

Three Year Strategic Plan

Fiscal Years 2006-2009



**Judicial Branch
State of Connecticut
Court Support Services Division**

September, 2006

State of Connecticut



JUDICIAL BRANCH

OFFICE OF THE CHIEF COURT ADMINISTRATOR
COURT SUPPORT SERVICES DIVISION
936 Silas Deane Highway, Wethersfield, CT 06109

TO: All CSSD Staff
DATE: July 1, 2006
FROM: William H. Carbone, Executive Director

It is my pleasure to share with you our third Court Support Services Division (CSSD) Strategic Plan for FY 2006-09. We have come a long way since our first plan in 2000. At that time, the Judicial Branch had just completed a year long process of intense reorganization, and CSSD was created. The Division was still developing new procedures and consolidating our new operational units when we decided to develop our first Strategic Plan.

The planning process began in 1999 with a focus group project that collected feedback from our external and internal stakeholders and staff. This information was used to create our first Vision, Mission and the Core Strategic Goals which have guided our efforts over the past five years and through the two strategic plans which have been issued during that time. The accomplishments of CSSD since then have been enormous.

- CSSD initiated a new direction in the delivery of our assessment, supervision, monitoring and rehabilitation services for juvenile and adult clients, based on the principles of probation risk reduction and recidivism reduction as outlined in our strategic core goals. The same best practice efforts have improved our handling of individuals, families and children in our family civil and criminal work.
- We witnessed a tremendous investment in resources which has helped CSSD achieve our goal of improving the efficiency and effectiveness of our services as well as caseload reductions. Staff performance in many areas has improved, and we are able to provide the court with more complete information, more quickly. Funding for our contracted services network has grown to over \$80 million to support expansions that address service gaps and to incorporate evidence based interventions and program models.

- The CSSD Training Academy was created which delivers a full schedule of pre and in-service training as well as professional enhancement and skill building opportunities for supervisors and field staff.
- Major technology advances were made – every CSSD employee now has access to computers for use in their everyday work. We successfully achieved information based management throughout the division with the implementation of our automated case management information system (CMIS) and enhancements to quality assurance efforts.
- Finally, our successes have been recognized with national accreditation awarded to Juvenile Detention and Adult Supervision services. Family Services has been recognized nationally as a pioneer in providing best practice interventions and development of research based assessment tools. We have made great strides in our provision of gender specific services for juveniles and young women in our system.

For the development of the FY 06/09 Strategic Plan, we went back to our stakeholders for an updated picture of where the agency is now. In December 2005 we initiated another focus group project and held nine meetings with over 100 representatives of line and supervisory field staff, as well as management which included Central Office Program Managers, Regional Managers and CSSD Administration from all of our business functions. A summary of the focus group results is included in this document for your review.

I think that you will agree that what we found out underscores the fact that our individual business units have come together under CSSD, acknowledging the new principles and directions in criminal justice and family civil and criminal best practice that have been introduced over the past five years. We also learned that our employees are clear about their commitment to providing effective rehabilitative services to our clients as well as high quality and efficient services to the judges of the Superior Court. The Plan format was changed to reflect the importance of planning and project management that we believe will be critical as we continue doing business in the 21st century.

- Section I contains the revised Mission and Vision Statements as well as the Core Strategic Goals. The original six goals developed in 2000 have been revised and expanded to cover eight core strategic goal areas. These were updated to reflect the ideas and comments from the focus groups which were discussed and reviewed by Executive Management.
- Section II presents the Operational Initiatives for each of our business units, developed to accomplish the long term strategic goals for this planning cycle. I am particularly pleased with the planning process that went into the development of these initiatives; it was inclusive both within each unit and

also across units to ensure collaboration and enhanced communication for the best possible project outcomes.

The overall 2006-09 Strategic Plan effort reflects the input and hard work of our entire staff. It is relevant to all to our employees as well. Each business unit within CSSD – Adult, Juvenile, Juvenile Detention, Family, Operations, Staff Development and Administration – has an identified set of tasks and goals. Management and field staff have an important part to play in seeing that these goals are achieved. The Plan is meant to be a “working” document that will be used to direct and evaluate our activities over the next three years and provide a framework for CSSD as we continue to consolidate and build on the successes of our present which will prepare us to face the challenges of the future.

CSSD Strategic Plan 2006-2009



CSSD 2006-2009 STRATEGIC PLAN

Vision and Mission Statements

The Vision Statement

Vision is defined as “a compelling statement of the preferred future which members of the organization want to create.” The Vision for CSSD is:

To support the Judicial Branch in sustaining a high quality of justice, enhancing public safety, and assisting individuals and families in need.

The Mission Statement

The work expected of the CSSD by its several publics and the Division's own description of its fundamental mission is:

To provide the Judges of the Superior Court and the judicial system with timely and accurate information, quality assessments and effective services that ensure compliance with court orders and instill positive change in individuals and families.

**Strategic Plan
2006-2009**

CSSD Core Strategic Goals for the 2006-2009 Strategic Plan

These Core Strategic Goals describe the eight areas in which CSSD will concentrate its efforts over the next three years in order to achieve the Division's Vision and Mission, which in turn supports the Mission of the Judicial Branch to resolve matters brought before it in a fair, timely and cost effective manner.

#1: Supervision and Sanctions

To promote compliance with court ordered conditions and sanctions through effective supervision practices. *This includes implementation of activities to achieve recidivism reduction, services to victims and families and use of restorative sanctions.*

#2: Services and Interventions

To provide the court with quality assessments and service alternatives that offer a continuum of evidence based program interventions that maximize positive outcomes for individuals, families and victims of crime. *This includes utilization of research based services and assessments targeted to client needs in order to achieve risk reduction, resolve conflict and improve processing of court business.*

#3: Quality Assurance

To maintain and strengthen the effectiveness of all operational and administrative functions through a comprehensive process that establishes consistent definitions of performance standards that are reinforced by ongoing management systems. *This includes implementation of best practices, training, technical assistance, coaching, and routine feedback to ensure fidelity to agency practices and processes.*

#4: Program Outcomes, Research and Evaluation

To strengthen CSSD's capacity to collect, analyze, disseminate and use information to measure results of service delivery and business functions. *This includes but is not limited to evaluation of operations functions and contracted services, the conduct of research through literature reviews and development of formal relationships with researchers/academic institutions, and improved internal and external dissemination of research.*

#5: Support of Staff

To assure that each unit of CSSD and its staff have efficient tools and adequate support to achieve the agency's goals and objectives. *This includes but is not limited to improved implementation of data collection and information technology enhancements, reporting tools, and policy and procedure development and dissemination.*

#6: Community Based Service Delivery Network

To develop, promote and integrate services in a public/private partnership that supports judicial decision making and provides assistance to individuals and families. *This recognizes the need to deliver a continuum of gender specific, culturally appropriate and research based services and includes identification of regional service gaps and underserved populations in order to address these issues.*

#7: Organizational Development

To support and promote organizational proficiency by enhancing communication and collaboration, strengthening the infrastructure and fostering a diverse and dynamic workforce. *This goal focuses on strengthening internal communications, supporting collaborative efforts, emphasizing a team approach to integrating all units within CSSD and increasing public outreach and external stakeholder awareness of the agency's projects and initiatives.*

#8: Professional Development

To sustain and enhance a comprehensive program of professional development that promotes individual employee growth through training, mentoring, and career development. *This recognizes the need to provide an environment that encourages adequate opportunities for pursuit of individual career paths and staff retention.*