

CONNECTICUT SENTENCING COMMISSION

No. 2015-05

Proposed Resolution Regarding Strategic Planning

Resolution

1 **RESOLVED**, That the Connecticut Sentencing Commission adopt the Steering
2 Committee's strategic action plan and direct its Steering Committee and staff to implement
3 said plan.

Sentencing Commission Action Plan

I. Strategic Goals

STRATEGIC GOAL 1: Provide quality, timely, and thorough information to the General Assembly, Governor, and other State entities requesting criminal justice research and recommendations.

STRATEGIC GOAL 2: Strengthen the Commission's operational efficiency and controls to advance the Commission's mission.

STRATEGIC GOAL 3: Obtain data necessary to accomplish Commission mission, initiatives, and legislative mandates.

STRATEGIC GOAL 4: Provide training regarding sentencing and related issues, policies and practices.

II. Strategies for Goal Realization

STRATEGIC GOAL 1: Provide quality, timely, and thorough information to the General Assembly, Governor, and other State entities requesting criminal justice research and recommendations.

Objective 1.1: Expand and strengthen partnerships and relationships with non-partisan organizations and other entities.

Strategy: Collaborate with federal agencies, as well as researchers and non-partisan organizations to improve the quality of services.

Strategy: Actively participate in national, state, and local criminal justice organizations both as an agency and through individual staff memberships, contributing to their work on behalf of the commission and receiving information on current trends in the respective areas of interest.

Objective 1.2: Expand and strengthen partnerships and relationships with Connecticut's academic institutions.

Strategy: Create a well-run, prestigious and mutually satisfying internship and/or externship program that utilizes local law/graduate student talent from some/all of the four local law/graduate schools.

Strategy: Engage Connecticut university faculty in Commission research projects and initiatives.

Strategy: Assess the feasibility of creating a yearlong academic fellowship with one or more of Connecticut's graduate schools.

Objective 1.3: Obtain full-time dedicated research staff

Strategy: See strategies under objective 2.1.

Objective 1.4: improve communication and collaboration with members of the public on issues of public and criminal justice policy.

Strategy: Develop and implement a plan to strengthen public and stakeholder involvement in the work of the Commission.

STRATEGIC GOAL 2: Strengthen the Commission's operational efficiency and controls to advance the Commission's mission.

Objective 2.1: Obtain adequate operational resources

Strategy: Seek federal, foundation, and other grant funding opportunities to assist the Commission.

Strategy: Seek state funding to assist the Commission.

Objective 2.2: Ensure that committees, subcommittees, and working groups work to meet existing Commission priorities.

Strategy: Assess the Commission's current committee structure, including the number and focus of committees in light of its mission and strategic plan. Develop recommendations based on said assessment.

Objective 2.3: Work within the constraints of existing staff and monetary resources.

Strategy: Adopt a policy allowing for only one chairperson and one vice chairperson per committee, task force, working group, or subcommittee.

Strategy: Develop a centralized selection and management process for all commission projects and initiatives.

Objective 2.4: Expand and streamline communication with the Executive, Legislative, and Judicial Branches of government and their agencies.

Strategy: Promote clear and consistent communications through increased outreach, enhanced transparency, improved coordination, and regular updates with internal and external stakeholders.

STRATEGIC GOAL 3: Obtain data necessary to accomplish Commission mission, initiatives, and legislative mandates.

Objective 3.1: Build data capacity and create a state-wide sentencing database.

Strategy: Identify datasets needed to accomplish Commission mission, initiatives, and legislative mandates.

Strategy: Develop a framework for obtaining, housing, analyzing, and publishing said data.

STRATEGIC GOAL 4: Provide training regarding sentencing and related issues, policies and practices.

Objective 4.1: Develop and implement training programs for policy makers, legislators, members of the general public, and other interested parties.

Strategy: Utilizing the professional expertise of commission members, assess and forecast training needs for victims of crime and private attorneys in relation to the sentencing process through constituent surveys, meetings and other means, which identify gaps in services and current practices; followed by publication of results and development of training/assistance to meet the identified gaps.

Strategy: Collaborate with the Connecticut Bar Association, Judicial Branch Division of Public Defender Services, and Division of Criminal Justice to implement training/assistance.

Objective 4.2: Develop and implement educational and informational programs for policy makers, legislators, members of the general public, and other interested parties.

Strategy: Assess and forecast education and information needs of policy makers, legislators, and members of the general public in relation to the sentencing process and the policies and practices of the Commission. Identify gaps in services and current practices; followed by publication of results and development of programming to meet the identified gaps.

Report

The Strategic Planning Working Group was appointed by the Steering Committee on November 25th, 2014 to determine the parameters of the strategic planning process, conduct the Commission's strategic plan, and report to Steering with a draft plan.

John Santa chaired the working group and was joined by Andrew Clark, Hon. William Dyson, Vivien Blackford, and Atty. Leland Moore. The group presented its recommendations to Steering on November 17th, 2015. The recommendations were approved as amended and the Steering Committee directed the working group to develop an action plan for its next meeting. The group returned to the committee with the action plan on December 10th, 2015. The committee adopted the plan with minor amendments and moved that it be submitted to the Commission for consideration at the December 17th commission meeting. The motion was adopted unanimously and this resolution was drafted.

The goals, objectives, and strategies were developed by the strategic planning working group on behalf of the Steering Committee. The goals were based on the Commission's enabling legislation, the information provided by Commission members at the 2014 retreat, the strategic plans of similar governmental entities, and the recommendations approved by the Steering Committee on November 13th, 2015.