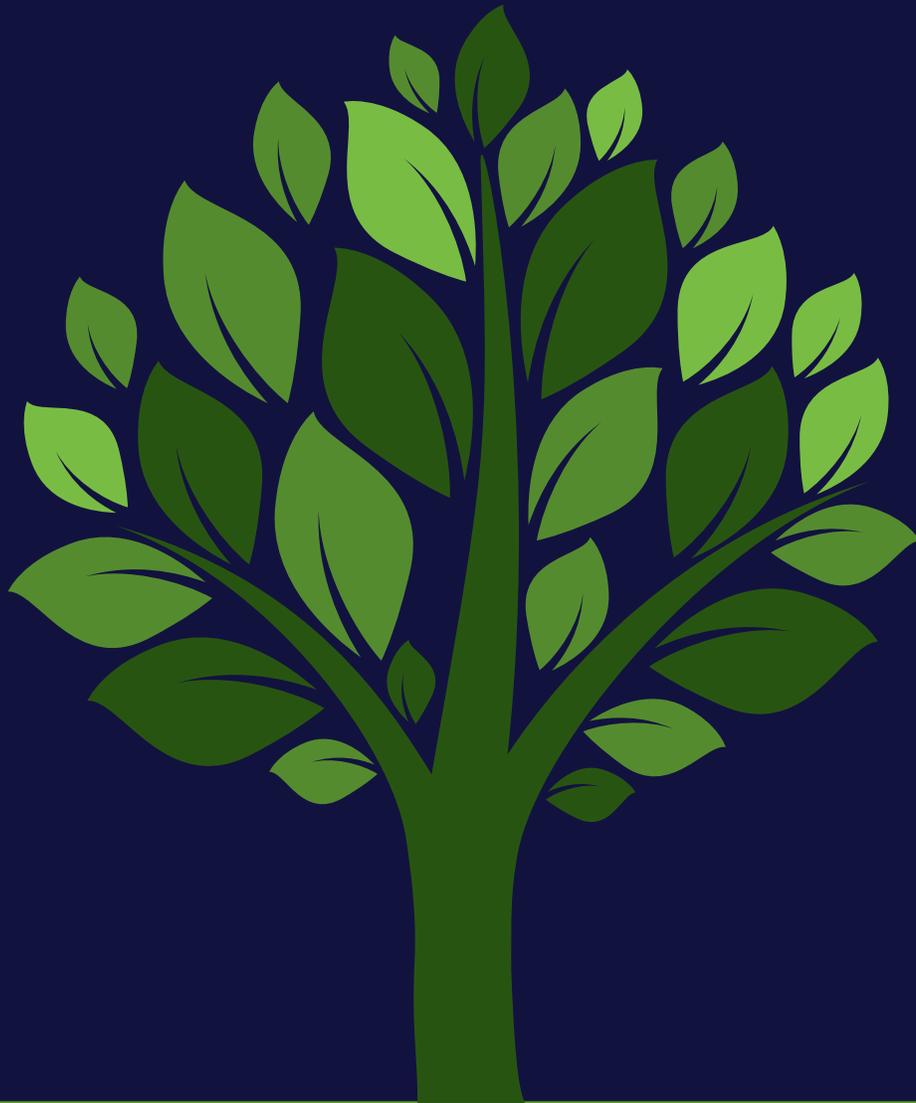


Santa Cruz County Probation Department Strategic Plan



2016 - 2021

Santa Cruz County Probation Department Strategic Plan 2016 - 2021

Our **VISION** is a safe and thriving community with justice for all.

Our **MISSION** is to promote public safety, reduce recidivism, and support victims and all those impacted by crime. In partnership with our community, we provide balanced supervision, accountability, and opportunities for positive change through results driven practices.

Operational Excellence

Improve Departmental operations with an emphasis on quality assurance, appropriate resources, and effective community supervision.

Staff Development & Engagement

Attract, develop and retain exemplary, motivated, and engaged staff.

Public Safety

Contribute to public safety and victim support services.

Core Values

Creativity & Innovation: *We believe creativity and innovation are fundamental for positive change.*

Dignity and Respect: *We value all people and believe they should be treated fairly and with compassion.*

Diversity: *We embrace the diversity within our Department and our community and strive to be responsive to the unique needs of all.*

Integrity: *We will adhere to the highest moral and ethical standards in our duty to serve the community.*

Teamwork: *Our staff and their collective efforts are our greatest asset and resource.*

STRATEGIC PRIORITIES

1. Staff Development & Engagement	2. Operational Excellence	3. Public Safety
<p style="text-align: center;">Goal 1:</p> <p style="text-align: center;">Attract, develop and retain exemplary, motivated, and engaged staff.</p>	<p style="text-align: center;">Goal 2:</p> <p style="text-align: center;">Improve Departmental operations with an emphasis on quality assurance, appropriate resources, and effective community supervision.</p>	<p style="text-align: center;">Goal 3:</p> <p style="text-align: center;">Contribute to public safety and victim support services.</p>
<p style="text-align: center;">Objectives:</p> <p>1.1 By January 2017 the Department will establish a Department Safety Advisory Team, with 100% representation at all levels, to assess safety needs, inform policy and ensure that each Division has necessary safety tools and training specific to their assignments.</p> <p>1.2 By June 2017, the Department will increase staff awareness about opportunities to share ideas and concerns by expanding, standardizing and coordinating efforts across Divisions e.g.: Safety Committee, Division meetings, POA meeting, Training Development Committee, Chief's Drop-In meetings.</p> <p>1.3 Develop an in-house Field Safety Program by December 2017.</p>	<p style="text-align: center;">Objectives:</p> <p>2.1 By June 2021, the Department will assess and cap caseload size to meet best practice caseload ratios based on risk level and effective practices in community supervision.</p> <p>2.2 By July 2021 all probation officers will be trained, monitored and supported to implement clearly articulated evidence-based practices and principles in their interactions with probationers. This will include, but not be limited to: assessments (JAIS, CAIS, RAI) risk-based contact standards, Effective Practices In Community Supervision (EPICS), use of objective response and rewards to offender behavior (response grid), and fidelity of implementation of specific curricula.</p> <p>2.3 By July 2021, the Department will reach 75% alignment between the Adult Division, Juvenile Division, and Juvenile Hall relevant to:</p> <ul style="list-style-type: none"> • Supervision, philosophy and practices to include consistent use of assessment tools, supervision tools and strategies. • Staff training, performance, and performance evaluations Relationships with criminal justice stakeholders and the public at large. 	<p style="text-align: center;">Objectives:</p> <p>3.1 By July 1, 2017 each Division will identify and establish, enhance or expand their partnership with three key community, school and/or justice partners.</p> <p>3.2 By January 1, 2019, the Department will establish 1-3 key standard practices or protocols that will increase the level of support provided for victims of crime.</p> <p>3.3 Enhance public safety by July 1, 2021 by:</p> <ul style="list-style-type: none"> • Reducing recidivism by 3% and • Maintaining the 95% Public Safety rates in the ATD and PTS units.

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"Someone is sitting in the shade today because someone planted a tree a long time ago". - Warren Buffett