

**Board of State and Community Corrections (BSCC)
Three (3) Year Strategic Plan: January 2, 2018 – December 31, 2020**

updated: 02/01/21

Goal 1: Decision Making – Make decisions fairly, inclusively and transparently

OBJECTIVES (January 2018 – December 2020)	STRATEGIES TO ACHIEVE OBJECTIVES	ACCOMPLISHMENTS and ACTION ITEMS IN PROGRESS
<p>1.1 Improve regular and open communication with our partners and stakeholders</p>	<p>1.1.1 Develop a communications plan defining what can be shared, how and when</p>	<ul style="list-style-type: none"> • Ensure that, when possible, Board reports and relevant background information are posted at the time the agenda for the Board meeting is posted • Ensure that all documents that can be made public are available and/or posted to the BSCC website • Post the Chair’s informational memos to Chiefs and Sheriffs with BSCC news items to ensure transparency
	<p>1.1.2 Develop additional methods for sharing information about BSCC programs, policies and decisions</p>	<ul style="list-style-type: none"> • Developed additional email lists with contacts from organizations interested in our work beyond those who have signed-up for regular updates • Asked for public help in distributing information by “sharing” items on social media • Engaged directly with community-based organizations and agencies interested in our work about public listening sessions to enhance participation • Implementation of listening sessions (via Zoom due to COVID-19) to hear public and stakeholder input <ul style="list-style-type: none"> ○ 10/06/20: Edward Byrne Memorial Justice Assistance Grant (JAG) 2022-2025 spending priorities

- 11/12/20: Title II Grant Program spending priorities
- 12/03/20: Jail Profile Survey, adding information about late-night releases from county jails
- 12/09/20: Enhanced Inspection Process
- In response to SB 823, surveyed counties regarding the Division of Juvenile Justice (DJJ) realignment of functions from state government to county government to determine statewide infrastructure and programming needs
- Hired a new staff position – web designer – assigned to assist the Director of Communications
- Developed a process to host virtual bidders' conferences for prospective applicants using the Zoom platform
- Developed a process to host virtual grantee orientations for new grantees using the Zoom platform
- Uploaded bidders' conferences and grantee orientation videos to the BSCC website as a means for sharing information in a centralized location with interested individuals

		<p>1.1.3 Refresh and reorganize the BSCC website</p>	<ul style="list-style-type: none"> • Refreshed and reorganized the BSCC website for ADA compliance and user friendliness. <i>Additional website improvements and refreshments are planned and in progress</i> • Established two new positions (web designer, technical web master) to assist with the communications function, including the construction and redesign of the BSCC website • Began simplifying website organization to make it easier for users to find information
<p>1.2</p>	<p>Ensure a fair, inclusive and transparent decision making process</p>	<p>1.2.1 Develop guidelines for what requires Board action and decision</p>	<ul style="list-style-type: none"> • Guidelines have been drafted.
		<p>1.2.2 Develop guidelines for the ESC process</p>	<ul style="list-style-type: none"> • Brought recommendations to the Board to expand the membership of the Executive Steering Committees (ESCs) to include a broader range of stakeholders • Implemented listening sessions for improved collaboration, designed to give the Board and staff information before a process is developed • Updated the Grant Proposal Evaluation process, which was approved by the Board on 02/13/20 • Enhanced guidelines for the ECS process are under final review
		<p>1.2.3 Develop guidelines for the establishment and operation of BSCC committees</p>	<ul style="list-style-type: none"> • New BSCC committees have been established under specific legislative directives, such as the Juvenile Justice Data Working Group. The standing committee on gangs was re-purposed as the ESC

			<p>for the CalGRIP, now CalVIP grant program. The Juvenile Justice Standing Committee has continued to operate under its initial charge.</p>
		<p>1.2.4 Identify opportunities for collaboration with stakeholders and subject matter experts</p>	<ul style="list-style-type: none"> • Added a place on the BSCC website where individuals can submit their interest in participating on an ESC or a workgroup • When selecting membership for Regulation Revision ESC and workgroups, ensuring balance between experience that is lived and professional <ul style="list-style-type: none"> ○ Membership on ESCs includes formerly system-involved, system-involved family members, community subject matter experts, and community advocates in addition to representatives from local government agencies and local detention facilities

Goal 2: Programs, Training, and Technical Assistance – Support practices and policies shown to reduce recidivism and improve justice system outcomes for individuals and families

OBJECTIVES (January 2018 – December 2020)	STRATEGIES TO ACHIEVE OBJECTIVES	ACCOMPLISHMENTS and ACTION ITEMS IN PROGRESS
<p>2.1 Facilitate the effective use of evidence based principles (EBP) within the criminal justice system</p>	<p>2.1.1 Develop internal expertise related to EBP</p>	<ul style="list-style-type: none"> • Trained staff in Corrections Planning and Grant Programs (CPGP) Division and Standards and Training for Corrections (STC) Division and some members of the management team on the use of Evidence-Based Practices through a two-day training session with the University of Cincinnati
	<p>2.1.2 Align grant funding with evidence based principles</p>	<ul style="list-style-type: none"> • Evidence-based principles are included in competitive grant rating factors and in the body of Request for Proposals (RFPs) issued by the CPGP Division
	<p>2.1.3 Provide technical assistance, training and resources on program fidelity</p>	<ul style="list-style-type: none"> • Grant funded projects were providing technical assistance and training through reoccurring project calls, grantee orientations, and comprehensive monitoring visits • Research Unit: Provided targeted assistance to grantees in the improvement of submitted Local Evaluation Plans and Local Evaluation Reports
<p>2.2 Provide comprehensive technical assistance and training to support improved justice system outcomes</p>	<p>2.2.1 Identify and share effective correctional practices</p>	
	<p>2.2.2 Develop statewide and regional trainings and symposiums to address common needs and facilitate information sharing</p>	<ul style="list-style-type: none"> • CPGP Division: Hosts quarterly project director calls to share information, troubleshoot, facilitate project connections, and offer technical assistance as needed • Field Standards and Operations (FSO) Division: Hosted annual symposia for facility administrators

			<p>and managers to provide training, network opportunities, and information sharing</p> <ul style="list-style-type: none"> • Research Unit: Hosts quarterly conference calls with Jail Profile Survey (JPS) data reporters to hear their needs, answer data reporting questions, and facilitate information sharing between data reporters • STC Division: Developed a Behavioral Health training module that is available for local law enforcement to address the need for more and better mental health training <ul style="list-style-type: none"> ○ Includes lesson plans for classes such as: Mental Health Stigma and Bias; Trauma; Emotional Survival; Interventions and Resources; and Suicide Prevention ○ Lesson plans are classroom-ready and include everything necessary to deliver the training
2.3	Support local efforts that reduce recidivism and improve justice system outcomes	<p>2.2.3 Highlight innovative programs on BSCC’s website</p> <p>2.3.1 Pursue new funding opportunities for local programs</p>	<ul style="list-style-type: none"> • Numerous programs have been highlighted on the BSCC website <p><u>State Funds</u></p> <ul style="list-style-type: none"> • Youth Reinvestment Grant (YRG) program was established in the Budget Act of 2018 to support diversion of youth away from the juvenile justice system • Adult Reentry Grant (ARG) was initially established in the Budget Act of 2018 and additional funding was allocated through the Budget Act of 2019 to provide rental assistance programs and warm handoff reentry services • Prop 64 (Public Health & Safety Grant Program), funded with taxes levied on commercial cannabis sales, assists communities with law enforcement,

fire protection, environmental issues, and public health and safety issues that could arise from the cultivation and sale of cannabis

- \$10 million in the Budget Act of 2020 to address staffing, training, and case management needs of public defender offices to improve indigent defense services
- SB 823 (Juvenile Justice Realignment) set aside \$9.6 million to help counties with the transition of juvenile justice, which could range from facility updates to new infrastructure to support programming that is suitable for youth who are no longer being transferred to the California Department of Corrections and Rehabilitation (CDCR), Division of Juvenile Justice (DJJ)

Federal Funds

- Title II: Identifying Effective Interventions & Replicable Strategies for Reducing Racial & Ethnic Disparities
- 2019 Edward Byrne Memorial Justice Assistance Grant (JAG) Program, 10/1/19-09/30/22, funds provided to Sheriff's Offices, Probation Departments and qualified Police Departments to deliver mental health training to staff
- Coronavirus Emergency Supplemental Funding (CESF) Program allows counties to apply for funds for pandemic response relief

Goal 3: Facilities and Alternatives to Incarceration – Maximize successful re-entry and public safety by promoting the effective use of alternatives to incarceration and local adult and juvenile detention facilities

OBJECTIVES (January 2018 – December 2020)		STRATEGIES TO ACHIEVE OBJECTIVES	ACCOMPLISHMENTS and ACTION ITEMS IN PROGRESS
3.1	Provide training, technical assistance, and resources to support the use of effective programs and practices, including but not limited to in-custody programs, medical and mental health treatment, and alternatives to incarceration	3.1.1 Provide technical assistance and resources to support the development and use of alternatives to incarceration	<ul style="list-style-type: none"> CPGP Division: Supports the development and use of alternatives to incarceration through grant funded programs such as the Law Enforcement Assisted Diversion Grant, Pay for Success, Title II Grant Program, Tribal Youth Diversion Grant, and Youth Reinvestment Grant (YRG) Program
		3.1.2 Provide technical assistance and resources to support the development of in custody and detention programs and program space	<ul style="list-style-type: none"> CPGP Division: Facilitates reoccurring project director calls for the federal Residential Substance Abuse Treatment (RSAT) Program. These calls provide a safe space to discuss the technical assistance and resources needs of grant funded projects
		3.1.3 Provide technical assistance and resources to support medical and mental health treatment	<ul style="list-style-type: none"> The state funded Proposition 47 Grant Program provides funding to governmental agencies to support medical and mental health treatment
		3.1.4 Share successes, challenges and opportunities	<ul style="list-style-type: none"> The BSCC produces reports to the Board and the Legislature on grant programs, including for example Pay for Success, Law Enforcement Assisted Diversion (LEAD), and others
3.2	Support the use of effective policies and regulations to support healthy and safe in	3.2.1 Develop a process to use the existing facility inspection process to collect information and identify emerging needs	<ul style="list-style-type: none"> The Enhanced Inspection Process will provide increased transparency into the inspection process, items of non-compliance, and technical assistance to counties to meet minimum standards

custody environments and
successful re-entry

3.2.2 Create a library on the
BSCC website specific to in
custody programs and effective
correctional practices

Goal 4: Data Collection and Reporting – Analyze and provide justice system data that inform effective policy and practice decisions

OBJECTIVES (January 2018 – December 2020)	STRATEGIES TO ACHIEVE OBJECTIVES	ACCOMPLISHMENTS and ACTION ITEMS IN PROGRESS
<p>4.1 Develop a comprehensive data collection and research plan that includes desired outcomes</p>	<p>4.1.1 Determine the outcomes expected from BSCC’s research efforts and align data collection systems and reporting accordingly</p>	<ul style="list-style-type: none"> • Eliminated duplicative data collection efforts • Implemented the collection of statewide outcome data for several grants through BSCC resources and contracts to provide information on outcomes achieved at the grant-level <ul style="list-style-type: none"> ○ Proposition 47 (Prop 47) ○ Youth Reinvestment Grant (YRG) ○ California Violence Intervention and Prevention (CalVIP) grant program ○ Tribal Youth Diversion • Working on the addition of late-night release information to the Jail Profile Survey (JPS) as directed by the Board <ul style="list-style-type: none"> ○ Implementation is planned for July 2021
	<p>4.1.2 Improve BSCC’s data collection and reporting processes and systems</p>	<ul style="list-style-type: none"> • Identify, prioritize and develop means to fill gaps in data • Updated the list of BSCC’s data collection needs • Improved the data entry portal for the JPS to include data validation at the point of entry, providing efficiencies to BSCC staff for processing data • Currently planning updates to the JPS system to provide increased efficiencies for staff who manage the data collection process, including the integration of the AB 109 Jail Survey information

			<ul style="list-style-type: none"> • CPGP Division: Adopted the Smartsheet data collection platform to manage, display, and organize different data sets • Research Unit: Provided targeted assistance to grantees in the improvement of submitted Local Evaluation Plans and Local Evaluation Reports
<p>4.2</p>	<p>Collect and share data, research projects, and reports to inform decision and policy makers</p>	<p>4.2.1 Enhance BSCC’s catalog of data, research activities, and published reports and findings related to the criminal justice system</p>	<ul style="list-style-type: none"> • Post quarterly Jail Profile Survey (JPS) dashboard and Juvenile Detention Profile Survey (JDPS) trends document to provide the public the most commonly requested trend information on a continual basis • As of 4/13/2020, began collecting key JPS and JDPS data on a weekly basis and a new data element – COVID-19 related releases from counties with adult and/or juvenile detention facilities • As of 07/27/20, began collecting COVID-19 related data from counties with local adult and/or juvenile detention facilities • 12/31/2020 – Submitted an evaluation report for the Transitional Age Youth pilot programs in five counties to the Assembly and Senate Public Safety Committees • Published several legislatively mandated reports related to the criminal justice system for the following state-funded programs: California Violence Intervention and Prevention (CalVIP) grant program, Community Corrections Partnership (CCP) report, Juvenile Justice Crime Prevention Act – Youthful Offender Block Grant Program, Law Enforcement Assisted Diversion program, and the Pay for Success (Social Innovation Financing) Program

4.2.2 Enhance BSCC's data dashboard.

- Each new data collection effort related to COVID-19 included publicly accessible data dashboards so the data was easily accessible and could be explored
- Enhanced BSCC interactive data dashboards so the programs and services provided in California's local correctional systems can be explored