

FY2018-2021 Strategic Plan: McLennan County Community Supervision and Corrections Department

Waco, Texas

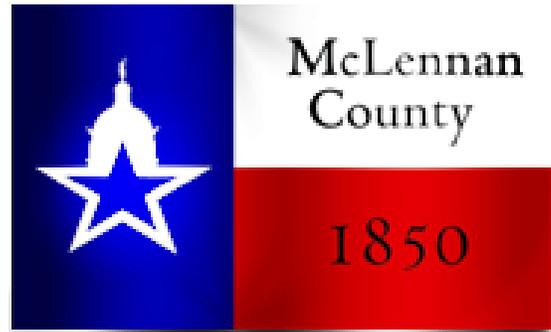


Texas Department of Criminal Justice



COMMUNITY JUSTICE ASSISTANCE DIVISION

In collaboration with

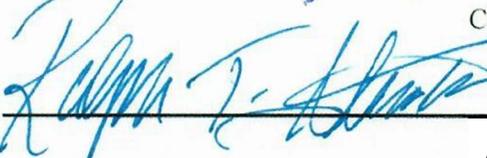


MCLENNAN COUNTY CSCD

Endorsements:



 2-28-18
 CSCD Director



 Administrative Judge

William W. Seigman, Director McLennan County CSCD
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Vision

We envision being a dynamic organization that embraces change while recruiting, training and retaining criminal justice professionals that are equipped and committed to provide quality services to the Courts, clients, and community.



Mission

McLennan County CSCD is committed to providing quality services to the Courts, providing for public safety and maximizing the rehabilitation of offenders through evidence based practices.



Values

The McLennan County CSCD values;

Fairness in dealing with others,

Accountability of clients and team members,

Innovation while embracing change,

Teamwork built through diversity and trust, and

Honesty, while remaining ethical at all times.

*We have **FAITH** that people are capable of change.*

Department Overview

The central theme of the strategic plan for the McLennan County CSCD through Fiscal Year (FY) 2021 remains “**managing change**.” All organizations experience change, but within the last four fiscal years (FY 2014, 2015, 2016 & 2017) the McLennan County CSCD has seen impactful change in reference to **internal operations, programming** and the **population** we serve. Moreover, we have seen a drastic shift in CSCD **staffing**.

Internally, the CSCD implemented a Court Team process and updated all supervision procedures. Shortly after the CSO Firearm program was put into action, we updated field safety policy to require teams of two or more when conducting field visits. We also updated all supervision procedures, as well as processes involving employee substance abuse testing. In FY 2017, the CSCD accomplished the goal of converting to a paperless case management supervision system. Files and documents pertaining to individuals currently supervised by the CSCD are stored electronically. We also secured department vehicles that prove beneficial when conducting field visits, curfew checks and in the transportation of probationers to treatment facilities. The CSCD recently enacted salary adjustments based upon performance and community supervision experience. Additionally, we revamped our performance evaluation processes, ensuring that supervisors were trained in both theory and practice. We also implemented a new-hire mentoring program in conjunction with pre-service training and,

more recently, the CSCD drafted career path promotion policy, which we intend to initiate later this fiscal year. Many of these changes have been implemented and or planned in an effort to strengthen employee development and retention.

Programmatically, the McLennan County CSCD designed and implemented an in-house outpatient **Substance Abuse Treatment Program (SATP)**, which subsequently received certification as a **Clinical Training Institute** from the Texas Department of Health Services. Additionally, Diversionary Program (DP) funding allowed for the creation of an **Assessment Unit**, which centralized the processing of the **Texas Risk Assessment System (TRAS)**, providing for consistent scoring of client supervision levels and case planning.

The McLennan County CSCD also created an in-house **Cognitive Intervention Program** and achieved accreditation as a **Batterer's Intervention Prevention Program** provider. Furthermore, we now provide **Non-Intimate Partner Violence Programming** and are actively involved in the local **Domestic Violence Response Team**.

In July 2017, the CSCD implemented a CCP/Basic Supervision funded **Substance Abuse Testing Program** that utilizes on-site automated laboratory testing equipment, allowing for comprehensive reporting of substance levels. The drug testing system also

detects tampering indicators such as temperature and dilution. An additional laboratory technician position was secured shortly prior to implementation of the program.

During FY 2018, the McLennan County CSCD committed CCP and Basic Supervision funding toward the creation of an **Aggressive Behavior/Violent Offender Caseload and an additional Specialized Substance Abuse Caseload**. We also developed Specialized Case Manager positions (2) to enhance our behavioral and substance abuse programming and allow for more consistent oversight of indirect offenders on specialized supervision.

The CSCD remains actively involved in additional local collaborative efforts to more effectively work with community partners and our clients. We hope that our actions and involvement will strengthen our request for additional DP funding during the FY 2020-2021 budget cycle. Detailed information can be found in the Overview: Programs and Services section.

From FY 2014 through FY 2017, we saw a dramatic decline in the average number of misdemeanants on direct supervision (1561 to 1254), while the average number of felons increased significantly (1537 to 1796). As of 1-31-18, the direct misdemeanor population has decreased to 1210 (-44), while the number of direct felons has risen to 1860 (+64).

Between FY 2014 through FY 2017, the McLennan County CSCD experienced significant staff turnover. A total of 56 line staff employees departed during that time span. Those individuals accounted for a combined total of over 397 years of experience; a 7.1 year per person experience average. Exit Interviews listed lack of promotional opportunity and inconsistent pay increases as significant reasons

for departure. During that same time period, only 2 supervisory personnel left the CSCD.

Thus far in FY 2018, only 4 line staff employees have departed totaling 8.9 years of experience; a 2.22 per person average. While this data would suggest improvement; employee recruitment, retention, and development remain a priority. We actively participate in college job/career fair events in an effort to recruit student interns and prospective employees.

The CSCD recently created advancement opportunities designed to strengthen new-hire onboarding, preservice and in-service training. We have also undergone reorganization of supervision into Divisions designed to allow for better consistency of service to the Courts and enhanced rehabilitation opportunities to those we supervise.

Specialized Staff Development Supervisor (2) positions were recently filled and the CSCD reorganized into separate Divisions:

Court Services: Assessment Unit, Low Risk Minimum Level, Court Team, Intake

Specialized Supervision – Behavioral Health:

Aggressive Behavior Violent Offender, Specialized Sex Offender, Mental Health Initiative, Batterers Intervention Prevention Program, Non-Intimate Partner Violence

Specialized Supervision – Substance Abuse:

Specialized Substance Abuse Caseloads, DWI/Drug Court, Substance Abuse Treatment Program; SAFP Aftercare;

Regular Supervision – Felony; and

Regular Supervision – Misdemeanor.

While the CSCD had already utilized the team concept in relation to Court Services, Regular Supervision and Specialized Supervision; further breakdown was necessary due to the

aforementioned growth in specialized programming. The delineation of felony supervision and misdemeanor supervision Divisions allows for further consistency in reference to available sanctions, incentives, treatment and referrals. It also allows for further consistency in expectations of individual Courts and the assigned Division Managers. We expect that these steps will have a positive impact on revocation rates, program success rates, and offender rehabilitation. We also expect positive outcomes regarding employee recruitment, enrichment and retention.

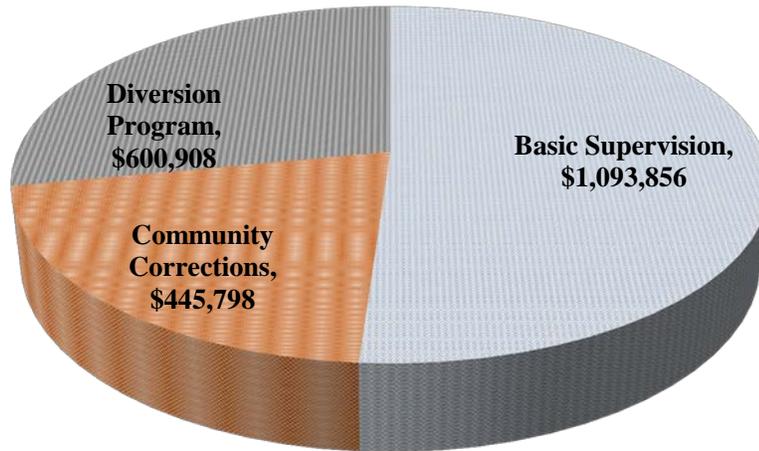
In summary, the McLennan County CSCD is one of the most progressive community supervision

departments in operation today. We have traditionally offered a wide variety of specialized caseloads, as well as a vast number of programs, services and classes designed to affect positive change and enhance public safety. Since 2014, we have continuously built upon that foundation and enacted multiple internal changes. While we remain committed to expanding our level of operations, the McLennan County CSCD is collectively focusing on supervision practices and ensuring that our current programs and services are performed effectively throughout FY 2018-2019.

Department

Overview: Budget

State Aid FY 2018



Diversions Programs (DP) Funding

Program Title	Amount of State Aid
<i>Sex Offender Caseload</i>	\$66,020
<i>Mental Health Initiative</i>	\$198,421
<i>Substance Abuse Caseload</i>	\$73,734
<i>Substance Abuse Treatment Program</i>	\$121,925
<i>Assessment Unit</i>	\$140,808
Total	\$600,908

Basic Supervision (BS) Funding

Program Title	Amount of State Aid
Basic Supervision	\$811,063
Dedicated Salary	\$163,896
High/Medium Reduction	\$118,897
Total	\$1,093,856

Community Corrections (CC) Funding

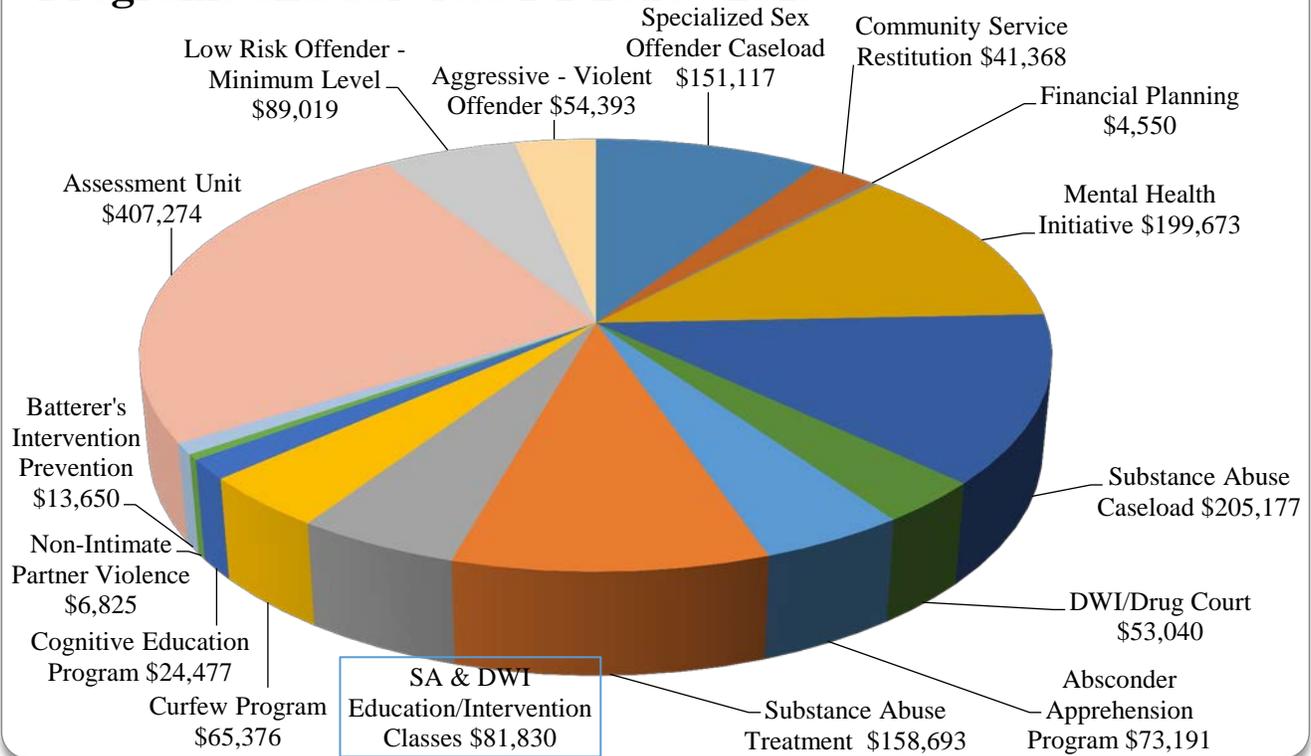
Program Title	Amount of State Aid
<i>Community Service Restitution</i>	\$25,000
<i>DWI/Drug Court</i>	\$35,000
<i>Absconder Apprehension</i>	\$45,000
<i>Low Risk Minimum Supervision</i>	*\$305,798
<i>Aggressive - Violent Offender</i>	\$35,000
Total	*\$445,798

- * \$100,000 supports DP Assessment Unit
- * \$36,000 supports DP Sex Offender Caseload
- * \$60,000 supports DP Substance Abuse Caseload
- * \$30,000 supports DP Substance Abuse Treatment
- * \$4,000 supports DP Mental Health Initiative
- * \$230,000 CCP funding supports DP Initiatives

Department

Overview: Programs & Services

Programs and Services FY 2018 - 2019



Program Title	Program Code	Designator	Program ID	Funding Source
Specialized Sex Offender Caseload	SCPX	1	4	DP, CCP, BS
Community Service Restitution - CSRI	CSR	1	6	CCP, BS
Financial Planning Class	NED	1	10	BS
Mental Health Initiative	MHI	1	12	DP, CCP, BS
Substance Abuse Caseload	SCPS	1	13	DP, CCP, BS
DWI/Drug Court	DCT	1	15	CCP, BS
Absconder Apprehension Program	SOP	6	17	CCP, BS
Substance Abuse Treatment Program	SAT	4	19	DP, CCP, BS
Basic Funded Substance Abuse/DWI Education	SAE	1	27	BS
Curfew Checks	SUR	1	28	BS
Cognitive Education Program	COG	1	33	BS
Non-Intimate Partner Violence Course	NED	2	34	BS
Batterer's Intervention Prevention Program	DMVB	1	35	BS
Assessment Unit	ASUN	1	36	DP, CCP
Low Risk Offender Minimum Supervision Program	CCSS	2	38	CCP, BS
Aggressive Behavior – Violent Offender Program	SCPV	1	39	CCP, BS

Department

Overview: Programs & Services

The McLennan County CSCD has consistently requested and received Diversion Program (DP) funding to provide specialized supervision for high risk probationers on **Sex Offender, Mental Health Initiative and Substance Abuse Caseloads**. Likewise, the Department has historically utilized Basic Supervision and/or Community Corrections Program funding to provide the following programs/services: **Community Service Restitution, Financial Planning Classes, DWI/Drug Court, Absconder Apprehension, Substance Abuse/DWI Education and Intervention Classes, and Curfew Checks**.

From FY2014 through FY 2017, the McLennan County CSCD built upon an already steady foundation. Initially, we requested and received DP funding for an in-house outpatient **Substance Abuse Treatment Program**, which has proven to be a valuable tool in enhancing our progressive sanction model. Diversion Program funding was later secured to create an **Assessment Unit** to centralize the processing of **Texas Risk Assessment System (TRAS)**, an assessment scale designed and validated for use throughout the Texas Department of Criminal Justice. In designing the Assessment Unit, the CSCD readily recognized the parallel nature of the TRAS and the Pre-Sentence Investigation Report (PSIR) processes. The PSIR format was revised to include information necessary to score the TRAS, thus allowing a single interviewer to compile both documents from a single interview. Additionally, it allows for the presence of validated risk information to be included in the PSIR, which proves to be invaluable to both the Court and the assigned Community Supervision Officer.

Indirectly, combining the processing of the TRAS and PSIR allowed the McLennan County CSCD to utilize Community Corrections Program (CCP) funding to create the **Low Risk Offender Minimum Supervision Program**. Consolidating low risk clients under a single program allows for increased efforts to be expended on clients of higher risk. The McLennan County CSCD recently created a Basic Supervision funded in-house **Cognitive Intervention Program** and received licensed **Batterer's Intervention Prevention Program** provider accreditation near the close of FY 2016. Furthermore, we developed and incorporated Basic Supervision funded **Non-Intimate Partner Violence Programming**.

Drug testing of individuals on supervision is a fundamental and essential strategy of community supervision to monitor their compliance in abstaining from substance use. Like most departments, the McLennan County CSCD traditionally utilized various rapid urine screens for substance abuse testing. These devices are basic in concept, providing only a "line" that indicates a positive or negative result. In July 2017, the **CSCD implemented on-site automated laboratory testing equipment** that eliminated subjective testing methods by delivering a comprehensive report which validates the urine sample's temperature, possible dilution, and levels of the substances detected. Incorporating such innovative technology lessens the practice of sending disputed samples to an out-of-state independent laboratory for

confirmation(s). The immediacy of this testing method also provides officers the means to address positive tests swiftly utilizing the CSCDs Progressive Sanctions and Incentives Model. Sanctions may include increased testing, drug or alcohol education, cognitive education with a substance-abuse focus, substance abuse assessment, monitoring equipment, placement on a specialized caseload, and/or outpatient/residential treatment.

The CSCD remains actively involved in local collaborative efforts to more effectively work with community partners and our clients to include, but not limited to: the McLennan County Domestic Violence Response Team, the McLennan County Reintegration Program, Heart of Texas Recovery Oriented Systems of Care (Substance Abuse/Mental Health), the Waco Employer Resource Network, the McLennan County Adult Basic Education Committee and the Central Texas Sex Offender Registration Network. We hope that our involvement will bolster our Diversion Program requests during the FY 2020 – 2021 biennium, but the CSCD remains committed to these efforts regardless. The requests are noted in the order of expressed need, should limited additional DP funding be available:

Aggressive Behavior Violence: FY 2017 offender profile statistics indicate that 20.8% of our direct felony population and 12.8% of our direct misdemeanor population are on supervision for violent offenses. All told, the offenders noted above account for 17.3 % of the McLennan County CSCD's direct offender population as of August 31, 2017 (528 of 3050). With the addition of in-house Cognitive Intervention, Non-Intimate Partner Violence and Batterer's Intervention Prevention Programming; and involvement in the local Domestic Violence Response Team, the CSCD is well equipped to deal with the special issues involved in supervising these offenders. We requested **DP funding for two (2) Aggressive Behavior Violence Offender Caseloads** during the last budget cycle. Although such funding was not received, the McLennan County CSCD targeted CCP formula funding toward the creation of one such caseload. We hope that our commitment will have a positive impact and strengthen future DP funding requests for this population.

Substance Abuse Caseloads: The DP Substance Abuse Caseloads, monitored by two (2) Community Supervision Officers, need to be sustained to effectively serve the population of high-risk substance abuse offenders. The need to provide intensive supervision to this population remains constant. The requirements which necessitate the brokering of referrals to outpatient treatment, cognitive education programs, self-help groups along with the intense monitoring of the compliance and sobriety of offenders continues to increase and is essential for a healthy recovery from addiction. For some offenders, outpatient treatment is not enough. When continued use or relapse is detected, treatment is intensified; often resulting in the offender being ordered to complete in-patient treatment in a therapeutic, structured environment.

The McLennan County CSCD believed that an additional specialized caseload and continued specialized programming was justified and essential to reinforce evidenced-based practices and strides gained by the offender while in residential substance abuse treatment. Many offenders with substance abuse issues who receive in-patient treatment have difficulty transitioning from the structured, therapeutic environment provided in the controlled setting back to the community upon release. For that reason, progress made in a residential surrounding may be lost, unless there is an

availability and continuity of care and support in the community upon the offender's release. Offenders are often vulnerable to relapse into substance use or resort to crime to meet basic needs during the early release period. In other words, without coordination between treatment and community based treatment, offenders are likely to relapse and return to criminality.

Aftercare programs bridge gaps between residential treatment and community reintegration. This essential component, a key in the continuum of care for high-risk substance abuse offenders, assists the offender in establishing pro-social behaviors, compliance with conditions of community supervision, and a healthy recovery from addiction and an additional caseload will provide the officers additional resources to address these issues. The addition of in-house Cognitive Education – Substance Abuse Emphasis and Substance Abuse Treatment Programs, and our involvement in the Heart of Texas Recovery Oriented Systems of Care initiative are in support of this effort. We requested **DP funding for one (1) Community Supervision Officer to supervise a Substance Abuse Aftercare Caseload** during the last budget cycle. Although such funding was not received, the McLennan County CSCD targeted CCP formula funding toward the addition of one Substance Abuse Caseload CSO. We hope that our commitment will have a positive impact and strengthen future DP funding requests for this population.

Employment: Presently, the McLennan County CSCD directly supervises 3,070 clients; with unemployment rate of 16.3 %; almost 4 times the local average for FY 2017 ([4.15 %](#)). An additional 11.2% have only part-time or seasonal employment. That means currently as many as 844 clients directly supervised by the CSCD are unemployed or "under-employed." The link between adequate employment and successful supervision is undeniable. Conversely, so is the link between revocation and unemployment. In FY 2017, over 42 % of McLennan County CSCD felony revocations (118 of 281) were unemployed, as was over 34 % (139 of 390) of their misdemeanor counterparts. If you were to add part-time and seasonally employed offenders to the unemployed, the percentages would rise to over 49 % of felony revocations and 50 % of misdemeanor revocations.

McLennan County CSCD already actively partners with Goodwill Job Corps, Texas Workforce Commission, Communities in Schools, McLennan County Literacy Program, local Chamber of Commerce(s), and local colleges and universities for job readiness services and job placements. There are also a number of public, private and 501 (c) (3) organizations within McLennan County that offer a variety of vocational training courses, some of which are offered at little or no cost. Even beyond that, the McLennan County CSCD is involved in the McLennan County Reintegration Roundtable Initiative and the Waco Employer Resource Network. We believe that establishing a DP funded Employment Caseload program could possibly reduce revocations and would be most beneficial to the clients we serve, their families and our community as a whole. Moreover, it would benefit those owed victim restitution and could assist in decreasing future victimization. Dedicated staff would be advantageous in developing and maintaining collaborative relationships with employers willing to hire clients with criminal records. While our involvement in local efforts is productive, having staff primarily assigned to participate in these efforts would have a dramatic impact on client employment. During the last budget cycle, **the McLennan**

County CSCD sought DP funding for two (2) Specialized Employment Caseloads. Although such funding was not received, we hope that future consideration will be given toward this effort in FY 2020 – FY 2021.

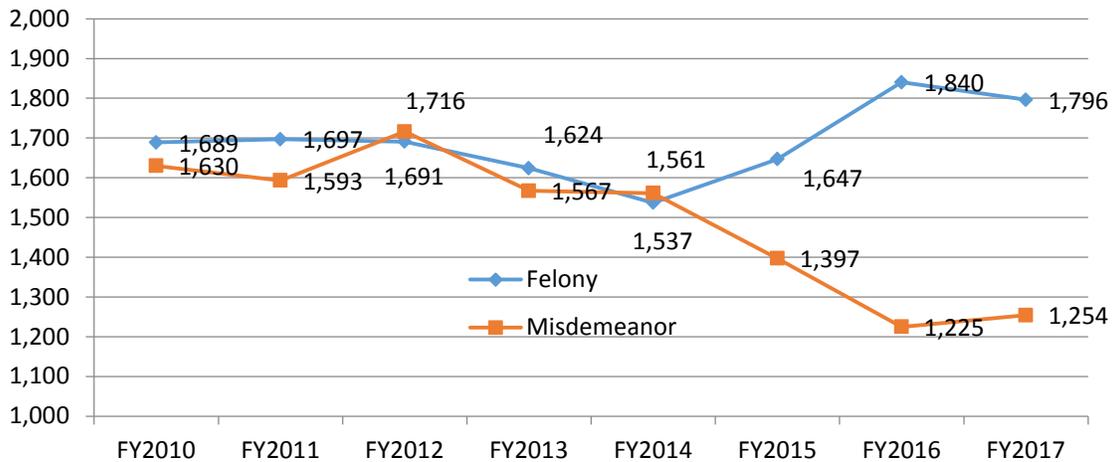
Sex Offender: The McLennan County CSCD hopes to supplement the current sexual offender caseload initiative to enhance public safety and in response to increased local law enforcement initiatives aimed at sexually motivated conduct to include human trafficking, online solicitation and prostitution. According to the [Waco Tribune Herald](#), a recent a National John Suppression Initiative ranked McLennan County Sheriff's Office (MCSO) #6 among law enforcement agencies participating in an effort to combat prostitution, human trafficking and online solicitation by targeting sex buyers. "For the fourth time in two years, McLennan County Sheriff's Office investigators ranked in the top 10 agencies in the nation to arrest sex buyers." Many arrests involved solicitation of individuals believed to be minors. In fact, the MCSO now employs full time human trafficking investigators and recently had their first female officer join the initiative. The McLennan County CSCD currently supervises related cases on regular caseloads, as our Specialized Sex Offender Caseloads are at capacity. Likewise, regular supervision CSOs are supervising cases involving sex offender registration requirements due to prior offenses. Additional dual-needs offenders are supervised through the Mental Health Initiative. Consequently, we requested **DP funding for one (1) additional Specialized Sex Offender CSO** during the last budget cycle. Although additional funding was not received, we hope to be considered for such in the future.

Substance Abuse Treatment: The McLennan County CSCD also requested to supplement our current Substance Abuse Treatment Program with the **addition of one (1) Licensed Chemical Dependency Counselor I** in order to expand our current outpatient service during the last budget cycle. Although additional funding was not received, the CSCD was able to review and modify current services, thus allowing for the expansion of services by providing Intensive Outpatient and Relapse Prevention programming to offenders. This provided an additional therapeutic intervention to those in need of a more intensive program and an additional step in the CSCD's continuum of sanctions rather than progressing to residential treatment due to a lack of intensive services. We hope that our commitment will have a positive impact and strengthen future funding requests for this population.

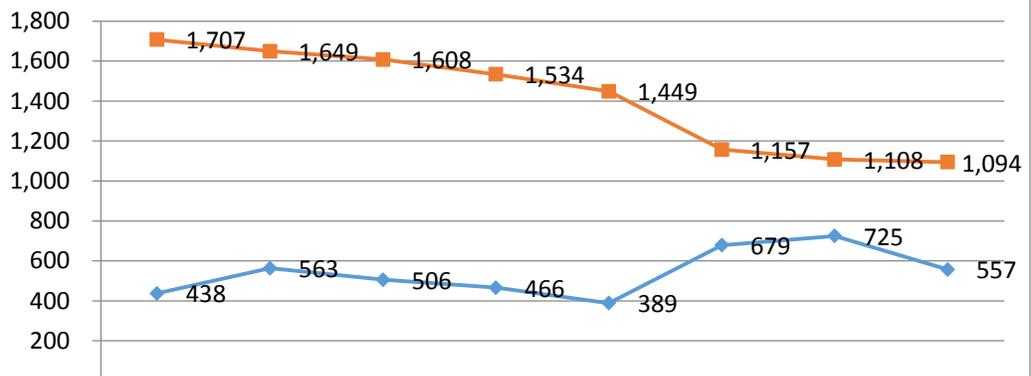
Department

Overview: Offender Population

CSCD Directs FY 2010 - FY 2017



CSCD Original Community Supervision Placements: FY 2010 - FY 2017



	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
◆ Felony	438	563	506	466	389	679	725	557
■ Misdemeanor	1,707	1,649	1,608	1,534	1,449	1,157	1,108	1,094

Perspectives on Offender Population

Direct supervision basically equates to offenders serving their period of probation within a given county. From FY 2009 to FY 2014, the number of direct felony probationers in McLennan County was relatively equal to the number of direct misdemeanor probationers (± 100). In fact, in FY 2014 the difference between the two populations stood at only 24 (1537 direct felons vs. 1561 direct misdemeanants). Likewise, local misdemeanor and felony community supervision placement trends showed similar gradual **declines** between FY 2011 and FY 2014. These gradual decreases in population and placements existed statewide.

FY 2015 and 2016 data reflected significant changes in these trends locally. The average number of **direct misdemeanor probationers fell sharply in FY 2015**, from 1561 to 1397; **a drop of over 10.5%**. Likewise, the number of **misdemeanor probation placements plummeted** during the same time period, from 1,449 to 1157; **a drop of over 20%**. FY 2016 data reflects a drop in both direct misdemeanor population, from 1397 to 1225 and misdemeanor placements, from 1157 to 1108. These represent 12.3% and 4.2% drops in direct misdemeanor population and placements respectively. The local district attorney's creation of a misdemeanor pre-trial intervention program in FY 2014 appeared to play a significant role. The program targets first time offenders and places them in the program prior to any court action. In February 2016, the McLennan County District Attorney's Office reported that 440 individuals were in the program. Recently, it was determined that over 600 individuals are involved. Neither the courts of McLennan County or the McLennan County CSCD play any role in the program.

In contrast, the average number of **direct felony probationers climbed** from 1537 in FY 2014 to 1647 in FY 2015; **an increase of over 7.1%**. Moreover, the number of **felony probation placements spiked dramatically** during the same time period from 389 to 679; **an increase of over 74.5%**. These increases are in direct contrast to statewide felony community supervision population and placement statistics. FY 2016 saw to direct felony population climb from 1647 to 1840; an additional increase of over 11.7%. The number of felony probation placements rose from 679 to 725; a more modest increase of 6.8%.

FY 2017 statistics suggest a return to normalcy. Since the beginning of FY 2017, the felony direct population dipped by 2.39%, while the misdemeanor direct population grew by the exact same percentage, 2.39%. Misdemeanor placements appear to have steadied. Although felony placements fell sharply last fiscal year (725 to 557), they still represented above the seven year average (538).

Population trends have a significant impact on formula funding received from the State in FY2018 and beyond. The current formula for **Basic Supervision (BS)** funding utilizes both the number of misdemeanor placements and the average number of felons supervised in a jurisdiction as determining factors. **Community Corrections Program (CCP)** funding calculations are determined by the percentages of the civil population and direct felons under supervision within a jurisdiction versus the statewide population and direct felony supervision totals. While the Texas State Data Center – Population Projections Program (<http://www.osd.texas.gov/Data/TPEPP/Projections/>) reflects gradual increases for

McLennan County through 2025 (0.79%), the statewide population projections are slightly higher (1.28%). Consequently, the projected percentage of the State's population living in McLennan County is projected to decrease annually from 2018 (0.89%) to 2025 (0.85%).

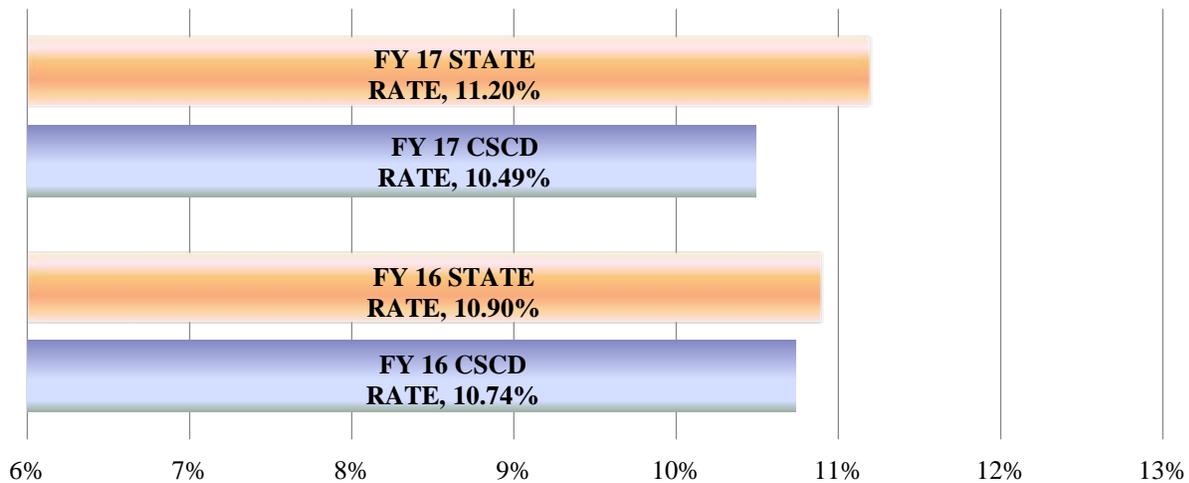
The exact impact on funding cannot be certain for a number of reasons. For instance, the statewide BS and CCP totals available for distribution are determined following each legislative session. Furthermore, jurisdictional funding amounts will be calculated utilizing the previous Calendar Year statistics. Therefore, future placements, violations/revocations, felony supervision transfer requests, local elections, etc. will have an effect. Lastly, the legislature could ultimately decide to change the funding formula. Any resulting legislative action could have an effect on current funding streams.

Regardless, there are inherent concerns relative to the recent imbalance between misdemeanor and felony placements and direct supervision. Besides the obvious factor of the seriousness of the criminal behavior and the consequences of revocation (prison), there is an increased likelihood of eligibility for existing and proposed specialized diversionary programming.

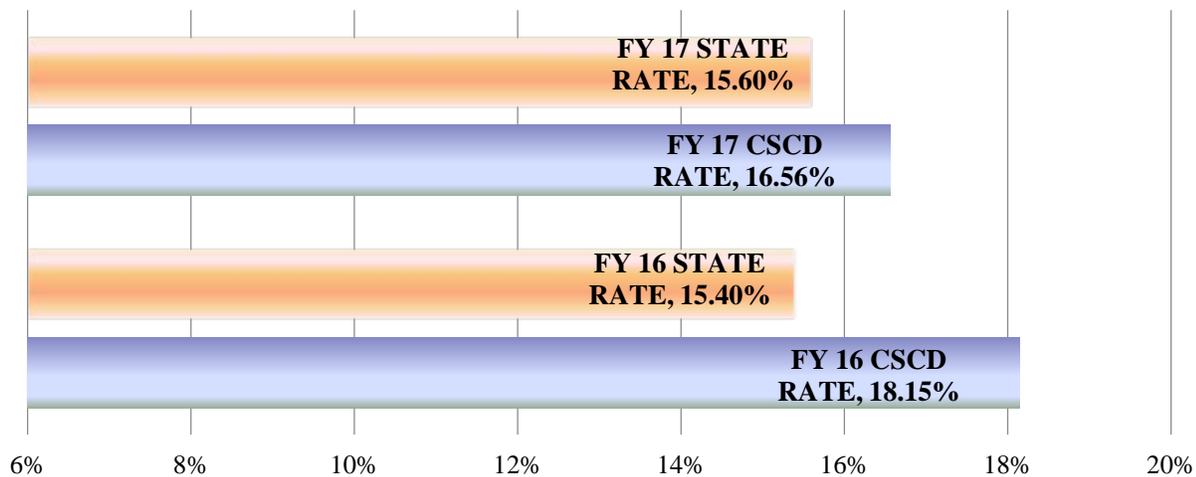
Department

Overview: Revocation Rates

Felony Revocation Rates



Misdemeanor Revocation Rates



Perspectives on Revocation Rates

The McLennan County CSCD felony revocation rate dropped 0.5% in FY 2017, while the statewide average increased 0.3%. McLennan County CSCD felony revocation rates remained below the state average throughout the FY 2016-2017 biennium. This can be attributed to the consistent use of a progressive sanctions model, specialized caseloads, in house programs as well as our strong relationship with the McLennan County District Attorney's Office and the local Judiciary.

The McLennan County CSCD misdemeanor revocation rate dropped 1.59%, while the statewide average actually increased 0.2%. Although our misdemeanor revocation rates are now slightly higher than the state average, the gap is lessening. Some of the factors contributing to the misdemeanor rate include:

- Lack of services for misdemeanants
- Judicial directives regarding the utilization of sanctions and treatment options
- Implementation of alternative dispositions in lieu of probation placement by local judicial authorities
- Client trend to view jail time as a more favorable option than continuing on probation

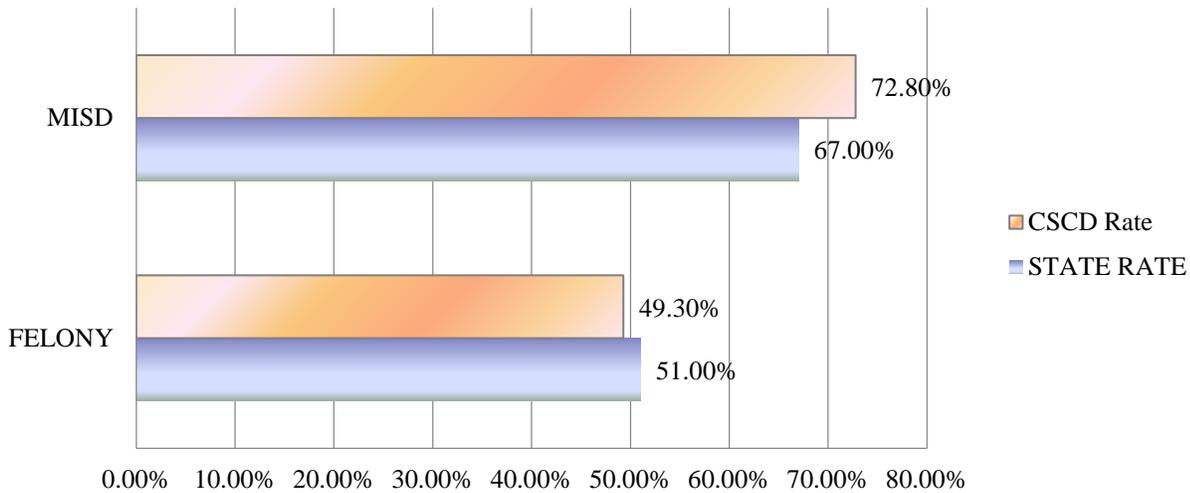
As previously stated, the McLennan County CSCD had already formed the team concept in relationship to Court Services, Regular Supervision and Specialized Supervision; further breakdown was necessary due to the aforementioned growth in specialized programming. The delineation between behavioral specialized supervision and substance abuse specialized supervision allows for consistency in oversight and services.

The CSCD previously utilized two regular supervision teams, each containing a set of felony and misdemeanor officers. We recently took the opportunity to reorganize into separate felony and misdemeanor divisions. The further delineation of felony supervision and misdemeanor supervision allows for further consistency in reference to available sanctions, incentives, treatment and referrals. It also allows for further consistency in expectations of individual Courts and supervisory staff. Also, having separate managers responsible for each supervision type (Behavioral Health, Substance Abuse, Regular Felony and Regular Misdemeanor) should have a definite impact on revocation rates; as each is keenly aware of the associated nuances. Further, an established Court Team ensures consistent communication with the prosecutorial team and the specific Judges, as well as the appropriate options available in lieu of revocation during the violation/hearing process.

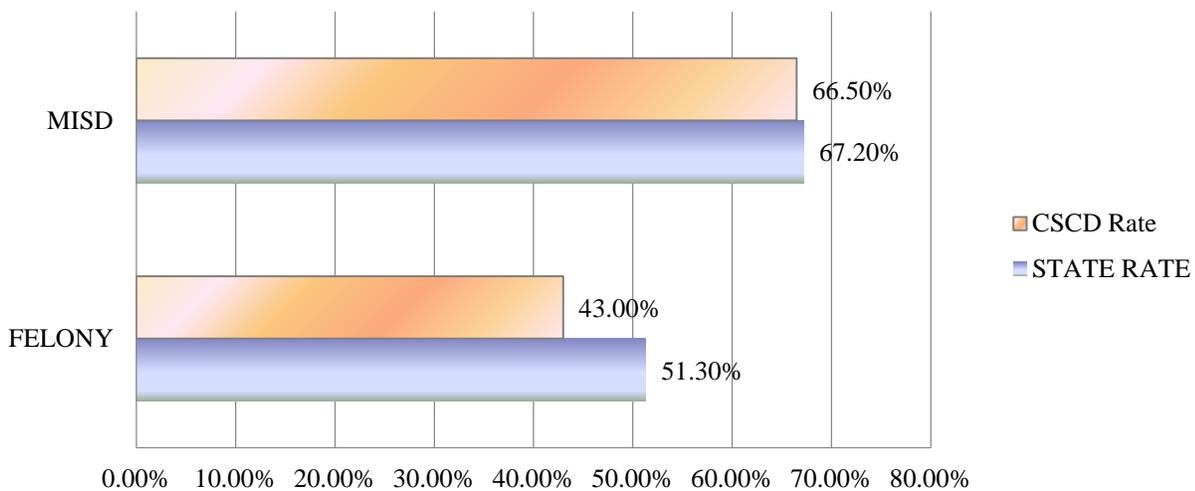
Department

Overview: Technical Violation Percentages

FY 2017 Technical Revocations



FY 2016 Technical Revocations



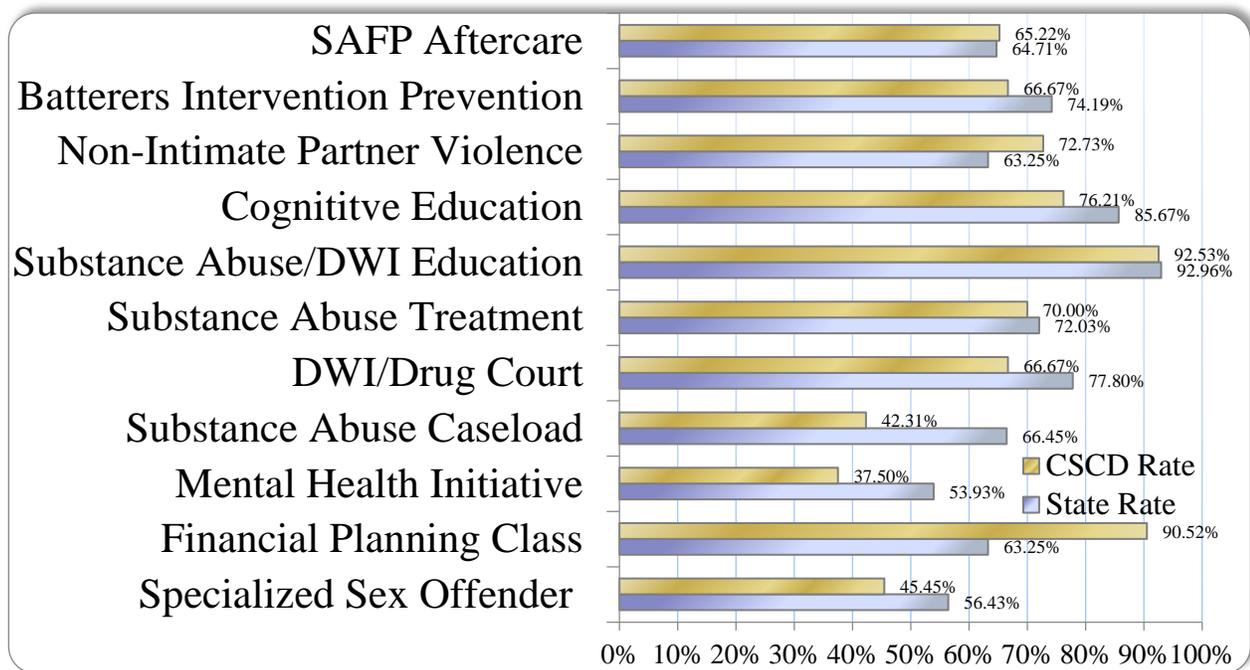
Perspectives on Technical Violations

In FY 2016, McLennan County CSCDs technical revocations were below the state average in both the misdemeanor population (-0.70%) and felony population (-8.30%). While we remain below the state average in technical felony revocations (-1.7%), our misdemeanor technical revocation rate exceeds the state rate for FY 2017 (+5.8%). Our ability to remain below the state felony technical revocation rate can be attributed to the consistent use of a progressive sanctions model, specialized caseloads, in-house programs, as well as our strong relationship with the McLennan County District Attorney's Office and the local Judiciary.

As noted in the Perspectives on Revocation Rates section and for the reasons listed, McLennan County CSCD believes that our Divisional reorganization will have a definite impact on technical revocations. This structure allows for further consistency in reference to available sanctions, incentives, treatment and referrals. It also allows for further consistency in expectations of individual Courts and supervisory staff. Furthermore, having separate managers responsible for each supervision type (Behavioral Health, Substance Abuse, Regular Felony and Regular Misdemeanor) should have a definite impact on revocation rates; as each is keenly aware of the associated nuances of the population. Further, an established Court Team ensures consistent communication with the prosecutorial team, the defense attorneys and the specific Judges, as well as the appropriate options available in lieu of revocation during the violation/hearing process.

Department

Overview: Program Success Rates



Perspectives on Program Success Rates

While some McLennan County CSCD programs currently fall below the state benchmark for FY 2017, five of the eleven programs listed exceed (SAFP Aftercare, Non-Intimate Partner Violence, Financial Planning) or are within two percentage points of the benchmark (Substance Abuse/DWI Education, Substance Abuse Treatment). Furthermore, two of the remaining programs (Mental Health Initiative and Substance Abuse Caseloads) exceeded the benchmark during the prior fiscal year. The remaining programs are in their infancy (Batterers Intervention Prevention, Cognitive Education), or have shown marked, double-digit improvement (DWI/Drug Court, Specialized Sex Offender) over the prior period.

Different variables can have an impact the average success rates, and program success can fluctuate from year to year, even in well-developed and effectively operated programs. For example, in FY 2015 the DWI/Drug Court carried a success rate that was over 16.5% higher than the state target rate. Although program policy and procedure remained constant, the team make-up changed dramatically (3 CSOs and 2 Judges) and the population fluctuated; all contributing to the fall of the success rate. As noted above, significant, double-digit gains in program success have been made during FY 2017, as we aim to eclipse the state rate again. Both the Specialized Substance Abuse Caseload and Mental Health Initiative programs were expanded, while three of the assigned officers departed from these programs and local MHMR staff also changed; all of which undoubtedly had an impact on program success. We believe that our recent reorganization will have a positive impact on future program success rates and are excited that new teams will be focusing on the operation of each.

Strategic Plan

Goal: A Prison Diversion

By the end of fiscal year 2021, McLennan County CSCD will improve revocation rates and technical violations by improving program success rates. Strategies, Objectives, Process Measures and Outcomes will be updated annually, or on an as needed basis, to ensure that the CSCD achieves Goal A.

Strategies for FY2018-2021

- Maintain rate of revocations throughout FY2018-19.
- Maintain the number of probationers revoked on technical violations throughout FY2018-19.
- Improve program success rates throughout FY2018-19.

Objectives for FY2018-2021

- Maintain the rate of revocations throughout FY2018-19.
 - Felony rate at between 10-11%
 - Misdemeanor rate between 15-18%
- Maintain the number of probationers revoked on technical violations throughout FY2018-19.
 - Felony rate at 41-43%
 - Misdemeanor rate 64-65%
- Improve program success rates throughout FY2018-19.
 - The Statewide benchmark for Sex Offender Caseloads is 56.43% for FY2017.
 - McLennan County CSCD success rate for the Sex Offender Caseloads is at 45.45% for FY2017.
 - McLennan County CSCD will strive to improve the success rate at 56.43% throughout FY2018-19.
- Improve program success rates throughout FY2018-19.
 - The Statewide benchmark for Mental Health Initiative is 53.93% for FY2017.
 - McLennan County CSCD success rate for the Mental Health Initiative is at 45.45% for FY2017.

- McLennan County CSCD will strive to improve the success rate at 53.93% throughout FY2018-19.
- Improve program success rates throughout FY2018-19.
 - The Statewide benchmark for Substance Abuse Caseloads is 66.45% for FY2017.
 - McLennan County CSCD success rate for the Substance Abuse Caseloads is at 42.31% for FY2017.
 - McLennan County CSCD will strive to improve the success rate at 66.45% throughout FY2018-19.
- Improve program success rates throughout FY2018-19.
 - The Statewide benchmark for Substance Abuse Treatment is 67.85% for FY2015.
 - McLennan County CSCD success rate for the Substance Abuse Treatment is at 64.04% for FY2015.
 - McLennan County CSCD will strive to improve the success rate at 67.85% throughout FY2018.
- Improve program success rates throughout FY2018-19.
 - The Statewide benchmark for DWI/Drug Court is 77.80% for FY2017.
 - McLennan County CSCD success rate for the DWI/Drug Court is at 66.67% for FY2017.
 - McLennan County CSCD will strive to improve the success rate at 77.80% throughout FY2018-19.

Process Measures for FY2018-2021

- McLennan County CSCD will complete the revocation worksheet by January 15, 2019, to calculate the felony & misdemeanor revocation rates for FY2018.
- McLennan County CSCD will complete the revocation worksheet by January 15, 2019, to calculate the felony & misdemeanor technical violation percentages for FY2018.
- McLennan County CSCD will obtain program success rates from CJAD by January 15, 2019.

Outcomes for FY2018-2021

- McLennan County CSCD will compare the FY2018 objectives for felony & misdemeanor revocation rates to the actual outcomes. The FY2019 objective for felony & misdemeanor

revocation rates will be adjusted based on the FY2018 actual outcome to ensure that the CSCD meets Goal A. March 1, 2019.

- McLennan County CSCD will compare the FY2018 objectives for felony & misdemeanor technical violation percentages to the actual outcomes. The FY2019 objective for felony & misdemeanor technical violation percentages will be adjusted based on the FY2018 actual outcomes to ensure that the CSCD meets Goal A. March 1, 2019.

McLennan County CSCD will compare the FY2018 objectives for program success rates to the actual outcomes. The FY2019 objectives for program success rates will be adjusted based on the FY2018 actual outcomes to ensure that the CSCD meets Goal A.

Strategic Plan

Goal: B Accountability

By the end of fiscal year 2021, McLennan County CSCD will improve accountability measures for supervision, fiscal and data management procedures. Strategies, Objectives, Process Measures and Outcomes will be updated annually, or on an as needed basis, to ensure that the CSCD achieves Goal B.

Strategies for FY2018-2021

- McLennan County CSCD will conduct internal case management audits in FY2018-19.
- McLennan County CSCD will conduct DP audits in FY2018-19.
- McLennan County CSCD will monitor cost projections in FY2018-19.

Objectives for FY2018-2021

- McLennan County CSCD will strive to achieve above satisfactory scores on case management audits in FY2018-19.
- McLennan County CSCD will strive to achieve above satisfactory scores on DP case management audits in FY2018-19.
- McLennan CSCD will use the fiscal accountability tool to maintain accurate cost projections and to monitor fiscal operations, thereby maintaining an acceptable financial risk score for our size CSCD.

Process Measures for FY2018-2021

- McLennan County CSCD will complete a case management audit, and send compliance rates to CJAD by date to be determined
- McLennan County CSCD will complete all required DP/TAIP audits, and send compliance rates to CJAD by date to be determined.

- McLennan County CSCD will use the fiscal accountability tool to maintain an acceptable audit risk score for FY2018-19. The fiscal accountability tool will be utilized during June 2018 after the third quarter expenditures are known.

Outcomes for FY2018-2021

- McLennan County CSCD will compare the FY2018 objective for the case management audit to the actual compliance rate. The FY2019 objective for case management compliance rate will be adjusted based on the FY2018 actual outcome to ensure that the CSCD meets Goal B. The FY2018 compliance rate will be submitted to CJAD by date to be determined.
- McLennan County CSCD will compare the FY2018 objectives for the DP/TAIP audits to the actual compliance rates. The FY2019 objectives for DP/TAIP audits will be adjusted based on the FY2018 actual outcomes to ensure that the CSCD meets Goal B. FY2018 compliance rates will be submitted to CJAD by date to be determined.
- McLennan County CSCD will compare the FY2018 objective for the independent audit risk score to the actual fiscal audit risk score. The FY2019 objective for the audit risk score will be adjusted based on the FY2018 fiscal audit risk score to ensure that the CSCD maintains an acceptable fiscal risk score for FY2019.

Strategic Plan

Goal: C

Staff Enrichment/Retention

By the end of fiscal year 2021, McLennan County CSCD will have an employee enrichment program that recruits, retains and develops criminal justice professionals that are equipped to provide quality services to the courts, clients and community. Strategies, Objectives, Process Measures and Outcomes will be updated annually, or on an as needed basis, to ensure that the CSCD achieves Goal C.

Strategies for FY2018-2021

- McLennan County CSCD will increase knowledge and prospects related to employee recruitment, retention and enrichment.
- McLennan County CSCD will utilize performance evaluations and department career path in order to improve employee retention rates and increase employee opportunities within the department.
- McLennan County CSCD will improve current training practices to promote both the department vision and individual employee career goals.

Objectives for FY2018-2021

- McLennan County CSCD will meet with McLennan County Human Resources Department at a minimum of a quarterly basis each fiscal year.
- McLennan County CSCD will participate in at least four (4) career fairs each fiscal year.
- McLennan County CSCD will conduct annual performance evaluations at 100% for all staff.
- McLennan County CSCD predicts that at least 60 % of staff will have at least 5 years of criminal justice experience and/or tenure with the department.
- McLennan County CSCD predicts that at least 15% of CSOs will achieve senior officer status.
- McLennan County CSCD will review training needs of the department and create a training plan each fiscal year.
- McLennan County CSCD will implement an individualized training plan for staff members at a minimum each biennium.

Process Measures for FY2018-2021

- By August 31, 2018, McLennan County CSCD will coordinate a meeting with the McLennan County Human Resources Department and continue to meet on a minimum of a quarterly basis thereafter.
- By August 31, 2018, McLennan County CSCD will create a listing of proposed career fairs at colleges and universities throughout Texas. Students will be educated on how to seek current and future employment/internship opportunities with McLennan County CSCD. Sign in sheets will be utilized at each fair in order to obtain student contact information.
- By August 31, 2018, McLennan County CSCD will review employee records to ensure that performance evaluations were conducted for each staff member. Audit and evaluation tools will be reviewed yearly for any necessary modifications.
- By August 31, 2018, McLennan County CSCD will continue to conduct yearly staff surveys that will be utilized to generate feedback concerning interest in in-house career opportunities and perspective regarding aspects of the department.

Outcomes for FY2018-2021

- McLennan County CSCD will compare the FY 2018 objectives for Goal C related to Goal C to the actual outcomes. The FY 2019 objectives for Goal C will be adjusted based on the FY 2018 actual outcomes to ensure that the CSCD meets Goal C.

Strategic Plan

Goal: D

Aggressive Behavior Violence Caseload

By the end of fiscal year 2018, McLennan County CSCD will implement an Aggressive Behavior Violence initiative with a focus which will not be limited to domestic violence assault cases, but will also target other assaultive offenders. Strategies, Objectives, Process Measures and Outcomes will be updated annually, or on an as needed basis, to ensure that the CSCD achieves Goal D.

Strategies for FY2018-2021

- McLennan County CSCD will utilize the TRAS, PSI, criminal history information and/or domestic violence assessments to identify offenders engaging in aggressive behavior and/or violence, to include domestic violence.
- McLennan County CSCD will establish the Aggressive Behavior Violence Caseload that provides intensive supervision to offenders engaging in aggressive behavior and/or violence, to include domestic violence.

Objectives for FY2018-2021

- McLennan County CSCD will strive to refer 90% of aggressive/violent offenders to programs and services in FY 2018.
- McLennan County CSCD will strive to refer 90% of aggressive/violent offenders to Non-Intimate Partner Violence or Batterer's Intervention and Prevention Programming.
- McLennan County CSCD will strive to successfully complete 60.15% of aggressive/violent offenders from the Aggressive Behavior Violence Caseload by Fiscal Year 2021.

Process Measures for FY2018-2021

- By August 31, 2018, McLennan County CSCD will have procedures in place for utilization of the TRAS, PSI, criminal history and/or domestic violence assessment.

- By August 31, 2018, McLennan County CSCD will query identified aggressive/violent offenders, to include domestically violent offenders, from the case management system that are currently court ordered to Anger Management, Non-Intimate Partner Violence or Batterer's Intervention and Prevention Programming. Also, offenders with a violent offense that are in the Pre-Sentence Investigation phase, pending a TRAS with the Assessment Unit Or exhibiting high risk behaviors which may warrant intensive supervision and additional program referrals will be identified.
- By August 31, 2018, McLennan County CSCD will query case management system to determine program success rate for the Aggressive Behavior Violence Caseload, Non-Intimate Partner Violence Program and Batterer's Intervention and Prevention Program. These rates will be compared to that of the state benchmark and modifications to the caseload and/or program will be implemented in an effort to maintain or improve success rates.

Outcomes for FY2018-2021

- McLennan County CSCD will compare the FY 2018 objectives for Goal D related to Goal D to the actual outcomes. The FY 2019 objectives for Goal D will be adjusted based on the FY 2018 actual outcomes to ensure that the CSCD meets Goal D.

Strategic Plan

Goal: E

Employment Caseload

By the end of fiscal year 2021, McLennan County CSCD will implement an employment initiative which will target unemployed/under-employed offenders. Strategies, Objectives, Process Measures and Outcomes will be updated annually, or on an as needed basis, to ensure that the CSCD achieves Goal E.

Strategies for FY2018-2021

- McLennan County CSCD will utilize the TRAS and/or other department records to identify unemployed offenders and/or offenders with limited work history.
- McLennan County CSCD will establish two (2) Employment Caseloads that will provide intensive supervision coupled with job readiness strategies for unemployed offenders.

Objectives for FY2018-2021

- McLennan County CSCD will strive to refer 90% of unemployed offenders to programs and services in FY 2018.
- McLennan County CSCD will strive to refer 90% of unemployed offenders to an employment program.
- McLennan County CSCD will strive to successfully complete 54% of unemployed offenders from the Employment Caseload by Fiscal Year 2021.
- McLennan County CSCD will strive to develop collaborative relationships with at least 20 local employers willing to hire clients with criminal records.
- McLennan County CSCD will strive to partner with Goodwill Job Corps, Texas Workforce Commission, Communities in Schools, McLennan County Reintegration Initiative, Waco Foundational Employment Network, McLennan County Literacy Program, and local Chamber of Commerce(s) for job readiness services and job placements.

Process Measures for FY2018-2021

- By August 31, 2019, McLennan County CSCD will have procedures in place for utilization of a TRAS and other department records to identify offenders appropriate for the Employment Caseload(s).
- By August 31, 2019, McLennan County CSCD will query unemployed offenders from the case management system currently court ordered to the Probationer Employment Program or otherwise categorized as unemployed. Also, unemployed offenders that are in the Pre-Sentence Investigation phase, pending a TRAS with the Assessment Unit will be identified.
- By August 31, 2019, McLennan County CSCD will query case management system to determine program success rate for the Employment Caseload and Probation Employment Program. These rates will be compared to that of the state benchmark and modifications to the caseload and/or program will be implemented in an effort to improve success rates.

Outcomes for FY2018-2021

- McLennan County CSCD will compare the FY 2020 objectives for Goal E related to Goal E to the actual outcomes. The FY 2021 objectives for Goal E will be adjusted based on the FY 2020 actual outcomes to ensure that the CSCD meets Goal E.