Oregon Youth Authority
Office of the Director
530 Center Street NE, Suite 500
Salem, OR 97301-3765
Phone: 503-373-7205
Fax: 503-373-7622
www.oregon.gov/OYA

May 10th 2023

The Honorable Senator Aaron Woods, Co-Chair
The Honorable Representative Nancy Nathanson, Co-Chair
Joint Committee on Information Management and Technology
Oregon State Capitol
900 Court Street NE
Salem, OR 97301-4048

Dear Co-Chairpersons,

Nature of the Request

The Oregon Youth Authority (OYA) is providing an update on the project to modernize the Juvenile Justice Information System (JJIS), Oregon's statewide database of all youth in the juvenile justice system. OYA requests that the Joint Committee on Information Management and Technology (JCIMT) acknowledge receipt of the report.

Project Background

Oregon is one of only three states in the nation with a statewide database for youth in the justice system. However, unless we replace key software, that database will likely stop working soon — and more than 3,000 juvenile justice workers will be unable to adequately do their jobs. The database, known as JJIS, was developed in 1995 by OYA in partnership with the state's 36 county juvenile justice departments.

Tracking more than 11,000 youth per year statewide, JJIS is central to the "business" of juvenile justice in Oregon in these ways:

- **It improves public safety** by providing useful, up-to-date information for caseworkers about the thousands of youth who encounter the justice system at both the county and state levels.
- **It informs the daily decision-making and case-planning work** of law enforcement, judges, probation and parole officers, and service providers.
- **Aggregated data from JJIS feeds analytical tools** that improve the ability to manage risk and match youth with interventions that are most likely to reduce recidivism.
- **It provides data that helps** with legislation, policy development, research, and increasing the public's knowledge about juvenile justice in Oregon and across the country.

JJIS data is kept in an Oracle database that will continue to meet juvenile justice needs for the foreseeable future. However, JJIS users access youth records via a software interface, Smalltalk, that is obsolete and no longer meaningfully supported by the company that created it. Plus,

Smalltalk developers are becoming increasingly rare which limits OYA's ability to enhance, maintain, support, and secure JJIS.

If OYA is unable to modernize the JJIS user interface, it will become difficult, if not impossible, to find people with the experience necessary to fix glitches, and JJIS will stop working. This threatens the capacity of juvenile justice professionals in the counties and at OYA to do their jobs.

Modernizing JJIS is also necessary for these reasons:

- **Modernizing JJIS will make it accessible via the web or mobile platforms.** This will allow JJIS users access to information on youth who are active 24 hours a day, seven days a week, in all parts of the state. JJIS users need to be able to upload or access critical information from anywhere at any time, on any devices. Not having immediate access to JJIS can cause public safety risks.
- **Oregon's "one youth, one record" system is at risk.** If JJIS is unable to meet the mobile and timely data needs of county-level users, those users are more likely to leave the JJIS partnership to seek their own IT solutions, creating a patchwork of databases statewide. This jeopardizes the "one youth, one record" system that is vital for continuity of care, where authorized people anywhere in Oregon can access a youth's record.
- **If obsolete technology causes JJIS to fail, OYA would have to restructure important services.** OYA would have to find new ways to conduct critical accounting operations related to youth services, including child support, Supplemental Security Income (SSI), youth trust accounts, and contracted provider payments.
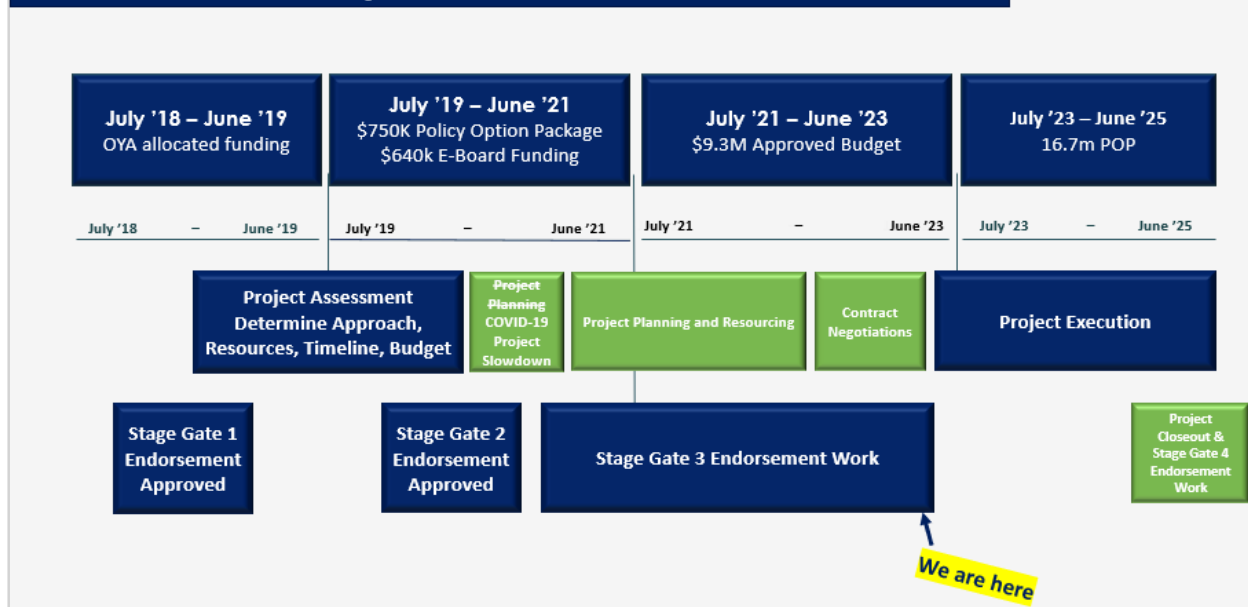
Project Scope

The JJIS modernization project scope has not shifted since we presented to the JCIMT on June 3, 2022. During the project assessment phase, additional priorities and capabilities were identified that will be addressed once the project is complete and has transitioned to a program.

Project Schedule

The JJIS modernization project schedule has not shifted since we presented to the JCIMT on June 3, 2022, which identifies project closeout in June 2025, +/-50%. We had anticipate updating the schedule to +/-10% 2022, however contract negotiations with the selected vendor (DMI) are ongoing. We anticipate updating our project schedule to +/-10% once we have concluded key planning meets with DMI.

JJIS Modernization Project Schedule

Project Budget

When we last presented to the JCIMT on June 3, 2022, the project budget was an estimated cost of $30.3 million +/-50% in alignment with Stage Gate 2 endorsement. We anticipate updating the budget to +/-10% as we request Stage Gate 3 endorsement in 2023.

OYA, working with Enterprise Information Services (EIS), was granted $640,000 during the September 2020 E-board. Project funding was primarily used for iQMS and Project Management services as we began working on Stage Gate 3 endorsement including RFP development to align with the recommended approach.

As deliverables continued to be developed and refined, OYA received approval of its POP for the 21-23 biennium for $9.3m, $7.75m bond, $1.6m in American Rescue Plan Act (ARPA) Funds.

OYA has submitted its POP for the 23-25 biennium for $16.7m, $13.1m bond, $3.4m in General Fund and $108,987 in Federal Funds. OYA has also recently received support for the next stage of implementing the modernization of JJIS in the Governor's Budget that was released to the legislature January 31, 2023.

Activities Completed in 2020

- Elyon Strategies Project assessment completed, with Steering Committee approving a Hybrid Approach;
- Stage Gate 2 endorsement received;
- Hired Point b for contracted project management services;
- RFP development for platform and implementation services;
- Project artifacts under development and reviews with EIS;
- Closed out 2020 with an overall LOW Project Risk rating as reported by iQMS vendor Gartner.

Activities Completed in 2021

- Presentation to Joint Ways and Means Subcommittee on Capital Construction;
- Project expenses during 19-21 biennium came in 5% under budget;
- OYA received approval of its 21-23 POP for project funding;
- RFP released for platform and implementation services;
- Project resources onboarded;
- Closed out 2021 with an overall LOW Project Risk rating as reported by iQMS vendor Gartner.

Activities Completed in 2022
- Contract award issued to DMI & Cardinality
- Project overview presented to LFO & CFO
- Onboarding of Project Resources
- Completed Project Priority Matrix
- Prepared 23-25 Project Funding POP
- Closed out 2021 with an overall LOW Project Risk rating as reported by iQMS vendor Gartner.

Activities Planned for 2023
- Finalize Contract with DMI
- Request Stage Gate 3 Endorsement
- Update Schedule and Budget +/- 10%
- Execution Planning Workshops with DMI
- Project Execution

Top Three Project Risks

1. **Policy changes may require changes to JJIS during the modernization project.**
   - **Mitigation:** OYA leaders and county juvenile directors will closely monitor the juvenile justice landscape for rule and policy changes that could affect the modernization project. This includes changes at the national level and from Oregon legislative sessions. If changes are identified, OYA will work to mitigate them. This could be by working with policy makers to delay implementation of the policies in question or developing solutions outside of JJIS to support the new policies, until JJIS modernization is complete.
2. **Workload of internal project resources increases and could cause a project slowdown.**
   - **Mitigation:** The project team is working closely with DAS and OYA HR to develop position descriptions, route reviews and approvals and generate announcements for resources needed to support the project.
3. **Technology experience of project team related to the to be determined Low Code Application Platform(LCAP).**
   - **Mitigation:** OYA has limited experience working with LCAP's and each has their own specific nuances and expectations. OYA will be partnering with DMI throughout the project and will be responsible for ongoing maintenance and operations once transitioned to a program.
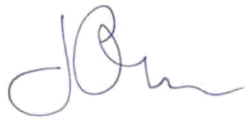
Action Requested
OYA respectfully requests that the Joint Legislative Committee on Information Management and Technology acknowledge receipt of this report.
Legislation Affected
None.
Thank you for the opportunity to share information about the progress of our project to modernize JJIS. We look forward to providing more information about this initiative in the coming months.

Sincerely,

Joseph O'Leary
Director, Oregon Youth Authority