



KEY ISSUES

THE NEWSLETTER OF THE TEXAS JAIL ASSOCIATION

Vol. XII, No. 2

Spring 2008

MESSAGE FROM THE PRESIDENT



President, Carla Stone

Time has flown by and soon I will be passing the gavel to the new President, Robert Green. My time as President is coming to an end, but I will be moving into a group which consists of individuals that I deeply admire and appreciate for their continued loyalty and dedication

to the Association. The Texas Jail Association has had the elite of the criminal justice field serve as Presidents. I am deeply appreciative to the past Presidents that have served this Association. Their hard work has enabled TJA to grow into a very professional and productive association. I am both honored and humbled to soon be joining this group of individuals.

My time serving as President has been very rewarding. I am very proud of the accomplishments of the association, but I must give credit where credit is due. First let me recognize the Association's Officers and Board of Directors, who volunteer to serve. These individuals are exceptional people. Each Officer has a designated duty and the directors volunteer to assist as committee members. Everyone has stepped up to the plate and made it possible to continue the dream of our founding President, Jerry Baggs. Many thanks and deep appreciation to the Officers and Board Members for their dedication and hard work, which has made my time as President a great experience. Sharing in the credit for a great year is Sharese Hurst and her staff of Jason Schwarz and Katie Isaacs at the Correctional Management Institute of Texas at Sam Houston State University. As

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MESSAGE FROM THE PRESIDENT, cont'd

usual, Sharese and her staff have handled so many of the behind the scene details that make it possible for our conferences to operate efficiently. We could not have the success we have experienced without these great people.

As always, the Texas Association of Counties and the Texas Commission on Jails Standards have provided us with great regional training classes. TJA is proud to be associated such outstanding groups of individuals and very appreciative of their hard work and dedication to the Association.

The Texas Jail Association's Annual Conference will be here very soon. This is our 22nd Annual Conference and we will be at the Renaissance Austin Hotel. Last year was our first time at the Renaissance and it was a great experience. Our training committee chairman, Mary Farley, and committee members have been working diligently to schedule interesting and informative classes for this conference. During the conference we will be selecting officers and board members for the next year. Be sure and make your reservations early as we expect a large attendance.

Also, don't forget the annual Jail Management

Issues Conference in South Padre during August. It is a tough job and somebody has to make the trip to South Padre!!!! Check out the TJA website for conference dates and registration information. Hope to see you there.

In closing, I want to thank everyone that has contributed to a successful year for TJA and especially to the general membership, who continues to support this association. You are the reason Jerry Baggs formed this association and his dream continues through you each year as TJA provides training and networking across this great state.

As always, please keep the detention officers and street officers in your thoughts and prayers as each performs their daily duties. Also, keep our military officers and their families in your thoughts and prayers as well, as they protect us and our country.

Sincerely,



SMALL JAIL ISSUES

by
Jim Bernarduci

I have been asked to pinch hit for the original speaker on the topic of Small Jail Issues at the Texas Jail Association Spring Conference in Austin. As a Jail Administrator, I have attended many fine sessions in the past years and always learned something. Sergeant Joe Dominguez will be assisting with the sessions. He and I immediately began thinking about subjects that would be of interest to employees of small jails. The more we pondered the more we realized that an open forum presentation would be the most beneficial. That brings me to the reason for this article, **I want your guidance and ideas.**

1. *What would you like to discuss?*
2. *What problem(s) give you the most trouble?*
3. *What area(s) of your operations needs improvement but you don't have the money, time, personnel, or know how?*
4. *What confuses, mystifies, or simply baffles you?*

If we put our minds together, we can become a great source of information. To quote Admiral Hyman Richover: "Small minds discuss people, average minds discuss events, great minds discuss ideas."

Please contact me or send me your ideas. My work number is 830-249-4989, fax 830-249-0036, or e-mail james.bernarduci@co.kendall.tx.us. I look forward to our dynamic exchange as great minds discuss ideas.

MEMBERSHIP CONTEST UPDATE

The Texas Jail Association has **1024 active members** as of March 19, 2008. We are still adding new members to the active member list every day. The TJA Board wants to challenge every agency and every member to assist in our efforts to reach new goals in our membership numbers. There is still plenty of time to get involved and be a part of the current membership drive.

MEMBERSHIP CONTEST

The Texas Jail Association is holding two separate contests this year for our membership drive. The **first contest** is to provide a benefit to **each County which recruits at least 10 new members** to the Association. This contest is for new members only and does not include renewals of memberships. Each County to recruit 10 or more new members between October 2007 and April 2008 will receive one FREE registration to the May 2008 TJA Annual Conference to be held in Austin, Texas.

As of March 7, 2008, the only agency to have taken advantage of this contest is Leon County. Sheriff Michael Price and Jail Administrator Mike Starkey have made their agency a 100% membership agency. Leon County will receive one free registration to the 22nd Annual TJA Conference.

This is an excellent opportunity for all agencies across the state. Agencies can save money on conference costs, or send an additional officer to the conference. This contest is still open to all agencies whom are able to get at least 10 new members.

The **second contest** is to recognize the member most dedicated to the Texas Jail Association. This contest is to see **which TJA member can get the most referrals of new members** between October 2007 and May 2008. It will be the responsibility of the referring member to make sure the new applicant places the referring member's name on their application. The member with the most referrals will be recognized for their dedication at the May 2008 Annual Conference Banquet and will receive \$50 cash.

As of March 27, 2008, the only current members to have referred officers to become new members of the Association are:

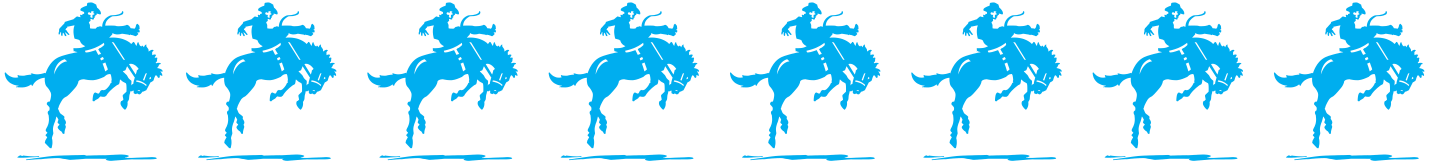
- David Drosche with Brazos County currently has 10 referrals.**
- Jayson Mouton with Montgomery County currently has 14 referrals.**
- Craig Hromadka with Ellis County currently has 1 referral.**
- Mike Starkey with Leon County currently has 10 referrals.**

The Texas Jail Association would also like to thank all of our members for being a part of this outstanding Association. Each member needs to keep in mind in order to take advantage of the excellent benefits TJA provides you need to renew your membership each year. This will allow you to remain in contact with all of the professional expertise our great state has to offer. A membership rate of \$20 per year is an investment in your future.

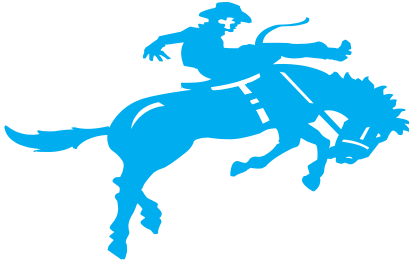
KEY ISSUES DEADLINE DATES

June 1, 2008 for July Publication
September 1, 2008 for October Publication
December 1, 2008 for January Publication
March 1, 2009 for April Publication

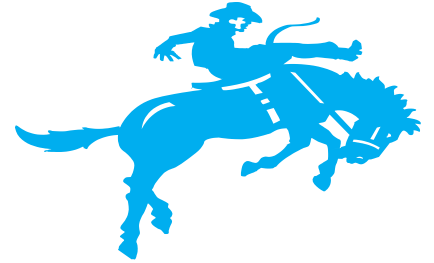
Send your articles on CD or via email to Sharese Hurst, Texas Jail Association, Correctional Management Institute of Texas, Sam Houston State University, Huntsville, Texas 77341-2296; sharese@shsu.edu.



22nd Annual Texas Jail Association Spring Conference



Join the TJA at the
Renaissance Austin Hotel
May 12 - May 16, 2008
In Austin, Texas



Early Registration by Friday, April 25, 2008

TJA Member - \$130 (\$156 after April 25)

Non-Member - \$150 (\$180 after April 25)

- Cancellations must be made in writing and received by the Correctional Management Institute of Texas at Sam Houston State University no later than **April 25, 2008**, in order for a full refund to be processed.
- The Correctional Management Institute of Texas reserves the right to **retain or collect fees** in full for those *who fail to cancel prior to the training or for those who fail to attend*.
 - Substitutions are permitted at any time.

Last Name: _____ First Name: _____
 Title: _____ Agency: _____
 Address: _____ City: _____ State: _____ Zip Code: _____
 Telephone: _____ Fax Number: _____
 E-mail Address: _____ Name of Spouse/Guest (if attending): _____
Spouse/Guest \$50 charge includes welcome reception
 Credit Card # _____ Exp: _____

Complete the form above and forward to:
Texas Jail Association
Attn: Sharese Hurst
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296
or fax to (936) 294-1671

TCLEOSE: 1-TX P.O. Lic. _____ 3-Lic. Telecom. _____ 4-Elected, not Lic. _____
 5-County Jailer _____ 6-Other, no TX. Lic. _____

PID #: _____

No TCLEOSE Credit Needed (please check)

****REQUIRED SECTION****



**Early Registration
by
Friday, April 25, 2008**

**TJA Member - \$130.00
Non-Member - \$150.00**

**Late Registration
after
Friday, April 25, 2008**

**TJA Member - \$156.00
Non-Member - \$180.00**

For conference information contact Jason Schwarz at (936) 294-3075, or Sharese Hurst at (936) 294-1687. Checks for the conference should be made payable to the Texas Jail Association.

- Cancellations must be made in writing and received by the Correctional Management Institute of Texas at Sam Houston State University no later than **April 25, 2008**, in order for a full refund to be processed.
- Cancellations received after April 25, 2008, and before May 12, 2008, will be charged 30% of the conference registration fee.
- The Correctional Management Institute of Texas reserves the right to **retain or collect fees** in full for those *who fail to cancel prior to the training or for those who fail to attend*.
- Substitutions are permitted at any time.

**Host Hotel
Renaissance Austin Hotel**

Rates: \$85.00 single \$130.00 double
\$140.00 triple \$150.00 quad

Rate Cut-off: Friday, April 18, 2008, at 5:00 p.m.

Reservations: Reservations may be made by calling (512) 343-2626; you must identify yourself as a TJA Conference attendee

Parking: Complimentary; Valet available

Check-in: 3:00 p.m.

Check-out: 1:00 p.m.

Overflow Hotels: North Cross Suites Austin Northwest (512) 452-9391, Rate-\$85.00; Holiday Inn Northwest Plaza (512)343-0888, Rate-\$119.00

TJA Policies:

- Turn cell phones and pagers off during meetings
- Smoking permitted in designated areas only
- NO conference certificates will be handed out at the 22nd Annual Conference. A certificate will be mailed if a request form is completed and submitted to TJA Staff at the conference.

**Golf Tournament
Information**

DATE: Monday, May 12, 2008
TEE TIME: 1:00 pm – 6:00 pm
PLACE: Riverplace Country Club
FEE: \$65.00 per person
TYPE: Four Man Scramble

The Riverplace Country Club is a Soft Spike only course and proper attire is required (shirts with collars). **NO BLUE JEANS/NO DENIM OF ANY KIND/NO EXCEPTIONS**. For questions regarding the golf tournament, contact Bob Patterson at (254) 933-5409 (office) or (254) 778-1091 (home).

All entry forms and checks should be mailed to:

Texas Jail Association Golf Tournament
ATTN: Bob Patterson
3209 Bonham Avenue
Temple, Texas 76502

Name: _____

Agency: _____

City: _____

State: _____ Zip Code: _____

Telephone: _____

Fax Number: _____

Team: _____

COURTROOM CHALLENGE

2 Person Team

Please complete and return with registration form

Name #1: _____

Name #2: _____

County: _____

**BUNKO TOURNAMENT & DRIVING
SIMULATOR COMPETITION**

*Sign-up at Conference Registration Desk.

Tentative Agenda

Event Times

MONDAY, MAY 12, 2008

9:00 am – 10:30 am
 1:00 pm – 5:00 pm
 1:00 pm – 6:00 pm
 2:00 pm – 6:00 pm
 3:00 pm – 5:00 pm
 5:00 pm – 7:00 pm

Event

Pre-Conference Board Meeting
 Driving Simulator Competition
 Golf Tournament
 Registration
 Stress Awareness
 Bunko Tournament

Speaker

Board of Directors
 Don Courtney & James MacMillan
 Robert Patterson
 SHSU/TJA Staff
 Frank Lott
 TJA Staff

TUESDAY, MAY 13, 2008

7:30 am – 12:00 pm
 7:30 am – 12:00 pm
 8:30 am – 8:45 am
 8:45 am – 10:00 am
 10:15 am – 10:30 am
 10:30 am – 11:20 am
 11:20 am – 11:30 am
 11:30 am – 1:30 pm
 12:00 pm – 7:00 pm
 1:30 pm – 3:00 pm

Breakout Sessions: I

3:30 pm – 5:00 pm

Breakout Sessions (Repeat): II

5:00 pm – 7:00 pm

Registration
 Exhibitor Set-up
 Opening Ceremony
 Keynote Address
 Introduction of Candidates
 Legislative Update
 Easier Ways to Mandated Courses
 Lunch (on your own)
 Exhibitor Showroom Opens
 Critical Incidents Aftermath
 MRSA
 Correctional Civil Litigations
 Jail Commission Update
 Driving Simulator Competition
 Critical Incidents Aftermath
 MRSA
 Correctional Civil Litigations
 Jail Commission Update
 Driving Simulator Competition
 President's Reception

SHSU/TJA Staff

District Judge Michael Chitty
 Robert Green, 1st Vice President TJA
 Chris Kirk & Thomas Kerss
 Texas Engineering Extension Service

Steve Chalender & Carmella Smith
 Neil Pascoe
 Danny McDonald
 Texas Commission on Jail Standards
 Don Courtney & James MacMillan
 Steve Chalender & Carmella Smith
 Neil Pascoe
 Danny McDonald
 Texas Commission on Jail Standards
 Don Courtney & James MacMillan

WEDNESDAY, MAY 14, 2008

7:30 am – 8:30 am
 7:30 am
 8:30 am – 5:00 pm
 8:30 am – 10:00 am

Breakout Sessions: III

10:00 am

10:15 am

10:30 am – 12:00 pm

12:00 pm – 1:30 pm

1:30 pm – 3:30 pm

1:30 pm – 3:00 pm

Breakout Sessions (Repeat): IV

2:00 pm

3:30 pm – 5:00 pm

Prayer Breakfast
 Exhibitor Showroom Opens
 Courtroom Challenge
 Crisis Intervention
 Mental Health Issues in Jail Setting
 Classification
 Courtroom Security
 Safety Issues While Transporting Inmates
 Sheriff's Photo
 Jail Administrator's Photo
 Breakout Sessions (Continued): III
 Boxed Lunch in Exhibit Hall
 SAT Legislative Committee Meeting
 Crisis Intervention
 Mental Health Issues in Jail Setting
 Classification
 Courtroom Security
 Safety Issues While Transporting Inmates
 Exhibitor Showroom Closes
 Breakout Sessions (Continued): IV

Warden Nathan Cain

Texas Commission on Jail Standards
 Frank Lott
 Marlin Suell
 Wayne Dicky
 Tim Quintana
 Don Courtney & James MacMillan

Thomas Kerss
 Frank Lott
 Marlin Suell
 Wayne Dicky
 Tim Quintana
 Don Courtney & James MacMillan

THURSDAY, MAY 15, 2008

8:30 am – 10:00 am

Breakout Sessions: V

8:30 am – 5:00 pm

10:30 am – 12:00 pm

12:00 pm – 1:30 pm

1:30 pm – 3:00 pm

Breakout Sessions (Repeat): VI

3:30 pm – 5:00 pm

7:00 pm – Midnight

Demographic Gangs
 Small Jail Issues
 Effective Communication/What You Bring to the Table
 PEN Packets
 Courtroom Challenge
 Breakout Sessions (Continued): V
 Ballots Due by 12:00 pm
 Lunch (on your own)
 Demographic Gangs
 Small Jail Issues
 Effective Communication/What You Bring to the Table
 PEN Packets
 Goal Setting and Stress Reduction
 Breakout Sessions (Continued): VI
 Awards Banquet

Siggy Sanchez
 James Bernaduci & Joe Dominguez
 Charlotte Stallings
 TDCJ Staff
 Texas Commission on Jail Standards

Siggy Sanchez
 James Bernaduci & Joe Dominguez
 Charlotte Stallings
 TDCJ Staff
 Rodney Rash

FRIDAY, MAY 16, 2008

8:30 am – 11:30 am

10:45 am – 11:30 am

Survival Spanish Speaking in the Jail
 Board Meeting

Dionicio Cortez



The 2008 TJA Golf Tournament



This year's tournament is once again being held at the gorgeous RIVERPLACE Country Club in Austin, Texas on Monday, May 12, 2008, with a 1:00PM shotgun start. Many of you may remember we played this course for several years back in the late 90's. It's not the easiest course on the planet, so bring your "A" game and enjoy the scenery. Your fee of \$65.00 includes green fees, cart and a box lunch provided on the course. Prizes will be awarded at the conclusion of the tournament.

RIVERPLACE is a Soft Spike only Course

'Proper' golf attire is required (shirts w/ collars)

NO BLUE JEANS/NO DENIM OF ANY KIND/NO EXCEPTIONS

TJA Golf Tournament

4-man scramble (make your own team)

Registration Form

Fee: \$65.00

Last Name: _____ First: _____

Agency: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Team Members: _____, _____,
_____, _____

Contact Tournament Director:

Bob Patterson at
(254) 933-5409 Office
(254) 778-1091 Home
(254) 913-6743 Cell

Return Registration & Fee to:

T.J.A. Golf Tournament
C/O Bob Patterson
3209 Bonham Avenue
Temple, Texas 76502

Courtroom Challenge

The Courtroom Challenge is a team game involving participants representing their counties by showing their knowledge of Texas Jail Standards. The game uses a game show format, with two opposing teams squaring off to "win jurors" by answering questions about Jail Standards. Once a team wins, that team advances through the elimination chart, and faces other teams until a team takes first place. Trophies are given for first, second, and third place. Each jail may have more than one team.

To register your 2 person team, complete the following:

Name #1: _____

Name #2: _____

County: _____

Detach and mail to:

Texas Jail Association
 Correctional Management Institute of Texas
 George J. Beto Criminal Justice Building
 Sam Houston State University
 Huntsville, TX 77341-2296

Driving Simulator Competition



Test your driving skills in the Texas Association of Counties Driving Simulator. Scenarios will include Pursuit Driving, Prisoner Transport and Defensive Driving. Look for a sign up sheet during registration on Monday afternoon and Tuesday morning.

The Simulator will be open on Monday afternoon from 1:00PM-5:00PM and Tuesday from 1:30PM-5:00PM.

Sign up for your time slot! Prizes will be awarded!

TRIAL AND ERROR: FAILURE AND INNOVATION IN CRIMINAL JUSTICE REFORM

by
Greg Berman, Phillip Bowen and Adam Mansky

Introduction

“Men are greedy to publish the successes of [their] efforts, but meanly shy as to publishing the failures of men. Men are ruined by this one sided practice of concealment of blunders and failures.”

Abraham Lincoln

Criminal justice success stories – for example, the sustained reduction in crime in major U.S. cities during the past fifteen years – are poured over by officials from around the world in an effort to distill the lessons and replicate the accomplishments. Best practice manuals, providing protocols intended to guarantee success, are in abundant supply. At the same time, in the criminal justice world, failure is still a whispered word.

Following the burst of the dot.com bubble, failure has become a hot topic in corporate America. In fact, Business Week magazine devoted a recent cover story to the lessons of failure. The idea of confronting failure is not just the preserve of the private sector; from the U.S. Army to academic hospitals, other professions are learning from failure, as well. This paper seeks to extend this study into the realm of criminal justice reform.

Rather than focusing attention on well-known achievements in the field, therefore, this “red paper” – the product of semi-structured interviews with criminal justice experts, researchers and practitioners, as well as a review of the literature on failure – seeks instead to provoke debate as to why some criminal justice reforms work and some do not. This exploration is not about failures of incompetence or corruption – these kinds of failures tend to be well-documented by the media (and contribute to a generally risk-averse environment). Rather, this paper is about the kinds of failures in which well-intended efforts fall short of their objectives: the enforcement strategy that criminals ignore, the compliance monitoring scheme that doesn’t reduce re-offending or the seemingly successful job training program for ex-offenders that suddenly closes up shop.

This examination is intended for anyone interested in criminal justice reform but, in particular, seeks to reach local policymakers – probation officials, court administrators, leaders of state and local criminal justice agencies. By discussing failure openly, this paper seeks to help foster an environment that promotes new thinking and the testing of new ideas. By identifying lessons that could inform criminal justice practice going forward, this paper seeks to ensure that, at the very least, tomorrow’s innovators are less likely to make the same mistakes as today’s. The bulk of this inquiry, therefore, looks at the causes that contribute to failure.

But there is a threshold question to ask about failure: is failure inherently good? Well, in one sense, it appears to be: Failure is a necessary by-product of innovation. The private sector, sciences and even the arts have long understood this fact; they tend to factor failure as a cost of doing business – consider the massive R&D funding by pharmaceuticals that includes substantial allowance for failure. In these fields, there is acceptance that

not every innovation is going to succeed. In fact, each success is typically built on the backs of numerous failures. In a sense, failure is a partner of success – and is not a bad thing.

Unfortunately, the public sector seems to have little tolerance for failure. Perhaps, as Ellen Schall, Dean of New York University’s Robert F. Wagner Graduate School of Public Service, has speculated, fear of failure is a by-product of the American tradition of skepticism about activist government. For whatever reason, few government agencies are known to tolerate risk; and tolerance for risk is a necessary building block for innovation.

While failure has its own merit, there are also benefits to trying to learn from it. To understand failure, it is important to analyze its causes. Two obvious causes of failure are failure of premise or concept (that is, a bad idea), and failure of implementation (that is, a poorly executed idea). While this paper does examine failures of design and implementation, it also looks at two other factors that often go unmentioned. The first is power dynamics (e.g., political influences, fiscal realities, leadership changes), which bear so heavily on an initiative’s success or failure that planners ignore or discount them at their own peril. The second factor is an institution’s capacity for self-analysis. The effectiveness of an innovation can be undermined or even destroyed by an organization’s inability to be self-critical and open to reflection.

These latter two sources of failure – power dynamics and lack of self-analysis – do not operate in isolation, but can be seen as opposing forces in constant tension or, perhaps, flipsides of the same coin. Each must be balanced with the other in mind. On the one hand, innovators must develop concerted strategies to inoculate reform from attack, criticism and political pressures. At the same time, and as a potential by-product of such effort, a well-planned campaign to manage the powers-that-be may foster a culture that discourages transparency, self-reflection and self-criticism. As such, although this paper will open with discussion of the most obvious contributors to failure – premise and implementation – it closes by grappling with the hazards of power and lack of self-reflection.

Failure of Design

The most obvious source of initiative failure is the bad idea, the incorrect hypothesis. Sometimes, planners just plain get it wrong, anticipating – and hoping – for an impact and finding none. Why do criminal justice innovators launch initiatives with poor initial designs?

Poor understanding of target population: Discussing a project piloted twenty years ago that provided direct social services to prostitutes, Tim Murray, currently executive director of Pre-trial Services Resource Center, says “Most of our clients, about 60 in all, disappeared within the first 30 days...because the premise was lousy.” Describing the untested assumptions the project made about client lifestyles, Murray believes that there were fatal mistakes in the project’s design from the get-go.

Unrealistic expectations: Even when an initiative is working, it may still be damned by failing to meet expectations. The very qualities needed to build initial momentum and rally support from staff and outside stakeholders – optimism and drive – can actually lead planners to overestimate or over-promise the impact of reform. Management of expectations – whether those of agency decision-makers, stakeholders, the public or even program participants – can determine a program's success or hasten its failure. For example, Project Greenlight in New York City was a comprehensive prisoner reentry initiative that was cut short after arrest rates were found to be higher for participating prisoners than for those of two different control groups, including one that received no re-entry intervention whatsoever. In its review of the effort, the Vera Institute of Justice identified that the program had created unrealistic expectations about available social services, that participants' hopes were dashed when they accessed the services, which in turn affected their ability to successfully re-enter the community.

Unclear research guidance: Despite wide acceptance of the need for evidence-based decision-making, many areas of criminal justice remain under-researched. Even where research does exist, it may be so loaded with caveats (not to mention written in a highly technical vernacular) that it offers little guidance for policymakers. In environments demanding quick decisions, policymakers need succinct assessments and researchers willing to make the most out of the available evidence. Without clear evidence, planners must sometimes make use of educated guesses – and guesses sometimes prove wrong.

Failure to perform adequate research: Adelle Harrell, a researcher at the Urban Institute, noted that some projects will steam ahead without investing enough time delving into a problem. Sometimes in the rush to get things done, officials don't examine research and end up choosing strategies that have already been tested and rejected in other locations. Ellen Schall indicated that the criminal justice world often finds it difficult to look beyond its own arena, and ignores ideas from other fields that might be relevant.

All of these causes of poor initial design suggest that innovators need to take time with their pre-launch planning. And here is the first of several paradoxes of failure. On the one hand an innovation's premise should be well-conceived and evidence-based. At the same time, a would-be innovator can be paralyzed by the unknowable. Herb Sturz of the Open Society Institute urged innovators not to obsess about mastering all of the potential variables and instead to plow ahead – “do something.”

Sometimes, an initiative can fail to meet expectations, but produce meaningful unintended or secondary benefits; the primary objective may not be met, but the achievement of other objectives may sufficiently justify the initiative. Jeremy Travis, President of John Jay College of Criminal Justice and former director of the National Institute of Justice, highlighted this latter possibility in discussing a project he led early in his career, the Victim/Witness Assistance Project. The goal was to increase victim participation in the criminal justice system, particularly the level of victim and witness attendance in court proceedings. The original hope was that providing these services would result in significant increases court participation by victims and witnesses. The project “failed” in terms of that measure – the level of attendance did not increase. According to Travis, “the services

we provided – which were extensive, and of high quality – were not sufficient to convince victims and witnesses to increase their use of the . . . criminal justice system.”

The story did not end there, however. The project was able to rebound and to continue its experiments with mediation and placing victim advocates in the courtroom. These services were determined to be valuable on their own terms, so were retained and expanded, leading to the creation of Victim Services Agency (now Safe Horizon), one of the nation's preeminent victim support agencies.

Questions

- How can innovation be sold to skeptical audiences without creating unrealistic expectations?
- How can rational, measured planning avoid the trap of over-analysis and paralysis?
- How can researchers get their messages through to policymakers?
- How can policymakers be better consumers of research?
- What are some of the other factors that can contribute to failure of design?
- What should innovators do in the absence of clear evidence?

Failure of Implementation

The ability of innovators to implement what are apparently sound hypotheses is fraught with potential pitfalls. An innovator can have a great idea but be unable to pull it off. Assuming that a new idea makes sense, why do some projects fail at the implementation stage?

Resources: Simple deficiencies in resources are a natural constraint on innovation, whether they be budgetary constraints, staff limitations (both in numbers or skills) or the lack of access to information or technology. There just may not be enough staff, time, money – one can fill in the blanks – to do what's needed to get a great idea up and running. Funders, whether governmental or private often have limited attention spans; sustaining new programs over the long haul is a constant challenge for would-be innovators.

Leadership: The lack of an effective leader can often be the death knell of a new initiative. Analysis suggests that the first drug courts succeeded in part because a group of committed mavericks could, by “the sheer force of personality alone . . . , overcome bureaucratic inertia and skepticism” (Fox & Wolf, 2004). Tim Murray, who helped establish the first drug court in Florida, emphasized the important role that charismatic personalities play in driving success. An effective innovator also must be an effective project manager. Ironically, the success of an innovative leader can also contribute to subsequent failure of a model project, as innovators are promoted or seek new challenges.

Commitment: Short-term demands for accountability can terminate projects before they have had sufficient time to find their feet. While it is not unreasonable for funders and senior leaders to demand to know what is going on, innovative projects need the space to try different approaches, to adapt and move forward.

Ineffective or inadequate documentation, research or

evaluation: On top of the challenge of making an idea work in practice, it is critical to be able to document accomplishments. Gathering data from the outset of operations requires significant planning, staff support (many of whom may be uncomfortable with “numbers”) and effective technology systems. Even if a research plan has been mapped out, ensuring its successful implementation may be the last thing an innovator worries about, especially in the chaos of start-up. But by not documenting impact, an initiative may be unable to justify continued funding. Jeremy Travis noted that the limitations of research create another dilemma for innovators. On the one hand, in order to document causal change the scope of the innovation must be limited and discrete. With larger and more ambitious initiatives, it may be difficult to confidently ascribe cause simply because there are so many working parts. Thus, more ambitious initiatives may be vulnerable to criticism precisely because they cannot demonstrate a direct causal impact. Does that mean that big plans are more likely to fail? They may find it harder to document success – whereas more limited efforts, with fewer variables at play, may find it harder to achieve success, even if they find it easier to document it.

The local landscape: Lisbeth Schorr, professor at Harvard University, said, “In my experience, the biggest mistake ... is thinking that because a program is wonderful, the surroundings won’t destroy it when they plunk it down in a new place. But ... context is the most likely saboteur of the spread of good innovations” (Berman & Fox, 2002). Put simply, failing to adapt to the challenges of the local context is a common cause of failure. What might work in Los Angeles might not work in a small Louisiana parish or a Midwestern city with different cultural values. At the very least, model programs will need to be tailored to local customs and political realities.

Despite the wealth of project management literature that exists to instruct innovators on how to deliver programs, translating an idea into reality is not easy. Particularly important among these challenges is ensuring that the appropriate leadership is in place to implement the reform. Equally, there remains a central conundrum once a project has started: When do we decide if a reform is working and based on what criteria?

Questions

- How do we identify, nurture and sustain the commitment of charismatic leaders? How do we innovate in their absence?
- How do we build systems that are capable of outliving initial pioneers?
- How can innovators persuade funders to allow them the time and resources to experiment and adapt over the long term?
- How do we measure the success of ambitious, multi-faceted reforms?
- How can managers balance the need to give innovators time and space with the need to pull the plug on failing programs?
- What steps can innovators take to understand the local context and adapt their ideas accordingly? How do innovators make sure that in the process of adaptation they do not alter the “active ingredient” of a model?

Failure to Manage Power Dynamics

The need to manage power dynamics and political realities surrounding an innovation is perhaps the hardest factor to discuss. (For purposes of this inquiry, “politics” and “political realities” are defined as external forces, i.e., those not related to the merits of a project, which can affect its ability to succeed.) Criminal justice reforms can be buffeted by democratically-elected or politically-appointed officials but also by budgetary changes and everyday dynamics within bureaucracies and between agencies. Michael Jacobson and Ellen Schall, both of whom have spent time in the public and non-profit sectors, observed that non-profits may have more space for their initiatives not to succeed, whereas governmental entities have too much at stake to allow projects to fail or be perceived as failing. How do power dynamics cause failure?

Political influences: Asked why she believes that reformers sometimes attempt to implement ideas already discarded by research, Adele Harrell contends that certain programs (like boot camps) are politically appealing even when the evidence suggests that they don’t work. It is important to note, however, that political pressure is not always a bad thing. Politicians often reflect the democratic will of the citizenry. Moreover, sometimes political pressure is the only force capable of overcoming entrenched obstacles and interests.

Fiscal realities: Fiscal decisions and crisis management can alter the landscape of a reform at the drop of a hat. Today’s priority can be tomorrow’s victim of budget tightening. If an initiative appears non-essential – often the case when new programs are compared to the core business of making arrests and processing cases – it may be the first thing placed on the chopping block in a moment of crisis.

Inter-agency differences: Bureaucratic boundaries, erected by mission, staff attitudes, leadership, organizational vision and even incompatible technology systems, can produce a dynamic of its own that leads to suspicion, resentment or a lack of co-operation among agencies. These differences in agency culture could provide a serious barrier to mutual understanding and effective partnership. The Midtown Community Court’s Street Outreach Services was an attempt to partner social workers with police officers to provide instant services to New York’s homeless population. After some initial success, the project has encountered on-going challenges over time due to staff turnover at the court and the reassignment of police officers and local precinct commanders (including some not suited or committed to outreach work), leaving participating staff who were insufficiently trained in overcoming the cultural differences between the two agencies. (Street Outreach Services was also affected by the withdrawal of private foundation support – a frequent challenge that innovators must face given that very few foundations make long-term commitments.)

Leadership and management influences: Government leaders often demand a big splash or quick win with an innovation to satisfy short-term political realities. This pressure is often at odds with developing a successful long-term reform, which typically requires evaluation and evolution over time. In fact, Wagner School’s Ellen Schall, said that some organizational leaders may order the implementation of an initiative, without implementing a process to allow the existing culture to adapt to

the new policy or approach. As a result, short-term gains are sometimes achieved at the expense of more meaningful long-term reform.

With some agencies, the constant churn of senior management can prove a serious obstacle to sustaining reforms. Carol Roberts, the director of community corrections in Ramsey County, Minnesota, described outlasting eight separate corrections commissioners when she worked in New York City. And change in senior leadership can lead to the scrapping of reforms simply because they are identified as belonging to a predecessor. Gordon Wasserman, former Philadelphia Police Commissioner chief of staff, suggested that it was in police chiefs' interests to downplay their predecessors' achievements. After all, if they can convince others that everything had been lousy under their predecessor, success (or at least, the perception of success) is much easier to achieve.

Politics can be both a force for good and a cause of failure. And the impact of politics is hard to predict because it is shifting in nature, subject to changing administrations, leaders and fiscal fortunes. But one point is clear: even though it may be difficult to predict, politics cannot be ignored.

Managing political forces is not something that can be improvised – it requires deliberate planning. Innovators should resist the temptation to leave politics to fate. Mike Jacobson, for example, attributed the failure of one of his major initiatives as head of New York City's Department of Probation to the lack of forethought about insulating the effort from political change – his departure as commissioner and replacement by a new commissioner not wed to his effort. Similarly, Jeremy Travis spoke of inoculating reform efforts by strategically building a broad constituency of support and expanding the definitions of success.

Questions

- Is the public willing to allow criminal justice organizations to experiment and fail with taxpayer money? Are politicians? Is the media?
- How can innovators use political forces to their benefit?
- How can policymakers fuse the political imperative to deliver change with a commitment to sound evidence-based policy?
- How can innovators manage the effects of politics at an agency-to-agency level?

Failure to Engage in Self-Reflection

While an innovator must insulate reform from political pressures, such efforts can bring about another source of failure: the lack of self-scrutiny. The ability to remain objective about performance is vital to an innovation's long-term health. Without maintaining the ability to be transparent, self-reflective and self-critical, an organization – or an initiative – can eventually lose its focus. It is perfectly understandable for people to react strongly to negative evaluations and missed targets. However, in most cases, these evaluations can give a critical insight into a reform and provide the impetus to adapt programs, not end them.

A recent study by the Center for Court Innovation on the effects of batterer programs and judicial monitoring in

domestic violence cases in the Bronx, which found that neither produced a reduction in re-arrests, is a case in point. Rather than flatly suggesting that monitoring doesn't work, the study pointed to flaws in the way that monitoring was implemented in the Bronx. The study recommended that monitoring would be more effective if based on a better application of "behavior modification" principles (e.g., involving consistent and certain responses to any infraction). In response, New York State's court system has recommended greater use of graduated sanctions for domestic violence offenders under court supervision and compliance scripts to better explain to offenders how the court will respond to noncompliance.

The Bronx study offers one example of how evaluation and reflection can lead to mid-course adjustments that strengthen reforms. Unfortunately, many criminal justice stories don't have happy endings like this one. Why do many innovators fail to engage in self-reflection?

Admitting failure: People have a natural tendency to proclaim their successes and hide their failures. Funders like successful organizations with strong track records. This can result in organizations trumpeting (and recycling) their success stories. The incentives to learn from their failures are less obvious. It can also lead to organizations continuing with initiatives which have outlived their utility. Innovations can work in a particular time and place, with particular staff, but then their time is up – staff leave, populations change – and programs are no longer as effective.

Acting on failure: Failure to recognize disappointing performance can be compounded by failure to do something about it. Herb Sturz believes projects can fail when no one pulls the plug on inadequate performance, of both individuals and programs as a whole. This failure to maintain vigilance has particular relevance where management feels a sense of loyalty to people or the project. John Feinblatt, New York City's Criminal Justice Coordinator, believes that leaders need to have the courage of their convictions if they think a project is costing too much, not producing significant results or failing to meet expectations.

The conflict between performance and learning: The need for organizations to hold staff accountable for performance is often in conflict with the desire to allow staff to experiment. Staff are rewarded for meeting agreed-upon objectives with managers, so why experiment? In Business Week's series on failure, one private sector consultant framed the dilemma this way: "The performance culture really is in deep conflict with the learning culture" (Business Week, 2006). Moreover, the kind of skills that might make someone an effective administrator – the ability to motivate, manage deadlines, juggle multiple tasks – may not be the same skill set that makes someone good at reflection.

Organizational conformity: Some agencies have internal cultures that reward conformity at the expense of experimentation. Jack Welch, former CEO of General Electric, described GE's internal culture as 'superficial congeniality' where the contribution to the orderly and consensual conduct of business was valued more than externally measured achievements. "Facing reality was not one of the strong points... it... made candor extremely difficult to come by" (Welch & Byrne, 2001). John Feinblatt expressed the belief that it was leadership's responsibility to counter this tendency by continually asking why things were being done in the way they were.

Institutionalization leads to bureaucratization: Tim Murray believes that as soon as innovators decide to pay the ‘fatal price’ of concentrating on accessing funding and replicating themselves, a type of cheerleading culture is created where the job becomes only to have success. The creation of this type of culture leads to risk aversion and less tolerance of variation as the model is rolled out; the result is that experimentation and innovation can grind to a halt.

Adopting a self-critical stance may be central to successful long-term innovation, but the barriers to achieving this are considerable. There is a tension between accounting for performance and providing the freedom for staff and organizations to test out new ideas. There is an understandable fear that too much internal scrutiny may provide ammunition to an initiative’s political foes. That said, those tensions can be creative; performance measurement can serve as a powerful motivation for leaders to change and improve.

Questions

- How do we make self-reflection a core organizational value within criminal justice agencies, as opposed to a luxury that can be easily tossed aside?
- Is the performance culture really in deep conflict with the learning culture? If so, how do we manage that conflict?
- Does innovation inevitably fail when it is institutionalized? Does institutionalizing an initiative change the definition of success and failure?
- Is it possible to protect innovators from the day-to-day pressures of managing large bureaucracies?

Conclusion

From the social problems that often underlie criminal behavior to the thousands of individual decisions that result in crimes, the criminal justice field is the product of failure itself. There is and always will be a continual need to innovate and find new ways of tackling both emerging and persistent public safety problems. This ‘red paper’ is merely a small step in opening discussion on the subject of failure within the criminal justice system.

The paper has identified four principal causes of failure:

- Failure of design
- Failure of implementation
- Failure to manage power dynamics
- Failure to engage in self-reflection

While the first two of these factors are self-evident, it is the interplay of the last two that is the most challenging to navigate. On the one hand, the realities of power and politics – interagency, budgetary or otherwise – are minefields that pose real threats to reform and must be addressed. On the other hand, the most effective tools to combat such dangers may bring about their own challenges – namely, an unwillingness to be self-reflective.

Although it may never become a desirable outcome, failure should not be seen as the behemoth in the corner that needs to be

avoided at all costs – provided that it is properly analyzed and used as a learning experience. Only by regarding failure as a partner and precursor to success will organizations become comfortable with experimentation. Only if innovators believe that they will be given the freedom to experiment, and not be punished for well-intended missteps, can the criminal justice world continue to change, evolve and improve.

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This “red paper” is the result of a round table held in New York in January 2007, in which Ronald P. Corbett, Jr., Executive Director of the Massachusetts Supreme Judicial Court, was a participant. The editors are grateful to Dr. Corbett for securing this article, which originally appeared in Executive Exchange, the quarterly journal of the National Association of Probation Executives. It is reprinted with permission.

AN UPDATE FROM THE TEXAS COMMISSION ON JAIL STANDARDS

by
ADAN MUNOZ, Jr., Executive Director

As part of the ongoing effort to ensure that the Commission on Jail Standards is not only meeting its statutory responsibilities and fulfilling its mission, but also providing the best possible service to the citizens of the State of Texas, a Strategic Planning Session was held on Wednesday, February 6, 2008 at the John H. Reagan Building, Austin, Texas. This Strategic Planning Session was the first ever held by the TCJS.

The Texas Commission on Jail Standards was created during the 64th Legislative session in an effort to end federal court intervention into the county jail matters and return jail control to state and local jurisdictions.

Through Chapters 499 and 511 of the Government Code, the state has exhibited a strong commitment to improving conditions in the jail by granting us the authority and responsibility to promulgate an enforce minimum standards for jail construction, equipment, maintenance, and operations. Texas Minimum Jail standards are contained in Title 37, Part IX, Chapters 251-301 of the Texas Administrative Code. Related duties and rules are set forth in Chapters 351 and 361 of the Local Government Code.

The Commission' strategies are:

- Effective Jail Standards and Inspection and Enforcement
- Construction Plan Review
- Management Consultation
- Auditing Populations and Costs
- Juvenile Justice Survey

Notice of the meeting was sent to all 254 county judges and county sheriffs. In addition letters were sent to chairmen of criminal justice legislative committees, advocacy groups, Texas Association of Counties, Sheriffs' Association of Texas, Conference of Urban Leagues, private correctional facilities, and other interested parties.

The Commission received comments and suggestions from various individuals. Letters of comments were also received and are documented as part of the meeting. There were approximately 85 individuals present.

The synopsis of that testimony was presented to the TCJS Commission on February 7, 2008 for review. The Commission discussed the strategic meeting briefly and agreed to follow up, in depth, prior to the next quarterly meeting, on April 30, 2008. The Commission noted that we should continue to solicit comments/ suggestions from interested parties until March 31, 2008.

Here is the synopsis of that testimony:

- Concerns regarding construction plans and studying options to reduce cost of construction, in particular smoke removal systems.
Plan of action: Staff recommends that a Life Safety Committee be created to review the current life safety requirements and provide a report to the Commission regarding possible changes to standards. The charge should include a review of nationally recognized codes, approaches in other states and comments/recommendations from design professionals to include architects and engineers involved in the correctional field, operators of facilities, and fire protection specialist.
- Concerns regarding mental health and medical services provided for inmates at county jails.
Plan of action: The commission is currently a part of

the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) committee that is constantly exploring the treatment of inmates with mental health issues. In addition, there is a state mental health task force, which Sheriff Gutierrez is also a member of, that is seeking better solutions for the care and custody of inmates with mental health issues. It is the desire of this committee that a better system of tracking and/or providing for inmates with mental health issues be developed which will allow for dissemination of that information to sheriffs' departments throughout the State of Texas.

- Concerns regarding surprise/ unannounced inspections.

Plan of action: Testimony presented in person or by correspondence indicates that the agency should continue as per current policy with the majority of our inspections being announced. Surprise or unannounced inspections are primarily done when areas of concern are present, including documented inmate and citizen complaints. Re-inspections are also unannounced, since the facility sends correspondence that non-compliant issues have been corrected and are ready for re-inspection.

- Concerns regarding staffing analysis.

Plan of action: The agency will continue to provide this service to counties, with technical assistance and recommendation that they may consider hiring outside consultants to develop a more in-depth study of their entire criminal justice system and how it relates to jail expansion/ construction and staffing.

- Concerns regarding additional training and additional interaction with counties.

Plan of action: Continued cooperation and interaction with the Texas Association of Counties, Texas Jail Association, Sheriffs' Association of Texas, Correctional Management Institute and National Institute of Corrections regarding the continuing education of our detention officers, sheriffs and county officials. Inspectors, planning and construction staff and executive director are already involved in actively providing "demonstration projects" to counties in an effort to address and possibly relieve overcrowding.

- Concern regarding providing additional assistance to non-compliant agencies.

Plan of action: Develop legislative plan for increasing the number of staff to provide onsite technical assistance after inspections and improve the agency's ability to assist counties achieve compliance more rapidly. An alternative option would be to re-present the "contract monitor" program to the legislature in an attempt to assist counties in achieving compliance.

- Concern regarding Court/Remote Holding

Plan of action: The commission is currently charged with the inspection of court holding by way of statute, administrative rule, and an opinion issued by the Attorney General (MW-559). Staff recommends no change regarding this issue due to the fact the county is still liable for the inmate, regardless of his or her location.

As Executive Director I encourage and solicit comments from those county officials who did not have an opportunity to attend or submit written comments. Consistency, fairness and firmness is our main goal.

RECEIVING THE CALL

by
Billy Bryan

It was an early morning call at the house – there were no cell phones or e-mails – in 1987 when I received a call from my then Lieutenant (Now Bell County Major Robert L.; Past President TJA and AJA) Bob Patterson.

Very early in the morning for him in fact, something serious was happening. Those days you had to answer the call. I am glad I did.

A quick good bye to the wife and off I went to embark on what is now a 22 year journey for me and the Texas Jail Association. This changed my life as it has many others throughout the course of our history.

This was the second meeting of the Texas Jail Association held at the Ramada Inn in Tyler with 35 others and I was late.

In Tyler, I met with this “guy” named Jerry Baggs, a Lieutenant himself from Midland. We discussed what was going on in Texas county jails and in greater detail what wasn’t. We mostly had staffs that were trying to get out of the jail on patrol, or had been there and then sent back to the jail as punishment. We had standards in a book that no one taught or interpreted, which did not matter as long as the card game went OK the night before the inspection.

I guess we hit it off as he asked me to join the Board as Third Vice President and together maybe we could make a difference in the future.

Before Jerry’s funeral, Sheriff David Gutierrez (TJA Past President) and I looked through some old TJA files. A motion (that passed) to continue to suspend the by-laws might not have been correct, but it was a way of doing things that got the association on track and kept it on track through some growing pains and difficult periods.

From those 35 special people at the first “conference,” (supported in large part by Smith County) to the thousand plus members and vendors that now see a professional conference and learning environment, Jerry made his mark.

I am glad I answered the call – have you answered your call?

And one last comment: A special Thank You to Sheriff Gutierrez and his staff for giving Jerry such a fantastic farewell, something Jerry is sure to be smiling about still.

The Texas Jail Association
offers the

**Jim White Memorial
Youth Scholarship**

to a son, daughter,
stepson, stepdaughter, or
grandchild of an active

Texas Jail Association
member pursuing an
academic degree at a
college or university. In

addition,

the Texas Jail Association
offers the

**Jim White Memorial Law
Enforcement Scholarship**

to an active Texas Jail
Association member
pursuing a degree. The
scholarships are awarded
in the Spring and Fall
of each year. For more
information regarding these
scholarships, please log
onto:

www.texasjailassociation.com

CORRECTIONAL COACHING TEACHING MANAGERS TO BE COACHES

by
Jeanna Gomez

What is correctional coaching and why is it needed? Correctional coaching has the same methods and goals as other popular forms of coaching, such as personal coaching, life coaching or corporate coaching — all widely recognized and accepted methods of achieving personal and professional goals. Coaching helps people use their skills to reach their highest potential. Just like a sports coach, who provides support, guidance and leadership, a life coach also can help people articulate and realize their goals and ambitions while learning skills that endure long after the coaching ends.

Correctional organizations can use correctional coaching to build and maintain an atmosphere that attracts dedicated people, optimizes performance and retains those who are committed to the goals of the organization. It is the most effective way to improve employee relations, improve morale and retain staff. A few of the many reasons for keeping good employees are:

It is cost effective. It costs a large amount of money to recruit, interview, hire and train new employees. According to various correctional agencies, it costs an average of \$25,000 to \$30,000 to obtain one employee.

Employees are more productive. There is a huge investment in time and energy from existing managers and staff who must train and guide new employees. Frequent turnover means their other assigned duties are either put aside or they work longer hours to complete them. This can pose problems both at home and on the job.

There are financial and recognition benefits. Many companies and organizations have specific priority programs, practices and specialties that may be shared with other companies or organizations, resulting in a lowered profit margin.

It creates stability for all. High morale and stability (including the maintenance of corporate history and extensive knowledge of policies and procedures) are byproducts of the retention of good employees.

Attracting and Maintaining Staff

Correctional organizations are no different than other organizations or companies in their need to retain committed employees. In corrections, the safety and security of offenders, staff and the community are at stake, so it becomes increasingly important to keep knowledgeable people who understand the population they

are tasked to secure. The longer a person is in corrections, the more opportunity that person has to increase the ability to secure that particular environment. Job longevity in corrections offers an increased understanding of the potential downfalls when dedication to the job is lacking. Therefore, retaining dedicated staff is important to the overall purpose of corrections.

The concept of “meaningful” work continues to increase in importance among those in the work force — as well as the importance of a collaborative environment and attention to the balance of work and life. Today’s workers want to feel acknowledged, appreciated, recognized and compensated for their efforts. Because generations have different approaches and needs, the methods for recruiting and retaining young and up-and-coming correctional employees must change.

Both the language and philosophies about employment have changed, and correctional managers must explain the benefits of corrections differently and help create an excitement about the field. It is important to remember that motivation is directly related to morale; when morale is high, people are motivated to stay on the job, directly benefiting the organization.

As a correctional coach, the goal is to listen for the opportunity to guide employees into solutions that benefit the correctional setting and help the employees establish goals to accomplish the solutions.

Understanding what is important to the next generation of correctional workers is vital to creating positive morale. They definitely want to know “What’s in it for me?” when they consider staying at a job, and the corrections field must know what they want. If corrections rewards staff members with something they do not value, the organization will suffer. Teaching managers to be correctional coaches is one method to accomplish the recruitment and retention of the next generation of correctional employees.

What It Takes

Coaching is not the same as counseling. Coaching is action oriented, involving setting and reaching goals. Coaching identifies the problem, comes up with solutions that benefit both managers and staff, and plans for the

future with consistent follow-up. Coaching is a structured process that helps staff learn tasks. It is about working with people to show them new possibilities and helping them take actions that were not previously obvious to them. It fosters understanding and respect for the opinions of others. It teaches listening skills and increases self-awareness by helping people tune into the thoughts of others and not be afraid of new ideas. Coaching also is about increasing positive relationships with employees, decreasing hostility and defensiveness, and reducing stress and negative emotions among correctional employees and managers.

In a coaching role, the manager achieves a clearer understanding of his or her own commitments to the organization in a way that increases positive relationships, develops new possibilities, reduces waste and increases effectiveness. Managers increase their understanding of the organization and its interpersonal dynamics in a way that helps them achieve positive results. Managers become more effective as leaders by understanding the concepts of coaching and its empowerment for themselves, their employees and the organization. When organizations introduce coaching concepts to managers and staff, there is a collaborative effort to reach positive goals for the agency and a development of unity and team spirit that enables powerful work relationships.

To be an effective correctional coach and help staff become the future leaders in corrections, managers must have the following characteristics:

- Sincere interest in the success of employees;
- Ability to help employees design the blueprint for their career in corrections from the beginning of their employment;
- Willingness to guide and mentor employees;
- Ability to provide advice on a career in corrections;
- Ability to develop opportunities for practice and selfdevelopment;
- Willingness to give employees the same respect that they wish for themselves;
- Willingness to commit to a long-term relationship;
- Motivation to navigate employees through the organization's road map;
- Willingness to be a partner in employees' success;
- Willingness to challenge themselves to do the same as they expect of employees;
- Ability to motivate their team; and
- Leadership skills.

Communicating with correctional staff is a key component to succeeding in coaching — and this also means having good listening skills. Coaches must actively listen, without interrupting. They must have patience, give their full attention, use open-ended questions to get more information and be tuned in to what their

employees are saying. This cannot be done if employees are not getting their manager's undivided attention. As a correctional coach, the goal is to listen for the opportunity to guide employees into solutions that benefit the correctional setting and help the employees establish goals to accomplish the solutions.

Correctional coaches must be excited about the goals they are assisting their employees to define and ultimately meet. This originates with the managers' confidence in their own success. Coaches also must believe that coaching is positive and will help provide guidance for others.

The Correctional Coaching Process

The coaching process begins with training the manager in the concepts of coaching. Training programs used should be provided by a certified professional coach, and an understanding by the trainer of corrections and criminal justice would be an added benefit for the agency. During training, the managers should also be taken through the coaching process in order to establish their own professional and personal goals and create a road map to reach them. This will assist them in recommitting to the correctional agency and will also help them effectively verbalize their vision to their staff members.

In order to have an effective coaching program, the process should begin when the staff member is hired. During his or her initial training, the introduction of coaching is important in order to plant the seed that the agency and managers are committed to the employee's career in corrections. Initially, there should be weekly meetings with the employee in setting his or her goals within the agency and beyond. This will lead to a more effective performance evaluation. As the process continues, monthly and quarterly meetings should occur, unless there is a need to coach on a new issue. All too often, managers will identify the issue to be addressed but will not assist the employee in determining how to resolve it nor give feedback on progress. This could lead to performance disaster. It is important to provide ongoing support meetings with the employee in order to provide feedback on his or her progress. This shows that the manager is committed the employee's success. Remember the new generations need this type of guidance and this is important for retention. It is important to include the following in the process:

- Establish your vision or mission as a manager within the organization;
- Verbalize and share the vision with your staff;
- Observe staff performance;
- Ask your self as a manager, "Does the behavior meet my vision and the agency vision?";

- Identify and define any need areas;
- Share the observation of possible new goals for improvement;
- Allow for self-assessment of the behavior. Remember to give your employees a voice;
- Come to an agreement and brainstorm solutions together. Come up with one to try;
- Set well-defined goals for changing behavior;
- Create a detailed action plan, including steps needed, time frames, specific duties, people who will assist, etc.;
- Prioritize. What will be done first?;
- Set mini goals if needed;
- Monitor progress weekly;
- Provide feedback and encouragement; and
- Continue coaching and motivate staff toward success.

All employees can benefit from coaching in various areas of their career including performance improvements, career advancement, educational advancement, positive communication and relationship building.

As correctional staff are given a voice in their own goal planning, coaches showing a genuine concern for their success will empower them to continue the goals of the organization as well. Although managers provide structure in setting goals with employees, they also must remember to be flexible, because every employee is different. Finally, correctional coaches must provide support, give encouragement, monitor and validate progress, and celebrate their employees' success. Coaches know that employees' success is a reflection of the organization's success.

Most employees are eager to learn and improve their skills within their job. Regardless of whether they want to be more effective employees or want to move up, they will appreciate their coach's help. It is important to talk with staff about the changes that they want to make in their jobs to reach their goals (to better serve the agency and ultimately themselves). Coaches should learn what motivates their employees, what their career goals are and what they want to accomplish. If an employee does not know, it presents the correctional coach an opportunity to move the employee toward a more developed career objective in corrections. The coach should make a plan of action with each person and help the employees carry it out.

Correctional coaches must make it a point to spend daily time with each employee they supervise. Many studies show that a motivating factor for staying in a job is spending positive time with the leader of the group. A minimum quarterly performance meeting is important in providing support, feedback and review of an employee's

progress toward meeting his or her career goals.

Leaders must be willing to take responsibility for their own actions and the actions of their employees and for reaching the identified goals. If a manager is not satisfied with the way the group is running, he or she has the power to change it. To be respected and followed by employees, coaches must be willing to step up to the plate, try new ideas and help staff take a risk in making changes.

As correctional coaches, managers have a powerful opportunity to make the work environment a positive experience for everyone. With the right approach, correctional managers can create and maintain good employees who will stay and continue the correctional purpose of providing safety and security to offenders, staff and the community.

Jeanna Gomez, LCSW, LADAC, CCFC, CPC, is president and CEO of Gomez Counseling and Consulting Services in Texas and is a certified professional coach.

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**You can learn
more about
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RECRUITING, RETAINING JAILERS IS NO SMALL FEAT

by
Maria Sprow

It is difficult to lure good people to work in the county jail. Consider the official job duties of most detention officers, according to a job posting by Williamson County:

- Maintain security of the jail. *Possibly get butt kicked.*
- Receive and secure prisoners until their release. *Baby-sit felons.*
- Transport and move prisoners. *Driving felons.*
- Oversee and maintain cleanliness of the cell block. *Possibly something to do with poo or urine.*
- Hand out departmental and inmate forms as requested. Receive and deliver inmate mail. Assist departmental medical personnel with medications. Under supervision of shift lieutenant, receive and approve bail bonds, cash bail, and fines. *Crapload of paperwork.*
- Supervise visitations by approved visitors, attorneys, religious volunteers, etc. *Eavesdropping. Okay, now we're talking.* (Editor's Note: It is illegal for jail personnel to eavesdrop on inmates' private conversations with visitors. There goes that benefit.)
- Assist the Literacy Council in maintaining security. *Huh?*
- Perform searches of inmates. *Patting down felons? Strip searching felons?*
- Post, maintain and enforce inmate regulations. *Yelling at felons.*
- Maintain uniforms and equipment and meet departmental standards at all times. *Getting yelled at.*

And then there are the environmental factors: "Continual contact with persons accused or convicted of crimes. Contact with inmates who might be infected with contagious diseases. May receive verbal abuse from inmates."

All this, for \$31,666 a year — roughly \$15 an hour.

So, any takers?

Chirping crickets make great bait, right?

Going Fishing for Staff

Sheriffs and jail administrators must deal with several challenges in order to increase recruitment successes.

The first challenge, sheriffs say, is gaining the attention of qualified applicants.

"We give a test and on any given test date, we're probably testing at least 50 applicants. As simple as the test is, we're weeding out about 30 percent of the applicant pool. And it's not a job-training test, it just has to do with comprehension and reading," said Brazos County Sheriff Chris Kirk, adding that other applicants are eliminated for having criminal backgrounds.

According to the National Institute of Corrections, sheriffs and jail recruitment officers should look for ways to target "priority applicants," such as bilingual minorities who may be better able to communicate with some inmates, as well as criminal justice students and discharged soldiers.

Criminal justice students generally are interested in law enforcement careers; sheriffs are reaching these students by talking (and even teaching) at local community colleges, working with career counselors at schools and hosting booths at job fairs, according to the NIC.

Discharged soldiers are likely to possess useful skills and personal characteristics beneficial to the job. Military personnel generally

begin looking for jobs back home about six months to a year before leaving the service, so agencies can either post jobs on the Internet or tap into the regionally administered Transition Assistance Programs that are available for soldiers and agencies to use.

But size and location do play a factor in which recruiting methods are best. Agencies in larger areas can be more successful with targeted recruiting and are more likely to view job fairs as an effective recruiting tool — especially since many have trained officers dedicated to jailer recruitment — whereas smaller agencies are more likely to have success recruiting in the classified section of the local newspaper, according to the National Institute of Corrections.

Agencies both small and large can also use their own staff to recruit jailers. Word-of-mouth can be a convincing advertisement. Some agencies have formal incentive programs where a jailer may earn a small bonus for recruiting a new hire, but others just remind staff that working conditions are better if good people are recruited.

"A lot of people that do come and work here, a lot of the times, know people that already work here. It's rare you see someone that comes in that knows nobody," said Collin County Detention Officer Richard Cass, who has held his position for more than two years.

Cass is one of the jailers the county managed to hire via word-of-mouth. He was attending a police academy where he met a couple of detention officers from Collin County who told him how much they liked working in the jail. The officers also talked about the county's growth and the jail's growth, emphasizing the opportunities for detention officers to get promoted.

Cass liked the guys and liked what he was hearing, especially about the possibilities for advancement and promotion. He went on a jail tour and was hooked. He is patiently biding his time to move forward with his original plans and has no plans to leave, he said.

"My original goal was to be a police officer on the streets, and I just thought this was a good way to start — start here, learn how to deal with people who committed misdemeanors," he said. "That's still the number one plan. Right now I'm trying to work my way up to patrol here. I want to stay here; I want to retire from here."

Increasing salaries and benefits are also an obvious recruiting tool. Detention officers in Collin County start out making about \$31,890 a year, or about \$15.33 an hour. That's higher than many other areas around the state, according to job postings:

- Victoria pays \$13.66 an hour;
- Brazos pays \$13.75;
- Galveston pays \$13.70;
- Comal pays \$13.50;
- Brazoria pays \$13.22;
- Grayson pays \$13.13;
- Ellis pays \$12.68;
- Ector pays \$13.66;
- Guadalupe pays \$11.99;
- Gregg pays \$11.70;
- Cameron pays just \$10.97 and Burnet about the same. That's just about \$22,800 a year.

The Harris County Sheriff's Office pays \$31,158 a year to start — but that's after a recent significant pay raise. The Houston Police Department advertises that it pays jailers anywhere from \$18,018 to \$30,290 a year. Juvenile detention center officers make even less.

Cass said the pay was important to him, but not as important as the promise of advancement.

"To me it was really important because I'm married and I have a daughter," he said. "The pay is good when you first start, I have a house here, but eventually, I want a bigger house.

"There's not a better place to work than the county," he added.

Keeping Them Hooked

Jails in smaller or non-growing counties may find it more difficult to offer all their jailers career-advancement opportunities. Instead, they may find it necessary to focus on recruiting applicants who are interested in the job itself — applicants who aren't using it only as a stepping stone. That's slightly more difficult.

"I think it is more perception of the job, plus there is shift work, working weekends and holidays. That makes the job more difficult once people get in, because a lot of these people are single parents," said Collin County Jail Administrator Randy Clark. "The job has a certain potential for danger to it, since you're dealing with potentially violent criminals. It's a stressful job. The hours they have to keep and the days off aren't the best."

There are many factors that sheriffs and jail administrators can focus on when it comes to retaining those who applied just because they needed a job. Having a positive working environment, keeping the jail clean and maintained, expressing pride for law enforcement and the importance of jailers within the agency, conducting public outreach programs, and working with the media to improve a jail's reputation can all lead to a more satisfied staff.

A jail's reputation and that of the agency is as good a lure as anything else.

"I think the way the facilities are designed, how they are presented in their local communities, whether they are well-maintained and well-operated, I think that is going to change the perception of the public, and a positive public perception is going to be one of the biggest draws," said Clark. "We do a lot of public education through touring."

Even with the opportunities for advancement, Cass said he may not have worked in the Collin County Jail had its reputation not been in tact — had the jailers who worked there not said such good things about it, had he been reading negative things about it in the newspaper or had the jail staff not backed up the good things he had heard during the jail tours.

During his police-academy days, Cass said, students went on several jail tours.

"This is the cleanest jail I've ever seen. I've got a 4-year-old daughter and I don't want to take anything home to her. I don't want to go to work where there's all this stuff I can catch," Cass said, adding that cleanliness and safety go hand-in-hand. "I would let my wife come up here and tour this jail because I know nothing is going to happen."

He wasn't always so confident. Like most new jailers, he battled the public perception of his job, too. Even though he had wanted a career in law enforcement, he still hadn't known what feelings to expect until actually beginning the job.

"It was nerve-racking. If I ever train anyone, that's the first thing

I'm going to tell them. This job is not meant for some people,"

Cass said, adding that his job seemed particularly intimidating at first, since Collin County has a direct supervision jail in which the detention officers must stay in pods holding groups of free-roaming inmates.

"It was just weird to me. There's 72 inmates and I'm in a room with them. When you think about jails, you don't really think of

the county jail, you think of state prisons. I was like 'Oh, man, this is like prison, these are people who want to kill me.'" Cass said. "When I first started, I said, 'I don't think I'm going to be able to do it.'"

Soon, though, he figured out that most of the perceptions he had about jails and inmates didn't come into play where he worked. He forgot about the prison movies about inmate rape, gang violence and cold-blooded murderers, and learned that inmates care about respect more than they care about harming the guards.

Most of his work hours now aren't spent in the pods. His duties involve moving around the jail facility, going wherever he is needed and answering calls whenever another detention officer needs help. Some days, he said he feels like he has walked 20 miles, responding to different calls throughout the jail; other days getting to move around is better than being stuck in the pod.

"There is a fight every couple weeks," Cass said. "We've got 900 inmates and if you stick 72 males in a pod, sometimes in the summer or if it is cold, it does happen, just like high school. We don't allow them to gamble and play poker or games like that, in order to prevent fights. At the end of the night, we all want to go home."

Sheriffs said they spend a lot of time trying to explain the inner-workings of a jail to applicants, hoping that applicants who get through the interview process will not be overwhelmed by the job or go about it in a stereotypical way.

"I conduct the last interview with every potential employee, along with our jail administrator, and I tell applicants that I have the expectation that they are going to treat every inmate with the respect that every human being is deserving of," said Kirk, the Brazos County sheriff. "Some come in with a preconceived notion that the inmates are going to be fighting and combative and problematic, but if a member of our staff uses their head and shows the respect that any human being is deserving of, they find that inmates are willing to work with them. I think that those jailers that have a different attitude about that find it difficult to work in that environment."

Denton County Lt. Lin Jones said the jail recruiting staff mostly utilizes jail tours during the interview process in order to give applicants a realistic view of the job.

"Some people are totally unnerved when they see a person behind bars. Some of the inmates have signs on their cells saying that they are assaultive and have to be chained and shackled in order to be moved," Jones said, adding that on the other side of the spectrum, other applicants "think it's going to be absolutely horrible and nasty, but they really need a job and they come in here and see that everything is neat and orderly and that the detention officers that we have are happy with their jobs."

Other sheriffs attempt to change the perception of the job when potential applicants are still searching. Some sheriffs and jail recruiters, such as Sheriff Jim Kaelin in Nueces County, have special Web pages dedicated to recruiting jailers. Using big letters in all-caps, the Nueces jailer recruiting Web site asks browsers if they "want to start a career in law enforcement?" and outlines the department's principles of protecting life and property, valuing employees and treating everyone with respect. The site also lists the minimum requirements so job seekers know whether they qualify and that they will receive training. And, it gives the contact information to the jail's new fulltime recruitment officer, Deputy Juan Escobar.

Having the full-time recruitment officer and changing the jailer shifts to 12-hour days with seven days on, seven days off in every two-week period turned the jail's recruitment efforts around. Before Escobar came on, the county had received media attention for being "short an entire shift of jailers — nearly 25 guards." Six months later, follow-up news stories discussed the county's waiting list of applicants.

Other recruitment Web sites, such as the Harris County Sheriff's Office jobs site, provide testimonials from staff about how proud they are to work as corrections officers.

Changing the perception of the job is a long, industry-wide process. It may begin with the rhetoric — more and more agencies are starting to use the terms “corrections officer” or “detention officer” instead of jailer, which increases the professionalism of the job, implies an increase in the importance of the position and removes the negative connotation and implied ugliness of the word “jail.”

Promotional materials and jail personnel should present detention work as “attractive in itself rather than as a stepping stone to patrol work,” according to the National Institute of Corrections. “Some agencies make a point of using a job title that conveys professional standing. Other agencies have found it necessary to convince applicants that the position is not that of ‘guard.’”

On the other hand, the “officer” title may keep qualified jobseeking residents from applying because it may imply that someone must be certified or have law enforcement experience. Residents may not realize jailers are entry-level workers, especially since so few jails utilize popular Internet recruiting tools. Though many counties are consistently hiring for detention officers, and some jails do post openings on their county Web sites, a search for law enforcement jobs on Yahoo! HotJobs — the job search tool used by *The Dallas Morning News*, *Houston Chronicle* and *Austin American-Statesman* Web sites — yields jobs available mostly at private security firms, city police departments, the University of Texas and the Army National Guard.

Highlighting the lateral movement opportunities within a jail, and the variety of duties detention officers are responsible for, can be beneficial, too. A job becomes less boring if there is a variety of duties to look forward to, or if other possibilities exist.

Jail administrators should be as flexible as possible regarding job duties and the overall work environment and approach, or at least consider what makes a positive working environment for different kinds and ages of people.

A national focus group of jail administrators, sheriffs and other agency personnel that met in July for a Center for Innovative Public Policies workshop stated that the new workforce was one of the biggest changes they had encountered in jail operations since they began their careers. The new Generation Y workforce, the focus group said, has a sense of entitlement, is more sophisticated, lacks teamwork skills and is more diverse and specialized.

In general, the workforce has gone from being “good soldiers” to being “good thinkers,” according to the National Institute of Corrections, and jails must find ways of adapting to that.

In part to help aid jail administrators in understanding differences between different generations of workers, the NIC recently published the 186-page report “Future Force: A Guide to Building the 21st Century Community Corrections Workforce.” The guide, though targeted toward corrections, focuses on general management issues associated with recruitment and retainment.

The guide defines those born between 1981 and 2000 as being “Millennials,” or Generation Y. Workers born between 1965 and 1980 are Generation Xers; those born between 1943 and 1946 are baby boomers; and those born before 1943 are “veterans.”

The guide differentiates between the needs and wants of different generational workers. Retired veterans are likely to remain satisfied with a part-time job that offers flexible scheduling. Baby boomers are most satisfied if they are given leadership opportunities, if their experience and skills are being taken advantage of and if they are working in a team. Members of Generation X are happiest working with new technologies and working in an environment open to change and new ideas. Jailers and employees just out of high school and college are looking for flexible schedules, career development, skill-building opportunities and mentoring programs.

Even if a jail cannot offer to send its jailers to law-enforcement academies and isn't growing enough to offer promotions, jailers are still learning skills they may not have had before. There are some psychology and managing skills that are built from interacting with inmates, some telecommunications skills necessary for communicating around the jail, and some technology used for monitoring and safety.

Organizational pride is important, too.

“We have them read the Code of Ethics out loud during the final interview,” said Kirk, in Brazos County. “I want them to understand that there are ethics in our profession and I expect them to follow them. I talk to them about wearing the uniform and the badge, and how they are demonstrative of the duty given to them. The uniform represents our department specifically, and the badge represents the whole group of people that pin on a badge. I ask them, can they wear the uniform proudly and never bring disrespect to the badge?”

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Advertise with the Texas Jail Association

Key Issues, the official journal of the Texas Jail Association, is published quarterly. The journal is authorized to publish advertisements and the following rate schedule has been established:

Half Page	\$185/per issue	\$ 600/four issues
Full Page	\$300/per issue	\$1,000/four issues
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WHAT'S HAPPENING ACROSS THE STATE

FORMER DALLAS COUNTY SHERIFF'S OFFICE CHIEF DEPUTY JOINS THE ADMINISTRATION AT THE LUBBOCK COUNTY SHERIFF'S OFFICE



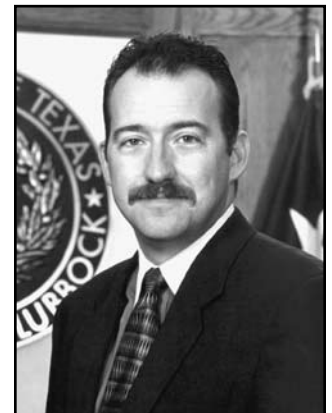
Major Danny Downes

Lubbock County Sheriff David Gutierrez announced today that Dallas County Assistant Chief Deputy Danny Downes has joined the Administration of the Lubbock County Sheriff's Office as the Major over the Detention Branch. The major's position at the Sheriff's Office had been held since 2001 by the late Jerry Baggs who passed away last fall. Most recently, Kelly Rowe had been serving in the position. The Commissioners' Court recently assisted the Sheriff's Office in establishing the position of Chief Deputy over the Detention Branch. Kelly Rowe has been promoted into this new position directly under the Sheriff, overseeing the Detention Branch. Sheriff Gutierrez knows the value of these men in his administration, "The Detention Branch of the Sheriff's Office is growing at a rapid pace as we prepare current detention operations for a transition process to the new direct supervision facility. The next two years our office and the status of detention operations in Lubbock County will be looked to as a role-model for other counties in Texas and across the nation looking to move into the 21st Century in detention technology and operations. Chief Deputy Rowe and Major Downes are two men who know this industry well and I look forward to utilizing their expertise and management skills."

Downes resigned his position serving the Dallas County Sheriff's Office as Assistant Chief Deputy to Sheriff Lupe Valdez to make the move to Lubbock. In Dallas Downes oversaw the Inmate Housing Bureau where he was responsible for an average daily population of 7,500 inmates and 1,500 employees. He is a past president of the Texas Jail Association who has been in the jail business 15 years. Downes previously served 12 years with McLennan County Sheriff's Office where he was in charge of a 937 bed jail and over 200 employees. "I am pleased to join the staff of such a well-respected organization. I am looking forward to the challenges of transitioning to a new, state-of-the-art, direct supervision facility and am happy to assist the Sheriff in making this a smooth and successful transition for the Sheriff's Office," Downes said. Sheriff Gutierrez was looking towards the future when he recruited Downes to his administration, "I truly believe that Danny's leadership and vision will be a huge asset to the Sheriff's Office and will be invaluable during the transition to our new facility. I look forward to the insight and experience he will provide to our Detention Branch."

Chief Downes received his Peace Officer License in 2000 from the Heart of Texas Police Academy and was Valedictorian of his class. He holds certificates through the Texas Commission on Law Enforcement Officer Standards and Education for Advanced Jailer, Advanced Peace Officer and Instructor Proficiency and is certified by the American Jail Association as a Certified Jail Manager and is a member of the Texas Jail Association, the American Jail Association, the American Correctional Association and the Sheriff's Association of Texas. Chief Downes holds an Associates Degree in Electronics from National Education Center of Southern California and has additional hours of college credit toward a degree in Public Administration from Redrocks Community College in Denver and currently has 3,077 hours of TCLEOSE credit for continuing education in law enforcement and corrections training. Chief Rowe has worked with Major Downes in various jail-related organizations and is excited to work with him at the Sheriff's Office. "Danny took over as the President of the Texas Jail Association the year after I was President so I had the opportunity to work closely with him at TJA. I look forward to working with him in this capacity to help make our transition successful. I am honored for the opportunity afforded to me by Sheriff Gutierrez to lead the transition into the new facility with the most experienced staff possible."

Chief Downes has been married to his wife Martha for almost 30 years. Prior to his career in detention he served in the United States Air Force during the Vietnam conflict as a Vietnamese Linguist. "I have heard wonderful things about Lubbock and am excited for my wife to soon join me as we experience this great community together," Downes said.



Kelly Rowe

BRAZOS COUNTY OFFICE OF THE SHERIFF



Intake/Release Officer Jaime Acosta was promoted to Intake/Release Deputy by Sheriff Chris Kirk. Acosta successfully graduated from the Central Texas Police Academy and was sworn in as a Deputy on December 7, 2007.



Transport Deputies Shawn Edwards and Jesse Ostiguin were promoted to Crisis Intervention Deputies by Sheriff Chris Kirk.



Patrol Deputy Sean McCarroll was promoted to CID and assigned to the FBI Joint Terrorism Task Force by Sheriff Chris Kirk.



Detention Officers Glynda Williams, Doug Lindley, Caroline Greenwood and Shantell Collins were promoted to Intake/Release Officers by Sheriff Chris Kirk.



Detention Sergeant Wayne Moore was promoted to Work Crew Sergeant by Sheriff Chris Kirk. Deputy Judy Garbs was promoted to Work Crew Duty by Sheriff Chris Kirk.



Detention Sergeant Charles V. Jones was transferred to Transport/CIT Sergeant by Sheriff Chris Kirk.

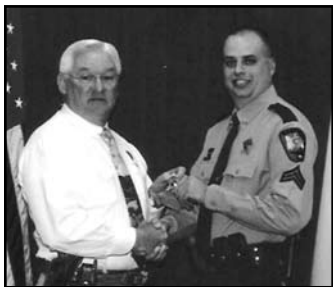


Detention Deputy Frank Patranella was promoted to Courthouse Security Deputy by Sheriff Chris Kirk.



Detention Officer Richard Sanders was promoted to Detention Sergeant by Sheriff Chris Kirk.

MONTGOMERY COUNTY



Deputy Jeremy Kurtz was promoted to Corporal – Jail Division in March by Sheriff Tommy Gage.

Detention Officer Jesse Fluellen was promoted to Deputy – Jail Division in March by Sheriff Tommy Gage.



“ The Texas Commission on Jail Standards recently welcomed Anne M. Daniels aboard as our new Research Specialist. Anne has a Bachelor of Arts from Lewis and Clark College with major in international affairs and Hispanic studies and a minor in Latin American Studies. She is currently a Master of Arts candidate at the University of Texas Institute of Latin American Studies. As part of her educational background Anne also spent some time at the Instituto Superior de Arte in Havana, Cuba. Anne brings both knowledge and enthusiasm to the agency and we welcome her.”



JEFFERSON COUNTY

On February 6, 2008 Jefferson County Sheriff Mitch Woods promoted Correctional Officer Derwin Seals to the Rank of Sergeant.

CMIT WELCOMES NEW RESEARCH DIRECTOR, DR. GAYLENE ARMSTRONG

Dr. Gaylene Armstrong comes to Sam Houston State University as an Associate Professor in the College of Criminal Justice and Research Director for the Correctional Management Institute of Texas. Dr. Armstrong's research focuses on correctional program and policy evaluation within institutional and community corrections settings. She has expertise with both adult and juvenile offender populations and has evaluated programs and policies for specialized populations, such as sex offenders and female offenders. A few of Dr. Armstrong's ongoing research projects include a randomized experiment of a Maricopa County, Arizona, jail-based re-entry program for sex offenders that includes GPS monitoring of offenders; a randomized experiment of a Texas state jail re-entry program; and, through a partnership with the American Correctional Association, an evaluation of the influence of labor contracts on PREA-related issues for prison administrators.

In 2003, Dr. Armstrong was nominated for the Carnegie foundation's U.S. Professor of the year Award for excellence in teaching. In 2004, Dr. Armstrong was awarded the American Society of Criminology Division on Corrections and Sentencing Young Scholar Award for her research. In 2007, Dr. Armstrong was awarded the Academy of Experimental Criminology's Young Experimental Scholar Award. Dr. Armstrong was recently named a female "Academic Star" in the November 2007 Journal of Criminal Justice Education in a study that sought to examine, "employment patterns and publication trajectories of 88 female graduates who graduated between 1996 and 2006 from 18 North American doctoral programs in criminology/criminal justice" (Rice et al., 2007).

Rice, S., Terry, K., Miller, H., & Ackerman, Alissa. (2007). Research trajectories of female scholars in criminology and criminal justice. Journal of Criminal Justice Education, (18)3, 360-384.

Tailored Healthcare For County Jails

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P A R T N E R S



NEW MEMBERS WELCOMED

The Texas Jail Association's Officers and Board of Directors would like to welcome the 94 new members who joined the Association between December 1, 2007 and March 21, 2008.

Chris Asbill from Navarro County; **Jerry Barratt** from Brazos County; **Paula Benoit** from Newton County; **Phillip Bosquez** from Atascosa County; **Joey Bowman** from Houston County; **Tonya Brasher** from Newton County; **David Brent** from Caldwell County; **Karen Bruton** from Grayson County; **Tim Bryan** Gregg County; **Jon Burrell** from Wheeler County; **Matthew Buske** from Howard County; **Doug Caffey** from Eastland County; **Raymond Cain** from Coryell County; **Sandra Carroll** from Navarro County; **Christopher Carswell** from Montgomery County; **Don Claxton** from Lee County; **Bettye Cochran** from Randall County; **Jose Luis Contreras** from Brazos County; **Lance Cooper** from Nueces County; **Kashena Davis** from Gregg County; **Danna Deitrich** from Leon County; **Alan Dennis** from Tarrant County; **Karen Dixon** from Hunt County; **Bart Dorman** from Leon County; **Steven Dresel** from Montgomery County; **Charles Eckert** from Tarrant County; **Stan Egger** from Taylor County; **Peggy Ferrell** from Jack County; **Javier Flores** from Hale County; **Charles Flowers** from Teletrust, Inc.; **Kenneth Forthman** from Sherman County; **Thad Foster** from Gregg County; **Joe Garbe** from Public Communication Systems; **Jackie Goodwin** from Freestone County; **Alice Hammond** from Leon County; **Donna Hampton** from Brazos County; **Chris Harmon** from Morris County; **Misti Hart** from Montgomery County; **Curtis Holan** from Guadalupe County; **Richard Holloway** from Navarro County; **Randall Hughes** from Ellis County; **Isaiah Ingalls** from Guadalupe County; **Debra Jeffery** from Guadalupe County; **William Jennings** from Gregg County; **Renne Johnson** from Matagorda County; **Alex Jones** from Smith County; **Tracey Jones** from Johnson County; **Brian Jurek** from Guadalupe County; **Larry Keith** from Leon County; **Mary Koenig** from Leon County; **Robert Leon** from Guadalupe County; **Heather Lewis** from Matagorda County; **Chantal McCarthy** from Montgomery County; **Patricia Medina** from Navarro County; **Chris Medley** from Securus Technologies; **Janet Melton** from Brazos County; **Kenneth Merry** from Ellis County; **Sue Mize** from Howard County; **Gary Moran** from Navarro County; **Adam Morris** from Wise County; **David Neet** from Montgomery County; **Julius Otegbade** from Texas Youth Commission; **Kemy Patterson** from Gregg County; **Cathy Peabody** from Guadalupe County; **Michelle Powers** from Newton County; **Helen Proctor** from Leon County; **Mindy Rector** from Grayson County; **Loretta Redford** from Ellis County; **Johnnie Rhoades** from Moore County; **Karen Rose** from Robertson County; **John Ruiz** from Hays County; **Richard Sanders** from Brazos County; **Ryan Savage** from Montgomery County; **Ernest Scott** from Gregg County; **Leticia Serna** from Hale County; **Tommy Shelton** from Harris County; **John Smith** from Grayson County; **June Smith** from Brazos County; **Ronald Smith** from Williamson County; **Gwyn Smith-Ingle** from American Jail Association; **Joyce Sortino** from Leon County; **Fred Sotello** from Guadalupe County; **Johnny St. Clair** from Teletrust, Inc.; **Anthony Sterns** from Leon County; **Stacy Synnott** from Montgomery County; **Jeff Tate** from Teletrust, Inc.; **Debbie Thomas** from Hunt County; **Russell Tucker** from Plano PD; **Shannon Vann** from Robertson County; **Roland Vasquez** from Hale County; **Adam Vidal** from Guadalupe County; **Brent Wagner** from Leon County; **Johnnie Waits** from Hunt County; and **Sherri Woolsey** from Johnson County.

SPRING LAW ENFORCEMENT REGIONAL WORKSHOPS

by
Mary Farley

The new season brought forth the collaborated Spring Law Enforcement Regional Workshops hosted by the Texas Jail Association and the Texas Association of Counties. The Texas Association of Counties coordinated seven outstanding training sites throughout Texas. The workshops took place in Kerrville, Tyler, Odessa, Denton, Corpus Christi, College Station, & Amarillo.

Over several months, a course dealing with Inmate Rights & Privileges was given by Texas Association of Counties with 366 participants receiving a total of 5,856 training hours. Each workshop concluded with a question and answer session. I am positive that the participants left more equipped with knowledge to better aide their perspective agency.

A sincere thank you goes out to the staff from the Texas Association of Counties. The TAC staff consisted of Steven Chalender, Carmella Jones, James MacMillan, & Haley Haygood. Positive comments were received from participants concerning the organization of material and the matter in which it was presented. The material was viewed as interesting and related to the issues many jails deal with daily.

I would like to commend the instructors from the Texas Jail Association that went on the road with TAC to help spread the message of Inmate Rights & Privileges: Carla Stone, Kaufman County; Robert Green, Montgomery County; Mary Farley, Bell County; David Drosche, Brazos County; Mike Starkey, Leon County; Jim Eiselstein, Jefferson County; Mike Hopper, Wichita County; and, Joe Dominguez, Kendall County.

The TJA board members and the TAC staff would like to say thanks to the Sheriffs that came to the various locations to show their support. TJA looks forward to future training with the Texas Association of Counties.

Jail Management Issues

Presented by

Texas Jail Association
August 18-21, 2008

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Texas Jail Association

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Year

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2008 TRAINING OPPORTUNITIES

<u>Date</u>	<u>Workshop Title</u>	<u>Location</u>
April 9, 2008	Report Writing and Courtroom Testimony**	Tyler, Texas
April 15-16, 2008	Strategies for Effective Team Building*	Tyler, Texas
April 21–May 9, 2008	Basic County Corrections***	Conroe, Texas
April 24, 2008	Report Writing and Courtroom Testimony**	Amarillo, Texas
April 30-May 2, 2008	Women in Criminal Justice*	San Antonio, Texas
May 7, 2008	Report Writing and Courtroom Testimony**	Fredericksburg, Texas
May 12-16, 2008	22 nd Annual TJA Conference	Austin, Texas
May 12-16, 2008	Criminal Justice Executive Leadership*	Bandera, Texas
May 19, 2008	Managing a Multigenerational Workplace*	San Angelo, Texas
May 27-28, 2008	Courtroom Security*	Huntsville, Texas
May 27-29, 2008	Law Enforcement Background Investigation Course****	Bryan, Texas
June 4-5, 2008	Managing Time & Organizing Your Workplace*	Victoria, Texas
July 15-16, 2008	Managing Special Needs Offenders*	Laredo, Texas
July 29-31, 2008	Gangs Conference*	Austin, Texas

*For more information on this course, contact Joe Serio or Natalie Payne at 936-294-1705, 936-294-1706, or visit www.cmitonline.org.

**For more information on this course, contact Gary Pinkerton at 903-590-2668. This training is sponsored by the Texas Chief Deputies Association.

***For more information on this course, contact Andrea Herr at the Montgomery County Sheriff's Office in Conroe, Texas.

****For more information on this course, please call Josh Hearen at 979-361-4949, or Steve Farish at 214-287-6627.



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Correctional Management Institute of Texas
Huntsville, Texas 77341-2296

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