



Justice Partner Data Integration Program Communications Plan

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ADMINISTRATIVE OFFICE
OF THE COURTS

INFORMATION SERVICES DIVISION

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Communications Team

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Revision History

Change #	Date	Description of Changes
1.0	September 2008	First Release

Introduction

Overview

This plan is a framework for communications for the Justice Partner Data Integration Program, which will support the integration (electronic data sharing and portal access) of the superior courts and their justice partners as they transition to the California Court Case Management System (CCMS). This communications plan provides a framework for identifying, developing, and delivering relevant and necessary project communications.

The objective of the plan is to help the Administrative Office of the Courts (AOC) project team deliver key messages in a clear, relevant, meaningful, timely manner, using interactive events and written materials and documentation that address real issues as they occur. The communications plan drives acceptance and support for the Justice Partner Data Integration Program by outlining how program issues and status are communicated to stakeholders. This communications plan includes:

- Background information about the Justice Partner Data Integration Program;
- Common and repeatable themes used to build awareness and acceptance of the data integration program;
- An approach and framework for communications;
- Communications roles and an approval process;
- Information about communications tools employed throughout the project's life cycle; and
- Proposed methods for assessing baseline and post-implementation communications.

Project Vision

The California judicial branch will deploy CCMS statewide from 2010 to 2012. Rollout of CCMS is a historic opportunity to improve data sharing between the courts and all of their justice partner agencies through the application of national standards-based data definitions and uniform, open technology.

By implementing a single integration toolset that allows all justice partner agencies to connect to the courts through a standard means and by leveraging standards-based, open technology interfaces, the courts of California and their justice partners will be able to:

- Improve and provide consistent information quality;
- Drive down cost and speed up implementation;
- Reduce the cost of maintenance and business change;
- Support court transitions; and
- Leverage state partner relationships.

Background and Current Situation

Background

The California judicial branch has adopted a statewide approach for supporting the integration of the superior courts with their justice partners as the courts transition to CCMS. This approach offers the ability to take advantage of economies of scale by standardizing data exchanges using open-source technologies and national-based exchange standards, while allowing flexibility to accommodate distinct jurisdictional consumption of individual data fields within a standard exchange.

The development and deployment of CCMS presents both a unique opportunity and a set of challenges. CCMS-V2, supporting criminal and traffic processing, was deployed in the Superior Court of Fresno County with minimal integrations, and the rollout of CCMS will “break” any integrations that existed with the local case management system (CMS) that was in place before CCMS. Hence, the integration activities with state and local justice partners are critical to the success of the overall CCMS project.

The CCMS project is managed by the AOC Southern Regional Office (SRO) with the assistance of the AOC Data Integration Program, Information Services Division (ISD). It is supported in the development phase by Deloitte Consulting LLP and in the deployment phase by a to-be-determined vendor selected by a request for proposal (RFP) bid resulting in a professional services contract.

Situation Analysis

Some analysis of local court and justice partner integrations was completed in the early part of the decade. More recently, the consulting firm MTG Management Consultants, L.L.C. developed a Local Integration Assessment Methodology (LIAM). A partial LIAM assessment was completed in the Superior Courts of Butte, Contra Costa, Fresno, Marin, and Solano Counties, and, an extensive assessment was completed in the Superior Courts of San Luis Obispo and Sonoma Counties. However, no additional systematic court assessments or communication has been completed. Full assessment of existing integrations (and related communications about the integration strategy) is included in the proposed statement of work for the future deployment vendor.

Communication with some justice partner agencies has been conducted in an effort to secure subject-matter experts (SMEs) for the data exchange standards (DES) validation process.

The deployment vendor contract is not expected to be completed until September 2008, and it will take time for the vendor to ramp up for all of the activities contemplated in the contract. This schedule will make it difficult for agencies to complete in a timely manner the activities necessary to sync with the CCMS deployment. For agencies that currently have electronic integrations with a court, deployment of CCMS may cause some significant integration effort. However, in the long run there are many advantages to integration, including these and more:

- Eventual statewide case inquiry;
- Improved quality and consistency of information;
- Proven standard exchange technology; and
- Future ability to take advantage of new exchanges that can improve local business processes and save staff time.

Integration activities fall into two phases:

- A **discovery phase**, during which justice partners at the state and local levels who have legacy integrations will need to:
 - Understand the AOC deployment schedule and integration strategy of standard exchanges conforming to national standards using contemporary integration technologies;
 - Identify the technical ability of the agency or county to deploy the standard exchanges using the current technology being deployed by the AOC (e.g., messaging and Web services);
 - Identify the fiscal and staff resource requirements necessary to implement the standard exchanges using the new technology, including:
 - Resource needs in terms of staff SMEs and technical staff;
 - Funds to modify records management systems (RMS), probation systems, or jail and inmate management systems (JMS/IMS) software applications; and
 - Funds for adapter and data transformation design, development, and deployment and possible hub deployment requirements;
 - Obtain approval for the fiscal and staff resources from agency heads, county boards of supervisors, or the Legislature; and
 - Develop project plans to deploy the exchanges.
- A **design, development, implementation, and testing phase** on their own systems, adapters, and integrations hubs while working with the AOC and the deployment vendor. Development and deployment tasks include:
 - Form project teams;
 - Work with the AOC and the deployment vendor to identify any new exchanges or modifications to existing standard exchanges;
 - Design, develop, and implement in-house systems or modifications to systems or contract for vendor-provided systems or modifications to systems and implement the systems or modifications to their local case management or records management systems, adapters, and, possibly, hubs;
 - Test their own RMS and JMS/IMS modifications and adapters and hubs; and
 - End-to-end test to the CCMS local court instance with the AOC and the deployment vendor.

The challenge is for the courts leading the deployment for their justice partner agencies to execute the discovery phase and complete a high-level analysis of the system, adapter, and hub changes. This will be needed to secure a budget to accomplish the modifications and implement them in coordination with CCMS deployment. County budgets for fiscal year 2009–2010 will be finalized well before the deployment vendor is onboard, leaving less than one budget cycle for the early adopter courts and counties.

Early and proactive communication with justice partner agencies will mitigate the risk of the agencies not knowing what to expect based on the integration strategy or the deployment schedule and not having enough time to plan, gain resources, and make the necessary system changes, adapters, data transformations, and hub deployments as needed.

The Justice Partner Data Integration Communications Project is designed to mitigate these risks through a dual-track approach to communications with partners: a general communications track and a direct communications track.

- The general track is directed to courts and justice partner associations will be a high-level explanation of the deployment schedule and the integration strategy designed to alert agency leadership to the fact that some investment and activity will have to occur in the agency.
- The direct track is geared toward the agency managers, technology staff, and fiscal leadership as appropriate to encourage them to garner the resources, develop the work teams and plans, and coordinate with the AOC and its deployment vendor.

Communications Plan

Communications Objectives

The objectives of the communications plan fall into two categories: short-term and long-term objectives.

Short-Term Objectives

- Understand the communications structure, capacities, and needs of the courts and their justice partners and develop a plan to address those needs;
- Consult with and support project leadership teams and the courts and their partners to ensure effective communications;
- Provide clear, consistent communications throughout project implementation, using judicial branch and justice partner communications channels;
- Communicate updates and enhancements in a timely manner; and
- Inform and manage stakeholder expectations, including roles and responsibilities, timelines, and changes.

Long-Term Objectives

- Continuously improve the communications plan by integrating the lessons learned;
- Continue the existing communications process for integrations and ongoing project planning with the justice partners in coordination with the deployment vendor and CCMS rollout;
- Use the California Courts Web site (www.courtinfo.ca.gov) or another identified Web site as a landing page to access the Justice Partner Data Integration Program Web site, where the business, strategic, and technical materials necessary for a smooth implementation and integration to CCMS can be obtained;
- Use the Justice Partner Data Integration Program Web site to implement any improvements through lessons learned by incorporating best practices based on real-life integrations; and
- Use other existing communications vehicles available through the AOC. These vehicles may include fact sheets, videos, stories on *California Courts News* (a monthly video magazine for the courts), and other materials as they are identified.

Communications Guidelines

Communications will be delivered frequently and regularly using multiple vehicles. Messages will be consistent with AOC and California courts communications standards and will follow these guidelines:

- The context for communications (program rationale, etc.) is set at the branchwide and enterprise-wide levels, consistent with the direction set by the Judicial Council;
- Status updates will be provided with current information; and
- The rationale is to provide information to court staff and justice partners for business and technical decisions, where appropriate.

Communications Tracks

The Justice Partner Data Integration Communications Program provides a dual-track approach when communicating with justice partners. Both tracks are designed to help mitigate risks related to deficiencies in the abilities of partners to integrate with CCMS. Each track will have a pilot test of message content and effectiveness and will be adjusted as needed. Assessments of effectiveness will occur throughout the process with adjustments made as necessary.

General Communications Track

The general communications track is directed to courts and justice partner associations and will include high-level explanations of the deployment schedule and integration strategy. This track is designed to alert justice partner agency leadership to the fact that the integration activity will require some investment activity in their agencies. Delivery vehicles for the general communications track include:

- Fact sheets;
- Court presentations;
- Justice partner associations presentations;

- Strategic participation in justice partner events;
- Articles in justice partner association newsletters;
- Conferences of associations such as the National Association for Justice Information Systems (NAJIS), the National Association for Court Management, and the National Information Exchange Model (NIEM); and
- The AOC Justice Partner Data Integration Program Web site.

Direct Communications Track

The direct track is targeted toward justice partner agency managers, technology staff, and fiscal leadership as appropriate to encourage them to garner the resources, develop the work teams, and plan and coordinate with the AOC and its deployment vendor. The direct communications track process includes:

- Through the executives of local courts and staff of the AOC Information Services Division (ISD) and Southern Regional Office (SRO), convene local justice partners in one or more sessions;
- Promote the advantages of the AOC standards-based strategy;
- Highlight improvements in data quality and venue transparency;
- Emphasize the opportunity for improved future processes using new exchanges;
- Warn about the impending breakage of legacy exchanges;
- Explain that the assessment process is tailored to quickly achieve a high-level scope for resource planning during the discovery phase; and
- Attempt to secure commitments from the justice partners.

Communications Channels

Communications channels that will be used to support this plan are grouped into two major categories:

1. **Interactive events** will be used when the aim is to strengthen relationships, gather and exchange information, receive immediate feedback, check understanding, solve problems, reach agreements quickly, and demonstrate solutions. Examples include presentations, road shows, on-site and face-to-face briefings of partners, and participation in seminars, association meetings, awareness events, and broadcast presentations. Updates will also be presented to branch and CCMS project governance bodies.
2. **Written communications (electronic and print)** will be used when the aim is to reach a wide audience, deliver information in a consistent fashion, convey factual information, provide people with personal copies, allow people to read and absorb at their own pace, and use a familiar style and format. Examples include e-mails, information available on the Justice Partner Data Integration Program Web site, newsletters, communications toolkits, briefing packets, brochures, and technical materials that support integration efforts.

Communications Channels Deliverables

Item	Channel			Frequency of Delivery
	Interactive	Printed	Electronic	
AOC and other regional meetings (includes various groups, reports due monthly or quarterly or tied to meetings).	X			Monthly or quarterly.
Quarterly executive leadership meetings.	X			Quarterly.
One-on-one meetings with counties, partner agencies and councils, boards, and executives as requested or to groups or collaborations of agencies.	X			Varies by county and agency.
Justice partner association meetings—oral and written presentations. Written presentations are brief summaries of the integration strategy, its benefits to the justice partner agency, the deployment schedule, and contact information.	X	X		Varies by county and association.
Articles in justice partner association newsletters—brief summaries of the integration strategy, the benefits to the justice partner agency, the deployment schedule, and contact information.		X	X	Varies by county and association.
Justice partner consortiums around a common application or product.	X			To be determined.
Articles in <i>California Courts Review</i> —a quarterly print and electronic magazine.		X	X	Annually.
Articles in <i>Court News Update</i> —a weekly online newsletter.			X	Annually.
Features in <i>California Courts News</i> —a monthly video newsmagazine that is broadcast and available online.			X	Annually.
AOC memos.		X	X	As needed.
Justice Partner Data Integration Program Web site, including RSS feeds, where courts and their justice partners can obtain business, strategic, and technical materials as well as post comments and suggestions back to the AOC's Justice Partner Data Integration Program about the integration strategy and specific items.			X	Web site launch date targeted for September 2008. Updates will occur monthly and as needed, based on the frequency of changes to technical information critical to the justice partners.
Fact sheets and other relevant overview information for inclusion in the California Courts Web site and the Justice Partner Data Integration Program Web site and for handouts at association and direct communication meetings.	X	X	X	At least annually, or more frequently as needed until project complete.
Frequently asked questions (FAQs) available in print, on the Serranus Web site, and on the Justice Partner Data Integration Program Web site.		X	X	Year 1: quarterly, or as needed. Year 2+: annually.
Detailed risk assessment.		X	X	After onboarding of

Item	Channel			Frequency of Delivery
	Interactive	Printed	Electronic	
				deployment vendor.
A proposed alternative technical integration strategy where deemed necessary in the assessment.			X	As identified in initial county meetings and again after onboarding of deployment vendor.
A prioritized list of counties to be visited based on the planned CCMS deployment schedule and the number and complexity of integrations (after the inventory of integrations is available from the deployment vendor).			X	Second quarter 2008 and adjusted after onboarding of deployment vendor.
An assessment of the readiness of the county and its justice partner agencies to use the integration strategy and meet the deployment schedule. The assessment will cover technical capability, financial capability, and apparent willingness to collaborate.			X	As identified in initial county meetings and after onboarding of deployment vendor.
Overall project plan, including project activities and deliverables by tentative date.			X	Initial plan by July 1, 2008, and finalized after onboarding of deployment vendor.

Communications channel deliverables excluded from this plan include:

- Local project plans;
- Mapping of local data sources to AOC data exchanges and a gap analysis, which will be completed by the deployment vendor;
- Proposed new, or modifications to, standard AOC integrations, which will be completed by the deployment vendor;
- An inventory of integrations, which will be completed by the deployment vendor; and
- The implementation of local integrations—adapters, system modifications, data transformations, or hubs.

Roles and Responsibilities

The Justice Partner Communications RACI Matrix on the next two pages identifies the organizations responsible for communications tasks.

RACI Matrix Key

- R:** Responsible—does the work to achieve the task
A: Accountable—ultimately answerable for correct task completion
C: Consulted—those whose opinions are sought
I: Informed—those kept up to date on progress

Justice Partner Communications RACI Matrix								
Organization								
Task Description	SRO	ISD Management	Justice Partner Data Integration Team	Court Executive Officer and/or Information Officer	County or State Justice Partner Agency	AOC Office of Communications	Development Vendor	Deployment Vendor
Develop a communications plan.	A	A	R	C		C	I	¹
Create written communications materials.	A	A	R	I		C	I	I
Create Justice Partner Data Integration Program Web site content.	A	A	R	I	C	C		I
Create and host the Justice Partner Data Integration Program Web site.	C	R A	C			C	I	I
Make presentations at association meetings.	R A	A	R					I
Place articles in association newsletters or professional publications.	A	A	R	I		C		I
Select a priority order of counties for site visits.	R A	A	R	C			I	C
Facilitate meetings with agencies.	C	I	R A ²	R ³ A				I
Meet with counties and local justice partner agencies to brief them on CCMS, the integration strategy, data exchange standards, and tools.	R A	A	R	C				I

¹ The deployment vendor will be kept informed when it is brought onboard and before it takes over communication.

² For state agencies.

³ For county agencies only.

Justice Partner Communications RACI Matrix								
Task Description	Organization							
	SRO	ISD Management	Justice Partner Data Integration Team	Court Executive Officer and/or Information Officer	County or State Justice Partner Agency	AOC Office of Communications	Development Vendor	Deployment Vendor
Complete the "LIAM Light" scope of effort.	I	I	C	C	R ⁴ A			I
Meet with agency funding bodies as requested.	R	I	R	R	R ⁵ A			I
Report back on findings and observations from county and partner meetings and related interactions.	R A	I A	R	I				I
Complete full LIAM.	A	A	C	C	C		I	R
Document any approved nonstandard exchanges and/or changes needed to CCMS.	A	A	I					R
Communicate any nonstandard exchanges and/or changes needed to CCMS to the court executive officer and partners.	A	A	I	I	I		I	R

Communications Plan Approval Process

Initially, implementation of this plan will be reviewed and approved by SRO and ISD leadership. Eventually all parties in the Justice Partner Communications RACI Matrix will be called on to sign off on the roles and responsibilities.

Communications Plan Maintenance and Review

The communications plan will be revisited regularly during the project life cycle. Specifically, the plan will be reviewed six months after approval and after the CCMS deployment vendor is onboard. Objectives will be reviewed, and the plan may be altered. Additional review intervals will be planned.

⁴ For county agencies only.

⁵ For county agencies only.

Project Audiences

Stakeholder analysis began during the planning and analysis phases of the Justice Partner Data Integration Project to identify specific stakeholder groups that will contribute to the project implementation or will be significantly impacted by the project. The project will be communicating across the judicial branch and with partner agencies, groups, and users before and during the deployment of CCMS. The audiences for project communications include:

- Judicial Council
 - Advisory committees and task forces;
 - Specifically, the Court Technology Advisory Committee.
- Administrative Office of the Courts
 - Executive team;
 - Regional administrative directors; and
 - AOC staff.
- Courts
 - Presiding judges;
 - Judges;
 - Executive officers;
 - Court chief information officers and project managers;
 - Court professionals—managers; and
 - Court professionals—non-managers.
- Justice partner associations
 - California State Sheriffs' Association (www.calsheriffs.org);
 - California Police Chiefs Association (www.californiapolicechiefs.org);
 - California Peace Officers' Association (www.cpoa.org);
 - California District Attorneys Association (www.cdaa.org);
 - California Public Defenders Association (www.cpda.org);
 - Chief Probation Officers of California (www.cpoc.org);
 - California County Information Services Directors Association (www.ccisda.org);
 - Other civil, family, and juvenile justice associations;

- Supervising staff in the agencies, especially those supervising the administrative, budget, and information technology functions; and
 - County boards of supervisors, county executives, or city councils and city managers as requested by the agency leadership and in partnership with agency leadership.
- Key vendor audiences (special attention needed). If commercial off-the-shelf software packages for case, records, or jail management systems are in use by partner agencies, vendors of those packages will be identified and the partner agency will be expected to engage the vendor for further direct communication.

Key Message Categories

Some of the key message categories are:

- Business view of the ISD integration strategy and of 125 data exchange standards;
- Technical view of the 125 DES (information exchange packet documentation, including runtime validation schemas, triggers, metadata, etc.);
- Business process advantages of the ISD integration strategy;
- Anticipated impacts, risks, and mitigation strategies;
- CCMS deployment schedule;
- Status updates;
- Other technical support materials;
- Other changes and enhancements;
- Success recognition and celebration; and
- Lessons learned.

Measurement

We are committed to the importance of measurement to determine the effectiveness of project communications and are willing to change course or make improvements as needed. With today's technologies, a number of options are available to gather feedback from audiences. These range from a quick "provide feedback" form on the Justice Partner Data Integration Program Web site to collecting information through formal and informal methods, without being intrusive to the courts or their justice partners.

Appendix: LIAM “Light”

The court executive officers will be asked to facilitate the process to complete a subset of the full Local Integration Assessment Methodology during the discovery phase—enough to develop a high-level scope statement to identify the resources that will be necessary to complete the implementation to the new exchanges. The LIAM phases are depicted in the following graphic.

LIAM Phases

