

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE

MINUTES OF THE **May 16, 2018** MEETING

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 140
Los Angeles, California 90012

MEMBERS AND ALTERNATES PRESENT

Chair: Sheila Kuehl, Supervisor, Third District and Chair of the County Board of Supervisors

*Bob Baker for Jackie Lacey, District Attorney and Vice Chair of CCJCC
Cynthia Banks, Director, County Department of Workforce Development, Aging and Community Services

Liliana Campos for Mary Wickham, County Counsel

Justin Eisenberg for Charlie Beck, Chief, Los Angeles Police Department

Peter Espinoza, Director, Office of Diversion and Reentry

*Jewel Forbes for Debra Duardo, Superintendent, County Office of Education

Jonathan Fuhrman for Ed Eng, County Economy and Efficiency Commission

Janice Fukai, County Alternate Public Defender

Michael Garcia, Assistant Supervising Judge, Criminal Division, Superior Court

*Richard Giron for Terri McDonald, County Chief Probation Officer

Maria Gutierrez for Jim McDonnell, Sheriff

Dan Jeffries for Mike Feuer, Los Angeles City Attorney

Shawn Landres, Chair, County Quality & Productivity Commission

Jonathan Lucas, County Coroner – Chief Medical Examiner

*Megan McClaire for Barbara Ferrer, Director, County Department of Public Health

William Montgomery for Scott Minnix, Director, County Internal Services Department

*Bryan Oh for Richard Llewellyn, Los Angeles City Administrative Officer

Sam Ohta, Assistant Supervising Judge, Criminal Division, Superior Court

Sam Ohta for Scott Gordon, Supervising Judge, Criminal Division, Superior Court

Ezekiel Perlo, Directing Attorney, Indigent Criminal Defense Appointments Program

Robert Philibosian, Peace Officers Association of Los Angeles County

*Susan Sullivan Pithey for Xavier Becerra, California Attorney General

Nicole Tinkham, Interim County Public Defender

*David Turla for Sachi Hamai, County Chief Executive Officer

Darneika Watson-Davis for Austin Beutner, Superintendent, Los Angeles Unified School District

***Not a designated alternate**

I. CALL TO ORDER / INTRODUCTIONS

Chair Sheila Kuehl, County Supervisor, Third District

The meeting was called to order at 12:00 p.m. by Los Angeles County Supervisor Sheila Kuehl, Chair of CCJCC.

Self-introductions followed.

II. APPROVAL OF THE MINUTES

Chair Sheila Kuehl, County Supervisor, Third District

There were no requests for revisions to the minutes of the April 18, 2018 meeting. A motion was made to approve the minutes.

ACTION: The motion to approve the minutes of the April 18, 2018 meeting was seconded and approved without objection.

III. EXECUTIVE DIRECTOR'S REPORT

Mark Delgado, Executive Director, Countywide Criminal Justice Coordination Committee

Mark Delgado, Executive Director of the Countywide Criminal Justice Coordination Committee (CCJCC), discussed the Annual Drug Court Conference scheduled for June 7, 2018, during the Executive Director's report to the committee.

CCJCC's 15th Annual Drug Court Conference provides information and training on best practices for delivering substance use disorder treatment and other rehabilitative services to justice-involved populations.

An [Agenda](#) for the conference was distributed to members, along with a link to a registration form. Mr. Delgado reviewed the topics that will be covered at the conference.

CCJCC member agencies and other partners were encouraged to identify staff that can attend the conference. As in previous years, continuing education and MCLE credits will be offered.

Conference information is available on the [CCJCC website](#).

ACTION: For information only.

IV. INFORMATION SYSTEMS ADVISORY BODY (ISAB)

Richard St. Marie, Executive Director of ISAB

Dean Gialamas, Division Director, Sheriff's Technology and Support Division,
Chair of ISAB

Richard St. Marie, Executive Director of the Information Systems Advisory Body (ISAB), appeared before CCJCC to present an annual update on ISAB's current projects and priorities to facilitate data sharing and systems integration within the criminal justice system.

ISAB Update

As background, ISAB is a subcommittee of CCJCC and was established in 1982. Its goal/mission is to coordinate justice information systems innovation while improving, enhancing, sharing, and protecting the County's Justice Community Data.

ISAB is charged with the overall responsibility for improving information systems design, ensuring coordinated development, and developing the capability of data sharing within the justice community.

The member agencies of ISAB include the following:

County Chief Executive Office (CEO); Department of the Coroner; Internal Services Department (ISD); Los Angeles County Police Chiefs Association; Los Angeles Police Department; Office of the Alternate Public Defender; Office of the District Attorney; Office of the Public Defender; Probation Department; Sheriff's Department; and the Superior Court.

Mr. St. Marie provided the following summary of ISAB's accomplishments:

- Information sharing among agencies with different system platforms and applications;
- Promotion of interagency cooperation and long-range planning among County justice agencies;
- Development, implementation, and project management of multi-agency systems;
- Creation of interagency funding strategy;
- Collaborative review and support for new information systems projects; and
- Establishment of technology standards for development tools, data, database systems and network communications.

ISAB systems include the Consolidated Criminal History Reporting System (CCHRS), Justice Automation Information Management System (JAIMS), Proactive Information eXchange (PIX) System, Los Angeles Documents and Objects eXchange (LADOX), and DNA Order Tracking System (DOTS).

One of the current ISAB projects is the Digital Evidence Management System (DEMS). ISAB is currently working with consultants on developing the requirements for a system that meets the needs of the whole justice community. The purpose of DEMS is to facilitate the collection and sharing of digital evidence among the county's justice partners.

Another project is Tyler Odyssey (Los Angeles County Courts System). ISAB is currently working with the Los Angeles Superior Court on the implementation of their new criminal processing system. This involves re-writing 80 existing interfaces into 50 replacement interfaces so that information can continue to flow throughout the justice community.

A third current project that ISAB is working on involves the PIX System. A modernization effort is underway that includes an update to the e-Subpoena process for the District Attorney's Office, Public Defender's Office, and the Alternate Public Defender's Office. The modernization effort also includes upgrading health interfaces to the Jail Health Information System.

ISAB is also involved in a Master Data Management (MDM) implementation to CCHRS. This will enhance and improve the name search capability in CCHRS, and there will be new reporting tools available.

A study was completed last year on a roadmap for future system capabilities with JAIMS. ISAB is now working with justice partners to create better analytics tools with a goal of producing better reports. The current focus is on reporting for AB 109, Proposition 47, Proposition 57, and Proposition 64.

Jonathan Fuhrman of the County Economy and Efficiency Commission inquired about security oversight. Mr. St. Marie stated that all of ISAB's systems go through the County's Internal Services Department (ISD), which is responsible for maintaining and managing security. He also noted that there will be an enhanced security feature as part of the CCHRS improvement plan.

Shawn Landres of the County Quality & Productivity Commission inquired as to the role of ISAB with respect to the Countywide Warrant System (CWS). Mr. St. Marie stated that CWS is a Sheriff's Department system, although ISAB did work with the Sheriff's Department to help create a roadmap for enhancing CWS.

Sherry Gold of the Office of the Third District of the Board of Supervisors inquired as to the progress of developing a system that will allow for county systems to communicate with one another. Mr. St. Marie stated that Tyler Odyssey will provide information from the Court to the justice community. The system that is currently in place is heavily utilized. Tyler Odyssey is scheduled to go live in April 2019, and the plan is that all of the interfaces will be in place so that none of the functionality that the departments currently have is lost with the transition to the new system.

Proposed ISAB Charter Updates

Following Mr. St. Marie's presentation, Dean Gialamas, Division Director of the Sheriff's Technology and Support Division and Chair of ISAB, made a presentation on proposed revisions to ISAB's charter. These proposed updates to the charter require ratification by CCJCC.

ISAB's initial charter was signed in 1982 when ISAB was created. This was subsequently updated in 1992 and again in 2004.

ISAB's members unanimously voted to approve updated changes that would clean-up and clarify the language in a number of sections, and also bring the charter up-to-date with respect to roles and responsibilities. The proposed changes, including the following, were distributed to CCJCC members prior to this meeting:

- It is recommended to change the name of the "Information Systems Advisory Body" to the "Information Systems Advisory Board".
- It is recommended to update the ISAB Mission Statement by consolidating the Mission Statement into one comprehensive sentence to read, *"To coordinate justice information systems innovation while improving, enhancing, sharing, and protecting the County's justice community data"*.
- Under Section 1: There are minor wording changes to bring the charter in line with the Mission Statement.
- Under Section 2: Clarifying language was added defining the two-year term of the Chair and Vice Chair.
- Under Section 2.2: Language has been changed to reflect proper Department names and the consolidating the CIO's Office with the CEO's Office.
- Also Under Section 2.2: Clarifying language has been added concerning the role of the ISAB Executive Director and the County Chief Information Officer, and designates them as "ex-officio members" of ISAB with no voting rights.
- Under Section 2.3: Language has been added to clarify member voting rights.
- Under Section 3: Language has been added to clarify the Chair's responsibilities and added the Executive Director of ISAB.
- Under Section 3.5: Language has been added to outline the roles and responsibilities of the Executive Director of ISAB and the ISAB staff.

Alternate Public Defender Janice Fukai made a motion to ratify the proposed updates to the ISAB charter. This motion was seconded by Chief Maria Gutierrez of the Sheriff's

Department.

ACTION: The motion to ratify the proposed changes to the ISAB charter was approved by CCJCC members without objection.

V. **ANALYTICS CENTER OF EXCELLENCE (ACE)**
Peter Loo, Chief Deputy Chief Information Officer

Peter Loo, Chief Deputy Chief Information Officer (CIO), appeared before CCJCC to make a presentation on the CIO's Analytics Center of Excellence (ACE) initiative. This seeks to address countywide information management and data science requirements by facilitating service coordination and data-driven decision making.

The purpose of ACE is to provide the analytics, business intelligence, and reporting function to support Board priorities, department programmatic needs, and care delivery across service clusters. The aim is to provide a comprehensive view of county clients and their service history to better support outcomes across areas such as homelessness, health integration, and justice reform.

ACE priorities include: (1) Establishing data governance and stewardship; (2) Establishing classification and catalog of countywide data; and (3) Acquiring foundational capabilities and skills to support enterprise data management.

One of the challenges that has been found in surveying the information systems of Los Angeles County Departments is that of an Information Chasm. On one side are individual systems and databases of individual Departments. On the other side are business needs, such as (1) metrics and performance measures; (2) business intelligence and analytics; and (3) service and care coordination.

Causes of the Information Chasm include the following:

1. There is too much data and not enough information.

Mr. Loo noted that the County has about 10 petabytes of data (a petabyte is 10^{15} bytes of data). However, what is needed is the ability to derive value from the data to help inform users and better serve the customers/clients. In addition, county departments need to be able to view information at a macro level and have sharing across service clusters when addressing challenges like those that the justice community is encountering.

2. Data is not complete, timely, accurate, or consistent.

There are many silos of information as well as replication of information. Different answers may be provided to the same question depending upon who is asked and where they draw the data from. This makes it difficult to make informed decisions and do service coordination.

3. Data is difficult to access and use.
4. Proliferation of data and information silos.

There are numerous data bases and data warehouses that have been created, but nothing that is able to tie them all together.

5. A high level of resources are expended to curate and analyze data.

More efficient methods to gather, analyze, and report data to meet business needs are needed.

Among the business needs, metrics and performance measures refer to assessing where a department is at and how effective it is in carrying out operational level tasks and achieving outcomes.

When analyzing outcomes, one often has to view things that are outside of one's service domain. As an example, with respect to justice reform, one aspect of evaluating outcomes may include an assessment of treatment interventions and responsiveness to health, mental health, and other needs related to rehabilitation.

Business intelligence and analytics refers to effective measurement of the typical work of the department in order to improve those services and functions over time.

Service and care coordination include internal service interventions, but also refers to coordination across service domains, which is where the CIO has found that there a need.

Information Management Maturity Assessment

An Information Management Maturity Assessment was recently performed on county departments by the CIO's office. The results rated departments from highest to lowest as Managed, Proactive, Reactive, and Aware. A total of 4 departments were rated as Managed, 7 as Proactive, 12 as Reactive, and 10 as Aware.

The maturity level helps to inform the CIO as to how they will engage and work with departments to increase their level to become more effective in managing information.

The CIO also surveyed departments for various stages of performance management programs. It was found that 16 of 33 departments have a performance measurement program, 5 had a partial one, and 12 had none.

The survey of performance management programs also found that 10 departments have a research organization, 3 had a partial one, and 20 had none. There are 7

departments with a STATS¹ program, 2 with a partial one, and 24 with none. Finally, 8 departments are measuring outcomes, 8 are partially doing so, and 17 are not.

Person-centric Coordination of Services

A Person-centric Coordination of Services refers to the ability to enable self-service by someone who is receiving services from the county. Ideally, the person can access an account and view the types of information that they need.

Other aspects of person-centric coordination of services include: Policy and Practice Enhancements; Decision Support and Analytics; Integrated Case Management; Service Planning and Delivery; Needs Assessment; and Eligibility and Registration.

The MDM system referenced in Mr. St. Marie's presentation will assist with this process by allowing the county to resolve identities across different domains so that common clients can be identified.

Mr. Loo added that a person-centric coordination of services requires an information management strategy that:

- Identifies common clients across disparate service delivery systems;
- Facilitates the secured sharing and timely delivery of relevant care/service information to the service provider;
- Leverages current transactional applications and mitigates the need to replace all legacy applications at one time;
- Cuts across county, partner, and community providers, services and support systems;
- Ensures compliance with applicable confidentiality and privacy regulations; and
- Enables outcomes measurement and prescriptive analytics.

A Framework for Delivering Information to Enable Service Coordination and Informed Decision Making

Mr. Loo noted that when implementing technology projects, technology itself is only one component of the overall solution. Additional components include people, process, and data.

¹ STATS is a performance measurement process.

The people component includes:

- Research and evaluation expertise;
- Access to pre-qualified consultants;
- Department data scientists; and
- Position classifications for specialized talent and skills.

The process component includes:

- Data access protocols and legal pathways for data sharing and reporting;
- Data governance and stewardship; and
- Project intake and delivery.

The data component includes:

- Curated data from data sharing initiatives;
- Data catalog and standards;
- Extract – Transform – Load Services; and
- Data access and role-based security controls.

Finally, the technology component includes:

- Approaching 20 million clients with resolved identities across service domains;
- Mobile enabled, service-based architecture for application development; and
- Federated data management/hosting.

Information Management Vision

The ACE project will bridge the Information Chasm through: Research & evaluation services; performance management framework; consulting and advisory services; predictive analytics and models; data strategy and design; and curated data.

Mr. Loo also listed the following items that will be part of this process: Data and SOA architecture; data catalog; identity resolution services; data governance & stewardship; extract-transform-load services; and data repositories & warehouses.

The Enterprise Information Management Platform will help to resolve issues regarding common clients, cross-domain services, and data and analytics to meet Board priorities and enable departments to meet business needs.

The CIO is working with the County Counsel's Office to explore legal pathways and develop protocols that will enable departments to share information.

Justice Community Projects

The following are examples of current projects that the CIO is working on:

- Evaluating a request to conduct an AB109/Proposition 47 Analysis for High Risk Populations for the Blue Ribbon Commission on Public Safety.
- Developing and implementing the first phase of the performance metrics framework, by December 2018, in support of the county's justice reform efforts.
- Developing an Emergency Response Information System, a mobile application that will allow child social workers to perform criminal background checks during child safety assessments, by June 2018.
- Evaluating predictive models to prioritize the most vulnerable homeless people by December 2018.
- Developing a mobile application to support the implementation of AB210 multi-disciplinary team protocols.
- Developing metrics for child protection/abuse prevention for the Office of Child Protection.

Questions

Dr. Jonathan Lucas, County Coroner – Chief Medical Examiner, inquired if the scope of ACE is confined to county departments. Mr. Loo stated that connections are made to non-county departments and agencies as the opportunity arises.

Cynthia Banks, Director of County Department of Workforce Development, Aging and Community Services, inquired as to whether there has been consideration given to working with federal and state entities to utilize their data. Mr. Loo stated that there has, and that typically the CIO works with the County Counsel's Office to develop data use agreements in these situations.

Mr. Landres asked if the ACE system will be able to assist departments with data quality. Mr. Loo stated that the CIO is doing this. First, for the data that is curated, there are data quality mechanisms as part of the curation to make sure that the data is reconciled and is of the quality that is needed. An important part of this is identifying authoritative sources.

In addition, Mr. Loo noted that data governance and stewardship is utilized to ensure data quality. As an example, when MDM was first started, there were many duplications and errors found. However, the quality of data has improved over time by having the problems resolved by departments that own the data.

Supervisor Kuehl inquired as to whether reference to county departments in this presentation includes those that are not under the CEO. Mr. Loo replied in the affirmative and said that the CIO intends to include those departments as well.

Regarding the Information Management Maturity Assessment, Supervisor Kuehl noted that departments previously would collect data on the number of times a client has been seen, as an example, but that is not an outcome in itself. An outcome would be if the client is better, and this is the type of information that is needed by policy makers. This represents a change for departments, particularly in areas such as health and education.

The Supervisor suggested that there should be an update on this topic in about six months. Outcomes pertaining to mental health services have an impact on a number of departments and areas of concern. The county will want to access the kinds of measurements that ACE seeks to produce so as to address these types of matters effectively.

VI. OTHER MATTERS / PUBLIC COMMENT

There were no public comments.

Mr. Landres announced that the Quality and Productivity Commission has launched a \$500,000 performance measurement capacity building and data sharing program. The Commission will be voting on whether to extend this for the upcoming fiscal year. The funding remains available in the Productivity Investment Fund, so applications are welcome from county departments that are interested.

The Los Angeles County Bar Association scheduled its 2018 Criminal Justice Awards Dinner for Thursday, May 17, 2018.

Honorees this year include:

Honorable Anne Egerton - Judge of the Year

Danette Gomez - Prosecutor of the Year

Irene Nunez - Defense Attorney of the Year

Sherry Gold - Career Achievement

Margaret Carter, Brandon Fox, Eddie Jarregui, and Lizabeth Rhodes - Special Recognition Award

VII. ADJOURNMENT

The meeting was adjourned at 12:55 p.m.