

CCP Strategic Planning Work Sessions

Planning Summary

March 13 & 17, 2014

Overview

The Yolo County Community Corrections Partnership (CCP) met on March 13 and March 17 to develop the framework for a strategic plan. The Crime and Justice Institute facilitated both work sessions.

Work Session Objectives

- How CCP plan connects to the larger system plans
- Revise and review the draft document from the ad hoc committee
- Finalize the mission, principles, and goals
- Begin developing an implementation plan
- Agree on process for next steps

March 13, 2014 Work Session #1:

The CCP reviewed draft documents from an ad hoc group of county representatives, editing and adjusted those statements, and agreed to the following mission statement, guiding principles, and goals.

Mission Statement (Final)

The mission of the Yolo County Community Corrections Partnership is to protect the public by holding offenders accountable and providing opportunities that support victim and community restoration, offender rehabilitation and successful reintegration.

Principles (Final)

- Use evidence-based practices
- Integrate data into decision-making through reporting, quality improvement plans, and program evaluation
- Emphasize behavior change for criminal-justice involved individuals
- Integrate a restorative justice approach
- Focus on long lasting public safety

Goals (Final)

Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime

Goal 2: Restore victims and the community

Goal 4: Hold offenders accountable

Goal 4: Build offender competency and support reintegration

Goal 5: Reduce recidivism

March 13, 2014 Highlights

The CCP engaged in a lengthy discussion regarding the need to review data regarding the criminal justice population in Yolo County. Following the discussion, the CCP asked that the consultants and Yolo staff present on available data at the March 17th work session. In addition, they requested a presentation reviewing the evidence regarding effective practices for recidivism reduction.

Data Needs and Discussion

- We need to see the updated dashboard
- Data drives objective development for the plan
- What is the time period for the plan? 3-5 years
- We need to build in evaluation and quality assurance
- This needs to be a living, breathing / working document
- The CCP decided to return for the 3/17 work session and to review available data regarding the county's criminal justice population. Specifically, the CCP requested:
 - Updated dashboard data
 - Determine what data we need to review on a regular basis
 - More information about the population assessed as high risk
 - Justice Reinvestment (JRI) data
 - An overview of the evidence
 - An overview of CCP strategies

March 17, 2014 Highlights

Data Presentation Discussion

Following the presentation of Yolo's dashboard and JRI data, the CCP discussed themes and areas in need of follow-up:

- Need to be more data driven
- The data needs to be more consistent, i.e., currently it comes from multiple sources, timelines, etc.
- Need to eliminate the "stacking" of data points
- Employment was identified as a high need for Yolo county offenders
- Property crimes have increased
- Drug charges are a major issue for the county
- It would be helpful to have the information broken out by jurisdiction
- Drugs & alcohol drive a lot of the crime. How can we strategically address this issue?
- We need to focus on data integration (probation, DA, courts, Sheriff)
- Missing data – we need offender profiles – who is reoffending?
- Continue to integrate evidence-based practices into the work of all criminal justice partners, including treatment providers.
- Need the courts to participate in the discussion
- Maintain a continuum of services from institution to the community – maintain flexibility within that continuum to respond to the changing needs of offenders
- Quality assurance – need to include evaluation of programs

Objective Development

CCP members identified a series of objectives for each of the identified goals. Those objectives are outlined in the attached CCP Objectives DRAFT.

Next Steps

CCP members identified the following next steps

- Request a presentation by the DRC at an upcoming meeting
- Conduct an analysis of referrals
- Prioritize the identified objectives, and then convene a workgroup to develop actionable steps for the objectives
- Continue the data discussion
- How do we decide what to cut if our funding is reduced?
- Input on reasonable timelines
- Develop a plan to gather community input
- CJI will provide input on and review the objectives
- Additional information needed includes personnel funded by CCP funds and how they impact public safety
- Next CCP meeting is scheduled for April 14th
- CJI will facilitate another joint meeting to review the next iteration of the plan and then the revised plan will be used to solicit community input.

CCP Objectives DRAFT

Objectives: Defined strategies or implementation steps to attain the goals you have identified. Objectives should be SMART: **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime-limited.

Goal 1: Ensure a safe environment for all residents and visitors by reducing and preventing local crime		
Objectives: What are the strategies that help us achieve this goal?	Timeline: When can we reasonably expect this to be completed?	Measure: How will we know if we're successful?
1a. Expand the community boards / neighborhood courts by X number of courts by X date.		
1b. Increase by X number of police officers/ X hours engaged in “in-view law enforcement” by X date.		
1c. Implement a comprehensive substance abuse continuum of services from prevention to treatment with a focus on juveniles by X date.		
1d. By X date, create an integrated MIS of criminal justice agencies that provides consistent reporting of data and drives decisions.		
Goal 2: Restore victims and the community		
Objectives	Timeline	Measure
2a. Develop a process to identify community-specific crime solutions by X date 2a1. Develop a community-level crime report 2a2. Develop a process for communicating /gathering input from the specific community		
2b. Increase the rate of restitution and court ordered payments by X% by X date. 2b1. Identify the baseline data for payments		
2c. Implement at least one restorative justice program by X date 2c1. Educate staff on restorative justice concepts 2c2. Design and implement program		
2d. Implement a coordinated victim notification system by X date.		

2e. Expand the number of community service hours completed by X % by X date.		
2f. Increase victim satisfaction in Yolo County by X% by X date 2f1. Conduct a baseline victim satisfaction & needs survey 2f2. Compare needs data to current services & identify areas for enhancement		
Goal 3: Hold offenders accountable		
Objectives	Timeline	Measure
3a. Increase releases to electronic monitoring to maintain full capacity at 100 or more filled slots by X date.		
3b. Maintain jail population at X % of capacity.		
3c. Provide in-custody programming to X% of eligible inmates by X date. 3c1. Develop eligibility criteria 3c2. Select & implement evidence-based program curriculum 3c3. Develop a process for monitoring and reporting on participation.		
3d. Serve Day Reporting Center population at 100% of capacity and improve the effectiveness of services by X date		
3e. Implement a case management system in probation by x date.		
3f. Increase the capacity and improve the effectiveness of the pretrial program by X date.		
3g. Provide funding for agencies to address increased workload due to AB 109 implementation 3g1. Identify workload estimates due to AB109 3g2. Track data to report on workload annually		
3h. Develop and/or maintain collaborative partnerships with each local law enforcement agency.		

3i. Establish effective probation caseload ratios by X date		
3j. Establish a process to monitor court processing time annually by X date.		
Goal 4: Build offender competency and support reintegration		
Objectives	Timeline	Measure
4a. Available mental health services will meet the identified need of offenders by X date.		
4b. Expand the availability of evidence-based cognitive behavioral treatment programs to meet identified offender needs by X date 4b1. Conduct a gap analysis of identified offender needs and available services 4b2. Identify and implement funding changes required to close any gap 4b3. Adjust contract requirements to mandate use of evidence-based curriculum and data reporting 4b4. Implement a process to regularly review data reports and conduct program evaluations.		
4c. Available employment services will meet the identified needs of offenders by X date 4c1. Explore Workforce Investment Act funds for individuals and partnership opportunities		
4d. Offender literacy needs will be met by X date.		
4e. Explore ACA enrollment strategies to meet the needs of offenders by X date		
4f. Evaluate and determine the need to expand the public defender social worker efforts/funding		
Goal 5: Reduce recidivism		

Objectives	Timeline	Measure
5a. Include risk level information in the pre-sentence investigation report for all cases by X date		
5b. Expand specialty courts by X number of courts, i.e., drug, mental health, veterans by X date.		
5c. Expand the use of graduated sanctions and incentives by X date		
5d. Reduce the recidivism rate of AB109 offenders to X% by X date		
5e. Reduce the recidivism rate of all sentenced offenders in the system (probation and jail) to X% by X date		
5f. Implement a risk/needs assessment tool on all probation intakes by X date		
5g. Match post conviction legal services to meet identified need by X date		

Recommendations

1) Prioritize identified objectives and sort by timeline, i.e., which objectives are achievable within 1 year, 3 years, and 5 years

Comment: The objectives in this plan are numerous and wide ranging in scope. To put efforts in place to address each of these objectives concurrently would stretch the resources available in Yolo County and may result in fragmented progress on each objective. We recommend prioritizing the objectives and using the timelines of 1, 3, and 5 years to begin the work.

2) Use prioritized objectives to drive budget decisions, i.e., responding to reductions in funding

Comment: One of the primary benefits of strategic planning is targeting the resources available to an organization to the strategic targets identified in the plan. If fiscal decisions are made without the considerations of developed strategic goals and objectives, the strategic planning work is minimized and its potential impact lessened. We recommend a healthy discussion of the budgetary decisions for the CCP for the next fiscal year with consideration given to the new strategic goals and objectives outlined in this document. This discussion can be completed within the month of April. This would include identification of current CCP funded strategies and their relevance and fiscal stability in the new strategic plan. With a looming CCP budget decrease, the sooner this discussion is had, the more informed decisions can be made prior to actualizing the next year's budget allocations.

3) Use principles, i.e., integration of evidence, to drive all decision-making related to plan

Comment: The principles or values identified by the Ad Hoc committee and the CCP are the standards that drive the conduct of Yolo County's criminal justice and related staff. An organization's values can be thought of as the moral compass for its practices. To ensure these principles are understood and agreed upon by the CCP, discussing each in the context of how will each drive our practices and behavior is recommended.