



WILLIAM T FUJIOKA  
Chief Executive Officer

County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

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May 6, 2008

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**PROBATION DEPARTMENT: AMENDMENT TO AGREEMENT BETWEEN THE  
COUNTY OF LOS ANGELES AND CAPITA TECHNOLOGIES, INC. FOR PROVISION  
OF A PROBATION CASE MANAGEMENT SYSTEM  
(3 VOTES)**

**CIO RECOMMENDATION: APPROVE ( X ) APPROVE WITH MODIFICATION ( )  
DISAPPROVE ( )**

**SUBJECT**

On January 17, 2006, following your Board's approval, County and Capita Technologies, Inc. (Capita) entered into an agreement (Agreement) for the development, implementation, maintenance and support of a Probation Case Management System (PCMS). Subsequent to the execution of the Agreement and the start of system development, the Probation Department experienced changes in the business and strategic direction. The purpose of the proposed amendment is to modify and expand the scope of work for the development of PCMS as a result of such changes and to provide the Probation Department with extension options for maintenance and support services. (Amendment 1).

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve and authorize the Chief Probation Officer to finalize and execute Amendment No. 1 to the Agreement with Capita for the provision of PCMS, substantially similar to the attached Amendment (Attachment I), to modify and expand the scope of work for the development of PCMS and add an option to extend the term of the maintenance and support services to be provided by Capita for up to two (2) years beyond the original contract term. This amendment increases the contract total by \$5,377,753, to a maximum County obligation of \$9,530,635.
2. Approve the attached Appropriation Adjustment (Attachment II) in the amount of \$300,000 for fiscal year (FY) 2007-08 to provide funding from Provisional Financing Uses (PFU), to the Probation Department (Probation) for Services and Supplies to fund the completion of the design specifications document and the development of interfaces with the Live Scan System and DNA Offender Tracking System (DOTS).

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS:**

The purpose of the recommended actions is to authorize the Chief Probation Officer to finalize and execute Amendment No. 1 that modifies and expands the PCMS business requirements resulting from the changes in the business and strategic direction of Probation. The recommended actions also include approval for the Chief Executive Office to transfer funds in the amount of \$300,000 from PFU, Services and Supplies, to Probation, Services and Supplies to continue funding PCMS for FY 2007-08. A request for funding from PFU for FY 2008-09 will be included in the Final Budget changes for that year. Specifically, this will fund the completion of the design specifications document and the development of interfaces with the Live Scan System and DOTS. The Live Scan System will send minors' pictures to PCMS where they will be stored and displayed for Probation staff to retrieve and view. The DOTS system currently manages minors' DNA data for the County. An interface between PCMS and the DOTS systems will be developed to receive DNA data and update PCMS.

The scope of work to be provided by Capita under the current terms of the Agreement includes the development of a web-based PCMS, interfaces, data conversion, training, an allocation for optional professional services and a one-year option for maintenance and support upon County's election. To date, Capita has complied with all contract deliverable requirements and met all deliverable deadlines. Changes in Probation's business practices necessitating this Amendment include the adoption of evidence based practices (EBP) and automated compliance with Title IV-E, accounting for

additional PCMS functionality, such as system interfaces and reports, including performance indicators used to measure and report outcomes, as well as training and tutorials.

This Amendment No. 1 also provides for professional services to be provided by Capita for any unanticipated consulting services and software modifications and up to two (2) additional years of maintenance and support services, all upon County's election. The Department anticipates being in production by September 2008.

Capita will continue to provide the required services under the Agreement as it currently stands and will provide the additional services provided for by this Amendment No. 1 effective upon its execution by the parties following your Board's approval. The current County maximum obligation under the Agreement is \$4,152,882, fully funded by net County cost (NCC) and includes: \$2,966,016 for the development and implementation of PCMS; \$890,266 for a one-year option for maintenance and support to commence, upon County's election, upon completion of the 3-month warranty period; and \$296,600 in pool dollars for County elected professional services.

This Amendment No. 1 will increase the contract amount by a total of \$5,377,753 and includes the following amounts: \$1,285,533 for PCMS development and implementation; \$146,662 for the first year of maintenance and support; \$1,163,893 for a second option year of additional maintenance and support; \$931,115 for the third option year of additional maintenance and support; and \$1,850,550 for additional funds set aside for optional professional services to be used at the County's election..

The allocation for optional professional services will be used to interface with the Department's future automated medical records system, additional forms and reports, additional training, and other contingencies. This Amendment No. 1, if approved, will increase the County maximum obligation for the term of the Agreement, including the services added by this Amendment, to a total amount of \$9,530,635. Approval of this Amendment No. 1 will ensure successful completion of PCMS implementation in accordance with Probation's new business and strategic direction and system maintenance for up to three (3) years.

#### Implementation of Strategic Plan Goals

The recommended Board action is consistent with Countywide Strategic Plan Goal 3: Organizational Effectiveness, as it ensures that service delivery systems are efficient, effective and goal-oriented; and Goal 4: Fiscal Responsibility, as it strengthens the County's fiscal capacity.

**FINANCIAL IMPACT/FINANCING:**

The Probation Department plans to utilize \$5,377,753 from the monies available in the PFU budget originally earmarked for facility improvements for County buildings. Currently \$11.5 million is in PFU earmarked for Probation of which \$5.4 million will be utilized for the PCMS project.

For FY 2007-08, the \$300,000 Appropriation Adjustment (Attachment II) will transfer funds from PFU to Probation and provide spending authority to the Probation Department. Funding for the Agreement will be net County cost (NCC). The proposed contract includes provisions for non-appropriation of funds and budget reductions.

**FACTS AND PROVISIONS/LEGAL REQUIREMENTS:**

All terms and conditions, including information technology (IT) provisions, included in the existing Agreement will continue to apply to the Agreement following execution of the proposed Amendment No. 1.

County Counsel has reviewed this Amendment No. 1 and approved it as to form.

The County's Chief Information Officer has reviewed Amendment No. 1 and its award recommendation as indicated on the attached analysis (Attachment III). In compliance with the Chief Information Officer's guidelines, Probation will utilize the Information Technology Tracking System (ITTS) to monitor the project status and contractor's performance.

**CONTRACTING PROCESS:**

For the period from March 15, 2004 through April 30, 2005, Capita provided services for \$300,000 under a competitively bid Information Technology Support Services Master Agreement (ITSSMA) work order to complete the first component of PCMS, which consisted of gathering business and technical requirements for system design. The ITSSMA work order was supplemented by \$900,000 and was extended through October 6, 2005 to allow for the continuation and completion of the system design.

Due to the size and scope of the project, a formal Board Agreement was negotiated with Capita and presented to the Board for approval. On November 15, 2005, your Board authorized the Chief Probation Officer to finalize and execute a sole source Agreement with Capita for the completion of PCMS development and implementation, estimated at 18 months, and one year of optional maintenance and support to be provided by Contractor upon County's election.

**IMPACT ON CURRENT SERVICES (OR PROJECTS):**


This Amendment No. 1 will allow Probation to continue implementation of the long-range objective to enhance its ability to better manage all aspects of the Probation case management tasks and processes and ensure completion of the development and installation of PCMS as a mechanism to reach such objective.

**CONCLUSION**

Upon approval by your Board, it is requested that the Executive Officer/Clerk of the Board return three (3) adopted stamped Board letters to Ms. Yolanda Young, Probation Department, Contract Management Division, Director, 9150 East Imperial Highway, Downey, CA 90242.

Respectfully submitted,

Reviewed by:



WILLIAM T FUJIOKA  
Chief Executive Officer



RICHARD SANCHEZ  
Interim Chief Information Officer

WTF:SRH:RDC  
RBT:YY:yjf

Attachments (3)

c: Chief Administrative Officer  
County Counsel

# CIO ANALYSIS

## AMENDMENT TO AGREEMENT WITH CAPITA FOR A PROBATION CASE MANAGEMENT SYSTEM (PCMS)

**CIO RECOMMENDATION:**     **APPROVE**                       **APPROVE WITH MODIFICATION**  
     **DISAPPROVE**

**Contract Type:**

**New Contract**                       **Contract Amendment**                       **Contract Extension**  
 **Sole Source Contract**                       **Hardware Acquisition**                       **Other**

**New/Revised Contract Term:**    **Base Term:** 30 Months                      **# of Option Months** 36

**Contract Components:**

**Software**                       **Hardware**                       **Telecommunications**  
 **Professional Services**

**Project Executive Sponsor:** Robert Taylor, Chief Probation Officer

**Budget Information :**

Y-T-D Contract Expenditures	\$1,997,486
Requested Contract Amount	\$5,377,753
Aggregate Contract Amount	\$9,530,635

**Project Background:**

Yes	No	Question
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project legislatively mandated?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project subvented? If yes, what percentage is offset?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved. Interfaces include Sheriff's LiveScan and County's DNA On-Line Tracking System (DOTS) and Juvenile Automated Index (JAI).

**Strategic Alignment:**

Yes	No	Question
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project in alignment with the County of Los Angeles Strategic Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project consistent with the currently approved Department Business Automation Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project's technology solution comply with County of Los Angeles IT Directions Document?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project technology solution comply with preferred County of Los Angeles IT Standards?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS).

**Project/Contract Description:**

The Probation Department (Probation) is requesting authorization for the Chief Probation Officer to finalize and execute Amendment No. 1 to the Agreement with Capita Technologies, Inc. (Capita) to develop a Probation Case Management System (PCMS) for juveniles. The Amendment will provide for the development of additional functionality needed to meet changes in Probation's business requirements for case management, including evidence based practices (EBP), and automated compliance with Title IV-E. The Amendment will also add three additional years (two years of which are at the County's option) of maintenance and support services and increase the contract maximum obligation by \$5,377,753 from \$4,152,882 to \$9,530,635.

**Background:**

Capita was originally selected via the County's Information Technology Support Services Master Agreement (ITSSMA) to develop requirements for a PCMS. In January 2006, a sole source Agreement with Capita to develop a PCMS was executed following approval by your Board. The contract scope included delivery to Probation of the following PCMS application components:

- Enterprise-wide portal architecture and centralized registry
- Juvenile institutions functionality
- Juvenile community probation case management functionality
- Interface to a centralized document repository

Since the inception of the PCMS development project, Probation has adopted new business strategies, especially EBP, that require the development of additional case management system functionality, including interfaces and reporting.

**Project Justification/Benefits:**

Capita has met Probation's requirements to date for PCMS project deliverables. The Amendment to add additional system functionality is driven by the adoption of new Probation business strategies, which are intended to reduce recidivism among minors. This Amendment supports:

- Modifying the software that has been delivered to date in order to add new data fields to system forms and database, as well as developing new reports, to meet new tracking and reporting requirements;
- Developing new system interfaces to the DNA On-line Tracking System (DOTS) and LiveScan System;
- Increasing pool dollars for future system enhancements, including developing interfaces to the planned Probation Electronic Medical Records System (PEMRS), and developing additional required forms and reports. Also, these pool dollars will be used to acquire additional training and meet potential future regulatory changes;

- Providing for a total of three years of system maintenance and support; and
- Accounting for the Department's future plans to develop the skills among its in-house IT staff to provide internal maintenance and support for PCMS after the third year of operation, so that payments to Capita for maintenance and support will not be needed after the third year of operations.

**Project Metrics:**

PCMS will satisfy some federal Department of Justice (DOJ) recommendations and will allow for measurement results of the programs and services utilized in the supervision of minors under the care of the Probation Department. PCMS will provide the Deputy Probation Officer (DPO) assessments of minors' needs with automatic generation of case plans and tracking of program results, including tracking of education, which will improve the care and rehabilitation of minors, all of which will ultimately result in a lower recidivism rate. This recidivism rate will be tracked in PCMS via performance indicators such as PCMS Performance Counts! reports and PCMS Juvenile Outcomes and Performance Indicators that have been identified at an overall department level. The PCMS also addresses specific areas for the Juvenile Field Services, Juvenile Special Services, Detention Services, Residential Treatment Services (Camps), and Placement Services Bureaus. The System will be able to measure this performance and many other metrics in order to help the Probation Department make informed decisions and be more cost effective, while improving services. In addition, PCMS will provide the ability to easily share data with other departments or agencies to improve data sharing.

**Impact On Service Delivery Or Department Operations, If Proposal Is Not Approved:**

If the project does not move forward as approved, Probation will be less able to implement its new business strategy, such as evidence-based practices. This may result in less effective probation case management outcomes.

**Alternatives Considered:**

The sole source amendment approach was chosen because of Capita's familiarity with the current business requirements and system, their successful performance on the current contract, the significantly reduced time needed to complete the additional development of the system and their ability to move the PCMS into production deployment by modifying the existing Capita agreement.

**Project Risks:**

Project risks are similar to those faced by other projects for the development and deployment of a mission-critical operational system. Three key project risks in particular have been identified:

1. **Changing Business Requirements/Scope** - Continual changes are being requested in order to meet Probation's strategic goals and legislative changes. Probation is moving to



EBP throughout all functions of supervision/detention/camps, which involves significant efforts to develop better assessments that will automatically develop the case plan. Moreover, new requirements may result from the Probation camp redesign called for by the DOJ/CWLA audit.

2. **Resource Availability** – The Technical Project Team is very small and has a limited number of dedicated project members. Technical Project Team members are also responsible for maintaining nine (9) production applications that will be replaced by PCMS.
3. **End-User Training** – PCMS will replace four (4) major juvenile systems in a one-time (versus a phased) implementation approach. Approximately 3,500 - 4,000 users from Juvenile Halls, Camps, and the 'Field' will need to be trained on the use of PCMS. The challenge is to provide the number of trainers needed, find the locations to train, and formulate a plan enabling the Department to train this high number of users as close to the implementation date as possible to increase training effectiveness.

#### **Risk Mitigation Measures:**

General risk mitigation measures to be deployed by Probation include:

- Leadership and support for the new case management business processes and associated system functions by Probation executive management;
- Use of industry-standard project management techniques by the County and Capita;
- Appropriate project management resources; and
- Clearly defined deliverable acceptance criteria, system testing, user training classes, resources and schedule.

Probation will employ the following measures to mitigate the specific risks identified above:

- **Changing Business Requirements/Scope** - With the contract amendment Probation will expand the original scope to respond to the more critical changes identified. Any other changes will be identified as out of scope. Out of scope requests will be documented in order to determine the feasibility of implementing them as part of maintenance, following deployment. Deployment is currently planned for Q3 2008.
- **Resource Availability** – Probation has identified approximately 35 – 40 personnel from other units to assist in project tasks, including testing and training. Probation has also identified project team members and analysts from other units that can work overtime.

- **User Training** – Probation IT is working closely with the end-user training office in this effort. There are already tasks in progress where potential training sites are being identified. Laptops have been purchased for the satellite training classes and Probation IT is currently testing for wireless access to PCMS. The Training office is working to identify which users need to attend training closer to the implementation date and which users can be trained much earlier or later. Approximately 35-40 Probation personnel will act as trainers and will provide post-implementation support.

**Financial Analysis:**

This Amendment will increase the contract maximum obligation by \$5,377,753, from \$4,152,882 to \$9,530,635. The Amendment costs are identified in the table below.

Description	Amount
Development & Implementation Services	\$ 1,285,533
Contract Pool Dollars	1,850,550
Maintenance & Support	2,241,670
<b>Total</b>	<b>\$ 5,377,753</b>

The Department represents that funding for this Amendment is included in Probation's current and future operating budgets.

**CIO Concerns:**

None.

**CIO Recommendations:**

My Office recommends Board approval of the Amendment to the current Agreement.

**CIO APPROVAL**

Date Received: 4/17/2008

Prepared by: John Arnstein

Date: 4/22/2008

Approved: 

Date: 4/22/2008



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BOARD OF SUPERVISORS OFFICIAL COPY

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF Probation

DEPT'S. No. 060 APRIL 10 2008

AUDITOR-CONTROLLER,

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2007-08 / 3 - VOTES /

SOURCES

USES

Provisional Financing Uses - Court Sys A01-BS-2000-13749-13758 Services and Supplies \$300,000 /

Probation Support Services A01-PB-2000-17000-17100 Services and Supplies \$300,000

APPROPRIATION DECREASE

INCREASE APPROPRIATION

JUSTIFICATION

This appropriation adjustment is needed to transfer funds from the Provisional Financing Uses to provide funding to the Probation Department to modify and expand the scope of work for the development of a Probation Case Management System and to provide extension options for maintenance and support services.

Ed Corser, Manager - CEO

CHIEF EXECUTIVE OFFICER'S REPORT

Form with fields for ACTION, RECOMMENDATION, APPROVED AS REQUESTED, AS REVISED, AUDITOR-CONTROLLER, and DEPUTY COUNTY CLERK. Includes handwritten dates and signatures.

SEND 6 COPIES TO THE AUDITOR-CONTROLLER