County and City of San Francisco

JUSTIS Governance and Program Bylaws

Version 9

Amended March 2023

Revisions

Date	Version	Revised By	Purpose of Revision
03/10/2020	1	C. Young	Initial Draft
03/15/2020	2	J. Siegel	Updates to table of contents based on feedback.
04/08/2020	3	C. Young	Content added to sections
04/13/2020	4	C. Young	Draft for review
05/17/2020	5	L.Gerull	Organize into two bylaws – governance and program
08/2/2020	6	L.Gerull	Incorporate council member comments
12/2/2020	7	L.Gerull	Incorporate council member comments from 9/2/20 Executive Council Meeting
12/9/2020	8	L.Gerull	Incorporate council member comments from 12/7/20 Executive Council Meeting
2/24/2023	9	K.Hong	Amended advisory committee bylaws to reduce quorum requirement for the membership and committees

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1. Introduction

1.1. Background

During the 1970's, the City and Council of San Francisco (CCSF) successfully pioneered an integrated computer system to support the justice system. This mainframe-based system (CABLE CMS applications system) is still in use today; however, it no longer fully meets the requirements of the departments that make up the justice domain.

While innovative for its time, the operating systems of CABLE3/CMS, and the platform and tools upon which it operates, have aged considerably, in both a real and a technological sense. The systems have been unable to pace advancing modern information technology.

The JUSTIS project began in response to concerns of the CCSF's justice agencies about the aging CABLE3/CMS system. In May of 1998, the City funded a group of executives from the justice departments who came together as the CMS Replacement Committee. The Committee eventually voted to replace the CABLE3/CMS with a system featuring a data warehouse with department case management systems. The new system was christened the Justice Tracking Information System (JUSTIS). The Committee became known as the JUSTIS Council, and work began on the project under the oversight of this group.

The departments currently represented on the Council include:

<div style="display:flex"><div>

(1) Mayor's Office,
(2) City Administrator,
(3) Adult Probation,
(4) District Attorney,
(5) Department of Emergency Management,
(6) Juvenile Probation,

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(7) Police Department,
(8) Public Defender,
(9) Sheriff's Department,
(10) Status of Women,
(11) San Francisco Superior Court, and
(12) Department of Technology (non-voting)

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The JUSTIS Governance Council was established by Administrative Code Section 2A.85 to provide policy direction and oversight. The JUSTIS Governance Council is referenced as the Executive Board in this document.

The City Administrator's Office is the Executive Sponsor of the program and the Department of Technology provides program management, fiscal management, and technical support.

All rules and by-laws described herein are subservient to relevant Federal, State, and Local regulations.

1.2. Purpose and Scope of this Document

The purpose of the JUSTIS Governance and Program Bylaws is to define the governance for the shared JUSTIS resource and develop collaborative goals and objectives for the program. Additionally, it defines the stakeholders and their roles and responsibilities, the governance structure and the future state solution architecture.

2. Organization and Governance for the Bylaws

2.1. Organization

The City Administrator's Office of the City and County of San Francisco provides focus and responsibility for the workings of the JUSTIS Executive Board which approves the funding and policy issues related to the definition, development, infrastructure, and support for JUSTIS.

The purpose of the governance organizational structure is to manage inter-agency decisions and responsibilities pertaining to budget, data, policy, operations, technical planning/execution, security and privacy. The purpose of this model supports:

- Involved executive sponsor the required authority, knowledge, and stature/reputation

- Active participation by the senior most Agency executives

- Well defined and layered governance structure that pushes decision making to the right level

The structure is described as follows:

- ➤ Executive Sponsor: City Administrator

- ➤ Executive Board: Agency Executive Directors

- ➤ Program Office: A dedicated Program for Justice Technology (JUSTIS) within the Department of Technology with a Program Officer and staff

- ➤ Advisory Committees: Focused Committees which support inter-agency coordination and the ongoing use and evolution of justice technology and systems

2.2. Governance Structure

Executive Level

The Executive Board is the highest level of decision-making for the City and County. This board establishes citywide justice objectives and policies, receives recommendations from the advisory committee on systems to support these objectives, receives metrics from the JUSTIS Program to monitor the City's performance, and provides oversight over JUSTIS governance.

Advisory Committee Level

The Advisory Committees provide guidance and have decision-making authority in the following areas:

- Performance and Strategy - Advises the Executive Board in the translation of policy direction into technology initiatives, monitoring of achievement of city-wide objectives through defined KPIs and establishment of policies and initiatives for promotion of data sharing

- Architecture and Data Sharing - Advises the Executive Board on how agencies will access, share, and manage information, including development of cross department dashboards and fulfillment of public information requests.

- Systems and Large Projects - Advises the Executive Board on the progress of long-term strategic system projects, technology planning, budgeting, and monitoring the implementation and development of inter-agency interfaces – all in support of the City's strategic vision for justice.

- Operations and Maintenance - Advises the Executive Board on the day to day operations of the Office of JUSTIS, with a focus on the operations, support, and maintenance of the JUSTIS software systems.

JUSTIS Program Level

Operating under the authority of the City CIO, the JUSTIS Program Office is a dedicated team within Department of Technology (DT) that is supported by specialist DT resources.

The JUSTIS Program Office will provide organizational, resource and change management structures to ensure continuous JUSTIS service levels to all stakeholder agencies, provide an operating model for JUSTIS operations and maintenance with the necessary capacity, access and support.

Responsibilities for the JUSTIS Program Office will include:

- Establish, sustain, and extend the JUSTIS architecture and standards

- Administer and operate the integration platform (i.e., JUSTIS Hub), including monitoring of queues and other operational mechanisms

- Provide an Integration Center of Excellence (CoE) which consults with agency level IT and/or third-party vendors when designing interfaces and establishing interface contracts

- Document and configure platform level components for specific interfaces, transaction, processes and support testing, including providing test harnesses where appropriate

- Provide a Data Center of Excellence to support JUSTIS reporting and query development

- Manage common infrastructure for justice applications consistent with CCSF, state and federal standards, protocols, security requirements, and auditing practice

- Provide production support for shared systems (e.g., JUSTIS)

Agencies use established Department of Technology processes to request tasks to be completed by the JUSTIS Team. The advisory committees and Executive Board will prioritize such requests as required.

2.3. Executive Board Governance

2.3.1 Executive Board Authority

The JUSTIS Executive Board will establish the City's coordinated strategic direction for Criminal and Juvenile Justice. Specifically, per the Administrative Code Section 2A.85, the responsibility of the JUSTIS Governance Council include the following:

1. Setting priorities and approving direction for project development and enhancements.

2. Reviewing, approving, and submitting annual and supplemental appropriations requests.

3. Approving vendor contracts.

Additionally, the Executive Board will have authority and accountability over the JUSTIS advisory committees and their respective decisions.

This Board will not formally ratify all decisions made by the advisory committees, but rather the Board will serve as the authority for policy development, of escalation to resolve conflicts, prioritization of advisory committee work, and oversight over the advisory committees, and monitor their effectiveness.

2.3.2 Executive Board Membership

The JUSTIS Executive Board is comprised of the City Administrator who is the executive sponsor and permanent Chairperson and leads from the participating agencies. At the September 2, 2020 Executive Council meeting the member agreed to add a representative from the City Attorney's Office as an advisor. The Council membership has been revised to include:

1. Mayor's Office,

2. City Administrator,

3. Adult Probation Department,

4. District Attorney,

5. Department of Emergency Management,

6. Juvenile Probation Department,

7. Police Department,

8. Public Defender,

9. Sheriff's Department,

10. Department on the Status of Women,

11. San Francisco Superior Court, and

12. Department of Technology (non-voting)

13. City Attorney (Advisor)

2.3.3 Meeting Logistics and Frequency

The Executive Board will meet quarterly (every three months) in person. The City Administrator shall serve as the permanent Chair. The Co-Chair will be selected from among voting members and will serve on an annual rotating basis.

The Chair may call a special or emergency meeting as needed.

2.3.4 Meeting Agenda and Minutes

The Chairperson will be responsible for setting the agenda, running the meetings. The JUSTIS Program Manager will record and produce meeting minutes (may be delegated).

Agendas must be set 72 hours prior each meeting. Members and non-members may request items be added to the agenda by emailing the Chairperson.

All meetings will utilize a pre-published agenda, produce meeting minutes, and start each meeting by reviewing and ratifying the minutes from the prior meeting.

2.3.5 Voting Members

Each voting agency shall have one equal vote. Only Department Heads may vote. If a Department Head is not available for a meeting a Deputy Director, Policy Head or Fiscal Officer may be designated as the voting member for the Department. Because there are only 4 meetings a year, Department Heads are encouraged to attend.

2.3.6 Decision Process and Voting

Each voting agency shall have one equal vote. Only department heads (or Deputy Director/Policy Head designee) may vote. All decisions will be made by majority vote.

2.3.7 Executive Board Responsibilities

The Executive Board is responsible for the following:

- Review and approve policies that provide a governance framework for decision-making, reduce risk, establish processes and practice for the management of systems.

- Ensures that the City develops and adopts a strategic plan that is consistent with its mission and values, and which will enable the City justice departments to realize its vision for integrated justice technology. The Board participates in the development of and ultimately approves the strategic plan.

- Oversees operational outcomes for consistency with the strategic plan and strategic directions.

- Receives regular briefings or progress reports on the implementation of strategic directions and initiatives as well as the work of the Advisory Committees.

- Reviews and approves the JUSTIS Program's annual performance goals and workplan as well as key performance indicators.

Decisions and actions taken by the Executive Board will be recorded.

The Executive Board's decision making will be based on framing questions that defined the policy goal and criteria questions that scope the policy. This Policy Analysis rubric is shown in Table 1. The Advisory Committees will assist the Executive Board in researching and answering these questions for new or modified policies.

Table 1 – Policy Analysis

Framing Questions
- What is the policy lever? Is it legislative, administrative, regulatory, other?   - What level of government or institution will implement the policy?   - How does the policy operate? Is it mandatory? Will enforcement be necessary? How is it funded? Who is responsible for administering the policy?   - What are the objectives of the policy?   - What is the legal landscape surrounding the policy (court rulings, constitutionality)?   - What is the historical context (has the policy been debated previously?)   - What are the experiences of other jurisdictions?   - What is the value-added of the policy?   - What are the expected short, intermediate, and long-term outcomes?   - What might be the unintended positive and negative consequences of the policy?

Criteria	Questions
Public Health Impact: Potential for the policy to impact risk factors, quality of life, morbidity, and mortality	- How does the policy address the problem or issue (increase access, protect from exposure)? - What is the magnitude, reach and distribution of benefit and burden (including impact on risk factor, quality of life, morbidity, and mortality)? - What population(s) will benefit or be negatively impacted? How much? - Will the policy impact health disparities / health equity? How? - Are there gaps in the data/evidence-base?
Equity Impact: Potential for the Policy to impact disparities and equity	- How does the policy address the problem or issue (increase equity, promote diversity)? - What is the magnitude, reach and distribution of benefit and burden (including impact on risk factor, equity, disparities, cultural)? - Will the policy impact a specific population or community? How? - Are there gaps in the data/evidence-base?
Feasibility: Likelihood that the policy can be successfully adopted and implemented	Political - What are the current political forces, including political history and policy debate? - Who are the stakeholders, including supporters, opponents? What are their interests and values? - What are the potential social, educational, and cultural perspectives associated with the policy option (lack of knowledge, fear of change, force of habit)? - What are the potential impacts of the policy on other sectors and high priority issues (equity, sustainability, economic impact)? Operational - What are the resource, capacity and technical needs to develop, enact and implement the policy? - How much time is needed for the policy to be enacted, implemented, and enforced? - How scalable, flexible and transferable is the policy?
budgetary impacts: comparison of the cost to enact, implement and enforce the policy versus the benefit value.	- What are the costs and benefits associated with the policy? - How do costs compare to benefits (cost-savings, costs averted, ROI, cost-effectiveness)? - How are costs and benefits distributed (for individuals, businesses, government)? - What is the timeline for costs and benefits? - Where are the gaps in the data/evidence-base?

2.4   Advisory Committee Governance

2.4.1 Advisory Committee Authority

Decisions escalated by the Advisory Committees will be provided in an escalation report which defines the issue being escalated, specifies the requested action by the Executive Board, and summarizes the relevant information necessary for an informed decision.

The Advisory Committees will be comprised of Department members and each committee will follow a set of common rules such as:

- Each advisory committee will have a Chairperson and Co-Chairperson with equal authority.

- The Chairperson will be nominated by the committee, elected by majority vote, and serve for one year.

- The Co-Chair will be the Program Officer for the Office of Justice Technology.

- The Chairperson will be responsible for setting the agenda, running the meetings and recording and producing meeting minutes (may be delegated).

- Agendas must be set 24 hours prior each meeting. Members and non-members may request items be added to the agenda by emailing the Chairperson.

- A quorum of at least 50% of the assigned members is required for decision votes.

- All decisions will be made by majority vote, with each agency receiving 1 vote. Decisions can be escalated to the Executive Board for resolution by the Chair, Co-Chair, or a majority vote of the committee members. In the event of an escalation, the Chair and Co-Chair are responsible for drafting an escalation report which defines the issue being escalated, specifies the requested action by the Executive Board, and summarizes the relevant information necessary for an informed decision.

- All meetings will utilize a pre-published agenda, produce meeting minutes, and start each meeting by reviewing and ratifying the minutes from the prior meeting.

Full Advisory Committee bylaws are provided in the Appendix 1.

2.5 JUSTIS Program Goals and Objectives

2.5.1 JUSTIS Data Sharing Vision

The JUSTIS Program will provide a platform for sharing of timely and accurate information with justice and partner agencies. JUSTIS information sharing capabilities will leverage modern technology to: improve the quality and consistency of criminal and juvenile justice data, enable the sharing of data between JUSTIS agencies in real-time whenever applicable, deploy robust reporting capabilities regarding the complete life cycle of the local justice system, and drive improvements in public safety outcomes through transparency and inter-agency collaboration.

JUSTIS will promote information sharing by providing the following capabilities:

- Shared Definitions, standards, data stores and reporting access.

- Common infrastructure for resiliency and integration capabilities serving partner stakeholders

- Foundational management structures to govern and oversee architectural and operational decisions for current and future JUSTIS needs.

2.5.2 Program Objectives

The JUSTIS program objectives are to:

- Support **data driven decisions** and processes with direct and measurable impact on public safety and quality of life imperatives

- Improve and expand **collaboration** between partner agencies and community-based organizations to improve outcomes and reduce recidivism

- Provide enhanced levels of **transparency and accountability** to all facets of the criminal and juvenile justice processes including **equitable treatment, privacy, and required confidentiality** for all impacted individuals

- Provide improved **process efficiencies** enabling and reduction of paper-based processes thereby enabling staff to focus on high impact interaction with clients and the public

- Enable CCSF to fully realize the benefits of current and future **technology innovations in a fiscally responsible and cost-effective manner.**

- Deliver a **resilient, secure and reliable** foundation for CCSF data sharing

2.5.3 Opportunities

Modernization of the current JUSTIS platform and the multiple stakeholder agency core system replacement projects currently underway enable improvements and retirement of risk for the CCSF criminal and juvenile justice community. Opportunity examples include:

- Mitigation of risk arising from technical obsolescence and lack of extensibility of current CABLE3/CMS and agency systems

- Superior Court transition to a new case management system

- Improved system resiliency to prevent operational lapses with the potential for public safety issues or liability exposure

- Ability to evaluate the effectiveness of programs (social, justice, others) for which the City invests significant sums

- Ability to track complex crimes where multiple incidents are associated with a single event

- Extended capability to track and analyze justice outcomes by race, ethnicity or crime type; inability to track recidivism across arrest, charging, trial, incarceration and reentry

- Ability to identify frequent offenders in order to focus resources on the offenders most responsible for serious offenses and quality of life issues

- Ability to create a holistic view of an individual's interaction with public safety partners and to correlate with agency interactions focused on public health, mental health and homelessness

An overview of the JUSTIS Program Strategic Plan is included in the Appendix 2.

APPENDICES

APPENDIX 1

Advisory Board Bylaws

JUSTIS Advisory Committee Bylaws

Version 9

Ratified: December 7,2020

Amended:

Document History

Revisions

Date	Author(s)	Version	Description
11/29/2019	Brian Avants (Gartner)	.01	Draft based on the previously reviewed discussion document
12/30/2019	Joe Siegel (Gartner)	1.0	Miscellaneous Updates
1/30/2020	Joe Siegel (Gartner)	1.1	Inclusion of Executive Board interaction diagram as presented to the Board on 1/21/2020
8/2/2020	L.Gerull (DT)	1.2	Formatting
12/9/2020	L.Gerull (DT)	V8	Combined with Executive Bylaws and approved
2/24/2023	K.Hong (DT)	V9	Amended advisory committee bylaws to reduce quorum requirement for the membership and committees

Authorizations

Date	Name	Role or Rank	Organization

Document Review

Date	Name	Role or Rank	Organization

Contents

I. JUSTIS Advisory Committee Overview

The JUSTIS 5-Year Roadmap identified a need for improved governance to strengthen the federated nature of the criminal justice IT community and assure that JUSTIS investments remain consistent with the Roadmap and evolving agency priorities. The high degree of interagency dependency and change inherent in an integrated justice program furthers the need for such governance.

The JUSTIS 5-Year Roadmap specified formation of four advisory committees each of which oversee designated areas of JUSTIS and criminal justice IT and provide advice to the JUSTIS Executive Board. The intent of this Bylaws is to document bylaws for the four specific advisory committees including associated decision/transparency rights, responsibilities, membership and process/cadence to be followed by each committee.

This governance structure will improve the City and County of San Francisco's ability to continually evolve criminal justice processes and promote transparency and equality for community members.

A. Goals and Guiding Principles

The JUSTIS Advisory Committees support the following goals outlined in the JUSTIS 5 Year Roadmap.

Governance Strategic Goals as outlined in the Roadmap

1. Establish the overall strategic IT priorities for the Criminal Justice community, addressing both inter-agency and individual agency needs.

2. Adopt a bi-annual city-wide criminal justice technology strategy and roadmap that addresses the strategic IT priorities.

3. Facilitate the transparency of JUSTIS and Agency IT plans to encourage consistent architectures and timelines and ensure alignment with city-wide strategy and roadmap.

4. Establish an inter-agency data/information taxonomy and a set of data sharing policies/MOU's which enables City stakeholders to measure the criminal justice program effectiveness and outcomes.

Annual Planning and Budgeting Goals as outlined in the Roadmap

1. Review the proposed agency & program IT initiatives that affect the City's shared Criminal Justice Infrastructure for alignment with JUSTIS Roadmap and Strategic Plan

2. Establish annual project/priorities for the JUSTIS Program team and work with the City CIO to ensure that this team is well supported with required funding and resources

3. Collectively advocate for funding and resources (grants, MBO/BoS, etc.) on behalf of both individual agency and inter-agency, collective, agency-wide IT initiatives and staffing

4. Review and approve the allocation of budget (held by ADM or DT) to inter-agency IT projects

Operational Responsibilities as outlined in the Roadmap

1. Facilitate inter-agency coordination around major policy changes with implications for inter-agency systems and business workflows (e.g., police accountability, bail reform, AB109, homelessness response, etc.)

2. Coordinate and control major system changes to ensure that they are well understood by all JUSTIS participants and will not negatively impact criminal justice operations

B. Governance Model, Structure, Meeting Frequency and Logistics

The JUSTIS Governance Model is comprised of three layers:

Executive Level:

Executive Board: Establishes citywide criminal justice objectives and policies, receives recommendations from the advisory committees on systems to support these objectives, and receives metrics to monitor the City's performance. This Executive Board is governed by the City of San Francisco Admin Code Section 2A.85. Though the advisory committees report to the Executive Board, the Executive Board bylaws is outside the scope of the document.

JUSTIS Advisory Committees:

Performance & Strategy: Translates policy direction into technology initiatives, monitoring of achievement of citywide objectives through defined KPIs and establishment of policies and initiatives for promotion of data sharing.

Systems & Large Projects: Advises on progress of long-term strategic system projects, technology planning, budgeting and monitoring the implementation and development of inter-agency interfaces – all in support of the City's strategic vision for criminal justice.

Architecture & Data Sharing: Advises on how agencies will access, share, and manage information, including development of cross department dashboards and fulfillment of public information requests.

Operations & Maintenance: Advises on the day to day operations of the Office of JUSTIS, with a focus on the operations, support and maintenance of the JUSTIS software systems.

Project Delivery Governance:

Each JUSTIS related project should have its own delivery Governance Plan that is outside the scope of this governance document, however, these governance structures may provide progress reports to the Systems & Large Projects advisory committee.
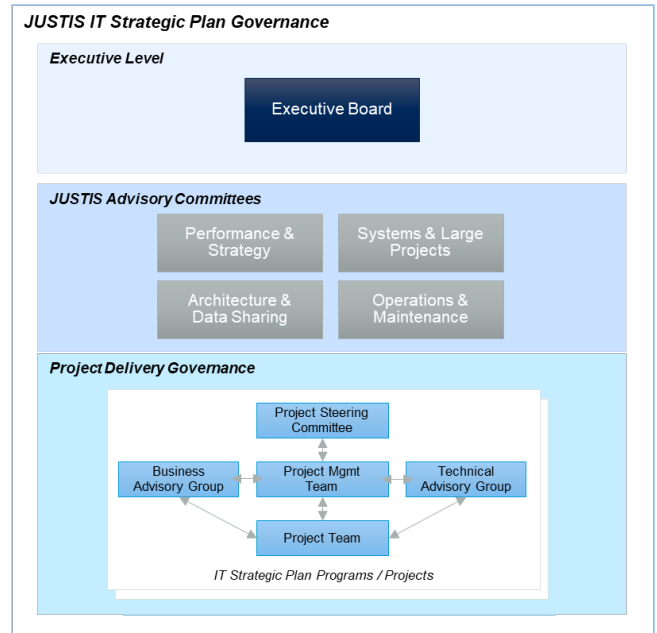
Recurring Meeting Frequency and Logistics

Meeting	Frequency	Duration	Logistics	Primary Members
Executive Board	*Quarterly*	*60 Minutes*	*In person. Location TBD*	*Agency Heads*
Performance & Strategy	Every 6 Weeks	90 Minutes	In person if possible, web conference if necessary	Individuals responsible for developing operational policies such as Policy Analysts. Secondary membership should be comprised of Agency CIO's or IT leads
Systems & Large Projects	Every 6 Weeks	90 Minutes	In person if possible, web conference if necessary	Project managers, and integration SME's responsible for JUSTIS related projects
Architecture & Data Sharing	Every 4 weeks	90 Minutes	In person if possible, web conference if necessary	Data Stewards, Custodians of Records, City Attorney to provide legal review on data sharing as necessary
Operations & Maintenance	Bi-Weekly	60 Minutes	Web conference	Agency IT liaisons or IT staff

C. Common Rules and Procedures

Membership

Membership by agency will be identical on each of the JUSTIS advisory committees, and will include:

(1) Adult Probation,
(2) District Attorney,
(
(3) Juvenile Probation,
(4) Police Department,

(5) Public Defender,
(6) Sheriff's Department, and
(7) San Francisco Superior Court
(

Chairperson and Co-Chairperson

Each advisory committee will have a Chairperson and Co-Chairperson with equal authority.

- The Chairperson will be nominated by the committee, elected by majority vote, and serve for one year. If the person elected vacates their position before the end of their term a vote will be held by the committee to elect their replacement.

- The Co-Chair will be the Program Officer of the Office of Justice Technology, or a delegate of that individual.

The Chairperson will be responsible for setting the agenda, running the meetings and recording and producing meeting minutes (minutes may be delegated).

Meeting Logistics

Agendas must be set 24 hours prior each meeting. Members and nonmembers may request items be added to the agenda by emailing the Chairperson. All meetings will utilize the pre-published agenda, produce meeting minutes, and start each meeting by reviewing and ratifying the minutes from the prior meeting.
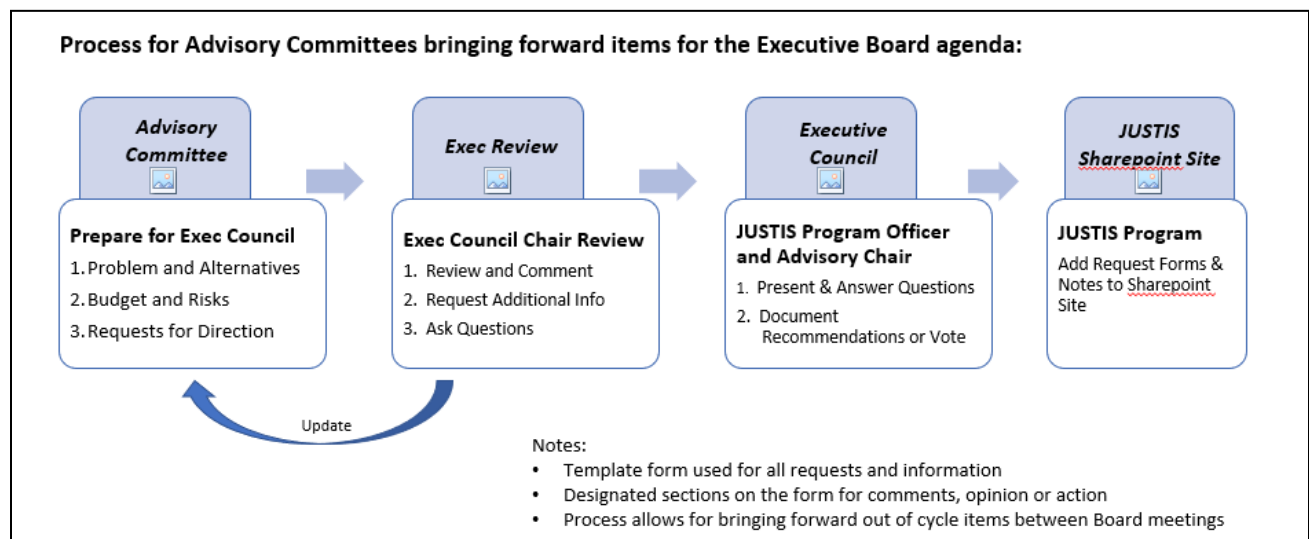
Decision Making

A quorum of at least 50% of the voting members is required to vote on decisions or decision recommendations.

All decisions will be made by majority vote, with each voting agency receiving one vote. Disagreement, risk or issues can be escalated to the Executive Board by the Chair, Co-Chair, or a majority vote of the committee members. In the event of an escalation, the Chair and Co-Chair are responsible for drafting a Recommendation Report which defines the issue being escalated, specifies the requested action by the Executive Board, and summarizes the relevant information necessary for an informed decision.

Executive Board Interaction

Given its quarterly meeting cadence, the Executive Board group will not formally ratify all decisions made by the advisory committees, but rather the Board will consider items explicitly put forward by the respective committee to the Board, prioritize the work of the advisory committees, provide oversight over the advisory committees, and monitor their effectiveness.

To put forth an item or recommendation for the Executive Board, the advisory committee shall follow the process depicted below:

Process for Advisory Committees bringing forward items for the Executive Board agenda:

Advisory Committee	Exec Review	Executive Council	JUSTIS Sharepoint Site
Prepare for Exec Council 1. Problem and Alternatives 2. Budget and Risks 3. Requests for Direction	**Exec Council Chair Review** 1. Review and Comment 2. Request Additional Info 3. Ask Questions	**JUSTIS Program Officer and Advisory Chair** 1. Present & Answer Questions 2. Document Recommendations or Vote	**JUSTIS Program** Add Request Forms & Notes to Sharepoint Site

Update

Notes:
- Template form used for all requests and information
- Designated sections on the form for comments, opinion or action
- Process allows for bringing forward out of cycle items between Board meetings

The Executive Board will have authority and accountability over the JUSTIS advisory committees and their respective decisions.

All rules and by-laws described herein are subservient to relevant Federal, State, and local regulations.

Exception Handling

Exceptions happen and organizations often experience unplanned change. The exception handling process is intended to accommodate situations if and when unplanned events occur or if operational needs and priorities change. The exception process accommodates these "out of cycle" changes to the strategy or plans.

To invoke the exception process, any governance member may contact the Chair or Co-Chair for the advisory committee to which the member belongs.

The team member invoking the exception process must be prepared to answer the following questions before being guided through the exception process:

- o *What is the opportunity or issue that needs to be discussed?*

- o *Why does this opportunity or issue require out-of-cycle attention? For example, is this an opportunity that will help the operation deliver additional benefits or avoid a problem?*

- o *If agreed to by the Executive Board or Advisory Committee, where might the opportunity reside? For example, how will this change be accommodated? Within an existing initiative?*
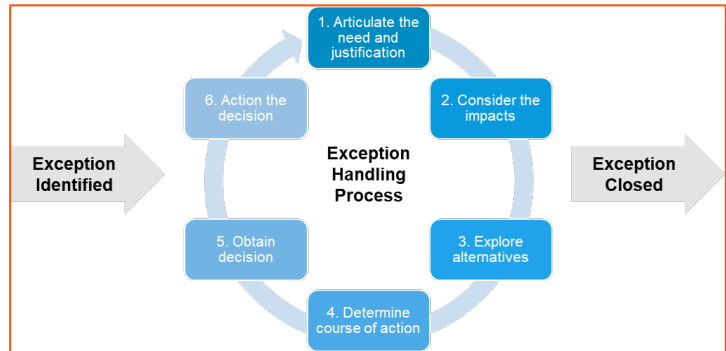
II. JUSTIS Advisory Committee Chapters

A. Performance and Strategy Advisory Committee

Scope of Oversight

Advises the Executive Board in the translation of policy direction into technology initiatives, monitors achievement of citywide objectives through defined KPIs and establishment of policies and initiatives for promotion of data sharing.

Meeting Frequency

Every 6 weeks, 90 minutes, in person with conference line available.

Reoccurring Deliverables

Annually: Recommended updates to the JUSTIS Roadmap.

Annually: Budget recommendations aligned with City budget cycle.

Membership

Primary members representing each agency attend all meetings and should be comprised of individuals responsible for developing operational policies such as Policy Analysts.

Secondary members attend some meetings and may be comprised of Agency CIO's or IT leads.

5. Areas of Responsibility and Key Input and Output

Area of Responsibility	Decision Monitoring	Input	Output
Establish KPI's required for the Executive Board to monitor the City's performance against criminal justice objectives.	Decision	• Citywide criminal justice policy objectives	• KPI requirements to Data & Architecture
Monitor the City's performance against designated KPIs for criminal justice objectives.	Monitoring	• Reporting dashboards with KPI's from Office of Justice Technology	• Annual report to the executive board on Justice IT performance
Monitor agency level strategic plans to identify data sharing and collaboration opportunities; timing in alignment with City budget cycle	Monitoring	• Agency level strategic plans with IT implications • Office of Justice Technology budget	• Project initiation requests
Identify updates to the JUSTIS 5-year Roadmap and/or new initiatives to support Citywide criminal justice objectives.	Decision	• Operational policies from the Executive Board • Agency level strategic plans with IT implications	• Annual updates to the JUSTIS 5-Year Roadmap
Provide recommendations to the Executive Board for prioritization of Office of Justice Technology and Agency resource allocations needed to meet operational commitments and prioritized initiatives.	Decision	• Operational policies from the Executive Board • Agency level strategic plans with IT implications	• Resource allocation plan and project prioritization

B. Systems and Large Projects Advisory Committee

Scope of Oversight

Advises the Executive Board on the progress of long-term strategic system projects, technology planning, budgeting and monitoring the implementation and development of inter-agency interfaces – all in support of the City's strategic vision for criminal justice.

Meeting Frequency

Every 6 weeks, 90 minutes, in person with conference line available.

Reoccurring Deliverables

Quarterly: Citywide JUSTIS and Large Project Status Report.

Annual: Resource allocation and budget recommendations to the Performance & Strategy advisory committee.

Membership

Primary members representing each agency attend all meetings and should be comprised of project managers and integration SME's responsible for JUSTIS related projects.

Secondary members attend some meetings and should be comprised of Architecture & Data Sharing Advisory Committee members.

Areas of Responsibility and Key Input and Output

Area of Responsibility	Decision Monitoring	Input	Output
Monitor progress of the JUSTIS 5-Year Roadmap and large agency project implementations with data sharing implications.	Monitoring	• Status reporting from the Office of Justice Technology and Agency IT	• Citywide JUSTIS and Large Project Status Report
Provide recommendations to the Executive Board regarding resource allocation and budgetary requests required for JUSTIS support for agency level system projects.	Decision	• Status reporting from the Office of Justice Technology and Agency IT	• Recommendations to the Performance & Strategy advisory committee
Establish data exchange integration patterns including security.	Decision	• Industry best practices	• Enterprise integration standards
Resolve inter-agency data exchange and data dependency design choices and issues emerging during large project development.	Decision	• Agency level and JUSTIS integration topics	• Decision specific documentation in minutes as required
Provide direction to the Data Center of Excellence (CoE) during the development of interfaces and data exchanges.	Decision	• CoE requests	• Updates to integration standards
Confirm project prioritization recommendations provided by the Office of Justice Technology	Decision	• Project prioritization recommendations	• Confirmed project priorities

C. Architecture and Data Sharing Advisory Committee

Scope of Oversight

Advises the Executive Board on how agencies will access, share, and manage information, including development of cross department dashboards and fulfillment of public information requests.

Meeting Frequency

Every 4 weeks, 90 minutes, in person with conference line available.

Reoccurring Deliverables

Annual: Data quality summary report.

Quarterly: Data quality mitigation recommendations.

Membership

Primary members representing each agency attend all meetings and should be comprised of Data Stewards and Custodians of Records.

Secondary members attend some meetings and should be comprised of Data SF and an assigned City Attorney when necessary to advise committee deliberations.

Areas of Responsibility and Key Input and Output

Area of Responsibility	Decision Monitoring	Input	Output
Establish data governance frameworks and tools.	Decision	Key Performance Indicators (KPI) from Performance and Strategy National Standards (NIEM, CIBRS, CJIS)	Data Taxonomy Data Dictionary Data Classification (CORI, Public, HIPPA, etc.) Data Sharing MOUs Local Data Standards
Ensure assignment of agency level data stewards of records.	Monitors	• None	• Data Steward of Record roster
Review and approve inter-agency data quality standards.	Decision	• None	• Data quality standards
Monitor compliance with data standards.	Monitors	• Data validation reports from JUSTIS Team	• Annual report on data quality
Provide data quality remediation recommendations based on data quality audit results.	Monitors	• Data quality audits	• Data quality mitigation recommendations
Prioritize inter-agency dashboard creation requests, including population of the inter-agency JUSTIS Data Store.	Decision	• Operational dashboard requests	• Data Center of Excellence prioritized work plans
Provide direction to the Center of Excellence (CoE) for Data during the creation of KPIs, dashboards, and inter-agency reporting.	Decision	• CoE requests	• None

D. Operations and Maintenance Advisory Committee

Scope of Oversight

Advises the Executive Board on the day to day operations of the Office of JUSTIS, with a focus on the operations, support and maintenance of the JUSTIS software systems

Meeting Frequency

Every 2 weeks, 60 minutes, via teleconference call.

Reoccurring Deliverables

Monthly: JUSTIS Performance Dashboard against SLA's.

Membership

Primary membership representing each agency comprised of Agency IT liaisons or IT staff.

Secondary membership comprised of reporting end users.

Areas of Responsibility and Key Input and Output

Area of Responsibility	Decision or Monitoring	Input	Output
Establish minimal service levels for JUSTIS provided services	Decision	• Agency operational requirements	• JUSTIS SLAs performance
Establish DR/IR requirements for JUSTIS related systems	Decision	• Agency operational requirements	• None
Monitor the Office of Justice Technology performance against Service Level Agreements.	Monitors	• Office of JUSTIS Technology performance KPI	• None
Prioritize Office of Justice Technology inter-agency maintenance and enhancement tasks as required.	Decision	• Agency requests for additional support	• None
Coordinate multi-agency change activities and dependencies required to support Operations and Maintenance activities.	Monitors	• Change requests	• Tactical operation/development plans
Establish long-term infrastructure maintenance and refresh plans.	Decision	• None	• Infrastructure upgrade and extension plans aligned with City budget planning cycle

III. Bylaws Approvals and Amendments

Each Advisory Committee may amend its respective chapter with a majority vote. The amendment must be shared with each of the other Advisory Committees and ratified by the Executive Body.

IV. Appendix

a. Sample Meeting Agenda Template

Performance & Strategy
JUSTIS Advisory Committee Governance

Meeting Agenda – [MONTH] [YEAR]

1. Opening Remarks

2. Review and Approve Prior Meeting Minutes

3. Review Interim Activities and Decisions

4. Performance Monitoring

    4.1.   Systems & Large Projects Briefing

    4.2.   Citywide KPI's

5. Strategic Planning (JUSTIS 5-Year Roadmap)

6. Escalations & Ad-Hoc Discussion Items

7. Decisions and Actions Summary

b. Sample Meeting Minutes Template

Performance & Strategy
JUSTIS Advisory Committee Governance

Meeting Minutes – [MONTH] [YEAR]

Held on Month DD, Year between HH:MM and HH:MM
At Room Number, Building Name

Attendees

DEM:	
SFPD:	
Superior Courts:	
Sheriff:	
District Attorney:	
Adult Probation:	
Juvenile Probation:	
Status of Women:	
Public Defender:	
Dept. of Technology:	

Action Items

Action Item	Due Date	Owner	Status

Meeting Summary

Opening Remarks

Only note questions raised or exceptions raised that are not covered in the agenda

Review Interim Activities and Decisions

Only note questions raised or exceptions raised that are not covered in the agenda

Performance Monitoring

Systems & Large Projects Updates

Citywide KPI's

Strategic Planning (JUSTIS 5-Year Roadmap) Updates

Escalations & Ad-Hoc Discussion Items

Minutes documented by: Name, Organization

c. Recommendation Report Template

<div align="center">

Recommendation Report
JUSTIS Advisory Committee Governance

Report– [MONTH] [YEAR]

</div>

- ## From:

[Who is the originator of this escalation. This should either be a committee Chair, Co-Chair, or the name of the Advisory Committee who voted on the escalation or request for action]

- ## To:

[Recipient of the escalation]

- ## Issue being escalated:

[Provide a brief summary of the item being escalated to the Executive Board, or alternative advisory committee]

- ## Specific action or decision being requested:

[Describe the specific action or decision being requested by the Executive Board or advisory committee this is being escalated do.]

- ## Background information:

[Provide sufficient background information on the escalation to allow for the requested action to be taken or decision to be made]

APPENDIX 2

Overview of the JUSTIS Strategy and 5 Year Roadmap

Overview of the JUSTIS Program Strategy & 5 Year Roadmap

JUSTIS Current State

Over the last 15 years JUSTIS. succeeded in:

- Mapping the Computer Assisted Bay Area Law Enforcement Legacy System (CABLE3/CMS) to a modern Oracle Database

- Creating a Justice Data Hub Infrastructure that facilitates data sharing and transformation in real time.

- Creating a secure infrastructure to aggregate, transmit and store offender records and detail.

- Supporting the implementations of the justice agencies modern case management systems.

- Providing a Notification System to the justice agencies based on critical events.

Today, the focus of the JUSTIS program is to integrate CCSF justice agencies' case management systems and replace the 35+ year old mainframe CABLE3/CMS applications system. This will allow public safety departments to gather and share information with each other automatically through a centralized hub, expedite individual department processes and will result in a more efficient and effective justice information system.

RoadMap JUSTIS Program Scope

The scope of the JUSTIS program includes:

- Establish a common taxonomy and comprehensive justice conceptual data model, aligned across all JUSTIS member agencies and where possible with state and federal standards.

- Deploy a city-wide justice data store that includes 'index level' data from all justice agencies, covering the complete criminal and juvenile justice lifecycle, aligned to the common taxonomy.

- Deploy an enterprise reporting analytics platform which enables stakeholder agencies, the JUSTIS Technology Support Team, and community partners to create dashboards, queries, and standard reports.

- Deploy and/or re-architect the current JUSTIS integration platform with a lighter weight, secure and scalable architecture that encourages increased levels of data sharing.

- Deploy data exchanges consistent with the needs and data sharing opportunities presented by the implementation of new juvenile and criminal justice agency systems over the next 24 mos.

- Deploy a platform for sharing electronic documents and managing digital evidence.

- Deploy a collaboration platform for awareness and communication with health care and social services agencies to improve both individual and population level outcomes.

- Extend JUSTIS to include Juvenile data and transactions with required access controls.

- Rebrand and transform JUSTIS inclusive of strategic objectives to define the next generation public safety and social system for CCSF.

Program Assumptions, Constraints & Dependencies

The JUSTIS program needs to consider both Agency driven and shared initiatives which introduces the following program assumptions, constraints, and dependencies:

- **Assumptions:**

  - The modernized, real-time JUSTIS data exchange and comprehensive enterprise level reporting and data analytics capability will be implemented.

  - Each new Agency Case Management system will be integrated with JUSTIS.

  - The JUSTIS Program will have pro-active leadership that brings both city-wide perspective and authority to the program.

  - Program Leadership will have specific Public Safety and Justice acumen and experience to be credible to the Program Stakeholders.

- **Constraints:**

  - Nearly every JUSTIS agency is in the midst of replacing or providing significant upgrades to their respective core case management system.

  - Significant effort will be required to decommission CABLE/CMS

  - Infrastructure and Disaster Recovery issues need to be addressed.

- **Dependencies:**

  - Decommissioned CABLE/CMS including removal of dependencies on CABLE/CMS from all other CCSF justice applications.

  - Established governance for the funding, prioritization, expansion, and implementation of transformative technology projects and data management which impact the CCSF Criminal & Juvenile Justice landscape.

  - A Disaster Recovery strategy that aligns interdependent resiliency levels across stakeholder agency systems and with the JUSTIS Hub, and justice environment.

  - Established security mechanism to manage enterprise access to agency data through JUSTIS.

Program Priorities

The JUSTIS planning priorities are identified as follows:

- **Justice Lifecycle Data Consistency:** Establish and sustain a common taxonomy, shared reference data structures and common identifiers to facilitate consistent representation and understanding of justice information across the enterprise.

- **Reporting:** Modernize, improve or establish (as required) JUSTIS analytics & reporting to derive insights, data driven decisions and improve transparency, efficiency and accountability across the stakeholder agencies.

- **CABLE/CMS Replacement:** Define and develop an approach to fully replace existing CABLE/CMS functionality and provide an extendable platform for future shared functional and data requirements; develop the decommissioning plan and interim solution that assures daily operations for stakeholder agencies are not negatively impacted and stakeholder agency system implementations are not delayed.

- **Platform Optimization:** Expand usage of the integration platform and support organization to align with data sharing business needs and to leverage current integration technology and standards available in the marketplace including potential replacement of integration infrastructure components.

- **JUSTIS Operating Model:** Provide organizational, resource and change management structures to ensure continuous JUSTIS service levels to all stakeholder agencies; provide an operating model for the JUSTIS Technology Support Team with necessary capacity and access and support.

- **Governance:** Refresh and establish governance structures to manage inter-agency decisions and responsibilities pertaining to budget, data, policy, operations, technical planning/execution, security and privacy.

JUSTIS Project Management

- At the project delivery level, each Project has its own Delivery Project Plan that is outside the scope of the JUSTIS program governance framework. These governance structures may provide progress reports to the Systems & Large Projects advisory committee.

- The membership of each project team is determined during the first stage of the project lifecycle by the agency that owns the delivery of the particular project.
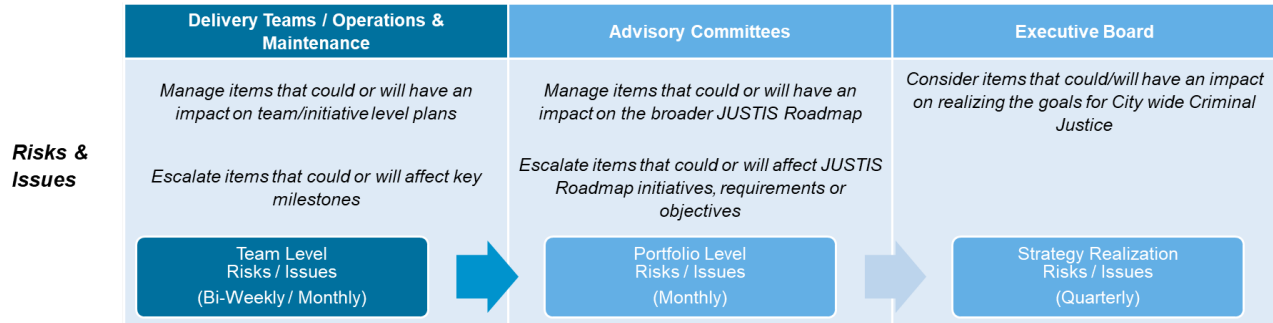
Risks and Mitigation

The process of identifying, quantifying and qualifying, mitigating or resolving risks and issues is performed by the participants at any level of the Governance Plan.

Risks and Issues can be reported into either the Advisory Committee or Executive Board levels.

The reporting of risks and issues will depend on the specific perspectives of each level of the Governance Framework and the degree to which they could or will have an impact at the individual initiative or at the strategic level.

Delivery Teams / Operations & Maintenance	Advisory Committees	Executive Board
Manage items that could or will have an impact on team/initiative level plans	*Manage items that could or will have an impact on the broader JUSTIS Roadmap*	*Consider items that could/will have an impact on realizing the goals for City wide Criminal Justice*
Escalate items that could or will affect key milestones	*Escalate items that could or will affect JUSTIS Roadmap initiatives, requirements or objectives*	
Team Level Risks / Issues (Bi-Weekly / Monthly)	Portfolio Level Risks / Issues (Monthly)	Strategy Realization Risks / Issues (Quarterly)

(Row label at left: **Risks & Issues**)

Risks and Issues will be elevated to the Executive Board by the Advisory Committees at the discretion of the committee.

Target State Integration Hub Architecture

The JUSTIS Integration Architecture will expand the usage of the integration platform to align with data sharing business needs and to leverage current integration technology available in the marketplace including potential replacement of integration infrastructure components.

The **Integration Hub** architecture is successfully used by large inter-agency justice organizations to facilitate data exchanges and consolidated data access.

A similar design, the *Digital Integration Hub* is increasingly used by other organizations to enable high-scale API access while minimizing workload and dependency on systems-of-record and deliver additional value via analytics.

The architecture consists of:

- An API Gateway to interact with agencies, partners and the community. This includes history inquiries.

- Data stores to support consolidated data access without directly accessing systems of record, metadata management to enable common data understanding and consistent usage and data analytics across broad data sets representing the justice lifecycle.

- A Hybrid Integration Platform to exchange data with agencies through event-based exchanges and periodic data ingestions of broad data sets outside of exchanges.

The architecture must also support capabilities to "fill the gap" between the legacy CMS and replacement applicatio

JUSTIS Information Architecture & Reporting

JUSTIS Structured Data Management
- JUSTIS Data Store
- Reference Tables & Rules

JUSTIS Data Management & Reporting

JUSTIS Taxonomy	Data Center of Excellence	Criminal History
Reports	Visualization	Portal

JUSTIS Document & Media Management
- Digital Evidence
- Electronic Documents

Event and File Based Data Exchanges

JUSTIS Integration Platform and Stakeholder Agencies

JUSTIS Agencies

Community Based Organizations & Agency Partners

Event and File Based Data Exchanges

JUSTIS Integration Platform

Integrated Services

Identity & Access Management	Master Data Management
Process Orchestration	Auditing

Management and Governance

Operational Governance	Data Governance	Budget Management	Strategic Planning & Architecture	JUSTIS Sustainment	Disaster Recovery

Department of Technology

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