



A Tradition of Stewardship
A Commitment to Service

**Napa County Probation
Administration**

212 Walnut St.
Napa, CA 94559
www.countyofnapa.org/probation

Main: (707) 253-4431
Fax: (707) 245-4178

Amanda Gibbs
Chief Probation Officer

REGULAR MEETING

NAPA COUNTY COMMUNITY CORRECTIONS PARTNERSHIP AND EXECUTIVE COMMITTEE

Wednesday **April 15, 2026** 1:40 PM

**LOCATION: NAPA COUNTY JUVENILE JUSTICE CENTER
212 WALNUT STREET
NAPA, CA 94559**

The Community Corrections Partnership and Executive Committee will hold a regular meeting on April 15, 2026, at 1:40. Time for public commentary on items not on the agenda will be provided. Time limitations for individual comments may be set at the discretion of the Chair. Requests for disability related modifications or accommodations, aids or services, including assistive listening devices and interpreters, may be made to Napa County Probation Department no less than 72 hours prior to the meeting date by contacting (707) 253- 4361.

All materials relating to an agenda item for an open session of a Regular or Special meeting of the Napa County Community Corrections Partnership and Executive Committee (CCP) are provided to a majority or all of the CCP members, or the public within 72 hours of, but prior to the meeting will be available for public inspection, on and after at the time of such distribution, at the Napa County Probation Department, 212 Walnut Street, Napa, California 94559, Monday through Friday, between the hours of 8:00 a.m. and 5:00 p.m., except for County holidays. Materials distributed to a majority or all the CCP members at the meeting will be available for public inspection at the public meeting if prepared by the members of the CCP or County staff and after the public meeting is prepared by some other person. Availability of materials related to agenda items for public inspection does not include materials which are exempt from public disclosure under Government Code sections 6253.5, 6254, 6254.3, 6254.7, 6254.15, 6254.16, or 6254.22.

OPENING

1. CALL TO ORDER - WELCOME AND INTRODUCTIONS

2. PUBLIC COMMENT

Members of the public are welcome to make comment; however, any proposed action by a member of the public cannot be acted upon at this meeting but can be considered at a future meeting where the item is part of the noticed agenda.

3. MEETING MINUTES (ACTION)

Consider approving the minutes from the Regular Meeting on January 21, 2026.

ITEMS FOR DISCUSSION

4. PROPOSITION 36 – THE HOMELESSNESS, DRUG ADDICTION, AND THEFT REDUCTION ACT

The District Attorney will present on how this proposition has affected Napa County.

5. AB 109 BUDGET REVIEW (ACTION)

Review the budget and propose Probation assume responsibility for this fund, while collaboratively keeping the CEO's office informed of the fund's activities, budget, and projections.

6. NAPA COUNTY PUBLIC DEFENDER'S OFFICE – ATTORNEYS (ACTION)

Proposal from Napa County Public Defender's office to fund 2.0 FTE Attorney positions.

7. ANNUAL PLAN AND STRATEGIC PLANNING (ACTION)

Review and discuss upcoming initiatives outlined in the annual and strategic action and implementation plan. – Approval of the Strategic Plan and Probation leading the implementation of the Plan.

8. OPERATIONAL UPDATES

JAIL POPULATION – Report from the Corrections Department on the current population

STATUS OF REALIGNMENT FROM PARTNERS – Roundtable discussion from Members and Community Partners

9. ADJOURN



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REGULAR MEETING MINUTES

NAPA COUNTY COMMUNITY CORRECTIONS PARTNERSHIP AND EXECUTIVE COMMITTEE

Wednesday **January 21, 2026** 12:40PM

LOCATION: NAPA COUNTY JUVENILE JUSTICE CENTER
212 WALNUT STREET
NAPA, CA 94559

1. CALL TO ORDER - WELCOME AND INTRODUCTIONS

Call to order at 12:41pm

Present: Amanda Gibbs, Allison Haley, Kris Keeley, Oscar Ortiz, Fabio Rodriguez, Jennifer Yasumoto, Cassandra Eslami, Joshua Schultz, Aaron Mosley, Alejandra Mendieta-Bedolla, Doug Parker, Craig Burch, Jasmine Elo, Ferlyn Buenafe, Courtney Kelley, and Tara Agnese.

2. PUBLIC COMMENT

No public Comment.

3. MEETING MINUTES (ACTION)

Consider approving the minutes from the Special Meeting on September 17, 2025.

Motion: Joshua Schultz

Second: Jennifer Yasumoto

Abstain: Allison Haley, Cassandra Eslami

Motion Carries.

4. MEMBERSHIP UPDATE (ACTION)

Reviewed the application submitted by Fabio Rodriguez for chief of police vacancy. CCP will make the recommendation to the board of supervisors for further consideration.

Motion: Allison Haley

Second: Aaron Mosley

Motion Carries.

5. ANNUAL PLAN AND STRATEGIC PLANNING

This item has been tabled to gather further information and will be discussed at the next meeting along with a presentation on prop 36.

6. AB 109/CCP BUDGET (ACTION)

The CCP was presented with the current annual budget and the estimated budget for fiscal year 2026/2027 along with a request for the CCP Motion to approve the difference in salary between an Account Clerk II and a Staff Services Analyst II and the cost of software subscriptions annually to meet the CCP Strategic Goals. This year the salary difference is \$46,633 and the cost of the software subscription is \$3,300.

Motion: Oscar Ortiz
Second: Allison Haley
Abstain: Amanda Gibbs
Motion carries.

The Napa County Probation Department is requesting approval for \$100,000 in emergency assistance funding for AB 109 individuals in the FY 2026/2027 budget to establish a Crisis and Emergency Fund.

Motion: Joshua Schultz
Second: Allison Haley
Abstain: Amanda Gibbs
Motion Carries.

7. OPERATIONAL UPDATES

County Executive Office: Jasmine Elo introduction.

NCSO: Oscar Ortiz addresses several new assignments within the department.

District Attorney: Allison Hailey states the district attorney's office now has a new physical location on third street.

Probation: Amanda Gibbs introduced Tara Agnese as new assistant chief probation officer.

8. ADJOURN

Adjourned at 1:27pm

Community Corrections Budget (AB 109)
April 15, 2026

| SERVICES | POSITION | BUDGET 2025/26 | NEW EXPENSES IN FY 2026/27 |
|--|---|----------------------|----------------------------------|
| Probation | | | |
| Intensive Supervision Unit | *Supervising PO / Probation Officer II/III (4.0 FTE) | \$ 1,013,796 | |
| Deferred Entry of Judgement Program | Probation Officer I/II | \$ 167,818 | |
| Administrative Assistance | *Legal Clerk I/II | \$ 124,818 | |
| Pre-Trial Release Program | Probation Officer I/II (2.0 FTE) | \$ 381,880 | |
| Prop 63 | Probation Officer I/II | \$ 193,992 | |
| Data Collection & Program Outcomes | Staff Services Analyst | | \$ 46,633 |
| On Call Pay | | \$ 31,000 | |
| OT for On Call Officers | | \$ 15,000 | |
| Professional Services | | \$ 233,000 | |
| Residential Treatment (Archway) | | \$ 50,000 | |
| Electronic Monitoring for Pre-Trial Release Program | | \$ 10,000 | |
| Cell Phone | | \$ 3,400 | |
| Incentives | | \$ 3,000 | |
| Subscription Software | | | \$ 3,000 |
| Emergency Assistance | | | \$ 100,000 |
| | | \$ 2,227,702 | \$ 149,633.00 |
| HHSA | | | |
| Alcohol & Drug Services | Alcohol & Drug Counselor | \$ 170,000 | |
| Mental Health Services | Mental Health Counselor (1.0 FTE MHC Court, 1.0 FTE FMHC-Corrections, 1.0 FTE Probation) | \$ 836,500 | |
| Mental Health Counselor (Embedded w/ Law Enforcement) | Mental Health Counselor (1.50 FTE) | | |
| | | \$ 1,006,500 | |
| Corrections | | | |
| Electronic Monitoring Contract / Equipment | | \$ 25,000 | |
| Classified Unit Caseload | Classification Specialist | \$ 202,700 | |
| Administrative Assistance | Staff Services Analyst II (60%) | \$ 114,000 | |
| Supervision | Correctional Officers (6.0 FTE) | \$ 1,101,000 | |
| AB 3056 Parole Hold | | \$ 40,000 | |
| | | \$ 1,482,700 | |
| City of Napa | | | |
| Professional Services | Crime Analyst | \$ 225,438 | |
| District Attorney | | | |
| Victim Witness Advocate | Victim Services Coordinator | \$ 137,700 | |
| Investigator | DA Investigator | \$ 222,000 | |
| | | \$ 359,701 | |
| Sheriff | | | |
| NSIB Program | Deputy Sheriff II | \$ 242,795 | |
| Public Defender | | | |
| Racial Justice Act (AB 2542 and AB 256) - Data Analysis and Record Relief | Paralegal | \$ 110,000 | |
| TOTAL BUDGET | | \$ 5,654,837 | |
| Beginning Fund Balance - July 1, 2025 | | \$ 4,495,957 | |
| Estimated FY 25/26 Revenue | | \$ 5,892,827 | |
| | | \$ 10,388,784 | |
| FY 25/26 Anticipated Expenses | | \$ (5,654,837) | |
| Estimated Fund Balance - June 30, 2026 | | \$ 4,733,947 | |

Note: At the CCP 4/5/2012 meeting, members approved funding for several positions (Supv. PO (1.0 FTE), PO III (1.0 FTE) PO I/II (3.0 FTE), and Legal Clerk) in the event funding from SB 678 was not sufficient due to a reduction in funding. SB 678 is a performance-based incentive linked to annual admissions-to-prison rates.



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OFFICE OF THE PUBLIC DEFENDER

1125 Third Street, 2nd Floor
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Main (707) 253-4442
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www.countyofnapa.org/PublicDefender

KRIS KEELEY
Public Defender

MOLLY HENDRY
Assistant Public Defender

JI-HYUN CHO
Chief Deputy Public Defender

Memorandum

To: Community Corrections Partnership – Executive Committee
From: Kris Keeley, Public Defender/CCP Executive Board Member
Napa County Public Defender’s Office
Date: April 15, 2026
Re: CCP Funding Proposal – Additional Staffing

Request:

\$481,000 per year to fund:

FTE Attorney I position at the Public Defender’s Office (yearly) - \$203,000.

FTE Attorney III position at the Public Defender’s Office (yearly) - \$278,000.

Overview:

The Napa County Public Defender’s Office is requesting funding to add two new FTE Attorney positions. An Attorney I is an entry level attorney to handle misdemeanor cases, and an Attorney III is an experienced attorney to handle felony level cases. The funding includes salary, benefits, and ITS costs.

Background:

With the passage of AB109 and AB117, the state shifted responsibility from the state to the county for offenders who commit PC 1170(h) offenses which are non-violent, non-serious, and non-sexual felony offenses or who are involved on Post Release Community Supervision, Mandatory Supervision, or parole. The CCP partners utilize this state funding to process these new cases and offenders while supporting public safety. The Napa County Public Defender’s Office (NCPDO) has been a partner in the CCP since its inception.

The Public Defender’s role is to represent the offenders both pre-conviction and post-conviction. The Sixth Amendment of the US Constitution provides that in all criminal prosecutions the accused shall have the assistance of counsel for his defense. In 1963, in Gideon v. Wainwright, the US Supreme Court recognized this right and required that the state fund indigent defenders.

The NCPDO provides zealous, compassionate, and client-centered legal representation to indigent adults and youth charged with crimes. In addition to the constitutional mandate to represent individuals who cannot afford an attorney, NCPDO seeks to address the root causes of system involvement to reduce recidivism and to seek long-term solutions for clients including:

- Specialty Courts – clients participate in Mental Health Court, Drug Court, and Care Court.
- Expungements – clear criminal records of community members so individuals can move forward in life to obtain employment, housing and education.
- Mental Health Diversion and Misdemeanor Diversion – diverts appropriate cases giving individuals the opportunity to avoid a conviction by completing court ordered treatment, counseling, programming, and other tasks.
- Resentencings – individuals subjected to unjust sentences are provided comprehensive representation resulting in appropriate resentencings.
- Immigration Advisements – advise non-citizens about the impact of criminal justice involvement on immigrant status.

The NCPDO is dedicated to working in a myriad of ways to reduce the number of people entering the criminal justice system.

Since 2011, the NCPDO has received a total of \$220,000 of CCP funding beginning in FY 2024/25 at \$110,000 per year for an FTE Paralegal.

Justification:

In 1973, the American Bar Association determined that an attorney should have caseloads that do not exceed 150 felonies per year or 400 misdemeanors per year. In 2023, National Public Defense Workload Study developed new, more accurate public defense workload standards which categorized cases ranging from low level-misdemeanors to life without parole (LWOP) felonies. Each category of case has its own weight and annual standard. In 2025, California's AB625 study endorsed the National Workload metrics for caseloads and proposed metrics for support staffing, i.e., administrative assistants, social workers, paralegals, and investigators. The AB625 study creates a standard of no more than 59 felony cases per year or no more than 150 misdemeanor cases per year with these numbers being far smaller when the complexity of the case increases (e.g., only 7 lives without the possibility of parole cases per year).

In Napa County, the public defender caseloads exceed the AB625 standards. With the addition of AB109 cases over the years, the need for additional staff has increased.

With inadequate staffing, attorneys cannot meet basic requirements: interviewing clients, seeking client's release from custody (when appropriate), communicating regularly with clients, reviewing the prosecution's evidence, investigating the facts, researching the law, identifying and consulting with expert witnesses (when necessary), filing appropriate motions, preparing for and attending court hearings, negotiating with prosecutors, promptly conveying offers to the client, and advising the client of collateral consequences of a potential conviction.

Failure to timely perform these tasks delays the case which impacts all criminal justice partners. If cases continue, prosecutors, court staff, victims and witnesses, and law enforcement officers are inconvenienced and justice is delayed. If vital tasks are not completed, a reviewing court

could determine that counsel was ineffective and return a case for retrial or resentencing, further delaying justice for all involved. In the worst-case scenario, an innocent person could be convicted and punished.

While Napa County continues to be a very safe community, with a relatively unchanging crime rate, the work done by the criminal justice partners has changed in past decades. With the advent and use of forensic evidence, video footage, jail call recordings, cell phone and digital data, more time must be allocated to review each of these items. Simply put, cases take more time to process.

AB109 required NCPDO to handle cases that historically it has not. These cases include parole, post release community supervision, and mandatory supervision violations. Additionally, in recent years, statutory changes have resulted in the need to file more motions on AB109 cases including those for Misdemeanor Diversion, Mental Health Diversion, and Racial Justice Act motions. Post conviction record cleansing has continued to expand, which also impacts defendants who were convicted of AB109 offenses. Mitigation evidence obtained only through defense investigation is now mandated in any felony case with aggravating factors alleged. Post conviction resentencings have also increased so old cases to go back to court, years or decades after conviction.

To address the underlying causes of criminality, an attorney must have adequate time to process each case and communicate with each client. Current staffing is inadequate.

Alignment with Strategic Plan and Goals:

Goal 1 – Establish a fully integrated and accountable system of care that connects individuals to needed resources and services that improve the experience and sustainability of solutions.

Goal 2 – Develop and sustain transitional resources that meet individuals where they are at and address the social, emotional, and financial needs that prevent points of crisis.

Goal 4 – Communicate program and service outcomes that are driven by the experiences and feedback of AB109 individuals.

Goal 5 – Build multi-sector partnerships that support community prevention and early intervention strategies that decrease first time and repeat involvement with the criminal justice system.

With adequate staffing, the attorneys will have sufficient time to identify what resources and services are needed to ensure clients can deal with issues including mental illness, substance use, trauma, and immigration consequences addressing Goals 1,2, 4 and 5. When quality time is spent with clients, the attorneys are able to humanize the clients and provide critical information to the prosecutors and judges to be considered throughout the legal process leading to equitable results.

Additionally, adequate staffing ensures that cases will be processed more rapidly, which benefits all CCP partners.

Request:

The Public Defender's Office is proposing to add staff with resulting costs as follows:

FTE Attorney I (misdemeanor attorney) – \$203,000

FTE Attorney III (felony attorney) – \$278,000

Total Annual Cost: \$481,000



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**FY 2025-2026 Annual Update
PUBLIC SAFETY REALIGNMENT PLAN**

**Napa County Probation
&
Community Corrections
Partnership**

Contents

| | |
|---|-----------|
| THE COMMUNITY CORRECTIONS PARTNERSHIP | 3 |
| CCP MEMBERSHIP..... | 3 |
| INTRODUCTION | 4 |
| AB 109 POPULATION..... | 4 |
| NAPA PROBATION SUPERVISED INDIVIDUALS..... | 6 |
| NAPA COUNTY CRIME AND PROBATION TRENDS..... | 7 |
| STRATEGIC DIRECTION & INITIATIVES | 8 |
| VISION, GUIDING PRINCIPLES, & STRATEGIC GOALS | 8 |
| PROBATION PROGRAMS AND SERVICES | 9 |
| DATA REPORTING AND OUTCOMES..... | 12 |
| REALIGNMENT BUDGET FOR FY 2024/2025 | 13 |
| SUMMARY..... | 13 |

The Community Corrections Partnership

The purpose of the Community Corrections Partnership (CCP) is to advise the Probation Department on the development and implementation of an ongoing Community Corrections Program, as provided for in the Community Corrections Performance Act of 2009 (California Penal Code Sections 1228 through 1233.7). In 2011, the CCP recommended a local plan to the Board of Supervisors for the implementation of the 2011 public safety realignment, as provided for in Section 1230.1 of the Penal Code. Beginning in 2020, each County Probation Department is required to submit a yearly report on the implementation of that plan to the Board of State and Community Corrections (BSCC).

CCP Membership

Executive Committee – Standing Members

- Amanda Gibbs, Chief Probation Officer
- Scott Young, Presiding Judge of the Superior Court
- Oscar Ortiz, Sheriff
- Allison Haley, District Attorney
- Kris Keeley, Public Defender
- Jennifer Yasumoto, Director of Health & Human Services
- Cassandra Eslami, Deputy Director of HHSA / Behavioral Health Director
- Joshua Schultz, County Superintendent of Schools

Community & Criminal Justice Partners – CCP Members

- Joelle Gallagher, Board of Supervisors
- Vacant, Chief of Police
- Aaron Mosely, Community-Based Organization Representative
- Alejandra Mendieta-Bedolla, Individual Representing Victims
- Ryan Alsop, County Executive Officer
- Doug Parker, Deputy County Counsel
- Robert Stamps, Superior Court Judge
- Mark Boessenecker, Superior Court Judge
- Cynthia P. Smith, Superior Court Judge
- Elia Ortiz, Superior Court Judge
- Kecia Lind, Superior Court Judge
- Bob Fleshman, Court Executive Officer
- Joseph Solga, Superior Court Judge
- Cullen Dodd, Undersheriff
- Paul Gero, Assistant District Attorney
- Daniel Sanchez, Senior Management Analyst
- Dina Jose, Director of Corrections
- Craig Burch, Assistant Chief Probation Officer

Introduction

To address overcrowding in California's prisons and assist in alleviating the State's financial crisis, the Public Safety Realignment Act (Assembly Bill 109) was signed into law on April 4, 2011. AB 109 transferred responsibility for supervising specified lower-level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to California counties. AB 109 did not contain the funding for county agencies to implement the realignment shift and was not operative until funding was provided for counties. On June 30, 2011, Governor Brown signed a series of legislative bills as part of the State budget that provided funding and made necessary technical changes to implement the Public Safety Realignment Act, which went into effect on October 1, 2011.

AB109 transferred responsibility for supervising non-violent, non-serious, non-sex offenders (non/non/non's) and those on Post Release Community Supervision (PRCS) upon release from State Prison to County Probation departments in lieu of being supervised by State Parole. Further, any non/non/non's sentenced after October 1, 2011, are no longer eligible to serve their prison sentence in State Prison and instead must serve it at the County Jail (Penal Code 1170(h)). The third population realigned from state to local responsibility is parolees who are no longer revoked to State Prison; their revocation period is instead served at the County Jail and is capped at 180 days. AB 109 allows counties maximum flexibility in developing intervention and sanctions at the local level.

AB 109 Population

The Annual Update focuses on probation clients who fit into one of three AB 109 population groups, noted below. These individuals, low-level felony offenders, are supervised by the Napa County Probation Department.

AB 109 Offender Population

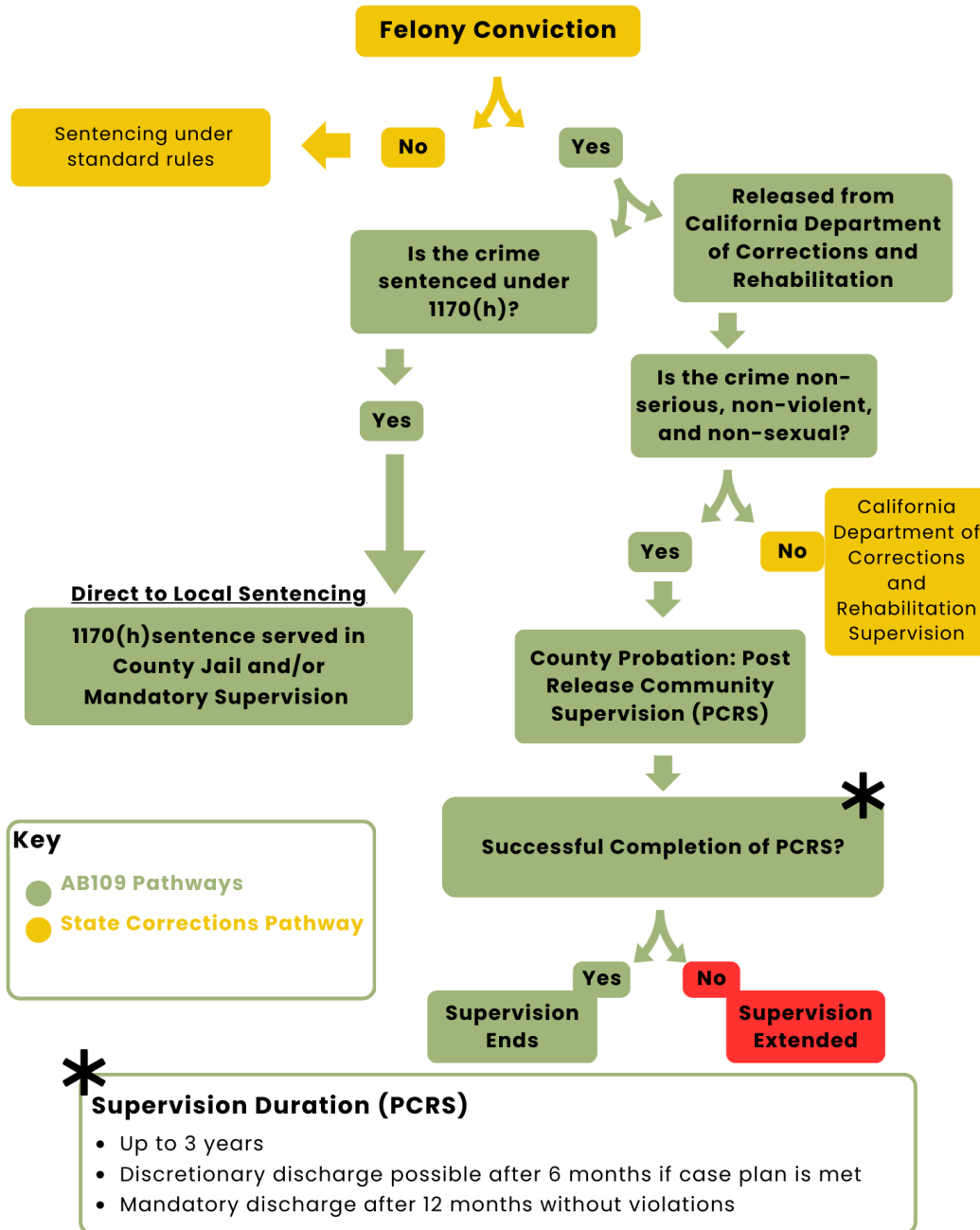
- **Non-Violent/Non-Serious/Non-Sex Offenders (Non, Non, Non):** AB109/AB117 revises the Penal Code to allow certain offenders convicted of specified crimes to serve their "prison" terms in the county jail, effective October 1, 2011. The population serving sentences locally are those convicted of certain non-violent/non-serious/non-registerable sex offenses. These offenders may be sentenced to a period of mandatory supervision as part of their sentence and would be under the supervision of the Probation Department.

AB 109 Offender Supervision/Sentencing Types

- **Post Release Community Supervision (PRCS):** Non/Non/Non offenders released from State Prison after October 1, 2011, are placed on Post Release Community Supervision under the jurisdiction of county authorities. These offenders are released from State Prisons to community supervision on their regularly anticipated parole date.

- **Mandatory Supervision and Local Prison:** Those individuals sentenced under PC 1170(h) serve sentences in the local jail that previously would have been served in state prison. Many cases are given a “split sentence” under 1170 (h)(5) PC which grants a term of supervision (Mandatory Supervision) to be supervised by the local probation department under conditions like formal probation.

Figure 1. AB 109 Designation Pathways

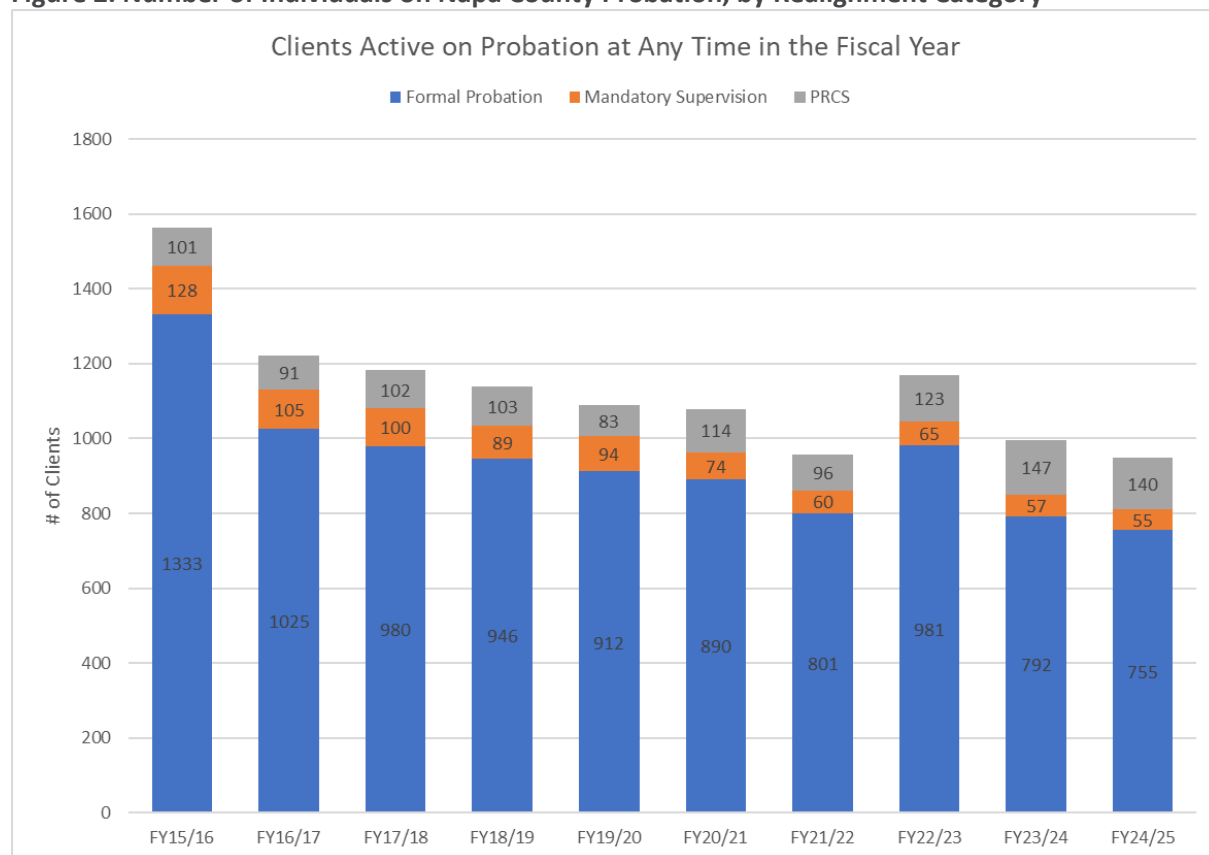


Napa Probation Supervised Individuals

Over the previous year, FY 2024 – 2025, the Probation Department actively supervised a population of 950 individuals overall which includes 195 AB 109 designated individuals. Over the last few years there has been a steady decline in the felony probation population on active supervision due in part to legislation like AB 1950, which reduced the length of probation for most cases. A temporary increase in this population was observed in FY 2022, likely attributable to the COVID-19 pandemic period restrictions and service modifications lessening. FY 2023 – 2024 then saw a reduction in formal probation cases overall. In FY 2024 – 2025 a slight decrease in formal probation cases was further observed. The number of cases released from prison on PRCS or Mandatory Supervision remained mostly steady from FY 2023 – 2024 to FY 2024 – 2025, with a slight decrease observed.

The Napa Probation Department will continue to track and monitor probation case numbers to inform service planning and delivery to these populations. There is an anticipated impact on county-level probation cases because of new legislation passed in early 2025. Legislation, including Proposition 36, impacts are not yet known.

Figure 2. Number of Individuals on Napa County Probation, by Realignment Category

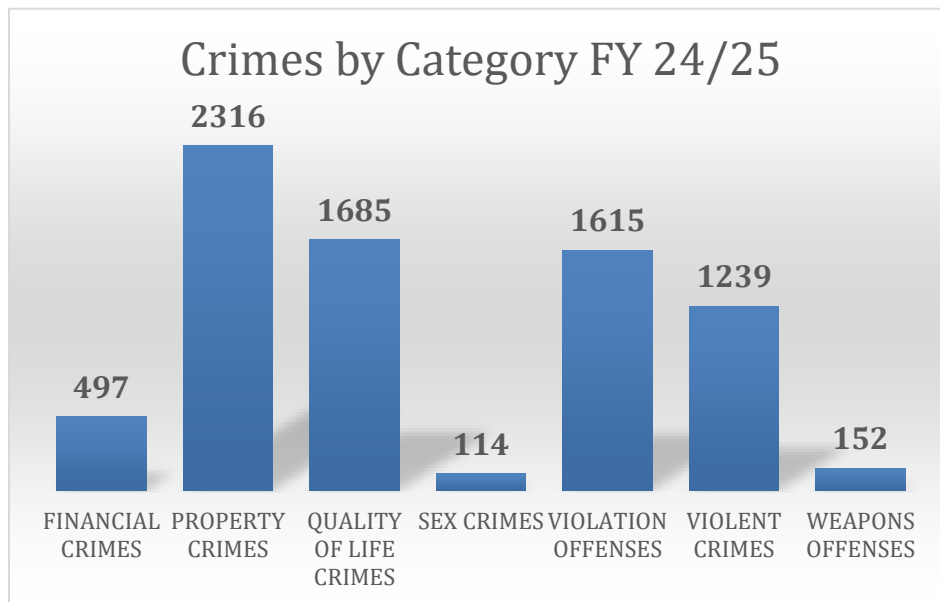


*Legislative changes, including AB1950, have contributed to the decrease in numbers.

Napa County Crime and Probation Trends

The Napa County Probation Department additionally considers crime trends (i.e., those beyond only AB109 designated offenses) for Napa County overall. In FY 2024 – 2025, there were a total of 8,112 cases across the County between the Napa County Sheriff’s Office, the Napa Police Department, the American Canyon Police Department, and the Napa Special Investigations Bureau.

Figure 3. Crimes in FY24/25 in Napa County, by Crime Category



The two most prevalent categories of offenses during fiscal year 2024 – 2025 were property crimes and quality of life crimes with property being by far the most common. Property offenses include but are not limited to arson, burglary, larceny/theft, stolen property, elder abuse, vandalism, vehicle burglary, and vehicle theft. Quality of life crimes include but are not limited to child abuse, criminal threats, DUI, extortion, gang offenses, human trafficking, indecent exposure, stalking, narcotics, disorderly conduct, and failure to yield or evading.

Offenses included in the third most common category of violation offenses include but are not limited to arson, sex offender, gang registration violations, contempt of court, restraining order violations, parole violations, PRCS and probation violations, warrant arrests, juvenile court order violations, and violations of own recognizance agreements.

Strategic Direction & Initiatives

Public Safety Realignment places significant responsibility on the local jurisdiction and brings with it numerous challenges, however, by allowing flexibility it also presents opportunities. The local CCP is committed to mitigating challenges and seizing these opportunities to improve the local criminal justice system.

The Napa Probation Department and CCP engaged in strategic planning and direction setting from June to September 2025. Through review of local and population level data, the CCP established a strategic action plan to guide work over the next three (3) to five (5) years. The strategic action plan identifies a vision, sets goals, and articulates a strategic direction for the investment of local resources. While this strategic action plan provides direction, the Napa Probation and CCP will continue to be responsive to the evolving policy landscape and how these evolutions impact Napa County. As such, the strategic action plan will remain a living resource to be revised and updated over the 3-to-5-year period.

Vision, Guiding Principles, & Strategic Goals

The CCP has established the following:

Vision

An innovative and transformational system that fosters resiliency and accountability for AB 109 individuals, victims, and community through a data-driven and evidence-based approach.

Guiding Principles

To achieve its vision, the CCP applies the following four guiding principles to its decision-making:

- **Safety and Crime Prevention:** Assuring any proposed program, or policy, promotes a shared safety approach in collaboration with community partners to minimize risk to the community.
- **Accountability:** Assuring that the proposal is consistent with the deterrent and retributive functions of law enforcement, both for participants and for the public at large.
- **Recidivism:** Deliver evidence-based programs that are data driven and shown to produce a reduction in recidivism.
- **Cost:** Determine what investment is required by the county to establish and maintain a sustainable program. Collect and examine data to ensure enough people would qualify for or be referred to maintain program and service fidelity and justify expenditure.

Recidivism is measured by returns to incarceration for supervision violations and failures to appear as well as by the commission of new offenses. These multiple measures allow Napa to measure success in terms of jail bed use as well as community safety, and to account for pretrial defendants in addition to sentenced offenders.

Strategic Goals

Goal 1. Establish a fully integrated and accountable system of care that connects individuals to needed resources and services that improve experience and sustainability of solutions.

Goal 2. Develop and sustain transitional resources that meet individuals where they are at and address the social, emotional, and financial needs that prevent points of crisis.

Goal 3. Improve Probation's system for data collection, management, and use to increase accountability and increase ability to sustain local, data-informed decision making.

Goal 4. Communicate program and service outcomes that are driven by the experiences and feedback of AB 109 individuals.

Goal 5. Build multi-sector partnerships that support community prevention and early intervention strategies that decrease first time and repeat involvement with the criminal justice system.

Napa County Probation and the CCP will continue to conduct best practice research to complement its local public safety knowledge and experience in efforts to operationalize initiatives and strategies that are responsive to the vision and strategic goals.

The CCP Executive Committee, through service agreements, community collaboration, and program development efforts, will guide and focus resource allocation over the upcoming fiscal and program years.

Probation Programs and Services

The following are the current programs and supports that the Napa County Probation provides for AB 109 eligible individuals. Provision is both direct, through Probation staff, and collaboratively with community and justice aligned partners.

- **Community Supervision:** Probation staff investigate, assess, and supervise offenders. Staff establish conditions of community supervision to assist the offender to be successful in the community, thus minimizing the risk of reoffending. Probation also provides a Deferred Entry of Judgement Program.
- **Transition Planning for those returning from Prison:** All offenders returning from prison are engaged in a range of assessments as soon as possible. Referrals to community agencies are made based on the results of these assessments. A multi-agency assessment team has been working for the past years to identify and review data pertinent to this population with the goal of trying to understand the needs of the offender population to better serve offenders through the reentry process. Priority will be placed on high utilizers of the system including assessment of their individual needs including homelessness and mental health as well as community safety.

- **Pretrial Program:** The Pretrial Services Unit was expanded in 2019 when Napa County Probation and Napa Superior Court were selected by the Judicial Council of California to participate in the California Pretrial Pilot Project and is now sustained through a combination of SB 129 and Realignment funds. Probation Officers interview and assess defendants, as they are booked, and provide a report with recommendations to the Court so judges can quickly make informed decisions about release. They also provide monitoring and offer services to ensure defendants return to court and are less likely to be re-arrested. Safeguards such as electronic monitoring and stay-away orders can be put into place for cases with more significant community safety concerns. Pre-filing diversion programs and community referrals are reviewed and implemented as needed. In support of the Pre-trial program, the CCP began funding a position within the Napa Special Investigation Bureau during the 23/24 program year. This position assists with monitoring repeat felony offenders, including maintaining partnership with the pretrial services team to help reduce the number of warrants for failures to appear in Court. The CCP will continue to support this position in the upcoming program year as well.
- **Sentenced Offender Risk Assessment:** Level of Service/Case Management Inventory (LS/CMI) risk assessments are conducted before sentencing when a presentence report is being completed. Results of the assessment highlighting the risk and needs of the offender are included in the report to assist in evidence-based sentencing. Assessment outcomes support referrals to probation and community programs which may include additional assessment, education and treatment programs, behavioral health care, community referrals and linkages, housing assistance, and a pre-release program.

Based upon assessment outcomes, less restrictive settings that may be recommended and used, such as electronic monitoring, home detention, work release, and day reporting which includes the program-oriented day reporting program at the Community Corrections Service Center (CCSC).

Variations for new clients and those who pose higher risk are also considered, as well as offenders with a lower risk level who serve all or part of their sentences on day reporting or electronic monitoring in lieu of total confinement. To support this work and community safety, the CCP funds correctional officers, as well as a victim advocate in the District Attorney's office to assure compliance with Marsy's Law prior to releasing inmates into an alternative to custody program.

- **Mental Health Services:** The CCP has dedicated Mental Health funding to those in custody to provide services that assist with offender stabilization and community re-integration. Mental Health services are also coordinated through Mental Health and CARE Courts where offenders may be provided with intensive case management services, care plan development, or other needed services that connect individuals to effective treatment. Furthermore, these services are designed to increase individual participation and follow-through and to improve public safety by reducing recidivism.

Additionally, the CCP funds counselors imbedded with local law enforcement to be responsive to mental health issues in the community and connect clients needing intervention with appropriate resources.

- **Napa County Community Corrections Service Center (CCSC):** The CCSC uses evidence-based practices to motivate clients for behavior change, and to provide skills needed to be successful in the community. Clients are assessed and connected to community services and targeted programming in a coordinated fashion to promote successful reentry into the community. The CCSC also provides services such as drug and alcohol assessments and testing, cognitive behavioral therapy, both individual and group, employment and housing assistance and referrals to other community resources or service providers as needed.
- **Specialized Caseloads:** The Probation Department has several specialized caseloads and specialty courts to address the specific needs of offenders. These include Drug Court, Mental Health Court, CARE Court, and domestic violence, sex offender, and Intensive DUI caseloads. Through a grant from the Board of State and Community Corrections (BSCC), the Probation Department was able to support a position dedicated to a community outreach caseload. This work will be sustained over the upcoming year with a focus on connecting transient individuals to services. This will include the addition of a vehicle to serve as a mobile office to expand outreach and access.
- **Probation Violations Response:** The Probation Department has designed a matrix of sanctions and rewards, ranging from counseling through “flash incarceration” to revocation of community status, which provides guidance on responses to violations based on the needs of the offender and the severity of the violation, as well as reward positive behavior. Objectives include preserving jail space for people committing new crimes and reducing the chances of repeated violations and revocation.
- **Crime Analyst:** To organize, assess, and link existing data to generate actionable information and intelligence to support crime prevention and community safety, the CCP funds a crime analyst contracted through the Northern Regional Information Center.
- **University of Cincinnati (UCCI) Partnership:** Napa County developed an Adult Correctional Systems Master Plan in 2007. Central to this plan is the commitment to utilize comprehensive evidence-based practices throughout the criminal justice system. It is important for all partners in the Napa criminal justice system to have continual training in the best practices in reducing recidivism, which will help foster a coordinated approach to improving outcomes with the AB 109 population and other offender groups.

The response models and interventions listed below are currently used by Napa County across programs and services identified. These are evidence-based or promising practices for supporting justice involved individuals:

- Validated risk assessments (LS/CMI)
- Risk-based supervision
- Motivational Interviewing
- Behavioral interventions
- Cognitive Behavioral Therapy
- Pre-trial programs
- Reentry services and Day Reporting Center
- Community-based programs targeting criminogenic needs
- Substance use treatment
- Mental health assessments, referrals and treatment
- Sanction/reward matrix
- Random drug testing
- Flash incarceration
- Electronic GPS monitoring
- Community service
- Transportation assistance
- Reward cards
- Collaborative courts
- Residential treatment

Data Reporting and Outcomes

One of the legislative intents of AB 109 is to maximize the role of evidence-based intervention strategies to reduce criminal recidivism. Correctly assessing the needs of the offender population and then providing appropriate services are key to addressing public safety and recidivism concerns in Napa County. To ensure strategies are implemented to fidelity and produce desired outcomes, the CCP will measure and assess data and programs and adjust services and implementation as necessary. Napa County's Criminal Justice Case Management System is integral in data collection and reporting, however, there are additional resources needed to fully build a data system that can capture and aggregate the scope of data needed to fully assess stakeholder needs. Long-term planning efforts, through the County Data Governance Project, have continued over past months with the intention of developing a more robust and innovative county-wide data management and outcome reporting system. The Probation Department and CCP will continue to engage in this work with anticipation to develop a data sharing agreement amongst partners, and resource IT services to address the data capturing, tracking and analysis needs to promote best practices and positive outcomes.

Realignment Budget for FY 2024/2025

| | |
|---|--------------------|
| Probation Supervision | \$1,758,739 |
| Deferred Entry of Judgement | \$162,245 |
| Alcohol and Drug Counselor | \$170,000 |
| Mental Health Jail Program | \$480,000 |
| Mental Health Treatment | \$165,000 |
| Corrections Staffing & Supplies | \$1,512,000 |
| District Attorney - Victim Witness & Investigator | \$359,700 |
| City of Napa | \$199,271 |
| Residential Treatment | \$50,000 |
| Sheriff Services | \$242,795 |
| Professional Services | \$232,900 |
| Public Defender Services | \$110,000 |
| Total | \$5,442,650 |

Summary

The Napa County Public Safety Realignment Plan provides a comprehensive approach to addressing public safety by implementing strategies to address criminal recidivism in a person-centered and community responsive manner. The plan focuses on the promotion of public safety through crime prevention and reduction; holding offenders accountable through evidence-based approaches, custody, and custody alternatives; supervision and rehabilitation of offenders; and the use of assessments, programs, and services to promote rehabilitation.

With a clear and strategic direction established in 2025, the CCP will move forward with an intentional focus of aligning current and developing new partnerships to support strategy implementation stages.

STRATEGIC ACTION & IMPLEMENTATION PLAN 2025 - 2028



A Tradition of Stewardship
A Commitment to Service

Napa County Probation Department & Community Corrections Partnership

OCTOBER 2025

Table of Contents

| | |
|---|----|
| Vision Statement | 2 |
| Strategic Goals, 2025 – 2028 | 2 |
| Goals and Strategies, 2025 – 2028 | 3 |
| Goals, Strategies, and Measures/Activities for Accountability | 5 |
| Strategic Plan Implementation Tools & Resources..... | 9 |
| Implementation Plan Template | 10 |
| Strategic Plan Implementation Meeting Agenda – Template | 11 |
| Impact, Control & Resource Assessment | 12 |
| Quality Improvement for Implementation | 13 |



A Tradition of Stewardship
A Commitment to Service



Strategic Action Plan

This document is a complement to the County’s Realignment Annual Update and further develops a focused and strategic direction for the Napa County Community Corrections Partnership (CCP) over the upcoming one to three years. This has been developed in collaboration with CCP members and the Napa County Probation Department.

Vision Statement

An innovative and transformational system that fosters resiliency and accountability for AB109 individuals, victims, and community through a data-driven and evidence-based approach.

Strategic Goals, 2025 – 2028

Goal 1. Establish a fully integrated and accountable system of care that connects individuals to needed resources and services that improve experience and sustainability of solutions.

Goal 2. Develop and sustain transitional resources that meet individuals where they are at and address the social, emotional, and financial needs that prevent points of crisis.

Goal 3. Improve Probation’s system for data collection, management, and use to increase accountability and increase ability to sustain local, data-informed decision making.

Goal 4. Communicate program and service outcomes that are driven by the experiences and feedback of AB 109 individuals.

Goal 5. Build multi-sector partnerships that support community prevention and early intervention strategies that decrease first time and repeat involvement with the criminal justice system.

Goals and Strategies, 2025 – 2028

Goal 1. Establish a fully integrated and accountable system of care that connects individuals to needed resources and services that improve experience and sustainability of solutions.

Strategy 1.1 Convene a multi-disciplinary workgroup to regularly review progress and needs of AB 109 individuals and address identified coordination gaps.

Strategy 1.2 Crosswalk strategies and strategic plans across county and community resource partners to eliminate duplication of effort.

Strategy 1.3 Map funding and revenue sources across county and community service partners to identify opportunities for aligned fund use and elevate funding gaps.

Strategy 1.4 Develop a comprehensive resource directory that details inclusion & exclusion criteria to support successful referral making.

Strategy 1.5 Research and apply for grant and foundation funding that can fill gaps and further sustain resource availability.

Goal 2. Develop and sustain transitional resources that meet individuals where they are at and address the social, emotional, and financial needs that prevent points of crisis.

Strategy 2.1 Develop new sober housing solutions for placement of AB 109 individuals.

Strategy 2.2 Invest in inter-disciplinary case management model(s) to increase accountability with AB109 individuals' post-release.

Strategy 2.3 Partner with the local workforce development board to create a warm handoff process for job training and employment support.

Strategy 2.4 Establish a crisis & emergency fund to provide immediate aid for basic needs to justice-involved individuals.

Goal 3. Improve Probation's system for data collection, management, and use to increase accountability and increase ability to sustain local, data-informed decision making.

Strategy 3.1 Work with County-wide departments to identify a multi-disciplinary data management platform and improve data collection and reporting infrastructure.

Strategy 3.2 Assess probation specific data collection policies, develop and/or update policies to ensure data collected from participants provides a holistic understanding of participant demographics, criminogenic tendencies, and social determinants of health (SDoH) data.

Strategy 3.3 Add additional Data Analyst to probation for specific focus on AB109 program and service output and outcome reporting.

Goal 4. Communicate program and service outcomes that are driven by the experiences and feedback of AB 109 individuals.

Strategy 4.1 Develop a participant engagement strategy that collects feedback directly from AB109 individuals at mid- and endpoints of probation and/or post-release community supervision.

Strategy 4.2 Report on participant feedback at regular CCP meetings beginning in 2026 and continuing thereafter to ground and inform discussion and decision making in lived experiences.

Strategy 4.3 Launch a storytelling project to improve community understanding and program transparency through sharing AB109 and probation staff individual experiences, successes, and overarching system efforts and needs.

Goal 5. Build multi-sector partnerships that support community prevention and early intervention strategies that decrease first time and repeat involvement with the criminal justice system.

Strategy 5.1 Establish peer-support and mentorship opportunities that connect individuals currently on probation with individuals with similar lived experiences.

Strategy 5.2 Collaborate with local education partners to develop youth mentorship opportunities for those who are justice-involved or at risk for involvement.

Strategy 5.3 Integrate restorative justice practices within probation programming and supervision.

Goals, Strategies, and Measures/Activities for Accountability

| Goal | Strategy | Measures/Activities for Accountability |
|--|--|--|
| <p>Goal 1 Establish a fully integrated and accountable system of care that connects individuals to needed resources and services that improve experience and sustainability of solutions.</p> | <p>Strategy 1.1 Convene a multi-disciplinary workgroup to regularly review progress and needs of AB 109 individuals and address identified coordination gaps.</p> | <ul style="list-style-type: none"> • Workgroup meeting agendas and minutes • Needs assessment cycle established • Initial needs assessment findings |
| | <p>Strategy 1.2 Crosswalk strategies and strategic plans across county and community resource partners to eliminate duplication of effort.</p> | <ul style="list-style-type: none"> • Completed resource crosswalk • Established procedure for crosswalk use and maintenance |
| | <p>Strategy 1.3 Map funding and revenue sources across county and community service partners to identify opportunities for aligned fund use and elevate funding gaps.</p> | <ul style="list-style-type: none"> • Completed funding map for justice-aligned services across the County • Established procedure for funding map use and maintenance |
| | <p>Strategy 1.4 Develop a comprehensive resource directory that details inclusion & exclusion criteria to support successful referral making.</p> | <ul style="list-style-type: none"> • Completed Resource Directory • Established procedure for updates and maintenance of Directory • Ongoing tracking of referrals (number made, number engaged, successful program completion) |
| | <p>Strategy 1.5 Research and apply for grant and foundation funding that can fill gaps and further sustain resource availability.</p> | <ul style="list-style-type: none"> • Number of grants reviewed and applied for • Grant award rate • Funding awarded |

| Goal | Strategy | Measures/Activities for Accountability |
|--|---|--|
| <p>Goal 2. Develop and sustain transitional resources that meet individuals where they are at and address the social, emotional, and financial needs that prevent points of crisis.</p> | <p>Strategy 2.1 Develop new sober housing solutions for placement of AB 109 individuals.</p> | <ul style="list-style-type: none"> • Number of sober housing placements • Percent of available placements filled • Percent filled by AB 109 Individuals • Average length of stay (overall/AB 109) • Residents (overall/AB 109) securing and transitioning to permanent housing • Percent of Residents (overall/AB 109) whose stay ends in eviction |
| | <p>Strategy 2.2 Invest in inter-disciplinary case management model(s) to increase accountability with AB109 individuals' post-release.</p> | <ul style="list-style-type: none"> • Case management capacity (number of clients that can be served) • Number of referrals and case management enrollees • Rate of successful completion of case management (definition: CM officially ends, not a loss to follow-up or new offense occurrence) |
| | <p>Strategy 2.3 Partner with the local workforce development board to create a warm handoff process for job training and employment support.</p> | <ul style="list-style-type: none"> • Meetings held between Probation and WDB • Process established for warm handoffs • Number of AB 109 individuals who engage in job training and employment support services following warm handoff |
| | <p>Strategy 2.4 Establish a crisis & emergency fund to provide immediate aid for basic needs to justice-involved individuals.</p> | <ul style="list-style-type: none"> • Funding identified • Fund policy and process for access developed • Number of individuals assisted annually • Types of immediate aid provided |

| Goal | Strategy | Measures/Activities for Accountability |
|--|---|--|
| <p>Goal 3. Improve Probation’s system for data collection, management, and use to increase accountability and increase ability to sustain local, data-informed decision making.</p> | <p>Strategy 3.1 Work with County-wide departments to identify a multi-disciplinary data management platform and improve data collection and reporting infrastructure.</p> | <ul style="list-style-type: none"> • Identification of data management platform • Probation established data crosswalk (identification of probation data available and data needed) |
| | <p>Strategy 3.2 Assess probation specific data collection policies, develop and/or update policies to ensure data collected from participants provides a holistic understanding of participant demographics, criminogenic tendencies, and social determinants of health (SDoH) data.</p> | <ul style="list-style-type: none"> • Completed probation data collection process and policy assessment • Recommendations for data collection improvement needs |
| | <p>Strategy 3.3 Add additional Data Analyst to probation for specific focus on AB109 program and service output and outcome reporting.</p> | <ul style="list-style-type: none"> • Identification of sustainable funding • Creation of department FTE • Position recruitment and hiring timeline developed |
| <p>Goal 4. Communicate program and service outcomes that are driven by the experiences and feedback of AB 109 individuals.</p> | <p>Strategy 4.1 Develop a participant engagement strategy that collects feedback directly from AB109 individuals at mid- and endpoints of probation and/or post-release community supervision.</p> | <ul style="list-style-type: none"> • Participant engagement tool and policy developed • Staff training on tool use • Timeline for tool implementation and initial assessment period established |
| | <p>Strategy 4.2 Report on participant feedback at regular CCP meetings beginning in 2026 and continuing thereafter to ground and inform</p> | <ul style="list-style-type: none"> • Develop reporting timeline (e.g., twice a year) • Feedback reports shared with CCP (meeting agendas, minutes) |

| Goal | Strategy | Measures/Activities for Accountability |
|---|--|---|
| | <p>discussion and decision making in lived experiences.</p> <hr/> <p>Strategy 4.3 Launch a storytelling project to improve community understanding and program transparency through sharing AB109 and probation staff individual experiences, successes, and overarching system efforts and needs.</p> | <ul style="list-style-type: none"> • Establish a AB 109 Engagement workgroup • Develop process for identifying and collecting client success stories • Identify communication staffing or partnership needs to develop case studies and success story narratives |
| <p>Goal 5. Build multi-sector partnerships that support community prevention and early intervention strategies that decrease first time and repeat involvement with the criminal justice system.</p> | <p>Strategy 5.1 Establish peer-support and mentorship opportunities that connect individuals currently on probation with individuals with similar lived experiences.</p> <hr/> <p>Strategy 5.2 Collaborate with local education partners to develop youth mentorship opportunities for those who are justice-involved or at risk for involvement.</p> <hr/> <p>Strategy 5.3 Integrate restorative justice practices within probation programming and supervision.</p> | <ul style="list-style-type: none"> • Research evidence-based peer support models • Model(s) identified and implementation timeline established • Number of peers engaged • Rate of AB109 clients engaging in peer-support services • Average length of engagement in those services • Decrease in risk factors in criminogenic risk assessments <hr/> <ul style="list-style-type: none"> • Number of relationships established with local education partners • Number of mentorship opportunities available and filled for at-risk and justice-involved youth <hr/> <ul style="list-style-type: none"> • Identification of training for probation staff • Training of probation staff completed • Training sustainability plan developed |



Strategic Plan Implementation Tools & Resources

Effective strategic plan implementation relies on practical tools and resources that keep teams focused, aligned, and accountable. The tools and resources that follow provide a structured way to organize actions, monitor progress, and adapt as needed. These tools help teams and partners to stay on track and ensure that strategic goals turn into measurable and real results.

Tools & Resources provided include:

- **Implementation Plan Template**

The Implementation Plan is a practical tool to help teams stay organized and focused as they carry out the strategic plan. It provides a simple way to outline actions, track progress, and adjust when needed.

- **Strategic Plan Implementation Meeting Agenda**

The Implementation Meeting Agenda is a guide to help your team stay on track, make decisions together, and keep working forward. To support actionable implementation, it is recommended that there be a core steering committee and then unique work groups for each goal and/or strategy of focus. The agenda can support both steering committee and work group meetings.

- **Impact, Control & Resource Assessment**

The Impact, Control & Resource Assessment helps teams figure out which activities will make the biggest difference, see what they can influence, and figure out what resources (people, supplies, funding, etc.) are needed to get things done.

- **Quality Improvement for Implementation**

This guidance helps a committee and/or workgroups monitor its activities throughout the implementation period, make adjustments and improvements as needed, and keep efforts focused on achieving your strategic goals.

Implementation Plan Template

Use this template alongside the Strategic Plan Implementation Meeting Agenda, Impact, Control & Resource Assessment, and Quality Improvement for Implementation guidance to support team and partner engagement. It helps teams focus on clear, achievable activities that move strategies forward.

| Goal: | | | |
|--|--------------------------|---|-------------------------|
| Strategy: | | Metrics of Success: | |
| Activities/Action Steps | Responsible Party | Anticipated Challenges / Resources to Overcome | Desired Deadline |
| | | | |
| | | | |
| | | | |
| | | | |
| Status Updates, Issues for Follow-Up. | | | |

Strategic Plan Implementation Meeting Agenda – Template
Strategic Planning Implementation
Meeting Agenda & Notes

Date:

Time: <ideal to block 90 mins>

Location:

Attendees:

| Time | Agenda Item | Notes & Actions Items |
|-------------|---|----------------------------------|
| 10 min | Welcome & Purpose | |
| 5 min | Review of Vision & Strategic Goals <i>A brief recap of the vision and strategic goals, highlighting goals most related to current implementation phase.</i> | |
| 20 min | Implementation Progress Updates <i>Each person responsible provides a brief update to work on strategy/activity including status of actions, key successes or milestones achieved, challenges/barriers/delays encountered. The recommendation is to let each share, then return to challenges/barriers delays in the next agenda item.</i> | |
| 15 min | Challenges, Barriers, & Delays <i>By strategy/activity, return to identified challenges, barriers, and delays. Collectively discuss and resource to identify solutions and support progress. This may include renegotiating timelines for completion.</i> | |
| 25 min | Action Planning for Next Steps <i>Group identifies a next goal/strategy for focus or identifies a next step action for a strategy already prioritized. Use of the Impact, Control, Resource Assessment will support this conversation. Once priority is determined, add to a current or set up a new implementation plan template to identify initial timeframes and responsible parties.</i> | |
| 5 min | Communication & Alignment Review <i>Discuss and confirm updates that need to be shared and with what stakeholders (broader department, partner group, CCP, Governance); confirm who will be responsible for that communication.</i> | |
| 5 min | Wrap-Up <ul style="list-style-type: none"> ○ Review Actions Steps Identified ○ Confirm Next Meeting Date | |

Impact, Control & Resource Assessment

How to Assess the Impact, Control, and Resources

Use strategic planning meetings to assess these three areas at any time you are determining what activity to invest in next. Briefly ask all or a selection of questions under each category and document **high impact + high control + sufficient resources** to help focus on achievable activities.

- ✓ Discuss **Impact → Control → Resources** for each activity as you work to achieve strategies.
- ✓ Highlight actions that score **high on all three** — these are your top priorities.
 - There will be activities that score high in one category and medium to low in others. This guidance is not intended to lead to the abandonment of those activities! It is, however, important for your group to know if an activity will take more time to complete because you need to reinforce one of these areas and/or coordinate more with others to carry out the work. It is more about how and when activities happen and less about what not to do.

Return to these categories and questions at each implementation meeting.

| Impact | Control | Resources |
|---|---|--|
| <p>What Difference will this make?</p> <p><u>Guiding Questions:</u></p> <ul style="list-style-type: none"> • Who will benefit and how will we measure or monitor this to be sure that it is true? • Is prioritizing this activity leading to the greatest impact? • Does this action advance our strategic goals? • Could there be unintended consequences? | <p>What is within our influence?</p> <p><u>Guiding Questions:</u></p> <ul style="list-style-type: none"> • Do we have the authority and/or influence needed to do this activity? • What is in our direct control and what will depend on others? • What barriers limit our control, and can we address them? • Who is responsible for carrying out the action? Are they part of the current conversation? | <p>Do we have what we need?</p> <p><u>Guiding Questions:</u></p> <ul style="list-style-type: none"> • Do we have people, time, and budget to carry this out in the set timeline? • Do we have the skills and tools required or do we need to consider training and additional support? • What partnerships can be leveraged to access needed resources? |

Quality Improvement for Implementation

Introduction to Plan, Do, Study, Act (PDSA) Cycles

Successful implementation of a strategic plan depends on using quality improvement cycles and principles. As activities are implemented, programs, services, and systems often shift and evolve. To keep progress steady and achievable, focused actions should be reviewed regularly by a core implementation team and/or department leadership. The Plan, Do, Study, Act (PDSA) framework offers a clear, practical way to guide quality improvement and move strategies forward.

Components of PDSA Cycles for Strategic Plan Implementation

| PLAN | DO | STUDY | ACT |
|--|--|---|---|
| In the Plan Stage: Identify and detail actions to take, assign responsibility, set timelines and desired outcomes. | In the Do Stage: Conduct activities and monitor progress during strategic planning meetings. | Review outcomes, compare against desired outcomes and measures. | Decide to adjust current activity and/or add the next in furtherance of strategy and goal achievement |

- **Plan:** Define the specific outcome you want to achieve and how you'll measure success. Use the strategic plan's goals, strategies, and measures to identify activities that move work forward. Focus on one or two activities at a time and assign clear responsibility for carrying them out in the "Do" stage.
- **Do:** Carry out the chosen activity (implementing the change). Use strategic planning meetings to check in on progress as a group.
- **Study:** Review the impact of completed and ongoing activities. Gather input from staff, partners, and individuals served, and track progress against established measures.
- **Act:** Decide on the next steps. Based on the feedback and results, determine whether the activity achieved its purpose. If it did, move on to the next activity. If not, adjust the approach and continue implementation.