



Oregon Youth Authority

JJIS Modernization Project Governance Plan

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VERSION LOG

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1 Modernization Background and Overview

Since its inception in 1995, the Juvenile Justice Information System (JJIS) has been an amazing success — an ongoing partnership between juvenile justice agencies in all 36 Oregon counties, and Oregon Youth Authority (OYA), the state’s juvenile justice agency. It is central to OYA’s business and the “business” of juvenile justice in Oregon. It improves public safety by providing useful, up-to-date information to about 2,500 daily users across the state about the thousands of youth who encounter the justice system every year at both the county and state levels — informing the decision-making of law enforcement, judges, probation and parole officers, and service providers.

Aggregated data from JJIS has been crucial for researchers, who have used the data to build predictive analytical tools that improve our ability to manage risk and match youth with interventions and services that are most likely to reduce recidivism. JJIS supports program evaluation, case management and planning; has extensive reporting capabilities; and manages provider contracts and billing. JJIS also provides data that helps with legislation, policy development, research, and increasing the public knowledge about juvenile justice in Oregon and across the country.

The JJIS Problem

Nearly 20 years of JJIS data on nearly half a million youth is kept in an Oracle database that will continue to be supported by that company. However, JJIS users access those youth records via a software interface that is obsolete and no longer meaningfully supported by the company that created it. In fact, OYA has not adopted one of the company’s annual releases in several years because they do not add value or functionality. Furthermore, without modernizing the user interface, it will become increasingly difficult, if not impossible, to find people with the necessary expertise to fix glitches, and JJIS may no longer work for the thousands of juvenile justice professionals who rely on it every day. The obsolescence of the software affects our work with youth and threatens the capacity of Oregon counties and OYA to improve our ability to reduce crime and improve youth outcomes:

- **Juvenile Justice Workers Can’t Access JJIS Via the Web or Mobile Platforms**
JJIS’s user interface does not work on web or mobile platforms. This is untenable, given that JJIS manages information on youth who are active 24 hours a day, seven days a week in all parts of the state. JJIS users need to be able to upload or access critical information from anywhere at any time, on any devices — for example, probation and parole officers engaging with youth when away from their desks. Not having access to JJIS on an as-needed basis is inefficient, delays reporting, results in errors in data entry, and constrains our ability to maintain current information on youth who are risks to public safety.
- **Oregon’s “One Youth, One Record” System Could Be Replaced by a Patchwork of Databases**
The business needs of county-level juvenile justice systems are not being met by JJIS as it stands. And if it is not modernized, they will seek their own IT solutions, which will jeopardize the “one youth, one record” system that is vital for continuity of youth

services and interventions across counties and jurisdictions, and which is invaluable for developing meaningful data the state uses to build predictive analytics tools designed to match youth with interventions most likely to keep the community safe.

- **JJIS Functionality Limits Oregon’s Juvenile Justice Youth Case Workers to Leverage and Implement Evidence-Based, Dynamic Youth Case Management**

The business needs of county-level juvenile justice systems are not being met by JJIS functionality as it stands. Oregon’s Juvenile Justice Systems (and in almost all service organizations) needs for software solutions have moved beyond information management systems such as exists in the current state JJIS and have matured into needs for dynamic case driven solutions with automation, self-service, role-based security, collaboration and aggregated data sources. This shift to (Dynamic Case Management) will help Oregon Juvenile Justice respond to legislative change, county uniqueness, and the users’ need of secure yet accessible data anywhere at any time.

The JJIS Modernization Approach

We propose to fix the problem by implementing a “Hybrid Solution” which incorporates modern, dynamic case management capabilities, Oregon Buys COTs capabilities, and custom .NET integration services. We will do this with a team made up of existing staff, temporary state staff, and contractors.

The components of the “Hybrid Solution” offer flexible, configurable, and reusable components for process automation, mobile access, self-service, security and aggregation of multiple data sources. The introduction of low code/no code platforms provide industry proven commercial solutions for process automation, case management, machine learning and omni-channel presentation. The introduction of NoSQL databases offers additional flexibility and approaches to manage the complexity and consistency of relevant youth data stored in multiple database management systems (DBMSs) even if the data is stored in a variety of formats. During the last decade, juvenile justice analysts have found that evidence-based practices are key to reducing high recidivism rates and other negative outcomes for youth. The JJIS Steering Committee desires a modern JJIS Solution that empowers the user community to collaboratively achieve target program outcomes for Youth Case, Youth Accountability, and Youth Community.

The Hybrid Solution

The Hybrid Solution provides the JJIS User Community with the highest value solution by automating many of the manual processes currently conducted by OYA and Oregon Counties. The solution also offers users access through mobile devices and web access points at the beginning of the modernization initiative. In addition, the low code/no code environments allow for rapid change of the solution features, user experience, workflow alternatives, and “role-based” access to data and processes.

This option brings together JJIS Modernization and a platform provider that will support the required design expertise for new functionality, the knowledge transfer to state staff as the solution matures and utilizes JJIS modernization skills to leverage the legacy JJIS database, reports, integration and re-platforming current and expanded

functionality and business rules.

2 Governance Plan Purpose and Definition

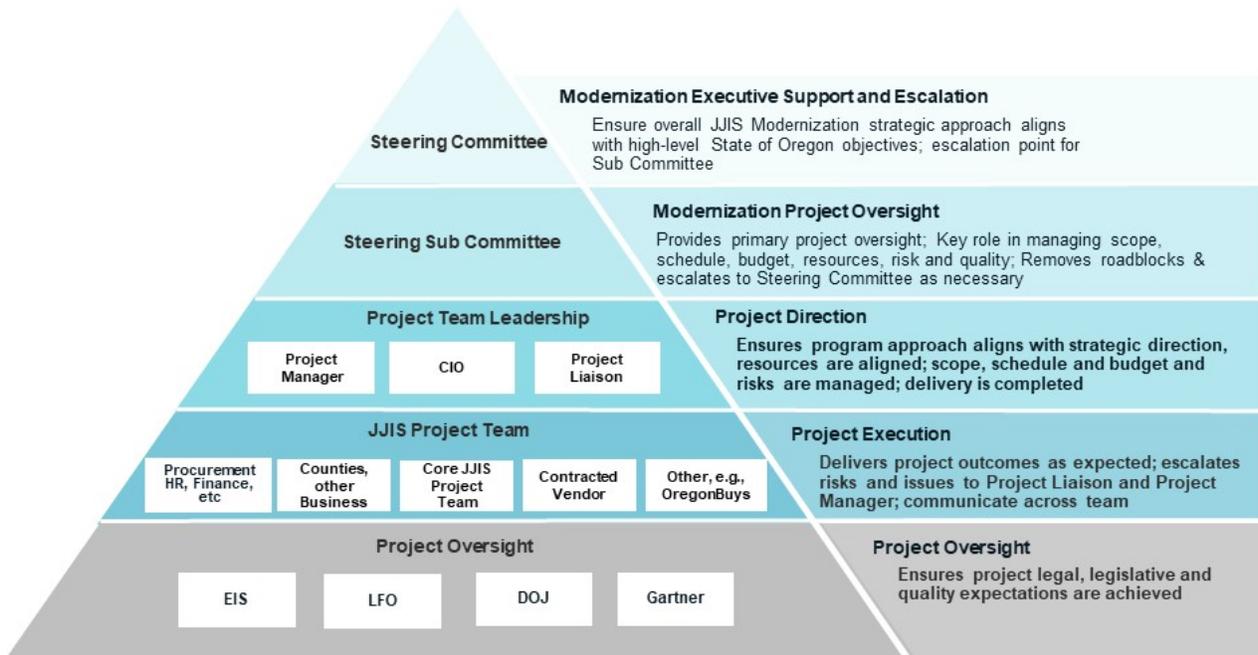
The Governance Plan identifies the key governance roles and responsibilities for the project work. It serves as a partner document to the Project Management Plan (Deliverable C.2.1.1, approved 3/24/2020). Higher level rules and authorization for project governance will also come from state statute, rules, and policies but are not described within this document.

Project Governance is a framework and process that specifies decision rights, ensures consistent decision making and the effective and efficient use of project resources in enabling an organization to achieve its goals. Additional perspective on Governance is provided below:

- Governance specifies decision rights and creates an accountability framework that encourages desirable behavior within the project
- Governance is composed of processes with the inputs, outputs, roles, and responsibilities that are inherent in a process definition
- Governance ensures consistent decision making as opposed to executing specific decisions
- The purpose of governance is to achieve a business goal, not to simply approve a project portfolio.
- Governance processes often have a role in controlling the "creative tension" built into every organization by balancing trade-offs, building agreement, and resolving conflicting priorities. It can act as a stabilizing force to smooth the process of execution and help organizations endure disruptive organizational change.

3 Modernization Project Governance Structure

The following governance structure illustrates the framework for the governance committees, teams and project oversight entities. At the top level of the governance model are the Steering Committee and Steering Sub Committee. The roles and responsibilities of these committees are different but together, they comprise the active oversight and the authority to make decisions that relate to the project.



4 Governance Groups

4.1 Steering Committee (SC)

The SC ensures overall JJIS Modernization strategic approach aligns with high-level State of Oregon objectives and serves as an escalation point for the Sub Committee which serves as the primary oversight group for the Modernization project. The SC also is informed of project information through a monthly meeting overview of the project Monthly Status Report. The SC has the authority to ask for special information or requests from the project at any time in alignment with the Sub Committee. The SC meets with the project as part of the regularly scheduled monthly SC meeting.

4.2 Steering Sub Committee (Sub Committee)

The Sub Committee serves as the primary Modernization project oversight group. It has responsibility to understand and provide guidance around scope, schedule, resources, budget, quality and risk/issues. The Sub Committee will escalate issues and questions to the SC as necessary. This group also helps remove project roadblocks and other needs such as identification of agency and county project resources. This group will meet monthly with the project team.

4.3 Project Team Leadership

Project Leadership is comprised of the OYA CIO, the Project Liaison and the Project Manager. The Project Liaison will also serve as the Product Owner. The Product Owner is a member of the team responsible for prioritizing the team backlog for execution. The role serves as the voice of the end user and business. The CIO ensures that the project is aligned with OYA strategic direction, resources are aligned for optimal value and serves as the supervisor/manager for most OYA team resources. The Project Liaison is responsible for providing project team oversight and ensuring the

project meets expectations. This role also manages key vendors such as the technical solution vendor, iQMS vendor and the project manager contractor. The Liaison will also in coordination with the Project Manager to direct project teamwork. The Project Manager directs the work of the project team member and ensures that the project meets scope, schedule, budget and resource expectations. This role also manages project risks and issues and is active in managing overall project quality and delivery.

4.4 Project Team

The Project Team is responsible for completion of tasks as outlined in the project management plan and schedule. The team also assists with identifying risks and issues that hinder progress, developing mitigation and resolution plans, and escalating when appropriate. The team is primarily comprised of internal OYA and county resources allocated to project. But the project team is also comprised of other members that include individuals from Procurement, Human Resources, Finance and other functional areas. It will also include the technical solution vendor once selected and executing alongside the OYA team. And, intermittently, it will include other partners such as those State of Oregon members working with the Modernization team to implement OregonBuys as a part of the overall functional solution.

4.5 Project Oversight Groups

There are several groups that provide oversight, guidance and approval to the Modernization project. These include:

Enterprise Information Systems (EIS). EIS provides review of project documentation as well as provides input and guidance on project status. EIS is the primary decision maker regarding decisions of projects moving through the OSCIO Stage Gate process. The Project Manager and Project Liaison meets weekly with the EIS team.

Legislative Fiscal Office (LFO). The LFO provides fiscal and policy advice to the Legislature that may affect projects. The LFO serves as the “eyes and ears” for the Legislature to ensure that the executive branch is implementing legislative policy in a cost efficient and effective manner. Procurement documents such as contracts and RFPs, as well as quarterly reports on project status, are presented to LFO to facilitate this oversight.

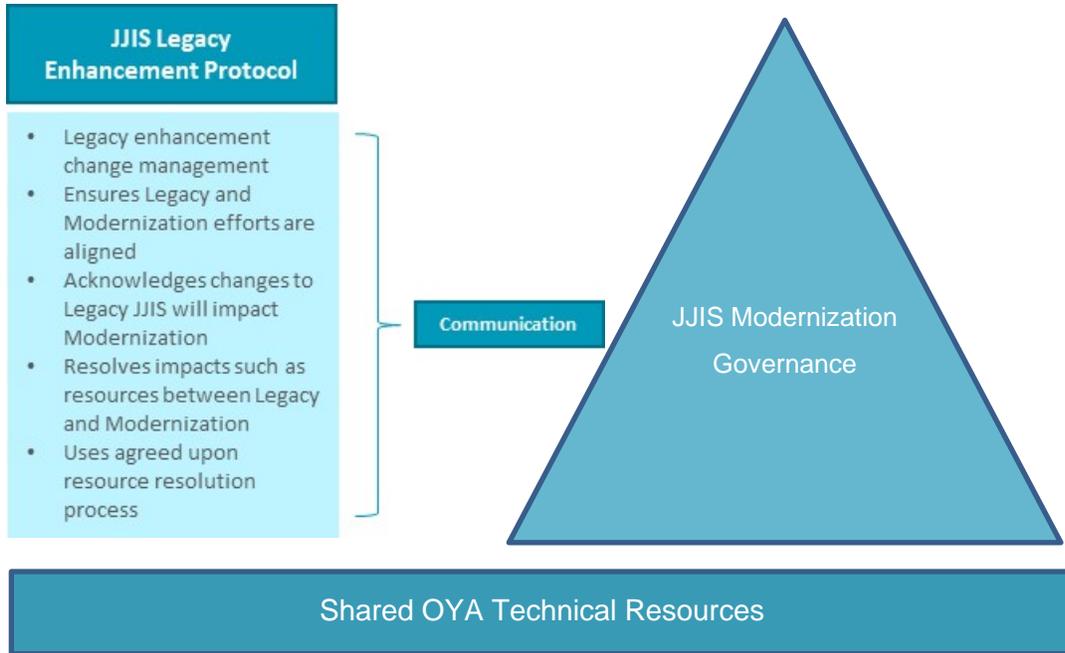
Department of Justice (DOJ). The DOJ plays a key role in providing legal advice and opinions in the areas of RFP or Request for Information (RFI), contracts, contract amendments, contract questions, work authorizations, conflicts of interest, leases, etc., both for appropriateness and legal sufficiency.

Gartner (iQMS). Gartner provides quality oversight services to the Modernization project and informs EIS to ensure the project is meeting its stated objectives and quality goals. This team produces regular quality status reports and maintains close connection to project stakeholders through scheduled interviews that become input into their reports. The team works closely with the Modernization project and participates in the weekly Project Team Meeting.

4.6 JJIS Legacy Enhancement Process

The JJIS Legacy system will remain active until the new, modernized JJIS system goes live. During Modernization project execution, the legacy system may implement code that impacts the legacy Smalltalk platform. While new Legacy functionality is not planned, the Legacy system may implement new functional code due to Legislative mandate or special requests. Because the Legacy system and the Modernization project share technical development resources, a process was developed to understand how the Legacy system updates will be approved including updates that JJIS Modernization Governance Plan

may impact the Modernization project resource availability. Key to managing this process is to maintain good communication. Any Legacy update effort that impacts the Modernization project resources will be discussed, managed and escalated, if necessary, for resolution.



5 Project Governance Framework

The Governance Framework illustrates the decision-making scope with the Steering Committee, Sub Committee and Project Team. The decisions are defined for the typical project activities that will occur including such decision type as scope changes, schedule changes, etc..

Decision Type	Description	Decision Making Thresholds		
		Steering Committee	Sub Committee	Project Team
Scope changes	Significant changes to the scope of approved requirements	<ul style="list-style-type: none"> Informed of project status Responds to escalations 	<ul style="list-style-type: none"> Escalated risks/issues Major features 	<ul style="list-style-type: none"> Project requirements (user stories, minor features)
Schedule changes	Significant changes to or deviations from the planned timeline of approved initiatives	<ul style="list-style-type: none"> Informed of project status Responds to escalations 	<ul style="list-style-type: none"> Escalated high risks/issues Impacts on interim project milestones 	<ul style="list-style-type: none"> Deliverable dates Non-critical path minor changes

Resource / Staffing recommendations	Significant changes to key personnel of approved initiatives.	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Escalated risks/issues ▪ Significant capability gaps ▪ Unplanned changes ▪ Multiple concurrent changes 	<ul style="list-style-type: none"> ▪ Planned turnover/changes
Budget change recommendations	Significant budget modifications, including reductions and budget increase requests.	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Escalated risks/issues ▪ Planned budget changes 	<ul style="list-style-type: none"> ▪ Within spend plan thresholds
Vendor contractual obligations & invoice approvals	Monitoring of vendor performance (e.g. SLAs) and achievement of intended initiative outcomes. Approve invoices.	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Escalated risks/issues 	<ul style="list-style-type: none"> ▪ Performance within acceptable SLA thresholds ▪ Validated, confirmed invoices ▪ Work performed in compliance with contractual requirements
Procurement: Proposal Evaluation	Assessment of vendor / bidder proposals	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Informed ▪ Escalated as necessary 	<ul style="list-style-type: none"> ▪ Assessment and scoring
Procurement: Solution Demonstration Evaluation	Demonstrations of end-user or administrative functionality for evaluation of features, UX, etc.	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Informed ▪ Escalated as necessary ▪ Participate, if desired 	<ul style="list-style-type: none"> ▪ Assessment and scoring
Procurement: Decision Recommendation	Consolidating evaluation results and determining the selection decision recommendation	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Evaluate recommendation ▪ Decision making ▪ Escalate, if necessary 	<ul style="list-style-type: none"> ▪ Determination of evaluation results and selection recommendation
Procurement: Selection Decision	Decision to select vendor(s) for short-list Decision to select vendor(s) for contract	<ul style="list-style-type: none"> ▪ Informed of project status ▪ Responds to escalations 	<ul style="list-style-type: none"> ▪ Selection decision approval 	<ul style="list-style-type: none"> ▪ Selection decision recommendation

6 Appendix

The Appendix includes abbreviated governance charters for the Steering Committee and the Steering Sub Committee.

6.1 Steering Committee Charter

Description		Decision Making Responsibilities		
The Steering Committee is responsible for setting project direction, creating advocacy for project funding and resource engagement, and addressing major project issues or risks (particularly relating to changes in scope, resources, and schedule). It serves as an escalation point from the Sub Committee and receives project information through monthly project status reports.		<p>Ensure project alignment with other OYA and State priorities</p> <p>Approves project to initiate and move forward</p> <p>Serves as escalation point from Sub Committee which has the primary project oversight role</p> <p>Receives Modernization project information through monthly report provided at scheduled monthly meetings</p>		
Standing Modernization Agenda	Membership		Meeting Frequency	
Review escalated risks and issues provided by Sub Committee	<ul style="list-style-type: none"> • Matt Wetherell (voting) • Lynne Schroeder (voting) • Christina McMahan (voting) • Peter Sprengelmeyer (voting) • Erin Fuimaono (voting) • Joe Ferguson (voting) • Molly Rogers (voting) • Clint McClellan (voting) 		Monthly	
Receive project information through monthly status report			Timeline	
			<p>The project schedule has not yet been updated but there are some estimated project milestone dates:</p> <ul style="list-style-type: none"> • March 2021 – RFP release • June 2021 – Stage Gate 3 achieved • Finalize procurement process – Q4 2021 • Start execution – Q1 2022 • Project completion -- 2025 	
Business Process	Frequency	Inputs	Actions	Outputs
Help resolve Sub Committee escalated risk and issues	Monthly at meeting	Escalated risk and/or issue summary provided by Project Team and Sub Committee	<ul style="list-style-type: none"> • Members review the risk and/or issue and provide input • Typically, through teleconference at this time 	<ul style="list-style-type: none"> • Feedback • Decisions • Action items • Other communications

6.2 Steering Sub Committee Charter

Description		Decision Making Responsibilities		
The Steering Sub Committee is the primary oversight group to the Modernization project. The provide guidance, decisions and feedback regarding scope, schedule, resources, budget quality and risk/issues. This group will escalate decisions and risks/issues to the Steering Committee as necessary.		Provides oversight role to Modernization project. Reviews and provides guidance and decision making around scope, schedule, budget, resources, quality and escalated risks/issues. Meets monthly with the Project Team to discuss project status Escalates risks, issues and other project decisions to Steering Committee, as necessary		
Standing Agenda	Membership	Meeting Frequency		
Review project status including scope, schedule, resource, budget and quality	<ul style="list-style-type: none"> Christina McMahan (co-chair) Molly Rogers (co-chair) Peter Sprengelmeyer (co-chair) Erin Fuimaono (co-chair) Joe Ferguson Brigid Zani Jennifer Cearley Deevy Holcomb Shannon Myrick Debbie Martin Heber Bray Amber Forster 	Monthly		
Evaluate monthly project status report for any questions or clarifications			Timeline	
Provide input, remove roadblocks and assist Project Team with necessary project decisions		The project schedule has not yet been updated but there are some estimated project milestone dates: <ul style="list-style-type: none"> March 2021 – RFP release Q3 2021 – Stage Gate 3 achieved Finalize procurement process – Q4 2021 Start execution – Q1 2022 Project completion -- 2025 		
Business Process	Frequency	Inputs	Actions	Outputs
Review project status	Monthly at meeting	Monthly project status report	<ul style="list-style-type: none"> Provide feedback, decisions or remove roadblocks Escalate risk, issues and/or decisions to Steering Committee, as necessary 	<ul style="list-style-type: none"> Feedback Decisions Action items Other communications