

# AGENCY STRATEGIC PLAN

FISCAL YEARS 2019-2023

BY

## TEXAS COMMISSION ON JAIL STANDARDS

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### DATE OF SUBMISSION

June 7, 2018

Signed:   
Brandon S. Wood, Executive Director

Approved:   
Judge Bill Stoudt, Chair and Presiding Officer

# Texas Commission on Jail Standards

## Strategic Plan

2019-2023

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**Agency Mission**

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

**Agency Operational Goal and Action Plan**

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

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

***Goal 2: We will continue to ensure that the high level of consultation, training, and technical assistance provided to local government to increase and maintain compliance with adopted standards (Government Code 511).***

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Continue to provide both on-site and in-house consultation, training and technical assistance;
2. Continue to issue technical assistance memorandums;
3. Continue to provide statewide training for jail staff and administrators at industry conferences;
4. Continue to provide valuable information through agency publications;

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas – Almost exclusively, training sessions and technical assistance are provided in conjunction with annual on-site inspections. These opportunities reduce unnecessary travel expenditures.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions – In conjunction with the training and technical assistance provided during the annual inspections, regional training opportunities, and presentations at statewide conferences are offered to ensure the information is disseminated to jail staff in a localized setting. This ensures a greater number of participants from the region and reduces travel obligations of inspection staff.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to improve continuously. – Agency activities are monitored on a monthly basis to ensure performance measure goals are being met or exceeded. TCJS has developed numerous training programs to assist county officials in operating safe and secure facilities.
4. Providing excellent customer service – Training, consultation and technical assistance provided allows county officials to view TCJS as a resource and ally. TCJS staff work collectively and collaboratively with county officials to ensure that information is being disseminated amongst stakeholders as fairly and consistently as possible.
5. Transparent such that agency actions can be understood by any Texan – To ensure that ALL jail staff receives the necessary training information as provided by TCJS staff, all training presentations are available to jail officials so that the information is available at the local level.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Goal 3: Ensure cost effective construction of county jails** (Government Code 511).

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Continue to provide both on-site and in-house consultation and technical assistance;
2. Continue to provide efficient and effective review of construction plans through the three phases of the planning/construction process: Schematic Design, Design Development, and Construction Document;
3. Continue to provide statewide occupancy inspections upon the completion of any newly constructed, additions or renovated facilities;
4. Continue to provide guidance during the planning and construction process through the assistance of the Facility Needs Analysis process;
5. Continue to work with the Office of the Attorney General of Texas to ensure the type, size and capacity needs of the county are relevant to the wants of county officials;

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas – The majority of the consultation and technical assistance meetings are held in the Austin, TX office. By conducting the meetings in the office, the need for travel expenditures is significantly reduced.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions – The Commission assists in the planning and coordination with counties once they embark on a construction or remodeling project of a county jail. Any issues are identified and corrected at design and not after construction. This coordination with counties, architects, and bond counsel produces maximum results.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve – Construction planning performance measures are monitored on a monthly basis.
4. Providing excellent customer service – Customer service is achieved by adhering to construction document review deadlines to ensure counties meet their construction timelines.
5. Transparent such that agency actions can be understood by any Texan – The agency provides Facility Needs Analysis (FNA), upon request of county officials, that examines the future needs of local governments regarding county jails and provides recommendations. FNAs are available to the public, upon request, and with detailed explanation of how the Commission arrived at its recommendation. The Commission provides its opinion to Office of the Attorney General in the bond approval process.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

***Goal 4: Implement and administer the Prisoner Safety Fund. Ensure all eligible jails have been reviewed, and, when applicable, funding has been distributed. (Government Code 511).***

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Provide a review of all facilities having a capacity of 96-beds or less to determine the eligibility for grant funding.
2. Determine the adequacy of equipment to ensure appropriate coverage and capability of electronic monitoring systems of at-risk cells and accessibility to health and mental health professionals.
3. Conduct a comprehensive review of funding proposals to either approve or deny funding based upon criteria set forth by government code 511.009 (a) (23).
4. Allocation of grant funds to approved entities for capital improvements.

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas – Comprehensive review of proposals ensures proper allocation of grant funds and reduces tax liability to Texas taxpayers.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions – Review of the capital improvement projects will be conducted by an inspector during the annual inspections to verify adherence to the approved proposals.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve – Installation of equipment will ensure compliance with minimum jail standards and increase the safety of inmates, which reduces liability to Texas taxpayers and county jails.
4. Providing excellent customer service – TCJS staff will strive to provide excellent customer service through positive interaction with county officials. Constant communication will be maintained to ensure that jails are in compliance by January 1, 2020.
5. Transparent such that agency actions can be understood by any Texan – Documentation will be retained by the agency and available upon request.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

## Redundancies and Impediments

<b>REDUNDANCIES AND IMPEDIMENTS</b>	
<b>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	As a small 22-person agency, the Commission's approach historically is to maximize efficiencies by avoiding duplication of services of other state and local agencies. The Commission accepts the findings of local health and fire inspectors as part of the Commission's inspection process. To that end, after careful review, the Commission could not identify any redundant or impediments to agency operations.
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	See above.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	See above.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	See above.
<b>NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS (IF APPLICABLE)</b>	
<b>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	See below
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	Agency revised its procedures regarding natural disasters that could impact the entities we regulate following Hurricane Katrina and Rita in 2005. This approach was used in 2008 during Hurricane Ike and again in 2017 for Hurricane Harvey. Established lines of communication prior to the natural disaster are crucial. This allows for coordination and proper allocation of resources. No substantial changes to this approach are envisioned at this time.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	No statutory changes are recommended at this time.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	See above

## Supplemental Schedule A: Budget Structure

### **Agency 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.

#### **Agency Goals**

- 1. Ensure the efficient and effective operations of county jails.** (Government Code 511).
- 2. We will continue to ensure that the high level of consultation, training, and technical assistance provided to local government to increase and maintain compliance with adopted standards** (Government Code 511).
- 3. Ensure cost effective construction of county jails** (Government Code 511).
- 4. Implement the Prisoner Safety Fund** (Government Code 511).

#### **Objectives and Outcome Measures**

- 1. Objective: To fairly and impartially monitor and enforce compliance with adopted rules and procedures**
  - Outcome Measure: Number of jails achieving compliance with standards
- 2. Objective: 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**
  - Outcome Measure: Number of completed construction projects meeting standards
  - Outcome Measure: Percent of jails with management related deficiencies
  - Outcome Measure: Number of jails receiving grants from the Prisoner Safety Fund

## Strategies and Related 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  
Average cost of on-site mental health training visit
- Output Measure: Number of operational plans reviewed  
Number of staffing analysis conducted  
Number of training hours provided  
Number of onsite mental health trainings provided  
Number of county jailers receiving mental health training  
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

**5. Distribute Funding From Prisoner Safety Fund**

Efficiency Measure: Average Grant Amount Provided Through the Prisoner  
Safety Fund

## **Supplemental Schedule B: List of Measure 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.

##### **Data 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.

##### **Data 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.

##### **Data 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

##### **Target Attainment**

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

**4. Number of Jails Receiving Grants from the Prisoner Safety Fund****Definition**

The number of jails receiving grants from the Texas Commission on Jail Standards' Prisoner Safety fund. The Eighty-fifth Legislature established the Prisoner Safety Fund to pay for capital improvements to mental health service and security checks to eligible local jails. The Texas Commission on Jail standards administers the grant program. Eligible counties must have a county jail capacity of 96 or fewer.

**Purpose**

Indicates the number of eligible counties that receive grant funding from the Prisoner Safety Fund.

**Source**

Monthly activity report for grant administrator cross-check with Uniform Statewide Accounting System (USAS) report.

**Methodology**

Each county that receives a grant is verified through a report and USAS and counted as one.

**Limitations**

This depends on the requests received.

**Calculation**

Cumulative.

**New Measure**

Yes.

**Desired Performance**

On target.

**Key Measure**

Yes

**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. Number of Onsite Mental Health Trainings Provided****Definition**

Number of On-Site Mental Health Training Visits conducted by the Texas Commission on Jail Standards. Training is defined as an 8-hour TCOLE approved course as required by Occupations Code, Section 1701.310.

**Purpose**

Determine how many jails are receiving the new mental health training.

**Source**

Agency calendar, monthly activity reports, agency meeting log

**Methodology**

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

**Limitations**

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

**Calculation**

Cumulative

**New Measure**

Yes

**Desired Performance**

Higher than target

**Key Measure**

Yes

**16. Number of County Jailers Receiving Mental Health Training**

**Definition**

Total number of county jailers receiving mental health training as provided by the Texas Commission on Jail Standards.

**Purpose**

Determine how many county jailers are receiving the new mental health training as required by SB1849 (85R).

**Source**

Agency calendar and monthly activity reports

**Methodology**

Count the number of county jailers that completed each on-site mental health training session on each mental health trainer's activity report. Mental health trainers ensure that all jailers are counted in order to receive TCOLE credit for the course.

**Limitations**

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

**Calculation**

Cumulative

**New Measure**

Yes

**Desired Performance**

Higher than target

**Key Measure**

No

**17. 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 form 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

**18. 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

**19. 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

**20. 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

**21. 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

**22. 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

**22. 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 of On-site Mental Health Training Visit**

**Definition**

Average cost of on-site mental health training visit

**Purpose**

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

**Source**

Agency calendar, monthly activity reports and agency fiscal records.

**Methodology**

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

**Limitations**

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

**Calculation**

Non-Cumulative

**New Measure**

Yes

**Desired Performance**

Higher than target

**Key Measure**

No

**7. Average Grant Amount Provided Through the Prisoner Safety Fund**

**Definition**

The average amount of funding provided to qualifying county jails through the Prisoner Safety Fund.

**Purpose**

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

**Source**

Review of grant funding distributed to counties

**Methodology**

The total amount of funding distributed divided by the number of jails that received a grant.

**Limitations**

None

**Calculation**

Non-Cumulative

**New Measure**

Yes

**Desired Performance**

Higher than target

**Key Measure**

No

**8. 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

## **Supplemental Schedule C: Historically Underutilized Business Plan**

### **Mission or Policy**

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

### **Goal**

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

### **Objective**

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

### **Strategy**

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

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

### **Programs**

The Commission uses Historically Underutilized Business (HUBs) whenever possible. We do not spend a large amount on contracts, due to our small size and resulting limited needs compared to other larger agencies. The agency only has HUB available expenditures in 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 annual report from the Comptroller's Office, the agency did not have any HUB purchases in the Other Service category and had 2.32% expenditures in the Commodity Purchasing category. The agency is committed to finding HUB certified vendors for any purchase, if no HUB vendor exists the agency normally selects the Comptroller approved vendor.

Historically, the agency makes the majority of commodity (consumable items) purchases from the Texas Industries for the Blind and Handicapped (TIBH) Central Supply store. Via the Texas State Use Program, in FY 15, the agency expended \$2,739.26 with that vendor which comprises the majority of the agency expenditures for consumable items. 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.

As a matter of practice the agency will continue its effort to meet or exceed percentage goals. Historical spending will be analyzed to determine trends that may assist in developing and adjusting HUB expenditure goals.

The agency staff will continue to brief the executive director with the results of the HUB program and explain any variances that might occur from the statewide goals.

**Supplemental Schedule D. Statewide Capital Plan**

The submission of this plan does not apply to the Commission on Jail Standards. The agency has no current or pending capital projects planned.

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

The submission of this plan does not apply to the Commission on Jail Standards. The agency is not a health and human services related agency.

# **Texas Commission On Jail Standards**



## **Workforce Plan FY 2019-2023**

# **Texas Commission on Jail Standards Workforce Plan 2019-2023**

## **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 22 FTE's budgeted.

## **Agency Mission**

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

## **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.

Goal 5 - Prisoner Safety Fund: Review all jails that are eligible for grant funding from the Prisoner Safety Fund and distribute funds for qualifying, physical plant improvements.

Objective: Distribute grant funding to eligible counties.

Strategy: Assist counties with meeting the requirements of SB1849

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

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

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

While on-site inspections remain the most visible activity, awareness of our ability to provide technical assistance has increased due mostly to a strong effort to provide quality regional training and a greater emphasis on providing assistance by all staff, including the Inspectors.

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

## **B. Anticipated Changes in Strategies**

Though the mission of the agency has not changed, the passage of SB1849 (85R) has required the agency to slightly modify portions of our strategies and goals in order to comply. With the requirement to provide training to all jailers that specifically targets Mental Health and the creation of the Prisoner Safety Fund, the associated strategies and measures have to be either created or modified to reflect this change. 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.

## **I. Current Workforce Profile**

### **a) Skills**

Every Commission employee is valuable to the success of agency operations. Each of the 22 employees has more than one critical function that supports the Commission on Jail Standards. Some of the critical skills required to complete our mission include customer service, auditing, communication, problem solving, project management, and information analysis.

### **b) Demographics**

The following data reflect the current profile of the agency's workforce. The Commission's workforce is comprised of 53% male and 47% female. 5% are Asian, 10% are African American, 32% are Hispanic and 53% are Caucasian. The average age for the Agency staff is 47 and staff has an average of 5.66 years with the agency. The Agency's positions are as follows:

<b>Occupational Category</b>	<b>Headcount</b>
Accounting, Auditing, and Finance	1
Administrative Support	1
Information Technology	1
Inspectors and Investigators	5
Other	1
Planning, Research, and Statistics	2
Program Management	11

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

c) Employee Turnover

In FY 2018, there was one retirement and six separations from the agency, including one interagency transfer. As of May 2018, the agency has three vacant positions available. The longest tenured employee has been with the agency for 20 years. Fifty percent of the current staff has been with the agency for less than 2 years.

d) Employee Attrition

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

**II. 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 has three vacancies. In the past, additional positions were requested only if new duties or initiatives were added to the agency's mission. This past fiscal year, it has become increasingly difficult for the staff member assigned the responsibility of responding to open records requests to fulfill this duty as it is only one of many assigned. The number of requests and subject matter that is being requested has increased the workload of this duty to the point that other assigned duties are suffering. Due to this, the agency will be requesting one FTE to assist in this function as it is mandated by state law to provide information in a timely manner regardless of other duties assigned.

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 has a concern that its ability to attract future employees and retain current employees who possess the needed skills may be impaired by a disparity in salaries between state employees and employees in private industry. In addition to the disparity, the high cost of living in the Austin metro area makes it difficult to attract qualified individuals. This often results in the hiring of individuals that reside in excess of 30 miles from our headquarters in downtown Austin. This in turn results in excessive commutes that impact employee morale which is exacerbated by the complete lack of infrastructure planning and congested roadways that exemplify Austin. It is virtually impossible to attract quality professional candidates that possess the skill sets necessary to advance into management and leadership roles due to this. This is not a slight at the dedicated and professional employees of the agency, but an honest assessment of the challenges faced by management when attempting to fill vacancies that occur periodically.

The agency continues to struggle with the issue of larger state agencies recruiting our staff. As a smaller agency, employees are exposed to multiple disciplines that makes them very attractive to other agencies that are able to offer higher salaries. In addition, they are also able to offer them a position that allows them to focus on a single subject area and become experts in that area as part of their own professional development. Unless the agency is able to offer competitive salaries, this issue will only continue to grow and will determinately impact the agency's ability to carry out its mission and statutorily mandated duties.

## **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 eight 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 2018**

## ***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 797 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 more than 18,000 licensed jailers, and efforts were made to reach them through their professional association, the Texas Jail Association.

## **Methodology**

The Texas Commission on Jail Standards employed an electronic survey format via a commercial vendor. The Commission also sent a request to the Texas Jail Association, the Sheriff's Association of Texas, and the Texas Association of Counties to send out the survey on their list serves.

## Description of Services Offered by Strategy

TCJS Strategy	Description of Services	External Customer Served
<p><b>A. 1. 1. INSPECTION AND ENFORCEMENT</b></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><b>A. 2. 1. CONSTRUCTION PLAN REVIEW</b></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><b>A. 2. 2 MANAGEMENT CONSULTATION</b></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><b>A. 3. 1 AUDITING POPULATION AND COSTS</b></p> <p><i>Collect and Analyze Data Concerning Inmate Population/Backlogs/Costs</i></p>	<p>This strategy requires the collecting, analyzing and disseminating of data concerning inmate populations, felony backlog, immigration, licensed jailer turnover, and jail operational costs.</p>	<p>Sheriffs County Judges County Commissioners Jail Administrators Other planning agencies</p>
<p><b>A.4.1- PRISONER SAFETY FUND</b></p> <p><i>Disburse funds to purchase tele-mental/tele-health equipment and electronic sensors/cameras</i></p>	<p>The Commission Grant Administrator evaluates jail applications for and disburses Prison Safety Fund monies to eligible jails to assist them in purchasing equipment for 24 hour tele-mental/tele-health access and for electronic sensors/cameras to record inmate observations.</p>	<p>Sheriffs County Judges County Commissioners Jail Administrators Jailers</p>

<b>Customer Service Element</b>	<b>Description of Survey Questions</b>	<b>Levels of Customer Service Quality</b>
<b>Staff</b>	Customers were asked about Commission staff courtesy, knowledge, and helpfulness	96% of survey respondents strongly agreed or agreed that Commission staff was courteous, knowledgeable, and helpful
<b>Communications</b>	Customers were asked if they received communications in a timely manner	96% of survey respondents strongly agreed or agreed that they received communications in a timely manner
<b>Agency Website</b>	Customers were asked if the agency website was easy to navigate	77% of survey respondents strongly agreed or agreed that the website was easy to navigate
<b>Complaint-Handling process</b>	Customers were asked if the Commission investigates complaints in a fair and timely manner	85% of respondents strongly agreed or agreed that the Commission investigates complaints in a fair and timely manner. 14 were neutral, and only one respondent disagreed.
<b>Facilities</b>	The Commission did not survey customers about facilities as the Commission travels to stakeholders for jail inspections.	N/A

### **Analysis**

The vast majority of survey respondents were satisfied with the Commission’s customer service; however, the following represent areas for improvement:

- At least 12% 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, 14% of the customer base was neutral or disagreed on the navigability of the agency’s website.
- 117 respondents wrote narrative comments. Of these, 68% (80) were favorable, .017% (2) were unfavorable, 19% (22) were neutral, and 11% (13) made suggestions for improvement. In several instances, comments praised the Executive Director, Assistant Director, and staff by name.

## Agency Response

This year, the Commission eliminated the paper version of the survey in order to eliminate the labor required to enter survey data into a database manually.

A year-to-year variation in satisfaction results is normal and not necessarily attributable to a variation in actual customer satisfaction. The response rate of 51% from a population of 797 means the actual answers of the entire population of this survey may vary +/- 3.38% from the sample answers.

The Commission recognizes again the need to improve the navigability of its website. However, staffing issues necessitate that human resources be directed away from website improvement toward other higher priority objectives.

The Commission acknowledges that it must also improve customer awareness of its services. We will continue to use list-serves to distribute information, establish a more active “social media” presence and review the navigability of the agency website.

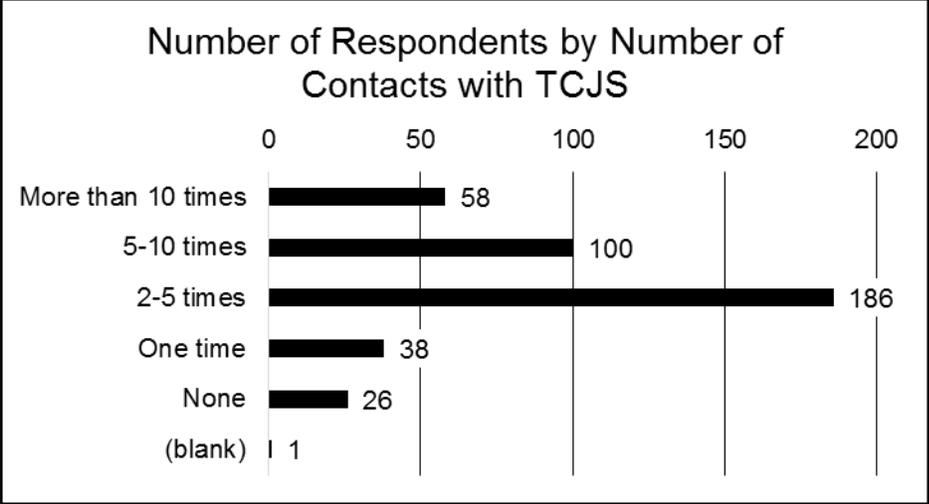
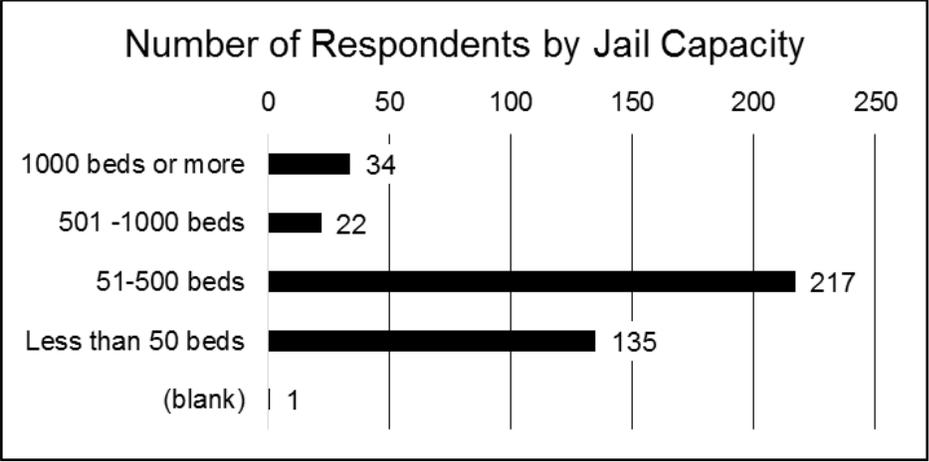
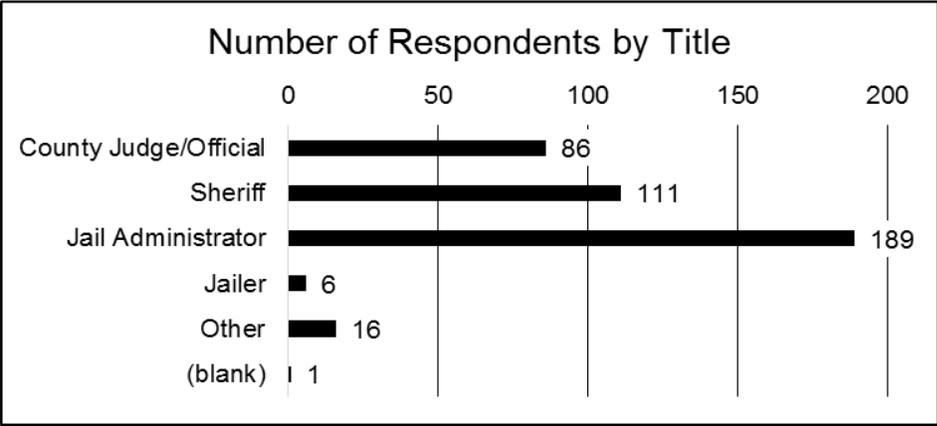
The Commission will continue to analyze customer comments for additional areas of improvements.

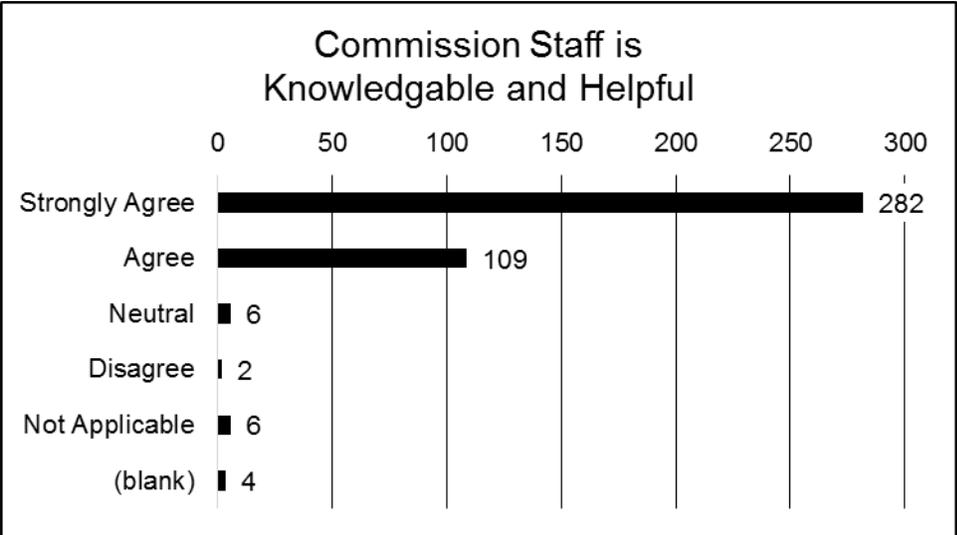
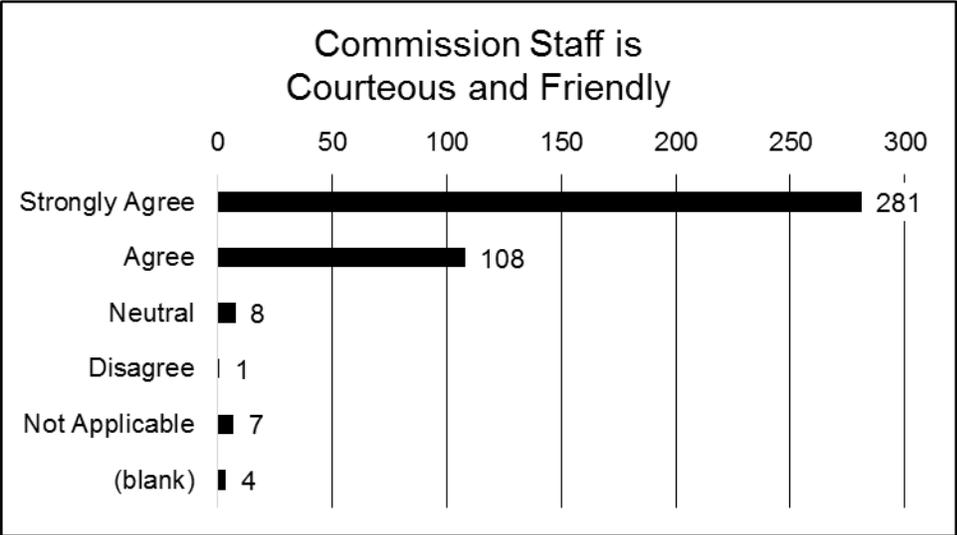
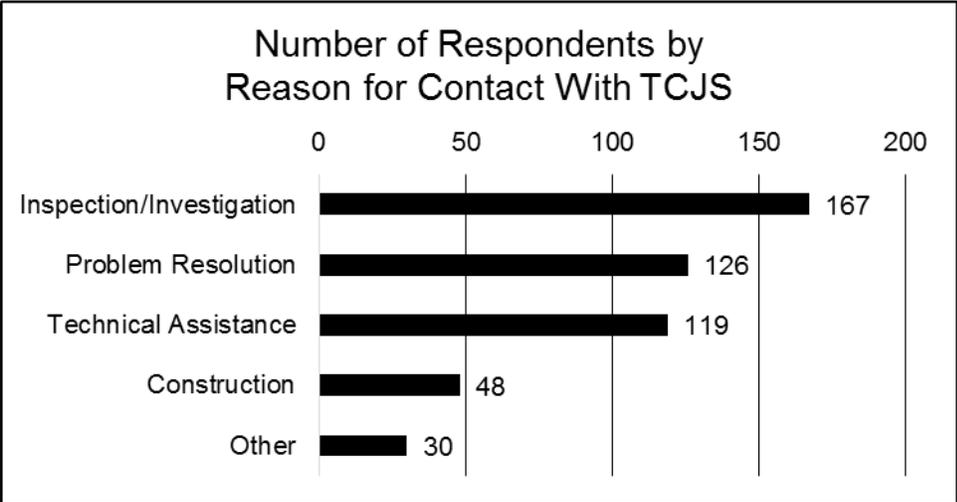
### Customer Service Performance Measures

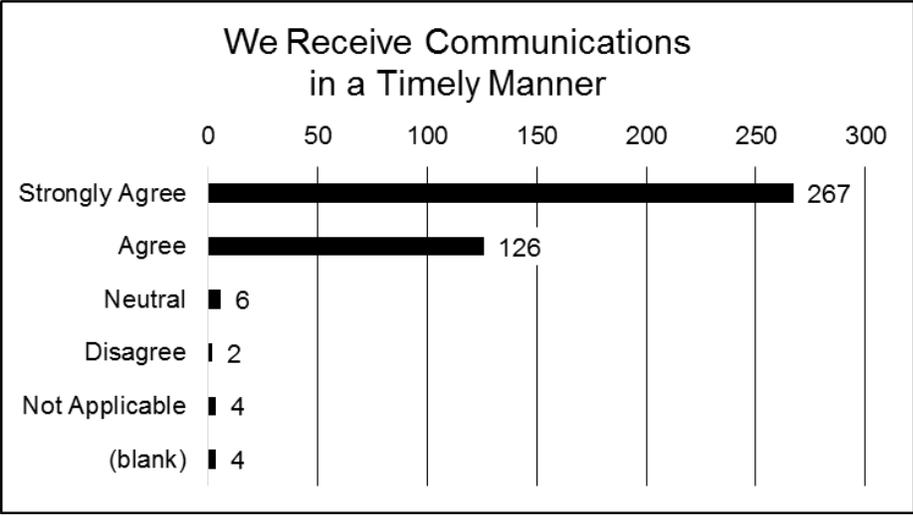
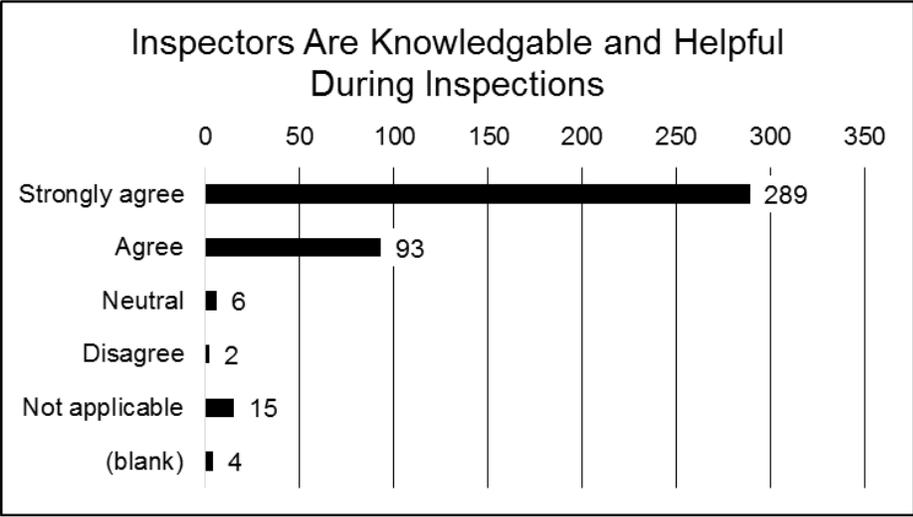
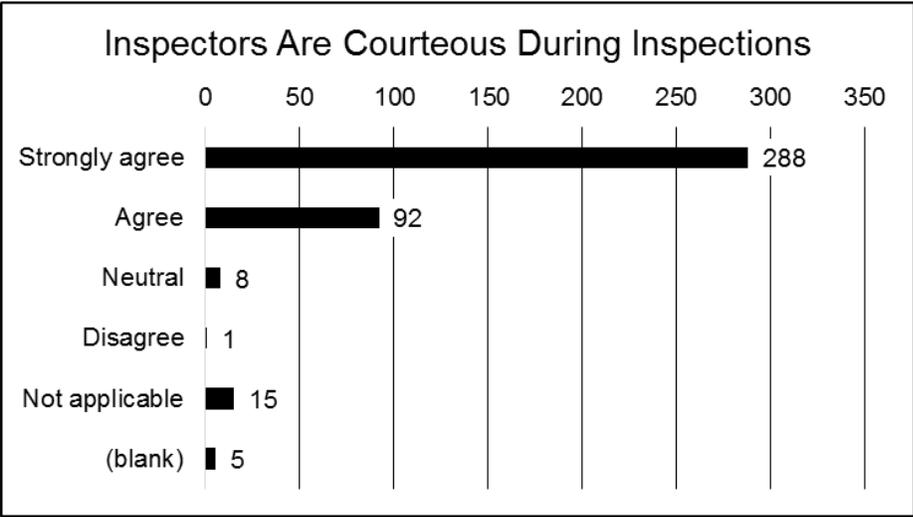
<b>Number of Customers Surveyed</b>	<p>The survey was sent to 797 county judges, sheriffs, jail administrators, and others. The surveys were delivered directly by email and also using the list serves of the Texas Jail Association, Sheriff’s Association of Texas, and the Texas Association of Counties.</p> <p>The email contained the first survey question. When the recipient clicked their answer, they were taken to the survey website where they answered the remaining 21 questions.</p>									
<b>Satisfaction Levels</b>	<p>Comparison of confidence levels against the 2016 survey</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: black; color: white;"> <th></th> <th style="text-align: center;">2016</th> <th style="text-align: center;">2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>Respondents who expressed overall satisfaction with services TCJS received</b></td> <td style="text-align: center;">97%</td> <td style="text-align: center;">94%</td> </tr> <tr> <td style="text-align: center;"><b>Respondents that were neutral or dissatisfied with services offered by TCJS</b></td> <td style="text-align: center;">3%</td> <td style="text-align: center;">6%</td> </tr> </tbody> </table>		2016	2018	<b>Respondents who expressed overall satisfaction with services TCJS received</b>	97%	94%	<b>Respondents that were neutral or dissatisfied with services offered by TCJS</b>	3%	6%
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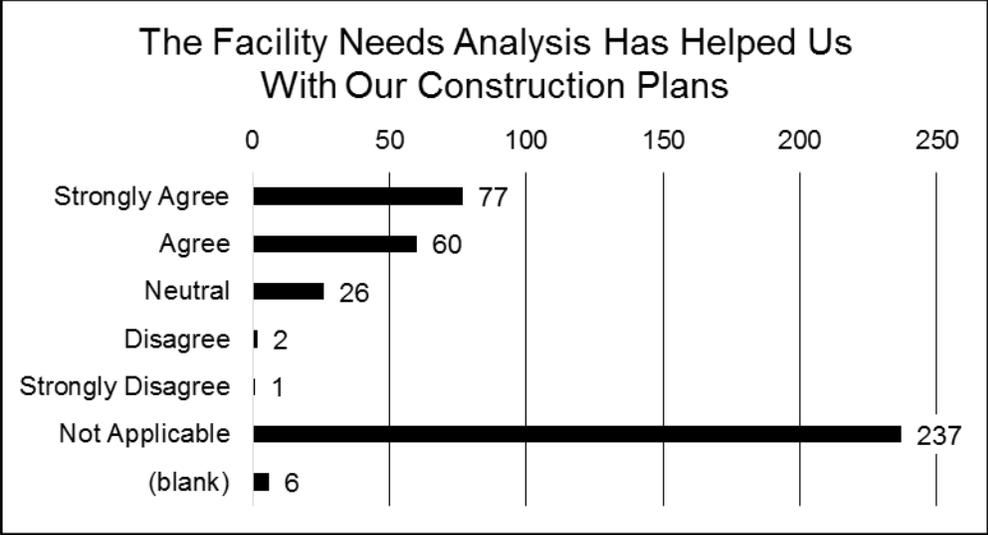
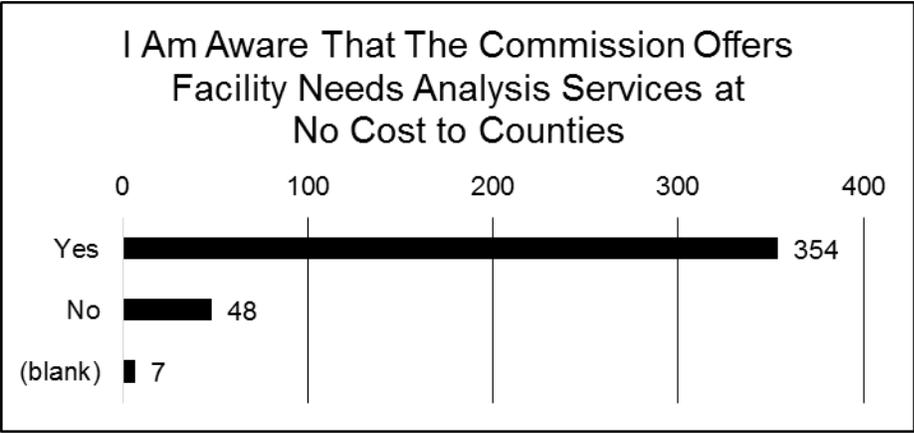
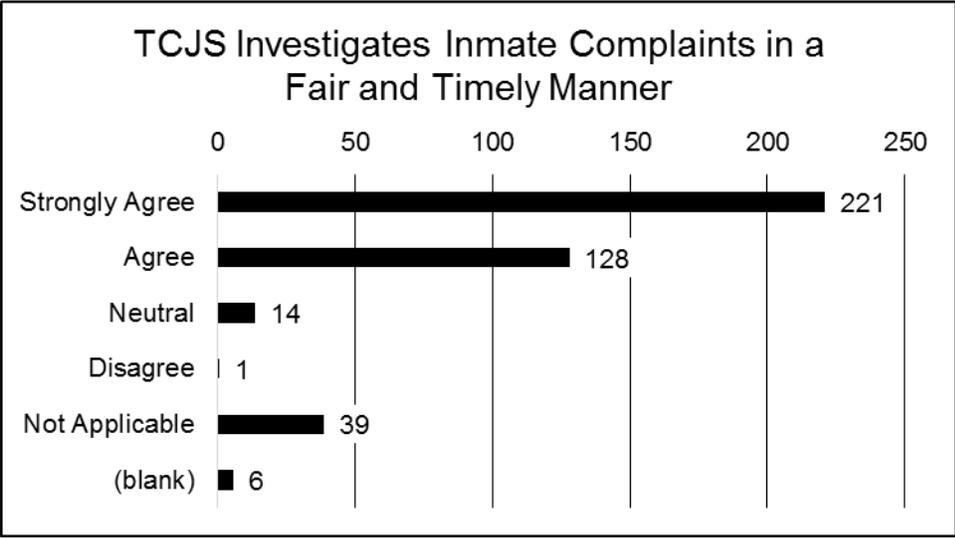
Outcome Measures	2016		2018
	Respondents who expressed overall satisfaction with services TCJS received	97%	
Percentage of surveyed customer respondents identifying ways to improve service delivery	.015%		.024%
Output Measures	2016		2018
	Number of Customers Surveyed	508	797
	Number of Customers identified/served	≈19,000	≈19,000
Efficiency Measures	2016		2018
	Cost per customer surveyed	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)
Explanatory Measures	2016		2018
	Total Customers Identified	≈19,000	≈19,000
	Total Customers Inventoried	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers)	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers)

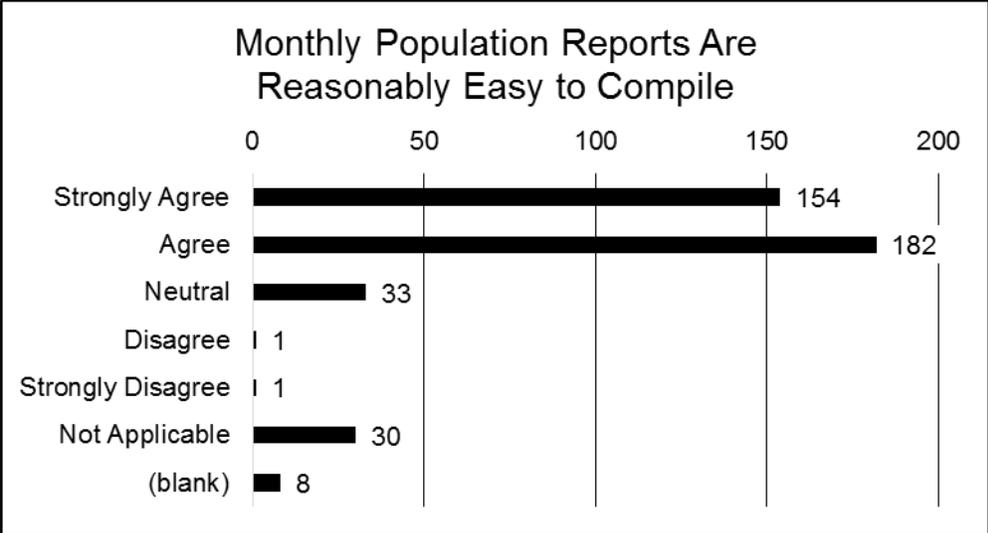
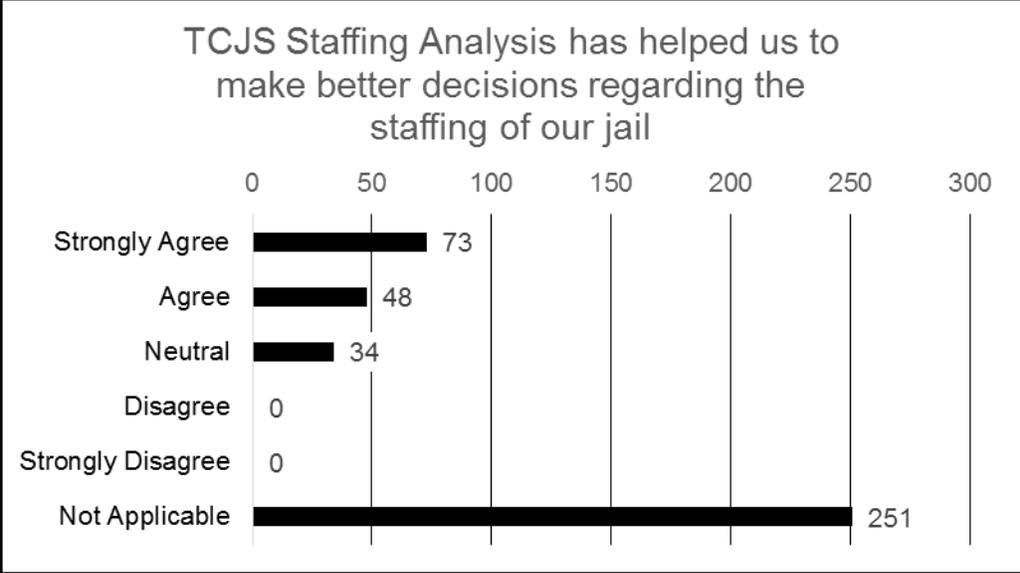
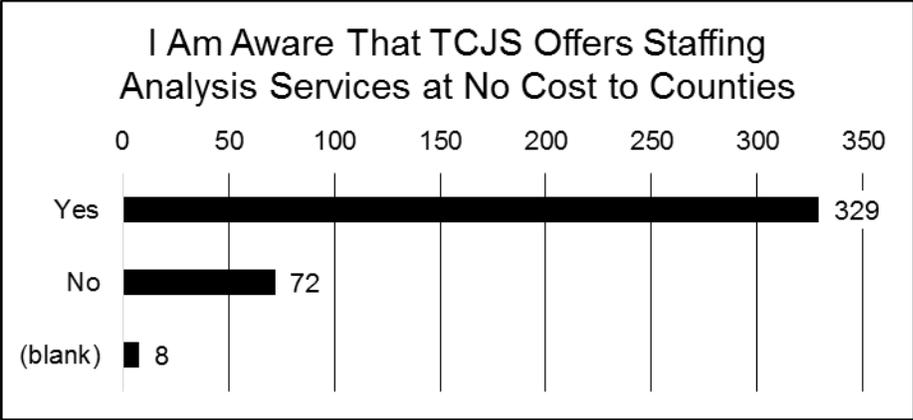
Agency Specific Measures	FY 2016 Performance	Projected FY 2018 performance
Average number of days from complaint inquiry to final response	7 days	12 days
# of Construction Plan Review documents	26	30
# of Staffing Analyses	3	12

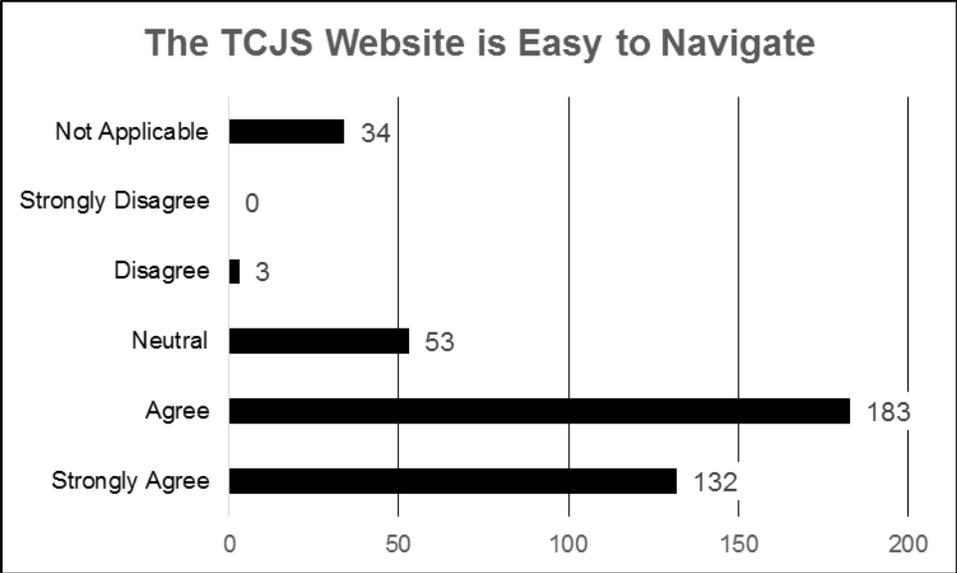
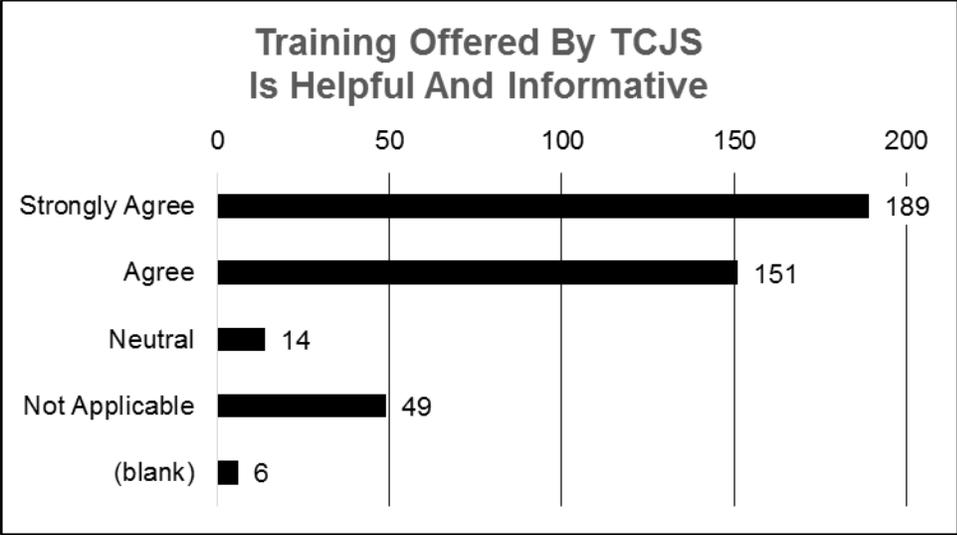
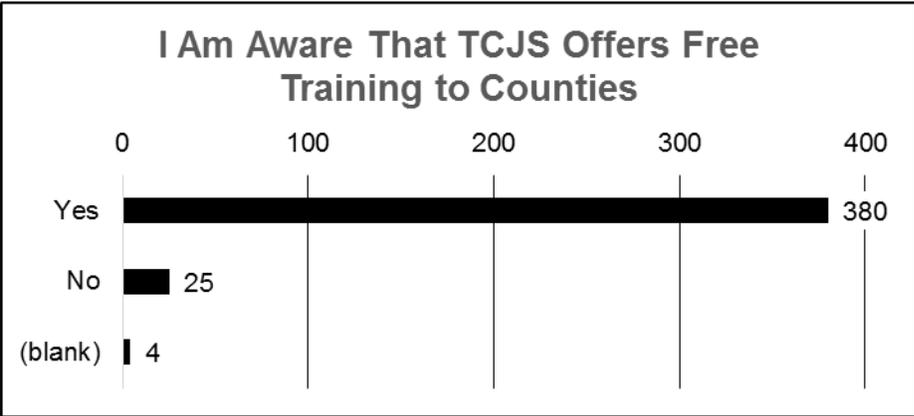


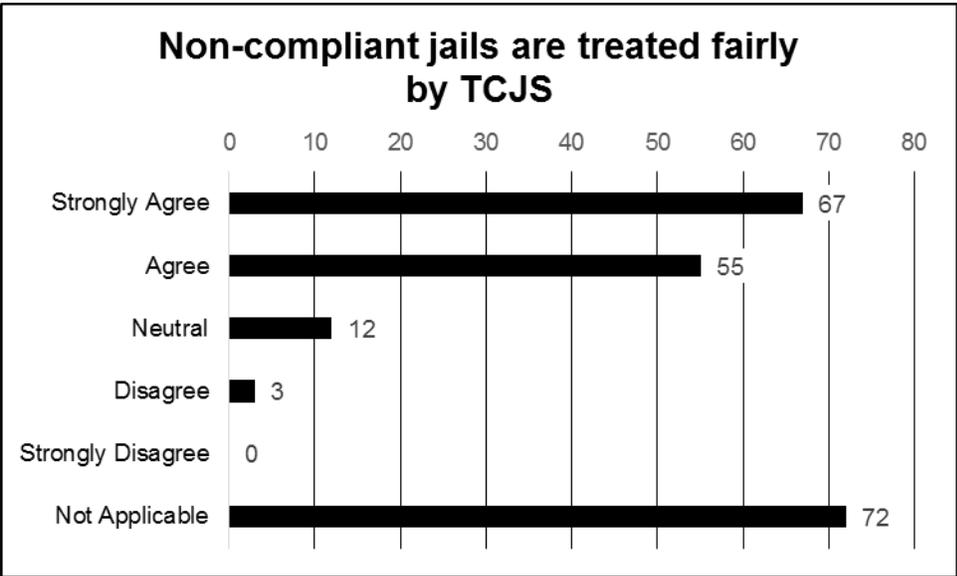
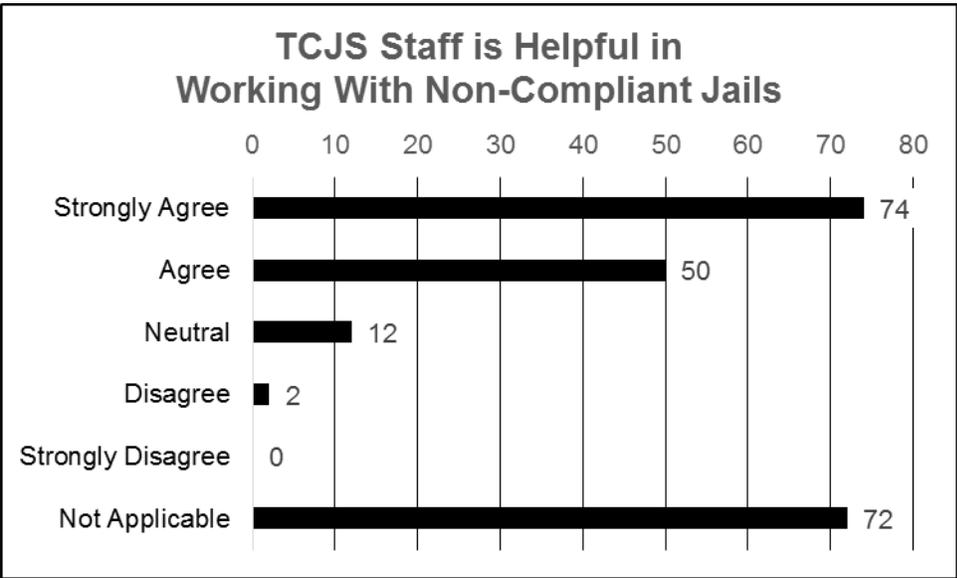
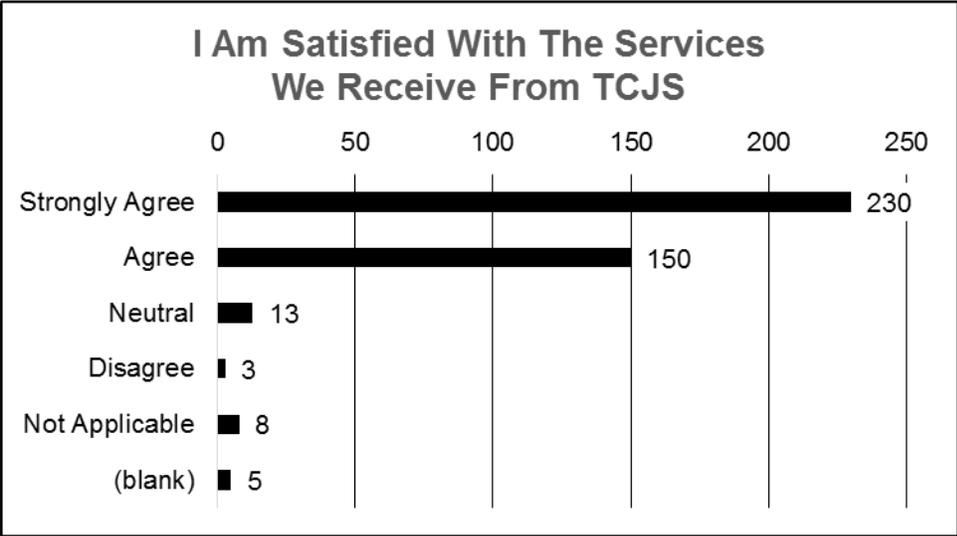












## **CUSTOMER COMMENTS**

### **County Judge/Official**

All good.

Always professional and courteous.

Contact county judge more often.

Contact County Judges and inform them of the services you offer. Quit allowing the Sheriff to be your sole point of contact with a county.

Continue to do great work.

Great Job.

Inspectors are always helpful and thorough.

Commission staff has been very helpful, especially when I was attempting to get our jail updated for PREA compliance.

Provide some notice for onsite inspections.

Respectful and knowledgeable personnel.

Thankfully our Sheriff handles most of the contact with the Commission. I have had no complaints in my office.

The last two years, the inspector has been very professional and thorough. The year before that the inspector was over-zealous and appeared to want everyone to cater to [his/her] whims. I was very unimpressed the first two years I have been in office. The last two have been professional inspections.

Very professional.

Your inspectors were very professional and efficient with their time as well as our jail staff's time. They were very detailed in their oral report to me.

### **Sheriff**

All is well.

As agency administrators, we need to be able to download the entire jail standards in a PDF file for easy reference on our local server.

Customer service has always been great. We call with a question and it is always answered promptly.

Helpful and timely.

I do not have a jail, I contract out to another County. So why must I do a monthly report?

I have made contact with Jail Standard Staff many times since I have been Sheriff of Callahan County and they have always been very helpful and informative.

I have no complaints with the Jail Commission on the dealings I have had with them. Always friendly and helpful.

I like that Executive Director Brandon Wood has told his Jail Inspectors that they are there to help the jail facilities they inspect and they are not there to hinder or threaten the operator or the operation of the jail facility. A common sense approach at helping Sheriffs and Jail Administrators run jail facilities efficiently and within the minimum standards.

I was very pleased with your staff. It was a very positive experience.

In have no issue with the inspectors.

It is too bad that all the other state agencies can't train with TCJS and learn what customer service is all about!

No complaints or suggestions for improvement. Thanks for your help.

Our inspector is fantastic!!

Please help with stopping the unfunded mandates on the Jail & Staff.

Since taking office in 2017, my experience with jail standards is that they have went above and beyond all my expectations. Then presented themselves in a professional manner and have always been eager to assist in all our jail needs. I look forward to continuing this current relationship with jail standards.

The jail administrator handles most any and all issues.

The Jail Commission has always helped us out every time we have called. I appreciate the way they conduct their business and help Counties to the best of their ability.

They have always been great to work with even though we do not necessarily agree each time.

Very Helpful and informative.

We appreciate the professionalism and knowledgeable assistance we receive.

We do not operate a county jail. We contract with other counties and very rarely, if ever, interact with jail Commission.

We work well with the Jail Commission and usually get our questions answered in a timely manner.

Written legal advice would [be] nice to get from TCJS.

## **Jail Administrator**

All of the staff are friendly and knowledgeable. We always get a response when we ask for assistance from TCJS. The website can be difficult at times and does not have all the information needed.

All the times I have needed someone, they have been great. Appreciate the time and effort they put forth to our county.

Always courteous, informative, and helpful.

Any time I need help my Inspector is more than willing to give me direction in what I need to do. I have always been pleased with any contact I have ever had.

Anytime I have had questions about anything the Commission has been very helpful and assist in a fast and timely manner.

Anytime I have needed or requested help on paperwork pertaining to the jail I have been instructed in how to do it and when it's due. All the time that I have called everyone has been real helpful and courteous.

Continue the pro-active service and training assistance.

Every time I have called I either get a response or get a call back within a day.

Everyone has always been very courteous and helpful with any problems we may have had.

Excellent communication through phone and emails.

Excellent Customer Service, I have dealt with them for many years, they are easily approachable, very knowledgeable, and very efficient.

Great and very helpful.

Great people and good to work with.

Great to work with and always helpful.

Having difficulty getting mandatory 8 hour mental health training to reasonably coincide with jailer school requirements. Maybe more instructors? Better coordination/notification of prerequisites from TCOLE.

I am satisfied with the customer service we receive from the Commission on Jail Standards.

I call my State Inspector if I have questions. Jackie calls me back and has good customer service.

I consider TCJS to be an asset that I know is available to help when I need it.

I enjoy the relationship I have with all of the staff at TCJS. I call them and they are extremely responsive and helpful.

I had never thought about Staffing Analysis services or Facility Needs Analysis, but I will be contacting the Commission on these issues.

I have always gotten a response by email or phone in a timely manner regarding questions or issues.

I have experienced nothing but professional and helpful interactions with TCJS.

I have no issues with customer service.

I have over the many years at my capacity at Rusk County Jail requested information for the TJS staff and have been help with a number of concerns and problem solving.

I started at the end of Nov 2017, so I really was able to answer a lot of the questions. Jail Commission has helped our County out tremendously to get us back in compliance.

In our jail being found noncompliant, we realized that the 2 different inspectors that we have had analyzed and counted staffing differently. We have been following what our 1st inspector said and now the 2nd inspector found us noncompliant on staffing because [he/she] counted differently than the first. Would be very helpful to have all the inspectors on the same page as far as their interpretation of Jail Standards rules.

Inspector St. Amant is excellent in explaining corrections and providing Technical Assistance. Inspector is fair and clear in his instructions.

It is apparent that the Commission wants the jail to succeed in a safe, lawful and efficient manner.

Jackie Benningfield is very informative and will guide you to the right direction and has always answered any question that has come up in a timely manner.

Knowledgeable and always willing to help resolve problems. Friendly staff.

Maybe allow the Serious Incident Report to be faxed in with the monthly report instead of email.

More available classes in our area, south central Texas.

More jail training.

Mr. Herklotz is always very helpful and informative with my questions.

Our inspector is very knowledgeable and always a wealth of information. He always presents himself professional manner.

Professional and helpful.

Return calls in a timely manner.

Seems very good as is.

Shane has done our inspection the past two years. During this inspection we discuss not only present issues but also future issues that could change jail operations.

TCJS has been very helpful. Our region's inspector resigned and a new inspector has been assigned, from what I have been advised. It would be great to know whom has been assigned and contact information so that we can welcome them and exchange contact information.

TCJS staff has always been helpful when needed, no issues.

Thanks for the support!

The Commission has always been extremely helpful.

The Commission is very helpful and informative. The staff have always been courteous.

The Commission provides great services and I appreciate the advice.

The last three contacts involved David Bertling, and Wendy Wisneski. They were interested in solving a problem and approached the contact as such. Made me feel as though they wanted to be part of a solution.

The monthly reports have become more burdensome. The Commission should review the required information and determine if all of the information continues to be relevant.

The Sheriff and I had an issue with only one employee of TCJS. Being that I had not yet been through an inspection yet, I was not too sure as to everything worked and my previous supervisor did not make me aware of everything that needed to be done. We were listed as non-compliant and the employee we spoke with was not very helpful in letting us know what steps that needed to be taken in order to be compliant again. I also felt that that employee was not willing to help our facility to get back into compliance. We jail administrators look to the Jail Commission to help us with problems, not be left in the dark as to what is going on.

They always seem to be helpful and responsive.

They are a big help to this county. Just keep doing all they do.

They are always very helpful!

They are always willing to help and have great customer service.

Very good.

Very helpful and informative.

Very, very helpful and courteous.

We are satisfied with Commission's customer service!

We have always had a good working relationship with JS. No complaints.

We have strived to bring our jail up to higher standards over this last year and I feel confident we have accomplished that through the help of TCJS staff. Everyone is always helpful and our inspections are fair and informative.

We miss Philip. He was a true asset to TCJS.

### **Jailer**

Doing a great job.

Job well done!

### **Other**

Continue as is.

Every time I have called or spoken to the Commission, they have been helpful. I appreciate their trainings.

N/A.

No comment.

No matter who I have dealt with the staff and been extremely courteous and professional.

TCJS are always courteous and helpful. Never any issues at all.