

Three Year Strategic Plan FY 2013 – FY 2015



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

January 2013



State of Connecticut

JUDICIAL BRANCH

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

The 2013 – 2015 CSSD Strategic Plan

I am pleased to share the FY2013-2015 Strategic Plan for the Court Support Services Division (CSSD) of the Connecticut Judicial Branch. This represents the fifth such plan since CSSD's inception in 1999. Over the course of our strategic plans, we've focused on the support of the judges of the Superior Court, the adoption and development of evidence-based supervision and services, cultural competency, and, most recently, risk reduction efforts aimed at mitigating family conflict and changing our clients from law breaking to abiding. This plan contains elements of all of these, as well as operational initiatives developed in response to the changing needs of the court, our clients and external stakeholders.

As one Division in the Judicial Branch, this plan will be implemented in the spirit and support of the [Strategic Plan for the Judicial Branch](#), as developed by the Public Service and Trust Commission. CSSD's mission and initiatives are congruent with the Judicial Branch's goal to "provide a diverse and culturally competent environment" and a "judicial system where all participants can expect and experience clear, fair and consistent justice."

As in our previous plan, we will continue to utilize Results Based Accountability as the framework to measure our success in CSSD. Through RBA, we have realized tremendous gains in nearly all of our process measures and, most importantly, in recidivism and conflict reduction. This is the case throughout the division and with our contracted providers.

This is the CSSD roadmap for the next three years. I encourage you to review the entire strategic plan and how the Operational Initiatives provide the detail to the five Core Strategic Goals. I am confident that we will continue to make a difference in the Connecticut's communities and with our clients.

William H. Carbone
January 2013



Judicial Branch

Court Support Services Division

Strategic Plan FY 2013 – 2015

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 changes 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 2013 – 2015

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 of CSSD for the FY 2013 – FY 2015 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 2013-2015

OPERATIONAL INITIATIVES

(SEE INDIVIDUAL LINKS BELOW)

[Adult Probation](#)

[Bail](#)

[Clinical and Educational Services](#)

[Center for Research, Program Analysis & Quality Improvement](#)

[Cultural Competency](#)

[Family Services](#)

[Information Technology](#)

[Juvenile Probation](#)

[Juvenile Residential Services](#)

[Program and Staff Development: Training Academy](#)

[Programs & Services / Center for Best Practices](#)

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH CSSD STRATEGIC PLAN

CSSD Unit: Adult Probation 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><i>Name of Initiative: Electronic Referral</i></p> <p>Expand the use of the electronic referral system and the Contract Data Collection System (CDCS) to communicate information between Adult Services staff and our contracted provider network more seamlessly.</p>	Ongoing
1.2	<p><i>Name of Initiative: CMIS</i></p> <p>Enhance the Case Management Information System (CMIS) functionality thru participating in the development and re-write of the CMIS to create a more efficient method of entering and maintaining client data.</p>	Ongoing
1.3	<p><i>Name of Initiative: Pre-sentence Investigations</i></p> <p>Revise CSSD policy 4.31 Pre-sentence Investigation to ensure more timely completion and submission to Court.</p>	Fall 2012- Spring 2013
1.4	<p><i>Name of Initiative: Policy Revision</i></p> <p>Modify CSSD policies 4.57 Assessment, Case Plan, Referral and Case Management and 5.20 Electronic Client Record Retention to include the procedure to scan client documents and information as it is received.</p>	Fall 2012 – Spring 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH CSSD STRATEGIC PLAN

CSSD Unit: Adult Probation Services

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p><i>Name of Initiative: Service Gap Identification</i></p> <p>Identify service / resource gap areas (i.e. vocational training, employment, sex offender beds, transportation) and work with CSSD administration and other state agencies to address the identified need areas.</p>	Ongoing
2.2	<p><i>Name of Initiative: DSS Collaboration</i></p> <p>Implement the three phase Department of Social Services (DSS) project to ensure all eligible probation clients are subject to the expedited eligibility screening process.</p>	Fall 2012- Spring 2013
2.3	<p><i>Name of Initiative: Veterans Pre-trial Diversion</i></p> <p>Work in collaboration with the veterans Affairs Administration to fully implement the pre-Trial Diversion Public Act 12-42</p>	2012- 2013
2.4	<p><i>Name of Initiative: DMV/Ignition Interlock Device</i></p> <p>Continue to work in collaboration with the Department of Motor Vehicles and the Ignition Interlock Device (IID) providers to fully implement the automated exchange of client and program information.</p>	2012- 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH CSSD STRATEGIC PLAN

CSSD Unit: Adult Probation Services

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><i>Name of Initiative: Discharge and Re-entry</i></p> <p>Develop internal and inter-disciplinary review groups to discuss client / cases status, discharge & re-entry planning and case supervision activities.</p>	2012-2015
3.2	<p><i>Name of Initiative: Interagency Collaboration</i></p> <p>Develop stronger relationships and collaboration with other key criminal justice agencies including but not limited to: DOC, DSS, DMHAS, DMV, State Police, Veterans Affairs Administration and local community based providers</p>	2013-2015
3.3	<p><i>Name of Initiative: PTP/Split Sentence Unit</i></p> <p>Explore developing a split sentence / probation transition program re-entry unit and/or practices that promote completing discharge assessment and planning activities from within DOC facilities.</p>	Fall 2012 – Spring 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH CSSD STRATEGIC PLAN

CSSD Unit: Adult Probation Services

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	<i>Name of Initiative: Specialized Caseloads</i> Develop and maintain more consistency and uniformity among the specialized caseloads	Fall 2012- Ongoing
4.2	<i>Name of Initiative: Smart Probation/Quality Assurance</i> Work in conjunction with Central Connecticut State University to develop and maintain adult supervision services quality control process.	Fall 2012- Ongoing
4.3	<i>Name of Initiative: Employee Recognition</i> Develop and maintain a process to recognize employee performance and overall division wide morale building activities.	Spring 2013- Ongoing
4.4	<i>Name of Initiative: Home Visit/Search and Seizure</i> Work in collaboration with the CSSD Training Academy to expand home visit and search and seizure scenario based trainings.	2013- 2015
4.5	<i>Name of Initiative: Contracted Programs</i> Work in collaboration with the CSSD Grants and Contracts Unit to expand the presence and role of the Alternative in the Community and Adult Behavioral Health programs in our field offices.	2013- 2015

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Adult Bail 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><i>Name of Initiative: Automated Data Import</i></p> <p>Work in conjunction with the CSSD Technical Unit and Court Operations to develop an automated process to import pending criminal charges to the Case Data Record.</p>	2012-2014
1.2	<p><i>Name of Initiative: Technology</i></p> <p>Implement tablet or other comparable technology to the bail interview process to eliminate the data entry duplication</p>	2013-2015
1.3	<p><i>Name of Initiative: Work Units</i></p> <p>Develop a work unit system for Bail Services that will better identify staffing allocations.</p>	2012-2013
1.4	<p><i>Name of Initiative: Pre-trial Risk Levels</i></p> <p>Explore the feasibility of assigning risk levels to defendants released on pre-trial conditions and implement evidenced based supervision services.</p>	2012-2013
1.5	<p><i>Name of Initiative: Case Management</i></p> <p>Develop a more systematic case management and graduated sanctions process for engaging defendants in violation status.</p>	2012-2013
1.6	<p><i>Name of Initiative: Enhance the non-court interview process</i></p> <p>Develop a more systematic and timely process for state and local police to notify CSSD Bail staff when they are detaining a defendant subsequent to an arrest.</p> <p>Expand the use of video conferencing technology to conduct more interviews during non-court hours.</p>	2012-2014
1.7	<p><i>Name of Initiative: Increase court appearance rates</i></p> <p>Develop an automated client notification system by telephone calling, texting, mailings, and/or social networking for upcoming court appearances and/or reporting requirements related to community supervision for individuals interviewed and/or under the supervision of CSSD.</p>	2012-2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Adult Bail Services

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p><i>Name of Initiative: Gender Specific Programming</i></p> <p>Work in conjunction with the CSSD's Best Practices Unit and the Grants and Contract Unit to implement evidenced based gender specific programs to produce better pre-trial outcome measures.</p>	2013-2014
2.2	<p><i>Name of Initiative: ASIST Expansion</i></p> <p>Work in conjunction with CSSD Administration to expand the ASIST program statewide to provide enhanced mental health services for pre-trial defendants with mental health issues.</p>	2013-2014
2.3	<p><i>Name of Initiative: Case Management Services</i></p> <p>Enhance pre-trial case management services for diversionary program clients to increase satisfactory program completion rates.</p>	2013-2014
2.4	<p><i>Name of Initiative: Client Satisfaction Surveys</i></p> <p>Work in conjunction with CSSD Administration to implement client surveys regarding contracted program services defendant's receive.</p>	2013-2015

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Adult Bail Services

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><i>Name of Initiative: Cross Training</i></p> <p>Develop and implement a systematic schedule which ensures annual cross training/team building opportunities for each function within Bail Services.</p>	2013-2015
3.2	<p><i>Name of Initiative: Contracted Programs Training</i></p> <p>Work in collaboration with the CSSD Training Academy to implement annual staff training sessions which presents and discusses changes to existing contracted services or newly contracted programs.</p>	2013-2015
3.3	<p><i>Name of Initiative: DMHAS Collaboration</i></p> <p>Collaborate with DMHAS to ensure that all pertinent DMHAS service / program information is provided to Bail staff.</p>	2013-2015
3.4	<p><i>Name of Initiative: Family Services Training</i></p> <p>Work in collaboration with the CSSD Training Academy to develop and implement training sessions that assist Bail staff in better understanding Family Services assessments and risk instruments.</p>	2013-2015
3.5	<p><i>Name of Initiative: Judge’s/Court Personnel Education</i></p> <p>Disseminate Bench Cards to the Court, Public Defenders, and Prosecutors that inform court personnel of what alternative programs are available and describe services defendants will receive.</p>	2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Adult Bail Services

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><i>Name of Initiative: National Standards Certification</i></p> <p>Collaborate with the National Association of Pre-Trial Service Agencies to certify each Bail Commissioner and Intake Assessment and Referral Specialist in the national pre-trial standards.</p>	Fall 2012-2015
4.2	<p><i>Name of Initiative: Accreditation</i></p> <p>Collaborate with the National Association of Pre-Trial Services to obtain pre-trial service accreditation.</p>	2013-2015
4.3	<p><i>Name of Initiative: Intranet Website</i></p> <p>Work in collaboration with the CSSD Technical Support Unit to enhance the CSSD Bail Services intra-net site to ensure information contained on that site is current and accurately describes programs and services.</p>	Spring 2013 - Ongoing
4.4	<p><i>Name of Initiative: CMIS</i></p> <p>Collaborate with CSSD's Technical Unit to improve the current Case Management Information System to make data entry and retrieval more user-friendly.</p>	2013-2015
4.5	<p><i>Name of Initiative: Programs</i></p> <p>Continue to collaborate with CSSD Administration to develop, implement and support evidenced based programs that best serve our client needs and directly affect our core mission of risk reduction.</p>	2013-2015

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, 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><i>Name of Initiative: Juvenile Competency Evaluation and Restoration System Implementation</i></p> <p>Work collaboratively with Court Operations, evaluators, DCF, DMHAS, DDS, Public Defenders and Prosecutors to ensure that the implementation and monitoring of P.A. 12-1, June Special Session, Section 266-268 meets the needs of the Court.</p>	FY 12-13
1.2	<p><i>Name of Initiative: Clinical and Educational Services Policy Committee</i></p> <p>Establish a Clinical and Educational Services Policy Committee to ensure the issuance and monitoring of policies to guide the functions of the Clinical Coordinators and Judicial Liaisons, and the coordination of key functions between the Juvenile Services Units.</p>	FY 12-13
1.3	<p><i>Name of Initiative: Family Engagement</i></p> <p>Conduct a review of national best practices and current CSSD policies and expand efforts to engage families.</p>	FY 12-13
1.4	<p><i>Name of Initiative: LIST Development</i></p> <p>Increase the effectiveness of the LISTs by making additional training opportunities available, disseminating juvenile justice system data on a quarterly basis, and providing staff support for project implementation for key initiatives (e.g., DMC, diversion, truancy).</p>	FY 13-14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Clinical and Educational Services

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p><i>Name of Initiative: Education and Vocational Programs and Supports</i></p> <p>Further assess the educational and vocational needs of the juvenile population and develop educational and vocational programs and interventions as appropriate.</p>	FY 12-13
2.2	<p><i>Name of Initiative: Substance Abuse</i></p> <p>Establish an interagency workgroup to review the current process for screening, assessing, and treating adolescent substance abuse, and develop policy and interventions to address gaps as needed.</p>	FY 12-13
2.3	<p><i>Name of Initiative: Trauma</i></p> <p>Assess policy and practice to align with standards for a trauma-informed juvenile justice agency.</p>	FY 14-15

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Clinical and Educational Services

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>Name of Initiative: <i>Revise Joint Juvenile Justice Strategic Plan</i></p> <p>Collaborate with DCF to revise the Joint Juvenile Justice Strategic Plan with input from the LISTs, other state agencies, advocates and families.</p>	FY 12-13
3.2	<p>Name of Initiative: <i>Partnership with SDE</i></p> <p>Develop a MOA with SDE for sharing of information, quality assurance of detention education programs, and the development of interventions for court-involved students.</p>	FY 12-13
3.3	<p>Name of Initiative: <i>Protocols to Transition Youth to DMHAS and DDS</i></p> <p>Develop MOUs and protocols with DMHAS and DDS to transition older youth with complex, life-long needs.</p>	FY 13-14
3.4	<p>Name of Initiative: <i>Collaborate with Grants and Contracts on program model development</i></p> <p>Provide clinical and educational consultation to the Grants and Contracts Unit on the development and oversight of juvenile contracted programs.</p>	FY 13-14
3.5	<p>Name of Initiative: <i>Maximize Medicaid Reimbursement</i></p> <p>Expand collaboration with the Connecticut Behavioral Health Partnership (CTBHP) for coverage of additional evidence-based programs and Clinical Coordinator services.</p>	FY 14-15

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Clinical and Educational Services

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><i>Name of Initiative: Expand Quality Assurance of Court Evaluations and Transition Coordination with Other State Agencies</i></p> <p>Incorporate quality assurance of and staff development for juvenile competency evaluations and transition coordination into the Mental Health QA MOA with UConn Health Center Department of Psychiatry.</p>	FY 12-13
4.2	<p><i>Name of Initiative: Automation of Clinical and Educational Services functions and data collection</i></p> <p>Ensure automation of key CES functions, data collection and reporting to maximize efficiency.</p>	FY 13-14
4.3	<p><i>Name of Initiative: Initiate System of CES Policy Audits</i></p> <p>Conduct policy audits on a routine basis and incorporate results into staff development and appraisal.</p>	FY 13-14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, 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><i>Name of Initiative: Operations Reporting</i></p> <p>CSSD’s current report catalog is cumbersome and user-hostile. Implement a more complete report design process that analyzes the facet of business in question and provides focused and comprehensive content. Each interest should have a small and user-friendly suite of reports that cover the following three goals:</p> <ol style="list-style-type: none"> 1. Provide field staff with data that assists with day-to-day job function 2. Provide chiefs and supervisors with better tools to manage the performance of their subordinates 3. Provide management with content that better informs the decision-making process and reports on the efficacy of those decisions 	FY 13
4.2	<p><i>Name of Initiative: Operations Policy Audits</i></p> <p>Complete at least one Juvenile Probation, one Adult Probation and one Family Services policy audit every 6 months. Policies, policy elements and offices to be evaluated will be chosen in consultation with appropriate members of Executive Management and results shared with same upon completion as well as with field staff and supervisors.</p>	Ongoing
4.3	<p><i>Name of Initiative: Client Satisfaction Surveys</i></p> <p>Continue to execute surveys in Family, Adult Probation, Juvenile Probation and other CSSD units as appropriate and desired with results to be shared with Executive Management, field staff and supervisors on an annual basis. Consider developing surveys that measure CSSD and contracted vendor staff satisfaction.</p>	Ongoing
4.4	<p><i>Name of Initiative: Contractor Data Collection System (CDCS) Expansion</i></p> <ul style="list-style-type: none"> • Expand the electronic referral process to all adult, juvenile and family contractors. • Implement group tracking features (group log) for adult and family programs. • Expand Risk Reduction Indicators to include Adult Behavioral Health Providers. • Expand data quality process to include ABHS and residential providers. • Implement a provider survey to measure providers’ confidence in the fairness and usefulness of the data quality review process. 	FY 13/14
4.5	<p><i>Name of Initiative: Contracted Program Evaluation</i></p> <p>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>	Ongoing
4.6	<p><i>Name of Initiative: Research Publications</i></p> <p>Generate 4 to 6 briefs or ‘white papers’ on topics of value and import to the agency developed collaboratively with various stakeholders. Topics may include surveys, data explorations or evaluations of contracted program or internal CSSD programs and initiatives.</p>	Ongoing

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Cultural Competency Advisory Committee

CORE GOAL #5: *The CSSD will create an environment that will enhance and promote diversity and cultural competence for employees, contracted network staff, CSSD clients and the community.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.1	<p><i>Name of Initiative: Assessment</i></p> <p>Develop and implement a cultural competency assessment procedure to assess CSSD and contracted providers for cultural competency. Assessment will include CSSD and contracted providers facilities, policies and staff. Assessment results will inform cultural competence practices.</p> <p>In collaboration with CSSD Operations Administration (contracted providers)</p>	2013 - 2015
5.2	<p><i>Name of Initiative: Training</i></p> <p>Develop and implement cultural competency trainings for all CSSD employees and contracted staff that are specific to the needs of each discipline.</p> <p>In collaboration with the CSSD Training Academy.</p>	2013 - 2014
5.3	<p><i>Name of Initiative: Policy Review</i></p> <p>Develop and implement a procedure to review CSSD policies and RFPs to ensure that they support culturally competent principles.</p> <p>In collaboration with CSSD Administration and Operations</p>	2013 - 2014
5.4	<p><i>Name of Initiative: Regional Cultural Competency Liaisons</i></p> <p>Develop a plan to establish Cultural Competency Liaisons.</p> <p>In collaboration with CSSD Operations</p>	2013 - 2014
5.5	<p><i>Name of Initiative: Communication</i></p> <p>Develop and implement a process to increase awareness of cultural competency activities throughout CSSD.</p> <p>In collaboration with CSSD Administration</p>	2013 - 2014

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Cultural Competency Advisory Committee – Continued

CORE GOAL #5: *The CSSD will create an environment that will enhance and promote diversity and cultural competence for employees, contracted network staff, CSSD clients and the community.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
5.6	<p><i>Name of Initiative: Cultural Competency Unit</i></p> <p>Establish a Cultural Competency Unit within CSSD.</p>	2013
5.7	<p><i>Name of Initiative: Judicial Branch Collaboration</i></p> <p>Continued collaboration with the Judicial Branch Advisory Committee of Cultural Competency on cultural competency efforts.</p>	ongoing
5.8	<p><i>Name of Initiative: Facilities (public facilities)</i></p> <p>Develop a procedure to enhance the public areas of CSSD and contracted providers facilities to reflect an atmosphere that is inviting to multiple cultures.</p> <p>In collaboration with CSSD Administration and Operations</p>	2013 - 2014
5.9	<p><i>Name of Initiative: Cultural Recognition/Awareness</i></p> <p>Develop and implement a procedure to allow CSSD staff to identify and celebrate annual cultural events.</p> <p>In collaboration with CSSD Administration and Operations</p>	2013 - 2014

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Family 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>Name of Initiative: Time study – Family Relations Counselor (FRC) Domestic Violence (DV) arraignment responsibilities</p> <p>Time study to determine how much time FRC's spend with administrative duties. Concerns have been raised that although the volume of work has not changed, the number of responsibilities for the work tasks has increased significantly. It would be helpful to have a current time study to determine management of caseloads.</p>	Start FY14
1.2	<p>Name of Initiative: Clerical Resource Evaluation</p> <p>Assess the staffing levels of support staff at each office location to determine the resources available to assist the FRCs with the administrative duties and identify future staffing needs.</p>	Start FY13
1.3	<p>Name of Initiative: Expand Supplemental Risk Indicator (SRI) pilot</p> <p>Sept 2012 SRI to be used in New London and New Haven. The use of the SRI will be rolled out across the state. Time line of expansion to be collaborated with Connecticut Coalition Against Domestic Violence, Inc (CCADV).</p> <p>Validation study of the SRI will commence once this is a state wide initiative.</p> <p>Once fully implemented CSSD will begin the development of a lethality tool for work with Family Civil cases.</p>	Start FY13 Start FY 14 Start FY15
1.4	<p>Name of Initiative: Case Management Service in JD/Family Civil</p> <p>Develop a Case Management Service for Never-Married clients in Family Civil cases:</p> <ul style="list-style-type: none"> - Form Committee to define the service - Outreach to Chief Family Judge - Training - Policy Development - Pilot/Implementation 	Start FY13
1.5	<p>Name of Initiative: Pre-trial Supervision/Alert Notification</p> <p>Continue to explore possibility of expanding resources/staffing to provide higher levels of pre-trial supervision</p>	Start FY 13

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Family Services

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p>Name of Initiative: Parental Education Program (PEP) Never-married population</p> <p>Explore PEP or other collaborative services for never-married parents. Work with Parent Ed Advisory Committee to assess feasibility of offering a separate program for this population Collaborate with Chief Administrative Family Judge to address Courts needs for working with this population</p>	Start FY13
2.2	<p>Name of Initiative: Contracted Services of Family Civil Clients</p> <p>Work with CSSD - Grants and Contracts to identify potential to utilize contracted services that can be utilized with civil clients (substance abuse testing, treatment) i.e. ABHS</p>	Start FY 14
2.3	<p>Name of Initiative: Stream-line Contracted service for Domestic Violence (DV) clients</p> <p>Identify the potential for one stop treatment providers where all clients' needs are addressed (FVEP; Mental Health and Substance abuse) in the same location. Alternative: work with contracted treatment providers/CSSD Grants and Contracts unit to improve the accessibility of the services (offered at times that clients can come)</p>	Start FY 15
2.4	<p>Name of Initiative: Trauma and Family Violence Education Program (FVEP)</p> <p>Modifying curriculum of FVEP for the next RFP to include information re: trauma (what offender may have experienced; how offender's behavior is impacting others)</p>	Start FY 14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Family Services

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>Name of Initiative: Family Civil Court Orientation Program for Self-represented Individuals</p> <p>Collaborate with Court Operations – explore the potential to offer a court-based program on a scheduled basis to assist self-represented Family Court clients understanding of the court process</p>	Start FY 14
3.2	<p>Name of Initiative: Enhance working relationship with DCF</p> <p>Continue to streamline referral process and sharing of information between agencies</p>	Start FY 13
3.3	<p>Name of Initiative: Continue to Educate Criminal Court Stakeholders to our processes</p> <p>Collaborate with Judges and States’ Attorneys at the local and Administrative levels to enhance their understanding of our processes and set realistic expectations and demands of Family Services at arraignment.</p>	Start FY 13
3.4	<p>Name of Initiative: Collaborate with CSSD Grants and Contracts</p> <p>Form a committee to work with CSSD Grants and Contracts - identify specific needs of Family Violence clients and modify/develop contracted services that better meet the needs of this clientele.</p>	Start FY 13
3.5	<p>Name of Initiative: Joint trainings with Adult Probation, Juvenile Probation and Bail</p> <p>Work within Administration/Training Academy to identify Joint Training Opportunities within CSSD around topics that cross-over to the various units, i.e. substance abuse.</p>	Start FY 14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Family Services

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>Name of Initiative: Case Management Information System (CMIS) Reports</p> <p>Form Committee to review CMIS to ensure that all of our work is being captured and measurements are added to reflect the quality/quantity of the work. (example: protective order modifications)</p>	Start FY 14
4.2	<p>Name of Initiative: Gender Specific/Special Needs Programing</p> <p>Form a committee to: Assess the gender specific programming needs for women arrested for family violence and recommendations for service enhancement</p> <p>Better identify/address the programming needs for special needs clients (Autism, PTSD, ADHD, and dementia). Make recommendations to CSSD-Grants and Contracts unit for service development</p>	Start FY 14
4.3	<p>Name of Initiative: Assess need to tailor the Family Civil Intake Screen (FCIS) to Never Married Clients</p> <p>Form Committee to: Explore the need and potential of modifying the screen to better capture the status of the never married parents/clients in JD. Identify if the FCIS needs to have the questions and responses restructured, or identify different areas needing to be address. Review research for this population.</p>	Start FY 14
4.4	<p>Name of Initiative: Identify Public Safety Measure</p> <p>Formulate a committee or focus group to identify how we can better measure and communicate/promote the impact our work in Family Violence and Family Civil has on public safety beyond recidivism.</p>	Start FY 14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH CSSD STRATEGIC PLAN

CSSD Unit: Administrative Services Information Technology

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><i>Name of Initiative: CMIS Rewrite - Juvenile</i></p> <p>Rewrite CMIS for Juvenile to improve the functionality for users and improve data collection (Court operations/Juvenile Probation/ Juvenile Detention). It also allows for the independence from the vendor, ability to make changes quicker based on need and legislative changes; collect better quality data through edits and adding data fields for report purposes, improve reporting for risk reduction and evidence-based measures.</p>	<p>Production May 2013</p>
4.2	<p><i>Name of Initiative: CMIS Rewrite - Adult</i></p> <p>Rewrite CMIS for Adult to improve the functionality for users and improve data collection (Adult probation/Family Criminal/Bail) It also allows for the independence from the vendor, ability to make changes quicker based on need and legislative changes, collect better quality data through edits and adding data fields for report purposes, improve reporting for risk reduction and evidence-based measures</p>	<p>Production Estimate Dec 2014</p>
4.3	<p><i>Name of Initiative: Restitution System</i></p> <p>Development and implement a new restitution system.</p>	<p>Jan 2013</p>
4.4	<p><i>Name of Initiative: Electronic Referral - Adult</i></p> <p>Electronic referral for adult staff from CMIS to CDCS for ABHS and AIC</p>	<p>Mar 2013 June 2013</p>
4.5	<p><i>Name of Initiative: Electronic Referral - Juvenile</i></p> <p>Electronic referral from CMIS II – juvenile probation staff to CDCS</p>	<p>May 2013</p>
4.6	<p><i>Name of Initiative: No Contact Orders</i></p> <p>Design and implement the no contact orders for bail and probation to the POR and COLLECT</p>	<p>Dec 2013</p>
4.7	<p><i>Name of Initiative: Reporting/Queue Structure</i></p> <p>Redesign a new reporting / queue structure for the juvenile and then adult</p>	<p>May 2013</p>
4.8	<p><i>Name of Initiative: CISS</i></p> <p>Work collaboratively with CISS on CMIS and PSI</p>	<p>Ongoing</p>
4.9	<p><i>Name of Initiative: CSSD Human Resources Database</i></p> <p>Evaluate a HR solution for all documents</p>	<p>TBD</p>
4.10	<p><i>Name of Initiative: Grants and Contracts Database</i></p> <p>Rewrite the AWARDS database</p>	<p>TBD</p>

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLANN

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>Name of Initiative: Discharge Planning</p> <p>Review current discharge planning and develop a protocol for the creation of a wrap-around discharge plan for transitional youth.</p>	Spring 2013
1.2	<p>Name of Initiative: Accreditation</p> <p>Obtain American Correctional Association (A.C.A.) re-accreditation for Juvenile Probation.</p>	Summer 2013
1.3	<p>Name of Initiative: Risk/Needs Assessment</p> <p>Continue the current risk/needs evaluation for predictability and based on outcomes develop a new Connecticut risk tool.</p>	Fall 2014
1.4	<p>Name of Initiative: Training and QA</p> <p>Creation of a training and quality assurance program for the new Connecticut risk tool.</p>	Spring 2015
1.5	<p>Name of Initiative: Referral for Service</p> <p>Create policy in which officers will seek Court approval to complete pre-adjudicatory assessments and referrals to court based services.</p>	Spring 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Probation

CORE 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.

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p><i>Name of Initiative: Youth Employment</i></p> <p>Creation of an employment track for youth on probation to include collaborations in building vocational opportunities for JJ kids with: with the technical schools, trades organizations and secondary school systems</p>	Summer 2013
2.2	<p><i>Name of Initiative: Educational Assessment and Services</i></p> <p>Implementation of a formal assessment and educational service structure.</p>	Fall 2013
2.3	<p><i>Name of Initiative: Substance Abuse Services</i></p> <p>Collaborate with Department of Administration and DCF to Explore evidenced based substance services/practices.</p>	Summer 2014
2.4	<p><i>Name of Initiative: Early Intervention</i></p> <p>Collaborate with the Department of Children and Families via an MOA to initiate an early intervention process for juvenile aged 12 years and younger. This process will ensure juveniles receive assessments and services designed to address their needs without enmeshing them further into the Juvenile Justice system.</p>	January 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: 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	<i>Name of Initiative: Staff Training</i> Creation of confidentiality, boundaries and ethic training for all Juvenile Probation Staff	Summer 2014
3.2	<i>Name of Initiative: Staff Training - Motivational Interviewing (MI)</i> MI Booster trainings, observation and feedback regarding MI, case plans, and discharge planning.	Summer 2013- Ongoing
3.3	<i>Name of Initiative: Educational Credit for Clients</i> Explore a partnership with DOE to create an educational credit recovery program for justice involved youth.	Spring 2015
3.4	<i>Name of Initiative: Detention Transition</i> Collaborate with Residential Services on the creation of a transitional plan for youth leaving detention and returning to the community.	2013-2014
3.5	<i>Name of Initiative: Expedited Insurance Referrals</i> Insure officers are determining children’s eligibility for Husky Insurance and explore the use of an expedited referral process for JPOs to refer families to Department of Social Services for Husky admission.	Summer/Fall 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Probation

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><i>Name of Initiative: Case Plan</i></p> <p>Strengthen the conceptualization and implementation of case plans through both training and policy revisions.</p>	Winter 2013
4.2	<p><i>Name of Initiative: Assessment and Substance Abuse</i></p> <p>Evaluate our current risk assessments to determine if they are adequate for the identification of substance abuse</p>	Spring 2014
4.3	<p><i>Name of Initiative: Risk/Needs Assessment and Service Referrals</i></p> <p>Continue work on Recalibration of risk scores and modify the juvenile probation dispositional matrix to incorporate need in the child's service plan.</p>	Fall 2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, 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><i>Name of Initiative: Discharge Planning</i></p> <p>Develop a seamless transition plan for juveniles being released in collaboration with the probation officer. Process to include discharge meeting with parent/guardian, juvenile, CPO and PO. CMIS enhancement to include revised Continuity of Care Plan.</p>	FY13/14
1.2	<p><i>Name of Initiative: Education Transition Liaison</i></p> <p>Work with education provider to develop liaison position in collaboration with Clinical and Educational Services. Successfully re-connect juveniles to their community school and ensure transfer of detention education credit.</p>	FY13/14
1.3	<p><i>Name of Initiative: Community Residential Program CQI</i></p> <p>Enhance communication on all levels with contracted Community Residential Programs in collaboration with Programs and Services; and the CSSD Training Academy. Process to include cross training among all staff levels, quarterly meetings, inclusion in JRS focus groups. Explore CMIS expansion for contracted programs.</p>	2013
1.4	<p><i>Name of Initiative: Structured Assessment of Violence Risk in Youth (SAVRY)</i></p> <p>Enhancement and QA to the delivery and scoring of the SAVRY. Implications include more accurate SAVRY scoring, appropriate transfer to Community Residential Programs, and increased utilization of non-secure programs.</p>	FY13/14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Residential Services

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<p><i>Name of Initiative: Family Engagement</i></p> <p>Development of a holistic model to engage the family unit. Develop and train all staff, specialized training for CPOs. RFP for a Family Intervention Specialist/Family Mentor to assist with engagement efforts.</p>	FY 13/14
2.2	<p><i>Name of Initiative: Behavior Motivation/Programming for Older Adolescents</i></p> <p>Revise and implement Behavior Motivation System to meet the needs of older adolescent population. Tailor and implement specific programming to meet the needs of this population.</p>	2013
2.3	<p><i>Name of Initiative: Group Intervention</i></p> <p>Utilize CMIS enhancements to assign juveniles to group interventions based upon their identified needs. Utilize data to track group completion rates.</p>	FY13/14
2.4	<p><i>Name of Initiative: Long Term Admissions</i></p> <p>Develop and implement a specialized program track for juveniles in detention over 30 days.</p>	FY 13/14
2.5	<p><i>Name of Initiative: Prison Rape Elimination Act (PREA)</i></p> <p>Ensure compliance with new PREA Standards for Juvenile Facilities through a successful audit process.</p>	2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Residential Services

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><i>Name of Initiative: Project Specialists</i></p> <p>Train, support and QA identified detention staff as Project Specialists in the areas of TCI, PBIS, TARGET, SCM. These staff are expected to oversee their area of expertise, offer guidance to fellow staff, and liaison with CSSD central office.</p>	2013
3.2	<p><i>Name of Initiative: Juvenile Detention Officer Job Class Review</i></p> <p>Conduct an in depth assessment of the JDO job class to explore expansion into JDO 1, JDO 2.</p>	FY 14/15
3.3	<p><i>Name of Initiative: Central Transportation Unit Training</i></p> <p>Develop and implement, in collaboration with the CSSD Training Academy, CTU job specific trainings on both pre-service and in-service levels.</p>	FY13/14
3.4	<p><i>Name of Initiative: Cross Discipline Training</i></p> <p>Include both detention and contracted Community Residential Program staff in pre-service and in-service trainings to increase the understanding of job duties and promote increased communication at all staff levels.</p>	2013
3.5	<p><i>Name of Initiative: Focus Groups</i></p> <p>Conduct quarterly focus groups with detention and Community Residential Program staff (JDO/SS/CPO) and separately with Deputy Superintendents to foster increased communication and standardization of operational and administrative functions.</p>	2013
3.6	<p><i>Name of Initiative: National Commission on Correctional Health Care (NCCHC) re-accreditation</i></p> <p>Ensure successful NCCHC re-accreditation of state detention centers, utilizing updated 2011 Standards for Health Services in Juvenile Detention and Confinement Facilities.</p>	2013

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Juvenile Residential Services

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><i>Name of Initiative: Mental Health In-Service trainings</i></p> <p>Develop and conduct, in collaboration with the CSSD Training Academy and mental health contractors, monthly mental health in-service trainings on-site at the facilities for all levels of detention staff</p>	2013
4.2	<p><i>Name of Initiative: Electronic Medical Records (EMR)</i></p> <p>RFP EMR for state detention centers and Community Residential Programs.</p>	FY14/15
4.3	<p><i>Name of Initiative: CMIS-R Enhancements</i></p> <p>Expand CMIS into the following areas: education, groups, CPO forms, and healthcare.</p>	FY13/14
4.4	<p><i>Name of Initiative: Gender Responsive Unit</i></p> <p>Identify staff, develop policy, train, and provide QA in the state detention centers and CTU to support gender responsive principals, in collaboration with the CSSD Training Academy.</p>	FY13/14
4.5	<p><i>Name of Initiative: Streamline CPO Assessment Process</i></p> <p>Review of assessment tools and CPO function to maximize information already obtained, and reduce duplication of information gathering. Expand CPO functions into CMIS-R.</p>	FY13/14

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, 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><i>Name of Initiative: Training Support to CSSD Units</i></p> <p>Support identified Operational Initiatives by collaborating with Operations, Grants and Contracts, and the CRPAQI Unit to implement training.</p> <ul style="list-style-type: none">• Identify and Implement training needs and Initiatives through the Training Academy Committee (TAC) process.• Respond to training needs as identified in each Units' Strategic Plan.	

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Program and Staff Development: Training Academy (TA)

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><i>Name of Initiative: Judicial Branch Collaboration</i></p> <p>Work Collaboratively with and support all Divisions of the Judicial Branch.</p> <ul style="list-style-type: none">• Continued growth and expansion of the Branch's Learning Management System (LMS) capabilities. TA staff participation on Branch committees on and related to LMS development.• Work collaboratively with the Judicial Branch Human Resources Training Advisory Committee (TAC) to develop programs and training to support all Branch Staff. (May include but not limited to OSHA, WPV, and Leadership).• Continued growth and expansion of the Judicial Branch LMS.	

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Program and Staff Development: Training Academy (TA)

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><i>Name of Initiative: General Training</i></p> <p>The Training Academy will collaborate with Operational Units, Grants and Contracts, and CRPAQI and use data to identify training need areas statewide.</p> <ul style="list-style-type: none"> • Develop Target Trainings for CSSD staff based on Risk Reduction Indicators Reports • Conduct an analysis of various data collected through surveys, evaluations and other customer satisfaction methods. • Respond to training needs as identified in each Unit's Strategic Plan. 	
4.2	<p><i>Name of Initiative: Curriculum and Practice Model</i></p> <p>Standardize and produce Academy wide curriculum and practice model that is both comprehensive and recognized.</p> <p>Achieve APPA Curriculum Accreditation for both Adult and Juvenile Probation.</p>	

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Programs & 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	<i>Name of Initiative: ISP Team Meetings</i> Re-establish Intermediate Sanctions Program (“ISP”) team meetings in all adult and juvenile court locations	Winter 2013 and Ongoing
1.2	<i>Name of Initiative: Client Engagement</i> Collaborate with CSSD Information Technology (IT) unit and contracted provider agencies to explore the use of new communication technologies to engage CSSD clients and increase client performance measures targeting earlier program admission, increased attendance and completion rates.	Ongoing

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

CSSD Unit: Programs and Services/
Center for Best Practices

CORE 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.*

	STRATEGIC INITIATIVES	TIMELINE (FY)
2.1	<i>Name of Initiative: Service Gaps</i> Through ongoing research, identify service gaps within both the contracted program continuum and internal CSSD operational initiatives in collaboration with Operations, CRPAQI and contracted providers; propose strategies / services to address these issues	Jan 2013 and Ongoing
2.2	<i>Name of Initiative: Ongoing EBP Implementation</i> 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 and CRPAQI)	Jan 2013 and Ongoing

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

**CSSD Unit: Programs and Services/
Center for Best Practices**

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><i>Name of Initiative: Contract Oversight</i></p> <p>Work collaboratively with other CSSD units to ensure consistency and efficiency in contract oversight and communication with other Judicial Branch Divisions and stakeholders).</p>	Jan 2013 and Ongoing
3.2	<p><i>Name of Initiative: Risk Reduction Meetings</i></p> <p>Establish and facilitate pre-risk reduction meetings with operations staff to review quarterly results and collaborate on steps to address any areas in need of improvement</p>	Jan 2013 and Ongoing
3.3	<p><i>Name of Initiative: Professional Development</i></p> <p>Design and implement a professional development training series for unit staff</p>	Fall-Winter 2013
3.4	<p><i>Name of Initiative: Funding Sources for Programs</i></p> <p>Utilize existing staff resources and Judicial Branch guidelines to research and pursue additional funding to address gaps in service needs and expand research/evidence-based initiatives</p> <ul style="list-style-type: none"> - Maximize 3rd party revenue through enhanced collaboration with DPH - Grants 	Spring 2013 and Ongoing

OPERATIONAL INITIATIVES
FY 2013 – FY 2015 JUDICIAL BRANCH, CSSD STRATEGIC PLAN

**CSSD Unit: Programs and Services/
Center for Best Practices**

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	<i>Name of Initiative: Performance Based Contracting</i> Complete development and implement Performance Based Contracting (PBC) system for identified program models. Develop a plan to incorporate additional contract models into a PBC system.	Summer 2013 and Ongoing
4.2	<i>Name of Initiative: Contract Compliance</i> Continue to review and revise the Contractor Compliance Audit System (CCAS) as part of the Performance Based Contracting System	Spring 2013 and Ongoing