KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

July 31, 2018

Motion 15200

Proposed No. 2018-0232.1   **Sponsors** Gossett

1   A MOTION accepting a report detailing the department of

2   adult and juvenile detention change management plan for

3   achieving business process improvements and operational

4   efficiencies from the implementation of the jail

5   management system information technology project in

6   compliance with the 2017-2018 Biennial Budget

7   Ordinance, Ordinance 18409, Section 55, as amended by

8   Ordinance 18544, Section 27, Proviso P1.

9   WHEREAS, a 2017-2018 supplemental budget ordinance, Ordinance 18544,

10 Section 27, Proviso P1, which amended the 2017-2018 Biennial Budget Ordinance,

11 Ordinance 18409, Section 55, requires the executive to transmit a report describing the

12 department of adult and juvenile detention's change management plan for achieving

13 business process improvements and operational efficiencies from the implementation of

14 the jail management system information technology project, and a motion accepting the

15 report, and

16   WHEREAS, Ordinance 18544, Section 27, Proviso P1, provides that $50,000

17 shall not be expended or encumbered until the report and motion required by the proviso

18 are transmitted, and the motion accepting this report is passed by the council, and

19   WHEREAS, the council has reviewed the report and motion submitted by the

20 executive;

21   NOW, THEREFORE, BE IT MOVED by the Council of King County:

22   The report describing the department of adult and juvenile detention's change

23 management plan for achieving business process improvements and operational

24 efficiencies from the implementation of the jail management system information

25 technology project, which is Attachment A to this motion, and a motion accepting the

26 report, are hereby accepted in accordance with the 2017-2018 Biennial Budget

27   Ordinance, Ordinance 18409, Section 55, as amended by Ordinance 18544, Section 27,

28   Proviso P1.

29

Motion 15200 was introduced on 4/30/2018 and passed by the Metropolitan King County Council on 7/30/2018, by the following vote:

> Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles and Ms. Balducci
> No: 0
> Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

Attachments: A. DAJD JMS Report

Attachment A - 15200

DAJD-Motion and Report Detailing its Change Management Plan for Achieving Business Process Improvements and Operational Efficiencies from the Implementation of the Jail Management System Information Technology Project in Compliance with Ordinance 18409, Section 55, as amended by Ordinance 18544, Section 27, Proviso P1.

King County Department of Adult and Juvenile Detention
King County Courthouse (M/S: KCF-AD-0600)
516 3rd Ave., Seattle, Washington 98104

Introduction

As part of the 2017-2018 adopted budget, King County committed to funding a new Jail Management System (JMS) for the Department of Adult and Juvenile Detention (DAJD). Council also took the additional step of adding a Council proviso (P1) requiring a report. The proviso is as follows:

P1 PROVIDED THAT:

Of this appropriation, $50,000 shall not be expended or encumbered until the executive transmits a report on its change management plan for achieving business process improvements and operational efficiencies from the implementation of the jail management system information technology project, which is OIRM capital project 1129763 and motion accepting the report is passed by the council. The department of adult and juvenile detention is in the process of selecting a vendor for the project. A vendor is expected to be selected following a competitive request for proposal procurement process. The report shall include, but not be limited to:

A. *A listing of the current systems that will be replaced based on the selected vendor's approach;*

B. *A review and description of the business processes by functional area that will be incorporated into the new systems;*

C. *A review of vendor options or recommendations for modifying, streamlining or otherwise improving current business processes with the vendor's proposed applications;*

D. *An updated Benefit Achievement Plan that describes the operational improvements for the major lines of business and functional areas within the department expected from this project based on the approach of the vendor selected;*

E. *A description of the department's change management plan for achieving the operational improvements in subsection D. of this proviso. The plan should identify a change management leadership team, a labor engagement strategy, a plan for ensuring that operational changes are adopted within the department and a plan for measuring how progress towards achieving the operational improvements will be monitored.*

The executive should file the report and motion required by this proviso by April 30, 2018, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the law and justice committee, or its successor.

History

The current JMS is a collection of numerous outdated, legacy-style applications supporting approximately 400 online transactions, many of these systems were created as early as 1974. Key functionality required to support today's work flows used throughout DAJD facilities are not present in the current outdated system forcing many work flows to be a disjointed mix of computer and hand-written processes. Many processes require staff to manually transcribe data from hand-written forms into electronic systems including computers, email, and other systems necessitating duplicate work and inviting errors. These processes also prevent some data from not being contained in electronic form which inhibits effective sharing of data, analysis, and report creation.

A major advancement in addressing these issues was the Mainframe Re-host Project completed in November 2015. This project moved DAJD's applications and systems away from the high-risk Mainframe environment and into more modern technologies. However, the Re-host was primarily a database technology upgrade. While the user interfaces are currently developed using modern software development techniques, the actual user experience is the same since the interfaces are an exact copy of the old mainframe interfaces. (See below).

DAJD still operates using the same business functions and work-flows used for data entry and processing as if it were still operating on a mainframe system. Integrated data to support reporting and analysis for the criminal justice system remains fragmented, seriously impeding process improvement and data analytics.

This situation has not allowed DAJD to keep step with modern best practices in the industry. The challenge of re-engineering legacy-style applications to meet best practices and business demands is prohibitive due to many factors including, system fragmentation, data segregation, cross-platform integration and is cost prohibitive and poses many risks. An integrated JMS will serve to meet both current and expected future needs, position the department to effectively execute processes and procedures that offer more flexible, higher quality services, with greater transparency, in a timelier manner for both the County as well as our criminal justice partners.

A. Current Systems to Be Replaced

The following systems are anticipated to be replaced by the new JMS.

Tier 1 Priority – The following list of applications details the highest priority applications for replacement by the selected vendor.

Name	Description
1. SeaKing (SKJ)	DAJD's master name repository (jail person records). This is one of the foundational applications for the entire department and provides interfaces to almost all other systems.
2. Subject in Process (SIP)	DAJD's jail booking system. This is one of the foundational applications for the entire department and provides interfaces to almost all other systems.
3. Booking and Referral System (BARS)	This is a collection of services that provides notifications, the ability to accept pre-booking data from law enforcement records management systems, Bookings, Booking Sheet, and eSuperform
4. Classification (CLS)	This application helps manage the detention population after they have been booked into DAJD. It supports many business functions such as where the individual will be physically housed in the facility.
5. Pretrial Management (PTM)	This application supports DAJD's Intake Services Unit. It helps facilitate the decision to either detain an individual or allow them to be released from incarceration.
6. Jail Management Movement (JAMMA)	This application supports the DAJD Court Detail function, it is used by DAJD and various courts to schedule and transport inmates to various court appointments.
7. Roster Management System – Inmate Scheduling/Transport and Incident Management	The portions of RMS used in inmate scheduling/transport and Incident management.
8. Temp Location	Bar Code Scanning System to capture and document inmate temporary locations
9. Juvenile Inmate Management System (JIMS) – Detention functionality only	The Juvenile Information Management System (JIMS) will be a centralized web-based system providing a secure environment for the juvenile division of Superior Court, the Prosecuting Attorney's Office and the Department of Adult and Juvenile Detention to efficiently and conveniently manage juvenile records for King County.
10. Community Corrections (ComCor)	Case Management System for five CCD programs.

Tier 2 Priority – The following applications will be developed after completion of Tier 1 systems.

Name	Description
CRIMES MugShot System	Booking Mugshot System/Photo Montage System; Photo ID Printing System. It is also used for the storage of photos for volunteers and employee ID badges. This is a regional law enforcement tool used by numerous organizations throughout King County that includes DAJD, KCSO, and SPD.
Weighted Name Search	Web Service
Person Detail Search	Web Service
Booking Detail Search	Web Service
Booking History	Web Service
Jail Inmate Lookup Service (JILS)	Web Service that provides information about individuals who are incarcerated. There are three versions: Public, Law Enforcement, and Courts.
eSuperform	This is a regional application that supports the generation of the eSuperform document. This is the primary document used by law enforcement when an individual is arrested and is brought to DAJD for booking.

Tier 3 Priority – The following applications will be developed after completion of Tier 2 systems.

Name	Description
1. Roster Management System	The portion of RMS used in staff scheduling assignments and training.
2. Quiz	This application supports and tracks DAJD staff training that is required for DAJD Operations.
3. 800 MHz & Tasers Inventory	MS Access system that maintains an inventory or DAJD 800 MHz radios
4. Access Entry List	MS Access system used to document who is allowed into DAJD detention facilities
5. Alternatives to Secure Detention (ASD) Access Systems	For the five placement options that comprise the ASD program, there are six unique, standalone databases that are used daily by approximately 25 staff. The databases track referrals to the ASD program, assignment into each placement option, manage court ordered conditions and violations, log officer contacts with the youth, and track lengths of stay in the individual placement options.
6. Court Detail Keys and Lockers	Manages Inventory of Keys Used by Court Detail
7. DAJD Forms Log	MS Access system used to maintain an inventory of DAJD forms and documents that are being used by DAJD
8. Fixed Assets	System used by the Supply & Maintenance unit to manage DAJD Fixed Assets ($5K+)
9. JUV Access Management	System that is used to maintain a list of individuals who are authorized to enter DAJD's secured facilities
10. JUV Tardy Log	System used to document DAJD staff attendance related issues.

11. JUV Work Crew	System to manage Juvenile Work Crew Program
12. Juvenile Incident Tracking	System used to track incidents in Juvenile Detention
13. KCCF Key Inventory System	Maintains an inventory of all detention keys for KCCF
14. Key Master	Manages inventory of keys used within KCCF and MRJC
15. Laundry Item	MS Access system used to maintain an inventory of DAJD's laundry items and supplies.
16. Lockers	System used to maintain an inventory of DAJD's gun lockers and who they are assigned to.
17. MSDS Sheets	MS Access system used to maintain an inventory of DAJD's MSDS.
18. Printer and Faxes	System used to maintain an inventory of DAJD printers and faxes that are being used by the department.
19. Quarter Master	System used to maintain an inventory of DAJD assets used to operate DAJD facilities
20. Referral Tracking	Manages Juvenile Referrals
21. Reporting Centers	Manages Juvenile Reporting Centers
22. MRJC Diet Management	Special Diet/Meals Management System
23. In Person Visitation (No Physical Contact)	System used to schedule in person (non-contact) visits in detention facilities
24. ID & Access System	
25. Electronic Training Form	
26. Inmate Property Claims	
27. Public Disclosure Tracking	
28. Detention and Alternatives Reporting	
29. Criminal Investigations (CIPS)	Access database used by IIU.
30. PMI Evidence Tracker	

DAJD Interfaces and Data Exchanges

The following listing represents the agencies and applications that are expected to either receive or send data to the new JMS and will be reviewed and finalized after the JMS vendor is selected. This list may change if certain Applications and Services cannot be replaced. The vendor evaluation and selection process will confirm which applications and services may be replaced. Another factor that will be considered is the time and cost required to replace these applications/services. There was no funding requested nor provided as part of the original project budget. The JMS project team along with impacted partners will be making budget requests as part of the 2019-2020 biennial budget in order to support partners' development needs to continue to interface with DAJD's system.

Tier 1 – The following list of data exchanges details the highest priority data exchanges for replacement by the selected vendor.

Name	Current Status
1. KCSO (AFIS/Mark43)	Existing
2. WSP ACCESS – State/Fed Criminal Justice repository	Existing
3. SMC Municipal Court Information System (MCIS)	Existing
4. KCSC KCMS	Existing
5. PAO Karpel (PbK)	Existing
6. PH EPIC	Existing
7. SPD Spider/Mark 43	Existing
8. Detention Billing (DBIS)	Existing
9. Ingress Portal	Existing
10. DCHS – Behavioral Health System	Existing
11. Keefe	Existing
12. Medgate	Existing
13. Phone & Video Visitation System	Existing
14. Looking Glass Analytics	Existing
15. Appriss Interface (VINE, JBRS, HCA)	Existing
16. Roster Management System	*Existing
17. Risk Need & Responsivity Tool	New
18. Juvenile Information Management System (JIMS)	Existing

Tier 2 - Interfaces & Data Exchanges – The following data exchanges will be developed after completion of Tier 1 systems.

Name	Current Status
1. Comstor	Existing
2. KCSC DISA	Existing
3. KCDC (eCourt)	Existing (Manual)
4. Social Security Administration	Existing (Manual)
5. DJA (eCourt)	Existing (Manual)
6. Socrata	Existing (Manual)
7. Veteran's Administration	New
8. DOL Abstract Driving Record (ADR)	New
9. AOC Enterprise Data Repository (EDR)	New

B. Business Process Functional Areas

In order to ensure that the new JMS encompasses the entire spectrum of DAJD Business Process Functional Areas, a dedicated cross-functional team of DAJD Subject Matter Experts (SMEs) has been assembled to support the project. A special assignment opportunity was published to all eligible DAJD staff in order to recruit participants for the project generating a pool of potential participants and allowing for the selection of participants from a cross-section of DAJD Business Process Functional Areas.

DAJD understands that this project will impact a significant number of King County Partner Agencies as-well-as other external Partner Agencies. The JMS Project Team has initiated meetings with partner agencies and has developed methods of communication to identify and document partner requirements in order to not only mitigate impacts across all Business Process Functional Areas, but also deliver enhancements that may be garnered from the project's implementation. In addition, the JMS Project Team is one of the first departments to take on the responsibility of developing funding requests for partner agencies in order to ensure that our partners have the necessary budgets to update their own systems in synchronicity with the go-live date of the new JMS to ensure there is no disruption in current business processes.

The JMS Project Team is also working in partnership with King County IT. The JMS project includes a dedicated IT Project Manager and dedicated IT business analysts who work as needed throughout the project lifecycle. DAJD SMEs and project leaders and IT Leaders and analysts came together as a team during a kick-off workshop in May which was facilitated by an ADR Practitioner from Executive Services. This initial workgroup development allowed the team to set common goals and objectives and develop a unified vision. It also fostered team spirit and generated good lines of trust and communication. This early step has paid off with a highly functioning and collaborative cross-agency team.

The initial task assigned to the SMEs and IT analysts was the review of documents generated during the 2010 SIP-SeaKing replacement project which created a detailed SIP-SeaKing Replacement Benefits Report. The report documented the majority of the current business process workflows that support jail operations and identified 2,849 *"opportunities for business improvement"* which could be realized once a comprehensive JMS was in place. The current SME Team validated the findings and has performed a similar review of current Business Processes. Below is a sampling of core, repeatable functions targeted for improvement.

- Pre-Booking/Property – The benefit will be achieved through reduction of time spent accessing detailed property information when settling disputes.

- Booking – Better utilization of operational staff through reduction of time spent completing, filing and printing paper forms, reduction in training time as well as time spent fixing errors.

- Health Screening – This benefit will be achieved with the ability to capture health alerts that are made easily available to other operational staff including classification, court detail, and kitchen services increasing accuracy in housing assignments, transport alerts, and inmate food services.

- Classification – This benefit will be achieved when we have the ability to assign inmates to housing based on department defined criteria, and questionnaire based assessment tool that is objective versus subjective.

- Pre-Trial Screening – This benefit will be achieved upon comprehensive workflow and tighter integration between internal functions such as intake and classification as well as external such as prosecutor's office and court services.

- Court Detail Services – Benefit realization will be achieved when court detail personnel have accurate, timely access to data and helping to simplify the scheduling of inmate movements for events such as court appearances and medical treatments.

- Commitments – This benefit will be achieved upon receiving of accurate, timely data from courts/booking/classification and through the automation of sentence calculations, reducing time spent on manual calculations.

- Temporary Location – Benefit realization will be achieved with detailed and timely recordings (e.g., scanning) of all external/internal, scheduled and un-scheduled movements.

- Food Services – This benefit will be achieved upon receiving of timely jail counts at defined periods during the day from operational staff and health services.

- Facility Visitors – Benefit realization will be achieved with detailed and timely records of inmate visitors and schedules.

- Grievances and Incidents – This benefit will be achieved with ability to capture and manage inmate grievance and incident records electronically, and track staff members involved with filed grievances and incidents.

- Releases – This benefit will be achieved with a detailed check list/work flow to manage inmate releases, reducing time spent entering missing data.

- Flexible Notes/Comments Throughout system – This benefit will be achieved with increased response to incidents, grievances or inmate caution messages.

- Alerts, Flags, Indicators – Benefit realization will be achieved with the ability to flag person records that match defined criteria (e.g., health issues, persistent offender, behavioral problems) for a user-specified length of time.

- Report Writing – Benefit realization will be achieved by the ability for staff to document work and generate ad-hoc reports.

- Electronic Documents – Better utilization of operational staff through reduction of time spent entering data, reduction in training time while increasing data accuracy, improved work flows and reducing amount of time spent fixing errors.

- Data Dashboard – Benefit realization will be achieved by the ability for management to quickly assess the status and performance of the unit. A data dashboard contains a set of critical graphs and charts designed to assess key jail workloads and performance indicators.

The final Request for Proposal (RFP) included more than 900 business requirements encompassing all aspects of DAJD Business Process Functional Areas including Adult Detention, Juvenile Detention, Community Corrections, Administration, Personnel Management and Reporting Services. The RFP also includes 52 Technical Requirements for Performance, Auditability, Security and Support. In addition, the RFP provides for the opportunity for future system enhancements with 84 requirements including integration of a Detention Billing Information System (DBIS), Security Gateway Development and integration of a Roster Management System. The RFP also includes comprehensive requirements for data conversion as-well-as development of communications gateways and data integration services with current DAJD partners to ensure continuity of communications and services.

C. Vendor Options / Recommendations

As part of the planning of the new JMS project, vendors were invited to participate in a Request for Information (RFI) process in May of 2017, which included a two-day demonstration of participating vendors' systems. Three potential vendors participated in the demonstrations:

- Caliber Justice - Offender Management Solutions
- Tribridge - Offender360 - Jail Management Software
- Black Creek Integrated Systems - SallyPort Jail Management System

Each system demonstrated that they provide an array of features that one would expect to find in a sophisticated JMS package, including shift log, digital imaging, medical tracking, biometric identification, case management and real-time visibility into jail processes and procedures, enabling DAJD to make fast, smart decisions which positively impact all levels of DAJD business.

Each vendor solution presented demonstrated its ability to align with the primary goal of the new JMS; implementing data-driven decision making (DDDM) throughout DAJD. DDDM is critical at all levels of DAJD and will impact many organizations external to DAJD, including those that may set policy relevant to DAJD. This data is dependent on data entry performed during day-to-day operations and practices. Data integrity, quality control, process engineering, organizational learning, and continuous improvement will be enhanced by systems developed by JMS vendors and are designed to support both decision making and planning for the future. A fundamental goal of the JMS Project is organizational improvement by the systematic collection of the types of data that broadly reflect the functions of the organization as well as those of specific departments and external criminal justice partners. DDDM is supported by many elements of a modern JMS including:

Collecting the Appropriate Data

DAJD understands that the types of data collected will vary across different units or lines of business of a jail and across any particular functional unit (e.g., security, treatment, programming, staff resources). The

development of a JMS that aggregates data input by these cross-functional activities will enhance data collection and reporting. Modern jail management system vendors provide this functionality.

Making Sense of the Data

Modern jail management systems provide the ability for DAJD to ensure that raw data are turned into policy-relevant information or actionable knowledge. Raw data must be analyzed and interpreted to clarify jail processes and to formulate theories to explain the data. Analysis of the raw data can reveal meaningful trends and provide insights that lead to critical information with which planners and managers can compare the merits of different solutions. Two resource issues are critical:

1. Data quality. A major priority for DAJD is the quality of gathered data. The accuracy and accessibility of data will be enhanced by vendor features at all levels of DAJD processes.
2. Analytical capacity and skills. This second issue, making sense of raw data and transforming it into useful knowledge, will be significantly enhanced when current, disparate systems are integrated into a single, cohesive data structure.

Application of Knowledge to Jail Decisions

Decision makers must rely on pertinent data at their disposal, and on their judgment and background knowledge of the jail, to determine what action(s) to take to resolve specific issues at DAJD. Vendor solutions will provide DAJD the tools that will enable DAJD to successfully transform its decision-making culture into that of a smart, information-driven model.

The initial focus of the project is the integration of 10 key jail functions which are currently in separate silos, into a single, cohesive data system. Each vendor product reviewed by the JMS Team clearly demonstrated the ability to integrate the processes of these 10 key functions.

Name	Description
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10. Community Corrections (ComCor)	Case Management System for five CCD programs.

D. Benefit Achievement Plan

The JMS Project has establish a working Benefit Achievement Plan. The current Benefit Achievement Plan was developed and approved through the budget process prior to the 2017-18 budget cycle. Please refer to Addendum A - Benefit Achievement Plan.

In order ensure continuity of communications and ensure no disruption of Business Process Functionality, the JMS Project Team is also spearheading the responsibility of developing new funding requests for partner agencies in order to ensure that our partners have the necessary budgets to update their own systems in synchronicity with the go-live date of the new JMS. The purpose of the funding requests is to ensure there is no disruption in current business processes for both DAJD and partner agencies.

A crucial benefit of modifying interfaces with partner agencies is to ensure that current communication interfaces are not interrupted and continue unhindered during the implementation of the new JMS. In addition to ensuring business continuity, some new interfaces are proposed to fully achieve the County's strategic goals of Safety and Justice and the Strategic Information Technology (IT) objectives of effective digital systems. Due to current technological constraints, essential data cannot be captured and shared electronically between criminal justice partner systems. Implementation of the new JMS presents opportunities for improved operations that will create operational efficiencies and data integration across the criminal justice system.

In addition to maintaining current business process functionality, an integrated JMS with fully developed interfaces between DAJD and its partner agencies will provide the following overarching benefits to all agencies:

1. Allow staff to function on more useful and fulfilling tasks related to their core job description and responsibilities.
2. Streamline communications in the shared business processes between DAJD and partner agencies.
3. Improved quality, consistency, and accuracy of data.
4. Greater opportunity to automate and streamline juvenile detention to provide quality and comprehensive services to youth (the bulk of all current juvenile division processes are paper).

5. Eliminate gaps in data processing to support operations and advanced analytics frequently requested by County and department leadership.
6. Capability to make informed and proactive decisions.
7. Eliminate unnecessary costs for replacing existing manual processes by developing a comprehensive and robust data exchange system.
8. Reduce labor and resource costs by transitioning from paper to electronic media.
9. Better access to data in order to identify trends and develop informed recommendations to enhance ESJ benefit's and enhance services, program access, and other services.

To facilitate achievement of the benefits outlined in the Benefit Achievement Plans, and in addition to the formation of a highly-qualified, cross-functional team to lead and manage the new JMS Project, the project has brought on board a third party Quality Assurance Vendor to ensure achievement of the outlined benefits of the JMS project. The QA Vendor services will include assessment of the overall project health and project management factors that are important to project success. The health assessment includes scope, schedule, budget, resources, milestones, risks and other applicable reviews per the Contractor's methodology. The assessment will also include a change management evaluation of DAJD's ability to transform their business to take advantage of the benefits offered by a modern JMS.

E. Change Management Plan

The new JMS team has initiated the development of a comprehensive Change Management Plan. While the overall structure of the plan has been developed, some of the details of the plan cannot be completed at this early stage of the project. Many of the final aspect of the plan will not be completed until the RFP process has run its course and a vendor has been selected. Although it is early in the project, the JMS Project Team has begun facilitating Change Management.

Staffed the JMS Project with a Dedicated Team of Subject Matter Experts

In order to ensure that the new JMS encompasses the entire spectrum of DAJD Business Process Functional Areas, ensure effective communication, and facilitate all aspects of Change Management, a dedicated cross-functional team of DAJD Subject Matter Experts has been assembled to support the project. A special assignment opportunity was published to all eligible DAJD staff in order to recruit participants for the project generating a pool of potential participants and allowing for the selection of participants from a cross-section of DAJD Business Process Functional Areas. The team includes members representing all divisions and levels of DAJD and includes a corrections captain, corrections sergeant, juvenile detention supervisor, work release caseworker, corrections program specialist, and senior business Analyst.

Performed Analysis and Documentation of Current Business Requirements

As part of identifying DAJD Business and Technical requirements, the project team has identified over 1,000 items that will be included in the new JMS. These requirements were documented and categorized by business process.

Completed Documentation of Current Procedures

The JMS Project SMEs have completed the gathering, organization and reformatting of all current DAJD documented procedures and created documented procedures for those procedures that had not previously been documented.

Finalizing Documentation of Current DAJD Policies

The JMS Project SMEs are currently in the process of separating the documented procedures from documented policies and realigning the procedures with the appropriate policies in order to facility future change management of both policies and procedures.

Initialized Review and Realignment of Job Classifications

In partnership with King County Human Resources and the Office of Labor Management, the JMS team is working to ensure that current Job Classifications are appropriately re-aligned in order to meet the needs of future procedures predicated by the implementation of the new JMS. The work undertaken during the Analysis and Documentation of Current Business Requirements, Completing Documentation of Current Procedures, and Finalizing Documentation of Current DAJD Policies laid the groundwork for DAJD to get ahead of the changes that will naturally occur with the implementation of such a compressive system that will redefine all of DAJD procedures.

Creation and Implementation of the Communications Committee

The Communications Committee works to maintain regular and timely communication with stakeholders through relevant channels including scheduled meetings, print material, internet-based communications including email and intranets. The Communication Committee role is to act as an avenue by which information regarding the new JMS Project is conveyed to leadership, management, staff, labor groups, partners and stakeholders who have an interest in the new JMS Project. The initial Communications Committee meeting was held in October 2017.

Initiated the Publication of the "Hot Sheet".

The purpose of the "Hot Sheet" newsletter is to provide an additional avenue of communications in order to provide news and information pertaining to the new JMS Project. The newsletter is distributed to the more than 900 employees of DAJD as well as other stakeholders throughout King County and our partner agencies. Please refer to Addendum B - Sample of the "Hot Sheet" Newsletter to view the latest newsletter.

Procured third-party Quality Assurance Vendor

A Quality Assurance Vendor has been retained to ensure achievement of the outlined benefits of the JMS project. The QA Vendor services will include assessment of the overall project health and project management factors that are important to project success. The QA Vendor will also provide feedback, guidance, and assessment of overall Change Management of the project. The JMS Project has already received positive feedback from the QA Vendor. Please refer to Addendum C - QA Vendor Assessment to view the latest assessment provided by the QA vendor.

Met with Partners to Document Current Data Exchanges and Interfaces

The purpose of these meetings was to discuss data exchanges and interfaces that current exist and will likely be impacted by the JMS project. The meetings were useful in understanding the benefits and impacts of maintaining existing data exchanges, developing new data exchanges, as well as understanding the overall impacts on our partners' daily operations.

Met with King County Partner Agencies to assist with Development Funding

In order ensure continuity of communications and ensure no disruption of Business Process Functionality, the JMS Project Team is spearheading the responsibility of developing funding requests for partner agencies in order to ensure that our partners have the necessary budgets to update their own systems in synchronicity with the go-live date of the new JMS. The purpose of these funding requests is to ensure there is no disruption in current business processes.

Began Incremental Implementation and Development of New Technologies throughout DAJD

In order to foster a culture of Change Management, and reduce the impact of change during the implementation of the new JMS, the JMS Project Team, in partnership with DAJD senior management, has begun a systematic implementation of small technology projects that will encourage an environment of acceptance of change. A few of this projects include:

- AFIS Mobile Fingerprint Technologies
- Archonix Xjail Public Jail Visitation Scheduling
- Initial development of new SharePoint intranet systems including on-line forms, workflows, document scanning a storage, and process documentation.

Each of the above technologies will be subsumed by the new JMS Platform, however, implementing these technologies today will accelerate learning and acceptance of change when the new JMS is implemented. DAJD will also be able to migrate the workflows and data generated in SharePoint to the new JMS thus providing a two year head start on workflow development and document storage.

Establish, launch, and sustain an internal Change Agent Network (CAN).

The JMS Change Agent Network is a cross-functional group of representatives who are organized to assist project teams or operational leadership in the implementation of change initiatives. The team includes the project Subject Matter Experts, the JMS Senior Business Analyst, as-well-as senior staff, senior corrections officers and members of associated labor groups. The establishment of this network enables two-way communication about the project between the impacted business sections, labor groups, and the JMS Project Team. CAN activities will be focused on driving stakeholder engagement, commitment, and end user adoption.

Identification and Initiation of Training Opportunities

The JMS Project Team has begun working with DAJD training officers and staff to begin identifying training opportunities that can be initiated now and that would benefit and enhance training during the implementation of the new JMS. Current opportunities include MS Windows user training, use of MS Office applications, SharePoint training, document scanning, file uploading and file management, working with web-browsers, email, and other technologies currently in use throughout DAJD and King County. The JMS Project team will work closely with the selected vendor's training team during JMS implementation to ensure successful training is provided and DAJD employees and partners are fully supported.

Summary

The new JMS Project will significantly improve DAJD's ability to implement and manage the key functionality required to support today's work flows used throughout DAJD. The new JMS will eliminate current outdated systems and automate many work flows and hand-written processes. It will also enhance data entry, distribution, and reporting.

This project will allow DAJD to keep step with modern best practices in the industry. An integrated JMS will serve to meet both current and expected future needs, position the department to effectively execute processes and procedures that offer more flexible, higher quality services, with greater transparency, in a timelier manner for both the County as well as our criminal justice partners.

IT Project Benefits Achievement Plan

To complete this document fully, please read all of the colored sections and fill in the white cells.
For assistance in completing this form, please contact your PSB analyst.

Section 1. What are the purposes of the Benefit Achievement Plan (BAP)?

1. To achieve a clear understanding and focus on the benefits of a project prior to its beginning
2. To update projected benefits of the project as it moves through stages of project approval, implementation, and post-project closure
3. To establish accountability for identifying and achieving benefits
4. To ensure that benefits are achieved

King County Department/Agency Name	Department of Adult and Juvenile Detention (DAJD)
Project Title	DAJD Jail Management System
Project Number	1129763

Section 2. Business Owner Accountability

Business Owners are responsible for achieving project benefits and ensuring this Benefit Achievement Plan (BAP) is regularly updated and completed when benefits are achieved. Business Owners are required to be at the deputy department director or higher.

William Hayes – Director, Department of Adult and Juvenile Detention (DAJD)

Section 3. Who is involved in developing the BAP?

The development of the BAP should include significant involvement from the business operations or management staff related to this project and the services it will support. Consider involving staff who will be using the technology to help identify the benefits of the project. KCIT business analysts or technology project staff may assist in benefit identification and documentation. List the staff who contribute to the benefit achievement plan below:

Name	Title / Agency	Project Role
William Hayes	Director - DAJD	Business Owner, Steering Committee Member/Leader
Hikari Tamura	Assistant Director - DAJD	Business Sponsor, Steering Committee Member/Leader
Steven Larsen	Chief Administrative Officer – DAJD	Business Sponsor, Steering Committee Member/Project Leader
Mike Holland	Service Delivery Manager – KCIT	Steering Committee Member/ KCIT
Hugh Furubayashi	Project Program Analyst - DAJD	Business Analysis

Section 4. When should the BAP be started, updated and completed?

The BAP is intended to be an iterative, evolving document that will be updated as the project evolves, as information is refined or scope changes, and when benefits are finally achieved. Department and agencies (the business owners of project benefits) are required to update this document at the following times or actions:

1. To support initial project request during "gate two" phase of conceptual review.
2. For the annual Benefits report that PSB compiles.
3. To support funding release requests. If there are no changes, simply indicate "review only" in the revision table.
4. When a material scope change is identified and reported.

5. Up to one year after project completion and then annually until it is determined by the business owners that anticipated benefits have been achieved or no further benefits are expected.

Once the project is complete and benefits are achieved and reported, no additional reporting is required.

Please update the document online. Do not delete your previous text. Update the text as necessary and date those updates. Make sure that you upload the updated version to Innotas. The intent is for this single document to show the history of benefits over the course of the project. List any changes in the table in section 5. (If there are no changes, type none)

Section 5. How long will it take to complete the benefit achievement plan?

Completion of the BAP depends on the project's complexity. In general, it should take a few hours to complete this BAP form once there is a shared understanding of the project and what value it will bring to the County. More complex and costly projects may require more extensive analysis. To improve this process in the future, please record the time spent on this in the table below at each stage of revision:

Revision History Table

Stage	Date	Revised By	Description	How long did it take?
Please use conceptual review, budget process, funding release, annual report, project implementation, or project completion.	*Date this document was updated*	*Who did the document updates?*	*A brief summary of what changed in the document. If this is an initial draft, please indicate new. If nothing has changed, indicate "review only".*	*How long did it take to complete or revise the form at this stage?*
Benefits Achievement Plan	June 2016	Mike Holland, Steve Larsen, Hugh Furubayashi	New Initial Draft	21 hours

Section 6. Description of Project Benefits

Identify the category(ies) of benefits your project will provide and include narrative descriptions of estimated benefits. The benefits of IT investments generally fit into the following four categories:
1) External service benefits: Improving the quality or quantity of services provided to the public
2) Internal service benefits: Improving internal operations, including the quality or quantity of internal services
3) Maintaining service levels by replacing or upgrading older technology or reducing risk of system failures
4) Reduced cost to produce services (internal or external)

Each category is described below. Most projects will have benefits in one or two categories. If the project does not have benefits in a category, there is no need to provide information for that category.

What is the primary benefit of your project? After reviewing the benefit categories below, please identify the primary type of benefit for the project. For most projects, the primary type benefit will be Category #2 improving internal operations or Category #3 replacing or upgrading older technology.

Primary project benefit? (Check only one)
Choosing only one category as the Primary Project Benefit was extremely difficult as all four choices are primary benefits of this project and limiting it to one benefit grossly underestimates the full benefits that will be realized from a new case management system.

☐ Category #1: External service benefits: Improving the quality or quantity of services provided to the public

☒ Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services

☒ Category #3: Maintaining service levels by replacing or upgrading older technology

☐ Category #4: Reduced cost or cost avoidance to produce services

Category #1: External service benefits: Improving the quality or quantity of services provided to the public. This category is intended for projects that directly benefit the public. This includes improved quality of service, such as faster response times and better access to services for the public.

Example: If this project to upgrade our licensing software is approved, licenses will be issued in two business days instead of the four days currently required. This is largely due to the ability of the new software to check national and state databases more efficiently. About one-quarter of our customers currently complain about the delay in obtaining a license and this time reduction is expected to eliminate almost all complaints and allow staff resources to be directed to other customer services.

Example: If this project to accept on-line reservations is approved, residents will be able to schedule athletic fields over the Internet and make payments by credit card. This will allow scheduling to occur at any time, rather than the current limited hours available for in-person or phone reservations. In-person and phone reservations will still be available.

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1) *How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)*

2) *What is the current baseline for this measure*

3) *What is the target for this measure? (How much improvement will this project achieve?)*

4) *When is the benefit likely to be achieved?*

Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services. Be sure to explain the value of such improvements to your operations.

Example: If this project to acquire hand-held devices and develop custom software is approved, inspectors will be able to check an average of 10 sites per day compared with the average of 6 currently checked. This will allow the agency to handle the 20% increase in workload projected in the next three years without adding more staff.

Example: If this project to implement a systems management tool for the Service Center is implemented we will be able to reduce the duration of technology outages during major incidents by 30 percent. We also will reduce the wait time for customers on hold with the Service Center. These improvements will allow us to redirect an existing position to other priorities.

Example: The Active Directory Consolidation project is part of an overall effort to promote IT standardization. This project will make the current management of user accounts, applications, and devices easier for IT administrators at Public Health because the end user experience will also be improved by having a single sign-on to applications

such as Lync, SharePoint, and Outlook. Our success will be measured by having a single set of procedures and security models rather than the multiple ones that now exist.

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

Executive Summary:

As discussed in our submitted Conceptual Review and JMS Business Case, DAJD finds itself with outdated jail management applications and workflow processes that handles short-term, tactical needs sub-optimally while holding jail operations and Criminal Justice partners from scaling efficiently over the long term. The group of outdated, loosely connected, silo applications, inhibits flexibility and reliability, while increasing the cost of maintenance.

A modern and comprehensive Jail Management System (JMS) would, for the first time, allow DAJD to be managed and supported in a holistic manner. The JMS would directly support all five DAJD divisions using one primary system. This holistic approach would also include the Juvenile and Community Corrections Divisions. Today, DAJD makes use of siloed systems to support their various lines-of-businesses and divisions. As an example, today 51 unique applications are used to support DAJD operations. Once our JMS is fully implemented, our new system will fully or partially replace 33 of these existing applications.

In summary, a new, modern Jail Management System (JMS) will allow DAJD to redesign current business work processes with a streamlined, fully integrated business processes that ensures:

- A. Process efficiency across jail operations
- B. Elimination of disparate standalone systems and risk reduction from legacy system failures
- C. Improved visibility to operational data
- D. User Driven process changes
- E. Reduction in integration complexity and cost
- F. Support the transition from paper to electronic

1. ***Describe why you expect the proposed IT investment to produce the benefit(s).***

    A. Process efficiency across jail operations – a common trait of older, legacy jail systems is the disjointed combination of applications and manual processes. As a result, employees are bogged down with inefficient processes, increasing the chance of data entry errors and taking time away from their more important core duties. Important processes such as property, booking, classification, housing, court detail, and releasing, to name a few, can take longer to complete. For instance, correction officers spend hours entering inmate information in the booking system, while other employees reenter the same information into pre-trial or classification systems. Reconciling data changes or correcting data entry errors is time consuming and labor-intensive. Inmate property tracking is done on paper, making it difficult to sift through in cases of disputes. New jail management systems automate such processes, with much tighter integration between core jail operation processes reducing time that would otherwise be required to manage these processes.

    B. Elimination of disparate, standalone systems – the current DAJD jail management processes consists of a combination of disparate inventory of application and systems, some using web services, others ACCESS database. For instance, adult detention core processes including

Booking, Pre-trial Management, Classification, among others, reside on web services migrated from the mainframe. While Juvenile, Roster Management, and Staff scheduling reside on separate platforms. Key inventory, lockers, diet management, criminal investigations, to name a few, are managed in ACCESS databases. Time and cost to maintain any integrity or integration between them is significant. Failures in these legacy systems could put the department/county at risk. New jail management systems come with a robust set of integrated jail functions, while being able to tailor processes and applications for comprehensive jail operations.

C. Improved visibility to operational data – as mentioned above, when processes lack integration, you have multiple, overlapping database, and cannot easily get a complete view of operational data. For instance, staff work schedules are managed in one application, adult inmate booking and charges in another, while juvenile information, in another. The business spends countless hours trying to source, extract, analyze and tie together data for business and operational purposes. New jail management systems, with comprehensive set of integrated functions, allow information to be accessed instantly, without wasting time on data extraction and tying data from different sources together, employees and management are better informed.

D. User Driven Process Changes – currently, tailoring processes and applications requires database and application changes, and extensive, time-consuming development by KCIT. For example, adding a new Classification process step require database and application change, extensive testing and implementation planning. Modern jail management systems have configurable workflow capabilities, offering a step-by-step path to follow from booking to release that validates processes based on operational specifications.

E. Reduction in integration complexity and cost – our current set of loosely-connected, diverse group of applications and platforms, utilize outdated messaging software to facilitate exchange of information between systems. For example, adding new fields to files shared with other criminal justice agencies requires time-consuming design, development and testing. Modern jail management applications utilize the National Information Exchange Model (NIEM) whose focus is to format and disseminate data in a consistent manner. With KCIT no longer having to maintain multiple systems as well as various integrations between them, operational costs can be reduced.

As outlined in the associated Benefit Worksheet in the JMS Cost-Benefit Analysis document, moving to an integrated JMS will simplify the DAJD maintenance support model that is in place today. Several of the systems used today by DAJD will no longer be required resulting in a substantial savings to their KCIT operations & maintenance budget. It is forecast that $770,218 will be saved in 2021 – the first full year that the JMS will be fully operational. This $770,218 includes the elimination of applications plus the associated infrastructure costs of supporting these applications at the Sabey Data Center. Detailed information is available in the Cost-Benefit Analysis document. However, these cost savings are off-set by the cost of supporting the new JMS.

F. Support the transition from paper to electronic workflow – currently, as offenders are booking in jail, various paper forms containing charges, property, medical, offender interviews, mug shots, etc., some forms requiring supervisor signatures, are placed in a "packet". The "packet" of forms and documents is circulated manually causing delays and limits trace-ability. Paper

processes can also result in loss and mistakes that perpetuate risk to the county. Modern Jail Management Systems use automated electronic workflow to create electronic folders, eliminate manual routing, allow digital signatures to documents, and improve trace-ability, reducing delays in the process as well as lowering storage costs of paper documents and less exposure to loss/risk.

In conclusion, due to loosely-connected set of functional systems causing process bottlenecks and staff productivity issues, jails are using sophisticated jail management applications to meet internal and external expectations. A modern, integrated JMS will automate and speed up repeatable processes; readily exchange data with - and learn from - other law enforcement communities; provide better accountability while identifying bottlenecks in the process; enhance fact-driven, real-time decision making with comprehensive set of information; while driving jail staff to focus on higher-value activities.

2. **How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)**

In summary, benefit(s) will be achieved when we have the ability to:
- Better utilize jail operations staff through reduction of clerical time spent entering redundant data, fixing data entry errors, and locating pertinent offender information found on paper documents or log books.
- Reduce the amount of filing, printing and manual routing of paper forms by utilizing automated workflow, digital document capture and electronic signature saving time by electronically moving documents around (e.g., booking "packets").
- Easily modify workflow processes and components to accommodate changing business practices, especially in areas of booking, classification, inmate movement, housing and release.
- Reducing potential losses and risk to the county both in terms of modern process improvements that align with the acquisition of a modern system.
- Reduce time spent manually managing data requiring separate data entry. For example, Jail operation staff independently manage stand-alone applications for Booking and Referrals, Inmate Temporary Movement, and Staff Scheduling.
- Integrate stand-alone applications including, but not limited to, key and locker management, facility access, fixed asset management, diet meal management, incident tracking, etc., into a single Jail Management System.
- Reduce Commitment, Classification and Court Screeners time spent determining accurate inmate good time calculations, inmate classification assessment, and offender risk assessment, respectively.
- Conform to data sharing technologies and standards that both, facilitate and expedite, sharing of pertinent information between all our criminal justice agencies including Department of Public Defense, Sheriff's office, Prosecutor's Office, Courts, as well as vendors such as Keefe (commissary) and WSP.
- Utilize adaptable reporting tools that leads to more timely analysis of routine inmate tracking, housing and operational issues, staff and resource utilization, as well the extraction and sharing of information servicing the public.

- KCIT Operations & Maintenance budget reductions will be realized once the JMS is fully implemented and operational. The existing legacy applications will then be sunset and will no longer require support.

As mentioned in the Conceptual Review and JMS Business Case, in 2010, DAJD documented the majority of the current business and process workflows that support jail operations. This was a comprehensive effort and addressed four of the five DAJD divisions (excluded Juvenile) that culminated with a document that identified 2,849 "opportunities for business improvement" that could be realized once a comprehensive Jail Management System was in place.

Below is a sampling of core, repeatable functions targeted for improvements:

- Pre-Booking/Property – The benefit will be achieved through reduction of time spent accessing detailed property information when settling disputes.
    a. We will measure time spent locating detailed property information for settling inmate disputes.
- Booking – Better utilization of operational staff through reduction of time spent completing, filing and printing paper forms, reduction in training time as well as time spent fixing errors.
    a. We will measure time spent processing and tracking offender "booking packets" in the system.
- Health Screening – This benefit will be achieved with the ability to capture health alerts that are made easily available to other operational staff including classification, court detail, and kitchen services increasing accuracy in housing assignments, transport alerts, and inmate food services.
    a. We will measure time spent by food services on identifying medical special diet orders.
- Classification – This benefit will be achieved when we have the ability to assign inmates to housing based on department defined criteria, and questionnaire based assessment tool that is objective versus subjective.
    a. We will measure the amount of time spent determining inmate placement using subjective methods.
- Pre-Trial Screening – This benefit will be achieved upon comprehensive workflow and tighter integration between internal functions such as intake and classification as well as external such as prosecutor's office and court services.
    a. We will measure number of missing PR screening assessments.
- Court Detail Services – Benefit realization will be achieved when court detail personnel have accurate, timely access to data and helping to simplify the scheduling of inmate movements for events such as court appearances and medical treatments.
    a. We will measure the number of medical alerts associated with inmate movements for court appearances.
    b. We will measure the number of discrepancies between court and facility inmate pick-up schedules.
- Commitments – This benefit will be achieved upon receiving of accurate, timely data from courts/booking/classification and through the automation of sentence calculations, reducing time spent on manual calculations.
    a. We will measure time spent locating booking packets.

b. We will measure time spent calculating sentence adjustments.
- Temporary Location – Benefit realization will be achieved with detailed and timely recordings (e.g., scanning) of all external/internal, scheduled and un-scheduled movements.
  a. We will measure transport activity durations by location, method, date and time.
- Food Services – This benefit will be achieved upon receiving of timely jail counts at defined periods during the day from operational staff and health services.
  a. We will measure time spent obtaining inmate jail location and meal counts.
- Facility Visitors – Benefit realization will be achieved with detailed and timely records of inmate visitors and schedules.
  a. We will measure the number of inmate visitors as well as visitor authorization, and date/time/duration of visit.
- Grievances and Incidents – This benefit will be achieved with ability to capture and manage inmate grievance and incident records electronically, and track staff members involved with filed grievances and incidents.
  a. We will measure the time spent responding to grievances and incidents.
  b. We will measure jail areas that receive high levels of incidents.
- Releases – This benefit will be achieved with a detailed check list/work flow to manage inmate releases, reducing time spent entering missing data.
  a. We will measure time spent entering release data into the system (e.g., release charges, booking, etc.).
- Flexible Notes/Comments Throughout system – This benefit will be achieved with increased response to incidents, grievances or inmate caution messages.
  a. We will measure time spent making prosecution decision about incidents in the jail.
- Alerts, Flags, Indicators – Benefit realization will be achieved with the ability to flag person records that match defined criteria (e.g., health issues, persistent offender, behavioral problems) for a user-specified length of time.
  a. We will measure the number of inmate housing misplacements due to behavior problems.
  b. We will measure the number of incidents due to keep separate indicator.
- Report Writing – Benefit realization will be achieved by the ability for staff to generate ad-hoc reports.
  a. We will measure time spent generating ad-hoc reports of simple complexity using Report Writer tool.
- Electronic Documents – Better utilization of operational staff through reduction of time spent entering data, reduction in training time while increasing data accuracy and reducing amount of time spent fixing errors.
  a. We will measure time spent locating and reviewing information in booking packets.
  b. We will measure time spent locating inmate related documents such as incidents, grievances, kites, etc.
- Data Dashboard – Benefit realization will be achieved by the ability for management to quickly assess the status and performance of the unit. A data dashboard contains a set of critical graphs and charts designed to assess key jail workloads and performance indicators.
  a. We will display data related to average daily populations and facility totals, average length of stay, arresting agencies, booking or admissions, charge related information, classification, health/medical related information, incidents and rule violations,

inmate profiles/demographics, jail bed days, jail recidivism, and release related
information.

3. *What is the current baseline for this measure?*
At this time, we lack metrics and reports to measure and evaluate process efficiencies due to loosely connected core system supporting inmate booking, criminal history, classification, housing, temp location, staff schedules, release management mixed with manual processes for inmate property, incident tracking, and food services, to name a few.

4. *What is the target for this measure? (How much improvement will this project achieve?)*
It is anticipated that the quality of service, safety, service capacity and efficiency of service will improve in many of the areas of DAJD Operations. However, until a specific vendor proposed solution is selected and fully evaluated it is difficult to determine the precise total improvements that would be realized by the department.

5. *When is the benefit likely to be achieved?*
The actualized benefits of a new Jail Management System will be quantifiable the year after the system is fully deployed into production status. The cumulative benefits will continue to accrue as the system is utilized in production in an ongoing manner and as our external customers become more aware of the greater quality of service and improved data access/accuracy/completeness afforded by the new JMS.

Category #3: Projects that maintain service at current levels by either replacing or upgrading older technology, reducing the risk of system failures, or providing regulatory compliance. If the project will result in improvements to external or internal services or cost savings, please note those benefits in the appropriate categories.

Example: This project will upgrade PeopleSoft from 9.0 to 9.2. This upgrade is necessary because vendor support for 9.0 will be ending in 2015 and that creates a large risk for the County. Without vendor support the County will not receive tax and regulatory updates and will likely result in errors in complying with tax and regulatory issues.

Example: This project will implement an Advanced Authentication solution which will allow King County to comply with U. S. Department of Justice - Federal Bureau of Investigation, Criminal Justice Information Services (CJIS) Security Policy Version 5.0, Section 5.6.2.2. Effective September 30, 2013, advanced authentication (AA) must be in place in order to access sensitive CJIS information.

1. *Describe why you are proposing to upgrade or replace existing technology. Please include age of existing technology and the average life cycle replacement for this type of technology.*

2. *If the primary reason for the project is risk reduction project, please estimate the probability of the risk or describe how likely it is to occur.*

Category #4: Reduced cost to produce service (external or internal) or cost avoidance
This category is for those projects that will reduce the costs to deliver a county service (external or internal). The information provided here should be consistent with the information in the cost-benefit analysis (CBA) form. Please describe how the cost savings will be used by your organization. This category also includes cost avoidance. Cost avoidance is those costs that the County would need to pay, has the capacity and intent to pay, but will be avoided due to the project.

Example: <u>Reduced cost to produce service</u>. *If this project to install accounts payable software is approved, we will automate three tasks that are currently done manually by agency and central purchasing employees. Based on experience of other users of the software, this will reduce processing time from the current average of ten days to less than one. This will allow us to take advantage of prompt payment discounts for over $15,000,000 of annual purchases. These discounts average 2%, yielding annual savings of about $300,000. This will result in savings in department expenditures for those items qualifying for prompt payment discounts.*

Example: <u>Cost Avoidance.</u> *Moving to this new vendor that uses a SaaS product, we will avoid the need to upgrade the system to the newest version which goes end-of-life at the end of next year. We were required to make this upgrade due to regulatory reasons, so this represents a cost avoidance of $100,000.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to reduce costs?*

2. *How will you measure the cost reduction or cost avoidance? (How will you know if the benefit has been achieved)*

3. *What is the current baseline?*

4. *What is the target for this measure? (How much savings will this project achieve)*

5. *When is the cost reduction likely to be achieved?*

Section 7. Benefit Achievement Summary

To be completed when benefits have been achieved or no further benefits are expected. *For each of the benefits you identified above, explain whether benefits were achieved at target levels. Please include both quantitative measures and qualitative descriptions of benefits, including any monetary benefits. Use the measures identified above. If not achieved, explain why.*

Example: *This project, to repair an emergency radio tower, was successfully completed in April 2014. The anticipated benefit was to maintain current service levels at 99.999% up time for an additional five years. This project is currently functioning at 99.999% up-time and will report annually for the next five years on up-time levels.*

If one of these towers failed physically, the cost to the county would be enormous, generally in the neighborhood of $500K - $1 Million per tower depending on the construction techniques and size. User agencies on the emergency radio system will benefit by having infrastructure systems in place that will be assured of not experiencing catastrophic failures due to lack of maintenance.

Example: *This project to automate accounts payable software was implemented and did improve the processing time average. The average time was reduced from 10 days to 2 days, not quite reaching the 1 day target. Additionally, only 20 percent of purchases received a prompt payment discount resulting in less cost swings than anticipated. We did not meet the target because there were fewer purchases that qualified for prompt payment than originally estimated.*

Example:

Metric Description	Metrics	Baseline	Target	Actual

Reduce cost to deliver service. This project reduced processing time from the current average of ten days to less than one allowing us to take advantage of prompt payment discounts.	Processing Time annual savings, and percentage of purchases receiving prompt payment discounts	• 10 days processing time • 10% of purchases are receiving discount • $100,000 savings	• 1 day processing time • 30% of purchases are receiving prompt payment discounts • $400,000 savings	• 2 day processing time • 20% of purchases are receiving prompt payment discounts • $200,000 savings

DAJD Jail Management System Project

HOT SHEET

Issue 6 November 2017

MODERN JAIL MANAGEMENT SYSTEMS

In today's world of increasing dependence on information, virtually all organizations, including criminal justice organizations and jails, are driven by information. From initial intake to final release, virtually all key decisions are largely driven by the availability, quality, and careful analysis of data to support the variety of decisions made by courts, jail administrators, and other corrections stakeholders. Jails are significant information processing organizations as well as active users of information technologies.

A precondition of effective management support in the jail system is having access to accurate, high-quality data that can be presented in the appropriate formats. For most jails, this requires a modern Jail Management System (JMS) that is adequate to support all routine inmate-processing activities.

DAJD understands the strategic importance of using a modern JMS to measure organizational performance, particularly in today's fiscal environment. With the increasing focus on cost efficiency and avoidance of unnecessary spending, local criminal justice systems and their jails must adopt JMS platforms that are based on data-driven decisions and policies and that can be used to measure performance-based outcomes. Following are a few of the many Jail Performance Objectives that a modern JMS can assist with.

Staff and Inmate Safety

A central role of the jail is to provide valid identification of offenders. This identification relies on carefully collected, individual inmate demographics, and background and risk factor data (e.g., criminal history, past convictions, arrests, past behavior problems). Both inmate and staff safety rely on valid identification, classification, separation, and supervision of inmates. If the jail fails to obtain the appropriate background data, the risk of false-negative classification errors is increased and the truly dangerous offender may be seen as a low risk. Classification is a primary guarantor of inmates' right to be reasonably protected from violent assault or the fear of violence, thus reducing the risk of litigation against the jail.

Public Safety

A second role of the jail is to provide public safety. This requires effective classification, housing, supervision, and inmate management strategies that reduce the risk of escapes, walkaways from work assignments, new crimes committed while on work release, recidivism, and erroneous community placement. A new generation of data-driven offender risk assessment tools has significantly increased the ability of jails, courts, and probation and parole officers, to determine an offender's risk of recidivism or flight after

being placed in the community pre- or post-sentence.

Protection Against Liability and Protection of Inmates' Rights

A third role of the jail is to minimize liability and avoid costly lawsuits and monetary awards. In addition to providing a safe environment, jails must provide a quality of life that ensures access to services and meets the needs of inmates' medical, dental, mental health, nutrition, and clothing needs. Often, the inadequacy of the physical plant is a confounding factor in minimizing litigation. To monitor performance criteria in these circumstances, it is important to collect data that are specific to the limitations of the facility and could result in litigation, such as inadequate space (crowding, poor cell design), poorly maintained or damaged locks, doors, surveillance cameras, inadequate lighting, lack of access to recreation, and so on. The jail may have good policies and procedures in place for inmate safety and access to services, but the limitations of the facility may hinder the access and thus increase the risk of litigation.

Rehabilitation Programs and Work Assignments

Successful jails recognize that an inmate's incarceration is an opportunity to address that person's criminogenic risk factors (that is, those factors that produce or tend to produce crime or criminality). These include substance

MODERN JAIL MANAGEMENT SYSTEMS

(cont'd from pg 1)

Did Ben Franklin Want the Turkey to Be Our National Symbol?

The story about Benjamin Franklin wanting the National Bird to be a turkey is just a myth. The myth began due to a letter he wrote to his daughter criticizing the first eagle design for the Great Seal, saying that it looked more like a turkey. Franklin wrote that the "Bald Eagle...is a Bird of bad moral Character. He does not get his living honestly and is too lazy to fish for himself."

Franklin wrote that in comparison to the bald eagle, the turkey is "a much more respectable Bird, and a true original Native of America and is a Bird of Courage." So although Franklin defended the honor of the turkey, he did not propose its becoming one of America's most important symbols.

abuse, criminal thinking, and lack of employment, education, or housing. As a result, inmates' access to rehabilitation programs is gaining importance in the field. As reentry initiatives are implemented and begin to take hold in local corrections plans, inmate programs are often initiated in the jail and then continued once inmates are released and reenter the community. This practice is an important component of good correctional policy and may reduce recidivism and save taxpayer dollars. Access to work assignments for lower-risk inmates also supports effective correctional policy as it keeps inmates busy, permits extra time off their sentence for good behavior, and gives participants some additional work experience.

Recruitment and Retention of Staff

The retention of experienced officers as well as newly trained officers is imperative to the success or failure of an organization and a continuous effort. Retention of correction officers is essential for balance, diversity and access to the various skills they bring into an organization. The retention of officers can have a direct relationship between success and failure of an organization.

Today, as in the past, many divisions and agencies are facing a similar quandary on how to recruit and retain officers. As previously stated the costs can be staggering from recruiting through training. It is important that jail administrators are armed with the information necessary to underscore their need for these staff positions by monitoring staff efficiency indexes such as job responsibilities, workloads, sick time, personal leave, administrative leave, and overtime. Additionally, identification of staff training needs, performance levels, and the provision of that training are critical to the organization.

Jails collect tremendous amounts of data about inmates, rosters and headcounts, inmate processing and housing, disciplinary matters, grievances, maintenance, and staffing. However, current DAJD systems have difficulty obtaining, capturing, retrieving, and analyzing this data so that it can be used to support management decision making.

A modern JMS will enable the use of jail data for planning, process monitoring, resource allocations and, in general, improvements in the ability to explore and understand policy and management decisions at a deeper level. DAJD staff will be able to implement the skills involved in taking a more data-driven approach, which can help answer a variety of questions regarding jail operations and understand the many factors involved in monitoring, planning, and policy decision making that constitute the complex performance of a jail.

A few of the many modern Jail Management Systems on the market today.

Company	Product
Abilis New England	CORIS
Advanced Technologies Group, Inc.	Offender Management Suite
ATIMS	JMS
Black Creek Integrated Systems Corp.	SallyPort
Caliber Public Safety	Jail Tracker
CorexRM Associates, LLC	CoreJail Offender Management System
Hitech Systems	SafetyNet JMS
IntelliTech Corporation	IMACS

Company	Product
New World Systems	Aegis MSP Corrections
PTS Solutions	Jail Solutions
Spillman Technologies, Inc.	FLEX JMS
Sungard	ONESolution
Syscon Justice Systems	Elite/AILS
Tri-Bridge	Offender360
Tyler Technologies	Odyssey Jail Manager
Unisys	Correctional Information System (ICIS)

Screen captures of systems demonstrated to the JMS Project Team

The JMS Project Initial Communications Committee Meeting

On October 17, the JMS project held its initial Communications Committee Meeting. The Committee is made up of representatives from the labor groups, partner agencies, and other stakeholders that are impacted by the new Jail Management System Project and include:

- King County Corrections Guild (KCCG)
- King County Juvenile Detention Guild (KCJDG)
- Local 2084-S Juvenile Detention Supervisors
- Local 21-AD AFSCME
- Public Safety Employees Union Local 519 PSEU
- Public Safety Employees Union Local 519 PSEU-NC
- Uniformed Command Association (UCA)
- Automated Fingerprint Identification System (AFIS)

- Integrated Solutions Group (ISG)
- Department of Adult and Juvenile Detention (DAJD)
- King County Superior Court
- King County Public Health Services

The Communications Committee works to maintain regular and timely communication with stakeholders. Its role is to act as an avenue by which information regarding the new JMS Project is conveyed to leadership, management, staff, partners and stakeholders who have an interest in the new JMS Project.

During the initial meeting, the group was presented with a presentation that included a brief overview of the new JMS project scope, resources, and budget as well as a review of the activities and accomplishments of the project during the five months since the project was initiated.

The Committee found the scope of the project a little daunting in that the project covers all 5 DAJD divisions which includes more than 900 employees and is projected to impact or replace an estimated 41 current applications and will require data interface updates with upwards of 20 agency/partners.

Overall, the Committee was very upbeat about the project, especially once they learned that over the first five months of the project the team had already completed development of all the business and technical requirements and will have distribute and publicize the Request for Proposal ahead of schedule.

The JMS Project Team SCOREs

On November 1, the new Jail Management System Team visited the South Correctional Entity, (SCORE). The visit was hosted by SCORE IT Director Adam Munson.

SCORE is a Governmental Administrative Agency (GAA), formed under the laws of Washington State whose chartered purpose is to provide detention and correction facilities for misdemeanants for the Cities of Auburn, Burien, Des Moines, Federal Way, Renton, Sea Tac, and Tukwila (Member Cities) and other municipalities and agencies.

The SCORE Facility is an 800 bed detention facility with low, medium and maximum security

inmate housing areas, a secured medical unit with 16 beds, intake and release holding cell areas, a jail programs area, video visitation

services, video court facilities, administrative offices, transportation, kitchen, and commissary services.

The purpose of the visit was to observe the use of SCORE's Jail Management System. SCORE uses a product called Flex Corrections Management System. The Flex Jail Management System is designed to automate an agency's corrections processes from start to finish, ensuring that all data entry is done as efficiently as possible. The

system guides personnel step-by-step through the agency's booking process and helps manage inmate admission. With the Flex JMS module, corrections statistics are available at a glance, allowing personnel to identify trends in incidents occurring within the facility. This information helps create a safer environment for both officers and inmates.

The JMS Team had the opportunity to speak with Jim Kelly, Deputy Executive Director and Sergeant Fredrick Thomas who provided a good overview of SCORE and the Spillman product. The JMS Team sincerely appreciates all the time SCORE personnel spent with us.

Bruce Lee was a Guest Star on what 1960s TV crime show starring Raymond Burr?

- ❏ 77 Sunset Strip
- ❏ Peter Gunn
- ❏ I Spy
- ❏ Ironside

Answer below

Bruce Lee was a long-time resident of Seattle. His memorial is located at Lake View Cemetery 1554 15th Ave. E. on Capitol Hill.

(3)

MEET THE SUBJECT MATTER EXPERTS (SMEs)

Allan Browning
Senior Business Analyst

Allan is a recent addition to DAJD and was brought on board to helm the Business side of new Jail Management System project including Requirements Development, Communications, Change Management and Training .

Allan is an experienced leader with extensive technical and project management skills and has a strong background with acquiring and integrating new technology with legacy systems.

Allan also has extensive organizational development and management experience providing leadership, team development, organizational change management, technical innovation, and a track record of successful project implementation.

Prior to the JMS Project, Allan successfully lead the data conversion team in completing a $25-million-dollar project migrating the Orange County Employees Retirement System's previous Pension Administration System (PAS) 'PensionGold' to a new system called 'V3'.

Allan and his wife Sue recently purchased a house in Port Orchard and he loves his commute using the King County Water Taxi Service.

THE UxD AND JMS TEAMS VISIT MRJC

On November 3, the JMS team led the User Experience Design Team (UxD) on a tour of the Maleng Regional Justice Center. The tour was led by Sergeant Mohamed Eltayeb. The team visited the Pre-book area, Booking, and the Automated Fingerprint Identification System (AFIS) area. We met members of Court Screening/Personal Recognizance (PR), Intake/Transfer/Release (ITR), Property and Cashier, Mail Room, and Reception.

We also stopped by the Release Counter, Kitchen, Laundry and Transport Area.

Jail Management System Project High-Level Milestones

JMS Go Live TBD

UPCOMING IN THE NEXT HOT SHEET

- The "HOTSHEET" will be on hiatus until March 2018.

Henry L. Yesler
1810?-1892

Henry Yesler arrived in Seattle in 1852. He purchased the area now known as Pioneer Square and opened Yesler's Mill. He was King County's first clerk and Seattle's first mayor. He was instrumental in providing meeting places for county business and sites for two of the three King County courthouses.

AOTM
Acronyms of the Month

OPD
Office of Public Defense

RCW
Revised Code of Washington

SCOMIS
Superior Court Management Information System

(4)

DAJD - Quality Assurance Status Report

ISG Integrated Solutions Group

JMS QA Project 1/1/18 – 1/12/18	
Two-Week Period ending 1/12/18	
Objectives:	Outcomes:
- Attend Steering Committee on 1/4/18 - Interview Major Bautista - Review RFP amendments - Monitor project progress - Begin preparations for February QA report	- Attended Steering Committee meeting on 1/4/18 - Interviewed Major Bautista on 1/4/18 - Reviewed Amendment #7 - Began drafting February QA report for delivery of draft on 2/8/18
Meetings Attended:	Deliverables Reviewed:
- Steering Committee on 1/4/18 - Bi-weekly check-in on 1/12/18	- Steering Committee materials for 1/4/18 - Status report through 1/5/18 - RFP Amendment #7 - Posters for staff communication (2) - RFP Evaluation Worksheet (draft)

Plan for 1/15/18 – 1/26/18

Objectives:

- Attend Steering Committee on 1/25/18
- Present 2nd Quarterly QA report to Executive Committee on 1/25/18
- Interview Shawn Drew
- Review draft Council Proviso response
- Review RFP Amendment #8
- Continue development of February QA report

Project Deliverables and Key Activities

QA Project Plan	Delivered 7/27/17
Initial Baseline Assessment	Final delivery on 9/14/17
Quarterly Assessments (On-going)	February draft scheduled for delivery on 2/8
Bi-Weekly Status Reports (On-going)	Bi-weekly – next due on 1/26
Bi-Weekly Project Management Meeting	Bi-weekly – next scheduled on 1/26

Interim Reporting Period Observations and Recommendations

- The Steering Committee approved an extension to the due date for RFP responses so that potential bidders have three (3) weeks after the final response to bidder questions are published.
- The Steering Committee approved a recommendation by the Data Architect to conduct a preliminary data assessment and to return to the Steering Committee on 1/25/18 with a proposal for standardizing and cleansing data prior to data migration by the JMS vendor.

- The JMS team is developing Conceptual Review documents for supporting additional funding requests for partner systems and additional staffing resources as part of the County's biennial budgeting process.
- The JMS team is also developing the Council Proviso response for formal presentation at the end of April.
- <u>Interim Recommendation</u>: Incorporate Persona profile information in staff communications highlighting staff goals and objectives.