

JUS.T.I.S. * Governance Council Meeting Minutes

*Justice Tracking Information System

Thursday, February 20, 2003, 10:00 a.m.

Hall of Justice, 850 Bryant Street, Room 215

San Francisco, California 94103

Attendance

Sheriff -----	Eileen Hirst		
Adult Probation -----	Lee Samson	Juvenile Probation -	Jose Luis Perla
COIT -----	Deborah Vincent-James	Police -----	Tom Bruton
Controller -----	Ann Foley	Police -----	Kathryn Brown
Controller -----	Brian Strong	Police -----	Lamont Suslow
ECD -----	Glenn deCastro	Public Defender-----	Teresa Caffese
DOSW -----	Rosario Navarrette	Superior Court ----	Pat Jeong
MOCJ -----	Gregg Lowder	DTIS -----	Oli Sadler
MOCJ -----	Cynthia Caporizzo	DTIS -----	Yolanda Scheihing
District Attorney -----	Reg Smith	DTIS -----	Walt Calcagno
District Attorney -----	Anne Anderson	OIS -----	Pat Owens
District Attorney -----	Linda Klee	ITPM -----	Al Corker
District Attorney -----	Paul Walker	Coordinator -----	Paula Itaya

Call to Order

Eileen Hirst, Co-Chair of the Governance Council, called the meeting to order at 10:12 a.m. Eileen requested that all audible electronic devices be deactivated, so as not to sound during the meeting. Eileen noted that no members of the public were present today, although the meeting had been duly announced and posted. She said that as long as there were no public present, it would not be necessary to call for public comment after each agenda item. Members were requested to speak loudly enough to be audible in the large room. At the request of Walt Calcagno, attendees introduced themselves. For voting purposes, each of the nine voting member departments was represented at this meeting.

Adoption of Agenda - Action Item

Since the published Agenda was full and the meeting expected to be lengthy, Agenda items: 9 - Project Progress Report and Project Plan, and 10 - Infrastructure Update, were tabled to a future meeting. Eileen moved to adopt the Agenda as adjusted. Gregg Lowder seconded the motion, which was approved unanimously by the members. The Agenda was adopted as amended.

Adoption of Meeting Minutes - December 17, 2002 - Action Item

Lee Samson moved to adopt as final the Draft of Minutes of the meeting of December 17, 2002. Kathryn Brown seconded the motion, which was carried by unanimous voice vote.

Duties of Executive Sponsor - Discussion Item

A document entitled, " JUSTIS... Program Executive Sponsorship," was distributed to members and is attached hereto. Eileen noted that at the last meeting, the members proposed that there be an "Owner" or Executive Sponsor of the JUSTIS Project. Gregg said that the present document reflects what he and Eileen thought to be the primary responsibilities of the Executive Sponsor (ES).

Gregg summarized the discussion at the last meeting, whereat members had suggested ways in which the Project could move forward. A Strategic Plan had been presented. Gregg said that one of the questions that was raised concerned the methods by which all of the proposed systems would be integrated, especially as some of the systems are unknown at this time. Another question concerned movement away from CABLE. To resolve these and other problems effectively, it had been agreed that three areas should be explored: executive sponsorship, an organizational chart, and the decision to hire a Project Solution Architect, or Project Manager, and the results of the explorations presented to the membership for actions at the next Council meeting. Gregg said that the meeting originally scheduled for January 16th, had to be postponed until today, in order to receive and assess the proposals, which, it had been agreed, would be discussion/action items on the next Agenda.

Gregg said that MOCJ and DTIS had reviewed the three areas mentioned above, *vis-à-vis* what it would take to make the Project successful, and examined the possibility that the work of DTIS on the Project could be strengthened with outside help. In addition, Gregg said that MOCJ met with the Police and Sheriff's Department, who have been involved in projects that did not succeed. Both departments are integral members of JUSTIS, and are now ready to consider their new projects in relation to JUSTIS. One responsibility of the ES would be to insure that any new projects undertaken in those departments would be integrated with JUSTIS. Gregg said that another aspect of the planning had been to involve COIT more closely in the process. A budget presentation had been made, and advice sought on future direction of the Project. Budget decisions have not been finalized and further discussions and presentations regarding the budget are to be made within the next few weeks.

Gregg said that this series of discussions has resulted in certain proposals, which he is now presenting to the Council. It had been agreed that a new management structure is needed, with a leader who would manage the Project closely on a day-to-day basis. One proposal is that the ES would be that leader, assuming the duties, responsibilities and authorities to manage the Project, as delineated in the attached document. Gregg said that the City Ordinance listed the functions of the Council to include setting priorities and approving direction for project development and enhancements, and approving appropriations and vendor contracts, but meeting only, at minimum, twice a year. Gregg said that the ES would report to the Council and be responsible to it, on the challenges and opportunities that have taken place between Council meetings, and the decisions that have been made.

One of the duties of the ES is to create and implement an organizational chart, which will be the second proposal made today. Another duty of the ES, "in consultation with the Council," is the selection and hiring of a Project Manager.

Gregg said that he welcomed member input and invited comments on the duties of the ES as described. Deborah Vincent-James said that she was happy to be present, to see the Project moving forward, and to express the interest of COIT in the JUSTIS Project. Deborah said that COIT is pleased to perform an oversight role, assisting the Governance Council, with decisions regarding bringing various elements of the Project together. She said that COIT is pleased to work as a team with their companion agency, DTIS, and they hope to be a clearing-house for the exploration of ideas and information. Deborah said that COIT has been concerned that the criminal justice community has been lagging behind other IT environments in the City. She said that COIT has long recognized the need to create a modern IT environment which supports the business responsibilities of the justice community and thereby serves the needs of City constituents. She added that she was present on behalf of Ed Harrington, Chair of COIT, to offer continued support of the Project and endorsement of the proposals being put forth today.

Linda Klee expressed concern regarding funds available for hiring an outside consultant, in the light of the present very difficult financial climate: lower levels of expected appropriations, required budget cuts and deficits in many areas.

Gregg said that a proposal has been made to COIT that funds be appropriated to hire a Project Manager. It is further proposed that Al Corker of Information Technology Project Methods (ITPM) be hired as the Project Manager for JUSTIS. Gregg said that there were many financial advantages for hiring ITPM: Since the company and its products are available in the City computer store (COBRA), there is no need to send out an RFP, which would involve delay and expense; ITPM has worked with the Sheriff and is working with the Police, there would be no duplication of services for JUSTIS, and a cost savings would be realized by using one business manager for all three systems; past knowledge gained by ITPM in working with criminal justice agencies and other departments in the City will be invaluable in guiding the Project efficiently and forcefully through the various milestones lying ahead. Furthermore, since ITPM is already working with the Police Department, it is expected that some of the services being performed would ultimately benefit JUSTIS.

Gregg added that one of the requirements for receiving further funding would be to have a strong structure in place. Gregg said that he expected ITPM to assist the Council in providing that strong structure and credibility. He said that COIT and DTIS have provided positive input to the hiring of a JUSTIS Project Manager and to the selection of ITPM, for inclusion in the FY 03/04 budget. It is thought that there are some carryover funds to begin the process. It may be possible to allot a small amount (approximately \$70,000) from this year's budget to begin the process.

Reg Smith expressed the hope that all decisions would be made in consultation with the Council. Eileen said that the ES is directly responsible to the Council as indicated on the organizational chart. Gregg said that authority is granted to the ES to make decisions between Council meetings, without consultation of the Council. Gregg said that the Council would have final oversight and approval or veto over the activities of the ES, and those activities would be reported at the Council meetings. Gregg added that the ES could be removed by the Council.

Gregg said that there are some questions that, sitting as non-technical persons, the Council has not been able to answer. Gregg suggested that a Project Manager could contribute much to the efficiency and validity of the decision-making process now, with, for example, assistance with the various vendor funding requests. Pat Jeong noted that DTIS and the City Attorney had been present in contract negotiations, and asked how the new process, including new entities, would be different. Gregg said that the Technical Steering Committee (TSC), which includes the Project Manager, would devise a structured way to deal with recurring and similar problems.

Deborah noted that the proposed structure is the model used and commonplace among large government projects: a sponsor assumes leadership; there is a technical advisor; a governance board has the ultimate responsibility for budget, priorities, and policies. She said that the proposed adoption of this model assisted COIT in their decision to make the JUSTICE Project one of their fundamental priorities, from among other City projects. Deborah added that the proposed model is one chosen by COIT and DTIS to be used by their management office for all future City projects. She said that if JUSTIS adopts this model, it would be the one of the first entities to follow the new structure.

Lee said that the Adult Probation Department would be submitting a request for a modification to an enhancement already approved by the Council, and asked about the appropriate venue. Gregg said that the request would be made to the TSC, who would make a recommendation to the Council.

No further comments or objections were voiced and the duties of the ES were accepted by the Council.

Election of Executive Sponsor - Action Item

Eileen said that at the last meeting it had been agreed that the Mayor's Office would be the most appropriate sponsor. Eileen said that the Mayor's Office is the source of funding decisions, among other considerations. She said that it had been thought that having one of the criminal justice agencies as the Sponsor could result in a conflict of interest at some point. Eileen nominated Gregg Lowder; Kathryn seconded the motion.

Linda voiced the objection that the Mayor's Office and the District Attorney's Office have been at odds in the past, and she was concerned that fairness and impartiality toward her office would be compromised. Gregg said that he was sure that any problems between bosses would not affect the working relationship between the ES and members of the Council.

A roll call vote was taken. Of nine voting departments, eight voted in favor. The District Attorney voted against the motion and there were no abstentions. Gregg was elected Executive Sponsor.

Organizational Structure - Discussion Item

A document entitled, " JUSTIS ORGANIZATIONAL STRUCTURE," was distributed to members and is attached hereto. Gregg said that the chart was developed in consultation with DTIS and COIT. There are two key changes to the present structure: the addition of an Executive Sponsor and a Technical Steering Committee. The next four groups are currently in place and would continue their work. They would report all problems to the TSC. Gregg said that this model was thought to be the best one for successful projects, and as ES, he plans on implementing it.

Reg expressed concern that the departments would be further removed from the decision-making process than in the past. Gregg explained that departments have input in Oli Sadler's group on a working level, they sit on the Council, which makes policy decisions, and further, the ES and TSC are answerable to the Council. Walt added that departments have free access to Yolanda Scheihing and himself. Walt said that since technical questions would be handled on a technical level, decisions would be made more quickly, and by those having the proficiency to deal with them.

The question was asked whether funding requests would be made at the Council level. It was noted that funding requests to date have been technical in nature. It was thought that the Project would benefit from those questions being put before those with the technical expertise to consider them. Gregg said that the addition of a Technical Steering Committee (TSC) into the management structure will provide the appropriate forum for such requests, would help to expedite funding requests, and would insure that experts are available to departmental personnel in negotiations with vendors.

Project Manager, Selection of ITPM - Discussion/Action Item

Discussion took place at the last meeting with regard to creating a stronger project structure by hiring an independent, outside project manager, who would provide support and work closely with DTIS. Gregg proposed to the members, as mentioned above, that Al Corker of Information Technology Project Methods (ITPM) be selected as the Project Manager for JUSTIS. Gregg said that ITPM has a record of success with the City. ITPM was referred by DTIS and recommended by COIT. Gregg invited Al to make a brief presentation to the Council explaining project management, describing the services typically performed by ITPM, and reviewing his experiences with other projects similar to JUSTIS.

Al distributed and explained copies of a slide presentation, which included the "Role of ITPM," "Project Methods," "System/Software Development Lifecycle," "Project Visibility," and "Project Website." Al said that he has worked as a sub-contractor for DTIS for approximately six years. During that time, he has accomplished five significant projects: large-scale messaging, data integration for DPH, and an assessment of the Sheriff's Defendant Tracking System, among others. He will be revisiting the latter, as well as working with the Police Department on a Records Management System. He said that the underlying connections, communications and infrastructure of those two systems are an obvious overlay for JUSTIS. There would be some additional scope for the JUSTIS Project, but not a huge amount.

ITPM has been working with COIT and DTIS to structure their new project management office regarding establishing guidelines and principles for moving forward. Al said that he recognizes Walt and Oli as his managers, and he is there to provide the system architecture by which their goals would be met. He gets approval for each activity performed. He stressed the role of ITPM as providing management, not systems. Al said that they could perform integration activities; however, they prefer to manage vendors, not compete with them. A question was asked about the relationship of ITPM and Altos Engineering. Al said there was none at this point. He said that Altos elected not to continue; they provide applications software development for the electrical utility industry.

AI said that an important role of ITPM is to create system requirements, put them into a framework, and to work with vendors to make sure that requirements are met. They see to it that the vendor accomplishes what the client thought they contracted for, and insure that the vendor completes their obligations according to the technical and contractual requirements of City agencies, such as the City Attorney, Purchasing, COIT and DTIS.

AI described their approach as the "Systems Development Lifecycle," which is the creation of repositories representing the workflow: supporting documents, methods and strategy. The slide represents the first level of a series of activities: project phases, integration activities, vendor selection, and project-enabling activities. For example, in the integration management activities, it can be seen where JUSTIS would overlap with the Police and other agencies.

The Project is visible at all times to all stakeholders on the Project Website. There is no need to buy additional products to view everything one is authorized to see; Microsoft Word, Excel, and Acrobat Reader are the desktop tools one needs to view a library of all Project documents, including explanations of each step, and graphics illustrating Project progress. AI said that they were able to save money for the Police and the Sheriff by creating one basic web design that satisfied both agencies. The design for JUSTIS would be similar, with other specific work activities added. The last slide shows the Police RMS Project Website at a deeper level, as an example of a spreadsheet type of document, which directly reflects the project activities, and through links, includes the stage of completion of each activity.

AI said that there is another slide (not distributed), which shows the project management framework, another view of the project workflow, which includes all milestones, and further illustrates the progress of the project from a management prospective.

A question was asked regarding how ITPM would facilitate solutions to on-going contractual disputes an agency is having with a vendor. AI said that his task would include examining the contract to ascertain that department needs were clearly defined. He would conduct an analysis of the application and have additional conversations with the vendor. AI said that technology presents options and alternate methods of solving the discrepancies can often be found. He said his goal would be to satisfy the client agency and to save money for the Project.

AI added that the organizational structure that has been adopted is the one used by the federal government for large projects, and this organization drives the software engineering institutes and has been found to be successful in project completion.

Paul Walker said that AI has been helpful in some of the negotiations that have taken place. Reg asked if the websites of other projects are available for review. AI said he could give access to a state project recently completed. They used the Domino system on some City projects and found that it was useful for the engineers, but not that helpful to the non-technical end user.

At member request, AI described five projects involving CCSF agencies: Purchasing, DPH, DTIS (three projects) and the Sheriff. Eileen said that ITPM has been successful in assessing the Tiburon project, in showing quickly and under budget why the project should be abandoned. Another Sheriff assessment project completed by ITPM was for a paperless warrant system, which was assessed to be a good system technologically, but not supportable by the City costwise, nor compatible with other Sheriff projects. Eileen said that ITPM made management decisions easy, and they have contracted with AI again for help with their new Tracking System.

AI said that the style and methods of ITPM are unique. Over years of experience with projects, they have created extensive checklists, which do not rely on the memory of individuals. He added that the working methods of ITPM are very disciplined, and therefore have produced 100% success rate, at or below expected timeframes. He thanked members for their attention.

Gregg said that he is not asking for a budget allocation now for Project Manager. He said that they are still working on the cost. Gregg said that the cost to start work for JUSTIS, in the Elaboration Phase, would be approximately \$70,000, which should permit AI to complete the Inception Phase and enter into the Elaboration Phase of the Project. As mentioned above, AI is already approved by the City and is

working on projects for the Police and Sheriff that will overlap with JUSTIS. Eileen said that one of the goals of the Sheriff's new project would be to insure that their work would be compatible to JUSTIS, and she expects ITPM to assist in that.

Linda made a motion to hire a Project Manager for the JUSTIS Project. Kathryn seconded the motion, which was passed unanimously by voice vote of the members.

Teresa moved to select ITPM as the Project Manager. Gregg seconded the motion. Reg said that he would like some time to research the past projects of ITPM before voting. Deborah said that COIT has made an exhaustive search, done the research, and recommends ITPM very strongly. The motion was passed by voice vote, with no negative votes, to hire ITPM as Project Manager. The District Attorney abstained from voting.

Presentation of Budget - Discussion/Action Item

Walt distributed copies of a PowerPoint Presentation document, attached to these Minutes, entitled, "the cost of JUSTIS.....," dated February 20, 2003. Walt said that the budget for this fiscal year is \$4,103,633, as seen on Page Two, of the attachment. This total includes funds from federal grants, carry forward funds, and allocations from the General Fund. Page Three lists items addressed by grant funds (already exhausted). The next page shows the current year budget expenditure plan, without grant-funded items, at a total of \$2,569,831, budgeted for this year. This is followed by the itemization of expenditures made through December 2002. \$729,048 has been spent. Carry forward projections at the end of this fiscal year stand at \$560,000.

Walt said that they have been asked to prepare two budgets for FY 03/04. One is a "normal" budget, which totals slightly less than this year, at \$2,422,853. The second is the "holding" budget, radically reduced to \$1,330,891. Walt said that, given the bleak financial picture for the City, it is most likely that the holding budget would be used, which basically allows moving forward on case management systems, and that which is in place. The Data Warehouse may be put on hold since it is not ready.

Walt said that seven staff have been dedicated to the Project for this year. This would be reduced to six next year under the "holding" budget, seven retained under the "normal" budget. The budget has been frozen at ten. Other DTIS support staff include costs for infrastructure, such as wiring, WAN and Database Technology.

Contractor services for the current year include OIS and the Coordinator. Next year, \$550,000 would be allotted in the holding budget, and an additional \$75,000 would be allotted for project management services, which could rise to \$100,000 in a normal year.

Teresa asked about a case management system for the Public Defender. Walt explained that the Public Defender had been allocated funds for a case management system, but subsequently decided to postpone the selection of a vendor. The grant funds allocated were due to expire, and were used for other purposes. Funds for the Public Defender were set aside in the General Fund for future use: up to \$75,000 for a package, and \$10,000 for maintenance and enhancements. This amount was estimated based on the RFP process, and the packages being considered by the Public Defender at the time. Walt said that the Project has spent \$60,000 to \$70,000 for hardware for the Public Defender, in anticipation of their future case management software acquisition.

Brian Strong of the Controller's Office said that he has been working with the Public Defender's Office, and that they would like to move forward on acquiring a case management system at this time. He asked whether or not the funds previously set aside for the Public Defender's case management system could be moved to the holding budget for this purpose. Reg made a motion for this to be done. Gregg seconded the motion, which was carried unanimously by voice vote.

Gregg said that last year COIT had allocated ten million dollars for six projects. This year the estimation is that there will be only two million dollars available for the Police RMS, the Defendant Tracking System and JUSTIS. That is the reason for the holding pattern budgets. He added that this is the time to lobby COIT for what is needed for JUSTIS. Gregg explicitly noticed Rosario Navarrette from DOSW that NOW is the time for DOSW and the Commission to lobby the Mayor and his Budget Office, and anyone else,

for funding for JUSTIS. This notice was being made at the request of the Commission, who asked at their last meeting to be notified of the appropriate time for this action.

Deborah said that COIT has a website, which publishes meeting schedules, agendas and minutes. She said that the next COIT meeting to address budget concerns would take place on the 7th or 14th of March at 9:00. The working group meets on the fourth Thursday of the month, at 875 Stevenson Street, fifth floor.

Jose Luis Perla, representing Juvenile Probation, was welcomed. Funds sent from Juvenile to DTIS are for department-related expenses only. They do not contribute to the JUSTIS budget. Walt said that Juvenile Probation had elected not to join in the JUSTIS Project. Jose said that they have converted to modern technology for the Juvenile system, and are happy with what they have now. It is not known how or if they would be connected to the JUSTIS system.

Gregg said that COIT had expressed support for the hiring of a JUSTIS Project Manager, and the acquisition by the Public Defender of a case management system. Gregg moved to accept the budget as presented by Walt. Teresa seconded the motion, which was carried unanimously by voice vote.

DA Data Conversion and Disposition Form Funding Request - Action Item

Reg said funds are still needed for data conversion and disposition form. It was noted that the request for funds for data conversion (\$56,250 or \$67,000) and the disposition form (\$38,000) had been submitted to the Council previously. Gregg moved to continue this item to a future date, for consideration by the Technical Steering Committee. Teresa seconded the motion, which was passed by the members, with one abstention by the District Attorney's Office.

Reg will submit all documentation supporting the request to the Coordinator, who will send it to the Committee. Lee said that the Adult Probation Department would be submitting the request mentioned above and would have documentation sent to the Coordinator, who would be preparing the Agenda. It was noted that time is of the essence at this point. Any new funding, if approved by the Committee to be included in the budget, must be presented to COIT at their March meeting.

Adjournment

The Technical Steering Committee will meet on Thursday, February 27, 2003, at 875 Stevenson Street, COIT offices, at 1:30 p.m. As it is a working group, minutes will not be kept. The next Council meeting is scheduled for Thursday, April 3, 2003, at 10:00 a.m. in the Adult Probation Conference Room. Members voted unanimously to adjourn the meeting at 12:12 p.m.

JUSTIS (Justice Tracking Information System)

PROGRAM EXECUTIVE SPONSORSHIP

The JUSTIS Executive Sponsor is the Program Director responsible for the decisions needed to manage all ongoing and potential projects of the JUSTIS program. Responsibilities and authorities include:

- ★ Creating and implementing JUSTIS organizational structure**
- ★ Setting priorities and negotiating resources for projects associated with JUSTIS program**
- ★ Directing project planning and implementation including selection and hiring of project management entity in consultation with the Council**
- ★ Conducting ongoing project review including decisions on whether to fund projects**

★ Ensuring top-level stakeholders' participation, awareness and understanding of overall program and individual projects