



## Travis County Commissioners Court Agenda Request

**Meeting Date:** May 1, 2012

**Prepared By/Phone Number:** Roger Jefferies, County Executive, Justice and Public Safety, (512) 854-4759

**Elected/Appointed Official/Dept. Head:** Roger Jefferies, County Executive, Justice and Public Safety (512) 854-4759

**Commissioners Court Sponsor:** County Judge Samuel T. Biscoe

### AGENDA LANGUAGE:

**CONSIDER AND TAKE APPROPRIATE ACTION ON THE COLLABORATION WITH THE TEXAS CONFERENCE OF URBAN COUNTIES FOR THE TECHSHARE COURT AND PROSECUTION MODULE PROJECTS INCLUDING:**

- A. UPDATE ON STATUS OF PROJECTS
- B. REQUEST FOR RESOURCES

### BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

Please see attached memo updating the Commissioners Court on the status of the TechShare initiative and related resource requests from Criminal Courts Administration and the County Clerk's Office.

### STAFF RECOMMENDATIONS:

Please see attached memo.

### ISSUES AND OPPORTUNITIES:

Please see attached memo.

### FISCAL IMPACT AND SOURCE OF FUNDING:

Please see attached memo.

### REQUIRED AUTHORIZATIONS:

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials must be submitted as a pdf to Cheryl Aker in the County Judge's office, [Cheryl.Aker@co.travis.tx.us](mailto:Cheryl.Aker@co.travis.tx.us) by **Tuesdays at 5:00 p.m.** for the next week's meeting.

## Planning and Budget Office

### **ATTACHEMENTS:**

Memo to the Commissioners Court from Joe Harlow, Roger Jefferies, and Vicki Skinner, and related resource requests from Criminal Courts Administration and the County Clerk's Office.

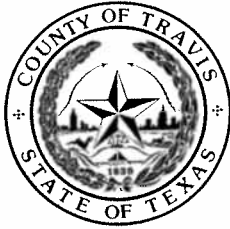
Copies to:

IJS Steering Committee

Elected and Appointed Officials Represented on the IJS Steering Committee

CUC

**AGENDA REQUEST DEADLINE:** All agenda requests and supporting materials must be submitted as a pdf to Cheryl Aker in the County Judge's office, [Cheryl.Aker@co.travis.tx.us](mailto:Cheryl.Aker@co.travis.tx.us) **by Tuesdays at 5:00 p.m.** for the next week's meeting.



## MEMORANDUM

**To:** Samuel Biscoe, Travis County Judge  
Ron Davis, Commissioner, Precinct 1  
Sarah Eckhardt, Commissioner, Precinct 2  
Karen Huber, Commissioner, Precinct 3  
Margaret Gomez, Commissioner, Precinct 4

**From:** Joe Harlow, County Executive, Information and Technology Services  
Roger Jefferies, County Executive, Justice and Public Safety  
Vicki Skinner, Chair, Integrated Justice System Steering Committee

**Date:** April 24, 2012

**Subject:** **CONSIDER AND TAKE APPROPRIATE ACTION ON THE COLLABORATION WITH THE TEXAS CONFERENCE OF URBAN COUNTIES FOR THE TECHSHARE COURT AND PROSECUTION MODULE PROJECTS INCLUDING:**

**A. UPDATE ON STATUS OF PROJECTS**  
**B. REQUEST FOR RESOURCES**

---

### **TechShare Background**

The Texas Conference of Urban Counties (CUC) is leading the development of a multi-phased, integrated, enterprise justice system for participating counties. Specifically, they are leading the development of both a criminal court case management module and a prosecution module as the next phases in a broader Adult Criminal Case Management System (ACMS) project. Travis County approved participation in the first phase of this project in July 2011 along with partners in Bell, Dallas, and Tarrant Counties, and the Texas Association of Counties (TAC) as the primary development partners for these projects. We chose to participate for the following reasons:

- The process is a structured, collaborative way to develop a replacement for the criminal component of FACTS and PIMS.
- It is an opportunity for improvements and efficiencies in our current criminal court, prosecution, and county and district clerk processes.
- It will result in a completed set of business requirements and an RFP for use by Travis County in the software development phase with CUC or to utilize on our own.

- It provides a potential lower costs in the development and implementation phase and possible recoup of some costs.

Over the last several months, teams under the IJS Steering Committee along with teams from CUC worked to validate and document the business requirements of the Travis County Criminal Courts, the District and County Clerk Offices, and the District and County Attorneys' Offices. Other entities that interface with them and would be impacted by the new systems also participated in the documentation of business requirements. Participation by these other entities is particularly important because the new systems must be built with connectivity to all other systems that currently interface with FACTS and PIMS. The departments/offices that will be utilizing the new system also worked to include business requirements that will result in the ability to comply with the minimum requirements provided by the Auditor's Office for financial statement reporting, daily revenue remittance to the Treasurer's Office, and audit trails to support transactions.

This work has resulted in the development of the baseline tools necessary to select a vendor for the software development and implementation stage for all partners in the project. These tools or deliverables include:

1. Software development plan that is based on the detailed requirements.
2. Software development project budget.
3. RFP and Scope of Work
4. Solid work plan for moving forward.

### **Status of the Prosecutor Module**

The IJS Steering Committee, with primary consideration to the votes of the County Attorney and District Attorney offices, approved in April recommending to the Commissioners Court that the county go forward with Prosecutor module of the TechShare initiative. We plan to come present the proposal to the Commissioners Court in late May or early June. In the meantime Travis County is receiving updated budget information for the FY12, FY13, and FY14 projected costs. We are beginning to estimate hardware costs, define interface requirements and costs, and determine a timeline for the Travis County participation in the project based on the phased rollout of functionality.

The Prosecutor Module Project is planned for phased iterations of functionality starting in June 2012 and ending with iteration 5 in October 2013. Travis County anticipates creating a test system early in the process but not being ready to go-live on the system until all five iterations are in place and tested. Additional functionality required by Travis County will be implemented in additional phases after October 2013 but do not at this time have dates.

### **Status of Court Module**

Three vendors made it through the technical requirements evaluation in a competitive bid process, then attended the Business Process Q&A to gather information to create their proposals. The proposals were due on April 19, 2012.

The team from the Conference of Urban Counties is in the process of visiting vendor headquarters and reference accounts. As a deliverable from the trips, the CUC will prepare a summary of observations and findings for the Counties to review.

Until the vendor is selected, we will not know if the software will be developed from the ground up, or if we are choosing a vendor that already has a Justice Case Management System in place to customize for our use. Travis County has requested updated cost information for the ACMS Courts Project and expects to receive it in late April.

Next steps in this process include receipt of proposal and reference information on the three final vendor candidates from the CUC; updated cost information on the project from CUC; and then selection of a vendor.

### **Departmental Participation**

The IJS Steering Committee serves as a broad collaboration, and now represents all appropriate County departments and offices and stakeholders. This collaborative participation includes:

- TCSO
- Pre-Trial Services
- District Attorney
- County Attorney
- County Clerk
- District Clerk
- Probate Court
- CSCD
- Juvenile Probation
- Tax Assessor Collector
- Planning and Budget Office
- Civil and Criminal Courts
- Justice & Public Safety
- Counseling and Education Services
- Constables
- Justices of the Peace
- Auditors Office
- ITS
- Emergency Services
- Records Management and Communication Resources
- Purchasing

Additionally, and specific to the TechShare project, the IJS Steering Committee has formalized and adopted a project management structure which includes the committee and its Chair (Vicki Skinner, District Attorney's Office) and a Project Executive (Roger Jefferies). The Project Executive serves in a liaison capacity with the CUC Oversight Board, Travis County's Executive Committee, and the Commissioners Court. The Executive Committee consists of elected and appointed officials who have representation on the IJS Steering Committee. David Lampl and Terri Montgomery have served as Project Managers for the prosecution and criminal court module projects respectively and will interact with CUC's Project Management Team.

### **Request for Resources and Staff Recommendation**

Included in the FY 12 budget is a \$2,800,000 earmark against allocated reserve for the development and implementation of the two modules. In addition, the budget included another earmark of \$700,000 to cover resource requirements for departments and offices whose workload is impacted by participation in the project.

Attached you will find two requests for FY 12 from Criminal Courts Administration (\$47,516) and the County Clerk's Office (\$38,000).

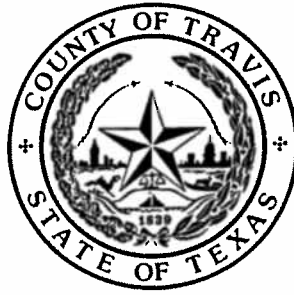
Upon receipt of an update on the TechShare initiative, and based on the need outlined in the two attached funding requests from Criminal Courts Administration and the County Clerk's Office related to the TechShare project, the IJS Steering Committee respectfully requests approval from the Commissioners Court to draw down allocated reserve of \$85,516 in FY 2012.

Thank you for your consideration. Please contact any of us if you have any questions.

c: IJS Steering Committee  
Elected and Appointed Officials Represented on the IJS Steering Committee  
CUC

2 Attachments

TRAVIS COUNTY  
DISTRICT AND COUNTY  
CRIMINAL COURTS



BLACKWELL-THURMAN  
CRIMINAL JUSTICE CENTER  
P. O. BOX 1748  
AUSTIN, TX. 78767  
(512) 854-9244  
FAX: (512) 854-4464

---

DATE: April 24, 2012

TO: Commissioners Court

FROM: Debra Hale, Court Management Director, Criminal Courts

RE: Request to Use TechShare Reserve Funds for Business Analyst III Position for FY12

The Criminal Courts seek funds to backfill a Business Analyst III position as a Special Projects FTE for the term of May 1, 2012 through September 30, 2012. A request for continued funding of this FTE is included in the Criminal Courts FY13 budget submission as recommended by the Planning and Budget Office. The funding requested for this period in FY12 is \$47,516.

**Background**

The Adult Case Management System (ACMS) is a project that seeks to replace the current Criminal Courts FACTS system. The Criminal Courts are a critical lead department in the discovery, analysis and documentation of the necessary requirements and business processes the project will cover.

The business processes of the Criminal Courts are complex and interdependent with other criminal justice departments such as TCSO, the County and District Clerk's Offices, the County and District Attorney's Offices, and Counseling and Education Services. The Courts have learned through experience that design and development of a comprehensive Case Management System (CMS) requires a dedicated, seasoned Business Analyst whose primary focus is the Criminal Courts. The Business Analyst will work with staff from the other criminal justice departments on a daily basis to understand and document business process flows, identify business needs, conduct focus groups, and improve processes where opportunities are presented. This analysis will take place at a high level and provide a comprehensive, thorough and detailed analysis of how the Criminal Courts conduct their business.

The Criminal Courts believe strongly that an in-house resource is best suited towards understanding the needs of the department for this project. The daily contact with employees delivers a level of understanding that is critical to developing knowledge of our processes.

During the past implementation of the FACTS Case Management System, the Criminal Courts failed to utilize a dedicated resource that could “see the big picture” and fully understand the complex technical and interdepartmental processes that are required. As a result, the staff members who work with FACTS on a daily basis are often frustrated with the way the application performs, stores data, and presents information.

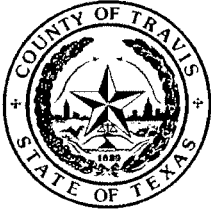
The Business Analyst III will address and bring forward the needs of the Criminal Courts by performing the following duties:

- Identify, analyze and solve business problems and opportunities
- Determine the feasibility of a solution
- Define the solution scope and develop the business case
- Continue to assess, refine, and validate the business need and solution
- Evaluate the business benefits
- Develop interdepartmental relationships
- Produce and communicate internal and external status reports

Please contact me if you have any questions and we appreciate your consideration of this request.

cc: Roger Jefferies, Executive Manager  
Leslie Browder, Executive Manager  
Leroy Nellis, Budget Director  
Alan Miller, Budget Analyst





**Dana DeBeauvoir**  
Travis County Clerk

P.O. Box 149325, Austin TX 78714-9325  
(512) 854-9188 [www.co.travis.tx.us](http://www.co.travis.tx.us)

Recording, Elections, Computer Resources,  
Accounting, and Administration Divisions  
5501 Airport Boulevard, Austin, TX 78751-1410

Misdemeanor, Recording, Civil/Probate,  
and Records Management Divisions  
1000 Guadalupe, Austin, TX 78701-2328

April 23, 2012

TO: Roger Jefferies, Executive Manager  
Leslie Browder, Executive Manager  
Leroy Nellis, Budget Director  
Alan Miller, Budget Analyst

FROM: Dana DeBeauvoir

RE: Request to Use TechShare Funding for Budget Analyst III Position for Remainder of FY12

We are requesting the addition of a Budget Analyst III to meet our needs with the current FACTS system, assist in developing and implementing the CUC, and provide skilled support for the new system. A request for this FTE is also included in our FY13 budget submission. We are asking that this position be filled as soon as possible in FY12 so that the selected applicant can have as much time as possible to familiarize themselves with our practices and systems. To cover the remaining period in FY12, we are asking for the use of approximately \$38,000 of the allotted TechShare funds.

**Background**

The County's FACTS system has given us the opportunity to learn many lessons about how to implement and manage a case management system. The implementation portion alone, one that began in 2001 and ended in 2009 for the Clerk's Office when the Probate module was finally installed, gave us plenty of time and plenty of problematic situations to carefully examine. From this experience, one fact in particular became clear - it is essential for the Clerk's Office to have a high-level technical staff person in-house who specializes in:

- Civil/Probate/Misdemeanor CMS business processes and the analysis and improvement thereof,
- the interaction of business processes between departments and the technical representation and analysis thereof,
- Analysis of business processes to enhance and maintain the integrity of data entered into the CMS,
- how to modify business processes and/or system/application to improve efficiencies, and
- our legal obligations and specific customer needs.

That specialized expertise is even more important as we move to replace the existing FACTS system, define our needs for the future and manage this system's successor.

One of the solutions proposed for the implementation of the CUC system is the idea that one or more of our skilled employees be temporarily used to help develop the new system and that their positions

be backfilled. The idea is that after this has been done, these employees can return to their regular job and things can return to normal. This same practice was used with the FACTS system. What we found from that experience is that these employees were reassigned to ITS for time periods much, much longer than originally planned; that they returned with a limited knowledge of the system; that what these individuals did know was essential and they had to permanently be reclassified into quasi-IT positions; and that the backfilled employees positions were made permanent. This meant that we ended up with two very hard working individuals who became very proficient at certain tasks but lacked the technical knowledge to keep ITS and the vendor accountable or to recommend needed technical improvements. While these employees could describe the problems that we had, make procedural changes, or find workarounds to system problems; they did not have the ability to formally analyze business processes and recommend changes where flaws in system design/architecture were detected.

We now know that we were more naïve than other offices with court functions. While we continued to assume ITS along with our two clerks trained by ITS could serve as our sole technical experts for FACTS, other offices had employed several IT staff persons in their office to focus on these matters in a successful fashion. That is why we are asking to utilize their solution.

Unfortunately, we can give you some real examples of consequences we have experienced by not having our own technical FACTS expert. We ended up in a situation where, for five years, we could only ask, remind, and complain to ITS that they never finished the project to report required data to the Department of Public Safety. We ended up in a situation where we knew something was wrong with the report going to the Texas Office of Court Administration and were not able to protect ourselves from ITS' decision not to tell us how the figures going into this report were being calculated. We ended up hamstrung and unable to meet obligations legally assigned to our office because another office that had no accountability to us (ITS) had not met its responsibilities. We ended up having to rely on another office's generosity (Court Administration) and their in-house IT staff to help bail us out of the mess where ITS had left us.

Instead of repeating past failures, we are confident that having this technical person will be what is needed to properly support FACTS and the CUC CMS project, thereby contributing positively to the development of the new system and allowing us to maximize the benefits of the new CMS by ensuring congruence with our business processes as well as fulfilling our obligations to the public.

We appreciate your help and consideration on this matter.