

TO: Chairman and Members

DATE: January 17, 2013

SUBJECT: BSCC Strategic Plan Update

AGENDA ITEM: I

**ACTION:
INFORMATION: X**

RESOURCE PERSON: Executive Director Patricia Mazzilli

Summary:

This information item provides an update on BSCC's strategic planning efforts.

Background:

The Board of State and Community Corrections is uniquely positioned to influence the implementation of Public Safety Realignment throughout the state. To exercise that influence, the BSCC must have a clearly defined mission and goals and a plan to achieve them. A comprehensive strategic plan will facilitate the direction of BSCC's efforts and resources on defined priority areas. Additionally, it will provide the ability to clearly communicate BSCC's vision and goals to corrections stakeholders.

Strategic plans consist of several components:

- conducting an internal and external environmental scan of influencing factors
- defining a vision for success,
- setting short term goals (less than one year),
- setting long term objectives (1-5 years),
- monitoring progress and following through.

Through a partnership with the Crime and Justice Institute (CJI) at Community Resources for Justice which has donated resources to assist with its strategic planning process, the BSCC has completed several of these components and is currently working on finalizing the remainder.

In September 2012, a series of internal strategic planning meetings were held to launch the strategic planning process and educate and engage staff. All staff completed an organizational assessment to facilitate understanding of BSCC's organizational practice as well as climate and culture. These surveys were administered to gauge perception of issues such as communication, decision-making structures, training, etc. The results will be used to implement targeted activities to improve overall agency functioning and productivity.

On November 8th, Board members participated in a workshop to identify the priorities of the BSCC. These priorities set the strategic direction or vision of the BSCC. Those strategic directions are:

1. Support programs and strategies to achieve inmate success and create or transform facilities to achieve that goal.

2. Serve the goals of reducing incarceration, recidivism and costs by producing better outcomes for juveniles and adults.
3. Provide and coordinate reports and recommendations to the Legislature, Governor's Office, CDCR and other relevant agencies.
4. Ensure the development of standardized data collection and reporting of outcome-based corrections.
5. Identify and promote correction's best practices and offender pathways for a better life.
6. Promote adequate funding and resources for the BSCC to accomplish its mission and mandates.

On November 26th, staff reviewed those strategic directions, conducted an external environmental scan of opportunities and challenges, identified several short term goals (3 to 6 months) to make progress toward that vision, developed a plan to achieve those goals, and identified success indicators. The short term goals include:

Data and Measurement

- Development of realignment baseline data instrument
- Identify data that is already being collected to support our baseline data collection effort
- Completion of AB 109 jail data report
- Continue development of a long term data and research plan
- Develop a data dashboard of existing BSCC data and publish on the website
- Begin statewide analysis of how the corrections job has changed as a result of realignment

Required Reporting

- Complete report on the statewide implementation of Community Corrections Plans (due July 1, 2013)

Technical Assistance and Best Practices

- Identify and share best practices with Sheriff and Probation Departments
- Conduct workgroup on population management and the effect of realignment on jails

Facility Planning

- Disburse SB 1022 facility funding

Teams have been convened for each of the short term goals and are currently conducting the work necessary for completion. The progress of those teams is assessed weekly by the management team.

Some of the activities that have occurred to date to implement those goals and the broader strategic directions identified by the Board are:

- Collected and analyzed data received from counties on the impact of AB 109 on local jails during the first year of realignment. Conducted site visits to two counties in October 2012 to examine the methods utilized in collecting and reporting the data. These meetings resulted

in a positive exchange of ideas and information that will lead to further refinement of the AB 109 jail survey to ensure accuracy and consistency of the data being collected.

- Consulted with representatives from the Administrative Office of the Courts, Chief Probation Officers of California, and California State Sheriff's Association as required by statute to: (1) define outcome-based measures to collect and analyze with regard to the implementation of county plans for realignment; and (2) support first phase baseline and ongoing data collection instruments to reflect the local impact of realignment.
- Establishing a standing committee on data and research to identify and coordinate data collection objectives, activities and projects.
- Collected and begun analysis of each county's Community Corrections Program Plan, as available, to prepare the legislative report on the implementation of those plans.
- Drafted the SB 1022 (Construction of Adult Local Criminal Justice Facilities) Draft Request for Proposals (RFP) based upon discussions with the SB 1022 Executive Steering Committee (ESC), which will be presented to the Board for action.
- Establishing a standing committee to address gang issues, as a subcommittee of the Board, specific to the BSCC's mandates to make recommendations on coordinating state, local, and federal programs, strategies, and funding to maximize effectiveness, and identify and promote best practices.
- Developing strategies to address technical assistance requests from local jurisdictions related to the new population within local detention facilities resulting from realignment. Examples of these technical assistance requests include how to provide custodial care for inmates with long sentences, providing long term medical/mental health services, alternatives to custody, and inmate classification.
- Worked with representatives from the California Jail Programs Association to develop a survey of current jail programming to be released in early 2013.
- Established a Juvenile Justice Standing Committee, as a subcommittee of the Board, to inform and advise the Board on current mandates within four main categories: (1) Data and Performance Outcomes; (2) Juvenile Justice Realignment; (3) Juvenile Facility Regulations (Title 15); and (4) Juvenile Justice Grants Monitoring and Reporting.
- Completed the 2012 California Gang Reduction, Intervention, and Prevention (CalGRIP) program request for proposals solicitation and rating process and awarded two-year grant funding to 19 cities totaling \$8,215,000, effective January 1, 2013.
- Establishing a BSCC work group with input from local stakeholders to develop recommendations on the Edward Byrne Memorial Justice Assistance Grant (JAG) multi-year strategic plan and funding priorities.
- Established an ESC to develop recommendations on the Residential Substance Abuse Treatment for State Prisoners funding allocation.

- Established an ESC to examine the Standards and Training for Corrections (STC) program policies and procedures to determine how STC can most effectively meet local training needs, particularly as impacted by realignment.
- Beginning analysis of the impact of realignment on the job functions performed by adult corrections officers, probation officers, and juvenile corrections officers to prepare findings and determine training needs.

Next Steps:

On January 22nd, staff will meet to establish long term goals to implement the Board's strategic direction and develop plans to achieve those goals. As with the short term goals, teams will be convened to develop an action plan and conduct the work necessary for completion of the goal. The long term goals will be combined with the short term goals and the vision to set the BSCC's organizational direction over the next three to five years.

The United States Department of Justice Office of Justice Programs Diagnostic Center in partnership with the National Criminal Justice Association has committed to working with the BSCC over the next several months by providing technical assistance in the areas of data collection and research, effective internal and external communication strategies, the continued development of a plan and additional resources to provide realignment technical assistance to counties, and identification of future training needs.

A successful strategic plan is dependent upon flexibility and responsiveness to changing conditions. The BSCC strategic plan will be responsive to new external and internal drivers through a series of regularly scheduled strategic plan review meetings. Those meetings will ensure that the strategic plan remains relevant, progresses on schedule, and achieves desired results.

BSCC's new mission impacts many California stakeholders, and the strategic plan likely will as well. As a final step in the strategic planning process, a communication plan will be developed to ensure that a consistent message on BSCC's mission, goals, and activities is reaching the appropriate audience. BSCC will work with BSCC staff to identify target populations and messaging; develop a communications matrix and accountability structure; and define action steps.

Recommendation/Action Needed: Information only. No board action required.