

# Potter, Randall, and Armstrong Counties CSCD Strategic Plan

## FY2024-2027



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## Judicial Endorsement

### TDCJ-COMMUNITY JUSTICE ASSISTANCE DIVISION

*In collaboration with*

**Potter, Randall, & Armstrong Counties CSCD and**

Dee Johnson  
Douglas Woodburn  
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Ana Estevez  
Steven Denny  
Walt Weaver  
Matthew Hand  
James Anderson  
Matt Martindale  
Adam Ensey

District Judge, 47<sup>th</sup> Judicial District  
District Judge, 108<sup>th</sup> Judicial District  
District Judge, 181<sup>st</sup> Judicial District  
District Judge, 251<sup>st</sup> Judicial District  
District Judge, 320<sup>th</sup> Judicial District  
Judge, County Court-at-Law #1, Potter County  
Judge, County Court-at-Law #2, Potter County  
Judge, County Court-at-Law #1, Randall County  
Judge, County Court-at-Law #2, Randall County  
County Judge, Armstrong County

Endorsements:



Natalie White, CSCD Director

2/29/24

Date



The Honorable Steven Denny, Administrative Judge

2/29/24

Date

## Director's Foreword

Texas Government Code, §509.007 requires community supervision and corrections departments (CSCDs) to submit a Strategic Plan in even numbered years to its Board of Judges and then to the Community Justice Assistance Division of the Texas Department of Criminal Justice (TDCJ-CJAD). As a new director, I am continuously learning. The preparation of this plan has given me the opportunity to research, compare data, and collaborate with my leadership team and line officers. Together, we asked and answered the questions: Where are we now and where do we want to be? What do we need to start doing? What do we need to stop doing? What do we need to do better? How do we know we are accomplishing what we set out to do?

Our team believes that our mission, vision, and values are the foundation of everything that we do. We lead by example and inspire others by demonstrating kindness, integrity, collaboration, accountability and a strong work ethic in our own daily lives. We treat all individuals with dignity and respect, and believe that all people have the ability to change regardless of their past. We trust that when our Judges place someone on community supervision, they do so with the belief that the individual has the ability to complete their term successfully. We strive to inspire and encourage positive change, giving the clients that we serve both opportunity for success and accountability for their choices. The Potter, Randall and Armstrong Counties CSCD is committed to diverting probationers from prison and jail by providing evidence-based programs and supervision that improves lives and leads to successful completion of probation. The identification and treatment of barriers such as substance abuse, emotional instability, trauma, and dysfunctional thinking is necessary to elicit long-term change in behavior.

The questions that we asked during the Strategic Plan development are the same questions that we ask our clients every day to inspire positive change. We are proud of the role that we play within the criminal justice system. The Potter, Randall and Armstrong Counties Strategic Plan will serve as an outline of the problems that we encounter and the solutions that we apply as we continuously seek better ways to *improve lives for a safer community.*



## Meet our Team



Everything that we do begins with our team of unique and amazing individuals that have chosen a life of service to others. We believe that development and empowerment of our team is the foundation of success. We do this by providing training, fellowship, collaboration, encouragement, and accountability.



**We care about each other.** We spend more time together than we spend at home with our families during the workweek. We treat one another with dignity and respect. We rely on each other to get the job done. We are dependable, predictable, knowledgeable, and helpful.



**We care about the clients that we serve.** We work diligently to identify barriers, offer resources, and provide accountability and encouragement to those we serve. Our clients believe that we want to see them succeed, but also know that they will be held accountable for their choices.



**We care about our community.** Throughout the year, we collect for various community service projects. We donated hygiene products to the flood victims through Downtown Women's Center. We provided Christmas to children in the community through Toys for Tots. We conducted a book drive for Storybridge. We support and encourage victims of crime by attending the Domestic Violence Walk and donating to The Bridge Children's Advocacy Center. Many of our employees are volunteering as mentors and Mystery Readers at various elementary schools in our area. We continuously look for opportunities to give back to our community.



***"If everyone is moving forward together, then success takes care of itself." Henry Ford***

# Mission • Vision • Values

## Mission



The mission of the Potter, Randall and Armstrong Counties CSCD is to provide individualized supervision that promotes both accountability and effective interventions, which in turn, creates a safer community.

## Vision

*Improving Lives for  
a Safer Community*



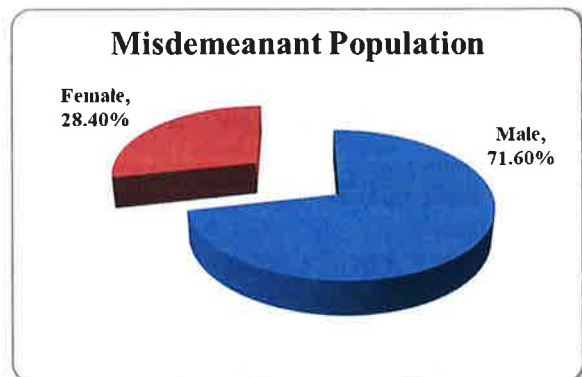
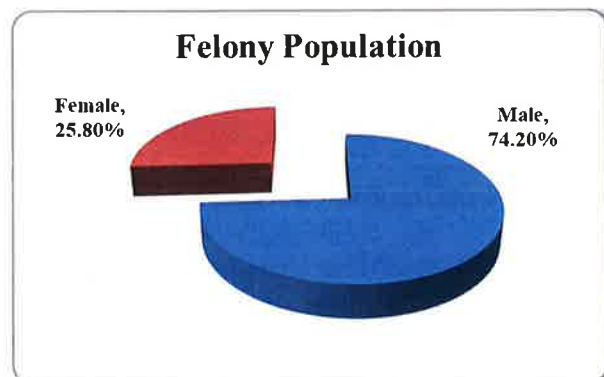
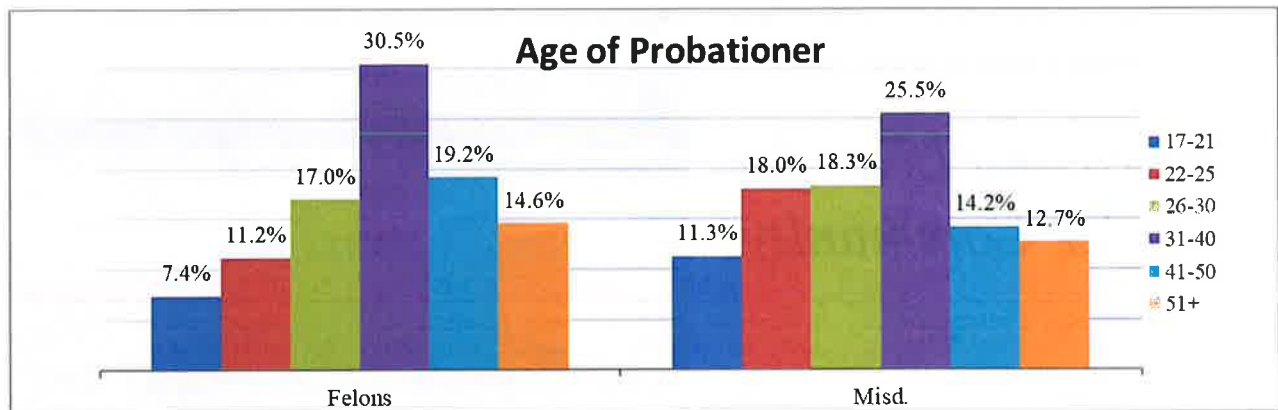
## Values

- **RESPECT and DIGNITY:** We treat every individual with respect and dignity.
- **INTEGRITY and TRUST:** We have high ethical principles creating an atmosphere of integrity and trust.
- **CONTRIBUTION and PERFORMANCE:** We believe that contribution of everyone is valued, and everyone has the opportunity to perform at their highest level.
- **ACCOUNTABILITY:** We are accountable to our courts, our community, our clients, and our team.
- **ABILITY TO CHANGE:** We believe that all people have the ability to change regardless of their past.
- **COLLABORATION:** We are committed to collaboration with other community resources to address our clients' needs and achieve positive results.
- **EVIDENCE-BASED PRACTICES:** Evidence-based practices and policies are utilized to insure our best efforts are leading to desired outcomes.
- **EXCELLENCE:** We seek excellence in everything that we do and continuously strive for improvement.
- **KNOWLEDGE:** We are dedicated to creating an environment that encourages learning and professional growth.

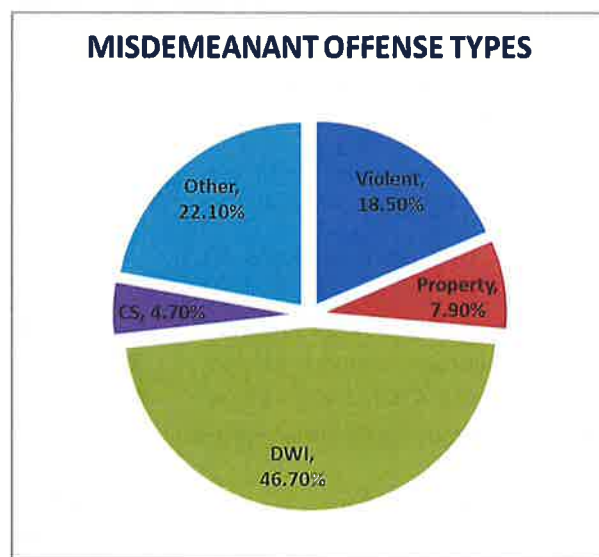
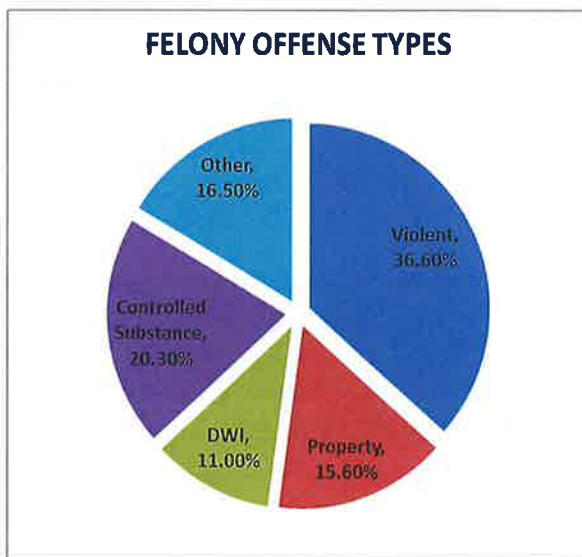
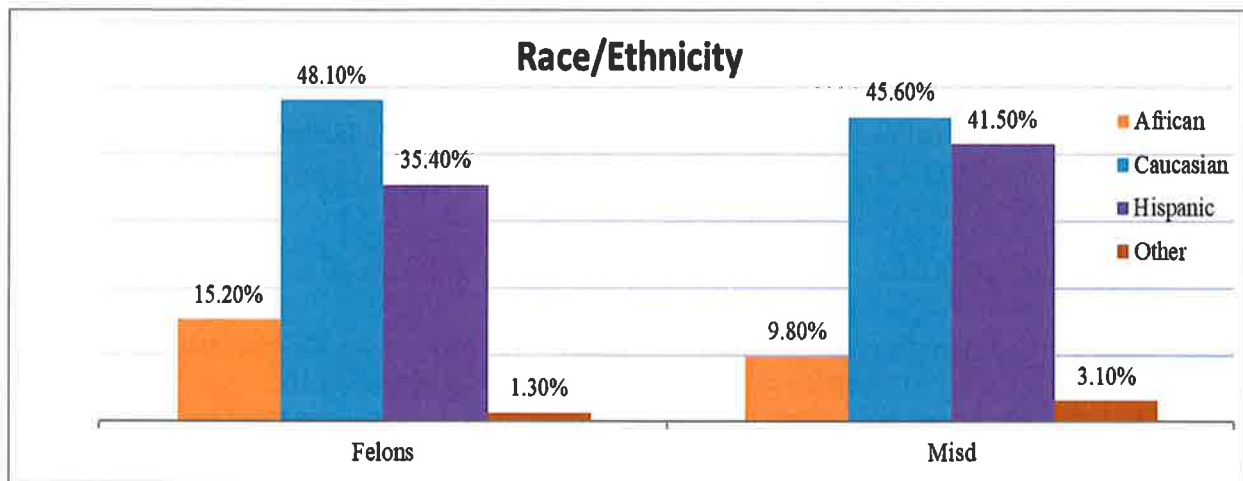
# CSCD Overview

According to the 2022 U.S. Census data, the combined population estimate in Potter, Randall and Armstrong Counties was 263,635. The Potter, Randall and Armstrong Community Supervision and Corrections Department currently employs 58 staff. Of these staff, 40 are Community Supervision Officers.

During FY 2023, the CSCD supervised a total of 2,738 direct cases, 840 indirect cases, 266 pre-trial cases, and 402 intrastate transfer out cases. The department is committed to providing evidence-based practices designed to reduce criminal behavior and promote prosocial behavior. We strive to give every probation client the opportunity, resources, and accountability needed to complete supervision successfully. Below are demographics that the Potter, Randall and Armstrong Counties CSCD served and the various types of offenses supervised throughout FY 2023.







# Funding for FY2024-2025

For operating funds, the CSCD depends on supervision fees paid by probationers and appropriations from the state legislature. Data below is from TDCJ-CJAD FY2024 approved budget adjustments and OOG Adult Drug Court budget as of 02/16/2024 with exception of DP - Mentally Impaired Caseload (MHI) which is from TDCJ-CJAD FY2024-25 approved initial budgets.

- **Basic Supervision (BS):** State funding distributed to CSCDs based on the numbers of probationers they supervise.
- **Community Corrections (CC):** State funding based on a formula calculated from the number of probationers and the population of the counties encompassed by the CSCD.
- **Diversion Programs (DP):** State funding that is essentially a competitive grant process. Changes in DP funding from year to year come as the result of programs exceeding or underperforming with regards to the state averages for similar programs.
- **Local Revenue** comes from the monthly supervision fees that defendants are required to pay, as well as fees to offset the costs of such thing as urinalysis testing and program participation.

## Basic Supervision (BS)

Program	State Aid
Basic Supervision	\$1,332,554.00
Dedicated Salary Increase	\$154,289.00
High/Medium Caseload Reduction	\$191,001.00
Rider 64 Increase	\$218,067.00
SAFPF Revenue	\$18,000.00
	<b>\$1,913,911.00</b>

## Community Corrections (CC)

Program	State Aid
Sex Offender Program	\$355,756.00
Community Control	\$147,318.00
	<b>\$503,074.00</b>

## Diversion Program (DP)

Program	State Aid
Substance Abuse Treatment Program	\$125,196.00
Mentally Impaired Caseload (MHI)	\$89,014.00
Substance Abuse Aftercare Caseload	\$62,127.00
Domestic Violence Early Intervention Program (DVEIP)	\$35,004.00
Counseling Only Program	\$40,302.00
	<b>\$351,643.00</b>

## County/ Outside Grant/ Other Funding

Program	Funding
Adult Drug Court (OOG Grant)	\$93,946.93
Court Supervised Release Program (Pre-Trial Bond Program)	\$161,824.00
	<b>\$255,770.93</b>

## Potter-Randall-Armstrong CSCD Local Revenue

Program	State Aid
Community Supervision Fees	\$1,536,000.00
Payments by Program Participants <sup>1</sup>	\$211,200.00
Interest/Carryover of Unspent Funds (all programs)	\$1,240,345.00
Other Revenue <sup>2</sup>	\$57,585.00
	<b>\$3,045,130.00</b>

<sup>1</sup> For classes, drug tests, SCRAM monitoring, pre-trial diversion fees and transfer fees

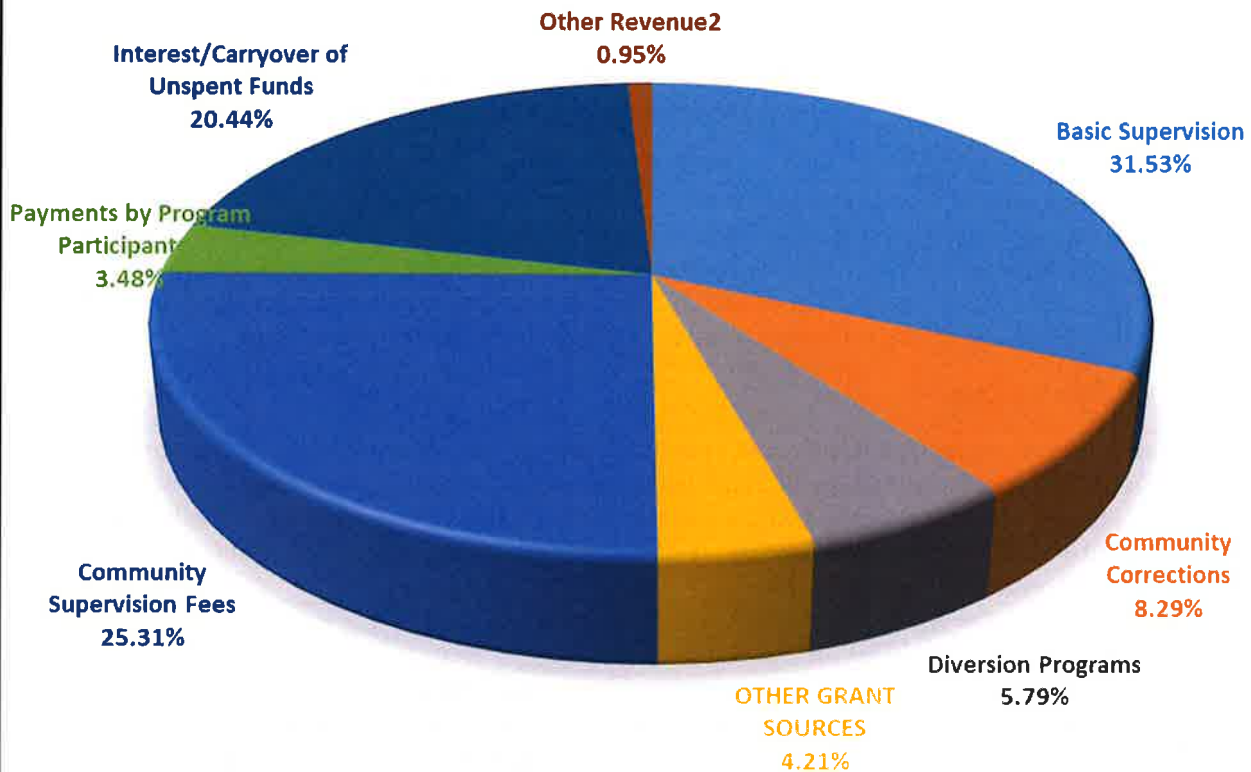
<sup>2</sup> TDHS collection fees, transaction fees, unclaimed restitution fee, juvenile computer maintenance fee, etc.

## TOTAL REVENUE

Program	State Aid
Basic Supervision (BS)	\$1,913,911.00
Community Corrections (CC)	\$503,074.00
Diversion Program (DP)	\$351,643.00
County/ Outside Grant/ Other Funding	\$255,770.93
Local Revenue	\$3,045,130.00
	<b>\$6,069,528.93</b>



## POTTER-RANDALL-ARMSTRONG CSCD REVENUE



The chart above shows that state aid received from Basic Supervision, Community Corrections, and Diversion Programs accounts for 45.62% of the department's total revenue. 4.21% of the total revenue is received from Office of the Governor Grant for Drug Court and Potter County for Court Supervised Release Program (CSRP Bond Program) 20.44% consists of interest and carryover of unspent funds.

The State of Texas expects local CSCDs to fund a significant portion of their budgets by collecting a variety of fees from defendants. The Potter, Randall and Armstrong Counties CSCD collects the state-mandated supervision fee (generally \$60 but may be lowered based on the defendant's income and financial needs), as well as payments for classes, drug testing, SCRAM monitoring, pre-trial diversion, transfer fee, transaction fee, and unclaimed restitution fee. 29.74% of the department's total revenue consists of locally generated funds. (Interest and carryover are not calculated into this percentage.) While local revenue is critical to the funding of the department, the Potter, Randall and Armstrong Counties CSCD evaluates each individual's financial situation and accommodates appropriately.

Funding Source/Date: TDCJ-CJAD FY2024 approved budget adjustments and OOG Adult Drug Court budget as of 02/16/2024 with exception of DP - Mentally Impaired Caseload (MHI) which is from TDCJ-CJAD FY2024-25 approved initial budgets

## Programs and Services for FY2024-2025

<b>ID</b>	<b>Program Name</b>	<b>Primary Code and Designator</b>	<b>Secondary Code(s) and Designator(s)</b>	<b>Funding Type(s)</b>
6	Pretrial Diversion Caseload	Pre-Trial Services PTR-01		BS
The CSCD has one pretrial diversion caseload in which the officer monitors the compliance and progress of defendants who have been granted a diversion from prosecution by the Potter, Randall or Armstrong Counties District Attorney's Offices. The defendants are required to meet certain goals set by the DA's office in order to earn the diversion. These are typically low-risk defendants that meet eligibility criteria set by both the CSCD and District Attorney's offices. The term can last up to two years.				
8	Sex Offender Program	Specialized Caseload Sex Offender SCPX-01	Sex Offender Treatment SXC-02	CC
These three caseloads ensure defendants with current or previous sex offenses or who are ordered to register as sex offenders and attend sex offender treatment comply with their legal requirements, including counseling, changes of address, contact with/access to victims/children, and proximity to child safety zones. Static 99 sex offender risk assessments are also conducted as necessary. Defendants remain on the caseload for the duration of their supervision.				
9	Substance Abuse Treatment Program	Substance Abuse Program SAT-01		DP/BS
This cognitive behavioral treatment program provides services to participants who are high to low moderate risk and abuse alcohol/drugs. Treatment is based on substance abuse, addiction and criminogenic risks/needs identified through assessments and revised according to the client's successful resolution of problems identified during the assessment process. The program may include participants returning from inpatient treatment facilities required to complete an aftercare program. The program utilizes evidenced-based curriculum to deliver Substance Abuse Treatment Program groups and individual substance abuse counseling.				
15	Mental Health Initiative	Mental Health Initiative MHI-01		DP/BS
These two caseloads work collaboratively with Amarillo's local mental health authority, Texas Panhandle Centers (TPC) with the assistance of the Texas Correctional Office for Offenders with Medical or Mental Impairments (TCOOMI). TPC case managers meet with the defendants and their community supervision officer regularly, and together they coordinate not only meeting criminal justice issues but also medication and psychiatric services for the probationers. Most defendants remain on the caseload for extended periods of time or even the duration of their supervision.				
21	Drug Court	Drug Courts DCT-02		OOG Grant/BS
This caseload entails the supervision of defendants who are in the Potter, Randall and Armstrong Counties Drug Court. The Potter, Randall and Armstrong Counties Drug Court is funded by a Governor's Grant through the CSCD that covers a portion of both the CSO and Counselor salary as well as program supplies, GPS/SCRAM/BAM and drug testing. The target population for the drug court are probationers who not only present high needs for substance abuse but also exhibit high criminogenic risk. See below for a more detailed summary of the Drug Court Program.				

24	Substance Abuse Aftercare Caseload	Specialized Caseload Substance Abuse Caseload SCPS-01		DP/BS
This caseload supervises predominately felony defendants who have completed substance abuse treatment such as Intermediate Sanctions Facility, Court Residential Treatment Center, short-term inpatient treatment, Drug Court, post SAFPF continuum of care, or other substance abuse treatment. Program staff respond effectively to violation behavior and prosocial behavior, provide more intensive services initially, and then diminish the intensity over time, based on participant behavior.				
25	Domestic Violence Caseload	Specialized Caseloads Aggressive Behavior Violence SCPV-01		BS
These five caseloads provide specialty supervision to felons and misdemeanants who are on supervision for domestic violence. Participants must attend Batterers' Intervention Prevention Program (BIPP) or Women Anger and Violence Program (WAV). This program can last up to two years.				
26	Domestic Violence Early Intervention program (DVEIP)	Pre-Trial Services PTR-04	DVEIP-Cognitive DMV-02	DP/BS
This caseload provides supervision for family violence cases that are placed on pre-trial diversion. The participants are required to attend Domestic Violence Early Intervention Program-Cognitive, which is a cognitive behavioral intervention provided through a licensed counselor. This program can last up to two years.				
27	Counseling Only Program	Counseling Only Program COP-02	Counseling Only – Anger Management COA-01 Counseling Only – Cognitive COG-02 Counseling Only – Trauma COT-01	DP/BS
This cognitive-behavioral treatment program provides counseling services to felony defendants who are supervised at a high to low moderate supervision level and have an identified need for counseling services. Treatment addresses trauma, anger issues, and other emotional needs through cognitive behavioral therapy-based interventions. This program utilizes evidence-based curriculum delivered by licensed providers to provide both individual and group counseling.				
30	Community Control	Service Oriented Program SOP-02	Global Positioning System GPS-02 Comprehensive Alcohol Monitoring CAM-02 Breath Alcohol Monitor BAM-01	CC
The department utilizes Global Positioning System (GPS) to monitor the location of high-risk clients for up to 180 days. Secure Continuous Remote Alcohol Monitoring (SCRAM) is utilized for probationers with alcohol abuse problems for up to 90 days, unless otherwise ordered by the court. Breath Alcohol Monitoring (BAM) is a hand held remote breath device utilized for probationers with alcohol use problems. The department contracts with Alcohol Monitoring Systems, Inc. for equipment. CSCD officers install, monitor, interpret, and ensure that programs are correctly entered into the case management system.				

## **Specialty Court Summary**

### **Potter, Randall, and Armstrong Counties Drug Court:**

In October 2010, the Potter, Randall and Armstrong Counties CSCD in collaboration with and under the supervision of the judiciary, established Accountability Court, which would later transition into the Potter, Randall, and Armstrong Counties Drug Court. The Drug Court program utilizes a multi-disciplinary team approach by coordinating efforts of the judiciary, CSCD, District Attorney's offices, defense attorney, local mental health authority, and substance abuse counselors.

The Drug Court has the following essential characteristics:

- alcohol and other drug treatment services in the processing of cases in the judicial system
- the use of a non-adversarial approach involving prosecutors and defense attorneys to promote public safety and to protect the due process rights of program participants
- early identification and prompt placement of eligible participants in the program; access to a continuum of alcohol, drug, and other related treatment and rehabilitative services
- monitoring of abstinence through weekly alcohol and other drug testing
- a coordinated strategy to govern program responses to participants' compliance; ongoing judicial interaction with program participants
- monitoring and evaluation of program goals and effectiveness
- continuing interdisciplinary education to promote effective program planning, implementation, and operations
- development of partnerships with public agencies and community organizations

The target population consists of probationers who not only present high needs for substance abuse but also exhibit high criminogenic risk. The Potter, Randall, and Armstrong Counties Drug Court utilizes evidence-based practices referenced in the Adult Treatment Courts Best Practice Standards Volumes I and II. The Drug Court is funded by a Governor's Grant through the CSCD that supports a portion of both the CSO and counselor salaries as well as program supplies, GPS/SCRAM/BAM, and drug testing. The remainder of both the CSO and counselor salaries are paid out of Basic Supervision.

### **Panhandle Regional Veteran's Treatment Court & Panhandle Regional Problem-Solving Court:**

In 2022, the Potter County District Attorney's Office developed and implemented the Veteran's Treatment Court and Panhandle Regional Problem-Solving Court. The Veteran's Treatment Court serves qualifying veterans placed on adjudicated or deferred probation as well as qualifying veterans placed on pre-trial diversion. The Panhandle Regional Problem-Solving Court diverts participants with mental health needs from the traditional criminal justice system. These are both court-supervised programs for justice involved persons needing frequent appearances with the Judge, individualized treatment plans and case management services, and other treatment and intervention options to maintain long-term recovery and reduce recidivism. These courts are both funded by Potter County.

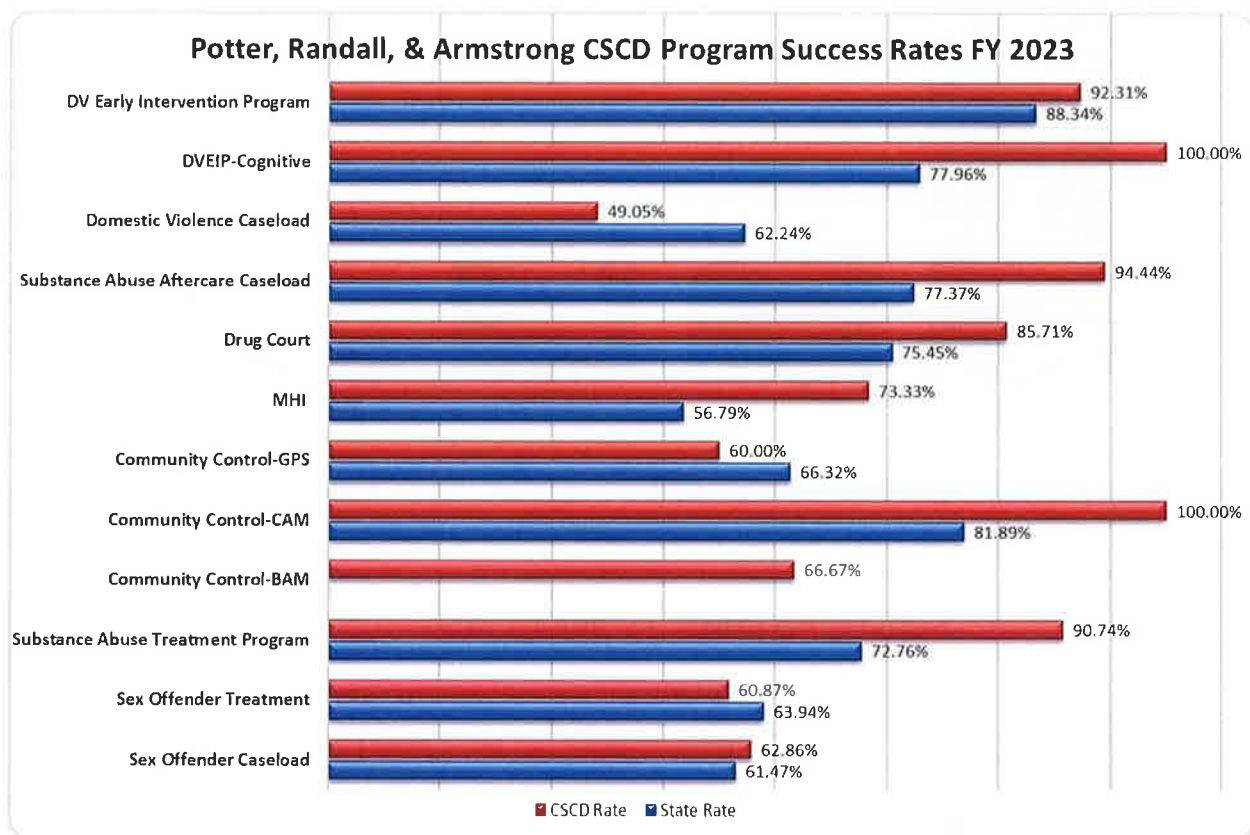
## **Planned Programs and Services for FY2024-2027**

- The department plans to coordinate with the United States Attorney's Office to develop a Project Safe Neighborhood Reentry Event for those newly placed on felony community supervision.
- The department is in collaboration with 47th DA's office, Randall DA's office, Potter County Attorney's office, both Potter and Randall Sheriff's offices, Amarillo Police Department, and Andrea's Project regarding development of a 24/7 Sobriety diversion program.



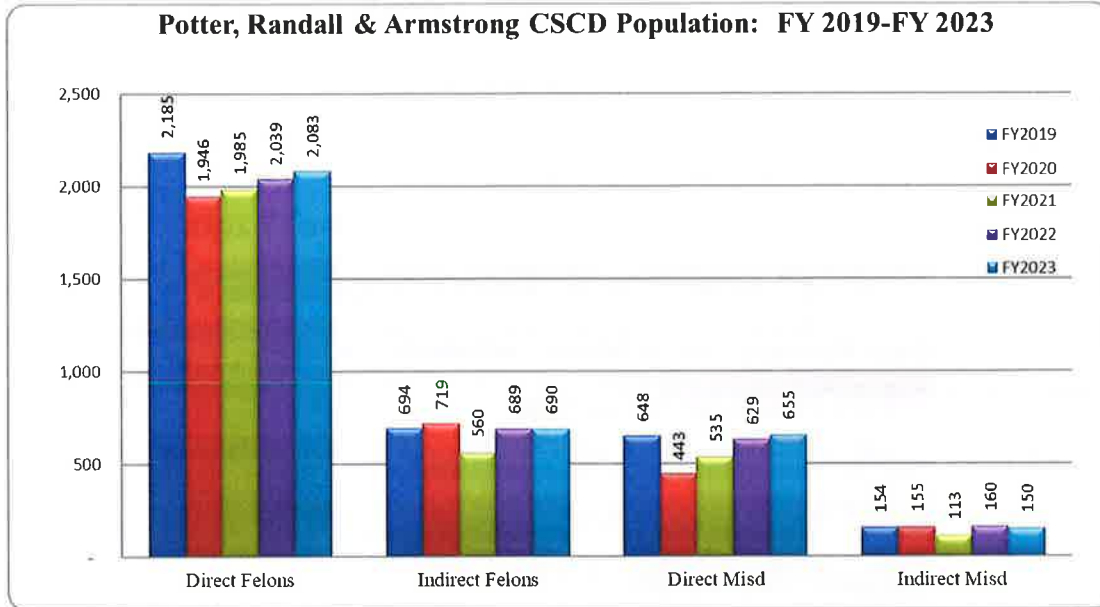
## Program Success Rates

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:  $\text{Completions} / (\text{Completions} + \text{Revocations} + \text{Absconded} + \text{Violations})$ . While some of the success rates fall below the state average, many exceed the state average. The department continuously evaluates the local success rate and strives for improvement.

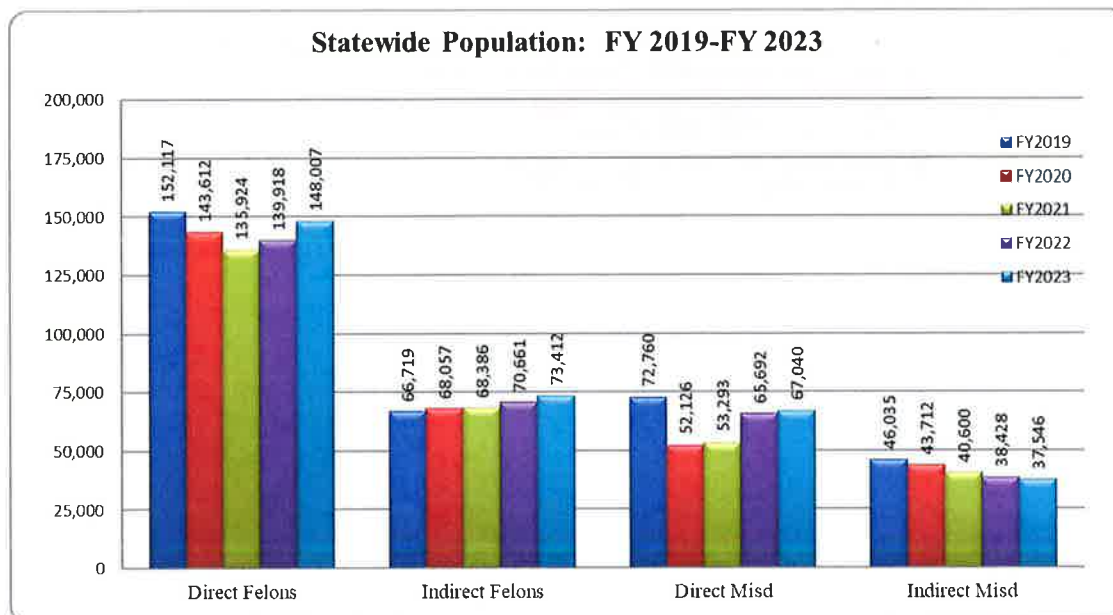


# Probationer Population

Overall state probation population decreased significantly during FY2020 and FY2021. Since FY2021, state probation population has steadily increased. Potter, Randall and Armstrong Counties experienced a significant drop in both felony and misdemeanor direct cases during FY2020, but has seen a steady increase from FY2021-FY2023. The overall population of defendants on probation is a reflection of the number of probationers who have been placed on community supervision.



*\*Defendants on "indirect supervision" are those who were placed on probation in Potter, Randall or Armstrong Counties, but are now residing outside of the county, due to transfer to another county/state or residential treatment in another county. "Indirect supervision" also includes defendants who have absconded.*



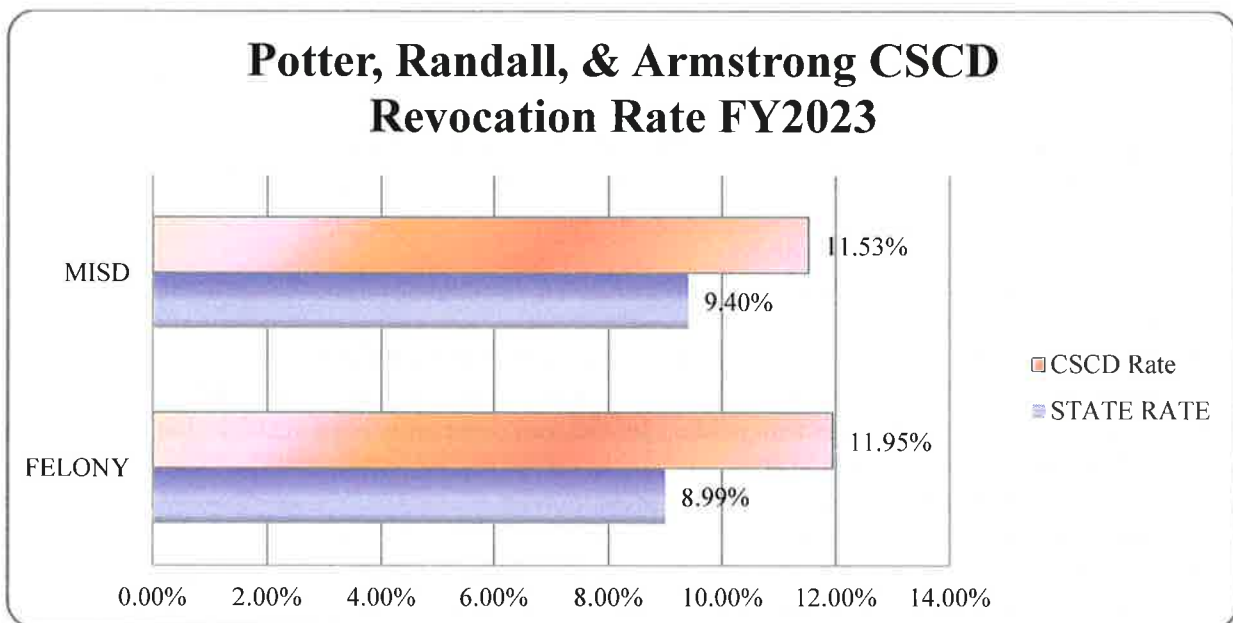
## Revocations

The Potter, Randall and Armstrong Counties CSCD itself does not revoke defendants and sentence them to incarceration (nor does any CSCD in the state of Texas). That is the sole job of the courts. Data cannot be extrapolated from these statistics to determine the effectiveness of the department nor its vision.

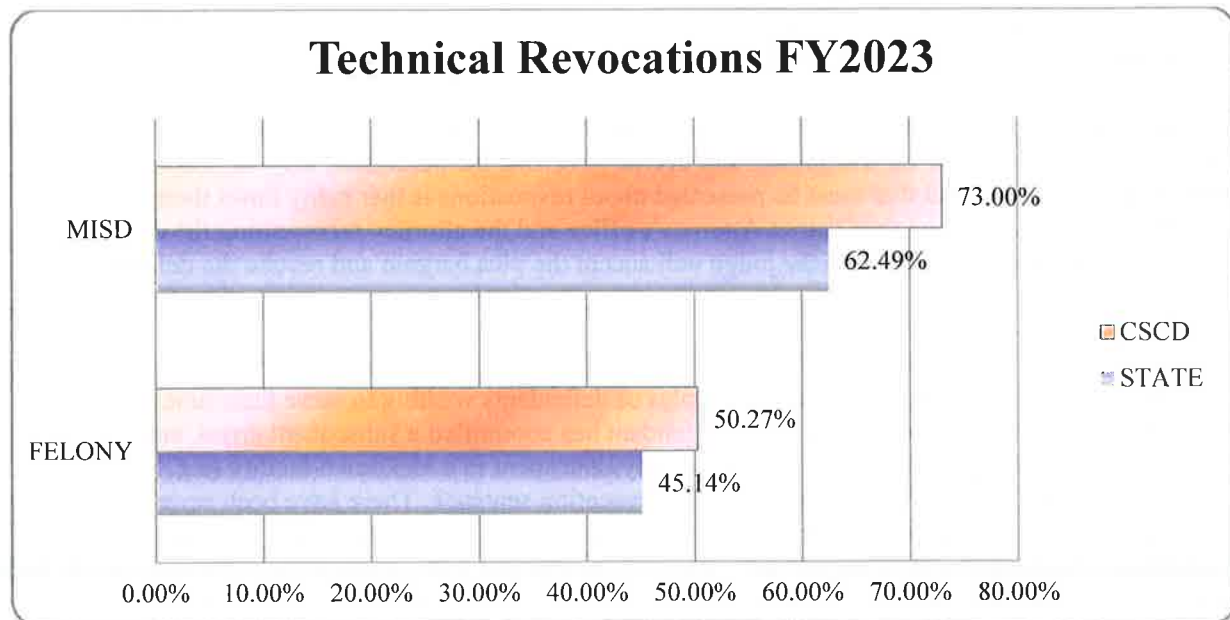
As requested by the state, this data is being included in this strategic plan. It is the opinion of this CSCD that once the courts review the allegations and decide to revoke the defendant, they have done so appropriately. Another fact that must be presented about revocations is that many times there are plea bargain agreements between the District Attorney's office and the attorney representing the defendant for an agreed incarceration. Most often the judge will accept the plea bargain and revoke the defendant's supervision.

Revocations are not necessarily an indicator of the CSCD's lack of implementing progressive sanctions/interventions. There are many examples of defendants wishing to serve their time instead of remaining on supervision. For example, if a defendant has committed a subsequent arrest, any prior pre-trial jail incarceration period specific to the case, any time spent in a lockdown facility (e.g. SAFPF, CRTS, SATF, ISF, etc.) will count towards their revocation sentence. There have been several occasions that when the time is added up, the defendant has already met their sentence period and can simply be revoked and discharged with "time served". Often those charged with misdemeanor offenses, can do their time more quickly than they can complete a treatment program. Another example may be the defendant has committed a higher degree offense which involves a larger penalty range and the plea bargain is to accept revocation for the existing probation and the longer sentence offense will be dismissed. Many defendants gladly accept this offer as sometimes it will shorten their sentence significantly.

New and conservative judges, the development of a Public Defender's office, and an increase in individuals placed on community supervision for domestic violence are all contributing factors to the increase in revocations. We do not feel that revocation rates are an appropriate measure of CSCD success.



## Technical Revocations



While the above graph indicates that the department is above the state average regarding technical revocations, our mission of ***improving lives for a safer community*** remains our priority. Changing behavior and improving lives is the primary goal of the programs, interventions, officers and staff of the department. The Potter, Randall and Armstrong Counties CSCD has worked closely with the courts, the prosecutors, local defense attorneys, and other community resources to address noncompliance in a purposeful and effective manner. The department is committed to the kinds of programs that have been shown to improve lives. Among the approaches we use are the following:

- Use of the Texas Risk Assessment System, an evidence-based and validated assessment that identifies both risk and criminogenic needs.
- Appropriate case planning that incorporates both short and long-term goals
- Substance abuse/mental health assessments and prompt referral to appropriate level of services needed
- The use of specialized caseloads
- Programs that enable our clients to access counseling for trauma, anger management, and cognitive behavioral therapy.
- In-house substance abuse counselors who work closely with the officers
- Specialty courts that address substance use, Veteran's needs, and emotional stability
- Development of partnerships with public agencies and community organizations that can meet the individualized needs of our clients
- Use of a cognitive behavioral/educational programming
- Random drug and alcohol tests with prompt referral to appropriate services
- An emphasis that the recommendation of revocation should be for probationers who present a danger to the community versus those who are merely non-compliant



## Statewide Goal – Prison Diversion

### Increase Successful Completions of Supervision

The Potter, Randall and Armstrong Counties CSCD is committed to providing effective interventions that improve lives for a safer community. This CSCD remains committed to providing every person placed on community supervision the opportunity, resources, and accountability needed to complete their term of supervision successfully. We intervene when appropriate and make recommendations to help change criminogenic attitudes and or beliefs.

**Goal:** Potter, Randall and Armstrong Counties CSCD will divert defendants from prison by increasing successful terminations, reducing technical revocations, and increasing program successful completions.

Data Elements	State FY2022	CSCD FY2022	State FY2023	CSCD FY2023	CSCD FY2024 Target	Percent Difference Target
Successful Completions – Felony	59.31%	59.71%	57.05%	48.23%	50.23%	2.00%
Successful Completions – Misdemeanor	81.81%	81.76%	83.83%	83.02%	84.02%	1.00%
Technical Revocations – Felony	44.58%	48.92%	45.14%	50.27%	49.00%	1.27%
Technical Revocations – Misdemeanor	62.71%	61.80%	62.49%	73.00%	71.00%	2.00%
<b>Program Success Rates</b>						
#8 Sex Offender Counseling	60.82%	50.00%	63.94%	60.87%	63.00%	2.13%
#30 Community Control-GPS	67.34%	48.28%	66.32%	60.00%	65.00%	5.00%

**Objective #1:** Increase successful completions of supervision by 2% for felonies and 1% for misdemeanors by assessing and supervising defendants accurately. These percentages will be compared annually.

**Reasoning:** Accurate assessments efficiently allocate supervision resources and structure decision-making in a manner that reduces the likelihood of recidivism. Accurate assessments classify the risk level of the individual while also identifying both criminogenic needs and barriers to programming. This allows the CSO to focus on the correct needs.

<b>Strategy #1</b>	Ensure that each CSO is trained in TRAS and Case Planning and attends four hours of additional training each biennium.	<b>Target Date</b>
<b>Performance Measure</b>	100% of CSOs will be trained in TRAS/Case Planning within the first year of hire and will attend four hours of training each biennium thereafter.	The CSCD will begin immediately and will continue throughout FY2027.
<b>Strategy #2</b>	CSOs will utilize skills learned in TRAS/Case Planning training to supervise defendants at appropriate levels of supervision.	
<b>Performance Measure</b>	CSCD will conduct internal case management audits for quality control on accuracy of assessment and have at least 90% success rate of cases assessed correctly. Additional training will be provided by a department TRAS trainer as needed.	

<b>Objective #2:</b> Reducing technical revocation by 1.27% for felonies and 2.00% for misdemeanors by communicating effectively with defendants in a kind and respectful manner to help increase buy-in of their successful completion of supervision. These percentages will be compared annually.		
<b>Reasoning:</b> Though this CSCD does not believe that a reduction in technical revocations should be attributed to the CSCD, we strive to communicate effectively with the defendants to help increase buy-in of their successful completion of supervision which may result in a reduction of technical revocations.		
<b>Strategy #1</b>	Ensure that each CSO is trained in Motivational Interviewing within one year of their hire date.	<b>Target Date</b>
<b>Performance Measure</b>	Yearly verification of training records that each CSO has been trained properly.	The CSCD will begin immediately and will continue throughout FY 2027.
<b>Strategy #2</b>	Conduct internal audits to ensure that MI skills are being used in an effective manner.	
<b>Performance Measure</b>	CSCD will conduct internal case management audits of chronological entries to determine if CSO is utilizing MI skills effectively.	

<b>Objective #3:</b> Increasing Program successful completions at the rate of 2.13% for Sex Offender Treatment and 5.00% for Community Control-GPS, and maintain or improve other program success rates by making appropriate referrals and entering data correctly. These percentages will be compared annually.		
<b>Reasoning:</b> If proper codes are not used, the success rate of the CSCD will be incorrect.		
<b>Strategy #1</b>	Ensure that defendants are referred to the appropriate programs.	<b>Target Date</b>
<b>Performance Measure</b>	CSCD will conduct internal case management audits of chronological entries to determine if the CSO is making appropriate referrals.	The CSCD will begin immediately and will continue throughout FY 2027.
<b>Strategy #2</b>	Train staff on the importance of program date entries and appropriate use of discharge codes to ensure that proper codes are used.	
<b>Performance Measure</b>	CSCD will conduct internal case management audits of programs and cases revoked to determine if CSO entered proper code.	

# Potter, Randall and Armstrong County CSCD Goal Constant Evaluation and Improvement

**Goal:** Throughout the next year, the Potter, Randall and Armstrong Counties CSCD will evaluate department strengths and challenges and will provide opportunities for learning and improvement.

<b>Objective #1:</b> CSCD will utilize information learned in our recent TDCJ-CJAD Data Accuracy Evaluation and other training to identify strengths and areas of improvement.		
<b>Reasoning:</b> People perform better when they understand the expectations and when mistakes are used as an opportunity for learning and improvement when possible.		
<b>Strategy #1</b>	CSCD will provide training to staff regarding placement dates, discharge dates, discharge reasons, and the importance of following Standard Operating Procedures.	<b>Target Date</b>
<b>Performance Measure</b>	In the next year, CSCD will ensure every officer is trained appropriately regarding placement dates, discharge dates, discharge reasons, and the importance of following Standard Operating Procedures (SOP). SOPs will be reviewed and updated, and staff will be trained on any changes made.	The CSCD will begin immediately and will continue throughout FY 2027.
<b>Strategy #2</b>	CSCD will create a new position, Quality Assurance Supervision Officer who will conduct thorough data accuracy evaluations on all DP programs each year. This individual will also conduct internal evaluations of each officer's casework annually. Supervisors will continue to conduct yearly audits of all unit members as well.	
<b>Performance Measure</b>	CSCD will ensure development and implementation of Quality Assurance Community Supervision Officer position no later than 09/01/2024.	