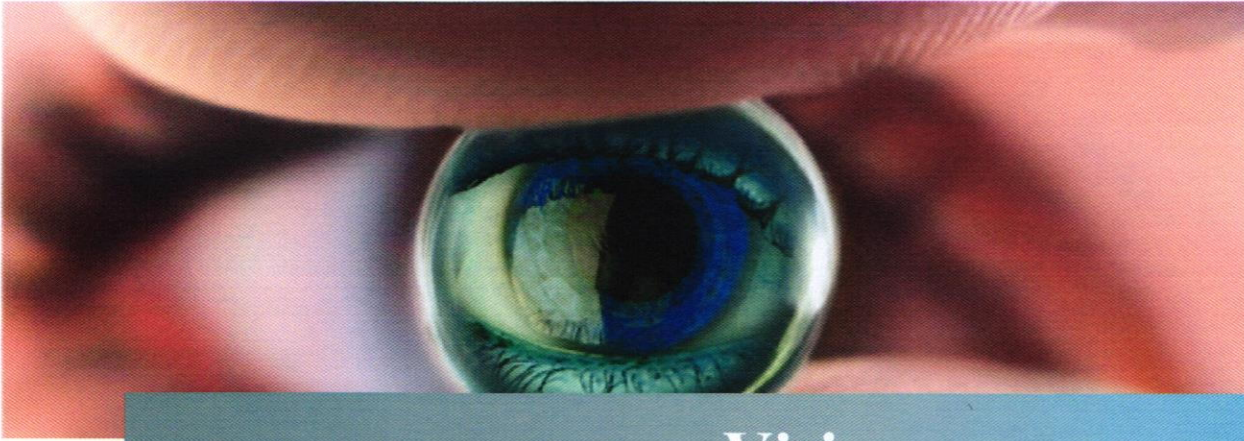


# FY2018-2021 Strategic Plan: Wichita County Community Supervision and Corrections Department



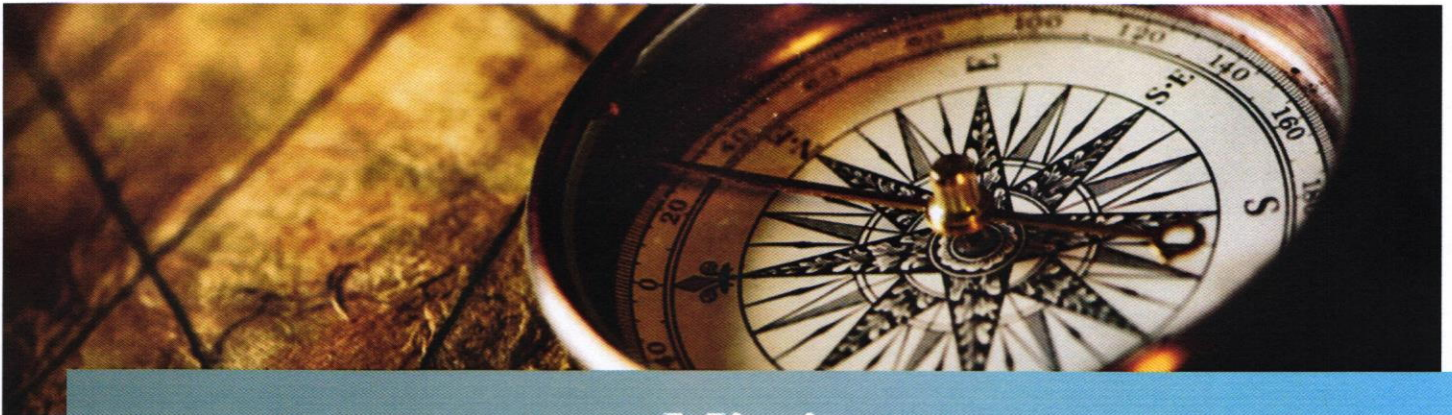
Texas Department of Criminal Justice





## Vision

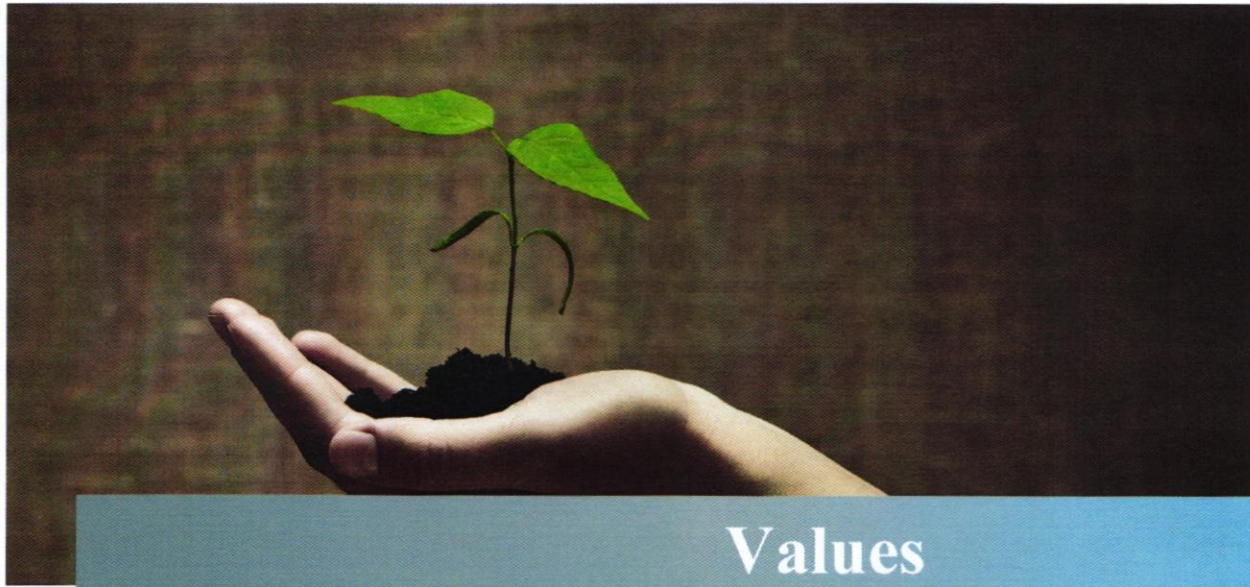
*Wichita Falls Community Supervision and Corrections Department will serve as a beacon of change by utilizing evidence based practices to meet the specific needs of Wichita County in order to promote positive offender change, protect the community, and achieve a greater community presence.*



## Mission

*We are a diverse group of professionals serving a diverse community. Our mission is to protect the community while acting as an igniting force for change in the lives of our probationers.*





## Values

- *Commitment*
- *Justice*
- *Humanity*
- *Integrity*
- *Growth*



# Department Overview

This strategic plan for the Wichita County Community Supervision and Corrections department (CSCD) will provide a summary of the vision, mission, and values of the Department as well as an overview of the offender population, program success rates, revocation rates and the supervision strategies utilized in Wichita County. This Department's objective is to serve as an igniting force towards offender change by utilizing evidence based practices and community resources.

Wichita County lies along the Oklahoma border in the north central area of the state. Wichita Falls is the largest city in the county. It is also the county seat. In addition to the city of Wichita Falls, Wichita County includes the outlying rural towns of Burkburnett, Electra, Iowa Park, and Valley View. In 2010 the population of Wichita County was 131,500. The 2016 population estimate is 131,838. In 2016 the average annual pay was \$38,621, and the unemployment rate was 4.4 (U.S. Census)<sup>1</sup>. In addition to manufacturing and commercial activity, the city of Wichita Falls is home to Sheppard Air Force Base and Midwestern State University<sup>2</sup>. In Wichita County 15.6% of the population live below the poverty line compared to 17.6% in Texas Statewide<sup>3</sup>.

Offenses involving controlled substances (28.5%) and property crime offenses (28%) account for the majority of felony offender placements in Wichita County. Driving While Intoxicated (49.4 %) accounts for the majority of misdemeanor offender placements. This department aims to identify and focus on the underlying issues regarding these criminal offenses, treating each offender with integrity and humanity while both inspiring change and enforcing accountability.

This department has implemented the use of several evidence based practices in order to target the treatment, rehabilitative, and supervision needs of the Wichita County offender population. These include implementation and expansion of specialized caseloads including Sex Offender Supervision, Substance Abuse Supervision (Substance Abuse Felony Punishment Facility participants and Repeat DWI Offenders), Pre-Trial Diversion, Mental Health, and Alcohol and Drug Related Offenses. In addition to monitoring completion of classes required by the State, this department has utilized Courage to Change, an in-house cognitive based program which incorporates journaling since 2013. Classes offered include Family Ties, Peers, Responsible Thinking, Social Values, Substance Abuse, Skills for Successful Living, and Self Control.

Lastly, Wichita County CSCD has embraced the concept of Motivational Interviewing which seeks to facilitate change among offenders by increasing intrinsic motivation and the confidence to change.

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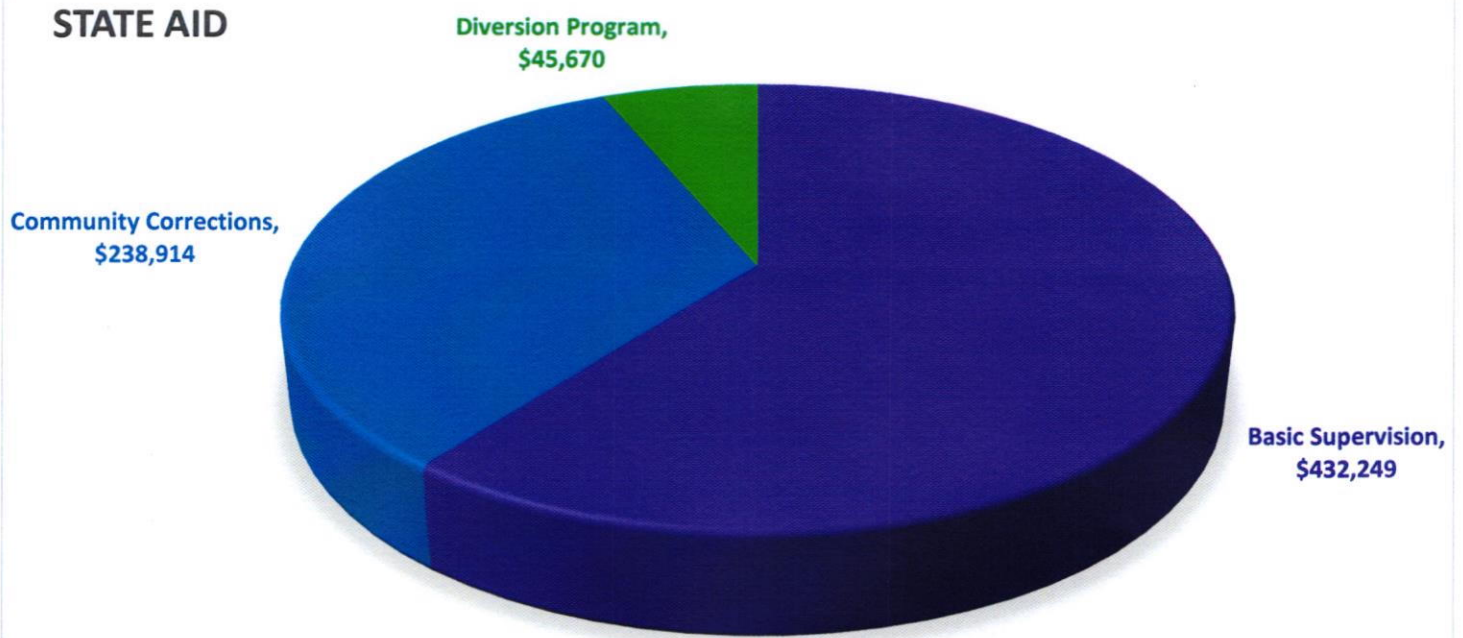
<sup>1</sup> U.S. Census Bureau (2016) <http://www.txcip.org/tac/census/profile.php?FIPS=48485>

<sup>2</sup> Wichita County History <http://www.co.wichita.tx.us/history.html>

<sup>3</sup> U.S. Census Bureau (2014) <http://quickfacts.census.gov/qfd/states/48/48485.html>

# Department

## Overview: Budget



### Diversionary Programs (DP) Funding

| Program Title          | Amount of State Aid |
|------------------------|---------------------|
| Mental Health Caseload | \$45,670            |

### Community Corrections (CC) Funding

| Program Title           | Amount of State Aid |
|-------------------------|---------------------|
| Sex Offender Caseload   | \$47,002            |
| Substance Abuse Program | \$96,428            |
| A/D Related Offenses    | \$95,484            |
| <b>Total</b>            | <b>\$238,914</b>    |

### Basic Supervision (BS) Funding

| Program Title     | Amount of State Aid |
|-------------------|---------------------|
| Basic Supervision | \$378,189           |
| Dedicated Salary  | \$51,682            |
| Pretrial Funding  | \$2,378             |
| <b>Total</b>      | <b>\$432,249</b>    |

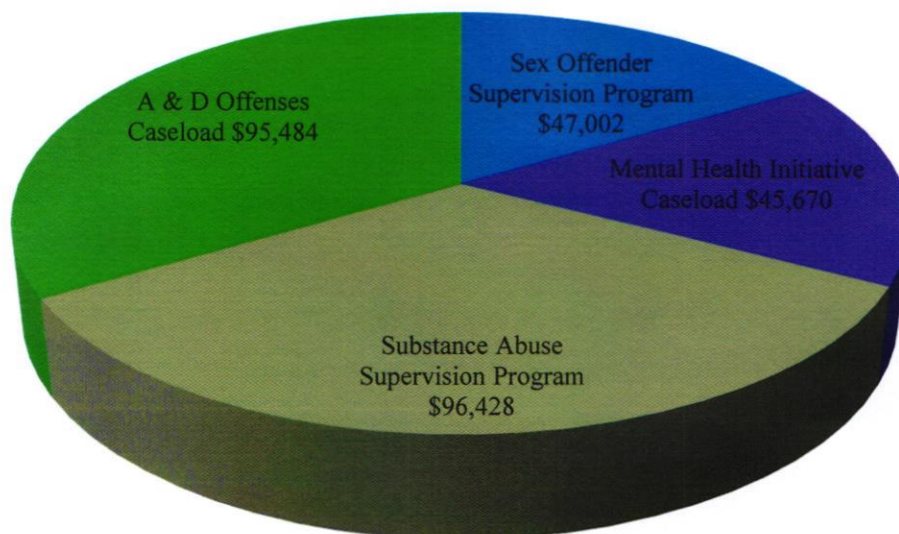


# Department

## Overview: Programs & Services

| Program Title                   | Program Code/Designator | Program ID | Funding Source |
|---------------------------------|-------------------------|------------|----------------|
| Sex Offender Program            | SCPX-1                  | 04         | CCP            |
| Substance Abuse Caseload        | SCPS-1                  | 05         | CCP            |
| Alcohol & Drug Related Offenses | SCPS-2                  | 19         | CCP            |
| Mental Health Initiative        | MHI-1                   | 10         | DP             |

### FY 2018 Programs



Wichita County CSCD provides a variety of specialized programs, services, and supervision levels to encourage success while on probation as well as provide accountability and reduced revocation rates. This department will continue monitoring supervision success within the Sex Offender Program, Substance Abuse Program, Pre-Trial Diversion, Alcohol/Drug Related Offenses and Mental Health Caseloads.

In addition to six officers supervising specialized caseloads; this department receives in-house services from a Helen Farabee Regional MHMR caseworker who works closely with the mental health caseload officer utilizing a TCOOMMI grant. Lastly, increased urinalysis monitoring on Substance Abuse Supervision caseloads is made possible by a full-time lab technician responsible for urinalysis screenings.

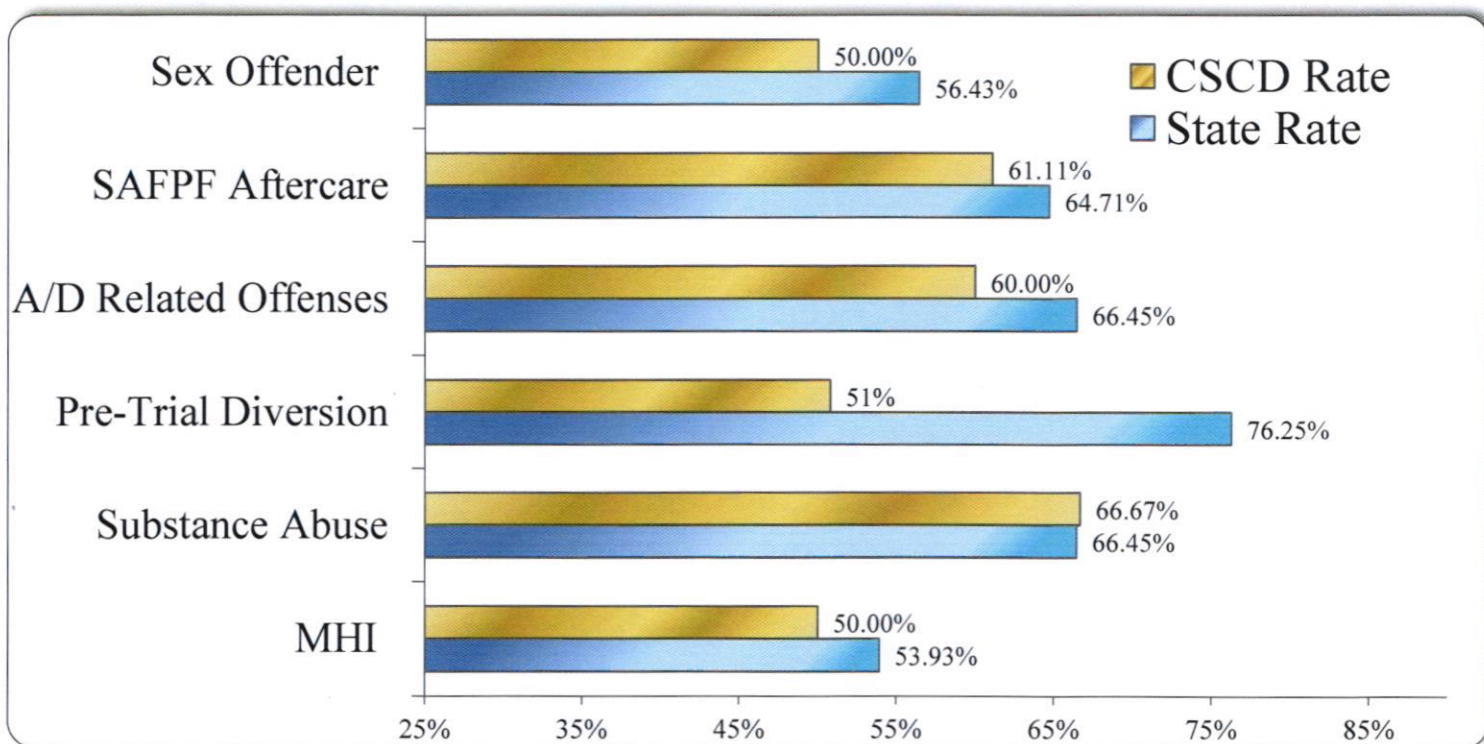
This department places high value in the recently established Texas Risk Assessment System (TRAS) which was implemented statewide in probation agencies across Texas in January 2015. The TRAS identifies offender risk level

and criminogenic needs. The comprehensiveness of this assessment has allowed CSOs to target the specific needs of offenders and refer them to appropriate caseloads as well as department and community resources. In addition to utilizing the TRAS full assessment, Wichita County CSCD has also mandated the use of TRAS Alcohol, Drug, and Mental Health trailers in order to identify the need for further evaluation in these areas at the time of initial probation intake and yearly reassessments. This department utilizes the video recording of TRAS assessments by each of its officers to ensure that correct interviewing techniques are being used and scoring is accurate and consistent. Through the use of accurate and thorough assessments CSOs are able to target the correct criminogenic needs and identify the underlying issues hindering the success of each individual offender. This department demonstrates a commitment to evolve alongside State and Nationwide developments in the community corrections field while tailoring these changes to the specific needs of Wichita County and the offender population we supervise.

# Department

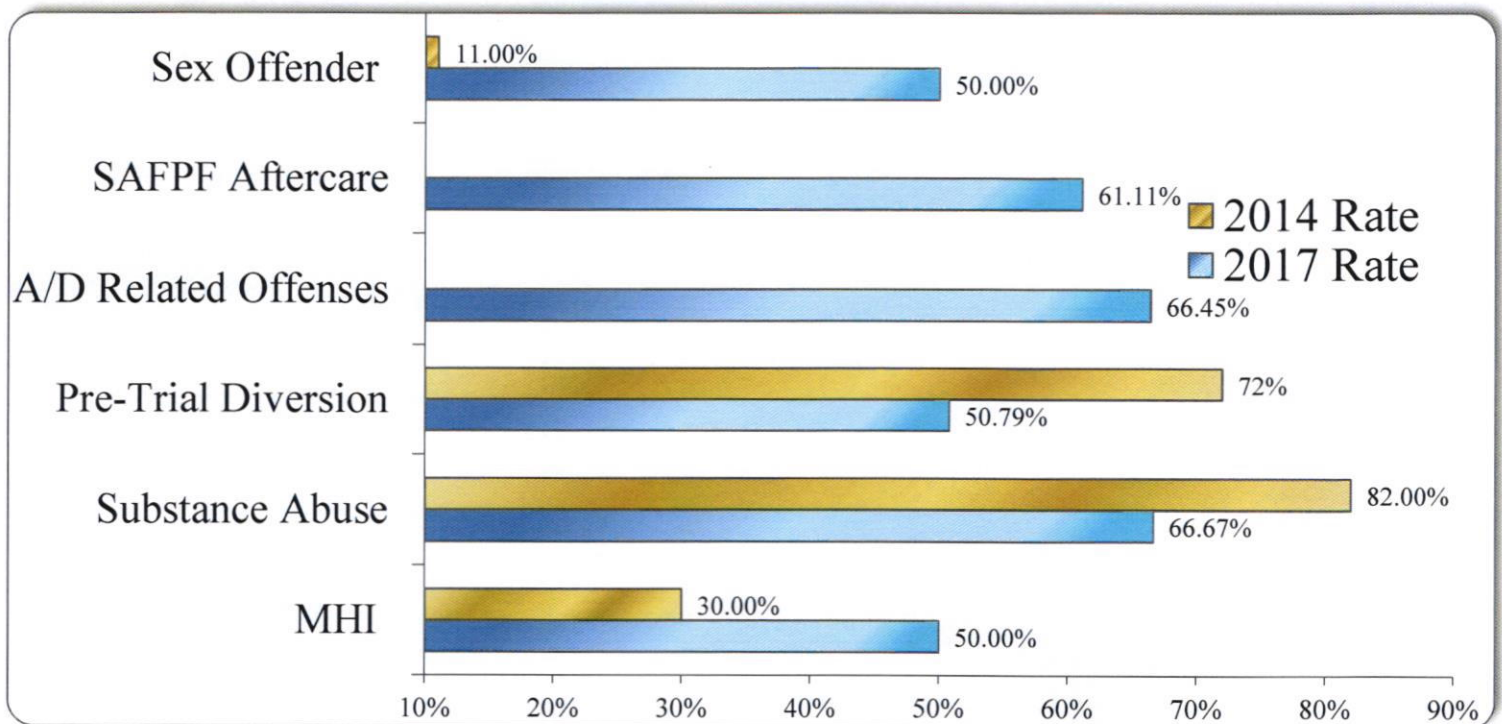
## Overview: Program Success Rates

### FY 2017: Wichita County vs. State Rates





## Wichita County Program Success: FY2014 vs. FY2017



### *Perspectives on Program Success Rates*

Specialized programs at Wichita County CSCD are comprised of smaller caseloads ranging from 40 to 70 offenders which promote more intensive supervision. Smaller caseloads allow officers to increase office and field contacts, develop rapport and better working relationships with offenders, and closely monitor program compliance and completion of probation conditions.

Apart from the Sex Offender and Mental Health programs, Wichita County CSCD maintained program success rates lower than state success rates for FY2017. Lower success rates can be attributed to a variety of factors which this department aims to identify and improve on. Many individuals on probation are dealing with untreated mental health and substance abuse issues, oftentimes co-occurring. This department hopes that the recent implementation and use of the Texas Risk Assessment System and trailers will help officers refer individuals to the proper evaluations, treatment, and community resources as needed.

## **Substance Abuse Supervision Programs**

The SAFPF caseload requirements include two office contacts, one field contact, and at least one UA per month. In addition, offenders are closely monitored throughout nine months of aftercare through Substance Abuse Guidance Education (SAGE) which includes group/individual sessions, AA/NA, and completion of a relapse prevention plan. Through the utilization of regular Treatment Team Meetings to include the offender, officer, and counselors, progress is monitored closely and any needed intervention or sanctions are administered swiftly.

Repeat DWI defendants are court-ordered to take part in the program for minimum of one year. Participants attend AA/NA, submit to regular drug testing, complete alcohol related classes, alcohol-monitoring, and complete outpatient services.

Wichita County CSCD also offers two Alcohol/Drug Related Offense caseloads for those substance abuse cases that do not qualify for either the SAFPF or Repeat DWI caseloads. Offenders on this caseload have their substance abuse issues closely monitored and face additional drug-testing requirements. Wichita County CSCD has experienced a significant increase in probationers being placed on community supervision for misdemeanor Driving While Intoxicated offenses. The Alcohol/Drug Related Offense caseloads offer a way to supervise these DWI offenders through a more specialized manner.

## **Pre-Trial Diversion**

Wichita County CSCD has a continued working relationship with the local judiciary in order to supervise individuals placed on pre-trial contracts with the courts. Pre-trial supervision provides an incentive to successfully complete the program in order to have charges dismissed and avoid having a conviction on the defendant's record.

## **Mental Health Caseload**

The Mental Health caseload can carry up to sixty defendants. In this program, higher risk probationers are required to have three contacts per month, minimum one in the field. Lower risk probationers are required to have two contacts per month, minimum one in the field. In order to qualify for this caseload, defendants must be currently receiving services from the local mental health authority, or from a private provider. In addition to contact with the defendant, the CSO must also make collateral contacts with mental health providers as well as family members.

Mental illness and emotional health issues are common within the Wichita County offender population. Therefore, Wichita County CSCD has implemented two additional mental health caseloads for those that do not qualify for the MHI caseload, and are lower-risk. Officers working these caseloads ensure that offenders are receiving the necessary mental health services, and work closely with the local mental health authority.

## **Sex Offender Supervision Program**

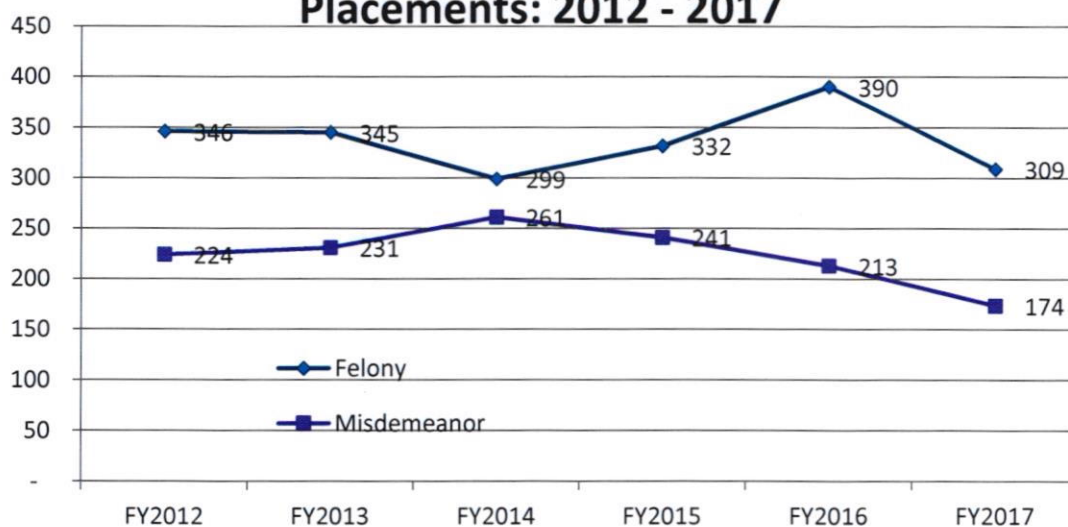
The Wichita County Sex Offender Treatment program is highly structured and aims to reduce recidivism through deterrence, intensive supervision, and therapy. Group counseling sessions are held weekly, and defendants also meet once a month for an individual session. This department places a strong emphasis on field work to ensure sex offenders are maintaining compliance with statewide and local restrictions. This department seeks to evaluate and improve on these success rates by looking at program failure due to technical violations versus recidivism, comparing sex offender supervision treatment requirements to those of other departments, and lastly looking at how the high failure rate of younger offenders in the sex offender supervision program can be improved upon.



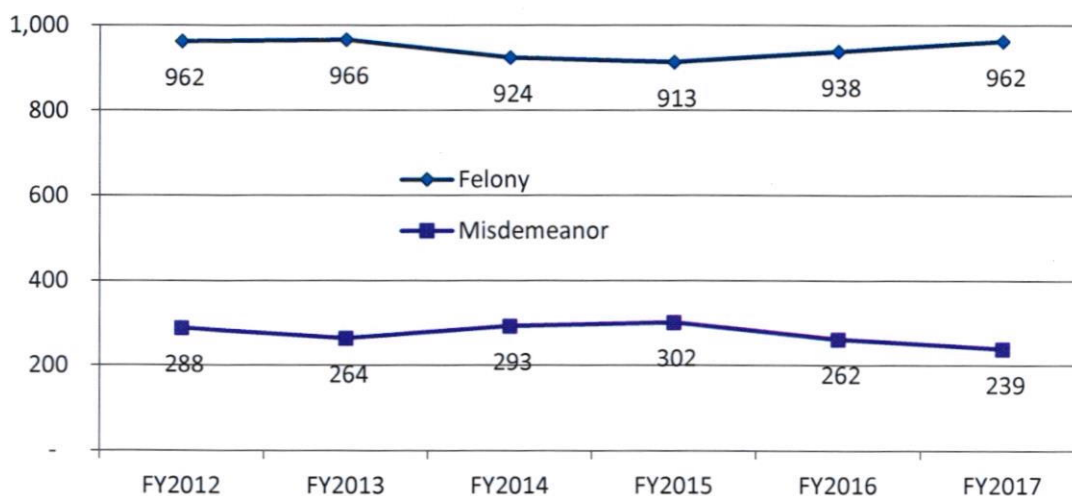
# Department

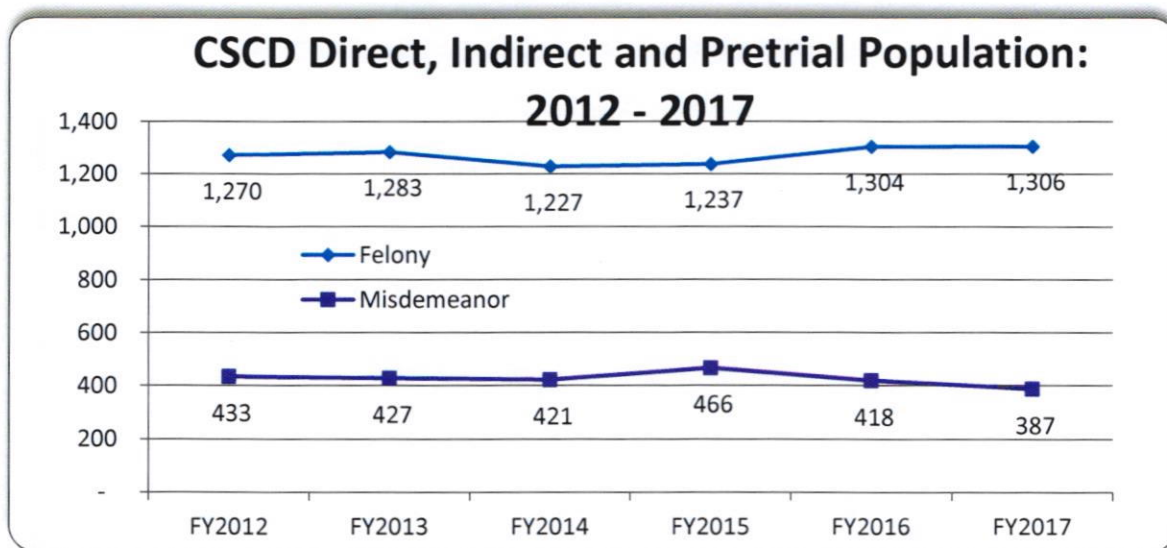
## Overview: Offender Population

**CSCD Community Supervision  
Placements: 2012 - 2017**



**CSCD Direct Population 2012 - 2017**





## *Perspectives on Offender Population*

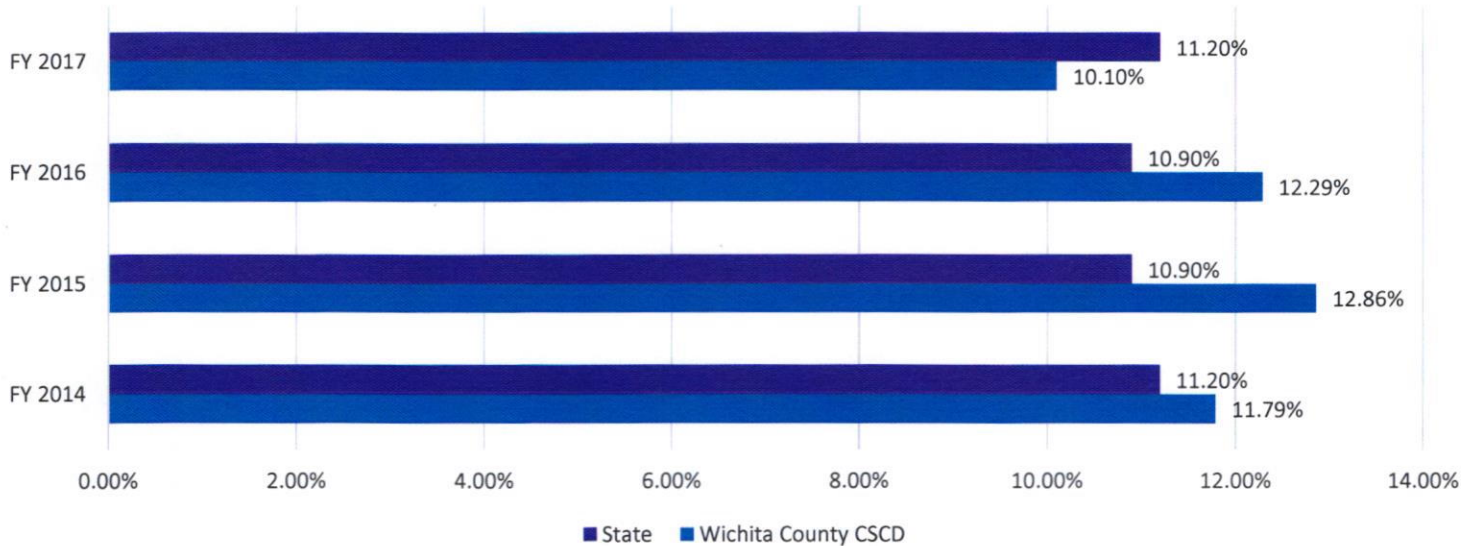
Changes in the offender populations and placements may be linked to other factors such as fluctuations in crime rates, local offender perspectives on the financial burden of probation as opposed to incarceration, or offenders that choose incarceration over probation at the initial sentencing phase.



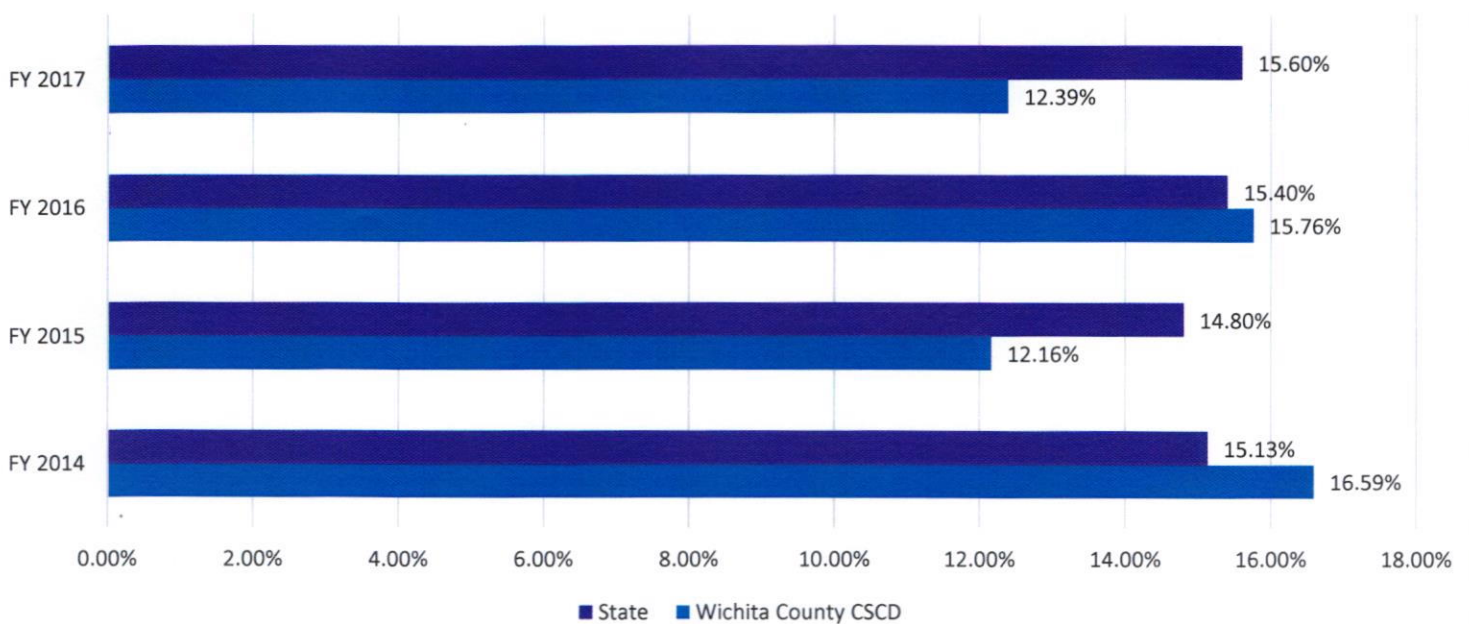
# Department

## Overview: Revocation Rates

Felony Revocation Rates: Wichita County vs. State



Misdemeanor Revocations: Wichita County vs. State



## *Perspectives on Revocation Rates*

For FY2014, Wichita County maintained a felony and misdemeanor revocation rate just above the state average. Our felony revocation rate was 11.79% with the state revocation rate of 11.20%. For FY2017 our felony revocation rate fell below the state felony revocation rate of 11.20% to 10.10%. Although our misdemeanor revocation rate for FY2014 of 16.59 % was higher than the state misdemeanor revocation rate of 15.13%, for FY2017 our misdemeanor revocation rate of 12.39% fell below the state misdemeanor rate of 15.6%. These revocation rates can be attributed to a variety of factors:

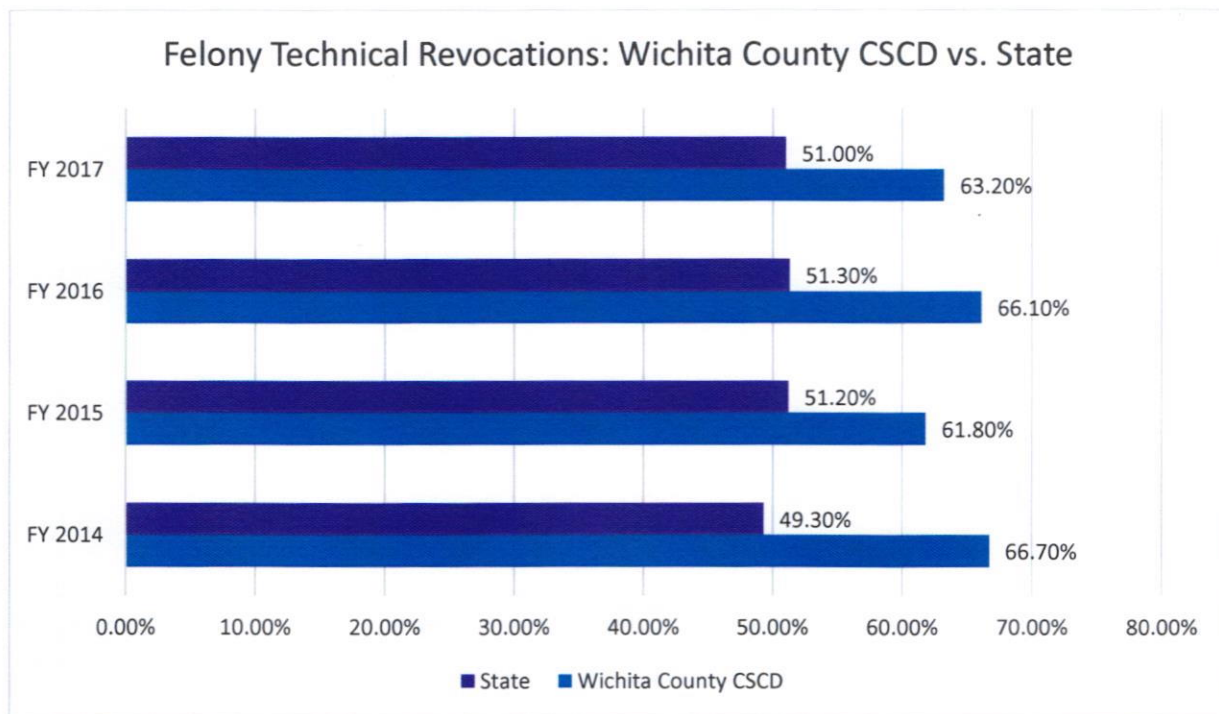
- Utilization of Texas Risk Assessment System and trailers
  - Quality checks on assessments, video recording requirements for officers
- Referrals to specialized caseloads and appropriate treatment providers
- Access to several substance abuse treatment providers with different program requirements which allow officers to tailor referrals to the specific needs of the offender
- Stringent sex offender supervision program with high levels of accountability for offenders throughout treatment and supervision process
- In-House Cognitive Education “Courage to Change” classes
- Strong emphasis on rapport building and interviewing skills
- An emphasis on placement in Intermediate Sanction Facilities and Substance Abuse Felony Punishment Facilities prior to revocation
- Use of incentives for compliance including granting CSR hours for completion of extra cognitive education programs

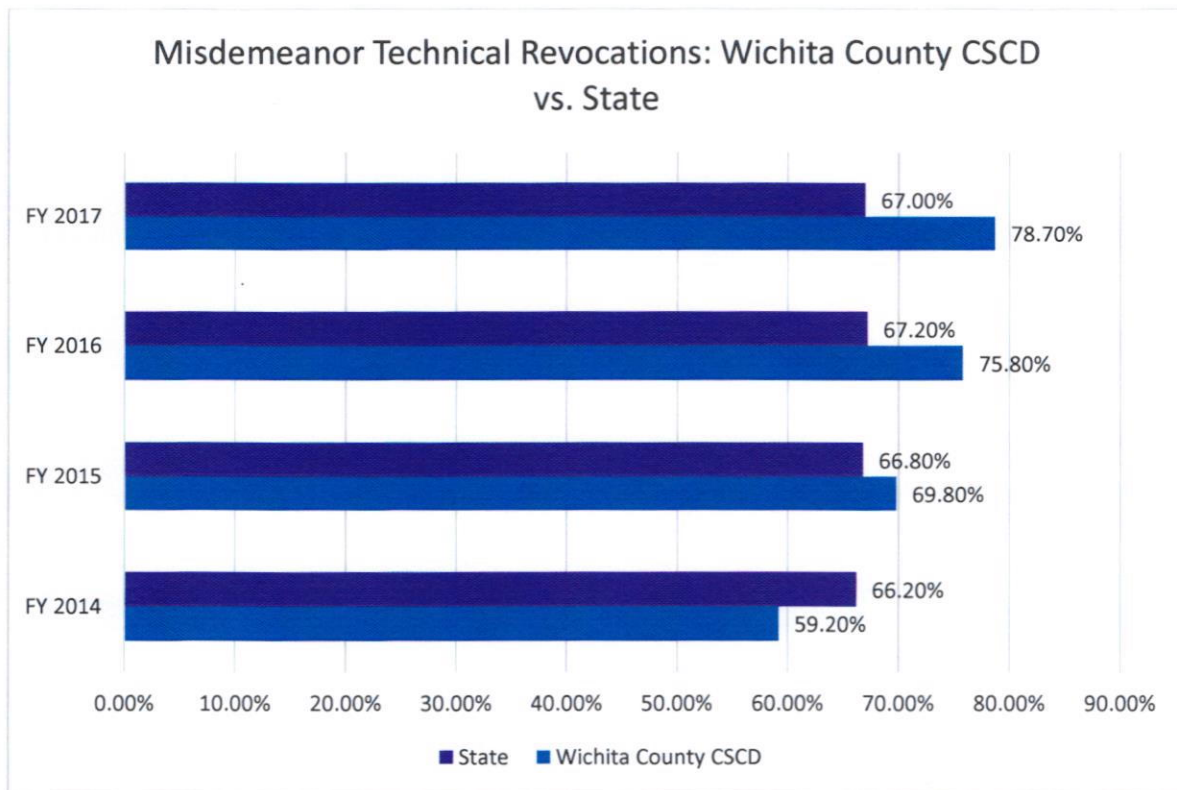
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# Department

## Overview: Technical Revocation Rates





## *Perspectives on Technical Revocations*

For FY2017, Wichita County's felony technical revocation rate was 12.2% *above* the state average and the misdemeanor rate was 11.7% *above* the state average. Wichita CSCD's high percentage of felony and misdemeanor technical revocations can be attributed in part to stringent probation conditions regarding referrals to substance abuse evaluations where the offender must subsequently follow through and successfully complete any treatment recommended including but not limited to drug/alcohol classes, AA/NA meetings, outpatient, and inpatient treatment. In addition, this department has utilized the drug, alcohol, and mental health trailers developed for use with the Texas Risk Assessment System for use at intake and yearly reassessments in order to identify and refer offenders to appropriate evaluations to identify any additional issues. The frequent use of these trailers are meant to shed light on the underlying causes of criminal behavior and/or barriers to successful probation completion. With the use and subsequent referrals made by officers resulting from these trailers, some offenders may experience increased technical violations due to additional probation conditions not imposed in the initial court judgment. Wichita County CSCD has several different specialized caseloads including SAFPF, Mental Health, Repeat DWI, Sex Offender, and Alcohol/Drug Related offenses. These specialty caseloads are generally comprised of smaller populations which allow officers to more closely monitor defendant's with more frequent reporting, increased field contacts, and increased drug testing. Wichita County CSCD also utilizes a progressive sanctions model, meaning that additional requirements may be placed on an offender in an effort to gain compliance prior to possible revocation.



# Strategic Plan

Goal: A

## Prison Diversion

By the end of fiscal year 2021, Wichita 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.
- Reduce the number of probationers revoked on technical violations throughout FY2018.
- Improve program success rates throughout FY2018.

### *Objectives for FY2018-2021*

- Maintain the rate of revocations throughout FY2018.
  - Felony rate at or below the state benchmark of 11.2%.
  - Misdemeanor rate at or below the state benchmark of 15.3%.
- Improve the number of probationers revoked on technical violations throughout FY2018.
  - Felony rate at or below the state benchmark of 49.3%.
  - Misdemeanor rate at below the state benchmark of 66.2%.
- Improve program success rates throughout FY2018.
  - The Statewide benchmark for Sex Offender Programs is 49.42%.
    - Wichita County CSCD FY 2017 success rate for the Sex Offender Program was 50%.
    - Wichita County CSCD will strive to maintain the success rate of 50% or higher throughout FY2018.
  - The Statewide benchmark for Mental Health Programs is 50.87%.
    - Wichita County CSCD FY2017 success rate for the Mental Health Program was 50%.
    - Wichita County CSCD will strive to improve the success rate to 50.87% or higher throughout FY2018.
  - Wichita County CSCD success rate for the Substance Abuse Program was 66.67% for FY2017.
    - Wichita County CSCD will strive to maintain this success rate throughout FY2018.

## *Process Measures for FY2018-2021*

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

## *Outcomes for FY2018-2021*

- Wichita 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. FY2018 outcomes will be submitted to CJAD by March 1<sup>st</sup>, 2019.
- Wichita 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. FY2018 outcomes will be submitted to CJAD by March 1<sup>st</sup>, 2019.
- Wichita 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, Wichita 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*

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

## *Objectives for FY2018-2021*

- Wichita County CSCD will strive to achieve above satisfactory scores on case management audits in FY2018.
- Wichita County CSCD will strive to achieve above satisfactory scores on DP case management audits in FY2018.
- Wichita County 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 my size CSCD.

## *Process Measures for FY2018-2021*

- Wichita County CSCD will complete a case management audit, and send compliance rates to CJAD by to be determined.
- Wichita County CSCD will complete all required DP audits, and send compliance rates to CJAD by to be determined.
- Wichita County CSCD will use the fiscal accountability tool to maintain an acceptable audit risk score for FY2018. The fiscal accountability tool will be utilized during June 2018 after the third quarter expenditures are known.

## *Outcomes for FY2018-2021*

- Wichita 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 to be determined.
- Wichita County CSCD will compare the FY2018 objectives for the DP audits to the actual compliance rates. The FY2019 objectives for DP 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 to be determined.
- Wichita 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.