



# California State Association of Counties



## Support Hub for Criminal Justice Programming

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Strategic Framework Support  
Model, Online Seminar Series,  
and County Opportunities

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### *Support Hub Vision*

A California criminal justice system that is data-driven and evidence-based, allowing policymakers and practitioners to draw on data and research to improve outcomes, cost-effectiveness, and equity.



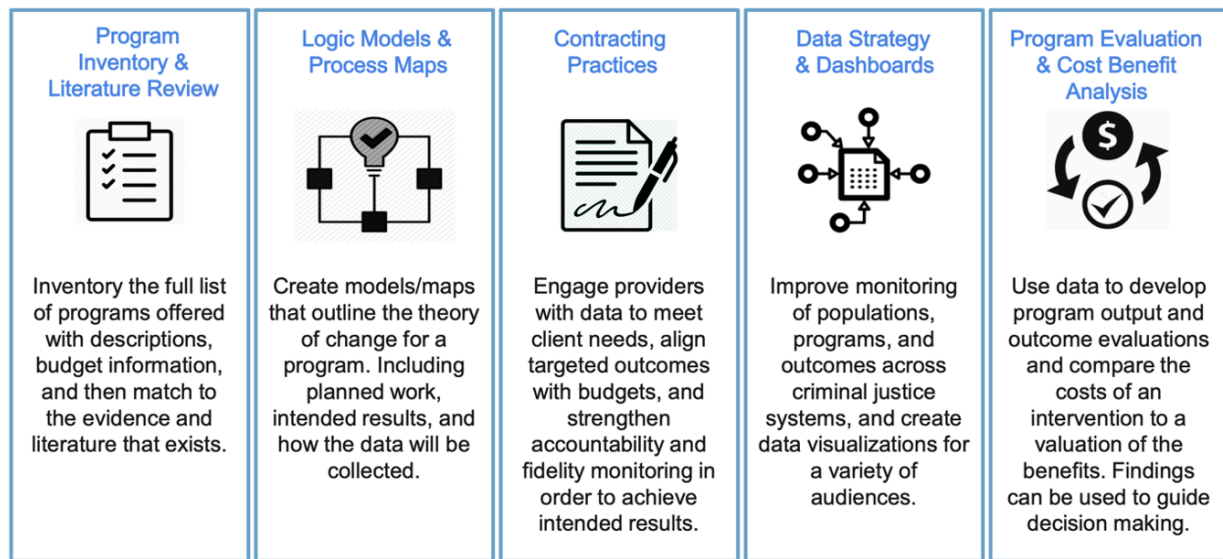
*Contact the Support Hub:*

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RSouza@counties.org*

## WHAT IS THE STRATEGIC FRAMEWORK SEMINAR SERIES?

The Strategic Framework Seminar Series is a year-long virtual seminar hosted by the CSAC Support Hub for Criminal Justice Programing. The seminar series is structured around the Strategic Framework for Data-Driven and Evidence-Based Practice (detailed in Figure 1). This Framework guides the technical assistance CSAC provides to partner counties under a multi-year grant from Arnold Ventures.

Figure 1. Strategic Framework for Data-Driven and Evidence-Based Practice



Traditionally, the Support Hub's approach to technical assistance has focused on in-person, on-the-ground assistance provided at county sites. However, faced with the COVID-19 pandemic, the Support Hub needed to adapt our technical assistance model to continue to provide support to counties while travel restrictions were in place and concerns about health and safety kept us from visiting counties in person. In addition to these limitations, county criminal justice staff and leadership were also under stress and facing capacity constraints due to COVID-19. In response to these challenges, we

adapted the technical assistance model by creating a virtual seminar series that met once per month and provided an introduction and overview of each component of the Strategic Framework. While initiated in response to a challenge, this adaptation generated some key advantages by allowing the technical support team to reach a broader audience. The virtual seminar was recorded and posted online to the seminar series website along with supplemental materials. The public posting is also a resource for anyone to access, even if not involved in the initial production of materials. In addition, the

*“THE KNOWLEDGE AND EXPERTISE NOT ONLY PROVIDE COMPREHENSIVE ANALYSIS BUT IS INSPIRATIONAL.”*

seminar series was paired with county-level technical assistance, which was also delivered virtually in the interim weeks between seminar meetings.

## SEMINAR SERIES CONTENT

The seminar series was designed for county staff and leadership looking for guidance on making critical budget decisions, program development and oversight, data strategies, and evaluation. The Seminar Series content was presented to reach participants at a range of experience levels, including those looking to develop, refresh, increase, solidify, or share evidence-based and data-driven practices in their operations. In addition to providing training and materials, these virtual seminars also created a forum for partner counties to learn and engage in a community of practice. The content was divided into two tracks: (1) Programming and (2) Data and Evaluation, each completed through five seminar meetings.

In each session of either series, the CSAC Hub team provided an overview and application of the relevant component within the Framework and then provided follow-up to provide specific technical assistance (as appropriate) to help guide partner counties through particular processes.

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### *PROGRAMMING SERIES*

The Programming Series began in October 2020 and was held every other month through June 2021. This series focused on the development and application of elements within the Strategic Framework related to programming, including:

- (1) Developing program Inventories;
- (2) Assessing and applying the evidence-based programming literature;
- (3) Designing and implementing programs;
- (4) Applying economic principles in programming (Cost-Benefit Analysis, Part 1); and
- (5) Applying CBA to programming decisions (Cost-Benefit Analysis, Part 2).

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### *DATA AND EVALUATION SERIES*

The Data and Evaluation Series began in November 2020 and was held every other month through July 2021. This series focused on developing an underlying criminal justice data infrastructure, creating dynamic data dashboards and visualizations, and using data to evaluate programs and other interventions designed to reduce recidivism. This five-part series covered a variety of topics, including:

- (1) Accessing and utilizing local criminal justice data;
- (2) Accessing and utilizing state criminal justice data;
- (3) Integrating and analyzing local and state data to inform practice;

- (4) Designing data dashboards and making data accessible; and
- (5) Conducting outcomes evaluations to inform programming decisions.

## COUNTY ENGAGEMENT WITH THE SUPPORT HUB

The support hub seminar series reached approximately 15 counties. Over 100 individuals registered and participated in the Programming and Data and Evaluation Series.

Following the conclusion of the Strategic Framework Seminar Series, the CSAC Support Hub team sent out a survey to participants to solicit their feedback and to inform future technical assistance efforts. Among the respondents, there was a mix of staff (47%), supervisor (40%), and executive (13%) seminar participants. Almost all (93%) of respondents had experience working in the criminal justice system, but most (53%) of respondents had limited familiarity with the Strategic Framework components. Different respondents may also reflect their thoughts on their particular county role and not the county as a whole.



With a broad range of staffing levels, the Support Hub attempted to focus these seminar series so that each individual could have takeaways, either as an Executive championing an idea or change or as the analyst who must complete the more meticulous work around each of the components.

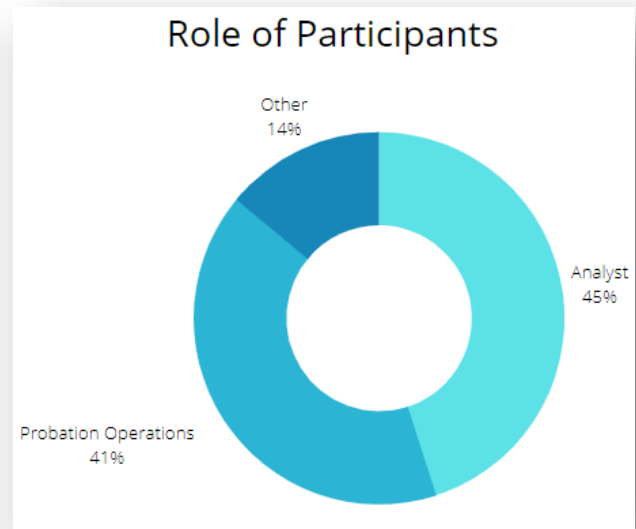
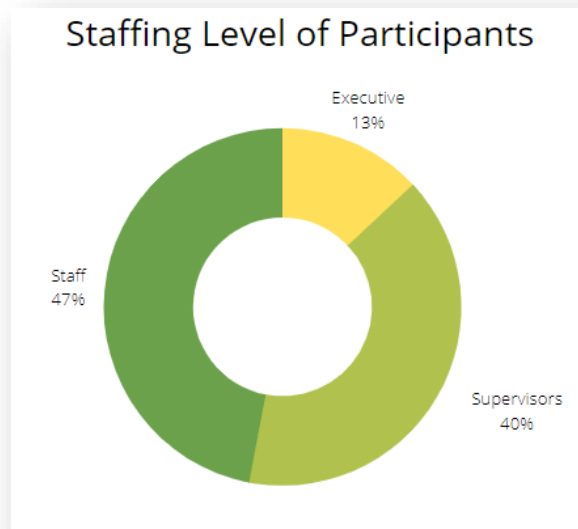


**“I APPRECIATE THAT I GOT TO PARTICIPATE IN [THE SERIES], AND IT GAVE ME A FRAME OF REFERENCE TO EXPLAIN TO MY DIRECTOR WHY SOMETHING HE PROPOSED WAS INADVISABLE.”**

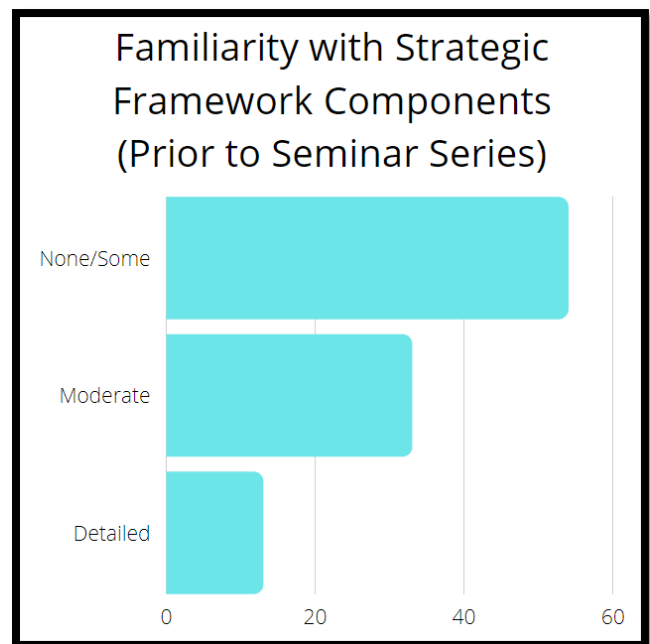
within an agency. Effective engagement will require having project champions or leaders

The charts below also help understand the future needs of counties engaged and that there needs to be a focus on ensuring both presentations and technical assistance can cater to each level

understand the goals, outcomes, and limitations. The staff who complete the project will have a more detailed and intricate knowledge of what to do and accomplish the specific tasks.



In the survey, participants described a high level of familiarity with criminal justice processes, but either "no" or "some" familiarity with Strategic Framework components. This lays out a positive path forward for work within Counties and the Support Hub. Understanding criminal justice processes and operations can significantly improve county-level capacity



building in both understanding and applying the components in the specific local county. However, each county can not have a one-size-fits-all approach. Instead, both development

and application should focus on understanding the county's strengths, gaps, and applications of these components.

## PARTICIPANTS INTEREST IN THE SEMINAR SERIES AND FUTURE ASSISTANCE

The support hub used a learning strategy of combining online training and discussion with local implementation.

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### INTEREST IN STRATEGIC FRAMEWORK COMPONENTS

- Widespread (majority) interest in all learning more about all components
- Top components:
  - 100% interested in focusing on "Improving data Strategy and Building Data Dashboards" and
  - 100% interested in focusing on "Program Evaluation" using future funding

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### GENERAL SEMINAR FEEDBACK

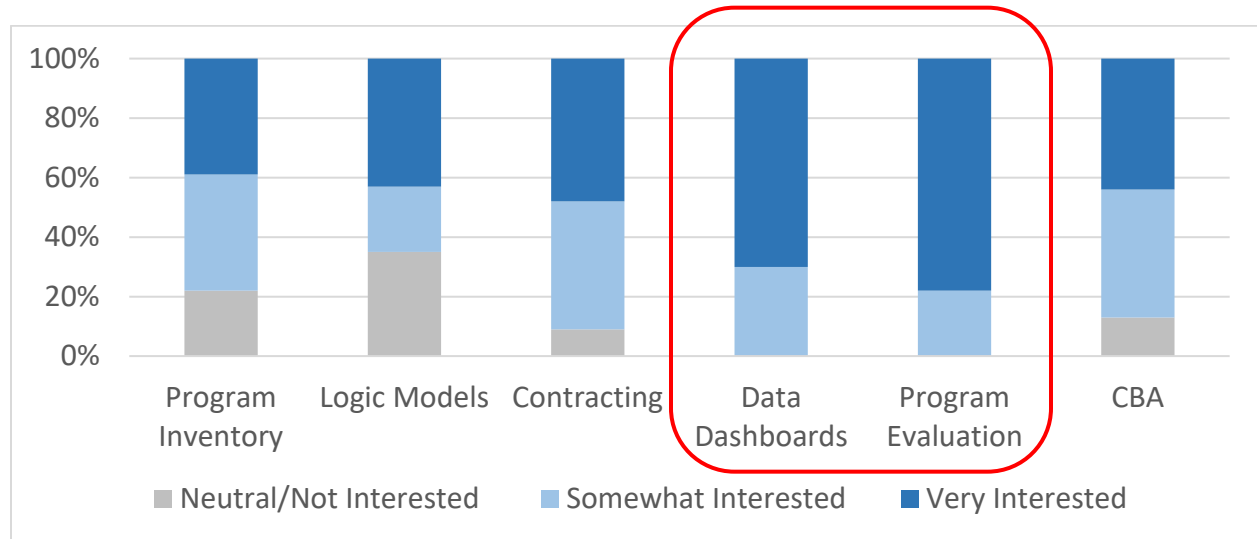
- 96% report the seminar sessions and materials were valuable to them as practitioners
- 91% would recommend the series to others
- 91% anticipate the supplemental materials will be helpful in their future work

Participants provided positive feedback on their experience in the seminar series through follow-up conversations and the survey. The vast majority of survey respondents reported that the seminar sessions and materials were valuable to them as practitioners (96%) and that they would recommend the seminar series to others (91%). One respondent further shared that the series was a "Very well-planned and executed training. The team was extremely professional and provided logical method of instructing a not-so-easy course." Another respondent added: "I very much enjoyed the sessions, and I believe your Framework is incredibly valuable. I hope we will find opportunities to work together and that you will be able to continue this effort!" A third respondent wrote: "The knowledge and expertise not only provide comprehensive analysis but is inspirational." We believe these comments from participants reflect a motivation among county staff and leadership to pursue data-driven and evidence-based strategies. *However, the responses also reflect an unmet need for training, resources, and support for counties to transform their approach.*

The survey responses also helped us to see how important a single participant can be in bringing new knowledge and change to an agency, as reflected in this note from a participant: "I appreciate that I got to participate in them, and it gave me a frame of reference to explain to my director why something he proposed was inadvisable."

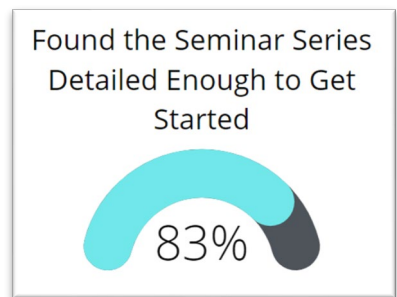
The seminar series aimed to engage participants on the key components of the Strategic Framework. Following the series, we asked participants which of the topics we covered they were most interested in for the purpose of focusing future technical assistance efforts. We found there were two topics that all respondents were interested in focusing on: "Improving Data Strategy and Building Data Dashboards" and "Program Evaluation." There were high levels of interest in other topics as well, as shown in Figure 2 below.

**Figure 2. Interest in Strategic Framework Components**



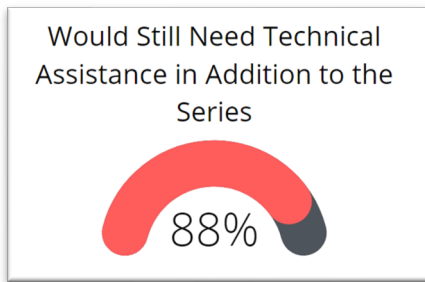
### SUPPORT HUB FUTURE OPPORTUNITIES

The training goal was to offer both partner and non-partner counties the opportunity to be exposed and engage in each aspect of the Support Hub's Strategic Framework. Structuring the series and resources to allow participants an in-depth understanding of what each element is trying to accomplish and then providing resources for each county to begin taking active steps in that process was imperative. With COVID-19 raging and in-person technical assistance limited, this has allowed partner and non-partner counties an opportunity to begin this work in a meaningful way. Finally, coupled with county-specific technical assistance for partner counties, the work gave individuals a base level of knowledge and materials to localize.



Consistent with what the Support Hub aimed for, we learned through these surveys that 83% of respondents found the seminars provided enough information to get started on the work in their county. However, 88% found their county needed or would need technical assistance in

addition to the seminar series. This is a critical aspect of the partnership provided by the Support Hub. While the Support Hub offers all the necessary first steps in helping move counties forward, this work can be complex and intricate. The Support Hub aims to continue to be a free, steadfast, in-depth resource for counties that want to be forward-thinking and make positive changes but do not have the expertise in these specific areas.



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*“I’m loving the technical assistance as I’ve never worked on these types of projects before and its nice having someone I can talk/email with my questions and walking me through the steps.”*

Further, we found:

- 100% of respondents believe technical assistance is valuable, and 100% believe they received tangible work products to inform improvements in county programming
- 50% would like more in-depth technical assistance

If counties are interested in this or a future partnership with the Support Hub, they can become a part of our mailing list (linked [here](#)) for webinars, updates, and criminal justice engagement opportunities. In addition, if individuals or counties want to begin engaging on any of the [Strategic Framework Components](#), all of the recorded seminars for each series, along with the associated resources, are linked below.



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*“I am so grateful to have the technical assistance and supports that we have! If only to validate what we are doing or to provide additional thoughts on analyses and data structures. The process can be rather intimidating, but having TA on your side, cheering you on every step of the way is supportive and encouraging to keep taking each baby step forward.”*

-Survey Respondent





## RESOURCES: RECORDINGS, POWERPOINTS, AND MORE

### **SERIES: PROGRAMMING FRAMEWORK FOUNDATIONAL APPROACH (CATEGORY SPECIFIC)**

- Program Inventories
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [Program Inventory: Description & Overview](#)
  - ✓ [Program Inventory: User Guide](#)
  - ✓ [Program Inventory Template](#)
  
- Assessing and Applying the Evidence-Based Program Literature
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [Program Inventory: Description & Overview](#)
  - ✓ [Results First Clearinghouse Database](#)
  
- Program Design and Implementation (Contracting & Oversight)
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [CSAC Support Hub Contracting Toolkit](#)
  - ✓ [Logic Model Example \(Intimate Partner Violence\)](#)
  - ✓ [RFP Example – Santa Cruz County AB109](#)
  - ✓ [Harvard Performance Lab – Results-Driven Contracting: An Overview](#)
  - ✓ [Pew-MacArthur Results First Brief – How to Use Evidence in the Contracting Process](#)
  
- Cost-Benefit Analysis Part 1, Applying Economic Principles in Criminal Justice Programming
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [California County Adult Justice Cost-Benefit Model Guide](#)
  - ✓ [Adult Criminal Justice Cost-Benefit Model Program Summaries](#)
  
- Cost-Benefit Analysis Part 2, County Usage and Application to Programming
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)

**SERIES: DATA AND RESEARCH FRAMEWORK FOUNDATIONAL APPROACH**  
**(CATEGORY SPECIFIC)**

- Crucial ways data can inform criminal justice practice, the differing types of data, and how that data can be used
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [Jail Data Codebook](#)
  - ✓ [Probation Data Codebook](#)
  - ✓ [Data Use Agreement Guide](#)
  - ✓ [Data Use Agreement Example](#)
  
- Strategies to access and integrate data held by the state, specifically CDCR and DOJ
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [DOJ Data Request Guidance](#)
  - ✓ [DOJ Application](#)
  - ✓ [DOJ User Guide](#)
  - ✓ [CDCR Data Request Guidance](#)
  - ✓ [CDCR Application](#)
  
- Strategies to access and integrate county and state data
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [DOJ Law Enforcement Code Tables](#)
  - ✓ [DOJ Offense Codes](#)
  - ✓ [DOJ Data Flow Charts](#)
  - ✓ [California Penal Code](#)
  
- Introduction to designing data dashboards and making data accessible
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [Data Dashboard: Process Overview](#)
  - ✓ [Designing a Data Dashboard: Key Questions](#)
  - ✓ [Guide to Dashboard Design by Juice Analytics](#)
  
- An overview of key steps in an outcomes evaluation, including the differences between monitoring outcomes and conducting evaluations
  - ✓ [Seminar Recording](#)
  - ✓ [Seminar PowerPoint](#)
  - ✓ [Step-by-Step Guide to Evaluation](#)
  - ✓ [Key Items to Get Right When Conducting RCTs](#)