

Texas Commission on Jail Standards



Agency Strategic Plan Fiscal Years 2015-2019

Submitted June 23, 2014

AGENCY STRATEGIC PLAN

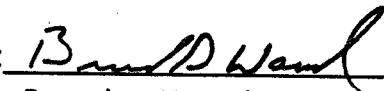
FOR THE FISCAL YEARS 2015-19

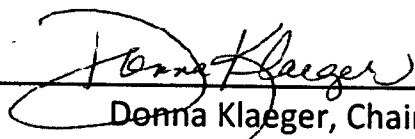
BY

TEXAS COMMISSION ON JAIL STANDARDS

<u>Member</u>	<u>City</u>	<u>Term Expires</u>
Judge Donna Klaeger (Chair)	Burnet	2019
Commissioner Stanley D. Egger	Abilene	2017
Ms. Irene A. Armendariz	El Paso	2015
Michael M. Seale, M.D.	Houston	2017
Mr. Jerry Lowry	New Caney	2019
Mr. Larry May	Sweetwater	2019
Mr. Allan Cain	Carthage	2017
Sheriff Dennis D. Wilson	Groesbeck	2019
Sheriff Gary Painter	Midland	2015

June 23, 2014

Signed: 
Brandon Wood, Executive Director

Approved: 
Donna Klaeger, Chair

Texas Commission on Jail Standards
Strategic Plan
2015-2019
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Statewide Vision, Mission, and Philosophy

Governor Perry's Statewide Vision for Texas

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

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

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

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

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

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

The Mission of Texas State Government

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

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

The Philosophy of Texas State Government

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

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

Relevant Statewide Goals and Benchmarks

Public Safety and Criminal Justice

Priority Goal

To protect Texans by:

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

Benchmarks

- Adult violent crime rate per 100,000 population
- Average rate of adult re-incarceration within 3 years of initial release
- Number of correctional officer and correctional staff vacancies
- Percent reduction in recidivism attributable to alternatives to incarceration
- Percent increase in the number of faith-based prison beds
- Average annual incarceration cost per offender
- Number of illegal aliens held in county jails

General Government

Priority Goal

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

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

Benchmarks

- Total state spending per capita
- Total state taxes per capita
- Percentage change in state spending, adjusted for population and inflation
- 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 and accepting information in electronic format

Regulatory

Priority Goal

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

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

Benchmarks

None Applicable

Agency Mission

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

Agency Philosophy

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

External/Internal Assessment

A. Overview of Agency Scope and Functions

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

Most of our activities are oriented toward county functions; however, we retain the responsibility to regulate privately operated county and municipal facilities. Our principal operations include on-site inspections of jails to verify compliance with standards, review of proposed construction and renovation plans to assess conformity to standards, provision of jail management technical assistance and training, compilation of inmate population reports, resolution of inmate grievances/complaints, 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/life 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 **with a 96% approval rating by respondents.**

Historical highlights include the following events:

1975 -79

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

1980-89

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

1990-94

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

1995-96

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

1997-99

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

2000-02

Several jails with available beds contracted with TDCJ-ID to house their inmates for a daily fee. The number of contracted inmates from TDCJ-ID who were incarcerated in county jail facilities rose steadily throughout 2000 to a peak of 3978 in April of 2001. But with a parole approval rate of 25.4% and a 31.5% increase in parole releases in 2001, TDCJ-ID's inmate population fell below the 145,006 benchmark, enabling the state to enact the provisions of Rider 64 in the General Appropriations Act to eliminate the contracted temporary bed spaces in jails. As the number of contracted TDCJ-ID inmates in county facilities reached zero in August 2002, those affected jails attempted to offset the effects of Rider 64 by contracting to house federal inmates.

2003-04

The agency operated 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 still met its critical goals and objectives, a cost became apparent in terms of an increase in non-compliant facilities from 34 to 41. The Agency was also affected by two pieces of legislation from the 78th Legislative Session: House Bill 1, which required a study on mental health screening, identification and treatment practices in county jails, and House Bill 1660, which directed the Commission to submit a report to the Legislature in December 2004

describing the feasibility of installing and operating extensive video surveillance systems in county jails as a means of preventing in-custody suicides.

2005-06

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

The Legislative Session also witnessed the passage of Senate Bill 1264, which allowed the agency to collect and retain a fee assessed to jails for some repeat inspections. These inspections were requested by the jails following one or more findings of non-compliance and were costing the agency in travel expenses. While the fee currently assessed mitigates some of the costs involved in conducting the reinspections, it does not completely cover their expense. It has deterred jails/facilities from prematurely requesting a re-inspection. While this legislation does not create a revenue stream for the agency, it is serving to assist the agency in saving money.

2007-10

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

2011-2012

The economic downturn resulted in a reduction in funding for all state agencies over the last two legislative sessions. When combined this reduction represented a 12.5% decrease from the previous appropriations. In addition to the reduction in funding, the number of full time employees authorized was reduced by 3 from 19 to 16, further exacerbating the impact and requiring the remaining staff to absorb the additional duties.

As predicted, on-site training was one of the first casualties of the budget reductions incurred over those two legislative sessions. Of the training that was provided, "The Basics" class, the most requested class, experienced a decrease of almost 1,000 credit hours from FY2010 to FY2011 due to budgetary constraints.

2013-PRESENT

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

In 2013-2014, the Commission completed a major rule review to ensure all minimum jail standards were still viable and appropriate.

During the 83rd Legislative Session, the Commission was appropriated additional travel funds to assist in providing on-site technical assistance and training. The additional funding has directly contributed to a larger number of jails in compliance with minimum standards and fewer jails in non-compliance as a result of management related deficiencies.

The Commission does not anticipate any significant change to the agency mission or strategies over the next five years. We will remain committed to providing high-quality service to county jails to ensure that counties are providing safe and secure jails in their communities. Technological advances and the efficiencies that can be gained from utilizing non-traditional methods will be a major factor in the future of the Commission. Nonetheless, a very dedicated workforce of professionals will be required 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 operations and construction which requires on-going work to ensure standards comply with current state and federal law, case law, and construction techniques.

Inspection and Enforcement

On-site jail inspections are required for each regulated facility at least annually, accomplished by a physical and operational inspection of the facility. On-site inspections are also required upon completion of new construction, additions or renovations. Due to the reduction in staff, the handling of complaints has been restructured. Previously, a field inspector was specifically assigned to handle all inmate complaints received by the Commission, but that role is now handled by a staff member that serves as a complaint coordinator. Upon receipt of a complaint,

an initial review is performed to determine if the complaint is within our purview. If the complaint is determined to be under our purview, the complaint coordinator is responsible for that complaint until a final determination is rendered.

Following the recommendations of the Sunset Review, all inspections are now unannounced and are scheduled utilizing a combination of a risk management assessment process and budgetary considerations.

Construction Plan Review

This entails a formal study of proposed new construction and renovation projects at three phases of completion: schematic design, design development, and construction documents. Consultations are held with designers, architects, sheriffs, county judges and commissioners in order to ensure the construction of effective and economical jails that will comply with standards. Facility needs analyses that provide a recommendation regarding possible 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. Objective staffing recommendations and jail management training complete this agency activity.

Auditing Population and Costs

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

Also, in the 82nd Legislative session, counties were required to begin submitting reports detailing the turnover of licensed jailers.

B. Organizational Aspects

The size of the Commission's workforce has decreased from a long-term staff of 20 to a current 16. However, our responsibilities have continued to increase due to the larger number and size of the facilities regulated. In addition, an increase in requests for technical assistance in the

form of staffing analyses and facility needs analyses have been received, although as noted above, on-site visits have been significantly reduced. Growth in the number of construction projects continues, which results in a greater workload for construction document reviews. The staff is now responsible for regulating 245 county and private jail facilities with 95,552 inmate beds, an increase in capacity of 51,458 from 1992 when there were only 44,094 beds in county/private jail facilities and the agency staff numbered twenty FTEs.

The present staff of 16 is composed of one exempt position and 15 classified positions. Currently there are no vacancies, and the staffed positions are filled by 4 females and 12 males. The ethnic composition exhibits diversity, with 2 African American, 7 Hispanics and 7 Caucasians. There are 15 professional and 1 technical support positions. In such a small agency, departmentalization and specialization are not always feasible, and although several of our staff members are assigned to certain key activities, most carry out duties in numerous areas of responsibility. The "open door policy" that characterizes the agency's relationships with outside entities is also the internal management style.

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

The Commission offices are located in the William P. Clements Building located at 300 West 15th Street, Suite 503, in Austin. The four field inspectors work primarily in their assigned regions, and work in the main office approximately 7.7% of the time. As much of our work with the counties must be conducted on-site, up to 50% of the staff must travel across the state on a regular basis. Out-of-state travel has been eliminated due to lack of funds; therefore, we are unable to provide our staff with valuable training which has traditionally allowed the agency to learn about new and innovative jail management and construction theories and/or practices. The opportunity for agency travel to out of state venues for training is minimal. Annually, the agency coordinates with the National Institute of Corrections (NIC) to arrange for free travel accommodations and registration at their Aurora, Colorado office. In the past, NIC has paid for travel expenses to the training and meetings by TCJS staff.

Of the 254 counties in Texas, all but 19 operate at least one jail; therefore, we service and travel to 235 counties in addition to 10 privately operated facilities. All of these counties are visited at least once within each fiscal year for their annual inspection. In the past, counties that are under construction, facilities that staff have deemed to be "at risk" of non-compliance, or those simply requesting some type of assistance were often visited several times within a year's period by various staff members. Although these visits have been curtailed due to the current budget constraints in previous years, partial restoration of funding has allowed for greater flexibility in conducting on-site technical assistance and consultations. These consultations and technical assistance visits are scheduled in order to prevent unnecessary travel costs and achieve the most cost-effective use of travel funds.

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. The agency only has HUB available expenditures in two categories (Other Service and Commodity Purchasing) as the agency does not undertake any projects in the Heavy Construction, Building, Special Trade or Professional Service categories. As of the latest HUB consolidated semiannual report from the Comptroller's Office, the agency did not have any HUB purchases in the Other Service category and had 3.95% expenditures in the Commodity Purchasing category. 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, in FY 13, the agency expended \$4,569.19 with that vendor which comprises the majority of the agency expenditures for consumable items. Additionally, the agency expended \$42,692 in FY13 for temporary services from TIBH. 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

At this time, it is not known if any reductions will be enacted by the Legislature as the agency begins the appropriations request process. If reductions are enacted, the agency will be forced to postpone technology upgrades, delay re-inspections for scheduling purposes in conjunction with other activities, and unfortunately, possibly reduce staff. This will in turn place an even greater burden upon remaining staff which could impact morale and turnover rates in addition to limiting the agency's ability to provide the current level of service to the counties.

D. Service Population Demographics

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

The incarceration rate of local county jail inmates has risen from 1.20 per thousand in the general population in 1987 to 2.28 in 2014. Although the incarceration rate decreased slightly from 1999 to 2002, it increased for almost a decade before beginning to decrease again. However, the incarceration rate represents the percentage of the population and since the state has experienced a large increase in population, the overall number of inmates has been somewhat level.

The past few years have seen a decrease in the number of contract inmates held in Texas county jails and legislation passed in 2003 removed from the Commission's regulatory authority all privately operated facilities housing only federal inmates, thus reducing the number of federal inmates included in Commission population reports. Currently there are only 214 out-of-state inmates confined in Texas county jails, from Arkansas and New Mexico. The Texas Department of Criminal Justice continues to contract for county jail beds, but the past two years has seen a major reduction with only 2 jails housing 39 halfway house state inmates.

Of the 254 counties, 235 operate at least one jail, while 19 of the sparsely populated counties have found it to be more economically practical to house their inmates in adjacent counties rather than build and operate a separate jail of their own. The smallest jail has a total capacity of three (Real County); the largest has 10,162 beds (Harris County). In addition to the county jails under the Commission's purview, there are 10 privately operated facilities that are subject to inspection.

The amount of construction for county jail projects has decreased and is projected to remain lower than the previous decade due to county needs being met with the current capacity. At the current time, 14 counties are constructing or planning new jail facilities or additions that will result in a net increase in total bed capacity for the state by 1,780 beds. The Commission staff will continue to provide counties with the best advice available to assist them in finding economic and efficient answers for their housing and operational issues.

E. Technological Developments

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

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

F. Economic Variables

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

deserved public safety needs, the Commission often meets with county leaders to discuss ways of managing their jail in a cost-effective, efficient, and constitutional manner.

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

The Commission realizes that uncertain economic conditions, 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 constitutional standards enabling counties to operate safe and secure jails. 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. However, counties that fail multiple annual jail inspection may become the focus of federal inspection by the Department of Justice as was the case with two counties in the last five years.

One of the more recent federal laws that county jails and the Commission are contending with is the Prison Rape Elimination Act (PREA). Although the law was passed in 2003, the Department of Justice did not release the national standards for PREA until May of 2012. The challenge for the Commission is that PREA does not require the Commission to enforce the Federal statute, yet counties may be vulnerable to civil liability if they are non-compliant with PREA. Commission personnel are providing technical assistance to counties on an as needed basis. The agency forecasts a greater involvement with counties on this issue as the complexities of the new law arise.

H. Other Legal Issues

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

I. Self-evaluation and Opportunities for Improvement

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

The Commission strives to maintain open communication with county officials charged with operating county jails. To that end, the Commission recently conducted a Customer Service Survey to gauge the Commission's effectiveness. As in previous years, the agency employed both a written and an electronic survey format via a commercial vendor. To ensure that all members of the priority group were reached, a written survey was sent to all 254 county judges and sheriffs with instructions to either complete the written or electronic survey. In addition, to reach jail administrators, an email was sent to members of the Texas Jail Association, the survey was also advertised on the agency's Twitter and Facebook accounts.

The survey focused on each of the major missions of TCJS including inspections, construction planning, technical assistance, population reporting, and complaints. The survey also included statutorily required customer service quality elements including staff, information sharing including the internet site, and service timelines. 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.

For a majority of the questions, the agency utilized a Likert-item survey in which respondents were asked to reply to the statement with their level of agreement: "Strongly Agree", "Agree", "Neutral", "Disagree", "Strongly Disagree" or "Not Applicable". Questions that were not answered are indicated in the survey results. Survey respondents were also given the opportunity to provide additional ideas to improve the Commission's customer service in a free-response question.

By the survey deadline of April 21, 2014, 258 individuals responded to the survey with sheriffs accounting for 22 %, county judges 24 %, and jail administrators 43 % of survey respondents. 10 % of the respondents were listed as other. In addition, respondents were asked to indicate the size of the facility by bed capacity they represent. Since survey respondents were not asked to identify themselves, there is a strong likelihood that some facilities are overrepresented while others are not represented at all in the survey. As such, by bed capacity, survey respondents indicated the following facility size; 8% of facilities with 1001 beds or more; 8.5% with 501-1000 beds; 52% with 51-500 beds; and 30% with 50 or less beds.

This year's survey questions asked respondents about the number of contacts that they had with TCJS staff in 2013 and the reason for their contacts. 19% of respondents had contact with TCJS staff, by phone or in person, more than 10 times; 21% had contact 5-10 times; the majority

at 39% had contact 2-5 times during 2013; and 16% had at least one contact in 2013 with TCJS staff. The reason for most of the contact with TCJS staff was for General Information at 29% and Inspection/Investigation at 25% with Problem Resolution and Technical Assistance at 20 and 19% respectively. 74% of respondents strongly agreed that TCJS staff was courteous and helpful during the contact.

For all other categories, the responses were very favorable of the Commission's major missions with 1% or less responses unfavorable in most categories. Appendix A displays the results for each of the questions and a listing of comments received.

While the majority of survey submissions reflect very favorable results, the following represent areas for improvement:

- ❖ At least 10% of our customer base is unaware of some of the services that the Commission provides such as Facility Needs Analysis, Staffing Analysis, and training.
- ❖ In addition, 10% of the customer base was neutral on the effectiveness of the agency's website.
- ❖ A large percentage of survey respondents were unaware of the agency's newsletter

In response to this assessment, the agency has identified areas of improvement, both in the process of conducting this survey and in areas identified in the survey results.

To ensure that all customers are reached during the survey process, the agency will place a link to the on-line survey in a prominent place on the website. In addition, some of the questions may be reworded to provide more suggestions for improvement.

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). The utilization of these and other information technology resources, to include Facebook and Twitter, enables the Commission to provide its customers with a higher level of services at reduced cost.

The Commission continues to seek ways to improve operations in county jails, and created a curriculum designed to address the needs of not only new jailers, but also new sheriffs and chief deputies. 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.

The impact of the recent release of standards for the federal Prison Rape Elimination Act (PREA) upon Texas county jails is uncertain. If TCJS is mandated by the Texas Legislature to perform the associated audits, it may necessitate a request for additional personnel to address this requirement.

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

Agency Goals

- (1) We will ensure the minimum standards in effect for the operation and construction of county jails are reasonable and enforce compliance in a fair, firm, and consistent manner (Government Code 511).
- (2) We will increase the amount of consultation, training, and technical assistance provided to local government in an effort to increase and maintain compliance with adopted standards (Government Code 511).
- (3) We will continue to educate local government and the general public as to the importance of local control of their county jail as opposed to possible Federal Court intervention by way of presentations at association functions, commissioner's court meetings and public hearings.
- (4) We will increase communication and outreach to stakeholders of the services the agency provides.
- (5) We will comply with state directives by utilizing historically underutilized businesses (HUBs) in purchasing goods and services whenever such utilization is both effective and efficient, and attempt to increase the amounts whenever possible (Government Code 2161).

Agency Objectives, Strategies and Measures

The Strategic Plan for the Texas Commission on Jail Standards provides direction for the agency and its employees and clearly explains to various audiences how its mission will be accomplished through the setting of objectives, strategies, and measures upon which success will be based. Regular review and assessment of results is critical to future success and allows for the adjustment or modification of the plan in order to ensure the mission of the agency is being fulfilled. Incorporating suggestions and comments from the client base that we serve and with direction and guidance from the Legislative Budget Board and the Governor's Office-Budget, Planning and Policy, the Texas Commission on Jail Standards has developed the following objectives, strategies and measures to accomplish its stated goals and ensure that our statutorily mandated duties are carried out in the most efficient and effective manner possible. As part of a streamlining process initiated by the Legislative Budget Board and Governor's Office-Budget, Planning and Policy, all measures were reviewed and only the most critical were retained. Listed below in the prescribed format are the agency's objectives and outcome measures followed by strategies and associated output and efficiency measures.

A. Objectives and Outcome Measures

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

- Number of jails achieving compliance with standards

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

- Number of completed construction projects meeting standards

- Percent of jails with management related deficiencies

B. Strategies and associated Output and Efficiency Measures

1. Inspection & Enforcement

Efficiency Measure: Average cost per jail inspection

Output Measure: Number of annual inspections conducted

Number of special inspections conducted

Number of occupancy inspections conducted

Number of notices of non-compliance issued

Number of remedial orders issued

Number of inquiries into inmate requests for assistance

2. Assist with facility needs analysis and construction document review

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

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

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

Efficiency Measure: Average cost per staffing analysis
Average cost per training hour provided

Output Measure: Number of operational plans reviewed
Number of staffing analysis conducted
Number of training hours provided
Number of in-office operation & management consultations with jail representatives
Number of on-site operation & management consultations with jail representatives
Number of staff providing on-site operation & management consultation to jail representatives

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

Efficiency Measure: Average cost per population data report

Output Measure: Number of population reports data reports analyzed
Number of population data reports prepared
Number of paper-ready reports analyzed
Number of immigration detainer data reports analyzed

Historically Underutilized Business Plan

Goal

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

Objective

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

Strategy

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

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

External/Internal Assessment

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

Technology Resource Planning

Technology Assessment Summary

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

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

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

Server Migration

TCJS has two current IT migration projects. We have begun a pilot program and testing for a migration to a hosted email service and are gathering quotes and requirements for a hosting environment to house our public facing website. The goals for these projects are to meet agency needs, improve security, provide improved issue resolution and disaster recovery while reducing long term costs whenever possible.

These changes align with multiple statewide technology priorities to include "P2" Data Management and "P4" Infrastructure. As for statewide technology guiding principles, this will allow the agency to ensure that we are addressing both "Connect" and "Deliver" while also allowing the agency to benefit from the operational efficiencies and future operational improvements provided by the migration. Staff's initial research into this migration has not identified any major barrier that will impede the initiative.

Appendix A

Description of Agency Planning Process

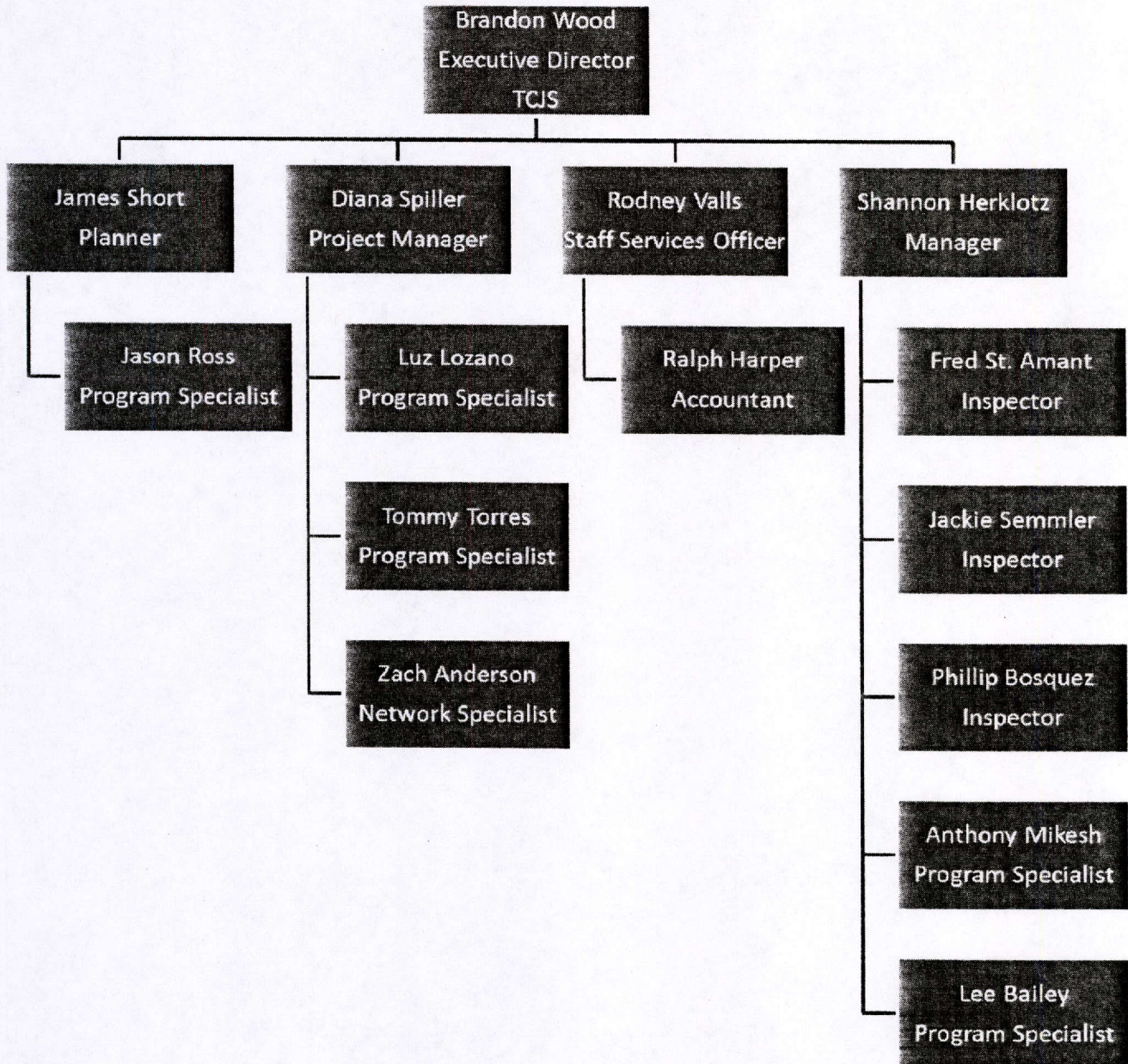
Strategic planning has been conducted by the Commission on Jail Standards since its implementation in 1993, the process for the development of the 2015-2019 Strategic Plan revolved around the agency rule review. In previous years, the Commission staff, and occasionally board members, would develop the plan based upon their own thoughts and ideals with limited outside input. This is not to say that external information was not gathered since a customer service survey was conducted for each strategic plan submission, but questions asked and answers submitted could possibly be construed as limited or pre-determined.

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

In addition to the rule review process, the statutorily mandated customer service survey was conducted during this time frame. The survey provided the agency with two interactive sources from which to gauge our effectiveness and progress in attaining our goals. The findings and staff recommendations were presented to the board at a second strategic planning session at which time staff was directed to incorporate into our planning process the recommendations from that meeting. The survey conducted in 2010, 2012 and again in 2014, was distributed through a mass mail out and electronically via email with the option of completing the survey on-line through a third party vendor, or submission to the agency itself. This resulted in an almost 100% increase in the number of respondents and it is anticipated that this will continue. Each of the items and explanatory information is included for review.

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

Appendix B Current Organizational Chart



Organization chart as of 12 June 2014, however, agency structure is subject to change based upon review of duties.

Appendix C

Five Year Projections for Outcomes

TEXAS COMMISSION ON JAIL STANDARDS

PROJECTED OUTCOMES Fiscal Years 2015-2019

Outcomes	2015	2016	2017	2018	2019
Number of Jails Achieving Compliance	237	237	236	236	235
Number of Completed Construction Projects Meeting Minimum Standards	14	15	15	15	15
Percent of Jails with Management Related Deficiencies	3.26	3.26	3.67	3.67	4.08

These projections are based upon 245 jails being subject to Commission oversight.

Appendix D

Measures Definitions

A. Objective Outcome Measure Definitions

1. Number of Jails Achieving Compliance

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

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

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

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

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

Calculation: Non-Cumulative

New Measure: No

Desired Performance: Higher than target

2. Number of Completed Construction Projects Meeting Standards

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

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

Source: Activity reports by the facility planning staff.

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

Limitations: Number of facilities constructed is based on local need, but the number of those which meet standards is indicative of the agency's

performance with regard to construction document review. This number will not coincide with the number of construction documents reviewed as documents are reviewed more than once and a large construction project will take more than one year to complete.

Calculation: Cumulative

New Measure: No

Desired Performance: Higher than target

3. Percent of Jails with Management Related Deficiencies

Definition: The percentage of facilities that received an annual inspection during the fiscal year and were found to be in non-compliance due to deficiencies related to management standards at the time of the annual or any subsequent special inspection during the fiscal year. Annual inspections are defined by Government Code 511.009 and agency administrative rules. Special inspections are conducted in addition to the annual inspection, usually as a follow-up to determine the status of a corrective action or less often to address possible non-compliance issues. A deficiency that may be remedied solely by jail management making an adjustment to internal jail procedures is considered a management-related deficiency.

Purpose: Management deficiencies are dependent upon staff, training, and the actual management of the jail. In addition, these deficiencies are more likely to be areas for potential litigation by inmates.

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

Methodology: The number of jails found to be in non-compliance with minimum jail standards due to deficiencies related to management standards at the time of their last annual or special inspection divided by the number of jails receiving an annual inspection during the fiscal year.

Limitations: None

Calculation: Non-Cumulative

New Measure: No

Desired Performance: Lower than target

B. Output Measure Definitions

1. Number of Annual Inspections Conducted

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

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

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

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

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

Calculation: Cumulative

New Measure: No

Desired Performance: Higher than target

2. Number of Special Inspections Conducted

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

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

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

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

Limitations Regulated entities usually request these inspections upon completion of corrective action. The Commission has limited control over when this occurs. A higher number would indicate an increased performance by the agency, but neither higher nor lower is indicative of safer jails across the state.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

3. Number of Occupancy Inspections Conducted

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

Purpose Indicates number of new or renovated jails constructed across the state. Necessary to ensure facilities meet standards prior to occupancy.

Source Monthly construction and planning activity reports are cross-checked with the agency calendar. Any discrepancies will be manually verified through a review of the inspection report located in the correspondence file.

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

Limitations Based upon number of facilities regulated. The Commission has no control over the number of construction projects. An increased performance is indicative of an increased workload.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

4. Number of Notices of Non-Compliance Issued

Definition Formal notices issued to regulated entities to notify them that their jail facility has been inspected and found to be out of compliance with the standards. A notice of noncompliance may be issued as a result of either an annual or special inspection. A special inspection may not generate a notice of noncompliance unless new actionable issues are identified.

Purpose Basis for corrective or remedial action if necessary.

Source Compliance data base maintained by the Inspection Division.

Methodology One notice per inspection where noncompliant issues are identified. Calculated by the compliance data base.

Limitations Fewer notices than projected may be issued. A higher number is indicative of an increased workload, and fewer are indicative of more compliant jails.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

5. Number of Remedial Orders Issued

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

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

Source Commission meeting minutes.

Methodology Counted manually from Commission meeting minutes.

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

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

6. Number of Inquiries into Inmate Requests for Assistance

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

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

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

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

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

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

7. Number of Construction Documents Reviewed

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

Purpose Workload indicator of number of construction projects underway.

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

Methodology Automatic summation from database.

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

Calculation: Cumulative

New Measure No
Desired Performance Higher than target

8. Number of Facility Needs Analyses Conducted

Definition The number of analyses conducted to recommend the size and type of facility a county needs.
Purpose To assist the county in best utilizing county resources by constructing efficient jails which meet local needs.
Source Counted from monthly activities report.
Methodology Each analysis conducted is counted.
Limitations Counties needing facility analysis are out of agency's control as it is based upon incarceration growth.
Calculation: Cumulative
New Measure No
Desired Performance Higher than target

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

Definition The number of meetings conducted in the agency's office with jail representatives to review and discuss facility planning, construction needs, and construction progress.
Purpose Provide assistance to local government in meeting incarceration needs.
Source Agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.
Methodology Manually counted monthly from agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.
Limitations Necessity for this activity not within agency's control.
Calculation: Cumulative
New Measure No
Desired Performance Higher than target

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

Definition Number of meetings conducted on-site with jail representatives to review and discuss facility planning, construction needs, and construction progress.
Purpose To show assistance provided to local government in meeting incarceration needs.
Source Agency's Master Monthly Activity Report
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 Higher than target

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

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

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

Source Agency's Master Monthly Activity Report

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

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

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

12. Number of Operational Plans Reviewed

Definition Number of operational plans by a regulated entity which are reviewed for approval by staff. Every regulated facility is required to submit an operational plan for 17 different areas of jail operation, which must be reviewed for staff approval. Resubmittals of plans are required when any change is made that affects these areas of operation.

Purpose Indicates facilities are utilizing plans approved by the Commission. Resubmittals occur on a continuous basis as procedures change.

Source Operational plan database.

Methodology Summation from database.

Limitations Changes to the standards which mandate revision to operational plans.

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

13. Number of Staffing Analyses Conducted

Definition Number of reviews, on-site or in-house, of the operational or planned jail's organization, operations, facilities and policies in order to make recommendations regarding the number, type and location of staff necessary to comply with jail standards.

Purpose To provide counties with objective recommendations regarding staffing levels necessary.

Source Quarterly activity reports.

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

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

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

14. Number of Training Hours Provided

Definition The number of training hours provided to counties

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

Source Agency calendar and monthly activity reports

Methodology Hours for each presentation recorded in agency calendar are added for the total number of hours provided.

Limitations This activity may be reduced if necessary due to travel budgets

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

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

Definition Number of meetings held in the office to review and discuss operational or management requirements of minimum jail standards

Purpose Indicates number of times staff provide assistance to jail representatives on means of achieving compliance in the most effective and efficient manner.

Source Agency calendar and agency meeting log

Methodology Manually counted monthly from agency calendar and verified by agency meeting log

Limitations The number of times jail representatives or the agency request a meeting is dependent upon variables related to jail operations are out of the agency's control

Calculation: Cumulative

New Measure No

Desired Performance Higher than target

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

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

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

Source Agency's Master Monthly Activity Report

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

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

Calculation Cumulative

New Measure No

Desired Performance Higher than target

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

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

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

Source Agency's Master Monthly Activity Report

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

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

Calculation Cumulative

New Measure No

Desired Performance Higher than target

18. Number of Population Reports Analyzed

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

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

Source Reports submitted by the county jail or other regulated entity

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

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

Calculation Cumulative
New Measure No
Desired Performance Higher than target

19. Number of Population Data Reports Prepared

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

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

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

Methodology Each completed population data report is counted

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

Calculation Cumulative
New Measure No
Desired Performance Higher than target

20. 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

21. Number of Immigration Detainer Reports Analyzed

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

Purpose To determine cost to counties for the detention of illegal aliens; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

Source County jail immigration detainer reports (ID-1 and ID-2)

Methodology Count of each monthly report received from the counties and analyzed, along with any corrected reports from previous months.

Limitations Any county neglecting to submit a monthly report may limit the accuracy of any planning or forecasting that is based on the aggregate data. A higher number would be desirable as it would indicate that more counties are in compliance with the requirement to submit paper-ready reports every month.

Calculation Cumulative

New Measure No

Desired Performance Higher than target

C. Efficiency Measure Definitions

1. Average Cost per Jail Inspection

Definition The average cost for all inspections conducted

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

Source Inspection totals for annual inspections, special inspections, and occupancy inspections (outputs 01, 02, and 03) are tabulated. Personnel, travel, and all related costs are ascertained by the Support Services Division.

Methodology The total cost of conducting jail inspections divided by the total number of inspections performed.

Limitations None

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

2. Average Cost per Facility Needs Analysis

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

Purpose Efficient use of state funds

Source Planning and construction monthly activity report and agency fiscal records.

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

Limitations None

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

3. Average Cost per Construction Document Review

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

Purpose Ensure efficient expenditure of state funds.

Source Monthly activity reports and agency fiscal records.

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

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

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

4. Average Cost per Staffing Analysis

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

Purpose Ensure state funds are expended efficiently.

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

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

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

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

5. Average Cost per Training Hour Provided

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

Purpose Ensure efficient expenditures of state funds.

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

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

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

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

6. Average Cost per Population Data Report

Definition The average cost per population data reports.

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

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

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

Limitations None

Calculation: Non-Cumulative

New Measure No

Desired Performance Lower than target

TEXAS COMMISSION ON JAIL STANDARDS



WORKFORCE PLAN

FY 2015-2019

Texas Commission on Jail Standards Workforce Plan 2015-2019

I. Agency Overview

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

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

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

Agency Mission

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

A. Strategic Goals, Objectives, and Related Functions

Goal 1- Inspection and enforcement

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

Objective: Monitor local facilities and enforce standards

Strategy: Perform inspection of facilities and enforce standards

Goal 2- Construction Plan Review

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

Objective: Provide consultation and training for jail construction/operation

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

Goal 3- Management Consultation

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

Objective: Provide consultation and training for jail construction/operation

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

Goal 4- Auditing Population and Costs

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

Objective: Implement process to relieve crowding or ensure accurate compensation

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

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

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

Primary relationships exist with county judges, commissioners and sheriffs. Secondary relationships are maintained with architectural firms, private

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

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

B. Anticipated Changes in Strategies

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

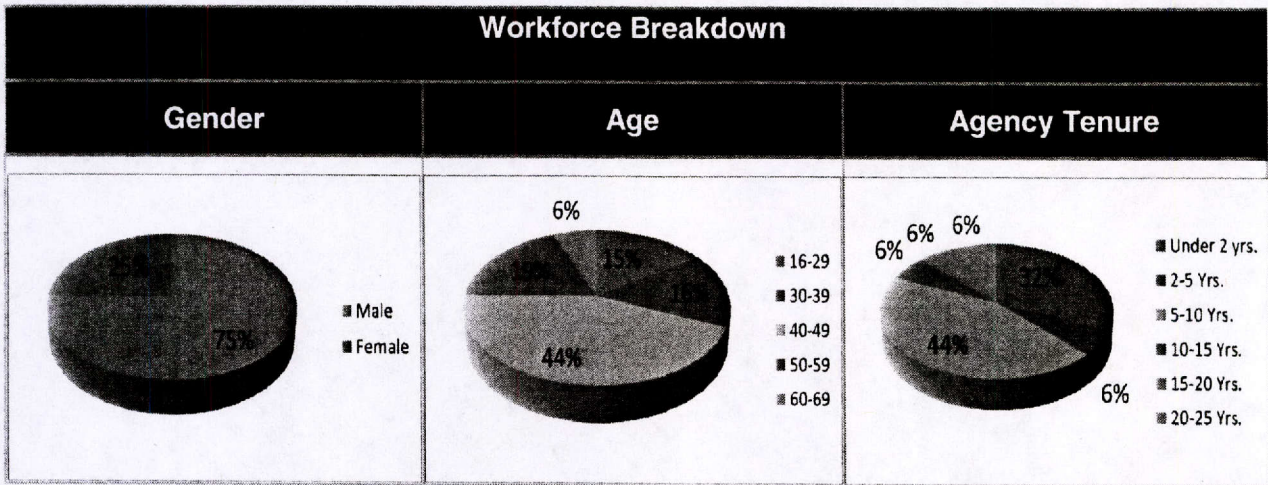
II. Current Workforce Profile

a) Skills

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

b) Demographics

The following charts reflect the current profile of the agency's workforce. The Commission's workforce is comprised of 75% male and 25% female, 56% are African American or Hispanic. The average age for the Agency staff is 44 and the total staff has an average of 6.6 years with the agency. There is a higher ratio of professional staff due to the Agency's objectives. Sixty-eight percent are professionals, providing inspections, training and technical assistance, much of which is conducted in the field.



Source: State Auditor's Office / Electronic Classification Analysis System (E-Class)

c) Employee Turnover

In FY2013, there were five separations, two due to lack of competitive wages that resulted in employment with private sector, one transfer to another state agency and two voluntary separations / retirements.

To date in FY2014 there was one turnover of a voluntary separation to pursue employment closer to employee's home. As of March 2014, the agency is fully staffed with no vacant positions available.

The longest tenured employee has been with the agency for 23 years.

Thirty one percent of the current staff has been with the agency for less than 2 years.

d) Employee Attrition

Fourteen percent or two staff members of the Agency's workforce will be eligible to retire within the next 5 years. Replacement of these positions may prove to 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.

III. Future Workforce

a) Expected Workforce Changes

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

b) **Future Workforce Skills Needed**

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

c) **Number of Employees Needed**

Currently the agency is fully staffed. If new duties or initiatives are added to the agency's mission, needed positions will be identified and requested during subsequent legislative appropriations submittals.

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. In addition to the disparity, the high cost of living in the Austin metro area makes it difficult to attract qualified individuals.

IV. Strategy Development

a) **Retention Programs**

Historically, the agency has supported its employees by rewarding merit increases to employees who perform above satisfactory levels and will also enter into retention bonus agreements with key personnel. Additionally, the agency continually strives to maintain a work environment that allows for flexibility, without compromising productivity. The agency recently implemented an alternate work schedule to address the needs of employees in order to lessen the physical and financial burden of long distance commutes to the office. To date, thirty percent of the agency is currently enrolled in this program.

b) **Recruitment Plans**

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

c) Organizational Training, Employee and Career Development

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

d) Leadership Development

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

e) Succession Planning

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

Texas Commission on Jail Standards



Customer Service Report **2014**

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.

Inventory of External Customers

The chief goal of the Texas Commission on Jail Standards is to assist local governments through effective standards and technical assistance. To that end, local government is the priority population of TCJS, and TCJS chose to focus its customer service survey on this group. This group consists of sheriffs, county judges, and jail administrators in each of the 254 counties and totals approximately 742 individuals. Counties that do not have a jail were included in the survey because they are required to report their inmate population housed elsewhere. Customers served indirectly include the 18,000 licensed jailers, and efforts were made to reach them through their professional association, the Texas Jail Association.

Description of Services Offered by Strategy

TCJS Strategy	Description of Services	External Customer Served
<p>A.1.1. INSPECTION AND ENFORCEMENT</p> <p><i>Perform Inspection of Facilities and Enforce Standards</i></p>	<p>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</p>	<p>Sheriff County Judges County Commissioners Jail Administrators Jailers</p>
<p>A.2.1. CONSTRUCTION PLAN REVIEW</p> <p><i>Assist with Facility Need Analysis and Construction Document Review</i></p>	<p>The construction planning staff provides consultation and technical assistance to local governments for jail construction that meets standards.</p>	<p>Sheriffs County Judges County Commissioners</p>
<p>A.2.2 Management Consultation</p> <p><i>Assist with Staffing Analysis, Operating Plans, and Program Development</i></p>	<p>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.</p>	<p>Sheriffs County Judges County Commissioners Jail Administrators Jailers</p>
<p>A.3.1 Auditing Population and Costs</p> <p><i>Collect and Analyze Data</i></p>	<p>This strategy requires the collecting, analyzing and disseminating of data concerning inmate populations, felony</p>	<p>Sheriffs County Judges County Commissioners Jail Administrators</p>

Concerning Inmate Population/Backlogs/Costs	backlog, immigration, licensed jailer turnover, and jail operational costs. Other planning agencies
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Information-gathering methods

As in previous years, the Texas Commission on Jail Standards employed both a written format and an electronic survey format via a commercial vendor. To ensure that all members of the priority group were reached, a written survey was sent to all 254 county Judges and sheriffs with instructions to either complete the written or electronic format.

In addition, to reach jail administrators, an email was sent to members of the Texas Jail Association. In addition, the survey was advertised on the agency’s Twitter and Facebook accounts.

Survey Methodology

The survey focused on each of the major missions of TCJS including inspections, construction planning, technical assistance, population reporting, and complaints. In addition, statutorily required customer service quality elements of staff, information sharing including the internet site, and service timelines were included. 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.

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

Responses

By the survey deadline of April 21, 2014, 269 individuals responded to the survey with sheriffs accounting for 23 %, county judges 25%, and jail administrators 43 % of survey respondents. 10 % of the respondents were listed as other. In addition, respondents were asked to indicate the size of the facility by bed capacity they represent. Since survey respondents were not asked to identify themselves, there is a strong likelihood that some facilities are overrepresented while others are not represented at all in the survey. As such, by bed capacity, survey respondents indicated the following facility size: 8% of facilities with 1001 beds or more; 8% with 501-1000 beds; 53% with 51-500 beds; and 30% with 50 or less beds.

This year’s survey questions asked respondents about the number of contacts that they had with TCJS staff in 2013 and the reason for their contacts. 19% of respondents had contact with TCJS staff, by phone or in person, more than 10 times; 21% had contact 5-10 times; the majority at 39% had contact 2-5 times during 2013; and 16% had at least one contact in 2013 with TCJS staff. The reason for most of the contact with TCJS staff was for General Information at 29% and Inspection/Investigation at 25% with Problem Resolution and Technical Assistance at 20 and 19% respectively. 74% of respondents strongly agreed that TCJS staff was courteous and helpful during the contact.

For overall satisfaction, 96 % of survey responders were satisfied with the services they receive from the Commission. The results for each of the questions and comments from survey respondents may be located on page 51.

Analysis

While the majority of survey submissions reflect very favorable results, the following represent areas for improvement;

- ❖ At least 10% of our customer base is unaware of some of the services that the Commission provides such as Facility Needs Analysis, Staffing Analysis, and training.
- ❖ In addition, 10% of the customer base was neutral on the effectiveness of the agency's website.
- ❖ A large percentage of survey respondents were unaware of the agency's newsletter

Agency Response

In response to this assessment, the agency has identified areas of improvement, both in the process of conducting this survey and in areas identified in the survey results.

To ensure that all customers are reached during the survey process, the agency will place a link to the on-line survey in a prominent place on the website. In addition, some of the questions may be reworded to provide more suggestions for improvement.

Customer Service Performance Measures

Number of Customers Surveyed	Surveys were distributed as follows: <ul style="list-style-type: none"> • 508 surveys were mailed to sheriffs and county judges. Instructions allowed for jail administrators to also responded to the survey • The list serve of the Texas Jail Association was utilized to reach county jailers. 												
Confidence Levels	Comparison of confidence levels from the 2012 survey to the present <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: black; color: white;"> <th></th> <th style="text-align: center;">2012</th> <th style="text-align: center;">2014</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Respondents that expressed overall satisfaction with services TCJS offered</td> <td style="text-align: center;">90.38%</td> <td style="text-align: center;">96</td> </tr> <tr> <td style="text-align: center;">Respondents that expressed neutral or dissatisfaction with services offered by TCJS</td> <td style="text-align: center;">9.62%</td> <td style="text-align: center;">4%</td> </tr> </tbody> </table>		2012	2014	Respondents that expressed overall satisfaction with services TCJS offered	90.38%	96	Respondents that expressed neutral or dissatisfaction with services offered by TCJS	9.62%	4%			
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Response Rate	Comparison of Response Rate from 2012 survey to the present <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: black; color: white;"> <th></th> <th style="text-align: center;">2012</th> <th style="text-align: center;">2014</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Surveys Distributed</td> <td style="text-align: center;">508</td> <td style="text-align: center;">508</td> </tr> <tr> <td style="text-align: center;">Survey Responses</td> <td style="text-align: center;">291</td> <td style="text-align: center;">269</td> </tr> <tr> <td style="text-align: center;">Response Rate</td> <td style="text-align: center;">57.2 %</td> <td style="text-align: center;">52.9%</td> </tr> </tbody> </table> <p style="margin-top: 10px;">A full analysis of responses to the survey is contained in the below charts.</p>		2012	2014	Surveys Distributed	508	508	Survey Responses	291	269	Response Rate	57.2 %	52.9%
	2012	2014											
Surveys Distributed	508	508											
Survey Responses	291	269											
Response Rate	57.2 %	52.9%											

Outcome Measures	2012		2014	
	Percentage of surveyed customer respondents expressing overall satisfaction with services received	90.38%	95.74	
	Percentage of surveyed customer respondents identifying ways to improve service delivery	17.5%	3.48%	
Output Measures	2012		2014	
	Number of Customers Surveyed	508	508	
	Number of Customers identified/served	≈19,000	≈19,000	
Efficiency Measures	2012		2014	
	Cost per customer surveyed	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)	
Explanatory Measures	2012		2014	
	Total Customers Identified	≈19,000	≈19,000	
	Total Customers Inventoried	1 Priority Group (County Officials, including sheriffs, judges, jail administrators)	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers)	

Agency Response to Critical Comments

Survey Respondents were asked to provide anonymous comments on the Commission's customer service performance or a suggestion for improvement. The following is the agency's response to customer's suggestion for improvement. A complete list of comments is located on page 62 of the report.

Sheriff, less than 50 beds

"Better process on civil transports to mental health facilities for individuals without criminal transports. 2. Faster Process on Blue Warrants"

Agency Response-While the agency does not have direct authority on mental health transports, the agency has a collaborative partnership with the Department of State Health Services (DSHS) and TCOOMMI to expedite inmates/clients in need of immediate mental health care. The partnership meets monthly through a conference call and discusses issues each faces, as well as ways to streamline the process.

As with the mental health transports, the agency does not have authority over the blue warrant process. However, through the auditing of inmate population reporting, the agency monitors the number of blue warrant inmates incarcerated in county jails. In addition, the agency monitors legislation that may impact the blue warrant process.

Sheriff, no Jail

"If you have no jail, you should not have to do monthly reports"

Agency Response-Although counties with no jail may have a small inmate population, it is important for state and county officials to have an accurate count of the total inmate population. These numbers helps planners and policymakers plan for future incarceration needs.

County Judge/Official, 51-500 beds

"I understand surprise visits but report should be scheduled. I would be grateful to have advance meeting time or call to personally meet jail inspector nor next audit visit report even if the report is delivered in a second visit."

Agency response-The agency's method of conducting inspections unannounced will not change; however, the inspector will notify the county judge's office when the inspector arrives at the jail for the annual inspection. If resources and time will allow, the inspector will make every effort to conduct a stop-by visit, if the official was not able to attend the concluding brief out.

County Judge/Official, 51-500 beds

"No one came to see me and I was unaware of services."

Agency response- The agency will make every effort to meet with county officials, either during the annual inspection or during stop-by visits, if resources and the calendar will allow. The agency will make greater efforts to advertise its services in a wide variety of formats.

Jail Administrator, less than 50 beds

"I disagree with the test that new hires have to take before getting into school."

Agency Response-We are assuming the respondent is referring to the basic county correction's course that is mandated by the Texas Commission on Law Enforcement (TCOLE) for jailer licensing. The Commission is unaware of a pre-test for admission into jailer school; however,

the Commission would be happy to address the survey respondent's concerns if they wish to make themselves known.

Jail Administrator, 501-1000 beds

"Monthly population report could be reduced to limit paper work."

Agency Response- Monthly population reporting is required by statute. However, the Commission is exploring a web-based reporting method that may ease a county's workload.

Sheriff, 51-500 beds

"It seems like the jail inspection is geared towards failure of the facility being inspected. There always seems to be something that was overlooked the year before that is now suddenly a problem."

Agency Response- Jail inspections are conducted to ensure compliance with minimum jail standards. There are times when human element comes into play and issues are not observed or detected from a previous inspection. Inspectors have very little latitude when it comes to the following areas: life safety issues, staffing issues, or crowded conditions.

Jail Administrator, 51-500 beds

"I do not like that the inspections are unannounced. While we can anticipate when it will happen sometimes staff cannot take leave or are uncomfortable being off during the anticipated times. It is important that key staff be available to provide documentation that may not be readily available to all staff (e.g. Maintenance inspection reports, grievance records, jail comm. Reports, disciplinary reports, etc.)"

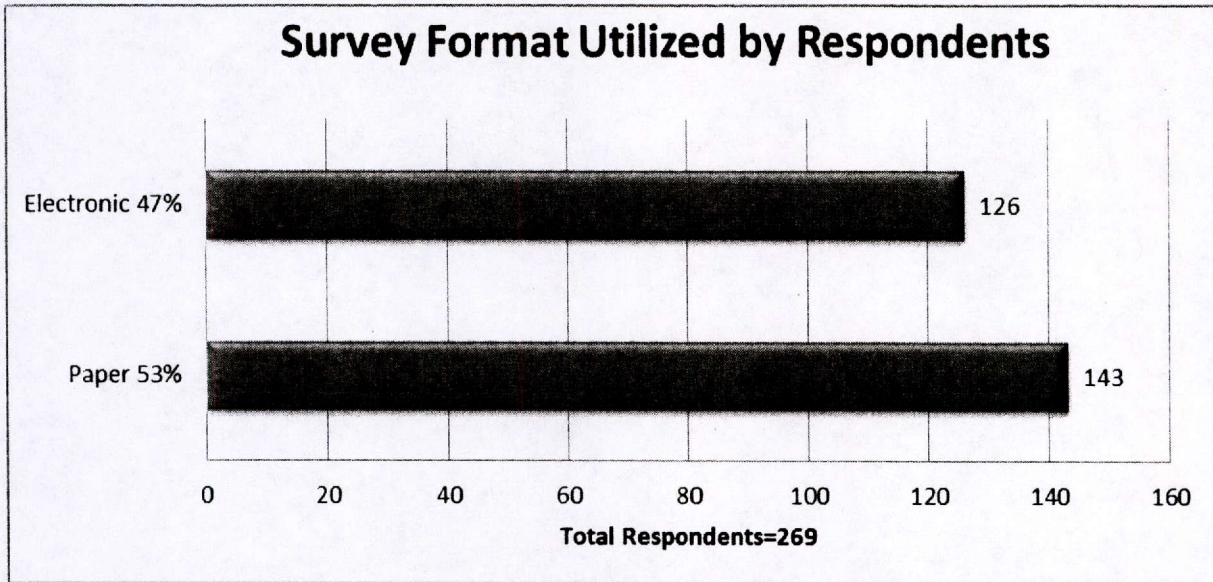
Agency response- The agency believes that county jails should be inspection-ready 24/7, 365 days a year; the unannounced inspection ensures that level of preparedness. Just as emergencies and critical incidents often don't happen during normal business hours, front-line personnel should be able to respond appropriately when command staff is not on site at the time of the inspection.

Other, 1000 beds or more

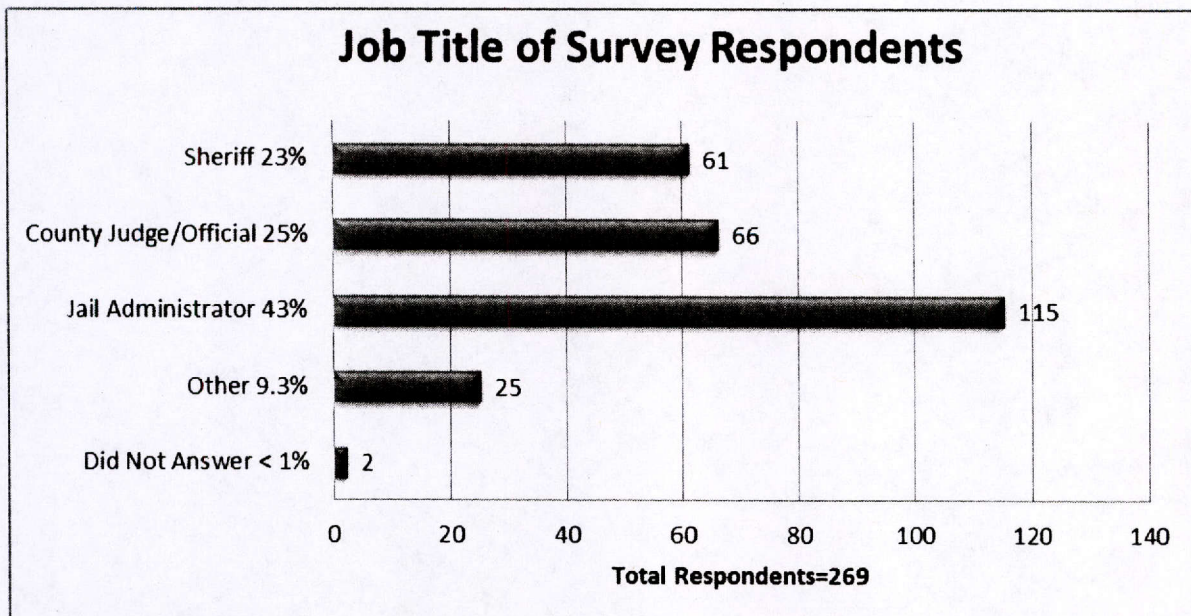
"It would be nice to offer annually, a list of all free services that they can provide."

Agency Response-The agency will advertise its services more in as many formats possible on a regular basis.

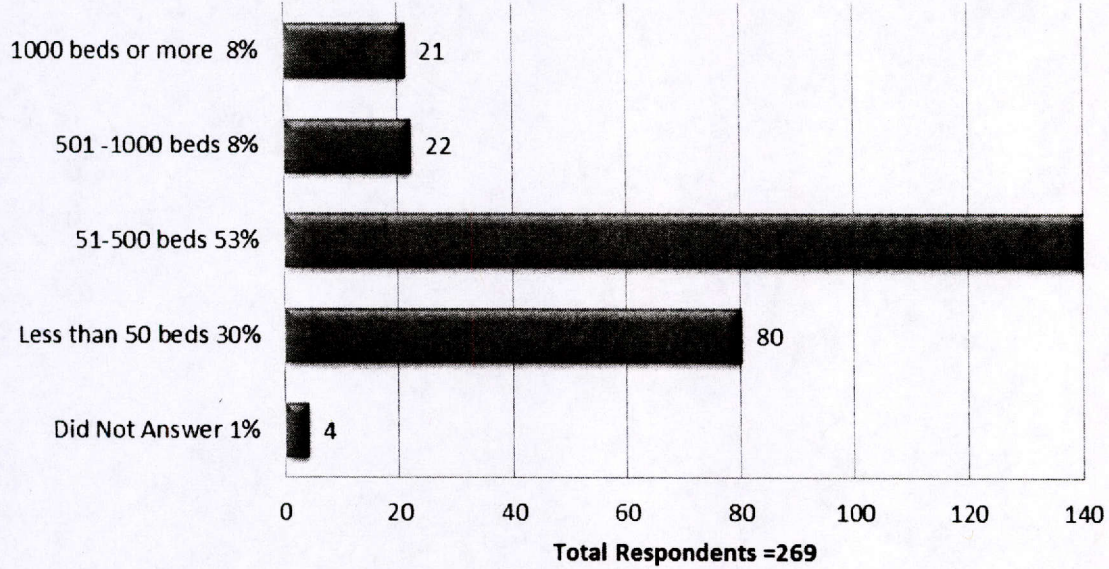
Survey Format



Characteristics of Survey Respondents

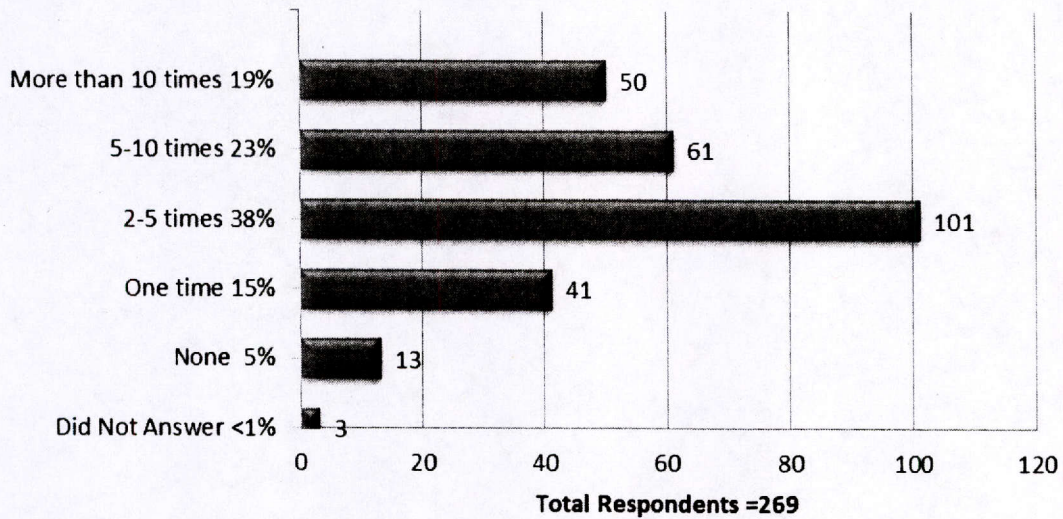


Jail Capacity of Survey Respondents

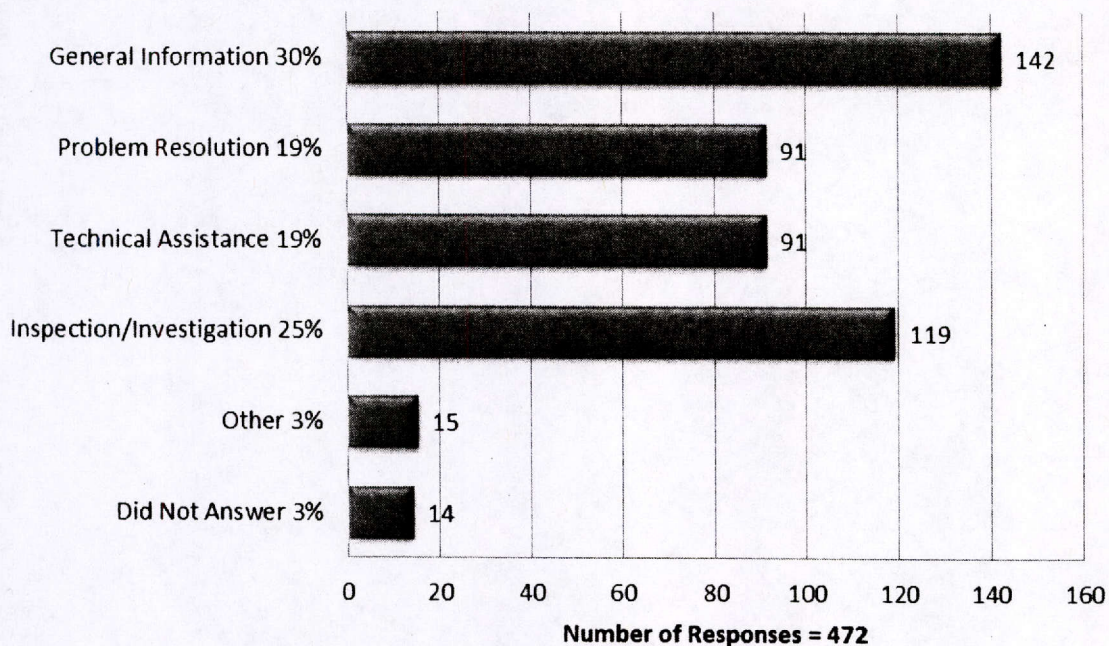


Contact With TCJS Staff

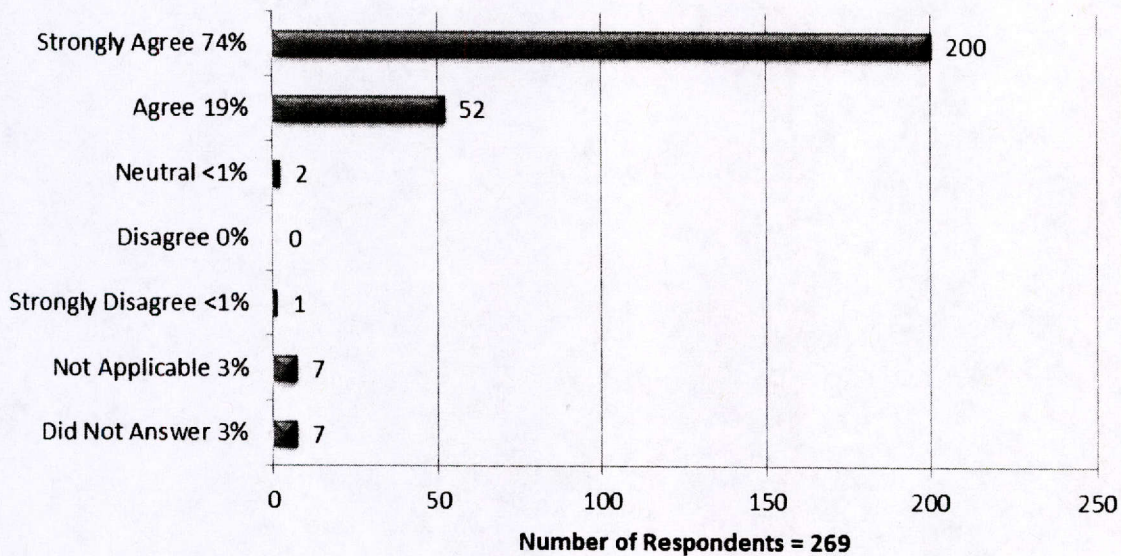
Number of Contacts with TCJS staff in 2013



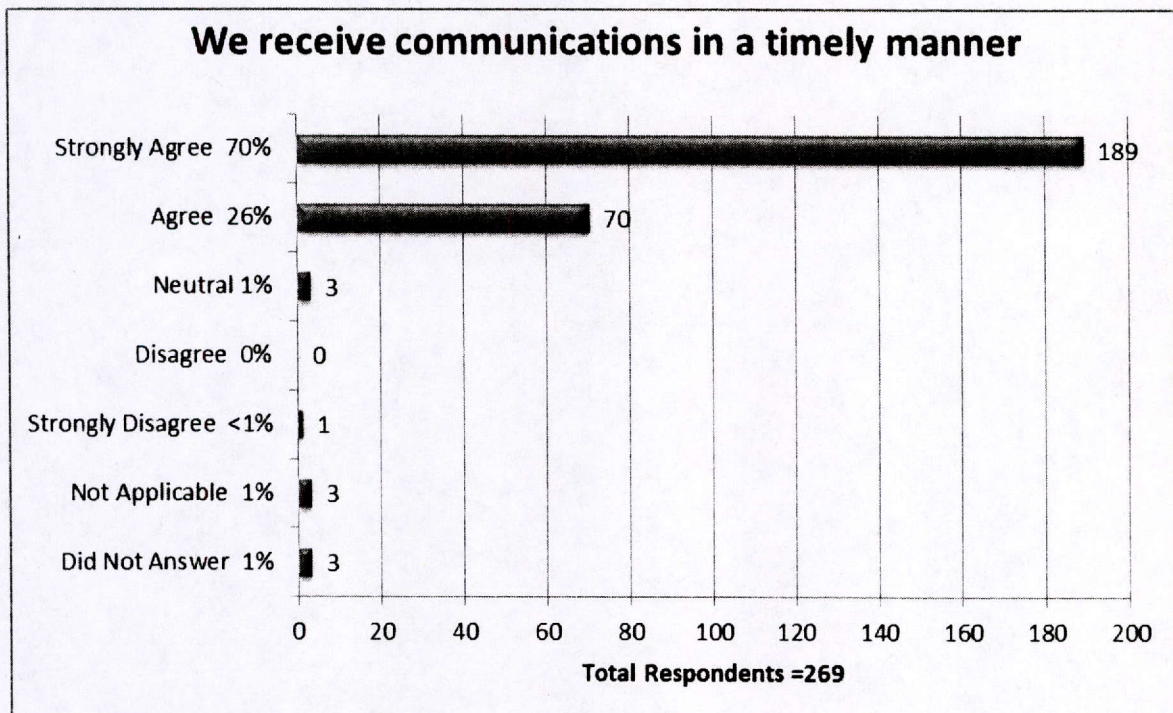
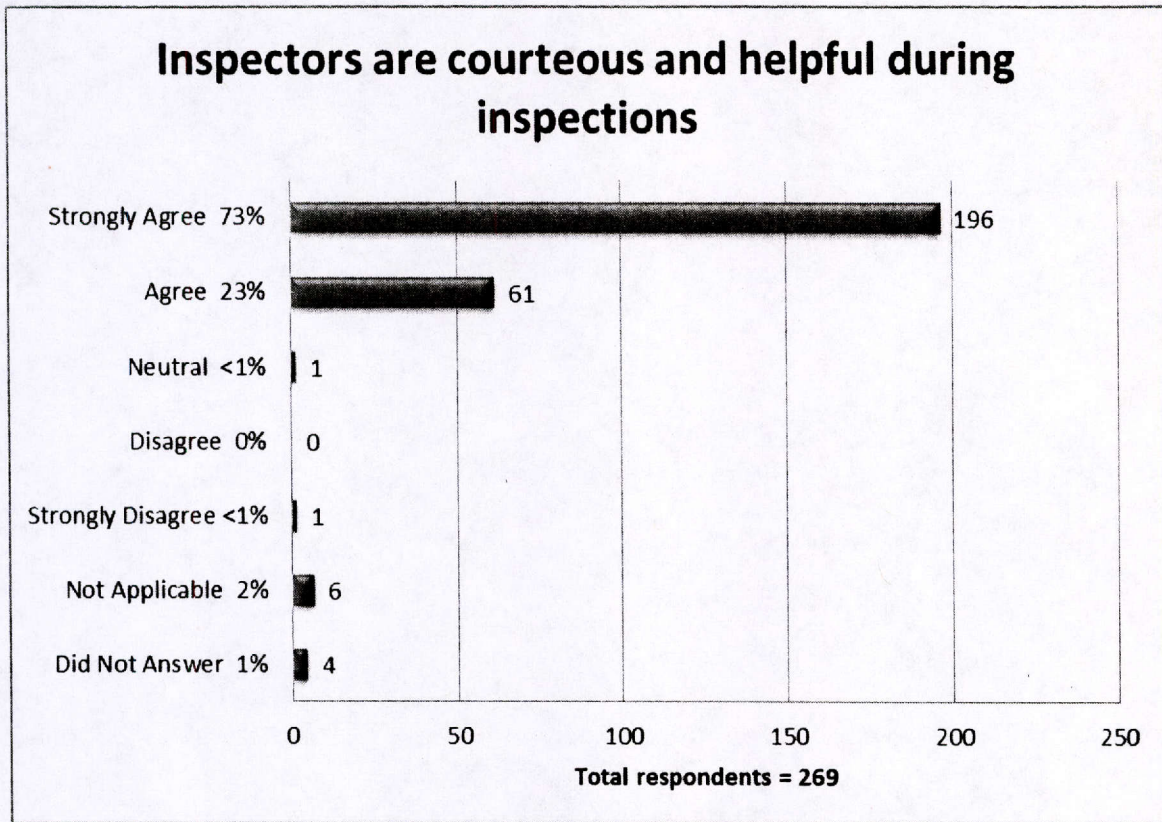
Reason(s) for Contact



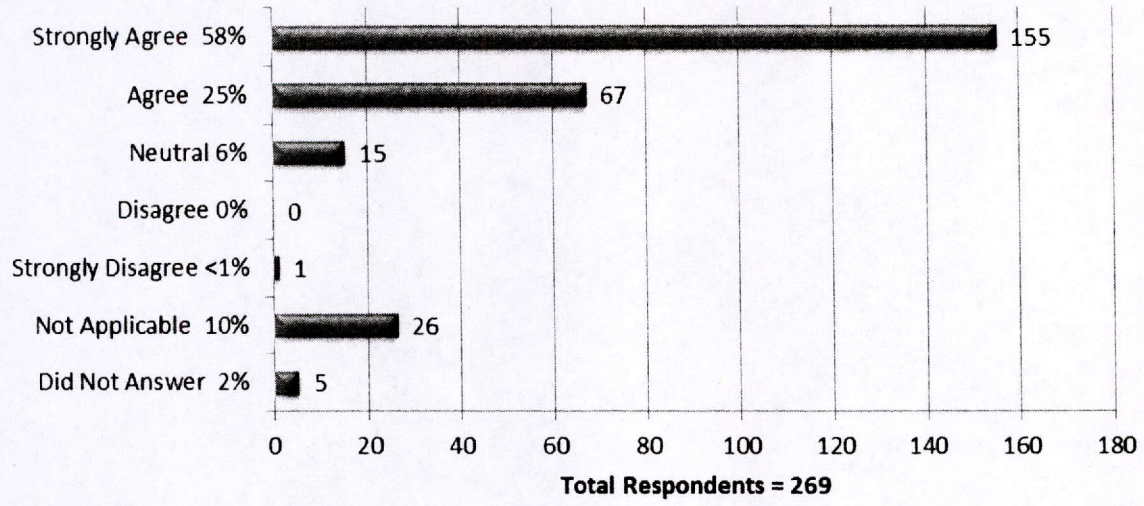
Commission staff was courteous and helpful



Jail Inspection/Investigations

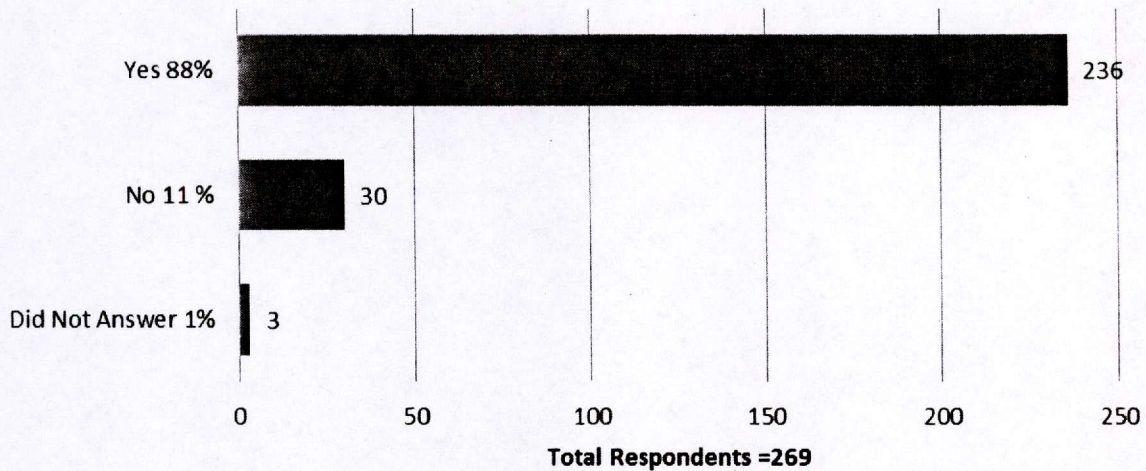


The Commission on Jail Standards investigates inmate complaints in a fair and timely manner

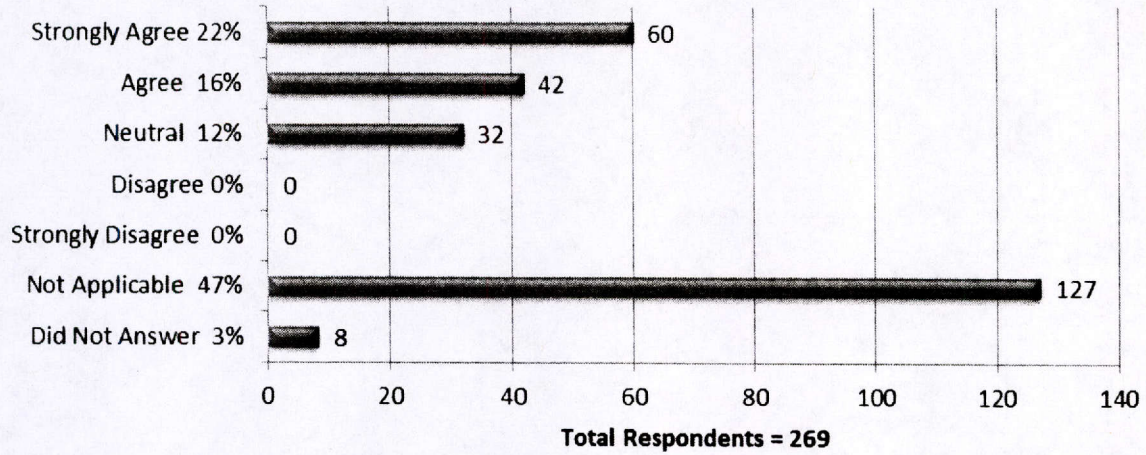


Commission Services

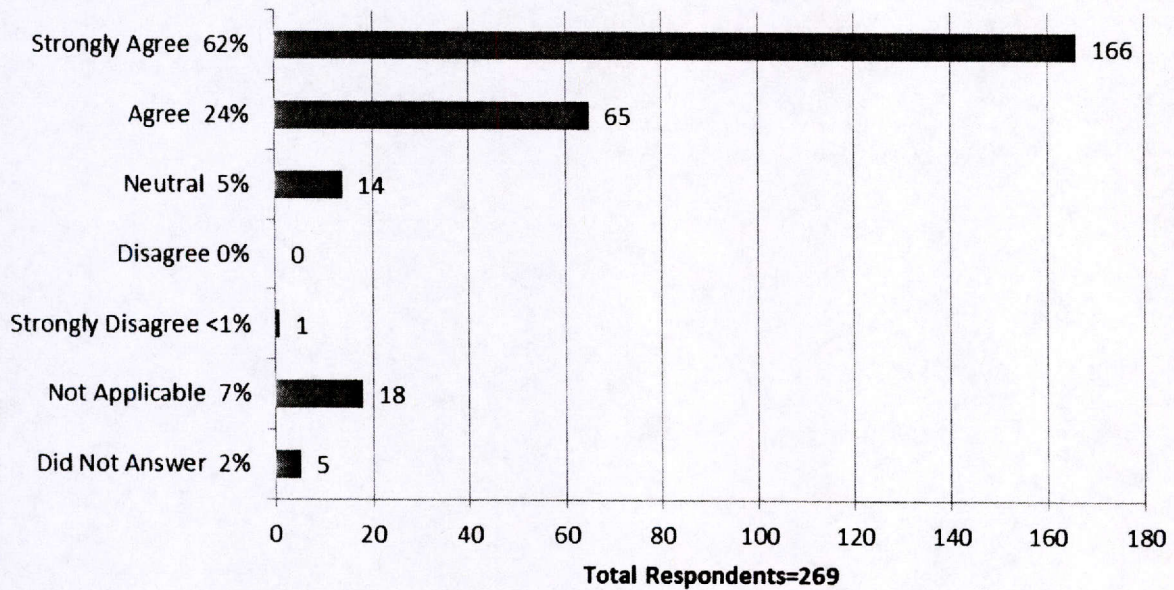
I am aware that the Commission offers Facility Needs Analysis services at no cost to counties.



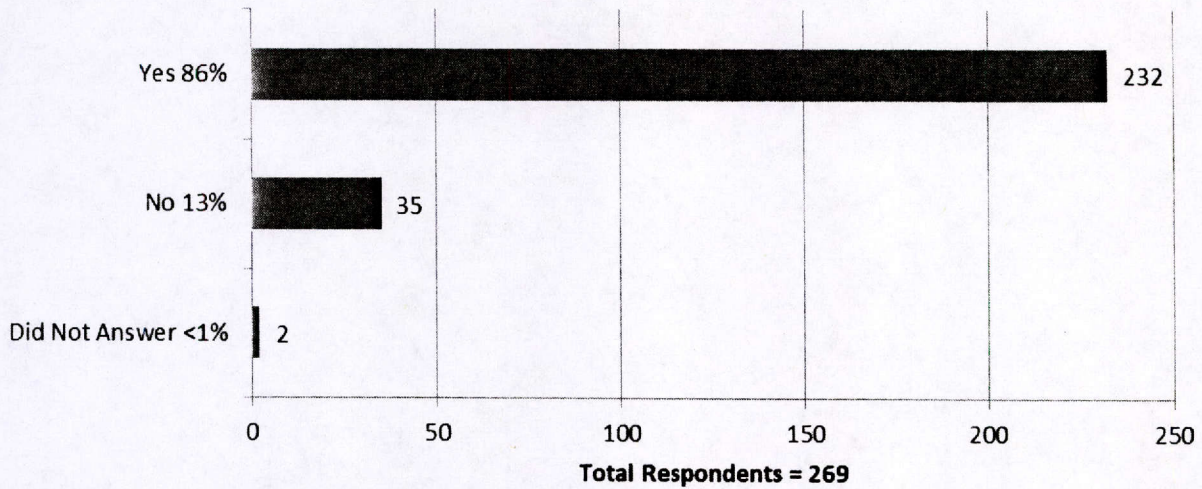
**The Commission on Jail Standards' Facility Needs Analysis
has helped us with our construction plans**



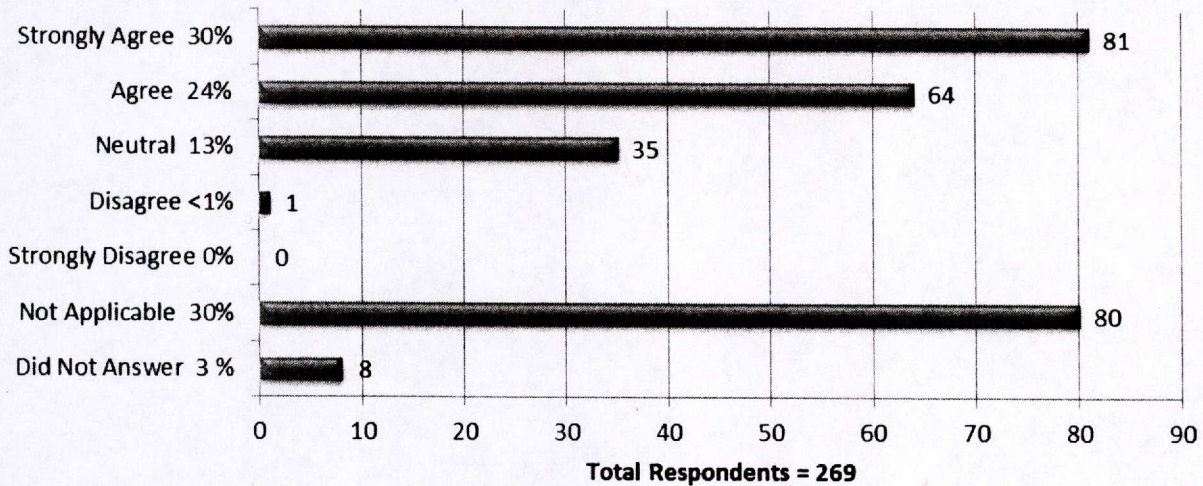
**The Commission on Jail Standards staff is courteous and
helpful to us in solving jail management problems**



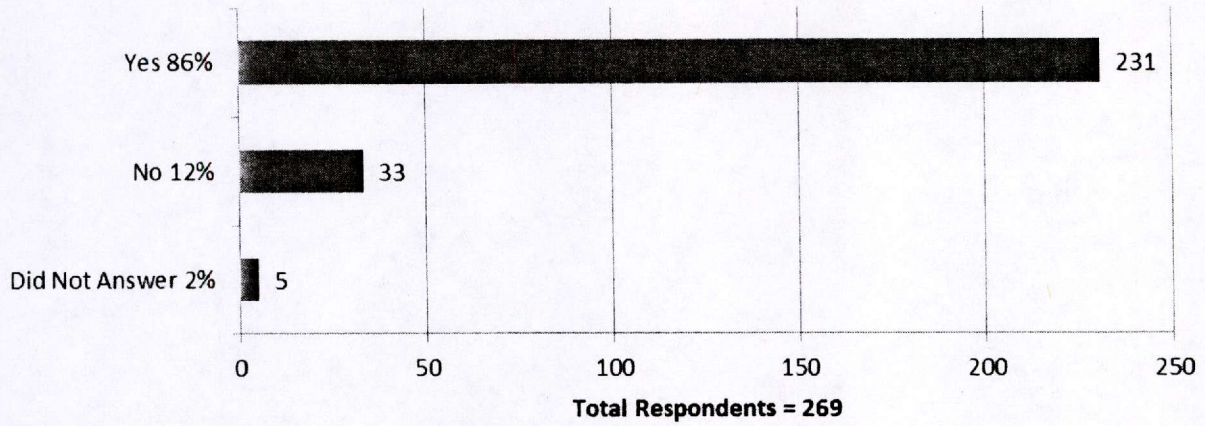
I am aware that the Commission offers Staffing Analysis services at no cost to counties



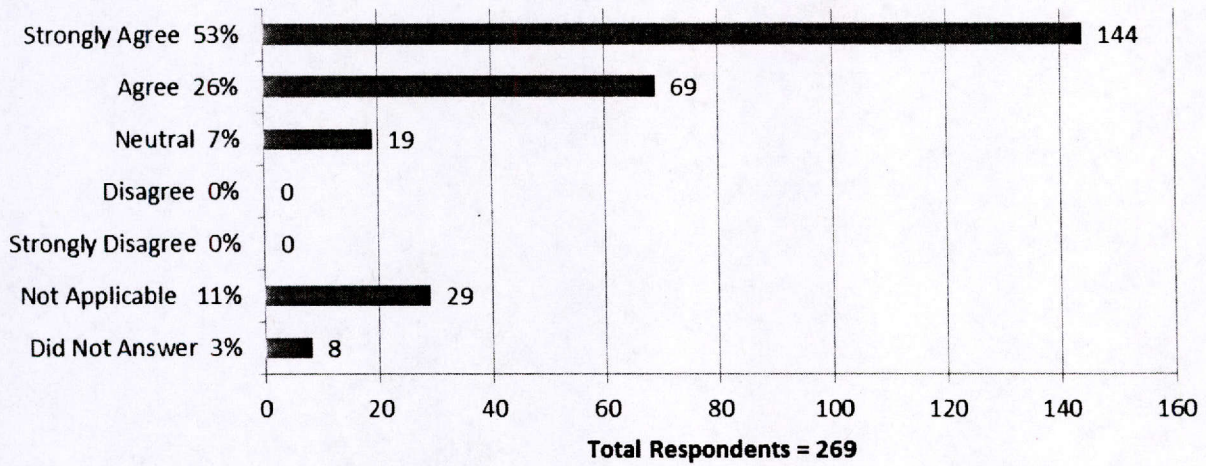
The Commission on Jail Standards Staffing Analysis has helped us to make better decisions regarding the staffing of our jail



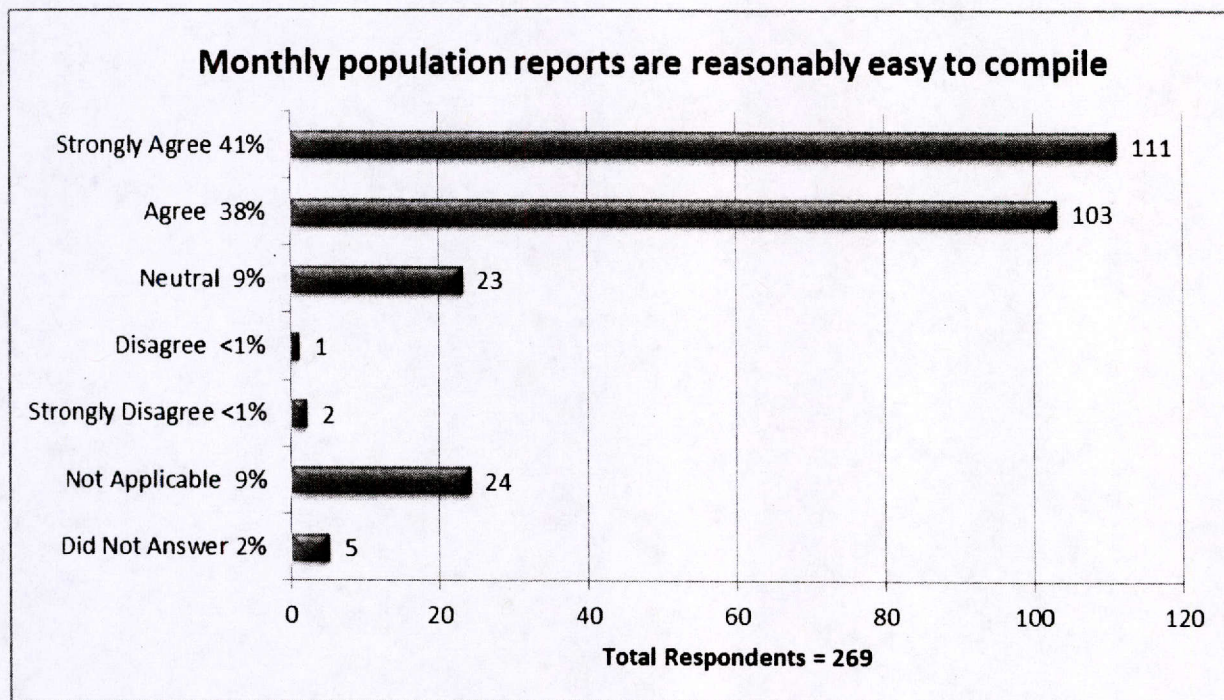
I am aware that the Commission offers free training to counties



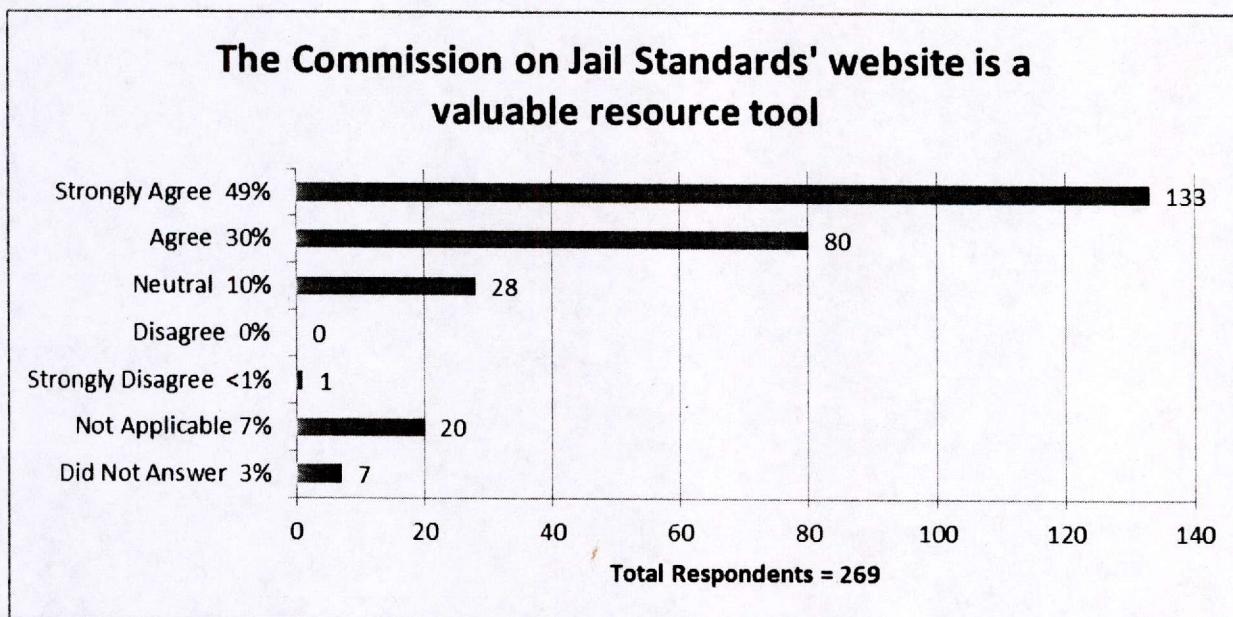
Training offered by the Commission on Jail Standards is helpful and informative



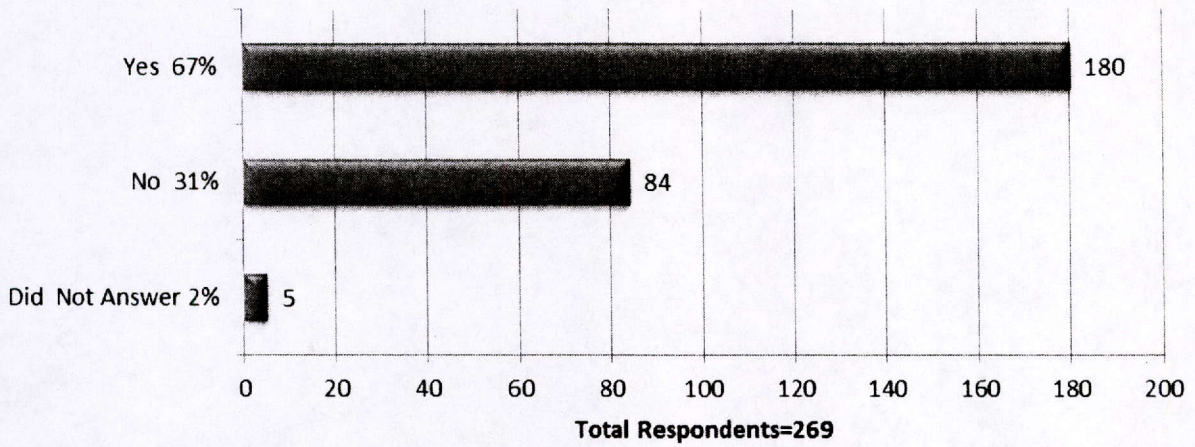
Population Reporting



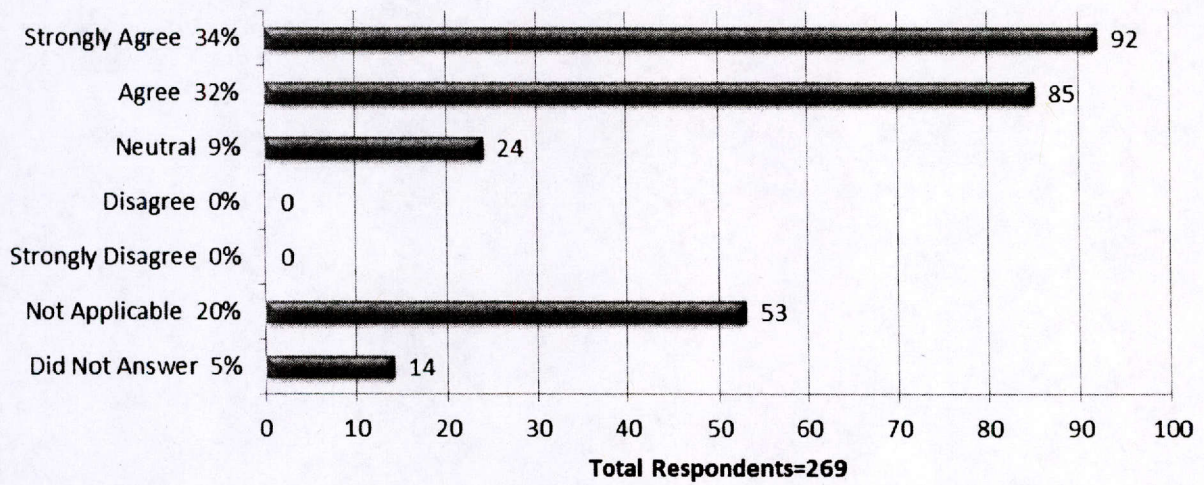
Information Sharing



I have read the Texas Commission on Jail Standards' newsletter, *The Brief Out*

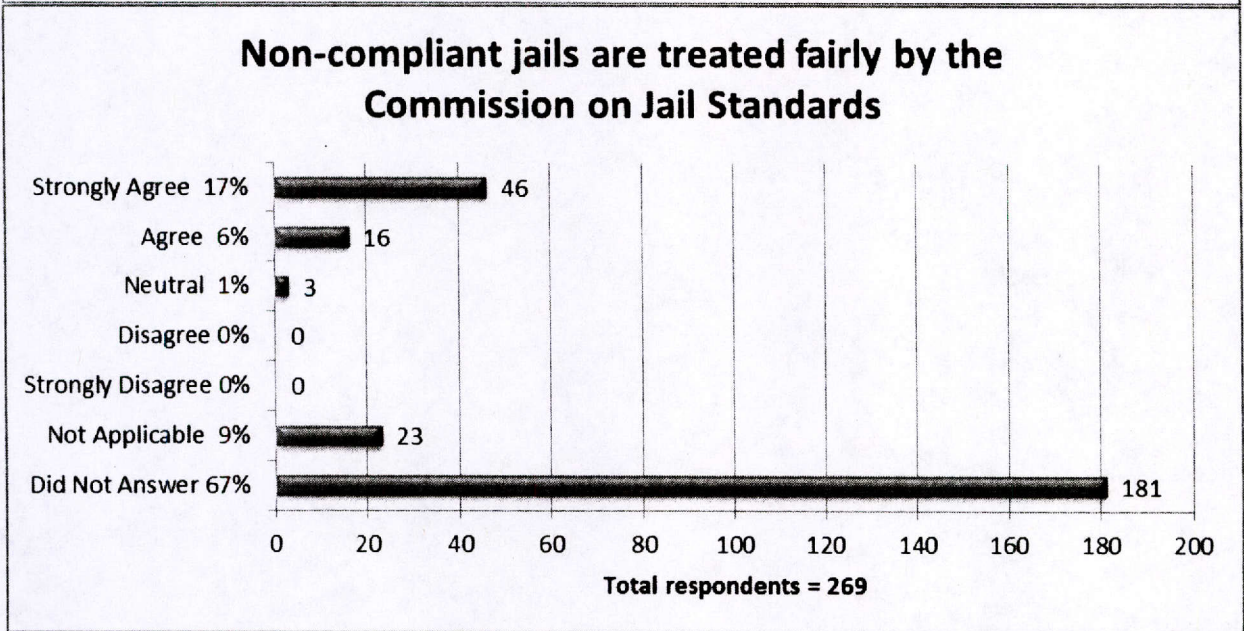
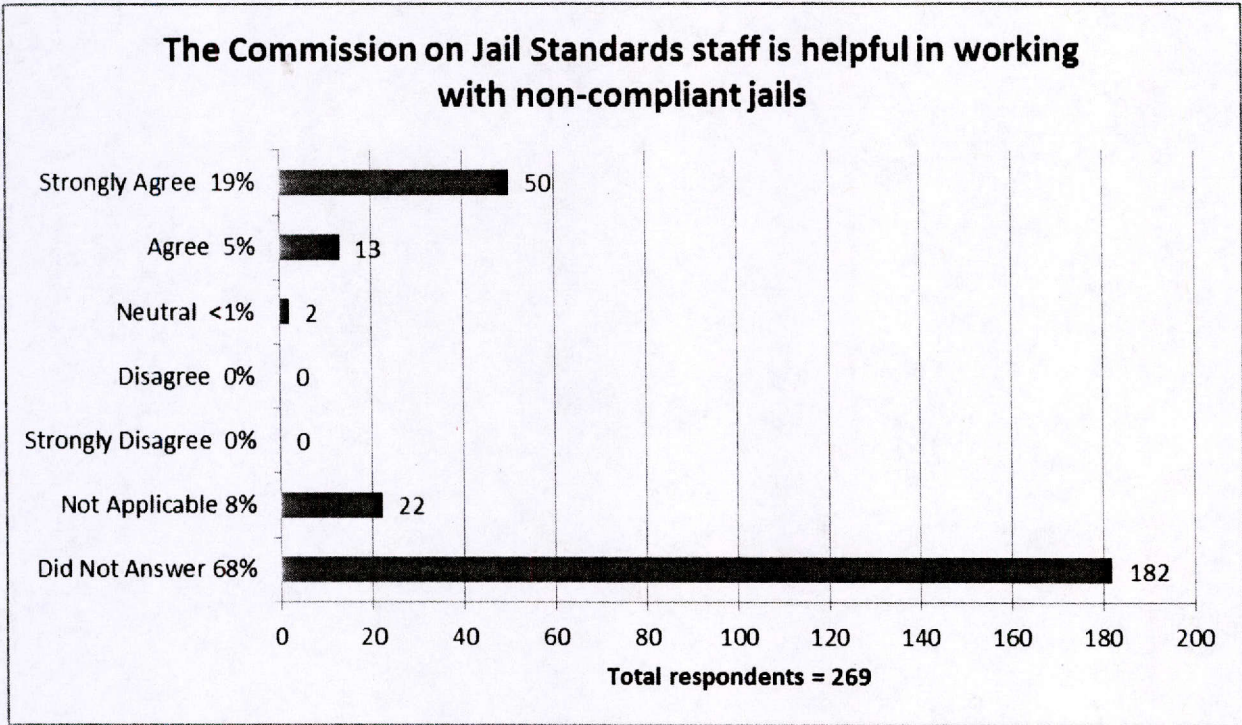


The newsletter is informative and helpful

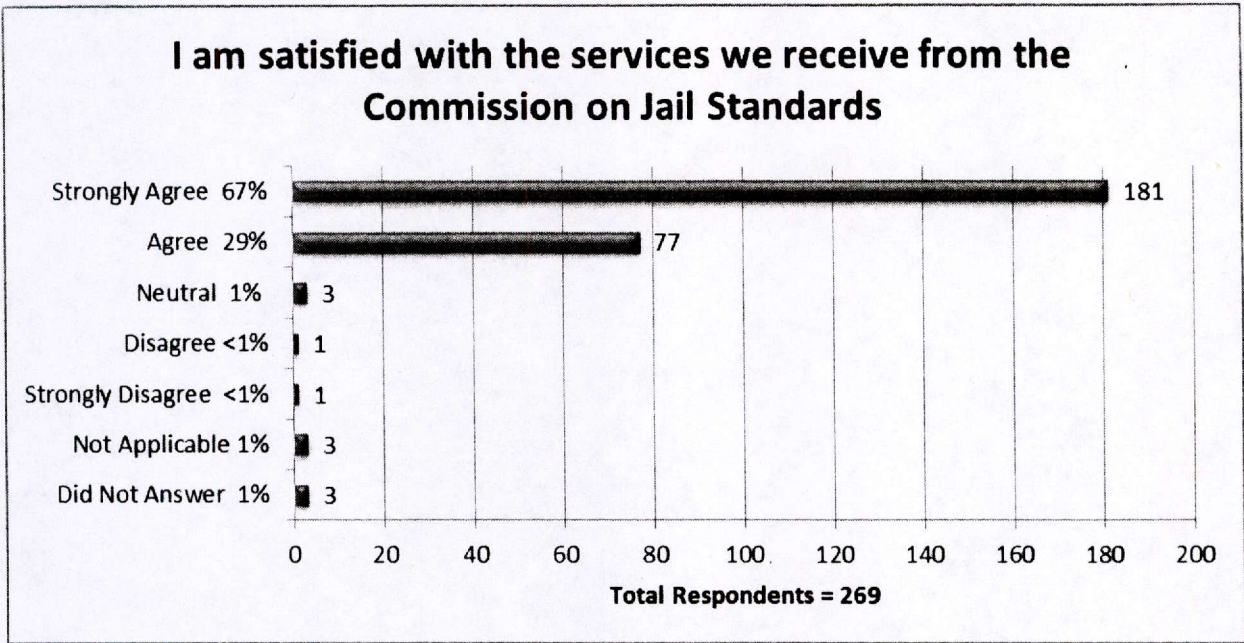


Non-Compliant Jails

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



Summary



Survey Comments

Survey respondents were asked to provide commentary or suggestions to improve customer service. The responses received are below.

Sheriff

51-500 beds

I am very satisfied with all my interaction with the Texas Commission on Jail Standards. Following their advice and staying in compliance has helped us greatly reduce our liability

Sheriff

Less than 50 beds

The commission is very helpful and courteous

Sheriff

501-1000 beds

Brandon Wood is a fair and helpful ED and I am glad to see him in that position.

Sheriff

Less than 50 beds

1. Better Process on Civil Transports to Mental Health Facilities for individuals without criminal transports. 2. Faster process on Blue Warrants.

Sheriff

No Jail

If you have no jail, you should not have to do monthly reports

Sheriff

501-1000 beds

TCJS is a valuable tool for sheriffs that helps reduce liability and the safe guarding in inmates and staff

County Judge/Official

51-500 beds

I understand surprise visits but report should be scheduled. I would be grateful to have advance meeting time or call to personally meet jail inspector for next audit visit report even if the report is delivered in a second visit.

County Judge/ Official

51-500 beds

No one came to see me and I was unaware of services

County Judge/Official
501-1000 beds
Very Professional Organization!

County Judge/Official
Less than 50 beds

The Jail Commission has been the most helpful in keeping us with the law. Hopefully with their help we will soon be looking at building a new jail.

County Judge/Official
501-1000 beds

The Commission has been incredibly responsive when I have asked for assistance. I am so impressed with the level of professionalism and courtesy.

County Judge/Official
51-500 beds
Always very helpful!!

County Judge/Official
51-500 beds

My only interaction has been a post-inspection visit.

County Judge/Official
Less than 50 beds
Excellent!

County Judge/Official
501-1000 beds

I truly appreciate all of the assistance we have received! The process has been fair and the Commission has worked well with us as we work to resolve our issues.

County Judge/Official
51-500 beds

My experience with the Jail Standards Commission has been positive.

Jail Administrator
51-500 beds

Every time I've needed help from Commission staff, I have received it. I appreciate what you do. Thanks.

Jail Administrator
Less than 50 beds
Satisfied with service

Jail Administrator
Less than 50 beds
I disagree with the test that new hires have to take before getting into school.

Jail Administrator
51-500 beds
I thank you all, especially Jackie and Bubba, for all their help. And a special thank you to Luz.
Thank you.

Jail Administrator
51-500 beds
The staff is always professional and available any time I have had to call. I have never had an issue go unresolved.

Jail Administrator
Less than 50 beds
Every time this department has called on the commission for assistance they have been very helpful

Jail Administrator
Less than 50 beds
New to position-been employed 2 1/2 years and higher 2 people quit/retires. I got left with the position so I am learning everything.

Jail Administrator
Less than 50 beds
Great system, No changes needed

Jail Administrator
51-500 beds
TCJS staff has always returned calls timely and are readily available to answer all questions. They do a superior job assisting us.

Jail Administrator
51-500 beds
Every time our inspector comes into our office, they are very respectful, helpful, and courteous. All I can say is keep up the great work and thanks for always being available when we have any questions and especially responding to our questions in a prompt manner.

Jail Administrator
Less than 50 beds
Jail Commission has been helpful to our facility.

Jail Administrator
51-500 beds
Inspectors respond in a timely manner to our needs and questions.

Jail Administrator
51-500 beds
TCJS does an outstanding job. Keep up the good work.

Jail Administrator
501-1000 beds
Monthly population report could be reduced to limit paper work.

Asst. Jail Administrator
51-500 beds
Strong resource and staff is always very courteous and always willing to assist

Other
1000 beds or more
Jail Commission has always been very helpful when we have called for assistance. They are always helpful with any training that we have needed.

County Judge/Official
Less than 50 beds
Good Job

Jail Administrator
Less than 50 beds
Very Satisfied

Jail Administrator
51-500 beds
Very Helpful

Other
Less than 50 beds
Everything has been handled promptly and in a professional manner

Jail Administrator
51-500 beds

Our inspector is always easy to contact, always helpful and informative. We appreciate his constructive criticism and knowledge that always improves the operation of our jail. Go Fred!

Jail Administrator
Less than 50 beds
Customer service is always prompt & courteous

Jail Administrator
Less than 50 beds
Very Satisfied

Other
51-500 beds
The commission is always there to help us with any question we have.

Jail Administrator
51-500 beds
This is the only State Agency who responds in a timely, professional, courteous manner when you have a question, complaint or suggestion. These are true professionals who take pride in every aspect of their jobs!

Sheriff
Less than 50 beds
I am pleased with the performance and can't think of anything that could be done differently.

Jail Administrator
51-500 beds
Everyone is always very informative as well as following up with documentation to back their information

Jail Administrator
501-1000 beds
It is my feeling that the commission offers a vital information and technical services to our facility. The commission provides well needed assistance.

Jail Administrator

Less than 50 beds

I think they are doing a fine job and always looking to improve so that we can improve.

Jail Administrator

51-500 beds

Any time I have contact the Commission Staff, they have been informative and very helpful

Jail Administrator

51-500 beds

Very Helpful resource. More Jails need to utilize them more than they do. Always have relied upon TCJS for the past 20 years or so.

Jail Administrator

51-500 beds

do a real good job

Jail Administrator

51-500 beds

My inspector is available any time we need him.

Sheriff

51-500 beds

It seems like the jail inspection is geared towards failure of the facility being inspected. There always seems to be something that was overlooked the year before that is now suddenly a problem.

Sheriff

Less than 50 beds

Our relationship with the TCJS has been excellent, and our rep, Fred St. Amant, is very helpful and professional.

Jail Administrator

51-500 beds

Everyone I have had contact with have (Bubba, Shannon) always been very prompt in their responses and left me with the answers I needed.

Jail Administrator

1000 beds or more

Every time I have contact with the Jail Commission staff, they are professional and very helpful.

Jail Administrator

501-1000 beds

Each time we call with a question it is answered, and explained to us why. Very Helpful

Sheriff

51-500 beds

They have been most helpful when called upon

Jail Administrator

1000 beds or more

Any interaction with Jail Commission staff has always been professional and courteous.

Jail Administrator

51-500 beds

I do not like that the inspections are unannounced. While we can anticipate when it will happen sometimes staff cannot take leave or are uncomfortable being off during the anticipated time. It is important that key staff be available to provide documentation that may not be readily available to all staff e.g. maintenance inspection reports, grievance records, jail comm. reports, disciplinary reports, etc..

Other

1000 beds or more

TCJS has always been helpful and there for us when we have needed them. Their inspectors have always been fair and helpful during jail inspections and whenever called upon.

Other

51-500 beds

It would be nice to be offered annually, a list of all free services that they can provide.

Jail Administrator

51-500 beds

Commission Staff have been extremely helpful during 2013. This was my first year as JA and I had many questions and at times needed general guidance.

Jail Administrator

51-500 beds

Any questions or information I have requested from the Jail Commission staff have always been provided and it is always been available promptly by phone or e-mail. They have been a tremendous help to me.

Jail Administrator

51-500 beds

Being a new Jail Administrator they have assisted me and answered the questions I had and provided guidance for me in my new position.

Jail Administrator

51-500 beds

TCJS offers an assortment of valuable services that are important to the operation of a jail facility. I have had the opportunity to work with the Commission on several occasions and have found them to be informative and helpful on every occasion. The TCJS serves a vital role in jail operations in Texas.

Jail Administrator

51-500 beds

We have always received nothing but courteous and timely information from TCJS staff. I would only ask that TJCS provide more training in our area.

Other

51-500 beds

I have always received good customer service from the TCJS staff whenever I have requested assistance or had questions.

Jail Administrator

51-500 beds

no problems

Jail Administrator

1000 beds or more

TCJS has a quality staff and are very helpful with all requests. I am grateful and Bell County staff are too.

Jail Administrator

1000 beds or more

The Commission has been a valuable resource to our Department. They have continued to challenge us on improving, which we readily accept, because we aspire to set the standard in Corrections.

Jail Administrator

1000 beds or more

Recently, the Commission has focused more on technical assistance and an effort to help counties maintain compliance.

Sheriff

Less than 50 beds

The inspectors need to apply a little more common sense in regards to the standards, as not all jails are created equal. This is especially true in the older jails that were built prior to CJS existence.

Jail Administrator

51-500 beds

TCJS has been, and is always helpful. I think their service is very valuable and helpful. They provide a very valuable service that keeps the jails they inspect limited on liability by enforcing minimum standards.

Jail Administrator

501-1000 beds

Myself and my staff have had several issues in 2013 in which the Commission on Jail Standards has assisted us with. They have always helped out with answers to questions in a very timely manner and have proven to be a great help to our county which helps out our staff, inmate population, and community.

Sheriff

51-500 beds

All questions ask of the commission have all ways been answered promptly and courteously by staff.

Other

No Jail

When asked my jail capacity I had to check less than 50. I am not a jail facility but do work closely with TCJS. I am a state agency that conducts training and we work closely to see if there are training issues we can address. We recently finish building a training for jailers with TCJS to be offered to Texas jailers at no cost.

Jail Administrator

Less than 50 beds

They are prompt to return calls and always helpful with any questions that I have

Sheriff

Less than 50 beds

The commission is always very courteous and willing to help.

Other

1000 beds or more

Although a regulatory agency, the Commission and staff members approach their task in a supportive and helpful manner - while professionally addressing deficiencies and concerns

Jail Administrator
51-500 beds

All members are helpful. I frequently ask for assistance, and get an answer back very quickly

Other
1000 beds or more
At present no other issues

Sheriff
51-500 beds
TCJS is a vital resource and tool for county jails. I believe that following jail standards rules has kept many SO's out of federal court.

Jail Administrator
Less than 50 beds
The "WHICH WAY DID HE GO" section of the brief out is also a great tool in helping my staff see different situations that could occur in our facility.

Other
1000 beds or more
The Commission Staff is extremely helpful along with the Director who never fails to respond to County's needs. Great Team!!

Jail Administrator
51-500 beds
Every time I have called the Commission everyone that I have talked too is always very nice and helpful and willing to assist us in any way they can.

Sheriff
Less than 50 beds
You are doing a great job.

