



Strategic Planning Implementation Project Charter

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

Strategic Plan Project #27: Upstream Investments to Reduce Long-Range Demand for County Criminal Justice

In this context, “upstream investments” are defined as opportunities to intervene with individuals before they become involved with the juvenile or adult justice system.

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.*

1. Literature Review of evidence-based “upstream” strategies
The purpose of this review is to understand antecedents to criminal behavior and to identify national and international best practices to prevent criminal behaviors and reduce the burden on criminal justice resources.
2. Analysis of existing county information describing individuals in the criminal justice system (for instance criminal justice databases and results of the Meth Task Force)
The purpose of this analysis (which will follow confidentiality applicable restrictions) is to develop a baseline profile of individuals entering Sonoma County criminal justice system and to identify the Sonoma County prominent high risk populations (mirroring the information from the literature review) that may benefit from intervention.
3. Analysis of existing “upstream” funding in Sonoma County (including public, non-profit, and private funding)
The purpose of this analysis (which will follow applicable confidentiality restrictions) is to identify all programs in Sonoma County that reflect upstream strategies, and compare them to best practices as identified in the literature search, and their applicability to Sonoma County’s population.
4. 2-3 recommended initiatives to reduce “downstream” criminal justice costs
The purpose of these recommendations (which will be consistent in format and level of detail with those to be provided in Phase II of the Criminal Justice Master Plan) is to identify and fully plan two or three initiatives that have a high likelihood of reducing criminal justice spending in the Sonoma County environment.

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.*

Jo Weber, Department Head, Human Services Department

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).*

Marla Stuart, Director of Planning, Research and Evaluation
Human Services Department

Group Process and Project Management Consultant

The scope of this project exceeds the support staff capacity of the Human Services Department. An external consultant is necessary for assistance with coordinating data collection activities, meeting planning, facilitation and documentation; communication with participants, and report preparation.

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

Key Partners (members of the project steering committee)

These partners will communicate and meet regularly with the Human Services Department to define the scope of the project, plan actions, evaluate effectiveness of the process, and develop deliverables.

County

Department of Health Services
Community Development Commission
CAO
Criminal Justice Services (Probation, DA, PD, Sheriff, Court)

Other Government

Selected Senior Administrators from Sonoma County Educational systems; Mayor's Gang Prevention Task Force

Key Supporters (engaged periodically for information, input and support)

These partners will attend two to four meetings to identify and supply local and external information relevant to the project, interpret project findings, and develop recommendations.

County

- Child Support
- County Counsel
- Economic Development
 - First 5
- Human Resources
- Information Systems
- Juvenile Justice Commission
- Methamphetamine Task Force
- Selected County Boards and Commissions

Community

During this project, relevant Community Based Organizations will be invited to participate and provide input when appropriate.

Other Government

- Sonoma County Transportation Authority
- Department of Rehabilitation
- Employment Development Department (EDD)
-

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

Start: July 1, 2008
Finish: June 30, 2009

Background/Summary: *(Optional)*

Background

The Sonoma County Board of Supervisors adopted a Strategic Plan on December 11, 2007. Goal 3 is to “enhance the capacity of County programs and community systems to more effectively meet the changing needs of individuals, families and communities in Sonoma County.” This project, to invest in upstream strategies to reduce the need for downstream programs, is designed to promote Goal 3.

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.*

Resource	Role	Existing	New
<u>County staff</u> <i>roles defined on page 2</i>			
• Human Services Department	• Project Owner and Project Manager	X	
• Department of Health Services	• Key Partner	X	
• Probation	• Key Partner	X	
• Sheriff Department	• Key Partner	X	
• District Attorney	• Key Partner	X	
• Superior Court	• Key Partner	X	
• Public Defender	• Key Partner	X	
<u>External staff</u> <i>roles defined on page 2</i>			
• Consultants	• External consultant (role defined on page 2)		X
• Community Based Organizations	• Representative from each Community Based Organization listed on page 2	X	
• Government or partnering agencies	• Representative from each Government listed on page 2	X	
<u>Monetary resources</u>			
	• \$1,000 for literature search engine access and cost of literature		X
	• \$14,000 for site visit(s) to communities with promising upstream strategies		X
	• \$90,000 for consultant (group facilitation and research assistance)		X

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.*

During the course of this project, the Project Owner and Project Manager will identify County policies or practices that may be impacted by the planned recommendations and will discuss as appropriate. For instance, two current practices may need to be reviewed for this project.

1. It is currently a county practice not to backfill positions in state-funded programs. Backfilling positions that promote upstream strategies may be one way to reduce criminal justice expenses.
2. It is currently a County practice to fund drug and/or alcohol treatment after an individual enters the criminal justice system. Funding treatment prior to criminal activity may be an option.
3. There are various departmental programs that are either federally, state, or locally funded that should be examined for consistency and/or realigned with this philosophy of upstream investments to avoid downstream criminal justice costs.

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

- Evidence-based upstream investments that promise to reduce demand for downstream programs will be seriously considered in the context of the Sonoma County fiscal, political and social environment.
- Upstream strategies may require upfront financing to realize long term savings. Rigorous fiscal analysis will be conducted and considered.
- Key Partners and Key Supporters (listed above) will collaborate to provide relevant data and information, to review and interpret reports, and to brainstorm, select and plan 2-3 initiatives.
- Sonoma County will provide the requested financial resources (listed above) to ensure thorough research and comprehensive planning.
- The current adult Criminal Justice Master Plan and the proposed Juvenile Justice Master Plan will be concurrently developed and will include exploration of diversion strategies (after an individual has entered the criminal justice system). If the Juvenile Justice Master Plan is delayed, this project scope may need to include diversion strategies.

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.*

The progress of the following strategic planning projects could impact the recommendations developed by this project. The Project Owner, Jo Weber, will monitor the progress of these projects (and other future projects as appropriate) and facilitate information sharing, communication, and collaboration when necessary. When a project listed below is particularly relevant to the work of this Upstream Project, a liaison between the projects will be identified.

Project

Goal 1 Projects and Ongoing Practices

- Technology Innovation Fund

Nexus

- This project may develop recommendations that would benefit from innovative technology.

Goal 2 Projects and Ongoing Practices

- Fee and Revenue Collection
- Taxes for Specific Services
- Prioritize and dedicate county resources to the

- It is possible that a recommended upstream service may be able to include fee collection.
- Funding upstream strategies may be possible through targeted taxes.
- Upstream strategies may be included in this

core service areas that all residents use and need

prioritization.

Project Interdependencies and Inputs (continued)

- Offer County Services to other Jurisdictions
- Advocate for changes in laws that protect and enhance county revenues
- Upstream strategies may be offered in collaboration with other jurisdictions, agencies or organizations.
- Innovative upstream strategies may require a waiver of existing state or federal regulations.

Goal 3 Projects

- Health Action Network
- Criminal Justice Master Plan
- Juvenile Justice Master Plan
- Mental Health financing and the implementation of the Mental Health Services Act
- Strategies to improve community health may dovetail with upstream strategies.
- Recommendations in the Justice Master Plans and upstream recommendations will be coordinated.
- Prevention and early intervention funding from Mental Health services act is a new source of potential resources for upstream strategies.

Project Interdependencies and Inputs (continued)

Goal 6 Projects and Ongoing Practices

- Intergovernmental Relations
- Enacting innovative and effective upstream strategies may only be possible with changes in state and federal policy.

Other Major Initiatives

- Jail Management System
- Probation Risk Assessment Tool
- Meth Task Force
- Information available through the Jail Management System may help to identify populations that would benefit from upstream interventions.
- Successful diversion strategies used by Probation and upstream strategies should coordinate.
- Strategies to reduce the impact of methamphetamines in Sonoma County may also reduce criminal justice expenses.

Risks: *(Optional)*

- Embarking on this project requires a recognition that this work may impact the availability of involved County employees for other commitments.
- Although there may ultimately be risks identified with the recommended initiatives, there are no significant risks associated with this one-year planning activity.

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

project.

Exclusions, if any, will be identified in collaboration with Key Partners and Key Supporters.

Milestones: *Note key events marking project progress*

1. Refine the project scope

Network with Key Partners and Key Supporters to generate interest and support, to gain commitment, and to refine the scope (including the definition of “upstream” and framing the research questions). This will probably include one-on-one communications (phone, face-to-face, e-mail) and one meeting.

2. Collect, analyze, interpret and report relevant information

Collect, analyze, report and interpret information related to the project scope via a Literature Review, existing information from County data sources, and an Analysis of Existing Upstream Funding. This will probably include multiple one-on-one communications with Key Partners and Key Supporters (phone, face-to-face, e-mail) to collect and understand information. This will probably also include 1-3 meetings to interpret the findings and finalize the reports.

3. Identify and develop recommendations

With Key Partners and Key Supporters, identify 2-3 promising initiatives and develop a comprehensive recommendation for each including a program description, financial analysis, risk analysis, and staffing impacts.

4. Present recommendations to CAO

Present all appropriate information to the County Administrator and accept comments. Prepare necessary revisions.

5. BOS considers recommendations

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	7/1/08	High
Milestone 1: Refine the project scope	8/30/08	High
Milestone 2: Produce a Literature Review and an Analysis of Existing Upstream Funding	12/31/08	High
Milestone 3: Identify and develop recommendations	3/28/09	High
Milestone 4: Present recommendations to CAO	4/30/09	High
Milestone 5: BOS considers recommendations	6/30/09	Medium
Project End Date:	6/30/09	High

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:

Milestones may be adjusted to finish concurrently with the Criminal Justice Master Plan Phase II project (Bennett study) and the Juvenile Justice Master Plan so that the County will have a holistic list of strategies to form a new paradigm for criminal justice. Milestones may need to reflect consultant selection process.

