

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

Kaufman, Texas



Texas Department of Criminal Justice



COMMUNITY JUSTICE ASSISTANCE DIVISION

In collaboration with

KAUFMAN COUNTY CSCD

Endorsements:

A handwritten signature in black ink that reads "David W. Daniel".

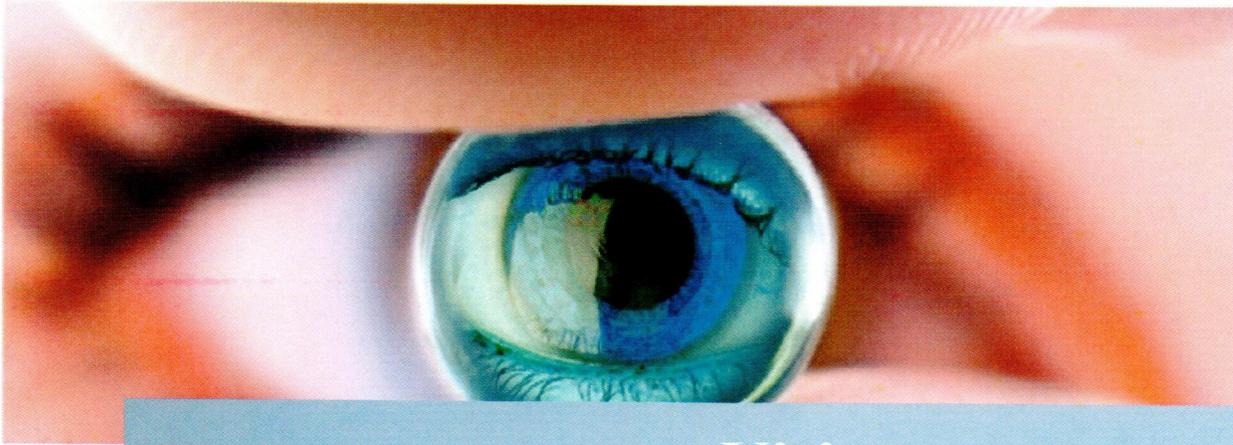
CSCD Director

A handwritten signature in blue ink, appearing to be "P. M. I.", written over a horizontal line.

Administrative Judge

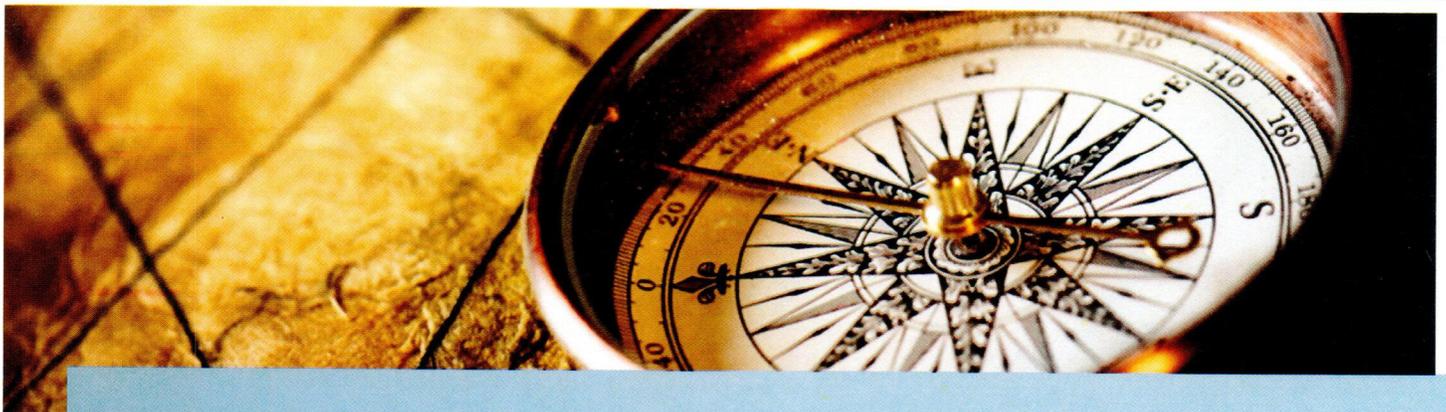
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Vision

Kaufman County Community Supervision and Corrections Department envisions a progressive department that rehabilitates offenders and eliminates recidivism.



Mission

The Kaufman County C.S.C.D. through the integration of Evidence Based Practices to address and reduce offender recidivism strives to achieve excellence in community corrections, public safety, and public service.

We collaborate with law enforcement, Courts, victim services, and community based organizations to provide a unique blend of enforcement, justice, and treatment to enhance community safety. We are leaders in our profession, exemplifying the highest standards, extending a continuum of integrated services to address our offenders' criminogenic needs and empower them to become productive law-abiding citizens.



Values

Integrity: Adherence to morals, ethical principles, honesty, and standards.

Effective Communication: Enhancing officer and offender communication through emphasizing Motivational Interviewing and Problem Oriented strategies.

Accountability: Accepting, admitting, and taking responsibility for our actions and choices we make and accepting the attached consequences.

Quality: Doing the best we can to achieve excellence by holding ourselves and our offenders to high but attainable standards.

Department **Overview**

The strategic plan for Kaufman County Community Supervision and Corrections Department will provide information for the goals, strategies, and objectives for the Department for the next four years. The plan will also provide a view of the Department's jurisdiction population and offender profiles. The plan will address both the strengths and weaknesses the department faces. The Department will continue to emphasize Evidence Based Practices and progressive sanctions to focus on offender rehabilitation and reduction of offender recidivism or revocation.

Kaufman County is located in Northeast Texas and bordered by Rockwall and Hunt counties to the north, Van Zandt County to the east, Henderson County to the south, and Dallas and Ellis counties to the west. From 2010 to 2014, according to the US Census population estimates, Kaufman County experienced a 7.6% growth in population to 111,236 residents. This growth is higher than the state growth of 7.2%.

The Kaufman County CSCD's jurisdictional area includes two district courts and two county courts at law. The Department's structure includes the Director, two supervisors, twelve officers, and three support staff. With the growth in

the county population there is expected growth planned within the department, providing population trends continue as predicted. All department employees are housed at a single office location in Terrell, Texas with one auxiliary office available in the Kaufman County Courthouse in Kaufman, Texas.

Possession of controlled substances accounts for the largest percentage (32%) of our felony population followed by property crime (25.7%), violent offenses (19.4%), DWI offenses (12.2%), and all other offenses (10.7%). Misdemeanor offenses are populated as follows; DWI (40.1%), other offenses (21.8%), controlled substances (18.5%), property crime (12.1%) and violent offenses (7.5%). With controlled substance and DWI offenses being as significant in the felony and misdemeanor offenders, substance abuse treatment is a priority. Due to recent population changes, the department has moved towards an offender pay system of treatment instead of department-funded treatment. With 13.9% of all people in Kaufman County being under the poverty line, the change in funding has placed an additional burden on some offenders. The Department assists those offenders with treatment costs as needed. Within the County treatment resources are limited,

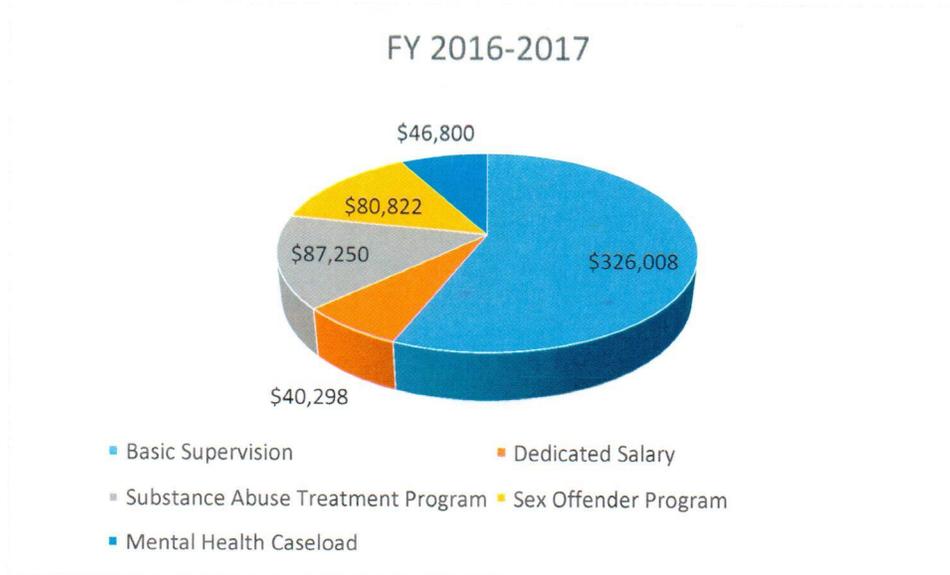
with many providers being based in neighboring counties. Lakes Regional MHMR is the county provider for mental health services and the Department collaborates with them for those services, as well as limited substance abuse treatment.

While substance/alcohol abuse continues to be an area of high need, Kaufman County

is also increasing focus on supervision of offenders based on risk of recidivism. The Department has implemented a Mental Health Caseload, DWI Caseloads, and is working to create a SWIFT styled court. These specialized caseloads are in addition to a Sex Offender caseload and court ran specialty programs including DWI Specialized court, Drug and Mental Health Court, and pretrial diversion programs.

Department

Overview: Budget



Diversionary Programs (DP) Funding

Program Title	Amount of State Aid
Mental Health Caseload	\$46,800

Basic Supervision (BS) Funding

Program Title	Amount of State Aid
Dedicated Salary	\$40,298
Basic Supervision	\$326,008
Total	\$366,306

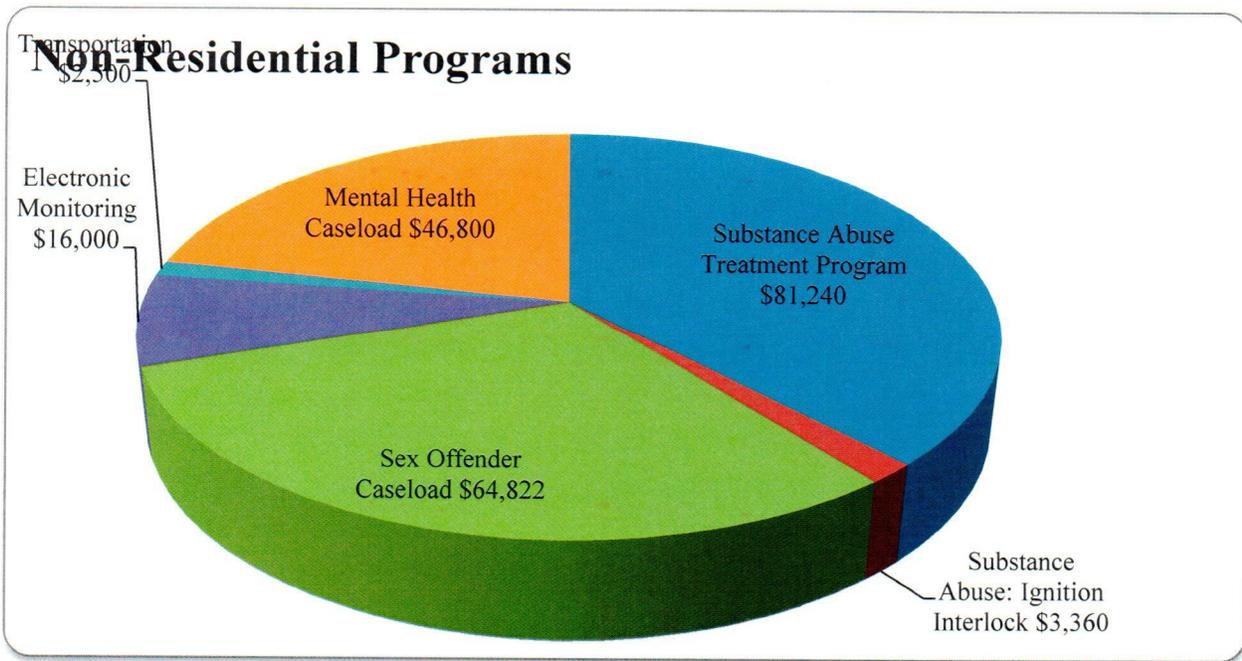
Community Corrections (CC) Funding

Program Title	Amount of State Aid
Substance Abuse Treatment Program	\$87,250
Sex Offender Program	\$80,822
Total	\$168,072

Department Overview: Programs & Services

Kaufman County CSCD Programs and Services: FY2016-2017

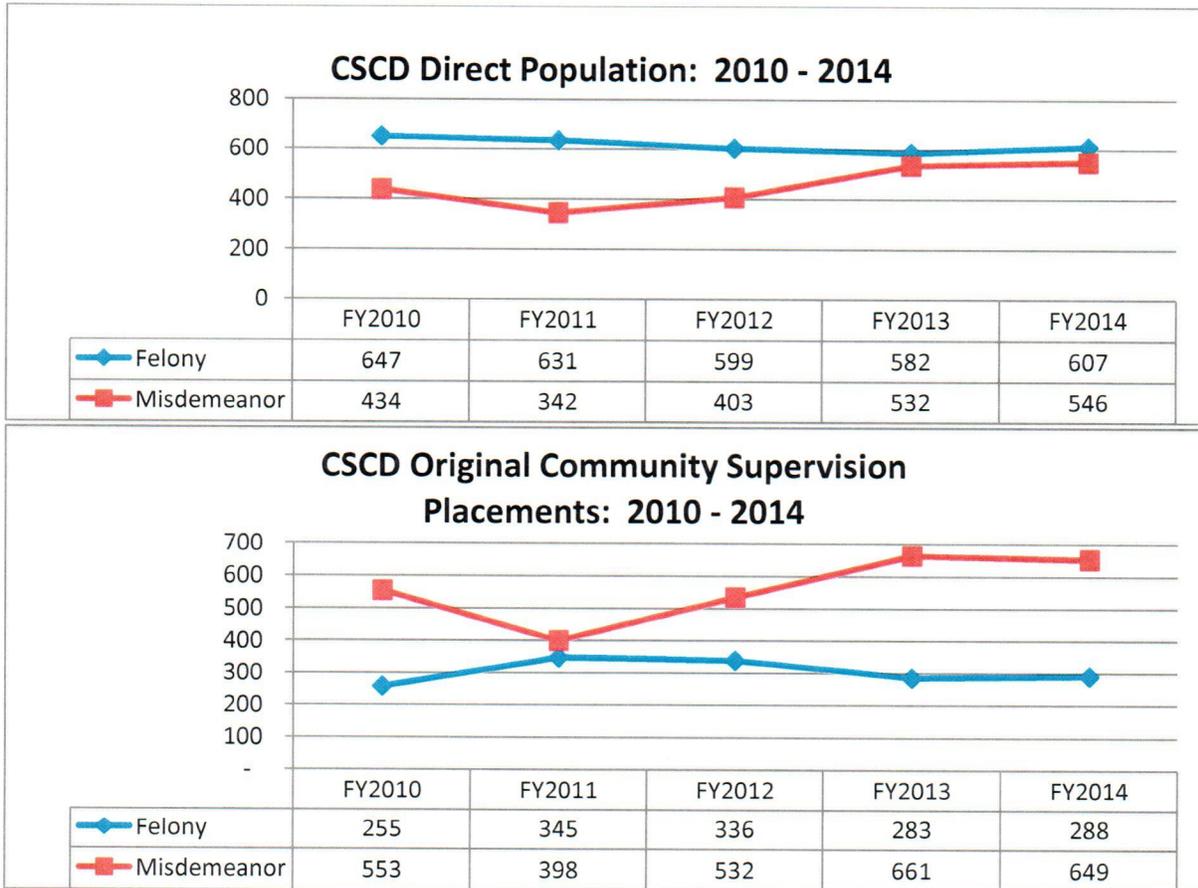
Program Code/Designator	Program ID	Funding Source	Program Title
SAT-2	2	CCP	Substance Abuse Treatment Program
ILL-1	2	CCP	Substance Abuse Treatment Program
SXC-2	4	CCP	Sex Offender Program-Caseload
ELM-2	4	CCP	Electronic Monitoring
TRAN-1	9	DP	Transportation
SCPM-1	11	DP	Mental Health Caseload



Kaufman County CSCD has limited resources for offender intervention and contracts with outside agencies to provide services. For example, the Substance Abuse Treatment Program is utilized to pay for indigent and specialty court substance abuse treatment and monitoring, substance abuse testing, and evaluations, but is not used to fund an officer position. Sex Offender Caseload funding is utilized for the monitoring of sex offenders through polygraphs as well as funding of an officer. Due to the number of sex offenders on supervision in Kaufman County, this officer also supervises assaultive offenders and electronic monitoring. In Fiscal Year 16 Kaufman County initiated a Mental Health Non-Initiative Caseload utilizing DP Funding for the first time. This caseload is focused on the supervision and rehabilitation of moderate and high-risk offenders who also suffer from Mental Health concerns.

Department

Overview: Offender Population

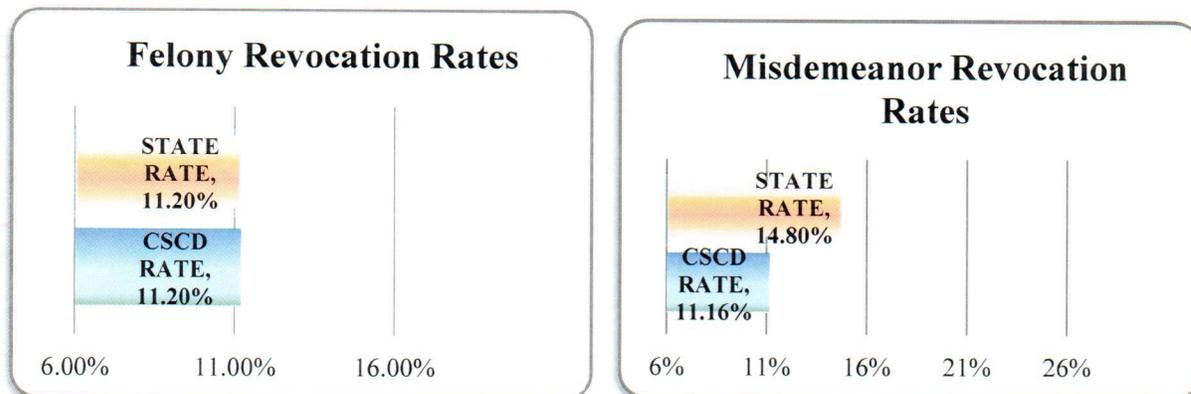


Perspectives on Offender Population

The Department, Courts, and District Attorney’s Office has undergone numerous changes in the past several years, which have contributed to a fluctuation in offender population. With recent stabilization in these areas, departmental placements have begun to stabilize and shown a slight increase in overall direct population. If regional population growth continues as expected, over the next several years, the Department can expect steady growth in overall offender population.

Department

Overview: Revocation Rates



Perspectives on Revocation Rates

For FY15, Kaufman County CSCD's felony revocation rate was equal to the state average and the misdemeanor revocation rate was 3.64% lower than the state average. The lower revocation rates may be attributed to a variety of factors, including but not limited to the following:

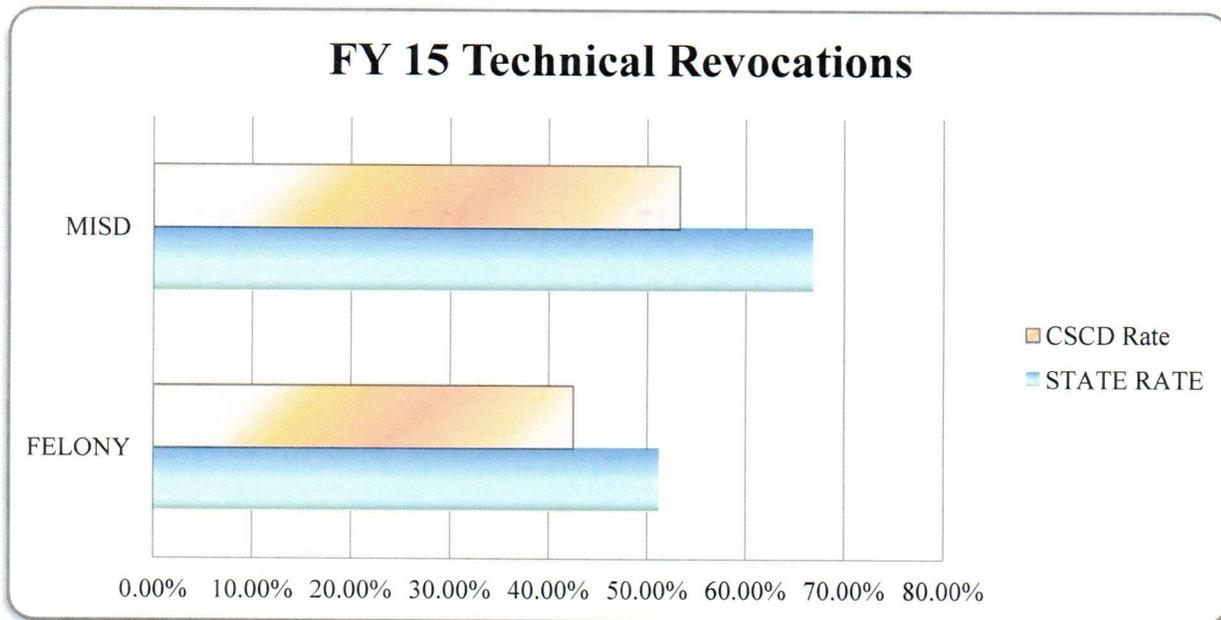
- Judicial emphasis on rehabilitation and Judicially driven specialty courts;
- Evidence Based assessments and intervention focused on higher risk offenders;
- Use of Progressive Sanctions model;
- Emphasis on motivational interviewing and interventions.

Moving forward Kaufman County has implemented a SWIFT style court to intervene with the highest risk offenders or offenders facing possible revocation. This court focuses on supervision of high-risk offenders through swift and certain sanctions, in an attempt to increase their successful completion of supervision and reduce revocation rates even further.

The Department has also instituted a Mental Health caseload to focus on offenders in need of mental health services. This caseload will work to help those offenders suffering from mental health concerns to properly manage their mental health issues and assist with rehabilitation of the offenders to reduce not only revocation, but also recidivism.

Department

Overview: Technical Violation Percentages

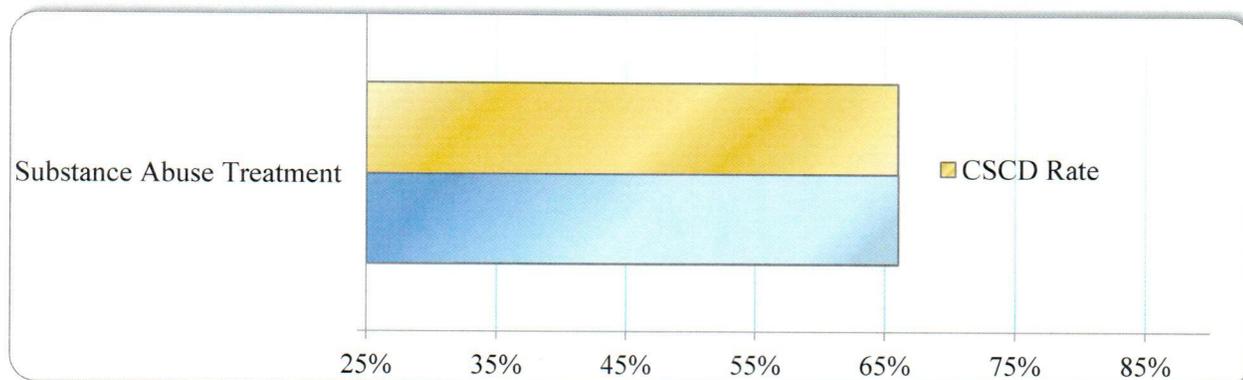


Perspectives on Technical Violations

For FY 15, Kaufman County CSCD's felony technical revocation rate of 42.5% was 8.7% below the state rate and was a reduction of 12.7% from FY14. The Department's misdemeanor technical revocation rate was 53.3% and was 13.5% below the state rate and a 7.2% reduction from FY14. The lower revocation rates are due to many of the same factors that contributed to the overall low revocation rate. With an emphasis on progressive sanctions, evidence based practices and assessments, the Department has been able to focus on those offenders with the highest risk to reoffend and insure proper resources and interventions are available and targeted to these offenders. Kaufman County is moving towards more specialized supervision in areas such as DWI, Mental Health, and drug offenders in an effort to insure those offenders receive the rehabilitative efforts they need to reduce recidivism. Motivational Interviewing and officer/offender rapport and relationships have also been an area of focus for the department in order to enhance an officers ability to identify not only the areas of high risk for an offender, but also the reason these areas are of concern and address them as necessary. One of the single greatest impacts to offender behavior is how an officer responds to a first violation and how they address the interventions with the offender.

Department

Overview: Program Success Rates



Perspectives on Program Success Rates

Beginning in FY16, Kaufman County CSCD has implemented three new programs/caseloads to improve the success of offenders under our supervision. These include the Mental Health Non-Initiative DP funded caseload, Basic Supervision Funded SWIFT Court caseload, and Basic Supervision Funded DWI caseloads. These programs do not have any historical data to apply for success rates and will be reported on future Strategic Plans. The Department has also improved tracking of SAFPF, Sex Offender, Interlock, and Electronic Monitoring offenders. Each of those four groups has been historically underreported in Kaufman County. With improved tracking and with new programs Kaufman County CSCD expects improvement in each area of programs and completion of programs. One area of concern with the underreporting of cases is the lack of reflection of cases in this initial plan. For example, based on previously reported numbers to CJAD, Kaufman County had a 0% success rate with sex offenders. Review of this information provided two areas that clarify this number; 1) The 7 reported cases were still under supervision and had not been discharged, thus providing no successful or unsuccessful completions and 2) a review of the sex offender caseload in December 2015 revealed 21 offenders currently on supervision for a sexual offense. Of those cases, 14 offenders had not been entered into the proper program, thus underreporting our actual numbers to CJAD. Similar discrepancies were observed in regards to Electronic Monitoring and offenders required to have interlock installed on their vehicles.

The one area in which numbers were reported, Substance Abuse Treatment, met the State benchmark for success.

Strategic Plan

Goal: A Prison Diversion

By the end of fiscal year 2021, Kaufman County CSCD will maintain or 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/reduce rate of revocations throughout FY2018.
- Maintain/reduce the number of probationers revoked on technical violations throughout FY2018.
- Maintain/improve program success rates throughout FY2018.

Objectives for FY2018-2021

- Maintain/reduce the rate of revocations throughout FY2018.
 - Felony rate at 11.2% or lower.
 - Misdemeanor rate at 11.5% or lower.
- Maintain/reduce the number of probationers revoked on technical violations throughout FY2018.
 - Felony rate at 41% or lower.
 - Misdemeanor rate 53% or lower.
- Maintain/improve program success rates throughout FY2018.
 - The Statewide benchmark for Substance Abuse Treatment is 66%
 - Kaufman County CSCD success rate for the Substance Abuse Treatment is at 66% for FY2015.
 - Kaufman County CSCD will strive to maintain/improve the success rate at 66% or greater throughout FY2018.

- Maintain/improve program success rates throughout FY2018.
 - The Statewide benchmark for Sex Offender Program is 49.42%
 - Kaufman County CSCD success rate for the Sex Offender Program is at 0% for FY2015.
 - Kaufman County CSCD will strive to maintain/improve the success rate to 50% or better throughout FY2018.

Process Measures for FY2018-2021

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

Outcomes for FY2018-2021

- Kaufman 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, 2019.
- Kaufman 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, 2019.
- Kaufman 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, Kaufman 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

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

Objectives for FY2018-2021

- Kaufman County CSCD will strive to achieve above satisfactory scores on case management audits in FY2018.
- Kaufman County CSCD will strive to achieve above satisfactory scores on DP case management audits in FY2018.
- Kaufman County CSCD will use the fiscal accountability tool to maintain accurate cost projections and to monitor fiscal operations, thereby maintaining an independent audit risk score under 30 points for FY2018.

Process Measures for FY2018-2021

- Kaufman County CSCD will complete a case management audit, and send compliance rates to CJAD by January 15, 2019.
- Kaufman County CSCD will complete all required DP audits, and send compliance rates to CJAD by January 15, 2019.

- Kaufman 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

- Kaufman 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 March 1, 2019.
- Kaufman 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 March 1, 2019.
- Kaufman 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

By the end of fiscal year 2018, Kaufman County CSCD will fully implement a specialty sanctions court targeting high-risk felony offenders and moderate risk offenders with repeated technical violations. CSCD will target those offenders at greater risk of recidivism or revocation. 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

- Kaufman County CSCD will utilize the TRAS to identify offenders at a high risk for recidivism.
- Kaufman County CSCD will monitor application of progressive sanctions and inclusion of the use of the specialty court on all moderate risk offenders under consideration for revocation based on repeated technical violations.

Objectives for FY2018-2021

- Kaufman County CSCD will refer 80% of eligible high-risk offenders to the specialty court.
- Kaufman County CSCD will refer 90% of moderate risk offenders with repeated technical violations to the specialty court.
- Kaufman County CSCD will strive for a 70% successful completion rate of the program.

Process Measures for FY2018-2021

- By the end of FY2018, Kaufman County CSCD will evaluate the implementation and operational efficiency of the specialty court for consideration of application for diversion funding.
- By January 15, 2018, Kaufman County CSCD will query our computerized case management system to verify all required offenders have been referred to the specialty court and confirm success rate of at least 70%.

Outcomes for FY2018-2021

- Kaufman County CSCD will compare the FY2018 objectives with actual outcomes and adjust as required.