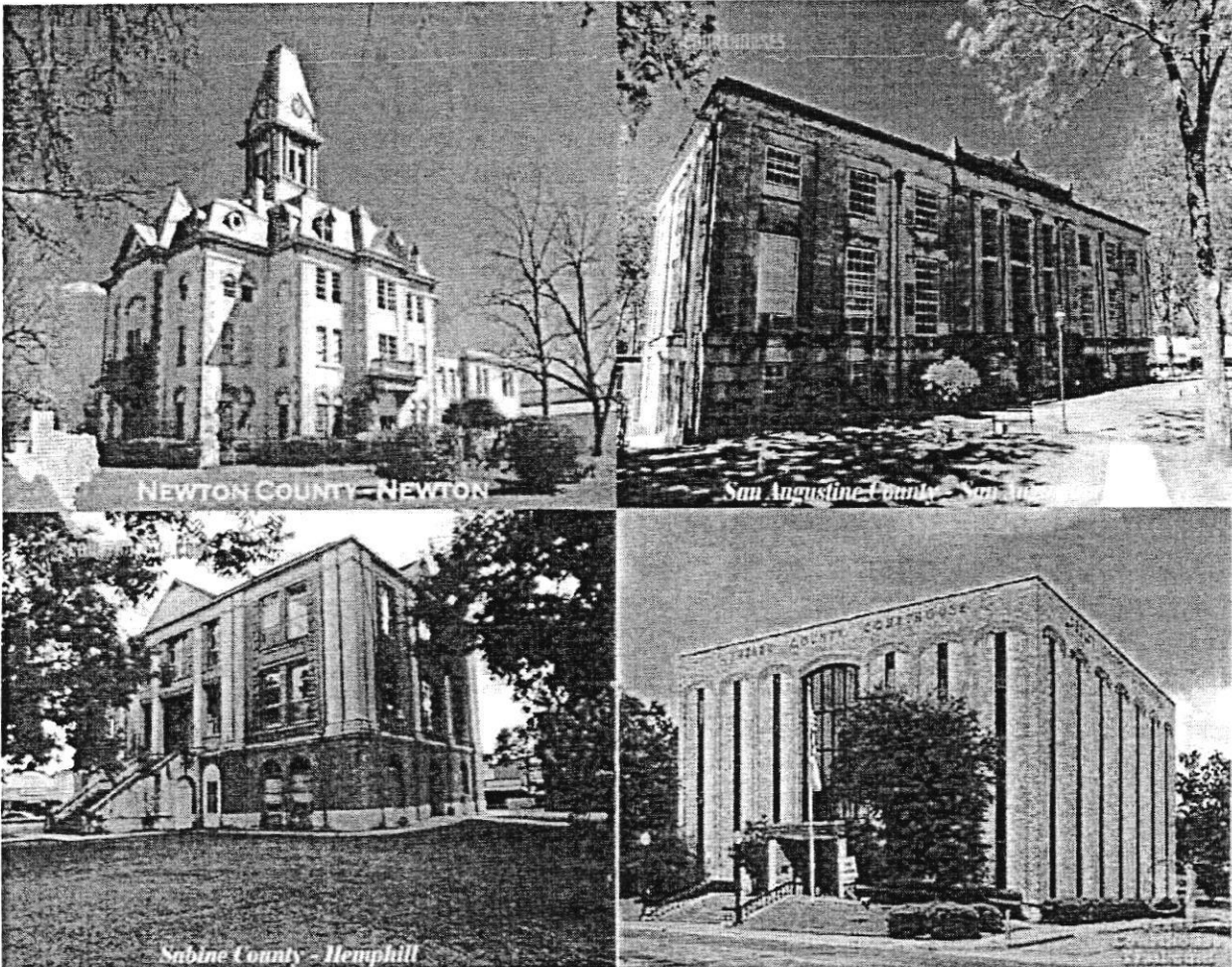


# East Texas CSCD Strategic Plan

## FY2022-2025



Christopher B Thomas, Director, East Texas CSCD

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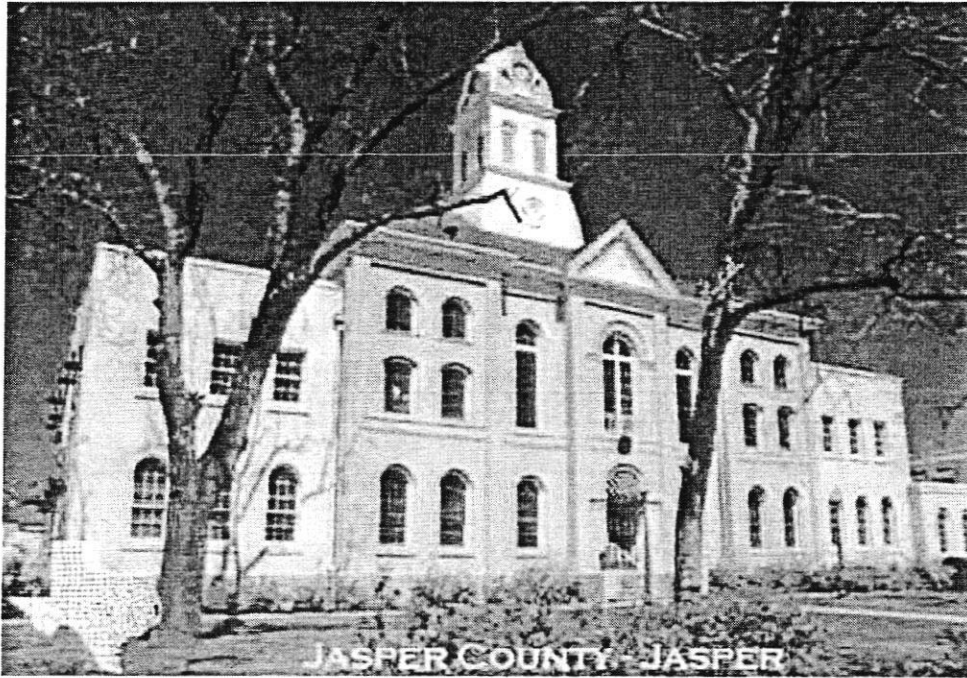
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# Judicial Endorsement

## TDCJ-COMMUNITY JUSTICE ASSISTANCE DIVISION

*In collaboration with*

*Jasper, Newton, Sabine, San Augustine and Shelby Counties*



Endorsements:

2/22/22

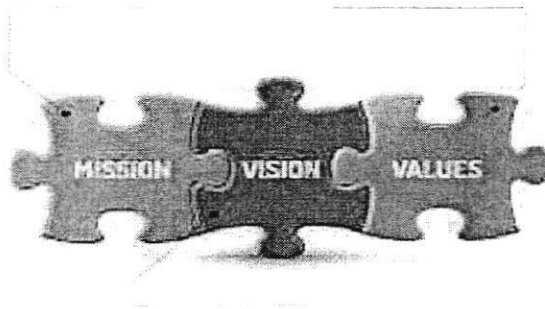
Honorable DeLinda Gibbs-Walker, Administrative Judge

Date

2/22/22

Christopher B. Thomas

Date



## MISSION

*It is the mission of the East Texas CSCD to serve and protect the community by effectively supervising clients through the use of treatment and resources to facilitate behavioral change and assist in building positive foundations for the betterment of the community.*

## VISION

*The East Texas CSCD envisions being the premier Community Supervision and Corrections Department in the country through exhibiting our integrity, accountability, and compassion to all we serve at all times.*

# VALUES

**T***eamwork:* We value teamwork and cooperation through partnerships with all justice and community stakeholders.

**E***mployees:* We must be encouraged by the value placed on our individual and collective contributions for us to realize our best performance.

**A***ttitude:* A positive attitude is a must, if we expect positive change from our probationers.

**C***ommunication:* We must have effective, open channels of communication with our probationers, coworkers and other agencies.

**H***onesty:* We believe honesty is the bedrock of all judicial proceedings and should be the cornerstone governing our thoughts, actions, deeds and culture.

**C***aring:* We shall extend compassion and considerate regard for each other, including coworkers, probationers and other agencies.

**I***ntegrity:* We provide public service to the community and are dedicated to maintaining the highest moral standards.

**A***ccountability:* We set high performance expectations and hold ourselves accountable for the quality of work and results we achieve as individuals, as team members and as a department.

# CSCD OVERVIEW

The First Judicial District Community Supervision and Corrections Department (CSCD) was formed in March 1973, for the purpose of providing adult and juvenile probation services for the First Judicial District of Texas. It was composed of **Jasper**, Newton, Sabine and San Augustine Counties. In June of 1989, the Department was restructured. The adult and juvenile functions of the Department were split into two separate Departments.

After being operated under the Harrison County CSCD until 1978, Panola and Shelby County split and became the 123rd Judicial District CSCD. Some thirty-eight years later, the Department split once again in December of 2016 and became their own CSCDs. Almost two years later on September 1, 2018, the Shelby County CSCD merged with the First Judicial District CSCD. The Department has now become known as the East Texas CSCD.

The CSCD is composed of **Jasper**, Newton, Sabine, San Augustine and Shelby Counties. These counties cover approximately 3917 square miles in the Deep East Texas region. According to the 2020 census, the Department serves approximately 87,031 citizens. The Department serves the 1st, 1-A, 123rd and 273rd Judicial District Courts as well as the County Courts for each of the five counties.

The Department serves adult offenders placed on community supervision, pre-trial diversion and bond supervision. The Department is also tasked with the duty of disbursing court ordered fees such as court cost, fine and victim restitution. Being funded through state funds, grants and offender fees, the CSCD provides high quality and fiscally effective services to offenders.

The strategic plan will provide information for the goals, strategies and objectives of the Department for the next four years. The plan will also provide a view of the Department's jurisdictional population and offender profiles. The three top offenses committed by offenders in our jurisdiction are Possession of a Controlled Substance 31.00%, Theft 27.3% and violent crimes at 18.3%. Due to substance abuse playing a major role in these offenses, it will be necessary for the Department to provide substance abuse counseling services.

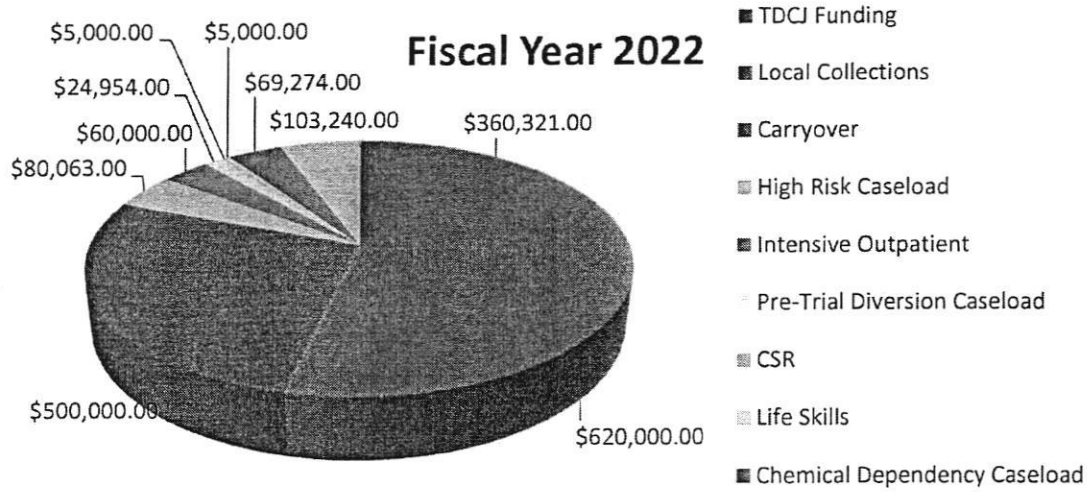
The availability of substance abuse counseling services within the Department's jurisdiction are limited, and the services that are available have limits on the number of individuals who can be served. The cost of the services can also be prohibitive for offenders (according to U.S. Census Bureau, 20.48% of residents within the Department's jurisdiction are below the poverty line. The income per capita in the jurisdiction is \$20,003.00, which includes all adults and children) creating the need for the Department to provide substance abuse counseling. Due to this information, the Department began to pay for substance abuse evaluations, outpatient substance abuse treatment, as well as sex offender treatment in fiscal year 2015 after a 17 year hiatus. Shelby County CSCD lost a drug court grant when Panola split the two offices creating a burden on Shelby CSCD being able to effectively supervise defendants with substance abuse issues.

There has been an increase in supervision placements of offenders with mental health impairments as well as offenders who are placed due to sex offenses. The Department has been completing the mental health trailer from the Texas Risk Assessment System (TRAS) on all offenders to determine the usefulness of a mental health caseload officer who would cover the entire district.

To address a rise in high risk/sex offender placements, the Department applied for and received a Diversionary Program (DP) Grant for fiscal years 2016, 2017, 2018, 2019, 2020 and 2021. The awarding of this DP grant has been of historic proportion, as this Department had never applied for this money. This money has also allowed for the Department to absorb the sex offender population from Shelby County and pay for their treatment.

In fiscal year 2019 the Department was granted one-time de-obligated money to expand service for an intensive outpatient substance abuse program. This program boosted our success rate on our chemical dependency caseload to 68%. Based on the success of the program, the Department applied for and received DP Grant funding for an Intensive Outpatient Program which covers the entire jurisdiction for fiscal years 2020 and 2021. Because of this influx in funding, the Department will have the flexibility to add other services which will benefit offenders as well as the Department.

# Budget Overview



## Basic Supervision (BS) Funding

Use	Amount
TDCJ Funding	\$360,321
Carryover from FY19	\$500,000
Est. Local Collections	\$620,000
<b>Total Estimated Funds For FY 2020</b>	<b>\$1,480,321</b>

## Est. Locally Generated Funding

Use	Amount
Probation Fees	\$550,000
Payment by Program Participant	\$ 70,000
<b>Total</b>	<b>\$620,000</b>

## Diversionary Programs (DP) Funding

Use	Amount
Pre-Trial Diversion	\$ 24,954
Sub. Abuse Services	\$ 60,000
High Risk Caseload	\$ 80,063
<b>Total</b>	<b>\$165,017</b>

## Community Corrections (CC) Funding

Use	Amount
Community Service	\$ 5,000
Life Skills	\$ 5,000
Chemical Dependency	\$ 69,274
Community Corrections	\$103,240
<b>Total</b>	<b>\$182,514</b>

FY20 Total Estimated Operational Revenue: \$1,827,852.00

## Programs and Services for FY-22 and FY-23

ID	Program Name	Primary Code and Designator	Secondary Code(s) and Designator(s)	Funding Type
5	High Risk Caseload	SCPR/1	SXC	DP
11	Pretrial Diversion Program	PTR/1		DP
12	Chemical Dependency Caseload	SCPS/1		CCP
14	Life Skills	NED/1		CCP
16	Substance Abuse Services	SAT/1	SAT/3	DP
17	Community Corrections Supervision Services	CCSS/1		CCP
18	Community Service Restitution	CSR/1		CCP
900	Basic Supervision	BAS/1		BAS

### Program Descriptions

- **High Risk Caseload** – provides specialized supervision to those individuals designated by the CSCD to have higher risk or need than other individuals; such as substance abuse, violent offenders, offenders with a history of non-compliance, mental health needs, or a combination.
- **Pre-trial Diversion Program** – provides specialized supervision to those individuals placed on pre-trial diversion by the Court and/or the County or District Attorney’s Offices within the East Texas CSCD which provides services to offenders charged with a criminal offense who have not been placed on either adjudicated or deferred adjudication probation in the instant offense; supervision may not exceed 2 years.
- **Chemical Dependency Caseload** – provides specialized supervision to those individuals designated by the CSCD to have a higher risk or need than other individuals specific to drugs, alcohol or a combination thereof.
- **Life Skills** – provides alcohol and drug awareness, driving while license invalid, marijuana awareness, readiness to change, theft intervention and violence intervention which provides services to individuals that have shown a need for help in improving these areas of their life and become a more productive citizen within the community. This program contains cognitive aspects that address offender's criminal thinking errors as well.
- **Substance Abuse Services** – provides intensive outpatient substance abuse treatment locally to those individuals placed on felony supervision or felony pre-trial supervision for a period of 90 days.
- **Community Corrections Supervision Services** – provides funds which are used to pay CSO's salary who supervise a regular caseload, not specialized caseloads.



- **Community Service Restitution** – a Community Corrections program that oversees and/or coordinates work assignments for offenders required to perform community service restitution as a condition of community supervision
- **Basic Supervision** – Department operational program

## *Perspectives on Programs*

In Fiscal Year 2016, the East Texas CSCD was granted the first diversionary program grant in the history of the department to provide services for the sex offender and high-risk caseload by the Texas Department of Criminal Justice – Community Justice Assistance Division. Due to receiving this grant, services such as specialized supervision, counseling, and treatment were provided at no cost to the offender. Typically, these programs and services are funded and monitored by the State are available only to those offenders who qualify for services based on grant conditions set by the State.

Beginning Fiscal Year 2020, the East Texas CSCD was granted two additional diversionary program grants to include one for pre-trial diversion supervision and substance abuse services. The substance abuse services program is incorporated into an intensive outpatient program in Jasper as well as in Center for their drug court docket.

Certain programs and services are operated directly by TDCJ or by local CSCDs. Some of the State operated programs which are offered to offenders include, but not limited to: Residential Substance Abuse Treatment, Community Corrections Facilities, Intermediate Sanction Facilities, and Substance Abuse Felony Punishment Facility.

Other programs and services for offenders which are used by the East Texas CSCD are offered by non-profit organizations. These private entities obtain grants and funding to provide services to offenders at little or no cost to the Offender. Some of the privately-operated programs which are offered to offenders include, but not limited to: Residential Substance Abuse Treatment, Outpatient Substance Abuse Treatment, Residential Half-way Housing, and Residential Mental Health Services.

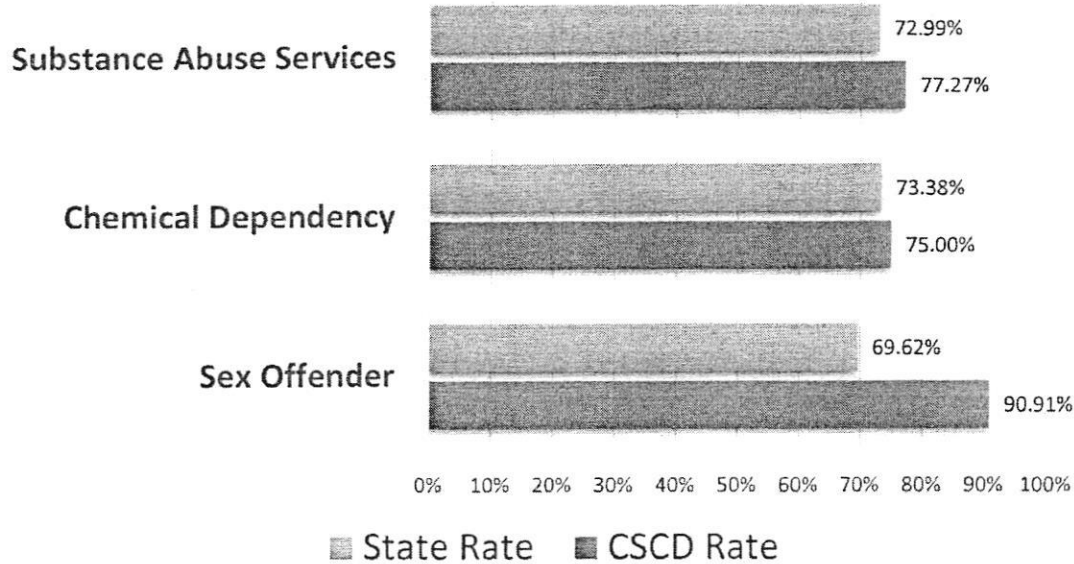
The East Texas CSCD also utilizes offender paid programs and services which means some services provided to offenders are required to be paid for by the offender; either directly to the facilitator of the program or reimbursed to the CSCD. Some of the programs offered to offenders include Drug Testing, Ignition Interlock Device, Anger Management, Parenting Classes, Batters' Intervention and Prevention Program, Family Counseling, Cognitive Awareness, DWI Education, Drug Offender Education, and Mental Health Services.

On occasions when the court orders it, the department utilizes Pre-Sentence Investigations as sentencing tools for the Court. These investigations utilize criminal, social, victim, military, and economic information about the offender to determine initial supervision needs. These needs are further defined by the utilization of the Texas Risk Assessment System.

Beginning in Fiscal Year 2020, TCOOMI has expanded its rural mental health initiative to include Jasper and Newton counties. The East Texas CSCD has partnered with the Local Mental Health Authority to provide "in-house" mental health services. This program is labeled as TCOOMI and provides specialized supervision and skills training to offenders that qualify, at no cost to them.

Providing enough program options to meet the needs of the offender population helps ensure offenders are provided the opportunity to learn and change their criminal behaviors. Offenders are placed in appropriate level of services based upon their assessed risk and needs as determined by the TRAS, an evidence-based assessment tool. Officers work with the offenders to motivate and encourage them to be successful on probation. Enrollment and Completion of these programs is monitored by the CSCD and reported accordingly.

## Program Success Rates



### *Perspectives on Program Success Rates*

*Using program data submitted to the Community Supervision Tracking System-Intermediate System (CSTS-ISYS), TDCJ-CJAD calculates program success rates for each fiscal year. These rates are made available to each CSCD. Statewide rates are calculated for each program type so CSCDs can compare their program to all programs of the same type in the state. Success rates are calculated using the following formula: Completions / (Completions + Revocations + Absconded + Violations).*

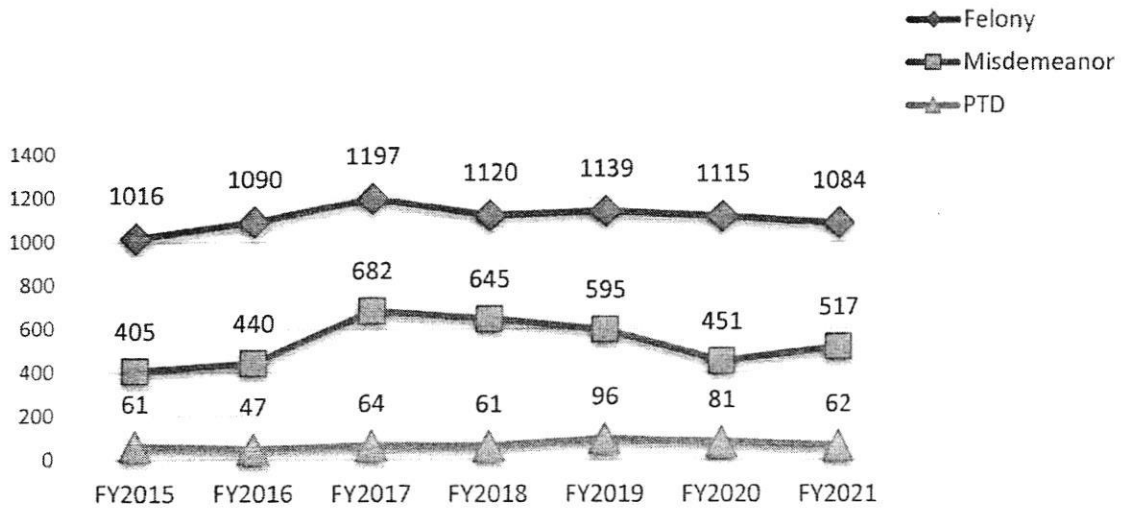
During Fiscal Year 2019, substance abuse services success rates more than double from fiscal year previous fiscal year from 25% to 60.66%. Although our success rate is still under the state rate, we feel this is a significant advance in our program. The East Texas CSCD believes there were several contributing factors working together to bolster these rates. First, the department

had applied for and received \$20,000.00 in one-time de-obligated money from CJAD and placed this money into the program. With this additional money, the department was able to contract with a provider with an excellent program. These two factors as well as the improved provider and the department have played a significant role in the success of the program

During Fiscal Year 2019, the chemical dependency caseload success rate almost doubled from 34.88% to 64%. With the introduction of the improved substance abuse services program and a more rehab-oriented philosophy within the department played a huge part in the increase in success in the program. Again, even though the department did not meet the state wide benchmark, there were significant advances.

As you will see in the graph above, the sex offender program is three percentage points above the state benchmark. This is also an increase of over twenty percentage points from the previous fiscal year. The East Texas CSCD believes the increased success rates are directly attributed to receiving the diversionary grant in 2016. There was a lull in success rates due to starting the program. Now that clients have been in the program for a significant period of time, they are discharging from counseling successfully.

## CSCD Direct and Indirect Population



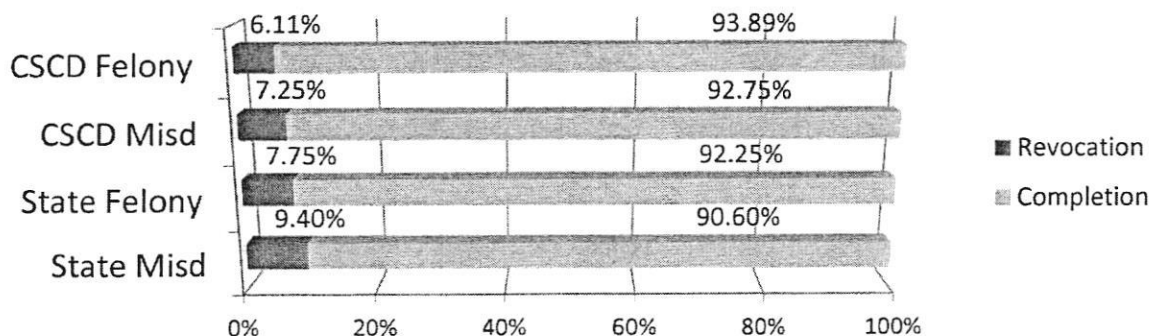
### *Perspectives on Offender Population*

The overall population and community supervision placements have declined within the jurisdiction of the East Texas CSCD, since 2017. The felony direct population and community supervision placements are variables to calculate the amount of BS & CC funds allocated to CSCDs, and declining population results in less funding for essential operating costs. What are the causes of declining population?

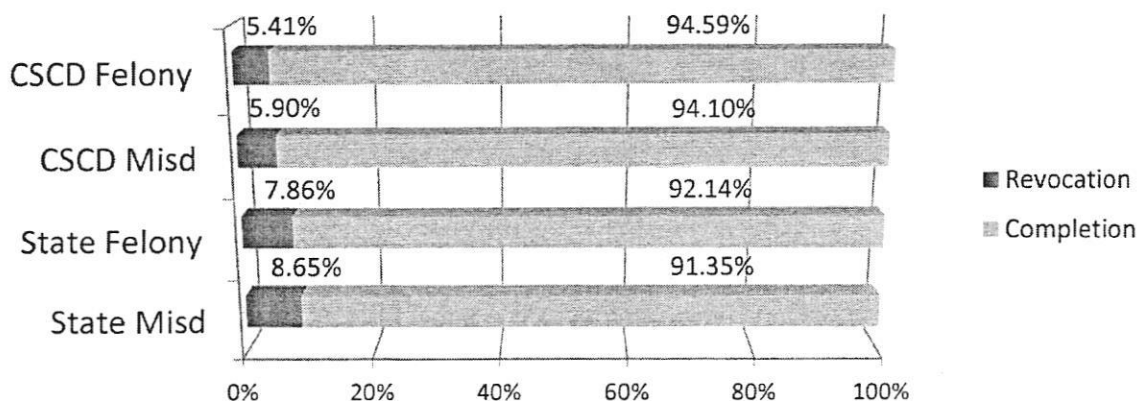
- Reduced crime rates
- Changes in the overall judicial system and community corrections field
- Economic decline makes offenders more likely to choose incarceration over probation

# Revocations

FY2020



FY2021



## Perspectives on Revocation Rates

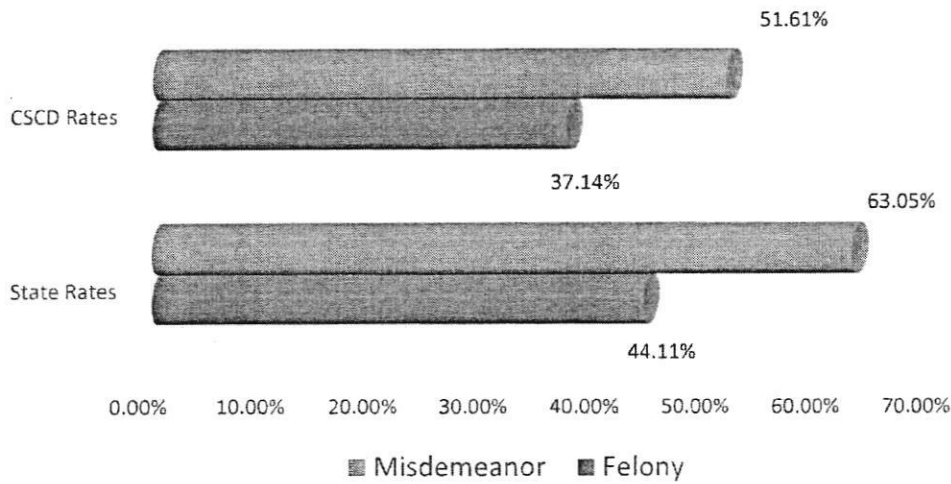
For 2021, the East Texas CSCD maintained a felony revocation rate which was below the state average. The misdemeanor revocation rate was also lower than the state average. The revocation rates can be attributed to a variety of factors:

- An evidence-based assessment process
- Specialized supervision and treatment based upon assessments
- Use of progressive sanctions
- Prosecutorial discretion
- Judicial discretion

For FY2021, it being that the revocation rates for were 5.41% and 5.90%, for felony and misdemeanor offenders respectively. This means the *completion rate* for the department was 94.59% and 94.10%, respectively.

# Technical Revocations

FY2021



Technical violations and revocations are defined as any violation other than a new offense. During fiscal year 2021, the East Texas CSCD maintained a technical revocation rate within the misdemeanor and felony populations less than the state rate. Technical revocations include, but are not limited to failure to report, failed multiple drug screens, failure to attend or successfully complete counseling or treatment programs. The Department's lower rate could be due to the philosophy of frequently offering sanctions in lieu of revocation proceedings for technical violations.

Absconding is considered a technical violation in the state of Texas unlike the federal level. Absconding is one of the most common violations among offenders who do not comply with the terms and conditions of their supervision. Absconding can be one of the most difficult violations to address due to the inability to confront the offender. In many cases, a significant period of time passes before the offender is arrested by law enforcement. If enough time passes and the offender's period of supervision has expired, state law only allows for the reinstatement of supervision within a one (1) year of anniversary of the expiration of supervision. If the disposition of the case is settled after this period of time, the only available relief to the offender is to serve their time incarceration time or for the case to be dismissed.

# Statewide Goal – Prison Diversion

East Texas CSCD will divert offenders from prison by reducing revocations and technical revocations and increasing program successful completions.

**Table 1**

Revocations	CSCD FY2020	CSCD FY2021	CSCD FY2022 Target
Revocations – Felony	84	70	70
Revocations – Misdemeanor	43	31	30
Technical Revocations – Felony	38	26	25
Technical Revocations – Misdemeanor	28	16	15
<b>Program Success Rates</b>			
SAFPF	91.89%	88.89%	100%
SAFPF aftercare continuum outpatient	53.85%	80.95%	85%
SAFPF Transitional Treatment Center	96.77%	88.89%	95%
High Risk Caseload	71.43%	66.67%	75%
High Risk Caseload (sex offender continuum)	60.00%	90.91%	90%
Chemical Dependency Caseload	54.55%	75.00%	75%
Life Skills	94.12%	93.75%	100%
Substance Abuse Services	69.81%	77.27%	80%

East Texas CSCD will divert offenders from prison by increasing successful expirations, reducing technical revocations, and increasing program successful completions.

**Table 2**

Expirations	CSCD FY2020	CSCD FY2021
Successful Terminations – Felony	75	99
Successful Terminations – Misdemeanor	141	81



### ***CSCD Recommended Objectives and Strategies for FY2022-2023***

- Present data for Yearly review of CSCD Strategic Plan.
  - Review data presented by CJAD and the CSCD by 02/15/22
  - Update Revocation, Completion, Program, and Population data by 02/15/22
  - Review CSCD data with staff, prosecutors, and Court by 03/01/23
- Maintain a Completion rates at or above the CSCD for FY2022.
  - Meet with CSCD staff and external stakeholders to discuss alternatives to incarceration – Ongoing
  - Meet with DA staff to discuss alternatives to incarceration – Monthly
  - Schedule meeting with DA and Court to review completion rates by 03/01/23
- Reduce/Maintain the number of probationers revoked on technical violations throughout FY2022.
  - Meet with CSCD staff and external stakeholders to discuss alternatives to incarceration – Ongoing
  - Meet with DA staff to discuss alternatives to incarceration – Monthly
  - Schedule meeting with DA and Court to review completion rates by 03/01/23
- Maintain or improve program success rates for all programs throughout FY2022.
  - Conduct internal case management audits – at least quarterly
  - Conduct training for CSOs or refer CSO to outside training – as needed.
  - Review and modify the conditions of programs based on the risk/needs of the offenders, within the defined program grant requirements by 03/01/23

### ***Performance Measures for FY2022-2023***

- Percent Difference between FY2021 and FY2022 for Felony and Misdemeanor completions.
- Percent Difference between FY2021 and FY2022 for Felony and Misdemeanor technical revocations.
- Number of Meetings held with DA staff
- Difference between FY2021 and FY2022 successful completion rates for High Risk Caseload and Pre-Trial Diversion Caseload
- Number of individuals who successfully complete education class and counseling in FY2022

## CSCD Goal – Expand/Enhance Available Resources

East Texas CSCD will strive to reduce offender recidivism by expanding the availability of programs and services for offender treatment.

### *CSCD Objectives and Strategies for FY2022-2023*

- Provide Group Substance Abuse Education classes to a minimum of 75% of eligible offenders each fiscal year.
  - Utilize the TRAS instrument to assess offenders' risk/needs – Ongoing
  - Place felony clients with identified substance abuse issues in the intensive outpatient program "in-house" – Ongoing
  - Conduct case reviews with group counselor and supervising CSO – monthly
- Provide Life skills Education classes to a minimum of 50% of eligible offenders each fiscal year.
  - Utilize the TRAS instrument to assess offenders' risk/needs – Ongoing
  - Partner with provider to conduct Education services for offenders that present a need for life skills education "in-house" – Ongoing
  - Conduct case reviews with provider and supervising CSO – monthly
- Partner with private and non-profit entities to utilize available resources for the treatment of offenders; as offender paid services.
  - Meet with entities to consult on available resources – as needed
  - Contact TDCJ, CJAD, and other State agencies to obtain updated list of service providers – as needed

### *CSCD Performance Measures for FY2022-2023*

- Percentage of eligible offenders who received Group Substance Abuse Education during FY2022
- Number of offenders who participated in Group Substance Abuse Education during FY2022.
- Percentage of eligible offenders who received Life skills Education during FY2022
- Number of offenders who participated in Life skills Education during FY2022
- Percentage of eligible offenders who received Workforce Education during FY2022
- Number of offenders who participated in Workforce Education during FY2022
- Number of referrals to outside agencies for treatment and services.

## CSCD Goal – Mental Health

East Texas CSCD will strive to increase Offender access to mental health services.

### *CSCD Objectives and Strategies for FY2022-2023*

- East Texas CSCD will seek to provide mental health services to a minimum of 75% of eligible offenders each fiscal year.
  - Refer offenders to TCOOMI program for offender needs based on assessment – Ongoing
  - Partner with LMHA for mental Health services – Ongoing
  - Conduct case reviews with mental health with supervising CSO – monthly

### *CSCD Performance Measures for FY2022-2023*

- Number of eligible offenders who received mental health counseling during FY2022.
- Number of cases reviewed with supervising CSO of end of 2022.

## CSCD Goal – Staff Retention and Competitive Hires

The goal of the East Texas CSCD will be to improve staff retention as well as increase beginning salary to a more competitive compensation for the local area.

Our Department has experienced a significant decrease in staff retention over the past few years. The turnover rate for the department over the past two fiscal years has been twenty-five percent. If you look at the past four years, the turnover rate increases to fifty percent.

With a constant turnover, there is a decrease in experience within the department as well as an increased expense of training new officers. The primary reason for staff resignations indicated low wages compared to other agencies where they seek employment.

Upon completion of a recent wage survey of local correctional professionals and teachers, the CSCD's beginning salaries are extremely inferior and range from \$9,000 to \$12,000 annually below our competitors. Low salaries directly impact the affective hiring of skilled staff and in many cases even qualified staff.

### *CSCD Objectives and Strategies*

The East Texas CSCD will utilize funding provided by State Aid to compensate staff salaries to the level of professional demand in order to retain qualified staff.

- Compile salary information for positions in direct competition for qualified CSCD positions by June 2022.
- Develop/Adjust career ladders and advancement procedures for CSCD positions – July 2022
- Develop/Adjust salary schedule for CSCD positions based on compared information from related professional competitors and/or other CSCDs – July 2022

### *CSCD Performance Measures*

Percentage of change in retention from current fiscal year to the next after implementation.

*Percentage of change in salary for qualified positions after implementation.*

Number of eligible hires received for open positions of the CSCD

*Implementation of this Goal is dependent solely on the outcome of additional State Aid funding. Current CSCD funding does not meet the minimal necessity to implement this Goal.*