

COMMUNITY CORRECTIONS PARTNERSHIP (CCP)



COUNTY OF MONO NEEDS ASSESSMENT 2025

Dedicated to providing pathways
for offenders to successfully
reengage with the community.





Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Executive Summary	3
Introduction to Mono County CCP	4
Strategic Plan Overview	5
2026-2031 Strategic Priorities	6
Strategic Priority 1: Reentry Housing and Transportation Stability	6
Strategic Priority 2: Behavioral Health & Substance Use Disorder Care	8
Strategic Priority 3: Supportive Supervision & Reentry Coordination	9
Strategic Priority 4: Employment & Economic Stability	10
Strategic Priority 5: Equity, Safety, and Collaboration	11
Implementation and Accountability	13
2020-2025 Implementation Plan Conclusions	15
Methodology and Approach	18
Summary of Needs Assessment	21
Conclusion	22
APPENDICES	23
Appendix A: 2023-2025 Priority Progress Updates	23
Appendix B: Strategic Plan Tracker Template	31



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Executive Summary of the Strategic Plan

The Mono County Community Corrections Partnership Strategic 5-Year Plan for 2026–2031 provides a practical framework to improve reentry outcomes, strengthen coordination across agencies, and enhance public safety through a more responsive and accountable local realignment system.

Grounded in a mixed-methods needs assessment and shaped by community partner workshops and Executive Committee input, the plan translates data and local experience into a focused set of priorities, objectives, and strategies that reflect Mono County’s rural realities, service constraints, and strongest opportunities for improvement.

The plan is organized around five connected strategic priorities. The first focuses on reentry housing and transportation stability, recognizing that late releases, limited shelter options, and a lack of reliable transportation create immediate barriers to safety and successful reentry. The second addresses behavioral health and substance use disorder care, with an emphasis on timely screening, warm handoffs, treatment access, and in-custody education. The third focuses on supportive supervision and reentry coordination, aiming to reduce revocations, improve case planning, and expand follow-up support. The fourth advances employment and economic stability by improving employer partnerships, workforce connections, and retention supports for justice-involved individuals. The fifth promotes equity, safety, and collaboration through language access, domestic violence response and education, and stronger coordination supported by shared metrics.

Together, these five priorities are intended to improve housing stability, treatment access, supervision outcomes, employment opportunities, and cross-agency collaboration. The plan also reflects important lessons learned from the previous strategic plan (2020-2025), including the need to move beyond informal coordination and toward more structured, measurable approaches in areas such as transportation, transitional housing, participant feedback, and data use.

To support implementation, the CCP will use a Strategic Plan Tracker and Project One Sheets to assign ownership, monitor progress, document results, and strengthen accountability over time. These tools are intended to help ensure that the 2026-2031 Strategic Plan is not simply aspirational, but actively used to guide decision-making, coordinate partner efforts, and track whether strategies are producing the intended results.

Ultimately, this strategic plan is designed to help Mono County align its realignment resources more effectively, address the most persistent barriers facing justice-involved individuals, and build a safer community through coordinated, data-informed action.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Introduction to the Mono County Community Corrections Partnership (CCP)

The Mono County Community Corrections Partnership (CCP) is the County's multi-agency body responsible for planning, coordinating, and improving local community corrections under California Public Safety Realignment. Established through the state Realignment policy, the CCP Executive Committee develops the County's Realignment plan for Board of Supervisors consideration and provides ongoing oversight to ensure resources, programs, and operational decisions are aligned to shared outcomes. The CCP brings together key County departments and justice system partners to coordinate policy, budgeting priorities, implementation decisions, and performance improvement across the local corrections and reentry system.

Mono County's CCP is focused on improving public safety by reducing repeat involvement with the justice system and increasing successful community reentry. The partnership emphasizes practical, evidence-based approaches that help justice-involved individuals stabilize their lives, meet supervision requirements, and connect with services that reduce risk and strengthen long-term self-sufficiency. In Mono County, where distance, limited service availability, and staffing constraints can create real barriers, the CCP's work relies on coordinated execution and clear prioritization across agencies rather than isolated program efforts.

Over the previous planning cycle, the CCP prioritized stronger coordination across custody and community-based services, including reentry case planning and continuity of care as individuals transition back into the community. The CCP has also elevated persistent local challenges that directly affect outcomes, including limited transportation options, constrained transitional housing capacity, and the need for more consistent data collection and partner information sharing. These priorities reflect the County's commitment to focusing resources on the highest-impact needs while improving day-to-day coordination among participating departments and community partners.

This strategic plan sets direction for how Mono County will continue to strengthen coordinated reentry services, close critical access gaps, and improve how the system measures progress and adjusts course. It is designed to be actionable and measurable, with clear implementation expectations that reflect the realities of a rural county. The plan emphasizes aligning resources to outcomes, clarifying roles and responsibilities across partners, and building the operational habits needed to sustain improvements over time. Ultimately, the CCP's goal is a safer community supported by a coordinated, responsive, and results-focused community corrections system.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Strategic Plan Overview

The Mono County Community Corrections Partnership Strategic Plan for 2026–2031 is organized around five interconnected priorities that address the most significant needs identified through data review, partner engagement, and local planning discussions. Together, these priorities are intended to improve reentry outcomes, strengthen coordination across systems, and support a safer community through more effective and responsive local realignment efforts.

Strategic Priority 1: Reentry Housing and Transportation Stability

Improve release planning, transportation access, and housing options so justice-involved individuals have safer, more stable transitions from custody to the community.

Strategic Priority 2: Behavioral Health and Substance Use Disorder Care

Expand timely screening, treatment access, warm handoffs, and in-custody education to better support behavioral health and substance use disorder needs.

Strategic Priority 3: Supportive Supervision and Reentry Coordination

Strengthen reentry coordination, improve case planning and follow-up, and reduce revocations through more supportive supervision and better alignment across agencies.

Strategic Priority 4: Employment and Economic Stability

Increase access to employment pathways, workforce partnerships, and retention supports that help justice-involved individuals build long-term stability.

Strategic Priority 5: Equity, Safety, and Collaboration

Improve access for Spanish speakers, strengthen domestic violence response, and enhance coordination, shared metrics, and transparency across CCP partners.

Implementation Focus

The plan is designed to be actionable and measurable. Progress will be tracked through shared metrics, regular Executive Committee review, a Strategic Plan Tracker, and Project One Sheets for each strategy to support ownership, accountability, and continuous improvement.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

2026-2031 Strategic Priorities

The Mono County Community Corrections Partnership Strategic Plan for 2026–2031 focuses on building a safer community by strengthening support for justice-involved individuals at every stage of reentry. The plan organizes CCP work around five connected priorities:

1. Securing reentry housing and transportation so individuals are not released without a safe shelter or a way to reach required appointments.
2. Expanding behavioral health and substance use disorder assessment, treatment, and follow-up.
3. Making supervision more supportive and coordinated to increase the percentage of individuals who successfully complete probation.
4. Improving employment and economic stability through employer partnerships and stronger connections to workforce services.
5. Advancing equity, safety, and collaboration through language access, stronger domestic violence response, and simple shared metrics.

Together, these priorities aim to reduce revocations and returns to custody, improve long-term outcomes for justice-involved individuals, and help Mono County partners use limited resources more effectively and in a coordinated way.

Strategic Priority 1: Reentry Housing and Transportation Stability

Need: Housing and transportation options for justice-involved individuals are limited, particularly at the time of release, including late-night releases and during winter conditions. Release timing is often pushed into late hours because court and custody paperwork is completed too slowly, and these late releases make it significantly harder to secure accommodations and transportation. Housing service use has been low relative to demand, there is no distinct housing or transportation funding line, and justice-involved individuals released late at night in Bridgeport often lack safe shelter and a ride. Many justice-involved individuals also leave custody without a supply of prescribed medications or immediate access to food and basic essentials during the first 24 to 48 hours after release. Improved coordination with the court is necessary to reduce late releases driven by paperwork delays and to support predictable, planned release processes.

Goal: Justice-involved individuals released from custody in Mono County have safe, stable housing and reliable transportation at release and throughout the first 90 days in the community.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Objective #1:

Release Plan: By June 2026, at least 80% of justice-involved individuals released from custody under Probation supervision will have a documented housing and transportation plan in place before release.

- **Strategy a:** Create a release plan that connects justice-involved individuals to feasible housing, transportation, and supervision requirements before they leave custody. This includes planning for medication continuity and food or basic needs during the first days after release.
- **Strategy b:** Establish a simple court-custody-probation release coordination process to reduce paperwork-related delays, improve release predictability, and trigger housing and transportation planning earlier (for example, shared release readiness steps, earlier day processing when feasible, and a clear point of contact for release coordination).

Objective #2:

Transportation: By December 2026, establish a reliable transportation option that covers 100% of late-night and winter releases in Bridgeport for justice-involved individuals under Probation supervision.

- **Strategy:** Develop a flexible, low-barrier transportation support system linked to release and early supervision, in coordination with probation, behavioral health, housing partners, and local service providers.

Objective #3:

Emergency and Transitional Housing: By December 2027, create or secure at least one emergency or transitional housing option that can serve at least 10 justice-involved individuals under Probation supervision each year upon release.

- **Strategy:** Explore opportunities to reinvest or align existing justice system and partner funding to support short-term housing solutions for justice-involved individuals under Probation supervision.

Outcomes for Strategic Priority 1

1. Fewer releases without safe shelter or a ride from custody locations.
2. More justice-involved individuals are in stable housing during the first 90 days after release.
3. Fewer revocations related to missed appointments, failure to appear, or unstable living arrangements.

Outputs for Strategic Priority 1

- Number and percentage of justice-involved individuals with a documented housing and transportation plan at release.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

- Number of late-night and winter releases with transportation support provided.
- Number of justice-involved individuals housed in transitional or reentry units within 30 days of release.

Strategic Priority 2: Behavioral Health & Substance Use Disorder Care

Need: Behavioral health and psychiatric needs among justice-involved individuals are high, while funding for services has declined. Dedicated Substance Use Disorder (SUD) resources are limited, even though Mono County community members and partners identified SUD care, including in-custody programs and residential treatment, as a top priority.

Goal: Justice-involved individuals connected to Probation receive timely behavioral health and SUD assessment, care, and follow-up at release and during early supervision, reducing relapse, crises, and returns to custody.

Objective #1:

Behavioral Health & SUD Screening: By December 2026, ensure that at least 85% of justice-involved individuals released from custody or referred to Probation supervision receive behavioral health and SUD screening within 30 days.

- **Strategy:** Build and implement warm handoff protocols between custody, probation, and behavioral health and SUD providers, including clear roles, contact points, and shared documentation. Coordinate with primary care and public health providers to support medication continuity during and immediately after release.

Objective #2:

SUD Treatment Access & Capacity: By December 2027, expand capacity so that at least 90% of justice-involved individuals who screen positive for SUD are linked to at least one appropriate treatment option (outpatient, detox, or residential) within 30 days of screening.

- **Strategy:** Use regional partnerships, telehealth, and flexible placement options to increase behavioral health and SUD capacity without relying solely on new brick-and-mortar programs.

Objective #3:

In-Custody Prevention and Education: By June 2027, expand in-custody behavioral health and SUD education and support so that justice-involved individuals have access to at least one brief group, class, or one-to-one session before release, including at least one bilingual option each year.

- **Strategy:** Partner with jail leadership, behavioral health, and community providers to deliver short in-custody groups and classes, including Spanish language options that build trust and prepare justice-involved individuals to engage in services after release.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Outcomes for Strategic Priority 2:

1. Increased behavioral health and SUD treatment engagement in the first 90 days after release.
2. Reduction in SUD-related crises, emergency department use, and revocations.

Outputs for Strategic Priority 2:

- Number and percentage of justice-involved individuals screened within 30 days of release or Probation referral.
- Number and percentage of positive SUD screens with a documented referral and program enrollment.
- Average time from positive SUD screen to first treatment contact.
- Number and percentage of justice-involved individuals who participated in at least one in-custody session before release.

Strategic Priority 3: Supportive Supervision & Reentry Coordination

Need: Probation placements and terminations have declined while revocations increased from 1 to 25 in 2024, signaling more supervision failures. The Jail Reentry Coordinator position is part-time, even though there is significant demand for coordination and follow-up across housing, health coverage, and other supports for justice-involved individuals.

Goal: Probation and reentry supervision in Mono County is stable, graduated, and supportive, with enough coordination to help justice-involved individuals complete supervision successfully.

Objective #1:

Probation Revocations: By December 2027, reduce probation revocations among Probation-connected cases by at least 30% compared to 2025, while maintaining community safety.

- **Strategy:** Expand the use of graduated responses, including incentives and intermediate sanctions, instead of immediate revocation when appropriate.

Objective #2:

Reentry Coordination Capacity: By June 2026, ensure that all high-need Probation cases have a documented reentry case plan before release and at least one follow-up contact within 30 days of release.

- **Strategy a:** Strengthen the existing Jail Reentry Coordinator function through collaborative case staffing, clearer role expectations, and better use of Multi-Disciplinary Team (MDT) meetings, and develop a plan and recommendation to expand the Reentry Coordinator program to at least one full-time position.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

- **Strategy b:** Develop and maintain a simple Reentry Resource Guide, updated every 6 months and shared in print and online, so that justice-involved individuals and CCP partners can access current housing, treatment, employment, and support options.
- **Strategy c:** Explore the use of peer or mentor supports, basic digital access such as phones and simple training, and coordination with state prisons before release as part of reentry planning.

Outcomes for Strategic Priority 3:

1. Fewer revocations and more successful probation completions for justice-involved individuals.
2. Stronger alignment between supervision conditions and available supports.

Outputs for Strategic Priority 3:

- Number and percentage of Probation cases resulting in revocation each year.
- Number and percentage of revocations preceded by at least one graduated response.
- Number and percentage of high-need Probation cases with a documented reentry case plan and at least one follow-up contact within 30 days of release.

Strategic Priority 4: Employment & Economic Stability

Need: Employers are open to hiring justice-involved individuals on a case-by-case basis, but have some reservations. All cite liability concerns and request support, such as wage subsidies and a single point of contact. Reentry employment service use among justice-involved individuals remains low.

Goal: Justice-involved individuals have access to employment pathways and employer partnerships that support long-term economic stability.

Objective #1:

Employer Partnerships: By December 2027, establish at least three employer partnerships that regularly hire justice-involved individuals referred through Probation and provide basic feedback on performance and support needs.

- **Strategy:** Create a simple justice-friendly employer network coordinated by Probation that offers a single point of contact, information on incentives and protections, and a streamlined referral process.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Objective #2:

Employment Services & Training Use: By June 2027, increase enrollment of justice-involved individuals in employment and training services by at least 50 percent, compared with the 2024 baseline.

- **Strategy:** Integrate employment screening and referrals into release planning, MDT case discussions, and probation contacts, and schedule employment services in locations that are convenient for justice-involved individuals.

Objective #3:

Employment Retention: By December 2028, increase the percentage of justice-involved individuals who remain employed 90 days after placement by at least 25 percent compared to 2024.

- **Strategy:** Work with employer partners and workforce providers to add light-touch job retention supports, such as early problem-solving check-ins and coordination on transportation and scheduling.

Outcomes for Strategic Priority 4:

1. Increased employment among justice-involved individuals.
2. Improved income stability and reduced returns to custody.

Outputs for Strategic Priority 4:

- Number of active employer partners and number of justice-involved individuals hired each year.
- Number and percentage of justice-involved individuals referred to employment and training services, and the number who enroll.
- Percentage of employed justice-involved individuals who remain employed at 90 and 180 days.

Strategic Priority 5: Equity, Safety, and Collaboration

Need: Mono County has limited Spanish-language and culturally responsive reentry and behavioral health services. Officers sometimes serve as ad hoc interpreters for justice-involved individuals, affecting the accuracy and confidentiality of their interactions. Domestic violence, including strangulation-related incidents, generates recurring calls and a need for consistent training, protocols, and referral pathways. These conditions support consideration of culturally and linguistically responsive domestic violence outreach where language barriers may limit awareness of available support and safe help-seeking options. CCP partners want stronger cross-agency collaboration, clearer information about shared investments, and simple shared metrics.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Goal: Mono County's CCP strengthens equity and safety by improving language access, reducing harm from domestic violence through consistent response and education, and operating through coordinated, transparent collaboration.

Objective #1:

Language Access: By June 2027, ensure Spanish-speaking justice-involved individuals have access to qualified interpretation during key interactions (intake, release planning, supervision meetings, treatment referrals, and program enrollment).

- **Strategy:** Establish a countywide interpretation approach by strategically allocating the translation budget, setting clear expectations for when interpreters are required, and leveraging community partners to provide qualified interpretation.

Objective #2:

Domestic Violence Response and Outreach: By December 2027, implement a consistent domestic violence response approach across justice partners and deliver at least two community education or outreach efforts per year, including at least 1 Spanish-language outreach effort.

- **Strategy:** Adopt shared domestic violence protocols (documentation, strangulation response, safety planning, and referrals) and deliver joint training for relevant responders and justice partners. In addition, explore culturally and linguistically responsive outreach opportunities with trusted community-based organizations to increase awareness of domestic violence resources and safe referral pathways.

Objective #3:

Coordination and Shared Metrics: By June 2026, implement a simple Probation coordination structure that includes regular meetings (at least quarterly) and a concise set of shared metrics reviewed at each meeting.

- **Strategy:** Schedule standing coordination meetings, assign owners for each shared metric, and use existing data systems to report on a small set of indicators tied to each strategic priority. Produce a short annual summary for CCP partners and the community describing actions taken and trends in the shared metrics.

Outcomes for Strategic Priority 5:

1. Improved access and outcomes for non-English speakers.
2. More consistent domestic violence response and safer referral pathways.
3. Increased awareness of domestic violence resources and referral options, particularly where language access is a barrier.
4. Stronger trust and alignment across CCP partners.
5. Greater public awareness and engagement around reentry, behavioral health, and safety priorities.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Outputs for Strategic Priority 5:

- Number and percentage of Spanish-speaking justice-involved individuals receiving qualified interpretation.
 - Number and percentage of relevant responders and CCP partners completing standardized domestic violence and strangulation training.
 - Number of community domestic violence outreach or education efforts delivered per year, including number delivered in Spanish, if applicable.
 - Number of CCP coordination meetings held and number of shared metrics reviewed at each meeting.
 - Publication of an annual CCP summary (yes/no) and the number of metrics included.
-

Implementation and Accountability

To move the Strategic Plan from a written framework to active implementation, the Mono County CCP will create and maintain a Strategic Plan Tracker supported by individual Project One Sheets for each strategy. Together, these tools will provide a practical structure for organizing work, assigning responsibility, monitoring progress, and documenting results over the life of the plan. The tracker model is intended to function as the CCP's central implementation and accountability tool, listing every strategic priority, objective, and strategy in one place, along with the information needed to monitor status and follow through over time.

The Strategic Plan Tracker will serve as the CCP's high-level management document. It will list each strategic priority, the related objectives and strategies, the lead owner or responsible agency, supporting partners, current status, and periodic progress updates. It may also include target dates, implementation notes, and key performance measures tied to outputs and outcomes. This will allow the CCP to quickly see which strategies are on track, which are delayed, where support is needed, and where coordination across agencies is required. The tracker will be reviewed regularly by the Executive Committee and used to guide discussions, surface barriers, and inform decisions on next steps, resource alignment, and course corrections.

Each strategy in the plan will also have a corresponding Project One Sheet. While the tracker provides a full-plan view, the One Sheet will provide the complete working record for one specific strategy. Each One Sheet will capture the full scope of implementation details, including the project name, linked strategic priority or objective, purpose, status, owner, team members, intended audience, desired outcomes, deliverables or evidence, relevant documents and resources, timeline, next steps, support needed, and other implementation notes. In effect, the Project One Sheet will



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

contain the full operational picture for a strategy and serve as the primary reference point for the staff or partners responsible for carrying it out.

This structure is designed to improve both progress monitoring and accountability. The tracker will answer broad implementation questions, such as: What strategies are active? Who is responsible? What is the current status? What progress has been made since the last review? The One Sheets will answer the more detailed operational questions: What exactly is being done? What deliverables are expected? What evidence will show that work occurred? What support is needed? What are the next steps and deadlines? Used together, these tools will help ensure that the strategic plan does not remain a set of broad intentions, but instead becomes a living management system with clear ownership and regular follow-through.

The tracker and One Sheets will also support measurement. Each strategy will be tied, where appropriate, to the outputs and outcomes identified in the strategic plan. Outputs may include counts of training, meetings, referrals, sessions, resource guides, or coordination activities completed. Outcomes may include broader changes such as improved access to services, reduced revocations, increased housing stability, stronger treatment engagement, or improved partner coordination. By linking day-to-day implementation work to plan measures, the CCP will be better able to assess not only whether activities were completed, but whether those activities are contributing to the changes the plan is intended to produce.

The tracker will also support role clarity and shared ownership. Each strategy will identify a lead owner and, where relevant, supporting partners. This will make it easier to assign responsibility, clarify expectations, and avoid strategy stalling due to unclear ownership. The One Sheets will further support coordination by documenting needed contributions, technical support, important dates, and immediate next steps. This is especially important for cross-system priorities that rely on collaboration among probation, the sheriff's office, behavioral health, the court, public defense, the district attorney, social services, education, and community partners.

To maintain momentum, the CCP can establish a regular review process for the tracker, such as a quarterly Executive Committee review or another agreed-upon schedule. At each review point, the CCP can update statuses, document progress, identify barriers, and confirm next steps. Project One Sheets can be updated by strategy leads between meetings so that the tracker discussion is informed by current implementation details. Over time, this process will create a documented record of progress, support annual reporting, and provide a clear basis for plan adjustments when circumstances, funding, or local needs change. The Strategic Plan Tracker will be maintained between Executive Committee meetings by a designated CCP lead, who will coordinate updates from strategy owners and prepare the tracker for regular review.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

In this way, the Strategic Plan Tracker and Project One Sheets will serve as the CCP's implementation backbone, translating goals and strategies into assigned work, measurable progress, shared accountability, and a more transparent path from planning to results.

The CCP will finalize the tracker format, assign initial strategy owners, and begin implementation tracking during the first phase of the 2026–2031 plan period.

2020-2025 Implementation Plan Conclusions

The following outlines the objectives identified in Mono County's 2020-2025 Implementation Plan and 2023-2024 Implementation Plan Update, and provides key takeaways for each objective after the five-year period.

Objective 1:

Mono County established a multidisciplinary reentry team to develop and coordinate individualized case plans for individuals before, during, and after incarceration. The team includes key partner agencies, meets regularly, and has defined roles and processes to support reentry planning and service coordination.

2026 Conclusion: Mono County has successfully implemented and sustained a multidisciplinary reentry team with regular meetings, defined roles, and functioning data systems. Most foundational components are fully operational, with future opportunities focused on refining roles, confirming capacity, and ensuring the model continues to meet evolving reentry needs.

Objective 2:

Mono County aimed to create a collaborative reentry plan that integrates education and supportive services for individuals in and out of custody. Progress has focused on expanding in-custody and post-release educational programming despite ongoing limitations related to jail space and lack of secure internet, with plans to scale efforts alongside the development of a new facility.

2026 Conclusion: Mono County has successfully built a strong foundation of reentry services, particularly in assessments, counseling, and evidence-based programming. However, progress on expanding education and employment pathways remains constrained by physical infrastructure limitations, leaving several steps ongoing rather than fully realized. The new jail facility will be a critical factor in closing these gaps and fully achieving the County's reentry goals.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Objective 3:

Mono County aimed to establish a transportation plan to ensure individuals can access programs and services, particularly after release. Progress has included partial solutions such as bus tokens and informal coordination efforts, but reliable transportation remains a challenge due to the county's rural geography, limited transit routes, and weather-related constraints.

2026 Conclusion: Mono County has made practical, stopgap efforts to address transportation barriers, but the lack of a formal, reliable system continues to limit consistent access to services. This objective remains largely unmet, and resolving it will likely require a more structured, county-wide solution rather than reliance on informal coordination.

Objective 4:

Mono County aimed to establish transitional housing sites and programs to support individuals during reentry. Progress has focused on planning and collaboration with Behavioral Health, including efforts to construct or acquire a dedicated transitional housing unit, though development remains in early stages.

2026 Conclusion: Mono County has built a functional transitional housing pathway through Behavioral Health partnerships, but the core objective, developing a dedicated transitional housing site, remains unfinished. Planning progressed through site evaluation, but the initial location was found to be unsuitable after the geo-technical soils report determined the space would need to shift into the Sheriff's evidence yard. As a result, the County has not yet established its own dedicated housing capacity, and this objective remains in progress.

Objective 5:

Mono County aimed to form a Community Advisory Board to incorporate community input into justice system planning and decision-making. Despite initial intent, no formal progress was made, and the objective remained largely exploratory throughout the planning period.

2026 Conclusion: This objective was not achieved. While there were limited attempts to initiate a Community Advisory Board, the lack of community engagement and buy-in prevented implementation. Moving forward, the County may need to reconsider its approach to community engagement, potentially exploring alternative, less formal methods of gathering input before attempting to establish a formal advisory body.

Objective 6:

Mono County established a Probation Data Analyst role and implemented a new case management system to improve data tracking, reporting, and outcome measurement. The focus evolved toward identifying key variables and strengthening data collection to better inform CCP planning and decision-making.

2026 Conclusion: This objective was successfully achieved. Mono County not only implemented a modern case management system but also built the internal structure needed to track and use data



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

effectively. The system is now actively supporting planning and performance monitoring, representing a strong foundation for ongoing data-driven improvements.

Objective 7:

Mono County aimed to identify and track key variables to improve reporting and system performance. Progress has resulted in the identification of comprehensive data points across reentry, supervision, and services, supported by a new case management system and a dedicated Data Analyst role.

2026 Conclusion: Mono County successfully identified and structured key data variables, laying the groundwork for meaningful performance tracking. The data is being used internally within Probation, which indicates that the objective has moved beyond setup and into operational use. However, broader reporting and long-term use across the CCP may still need to be strengthened over time.

Objective 8:

Mono County aimed to determine placement efficacy by tracking individual outcomes and aligning placements with assessed needs. Progress has focused on using assessments (ASI, mental health) and multidisciplinary coordination to guide placements, supported by a case management system intended to track outcomes.

2026 Conclusion: Mono County has made meaningful progress in building the structure for placement decision-making through assessments and MDT coordination. However, the core goal, measuring and evaluating placement effectiveness, remains incomplete, with key tracking components still underdeveloped or unverified. Without clearer outcome data, the County's ability to assess what placements work best remains limited.

Objective 9:

Mono County aimed to design and implement qualitative and quantitative tools to measure participant satisfaction and program effectiveness. Progress included selecting a validated survey (DRI-SF) and developing an exit interview tool, supported by a case management system to track relationship quality and service delivery; however, implementation has been limited.

2026 Conclusion: Mono County developed the tools needed to measure participant experience, but did not operationalize them. Without consistent implementation, training, and data use, this objective remains largely unfulfilled, limiting the County's ability to incorporate participant feedback into system improvement.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Objective 10:

Mono County aimed to develop a clear profile of the reentry population by identifying key variables and using a case management system to track services, needs, and outcomes. Progress has focused on defining data points and building system capacity, though full implementation of a comprehensive reentry profile remains incomplete.

2026 Conclusion: Mono County has taken important steps toward defining and tracking its reentry population, particularly through variable identification and case management system development. Some variables are now being tracked, including referrals to programs and participant attendance, demonstrating partial implementation of the intended reentry profile. However, because this information has not yet been shared with other CCP members, the County has not fully realized a comprehensive CCP-wide reentry population profile.

Objective 11:

Mono County aimed to establish an ongoing Data Committee to oversee data tracking, reporting, and system improvement. While a committee and supporting infrastructure were created, including a Data Analyst position and a case management system, sustained coordination and active use of the committee have not been maintained.

2026 Conclusion: Mono County successfully built the foundation for a Data Committee but failed to operationalize it. Without regular engagement, defined procedures, and proactive use of data, the committee is not fulfilling its intended role in guiding system improvements.

For a deep dive on objectives, steps progress and 2026 updates, refer to [Appendix A](#).

Methodology and Approach

Needs Assessment Strategy

The needs assessment used a mixed-methods approach to provide a balanced, data-informed view of Public Safety Realignment in Mono County. The research combined quantitative trend analysis with qualitative community input to understand both system performance and lived experience. The goal was not to determine causation, but to identify patterns, gaps, and alignment between spending, service use, and stakeholder priorities.

Data collection included publicly available fiscal and justice data from the California State Controller's Office (2015–2023 county expenditure data), jail and supervision indicators from the California Board of State and Community Corrections (Jail Profile Survey data, 2015–2024), statewide justice indicators from the California Department of Justice (2015–2024), Community Corrections



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Partnership recommended budgets (FY 2022–2026), and local Reentry Coordination Services records (2016–2025). Qualitative input was gathered through structured community partner workshops (June and August 2025), where participants engaged in facilitated exercises to identify service gaps, funding priorities, and system challenges.

Data analysis involved trend comparisons over time, cross-referencing expenditure patterns with service utilization and justice outcomes, and triangulating numeric findings with workshop themes to identify convergence or mismatch.

Ethical considerations guided the needs assessment and planning process to protect confidentiality, reflect community concerns fairly, and present findings responsibly. No personal identifiable information was collected or reported. Quantitative findings were presented in aggregate form, and workshop feedback was summarized by theme rather than attributed to individuals. Care was also taken to use respectful, non-stigmatizing language and to focus on system gaps, service needs, and opportunities for improvement rather than assigning blame.

Limitations include reliance on available administrative, fiscal, and service data, which may reflect reporting differences across years and agencies and may not consistently capture all services. Some 2025 data were partial-year and should be interpreted cautiously. The assessment was designed to identify trends, gaps, and alignment, not to establish causation. In addition, workshop feedback reflects the perspectives of participating partners and may not represent all viewpoints in Mono County.

From Needs Assessment to Strategic Priorities, Objectives, and Strategies

The Strategic Plan was developed by translating findings from the Needs Assessment into a practical set of priorities, objectives, and strategies for the Mono County Community Corrections Partnership. This process was designed to ensure that the plan reflects both documented system conditions and the experience and judgment of local partners responsible for implementation.

First, findings from the Needs Assessment were reviewed across multiple categories, including fiscal trends, justice system indicators, service utilization patterns, and reentry coordination data. This review helped identify recurring themes rather than isolated issues. Particular attention was given to areas where the data showed persistent gaps, rising pressures, low service access, limited capacity, or a mismatch between community needs and current resources. These patterns formed the basis for identifying the issues most important for the CCP to address in the next planning period.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Second, community partner workshops were used to interpret and expand on the data. Workshop participants included justice system, health, education, and community-based partners who work directly with justice-involved individuals and affected community members. Participants reviewed the findings from the Needs Assessment and discussed who is most impacted, what would happen if current conditions do not improve, which needs are most urgent, and what kinds of responses appear most realistic in Mono County's rural context. These conversations helped confirm that the data findings matched local experience and raised additional concerns, including release timing, language access, domestic violence education, and the need for simpler service navigation.

Third, Executive Committee input was used to refine the plan's direction. The Committee helped assess which issues were most appropriate for CCP action, which needed to remain visible in the plan, and where stronger coordination or clearer ownership would be needed. This step helped ensure that the plan remained grounded not only in identified needs but also in operational reality, local authority, and the capacity of partner agencies to act on the strategies over time.

Together, the data review, workshop discussions, and Executive Committee input were used to organize the plan into five strategic priorities. These priorities represent the areas where the evidence showed the clearest need for action and where CCP leadership and partners saw the greatest opportunity to improve outcomes. Once the five priorities were established, needs and goals were written for each area to describe the problem and the intended future condition. Objectives were then developed to define what should be accomplished and by when. Finally, strategies were drafted to outline practical approaches the CCP and its partners can use to advance each objective.

The drafting and revision process was iterative. Initial priority areas and draft objectives were developed from the Needs Assessment findings and workshop materials, then revised through additional review and discussion. As feedback was received, the language was refined to improve clarity, align with local conditions, and better connect strategies to the evidence presented in the Needs Assessment. This process also helped ensure that the plan did not simply list broad aspirations, but instead translated findings into a structure that can guide implementation, measurement, and accountability.

Community feedback directly shaped the final priorities and strategies. For example, workshop participants elevated the importance of planned releases, housing and transportation at release, medication continuity, in-custody services, community education on domestic violence, bilingual service access, and stronger coordination across agencies. These themes were incorporated into the strategic priorities and helped sharpen the related objectives and strategies so that they reflect both documented data trends and the practical realities identified by local partners.

For the full report on Mono County's 2025 needs, refer to: [2025 Mono County Needs Assessment](#)



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Summary of Needs Assessment

The needs assessment provided a data-informed overview of Mono County's Public Safety Realignment system, highlighting service gaps, spending patterns, and community priorities through mid-2025. Findings are descriptive and were intended to guide resource alignment and strategic planning. The following is a summary of the key system pressures that were identified.

Housing & Reentry Stability

Housing is consistently identified as a top need, yet service use remains low relative to demand (e.g., 34 housing service uses in 2024 compared to 892 health insurance requests). Late-night releases from Bridgeport create immediate safety and shelter concerns.

Priority: Transitional housing, release-to-transport coordination, and early stabilization support.

Behavioral Health

Jail data shows sustained psychiatric medication use and rising mental health cases, while FY 2025–2026 funding for mental health (NAMHS) declined from \$125,000 to \$100,000.

Priority: Faster access to treatment and medication during the first 60–90 days post-release.

Substance Use Disorder (SUD) Treatment

SUD services were introduced at \$100,000 and remain flat despite community prioritization. Spending on law enforcement and courts significantly exceeds investment in treatment.

Priority: Expand timely SUD assessment, outpatient, detox, and residential options.

Transportation Access

No distinct transportation funding appears in controller data (2015–2023). Midnight jail releases and rural geography create access barriers to housing, treatment, and employment.

Priority: Reliable transportation support for release and supervision periods.

Probation & Supervision Trends

Probation placements declined (123 in 2015 to 60 in 2024), terminations dropped sharply (212 in 2015 to 13 in 2024), and revocations rose to 25 in 2024.

Priority: Graduated responses and earlier connection to housing, behavioral health, and SUD services.

Reentry Coordination Capacity

The Jail Reentry Coordinator role remains part-time (\$43,200 annually) despite high service requests.

Priority: Strengthen case management, follow-up, and cross-agency coordination.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Employment & Workforce

Employers show cautious openness (50% hire on a case-by-case basis), but liability concerns are universal. Reentry employment service use remains low.

Priority: Employer supports, wage incentives, and clear hiring pathways.

Language & Cultural Access

Spanish-language services are limited; translation funding increased slightly (\$10,000 → \$15,000) but remains insufficient.

Priority: Bilingual behavioral health and Spanish AA/NA access.

Domestic Violence Response

Strangulation-related calls (4–9 annually since 2018) indicate recurring high-risk cases.

Priority: Consistent countywide training and shared response protocols.

Mono County's realignment system shows commitment but faces structural gaps in housing, transportation, behavioral health, and coordination. Spending remains concentrated in public protection, while community-based stabilization supports lag behind demand. Strategic reallocation, stronger coordination, and targeted investments in early reentry support can improve outcomes without requiring large-scale system expansion.

Conclusion

The Mono County Community Corrections Partnership Strategic Plan for 2026–2031 sets a clear direction for the next phase of local realignment work. It reflects a deliberate effort to ground planning in data, validate that data through community and partner input, and translate identified needs into practical priorities, measurable objectives, and actionable strategies. The result is a plan that focuses on the areas where Mono County faces the most significant pressures and where coordinated action can have the greatest impact.

The five strategic priorities in this plan, reentry housing and transportation stability, behavioral health and substance use disorder care, supportive supervision and reentry coordination, employment and economic stability, and equity, safety, and collaboration, are intended to work together rather than as separate initiatives. Each addresses a distinct challenge, but all are connected by a shared overarching purpose: improving reentry outcomes, reducing repeat system involvement, and strengthening community safety through more coordinated, effective support. This plan also recognizes that successful implementation will depend not only on the quality of the strategies themselves, but on the CCP's ability to assign responsibility, monitor progress, and adjust



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

course over time. For that reason, implementation and accountability are central to the plan. Through the Strategic Plan Tracker, Project One Sheets, shared metrics, and regular Executive Committee review, the CCP will have a practical structure for turning plan commitments into ongoing work and measurable progress.

Mono County has already built important foundations through past realignment efforts, including multidisciplinary coordination, stronger data capacity, and expanded reentry supports. This Strategic Plan builds on that progress while directly addressing the areas that remain incomplete or underdeveloped. With sustained collaboration, clear ownership, and a commitment to learning and adjustment, the CCP can use this plan to improve outcomes for justice-involved individuals and better align local systems, services, and resources in the years ahead.

APPENDICES

Appendix A: 2023-2025 Objective & Steps Updates

Objective	Steps	Status	2026 Update
Objective 1	<p>1: Team members and agencies identified</p> <p>A multidisciplinary team was successfully formed, including Behavioral Health, Community Services Solutions, Social Services, Office of Education, Jail staff, and Probation. A Behavioral Health Services Coordinator was later added to strengthen coordination.</p>	Completed.	No new update provided, team composition appears stable but could be reconfirmed.
	<p>2: Reentry Coordinator designated as primary contact</p> <p>A Reentry Officer and Behavioral Health Services Coordinator were established as key points of contact, coordinating weekly meetings and ensuring individuals receive appropriate services, including treatment placements.</p>	Completed and operational.	Still active as part of weekly reentry coordination efforts (implied continuation of role, though not explicitly updated).



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	<p>3: Frequency and focus of meetings established Weekly reentry meetings (1 hour) were established to review cases and coordinate services for individuals in need of reentry support.</p>	Completed and sustained.	Meetings are still occurring weekly on Wednesdays for 1 hour, indicating strong continuity and institutionalization.
	<p>4: Team members' areas of responsibility identified Roles and responsibilities were clearly defined, with coordinators managing agendas, tracking tasks, sharing updates, and maintaining case records across team members.</p>	Completed.	Roles and responsibilities were identified early on in the process. Members identified: Behavioral Health SUD and a Clinical staff; Health and Human Services representative, Veterans Affairs, Jail Coordinator, Mono County Office of Education, and Probation's Behavioral Health Services Coordinator.
	<p>5: software identified for secure information sharing A SharePoint site was implemented for secure information sharing, and Probation initiated a transition to a new case management system to improve data tracking and security.</p>	Completed and enhanced.	SharePoint site is still actively used. Probation has successfully transitioned to Tyler Enterprise case management system. This reflects a full implementation and system improvement beyond the original action step.
Objective 2	<p>1: Identify required services & provide court-aligned education Services are coordinated through weekly reentry meetings, offering classes, counseling, and basic needs support across departments.</p>	Ongoing and well-established.	Counseling (NAMHS) and parenting classes remain active and stable.
	<p>2: Determine level of assistance needed Standardized assessments (ORAS, ASAM, ASI, mental health, psychiatric) are consistently used to evaluate participant needs.</p>	Completed and sustained.	



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	<p>3: Provide evidence-based programs in custody</p> <p>Programs like MRT, counseling, parenting classes, and Batterer’s Intervention have been implemented, with trained Probation staff delivering services.</p>	<p>Completed and sustained.</p>	<p>Programs continue, with staffing maintained despite turnover.</p>
	<p>4: Provide constructive activities for detainees</p> <p>Originally marked “in progress” with limited detail on implementation.</p>	<p>Still unclear / needs updated status.</p>	<p>The jail provides classes, but no capacity for structured activities.</p>
	<p>5: Improve program completion through collaboration</p> <p>Cross-agency coordination (Probation, Behavioral Health, NAMHS) supports participant progress and completion.</p>	<p>Ongoing, but no clear 2026 update provided.</p>	<p>Probation’s Behavioral Health Services Coordinator ensures that clients have signed Release of Information so that she can get updates on their progress and notify case carrying officers.</p>
	<p>6: Provide education for employment and reentry success</p> <p>Adult education is active in jail and probation settings; employment program development is underway.</p>	<p>In progress; not yet fully implemented.</p>	<p>Employment program still in development, delayed by jail space limitations.</p>
	<p>7: Encourage peer motivation and engagement</p> <p>MRT participation has created positive peer accountability and increased program interest among detainees.</p>	<p>Ongoing, but no 2026 update provided.</p>	<p>Ongoing no new updates.</p>
	<p>8: Identify and implement educational software</p> <p>Education access provided through EDOVO on jail iPads.</p>	<p>Implemented, but no update on expansion (e.g., Edmentum/CASAS pending new facility).</p>	



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

<p>Objective 3</p>	<p>1: Establish an MOU and/or contract for transportation of participants</p> <p>Instead of a formal MOU or contract, transportation support has been addressed through a mix of ESTA bus tokens and coordinated efforts by Probation and Behavioral Health, including Medi-Cal transport, community volunteers, and personal networks</p>	<p>Not fully completed, no formalized transportation agreement or system has been established; current approach is fragmented and situational.</p>	<p>No MOU was created.</p>
<p>Objective 4</p>	<p>1: Provide short-term housing for individuals reentering the community</p> <p>Efforts have centered on collaboration with Behavioral Health’s existing transitional housing program while Probation explores purchasing a dedicated property.</p>	<p>In progress, no dedicated Probation-operated housing established yet.</p>	<p>Still ongoing, no new housing opportunities.</p>
	<p>2: Offer sober living environment with peer support</p> <p>Probation continues referring individuals to Behavioral Health’s transitional housing program, which provides sober living support.</p>	<p>Partially achieved, dependent on external program rather than County-operated site.</p>	<p>Ongoing, Probation still collaborates with BH.</p>
	<p>3: Provide structure for individuals under supervision</p> <p>Weekly reentry and MDT meetings, along with Probation supervision, provide consistent structure and support during reentry.</p>	<p>Completed and sustained.</p>	
	<p>4: Develop transitional housing</p> <p>Progress remains at the research and planning stage, with continued</p>	<p>Not completed, no confirmed development or construction.</p>	<p>This idea reached its limit when geo technical soil samples determined that the ADU would need to be moved a couple of feet over from the original</p>



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	<p>exploration of purchasing or building a transitional home.</p>		<p>proposed location. That new location would put the ADU in the property of the Sheriff's Evidence Impound yard. Therefore, the project did not move forward.</p>
	<p>5: Establish residency rules</p> <p>Rules are in place through Behavioral Health's transitional housing guidelines for current participants.</p>	<p>Completed (within existing program structure).</p>	
Objective 5	<p>1: Educate the community and build infrastructure for input</p> <p>No development or action was taken during the plan period.</p>	<p>Not completed.</p>	<p>The Advisory Board was not created due to lack of community buy-in.</p>
	<p>2: Advise CCP Executive Committee on best practices and community perspectives</p> <p>No structure was established to provide advisory input.</p>	<p>Not completed.</p>	<p>No progress; absence of board prevented this function.</p>
	<p>3: Foster collaboration and trust between agencies and community</p> <p>No formal mechanism was implemented to support this effort.</p>	<p>Not completed.</p>	<p>Attempts were made but did not gain traction.</p>
	<p>4: Executive Committee recruitment of board members</p> <p>Recruitment efforts did not materialize into a functioning board.</p>	<p>Not completed.</p>	<p>Initial attempts by leadership (Sheriff and Behavioral Health Director) were unsuccessful due to lack of buy-in.</p>
Objective 6	<p>1: Identify variables needed for tracking services and outcomes</p> <p>A data subcommittee identified key variables, and the Data Analyst worked</p>	<p>Completed and operational.</p>	<p>The system is actively supporting data tracking and progress monitoring.</p>



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	to ensure the system could track them effectively.		
	<p>2: Establish Probation Data Planning Group</p> <p>A dedicated group was successfully formed to guide data planning and implementation.</p>	Completed.	
	<p>3: Review bids and system capabilities</p> <p>Tyler Technologies was evaluated and selected as the case management system provider.</p>	Completed.	
	<p>4: Submit bid and finalize contract</p> <p>The County successfully contracted with Tyler Technologies.</p>	Completed.	
	<p>5: Acquire and implement case management system</p> <p>The system was procured, configured, and launched, with migration and training completed.</p>	Completed and sustained.	The system continues to function effectively and supports data-driven decision-making.
Objective 7	<p>1: Ensure relevant variables are identified collaboratively across departments</p> <p>A Data Subcommittee successfully identified a wide range of variables, including reentry participation, assessments, service utilization, housing metrics, and program outcomes. The creation of a Data Analyst position and implementation of a case management system ensured these variables could be tracked.</p>	Largely completed (foundational work achieved).	Data is still being collected and reviewed by Probation only at this time. No real numbers were presented to CCP.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

Objective 8	<p>1: Develop a list of placements and contracted providers</p> <p>Behavioral Health has built and continues to update a list of placement options, including contracts with residential treatment programs used for referrals.</p>	Partially completed, list exists and is evolving, but not clearly finalized or standardized.	This is ongoing. BH has two MOUs with two residential treatments that we all use to send clients who need their program.
	<p>2: Develop a list of placements by diagnosis</p> <p>This list was in development but not completed during the reporting period.</p>	Not completed.	Probation's Behavioral Health Services Coordinator continues to develop this list.
	<p>3: Identify variables for evidence-based placement tracking</p> <p>This step remained pending with no clear progress reported.</p>	Not completed.	Not completed.
	<p>4: Establish Placement Team / Multidisciplinary Team (MDT)</p> <p>An MDT was successfully established and meets weekly to coordinate placements and services.</p>	Completed and sustained.	
	<p>5: Design system to track placement outcomes</p> <p>A case management system was implemented to support outcome tracking of placements.</p>	Partially completed, system is in place, but no confirmation on consistent outcome reporting.	Not completed.
Objective 9	<p>1: Design a qualitative and quantitative survey of participant experience</p> <p>An exit interview tool was developed alongside plans to use the DRI-SF survey to measure relationship quality.</p>	Partially completed, design achieved, implementation lacking.	The tool was created but is not actively used.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	<p>2: Design and implement training for administering surveys</p> <p>Training was planned to follow survey development but was not completed.</p>	Not completed.	All staff were trained on how to conduct the survey, but procedure was not implemented.
	<p>3: Establish completed procedures for survey administration</p> <p>This step remained pending with no formal procedures implemented.</p>	Not completed.	Procedure not completed.
	<p>4: Ensure data compatibility with case management system</p> <p>The Data Analyst worked to align survey data with the CMS for tracking and reporting.</p>	Partially completed, technical alignment in progress, but limited use reduces impact.	Data is not compatible with current case management system; however, survey monkey allows for data tracking and reporting.
Objective 10	<p>1: Identify key variables for reentry population tracking</p> <p>A Data Committee successfully identified important data points to be tracked within the case management system.</p>	Completed (foundational step achieved).	
	<p>2: Define roles, responsibilities, and actions through MOU</p> <p>Instead of a formal MOU, the County relies on signed releases of information to allow cross-agency coordination.</p>	Partially completed, functional workaround in place, but no formal agreement structure.	No formal MOU was created. An informal process was put in place and it is working.
	<p>3: Ensure variables are entered in compliance with agreements</p> <p>No clear progress update was provided on consistent data entry practices.</p>	Not completed.	Not completed.



Mono County Community Corrections Partnership 2026-2031 Strategic Plan

	<p>4: Implement system to develop reentry population profile</p> <p>This step was pending implementation of the case management system at the time of reporting.</p>	Partially completed, system likely in place, but no confirmation of active profile development.	An informal profile was created. Basically it is a person on probation, going to be on probation, or a PRCS.
Objective 11	<p>1: Identify committee members</p> <p>Committee members were successfully identified.</p>	Complete.	
	<p>2: Develop procedures and define areas of responsibility</p> <p>This step remained pending during CMS implementation, with no later confirmation of completion.</p>	Not completed	Not completed.
	<p>3: Establish MOUs or formal agreements</p> <p>An MOU exists with Tyler Technologies for the CMS; however, broader interagency agreements for data governance are not clearly established.</p>	Partially completed, limited to system vendor, not full committee structure.	Not completed.
	<p>4: Establish an active data oversight committee</p> <p>A Data Committee and Data Analyst position were created to oversee data collection and reporting.</p>	Partially completed, structure exists, but functionality is limited.	The committee is inactive, with data only provided upon request rather than through proactive oversight.

Appendix B: [Strategic Plan Tracker Template](#)