

**D R A F T**      **Board of State and Community Corrections (BSCC)**  
**Five (5) Year Strategic Plan: January 1, 2022 – December 31, 2026**

**D R A F T**  
Version: 01/28/22

**Goal 1: Decision Making and Operational Transparency**

– Make decisions and carry out operations fairly, inclusively, collaboratively, and transparently.

**OBJECTIVES**

<b>1.1</b>	Improve regular and open communication with our partners and stakeholders
<b>1.2</b>	Ensure a fair, inclusive, and transparent decision-making process.

Comments from Staff and Public:

**General Notes**

- For objectives, what do we mean/what will we do to reach the goals? *to be considered at the strategy level*

**Objectives**

- How are these objectives going to be measured? *to be considered at the strategy level*
  - Must put numbers in to quantify and measure the objectives.
  - Some of those details get clarified/quantified when the strategies are developed.
- Make it clearer that public communication needs to be equitable. *to be considered at the strategy level*
  - Take into account work schedules.
  - Contract with community-based organizations (CBOs) to help get more community input.
    - Include unique and innovative ways to involve community, being more cognizant that CBOs are the best suited for that type of outreach.
- Make public input more equitable and accessible. *to be considered at the strategy level*
  - Take into account work schedules.
  - Become creative with outreach methods.
    - Contract with our stakeholders such as CBOs to increase community participation and engagement.
- Contract with CBOs, because CBOs are already kind of doing this work, to bring community members to the meetings, but it takes a lot of resources and time to do so. *to be considered at the strategy level*
  - If the BSCC really wants to improve community participation it would be fantastic if we could get some funding going to CBOs to increase that engagement.
- Make sure there is a standard, even a percentage, on decision-making panels and advisory groups that are not from the agency (BSCC) and not law enforcement affiliated to ensure more community representation and participation. Having

a baseline or maximum number that can be from the BSCC or law enforcement agencies would ensure more community participation and representation. *to be considered at the strategy level*

- Include at least 50% of membership within Executive Steering Committees (ESCs), scoring panels, and work groups that draw from individuals that do not have an active law enforcement background. *to be considered at the strategy level*
  - Include broad representation for all work groups, ESCs, and scoring panels.
  - Example: Looking at the most innovative ESC groups that the BSCC has created, the Proposition 47 ESC is lifted-up as a model. That ESC included broad community representation and they're exactly the type of individuals and representatives that should be on all work groups, ESCs, and scoring panels.

## Goal 2: Programs, Training, and Technical Assistance

- Align BSCC programs, including grants, training, and other responsibilities, to support innovation, highlight data-driven practices and diversion programs, reduce recidivism, and improve community re-entry services and justice system outcomes for individuals and families.

### OBJECTIVES

2.1	Facilitate the effective use of evidence-based principles (EBP) within the criminal justice system.
2.2	Provide comprehensive technical assistance and training to support improved justice system outcomes.
2.3	Support local efforts that reduce recidivism and improve justice system outcomes.

#### Comments from Staff and Public:

##### General Notes

- We should possibly take non-EBP postings down from our website if they are still on there.  
*to be considered at the strategy level*

##### Objectives

- Consider removing the words “criminal” and “justice” from the language in the objectives. Look at the terminology used throughout the strategic plan and update it appropriately for current times.
- Objective 2.4: Regular updates and revisions to website content to reflect...
  - Poised to do much more with our website content. Committee for website input.
  - Regular and consistent approach to website content.
  - We should have criteria for uploading website content that we pay attention to.*to be considered at the strategy level – the strategy could be: Regularly update and revise the website content.*

- Highlight the programs portion of this objective, including grants. When the BSCC is creating a Request for Proposal (RFP) or an Executive Steering Committee (ESC), take it through an equitable and a community approach seeing which organizations or community stakeholders have the experience to provide meaningful and authentic information.  
*to be considered at the strategy level*
  - Outreach for those grants is important because the majority of the time there may be a lot of agencies that just end up having to be part of these ESC and creating these RFPs and it's just money coming back to their pockets.
- Focus on incentives for counties to reduce reliance on incarceration and supervision.  
*to be considered at the strategy level*
- Create incentives for counties to reduce their reliance on the traditional forms of incarceration and supervision.  
*to be considered at the strategy level*
  - Incorporate some type of an incentive aimed at those agencies that can reduce contact between individuals and the system.
  - Focus on intervening before an individual even experiences arrest. This could really revitalize the focus on alternatives to incarceration.
- Support preventative interventions. *to be considered at the strategy level*
- The ability for the BSCC to push innovative change is the use of funding and incentives for counties and local facilities to do something different, not just funding what they are expected to do or what have been doing for the last several decades. *to be considered at the strategy level*
  - Look at counties that are really investing in diversion programs, really looking at alternatives to incarceration, alternatives to 911. See what counties are talking a look at their jail system and are trying to invest in something else.
  - Help counties measure the effectiveness of those programs so they can prove their usefulness or see what needs to be changed.
  - Help counties move away from incarceration as the primary answer to a lot of our social ills.
- Insert more specific language around what community-based alternatives can look like to incarceration.
  - It says specifically “support improved justice system outcomes.” That can mean many things.
  - True improved justice system outcomes take shape when we support and strengthen community-based alternatives to incarceration.
- With the outside party for data collection and analysis in Goal 4, this would also help to inform Goal 2 which is to offer more evidence-based solutions for reducing recidivism and things of that sort. *to be considered at the strategy level*
- For Goal 4, create a culture of accountability for reporting. This correlates with the grants that are distributed by the BSCC.
  - It is important for those that receive grants administered through the BSCC are held accountable.
    - Ensure funds that they spend are not bloated on salaries and benefits for law enforcement agencies.

- Ensure that whatever is outlined in the RFP, primarily for the grants that are destined for the community, that those be the priorities – the CBOs, health-based agencies –those be the agencies that are prioritized along with reporting.

### Strategies

- Goal 2, Objective 2.2, Strategy 2.2.3 – *Highlight innovative programs on the BSCC’s website.*
  - I think we need to assure that whatever is posted on our website in fact meets EBP standards.
  - I would suggest either a committee review and recommend to the PIO any programs that are being considered to be featured or at least that the PIO check with a field rep who is familiar with EBP.
  - In the past there’s been a lot of “feel good” programs featured that were not EBP and if BSCC is putting our strategic plan out there and we are promoting EBP then we need to demonstrate it by what we post.

## Goal 3: Facilities and Inspections

- Ensure the safety and care of people housed and working in local detention facilities through ~~minimum~~ standards guided by best practices, inspections, and technical assistance.

OBJECTIVES	
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.
3.2	Support the use of effective policies and regulations to support healthy and safe in-custody environments and successful re-entry.
3.3	Provide transparency in inspection findings, including regular Board review of inspection reports to ensure accountability in local detention facilities.
3.4	Seek regular community input on regulation revisions and inspection processes.

### Comments from Staff and Public:

#### Goal

- Consider removing the word “minimum” to reach for a higher standard.
- To replace the word “minimum,” possible alternative words can be “best-practices” or “regulatory.”
  - Best-practices can be subjective.
- The goal statement includes, “...guided by best practices, ...”. Perhaps this portion of the statement should be updated to reflect “national best practices”.
- Small counties often have a challenge with implementing best practices due to their budget limitations.

## Objectives

- We need to work on and use the same verbiage throughout the documents. Look specifically at the verbiage being used currently such as “criminal” and “justice” and adjust accordingly. *Refer to comment under Goal 2.*
- Objective 3.3: Include unannounced inspections and/or site visits. Develop a statement to incorporate our enhanced inspection process.
  - The headline could incorporate a variety of things – site visits, inspections, more public information being available, issue of a new approach/a new tool in our toolkit to do unannounced visits, etc.
- Highlight the need for the unannounced inspections. *to be considered at the strategy level*
- Have a large focus on unannounced inspections to give a better depiction of day-to-day operations. *to be considered at the strategy level*
- There is a need for 100% unannounced inspections. Commit to all facility inspections being unannounced. *to be considered at the strategy level*
- Create a culture of accountability and action in response to facilities that are non-compliant with standards. *to be considered at the strategy level*
  - Have explicit language in there about what happens when facilities are non-compliant, or even a focus on having accountability be the center of an objective.
    - This could help with the issues that we’ve seen with inspections so far.
  - Weave in something about unannounced inspections to highlight the need for a strengthened process.
- With respect the facility inspection process, insert language so that the agency takes clear, consistent, and immediate action in response to facilities that are non-compliant with facility standards. *to be considered at the strategy level*
- Create a culture of accountability and consequences for facilities that are non-compliant with standards. This should be equally true for data reporting – Goal 4. *to be considered at the strategy level*
- Incentivize local facilities to improve conditions and facility programming. *to be considered at the strategy level*
- Inspections are only as good as our regulations.
  - Objective 3.2 – with reference to regulations...
    - Go a little farther than, “regulations supporting healthy and safe in-custody environments.”
    - Come up with strong, robust regulations that answer to the specific needs of people who are currently incarcerated or who have recently been incarcerated in local detention facilities.
    - Regulations need to respond to the real needs of people who are in local facilities.
    - Constantly assess and reflect the accuracy of regulations and how strong they are in actually making those protections possible.
- Transparency. *to be considered at the strategy level*
  - The BSCC can be somewhat of a hub for reports of different inspections.
  - The clarity of the language – not being really difficult to read or understand.

- Understanding of the big picture of what happened during an inspection.
- Simple language. Clear language. Detailed reports and inspections.
- Collaboration with community organizations at the local level to perform adult and youth inspections.

## Goal 4: Data Collection and Reporting

- **Collect, analyze,** and provide ~~justice system~~ data that inform effective policy and practice decisions.

### OBJECTIVES

4.1	Develop a comprehensive data collection and research plan that includes desired outcomes.
4.2	Collect and share data, research projects, and reports to inform decision and policy makers.

#### Comments from Staff and Public:

##### General Notes

- Consider the technological needs/basis/framework that will be the vehicle for transmitting this data.  
*to be considered at the strategy level*

##### Goal

- Possibly include analysis of data.
  - Considerations: limitations of staff resources.
  - What do we do with the data once it is analyzed?
  - The word “analyze” is a loaded word.
  - What would a reach goal look like? Analyzing data is a statutory requirement in the Penal Code for some aspects of our work.
  - With respect to inspections, can some of the new staff be dedicated to do more data collection, analysis, and sharing?

##### Objectives

- Data quality – ensure data is accurate and validated. *to be considered at the strategy level*
- A non-agency, outside party is best for data collection and analysis. *to be considered at the strategy level*
  - This would really allow somebody to come in with fresh eyes to look at the data and analyze it.
  - There are plenty of organizations that the BSCC could contract with to achieve this goal.
  - Adding in the component of a non-agency, outside party could really help this objective achieve the goal of transparency.
- Increasing the transparency and access to this data and the analysis would also really help support the overarching goal.
  - Robust language round accessibility of the data and the analysis that comes from it would be very key here.

- For Goal 3, create a culture of accountability and consequences for facilities that are non-compliant with standards. This should be equally true for data reporting. *to be considered at the strategy level*
  - Example: Without the culture of accountability and without a threat of consequences, several rogue counties refused to participate in COVID testing data reporting.
    - When rogue counties refuse to participate or don't report data for a really long time, it leaves the public in with dark or without a real full picture of what the statistical reality of any given situation is.
  - Emphasize a culture of accountability and a sense of consequences when counties are not fully transparent with the BSCC.
- Create a culture of accountability for reporting. This correlates with the grants that are distributed by the BSCC – Goal 2.
- The data collected by BSCC should not just inform some abstract policy makers, but inform decisions made by BSCC.
  - It is unclear to CJCJ how the BSCC provides data and information to ESCs, scoring panels, and work groups to make decisions or to advise the Board how to make decisions.
- Collect, process, analyze, and communicate these data to agency subcommittees so they are making the best possible recommendation for how the Board should act.

Color Key:

Gold – ideas developed by the Board at the Board workshop/meeting on 04/27/21.

Purple – suggestions made by the public at the Listening Session on 06/21/21.

Green – suggestions made by staff at the All Staff meeting on 07/19/21.

Blue – suggestions made by the management team to incorporate requests from the Board and comments/feedback received.