



# PROBATION DEPARTMENT OF SANTA CRUZ COUNTY

*Connecting Purpose, Policy & Practice*



## STRATEGIC PLAN 2024 - 2028

## OUR VISION

What we strive for

A safe, equitable,  
and thriving community.

## OUR MISSION

Our purpose

To contribute to community well-being through positive engagement, connection to services, and support for those impacted by crime.

## CORE VALUES

What we believe in

- Integrity
- Dignity & Respect
- Diversity, Equity & Inclusion Teamwork
- Staff Wellness

## OPERATING PRINCIPLES

What guides our work

- 5 Pillars of Effective Service Delivery
- Client-Centered Coaching Mindset
- Creativity, Innovation & Adaptive Leadership
- Racial Justice & Structural Well-being
- Staff Wellness

### A. COMMUNITY SAFETY & WELL-BEING

GOAL: Contribute to community well-being through assistance-oriented supervision.

### B. CENTERING EQUITY

GOAL: Create equitable access to services and opportunities for success centering the most vulnerable populations.

### C. OPERATIONAL EXCELLENCE

GOAL: Improve operations through quality assurance, optimization of resources, and aligned partnerships.

### D. STAFF DEVELOPMENT, WELLNESS & ENGAGEMENT

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

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We adhere to the highest moral and ethical standards in our duty to serve the community.

*We embrace the diversity within our Department and our community and strive to be responsive to the unique needs of all. We believe that equity is fundamental for a more just and inclusive community.*

*We recognize that our greatest strength is our ability to work collectively toward our vision.*



*We value all people and believe everyone should be treated fairly and with compassion.*

*Our most valuable asset is our staff. We believe supporting staff wellness leads to positive personal and professional outcomes.*

# OPERATING PRINCIPLES

## 5 Pillars of Effective Service Delivery

The five characteristics that shape our approach to effective service delivery include:

Strength-Based	Culturally Responsive	Trauma Informed & Healing Centered	Diversion & Prevention Focused	Evidence Based & Data Informed
We focus on identifying and building on the strengths and assets of those we serve to promote self-efficacy and motivation for positive change.	Culturally responsive services are critical for meeting diverse needs, building trust, advancing equity, and increasing the probability of success. This requires an awareness and respect for cultural diversity, language access, and the consideration of cultural values, traditions, and community partnerships in the development of success plans.	We acknowledge the prevalence and impact of trauma among individuals involved in the criminal justice system and the potential for healing and growth. This understanding guides the department's interactions, policies, and practices to create a safe and supportive environment for those we serve.	We are committed to connecting individuals to alternative programs, interventions, and community-based support services that address the underlying causes of unlawful behavior.	Our work is data informed and guided by evidence-based practices to ensure we are responsive and continue to be at the forefront with the latest research and best practices in the field.

# OPERATING PRINCIPLES

## Client-Centered Coaching Mindset

The Probation Department is committed to a client-centered coaching approach that develops and strengthens the capacity of the individuals we serve to define and reach meaningful goals. We achieve this through the co-creation of strength-based success plans that acknowledge progress, promote accountability, foster personal growth, and outline viable pathways out of the system.

## Creativity, Innovation & Adaptive Leadership

We believe creativity and innovation are essential for positive change. The rapid changes in the world, the workplace, and probation require flexibility, innovation, and continuous learning for effective responsiveness. Adaptive leadership in probation stresses collaboration, problem-solving, and empowering officers and staff to make and implement creative decisions, fostering a flexible and responsive environment for positive outcomes.

## Racial Justice & Structural Well-being

We advocate for and implement policies and practices to address racial disparities in the criminal justice system and promote structural well being. We believe it is our collective responsibility to address and disrupt the policies, practices, and attitudes that create disparities and interfere with equitable access to opportunities for success.

# FOCUS AREAS + GOALS

# STRATEGIES

# OBJECTIVES

**A** **COMMUNITY SAFETY & WELL-BEING**  
Contribute to community well-being through assistance-oriented supervision.

**B** **CENTERING EQUITY**  
Create equitable access to services and opportunities for success centering the most vulnerable populations.

**C** **OPERATIONAL EXCELLENCE**  
Improve operations through quality assurance, optimization of resources, and aligned partnerships.

**D** **STAFF DEVELOPMENT, WELLNESS & ENGAGEMENT**  
Attract, develop, and retain exemplary, motivated and engaged staff.

i. Implement a client-centered coaching approach to support the successful completion of probation and reduce revocations.

i. Build capacity to center equity and align practices in our collective work internally and with our partners.

i. Scale and enhance prevention and intervention services to promote positive outcomes.  
ii. Increase efficiency and utilization of current services to optimize existing resources.  
iii. Establish and enhance communication channels to improve communication about Probation's work and strengthen collaboration..

i. Foster a culture of wellness to support employee retention and satisfaction.  
ii. Develop a comprehensive training, education, and development strategy to contribute to staff success and increase overall engagement.  
iii. Cultivate a culture of staff appreciation and recognition that acknowledges and celebrates excellence.

1. By December 2026, we will implement a training strategy focused on client-centered coaching competencies and skills for all staff, tailored to their role e.g., Motivational Interviewing (MI), EPICS, Implicit Bias, and Coaching Network offerings.  
2. By June 2027, we will reduce revocations for technical violations by 30% in each Division.

3. By October 2024, we will screen 90% of those served by Probation for Medi-Cal eligibility.  
4. By March 2025, we will develop an annual Community Engagement Plan that centers equity and includes those with lived experience to inform Probation practices and training.

5. By March 2026 we will develop a guide to assess adherence to service provider contracts focusing on fidelity, data, and outcome results.  
6. By December 2025, we will ensure that at least 75% of all new clients are referred to programs and/or support services.  
7. By July 2024, we will establish and maintain our social media presence on two platforms to inform stakeholders about our work, spotlight our dedicated staff, and disseminate information about job opportunities and events.

8. By February 2024, we will make CordicoShield Wellness App and training tutorials available to all staff.  
9. By December 2026, we will streamline, expand, and standardize our employee onboarding, training, and rotation procedures.  
10. By June 2025, we will establish a department-wide staff recognition program.



# The Team

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