

Current State Assessment

City and County of San Francisco Justice Tracking Information System (JUSTIS) Roadmap

Prepared for: City and County of San Francisco (CCSF)
September 20, 2018



Document Purpose

The purpose of the Current State Assessment (CSA) is to provide Gartner's assessment of the technical and organizational capabilities of JUSTIS and to gain consensus on drivers, opportunities and priorities. The CSA serves as a key input to the JUSTIS 5-Year Roadmap.



Current State Assessment

- Overview
- Introduction Summary
- Approach Summary
- Key Influences
- Discovery Findings
- Strategic Planning Components
- Next Steps

Appendices

- A) IJIS Maturity Assessment
- B) Documents Reviewed
- C) Interviews Conducted



Introduction Summary

Introduction

- The **City and County of San Francisco (CCSF)** is home to nearly 900,000 residents and has been a national leader in Social Justice initiatives for the last 50 years.
- CCSF supports critical platforms enabling data sharing among criminal justice partners, including its Justice Information Tracking System (JUSTIS). The original intent of JUSTIS was to replace the legacy Computer Assisted Bay Area Law Enforcement (CABLE) system with a central database and web applications. Over time, the mission of JUSTIS evolved to instead be an integration platform connecting independent agency level systems in each of the stakeholder agencies. With this and other changes in expectations for JUSTIS, CCSF recognized the need for a strategic roadmap for JUSTIS to ensure the evolving needs of participating organizations are met. The JUSTIS 5 Year Roadmap will focus on:

“Leveraging modern technology to: improve the quality and consistency of criminal justice data, enable the sharing of data between JUSTIS agencies in real-time, deploy robust reporting capabilities, and drive improvements in Public Safety Outcomes through transparency and inter-agency cooperation.”

Gartner’s Current State Assessment identifies **operational, organizational and governance challenges** in addition to **technology limitations** that present challenges to the mission of JUSTIS today as well as to CCSF’s ability to meet its future integrated justice needs.



Approach Summary

Major Activities and Outputs

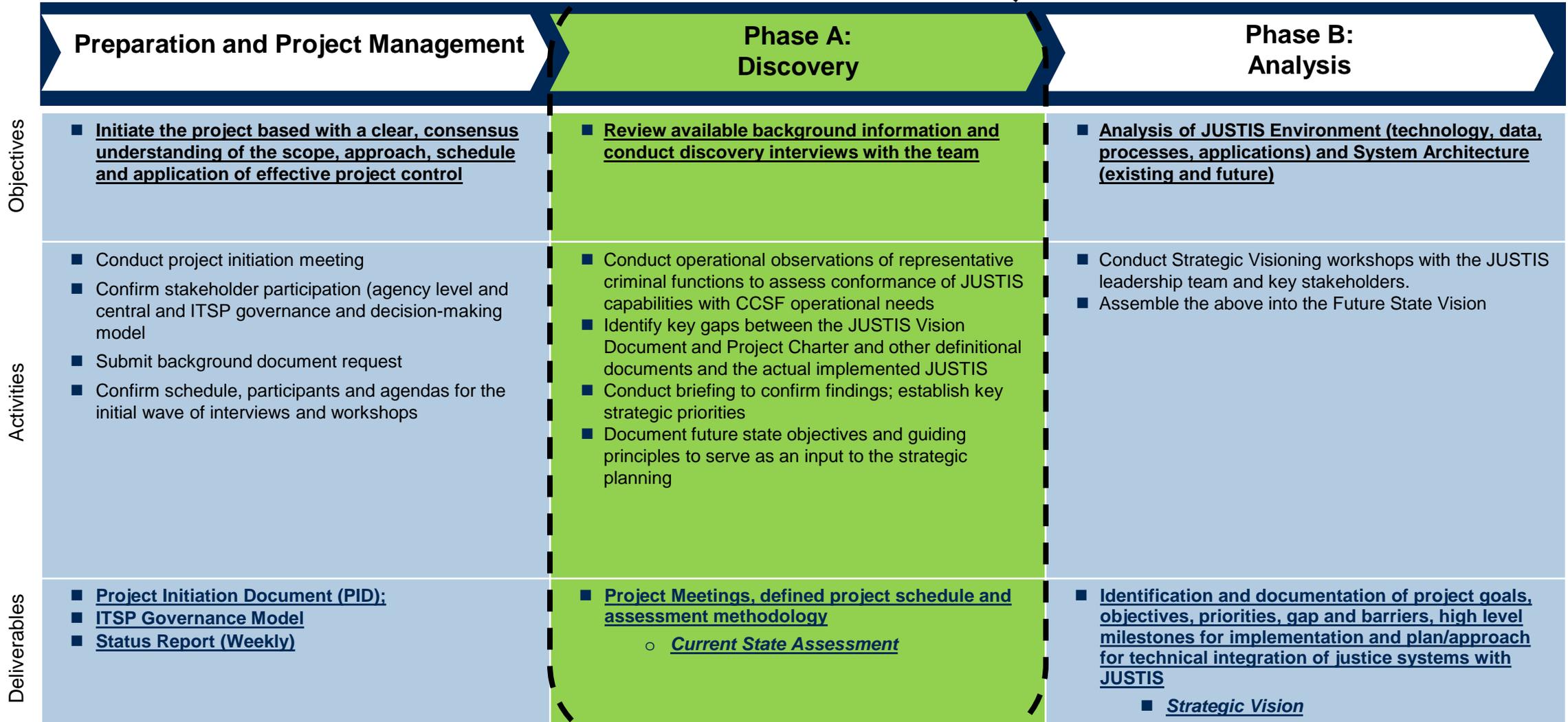
Gartner's approach for developing the JUSTIS 5-Year Roadmap draws upon our proven strategic planning methods and analysis tools developed exclusively for integrated justice settings. Upon establishing a baseline, a future state vision is built in collaboration with key agency and program stakeholders considering consensus needs, technology trends and Integrated Justice Information Systems (IJIS) leading practices. Working with CCSF and JUSTIS leadership, the Gartner team will facilitate analysis of alternatives to achieving desired criminal justice outcomes and define and prioritize initiatives that are integrated into an implementation Roadmap.



Approach Summary

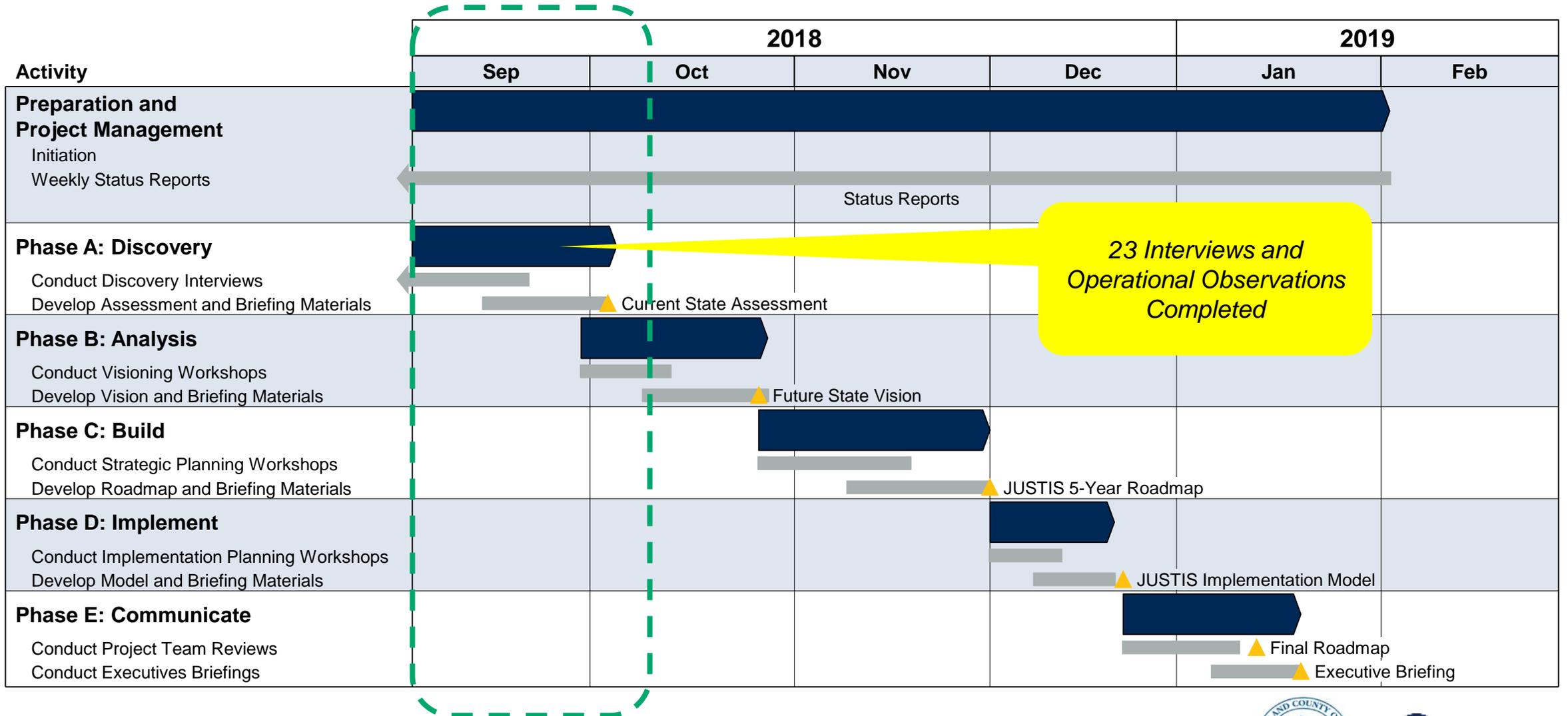
Summary Statement of Work

The Roadmap and Execution Plan tasks will follow the near term tasks noted on this slide.



Approach Summary

Project Schedule

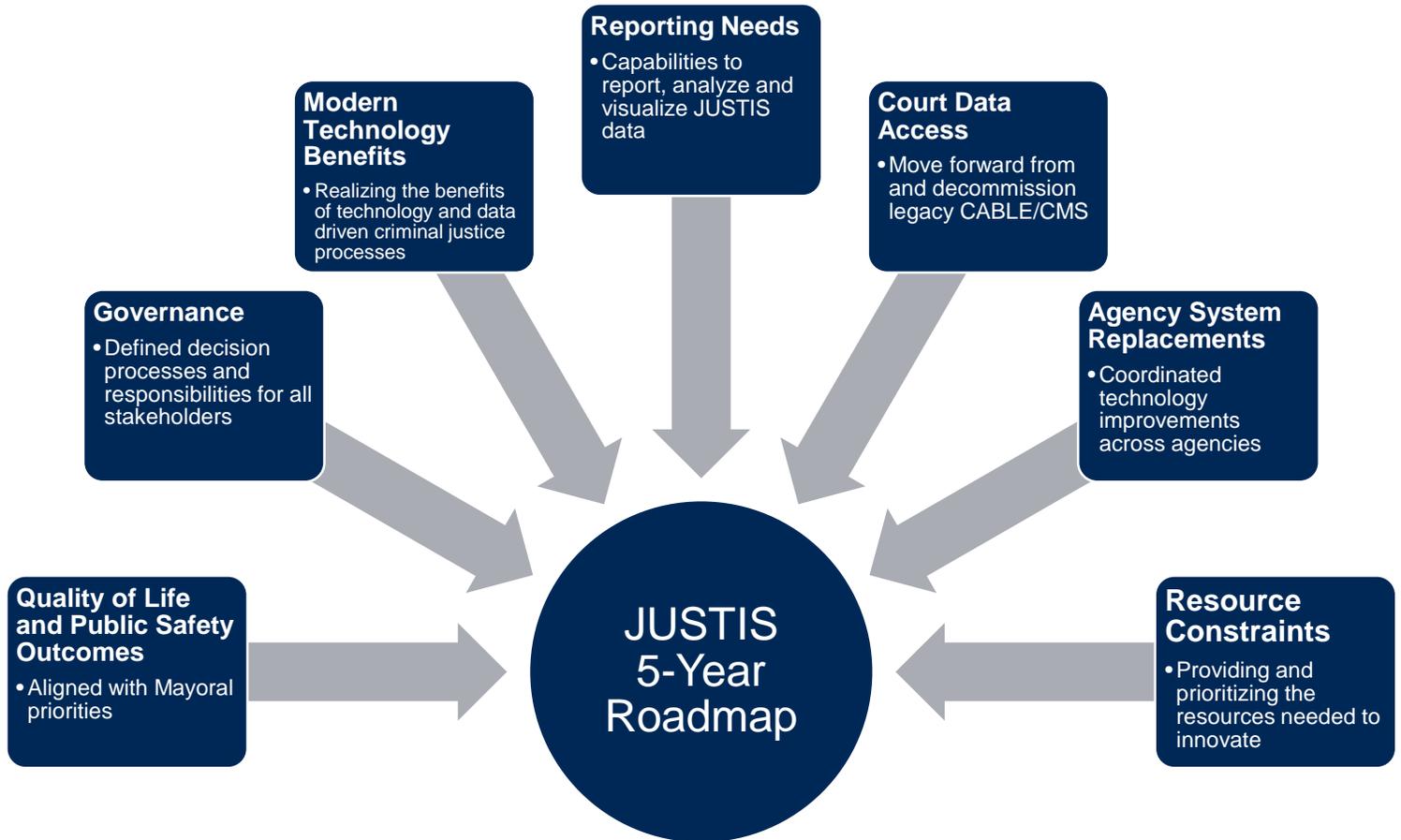


Key Influences for the JUSTIS 5 Year Roadmap

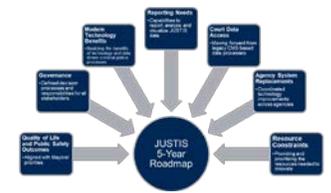
Critical change drivers for synthesis of the current state

CCSF leadership, the JUSTIS stakeholder agencies and the constituents served share multiple policy and operational imperatives.

Each of these imperatives influence current and future capabilities that JUSTIS must provide. The JUSTIS Vision and supporting initiatives included in the Strategy and Roadmap will be developed in alignment with these drivers for change to ensure consistency with CCSF conditions and priorities.



Key Influences to Development of the JUSTIS 5-Year Roadmap

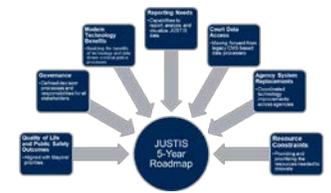


The JUSTIS Roadmap will describe the strategic program of change that will deliver integration capability improvements for the stakeholder agencies. Ongoing initiatives, current circumstances within CCSF and previously developed or ancillary planning efforts may influence or direct the JUSTIS Roadmap. The following influences provide direction and serve as key input to the JUSTIS Roadmap:

- **Quality of Life and Public Safety Outcomes.** Mayor Breed has set forth a set of prioritized actions in areas including housing, homelessness, public safety and strategy and performance all of which rely on access to accurate and timely information, including data managed by JUSTIS.
- **Governance.** Project governance is currently administered through the JUSTIS Council which is responsible for policy and project priority. A separate Technical Steering Committee was also established, however membership of the two groups is largely the same. This is due in part to Department Heads delegating Council attendance. The JUSTIS stakeholder agencies have indicated a need for more clearly defined and transparent governance of JUSTIS.
- **Modern Technology Benefits.** Contemporary integration architecture technology and approaches will allow the CCSF to have immediate access to accurate data to allow data driven decisions and improve criminal justice outcomes. CCSF's current primary data sharing tool, CABLE/CMS, is a 40+ year old mainframe solution which has been supported by Owens Information Services (OIS) since its creation. The City lacks sufficient knowledge and skills to support the system internally, and one of the two OIS resources has experienced serious health issues; CCSF needs to develop a CABLE/CMS decommissioning strategy to mitigate the material risks of this support dependency.
- **Reporting Needs.** Modern reporting and analytics tools allow users to analyze and visualize data to understand the impacts of policy decisions, measure agency performance and use integrated data to create and monitor programs specifically aligned to individual client outcomes. Reporting needs include analyses of justice impacts on/from homelessness, recidivism and agency performance monitoring. Current interagency reporting (if available) can require manual manipulation of files and attempted mapping of misaligned code values. The JUSTIS stakeholder agencies require reporting tools with access to comprehensive and accurate JUSTIS data to complement intra-agency reporting capabilities. These capabilities will provide visibility into outcomes at key decision points during the criminal justice lifecycle.



Key Influences to Development of the JUSTIS 5-Year Roadmap



The following influences provide direction and serve as key inputs to the JUSTIS Roadmap:

- **Court Data Access.** The San Francisco Superior Court intends to stop using CABLE/CMS as its Criminal Court Case Management System in 2019 by transitioning to C-Track provided by Thomson Reuters. CABLE/CMS is a primary data sharing tool for the JUSTIS stakeholder agencies; the Roadmap will need to consider identification and implementation of alternative method(s) to decommission CABLE/CMS while also ensuring continuity of operations during the transition.
- **Other Agency System Replacements.** Most of the core JUSTIS stakeholder agencies are currently undertaking replacement or changes to core applications (e.g., case management, records management, jail management). These projects offer significant opportunities for improved information sharing but also introduce risk associated with unprecedented levels of change to JUSTIS. The Roadmap will need to consider strategies for evaluating JUSTIS integration impacts and for synchronizing JUSTIS integration development with agency level project milestones.
- **Resource Constraints.** DT's JUSTIS Group lacks sufficient resources to execute its backlog of agency requests; this situation will be exacerbated as the new agency level systems approach implementation and require additional integration work. Alignment with DT is intended to help mitigate this constraint.

These influences, along with results of the Current State Assessment, will be used to validate the Strategic Planning Components and to support prioritization of identified initiatives. The greater alignment between elements of the roadmap and stated influences, the greater the value of the JUSTIS Strategy and Roadmap.



DISCOVERY FINDINGS



Discovery Findings

Gartner IJIS Strategic Planning Framework

As part of Phase A – Discovery, Gartner reviewed background documents and conducted a series of discovery interviews and operational observations to assess the current state of JUSTIS from both organizational and technical perspectives. In this section of the Current State Assessment, summary level findings are presented that represent the most impactful and strategic areas of need with the intent of bringing focus to the upcoming visioning and roadmap discussions. As such, the findings are synthesized and grouped by assessment framework categories rather than presented as direct records of the completed interviews and observations.

Findings are organized by the five major categories as depicted in Gartner’s IJIS Framework (as tailored for JUSTIS and the CCSF stakeholder agency landscape). For each finding, observations, impacts and opportunities are provided as follows:

Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none">▪ <i>Operational and technical conditions observed in the context of interagency data sharing across the JUSTIS stakeholder agencies</i>	<ul style="list-style-type: none">➤ <i>Impacts to CCSF priorities and the criminal justice process from gaps noted in the observations</i>	<ul style="list-style-type: none">✓ <i>Preliminary descriptions of strategic activities to improve operational conditions and address noted gaps</i>

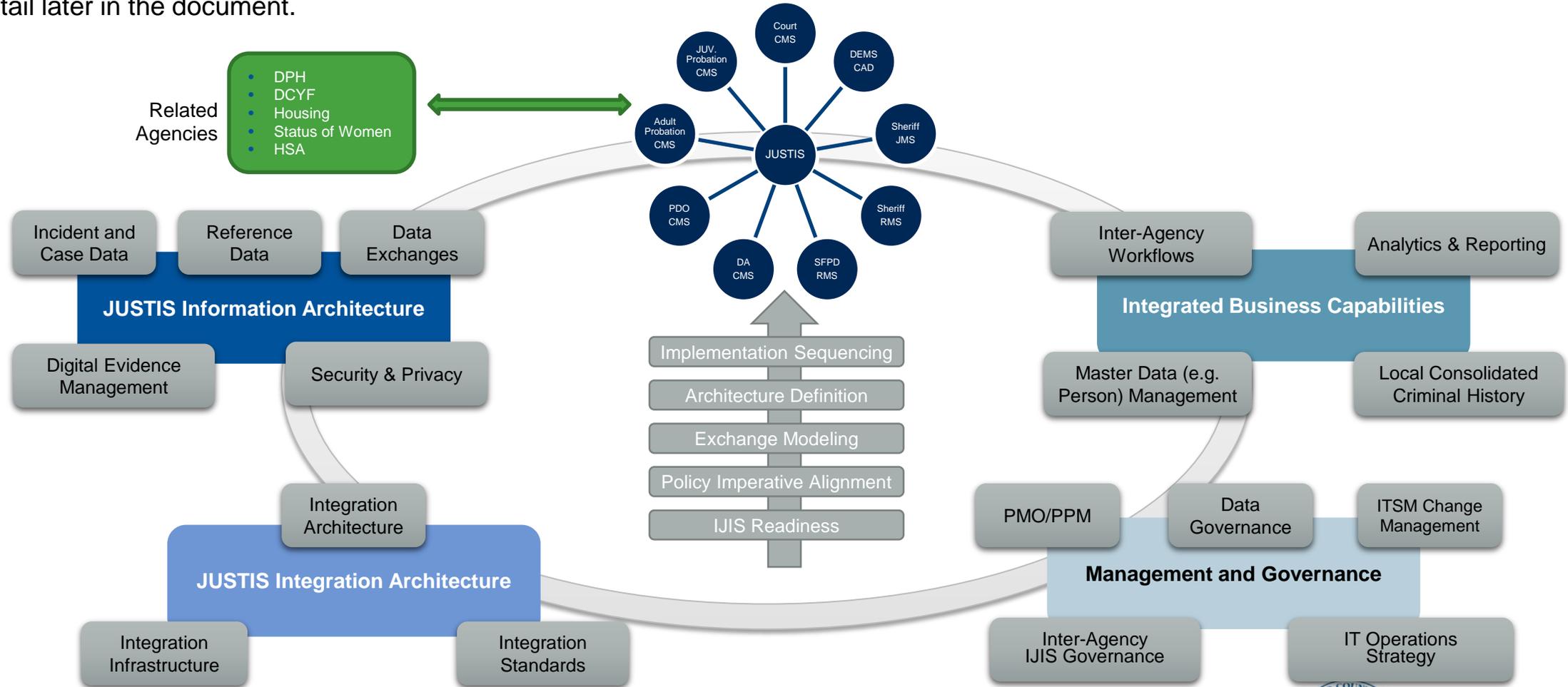
During the subsequent Phase B – Visioning, these findings will be used to validate strategic objectives, common goals and ultimately the specific initiatives that will serve as the foundation for the JUSTIS 5 Year Roadmap.

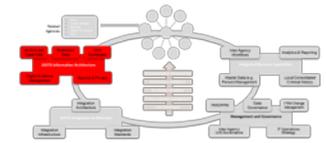


IJIS Overview

Discovery Findings - Leveraging Gartner's IJIS Assessment Framework

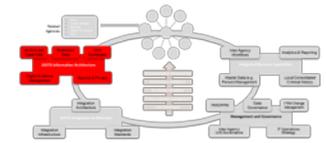
Gartner's IJIS Strategic Assessment Framework has been used to develop our understanding of current operational and technical conditions for JUSTIS and is applied to organize our findings. Summary observations are described on the following slide and presented in greater detail later in the document.





Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ Core criminal justice data elements are represented by different names and/or different definitions across the JUSTIS stakeholder agencies ▪ Different code value sets are used in different JUSTIS stakeholder agency systems (e.g., gender) ▪ The JUSTIS stakeholder agency systems do not conform with national data standards (e.g., NIEM) nor use common data entities and structures as a centralized resource. 	<ul style="list-style-type: none"> ➤ Integration development becomes more complex and additional layers of transformation are implemented in integration code making it difficult to view and understand key business rules (e.g., business logic in CABLE/CMS MIR reports) ➤ Different agencies may potentially report different statistical counts for data that would reasonably be expected to be consistent thereby eroding confidence and requiring extensive manual reconciliation ➤ Interagency reporting and analysis of the impacts of demographic factors (e.g., race, gender) is difficult to produce ➤ Lack of data standards makes it difficult to establish integration standards or evaluate a new system's compatibility with the JUSTIS environment 	<ul style="list-style-type: none"> ✓ Develop a common/managed shared taxonomy for the JUSTIS stakeholder agencies; directly use or map the taxonomy into agency applications ✓ Develop a JUSTIS logical data model to promote consistency in stakeholder agency systems and support enterprise level reporting ✓ For key reference code values, use the common taxonomy and data governance to establish standard value sets, aligned with national standards (e.g., NCIC) where possible ✓ Create JUSTIS common service to facilitate integration of common reference code usage into agency level applications ✓ Develop data architecture and common entities standards that will provide a common framework for reporting and integrations

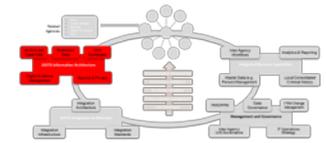




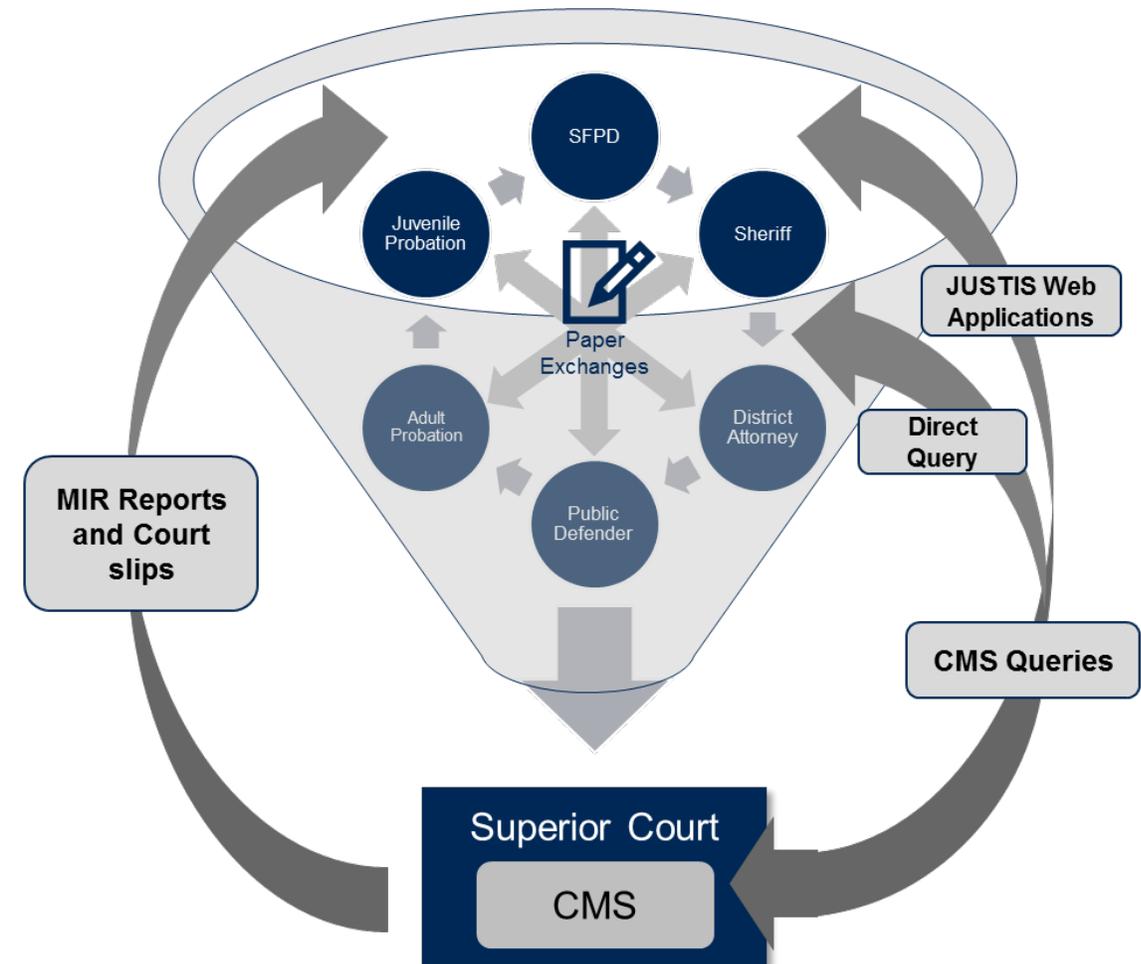
Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ Most CCSF criminal justice information exchanges are manual through the physical movement (or faxing) of paper reports between stakeholder agencies ▪ Most electronic data exchanges occur on a daily basis through file transfers rather than message based transactions in near real time. Access to CABLE/CMS transactions also provides interagency access to criminal justice information ▪ Juvenile data is not exchanged through JUSTIS 	<ul style="list-style-type: none"> ➤ Though the ability to query data is important to the criminal justice process, the lack of message based (i.e., real time) data exchanges constrains stakeholder agencies from relying on the electronic record to drive core operational processes, thereby not realizing the full benefits of IJIS ➤ Not exchanging Juvenile data through JUSTIS results in a lack of full integration of stakeholder agencies' data and inability to share or query cross-system interactions for operational or reporting/analytical purposes 	<ul style="list-style-type: none"> ✓ Develop an overall logical information exchange model (e.g., JIEM) and identify high impact exchanges for improvement. Work with agency stakeholders to include integration of such prioritized exchanges in agency level system replacement projects. Develop staff or contract for standards based integration capabilities for long term development and sustainment of JUSTIS Hub integrations ✓ Prioritize the use of message based data exchanges as part of the strategy for improving the JUSTIS Hub ✓ Establish integration change management processes closely aligned with JUSTIS data governance

Discovery Findings

JUSTIS Information Architecture - Data Exchanges



- As noted, most CCSF criminal justice **information exchanges** are manual through the physical movement (or faxing) of paper reports between stakeholder agencies. Access to CABLE/CMS transactions through CMS Queries and web applications also provides interagency access to criminal justice information.
- The only near-real time interface is between the Sheriff's JMS and CABLE/CMS which initiates the creation of a court case number and shares classification, charges, housing, and booking photo information
- The general lack of event driven and message based data exchanges perpetuates the need for paper based processes and limits the ability of JUSTIS to drive the criminal justice lifecycle



Generalized depiction of paper based and JUSTIS data exchanges and queries

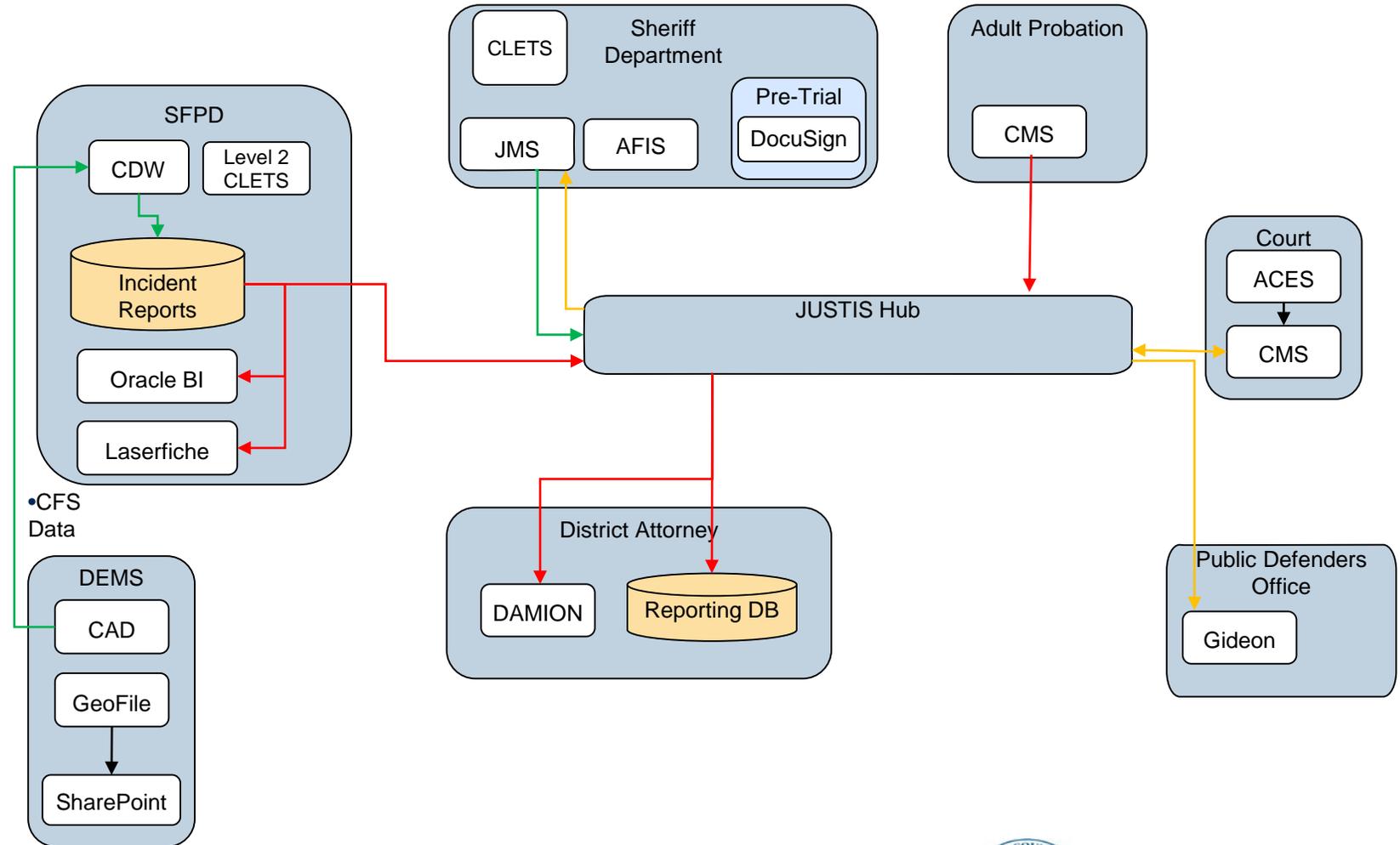


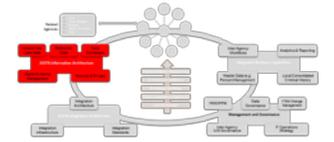
Discovery Findings

JUSTIS Information Architecture - Data Exchanges



- The diagram illustrates some of the critical data exchange participant systems and key data exchanges currently in place.
- As noted, many electronic data exchanges occur on a daily basis through file transfers rather than message based transactions in near real time. Access to CABLE/CMS transactions also provides interagency access to criminal justice information
- The current limited usage of JUSTIS Hub integration elucidates the sizable opportunity to increase JUSTIS Hub data exchanges and reduce paper based processes

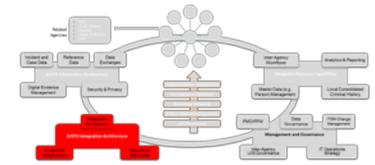




Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ The Department of Technology uses a central Active Directory that is utilized by JUSTIS web applications for authentication. Stakeholder agency usage of the AD is inconsistent ▪ There are not apparent common methods for management of access control, security and privacy across the stakeholder agencies ▪ CMS uses terminal ID based security 	<ul style="list-style-type: none"> ➤ As agency stakeholder systems with more extensive data stores, workflows and data sharing move towards production deployment, the need for common access control governance and platforms becomes more acute 	<ul style="list-style-type: none"> ✓ Develop and implement a JUSTIS security and access control strategy with a federated architecture to facilitate sharing of common data and processes while allowing agency level autonomy
<ul style="list-style-type: none"> ▪ Digital Evidence is managed independently by each JUSTIS stakeholder agency ▪ In interviews and the project kickoff survey, several agencies expressed an interest in centrally managed digital evidence platform. This interest was however classified in the near term as lower priority than core case and incident data integration 	<ul style="list-style-type: none"> ➤ Redundant copies of large digital evidence files increase overall storage costs and adversely impact network performance and bandwidth usage. ➤ Increased manual effort is required to manage, deliver and dispose digital evidence and to maintain the chain-of-custody 	<ul style="list-style-type: none"> ✓ Include extensibility considerations for the exchange and management of digital evidence when modernizing the JUSTIS integration architecture ✓ Prepare JUSTIS infrastructure for security and bandwidth demands created by increased storage and exchange of digital evidence

Discovery Findings

JUSTIS Integration Architecture

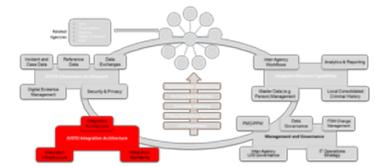


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none">▪ Though JUSTIS is the designated data sharing platform for CCSF, multi-agency direct access to the existing CABLE/CMS and ACES is also a core data sharing mechanism, both through file sharing and CABLE/CMS transactions	<ul style="list-style-type: none">➤ The Superior Court's transition from CABLE/CMS and ACES to C-Track will have significant operational impact beyond the Court. Examples include users of CABLE/CMS MIR reports and agencies such as the Public Defender which rely on ACES originated minute orders➤ A potential interim strategy would entail writing back court data to CABLE/CMS to minimize impact on other users of CABLE/CMS data. This approach must be considered temporary if CCSF is to also achieve the objective of migrating from the mainframe and mitigate risks associated with continued use of CABLE/CMS➤ Alternatively, the implementation of criminal C-Track and replacement of all required CABLE/CMS functions could be coordinated to avoid the need for an interim write back to CABLE/CMS. This option would increase inter-project dependencies and require additional near term resources for Hub and agency systems.	<ul style="list-style-type: none">✓ Develop CABLE/CMS decommissioning plans which are decoupled to the extent possible from the Superior Court C-Track project so as to make progress towards the decommissioning objective✓ In addition to CABLE/CMS, develop decommissioning plans for SFPD CABLE applications to achieve full criminal justice mainframe decommissioning

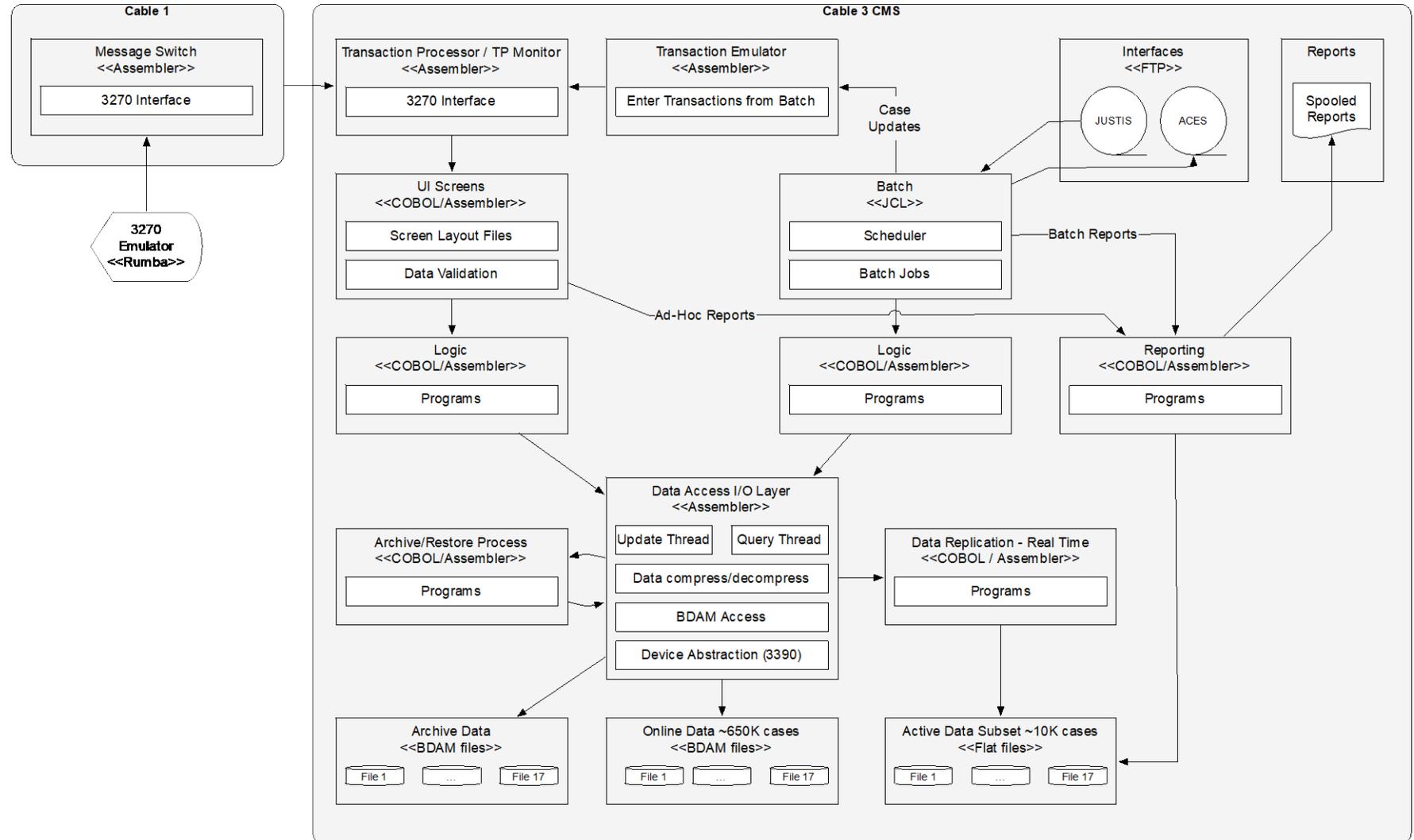


Discovery Findings

JUSTIS Integration Architecture - CABLE/CMS

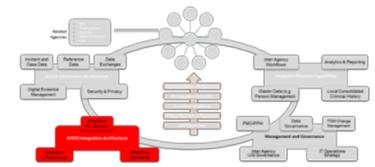


- Despite its age, the CABLE/CMS mainframe application runs on current hardware and z/OS operating system providing a stable and supported infrastructure foundation
- Core software infrastructure components of CABLE/CMS are stable, but use very old and non-mainstream technology that is tightly integrated with the application. This includes a custom user transaction processor (TP Monitor) and data access layer (BDAM) that have not been updated for decades and leaves CCSF dependent on a single vendor for support



Discovery Findings

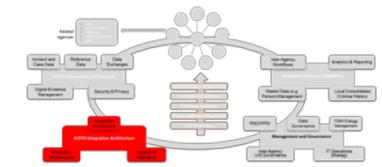
JUSTIS Integration Architecture



Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> Despite its age, the CABLE/CMS mainframe application runs on current hardware and z/OS operating system 	<ul style="list-style-type: none"> There is no short-term risk of dead-end hardware and operation system paths but there is a higher cost for licensing, maintenance and upgrades as compared to modern infrastructure. IBM provides backwards compatibility for key technologies, such as BDAM data access, old COBOL compilers, etc. 	<ul style="list-style-type: none"> This allows for the timeline for CABLE/CMS modernization to be driven by business drivers, support skills and knowledge risks, rather than the infrastructure lifecycle.
<ul style="list-style-type: none"> Core software infrastructure components of the application are stable, but use very old custom technology that is tightly integrated with the solution. This includes a custom user transaction processor (TP Monitor) and data access layer (for BDAM) that have not been updated for decades. 	<ul style="list-style-type: none"> The solution is restricted by the capabilities of these software infrastructure constructs. For example, the application cannot be accessed with modern APIs. Some of the data files have no more “room to grow” to capture new data elements. 	<ul style="list-style-type: none"> The stability of the software means that immediate technical risk is low, but it is also a dead end. Modernization requires replacement.
<ul style="list-style-type: none"> Core software functional components are use legacy technologies that are require difficult to find specialized knowledge. This includes Assembler and COBOL-74 (even prior the COBOL II, ISO COBOL85 standard). 	<ul style="list-style-type: none"> It would be very difficult to obtain support outside of the current vendor. 	<ul style="list-style-type: none"> N/A
<ul style="list-style-type: none"> The solution has the ability to archive and restore case records. 	<ul style="list-style-type: none"> This capability could be leveraged as a mechanism to ingest data from a replacement system into CABLE/CMS, continuing reporting and interfaces for some time. 	<ul style="list-style-type: none"> There may be an opportunity to incrementally replace CABLE/CMS with a replacement system, leveraging the archive/restore functionality as a temporary “write back” mechanism.

Discovery Findings

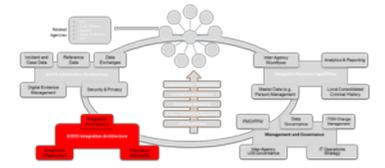
JUSTIS Integration Architecture



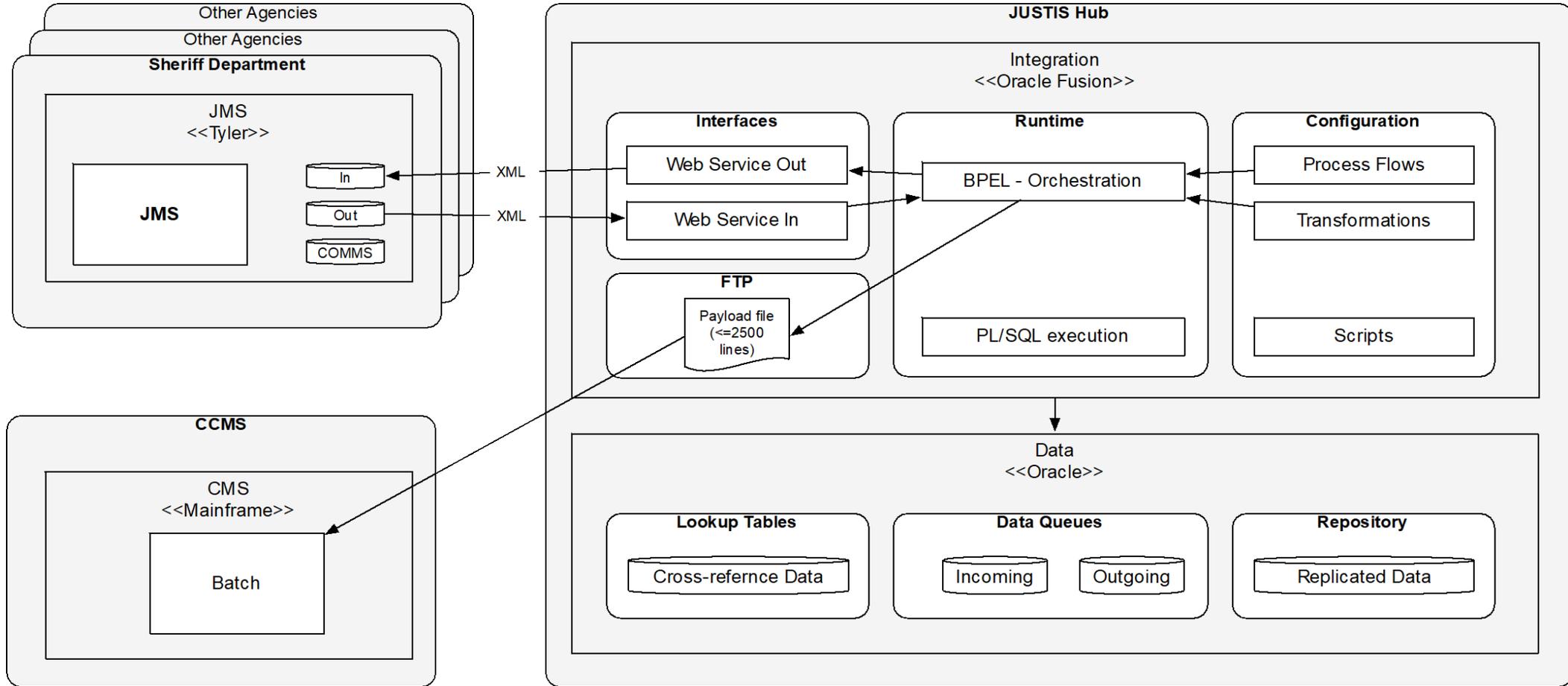
Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ The integration hub architecture is a data orchestrator between justice agencies 	<ul style="list-style-type: none"> ➢ It does not "siphon" data into a repository to provide an integrated justice data perspective 	<ul style="list-style-type: none"> ✓ The hub could provide additional capabilities that leverage the data it processes
<ul style="list-style-type: none"> ▪ The architecture is based on loose coupling with agency systems, primarily based on distributed data tables that act as a queuing mechanism 	<ul style="list-style-type: none"> ➢ When agency systems are replaced, a layer of data mapping between the agency systems and the hub (within the distributed tables) provides a layer of isolation. This gives stakeholder agencies the autonomy to change systems with less impact on partner agency systems 	<ul style="list-style-type: none"> ✓ Agency systems do not need to be customized to interact with the hub
<ul style="list-style-type: none"> ▪ Oracle Fusion is the primary hub technology. It is augmented by a significant amount of PL/SQL custom developed scripts to implement integration logic 	<ul style="list-style-type: none"> ➢ While the hub leverages the Fusion platform, in particular the BPEL tooling, it is a heavy solution and more than is required for this domain ➢ Due to the inability to frequently upgrade the platform (it requires a full test cycle), the hub is behind the technology lifecycle and is not well supported by Oracle ➢ Furthermore, the Fusion platform is expensive 	<ul style="list-style-type: none"> ✓ Simplify the implementation with modern, lightweight tooling
<ul style="list-style-type: none"> ▪ All CABLE/CMS data is replicated to the hub, outside of the event-based data exchanges 	<ul style="list-style-type: none"> ➢ The hub supports different mechanisms to collect data 	<ul style="list-style-type: none"> ✓ The hub could evolve to the centralized system of record for consolidated data
<ul style="list-style-type: none"> ▪ The JUSTIS team is dedicated to the operational success of the hub 	<ul style="list-style-type: none"> ➢ The team supports 3 shifts to provide 24x7 coverage ➢ The team regularly supports functions for JUSTIS agencies that fall outside of the direct scope of the centralized hub 	<ul style="list-style-type: none"> ✓ Align the staffing model with the operational requirements

Discovery Findings

JUSTIS Integration Architecture

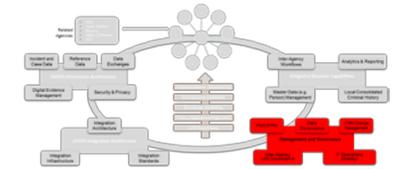


The JUSTIS Hub provides a modern, service-based integration architecture though usage of the associated architectural capabilities is limited today.



Discovery Findings

Management and Governance

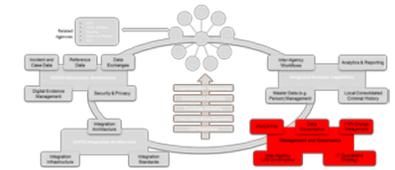


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ The JUSTIS Council and the JUSTIS Technology Support Team are authorized by Admin Code section SEC. 2A.85 (amended in 2011) and the <i>JUSTIS Vision Document and Charter</i> (May 2003) ▪ JUSTIS funding was previously distributed to JUSTIS agencies. Currently funding is managed by the Department of Technology ▪ JUSTIS stakeholder members requested the City Administrator's office to fund a 5 year plan, with the objective of: <ul style="list-style-type: none"> ○ Integrating new case management systems ○ De-commissioning CABLE/CMS ○ Developing self service reporting ○ Establishing disaster preparedness ▪ JUSTIS stakeholder agencies described the mission critical nature of JUSTIS and other associated data sharing to the criminal justice process 	<ul style="list-style-type: none"> ➢ As stakeholder agencies have moved forward with agency level system replacements, the definition and purpose for JUSTIS has evolved ➢ The JUSTIS stakeholder agencies do not currently coordinate budget requests, system priorities and strategic plans ➢ Original JUSTIS Vision planned outcomes such as full replacement of CABLE/CMS and decommissioning of the mainframe have not been achieved ➢ System performance, reliability and Disaster Recovery (DR) are essential due to the critical business functions JUSTIS provides. These needs become more complex as agency level systems become more distributed with corresponding inter-agency dependencies 	<ul style="list-style-type: none"> ✓ Update Admin Code and define new charter and mission for JUSTIS that is based on today's needs and the future vision ✓ Prepare yearly budgets based on long term development plans, coordinated budget requests, and synchronize with initiatives specified in the JUSTIS 5 Year Roadmap ✓ Formalize inclusion of resource needs and constraints in the management of JUSTIS service backlog ✓ Prioritize the planning and construction of DR and system resiliency infrastructure



Discovery Findings

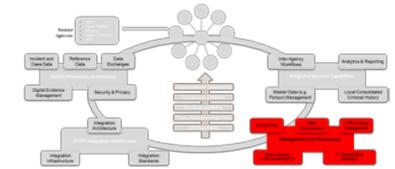
Management and Governance



Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ The JUSTIS Council was established as a Policy level governance group, however it has operated at an operational and technical level, with minimal direct participation from agency heads responsible for making policy decisions. ▪ JUSTIS stakeholders recognize the need for coordination, a common vision and a common voice during on-going operational management of JUSTIS including budget hearings. ▪ While the JUSTIS stakeholder agencies expressed strong appreciation for the quality of service provided by the JUSTIS Technology Support Team, stakeholders also stated that the team does not have adequate resources to fully meet the needs of the JUSTIS stakeholder agencies 	<ul style="list-style-type: none"> ➤ Agency stakeholders expressed concern that agency level system projects may be delayed due to pending integration tasks and decisions awaiting JUSTIS Council action ➤ The need for JUSTIS Technology Support Team support will increase as new agency level system replacements proceed with corresponding integration demands ➤ Limited discussion on the direction or priorities for future integration of data or agencies not currently part of JUSTIS (e.g., juvenile justice data, human and social service agencies) 	<ul style="list-style-type: none"> ✓ Restructure JUSTIS Governance with specific responsibilities for relevant policy, operational and technical decision making ✓ Establish formal responsibility charters, with compliance monitoring mechanisms, for each element of JUSTIS Governance ✓ Consider establishment of structures specifically to facilitate coordination of agency level system projects potentially as part of JUSTIS specific governance ✓ Formalize inclusion of resource needs and constraints in the management of JUSTIS service backlog and base work plans on shared priorities and quantified business value ✓ Formalize service management processes to maintain service levels and to balance priorities for JUSTIS sustainment with fulfillment of required system changes/enhancements ✓ Leverage DT specialist resources (e.g., PMO) to extend and supplement the current JUSTIS Technology Support Team and to provide for succession planning ✓ Board Member Yee has expressed interest in JUSTIS and could be a helpful influence for the program

Discovery Findings

Management and Governance

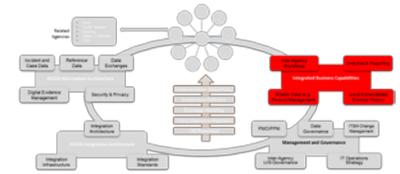


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ The JUSTIS Council and working group addresses aspects of data ownership and access rights in the context of on-going JUSTIS technical and operational tasks. The JUSTIS agency stakeholders do not have formalized data governance structures in place at the enterprise (i.e., JUSTIS) or agency levels ▪ Multiple MOUs are in place to authorize specific data sharing arrangements ▪ JUSTIS stakeholder agencies have different legal requirements applicable to the sharing of information 	<ul style="list-style-type: none"> ➢ Lack of clear data governance responsibilities can make agencies reluctant to share specific types of information ➢ With the eventual decommissioning of CABLE/CMS, data ownership and rights will become even more distributed increasing the criticality of data governance ➢ Legal threshold differences can introduce additional requirements or impede data sharing between agencies 	<ul style="list-style-type: none"> ✓ Establish formalized data governance structures including agency level data stewards. Include compliance measurements and reporting in the data governance plan ✓ Utilize JUSTIS enterprise level data governance and data management practices as a model for agency level implementations of these practices ✓ Include legal review(s) of data sharing in the roadmap and as applicable in on going data sharing change management
<ul style="list-style-type: none"> ▪ CCSF’s federated approach to integrated justice (with agency level case management systems) results in information being shared through JUSTIS but often replicated across agency systems 	<ul style="list-style-type: none"> ➢ Rules for data access and retention are difficult to enforce (e.g., court orders to seal or expunge particular records may not be applied to all instances of the specified records; agencies may have inconsistent retention periods for the same information). These scenarios are made more critical due recent mandates such as Propositions 47 (offense reclassification) and 64 (recreational cannabis) ➢ Litigation risks can result from potential non-compliance 	<ul style="list-style-type: none"> ✓ Establish formalized data governance structures including agency level data stewards. Include compliance measurements and reporting in the data governance plan ✓ Align JUSTIS data governance with established national data standards where practical



Discovery Findings

Integrated Business Capabilities

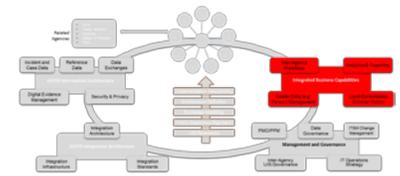


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ Interagency management of criminal justice workflows is largely managed through paper (e.g., handwritten markups of CABLE/CMS reports to communicate charging status from the DA to Sheriff) or some file transfers (e.g., nightly downloads of ACES minute order information) ▪ Paper-based processes are fundamental to agency operations and persist with extensive manual effort and institutional knowledge from stakeholder agency staff ▪ Upcoming moves from the Hall of Justice will disrupt some paper based processes that rely on close proximity of the workflow participants 	<ul style="list-style-type: none"> ➤ Significant effort is expended to manually double check information on documents and in workflow handoffs ➤ It is difficult to ascertain and to establish accountability for process bottlenecks that could result in inefficiencies and even inadvertent outcomes such as extended or unnecessary incarceration 	<ul style="list-style-type: none"> ✓ Provide standardized business process modelling methods to the JUSTIS agency stakeholders to promote consistency and ease interagency workflow where appropriate ✓ Utilize JUSTIS Hub business process management (BPM) capabilities to manage select interagency business workflows



Discovery Findings

Integrated Business Capabilities

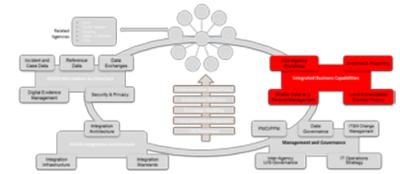


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ Though the SF Number is used as a common biometric based personal identifier across JUSTIS stakeholder agencies, CCSF does not have a shared master data management (MDM) platform to manage defendant or other person attributes. Such attributes are managed separately in each stakeholder agency system ▪ The use of the SF Number is deeply entrenched in the stakeholder agencies; the state generated CII number is also available ▪ CCSF assigns a 'court number' to incidents even before the DA presents the matter to the Court. This process is unique to CCSF when compared with other large California counties 	<ul style="list-style-type: none"> ➤ Redundant data entry is inefficient and error prone ➤ Stakeholder agencies may not have system access or be able to readily link all relevant data when making critical decisions or conducting investigations (e.g., in-custody incident records may not be accessible during subsequent criminal investigations or parole supervision). This can cause reliance on slower paper data exchanges or information may simply not be available ➤ Master Data Consolidation at the address or location level could improve situational awareness and be valuable to investigators 	<ul style="list-style-type: none"> ✓ Develop and implement a JUSTIS master data management capability to manage person, location and potentially reference table master records ✓ Though often not effectively supported by COTS application vendors, consider inclusion of MDM integration as a requirement in stakeholder agency system replacement projects
<ul style="list-style-type: none"> ▪ CCSF uses its own rap sheet representation of consolidated criminal history (CCH) rather than the CAL-DOJ provided state rap sheet. The local rap sheet is formatted significantly different than the state's, but there is only a very limited difference in actual data content 	<ul style="list-style-type: none"> ➤ Use of a local rap sheet increases reliance on CABLE/CMS and complicates transition from the mainframe by sustaining the need to manage consolidated criminal history 	<ul style="list-style-type: none"> ✓ Conduct an objective analysis on CCSF's ability to use the state rap sheet and other CCH capabilities. If local CCH is determined to prevail, develop a strategy to transition CCH capabilities to JUSTIS



Discovery Findings

Integrated Business Capabilities

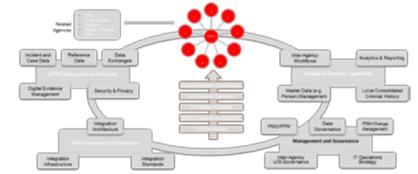


Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ All JUSTIS stakeholder agencies described the need for reporting and analytics with at least some need for multiagency data (e.g., recidivism analysis) ▪ MIR Reports (periodic scheduled reports provided from CABLE/CMS) allow data communication from the Court to stakeholder agencies (e.g., APD) ▪ Requests for queries involving multiagency data are addressed in an ad hoc manner by either the JUSTIS Technology Support Team or stakeholder agency staff ▪ Non criminal justice agencies expressed a desire to include criminal justice information in analyses but also noted very limited access to do so. Conversely, these agencies described perceived constraints on sharing their data with JUSTIS stakeholder agencies ▪ Some agencies distinguished constraints on data sharing for reporting and analytics based on whether the data was aggregated (or anonymized) or included person or incident identifying information 	<ul style="list-style-type: none"> ➢ Responding to requests from agency or enterprise level leadership for ad hoc reports and data visualizations is time consuming and sometimes not timely ➢ The 'same' query executed against different data sources or fulfilled by different agencies can produce different results. Reconciliation of such differences cause additional manual effort ➢ The further federation of criminal justice data as stakeholder agencies migrate to new systems and CABLE/CMS is decommissioned will make certain integrated reporting and analytics more difficult under the current architecture and organizational constraints <p>Observations (continued)</p> <ul style="list-style-type: none"> ➢ There is no apparent standard for reporting and analytics tools. Several stakeholder agencies reported use of Microsoft Power BI and SFPD demonstrated Oracle OBIEE 	<ul style="list-style-type: none"> ✓ Create a central JUSTIS reporting organization with JUSTIS Council determined prioritization and compliance with JUSTIS data governance. Consider coordination with the CCSF DataSF team ✓ Develop a JUSTIS portal including self service and data visualization capabilities. Integrate the portal with JUSTIS data through a central data repository, distributed queries or both



Discovery Findings

JUSTIS Stakeholder Agencies



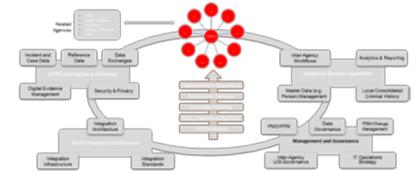
Observation	Impact or Implication	Opportunity
<ul style="list-style-type: none"> ▪ There are significant replacement and modernization projects underway in all of the core JUSTIS stakeholder agencies, but minimal cross agency coordination outside the focus on JUSTIS. ▪ These projects are being separately managed with the JUSTIS Council and the JUSTIS Technology Support Team providing the forum for coordination at least from the perspective of interfaces ▪ The agencies have varying levels of internal IT capability and are supported by the JUSTIS Technology Support Team for infrastructure and by external vendors ▪ The new stakeholder agency systems will significantly increase the amount of data captured electronically 	<ul style="list-style-type: none"> ➤ Increased data capture will increase potential benefits of data sharing, but also increase associated data sharing risks increasing the need for enterprise level data governance and additional demand for integration development ➤ The underlying technology of the new stakeholder agency systems will enable real time data sharing (as apposed to the current state daily batch processes) thereby increasing operational reliance on JUSTIS. The resulting increased integration complexity and agency operational dependence on JUSTIS will increase demands on the JUSTIS Technology Support Team 	<ul style="list-style-type: none"> ✓ Establish and sustain Data Governance and ITSM capabilities as described in the Management and Governance section of these Discovery Findings ✓ Formalize on-going coordination of agency level technology change into the JUSTIS Charter

The table on the next page provides a high level inventory of current JUSTIS stakeholder core application projects.



Discovery Findings

JUSTIS Stakeholder Agencies – Current Projects



Listed below is a high level inventory of current JUSTIS stakeholder core application projects as discussed in the findings on the previous page. In addition, initiatives are proceeding in non-criminal justice agencies that have impact on or from the criminal justice process. Each of the projects will have corresponding needs for JUSTIS integration development.

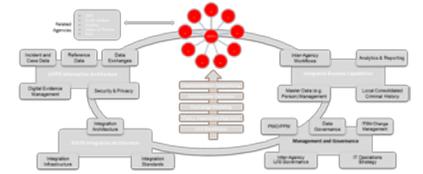
The Roadmap will need to include strategies for evaluating JUSTIS integration impacts and for synchronizing milestones associated with these individual projects with corresponding JUSTIS integration milestones, while also retaining flexibility as milestone dates inevitably change over the course of each individual project.

Agency	System - Vendor	Status
Emergency Management (DEM)	CAD – TBD	Requirements documentation starting soon
Sheriff	JMS – Tribridge	Planned implementation within next 12 months
SFPD	RMS – (custom developed)	Enhancement to arrests and collisions reporting planned for 2019-20
Superior Court	CMS – Thomson Reuters	2019 estimated go-live
District Attorney	CMS – Journal Technologies	Contracting in process with a planned 14 month implementation
Public Defender	CMS – (custom developed)	Major Gideon upgrade underway
Adult Probation	CMS – Tribridge	Started 4/2018 with 18-24 month implementation
Juvenile Probation	CMS – Automon	Deployed 6/2018



Discovery Findings

JUSTIS Stakeholder Agencies - Common Goals



During the discovery interviews and operational observations a series of common goals emerged. These goals were reviewed with the JUSTIS Workgroup in a workshop on 8/23/2017. The goals will serve as input to the creation and prioritization of strategic objectives during visioning and creation of the Roadmap deliverable. The common goals, are as follows:

- Promote a cleaner, more livable City and County by enhancing criminal justice collaboration and partnerships
- Facilitate collaboration with community based programs and individual constituents
- Establish transparency and accountability for the equitable treatment of all parties interacting with the criminal justice system
- Bridge data silos to enable effective use of resources and achieve criminal justice policy and reporting outcomes at key decision points in the criminal justice process
- Maximize data sharing capability while promoting agency autonomy
- Promote transparency in JUSTIS strategy, decisions, budget and management
- Leverage JUSTIS IT Team subject matter expertise and increase capacity to meet future demand
- Enable common understanding of shared data by implementing a standard taxonomy
- Evolve JUSTIS environment to establish a platform for innovation while sustaining and extending current capabilities
- Advance reporting and data analytics for all stakeholder agencies to drive smarter decisions
- Responsibly migrate from legacy mainframe CABLE/CMS and related applications

Note: goals are not listed in priority order



Strategic Planning Components



Strategic Planning Components

Initiative Categories for the Visioning Phase

The following **Strategic Planning Components** have been established by considering the observations, implications and opportunities identified during discovery. These priorities support the Key Influences and Common Goals provided in this Assessment and will drive development of the JUSTIS Roadmap with a set of appropriate, cost effective, key initiatives (projects) categorized by these Strategic Planning Components. Gartner will further explore these Strategic Planning Components with CCSF in Phase C, Analysis - Strategic Visioning.

Assessment Area	Strategic Planning Components
JISTIS Information Architecture	<ul style="list-style-type: none"> ▪ <u>Justice Lifecycle Data Consistency</u>– Establish and sustain a common taxonomy, shared reference data structures and common identifiers to facilitate consistent representation and understanding of criminal justice information across the enterprise
JUSTIS Integration Architecture	<ul style="list-style-type: none"> ▪ <u>CMS Replacement</u>– Define and develop an approach to fully replace the existing CABLE/CMS functionality and provide an extendable platform for future shared functional and data requirements; develop the decommissioning plan and interim solution that assures daily operations for stakeholder agencies are not negatively impacted and stakeholder agency system implementations are not delayed ▪ <u>Platform Optimization</u> – Expand usage of the integration platform and support organization to align with data sharing business needs and to leverage current integration technology available in the marketplace including potential replacement of integration infrastructure components
Management and Governance	<ul style="list-style-type: none"> ▪ <u>Governance</u> - Refresh and establish governance structures to manage inter-agency decisions and responsibilities pertaining to budget, data, policy, operations, technical planning/execution, security and privacy ▪ <u>JUSTIS Sustainability</u> - Provide organizational, resource and change management structures to ensure continuous JUSTIS service levels to all stakeholder agencies; provide an operating model for the JUSTIS Technology Support Team with necessary capacity and access and support
Integrated Business Capabilities	<ul style="list-style-type: none"> ▪ <u>Integrated Services</u> – Modernize, improve or establish (as required) JUSTIS provided shared services such as analytics & reporting, criminal history reporting and inter-agency workflows to improve consistency and efficiency across the stakeholder agencies
JUSTIS Stakeholder Agencies	<ul style="list-style-type: none"> ▪ <u>Inter-Agency Change Coordination</u> – Coordinate inter-agency impacts of intra-agency level system replacement and upgrade projects to align with County level imperatives and data sharing goals while maintaining agency autonomy



Strategic Planning Components

Alignment of Planning Components to Common Goals

During the discovery interviews, operational observations and stakeholder workshops, 11 Common Goals for JUSTIS were identified. One or more of the Strategic Planning Components directly support realization of each Common Goal.

During the subsequent Visioning phase, individual initiatives within each Strategic Planning Component will be identified with traceability maintained back to the Common Goals of CCSF's stakeholders.

Common Goal	Strategic Planning Component						
	Justice Data Consistency	CMS Replacement	Platform Optimization	Governance	JUSTIS Sustainability	Integrated Services	Inter Agency Coordination
Promote a Cleaner, Livable City	✓			✓		✓	✓
Facilitate Community Collaboration	✓		✓			✓	✓
Ensure Equity for All Parties	✓					✓	✓
Bridge Data Silos	✓	✓	✓	✓			✓
Maximize Data Sharing	✓	✓	✓	✓			✓
Establish Transparent Governance		✓		✓	✓		✓
Leverage JUSTIS IT Team Expertise				✓	✓		
Develop Standard Taxonomy	✓	✓		✓			✓
Extend Integration Platform		✓	✓	✓	✓		
Advance Reporting and Analytics	✓			✓		✓	
Migrate from Legacy CMS		✓	✓	✓		✓	



Strategic Planning Components

Alignment of Planning Components to Key Influences

CCSF leadership, the JUSTIS stakeholder agencies and the constituents served share multiple policy and operational imperatives which influence current and future capabilities that JUSTIS must provide. The JUSTIS Roadmap Strategic Planning Components directly support realization of these Key Influences.

During the subsequent Visioning phase, individual initiatives within each Strategic Planning Component will be identified with traceability established to these Key Influences.

Key Influences	Strategic Planning Component						
	Justice Data Consistency	CMS Replacement	Platform Optimization	Governance	JUSTIS Sustainability	Integrated Services	Inter Agency Coordination
Quality of Life & Public Safety Outcomes	✓			✓	✓	✓	✓
Governance		✓		✓	✓		✓
Modern Technology Benefits		✓	✓	✓	✓	✓	
Reporting Needs	✓	✓	✓	✓	✓	✓	
Court Data Access		✓	✓	✓			✓
Agency System Replacements	✓	✓		✓	✓		✓
Resource Constraints				✓	✓		✓



Planning Next Steps



Next Steps

- City and County of San Francisco
 - Review the draft Current State Assessment deliverable
 - Participate in the October 4th Current State Assessment workshop
 - Provide Current State Assessment feedback to Jason Renteria by Thursday, October 11
- Gartner
 - Finalize the Current State Assessment report, based on any further CCSF input from the City, and submit for approval
 - Develop the Strategic Vision deliverable framework



Appendix A

IJIS Maturity Assessment

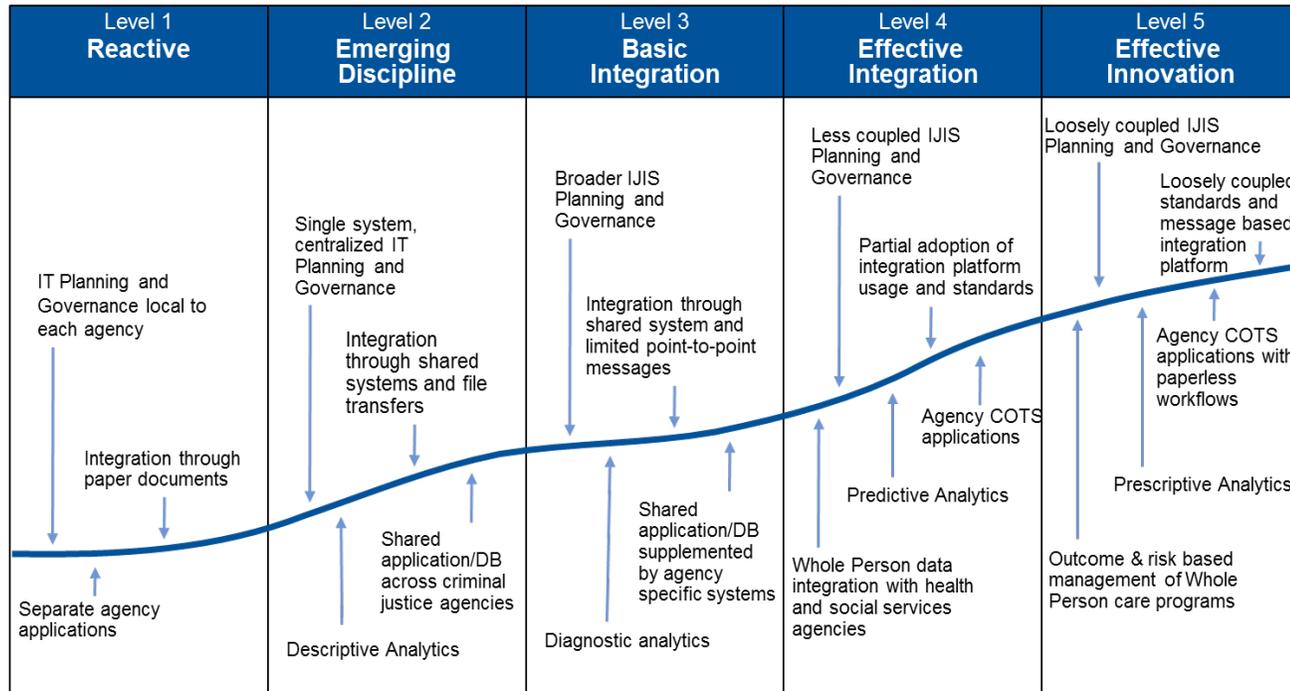


Appendix A

IJIS Maturity Assessment Introduction

Gartner compared JUSTIS capabilities to industry best practices and benchmarks using Gartner's Integrated Justice Information System (IJIS) Maturity Model and IJIS Score.

The IJIS maturity assessment measures both technical and organizational capabilities to share criminal justice data and the readiness of the enterprise to introduce additional levels of integration



Gartner's IJIS Maturity Assessment:

- Provides objective definitions for capability maturity in each assessment area
- Used to objectively assess current capabilities and identify the right 'target' areas for change
- Aligns IJIS capability and maturity with the needs of the organization not always to necessarily achieve the 'highest' level of maturity



Appendix A

IJIS Maturity Assessment - Representative Key Indicators of IJIS Maturity

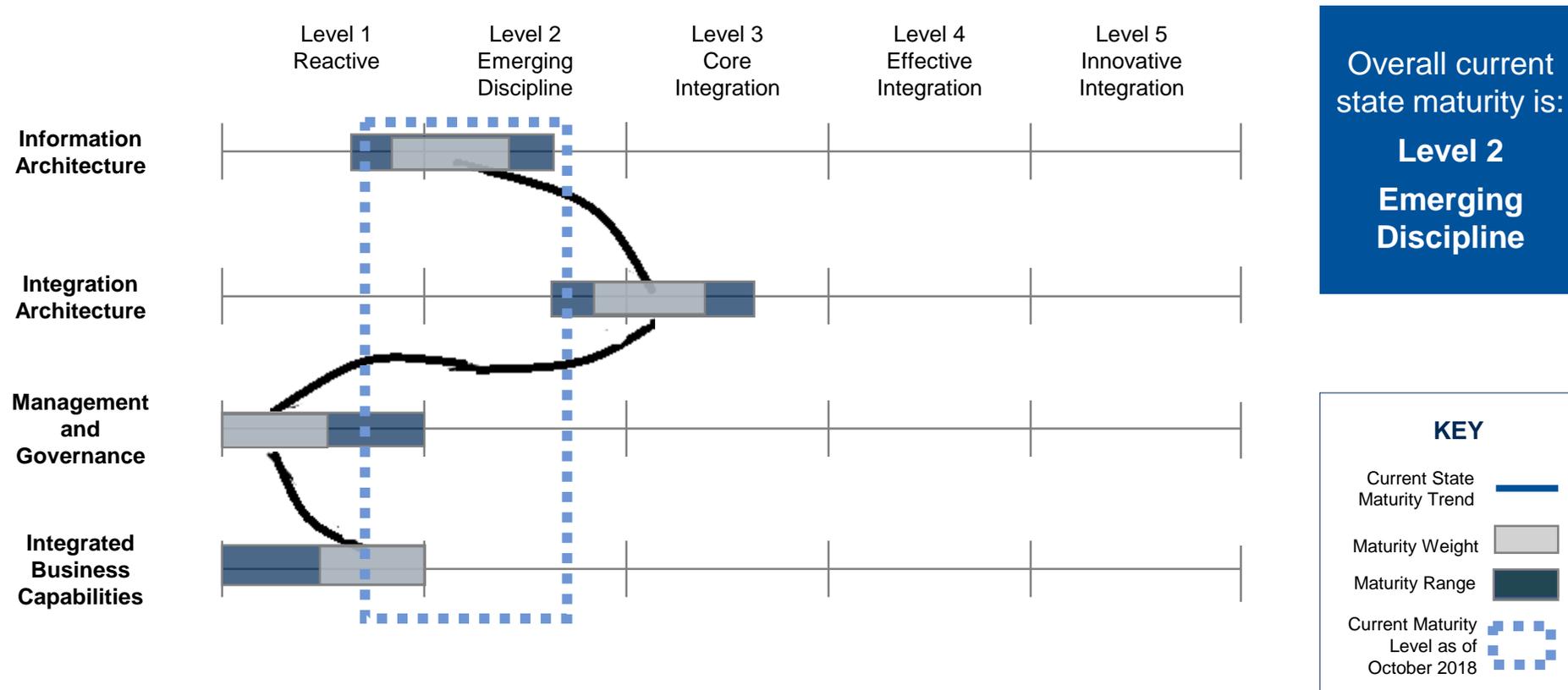
	Level 1 Reactive	Level 2 Emerging Discipline	Level 3 Core Integration	Level 4 Effective Integration	Level 5 Innovative Integration
Information Architecture	<ul style="list-style-type: none"> Agency level schemas living in disconnected databases 	<ul style="list-style-type: none"> Common reference code usage Integrated Index repositories Descriptive analytics 	<ul style="list-style-type: none"> CCH and other central repositories Diagnostic analytics 	<ul style="list-style-type: none"> Integrated portals with federated queries Predictive analytics 	<ul style="list-style-type: none"> Standards based exchanges; MDM; Index only central repository Prescriptive analytics
Integration Architecture	<ul style="list-style-type: none"> Paper based exchanges between separate systems 	<ul style="list-style-type: none"> Integration through shared systems and file transfers 	<ul style="list-style-type: none"> Point-to-point interfaces directly against application data stores 	<ul style="list-style-type: none"> Partial adoption of integration platform usage and standards 	<ul style="list-style-type: none"> Loosely coupled and standards based integration using APIs and common services through an ESB
Management and Governance	<ul style="list-style-type: none"> No formal project management methods or tools. All internal processes are centered on the management of critical projects. 	<ul style="list-style-type: none"> PM processes are standardized and supported by an established PMO, on an agency-by-agency basis. 	<ul style="list-style-type: none"> Program management disciplines are applied as well project. PM processes and a PMO support multiple IJIS stakeholder agencies. 	<ul style="list-style-type: none"> PPM processes support the entire IJIS stakeholder community. Centers of excellence with SMEs support IJIS initiatives. 	<ul style="list-style-type: none"> Strategic execution is the focus of enterprise IJIS program. Change Management and transformation enabling methods are applied.
Integrated Business Capabilities	<ul style="list-style-type: none"> Agencies independently implement basic criminal justice functions Interagency reports are manually collated 	<ul style="list-style-type: none"> Consistent definitions of shared functions Basic consolidated criminal history reporting 	<ul style="list-style-type: none"> Shared functions are found in standalone shared applications Basic interagency reporting is provided 	<ul style="list-style-type: none"> Shared functions integrated into workflows Interagency data visualizations are supported 	<ul style="list-style-type: none"> Shared functions are seamlessly integrated into applications Workflows are managed continuously from arrest through to disposition



Appendix A

IJIS Maturity Assessment - CCSF JUSTIS Results Summary

CCSF JUSTIS IT Maturity is observed to be operating at Level 2 maturity (Emerging Discipline) with one indicator in Level 3 (Core Integration).



Appendix A

IJIS Maturity Assessment - Categories, Definitions and Observations

Maturity Assessment Category	Observed Maturity	Level
<p>Information Architecture</p> <p><i>The use of rigorously modeled information structures across the criminal justice enterprise using consistent taxonomies and reference table structures; the use of standards based representations of data exchanges; consistent and integrated of unstructured content (e.g., digital evidence)</i></p>	<ul style="list-style-type: none">▪ Many core operational processes rely on paper documents with information captured in application systems after the fact rather than to drive electronic workflows▪ JUSTIS manages adult criminal matters; juvenile and civil cases are not included▪ Most of the JUSTIS stakeholder agencies are replacing or enhancing agency level systems. Though there is no specific effort to enforce uniformity of data architectures, the use of new systems can reasonably be expected to include modern information architectures▪ The existing CABLE/CMS has a 1970's proprietary information architecture▪ Data exchange payloads utilize XML but are not conformant with data exchange standards such as NIEM	<p>2</p>



Appendix A

IJIS Maturity Assessment - Categories, Definitions and Observations

Maturity Assessment Category	Observed Maturity	Level
<p>Integration Architecture</p> <p><i>The capability of integration platforms and implementations to support loosely coupled interfaces between systems with high levels of reliability; the use of event and message based integration to align with criminal justice business processes; the use of standards based and mainstream approaches and technology to facilitate long term sustainability</i></p>	<ul style="list-style-type: none">▪ JUSTIS is deployed on Oracle Fusion a mainstream modern platform, however only minimal Fusion functionality is utilized▪ JUSTIS integration is primarily file based though a limited set of exchanges use frequent updates and polling to achieve near real time data sharing▪ JUSTIS provided interface standards have not been established for use by the new agency level system replacement and upgrade projects. The JUSTIS Council and Workgroup collaborate on integration matters but formal Interface Control Documents or similar methods are not used▪ CMS related integration uses proprietary methods and is dependent on OIS for implementation and modifications▪ JUSTIS interfaces are stable and experience only minimal service interruptions; the JUSTIS technical team provides dedicated and effective support	3



Appendix A

IJIS Maturity Assessment - Categories, Definitions and Observations

Maturity Assessment Category	Observed Maturity	Level
<p>Management and Governance</p> <p><i>The establishment of distinct policy and technical formal structures to manage IJIS operations and make IJIS decisions. The IJIS organization is organized and managed for both innovation and sustainment aligned with criminal justice priorities; data governance is established at the agency and enterprise levels with clear stewardship responsibility for common data elements assigned</i></p>	<ul style="list-style-type: none">▪ The JUSTIS Council is operating based on a 2003 Charter which was developed to support a vision for JUSTIS that has evolved significantly since that time▪ The JUSTIS Council operates based on the Admin Code SEC. 2A.85 (amended in 2011), which specifies that each voting agency shall have one equal vote, only department heads or their authorized designees may vote, and a designee must be authorized by the Department Head to vote on all action items at the meeting.▪ The JUSTIS Council meetings do not typically have direct participation by policy leaders. While some agencies send both technical and policy representatives, most agencies send only technical representatives▪ The JUSTIS Technology Support Team was recently moved from the City Administrator's Office to the Department of Technology. This organizational transition has started to add resources (e.g., project manager for the Roadmap Project) and support with the intention of allowing JUSTIS to leverage expanded resources and capabilities of DT while preserving the criminal justice focus of the team valued by agency stakeholders▪ The JUSTIS Technology Support Team thoroughly tests JUSTIS software changes and employs release management best practices. Change management and prioritization of the backlog is informal▪ The JUSTIS implementation enforces some data consistency but does not have a full data governance charter established	<p>1</p>



Appendix A

IJIS Maturity Assessment - Categories, Definitions and Observations

Maturity Assessment Category	Observed Maturity	Level
<p>Integrated Business Capabilities</p> <p><i>The availability and usage of functions provided by the central IJIS that serve local agency and enterprise needs such as reporting and analytics, workflow and master data management</i></p>	<ul style="list-style-type: none">▪ Enterprise level reporting and analytics is provided on an ad hoc basis by the JUSTIS Technology Support Team and by OIS for CABLE/CMS based reports. There appears to be little collaboration between the criminal justice agencies and DataSF, and only limited collaboration with other agencies such as homelessness, health and social services▪ Interagency workflows are managed largely through physical movement of paper. There is no use of an interagency automated workflow platform and no formal coordination of the implementation of workflow in agency level systems▪ Though all of the stakeholder agencies use the SF Number as a common personal identifier, other master data person attributes are not managed by JUSTIS. CCSF maintains local criminal history within the SFPD mainframe structure and utilizes a local rap sheet. These criminal history elements are tightly coupled to CABLE/CMS▪ Operational data in form of the daily/week/monthly MIR reports are provided from CABLE/CMS. These reports allow data communication from the Court to stakeholder agencies (e.g., APD) that is essential to departmental operations	<p>1</p>



Appendix B

Documents Reviewed



Appendix B

Documents Reviewed

- The following documentation was reviewed during the Discovery task:

Description	Document Name
• JUSTIS Workflows	• Combined_20180501.pdf
• JUSTIS Feasibility Analysis	• JUSTISArchitectureFeasibilityAnalysisFinal21Jun04
• JUSTIS Vision	• JUSTIS_Re_VISION_121516_finaldraft.docx
• JUSTIS White Paper	• JUSTIS WhitePaper 15Oct04.doc
• JUSTIS Vision-Charter	• JUSTIS Vision-Charter Cmplt 19May03.pdf
• JUSTIS Architecture Documents	<ul style="list-style-type: none"> • JUSTIS Process 1 and2 6-11-01.jpg • JUSTIS iHUB Simplified 01-22-07.jpg • JUSTIS – SD Go Live Flow.jpg • JUSTIS – Integration Overview.jpg • JUSTIS – iHub Design 04-12-07.jpg • JUSTIS – iHib Design 01-22-07.jpg • Hub V2. jpg • Hub simple diagram.jpg
• JUSTIS Decommission plan	• JUSTIS – CMS Decomission.pdf
• MOU Sharing Documents and JUSTIS Operations Agreements	• Data Exchange Agreements (Public Defender, District Attorney, Courts, PD, DA, Sheriff)
• JUSTIS Council Letter to ADM	• Hard Copy
• Harvey Rose Report on JUSTIS	• Audit



Appendix C

Interviews and Operational Observations



Appendix C

Interview List

The following discovery interviews and operational observations were conducted during the development of the Current State Assessment:

Interview	City and County of San Francisco Contributors	Date
❖ DT JUSTIS Group Technical Interviews	<ul style="list-style-type: none"> ▪ Kevin Ling - DT ▪ Kanchana Gaddipati- DT ▪ Vanessa Fan - DT ▪ Siu-Mei Wong - DT ▪ Matthew Newton - DT ▪ Tommy Chui - DT ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 6/27/2018 ▪ 6/28/2018 ▪ 7/20/2018 ▪ 9/7/2018
❖ Department of Emergency Management (DEM) – Discovery Workshop	<ul style="list-style-type: none"> ▪ Michelle Geddes– DEM ▪ Mitch Sutton – DEM ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 8/1/2018
❖ San Francisco Police Department (SFPD) – Discovery Workshop	<ul style="list-style-type: none"> ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Vanessa Fan – DT ▪ Kanchana Gaddipati- DT ▪ Michael Redmond - SFPD ▪ Gordon Brussow - SFPD ▪ Susan Merritt - SFPD ▪ William Scott - SFPD ▪ Rodrigo Castillo - SFPD ▪ Bob Moser - SFPD ▪ Toney Chaplin - SFPD ▪ Josh Rafael - SFPD ▪ Hillary Rodden - SFPD 	<ul style="list-style-type: none"> ▪ 8/1/2018
❖ San Francisco Sheriff’s Department (SFSD) – Discovery Interview	<ul style="list-style-type: none"> ▪ Vicki Hennessy - SFSD ▪ Ted Toet - SFSD ▪ Christian Hollindsen - SFSD ▪ Linda Bui - SFSD ▪ Steve Chan – SFSD ▪ David Hardy - - SFSD ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Kanchana Gaddipati- DT ▪ Kevin Ling - DT 	<ul style="list-style-type: none"> ▪ 8/2/2018
❖ San Francisco District Attorney (DA) – Discovery Interview	<ul style="list-style-type: none"> ▪ Maria Mckee - DA ▪ Eleanor Munger – DA ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/2/2018



Appendix C

Interview List (Continued)

Interview	City and County of San Francisco Contributors	Date
❖ San Francisco Public Defender Office (PDR) – Discovery Interview	<ul style="list-style-type: none"> ▪ Tyler Vu – PDR ▪ Jeff Adachi – PDR ▪ Rene Manzo – PDR ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/2/2018
❖ San Francisco Superior Court (Courts) – Discovery Interview	<ul style="list-style-type: none"> ▪ Jeff Ishikawa - Courts ▪ Nicole Adams – Courts ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong – DT 	<ul style="list-style-type: none"> ▪ 8/2/2018
❖ San Francisco Adult Probation (ADP) – Discovery Interview	<ul style="list-style-type: none"> ▪ Bella Fudym – ADP ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT ▪ Vanessa Fan – DT ▪ Kevin Ling - DT 	<ul style="list-style-type: none"> ▪ 8/3/2018
❖ San Francisco Juvenile Probation (JUV) – Discovery Interview	<ul style="list-style-type: none"> ▪ Cody Xuerub – JUV ▪ Allen Nance - JUV ▪ Sandra Dalida – JUV ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/3/2018
❖ San Francisco Department of Public Health (DPH)	<ul style="list-style-type: none"> ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Roland Pickens – DPH ▪ Maria Martinez – DPH ▪ Barbara Garcia - DPH 	<ul style="list-style-type: none"> ▪ 8/14/2018



Appendix C

Interview List (Continued)

Interview	City and County of San Francisco Contributors	Date
❖ Department of Emergency Management (DEM)– Operational Walkthrough	<ul style="list-style-type: none"> ▪ Michelle Geddes– DEM ▪ Mitch Sutton – DEM ▪ SF Dispatchers - DEM ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 8/22/2018
❖ San Francisco Juvenile Probation (JUV) – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Cody Xuerub – JUV ▪ Jose Perla – JUV ▪ Gary Levene - JUV ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/22/2018
❖ San Francisco Superior Court (Courts) – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Jeff Ishikawa - Courts ▪ Nicole Adams – Courts ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT ▪ Michael Yuen - Courts 	<ul style="list-style-type: none"> ▪ 8/23/2018
❖ San Francisco District Attorney (DA) – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Maria Mckee - DA ▪ Eleanor Munger – DA ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/23/2018
❖ San Francisco Police Department (SFPD) ID Unit – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Vanessa Fan – DT ▪ Gordon Brussow - SFPD 	<ul style="list-style-type: none"> ▪ 8/23/2018



Appendix C

Interview List (Continued)

Interview	City and County of San Francisco Contributors	Date
❖ San Francisco Sheriff's Department (SFSD) – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Ted Toet - SFSD ▪ Linda Bui – SFSD ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Kanchana Gaddipati- DT 	<ul style="list-style-type: none"> ▪ 8/24/2018
❖ San Francisco Police Department (SFPD) – Operational Walkthrough	<ul style="list-style-type: none"> ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Vanessa Fan – DT ▪ Susan Merritt - SFPD ▪ Josh Rafael - SFPD ▪ Rodrigo Castillo - SFPD 	<ul style="list-style-type: none"> ▪ 8/24/2018
❖ San Francisco Public Defender Office (PDR) – Discovery Interview	<ul style="list-style-type: none"> ▪ Tyler Vu – PDR ▪ Rene Manzo – PDR ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT 	<ul style="list-style-type: none"> ▪ 8/24/2018
❖ Department on the Status of Women (WOM) – Discovery Interview	<ul style="list-style-type: none"> ▪ Emily Murase – WOM ▪ Minouche Kandel WOM ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 8/29/2018
❖ San Francisco Office of the City Administrator (ADM) – Discovery Interview	<ul style="list-style-type: none"> ▪ Ken Bukowski – ADM ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 8/29/2018
❖ San Francisco Department of Technology (DT)– Discovery Interview	<ul style="list-style-type: none"> ▪ Linda Gerull - DT ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 8/29/2019



Appendix C

Interview List (Continued)

Interview	City and County of San Francisco Contributors	Date
❖ San Francisco Adult Probation (ADP) – Operational Walkthroughs	<ul style="list-style-type: none"> ▪ Bella Fudym – ADP ▪ Rob Castiglia - DT ▪ Jason Renteria – DT ▪ Siu-Mei Wong - DT ▪ Vanessa Fan – DT ▪ Kevin Ling - DT 	<ul style="list-style-type: none"> ▪ 8/31/2018
❖ Owens Information Services (OIS) – Discovery Interview	<ul style="list-style-type: none"> ▪ Bill Roth - OIS ▪ Pat Owens - OIS ▪ Rob Castiglia - DT ▪ Jason Renteria – DT 	<ul style="list-style-type: none"> ▪ 9/7/2018



Contacts

Joe Siegel

Vice President

Gartner Consulting

Telephone: +1 310 713 6300

joe.siegel@gartner.com

Jon Kashare

Sr. Managing Partner

Gartner Consulting

Telephone: +1 917 882 3274

jonathan.kashare@gartner.com

Kirk Kirkpatrick

Sr. Managing Partner

Gartner Consulting

Telephone: +1 201 417 7824

kirk.kirkpatrick@gartner.com

Brian Avants

Associate Director

Gartner Consulting

Telephone: +1 408 623 0888

brian.avants@gartner.com

Ernst Rampen

Sr. Director

Gartner Consulting

Telephone: +1 203 316 1745

ernst.rampen@gartner.com