CTA 2022 Annual Technology Summit

Innovation through Evolution –
from OMS Modernization to a Corrections Enterprise Platform

Presenters
Scott Goodwin, LASD
Brian Fryer, LASD
Chris Litton, Gartner
Carrie Young, Gartner

Agenda

Introductions & Objectives

Best Practices & Trends for OMS/JMS Modernization Approach

Recommended Enterprise Architecture for Modern, Integrated Solutions

Challenges and obstacles moving off legacy solutions

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Introductions & Observations

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Introductions

Scott Goodwin, LASD
Chief Technology Officer, Custody Division
- Responsible for strategic, tactical and operational leadership in advancing and supporting innovation at LASD
- Manager of Custody Automation and Solutions
- 25+ Years at LASD

Brian Fryer, LASD
Information Technology Specialist, Custody Division
- Leads a software development team at LASD
- Currently leading the effort to establish development standards and modernize the IT architecture in custody operations
- 25+ Years at LASD

Chris Litton, Gartner
Senior Managing Partner – Public Safety & Justice
- Led National working group on Corrections integration, standards and interoperability
- Worked with Corrections agencies to design and architect innovative solutions across all offender supervision requirements
- 20+ years of Corrections experience

Carrie Young, Gartner
Senior Director – Public Safety and Justice
- Led the design of multiple system integration and offender management system upgrade initiatives in US & Canada
- Participated as an Industry rep. on IJIS Corrections Information Sharing Advisory Board
- 25+ years of Corrections experience

Los Angeles County Sheriff's Department

- **Q&A with Brian Fryer**

- Please tell us a bit about the Los Angeles County Sheriff's Department?

  – Size and Geography

  – Inmate Population

  – Transportation Services

  – Station Jails and other services outside Custody

- What is the driver for modernization?

  – Current state of the custody IT portfolio at LASD today

  – Governance and Processes

  – Staffing Capacity

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Best Practices & Trends for OMS/JMS Modernization Approach

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Corrections is facing a period of disruption and change

Reduction in Prison Populations (CV-19 releases, budget pressures, justice reform)

Digital Services replacing traditional in-person, manual operations

Continued Pressure on Staffing and Budgets

Justice Reform / Reentry

Introduction of Smart Tech (Robotic Thermometers, Drones, Sensors, Smart Devices)

Data Transparency / Accountability

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Challenges within Corrections technology environment

Technical Debt

Financial Limitations

Inconsistent Data Dictionary

Outdated Contract / Vendor Management

Staff & Skill Shortages

There is a driving need for an organization that is better connected with its internal and external constituents using Technology and Information
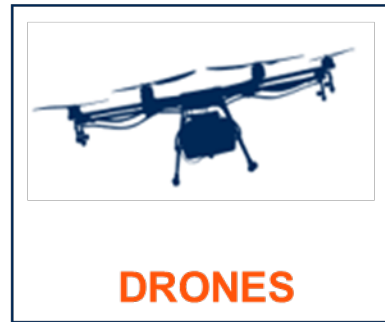
Why is this important for Corrections?

- **It is imperative that Corrections follows a broad approach to deliver innovation and adapt more quickly to respond to the accelerating pace of business change**

- **Digital transformation should not be done in isolation. Instead, it should be integrated with Corrections ongoing systems and infrastructure modernization initiatives**

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Information Trends within Corrections Technology

Future of Corrections is shifting towards a **hyperconverged world** like a **"Smart City"** with an interconnected web of Information Technology (IT) and Operational Technology (OT).

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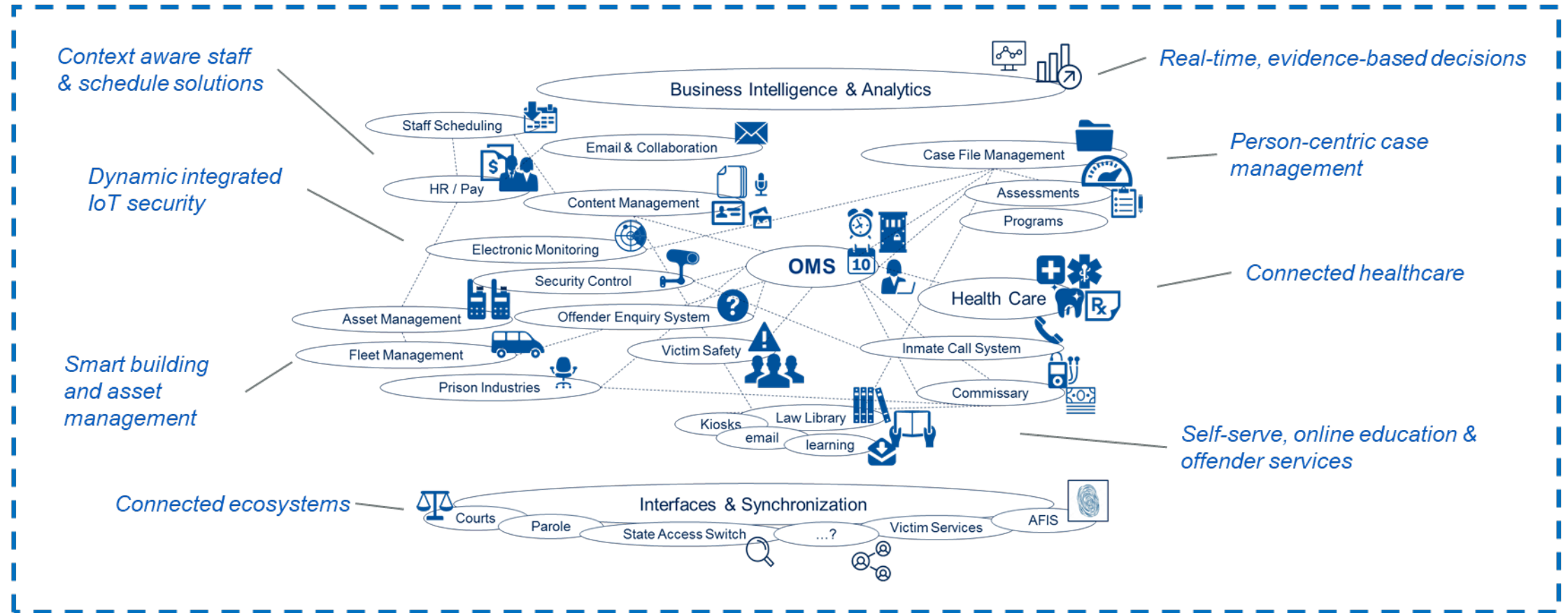
Role of Smart Technology in Corrections

INMATE TECHNOLOGIES

DRONES

TELE-HEALTH

MOBILE APPLICATIONS

FACIAL RECOGNITION

Smart technologies create potential business threats and disruptions, but also offer the opportunity to positively disrupt status quo.
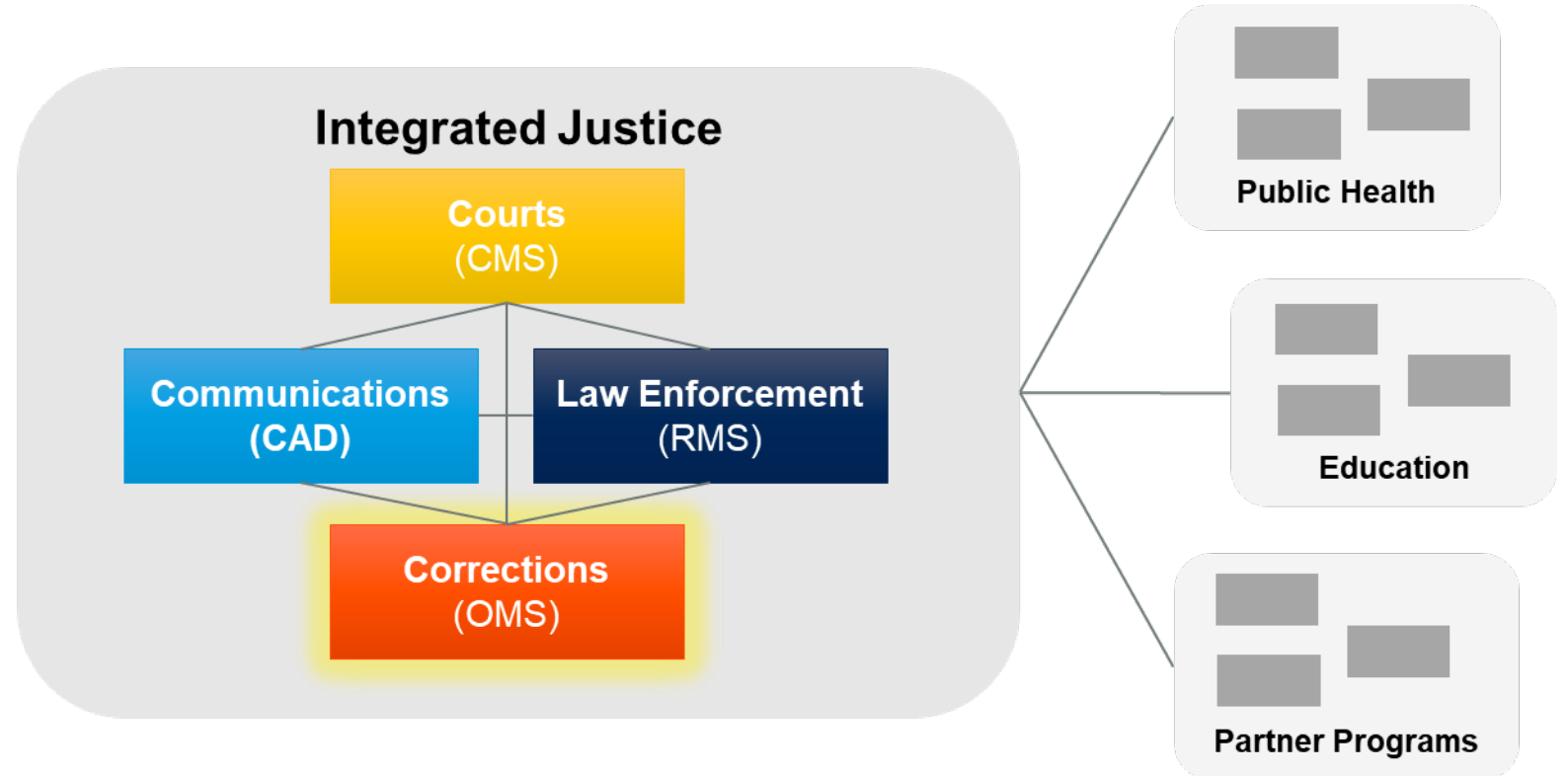
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OMS as a Key Component of Integrated Justice
OMS exists within a 'System of Systems' that constitutes Integrated Justice

Integrated Justice

Interoperability

Extensibility/Adaptability

Integrated Justice

- Courts (CMS)
- Communications (CAD)
- Law Enforcement (RMS)
- Corrections (OMS)

- Public Health
- Education
- Partner Programs

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OMS Business Capabilities Drive Technology Solution Decisions

The **Corrections Technology environment of the future will be a complex composite best-of-breed solution** that supports Corrections business capabilities needs with multiple applications as an integrated solution.

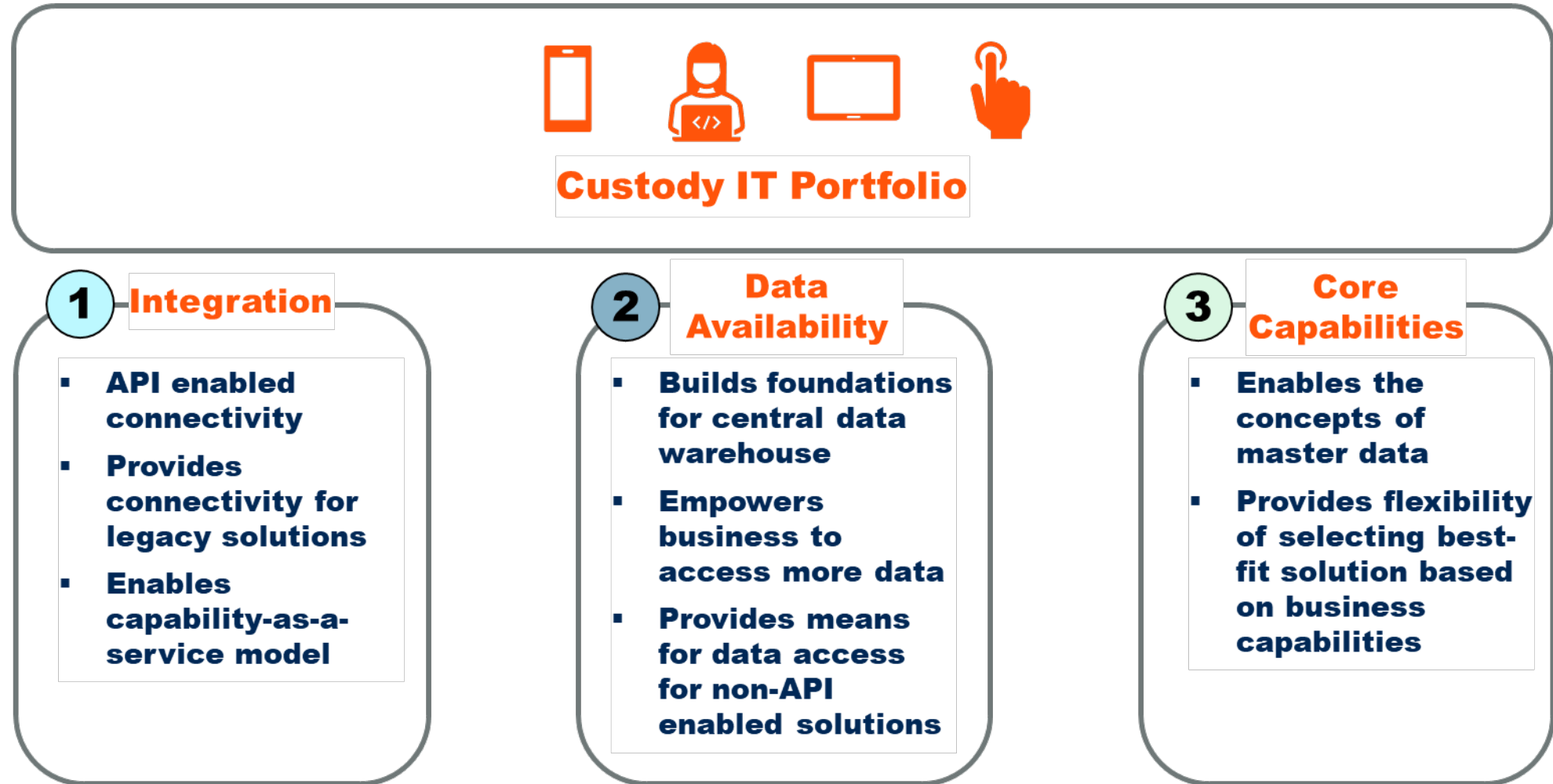Composite Application Solution – Conceptual Capabilities Mapping
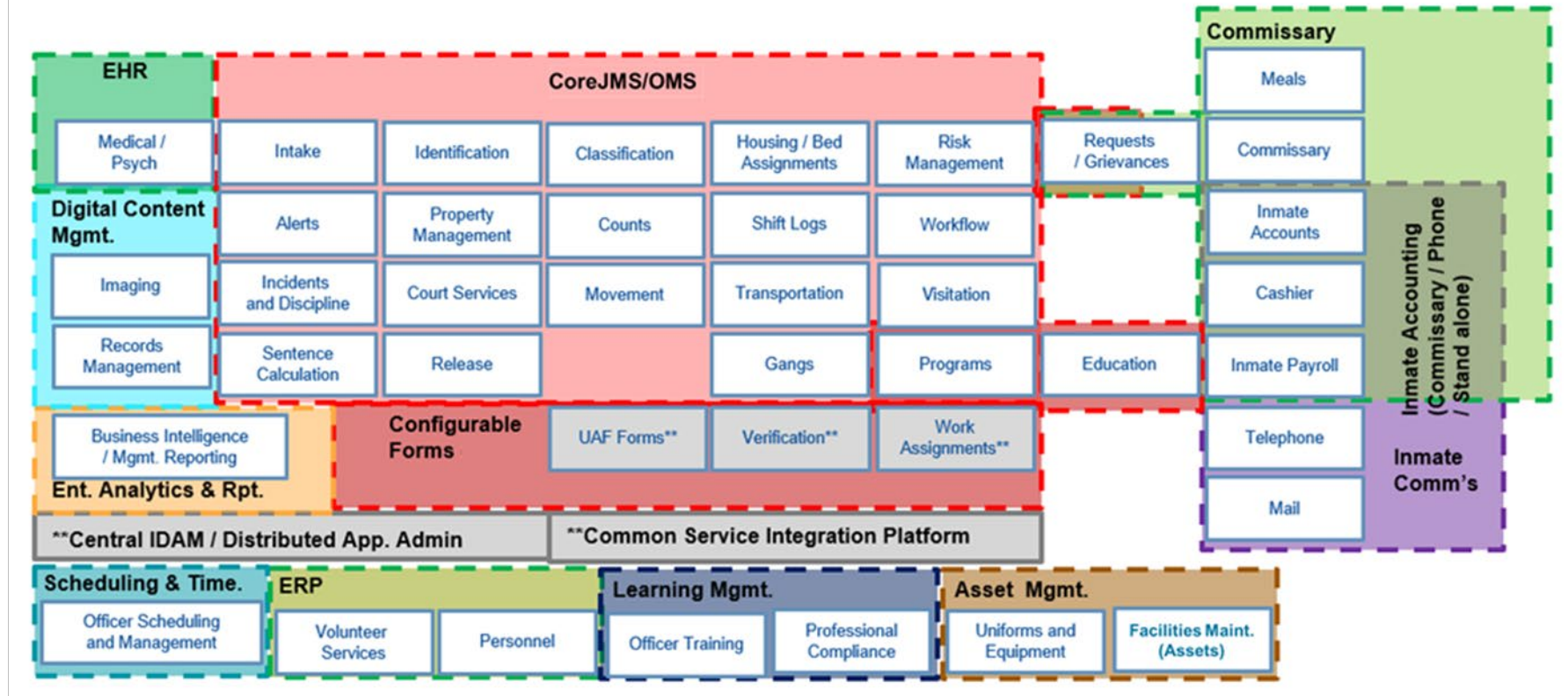
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Recommended Enterprise Architecture for Modern, Integrated Solutions

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OMS Architecture Pillars

OMS Enterprise Architecture should be built on three main pillars

Custody IT Portfolio

1 Integration

- **API enabled connectivity**
- **Provides connectivity for legacy solutions**
- **Enables capability-as-a-service model**

2 Data Availability

- **Builds foundations for central data warehouse**
- **Empowers business to access more data**
- **Provides means for data access for non-API enabled solutions**

3 Core Capabilities

- **Enables the concepts of master data**
- **Provides flexibility of selecting best-fit solution based on business capabilities**

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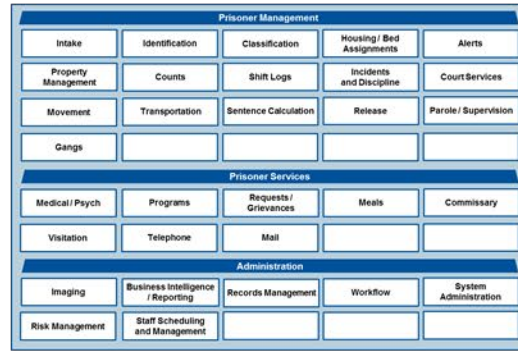
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As business needs change, organizations must be able to deliver innovation quickly and adapt applications dynamically — reassembling capabilities from inside and outside the enterprise.

To do this, organizations must understand and implement the "composable enterprise."

Structured Intervention Unit Mobile Terminal

System-wide Inmate Assignment (automation)

Platform Capabilities (cloud providers)

Visit Management
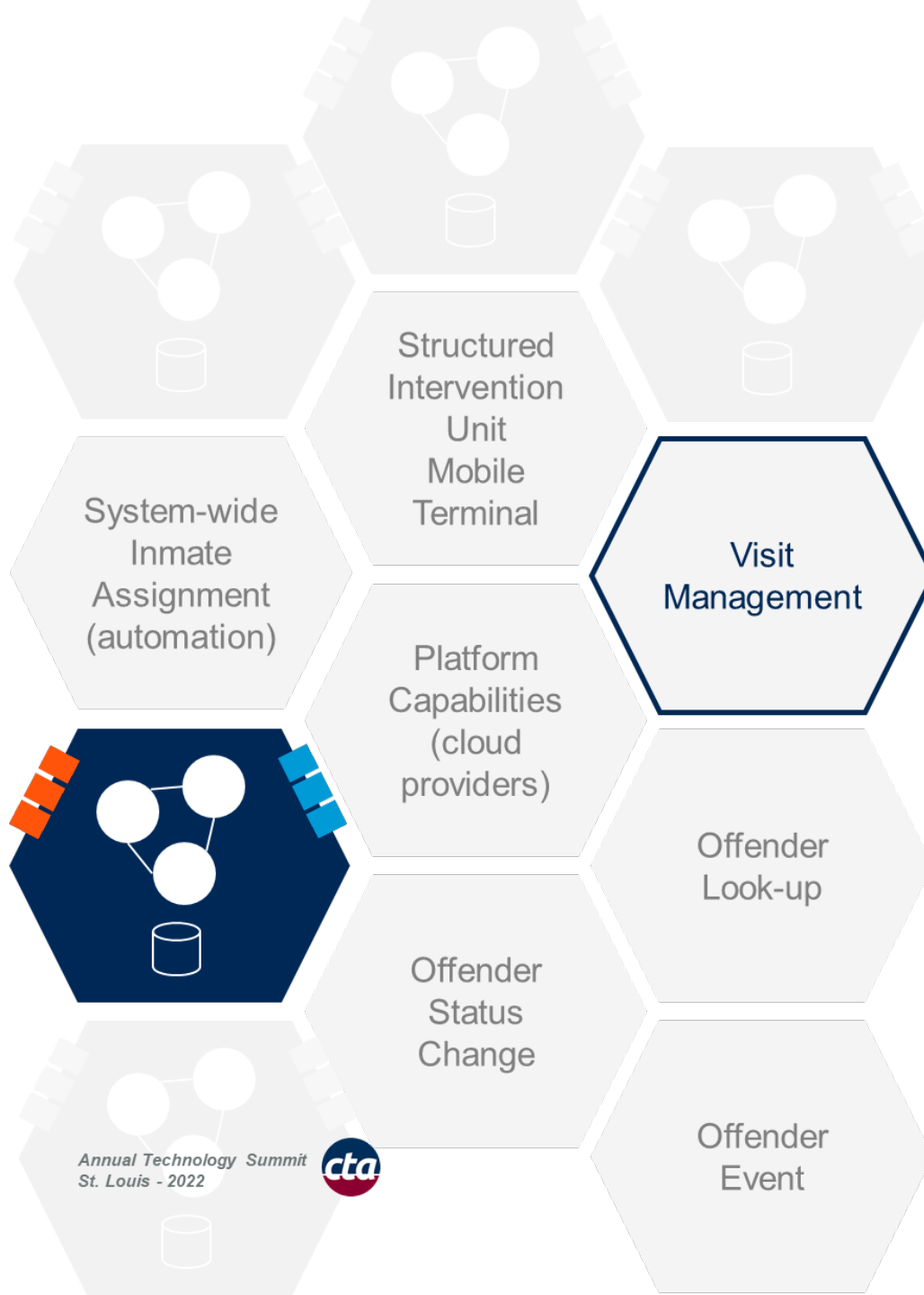
Responsive design, expanding ability of current solution for agency specific needs

Offender Look-up

Offender Status Change

Offender Event

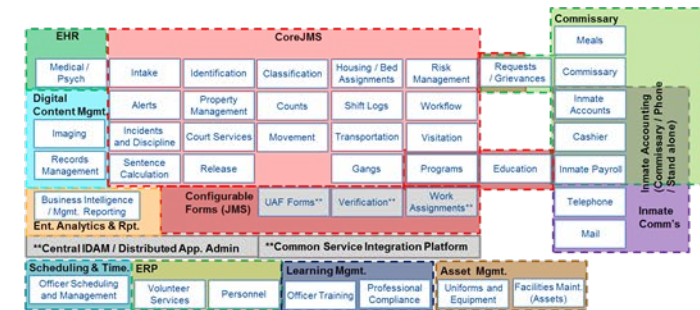*Annual Technology Summit St. Louis - 2022*

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Mapping OMS Business Capabilities to Technology Solutions

Identify and Prioritize Capability Needs (Core Offender Management)
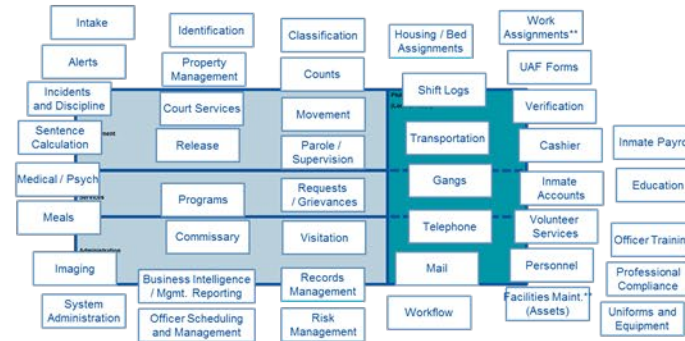
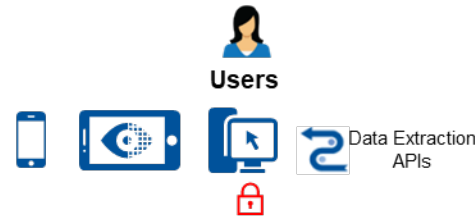**Pull apart Capabilities (User Processes)**

Re-align with industry traditional COTS, Platform or SaaS offerings (Capability Roadmap)
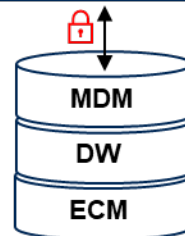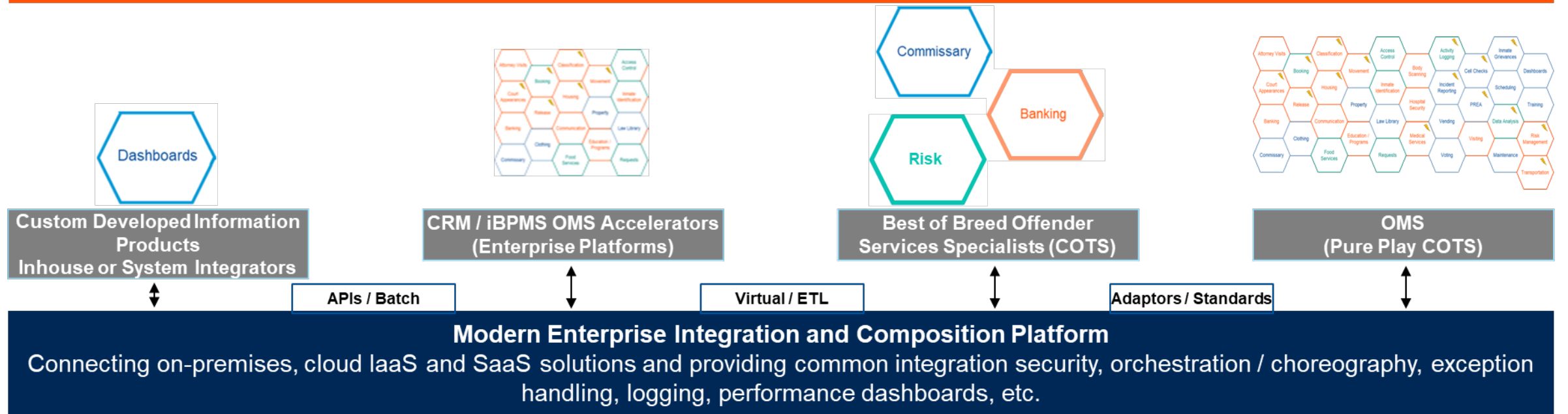
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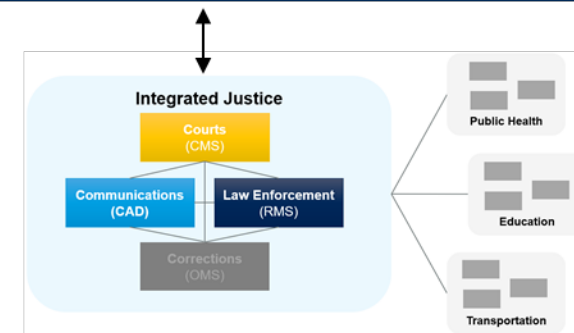**Gartner**

OMS High-Level Conceptual Architecture

The next generation Corrections Technology Solutions should be a **composite of best of breed solutions** *that are* **loosely coupled** *and* **connected via an enterprise integration layer**

Users

Data Extraction APIs

Access Control & Authorization

Dashboards

Custom Developed Information Products Inhouse or System Integrators

CRM / iBPMS OMS Accelerators (Enterprise Platforms)

Commissary

Banking

Risk

Best of Breed Offender Services Specialists (COTS)

OMS (Pure Play COTS)

APIs / Batch

Virtual / ETL

Adaptors / Standards

Modern Enterprise Integration and Composition Platform

Connecting on-premises, cloud IaaS and SaaS solutions and providing common integration security, orchestration / choreography, exception handling, logging, performance dashboards, etc.

MDM

DW

ECM

Enterprise Data and Reporting & Analytics Layer

Integrated Justice

Courts (CMS)

Communications (CAD)

Law Enforcement (RMS)

Corrections (OMS)

Public Health

Education

Transportation

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OMS Architecture Guiding Principles
Principles guide key modernization decisions and strategy

Technology
Common service integration platform, event driven architecture, common ECM, real-time, proven

Data
Encrypted, high-quality, limited duplication through MDM, common data dictionary, open-source compatible, open API's

Configurability
Business Rules external to core application code, flexible workflow, testable, automated promotion

UX & Security
Single sign-on, lightweight portal experience, authentication external to application, responsive design, self-service reporting

Deployment
"n minus 1" release management, forward compatible, low-risk / automated, minimum planned downtime

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Corrections application modernization requires a strategy balancing existing operational needs and available resources with new processes, technologies and available skills

Integrations & Information Sharing — Information and data needs to be at the center of the modernization strategy.

Legacy Architecture Assessment — Address *a*ging outdated architecture and large inventories of custom application code to reduce continued overburdening of limited resources.

Data Redundancy & Processes — Investigate and understand manual and automated processes (e.g., managing case and sentence related information).

Skills & Competencies — Resources and availability of skills is rapidly becoming the single largest risk factor for Corrections agencies including IT operations.

Innovation & Technology Improvements — Understand that there are pockets of innovative technology available in the industry.

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Challenges and obstacles moving off legacy solutions

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Modernization Challenges at LASD
Discussion with Scott Goodwin

- What are the biggest challenges/obstacles to modernization success at LASD?

- How does LASD see itself adopting the Enterprise Platform approach for it's modernization?

- What are the key components/milestones for LASD's journey?

- What does success look like for LASD, 3 years from now, 5 years from now?

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