



## Strategic Planning Implementation Project Charter

**Project Name:** *As noted on Grid of Major Projects*

Strategic Plan Project #31: Juvenile Justice Master Plan

**Expected Deliverables/Outcomes:** *List of reports, recommendations, policies, processes, services, or other expected products from the project. Remember that deliverables are things, not actions. Number each deliverable.*

Produce a comprehensive assessment (report) of the juvenile justice system that reviews current system practices; assesses diversion, supervision services, treatment/program services and detention alternatives; assesses the role of the system in diverting juveniles from involvement in the adult criminal justice system or further involvement in the juvenile system; updates the population projection for the purpose of future juvenile detention facilities needs; assess the impact of SB 81, the measure to realign offenders previously sent to the State Department of Juvenile Justice that have been retained in local custody; and makes recommendations for program and system efficiencies relative to all of the above. More specifically:

**A. The report will examine the following issues or questions of the current system:**

Clarify the goals and objectives of the juvenile justice system, identifying any differing policy perspectives among key system partners.

Identify whether there have been system changes that may have resulted in an increased juvenile hall population.

Evaluate the efficiencies of case processing comparing length of time in case processing steps with recognized measures or standards.

Look at opportunities to reduce length of stay in juvenile hall prior to, during and after disposition.

Analyze types of petitions filed versus petitions sustained.

Develop profile information of youthful offenders currently in detention system, from intake to disposition. This would include profile information on population that has been diverted, under wardship or supervision and the population that is detained or in step down facilities.

**B. The report will examine issues or questions regarding diversion and treatment programs and detention alternatives:**

Assess the efficiency/effectiveness of the current programs. What are their strengths and weaknesses? Where can best practices be improved or employed?

Is Sonoma County making maximum use of alternatives to detention? Are expensive detention beds being used as a last resort, appropriate to community risk?

What are the most cost effective investments that could be made in programs that serve as alternatives to detention and how do Sonoma County's program's compare?

Determine through a review of the service delivery system if there are "gaps", especially for juveniles that pose a higher risk to the system or present with special needs ( for example, gang members, sex offenders, youth with mental health issues, female offenders).

Recommend whether additional alternative or diversion programs would serve Sonoma County well, describe expected outcomes and assess the potential of these programs to positively impact juvenile hall population.

How are we measuring or evaluating the success of existing diversion programs, to understand their impact in reducing the number of youth who progress in the juvenile justice system to the point of incarceration? Do these programs divert them completely, or divert them up to a point? (increase the time between offenses, or reduce the seriousness of future offenses?)

By making improvements to our existing diversion programs, or by implementing new diversion programs, what improved outcomes could we expect? Are these outcomes limited to the juvenile years, or do they transfer into adulthood?

Based upon a review of the juvenile system, where can Sonoma County make the best investments to reduce recidivism among the juvenile population? (best investments based upon cost/benefit or cost effectiveness, investments to best respond to risk components presented by juvenile offenders, and best evidence based practices).

Based upon a review of the juvenile system data, are we using this data to make necessary program adjustments?

**C. The report will examine the following questions to assess the role of the system in diverting juveniles from future involvement in the adult criminal justice system:**

From review of our own data, do those currently involved in the adult criminal justice system have criminal histories as juveniles? ( juvenile history elsewhere, or in Sonoma County) What does this history suggest as to criminogenic behaviors or other indicators (family status, education, income, etc) that should be targeted for future evaluation to determine where "upstream" investments may yield the most likely improved outcomes?

From a review of our own data, what stability do we see in our population, to understand whether those who were juveniles in Sonoma County remained here as adults, during key years when they are likely to engage in criminal behavior? ( relates to Upstream Project)

What investments or changes should be made in the juvenile justice system to reduce the likelihood of juveniles "graduating" into the adult criminal system?

**D. The report will provide an update of the population projection for the year 2035 to guide future decisions about the need to expand the juvenile hall or other step down facilities.**

**E. The report will assess and discuss impact of SB 81 on juvenile justice system:**

What has been the impact of SB 81 on system thus far?

Given analysis of population changes/ crime trends, can we anticipate future impacts?

Are current and proposed uses of SB 81 funds generally addressing this intended population?

What other programs/system changes could be considered to locally manage this population?

How will recommendations from this Juvenile Justice Study impact the county's ability to respond to this population?

**Project Owner:** *The Project Owner provides or locates funding and resources for the project, approves project work plans, timelines, and budget, guides and directs the project manager, and in concert with the project manager delineates roles and responsibilities of the manager and project team. Overall they ensure successful completion of the project.*

County Administrator's Office

**Project Manager(s):** *The project manager is responsible for ensuring that project planning, execution, and reporting occur. For purposes of the project, reports to Project Owner (though may be the same person).*

Deputy County Administrator or Administrative Analyst, TBD

**Other Departments Involved:** *Please list those departments whose participation or support is necessary in order for the project to be completed.*

Probation Department  
Health Services  
Human Services  
District Attorney  
Public Defender  
Sheriff's Department  
Sonoma Superior Courts ( Criminal Division, Juvenile)  
ISD  
General Services, Architect's Division for facilities related questions/issues

**Start/Finish:** *No sooner than July 2008 for new or future projects*

The need for this information is pressing, due to the population pressure that is occurring at the Juvenile Hall. This project will be informed by the information that will come from the implementation of the juvenile risk assessment tools.

Start: July 7, 2008

Finish: July 5, 2009

**Background/Summary:** *(Optional)*

The new Sonoma county Juvenile Hall opened in December 2005, and almost immediately, the population began increasing. The Juvenile Hall contains 140 beds in 7 housing units and serves both boys and girls. It had been expected the Juvenile Hall could be operated in 5 housing units, managing a population of 80 or so juveniles, for several years. Instead, the population increase required the Hall to move into 6 housing units as a standard, with operation of the 7<sup>th</sup> unit on occasion. The Hall is regularly experiencing a population of more than 100 youths. Gender specific step down facilities (Camp, Sierra Program) are available for sentenced youth who qualify, but capacity in these programs is limited. Absent identification of additional detention alternatives, an examination of the efficiency of the juvenile justice system and existing detention alternative programs, the county may need to begin planning for expansion of the juvenile hall. This is a costly proposition and funds are not available for construction or operation of an expanded facility.

**Resources Required:** *Please note the name of the county department and whether existing and/or new personnel will be required, as well as any external resources. Note role they will play (examples would be Project manager, Subject Matter Experts, IT support, Project team member, etc): check box for existing or new.*

	Role	Existing	New
CAO	Project Management	X	
Probation Department District Attorney Public Defender Health Services Department Human Services Department Sheriff's Department	Subject matter experts, project team members	X	
ISD	Data collection, tech support	X	
General Services ( Architect's Office)	Technical support, involvement in facilities related issues	x	
External staff			
<ul style="list-style-type: none"> <li>Consultants</li> </ul>	Examination of system, and detention alternatives and programs		X
<ul style="list-style-type: none"> <li>Community Based Organizations and key Stakeholders ( Juvenile Justice Commission and Juvenile Justice Coordinating Council), Schools</li> </ul>	Interviewed by consultant	X	
<ul style="list-style-type: none"> <li>Sonoma County Superior Court</li> </ul>	Subject matter expertise, project team member	X	
<ul style="list-style-type: none"> <li>local law enforcement agencies</li> </ul>	Review juvenile arrest policies and interaction with Probation and DA	X	
Monetary resources			
There will be a cost to retain consultants to undertake the study.			\$150,000
If a project manager is retained to coordinate this project, additional funds will be required.			X
Costs for staff time (architect's office) will need to be			

determined, if applicable			
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**Policy Review:** *List and briefly describe Board of Supervisors or CAO policies that need to be considered and/or resolved before the project can be completed.*

Direction from the Board to undertake the project will be required, as will an approval of a project budget and funding plan.

The results of the study may identify policy issues such as changes in staffing levels, operations, programs and detention alternatives, and facilities related issues ( expansion of existing facilities or additional facility types)

The study may recommend expansions in juvenile programs and facilities, which are outside of currently available budget resources. Funds are not included in the Capital projects budget for juvenile facilities expansion planning. There are no funds set aside for future expansion of juvenile justice facilities.

**Assumptions/Constraints:** *List any major assumptions and or constraints important to the project's success.*

Once this project begins, the resource commitments made by departments/team members will be sustained through the project completion. Diversion of resources towards new initiatives during this project may adversely impact its completion.

That despite the challenging financial constraints that are impacting departmental budgets, sufficient resources will be available and committed to this project to continue to move it to completion once the project begins.

**Project Interdependencies and Inputs:** *List by project name any other projects or initiatives upon which this project is dependent. Also note any projects or initiatives dependent upon this project.*

This project will be informed by the implementation of the risk assessment tools the Probation Department will bring on line in the juvenile system in the 08-09 fiscal year. Information from that assessment will form a useful basis for data tracking and outcome tracking, in the future. The risk assessment instrument will feed important information to this project.

Information from this project will inform and will be informed by the "Upstream Investments to Reduce Demand for Downstream Programs" project. Key research questions relating to diverting at risk youth from a future involvement in the adult criminal justice system are contained in both projects.

Any future plans for the Camp and Sierra Programs are dependent on information from this study.

**Risks:** *(Optional)*

There is a risk that if this project does not proceed, the juvenile hall population may continue to grow beyond what was anticipated and we won't have the information available to explain why, and what we can do about it.

If the implementation of the risk assessment tools, mentioned above, are delayed, this may impact the completion date of this project.

If this project proceeds without adequate resources committed to sustain the project through completion, the work effort may be less than satisfactory and the overall completion of the project may falter.

That departments may experience budget cuts due to the state and county's fiscal condition, which may slow progress on this project once it is underway, if resources are diverted to other needs.

**Exclusions:** *Use this section, if necessary, to clarify what **will not** be addressed by the project.*

This project will not look at upstream investments that might be made for adolescents to prevent them from entering the juvenile justice system.

**Milestones:** *Note key events marking project progress*

The milestone information below, is subject to refinement following initial discussion with consultant resources. This project may require phasing, due to time constraints required by coordination with Phase 2 of the Corrections Master Plan project.

**Project Duration Estimates**

<b>Project Milestone</b>	<b>Date Estimate</b> <i>(mo/day/year)</i>	<b>Confidence Level</b> <i>(high, medium, or low)</i>
Project Start Date	July 7, 2008	
Milestone 1: develop scope of work and contract amendment with existing consultants to undertake this work, identify fiscal resources to support project.	July, 2008	High,
Milestone 2: Take Contract(s) Board for approval and funding appropriation for study	July 15, or 22nd	High
Milestone 3: Initiate project kick off meetings with stakeholders	August	High
Milestone 4: Plan data collection	August	High
Milestone 5: Review/assessment of existing programs, perform data and qualitative review, conduct meetings with	September through December	medium

justice partners/community partners, collection of population data/juvenile hall profile data; update population projections for juvenile hall; develop findings and recommendations, including cost scenarios, prepare draft report.		
Milestone 6: Conduct Data Analysis	January 2009	medium
Milestone 7: Re-work and refine data	February 2009	medium
Milestone 8: Formulate Recommendations	March 2009	medium
Milestone 9: Consultant submits draft report	April 1, 2009	medium
Milestone 10. Draft report reviewed and comments provided back to consultant	April 30, 2009	Low
Milestone 11. Final report information coordinated with master report on the Adult Criminal Justice Study and the Upstream Investments Project.	May 2009	low
Milestone 12. Present Final Report to Board of Supervisors	June, 2009	Low
Project End Date:	July, 2009	

**Project Status:** *For those projects underway, please note the date and indicate Green (low concern) Yellow (moderate concern) or Red (high concern) that project will exceed timeline, budget or scope.*

**Comments:**

The scope of this project would result in a phase 1 report that may make recommendations that have facilities based implications. To the degree possible, costs to implement significant recommendations (facilities related, major program components) will be estimated and may need to be refined in a subsequent phase of work. The above timeline assumes NO project manager is retained, and existing staff are charged with project management and coordination.