



GEORGIA DEPARTMENT OF COMMUNITY SUPERVISION

Where Public Safety and Progress Meet

dcs.ga.gov @georgiadcs





**GA
DCS**

GEORGIA DEPARTMENT OF
COMMUNITY SUPERVISION

Why Time Matters

5th World Congress
September 2022

Presented by:

Bert Flewellen, Chief Operating Officer
Tami Stubbs, Field Operations IT Liaison



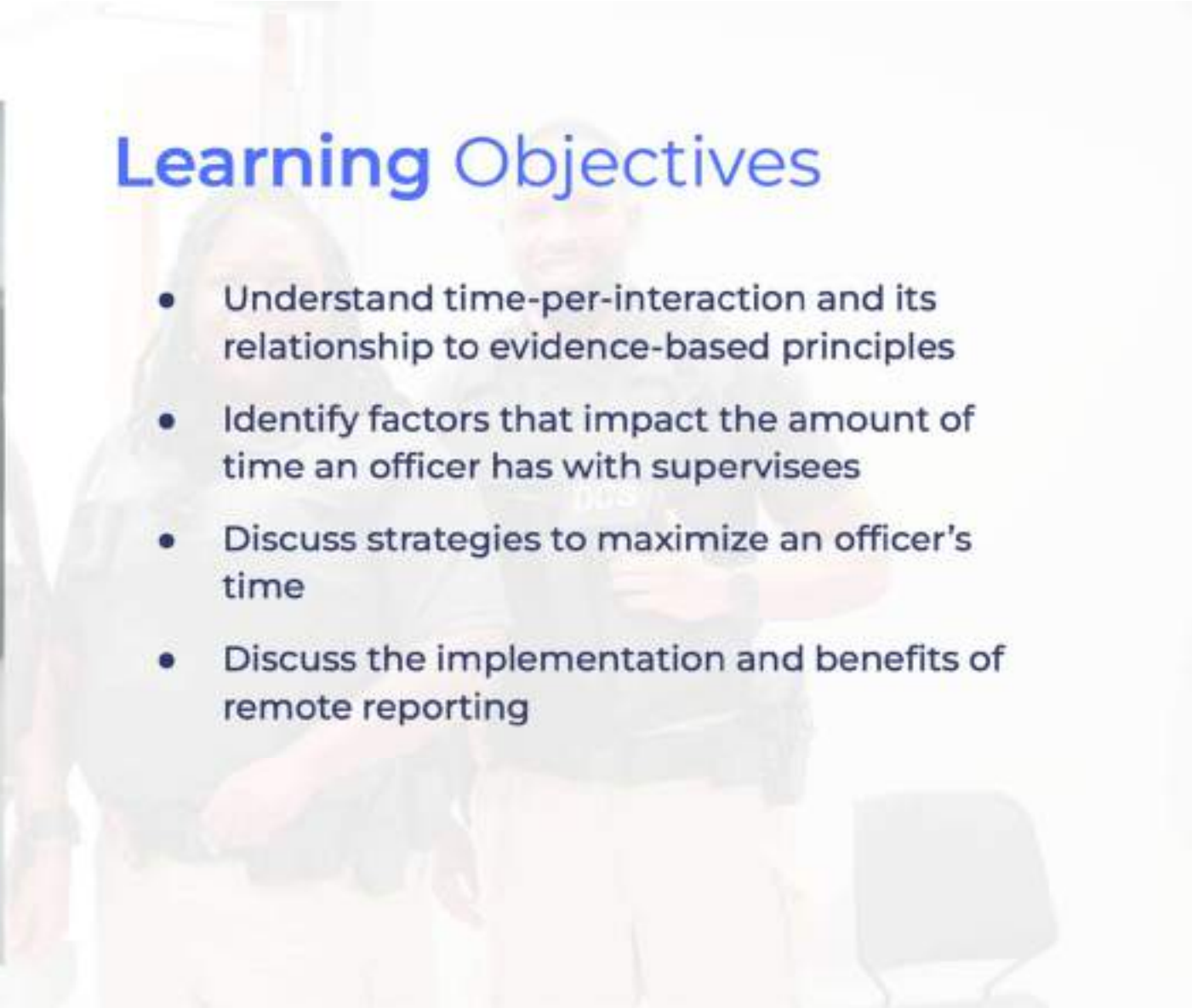
Purpose of Presentation

- Present findings from Deloitte study on quantifying the ideal caseload size and increasing efficiency in operations
- Explain why focus shifted from caseload size to time-per-interaction, factors that impact this number, and relationship to effective implementation of evidence-based practices
- Discuss findings of Supervisee Pulse Survey (supervisees feedback on utilization of remote reporting in lieu of face-to-face)



Learning Objectives

- Understand time-per-interaction and its relationship to evidence-based principles
- Identify factors that impact the amount of time an officer has with supervisees
- Discuss strategies to maximize an officer's time
- Discuss the implementation and benefits of remote reporting





GA
DCS

DCS Overview





Our Mission

As an integral part of the criminal justice system, we protect and serve the state of Georgia through effective and efficient community supervision while providing opportunities for successful outcomes.

Our Vision

To become the national leader for innovative and progressive community supervision by:

- Embracing best and next evidence based practices
- Utilizing an integrated approach to improve offender behavior
- Effectively coordinating between all concerned stakeholders
- Ensuring victim's voices are heard and victim rights protected



Our Values

Accountability, Integrity, Selfless service, Teamwork, and Personal and professional development

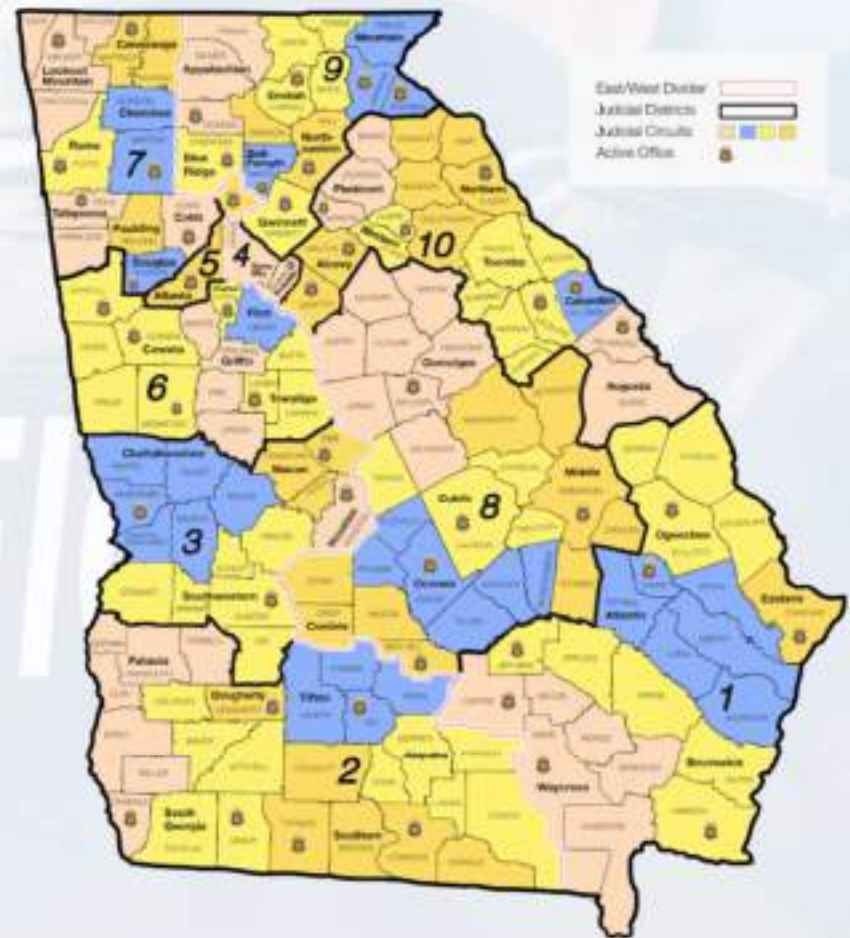
Field Offices

Georgia is divided into two sectors:
East and West.

DCS field offices are aligned within
Georgia's established judicial
boundaries.

10 Judicial Districts – Supervised by
a DCS District Director

50 Judicial Circuits – Supervised by a
Coordinating Chief





Supervision Population

Data as of January 2022

- Total Supervision Population: 199,639
- **91%** (181,082) are on probation
- **9%** (18,557) are on parole
- **79%** (159,322) are Male
- **50%** (99,438) are African American
- **62%** (125,414) are on supervision for a drug or property offense
- **33%** (66,189) are between the ages of 30 to 39



Deloitte Study: Overview, Findings and Recommendations



Overview

Ascertain the current state of the DCS workforce's alignment with the DCS mission and identify an action plan to optimize the Community Supervision Officer (CSO) caseload

- **Key Questions:**

- What is the nature of our CSO populations' caseload?
- How are our CSOs spending their time today?
- Are there changes that could allow our CSOs to spend more time on field contacts and supervision?

Findings

The following data was collected through surveys, which were validated against interview findings and ride-along observations.

Site Visits: 13

Employee Interviews: 78

Survey Responses: 539

Ride-Alongs and Shadowing: 16

Internal Datasets: 5

External Datasets: 2

Workload Analysis

Task	% of Time
Case Notes/ Body Camera Indexing	15%
DRs and Warrants	16%
Court	10%
Office Duty	9%
Serving Warrants/Subpoenas	2%
Specialty Programs (FTO, ICOTS)	5%
Identifying Community Resources	3%
Training (Trainer)	1%
Training (Trainee)	2%
Transporting	2%
Other	1%
Total Administrative Activities	66%

How did we determine these?

The listed categories were developed during field interviews across the state.

Data collected through surveys, which were validated against interview findings and ride-along observations.

Key Takeaway?

On average, an officer only has 13-14 hours per week to make interactions, of which an additional 44 minutes per week is spent on Administrative Cases.

CSO Caseload Snapshot: Current State, Agency-wide

Case Type	Cases per Officer	Monthly Contacts per CSO (Non-admin)	Average Available Minutes per Contact
Specialized Cases	37	74	16:24
Standard / High Cases	89	41	16:34

Are we staffed correctly?

The time-per-contact metric appears to be in an acceptable range, however, *it does not tell the full story.*

- **Wide range of minutes-per-contact**, rural circuits at the low end of the range
 - Driven primarily by **increased time CSOs spend in transit, longer time spent on travel-related tasks**

Circuit	Standard High: Minutes per Contact
D01-Geechee	(8:21)
D03-Southwestern	(8:05)
D08-Middle	(7:38)
D01-Waycross	(7:29)
D01-Brunswick	(7:20)

Top 5 Circuits for Short Standard/High Interactions

Negative times:

CSOs in these Circuits are not able to devote any time to their field contacts and still work a 40-hour week while also taking holidays, vacations days, or attending training.

Circuit	Specialized: Minutes per Contact
D08-Middle	1:43
D09-Mountain	3:43
D02-Southern	3:55
D09-Enotah	4:38
D01-Brunswick	4:49

Top 5 Circuits for Short Specialized Contacts

Switch to Time-Per-Interaction

- **Caseload size** - a construct to measure “how busy” officers are
 - Finding ideal caseload size proved difficult because every circuit is different
 - Is it a true measure of how busy someone is?
 - **Time is universal**
 - Goal became identifying number of officers needed to allow for 10 minutes per interaction
 - Focus shifted to chipping away at tasks that prevent an officer from spending time with a supervisee

CSO Caseload Snapshot: Preliminary Right-Sizing Recommendation

Recommended CSO additions, by Circuit

Circuit	CSO 1/2 Adds	Circuit	CSO 1/2 Adds	Circuit	CSO3 Adds	Circuit	CSO3 Adds
D01-Ogeechee	5	D09-Northeastern	8	D08-Middle	5	D01-Ogeechee	1
D03-Southwestern	3	D07-Conasauga	7	D09-Mountain	2	D02-Tifton	1
D08-Middle	6	D03-Chattahoochee	6	D02-Southern	9	D06-Griffin	1
D01-Waycross	6	D02-Dougherty	6	D09-Enotah	2	D03-Houston	1
D01-Brunswick	5	D01-Eastern	4	D01-Brunswick	4	D10-Piedmont	1
D08-Cordele	10	D06-Griffin	2	D02-Alapaha	1		
D09-Appalachian	7	D07-Rome	2	D02-South Georgia	1		
D02-South Georgia	2	D10-Western	1	D01-Waycross	3		
D08-Ocmulgee	10	D07-Cherokee	1	D10-Western	2		
D10-Northern	6	D02-Tifton	1	D07-Lookout Mountain	2		
D10-Toombs	2	D03-Macon	1	D03-Chattahoochee	2		
D08-Dublin	2	D02-Alapaha	1	D03-Southwestern	1		
D09-Mountain	2	D10-Piedmont	1	D10-Toombs	1		
D09-Enotah	1	D10-Alcovy	2	D03-Macon	1		
D07-Lookout Mtn	4			D08-Oconee	1		

Resulting Optimal Caseload

Contact Type	Optimal Cases per CSO Recommendation	Additions needed to right-size
Specialized Cases	33	42
Standard / High Cases	77	114

The additions above and the resulting Cases per CSO will result in all circuits having the capacity to achieve 10 minutes per contact.

CSO Caseload Snapshot:

Preliminary Right-Sizing Recommendation

Contact Type	FTEs	Resource Cost
CSO I/II Resource Gap	42	
CSO III Resource Gap	114	
Total CSO Resource Gap	154	
Less: Requested RSU Support	(29)	\$1,713,173 ¹
Less: Requested Admin Support	(104)	\$4,681,814 ²
Net CSO Resource Gap	21	\$1,674,312 ³
Additional Assistant Chief Positions (Needed to supervise the 38 CSO Adds)	3	\$295,780 ⁴
Total Request	159	\$8,365,079

Resource Cost Explanations

- 1 – Fully Burdened Community Coordinator Cost (provided by RSU)
- 2 – Median Admin III Salary plus FICA, Health and Retirement
- 3 – Median CSO II Salary plus FICA, Health and Retirement
- 4 – Median Assistant Chief Salary plus FICA, Health and Retirement



Workgroup Recommendations

- Expansion of Court Specialists
- DRC Laboratory Aides
- Position Bank
- Contact Credit Formula
- Call Center Remissioning
- Video Contacts



Implementation of Strategies to Recoup Time



Court Specialists Expansion

- Expanded Court Specialist pilot to all 50 Judicial Circuits
- Creates an additional promotional opportunity for non-sworn staff while freeing up officers to be assigned a caseload
- 5,600 cases out of the current 89,541 current active high and standard level case.
- This provides a 6% reduction in caseload size which correlates to an average drop of 7 supervisees per caseload statewide

DRC Laboratory Aides

- CSOs spend 17-20 hours per week operating the analyzer
- This takes them away from the field and/or court as well as other duties
- Center Administrators assist in conducting drug screens causing them to fall behind on case reviews and administrative duties
- Other officers in the DRC are forced to cover supervision visits due to an officer being tied to the lab for up to 20 hours per week
- Hired 23 lab aides to work in 31 DRCs

Position Bank/Critical Hire

- Positions have historically been allocated on a one-for-one swap
- Ex. A circuit loses an officer so they get a replacement officer
- The new process accounts for unique differences across circuits that create time drain on the officer (windshield time)
- Can be overridden if a critical hire needs to be made

Contact Credit Formula

- Difference between the number of caseload supervision minutes needed (supervision activity x the assigned time value) and the amount available
- Factors that affect available time include leave, court, training, drive time, deployments, FTO duties, etc.
- Completed activities are credited toward officer's available time, which should meet/exceed officer's available hours/month
- Officers are held accountable for quality service delivery rather than meeting contact requirements and are expected to maximize time to perform activities associated with providing positive outcomes and improving public safety
- Caseload Priority Hierarchy feature helps officers prioritize resources

Call Center Remissioning

- Established Centralized Reporting Unit to provide agency and supervisee information via virtual circuit and call center teams
- By adding 3 additional call handlers, DCS can move 23K admin cases from officers to a virtual circuit managed by the call handlers
- This will add 12k hours per year back to officers statewide and create 6 FTEs
- Virtual Circuit oversees cases in the following status:
- ICE Deported, ICE Custody, Federal Prison, GDC Prison, Custody in other States

Centralized Reporting Unit (CRU)

CRU is not only a time-savings enhancement - it bolsters customer service and supports Person-Centered Supervision

- Person-Centered supervision strategies
- CRU is vital to "Dialogue" strategy as it streamlines communication between supervisee and Department
- Ensures team building through virtual meetings, opportunities for in-person interaction
- Allows low-risk individuals to report by phone
- Virtual Circuit alleviates administrative demands

CRU Organizational Setup

Virtual Circuit

- Monitors cases (including GCIC/NCIC requests, ICE, and Early Terminations)

Call Center

- Answers calls, processes GCIC Requests, and monitors compliance with Contact Supervision
- Consists of three teams: Contact Call Center, Public Information Call Center, and Law Enforcement Line

CALL CENTER IS ESTABLISHED

Supervisees call the **Contact Supervision line (automated system) with questions on Conditions of Supervision**

- Agents update changes to information, transfer supervisee to officer of record

VIRTUAL CIRCUIT IS DEVELOPED

Purpose of monitoring Admin supervisees in DOC custody, ICE custody or deported, Federal custody, and those in custody in other States

CALL CENTER REBRANDS: CENTRALIZED REPORTING UNIT (CRU)

Agency moves from traditional **Contact Driven Model to Supervision Activity Model**

- Hires 21 additional Customer Service Reps, 37 total

SUPERVISEE NOTIFICATION ROLL-OUT

Sends reminders to supervisees via phone, text, and email



CALL CENTER TAKES OVER PUBLIC INFORMATION LINE

Law Enforcement Line created

- Provides Law Enforcement partners with **24/7 contact**
 - Information can be obtained regarding anyone under DCS supervision

SPECIALIZED CASES REPORT MONTHLY VIA CALL IN

- **All cases under active supervision** (with exception of DRC cases) **required to report monthly**
- **New Contact Supervision standards implemented** for those with risk score of 1-7
- **CRU monitors compliance with monthly reporting** and document non-compliance

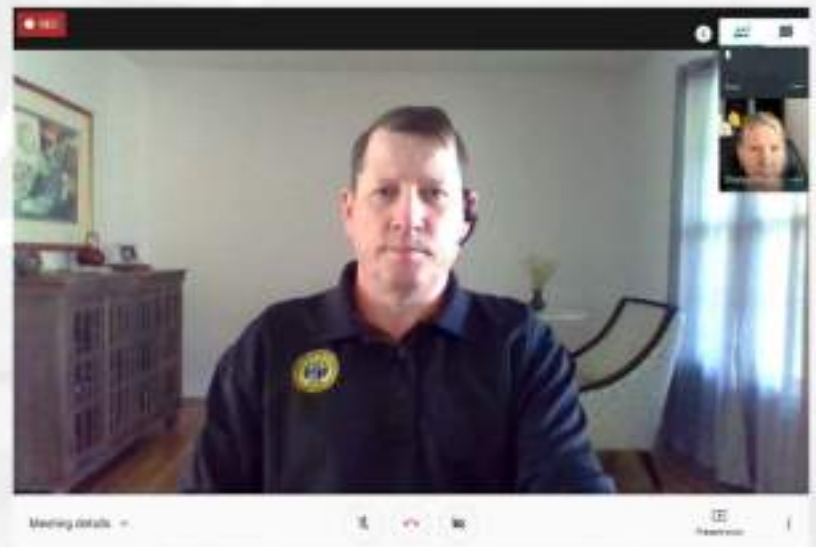
GCIC EQUEST PLATFORM IS RELEASED

Reduces officer and local level workload by **streamlining the GCIC/NCIC process**

Video Contacts/Remote Reporting

- Video contacts with supervisees can now replace some in-person field contact to increase time-per-interaction
- Eliminates drive time between residences allowing the officer to dedicate more time to the supervisee

Video Contacts/Remote Reporting



Supervision Lifecycle

Front-load Resources

First 90 days of supervision focus on resource linkage necessary to address needs and comply with conditions.

Goal-Based

Reporting requirements decrease and increase based on individuals' progress.





Pulse Survey

Supervisees' Feedback to
Video Interactions

Supervisee Pulse Survey

- Procedural justice (PJ) is a framework for treating people with fairness and respect throughout the legal system.
- A core principle of PJ is allowing people to tell their side of the story, and is associated with better criminal justice outcomes.
- DCS is opening dialogue between us and the people we supervise by giving opportunities for meaningful feedback.
- After implementing our video interaction strategy, we sent out our 1st Pulse Survey to gauge supervisees' experience.

Pulse Survey on Video Interactions



82%

AGREED IT WAS
CONVENIENT



84%

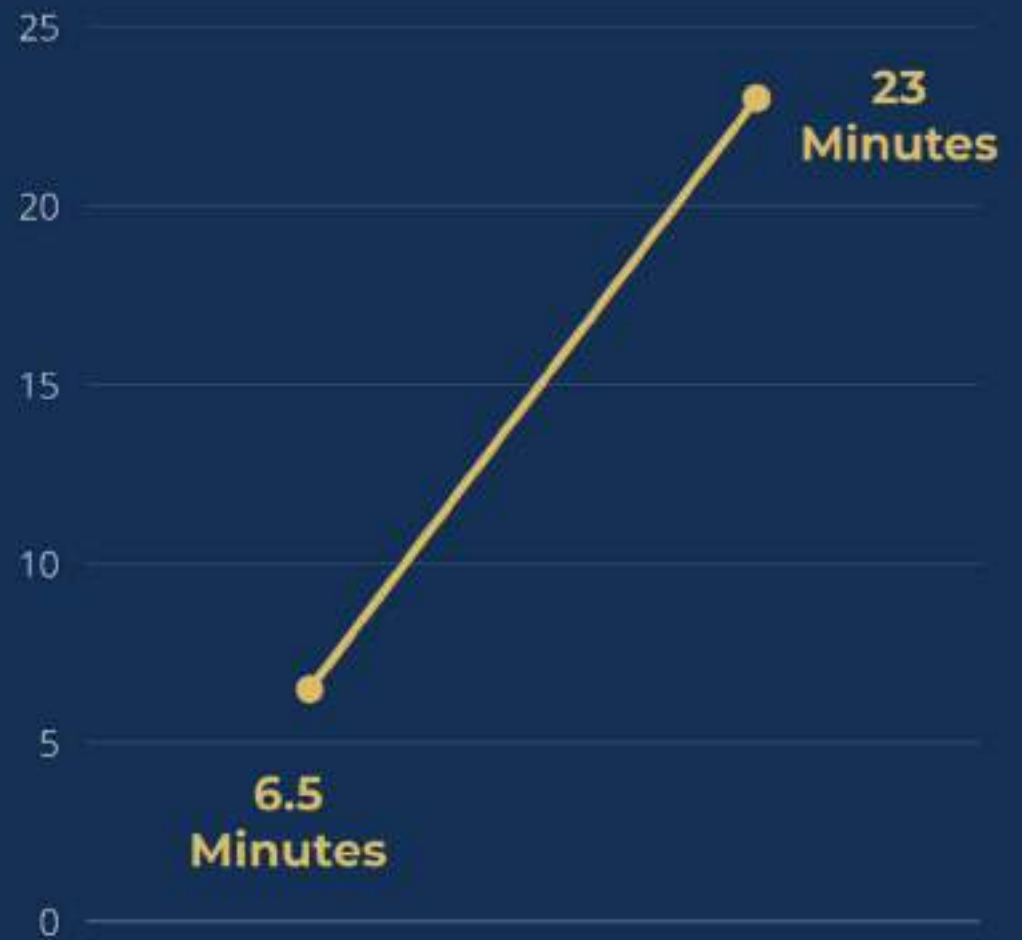
AGREED IT WAS
COMFORTABLE



83%

AGREED IT WAS
MEANINGFUL

Time Per Interaction



Enhanced Supervision Program





Questions?
Comments?

Get in touch



Bert Flewellen
Chief Operating Officer



Tami Stubbs
Field Operations IT Liaison



Email

bert.flewellen@dcs.ga.gov
tami.stubbs@dcs.ga.gov



Phone

404. 520. 0283



Social Media

[@georgiadcs](#)

DCS on Social Media

Follow us to see public
safety meet progress



[@GeorgiaDCS](https://www.facebook.com/GeorgiaDCS)



[@GaCommunitySupervision](https://www.tiktok.com/@GaCommunitySupervision)



[@JoinDCS](https://www.instagram.com/JoinDCS)



[Georgia Department of
Community Supervision](https://www.linkedin.com/company/Georgia-Department-of-Community-Supervision)



[@GeorgiaDCS](https://www.twitter.com/GeorgiaDCS)