

**Progress Review of Modernization Plan of Bexar
County Community Supervision and Corrections
Department**

July 12, 2011

**Dr. Tony Fabelo
Director of Research**

with:

**Mike Eisenberg
Jessica Tyler**

Overview



Review of Prior Findings (December 2009 Report)

Progress Report

Preliminary Outcomes and Phase II Plan

December 2009 Report Presented a Plan to Address the Major Operational Dysfunctions of the Department

Need for Modernization

Deploy a computerized case management system

Re-organize caseloads from court-based assignments to departmental risk-based assignments

Create department-wide supervision and sanctioning policies

Provide more effective services to the courts by re-organizing Court Liaison system

Need to Strengthen Organization

Re-organize the PSI Unit into a Central Diagnosis Unit and improve assessments by the use of research-based tools and protocols

Re-organize training and supervision practices to support and promote EBP

Re-design the personnel evaluation and incentives system to encourage best practices

Create accountability and quality control systems

Plan Was Endorsed by Local Officials

Susan D. Keen

office agrees with all of your recommendations and stands ready to participate in the development of standardized progressive sanctions and assisting in implementing your recommended policies and procedures within the BCCSC. We look forward to working with you in the future as this project unfolds.

We the undersigned County Court at Law Judges would like to show our support of your resolution and the acceptance of the findings in Dr. Fabelo's report. We also would like to see positive changes and updates in the department in order for it to more efficiently and successfully serve our community in Bexar County.

Statutorily we are not allowed to participate in the management of the CSCD; we can only appoint the director, fiscal officer, and approve the budget. However, in light of the recent attention surrounding the Fabelo report, we believe it is important to express our support for modernization of the department and our desire to see the Community Supervision and Corrections Department efficiently and effectively serve our community.
Thank you

Commissioners Court fully supports the full implementation of the work plan contained in the Council of State Governments Justice Center's Assessment of Bexar County Community Supervision and Corrections Department; and

Plan Was Supported by State Officials

San Antonio state Sens. Jeff Wentworth and Leticia Van de Putte say the proposed reforms are crucial, and they predict that Bexar County's judges will support them despite the loss of turf.

http://www.mysanantonio.com/opinion/Overhaul_Bexars_probation_system.html

The TDCJ-CJAD is requesting a follow-up action plan which includes corrective action, objectives, measures, and detailed timelines for improving the outcomes of the department by:

- Addressing departmental inefficiencies identified by the *Organizational Assessment and Modernization Plan of Bexar County's Community Supervision and Corrections Department* report, specifically an organizational structure which does not allow for risk-based assignments/supervision and geographic case management that would promote both EBP as well as efficiency of government,



Carey A. Welebob, Director
TDCJ-CJAD

Re-assessment of Progress Presented Here for Each of the Critical Areas Listed Before

Team returned during March – May 2011 to determine progress in accomplishing plan

Modernization Tasks

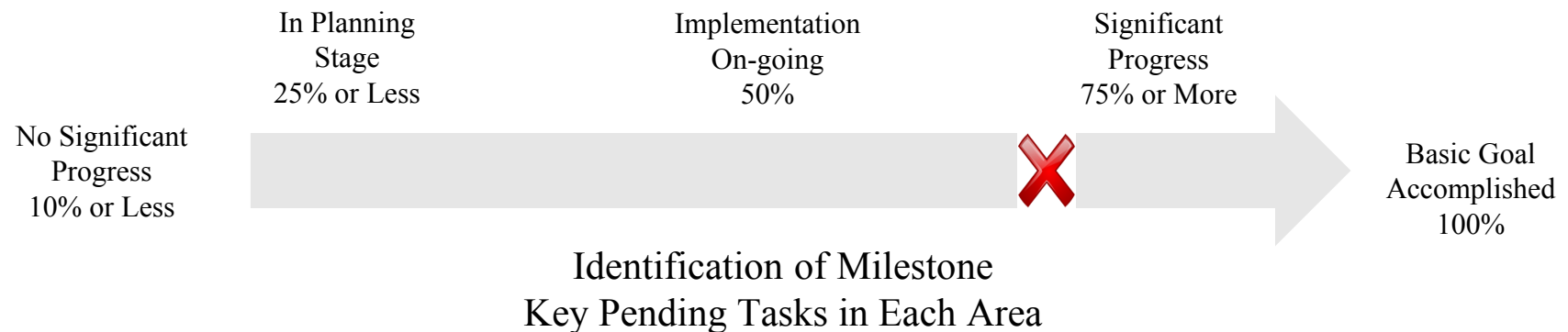
Organization Strengthening Tasks

Focus Groups and Self-Assessment

Examination of Documents/Data

Review with Administration

Review with Key Officials



Overview



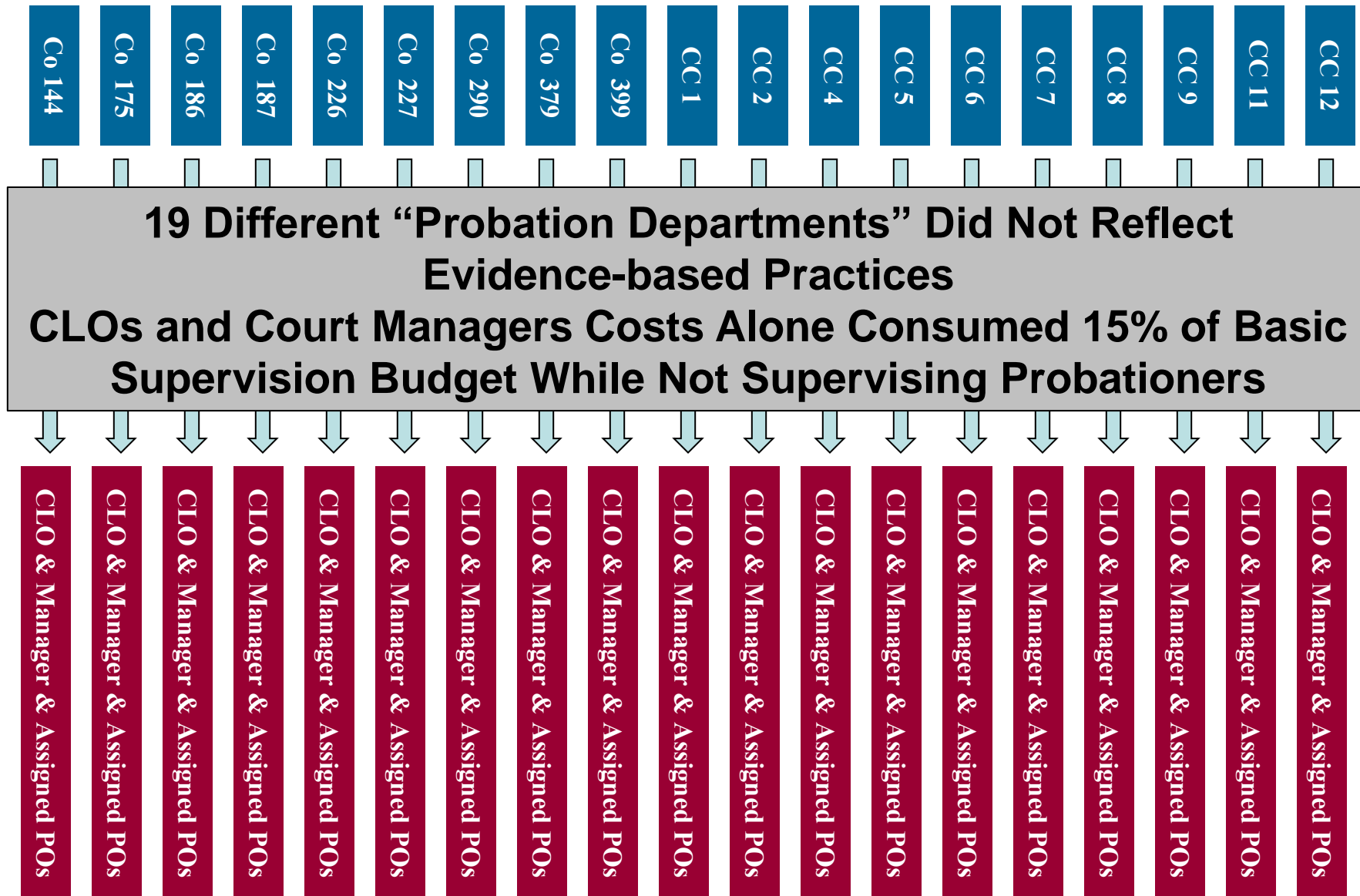
Review of Prior Findings (December 2009 Report)



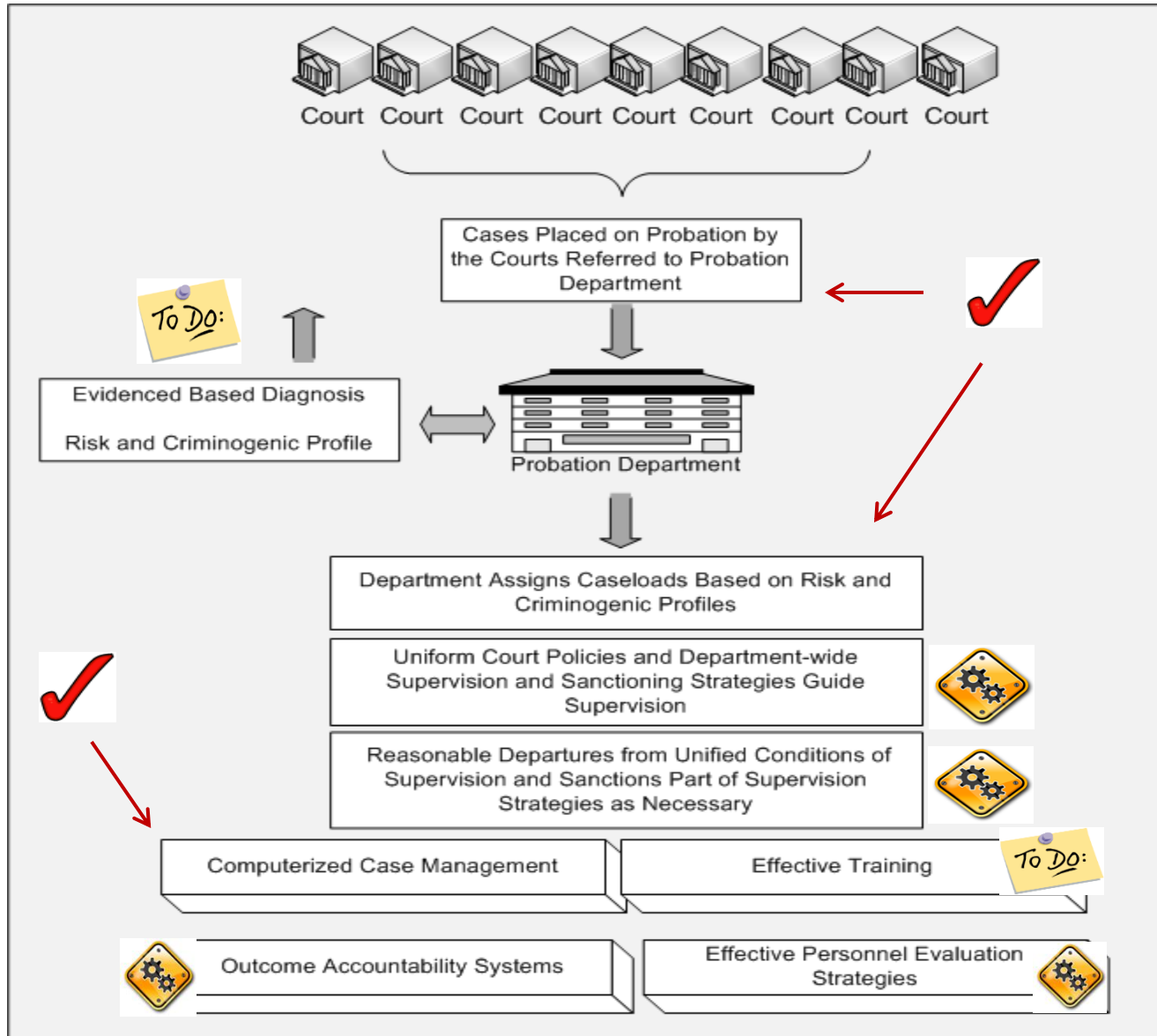
Progress Report

Preliminary Outcomes and Phase II Plan

Court Probation Assignment System was the Root of the Dysfunctions and Needed to Change



Main Modernization Goals in the Process of Being Accomplished



Mainly accomplished

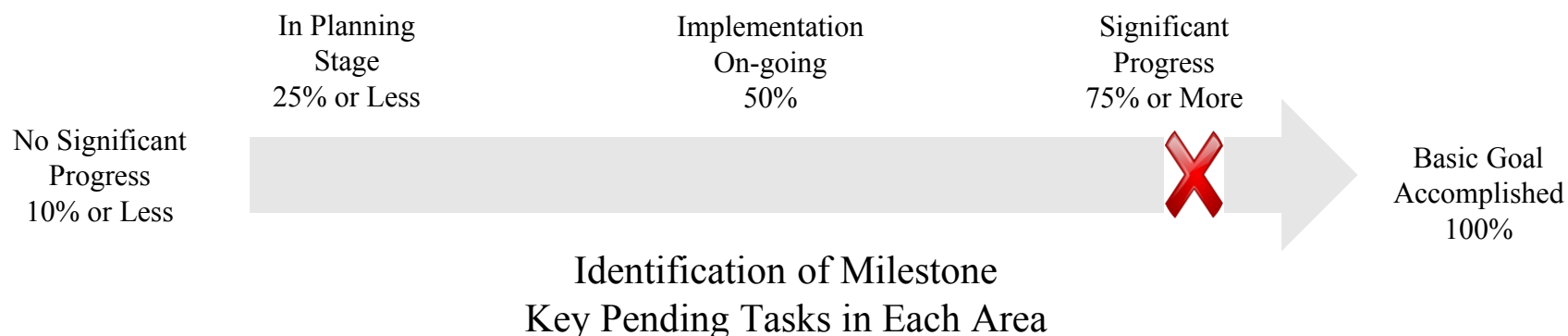


In Process of Implementation



Work to accomplish goal still significant

Risk-Based Case Assignment System



Milestones

Abolished case assignment system in early 2011 and transition to department wide assignment of cases based on risk and geographical locations (six regions)

Abolished dual supervision cases

Streamlined paper forms and various court policies

Key Pending Tasks

Review quality of intake process and risk assessment

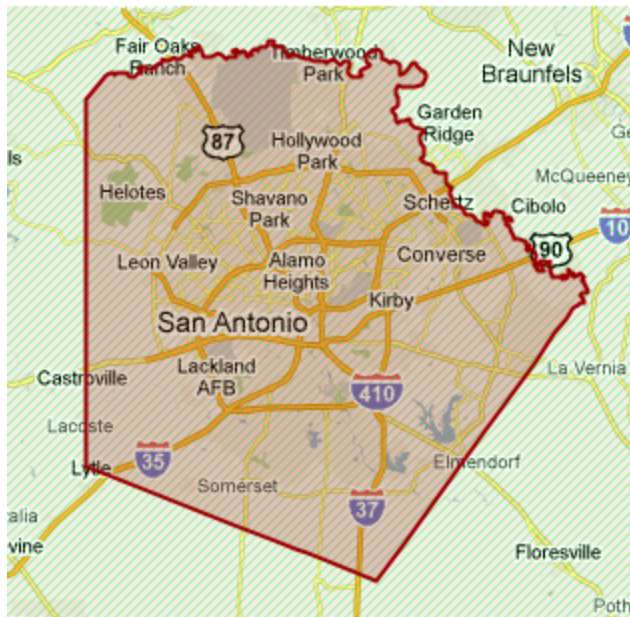
Explore opening additional reporting locations
(Six regions but still one reporting location)

Cases Divided Now Among Different “Regions” for Supervision

Before

Cases assigned by court regardless of location

Officers supervising cases spread all over Bexar County

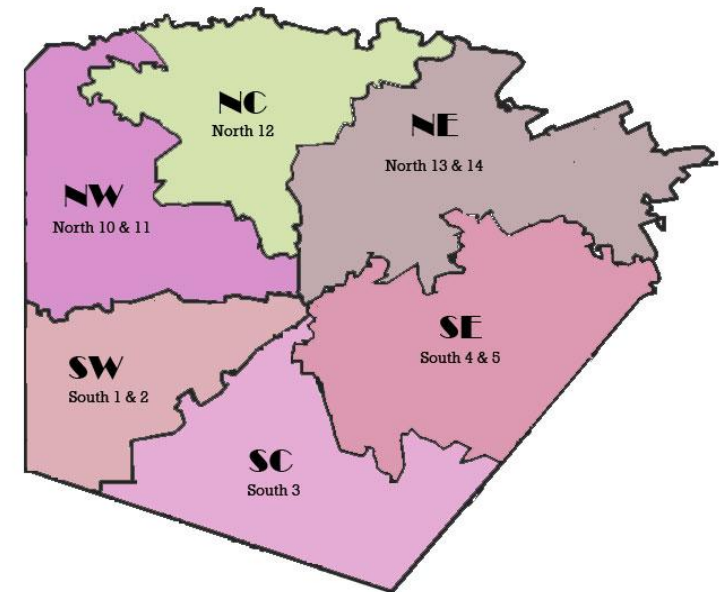


Now

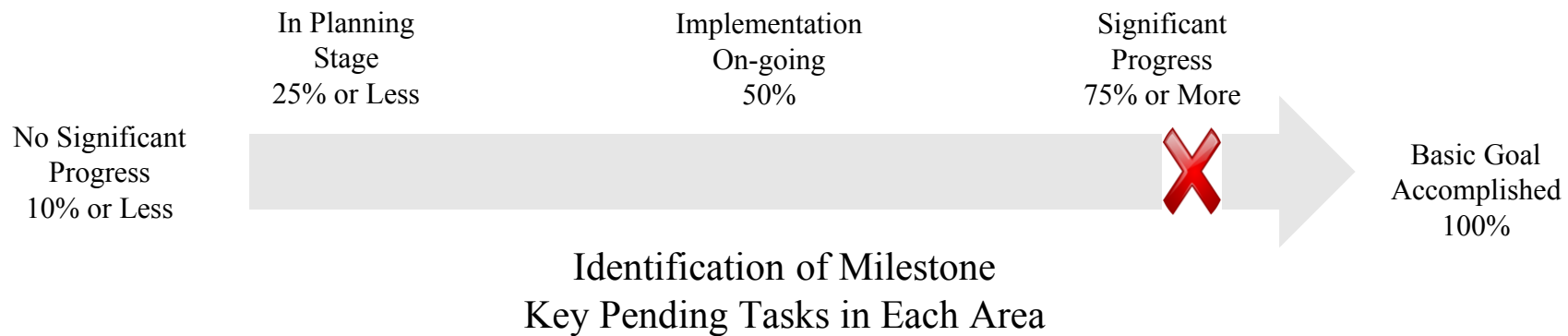
Cases assigned to officers based on risk classification and residence of the probationers in six regions

Officers supervising cases within region

One office location still an issue under new system as in prior system



Deployment of Computerized Case Management System



Milestones

System operational on May 2010 and operated by Corrections Software Solutions or CSS

Forms streamlined and paperwork reduced due to computerization

Key Pending Tasks

Computer Manual Handbook

Off-site backup procedures

More effective computerized information sharing strategies with police and district attorney

Direct Benefits of Computerized Case Management System

Elimination or reduction of time spent printing and sorting out documents

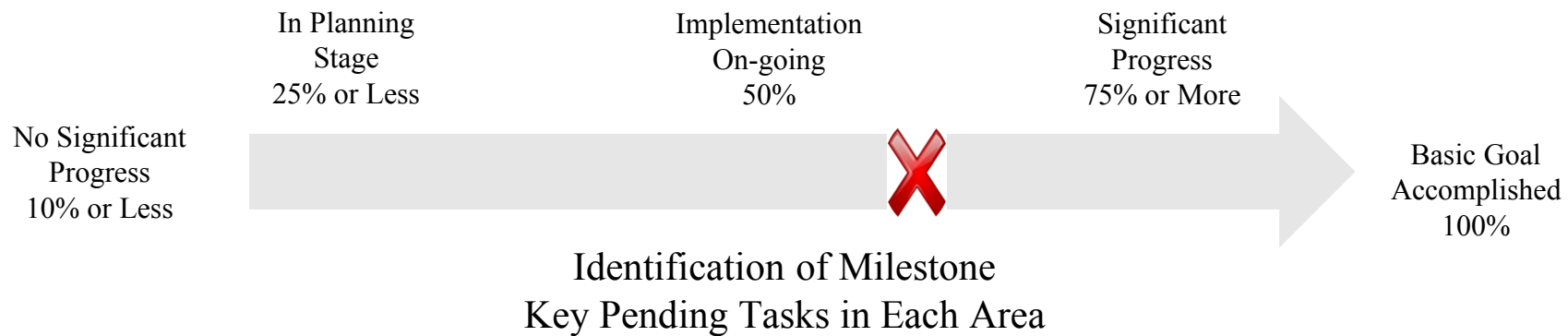
Elimination of redundant internal databases and their related maintenance costs

More efficient scheduling strategies freeing up personnel capacity

Pre-populated forms to maintain data integrity

Accurate reporting to the state preventing lost of state funds due to misreporting

Department Wide Administration of Supervision and Sanctioning Strategies



Milestones

Department wide administrative manual

Uniform program referral forms

Department wide progressive sanctions guidelines

Key Pending Tasks

Supervision Manual with evidence-based framework

Continue working with judicial officials to achieve more consistency in the setting of conditions of supervision and in the administration of progressive sanctions

Benefits of Department Wide Administrative Policies

Culture of fragmentation slowly receding into a department-wide culture

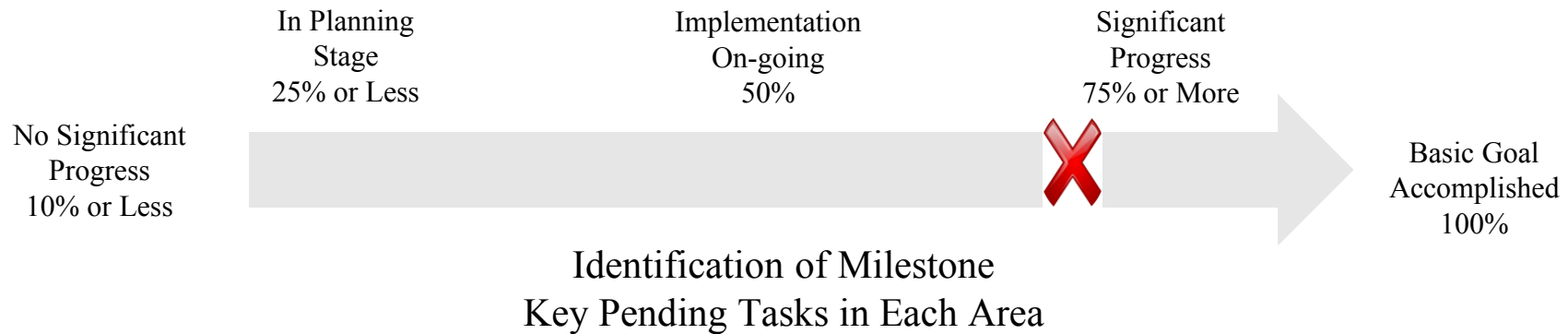
Standardization of forms and processes increasing efficiencies

Elimination of “dual supervision” (same person supervised by two officers) freed up supervision capacity

Increased agreement on what are effective supervision and sanctioning strategies

More targeted program referrals

More Effective Court Services



Milestones

Computer hardware in each court

“Paperless” system in all county courts

Creation of Court Liaison Unit reducing the number of managers and increasing flexibility to meet the needs of the courts

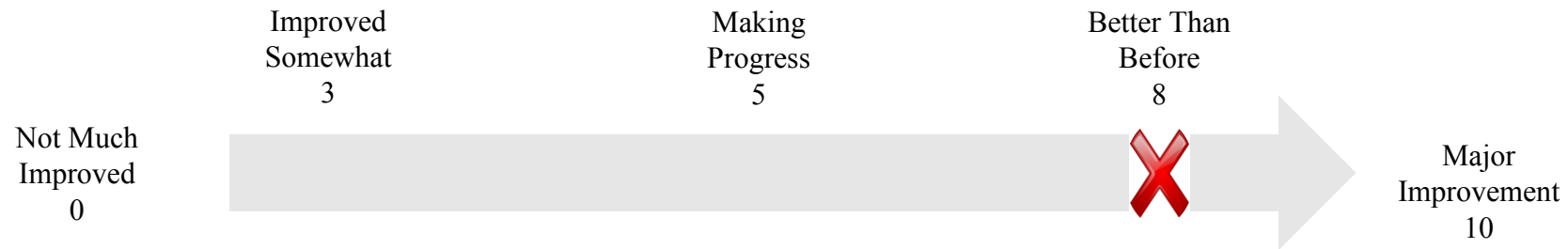
Key Pending Tasks

Expansion of paperless system to all district courts

Review possibility of physically locating Court Liaison Unit in the court building

Overall Department Environment Seems to be Better

Perception of Focus Groups of Overall Department Culture and Environment



Prior Feelings Stated by Personnel

“This is Bexar County and nothing will change”

“The judges would not agree on anything”

“The management of the department has been in turmoil and this is frustrating”

“Stone-age computers will not allow us to move forward”

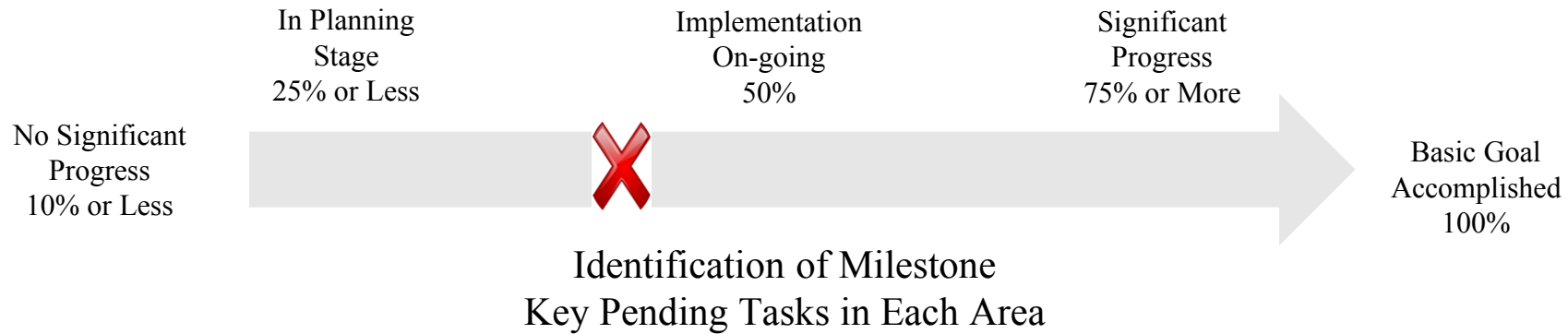
Most Recent Feelings Stated by Personnel

“So much change in a short time, but changes have been towards the positive”

“Right tools are in place but we need to learn how to use them”

“The place feels better but we still have kinks that need to be worked out”

Organizational Support Structures Still Need Improvements in a “Phase II” of the Project



Need to Strengthen Organization

Re-organize the PSI Unit into a Central Diagnosis Unit and improve assessments by the use of research-based tools and protocols

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Progress Report



Preliminary Outcomes and Phase II Plan

Examples of Improved Outcomes

Department used to have two officers supervising same person when person had a felony and misdemeanor probation case (“Dual Supervision”)



“Dual Supervision” eliminated
2,510 cases would have been in “dual supervision” with two officers

Judges previously referred probationers to drug treatment assessments without the benefit of pre-screening



Pre-screening in place
Average number of monthly assessments declined by 13% in average TAIPs conducted in FY 09 vs. FY 11 (527 vs. 457)
Waiting list for TAIP services declined from a fiscal year average of 374 in FY 09 to 92 in FY 10, a decline of 75%

Examples of Improved Outcomes (cont.)

Department lost about \$250,000 annually in state funding for the last five years for incorrectly reporting the number of people under supervision to the state



Reporting errors have been eliminated and the department should not lose state funds for misreporting information

Department's Court Liaison services were administered by 25 managers and 25 Court Liaison Officers

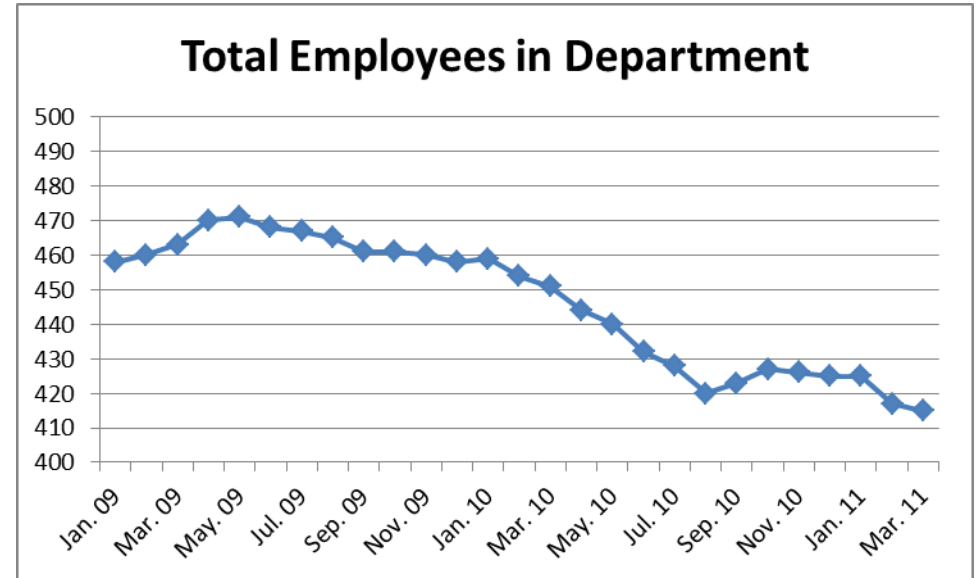
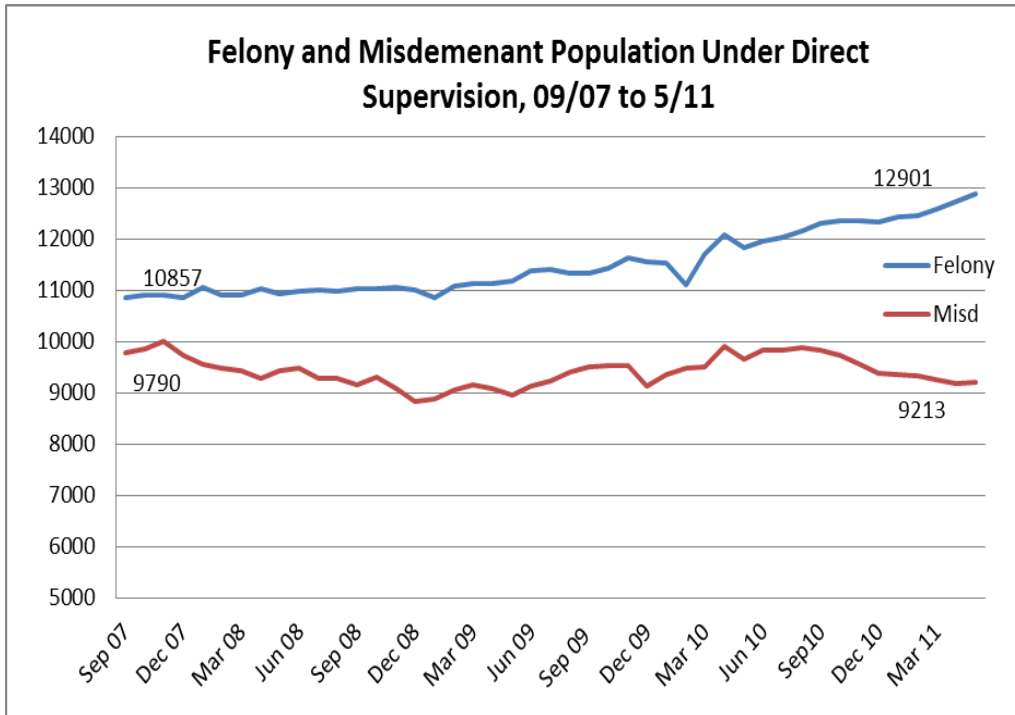


Same Court Liaison services are being provided with a centralized Court Liaison Unit with one manager

Court manager positions were eliminated and re-structured to other management capacity

Number of managers in the department was reduced by six

Department Handling Larger Population with Fewer Staff

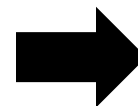


19% increase in the number of felons under supervision since September 2007 with average population under misdemeanor supervision staying stable

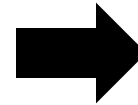
Total number of employees declined from 460 in January 2009 to 415 in March 2011, a 10% decrease

Caseload Increasing and Demand for More Efficiencies to Increase with State Budget Cuts

	FY 09	FY 10	FY 11	% Change
Basic Caseload Carry Non-Specialized CSO's				
Positions	158	150	138	-13%
Total Served (Dir)	20,253	21,332	21,919	8%
Average Caseload	128	142	159	24%
Basic Non-Caseload CLO, PSI, Field Team				
Positions	39	44	43	10%
Average Served*	413	463	454	10%
Specialty Federal/County Grant Funded				
Positions	5	7	7	40%
Total Served	225	315	315	40%
Diversion Programs See List Below				
Positions	151	149	144	-5%
Total Served	1,945	2,035	1,810	-7%
Support/Admin Managers, administration, support staff				
Positions	114	105	93	-18%
Total Workforce	467	455	425	-9%



Budget cuts likely to affect the size of caseloads



Fewer administrators require more effective systems

*Monthly average for PSI only; no workload data available for CLO Unit and Field Team (there was approximately 6,000 in FY 19)

Diversion programs include: TAIP, Mentally Impaired Caseloads, Aftercare, Gang, Sex Offender, Residential Facilities, and Electronic Monitoring

State Performance Report Notes Decrease in Felony Revocations Despite Increase in Felony Population

Ten Most Populous CSCDs							
CSCD	FY2010 Felony Population	Percent Change in Felony Population from 2009	Percent of FY2010 State Felony Population	FY2009 Felony Revocations to TDCJ	FY2010 Felony Revocations to TDCJ	Percent Change in Felony Revocations to TDCJ	Percent of FY2010 Statewide Felony Revocations
Dallas	32,607	1.2%	13.6%	3,021	3,149	4.2%	13.0%
Harris	27,457	7.9%	11.5%	3,157	3,134	-0.7%	12.9%
Bexar	14,702	7.1%	6.2%	1,421	1,327	-6.6%	5.5%
Tarrant	11,322	-9.1%	4.7%	1,540	1,479	-4.0%	6.1%
Hidalgo	10,473	2.0%	4.4%	713	710	-0.4%	2.9%
El Paso	9,313	-3.4%	3.9%	557	436	-21.7%	1.8%
Travis	8,553	-3.2%	3.6%	800	774	-3.3%	3.2%
Cameron	5,264	-1.3%	2.2%	371	337	-9.2%	1.4%
Nueces	4,533	-7.7%	1.9%	692	580	-16.2%	2.4%
Collin	3,957	0.2%	1.7%	433	469	8.3%	1.9%

Report to the Governor and
Legislative Budget Board on the
Monitoring of Community Supervision
Diversion Funds



December 1, 2010

State Performance Report Notes Lower Percentage of Revocations for “Technical” Reasons

CSCD	Percent of Statewide Felony Direct and Indirect Population	Felony Revocations to TDCJ	Percent of Statewide Felony Revocations to TDCJ	Felony Technical Revocations to TDCJ	Percent of Statewide Felony Technical Revocations	Percent of Felony Revocations to TDCJ for Technical Violations
Statewide		24,239		11,823		48.8%
Dallas	13.6%	3,149	13.0%	1,584	13.4%	50.3%
Harris	11.5%	3,134	12.9%	1,917	16.2%	61.2%
Tarrant	4.7%	1,479	6.1%	683	5.8%	46.2%
Bexar	6.2%	1,327	5.5%	545	4.6%	41.1%
Travis	3.6%	774	3.2%	271	2.3%	35.0%
Hidalgo	4.4%	710	2.9%	299	2.5%	42.1%
Nueces	1.9%	580	2.4%	243	2.1%	41.9%
Collin	1.7%	469	1.9%	260	2.2%	55.4%
El Paso	3.9%	436	1.8%	206	1.7%	47.2%
Potter	1.4%	423	1.7%	187	1.6%	44.2%
Jefferson	1.4%	422	1.7%	183	1.5%	43.4%

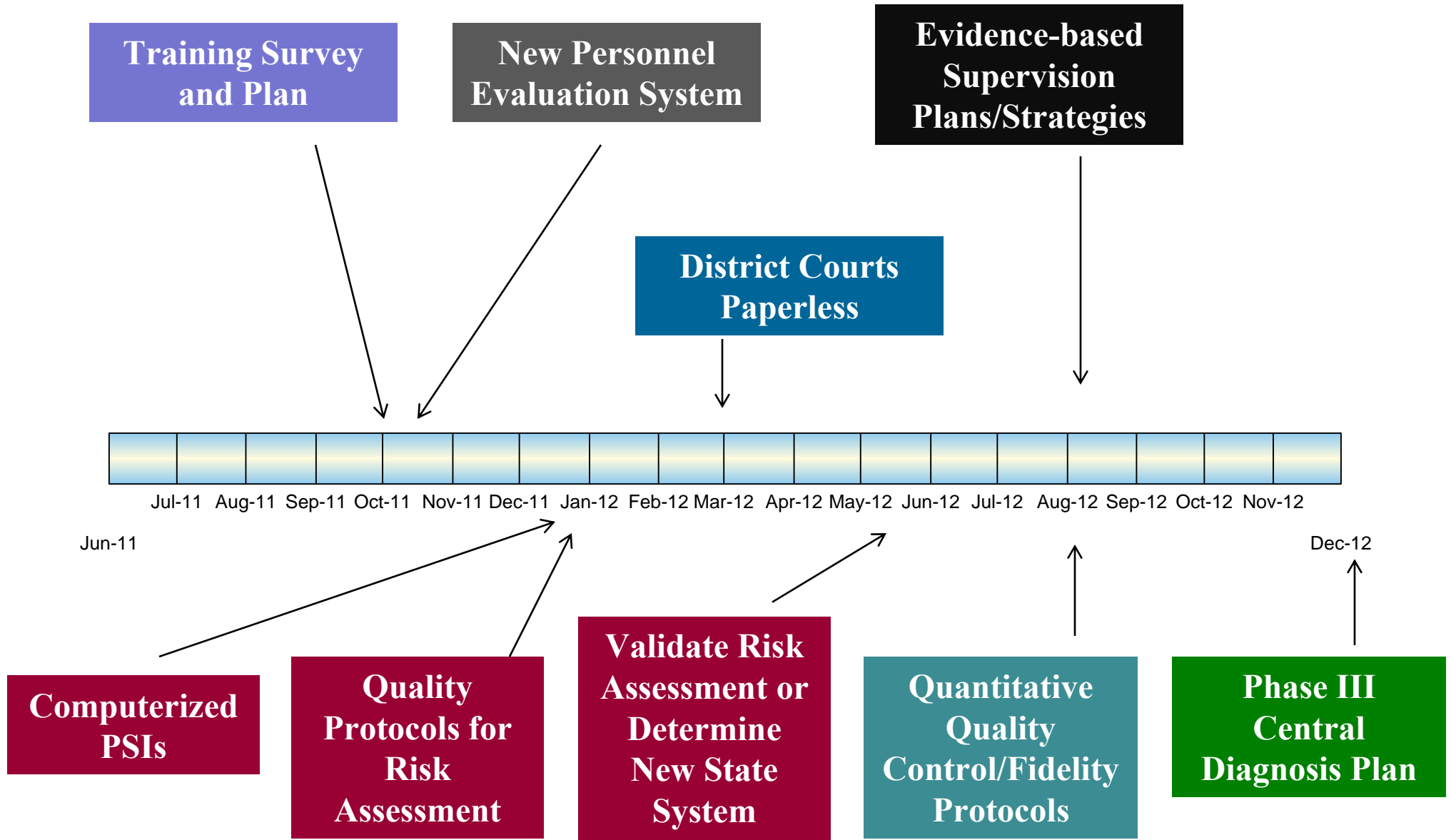
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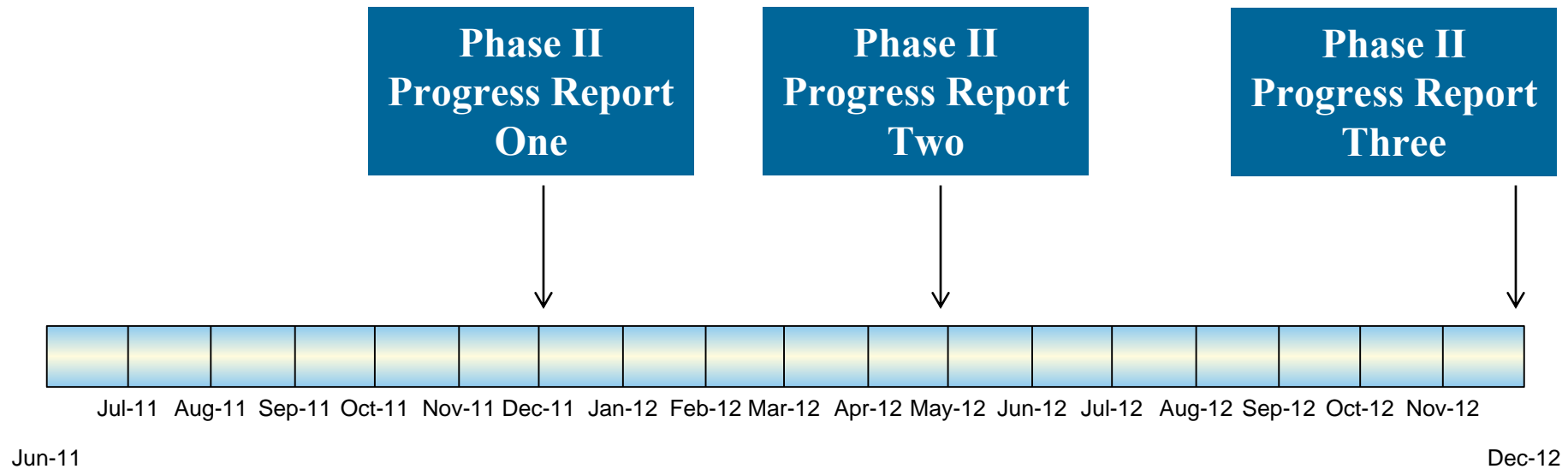
December 1, 2010

Technical = Cases revoked with no
new charges

Key Milestones for Phase II Improvements



Reports to Judicial and County Officials Critical to Maintain Momentum and Accountability



Report Format

Report should be formatted following the “modernization” and “organizational strengthening” categories listed here

For each of the areas, report should list improvement goals for Phase II, activities during the period, milestone accomplished and explanations for delays or changes from the original plan

Thank You



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