

Project Prioritization Matrix			JJIS Modernization Project	Justification
TOTAL PROJECT SCORE (0-100)			97	
CRITERIA	WEIGHT	SCORING GUIDE	Scores	
Technology & Strategic Alignment	35%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	35	36%
Alignment to Strategic Plans Does the Agency adhere to the Governor's Strategic Plan (<i>Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight</i>) and the Enterprise Information Services Strategic Plan? Does the investment align with IT best practices (e.g. transparency by design, easily retrievable data, early value delivery, modular implementation, security principles, modern hosting technologies such as cloud, configuration over customization, etc.) How does this investment integrate into the agency's strategic plan?		3 - Mastery (High) Investment incorporates multiple elements of state technical vision, is strategically consistent with agency strategic vision and IT best practices. Proposed solution is technically consistent with State vision for User-friendly, Reliable and Secure systems.	3	i. Modernize and standardize critical statewide systems: JJIS is a critical application used statewide in partnership with Oregon's 36 counties, will allow Oregon to remain a National Leader in Juvenile Justice reform ii. Optimize service delivery to the public and internally Cross-Agency Systems and Statewide Cloud Strategy: The ability to access real time critical JJIS data from a mobile device, increasing contact with youth outside the office. Implementation of modern user interface features(mapping, direct dial, dashboards and charts. Improved intuitiveness and flow of the application will result in higher rates of data consistency to produce better predictive analytics, aligning with the statewide data strategy taking advantage of Cloud Technology. iii. Improve development transparency by posting project health status summaries online: We are actively navigating Stage Gate, having recently received Stage Gate 2 Endorsement while working closely with Gartner or IQMS Vendor to provide Independent Oversight and Reports for the Project. These reports are distributed in accordance with ORS 276A.223(5)(a). In addition to collaboration with other agencies we also have a public facing site dedicated to the Project. iv. Statewide Data Strategy: This JJIS Modernization project strategic vision developed from County and OYA's strategic plans, many of the Key Performance Measures that we use to guide process improvement are derived from data within the JJIS application, this data is critical in our Youth Reformation System initiative that provides detailed, customized research data that help staff make informed decision about the best placement, treatment and services for youth so they can go on to lead productive, crime free lives. We also expect to take advantage of modern and secure hosting technologies such as cloud and are reducing technical debt in the modernized application using a COTs solution, OregonBuys, to replace functionality that would otherwise require additional customization.
		2 - Competent (Medium) Mostly aligned with Mastery		
		1 - Adequate (Low) Partially aligned with Mastery		
		0 - Insufficient (None) Investment is inconsistent with elements of the Enterprise and/or Agency state technical vision and does not incorporate the state's technical values or consider IT best practices.		
Diversity, Equity, Inclusion, and Accessibility Does the Agency adhere to the Governor's Office of Diversity, Equity, Inclusion/Affirmative Action mission and objectives? Does the Agency have processes in place ensuring Oregon's government develops, maintains, and embeds a diverse and inclusive culture throughout state systems, institutions, and deliverables and plan to incorporate them into this investment? Does the Agency address how the solution will meet or exceed Oregon Accessibility Standards?		3 - Mastery (High) Agency intentionality makes equity, inclusion and accessibility a priority in change management, customer service, leadership development, and community engagement. Investment demonstrates and incorporates diligence in employment, from hiring to retention, promotion, and succession planning. Agency plans to work with Procurement on COBID certified firms. Project substantially benefits underserved communities-including rural communities, low income communities or communities of color.	3	Last year we began laying the groundwork for an agency-wide diversity, equity, and inclusion (DEI) initiative. To create a solid foundation for our work, we convened a workgroup made up of staff from across the agency to ground our DEI initiative in the agency's vision — that when youth leave OYA they go on to lead crime-free and productive lives. OYA's Shared Vision: Unity and Diversity - As OYA employees, we respect, honor and embrace the diversity among youth, staff, families and partners. We provide a welcoming and respectful environment that fosters inclusion and learning. We provide culturally responsive services that are accessible and benefit youth, staff, families, and partners. By statute, the agency is required to "be cognizant of and sensitive to the issue of overrepresentation of minority youth offenders in youth correction facilities" (See ORS 420A.010(10)a.) We are working strategically and collaboratively to improve outcomes for marginalized youth. We will evaluate our direct-care processes and programs to find and dismantle inequities that impact outcomes for marginalized youth. A Modernized JJIS system will allow us to better track and improve outcomes in areas where the legacy system is not agile enough eg. accurately representing youth self-reports on Race, Ethnicity and Gender. The JJIS Steering Committee identified 'Youth Case' as Priority 1 for the JJIS Modernization Project, which will provide enhanced capabilities for Quality Case plans. These Case Plans will be developed, maintained and tracked through the Modernized JJIS system and will inform and help improve outcomes for marginalized youth.
		2 - Competent (Medium) Mostly aligned with Mastery		
		1 - Adequate (Low) Partially aligned with Mastery		
		0 - Insufficient (None) Agency does not have adequate existing processes to intentionally promote diversity, equity, inclusion or accessibility and has only nominally considered incorporating them in to this investment.		

Business & Customer Driven Technology	25%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	22 23%				
<p>Customer Centered Approach How does this technology investment take into consideration the number of users and place an emphasis on providing customer value? If the investment addresses public facing technology, is it customer-focused? If the investment is for agency use, does it improve the agency users' experience? Does the implementation plan focus on user experience/feedback?</p>		<p>3 - Mastery (High) Investment is focused on providing customer value. For public services, the customer experience is primary. Potential for use by all Oregonians. For agency investments, provides tangible benefits to agency users. Investment plan includes customer stakeholders and addresses methods to incorporate user experience/feedback.</p> <p>2 - Competent (Medium) Mostly aligned with Mastery</p> <p>1 - Adequate (Low) Partially aligned with Mastery</p> <p>0 - Insufficient (None) Investment is being implemented in isolation from customers and end users or will not be used by many users.</p>	3				<p>The JJIS Modernization Project has chosen to pursue development using an agile methodology that involves the customer early, often and to listen to customer feedback.</p> <p>The JJIS Modernization Project Assessment sought extensive feedback from customers and specified the most significant areas that customers wanted to see improvement and what was working well.</p> <p>The JJIS Modernization Project has chosen a solution to best respond to the customer, implementation of a low code platform, that will allow the agency development team to reduce technical debt and quickly provide tangible value to the user.</p> <p>Improving the User Interface and Usability of the Modernized application will be achieved through contracting with a vendor to make sure UX/UI standards are implemented and are consistent with current development practices.</p> <p>User feedback will be captured in a variety of ways, including direct feedback through workgroups, focus groups and User Acceptance Testing. The JJIS Modernization Project further intends to capture user feedback throughout the development and useable life of the application through modernized technology eg A.I., Workflows and integrated training.</p>
<p>Business Process Transformation Does this technology investment contribute to business process improvement/transformation? How does this technology investment intersect with measurable business outcomes including the return on investment, if applicable?</p>		<p>3 - Mastery (High) Business outcomes will be improved as a result of this investment. Investment implementation is being driven by business process transformation to improve service delivery. If public facing, customer interaction with business process is improved as a result of this investment. Solution will modernize processes. Specific examples of measurable business improvements are provided in the business case (i.e. cost savings, streamlined processes, improved controls, access to information). Investment is consistent with the agency's internal strategic plan and direction.</p> <p>2 - Competent (Medium) Mostly aligned with Mastery, includes measurable outcomes</p> <p>1 - Adequate (Low) Partially aligned with Mastery, does not include measurable outcomes.</p> <p>0 - Insufficient (None) Investment implementation is nominally considering business processes and their integration with technology. Investment has no relationship with an agency's business processes. Agency is thinking 'tool first' to solve business problems. Investment does not cohere with agency strategy.</p>	3				<p>Business Outcomes are addressed in each phase of the project and are expected to address the specific outcome pertaining to the following priorities.</p> <p>Priority 1 – Youth Case applicable outcomes are Quality Case Planning, Increased youth engagement in positive activities, increased opportunities to developing positive skills and increase pro-social competencies and facilitating healthy and timely progression through youth developmental stages.</p> <p>Priority 2 – Youth Accountability outcomes are increasing accountability and restitution to victims and monitoring and improving youth safety.</p> <p>Priority 3 – Youth Community outcomes are enhancing community safety, health and security, and increased family involvement.</p> <p>The OYA Fundamentals Map, County Strategic Plans and interviews of stakeholders has driven the Modernized solution to consider not only business improvements such as UX/UI, reduction of technical debt and a reliance on the Governance structure to drive strategic vision focusing on specific measure business outcomes (outlined in the Key Business Opportunities/Challenges Artifact and Business Outcomes Artifact).</p> <p>Modernizing JJIS will allow more than 2,500 juvenile justice professionals untethered access to real-time data, increasing their ability to provide supervision and services that support better outcomes and increase public safety.</p> <p>A Modernized JJIS will allow new applications to provide role-based walkthroughs and trainings on demand. As users access unfamiliar or enhanced parts of JJIS, role-based walkthroughs automatically initiate to guide the users through the appropriate workflow.</p> <p>Modernizing JJIS will provide Oregon's juvenile justice system with a wide range of benefits, many of which cannot be quantified in terms of a financial return. Oregon's value from the modern JJIS Solution is realized from substantial capability improvements in data collection and retrieval, measurable business outcomes and worker efficiencies.</p>

<p>Investment Risk Does this investment need to be implemented during this budget cycle? What is the impact of not doing this investment during this cycle? Would the agency, state, or its customer be exposed to a risk or impact if the service/product is not offered (e.g., security, safety, legal, funding source, or any other related risk)? Is an existing service at risk? Do other current services/products depend on it?</p>		<p>3 - Mastery (High) Investment addresses a currently unmet, time sensitive mandate (legislative, federal, state) or risk, and/or addresses audit findings requiring urgent action or not implementing this solution puts existing services at risk.</p> <p>2 - Competent (Medium) Mostly aligned with Mastery</p> <p>1 - Adequate (Low) Partially aligned with Mastery</p> <p>0 - Insufficient (None) Investment provides an opportunity to improve services, but does not introduce new capability or address imminent risks.</p>	2	<p>The JJIS Modernization Project recently received Stage Gate 2 Endorsement and it is critical that the project continue moving forward, even in such unprecedented times. Over 2,500 juvenile justice professionals statewide rely on the Juvenile Justice Information System (JJIS) to manage over 11,000 youth referred to the juvenile justice system each year.</p> <p>Multiple stakeholders — ranging from the Governor’s Office to the Legislature, from local agencies to contracted treatment providers — rely on JJIS for data to set policy, monitor outcomes, perform research, and many other purposes. The project assessment evaluated multiple solution alternatives, the riskiest option was to maintain the status quo. The legacy JJIS system is at risk of failure and is becoming increasingly difficult to support the software, this has also presented the concern of Oregon’s “One Youth, One Record” system being replaced by a patchwork of databases and fracturing the County-State partnership.</p> <p>Modernizing JJIS would eliminate the need to restructure OYA’s accounting operations related to youth services instead, JJIS would be able to integrate with OregonBuys which is coming to State agencies to replace ORPIN.</p>
<p>Agency Readiness & Solution Appropriateness</p>	40%	<p>WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE</p>	40 41%	
<p>Organizational Change Management How does this technology investment impact operations throughout the organization? What are the agency plans to address and mitigate risk through formal Organizational Change Management? (Organizational Change Management (OCM) is a framework for managing the effect of new business processes or systems.)</p>		<p>3 - Mastery (High) Investment demonstrates complete consideration and resources for OCM. Efforts are proportional to the size of the change taking place.</p> <p>2 - Competent (Medium) Mostly aligned with Mastery</p> <p>1 - Adequate (Low) Partially aligned with Mastery</p> <p>0 - Insufficient (None) Investment dramatically underestimates OCM requirements for this effort, or OCM efforts inadequate to address the impact of the change in the organization.</p>	3	<p>A significant amount of OCM resources are planned throughout the JJIS Modernization Project, including the recommendation to secure an experienced contracted Senior Business Change Manager and implement an Organization Change Management strategy.</p> <p>Key areas include augmentation of the Business Analysis and Training Team, continued workflow research, enhanced communication and the ability to connect with other modern technologies such as Digital Adoption Platforms (DAP), to provide role-based walkthroughs and trainings on demand.</p> <p>As users access unfamiliar or enhanced parts of JJIS, role-based walkthroughs automatically initiate to guide the users through the appropriate workflow. Using DAPs would greatly decrease the burden on OYA’s Business Integration Team and users who were previously dependent on classroom, document-based trainings.</p>
<p>Solution Scale What is the scope and size of the agency’s proposed technology investment? Is this the right-sized appropriate scaled type of solution to address this problem?</p>		<p>3 - Mastery (High) Investment is appropriate size and scale for the agency’s business needs. The investment addresses the agency’s needs sufficiently and holistically. Criteria evaluation focuses on how this specific solution is right sized for the agency’s need.</p> <p>2 - Competent (Medium) Mostly aligned with Mastery</p> <p>1 - Adequate (Low) Partially aligned with Mastery</p> <p>0 - Insufficient (None) Investment is inappropriately sized to address agency need. Investment narrowly targets agency needs and the proposed solution does not serve all areas that would be impacted by the investment.</p>	3	<p>The JJIS Modernization Project solution has been appropriately matched to the agency and stakeholders with an Enterprise vision in mind. The hybrid solution commits to integrating the OregonBuys statewide COTS solution to replace significant functionality from the legacy system, continuing to use ORACLE for the database and shifting functionality and user interface to an enterprise platform solution.</p> <p>This hybrid solution will not only bring JJIS up to speed but will allow OYA to interface and integrate with almost any external application and rapid development to respond to the needs of our stakeholders. Technology Platform considerations and comparisons for the JJIS Modernization included rankings from Gartner Magic Quadrant Reports for top ranking brands in the significant product areas.</p> <p>The enterprise platform solution achieves high levels of scalability and performance while increasing JJIS Solution flexibility. This flexibility is required to keep pace with regulation change and the capability improvements required to achieve unprecedented improvements in the overall program effectiveness.</p>

<p>Capacity Has the Agency given consideration for adequate staffing inclusive of project resources, subject matter experts (SMEs), leadership availability and capability to effectively support this technology investment? Will this technology investment detract from the Agency's ability to deliver on its core business functions? Has the Agency addressed capacity requirements needed to effectively resource this initiative to cover core business functions?</p>	<table border="1"> <tr> <td style="text-align: center;">3 - Mastery (High)</td> </tr> <tr> <td>Investment has completely considered SME availability and resource backfilling. Investment and agency normal business is adequately staffed for duration of project. Availability of resources include: project team, SMEs, other technical resources, and backfilled resources.</td> </tr> <tr> <td style="text-align: center;">2 - Competent (Medium)</td> </tr> <tr> <td>Mostly aligned with Mastery</td> </tr> <tr> <td style="text-align: center;">1 - Adequate (Low)</td> </tr> <tr> <td>Partially aligned with Mastery</td> </tr> <tr> <td style="text-align: center;">0 - Insufficient (None)</td> </tr> <tr> <td>Investment has only nominally considered resource availability. Investment is not adequately staffed for duration of project.</td> </tr> </table>	3 - Mastery (High)	Investment has completely considered SME availability and resource backfilling. Investment and agency normal business is adequately staffed for duration of project. Availability of resources include: project team, SMEs, other technical resources, and backfilled resources.	2 - Competent (Medium)	Mostly aligned with Mastery	1 - Adequate (Low)	Partially aligned with Mastery	0 - Insufficient (None)	Investment has only nominally considered resource availability. Investment is not adequately staffed for duration of project.	3	<p>The Oregon Youth Authority, with the assistance of the Project Assessment Vendor, Elyon Strategies, has taken significant steps to ensure that this investment will be properly resourced with subject matter experts, strategic leadership throughout development and into operations and maintenance once the project has been successfully completed.</p> <p>A comprehensive resource plan has been developed and will be further refined once a contracted project manager is hired, this plan has taken into account statewide training needs, rapid development, business analysis, change management, and the internal development team that may be called to develop or configure the legacy system to meet Legislative Orders that may arise during Modernization.</p> <p>The resource/staffing plan has defined the various roles of contractors, implementation specialist, project team staff and the backfilling of critical resources. The transition to maintenance and operations will include a knowledge transfer plan, lessons learned, close out reports and operations and maintenance plan to ensure the agency is equipped with the resources and skills to support a high performance application platform.</p>
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<p>Governance Processes What elements do the Agency's project governance process consist of? Project Governance standards are inclusive of executive sponsorship and steering, vendor/contract management, change control, Quality Assurance, Independent Verification & Validation (IV&V), stakeholder feedback for decision making.</p>	<table border="1"> <tr> <td style="text-align: center;">3 - Mastery (High)</td> </tr> <tr> <td>Agency has existing governance processes in place or is introducing new ones to adequately oversee this investment. Processes include multiple of the following elements: engaged executive sponsorship, steering committees, vendor and contract management, change control, QA, IV&V, and stakeholder representation processes.</td> </tr> <tr> <td style="text-align: center;">2 - Competent (Medium)</td> </tr> <tr> <td>Mostly aligned with Mastery</td> </tr> <tr> <td style="text-align: center;">1 - Adequate (Low)</td> </tr> <tr> <td>Partially aligned with Mastery</td> </tr> <tr> <td style="text-align: center;">0 - Insufficient (None)</td> </tr> <tr> <td>Agency does not have adequate existing governance processes and has only nominally considered incorporating them in to this investment.</td> </tr> </table>	3 - Mastery (High)	Agency has existing governance processes in place or is introducing new ones to adequately oversee this investment. Processes include multiple of the following elements: engaged executive sponsorship, steering committees, vendor and contract management, change control, QA, IV&V, and stakeholder representation processes.	2 - Competent (Medium)	Mostly aligned with Mastery	1 - Adequate (Low)	Partially aligned with Mastery	0 - Insufficient (None)	Agency does not have adequate existing governance processes and has only nominally considered incorporating them in to this investment.	3	<p>The Oregon Youth Authority, in collaboration with the Oregon Juvenile Department Directors Association and the Enterprise Information Services has implemented several layers of Governance and defined processes place to monitor this critical project through closeout. This includes the Executive Sponsors - The JJIS Steering Committee, the JJIS Modernization Steering Sub Committee, a Project Director, Project Team, Contracted iQMS(Gartner) and is currently in the process of bringing on a Contracted Project Manager.</p> <p>A procurement management plan including a change control process have been developed and quality management plans are required artifacts of both contracted vendors, as well as risk monitoring and reporting. Monthly and weekly review meetings are in place with internal Governance, external Contractors and Enterprise Information Services. Governance continues with the OYA Executive Team and collaboration with includes the Legislative Fiscal Office, Department of Administrative Services, OYA's Executive Team and the Oregon Juvenile Department Directors Association. The JJIS Modernization Project has also developed a stakeholder register, module work groups and will report out on user feedback to the development team and Governance committees.</p>
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2/21/2020
[Governor's Action Plan](#)
[Enterprise Information Services](#)
[Governor's Office of Diversity, Equity and Inclusion](#)