

Project Charter

Public Defenders & Alternate Public Defenders Office

Justware Case Management Project



Project	<i>Justware Case Management Project</i>		
Created By	<i>Lori Piccinini</i>	Project Kickoff Date	<i>7/03/2013</i>
Executive Sponsor	<i>Jeremy Bosler, Jennifer Lunt, Laura Schmidt</i>	Project Champions	<i>Val Vaughn, Mary Hartleb</i>

Mission <i>"Practical Problem to Solve and/or Opportunity to Gain"</i>	<p>The Washoe County Public Defenders' Office (PD) handles over 8,000 cases annually and is one of the largest PD offices in Nevada. They handle Criminal, Juvenile, and Family Court and represent clients in 5 Specialty Court cases (Adult DUI & Drug, Veterans, Mental Health and Diversion). Their mission is to protect and defend the rights of indigent people in the county, providing them access to justice through professional legal representation.</p> <p>The Washoe County Alternate Public Defenders Office (APD) handles over 1,880-2,250 cases annually. Their main case load is from the PD's conflicted cases as the PD is office is unable to represent the client if a conflict occurs. The count above includes conflicted cases count, as they still have to process these cases. The mission of their office is to protect the constitutional rights of the indigent by providing them a voice in their defense in Washoe Courtrooms. Conflicted APD cases go to private counsel, the Bob Bell group.</p> <p>The main goal of both of these offices is to replace their 6 and 8 year old legacy applications, PDCTS (Public Defenders Case Tracking System) and APD's MRS (Managed Records System) converting to two new Justware systems by New Dawn Technologies, a vended application. This project was approved and signed by the BCC on May 28, 2013</p> <p>This mission of these Justware projects is to:</p> <ul style="list-style-type: none"> ▪ <i>Implement two case management systems that fully replace the existing case managements systems, and gain missing and new functionality to improve business processes. The goal is a robust case management system that provides a complete electronic case streamlining entries, events, calendaring, document processing, reporting, tracking of conflicted case information, integrating with specialty courts and complete file management. Ultimately, this robust system will open the door for mobile access and wireless access from other locations such as the courtroom thus further improving efficiencies</i> <p>Get Compliant: Move to a system that is fully supported by newer Windows operating systems and Microsoft and will integrate with other agency law enforcement systems. The Microsoft Visual Basic 6 development platform (VB6 IDE) is at end of life meaning that support for the VB6 IDE (the development platform for the PDCTS application) came to an end in April 2008. This means that Microsoft will no longer provide any additional assisted support, security updates or development assistance on the IDE or the VB6 language.</p> <p>Improve Service Delivery: Increase services to their constituents by integrating more processes which will streamline service delivery to the public.</p> <p>Gain Efficiencies: Gain personnel efficiencies by getting new functionality and by converting to 1 main system; therefore reducing duplicate data entry and using a less labor intensive process. Integrate and automate more processes; streamline and improve their business processes by using newer technology with better reporting for management and staff.</p> <p>Manage and reduce risk: By meeting the above challenges, they will ultimately reduce the risks of a non supported system and become compliant with future Microsoft products.</p>
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Project Charter

Public Defenders & Alternate Public Defenders Office

Justware Case Management Project



Process	The PD & APD's offices' main business processes will be impacted as they work from the beginning to the case resolution stage in the majority of their divisions.
Objectives	<p>Unless denoted below in front of the objective, both agencies have the below objectives.</p> <ul style="list-style-type: none"> • Replace the existing Case Management systems for both the PD and APD's offices, gain missing and new functionality to improve business processes. ▪ Convert the existing PDCTS and MRS systems' functionality and data to the Justware system(s). ▪ Replace and integrate the DA downloader interfaces to download new cases from the DA's system to eliminate duplicate and or mistyped data entry of Tiburon data between the DA, PD and APD offices ▪ (PD) Expand on investigation modules that was missing from the prior systems ▪ Continue with the Discovery DA Interface (Justice web) and look for opportunities for improvement ▪ New Lexus and Westlaw Integration ▪ Graphical, integrated drill down reporting and statistics modules ▪ Complete Electronic Case Management (including Scanning into Justware, integration to Microsoft Outlook email, and calendaring) ▪ (PD) Track expert witnesses and amounts spent ▪ Track interpreters on cases in name tracking and type of language needed ▪ Filing cabinet to scan documents for each case ▪ Access JW via Smartphone, tablet, home computer/laptop ▪ (PD) Interface with Scotia, Specialty Courts, Parole Revocations, and Involuntary Commitment Proceeding ▪ (PD) Track police officer conduct/testimony ▪ Track independent contractor services ▪ (PD) Track subpoena services ▪ Integrate with District and Justice Courts ▪ Track and collect web visit information ▪ Integrate any NOC code system developed for DA Justware ▪ Track conflict case information, including basis for conflict
Deliverables	<ul style="list-style-type: none"> ▪ New Hardware and Microsoft software or expansion of existing Servers ▪ Design and process flow documentation for the new Justware process ▪ Integrated new Case Management system(s) ▪ Conversion of existing legacy data & Conversion plan with amounts and years of data to convert <ul style="list-style-type: none"> ▪ Goal is to have two main new systems to work from not continue to utilize legacy systems and applications. ▪ Cleansing of legacy data by obsoleting old codes is a key goal with the conversion as well ▪ Conversion of existing code tables ▪ Interfaces for the DA Downloader and the Discovery DA Justice web. ▪ Possible Integration with courts e-flex and Justice Courts (?) ▪ Project Plan by TS and Justware to include a change management and communication plan ▪ Training for technical and end user staff and training documentation

Project Charter
Public Defenders & Alternate Public Defenders Office
Justware Case Management Project



Stakeholders	Major Stakeholders	Business Process Owner	Business Process Impacted	Functional and Technical Support, Communication
	PD office administrative	X	X	X
	PD Records	X	X	X
	PD Criminal	X	X	X
	PD Juvenile	X	X	X
	PD Investigation	X	X	X
	PD Victim Wit.	X	X	X
	PD Family Court	X	X	X
	APD Administrative	X	X	X
	APD Records	X	X	X
	APD Investigation		X	X
	APD Attorneys.		X	X
	Reno Justice Court			C
	Sparks Justice Court			C
	Reno Muni Court			C
	DA's Office			C
	District Court			C
	AOC			C
	Sheriff's Office			C
	TS			C
	Records Ret.			C



Project Charter

Public Defenders & Alternate Public Defenders Office

Justware Case Management Project

Team Members with Roles and Responsibilities	<p>Executive Committee - Meets monthly and will be updated every month as key milestones are reached.</p> <ul style="list-style-type: none">Actively supports and grows Justware investment to enable County strategic objectives.Develops investment focus areas and vision for 1 – 3 years out.Provides focus and high level plans to enable a stable, productive and progressive enterprise application foundation.Acts as the ultimate escalation point <div><div>Executive Committee</div><div><div>Public Defender Jeremy Bosler</div><div>Alternate Public Defender Jennifer Lunt</div><div>Technology Services CMO Laura Schmidt</div><div>Ofc Supp Spec APD Lead Mary Hartleb</div><div>Admin Asst PD Lead Valerie Vaughn</div><div>Technology Services Paul Burr Lori Piccinini</div><div>Occasional Guest Member (as needed)</div></div></div> <p>Project Management Team - Meets as needed during all phases of the project, particularly during the Pre-Planning, Project Prep and Planning stages and at least weekly for the rest of the project.</p> <ul style="list-style-type: none">Provides overall, day-to-day project management.Prioritizes work across functional areas and departments.Plans out assigned activities.Facilitates communication and resolutions for any issues. <div><div>Project Management</div><div><div>Justware Jon Peek Steven Greenwood</div><div>Technology Services Lori Piccinini – PM Paul Burr – Contract & \$ Brian Takemoto - Lead Loren Chantler – Lead PD Beth Todd –Lead APD</div><div>Department Mary Hartleb, APD Val Vaughn, PD</div></div></div>
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Project Charter

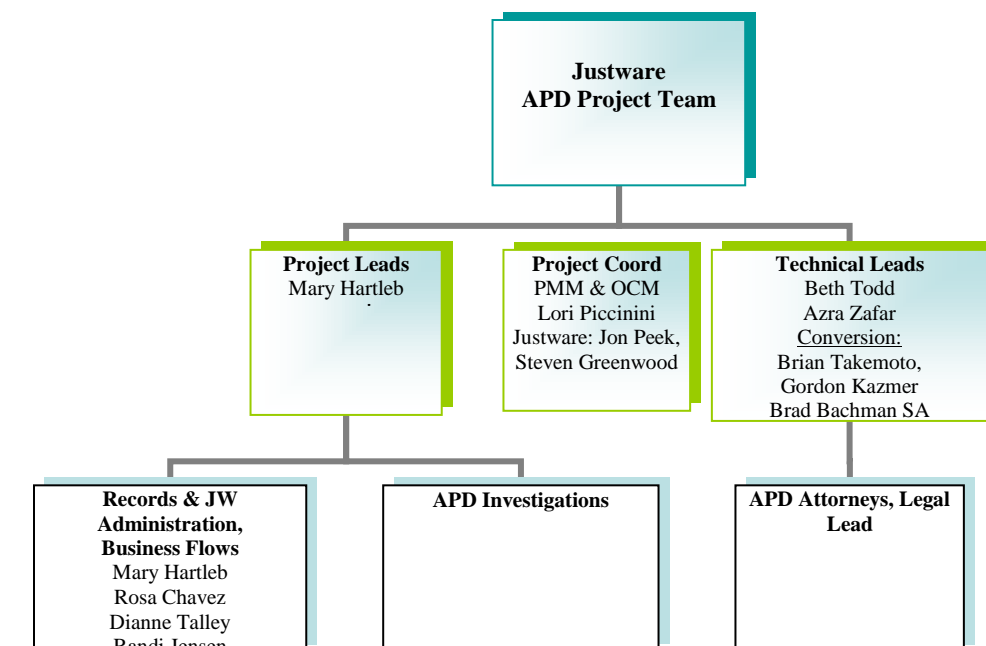
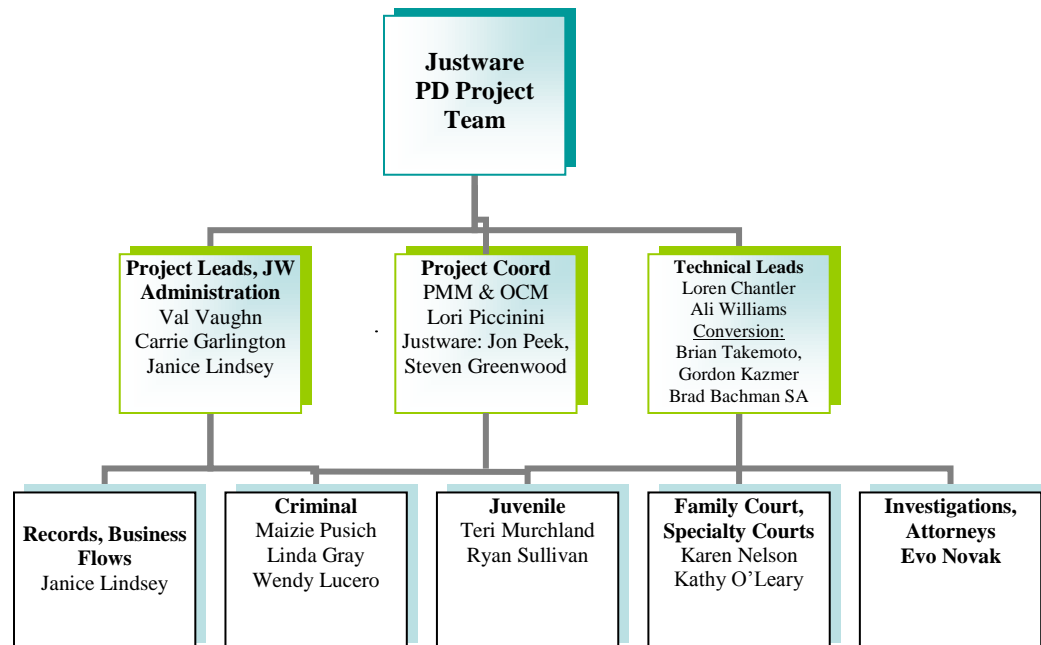
Public Defenders & Alternate Public Defenders Office

Justware Case Management Project

Team Members with Roles and Responsibilities (Cont.,)

Justware Project Teams - Meets as needed during Planning, Executing and Final Prep stages and at least weekly for the rest of the project. *Note Role of JW Administrator below to include Document Author and JS Reports author, work.

- Acts as the main "Subject Matter Expert" from their division or area of expertise
- Involves a lead from each division and area to be implemented
- Understands the work to be completed and can make decisions for their division.
- Plans out the assigned activities.
- Informs the project manager of issues, scope changes, risk, and quality concerns.
- Designs, develops, configures and tests the system and processes
- Leads/documents and assists with analysis, flows, etc.
- Creates training documentation and trains department users, acts as train the trainer.



Project Charter

Public Defenders & Alternate Public Defenders Office

Justware Case Management Project



Assumptions	Change Management should have more devoted resources for this project being a larger project. Short staffing levels could lead to delays if not staffed correctly and staff needs to have ample devoted time for project.				
Risks	Risk	Probability*	Impact*	Control*	Index*
	Departments resistance to change	2	3	2	3
	Loss of key team member in middle of project; vendor turnover	1	3	1	3
	Conflicting priorities and competing resource needs for Washoe Staff	3	3	2	4.5
	High number of business processes affected	3	3	1	9
	Project Budget and Timelines Overrun	2	3	2	3
	Unforeseen issues with technology	1	2	2	1
	Impact on county if project fails	1	2	3	1
	Loss of funding	1	3	3	1
	Loss of executive commitment	1	3	3	1
	Average Risk				3
	To mitigtate the above risk we will look at phasing the project accordingly (into multiple phases as needed) as our highest level risk is the number of business processes effected, and at making the project and keeping it a high priority. With lean staff, little to no 100% allocated project team staff on the PD and APD side, means this project will be competing for resources at times with daily department work load. All of the PD and APD business processes are impacted and could be business process changes for their staff as learning curve with any new system will be. This project averages a medium level risk (3) out of a total score of 5. Since this project does involve a yearlong possible implementation and conversion timeframe, this is a larger scale project which adds to the risk. The buy in and willingness to accept and change to the new system will be the key to this projects’ success and change management aspects; by handling and recognizing the risks upfront and having control of the risks we will have better control over the project.				
Boundaries/Scope	The scope of this project will be to convert all existing systems and processes from the homegrown PDCTS and MRS systems for all divisions in the PD and APD’s offices. Existing interfaces will be converted (DA Downloader) and to Documetum/apextender if needed. Additional interfaces may be defined as later phases and will add to the scope, timelines and potentially the cost of the project.				

Project Charter

Public Defenders & Alternate Public Defenders Office

Justware Case Management Project



Communications and Change Management	<p>Change management objectives include:</p> <ul style="list-style-type: none"> i. Promoting acceptance of, and enthusiasm for, this project ii. Sharing project-related information with the County's various stakeholders, including information on project objectives and status, and organizational impacts. iii. Identifying the specific organizational impacts associated with the project, including potential policy and procedural impacts, staffing impacts, and facilities and/or equipment impacts. iv. Soliciting, and responding appropriately to, feedback from the County's stakeholders. <p>Communication objectives include:</p> <ul style="list-style-type: none"> v. Consistent and timely updates to the Justware project stakeholders by email, meetings and a newsletter monthly or as needed. vi. Clear and understandable terminology. vii. Involvement of County staff in the development/implementation of the project. viii. Follow guidelines in the Justware communication plan. ix. Monthly department team newsletters
Decision Making Process	<p>Project Team will bring issues to Project Management Team.</p> <p>Project Management team will update Executive Committee and they will be the final escalation point to resolve issues.</p>
Schedule	<ul style="list-style-type: none"> ▪ Start Date: Kickoff meeting 7/03/13, Approved by BCC & County Commission 5/28/13 ▪ End Date: Post go live 90 days visit - TBD ▪ Major High Level Milestone Target Dates: <ul style="list-style-type: none"> • Initiations Phase Kickoff Documents Complete Mid August, Actual: 8/23/13 • Installation and Setup of Server and Application Install + API Mid August, Actual 9/6/13 • Onsite Planning Meeting 9/17-9/19/13 • Project Plan Milestones to be finalized after Justware onsite planning meeting- TBD • Administrator training TBD • Complete Conversion Round TBD • Configuration, testing of Justware - estimate of 6-9 months TBD • End user Training TBD • Anticipated go live late Spring – Summer, 2014 TBD