



OREGON YOUTH AUTHORITY
INFORMATION SERVICES

JJIS MODERNIZATION PROJECT CHARTER

VERSION 4.2
FEBRUARY 25, 2020



MODERNIZATION

CONTENTS

.....	0
Project Overview.....	3
PROJECT SUMMARY	3
PROJECT IMPERATIVE	4
PROJECT CONSTRAINTS	4
PROJECT APPROACH	5
PROJECT SCOPE	5
PROJECT ASSUMPTIONS	5
HIGH-LEVEL PROJECT PLAN	6
PROJECT DURATION	6
EXPECTED OUTCOMES	7
BUDGET	7
PROJECT ENGAGEMENT AND OVERSIGHT	9
KEY PARTNERS	9
GOVERNANCE PROCESS	10
GOVERNANCE STRUCTURE	10
Project organization chart.....	13
CHARTER SIGN OFF	14

Document history			
Date	Change Description	Author	Comments
12/16/2020	Modified "Specific Business Challenges to be Addressed" on pages 4-5 to ensure that the project scope does not include modifications to case management; these changes will be made post project implementation and will be on the project future roadmap.	Matt Lane	Changes made with approval from OYA CIO, EIS and Steering Committee per meeting on 12/16/2020.

PROJECT OVERVIEW

The Oregon Juvenile Justice Information System (JJIS) Steering Committee, in their strategic governance role, has deemed it necessary to modernize and enhance the process, data and technology associated with the JJIS solution in order to respond to the changing needs in Juvenile Justice Service Delivery. The initial JJIS Solution was built to improve the business of juvenile justice in county and state government by providing real time access to a shared information system, the focus was on the business, not technology.

The Modern JJIS Solution now needs to respond to and reflect key business outcomes and performance measures by leveraging advances in technology to respond more effectively and efficiently to the needs of those in the juvenile justice ecosystem including workers, youth, family, programs, providers and others who can positively impact youth development (reformation) and continuous program improvements.

The Modern JJIS Solution must support attainment of key performance measures associated with Youth Case, Youth Accountability and Youth Community. To achieve these desired business outcomes and performance measures, the approach to JJIS Modernization is to implement a modern solution that incorporates the Oregon Youth Authority's (OYA's) DevOps and software development culture with modern and appropriate technology platforms for enhanced case management, workflow, automation, mobile apps and data management capabilities. This project will enable Oregon's Juvenile Justice System to modernize the JJIS system and transition the current legacy system (Smalltalk) to a feature rich, web-based case management solution.

PROJECT SUMMARY

The JJIS Ecosystem

Oregon's Juvenile Justice Information System was developed in partnership by the OYA and Oregon's 36 County Juvenile Departments nearly 20 years ago to provide a single, statewide electronic source of information about youth engaged in Oregon's juvenile justice system. Today the application tracks more than 12,000 youth per year statewide and has more than 3,000 users. JJIS supports an array of operational capacities throughout OYA and 36 County Juvenile Departments.

Changing Juvenile Justice Service Delivery

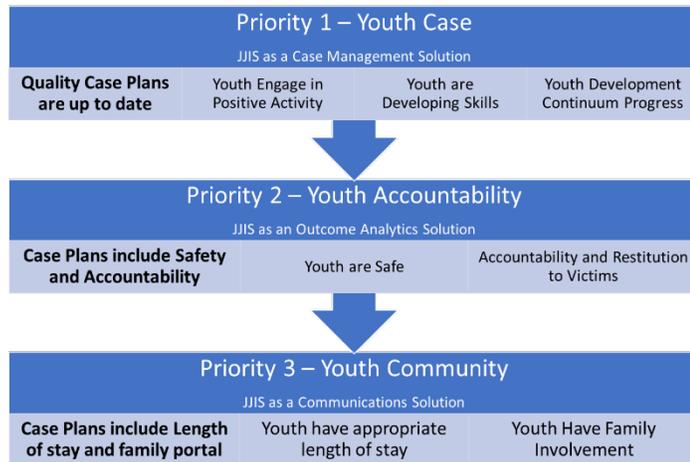
As Oregon's Juvenile Justice System's service delivery becomes more interactive and community-centric, there is a need for JJIS information to be available in real-time and accessible from the web and mobile devices. The current Smalltalk technology platform cannot be adapted to meet those needs. Additionally, Smalltalk programmers are a finite, diminishing resource in the marketplace, which will ultimately result in an unsupported platform. Oregon's Juvenile Justice System must now modernize the JJIS application to meet the needs of its mobile workforce and provide modern case management technology. This will ensure the Oregon Juvenile Justice System's ability to support the application into the future while continuing to provide and improve upon quality data and services to JJIS users and stakeholders.

As the operational needs of Oregon's juvenile justice community change, JJIS must also change to continue serving as a reliable, valid source of juvenile justice data. This project will modernize JJIS so it can effectively and efficiently support current and future business needs.

Specific Business Challenges to be Addressed

The primary objectives include a platform that will modernize JJIS with the future capability of implementing Priority Case Management, such as:

- Create, maintain and capture metrics for Quality Case Plans for all counties to achieve continuous targeted outcome levels.
- Encourage and measure accountability among youth in the Oregon Juvenile Justice system so that victims receive restitution at targeted outcome levels.
- Offer a family portal that provides capability for collaboration among workers, providers and family members to measure and achieve optimal outcomes.



Note: These Case Management improvements will be on the future Modernization Roadmap.

Specific Technology Challenges to Be Addressed

The current technology seriously limits Oregon’s Juvenile Justice System’s abilities to conduct business:

1. The current technology can only be accessed from network connected desktop and laptop computers.
2. The current technology requires direct connectivity to the JJIS database. This prevents the ability to access the JJIS database from mobile devices.
3. Inability to input data offline and have it sync when connected to the application again.
4. Real time access to JJIS is an essential business need. Anytime, anywhere access is not available with the current technology.
5. New feature rollouts are cumbersome and inefficient which limits releases to one or two per year.
6. Modern user interface features (mapping, direct dial, dashboards, charts) are not available with the current technology.
7. The availability and quantity of security-based roles are limited and insufficient for the JJIS ecosystem.
8. The intuitiveness and flow of the legacy application are cumbersome for many users which can result in incomplete or incorrect data entry into the system.

PROJECT IMPERATIVE

As the joint business owners of JJIS, it is imperative that OYA and Oregon’s County Juvenile Departments, represented by the Oregon Juvenile Department Directors’ Association (OJDDA), lead efforts to modernize the JJIS system. This is particularly true in an environment with increasing demands for data informed decision-making. The strong and unique partnership between OYA and the counties assures the continued availability, integrity, and reliability of data describing Oregon’s juvenile justice system. This project directly addresses an array of obstacles to continued access to reliable statewide data, including: outdated JJIS technologies, staffing challenges (e.g., retirement, attrition), budget concerns, the development of stand-alone, alternate data systems, and rapidly changing documentation needs, to support the youth in Oregon’s juvenile justice system.

PROJECT CONSTRAINTS

The base constraints that are known for this project at this time include the following:

- **Technical:** Smalltalk programmers are a finite, diminishing resource in the marketplace.
- **Operational:** The legacy system and modernized system must run in parallel until project completion. This limits the ability to continue making enhancements to the legacy system as business processes change during the project.

These constraints inform the project approach, as outlined below.

PROJECT APPROACH

The JJIS Modernization Project approach considers findings from a preliminary assessment and a comprehensive alternatives assessment. While there are many ways to undertake a project to modernize Oregon’s Juvenile Justice Information System, the approach proposed supports modernizing JJIS using existing OYA staff, limited duration staff and contracts to implement this effort. This approach to the project will continue business as usual, provide secure access to JJIS data through an intuitive web interface in a case management platform, provide existing and enhanced capabilities (case management, workflow, automation, data management). After completion, the legacy interface would be decommissioned.

PROJECT SCOPE

In Scope. The scope of this project includes the following:

1. Comprehensive project planning, management and implementation.
2. Redesign of the user interface leveraging web and case management technologies to include the display of data on mobile and tablet devices.
3. Provide for a detailed and competitive procurement strategy with ample room for innovation and future ready technology for in scope functions, data, and processes.
4. Design, develop, implement, test and integrate a new JJIS solution.
5. OYA take over the operations and ongoing maintenance of the modern JJIS solution once the solution is production ready and the awarded contracts have been completed.

Out of Scope. Items that are not included in the project at this time include:

1. Procurement of new personal computers or tablets.
2. Changes in business processes or rules not mandated by new laws or legal requirements, that would impact the JJIS application, JJIS database, or existing data interfaces.
3. Structural modifications to the JJIS database that affect the existing JJIS Application and any of its dependencies.
4. The transition of OYA timekeeping system (OTIS) to a web-based application.

PROJECT ASSUMPTIONS

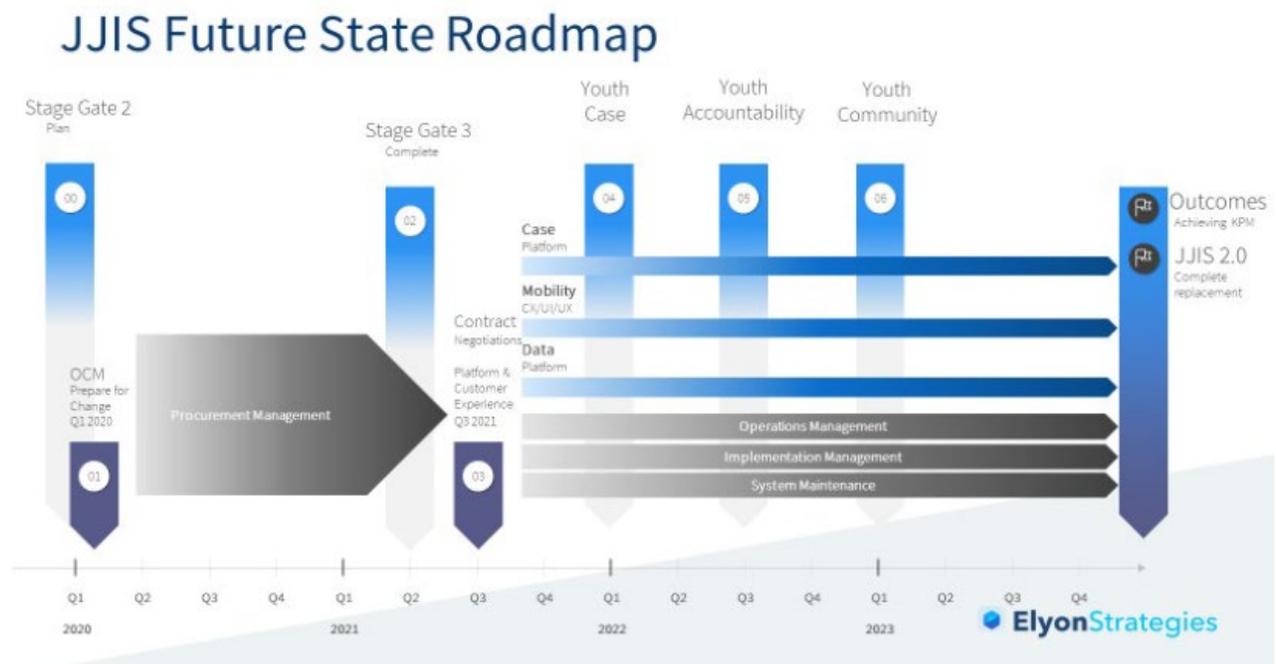
1. The Modern JJIS Solution will continue using the existing Oracle database, Crystal Reports, data warehouse, and external interfaces (integrations) as building blocks in the new solution.
2. The existing JJIS application will be maintained and operational until the JJIS Modernization Project is complete.
3. The existing JJIS application will run in parallel with the Modern JJIS Solution until the JJIS Modernization Project is Complete.
4. The existing JJIS application's business logic will be recreated in the Modern JJIS Solution by leveraging a combination of commercial off-the-shelf (COTs) and case management platform's out-of-the-box features, COTs and platform configuration, APIs and custom development as needed.

HIGH-LEVEL PROJECT PLAN

PROJECT DURATION

Project planning began in July 2017 and will span several biennia. As of January 2020, the JJIS Modernization team is seeking Stage Gate 2 approvals now that project approach assessment, solution options alternatives analysis and key project planning activities are complete. The JJIS Modernization team is now engaged in planning and preparing for procurement of services required to implement the modern JJIS solution. Efforts for the remainder of the 2019-2021 biennium will continue to focus on developing project documents for Stage Gate endorsement, Procurement, developing an RFP, creating Statement of Work (SOW) and implementing the solution.

Assuming Stage Gate 2 approvals are granted by the end of March 2020, the JJIS Modernization team, in collaboration with selected vendors, will deliver the modern JJIS solution to the JJIS user community and stakeholders by January 1, 2024. The implementation includes delivery of support for key business opportunities including an enhanced solution, improvement of OYA solution delivery capabilities and modern technology features. The modernization project roadmap shown below aligns with desired business outcomes and the required solution capabilities.



Organizational Change Management (OCM) (January 2020 to December 2023) - Continuous communication, training and assessment for the Organizational Change Management associated with the JJIS Modernization Initiative.

Stage Gate (April 2020 to July 2021) – Completion and approval of Stage Gate 3 documentation including the appropriate RFQ and RFP document releases required to initiate vendor and product procurements.

Procurement Management: (April 2020 to May 2021) Allows for just over 1 year to develop and conduct procurement.

Project Negotiation and Signatures (June 2021 – July 2021) – Review, selection and negotiation required to complete vendor and product procurements required to onboard the best value partners by July 2021.

Technology Implementation (July 2021 – June 2024) – Deployment of the development, test, production, training and disaster recovery environments required to facilitate development of business capabilities as determined by Stage Gate 3 requirements and proposed solution architecture (including, but not limited, case management, mobile and data management platforms).

Monitoring and Project Closeout (June 2024 – June 2025) – OYA monitors and supports new solution. OYA continues business as usual operations in the new solution.

EXPECTED OUTCOMES

The high-level outcomes for the next stage of this project are to:

- Establish Project Governance Structure
- Conduct Procurement Planning
- Refine Procurement Plan
- Conduct Procurement
- Award Contract(s)
- Conduct Detailed Project Planning and Management
- Prepare for and Achieve Stage Gate Endorsements
- Cultivate Stakeholder Support
- Conduct and Prepare Organizational Change Management Planning and Activities
- Begin Project Execution phase

BUDGET

Full Project Estimate

The full “end to end” JJIS Modernization Project is estimated to cost approximately \$30.3 million dollars, however, it is supported with approximately \$8 million dollars of in kind (internal) staff and as such will result in new legislative funding requests of approximately \$22.3 million dollars.

The project budget was previously estimated at \$12.4 million, however, it has been revised upwards to approximately \$30 million to reflect Elyon’s Project Assessment, resulting in a revised project approach, procurement planning, development and related solution maintenance through June 30, 2025. The revised budget reflects additional solution capabilities, technology, and scheduling needs discovered in the assessments.

The full project budget represents completed planning and assessment efforts and considers the procurement, development and support for the new solution through June 2025.

Preliminary Planning and Assessment Budget

Preliminary Funding for the JJIS Modernization Project Planning and Assessment was provided as part of the Legislative Approved Budget, beginning July 2019, for \$774,218. See table 1 below detailing expenses for this part of the project, estimated at \$550,398 through the end of the Project Assessment, scheduled for March 31st, 2020.

Estimated Budget Expenditures July 1, 2019 through March 31, 2020			
TF	Description	Resource Start Date	End Date
\$0	Contracted Project Management	3/1/2019	Duration of project
\$54,884	Internal Project Liaison	12/1/2019	Duration of project
\$375,117	Project assessment vendor	7/1/2019	1/31/2020
\$87,782	Gartner QA services	12/9/2019	Duration of project
\$32,615	Staff S&S and contingency	7/1/2019	Duration of project
\$550,398	Total Estimated Expenditures		

Procurement

Having successfully completed Preliminary Planning and Assessments for the Modern JJIS Solution, the JJIS Modernization Team will be moving into the Procurement phase of the project. Procurement includes additional planning associated with the procurement approach and RFP development. The estimated cost for the procurement phase is \$3.4 million, of which approximately \$.5 million will be absorbed by OYA as in-kind costs. The remaining or alternative budget needed is **\$2,920,460 which will be part of the May 2020 E-Board Request**. The following tables detail the estimated expenditures and budget request to complete the project's procurement phase.

Estimated Budget Expenditures April 1, 2020 through June 30, 2021			
TF	Description	Resource Start Date	End Date
\$1,136,318	Contracted PM	5/1/2020	6/30/2021
\$607,200	Contracted Procurement Support Resources	4/1/2020	6/30/2021
\$283,632	Internal Project Liaisons	4/1/2020	6/30/2021
\$199,000	Contracted QA/IQMS Services	4/1/2020	6/30/2021
\$29,146	DAS and DOJ Services	4/1/2020	6/30/2021
\$355,849	Supplies and Services (S&S)	4/1/2020	6/30/2021
\$309,315	Contingency	4/1/2020	6/30/2021
\$2,920,460	Total Estimated Expenditures		

In Kind Costs April 1, 2020 through June 30, 2021			
TF	Description	Resource Start Date	End Date
\$25,375	Steven Hoffert	4/1/2020	6/30/2021
\$96,712	Don Crossley	4/1/2020	6/30/2021
\$24,708	Doug Thomas	4/1/2020	6/30/2021
\$41,336	Debbie Martin	4/1/2020	6/30/2021
\$31,310	Jenelle Duhamel	4/1/2020	6/30/2021
\$48,356	Database Analyst	4/1/2020	6/30/2021
\$48,356	Reports Analyst	4/1/2020	6/30/2021
\$96,734	Jeff Wobbe	4/1/2020	6/30/2021
\$28,800	OYA Budget Office	4/1/2020	6/30/2021
\$40,320	Functional SMEs	4/1/2020	6/30/2021
\$482,007	Total In Kind Costs		
Estimated Expenses April 1, 2020 through June 30, 2021			
TF	Description	Resource Start Date	End Date
\$1,136,318	Contracted PM	5/1/2020	6/30/2021
\$607,200	Contracted Procurement Support Resources	4/1/2020	6/30/2021
\$283,632	Internal Project Liaisons	4/1/2020	6/30/2021
\$199,000	Contracted QA/IQMS Services	4/1/2020	6/30/2021
\$29,146	DAS and DOJ Services	4/1/2020	6/30/2021
\$355,849	Supplies and Services (S&S)	4/1/2020	6/30/2021
\$309,315	Contingency	4/1/2020	6/30/2021
\$2,920,460	Total Estimated Additional Expenditures		
Total Project Costs April 1, 2020 through June 30, 2021			
TF	Description	Resource Start Date	End Date
\$2,920,460	Estimated Additional Expenditures	4/1/2020	6/30/2021
\$482,007	In Kind Costs	4/1/2020	6/30/2021
\$3,402,467	Total Project Costs through 6/30/2021		

PROJECT ENGAGEMENT AND OVERSIGHT

The identified structure and processes for project engagement and oversight are highlighted below.

KEY PARTNERS

The key partners for JJIS Modernization are the 36 County Juvenile Departments and OYA as they rely on the data for the successful completion of their functional responsibilities.

While OYA is responsible for the development and support of JJIS, the oversight of JJIS falls to the JJIS Steering Committee. The Committee is comprised of eight members – five county representatives from the Oregon Juvenile Department Directors’ Association and three representatives from OYA.

GOVERNANCE PROCESS

Effective governance is especially important in order to assure that all agencies have a voice in decisions, that no one partner dominates, and that a culture of partnership is created and maintained.

The governance process is designed to establish the processes for addressing the following:

- Project risks in order to avoid problems that may impact the project’s resources, scope, budget, or timeline.
- Make critical project decisions in order to support effective allocation of resource, budget management, scope control, and timeline adherence.
- Facilitate issue management in order to ensure effective project progress.

GOVERNANCE STRUCTURE

The governance structure will be comprised of three primary project groups, which include:

The Executive Sponsors for this project are the co-chairs of the JJIS Steering Committee:

- **Christina McMahan**, Clackamas Co. Juvenile Dept.
- **Peter Sprengelmeyer**, OYA Community Services

JJIS Steering Committee, serves as the Executive Sponsors 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).

Members

- **Christina McMahan**, Clackamas Co. Juvenile Dept.
- **Lynne Schroeder**, Washington Co. Juvenile Dept.
- **Joe Ferguson**, Jackson Co. Juvenile Dept.
- **Molly Rogers**, Wasco Co. Juvenile Dept.
- **Matt Wetherell**, Benton Co. Juvenile Dept.
- **Peter Sprengelmeyer**, OYA Community Services
- **Clint McClellan**, OYA Facility Services
- **Erin Fuimaono**, OYA Development Services

JJIS Modernization Subcommittee, serves as an advisory subcommittee to the JJIS Steering Committee. This group provides high-level project oversight, primarily through approving project plans, resource allocation, and conducting change control.

Members

- **Christina McMahan**, Clackamas Co. Juvenile Dept. – County Co-Chair
- **Molly Rogers**, Wasco Co. Juvenile Dept. – County Co-Chair
- **Peter Sprengelmeyer**, OYA Community Services – OYA Co-Chair
- **Erin Fuimaono**, OYA Development Services – OYA Co-Chair
- **Joe Ferguson**, Jackson Co. Juvenile Dept.

- **Brigid Zani**, Clackamas Co. Juvenile Dept.
- **Jennifer Cearley**, Washington Co. Juvenile Dept.
- **Deevy Holcomb**, Deschutes Co. Juvenile Dept.
- **Shannon Myrick**, OYA Development Services
- **Deborah Martin**, OYA Community Services
- **Heber Bray**, OYA Facility Services
- **Amber Forster**, OYA Business Services

JJIS Modernization Project Management Team, serves as day-to-day administration for the project, which includes overseeing the work of all project teams and reporting on progress, issues, and risks to various committees. The decision-making process will be diagramed once the Project Charter is finalized and individual team members have been identified. *See project management plan for decision making information.*

Members

- **Steven Hoffert**, Chief Information Officer
- **Dustin Boos**, Project Liaison
- **Don Crossley**, Application Development Manager
- **Deborah Martin**, Sr. Policy Advisor, OYA Community Services
- **Doug Thomas**, JJIS Integration and Policy Manager
- **Jeff Wobbe**, Lead Developer
- **Jenelle Duhamel**, QA Analyst
- **TBD**, Contracted Project Manager

JJIS Modernization Project Oversight and Quality Management, serves the project by providing oversight throughout the Stage Gate process, ensuring alignment between statewide IT policy and operations. iQMS in part, facilitates oversight of the project using principles and concepts from the Project Management Body of Knowledge informing EIS and the Project Team of quality and change status and recommendations.

Members

- **Bettina Davis**, EIS, Senior IT Portfolio Manager
- **Jim McGrath**, Gartner, iQMS

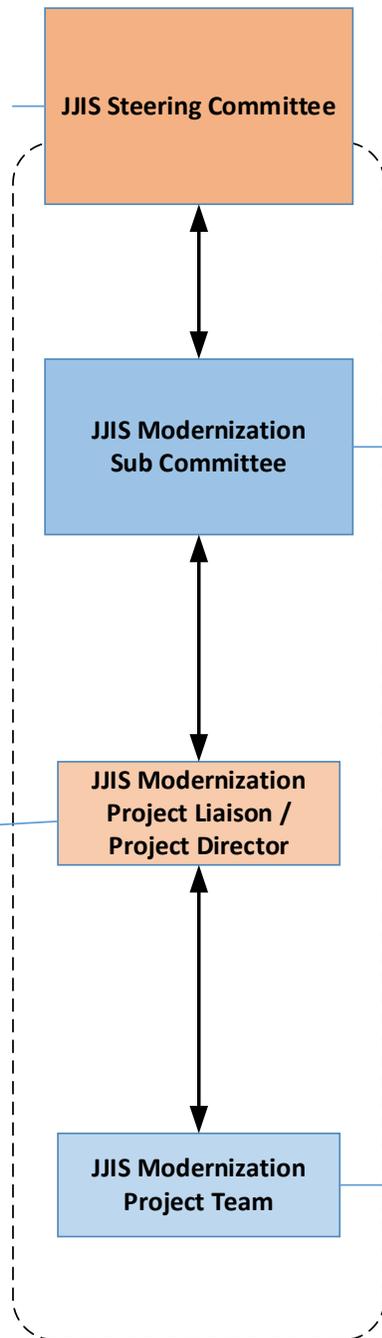
JJIS Modernization Project Governance Decision Making Authority



Executive Sponsor Committee

Role:

- Approves all Scope Changes
- Approve project plans and resource allocation
- Conduct change control around requests that impact project timeline, scope, and budget.
- Responsible for maintaining the Strategic Vision throughout the Project.



JJIS Modernization Sub Committee

Role:

- Review change control requests
- Monitor month-to-month progress of project and advise Project Management Team
- Review changes to scope/timeline/ budget

Role:

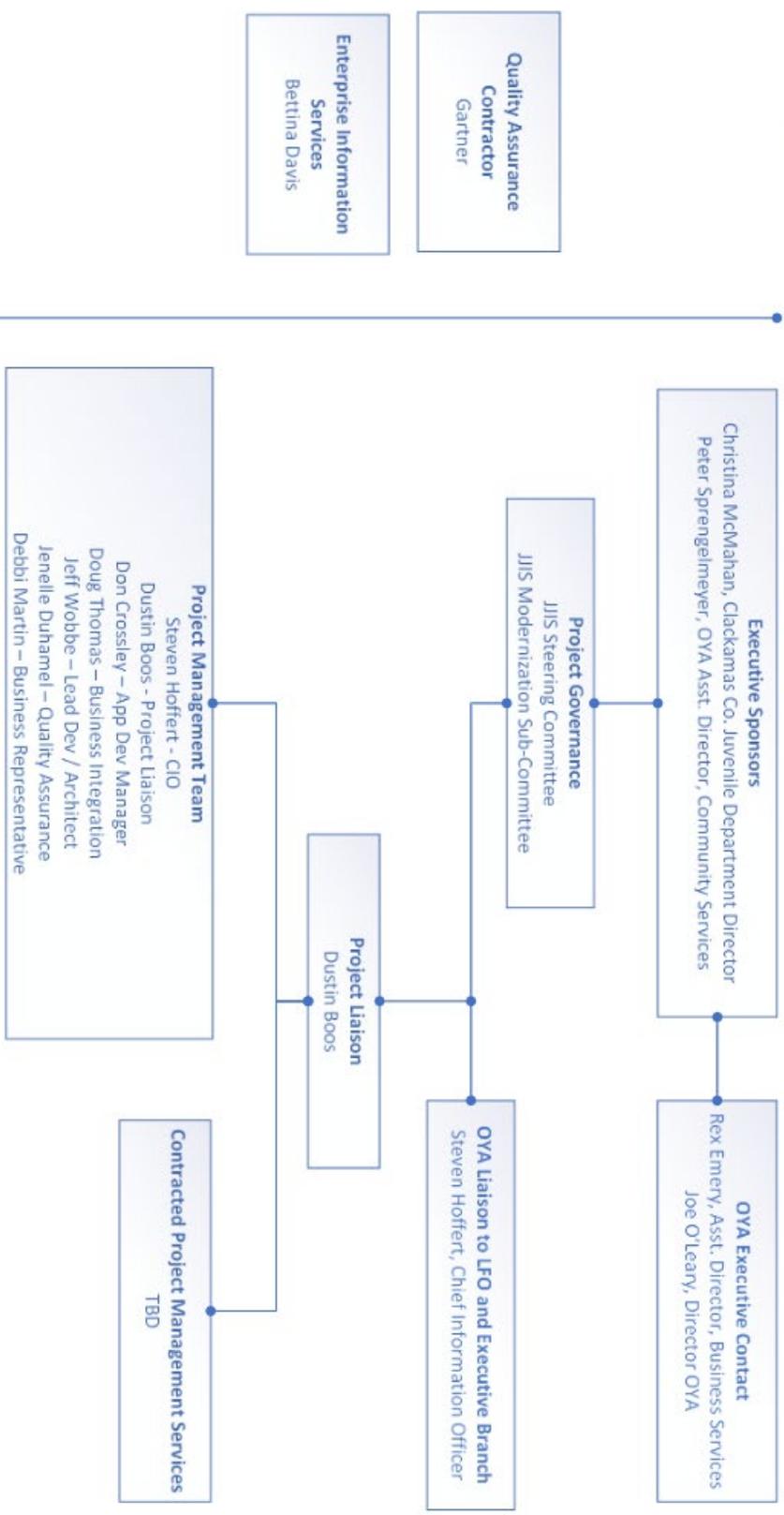
- Review and approve deliverables
- Negotiate and approve contract changes
- Product owner for modernization development

Project Management Team

Role:

- Inform and Consult project plans and artifacts, oversight and support of the project work.
- Oversee and support project work
- Report on progress, issues, and risks to governance committees and key stakeholders.

Oregon Youth Authority
JJIS Modernization Project
 Project Organizational Structure
Stage Gate 2



PROJECT ORGANIZATION CHART

CHARTER SIGN OFF

The undersigned JJIS Modernization Sponsors accept this Project Charter based on the information known as of the date of signature.

Agency Head or Designee	
_____	_____
Joe O'Leary, Director of Oregon Youth Authority	Date
Executive Sponsors	
_____	_____
Christina McMahan, Director Clackamas Co. Juv. Dept.	Date
_____	_____
Peter Sprengelmeyer, Asst. Director, OYA Community Services	Date
Agency Chief Information Officer (CIO) or Agency Technology Manager	
_____	_____
Steven Hoffert, Chief Information Officer (CIO), Oregon Youth Authority	Date