

Three Year Strategic Plan FY 2010 – FY 2012



Judicial Branch State of Connecticut Court Support Services Division

January 2010

State of Connecticut

JUDICIAL BRANCH



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

The 2009-2012 CSSD Strategic Plan

I am pleased to present the FY2010-2012 CSSD Strategic Plan to the Judicial Branch and Court Support Services Division (CSSD) staff. This is the Division's fourth strategic plan since 1999. We are guided by our mission to provide the highest quality services to the Court and to address the needs of individuals and families who are referred to us. The Plan outlines the core strategic goal areas in which CSSD will concentrate its efforts over the next three years to support the Judicial Branch in its mission to resolve matters brought before it in a fair, timely, efficient and open manner.

Our Plan illustrates CSSD's commitment to developing a risk reduction/results based strategic framework for all of our major functions. The five Core Strategic Goals, and the Operational Initiatives from each CSSD business unit which support these Core Goals, seek to improve our ability to change client behavior, enhance our effectiveness in conflict mediation, address needs of victims, and reduce recidivism rates. The activities are designed to strengthen efforts to enhance our implementation of culturally competent, evidence based programming, interventions and supervision services. The Plan also focuses on strategies to enhance our working partnership with community agencies in our network so that they will benefit from evidence based improvements as well.

Results Based Accountability (RBA) principles have also been woven into all strategies for the Plan. This mirrors similar efforts in all other Branch Divisions undertaken to inform stakeholders of our progress and achievements. RBA provides us with a method to assess the effectiveness and impact of our services. Measurable risk reduction indicator benchmarks and reports have been developed for each CSSD business unit and contracted service area to help us produce the information needed for the RBA process. In the past year, CSSD management had more than thirty meetings with field and contracted provider staff to explain RBA and seek advice and input. Feedback from these meetings formed the basis for many of the strategic goals and operational initiatives that are reflected in this Plan.

A new area within the Plan concerns cultural competency and multicultural issues. The Judicial Branch has become increasingly aware of the importance of providing culturally relevant services. Consistent with the Branch direction, risk reduction principles and evidence-based practice, CSSD has recognized that if we are not able to provide services in a manner that takes into account the varying cultural backgrounds and language needs of our clients, we will compromise our ability to achieve our goals. We began a series of initiatives in 2008 which are now an ongoing part of this plan, under Executive Director leadership, to improve the cultural competency skills of our CSSD staff and contracted network.

I am proud to share this Strategic Plan with CSSD employees and am confident that the hard work of our staff will be reflected in the success that we will achieve as we go forward.

William H. Carbone
January, 2010

Telephone: 860-721-2100 Fax: 860-258-8976 E-mail: William.Carbone@jud.ct.gov



**Judicial Branch
Court Support Services Division
Strategic Plan FY 2010 – 2012**

The Mission of the State of Connecticut Judicial Branch is to serve the interests of justice and the public by resolving matters brought before it in a fair, timely, efficient and open manner

The Mission and Vision of the Judicial Branch/Court Support Services Division support the Branch and are as follows:

The Mission of CSSD is to provide effective support services within the Judicial Branch by working collaboratively with system stakeholders to promote compliance with court orders and instill positive change in individuals, families and communities.

The Vision of CSSD is to provide effective services by working in collaboration with other agencies to support the Judicial Branch in providing a high quality of justice, enhancing public safety and assisting individuals and families through effective interventions.



**Judicial Branch
Court Support Services Division
Strategic Plan FY 2010 – 2012**

Core Strategic Goals

The core strategic goals describe the major areas in which CSSD will concentrate its efforts over the next three years to support the Judicial Branch's and the Division's mission and vision. The Core Strategic Goals for CSSD for the 2009-2012 Strategic Plan include:

Goal #1 – The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.

Goal #2 – The CSSD will develop services that offer a continuum of research and evidence-based programs in order to maximize positive outcomes for clients.

Goal #3 – The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the Division's infrastructure and capacities.

Goal #4 – The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

Goal #5 – The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.

CSSD STRATEGIC PLAN 2010-2012

OPERATIONAL INITIATIVES

(SEE INDIVIDUAL LINKS BELOW)

[Adult Probation / Bail](#)
[Juvenile Probation](#)
[Juvenile Residential Services](#)
[Clinical and Educational Services](#)
[Family Services](#)
[Programs & Services / Center for Best Practices](#)
[Center for Research, Program Analysis & Quality Improvement](#)
[Program and Staff Development: Training Academy](#)
[Program and Staff Development: Community Service](#)
[Administrative Services - Information Technology](#)
[Administrative Services - Grants and Contracts](#)
[Executive Director](#)

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Adult Services

CORE GOAL #1 The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Implement a process that incorporates monthly Case Termination reviews (Early Discharge from Probation) with all probation officers by their supervisor, and with all Chief Probation Officers by their Regional Manager</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in LSI-R protective score totals when compared to protective scores at intake 	<p>Aug. 2009 and ONGOING</p>
1.2	<p>Incorporate the completion of the initial assessments (LSI-R, ASUS-R, and What I Want to Work On Questionnaire) within the probation supervision units</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in LSI-R protective score totals when compared to protective scores at intake 	<p>Fall 2009 – Winter 2010 and ONGOING</p>
1.3	<p>Fully implement the financial bond rating guideline in Bail</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • More consistent/uniform financial bond orders/recommendations throughout the state • Fewer pre-trial detainees held in the Connecticut Department of Correction 	<p>Fall 2009 – Winter 2010 and ONGOING</p>

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.4	<p>Implement a discharge planning process which ensures that probation clients have information and a strategy to maintain a pro-social crime free lifestyle after probation</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer re-arrest rates following their term of probation supervision • Individuals obtaining assistance in need areas resulting in fewer crimes being committed 	2010 - 2011

CORE GOAL #3 The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the Division's infrastructure and capacities.

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Implement a quarterly audiotape review or direct observation by Regional Managers of each Chief Probation Officer leading a Case Assessment Discussion</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • An increase in LSI-R protective score totals when compared to protective scores at intake 	Spring 2009 and ONGOING
3.2	<p>Implement a process for the quarterly review and discussion of each office's Risk Reduction Indicators Report with line staff, Chief Probation Officers, and Regional Managers</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in LSI-R protective score totals when compared to protective scores at intake 	Fall 2009 and ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.3	<p>Develop a process by which Regional Managers on a quarterly basis, will meet with their office Chiefs and their local contracted program providers (AICs and ABHs), to discuss common concerns; review office Risk Reduction Indicator Reports, and Contracted Program CDCS Reports. (Program Monitors and Best Practices staff should, when possible, attend these meetings).</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in LSI-R protective score totals when compared to protective scores at intake 	Fall 2009 and ONGOING
3.4	<p>Implement a process that incorporates the monthly Case Review Conference in Bail Services with bail staff by their supervisor and the supervisors with their managers.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Bail staff complete their functions and responsibilities in accordance with CSSD policy and procedure • More consistent and uniform delivery of bail services throughout the state • Improvements in each of the Bail Key Performance Indicator measures 	Spring 2010 and ONGOING
3.5	<p>Enhance communication and information sharing with the pre-trial diversion contracted program providers.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • More timely program placement • More timely program completion / participation reports being submitted by the providers • Less time spent by CSSD obtaining reports concerning program completion / participation 	Spring 2010 and ONGOING
3.6	<p>Increase the number of individuals interviewed during non-court hours.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • More defendants will be released prior to their arraignment • Court session bail staff will have more time to review / gather information and conduct interviews • Court lock-ups will be less congested resulting in fewer incidents occurring 	Fall 2009 and ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.7	<p>Implement regional Probation Transition Program models that help to successfully transition inmates from the Department of Correction into the community</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • All inmates releasing from the DOC to probation are seen prior to their release • All inmates, who have served more than 120 days in the DOC, will have an LSI-R completed prior to their release from DOC • Reduction in absconder warrants • Reduction in Violation of Probation warrants during the first year of probation • Decreased percentage of probation case closures due to Technical Violations • Increase in referrals for basic needs assistance • Better collaboration with the DOC on the release of high risk and inmates • Reductions in probationer re-arrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in the percentage of PTP cases (in each of the next 3 years) that were granted a successful discharge per Early Termination procedures under the new Probation Terms legislation 	ONGOING
3.8	<p>Maintain and establish new specialized supervision units for clients with serious mental illness. (The Court Support Services Division Mental Health Case Management Project established a specialized unit of ten Mental Health Probation Officers, who supervise probationers with serious mental illness in selected offices).</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in the number of inmates with serious mental illness returned to DOC on a Violation of Probation • Increased quality of life for clients (housing, employment, family reengagement, social support networks) • Improvement with compliance rates with treatment and medication management for clients • Increased number of clients receiving services and treatment related to their mental illness • Improve probation outcome rates for probationers with serious mental illness • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations. • Increase in LSI-R protective score totals when compared to protective scores at intake • Decrease in the percentage rates of future incarceration and hospitalizations 	ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.9	<p>Enhance sex offender supervision services through implementation of the revised Sex Offender policy (4.18)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • A more comprehensive and consistent approach to sex offender management and supervision • More timely and accurate offender assessments resulting in the proper supervision classification level based on their potential risk / community safety • Incorporate inter-agency decision making and collaboration to enhance the effectiveness of offender supervision. • Promote successful reintegration of offenders' back into their communities • Reduce caseload size to 25 per probation officer • Reduce the number of technical violations 	Fall 2009 and ONGOING
3.10	<p>Maintain and fully utilize statewide Technical Violation Units to work with offenders who are having difficulty complying with the conditions of their probation</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • An increase in the number of probation cases closing satisfactorily • An increase in the number of probationers completing treatment programs. • A decrease in the number of individuals being held in the Department of Correction • Reduced caseload size • A decrease in the number of technical violation of probation warrants 	ONGOING

CORE GOAL #4 The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p>Implement a process for Chief Probation Officers to conduct a quarterly review of an audiotape or direct observation of each probation officer interacting with a probationer and provide feedback to the officer</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs • Increase in the percentage of probation cases closing without a Violation of Probation • Decreased percentage of probation case closures due to Technical Violations • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation • Increase in LSI-R protective score totals when compared to protective scores at intake 	2009 and ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.2	<p>Establish a centralized unit with Regional Risk Reduction Staff Mentors who can coach and help office probation officers in strengthening their Risk Reduction skills, (e.g., MI, Case Planning, Reinforcement Application, Collaborative Problem-Solving, and Discharge Planning)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reductions in probationer rearrest rates during and following probation supervision. • Increased percentage of probation case closures that complete treatment that match identified criminogenic needs. • Increase in the percentage of probation cases closing without a Violation of Probation. • Decreased percentage of probation case closures due to Technical Violations. • Increase percentage of case closures that are employed compared to the percentage of probationers employed starting probation. • Increase in LSI-R protective score totals when compared to protective scores at intake. 	<p>2009 and ONGOING</p>
4.3	<p>Ensure that all Bail Case Data Records are entered in the Case Management information System (CMIS) in accordance with CSSD policy and procedures</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Automated reports will be current and accurate • Work unit information will be current and accurate • Information shared with law enforcement through the Municipal Access-Judicial Electronic Bridge (MA-JEB) will be current and accurate. 	<p>ONGOING</p>
4.4	<p>Incorporate a process to conduct bail interviews electronically in police departments and/or local Courthouse lockups.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Bail information will be entered directly, in real time, into CMIS eliminating the duplicative process of obtaining the information manually and then entering it into CMIS. • CMIS will electronically calculate the weighted release criteria and the financial bond order / recommendation when appropriate. • More efficient use of Bail staff time. 	<p>2011 - 2012</p>
4.5	<p>Ensure that Case Data Records are being completed accurately and all information is considered when making a bond order or recommendation</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased number of defendant released prior to arraignment • Increased number of non-financial release recommendations at arraignment • Decrease in the number of defendants released on a non-financial bond who fail to appear for Court. • Increase in the number of defendants referred to the provider network • Fewer pre-trial detainees held in the Connecticut Department of Correction system 	<p>ONGOING</p>

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.6	<p>Implement an annual probationer satisfaction survey process</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • To obtain information from the probationer’s perspective concerning probation supervision services • To identify positive interactions/services provided to probationers and share this information with staff • To identify areas in which probationers were dissatisfied and review/address as necessary 	<p>Piloted 2009;</p> <p>Implement Statewide in Winter/Spring 2010</p>

CORE GOAL #5 The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>Adult services operations will support the efforts of the CSSD Cultural Competency Advisory Committee and engage in efforts to promote and support appropriate training for all staff</p>	<p>FY 09/10 and ONGOING</p>

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Probation

CORE GOAL #1 *The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Implement a series of quarterly meetings in each office to review and discuss the risk reduction reports. Supervisors will discuss outcomes and identify strategies for making and sustaining improvements.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in re-arrest rates for juveniles during and following probation/supervision • Increase in JAG protective scores when compared to Protective scores at intake • Reduction in the number of probation officer generated TICs 	ONGOING
1.2	<p>Identification and training of an “education” JPO in each probation office</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased attendance and improved behavior of juveniles referred to the court for truancy and defiance of school rules • Reduction in probation re-arrest rates following probation/supervision • Increase in the percentage of juveniles completing probation without the filing of a technical violation • Decrease in the percentage of school suspensions for juveniles on probation / supervision / family service agreement 	Winter 2011
1.3	<p>Implementation of client engagement training</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in re-arrest rates for juveniles during and following probation/supervision • Increase in JAG protective scores when compared to • Protective scores at intake • Reduction in the number of probation officer generated TICs • Increase in the percentage of juveniles completing probation without the filing of a technical violation 	Fall 2010
1.4	<p>Pursue Accreditation of Juvenile Probation with the American Correctional Association</p>	Summer 2011
1.5	<p>Review all policies, procedures, and training curriculum to ensure that each meet the needs of handling sixteen (16) and seventeen (17) year olds as they enter the Juvenile Justice system.</p> <p><u>Projected Outcomes</u></p> <ul style="list-style-type: none"> • Reduction in re-arrest rates for 16 and 17 year olds during and following probation/supervision • Increase in JAG protective scores when compared to protective scores at intake • Increase in the percentage of 16 and 17 year olds completing probation without the filing of a technical violation 	Spring 2010 – Fall 2010

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

Juvenile Probation

CORE GOAL #3 The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the Division's infrastructure and capacities.

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Implement a booster training program for gender responsive officers</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in JAG protective scores for females completing probation / supervision • Increase in the number of probation / supervision cases successfully completing probation • Increase in school performance for girls on probation n/ supervision • Reduction of recidivism for girls completing probation / supervision 	Summer 2010
3.2	<p>Implement a JAG booster training program</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Improved inter-rater reliability • Improved identification of risk and needs for clients place on any form of probation • Improved matching of referrals for clients and families to services • Reduction of recidivism among clients completing probation / supervision 	ONGOING
3.3	<p>Incorporate a process in which supervisors observe officer/client interactions either in person or via audiotape monthly</p> <p><u>Projected Outcomes:</u></p> <p>Reduction of recidivism among clients completing probation / supervision</p>	ONGOING
3.4	<p>Creation of a training program regarding juveniles with learning disabilities and how they may respond to a variety of situations. Outreach will be done to include schools, families and police.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in arrests of juveniles with learning disabilities • Reduction in the number of school related arrests of juveniles with learning disabilities • Reduction in the number of school generated court referrals 	Fall 2011
3.5	<p>Develop a curricula for training in issues related to mental health for JPOs, school personnel and families</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased awareness by JPO, families and school personnel • Reduction in the number of school generated court referrals of juveniles with mental health needs • Reduction in the number of parent generated court referrals • Increased collaboration and understanding of roles by school personnel and JPOs • Increased collaboration between parents of juveniles with mental health needs and JPOs 	Fall 2011

CORE GOAL #4 The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p>Implement a quality assurance process for supervisors to use when reviewing Case Plans created by JPOs</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in the percentage of probation cases closing without a violation of probation • Decreased percentage of probation case closures due to technical violations • Increase in correlation between criminogenic needs identified by the JAG and referral for service 	Winter 2010
4.2	<p>Integrate risk reduction mentors into supervisor observation and feedback discussions to support and enhance the supervisor’s skills</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in probationer re-arrest rates during and following probation supervision • Increase in the percentage of probation cases closing without a violation of probation • Decrease in the percentage of probation cases with technical violations • Increase in the numbers of probation cases that complete treatment which matched identified criminogenic needs 	ONGOING
4.3	<p>Implement a JAG quality assurance program</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Improved inter-rater reliability • Improved identification of risk and needs for clients placed on any form of probation • Improved matching of referrals for clients and families to services • Reduction of recidivism among clients completing probation / supervision 	ONGOING
4.4	<p>Solicit feedback form both juveniles and their parents regarding their experiences with the Juvenile Court system and Probation</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Provide Juvenile Probation management, supervisors and line officers with information regarding the effectiveness of current practice in informing and engaging clients and their families • Improved communication between clients, families and the Juvenile Justice System • Improved outcomes and reduced recidivism rates for juveniles and their families 	Winter 09-10 beginning pilot in two locations prior to statewide rollout in 2010

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CORE GOAL #5 The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	Juvenile Probation will collaborate with the CSSD Cultural Competency Advisory Committee to develop a work plan for appropriate cultural competency activities and development of training curriculums for the Unit	FY 09/10 and ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Residential Services

CORE GOAL #1 The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Implement Client Self Motivation program model statewide; in collaboration with the Training Academy and Center for Best Practice</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in the number of disciplinary incident reports • Improved communication between staff and juveniles • Seamless continuity of care between facilities 	FY 09/10 ONGOING
1.2	<p>Conduct classification screens on all admissions to appropriately determine level of confinement</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased utilization of secure/Community Residential Programs • Ensure juveniles are placed at a facility that meets their level of security 	FY 09/10
1.3	<p>Implement Therapeutic Crisis Intervention (TCI); in collaboration with the Training Academy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase staff competency in verbal de-escalation skills • Increased positive behavior outcomes for juveniles 	FY 09/10 ONGOING
1.4	<p>Develop and implement an integrated system of data collection for evidence-based programming (Social Problem Solving Training, TARGET, substance abuse); in collaboration with Clinical and Educational Services and Center for Research, Program Analysis and Quality Improvement</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in timeliness of data collection • Central repository of detention data • Cross examination of programming efforts and outcomes 	FY 09/12
1.5	<p>Enhance educational programming by providing comprehensive screening, enhanced curricula, and coordinated discharge planning with the school provider and probation; in collaboration with Clinical and Educational Services and Juvenile Probation</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Decrease in amount of school refusals • Increase in transitional planning services • Increase in vocational services 	FY 09/12
1.6	<p>Engage in risk reduction and enhanced discharge planning efforts; in collaboration with Juvenile Probation, Grants & Contracts, and Clinical and Educational Services</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Decrease in the number of juveniles returning to detention facilities • Increase in continuity of care for juveniles released from detention 	FY 09/12

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.7	<p>Implement programming services to families to increase their knowledge base of adolescent development and services available in their communities and, surrounding towns; in collaboration with Juvenile Probation and Clinical and Educational Services</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in parental knowledge of adolescent development • Increase in family visitation/involvement 	FY 10/11 ONGOING

CORE GOAL #2 The CSSD will prioritize services that offer a continuum of research and evidence-based programs and interventions that maximize positive outcomes.

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p>Establish a continuum of residential programs for youth (16&17); in collaboration with the Center for Best Practice, Grants and Contracts, Juvenile Probation, and Clinical and Educational Services</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in gender responsive residential services for youth (16&17) • Decrease in recidivism rates for youth (16&17) 	FY 09/10

CORE GOAL #3 The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the division's infrastructure and capacities.

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Engage in a revision of the suicide prevention and mental health curriculums and establish a suicide prevention certification process; in collaboration with the Clinical and Educational Services and Training Academy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in staff knowledge of suicide prevention • Increase in staff knowledge of mental health • Increase in detention specific curriculums 	FY 09/10
3.2	<p>Establish team building capacity within each Detention Center; in collaboration with the Training Academy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in staff communication • Increase in efficiency of care for juveniles 	FY 09/11

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.3	<p>Establish team building capacity between the detention centers and the Community Residential Programs they oversee; in collaboration with the Training Academy and Grants & Contracts</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in quality of continuity of care • Improved quality of information transferred 	FY 09/11 ONGOING
3.4	<p>Develop and implement a staff leadership development curriculum; in collaboration with the Training Academy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in staff leadership skills • Increase in staff management capacity 	FY 09/11
3.5	<p>Develop and implement a Classification & Program Officer (CPO) specific training curriculum; in collaboration with the Training Academy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Standardize training opportunities • Increase overall CPO knowledge 	FY 09/10

CORE GOAL #4 The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p>Ongoing development of detention practice through continued engagement in Performance based Standards project</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Detention practice will meet national standards • Detention practice will strive to exceed national standards • Detention facilities will strive to receive national awards for detention practice 	FY 09/10 ONGOING
4.2	<p>Maintain accreditation with the American Correctional Association and National Commission on Correctional Healthcare</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Attain ACA reaccreditation • Attain NCCHC reaccreditation 	FY 09/11 ONGOING
4.3	<p>Coordinate and implement Pandemic Flu Task Force and Judicial Branch Emergency Preparedness planning efforts; in collaboration with Juvenile Probation, Grants and Contracts, Training Academy, and the Clinical and Educational Services</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Detention will be prepared for a pandemic flu • Increase in knowledge of pandemic flu 	FY 09/10

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.4	<p>Revise overtime policy and procedures to ensure cost effective practice</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Contributors to overtime are identified and addressed in a timely manner • Reduction in overtime • Improve staffing patterns 	<p>FY 09/10 ONGOING</p>

CORE GOAL #5 *The CSSD will engage in activities that promote a diverse, gender responsive and culturally competent environment for staff and clients that are sensitive to values and responsive to needs.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>Engage in data collection and analysis to assess the prevalence of disproportionate incident reporting practices; in collaboration with Clinical and Educational Services and Center for Research, Program Analysis and Quality Improvement</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Identify disproportionate incident practices • Establish training system to reduce disproportionate incident practices 	<p>FY 09/10 ONGOING</p>
5.2	<p>Develop and implement a multi-cultural training program; in collaboration with the Training Academy and in collaboration with the CSSD Cultural Competency Advisory Committee</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increase in staff competency across different cultures • Increase in juvenile level of comfort with staff 	<p>FY 09/12 ONGOING</p>

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Clinical and Educational Services

CORE GOAL # 1 *The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Research, develop and implement educational strategies that reduce recidivism and improve client educational achievement.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Integration of the education-delinquency research into the Juvenile Risk Reduction Framework • Development and implementation of staff, provider and parent training curricula that increase participant knowledge of education-delinquency-risk reduction, learning disabilities, special education laws, and advocacy approaches • Development and implementation of a pilot “education model” that tests specific Juvenile Probation Officer education-related responsibilities and policies, as well as coordination efforts with a local school district and providers • Implementation of a valid automated educational screening instrument to assess math and reading grade levels • Increase in staff and stakeholder knowledge about educational issues and impact on recidivism • Increase in client school attendance 	FY 09/10
1.2	<p>Expand the availability of clinical consultation to the Court and Probation Department.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Expansion of clinical coordinator duties to outlying courts (e.g., MAYSI consultation, staff training) • Increase in the number of clinical coordinators • Decrease in court-based assessments and increase in cost savings • Increase in staff knowledge about mental health issues and appropriate responses to crises 	FY 09/10 FY 10/11

CORE GOAL # 2 *The CSSD will prioritize services that offer a continuum of research and evidence-based programs and interventions that maximize positive outcomes.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p>Research and implement additional assessments.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Implementation of juvenile sex offender risk evaluation • Availability to obtain fire setting evaluations • Availability to obtain educational assessments • Better Pre-Dispositional Study (PDS) recommendations and assignment of supervision level • Referral to appropriate treatment services 	FY 09/10 FY 10/11 FY 10/11

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CORE GOAL # 3 *The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the Division's infrastructure and capacities.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Collaborate with other state agencies and CSSD units to implement the priorities established annually by the Executive Implementation Team for the Joint Juvenile Justice Strategic Plan</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Establishment of a Local Interagency Service Team (LIST) for each juvenile court • Better local coordination of local diversion efforts and support services, especially with Youth Service Bureaus (YSBs), Juvenile Review Boards (JRBs), and Police • Improved coordination between State Department of Education (SDE), Local Educational Authorities (LEAs), Department of Children and Families(DCF), and the local courts regarding educational issues • Establishment of a disproportionate Minority contact (DMC) strategy • Reduction in referrals to court • Reported increase in access to community-based supports • Issuance of the First Annual Report about the juvenile justice system 	FY 09/10 ONGOING
3.2	<p>Collaborate with other state agencies and contracted providers to improve the availability and quality of educational services.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • CSSD policy guiding staff and providers when and why to refer to which educational intervention Educational Support Specialist (ESS), Family Support Center Educational Advocates (FSC/EA), Emily J. Educational Consultant, and Support Team for Educational Progress (STEP) • An memorandum of agreement with the SDE outlining standards and roles and responsibilities for quality assurance of Juvenile Residential Services education programs • Improved access to appropriate educational interventions • Improved coordination with SDE regarding quality assurance of educational programs 	FY 09/10 ONGOING
3.3	<p>Develop a unit communication strategy and implement regular meetings with other units</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Clinical and Educational Services (CES) Unit posted on the CSSD website • Regular meeting schedule established with Juvenile Residential Services, Juvenile Probation and Center for Best Practices • Increase in staff knowledge about CES Unit responsibilities • Better coordination with other units and between operational units in the field 	FY 09/10

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.4	<p>Promote staff development and unit cohesion through targeted training and events</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Provide access to effective project management and supervisory skill development trainings • Initiate quarterly unit team building events • Reported improved unit cohesion and skill development by staff • Observed improvement in staff performance 	FY 09/10 ONGOING

CORE GOAL # 4 *The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
4..1	<p>Develop and implement a quality assurance system for clinical evaluations</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Development and implementation of baseline standards for court evaluations • Reprourement of Court-based Assessments based on quality assurance feedback • Improved quality of court evaluations and reported satisfaction by court stakeholders 	FY 09/10 ONGOING
4.2	<p>Development and implementation of a Forensic Training Program for evaluation contractors</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Credentialed providers serving the delinquency and neglect courts • Improved satisfaction with court evaluations reported by the Court 	FY 10/11
4.3	<p>Improved understanding, use and reporting of clinical information and appropriate matching to services</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Probation and Public Defenders submit automated CANS applications for residential and group homes services • 90% of applications deemed clinically appropriate • Timely access to residential/group home placement and Riverview Hospital 	FY 09/10 ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.4	<p>Develop, implement and sustain national best practices in family engagement and court diversion efforts</p> <p><i>Projected Outcomes:</i></p> <ul style="list-style-type: none"> • Expansion of high-fidelity wraparound to two (2) additional communities • Expansion of the school-based diversion initiative to two (2) additional communities • Implementation of a probation-focused family engagement strategy and related CSSD policy • Recognition by the MacArthur Foundation and other interest groups 	FY 09/10 ONGOING
4.5	<p>Contribute to the research on violence and treatment outcomes</p> <p><i>Projected Outcomes:</i></p> <ul style="list-style-type: none"> • Joint research agenda established with the Center for Research, Program Analysis, and Quality Improvement regarding the risk and protective factors related to treatment and educational outcomes • Contribution to the evaluation of CSSD program effectiveness, and overall program and policy development 	FY 09/10 ONGOING

CORE GOAL # 5 The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that are sensitive to values and responsive to needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>Development and implementation of cultural competency standards for clinical evaluations and clinical and educational services.</p> <p><i>Projected Outcomes:</i></p> <ul style="list-style-type: none"> • Establishment of cultural competence standards for Clinical Coordinators and Court Evaluators. • Evaluation of CSSD's ability to meet established clinical standards. • Understanding of and strategy to address any disparity in referral rates to services or outcomes for client engagement and program completion. 	FY 09/10 ONGOING
5.2	Support of the efforts of the CSSD Cultural Competency Advisory Committee	FY 09/10 ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.6	<p>Formalize Extended Negotiation Services in family civil court</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Provide a uniform program for negotiations identified by the Court, bar or Family Services that require more time than available at short calendar • Design protocol for implementation • Develop capacity to generate statistics within CMIS-R 	<p>FY 09/10 ONGOING</p> <p>FY 10/11</p>
1.7	<p>Offer Electronic Monitoring (GPS) as a sanction for family violence offenders</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Formulate policy and procedure • Provide training • Design and implement pilot project in selected GA sites 	<p>FY 09/10 ONGOING</p>

CORE GOAL # 2 *The CSSD will prioritize services that offer a continuum of research and evidence- based programs and interventions that maximize positive outcomes.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p>Provide Family Violence Sanction Programs that reduce recidivism, hold offenders accountable and increase victim safety (FVEP, EVOLVE, EXPLORE)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Continue to offer FV programming in all Geographical Areas • Program completion rate that is at or above 70% • Average wait time to enter a program is less than 45 days • FV recidivism after program completion at or below 35%- 12 months out • Program participants reporting increased knowledge regarding the detrimental impact of family violence on victims, learning new skills and understanding the harmful effects of violence on children, and positive changes in beliefs and attitudes regarding the inappropriateness of family violence • Attendance/Utilization of clinical supervision training (EVOLVE/EXPLORE) at or above 90% 	<p>FY 09/10 ONGOING</p>
2.2	<p>Ensure a quality Parent Education Program that focuses on the needs of children, emphasizes cultural competence, and utilizes promising practices.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Continue to offer the Parent Education Program in all Judicial Districts • Participate in the drafting of the RFP for the Parent Education Program • Participate in the PEP Best Practices Subcommittee • PEP program facilitator observations by Program Manager and Family Services staff on an on-going basis, with feedback to PEP provider network and PEP Advisory Committee. • Provide the PEP program participant survey to all completers and analyze the data • Program participants reporting over 90% of the time that the program was valuable to separating parents, that the program was helpful for understanding the needs and reactions of children of various ages to parental separation or living apart, and that the program was helpful for reducing stress in children 	<p>FY 09/10 ONGOING</p>

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.3	<p>Continue Access and Visitation Service Options (Federal grant) for never married, lower income parents in the Magistrate Court</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Continue to offer mediation and casework services to never married parents in the Hartford Magistrate Court as it relates to access/visitation or other child related issues • Offer contracted Supervised Visitation and Transitions in Parenting within the Northwest, North Central and Eastern Regions of Connecticut to increase access between non-custodial parents and their children • Explore funding opportunities to expand essential aspects of the program to all regions. • Research and design additional evidence-based programming and interventions to assist/remove barriers for parents within the Magistrate Court • Continue participation in the Problem Solving in Family Matters Committee 	FY 09/10 ONGOING
2.4	<p>Offer a Family Violence Education Program and other contracted services for youth</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Continue pilot of FVEP for youth in the New Haven YRRC • Continue observation of groups to ensure curriculum fidelity • Design and implement, with the Best Practices Unit, a research project to determine effectiveness of intervention and recidivism rates • Determine expansion plan (statewide vs. regional) 	FY 09/10 ONGOING

CORE GOAL #3 *The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the division’s infrastructure and capacities.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Continue utilization of committees comprised of CSSD Administration, Supervisors and Family Relations Counselors to develop and review strategic/work plans for Family Services initiatives</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Committees will meet monthly with the goal of including supervisors and field staff in the development and implementation of initiatives • The goals are to review current practices, develop/modify policy and procedures, identify work plans, determine timeline for completion • To ensure that all programs/interventions reflect the current best practice 	FY 09/10 ONGOING

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.2	<p>Participate in and staff the Parent Education Program Advisory Committee</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Continue meeting every other month with Parent Education Advisory Committee • Review and modify as necessary the curriculum for the Parent Education Program RFP due in 2010 • Collate and analyze all relevant statistical data for PEP and report outcomes to Advisory Committee • Organize and hold best practice sub-committee meetings, comprised of providers who currently offer PEP, to review programming in other states and new innovations to ensure Connecticut’s program reflects current best practice • Develop and provide yearly training for all PEP program facilitators 	FY 09/10 ONGOING
3.3	<p>Continue membership in the Statewide Domestic Violence Docket Committee</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Attend meetings as scheduled to facilitate ongoing multi-disciplinary collaboration with state, judicial and community family violence stakeholders • Continue to provide input to the committee regarding Family Services role in the process and contracted services • Continue sub committee work regarding the formalization of domestic violence docket best practices, including the statewide expansion of domestic violence dockets 	FY 09/10 ONGOING
3.4	<p>CSSD Administration and Family Services staff will collaborate with Judges, attorneys and other stakeholders</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Attend Family Section monthly bar meetings • Convene meetings to discuss implementation and receive feedback regarding Family Services initiatives • Meet monthly with CCADV to address issues related to the needs of victims. 	FY 09/10 ONGOING
3.5	<p>Continue involvement with the CT Collaborative for Domestic Violence and Maltreatment of Children</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Attend bi-monthly meetings • Present information regarding Family Services • Collaborate with committee members to determine how current practices impact public policy 	FY 09/10 ONGOING

CORE GOAL #4 *The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

STRATEGIC INITIATIVES		TIMELINE (FY)
4.1	<p>Review comprehensive evaluation written reports to ensure adherence to the evaluation format</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Committee comprised of Regional Managers and supervisors will meet semi annually to review evaluation reports to assess the written format, content, and quality of conclusions, assuring that the report supports the recommendations offered • Provide statewide analysis to supervisors regarding outcome of committee review • Provide the results of the committee’s review to the supervisor and counselor with the goal of enhancing future performance • Identify additional training needs 	FY 09/10 ONGOING
4.2	<p>Conduct Comprehensive Evaluation Survey to measure impact of enhanced evaluation process</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Staff will submit a completed survey at the conclusion of the evaluation • Information will be collected, collated, and analyzed • A report of the survey findings will be shared with supervisors and staff • Utilize the information gathered to review and potentially modify policy 	FY 09/10 ONGOING
4.3	<p>Family Violence Pre-Trial Services Committee currently reviewing all components of work in adult criminal court</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Conduct monthly meetings • Develop and implement interview guides for intake and assessment interviews • Review GA reports, revise GA report protocol and report format • Review and revise existing CSSD policy to incorporate modifications identified by the committee • Explore and enhance the current protocols regarding the pre-trial supervision process • Connect DVSI-R risk assessment to the level of pre-trial supervision • Identify the range of evidence based services/interventions and implement as appropriate • Standardize Family Services role in the DV docket 	FY 09/10 ONGOING FY 10/11
4.4	<p>Update, create and audit CSSD Family Services policy</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Ongoing review and revision of policy to ensure that they reflect the most current best practice • Incorporate input from supervisors and line staff through committee work and field review • Periodic audit of policy to ensure compliance 	FY 09/10 ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.5	<p>Adherence to the Family Case Supervision Review Policy for ongoing quality assurance</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> Supervisors will conduct direct observations of line staff as they perform the functions in both family civil and adult criminal Supervisors will meet with FRCs on a monthly basis to discuss caseload management, explore case specific dynamics, review recommendations and assess overall quality of work performance Supervisors will review all criminal and civil files and written reports pursuant to policy requirements Regional Managers will conduct semi-annually audits to ensure policy compliance 	FY 09/10 ONGOING
4.6	<p>Utilization of statistical reports (CMIS reports, CDCS, RBA metrics, Conflict/Risk Reduction Indicator Report)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> On a quarterly basis Regional Manager will review with Supervisors all statistical reports On a quarterly basis Supervisors will review with staff all statistical reports Supervisors will utilize staff meetings to gather ideas on ways to positively impact what the reports are measuring and what actions can be taken to continually move towards improved outcomes 	FY 09/10 ONGOING
4.7	<p>Evaluation process of the Parent Education Program to ensure curriculum fidelity and assess the quality of the facilitator performance</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> Conduct periodic observation of PEP classes by Family Services staff Group quality process assessment will be completed for each agency Feedback will be shared with the PEP agency providers and the PEP Advisory Committee Corrective action plans will be developed and implemented as needed 	FY 09/10 ONGOING

CORE GOAL #5 *The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>Family Services will support the activities of the CSSD Cultural Competency Advisory Committee to develop and implement enhancement of skills for all CSSD employees and contracted staff.</p>	FY 09/10 ONGOING
5.2	<p>Family Services will focus on augmenting and sustaining an ongoing effort to assimilate culturally competent practices in operations and programs.</p>	FY 09/10 ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Programs and Services / Center for Best Practices

CORE GOAL #1 *The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Present the <i>Risk Reduction Implementation and Reinforcement Strategy</i> to Executive Directors, Managers and Program Directors of contracted service agencies (includes identified Adult and Juvenile center-based, home-based and residential models)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Engage contracted agencies in Risk Reduction and RBA initiatives • Identify the expectations and requirements of the Risk Reduction and RBA initiatives 	July 2009
1.2	<p>Present the <i>Risk Reduction Implementation and Reinforcement Strategy</i> to program line staff of identified contracted service agencies; provide ongoing coaching and follow-up as needed by individual program location</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Engage contracted agencies in Risk Reduction and RBA initiatives • Identify the expectations and requirements of the Risk Reduction and RBA initiatives 	Fall 2009 and ONGOING

CORE GOAL # 2 *The CSSD will prioritize services that offer a continuum of research and evidence-based programs and interventions that maximize positive outcomes.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p>Through ongoing research, identify service gaps within both the contracted program continuum and internal CSSD operational initiatives (in collaboration with Operations, CRPAQI, and Grants and Contracts) and propose strategies / services to address these issues (see 2.2 below)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Prioritize research and data-driven decision making • Enhanced collaboration among CSSD units to achieve this goal 	ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.2	<p>Design services, interventions and program models that: (A) address the service gaps identified in 2.1 above, (B), incorporate Cultural Competency and Gender Responsivity, and (C) promote adherence to the Eight Principles of Effective Practice, which are:</p> <ol style="list-style-type: none"> 1. Assess Risk and Need 2. Enhance Motivation 3. Target Interventions 4. Skill Train with Guided Practice (CBT interventions) 5. Provide Positive Reinforcement 6. Engage Ongoing Support (family, aftercare) 7. Measure Relevant Process / Practice (client reassessment, program data, surveys of clients, staff and stakeholders) 8. Provide Quality Assurance and Feedback (to staff) <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Issue Requests for Proposal that implement research and evidence-based practices in client service models • Support implementation of program models to ensure operational application of best practices as noted above. 	2009 and ONGOING
2.3	<p>Assist with the implementation of research and/or evidence-based contracted programs and internal CSSD initiatives designed to increase effectiveness of service delivery and improve outcomes (in collaboration with Operations, CRPAQI and Grants and Contracts)</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Implement policies and practices that promote effective and cost-efficient service delivery 	ONGOING

CORE GOAL #3 *The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the Division’s infrastructure and capacities.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Support Adult Operations Initiative 3.3 in the implementation of regular and ongoing meetings with Regional Managers, office Chiefs, local contracted program providers, and Compliance Specialists to review and discuss client service reports and activities (including Risk Reduction Indicator Reports, CDCS and QA).</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Facilitate the placement of “right client in right program” • Increase program completion of treatment that matched identified criminogenic needs • Improve data accuracy • Improve program quality 	ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.2	<p>Support the Restructuring of Program Management and Contract Oversight</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Clarification of Role and Responsibility • Policy Revision • Focus on program activities that support the Eight Principles of Effective Practice 	2009 and ONGOING

CORE GOAL #4 The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p>Customize program assessment procedures for service models to evaluate program-level adherence to research and evidence-based practices. All program assessments will include:</p> <ul style="list-style-type: none"> A. Program Model Fidelity and Integrity B. General adherence to Eight Principles C. Gender and Culturally responsive practices D. Group Facilitator skills and Individual Counseling/Case Management skills E. Supervisory and Executive support and reinforcement of A-C above <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Development of model specific program assessment tools and processes 	<p>2009 Process Dev.</p> <p>2009/2011 Model Assessment</p>
4.2	<p>Facilitate model-specific program assessments to determine each program's adherence in areas noted in 4.1.</p> <ul style="list-style-type: none"> 1. Women and Children's – COMPLETE 2. Family Support Center – Process Evaluation Complete 3. YES! 4. Girls Detention (WSD) 5. CARE Waterbury 6. AIC <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Determine level of adherence for each program model by location <ul style="list-style-type: none"> - Identify program service strengths and deficits - Create program model profile by location • Inform model design process and contracting decisions • Proactively impact Risk Reduction by identifying program issues 	<p>2010</p> <p>2011</p>

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.3	<p>Based upon results of 4.2, partner with providers to develop a Quality Improvement Plan to address any identified issues utilizing the following steps:</p> <ul style="list-style-type: none"> A. Align Agency Practices B. Create Safe Learning Environment for Staff and Clients C. Establish Achievable Goals and Reinforce Progress D. Model and Support Desired Behavior in Staff and Clients E. Empower Program Directors and Supervisors to be Effective Leaders F. Be Flexible and Support Individual Implementation Efforts <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Ensure all providers have an opportunity to improve practices • Provide program-level support (through technical assistance, coaching) • Inform contracting decisions • Proactively impact Risk Reduction by addressing program issues 	2010 and ONGOING

CORE GOAL #5 The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	Support culturally competent environment within CSSD and the contracted network, including implementation of Gender Responsive and Culturally Competent strategies and practices	ONGOING
5.2	Establish a Gender Responsive Advisory Team / Female Services Collaborative (to include: Adult and Juvenile Ops, Grants and Contracts, Training Academy, CRPAQI and CBP)	Spring / Summer 2010
5.3	Collaborate with the CSSD Cultural Competency Advisory Committee on developing trainings and other initiatives to strengthen cultural competency skills for staff and contracted providers and identification of appropriate interventions and programs for clients	ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Center for Research Program Analysis and Quality Improvement

CORE GOAL #4 *The CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p><u>Assessment Fidelity:</u> Establish a procedures for ensuring assessment fidelity in Juvenile and Adult Probation and Bail Services to include development of a process for continual review of assessment scoring, electronic monitoring mechanisms and periodic review of data with Operations</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Assessments that are more reflective of risk and need, leading to better supervision and referral for services • Consistent application across the state of validated risk tools • More timely and targeted training aimed at those needing refresher training in assessment • Improved data quality leading to more informative research and evaluation 	FY 09/10 ONGOING
4.2	<p><u>Cost Effectiveness Analysis:</u> Consult/train with national experts on the implementation of cost/benefit or cost effectiveness methods in criminal justice research. Once trained, integrate this analysis into all Operations and Program Evaluation Reports.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • CSSD evaluation reports include clear, understandable economic impacts of our operations and programs on our clients and the state's investment. • Better data to drive funding decisions • More responsible use of tax-payer dollars 	FY 10/11
4.3	<p><u>Contracted Program Evaluation:</u> Complete at least one juvenile and one adult program evaluation every six (6) months. Program models to be evaluated will be chosen consultation with various stakeholders and results shared upon completion.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Four completed program evaluations per fiscal year • In-depth outcome data to support future contracting and bidding processes • Information useful to program staff in making improvements to services 	FY 09/10 ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.4	<p><u>Operations Reporting:</u> Simplify and improve the method for delivering process and outcome reports via CMIS. This includes a thorough inventory of existing CMIS Reports, revisions to current reports and the development of new reports that focus on Risk Reduction and Results-based Accountability in each CSSD discipline. May include periodic field training.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • More understandable and user-friendly CMIS Reports • Better organization of CMIS Reports that makes retrieval more efficient • A clearer focus on Risk Reduction and RBA for field and management staff 	FY 09/10 ONGOING
4.5	<p><u>Contractor Data Collection System:</u> Implementation of the Contractor Data Collection System (CDCS) in all contracted programs. Also includes development of data quality assurance protocols, process and outcome reports consistent with RBA and Risk Reduction for each model.</p> <p><u>Projected Outcomes</u></p> <ul style="list-style-type: none"> • Completion of CDCS Implementation by June 30, 2012 • RBA/Risk Reduction Reports for each program model • Consistent data quality from programs to drive decision-making 	FY 09/10 ONGOING
4.6	<p><u>Operations Policy Auditing:</u> Continuation and improvement in the CSSD Operations Policy Auditing activities. Improvements suggested are a “pre-audit” requirement for all offices, clearer and automated audit results, and auditing of all CSSD disciplines regularly.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Consistent and timely auditing of CSSD Policy • Feedback to field offices to improve practice and improve outcomes • Improvements to CSSD Policy based on feedback from field personnel 	FY 09/10 ONGOING

CORE GOAL #5 *The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and responsive to needs.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	CRPAQI will support the efforts of the CSSD Cultural Competency Advisory Committee and ensure that its staff are able to engage in appropriate cultural competency training	FY 09/10 ONGOING
5.2	CRPAQI will develop a cultural competency work plan for the unit activities	FY 09/10

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Program and Staff Development: Training Academy

CORE GOAL # 1 *The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Support identified Operational Initiatives by collaborating with Operations and the Best Practices Unit to implement training.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Develop evidenced based targeted trainings for all staff and contracted providers based on RR Indicators Report. • Achieve APPA Curriculum Accreditation for Adult Probation • Achieve APPA Curriculum Accreditation for Juvenile Probation <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Collaborative implementation of Risk Reduction (RR) principles that enhances staff skills • Conduct business within the framework of a best practice model for a training academy 	FY 09/10
1.2	<p>The Training Academy will increase its organizational effectiveness.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Implementation of new comprehensive LMS (Learning Management System) • Conduct regularly scheduled quarterly meetings with all operation units. • Implementation of a comprehensive Trainer/Curriculum evaluation process <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased proficiency of our training by improving timeliness of training notification, organization around training implementation and professional delivery • Established benchmark for evaluation of current training to achieve a 4-5 average range on evaluations • An efficient and streamlined automated Learning Management System • Support identified training needs through enhanced communication by meeting regularly and whenever issues arise 	FY 09/10

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CORE GOAL # 2 *CSSD will prioritize services that offer a continuum of research and evidence based programs and interventions that maximize positive outcomes.*

STRATEGIC INITIATIVES		TIMELINE (FY)
2.1	<p>Collaborate with the Best Practices Unit to provide Evidence-Based Programming for our Network of Contracted Providers.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Develop evidenced based targeted trainings for all staff and contracted providers based on RR Indicators Report. • Expansion of On – Line curriculum training to CSSD and Contractor Staff <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased utilization of training classes by contracted provider • Support of RR initiative by implementing EB models that target needs of contractor staff to improve service delivery • Improved delivery and access to timely and targeted training focused on a best practice / evidenced based model 	FY 09/10

CORE GOAL # 3 *The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration and strengthen the Division’s infrastructure and capacities.*

STRATEGIC INITIATIVES		TIMELINE (FY)
3.1	<p>The Training Academy will be supportive of each disciplines strategic Operational Initiatives.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Conduct Quarterly Training Advisory Committee (TAC) Meetings with all business units • Enhance access to Training certification opportunities for CSSD Academy Trainer • Implementation of new CPO training curriculum • Implementation of a Compliance Specialist training curriculum <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Quarterly (TAC) meetings that identify and support the training of each discipline. • Support identified training needs through enhanced, ongoing communication • Delivery of a comprehensive CPO curriculum that will standardize training material and improve skill enhancement. • Delivery of a comprehensive Compliance Specialist curriculum that will standardize training material and improve skill enhancement 	FY 09/10

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

STRATEGIC INITIATIVES		TIMELINE (FY)
3.2	<p>Enhanced utilization of the LDTAC process to promote leadership skills and development to prepare future leaders in CSSD.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Expansion of Leadership TAC <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased training offerings in leadership skills • Increase the number of non-supervisory staff that avail themselves to leadership training • Enhance proficiency in leadership competencies of current supervisory staff 	FY 09/12
3.3	<p>Work collaboratively with Judicial and CSSD IT Units and Operational Units to develop and implement a Learning Management System.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Implementation of new comprehensive Learning Management System <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased consistency and accuracy of data • Improved reporting capabilities • Expedited reports to assist in the quality and management of trainings • Improved Customer Service through positive and productive experiences with the Academies automated system for class registration, tracking and reporting of training activities • Established benchmark for evaluation of current training to achieve a 4-5 average range on evaluations • Enhanced organization and administration of training programs, managing course set-ups, catalog distribution, registrations, approvals, prerequisites, resources, scheduling, pre-class material distribution, post class evaluations and surveys, create and maintain the central repository for training curriculums • Maximized utilization of e-learning capacity 	FY 09/12

CORE GOAL # 4 CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.

STRATEGIC INITIATIVES		TIMELINE (FY)
4.1	<p>The Training Academy will collaborate with CRPAQI and Operational Units and use data to identify training need areas statewide.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Develop Target Trainings for CSSD staff based on RR Indicators Report <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Knowledge transfer that promotes behavior change and recidivism reduction • Provide training that will improve outcomes for officers as documented by RR Indicators Report 	ONGOING

**OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN**

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.2	<p>Promote the development and enhancement of Training Academy Staff and Adjunct Trainers.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Provide opportunities for the professional growth of TA Staff <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Increased expertise and professionalism among training academy staff and adjunct trainers • An environment supportive of the professional development of trainers 	ONGOING
4.3	<p>Standardize and produce academy wide curriculum and practice model that is both comprehensive and recognized</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Achieve APPA Curriculum Accreditation <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Accredited curriculum by the American Probation and Parole Association • A comprehensive method for instructional design of successful training programs 	ONGOING
4.4	<p>Expanded capacity to evaluate and provide feedback on course content, trainer and overall training program effectiveness</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Implementation of a comprehensive Trainer/Curriculum evaluation process <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Standardized method to collect and distribute data from training evaluations that supports customer feedback and program improvement • Establish benchmark for evaluation of current training and achieve a 4-5 range on evaluations • Operational endorsements and field commitment to training initiatives • Increased training effectiveness through evaluation that includes the four levels: reaction; learning; behavior and results 	ONGOING

CORE GOAL # 5 CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values to needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>The Training Academy will support the recommendations and activities of the Cultural Competency Advisory Committee and collaborate in the identification and development of appropriate training for all CSSD employees and contracted staff.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> • Develop Target Trainings for CSSD staff based on RR Indicators Report <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Knowledge transfer that promotes behavior change and recidivism reduction • Provide training that will improve outcomes for officers as documented by RR Indicators Report 	FY09 and ONGOING

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Program and Staff Development: Community Service

CORE GOAL #1 *The CSSD will promote provision of timely and quality information to the Court and support compliance with court orders through the development and utilization of effective practices and policies that promote recidivism reduction, conflict resolution, positive behavior change and restorative justice principles for adults, juveniles and families.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Continue to encourage agencies to have community service crews to engage in visible community service projects, and seek media coverage if appropriate</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> Public exposure to community service to foster support for community-based sanctions 	ONGOING

CORE GOAL # 4 *CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
4.1	<p>Develop and put into operation a statewide customer satisfaction survey for all recipients of Community Service</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> Assessment of Community Service crews on a regular basis Feedback obtained to gauge satisfaction level of recipients to determine any needed ongoing improvement / enhancements 	10/2010

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Administrative Services - IT unit

CORE GOAL #4 *CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
1.1	<p>Rewrite CMIS to improve the functionality for users and improve data collection.</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Independence from the vendor • Ability to make changes quicker based on need and legislative changes • Improve the functionality for users through better navigation and easy of use • Collect better quality data through edits and adding data fields for report purposes • Improved reporting for risk reduction and evidence-based measures • Roll out of a new application will include a UAT, pilot, training, reporting and production schedule. The production schedule is as follows: <ol style="list-style-type: none"> 1. Family civil component 2. Juvenile Probation, Juvenile Residential Services and Court Operations 3. Adult Probation, Bail and Family criminal component 	<ol style="list-style-type: none"> 1. Production 3/2010 2. Production 5/2010 3. Production 12/2010
1.2	<p>Support the Strategic Plan Initiatives of CSSD including:</p> <ul style="list-style-type: none"> • Adding a scanning component for Juvenile Residential Services and Bail <div style="text-align: right;">Juvenile Residential Services:</div> <div style="text-align: right;">Bail:</div> • Adding risk tools as appropriate (example: BRAT for Juvenile Probation) • Support the implementation of LMS for the Training Academy • Develop and implement a new restitution system. Two-year project being developed and built in-house by consultant and ITD staff. • Continue the implementation of CDCS • Electronic referral from CMIS-R to CDCS <div style="text-align: right;">First program:</div> <div style="text-align: right;">All other programs:</div> 	<p>Production 12/2009</p> <p>Production 4/2010</p> <p>Ongoing changes</p> <p>Production 7/2010</p> <p>- UAT 7/2011 - Production 12/2011</p> <p>Ongoing thru 2011</p> <p>8/2010</p> <p>Ongoing thru 2011</p>

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
	<ul style="list-style-type: none"> • Design and implement a screening tool for educational purposes in Juvenile Residential Services – JAKAT • Pilot and implement video conferencing into all Adult Probation sites. The purpose is to allow probation officers to conduct client interviews with clients who are in a correctional facility prior to their release <ul style="list-style-type: none"> All Adult Probation Sites: 9/2010 All other CSSD Sites: 12/2010 • Redesign the Protective Order Registry information for Family based on new federal guidelines • Design, implement, and make appropriate changes for the new Probation Terms Legislation • Design and implement the No Contact Orders for Bail and Probation to the POR and COLLECT • Redesign of the Case Plan for Adult Probation • Support the collection of data for research and legislative requests 	<ul style="list-style-type: none"> Pilot 12/2009 Production 9/2011 Completed 12/2009 - Production 10/2009 - Ongoing changes Production 6/2011 Production 12/2010 Ongoing

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Administration – Grants and Contracts

CORE GOAL # 3 – Promote organizational development and proficiencies that enhance communication, foster internal and external collaboration and strengthens the Division’s infrastructure and capabilities.

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	Develop measures and implement RBA principles in contracted programs	FY 09/10 and ONGOING
	<u>Projected Outcomes:</u>	
	<ul style="list-style-type: none"> • General concept of RBA principles presented to management of contracted programs 	July 2009
	<ul style="list-style-type: none"> • Performance benchmarks included in all AIC, YES, and ABHS Agreements 	FY 09/10
3.1	<ul style="list-style-type: none"> • Implementation of benchmarks to coincide with the implementation of CDCS in all contracted programs 	FY 09/10 and ONGOING
	<ul style="list-style-type: none"> • Protocols established and implemented for failure to achieve benchmarks 	FY 09/10 and ONGOING
	3.2	Develop and implement a training track for contract compliance staff in RBA processes and measures
3.2	<u>Projected Outcomes:</u>	
	<ul style="list-style-type: none"> • Contract compliance staff will be capable of professionally assisting providers in the implementation, interpretation of and adherence to established benchmarks 	FY 09/10 and ONGOING
3.2	<ul style="list-style-type: none"> • Contracted providers will meet or exceed established performance measures 	
	3.3	Improve the efficiency of and timeliness of the RFP process
3.3	<u>Projected Outcomes:</u>	
	<ul style="list-style-type: none"> • A complete RFP schedule is established at the beginning of each fiscal year in collaboration with CBP and Judicial Materials Management 	FY 09/10 and ONGOING
	<ul style="list-style-type: none"> • Program specialists are assigned upon completion of the annual RFP schedule and are assigned to each RFP to be bid. 	
	<ul style="list-style-type: none"> • RFP schedule is adhered to without exception 	
	<ul style="list-style-type: none"> • Unscheduled RFP’s are incorporated into the fiscal year timeline in accordance with their program priority and complexity. 	
	<ul style="list-style-type: none"> • All RFP’s are awarded in sufficient time to allow for an efficient transition between fiscal years 	

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.4	<p>Restructure contract compliance oversight processes</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Clarity of roles established for all units involved in the contract compliance process • Compliance staff are integrated into a Regional role • Clear lines of communication are established for issues involving contract compliance • All contract compliance processes are aligned with principles of risk reduction • Contract compliance process de-emphasizes paperwork and emphasizes TIP (time in program) 	<p>FY 09/10 and ONGOING</p>

CORE GOAL # 5 – The CSSD will engage in activities they provide in a diverse, gender responsive and culturally competent environment for staff and clients that is sensitive to values and needs.

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>Collaborate with the training activities of the CSSD Cultural Competency Advisory Board and develop a work plan of strategic Initiatives for the unit</p>	<p>FY 09/10 and ONGOING</p>
5.2	<p>Work with staff of community agencies and internal CSSD units to ensure that cultural competency strategies and interventions are implemented as appropriate within the state funded network of programs monitored by CSSD</p>	<p>FY 09/10 and ONGOING</p>

OPERATIONAL INITIATIVES
FY 2010 – FY 2012 CSSD STRATEGIC PLAN

CSSD Unit: Executive Director

CORE GOAL #3 *The CSSD will promote organizational development and proficiencies that enhance communication, foster internal and external collaboration, and strengthen the division’s infrastructure and capacities.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
3.1	<p>Establish a standing Strategic Planning Committee with quarterly meetings to provide ongoing oversight and ensure internal collaboration between CSSD business units on the work needed to accomplish SP objectives and agency wide projects</p> <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Quarterly Meeting Schedule established by third quarter FY 09-10 with regular reporting to Executive Director • Improved project management through enhanced communication • Improved use/identification of internal/external resources to accomplish goals • Fewer Project delays reported • Project barriers/adjustments identified and addressed in a timely manner 	FY 09/10 and ONGOING
3.2	<p>Enhance the system of internal communication including newsletters, executive memos, etc. to ensure effective communication within the Division between management and field staff.</p> <ol style="list-style-type: none"> 1. Continued publication of the CSSD Chronicle 2. Development of Quarterly CSSD Employee Newsletter 3. Continued publication of the Sanctions Update 4. Development of Quarterly Risk Reduction Newsletter <p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Provides support and increased awareness of Division wide projects that will keep the agency focused on goals, provide a vehicle for sharing information/knowledge transfer about results of projects/initiatives • Enhanced awareness of CSSD staff and accomplishments that will contribute to improved morale • Provides ongoing communication between CSSD and Central Office management as well as with other Branch Divisions 	ONGOING FY 09/10 ONGOING FY 09/10

CORE GOAL #4 *CSSD will engage in continuous quality improvement practices to strengthen the outcomes and effectiveness of all operational and administrative functions.*

4.1	<p>The Executive Director will implement Results Based Accountability principles in Operations and Contracted Programs</p> <p><u>Projected Outcomes</u></p> <ul style="list-style-type: none"> • Indicator reports will be monitored and reviewed on a quarterly basis • Areas for improvement identified and an action plan to correct will be developed • Areas meeting or exceeding standards will be recognized, award plan implemented • Quarterly/annual results to be shared with key internal and external stakeholders 	ONGOING
-----	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------

CORE GOAL # 5 *The CSSD will engage in activities that provide a diverse, gender responsive and culturally competent environment for employees, contracted network staff and clients that is sensitive to values and responsive to needs.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p>The Executive Director has established a CSSD Cultural Competency Advisory Committee (CCAC) to collaborate with all business units to identify, develop and implement ongoing cultural competency and diversity initiatives within the Division and the contracted network</p> <p>The CCAC reports directly to the Executive Director and participates in activities that include but not be limited to the following:</p>	
5.1a	Conduct a needs assessment/survey of current CC skills among CSSD and network program staff	FY 2009/10
5.1b	Collaborate with CSSD Training Academy and all business units to develop cultural competency trainings as appropriate for employees and contracted staff	FY 09/10 and ONGOING
5.1c	Collaborate with the CSSD Forms Translation Committee to address the needs of the LEP population	FY 09/10 and ONGOING
5.1d	Support of Division wide research to assess the cultural competency of various assessment tools and utilize results to inform practice	FY 09/10 and ONGOING
5.1e	Support the development of gender responsive competencies among CSSD and contractor staff	FY 09/10 and ONGOING
5.1f	Advise and coordinate the development of cultural competency action plans by individual business units within CSSD	FY 09/10 and ONGOING
5.1g	Oversight of review of CSSD policies to ensure that they support culturally competent principles	FY 10/11 and ONGOING
5.1h	Provide input to CSSD Human Resources regarding new employee hiring practices to ensure that cultural competency principles are included	FY 10/11 and ONGOING
5.1i	Collaborate with all CSSD business units to ensure that Unit specific trainings address the needs of specific populations	FY 09/10 and ONGOING
	<p><u>Projected Outcomes:</u></p> <ul style="list-style-type: none"> • Uniform training objectives identified for all CSSD staff and contracted programs and staff • Specific training tracks implemented to address needs of all CSSD business areas and staff and for contracted program staff • Development of CC network of contracted programs and agencies which will reflect a better staff to client ethnic ratio as well as more culturally competent program services for improved outcomes • Improved ability of CSSD and contracted staff to identify and implement CC evidence-based interventions • Improved ability of CSSD staff to deliver CC risk reduction skills (client engagement, relationship building, assessments, etc.) for improved client outcomes (recidivism reduction) • Provides support for Branch wide strategic plan efforts to establish cultural competency and address the needs of limited English populations 	