



Strategic Plan

2025-2030

**BOARD OF STATE AND
COMMUNITY CORRECTIONS**

www.bscc.ca.gov

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1. INTRODUCTION AND OVERVIEW

Purpose and Need

The Board of State and Community Corrections (BSCC) initiated the process of developing a new strategic plan in the Fall of 2024. While the existing strategic plan was in effect through December 2026, a new plan was needed to reflect several significant policy and organizational changes, including:

- 1) Two new positions added to the Board composition – a licensed health care provider and a licensed mental or behavioral health care provider.
- 2) Changes in the individual membership of the Board-only five of the now 15 Board members participated in the development of the current strategic plan.
- 3) Establishment of the Governor-appointed Director of In-Custody Death Review (ICDR) position through Senate Bill 519, as well as the new ICDR Division.
- 4) Executive Order N-16-22, which directed state agencies to include the use of data analysis and inclusive practices in their strategic plans to more effectively advance equity and to respond to identified disparities.

In particular, the new ICDR Division considerably expanded the mission of the BSCC through the review of investigations of deaths that occur within a local detention facility. The 2025-2030 plan reflects this expansion and provides direction and guiding principles for the organization as a whole to ensure and prioritize transparency, build upon existing public trust, and measure our success.

Strategic Plan Timeline and Process

On October 3, 2024, the Board approved initiating the development of a new BSCC Strategic Plan. After Board approval, the first step taken in the development of the 2025-2030 Strategic Plan was to identify overarching organizational goals and objectives. As identified in October 2024, goals were defined as being broad in nature and long term, defining the desired result. In turn, objectives were defined as a more focused action BSCC staff can take to reach each goal. As such, BSCC staff reviewed existing goals and objectives and made clarifying changes based on the new policy and organizational changes.

Draft goals and objectives were then published to the BSCC website for public comment February 20 through March 6, 2025, to identify changes, modifications, or additions to the proposed goals and objectives. To facilitate additional public comment, notification of the

opportunity was discussed during the February 13, 2025, Board meeting, and two additional notifications were sent to stakeholders by electronic mail.

Every effort was made to incorporate public comment. While some comments received fell outside of BSCC's mission, other comments were moved into specific and time-based strategies that will be developed in the next phase of the strategic plan. In those cases, the comments will be shared internally with staff developing BSCC's strategies.

While the strategic plan provides overarching goals and objectives, BSCC will develop Specific, Measurable, Achievable, Relevant and Time-bound (SMART) strategies that will allow staff to focus efforts and resources on meeting the goals and objectives. Those strategies will be folded into the strategic plan and BSCC management will monitor regular status reports on the progress toward the goals and objectives, with updates provided to, and in coordination with, the Board.

2. OVERVIEW OF THE BSCC

Purpose

Established in 2012, the BSCC provides services to county adult and juvenile systems through inspections of county jails and juvenile detention facilities, technical assistance on local issues, promulgation of regulations, training standards for local correctional staff, review of in-custody death investigations, and the administration of a wide range of public safety, re-entry, violence reduction, and rehabilitative grants to state and local governments and community-based organizations.

History

The BSCC's history dates to 1944 when the Board of Corrections (BOC) was established as part of Gov. Earl Warren's system-wide reorganization that improved prison conditions and centralized management. In 2004 the Corrections Standards Authority replaced the BOC within the California Department of Corrections and Rehabilitation following a larger reorganization of the state's correctional system.

As part of 2011 Public Safety Realignment, the BSCC was reestablished as an independent agency vested with the CSA's rights, powers, authorities, and duties to set standards for the training of county corrections and probation officers. The BSCC also has a mission to improve public safety by supporting cost-effective, promising and evidence-based strategies and programs that manage and rehabilitate adults and young people.

Statutes relating to authority, programs and mandates are in the California Penal and Welfare and Institutions Codes, with operating regulations in Title 15 of the California Code of Regulations and physical plant regulations in Title 24.

Composition of the Board

Pursuant to Penal Code 6025, the Board is composed of 15 members as follows:

- The Chair of the Board is a full-time paid position, appointed by the Governor and subject to Senate confirmation.
- The Secretary of the Department of Corrections and Rehabilitation.
- The Director of the Division of Adult Parole Operations for the Department of Corrections and Rehabilitation.

- A county sheriff in charge of a local detention facility which has a BSCC rated capacity of 200 or less inmates, appointed by the Governor, subject to Senate confirmation.
- A county sheriff in charge of a local detention facility which has a BSCC rated capacity of over 200 inmates, appointed by the Governor, subject to Senate confirmation.
- A county supervisor or county administrative officer. This member shall be appointed by the Governor, subject to Senate confirmation.
- A chief probation officer from a county with a population over 200,000, appointed by the Governor, subject to Senate confirmation.
- A chief probation officer from a county with a population under 200,000, appointed by the Governor, subject to Senate confirmation.
- A judge appointed by the Judicial Council of California.
- A chief of police, appointed by the Governor, subject to Senate confirmation.
- A community provider of rehabilitative treatment or services for adult offenders, appointed by the Speaker of the Assembly.
- A community provider or advocate with expertise in effective programs, policies, and treatment of at-risk youth and juvenile offenders, appointed by the Senate Committee on Rules.
- A public member, appointed by the Governor, subject to Senate confirmation.
- A licensed health care provider, appointed by the Governor, subject to Senate confirmation.
- A licensed mental or behavioral health care provider, appointed by the Governor, subject to Senate confirmation.

The Board shall select a vice chairperson from among its members, who shall be either a chief probation officer or a sheriff. Beginning January 2026, eight (8) members of the board shall constitute a quorum.

3. 2025-2030 BSCC STRATEGIC PLAN

Goal 1: Communication and Operational Transparency

GOAL	OBJECTIVES	
The BSCC is committed to transparency in its operations and to open communication with our partners, stakeholders, and people who are justice involved. This goal offers a framework for how communication channels and strategies will be used to contribute to effective community and stakeholder engagement and to transparent decision making.	1.1	Encourage transparent and regular dialogue with our partners and stakeholders to address concerns and build trust.
	1.2	Ensure a fair, inclusive, and transparent decision-making process.

Goal 2: Program Design and Delivery

GOAL	OBJECTIVES	
The BSCC relies on data and best practices to inform the design and delivery of its programs including grant programs, research projects, regulation development, the oversight of corrections staff training and jail operations, and in-custody death reviews. This goal aligns BSCC programs with data-driven, best practices to support reduced recidivism and improved system outcomes.	2.1	Facilitate the effective use of evidence-based principles and best practices in program development and implementation
	2.2	Provide comprehensive technical assistance and training to support BSCC services.
	2.3	Support local efforts that reduce recidivism and improve outcomes.

Goal 3: Facilities and Inspections

GOAL	OBJECTIVES
The BSCC is responsible for ensuring the safety and care of people housed and working in local detention facilities throughout the state. This goal supports the transparent and collaborative development of facility standards and inspection processes and recognizes the importance of transparent accountability actions when facilities fall short. It also focuses services on supporting local efforts to reduce recidivism through effective programs and treatment.	3.1 Provide training, technical assistance, and resources to support local detention facilities and their use of effective programs and practices, including, but not limited to, in-custody programs, medical and mental health treatment, and alternatives to incarceration.
	3.2 Ensure the findings and accountability actions related to facility inspections and training monitoring are transparent.
	3.3 Seek regular community input on regulation revisions and inspection processes.

Goal 4: In-Custody Death Review

GOAL	OBJECTIVES
Senate Bill 519 expanded BSCC's mission to include a new state program to review and make recommendations related to deaths occurring within a local detention facility. This goal provides a framework for the implementation of BSCC's responsibilities in alignment with the legislation and with a focus on conducting reviews, providing recommendations, and developing health and behavioral health standards.	4.1 Review reports on all in-custody deaths and make specific recommendations to the sheriff or administrator regarding those incidents.
	4.2 Ensure regular reporting to the Board on in-custody deaths and the implementation of BSCC issued recommendations.
	4.3 Establish health and behavioral health standards for local detention facilities to support a healthy and safe environment.
	4.4 Review the delivery of medical and behavioral health services related to in-custody deaths to ensure safe and effective practices are in place.

Goal 5: Data Collection and Reporting

GOAL	OBJECTIVES	
BSCC is responsible for numerous data collection and research activities related to its program activities. This goal sets priorities around developing a data collection and research plan to support transparency and providing outcomes from data collection and research projects to policy makers, stakeholders, and others. BSCC is also committed to using data to inform its own program design and delivery.	5.1	Develop a comprehensive data collection and research plan aligned with BSCC's responsibilities and operational goals.
	5.2	Collect and share data, research projects, and reports to inform decision and policy makers.
	5.3	Use data to make decisions about the design and delivery of BSCC's programs to maximize effectiveness.

Goal 6: Cultural Responsiveness and Collaboration

GOAL	OBJECTIVES	
This goal outlines the priorities that BSCC believes will help achieve our vision of opportunity for all. It identifies the objectives and strategies integral to creating a culture that promotes inclusivity, collaboration and fairness to ensure that everyone, regardless of their identity and perspective, feels a sense of belonging - in the BSCC workforce, in community collaboration, and in receipt of BSCC services.	6.1	Enhance policies, procedures, and practices to create an inclusive environment, in which all community members are welcomed and supported.
	6.2	Ensure that the principles of cultural responsiveness and collaboration are aspects of the services we provide.