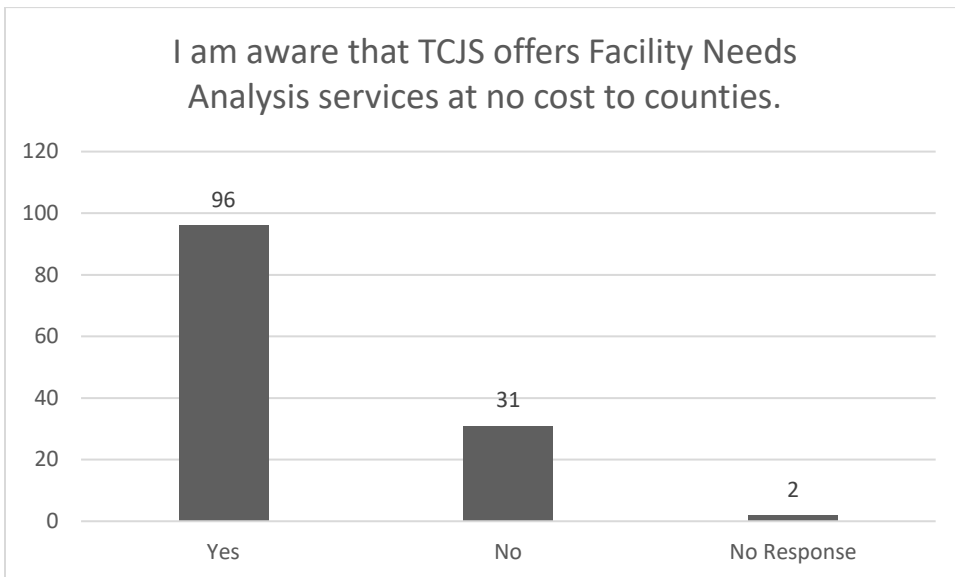
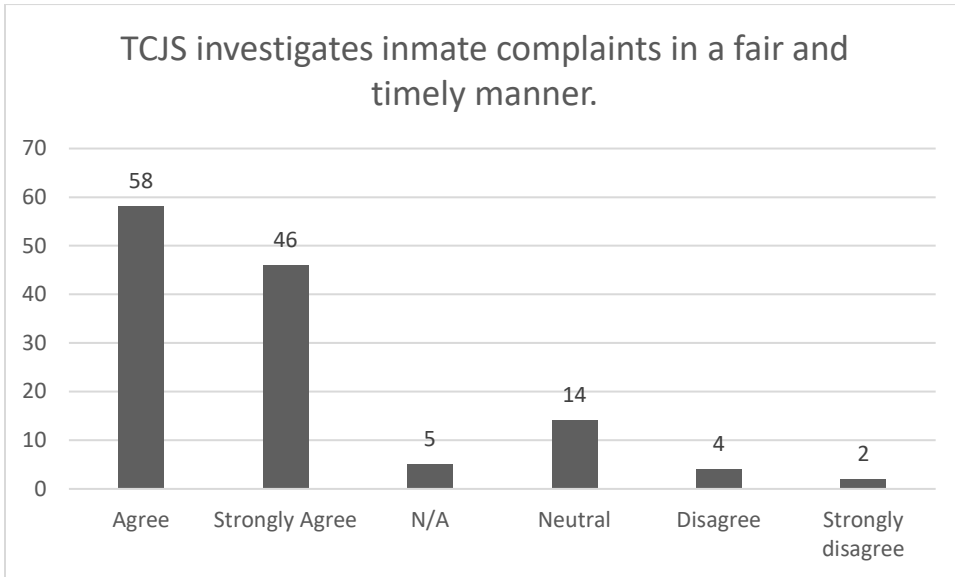




**Supplemental Schedule H. Report on Customer Service**

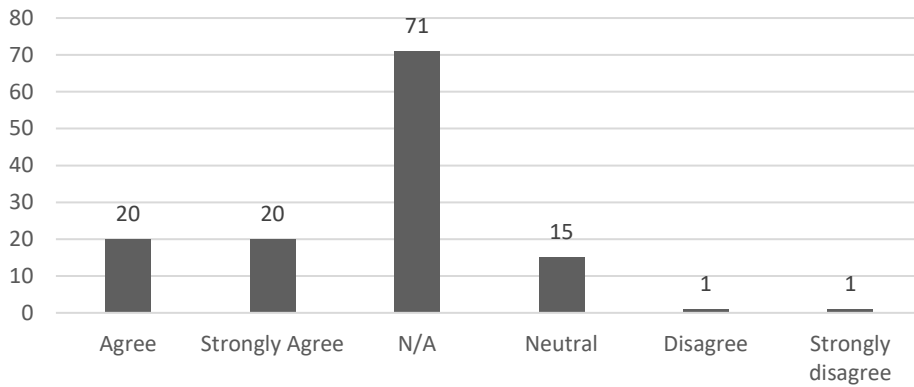


Supplemental Schedule H. Report on Customer Service

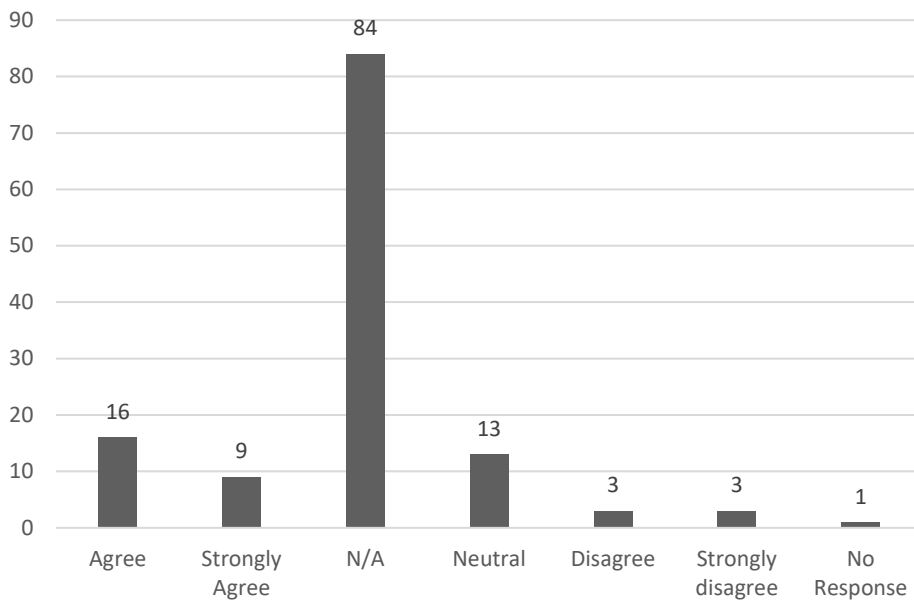


**Supplemental Schedule H. Report on Customer Service**

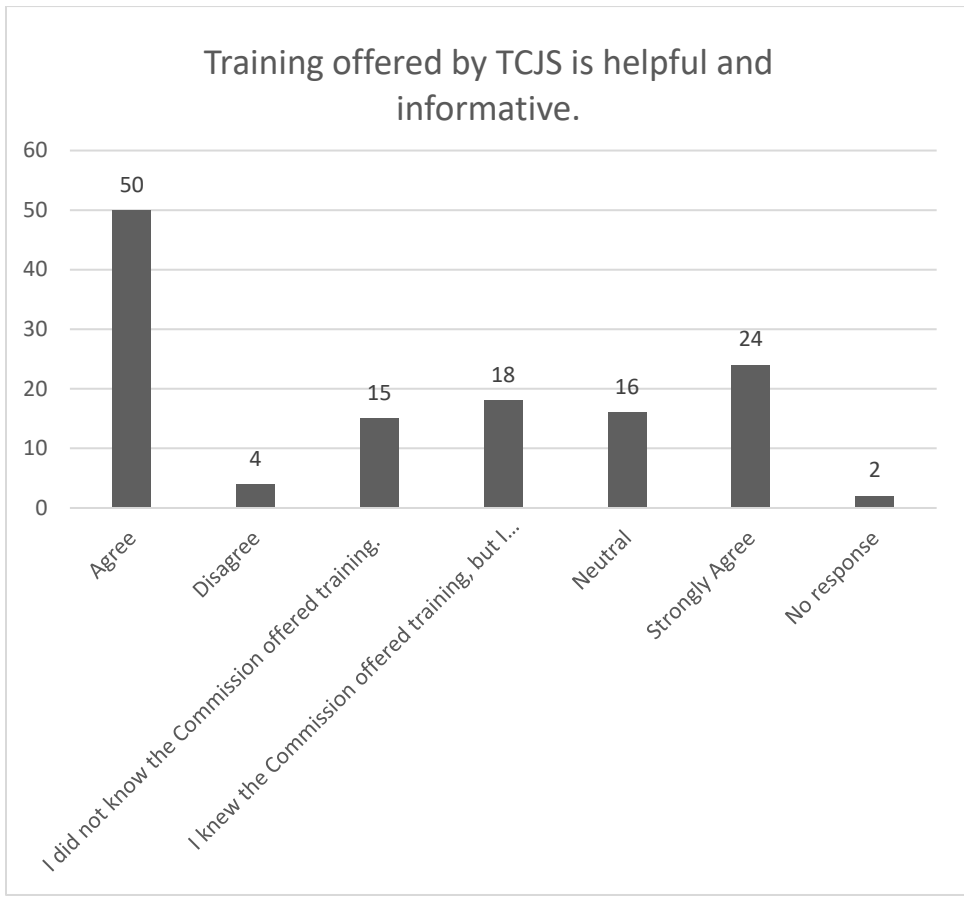
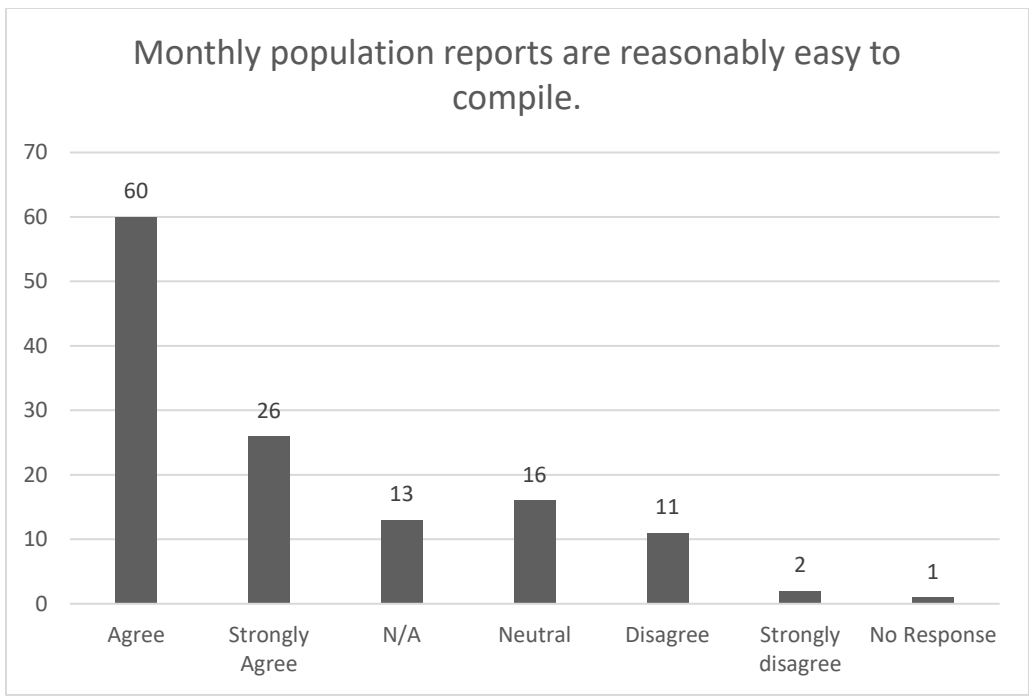
We requested help with our construction plans, and TCJS' Facility Needs Analysis was helpful with our construction plans.



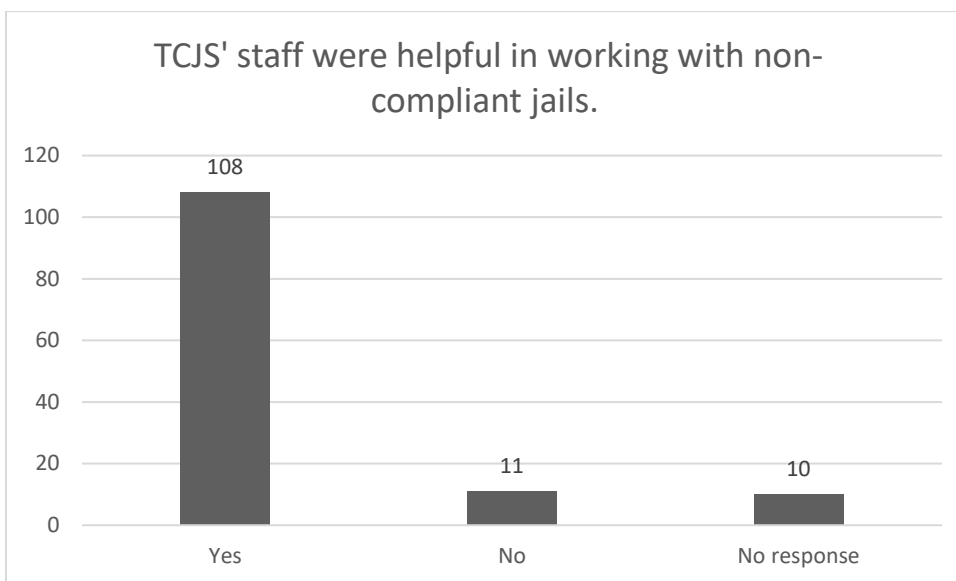
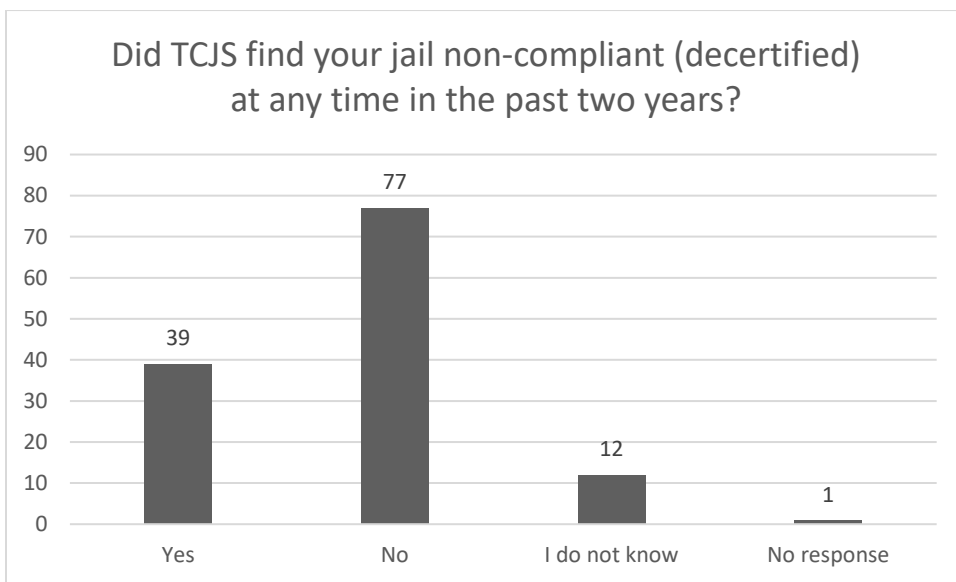
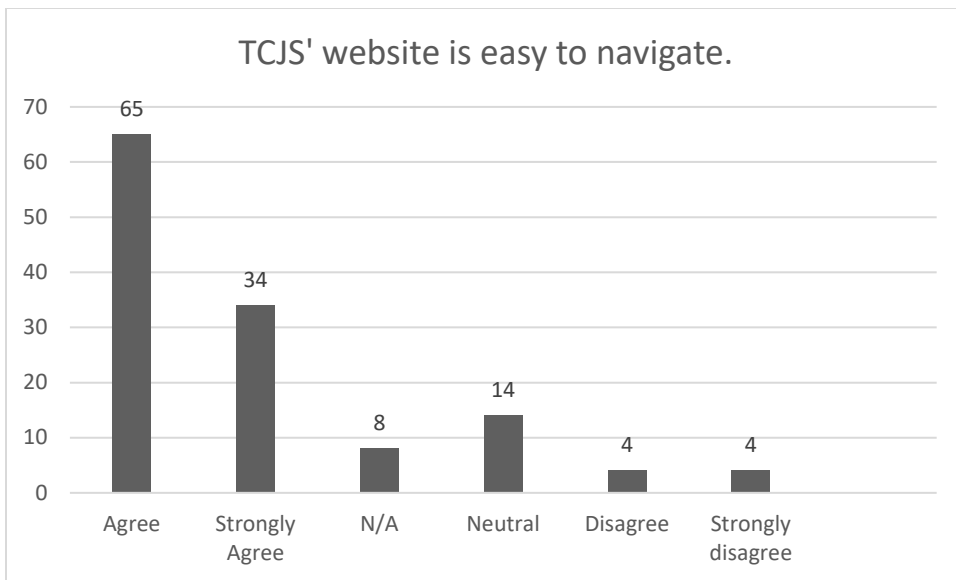
We asked TCJS for assistance with jail staffing, and they helped us to make better decisions regarding the staffing of our jail.



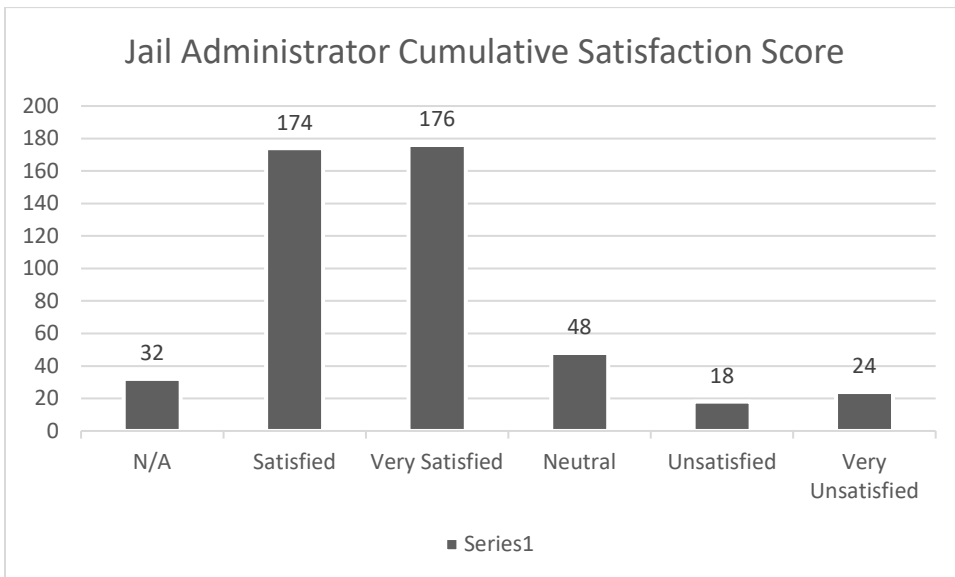
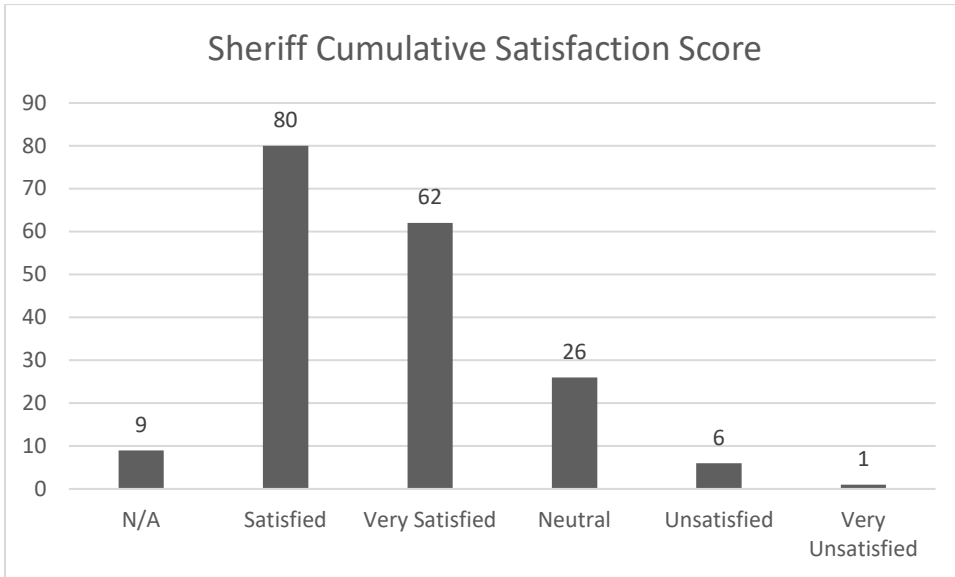
Supplemental Schedule H. Report on Customer Service



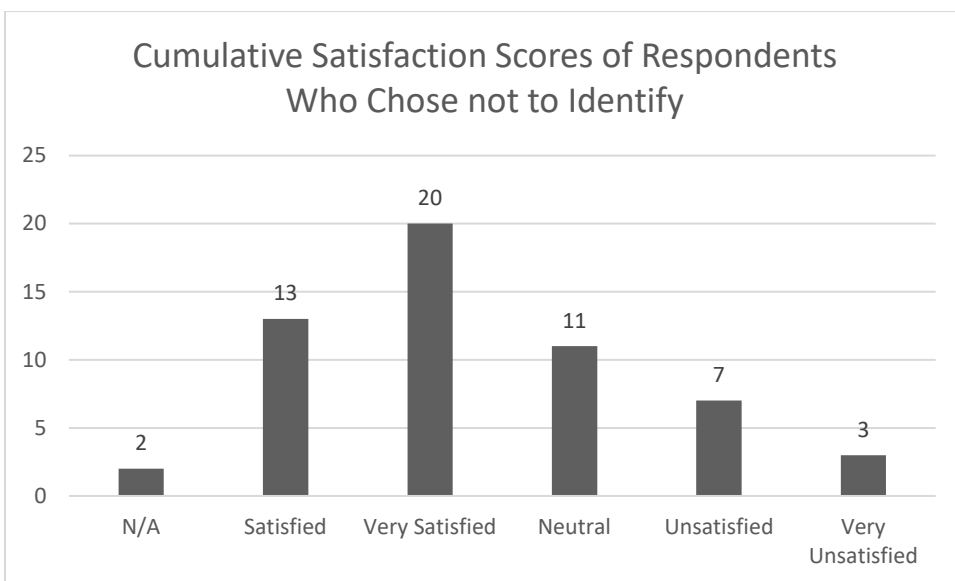
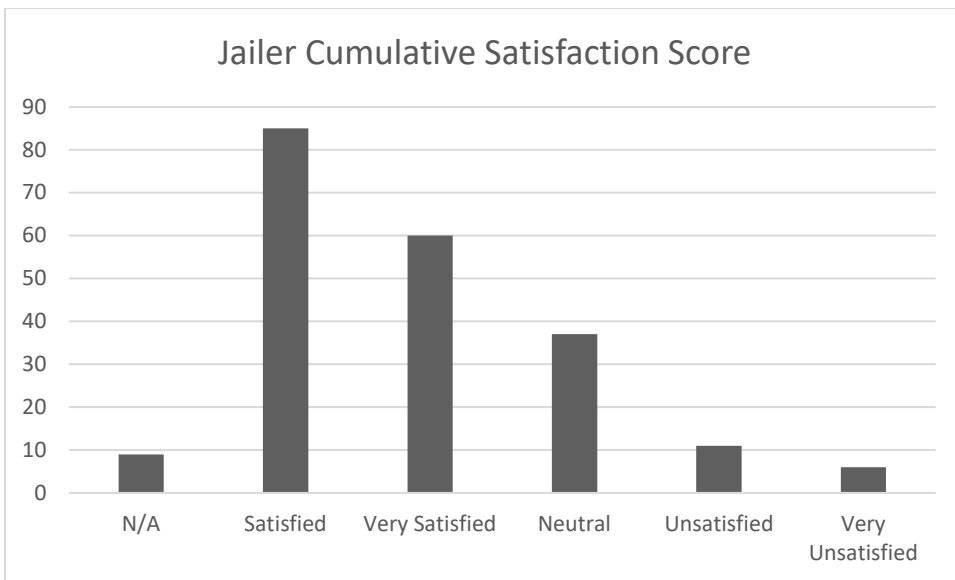
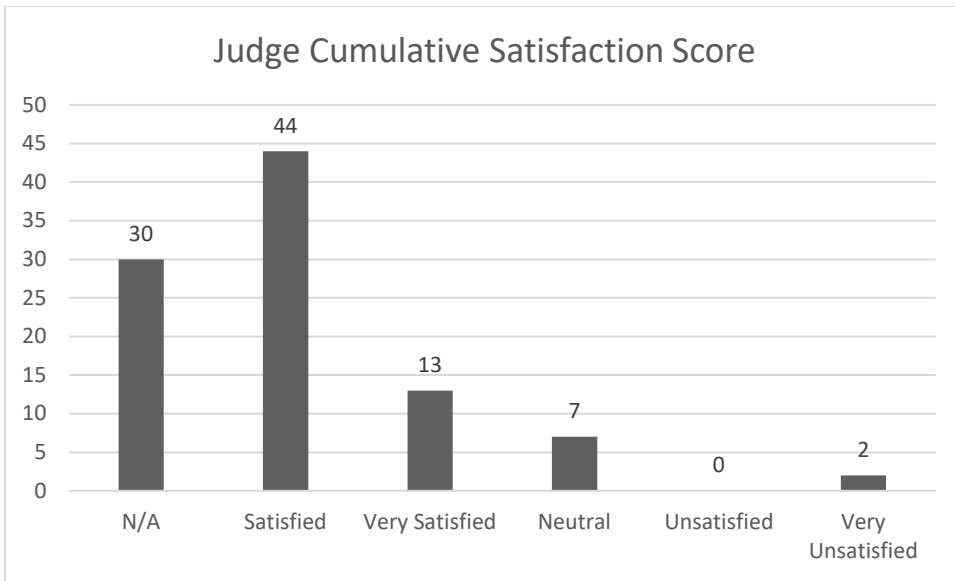
Supplemental Schedule H. Report on Customer Service



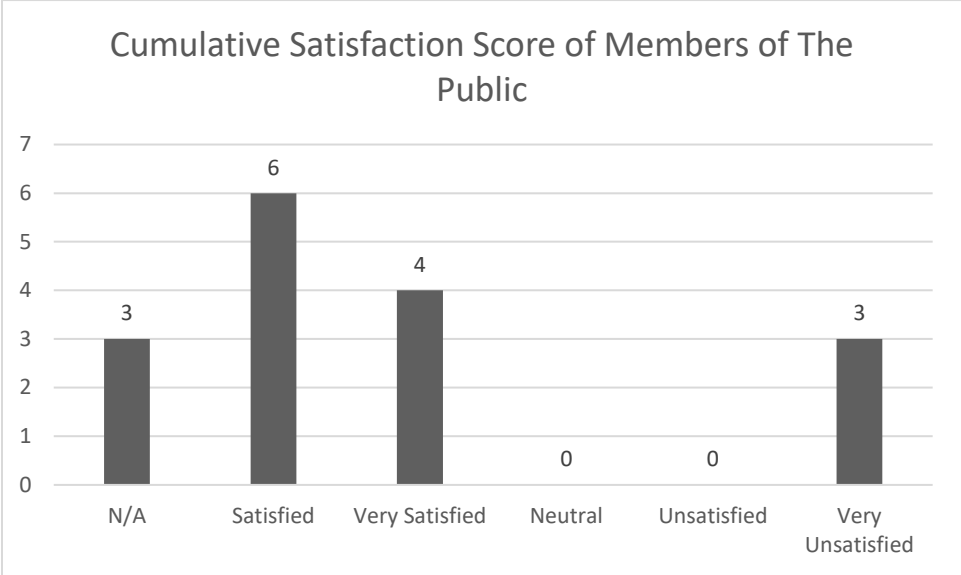
Supplemental Schedule H. Report on Customer Service



Supplemental Schedule H. Report on Customer Service



Supplemental Schedule H. Report on Customer Service





Supplemental Schedule I. Certificate of Compliance with Cybersecurity Training

**APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH  
CYBERSECURITY TRAINING**



CERTIFICATE

Texas Commission on Jail Standards

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

**Chief Executive Officer or Presiding Judge**

*Brandon S. Wood*

Signature

Brandon S. Wood

Printed Name

Executive Director

May 31, 2024

Date

**Board or Commission Chair**

*William Stoudt*

Signature

Judge William Stoudt

Printed Name

**Chairman, Texas Commission on Jail  
Standards**

May 31, 2024

Date

**Supplemental Schedule I. Certificate of Compliance with Cybersecurity Training**

**Supplemental Schedule J. Report on Projects and Acquisitions Financed by Certain Fund Sources**

**Supplemental Schedule J. Report on Projects and Acquisitions Financed by Certain Fund Sources**

The Texas Commission on Jail Standards is not required to submit this report.