

San Francisco Evidence-based Practices Implementation Planning Framework Evidence-based Practices (EBP) is defined by NIC as the progressive organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional services.

This is San Francisco Adult Probation Department's tactical Implementation Plan for integrating Evidence Based Practices into a community supervision model that will enhance service delivery, produce measureable outcomes to reduce recidivism, change lives and improve public safety.

Change Committee - Accomplish the tactical implementation plan

Goal	Objective: What should be done?	Action Item(s): How will it be done?	Due Date	Lead(s): Who will do it?	Outcome/put Measure: How will we know when it's done?	Resources	Status
Critical Focus Area: Organizational Management							
Mission & vision align with EBP	1. Review and update mission & vision to align with EBP 2. Have the mission and vision posted on the Website	1. Convene meeting with all staff by Division to review the recommended mission, vision and value statement 2. The group will provide input, buy-in and finalize the statement	31-Jan-11	Ernie Mendieta (Vision Committee)	Printed statement that is on the Website	Vision Committee and All Staff	Completed 2/11/11
Establish a Change committee with Subcommittees to implement EBP change	1. Define committee roles 2. Recruit for Committee Members 3. Identify committee members	Recruit by putting out a notice to staff informing them of the committee. Staff can self apply, be nominated by a supervisor and/or through Chief appointment	1. 4-1-11 2. 1-10-11 3. 1-24-11	Nicole Elliott (#3), Change Committee Chair (#1)	Selections made by the due date	All Staff	2. Completed 12/30/11 (JT, EM, NE)
Evidence Based Probation Strategic Charter	Change committee needs to meet to create the charter	Change committee will refer to charters that have been created and produce the Evidence Based Probation Strategic Charter	1-Mar-11	Change Committee Chair	Charter will be approved	Change Committee, Charter Samples	Comm Approved 4/8/11, pending Chief's approval
Organizational Goals and Objectives align with EBP	Review and update /develop goals and objectives that align with EBP	Convene cross-section of staff / all staff to review organizational goals and objectives. Do they reflect EBP principles? Are they in alignment with our strategic plan?	10-Feb-11	Ernie Mendieta (Vision Committee)	1. Org goals are clear and aligned with the mission, vision and value statement 2. Org goals are published and placed on the Website	Vision Committee and All Staff	Completed 2/8/11
San Francisco County APD has a EBP plan that is clear and includes cross-organizational buy-in	Use the planning framework to develop a county-based implementation plan for EBP	1. Workgroup / Change committee including a cross section of staff tailors plan 2. Plan developed & kicked off at all staff meeting (commitment review) 3. Plan distributed to staff on the Dept share drive. 4. Plan published on the Website	1. 10-Feb-11 2. 10-May-11 3. 1-Jun-11 4. 1-Jan-12	Change Committee Chair (1), Chief Still (2), Bella (3)	1. Change Committee in place 2. Plan posted on Website and distributed and discussed with staff at the Strategic all staff meeting	Change Committee, All Staff	1. Completed 2/3/11
Policies and procedures are in alignment with EBP	Write or revise policies and procedures (including HR practices) to reflect the principles of EBP	1. Change committee to establish subcommittee for policy. 2. Convene P&P committee to work with UC Berkeley BCCJ to revise, screen and write/update policies for alignment w/EBP 3. Develop process for regular updates 4. Meet and confer with labor	1. 15-Mar-11 2. 1-Apr-11 3. 1-Apr-11 4. 1-Aug-11	Change Committee Chair (1, 3), BCCJ (2)with Policy Committee, Chief Still (4)	1. P&Pin place. 2. P&P published on the Inter/Intranet	BCCJ, P&P Committee, Contract	1,2,3 Completed 3/18/11 4. Ongoing

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Organizational culture is supportive of and invested in EBP concepts	Encourage a culture that fosters and values honesty, integrity, ethical behavior and fair and equitable treatment	<ol style="list-style-type: none"> 1. Model honesty and fair and equitable treatment 2. Incorporate EBP into inter agency MOU and policy 3. Reinforce Core Values throughout the policies 4. Staff 360 degree evaluation of staff 5. Probationer survey 6. Likert Survey 7. Victims' Survey (collaborate w/D.A.) 	<ol style="list-style-type: none"> 1. Ongoing timeframe 2. Ongoing 3. 30-Jun-12 deadline 4. 30-Apr-12 5. 30-Jan-12 6. 31-Mar-12 7. 31-Dec-11 	Chief Still (2), BCCJ (3), QA (4, 5,) Becky (6) Chief Deputy (7)	Staff embrace and demonstrate Core Values as measured by staff, probationer, community partners and public surveys	Vision, Mission and Core Values, Survey Instruments	
	Staff are engaged in planning process	<ol style="list-style-type: none"> 1. Routinely recruit and involve staff for planning and implementation committees/work groups 2. Advertise work group and committee opportunities 3. Develop a meeting form 4. Approval and implementation of meeting form 	<ol style="list-style-type: none"> 22-Nov-10 (start), Continuous 28-Jan-11 15-Feb-11 	Chief Still (4), Ray Yang (3)	<ol style="list-style-type: none"> 1. Staff eagerly participates in department planning efforts 2. New members to be involved 3. Measure participation / attendance via work products 4. Publish committee and work group member lists 5. Fill out the meeting form 	Chief Still, Committee and Work Group Leads, Sergio	<ol style="list-style-type: none"> 2, Completed 2/11/11 3. Completed 1/28/11 4. Completed 2/15/11
	Staff are engaged in open and honest communication and feedback	<ol style="list-style-type: none"> 1. Model open, honest and respectful communication and feedback 2. Create opportunities for staff input at all-staff meetings, unit meetings, suggestion boxes 3. Develop a communication plan 4. Create a client/public suggestion box 5. Celebrate and share successes 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. 1-Jan-12 4. 28-Jan-11 	<u>Diane Lim (Communications Committee Chair) (2, 3), Nicole Elliott (Suggestion Boxes 4), CCC (5)</u>	<ol style="list-style-type: none"> 1. Staff input is used to develop/enhance the organization 2. Conduct regular staff survey 3. Communication plan developed & implemented 	Communication Committee, All Staff	4. Box purchased, installation completed.
	Staff attitudes and values reflect EBP principles and respect	<ol style="list-style-type: none"> 1. Model EBP supportive attitude and values 2. Train staff on EBP 3. Hold staff accountable to standards that require EBP compliant attitude and performance 4. Revise performance evaluation to reflect EBP principles (eval goals section developed by employee/supervisor/division directors) 5. Identify a specific percentage of caseloads and standards to be audited for performance reports 	<ol style="list-style-type: none"> 1. Ongoing 2. Dec-11 3. Dec-11, ongoing 4. 1-Jan-11 (50%), 1-Nov-11 (50%) 5. 1-Apr-11 (Current Perf Year), 1-Nov-11 (Next FY) 	<u>Chief Still/Chief Deputy (4, 5), Janine Tirado (2), Chief Deputy (3),</u>	<ol style="list-style-type: none"> 1. Staff model the Department vision, mission and core values 2. Performance evaluations and training are completed as scheduled 	Directors, Supervisors, All Staff,	<ol style="list-style-type: none"> 2. Complete 8/25-26 4. DPO 100% Completed (WS, Labor), SPO Pending (WS Labor) 3/29/11 5. Completed 3/25/11 pending approval

	Executives help create a culture of continual learning within the organization	<ol style="list-style-type: none"> 1. Model departmental values and provide ongoing opportunities to attend training, conferences and networking opportunities. 2. Review existing training requests, obtain copies of others and develop a new revised template. 3. Revise training policy and implement new form 	<ol style="list-style-type: none"> 1. Ongoing 2. 28-Jan-11 3. 15-Oct-11 	Janine Tirado (2, 3)	<ol style="list-style-type: none"> 1. Staff get regular opportunities for continual learning 2. Policy is complete and form developed 3. 100% training compliance 	Janine Tirado, BCCJ, Division Directors, Supervisors, All Staff	<ol style="list-style-type: none"> 2. Completed 3. Training Policy to BCCJ 12/30/10 (JT) still pending approval 4/8/11
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	Support a cultural shift for a balance approach to probationer/client change	<ol style="list-style-type: none"> 1. Model and reinforce balanced approach 2. Reward staff performance in alignment with desired culture 3. Reward probationer performance in alignment with desired culture 4. Create EB violation matrix and have experts review and endorse matrix 5. Provide draft to CJ partners and Oversight Committee for comment 6. Train and implement rewards and sanction matrix 7. Develop a drug testing policy 	<ol style="list-style-type: none"> 1. Ongoing 2. 30-Jun-11 (staff evals) 3. 1-Nov-11 (phase 1) 4. 1-Nov-11 5. 15-Nov-11 6. 1-Dec-11 7. 1-Nov-11 	1, 2, 5. Chief Still, Recruitment & Retention Committee 3, 4. Ray Yang, BCCJ (7), AOC, Mimi Carter/Mark Carey (5), Janine Tirado (6),	<ol style="list-style-type: none"> 1. Support case reviews, case plans, case notes and recommendations that reflect a balanced approach 2. Awards program is developed for staff 3. Develop rewards and sanctions for probationers measuring successful terminations of probation 4. # of GED or HS Diplomas Completed, Reduction in Risk/Supervision Level, Probation Level Modification 	Ray Yang, Bella Fudym, Rewards and Sanctions Committee, Recruitment & Retention Committee, Courts, D.A., Defense Council, Lee Anne Hudson, Mimi Carter, Mark Carey	<ol style="list-style-type: none"> 4. Completed 3/25/11 submitted for review 6. Pending
	Develop a QA plan for monitoring progress	<ol style="list-style-type: none"> 1. Tie training to performance 2. Create the QA Subcommittee 3. Regularly calendared QA Subcommittee meetings to evaluate organizational performance 4. Feedback from QA Subcommittee to Change Committee and intranet 5. Define Key Performance Indicators (KPI) for caseloads and programs. Rollout as developed 6. Performance Report Baseline completed (Rank and File) 7. Midyear (Rank and File) 8. Final Performance Report (Rank and File)* 	<ol style="list-style-type: none"> 1. 1-Feb-11 (50%), 1-Nov-11 (complete) 2. 1-Mar-11 3. 1-Jan-12 4. 1-Jan-12 5. 1-Jan-12 completion 6. 1-Feb-11 7. 1-Apr-11 8. 15-Jun-11 	Janine Tirado (1, 6, 7, 8), Nicole Elliott (2), QA Subcomm Chair (3, 5), Project Manager for each grant (5), BCCJ (5)	<ol style="list-style-type: none"> 1. # of training offered; # attending; # of steering comm mtgs; % of surveys returned; performance improvement; database in place; follow-up meetings for knowledge transfer to group 2. 100% of Performance Reports completed by July 1, 2011 	Diane Lim, Tom Murphey, Monita Choi, Division Directors, Bella Fudym, Violeta/Noreen, Selected Applicants, Union Rep, Art Faro, All Staff, Kristin Kogure, QA Subcommittee	<ol style="list-style-type: none"> 2. completed 6-8 completed

Organizational communication is effective and supports EBP implementation	Develop a multi-dimensional plan / strategy for communicating information regarding planning and implementation throughout the organization and to external stakeholders	<ol style="list-style-type: none"> 1. Develop and present information to Judges & Board of Supervisors 2. Include EBP plan in Annual/Quarterly reports, data reports, mgt. team/unit meeting minutes, all-staff meetings, unit meetings 3. Include stakeholder (DA, Public Defender, Defense Bar, CBOs) communication in org communication plan 4. Conduct Stakeholders' Survey 	<ol style="list-style-type: none"> 1. On-going process 2. Ongoing 3. Ongoing 4. Jan 2012 	Chief Still (1), Communications Subcommittee Chair (2, 3,) QA (4)	Publish survey results	Communications Subcommittee, IT, CCPC, Reentry Council, Judges' Oversight Committee	
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* The 2010-2011 Performance Report for Rank and File Staff will cover six months of performance utilizing the new January 1st Performance Report.

*Office décor

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	Develop a QA plan for monitoring progress (see QA section)	Communication plan includes outcome measures			<ol style="list-style-type: none"> 1. Communication plan completed and implemented 2. Stakeholders' survey 		
Human Resource strategies are in place to support EBP	Develop recruiting strategies and materials that focus on the knowledge, skills and attitude necessary to deliver EBP	<ol style="list-style-type: none"> 1. Update Department Website 2. Recruit through job fairs, colleges, internship program, Dept HR, CPOC, APPA, CPPCA 3. Assess and revise job announcement description & recruitment materials for alignment w/EBP 	<ol style="list-style-type: none"> 1. 30-Sep-11 2. Ongoing 3. 1-Jun-11 	<ol style="list-style-type: none"> 1. Bella Fudym 2. Adela/Danielle and Kristin Kogure 3. Kristin Kogure 	<ol style="list-style-type: none"> 1. Website is updated 2. Revision of formal recruitment package with materials 3. Hire qualified staff 	HR, IT staff, Recruit through job fairs, colleges, internship program, Dept HR, CPOC, APPA, CPPCA, staff from other counties, R&R Committee	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Chief Deputy (WS), DPO's & SPO's (RY) completed on 12/1/10
	Rewrite job descriptions to emphasize the knowledge, skills and attitude necessary to deliver EBP	<ol style="list-style-type: none"> 1. Develop a process to interview officers and management to determine new scope of jobs. 2. Assess and revise job descriptions for alignment with and focus on EBP 	<ol style="list-style-type: none"> 1. Complete 2. 1-Jun-11 	Chief Deputy & Kristin Kogure	EBP compliant Job Description are published and used in all recruitment efforts	HR, IT staff, internship program, Dept HR, CPOC, APPA, CPPCA, staff from other counties	<ol style="list-style-type: none"> 1. DPO's & SPO's completed on 12/1/10 2. Completed -Deputy Chief completed
	Develop interview and hiring processes that emphasize the knowledge, skills and attitude necessary to delivery EBP	<ol style="list-style-type: none"> 1. Select and dedicate an EBP compliant panel to the hiring/promotion process 2. Develop EBP focused interview questions and rating criteria 3. Develop policy on recruitment process, use job description to develop EBP aligned questions / processes 	<ol style="list-style-type: none"> 1. 1-Apr-11 2. 1-Apr-11 3. 1-Nov-11 	Chief Deputy (1, 2) & Kristin Kogure(1,2), Policy Committee, R&R & BCCJ(3)	Candidates for hire and promotion are EBP knowledgeable.	HR, IT staff, internship program, Dept HR, CPOC, APPA, CPPCA, staff from other counties	<ol style="list-style-type: none"> 1,2 DPO's & SPO's, & Deputy Chief hiring process developed on 12/1/10., DD's pending (11/1/11)

Assess and align staff strengths and skills	<ol style="list-style-type: none"> 1. Review and revise job assignment policy including rotational and cross training 2. Develop policy on promotional process 3. Develop a staff self-assessment to determine both skills and interests 4. Utilize Staff Assessment, reorganize department putting staff in the "right seats" 5. Position Skills: Develop addendum to Assignment Preference form to describe positions; develop menu of strengths to use in performance evaluations; identify strengths for each assigned caseload 	<ol style="list-style-type: none"> 1. 1-Dec-11 2. 1-Jan-12 3. Annual 4. 1-Jan-12 5. 1-Jan-12 	Chief Deputy(1,5), BCCJ & PP Comm (1,2) Cristel Tullock (3) Chief (4)	Reorganization and assignments completed	All staff, surveys, CFO, other jurisdictions, Management Team,	<ol style="list-style-type: none"> 1. Language will be incorporated into existing draft policy. 3. Completed 11/2010 will reassess 7/1/11 4. Phase 1 to be completed 4/25/11 Phase 2 scheduled for 1/1/12.
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	Assess and manage promotional and hiring practices to balance internal and external recruitment as appropriate	Open promotional opportunities to internal and external candidates	Ongoing	Chief Deputy & HR	Promotions are made available outside of the organization through national publications and other recruitment opportunities	CPOC & APPA	
	Develop a succession planning strategy	<ol style="list-style-type: none"> 1. Identify staff who are interested in promotional and leadership opportunities 2. Clarify the skills and performance requirements necessary for promotions 3. Support staffs training request for leadership development 4. Develop mentoring plan & cross-training opportunities 5. Recognize staff that show initiative and participate with special projects and committees –Employee Awards Program 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Dec-12 5. Ongoing 	Chief Deputy (1,2), Training Officer(3), C&T (4) R&R (5)	Identify the number of staff who are prepared to assume supervisory management/leadership positions	STC, DHR, NIC, CPOC, APPA, Certified Training Providers, Management Team,	
	Provide leadership skill building opportunities to staff to foster behavior and attitude in alignment with EBP	<ol style="list-style-type: none"> 1. Recognize leadership through training and conference opportunities 2. Partner with educational/professional institutions for leadership education / training opportunities 3. Ensure all training provided to staff is in alignment with EBP priorities 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 	Chief Deputy(1,3) Training Officer(2)	<ol style="list-style-type: none"> 1. Publish training plan to include MI refreshers, cog skill enhancement, etc. 2. Monitor staff skill development 3. Conduct regular staff surveys 	Janine Tirado	Supervisor leadership academy starting 4/2011 – completed 9/2011
	Develop a QA plan for monitoring progress (see QA section)						
Organizational training supports EBP implementation	Review current training curriculum and identify training needs based on implementation plan	Assess staff training needs and interests utilizing a training survey (Survey Monkey) and review of current curriculum	<ol style="list-style-type: none"> 30-Jun-11 (50%) 30-Jun-12 (Full Implementation) 	Janine Tirado	<ol style="list-style-type: none"> 1. Staff survey completed 2. Report on state of current curriculum & alignment with EBP 3. # of staff completed 	Staff Development needs assessment, Janine Tirado, BCCJ	

					COMPAS training		
	Develop a training plan that incorporates initial and booster trainings for all agency staff in the principles, philosophy and implementation of EBP	Use assessment information to develop a revised training plan	30-Sep-11	Janine Tirado, BCCJ	Completed and published training plan to include MI refreshers, cog skill enhancement, etc.	STC, DHR, NIC, CPOC, APPA, Certified Training Providers, Janine Tirado, BCCJ	1. Completed
	Support increased staff knowledge / understanding of addiction and treatment	1. CBOs, DPH and Training Manager to develop training on addiction and treatment strategies for all staff, including non POs. 2. Work with Re-Entry Council and CCPC, and other city agencies to expand the providers' list for probationers 3. Remind staff to utilize 3-1-1 for resources	1. 1-Oct-2011 2. 30-Oct-11 3. 15-Feb-11	Janine Tirado(1) Jessica Flintoff (3) Chief(2)	Decisions, recommendations and case plans reflect thorough knowledge of addiction and treatment	SF Re-Entry Staff, CBOs, DPH, Janine Tirado, Division Directors, Supervisors, All Staff	3. Completed 2/9/11
	Increase officer skills and competencies, such as the ability to write analytical evaluations and EBP sentencing recommendations	1- Train staff on new EBP PSR 2. Train staff on other court reports on new EBP SRs, PRs. 3. Monitor sentencing recommendations for competency and compliance	1. 15-May-11 2. 1-Dec-11 3- Ongoing	Janine Tirado (1,2) SPOs (3)	1. Implementation of EBP PSR 2. CalRAPP fully implemented	CalRAPP, All Staff, Chief Still, Tom Murphey, Bella Fudym, TAY Unit, 18-25 Designated Staff, Northpointe	1. Completed – June 2011

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	Increase teamwork in APD	Provide staff training on high performance teams and team building	31-July-12	TBD	Employee grievances, worker's comp and absences decrease. Citizen complaints decrease. Staff participation increases. Community recognition of staff increases.	TBD	
	Develop a QA plan for monitoring progress (see QA section)						
Critical Focus Area: Collaboration							
The organization collaborates with stakeholders to further the goal of reduced recidivism	Collaborating with judges and the criminal justice community (Defense Attorney, Public Defender, Bar Association and D.A.) to implement Evidence Based sentencing (see CalRAPP Project)	1. Attend joint trainings 2. Develop an EBP presentence report 3. Use Judicial Oversight Committee Meeting to implement EBP 4. Include probation in the pre-plea phase (negotiated dispositions) 5. Contract with COMPAS to create EBP PSR 6. Implement use of EBP PSR that includes criminogenic risk and needs 7. Revise all court reports to be EBP 8. Implement EB Sentencing (1-8 see CalRAPP)	1. Ongoing 2. 31-Jan-11 3. Ongoing 4. 31-Dec-11 5. 28-Jan-11 6. 6-Jun-11 7. 1-Dec-11 8. 30-Dec-11 9. Sept -11	Northpointe, Chief Still (3, 4, 5, 8), Lee Anne Hudson (6, 7),	1. EBP PSR and EBP Sentencing fully implemented 2. 100% policy eligible cases have a completed COMPAS Assessment	Public Defender, Courts, D.A, Defense Attorney, Bar Association, CBOs, All Staff, Will Leong, Sheriff's Dept, CalRAPP, Change Committee, Supervisors, Janine Tirado, Unions	1. Training Started Sept 16, 2010 2. Complete 5/6/2011 4. Starting to happen. 5. Complete 5/2011 6. Completed 8. Completed 9. Completed

		9. Chief to train PD and Private Counsel on EBP training					
	Continue to foster judicial support and utilization of EBP.	1. Continue to invite judiciary, prosecutors and defense attorneys to trainings 2. Attend criminal justice partners'-sponsored trainings 3. Conduct a survey to solicit feedback re: EBP PSR from the DA, Public Defender, Defense Bar and judges	1. On-going 2. On-going 3. 1-Apr-12	Chief Still (1, 2), Chief Deputy (3)	1. Judges support APD's EBP recommendations. 2. Evidenced Based Sentencing is followed 80% of the time. 3. Complete the survey	Courts, Public Defender, DA, Collaborative Court Teams, Janine Tirado, Communications Subcommittee,	1. Chief has done several trainings
	Build support and advocacy in the community	1. Develop & implement a marketing / PR plan 2. Offer MI training to partners 3. Assess and strengthen working relationship w/criminal justice community and stakeholders; 4. Use survey information to make changes 5. Identify community professional orgs that could help promote the work of APD	1. 30-Jan-12 2. 31-Jul-12 3. On-going 4. 30-May-12 5. Ongoing –	Diane Lim (1) Chief Deputy (3) Janine Tirado (2),	1. Written Marketing plan 2. Measure attendance; measure improvement in survey, # of trainees 3. Participation in the MI training from the community 4. Increased APD attendance at community meetings 5. Development of operational agreements with CBOs 6. Increased membership/participation in professional org	Change Committee, All Staff, Janine Tirado, Community Professional Org, CBOs, Communications Subcommittee, QA Subcommittee	
Goal	Objective: What should be done?	Action Item(s): How will it be done?	Due Date	Lead(s): Who will do it?	Outcome/put Measure: How will we know when it's done?	Resources	Status
	Educate and build relationships, including engaging volunteers and faith based organizations, CBOs, the public and the media	1. Conduct presentations in small groups, to facilitate discussion & mutual understanding of EBP and services 2. Utilize Communications Team to develop presentations and materials for use by potential speakers 3. Convene annual Media Seminar / lunch to educate/inform 4. Collaborate on community service projects 5. Increase transparency by completing an Annual Report	1. Ongoing 2. 31-Jul-12 3. Feb 2012 4. Ongoing 5. 31-Jan-11/ Ongoing Mid October	Diane Lim (1 - 5)	1. # of presentations made, # of attendees at media seminar 2. Increased community visibility measured by survey 3. Published annual report	FBOs, CBOs, Media, IT, Diane Lim, other Jurisdictions, All Staff Communications Subcommittee, Change Committee, Chief Still, Chief Deputy., Management Team	5. Complete

	Support non-criminal justice interventions with low risk offenders, reintegration of offenders and building pro-social / natural community supports	<ol style="list-style-type: none"> 1. Review Re-Entry Resource Guide and other APD resources for non-criminal justice treatment options, 12-step programs, faith-based programs and mentorship opportunities 2. Work with Re-Entry Council to incorporate the identified list of non-criminal justice treatment options. 3. Update officers on resources and referral process 4. Mandate orientation for low risk 	<ol style="list-style-type: none"> 1. 30-Jun-12 2. 30-Jun-12 3. Ongoing 4. 31-Mar-12 	Jessica Flintoff (1, 2,3), E. Mendieta (4)	<ol style="list-style-type: none"> 1. Resource guide updated and distributed to all staff 2. # of probationers referred to services increases 3. Orientation for low risk clients implemented 	Reentry Liaisons, Reentry Council, CBOs, Change Committee, IT, NIC, CBT Developer, APPA, ACCA, Management Team, Bella Fudym, Change Committee	
	Develop a QA plan for monitoring progress (see QA section)						
APD to have a bigger role in SF Re-Entry Council	Increase Re-Entry Council Subcommittee membership and participation	<ol style="list-style-type: none"> 1. Put out a notice to staff for recruitment for Re-Entry Subcommittee membership 2. Invite staff to attend full council and Subcommittee meetings 3. Post link for the Council meeting minutes 4. Chief to be Co-chair of SF Re-Entry Council members 5. Partner with other SF Reentry Council members 	<ol style="list-style-type: none"> 1. 16-May-11 2. 16-May-11 3. 23-May-11 4. 1-Apr-11 5. Ongoing 	Nicole (1,2), B. Fudym (3)	<ol style="list-style-type: none"> 1. Increased staff participation in Reentry Subcommittee meetings 2. More staff attend the full council Reentry Meeting 3. Chief becomes a co-chair of the Reentry Council 4. Increased operational agreements with CBOs 	Reentry Council, Diane Lim, Bella Fudym, All Staff, Supervisors, Mayor's Office, Board of Sups, Diane Lim, Bella Fudym, Chief Still, Reentry Liaisons (Amarita King, Cynthia Gusman), Lisa Lightman	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. Complete 4/2011 5. Complete
Implement SB 678	Reduce the number of SFAPD probationers that are sentenced to state prison and improve successful reentry and increase the number of people that complete probation successfully.	<ol style="list-style-type: none"> 1. Establish SB 678 Communities Correction Partnership Council (CCPC) 2. Participate in SF Reentry Council 3. Create a charter for CCPC 4. Establish a One-Stop Service Center 5. Develop a training program for service providers (APD policies and practices) 6. Work with Sheriff and Courts to improve release procedures that include probation and court order conditions and expedite transportation to residential treatment 7. Develop a standardized system that measures the effectiveness of CBO programs 8. Increase collaborations with CBOs 9. Use risk and needs to seek funding for programs 10. Identify where there may be gaps in services (ex. transportation to APD) 11. Review COMPAS and PO identified gaps in services. 12. Validate service gaps. 13. Address service gaps 	<ol style="list-style-type: none"> 1. 7-Oct-10 2. On-going 3. 30-Jun-11 4. 31-Dec-11 5. 28-Feb-12 6. Ongoing 7. 31-Dec-11 8. Ongoing 9. Ongoing 10. 31-Dec-11 11-13. Ongoing 	Chief Still(2, 3, 4, 9) J. Tirado (5) E. Mendieta (6) Chief Deputy (7) D. Lim (8) E. Mendieta, C. Tullock, B. Fudym (10) 10-13 Chief of Research	<ol style="list-style-type: none"> 1. Reduce MTR to prison by 10% by Dec 31, 2010. 2. Reduce MTR to prison by 20% by Dec 31, 2011. 3. Reduce prison commitments and reduce recidivism 	Reentry Council, CCPC, SFSD, Change Committee, Courts, CBOs, IT, All Staff, DA, Public Defender, Defense Bare, BCCJ, QA Committee, Reentry Liaisons, Diane Lim, Bella Fudym	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Complete 4. 50%
Goal	Objective: What should be done?	Action Item(s): How will it be done?	Due Date	Lead(s): Who will do it?	Outcome/put Measure: How will we know when it's done?	Resources	Status
Critical Focus Area: Offender Supervision							

Assessment practices are in alignment with EBP	Officers use COMPAS to sort, target and develop case plans, including timely reassessment	<ol style="list-style-type: none"> 1. Train staff in COMPAS 2. Observe staff administer COMPAS in MI compliant style and develop appropriate case plans 3. Determine COMPAS eligible cases and degree of COMPAS use for eligible cases 4. Implement the EBP PSR 5. Implement the remainder of EBP Court reports 6. Increase COMPAS completion rates through APD policy change 7. Train all staff in MI 	<ol style="list-style-type: none"> 1. 28-Feb-11 2. 1-Jan -12 3. 6-Nov-11 4. 6-Jun-11 5. 30-Nov-11 6. Ongoing 7. 31-Dec-11 	L. Hudson (3, 4) Chief Deputy (2) E. Mendieta (5) J. Tirado (1, 7) C. Robinson (6) R. Yang (3)	<ol style="list-style-type: none"> 1. Timely assessments and case plans that target/match appropriate risk/needs with interventions 2. Policy written / staff trained, # of assessments 3. As a measurement, 80% of ITRPs completed 4. All staff trained in COMPAS 5. All Staff trained in MI 	Janine Tirado, Supervisors, Certified Training Provider, QA Subcommittee, Change Committee, Division Directors, All Staff, Northpointe, Murphey, Supervisors, Bella Fudym,	<ol style="list-style-type: none"> 1. Complete 4/22/11 4. Complete 6/20/11 7. Complete 9/30/11
	COMPAS is validated for SFAPD, scores are adjusted as necessary	<ol style="list-style-type: none"> 1. APD to contract for recidivism study and collaborate with contractor to define recidivism 2. Setup validation process 3. Scores adjusted as indicated 4. Redistribute cases 5. Redistribute cases following the COMPAS validation 	<ol style="list-style-type: none"> 1. 31-Jan-12 2. 31-Jan-12 3. 31-Jul-12 4. 30-Aug-12 5. 31-Jan-13 	D. Lim (1) B. Fudym (2, 3) Exec Team (4-5)	<ol style="list-style-type: none"> 1. Recidivism definition defined and published 2. Study completed 3. COMPAS validated 4. Scores adjusted 	Northpointe, Management, Change Committee, Bella Fudym, Tom Murphey, Supervisors, Directors, BCCJ, QA Subcommittee	
	APD to ensure inter-rater reliability for COMPAS scoring	<ol style="list-style-type: none"> 1. Develop inter-rater reliability and research process 2. Develop policy for inter-rater reliability assessment 3. Conduct training (initial, booster & refresher) w/pre & post-tests 	<ol style="list-style-type: none"> 1 & 2. 1-Jan-12 3. 31-Jan-12 (initial) 31-Jul-12 (refresher) 	1 & 2 Chief of Research 3. Janine	<ol style="list-style-type: none"> 1. Determine baseline scores to produce inter-rater reliability data 2. Review and analyze data 3. Train staff based on data analysis 	Northpointe, Management, Change Committee, Bella Fudym, Tom Murphey, Supervisors, Directors, BCCJ, QA Subcommittee	
	Mechanisms, such as providing data feedback, are developed to build staff trust in COMPAS	<ol style="list-style-type: none"> 1. Incorporate analysis of COMPAS scores, case plans and offender performance into case reviews 2. Develop reports that break down information by unit & individual for inter-rater reliability; pre-&post-scores 	<ol style="list-style-type: none"> 1. 15-Feb-12 2. 31-Jul-12 	1. Division Directors 2. Chief of Research	<ol style="list-style-type: none"> 1. Staff is engaged in and understands the use of assessment tools 2. assessment tool data reports are regularly provided to staff & units 	Change Committee, Division Directors, Chief Still, Bella Fudym, Supervisors, Chief Deputy, Northpointe, All Staff, Courts, CalRAPP	
	Implement Probation Orientation Programs	Develop EBP Probation Orientation Programs	31-Jan-12	1. Jessica Flintoff/Janine/ Division Directors	<ol style="list-style-type: none"> 1. Measure attendance 2. Measure program participation and completion 3. Measure successful completions of probation 4. Measure risk level reduction 5. Measure early termination of probation 	Reentry Liaison, Reentry Council, CBOs, IT, NIC, CBT Developer, Change Committee, APPA, ACCA	

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Supervision strategies and case plans are built on assessments and are used to manage offenders in alignment with EBP	Develop personalized case plans as appropriate for probationers and implement policy for regular updates	Train and observe staff in utilization of COMPAS assessment, administering reassessment and ongoing management of case plans	Ongoing	1. Supervising Probation Officers	Offender assessments, supervision/case plans and activities will be EBP compliant and timely pursuant to policy	Bella Fudym, Chief Deputy, Division Directors, Supervisors, Northpointe, All Staff, BCCJ	
	Use the case plan to appropriately target interventions based on EBP	1. Train staff to appropriately target interventions in case plans that address criminogenic needs and recognize risk behavior 2. Develop an intervention matrix 3. Develop a QA process to evaluate case plans	1. 31-Dec-11 2. 30-Sept-11 3. 31-Dec-11	Janine Tirado (1) R. Yang (2) Chief Dep (3)	1. Caseload reviews reflect targeted interventions 2. Reductions in MTRs	Bella Fudym, Chief Deputy, Division Directors, Supervisors, Northpointe, All Staff, BCCJ	2. Partial completion pending policy
	Prioritize supervision and treatment resources for offenders assessed as high risk	1. Utilize data to analyze % of offenders receiving various services & level of supervision by risk level	1. 30-Apr-12	1. Research Chief	1. Caseload audits and data show Department resources are being used/focused primarily on high risk offenders 2. Increase early terminations of probation	Bella Fudym, Chief Deputy, Division Directors, Supervisors, Northpointe, All Staff, BCCJ	
	Address the top criminogenic needs as identified by the assessment	1. Train staff on addressing top criminogenic needs based on the COMPAS or any other assessment tool. 2. Train staff on utilizing the ITRP	1. 30-Sept-11 2. 1-Nov-11	1. Janine Tirado	1. Caseload reviews and data show staff addressing the top criminogenic needs as identified by assessments 2. All Court reports reflect criminogenic needs	Janine Tirado, Chief Still, Chief Deputy, Northpointe, All Staff	
	Be responsive to individual differences, such as temperament, learning style, motivation, gender and culture when referring to programs	1. Train staff on responsivity issues and practices 2. Train staff on coaching; evaluating; feedback re: stages of change 3. MOUs and operational agreements in place w/providers 4. Include questions in internal and external surveys regarding responsivity issues	1. 1-Feb-12 2. 30-Jun-12 3. Ongoing 4. 30-Jun-12	J. Tirado (1,2) Chief Still (3) C. Tullock (4) QA	1. Caseload reviews show responsivity to individual differences 2. Review, analyze and report survey results 3. Measure program completion rates	Janine Tirado, Chief Still, Chief Deputy, Change Committee, Reentry Liaisons, Communications Subcommittee, Division Directors, Policy Subcommittee, Probationers, CBOs, QA Subcommittee	1. 50% Completed 8/25-26
	Incorporate expert recommended doses of services	Work with service providers, experts and Courts to determine the appropriate treatment dosage in case plans and court report recommendations - ITRP	31-Dec-11	Deputy Chief	1. Caseload reviews show staff using appropriate dosage of services based on COMPAS R&N and case plan 2. Increase in program participation and completion	Chief Still, Tom Murphey, Bella Fudym, Janine Tirado, TAY Unit, Division Directors, CBOs, CalRAPP, SF Reentry Council, CCPC	

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	Provide pro-social structure and supervision based on risk level, i.e., structure 40-70% of high-risk offender's time during the initial three to nine months.	1. Develop matrix of pro-social structure tied to risk (policy) 2. Train staff on structuring offender time/activities and engaging pro-social peer associations and activities 3. Develop a QA measurement for this activity	1. 31-Oct-11 2. 30-Nov-11 3. 31-Dec-11	Chief Deputy (1) J. Tirado (2) Chief or Research	Caseload reviews, case plan and case notes show staff structuring offender time/schedules with pro-social activities pursuant to assessment in the prescribed time frame	BCCJ, QA Subcommittee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, All Staff, CBOs, SF Reentry Council	
	Incorporate treatment into the full sentence / sanction requirements, ensuring that treatment interventions are delivered in a targeted and timely manner	1. Develop matrix (policy) 2. Train staff regarding the most effective methods of implementing treatment and utilization of resources 3. Develop a QA measurement for this activity.	1. 31-Oct-11 2. 30-Nov-11 3. 31-Dec-11	BCCJ, QA Subcommittee, Janine Tirado, Chief Still, Chief Deputy, Division Directors	1. Caseload reviews, case plans and case notes reflect staff competency of treatment interventions and use of sanctions 2. Case reviews reflect appropriate/EB referrals to services and programs	BCCJ, QA Subcommittee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, All Staff, CBOs, SF Reentry Council	
	Staff should relate to offenders in interpersonally sensitive and constructive ways to enhance intrinsic motivation in offenders.	1. Develop policy – Case Management Policy 2. Train staff on MI and develop full refresher training. 3. Develop QA measurement for this activity 4. Incorporate questions regarding interpersonal communication between the DPO and probationer	1. 31-Oct-11 2. 31-Dec-11 (MICop), 30-Sept-11 (Management Team), Ongoing 3. 31-Dec-11 4. Ongoing	1. BCCJ 2. Janine 3. Chief of Research 4. Supervisor	1. Improved reporting 2. Reduction in technical violations 3. Reduction in recidivism rate 4. Review and analyze probationer surveys monitoring improvement 5. Taped audio interviews for CPOC feedback	BCCJ, QA Subcommittee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, All Staff, Probationers, CPOC	
	Increase Positive Reinforcement in order to better achieve sustained behavioral change	1. Develop tools (Matrix) that support positive reinforcement & incentives – BITS/Carey Guide 2. Train staff on the effective practice/strategies in positive reinforcement (CBT) to sustain behavior change	1. Ongoing 2. 30-Jun-12 (ongoing)	BCCJ, Change Committee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, CalRAPP	Caseload reviews and case notes show appropriate use of positive reinforcement	BCCJ, Change Committee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, CalRAPP, All Staff	
	Incorporate engagement of family, friends and community supports in probationers' lives	1. Develop policy re: officer contact w/family or significant others or housemates (discuss case plan; strengths & barriers) 2. Train staff on structuring offender time/activities and engaging pro-social peer associations and activities	1. 30-Jun-11 2. 30-Sep-11	BCCJ, Change Committee, Janine Tirado, Chief Still, Chief Deputy, Division Directors	Caseload reviews, case plans and case notes show staff engaging families and other offender support	BCCJ, Change Committee, Janine Tirado, Chief Still, Chief Deputy, Division Directors, All Staff, CBOs, Probationers, Probationers Family, Probationers Friends	

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Critical Focus Area: Treatment Interventions							
Treatment interventions are delivered with a focus on EBP	Inventory treatment services available to APD probationers	1. Work with the SF Reentry and CCPC to strengthen the network between APD and treatment providers 2. Work with the SF Reentry and CCPC to update treatment provider list annually, develop who provides EBP services and/or specialized services	1. Ongoing 2. Next publication (2011) and ongoing	Chief Still, Jessica Flintoff, SF Reentry Liaison, Change Committee, Chief Deputy, Division Directors, Supervisors	1. Increase EBP program resources available to probationers 2. Increase referrals to EBP program resources	Chief Still, Jessica Flintoff, SF Reentry Liaison, Change Committee, Chief Deputy, Division Directors, Supervisors, All Staff, CBOs, DPH	
	Conduct a gap analysis by comparing available treatment options with the identified needs of the offender population	1. Conduct treatment needs assessment/survey with probation staff vs. available treatment in community 2. Collect COMPAS identification of criminogenic needs & risk levels, compare to needs assessment and identify service gaps	1. 30-Jun-11 2. 30-Jun-12	Change Committee, QA Subcommittee, Northpointe, Division Directors, SF Reentry, Chief Deputy	Measure the range of program resources / services available to probationers	Change Committee, QA Subcommittee, Northpointe, Division Directors, SF Reentry, Chief Still, Chief Deputy, All Staff, CBOs, DPH, Jessica Flintoff	
	Assess strengths and weaknesses of individual programs using a program assessment tool	Research appropriate assessment tools & develop process to administer w/licensed clinician; develop process for quantifying information & reporting	31-Dec-12	QA Subcommittee, Reentry Council, Jessica Flintoff, Chief Still, Diane Lim, Bella Fudym, BCCJ, DPH	List of EBP approved providers	QA Subcommittee, Reentry Council, Jessica Flintoff, Chief Still, Diane Lim, Bella Fudym, BCCJ, DCYF, DPH, Probation Court Officers, Superior Court Rep	
	Develop a plan for strengthening, eliminating or adding programs in alignment with EBP	1. Conduct treatment needs assessment/survey with probation staff vs. available treatment in community 2. Collaborate and support programs providers that are EBP	1. 30-Jun-11 (start), Ongoing 2. 31-Dec-12, ongoing	QA Subcommittee, Reentry Council, Jessica Flintoff, Chief Still, Diane Lim, Bella Fudym, BCCJ, DPH, CCPC	Measure increase in quality EBP program resources/services available to probationers	QA Subcommittee, Reentry Council, Jessica Flintoff, Chief Still, Diane Lim, Bella Fudym, BCCJ, DCYF, DPH, Probation Court Officers, Superior Court Rep, CBOs	

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	Ensure that probationers are referred to the appropriate collaborative court and increase the collaboration between APD, the Superior Court, criminal justice partners and other court service and program providers	1. Review and create MOUs that define the referral process, services provided and service outcomes. 2. Train staff on collaborative court referral process and court report recommendations 3. Increase staff participation in collaborative courts	1. 31-Dec-11 2. 30-Jun-12 3. 30-Jun-12	Courts, Criminal Justice Outcome, Chief Still, CCPC, Court Liaison Officers, QA Subcommittee, DA, Public Defender, Defense Bar	1. Increase # of probationers that successfully complete court 2. Increase number of referrals to the collaborative courts 3. Increased # of early completion of probation	Courts, Criminal Justice Outcome, Chief Still, CCPC, Court Liaison Officers, QA Subcommittee, DA, Public Defender, Defense Bar	
	Develop a QA plan for monitoring progress (see QA section)						
Critical Focus Area: Quality Assurance							
The agency is engaged in quality assurance in all aspects of performance and service delivery	Develop an overall quality assurance plan that ensures accountability in the following areas:	QA team members will be assigned an area for QA policy development and implementation	30-Jun-11	QA Subcommittee, Division Directors, Supervisors	Assignments are made and published	QA Committee, Division Directors, Supervisors, All Staff	
	Staff performance	Develop an EBP compliant Performance Appraisal system and forms	1-Jan-11 (50%) 1-Jul-11 (complete)	QA Subcommittee, HR, Union, Division Directors, Chief Deputy	EBP compliant Performance Reports are utilized for all staff	QA Subcommittee, HR, Union, Division Directors, Chief Deputy, Supervisors	
	Treatment provider service delivery	Develop measurements for assessing quality of treatment in programs/services	31-Dec-11	QA Subcommittee, Division Directors, Chief Deputy	Publish established expected outcomes for treatment providers	QA Subcommittee, National Criminal Justice Research Centers, DPH	
	COMPAS assessment, PSR, court reports and case plan	1. Develop reports that reflect the utilization of the assessment tool 2. Develop reports that measures COMPAS results are utilized in court reports 3. Develop reports that measure quality of case plans	30-Jun-11	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors	Publish reports reflecting performance outcomes	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors	
	Case management quality	Develop a report to reflect inter-rater reliability	31-Jan-12	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors	Publish reports reflecting inter-rater reliability outcomes	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors	

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	Utilization of specialized supervision techniques, such as MI and CBT	Develop measurements to determine the effectiveness of MI & CBT	31-Dec-11	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors	Offenders exposed to MI and CBT show risk and recidivism reduction and improved outcomes on probation	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors, All Staff	
	Training quality and outcomes	Develop a measurement to know that training is effective	1-Jan-12	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors, Janine Tirado	Publish a report reflecting training quality and outcomes	Northpointe, Bella Fudym, QA Subcommittee, Chief Deputy, Division Directors, All Staff, Janine Tirado, CPOC, BCCJ, NIC, STC	
	Implement a plan for data driven decision making (Probstat)	Develop plan to implement Probstat (i.e. develop Dashboard, collect and analyze data and adjust business practices based on data results)	31-Dec-11	QA Subcommittee, Bella Fudym, Chief Deputy, Division Directors, Janine Tirado, Diane Lim, Kristin Kogure	Monthly, Quarterly and Annual Data and Performance Measure Report published to team and the Annual Report is publicly published	Board of Supervisors, SF Government, CPOC, DOJ, All Staff	

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Critical Focus Area: Organizational Management Cal-RAPP							
Use of risk/needs assessment information at sentencing	CalRAPP Goal: Create an Evidence Based Pre-Sentence Report & implement use	1. Contract w/COMPAS to develop EBP Presentence Report (PSR)	Dec-10	Chief Still	Contract in place	Northpointe, Diane Lim, Bella Fudym, Tom Murphey	Funding obtained sole source just submitted
		2. Work w/CJ Partners to develop new EBP-PSR	Jan-11	Judge Haines, Chief Still	New Revised EBP PSR created	Judge Haines, Chief Still, Judge Lee	Conduct work group mtgs initial DAPD TRNG scheduled
		3. Implement use of new EBP PSR that includes criminogenic risk and needs	Jan-11	Lee Anne Hudson	All PSRs include criminogenic risk and needs info	Lee Anne Hudson, Supervisors, Judge Haines, Judge Lee, DA, PD, Defense Bar, Northpointe, Bella Fudym, Division Directors	Schedule EBP Training for PSR Writers
	CalRAPP Goal: Increase use of Risk & Needs Assessment in Sentencing	1. Increase Risk and Needs Instrument completion rates through APD Policy Change	Feb-11	Lee Anne Hudson	Increase completed EBP PSRs from 70% to 100%	Lee Anne Hudson, Supervisors, Judge Haines, Judge Lee, DA, PD, Defense Bar, Northpointe, Bella Fudym, Division Directors	10 Policy being drafted
		2. Incorporate Risks and Needs Results into EBP PSR and provide to Judges, PD, DA, Defense Bar	Nov-10	Chief Still	EBP PSRs Submitted Judges, DA, PD, Defense Bar	Lee Anne Hudson, Supervisors, Judge Haines, Judge Lee, DA, PD, Defense Bar, Northpointe, Bella Fudym, Division Directors	Contract Scope of Work Drafted & Sole Source Submitted
		3. Judges use EBP PSR in Sentencing Considerations	Jan-11	Judge Haines	Number of Judges consider EBP PSR in Sentencing Decisions	CalRAPP, Northpointe	Drafting Revised EBP PSR
Evidence-Based responses to probation violations	CalRAPP Goal: Develop a Structured System of Rewards and Sanctions	1. Draft Rewards and Sanctions Policy	Jan-11	E. Mendieta / R. Yang	Draft presented to Chief Still	All Staff, Northpointe, CalRAPP, Courts, NIC, AOCTA	Policy Drafted
		2. Finalize Rewards and Sanctions Policy	Mar-11	AOCTA, Ray Yang, Chief Still, AOCTA, Ernie Mendieta	Completed Rewards and Sanction Policy	All Staff, Northpointe, CalRAPP, Courts, NIC, BCCJ	

Goal	Objective: What should be done?	Action Item(s): How will it be done?	Due Date	Lead(s): Who will do it?	Outcome/put Measure: How will we know when it's done?	Resources	Status
		3. Create Evidence Based Rewards and Sanctions Violation Matrix	Jan-11	Ray Yang, AOCTA, Chief Still	Initial needs draft Matrix Developed	All Staff, Northpointe, CalRAPP, Courts, NIC, AOCTA	Matrix Drafted, Need TA Assistance
		4. Obtain Expert Input of Rewards and Sanctions Matrix Nagy/Carter	Jan-11	Chief Still	Draft Policy is finalized for presentation to Courts	All Staff, Northpointe, CalRAPP, Courts, NIC, AOCTA	Identify Potential Expert Reviewers
		5. Present Draft to CJ Partners and APD Oversight Committee for Comment	Apr-11	Chief Still	Draft Policy accepted and final policy published	Chief Still, Judges Oversight Committee, DA, Public Defender, Defense Bar	Discussed w/Judge Haines
		6. Train and implement Rewards and Sanctions Policy	Apr-11	Division Directors, J. Tirado	Training completed and policy implemented	All Staff, Northpointe, CalRAPP, Courts, AOCTA, Janine Tirado, DA, Public Defender, Defense Bar, Union	10 Training to be scheduled
	CalRAPP Goal: Improve Communication Outcomes through Motivational Interviewing	1. Conduct Motivational Interviewing (MI) Training for Judges, DPOs and SPOs	30-Jun-11	L. Lightman / Chief Still	All Judges, DPOs, SPOs are trained	All Staff, Northpointe, CalRAPP, Courts, Janine Tirado, DA, Public Defender, Defense Bar, Certified Training Providers, Bella Fudym	Training in Progress
		2. Begin Use of MI in PSR Prep, Hearing & Daily APD Supervision	Jan-11	Judges/Chief Still	Improved PSR and Court Reports	All Staff, CPOC, Courts, DA, Public Defender, Defense Bar	Training in progress
		3. Improve Offender Outcomes	Jan-12	Judges / PD / DA / APD	1. Reduce the # of revocations, probation violations 2. Reduce recidivism	All Staff, BCCJ, Bella Fudym, Northpointe, Courts	Increase APD / Probationer Contacts
	CalRAPP Goal: Integrate Swift and Immediate Sanctions into Probation Response Violations and Measure Outcomes	1. Begin Drug Testing at APD as a sanction	May-11	Cristel Tullock, Diane Lim	Number of Drug Tests	All Staff, COMPAS, DPH	Contact with DPH re: drug testing contract. Identify funding

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		2. Implement Rewards & Sanction Policy	Jun-11	Judges/APD, QA Subcommittee	1. Number of sanctions imposed and number of rewards granted 2. Measure # of reductions in probation violations 3. Measure # of earned discharges	All Staff, Courts, DA, Public Defender, Defense Bar, Bella Fudym	Drafting Policy
		3. Create a tracking mechanism to measure, count and report rewards and sanctions used	Jun-11	Jackson/APD Division Directors, AOCTA, QA Subcommittee	Monthly reports generating count information	All Staff, Courts, DA, Public Defender, Defense Bar, Bella Fudym	Drafting Counting and Tracking Measures
Critical Focus Area: Collaboration							
The organization collaborates with stakeholders to further the goal of reduced recidivism	CalRAPP Goal Two: Increase knowledge of How to Use Evidence Based Practices in Sentencing/Supervision	1. Conduct EBP Training for DA/PD Mgs	Oct-10	Warren	Conduct Training for 30 Mgrs	CalRAPP	Training Complete
		2. Conduct EBP Training for Judges	Dec-10	Haines / Warren	Conduct Training for CJ Judges	CalRAPP	Training Complete
		3. Conduct EBP Training for DPOs	Dec-10	Warren / Still / J. Tirado	Conduct Training for 30 DPO's and SPO's	CalRAPP, Northpointe, Certified Training Providers, Janine Tirado	Training complete and ongoing