



**Supporting the Vision: Mayor’s Plan to Integrate the District of Columbia’s Social Services Information Systems with the Family Court of the DC Superior Court**



***APPENDICES***

## **APPENDICES**

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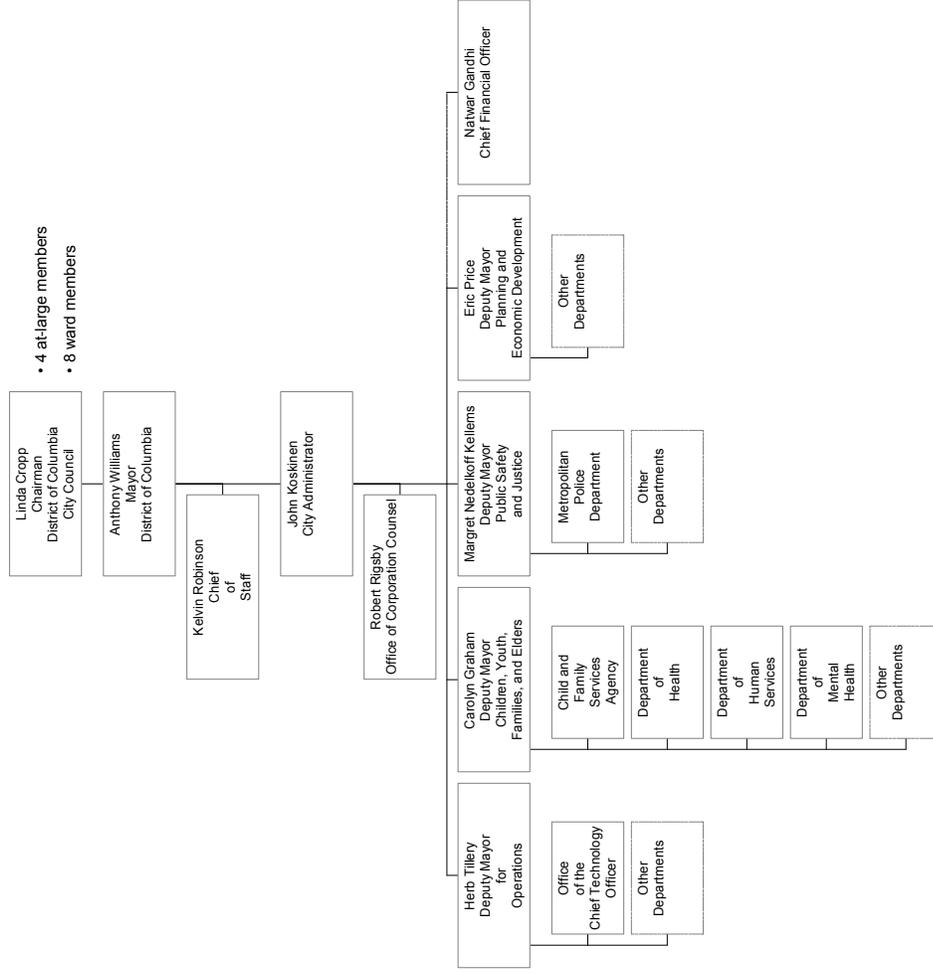
## Appendix I: List of Acronyms

ACEDS	Automated Client Eligibility Determination System
ADPS	Academic Performance Data System
APRA	Addiction Prevention and Recovery Administration
APSYS	Adult Protective Services Information System
ASFA	Adoption and Safe Families Act
ASMP	Administrative Services Modernization Program
ASP	Application Service Provider
CFO	Chief Financial Officer
CFSA	Child and Family Services Administration
CJIS	Criminal Justice Information System
CMISP	Case Management Information Sharing Portal
COTS	Commercial Off-the-Shelf
CSED	Child Support Enforcement Division
CSNCS	Child Safety Net Coordination System
CSS	Court Social Services
DCEIP	District of Columbia Early Intervention Program
DCHA	District of Columbia Housing Authority
DCPS	District of Columbia Public Schools
DHCD	Department of Housing and Community Development
DHS	Department of Human Services
DMCYFE	Deputy Mayor for Children, Youth, Families, and Elders
DMH	Department of Mental Health
DOES	Department of Employment Services
DOH	Department of Health
EAI	Enterprise Application Integration
EIS	Executive Information System
FERPA	Federal Educational Rights and Privacy Act of 1974
FSA	Family Services Administration
FUP	Family Unification Program
GIS	Geographic Information System
HIPAA	Health Insurance Portability and Accountability Act
IDEA	Individuals with Disabilities Education Act of 1997
IJIS	Integrated Justice Information System
IMA	Income Maintenance Administration
IT	Information Technology
JIMS	Juvenile Information Management System
JUSTIS	Justice Information System
LAN	Local Area Network
MAPT	Multi-Agency Planning Team

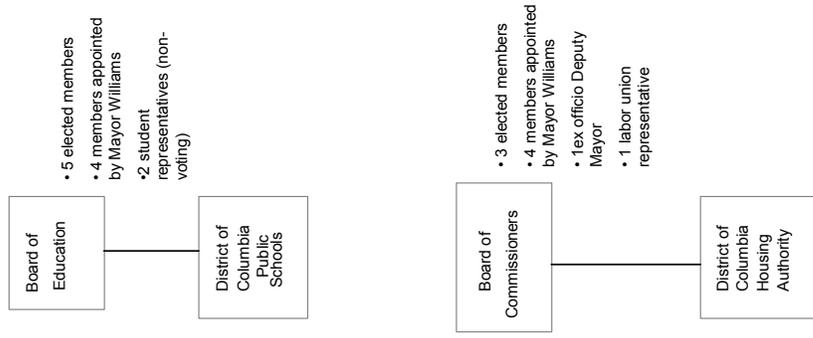
MCIS	MRDDA Computer Information System
MDIT	Multidisciplinary Investigation Team
MMS	Matter Management System
MOU	Memorandum of Understanding
MPD	Metropolitan Police Department
MPD-YD	MPD Youth and Preventive Services Division
MRDDA	Mental Retardation and Developmental Disabilities Administration
NCIC	National Crime Information Center
NCJIS	National Consortium for Justice Information and Statistics
OCC	Office of Corporation Counsel
OCTO	Office of the Chief Technology Officer
OECD	Office of Early Childhood Development
OLAP	On-Line Analysis Process
OPPE	Office of Public Protection and Enforcement
PINS	Persons In Need of Services/Supervision
POISE	People Oriented Information System for Education
PMO	Program Management Office
PRIDE	Police Reporting and Information Delivery System
RBAC	Role-Based Access Control
SACWIS	Statewide Automated Child Welfare Information System
SEO	State Education Office
SETS	Special Education Tracking System
SIS	Student Information System
SPIS	Safe Passages Information Suite
T-9	Transforming Schools
TANF	Temporary Assistance for Needy Families
TRT	Technical Requirements Team
VPD	Virtual Private Database
WALES	Washington Area Law Enforcement System
WAN	Wide Area Network
YSA	Youth Services Administration

# Appendix II: Chart of District of Columbia Agencies Referenced in Mayor's Report to Congress

## District of Columbia Government Agencies

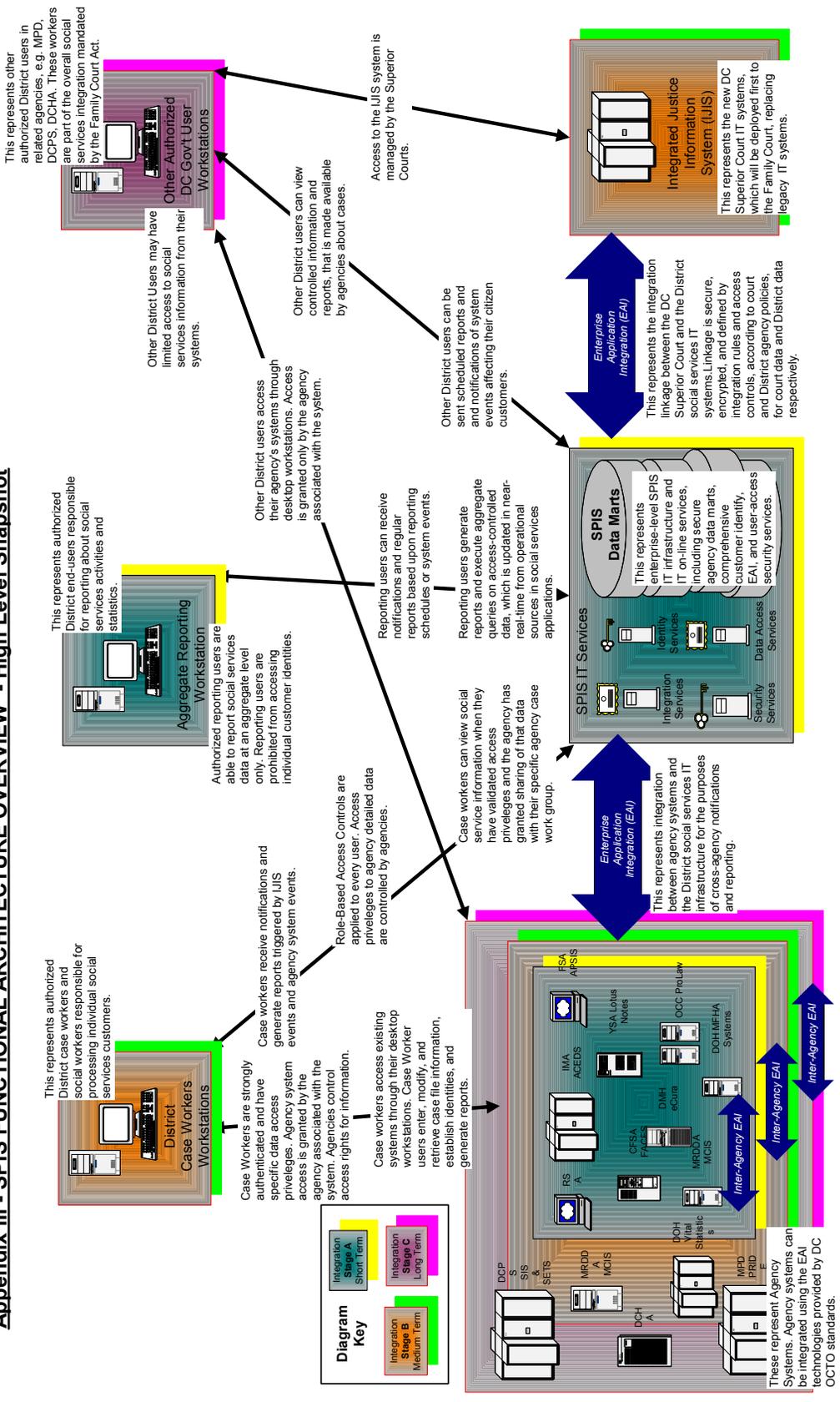


## Independent Agencies

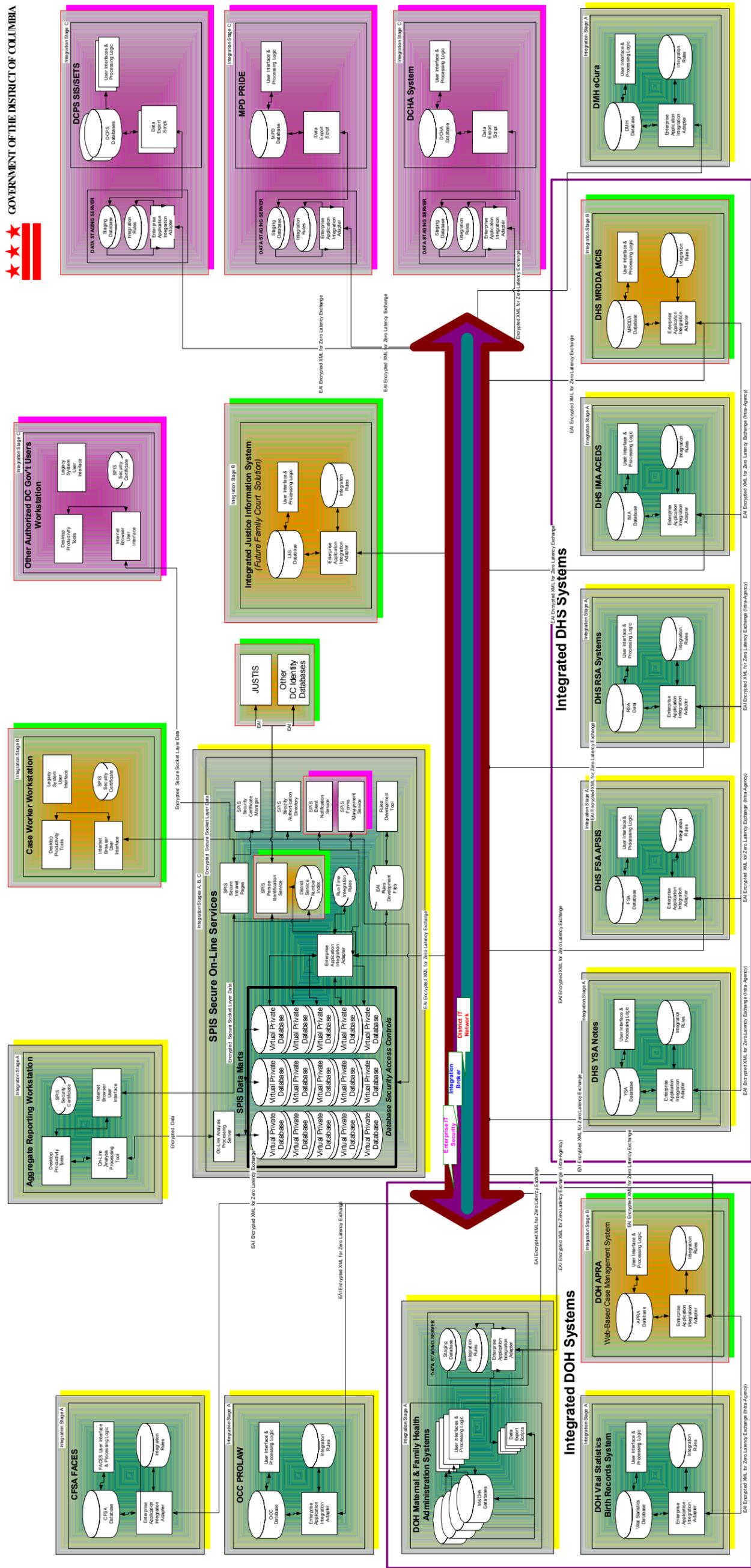


Note: Chart displays only those agencies referenced in the "Supporting the Vision: Mayor's Plan to Integrate the District of Columbia's Social Service Information Systems with the Family Court of the DC Superior Court" report.

# Appendix III - SPIS FUNCTIONAL ARCHITECTURE OVERVIEW - High Level Snapshot



# District of Columbia - Safe Passages Information Suite - Target Architecture



## Appendix V: Best Practice Research

**TABLE 1: SOCIAL SERVICE / COURT INFORMATION SHARING ACTIVITY SUMMARY BY STATE**

State	Capability	Strengths	Weaknesses
AZ	<p>Arizona Child Protective Services (CPS) has read-only access to their Juvenile On-Line Tracking System (JOLTS). This access enables the CPS to view minute entries, court history information and calendars. JOLTS also provides juvenile delinquency and dependency information. It is old technology that has only recently been upgraded to a Window's application.</p> <p>Arizona courts do not currently have access to the CPS system and the CPS system is incompatible with other agency systems.</p>	<ul style="list-style-type: none"> <li>• Enables case participants to manage schedules appropriately</li> <li>• CPS consistently receives timely results of court hearings and orders can be implemented quicker</li> </ul>	<ul style="list-style-type: none"> <li>• One-way information sharing only</li> <li>• Does not interface with other programs</li> </ul>
Georgia	<p>Georgia has implemented a statewide on-line case plan program called the Case Plan Reporting System (CPRS), allowing caseworkers to prepare an electronic case plan which is then reviewed on-line by the assigned case judge. After review, the judge issues a supplemental order making the case plan part of the permanent case record.</p>	<ul style="list-style-type: none"> <li>• CPRS has been implemented and is being supported by all 159 counties in the state. The system provides court access to a case plan, thus providing demographic, family, foster care and permanency information to the residing judge.</li> <li>• There are currently approximately 8000 case plans in CPRS.</li> <li>• CPRS has resulted in the affected parties making more of an effort to get the case plan completed during the dispositional hearing (rather than after the adjudicatory/dispositional hearing), prompting more in-court discussion and a higher level of participation by the judge.</li> </ul>	<ul style="list-style-type: none"> <li>• The CPRS is a stand-alone program that is not currently integrated into any of the other four state systems. Georgia plans to integrate CPRS with the Juvenile Justice System sometime in the future.</li> <li>• The CPRS is limited to the case planning and tracking of abused and neglected children. GA does not presently have a centralized initial intake system.</li> <li>• There are gaps that still exist with the system, such as information on home assessments and mental health service needs.</li> </ul>

State	Capability	Strengths	Weaknesses
Indiana	<p>Indiana has selected Computer Associates to implement a comprehensive statewide case management system for the courts. Presently, Indiana has some counties that share information through a system that links the court systems with the Child Welfare Agency. The Child Welfare Agency has access to the system enabling them to get real time information as soon as the court information is entered into the system. The Indiana courts do not currently have electronic access to the Child Welfare Agency information due to system integration limitations.</p>	<ul style="list-style-type: none"> <li>• The Child Welfare Agency has access to the court system, enabling real time information access.</li> </ul>	<ul style="list-style-type: none"> <li>• Indiana courts do not currently have electronic access to the Child Welfare Agency information due to system integration limitations.</li> </ul>
Louisiana	<p>Louisiana is currently working on an Integrated Juvenile Justice Information System (IJJIS) that will allow for information exchange between the court, social service agencies and other related offices. The system is being piloted in the Orleans Parish Juvenile Court in New Orleans. Louisiana is also developing a new agency SACWIS system. Once proper interfaces are in place, the court and the agency will work together to exchange information.</p>		

State	Capability	Strengths	Weaknesses
Maryland	<p>In November 1999, Maryland implemented the Maryland Automated Judicial Information System for Children (MAJIC) which is a system utilized by the courts to capture data throughout a case (e.g., hearing timeframes, parties involved, hearing alerts). The MAJIC system is in the process of being updated in an effort to put all courts (i.e., criminal, civil) on the same system and Maryland can then obtain statewide court reports. Additionally, the MD Dept of Human Resources (DHR) has developed a SACWIS system (Children's Electronic Social Services Information Exchange – CHESSIE) that is planned to begin a phased roll-out in January 2003. CHESSIE will pull information from other social service agencies and will eventually have court reports and case plans in the system. It has not yet been determined who, outside of DHR will have access to the system. Maryland advises that confidentiality needs to be a main consideration in systems development. They have found that many individuals believe that they should have access to confidential juvenile data when in fact they should not be given access.</p>	<ul style="list-style-type: none"> <li>Alerts interested parties when a hearing is coming up or if there is a hearing timeframe limit requirement.</li> <li>MAJIC system provides reporting data such as number of cases handled, timeframes, open to close, and also has a calendaring feature that enables schedule viewing</li> <li>Maryland has developed a wrapper for the MAJIC system that will translate Legacy system data into MAJIC data for reporting purposes. This will be implemented with the new USC system later this year.</li> </ul>	<ul style="list-style-type: none"> <li>Court orders are not shared electronically</li> <li>Case plans are not shared electronically, a case worker is required to provide a case plan 10 days prior to a hearing</li> <li>Maryland has not yet determined how or what information will be shared between various agencies and the court (what all of the read/write privileges are)</li> </ul>
Minnesota	<p>Minnesota is trying to establish a statewide process for electronic data exchange between child protection system stakeholders. There is a limited number of counties testing the process. The new process basically utilized e-mail to provide social worker reports to case participants and the appropriate attorneys five days prior to the hearing. The state is currently exchanging hearing reports electronically (via e-mail).</p>	<ul style="list-style-type: none"> <li>Enables the parties and their attorneys the opportunity to be fully prepared in advance of each hearing. Hearings will have a much better chance of being held on time and calendars are less congested.</li> </ul>	

State	Capability	Strengths	Weaknesses
Oregon	The Oregon Judicial Department is in the process of developing a statewide application that integrates various databases (i.e., child welfare, court and the citizen review board databases). Agency information will be downloaded into the court's database.	<ul style="list-style-type: none"> <li>The system will provide the court with access to current information. A variety of reports can be produced such as placement, movement and significant case plan changes (i.e., a child returns home)</li> </ul>	<ul style="list-style-type: none"> <li>The system is not yet implemented</li> <li>The Child Welfare Agency will still have to provide written case plans to the court. The system only provides factual data about the child such as demographic data, last court hearing date, and the date the child entered agency care.</li> </ul>
Texas	Texas utilizes a Child Protection Services Judicial Web Page that is accessed by judges, court staff and prosecuting attorneys (county specific access). The Web Page takes information from the Child Protective Services system and posts it for viewing access.	<ul style="list-style-type: none"> <li>Provides timely, specific case information to the court.</li> <li>Primarily used by judges to manage their docket and ensure that cases are not dismissed (TX statute requires final order to be issued within 12 months).</li> <li>Data is searchable and provides sibling link.</li> </ul>	<ul style="list-style-type: none"> <li>Information is limited to include only basic factual data (i.e., birth date, gender, ethnicity, number of days before the case is dated out).</li> </ul>
Vermont	Vermont has implemented a statewide data warehouse to see juvenile, criminal, civil, and domestic court case information.	<ul style="list-style-type: none"> <li>The system has a central name query function.</li> </ul>	<ul style="list-style-type: none"> <li>The system does not include data from outside agencies and there are no current projects planned to do so.</li> </ul>
Virginia	Virginia is in the process of implementing a new District Social Services System that will interface with the centralized court system.	<ul style="list-style-type: none"> <li>Will enable a comprehensive tracking system for each type of child dependency case.</li> </ul>	<ul style="list-style-type: none"> <li>The new system has not yet been fully implemented due to implementation difficulties. An agency/court interface is planned within 6 to 12 months.</li> </ul>

## APPENDIX V: BEST PRACTICE RESEARCH

### TABLE 2: INTEGRATION FEATURES OF SOCIAL SERVICE ACCESS TO COURT INFORMATION

Electronic Capability	Definition of Capability	Application of Capability	Strengths	Weaknesses
Calendar Management	IT enabled calendar allowing access to court scheduling	Arizona courts allow the Child Protective Services read-only access to their juvenile on-line tracking system, enabling agency access to on-line court calendars	<ul style="list-style-type: none"> <li>Enables case participants to manage schedules appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Allowing user access to a system is not representative of true technological integration.</li> <li>Does not interface with other programs</li> </ul>
Notification	Informs participants of current status, pending dates or deadlines, new events and case disposition	Arizona courts allow the Child Protective Services read-only access to their juvenile on-line tracking system, enabling agency access to court history records and minute entries	<ul style="list-style-type: none"> <li>Agencies have timely and consistent access to the results of court hearings.</li> </ul>	<ul style="list-style-type: none"> <li>System is old technology, was recently upgraded to a window's application</li> <li>Arizona courts do not currently have access to the Child Protective Services (CPS) system and the CPS system is incompatible with other agency systems</li> </ul>
		Indiana has some counties that share information through a system that links the court system with the Child Welfare Agency.	<ul style="list-style-type: none"> <li>The Child Welfare Agency has access to the court system, enabling real time information access</li> </ul>	<ul style="list-style-type: none"> <li>Indiana courts do not currently have electronic access to the Child Welfare Agency information due to system integration limitations.</li> </ul>
Integrated Tracking Across Agencies and the Court	Tracking of a case from system to system	Virginia is in the process of implementing a new District Social Services system that will interface with the centralized court system.	<ul style="list-style-type: none"> <li>Will enable a comprehensive tracking system for each type of child dependency case.</li> </ul>	<ul style="list-style-type: none"> <li>System has not been fully implemented due to implementation difficulties. Court interface is planned within 6 to 12 months.</li> </ul>
Inquiry-level Sharing of Critical Case Information	Read-only access to case information	Vermont has implemented a statewide data warehouse to see juvenile, criminal, civil and domestic court case information.	<ul style="list-style-type: none"> <li>The system has a central name query function.</li> </ul>	<ul style="list-style-type: none"> <li>The system does not include data from outside agencies.</li> </ul>

**APPENDIX V: BEST PRACTICE RESEARCH**

**TABLE 3: INTEGRATION FEATURES OF COURT ACCESS TO SOCIAL SERVICE INFORMATION**

Electronic Capability	Definition of Capability	Application of Capability	Strengths	Weaknesses
Inquiry-level Sharing of Critical Case Information	Read-only access to case plan information such as demographic information and social services utilized	<b>Georgia has an on-line case plan program that has been implemented statewide. The Case Plan Reporting System (CPRS) allows a caseworker to prepare an electronic case plan which is then reviewed on-line by the assigned case judge. The judge then issues a supplemental order making the case plan part of the permanent case record.</b>	<ul style="list-style-type: none"> <li>• CPRS has been implemented and is being supported by all 159 counties in the state of Georgia. The system provides court access to a case plan, thus providing demographic, family, foster care and permanency information to the residing judge.</li> <li>• There are currently approximately 8000 case plans in CPRS.</li> <li>• CPRS has resulted in the affected parties making more of an effort to get the case plan completed during the dispositional hearing (rather than after the adjudicatory/dispositional hearing), prompting more in-court discussion and a higher level of participation by the judge.</li> </ul>	<ul style="list-style-type: none"> <li>• The CPRS is a stand-alone program that is not currently integrated into any of the other four state systems. Georgia plans to integrate CPRS with the Juvenile Justice system sometime in the future</li> <li>• The CPRS is limited to the case planning and tracking of abused and neglected children. GA does not presently have a centralized initial intake system.</li> <li>• There are gaps that still exist with the system, such as information on home assessments and mental health service needs).</li> </ul>

Electronic Capability	Definition of Capability	Application of Capability	Strengths	Weaknesses
		<p><b>The Oregon Judicial Department is in the process of developing a statewide application that integrates various databases (i.e., child welfare, court, and the citizen review board databases).</b></p>	<ul style="list-style-type: none"> <li>• The system will provide the court with access to current information. A variety of reports can be produced such as placement, movement and significant case plan changes (i.e., a child returns home).</li> </ul>	<ul style="list-style-type: none"> <li>• The system is not yet implemented</li> <li>• The Child Welfare Agency will still have to provide written case plans to the court. The system only provides factual data about the child such as demographic data, last court hearing date, and the date the child entered agency care.</li> </ul>
(con't) Inquiry-level Sharing of Critical Case Information	Read-only access to case plan information such as demographic information and social services utilized	Texas utilizes a Child Protection Services Judicial Web Page that is accessed by judges, court staff and prosecuting attorneys (county specific access). The Web Page takes information from the Child Protective Services system and posts it for viewing access.	<ul style="list-style-type: none"> <li>• Provides timely, specific case information to the court.</li> <li>• Primarily used by judges to manage their docket and ensure that cases are not dismissed (TX statute requires final order to be issued within 12 months).</li> <li>• Data is searchable and provides sibling link.</li> </ul>	<ul style="list-style-type: none"> <li>• Information is limited to include only factual data (i.e., birth date, gender, ethnicity, number of days before the case is dated out).</li> </ul>

**Appendix VI: List of Existing Superior Court Applications**

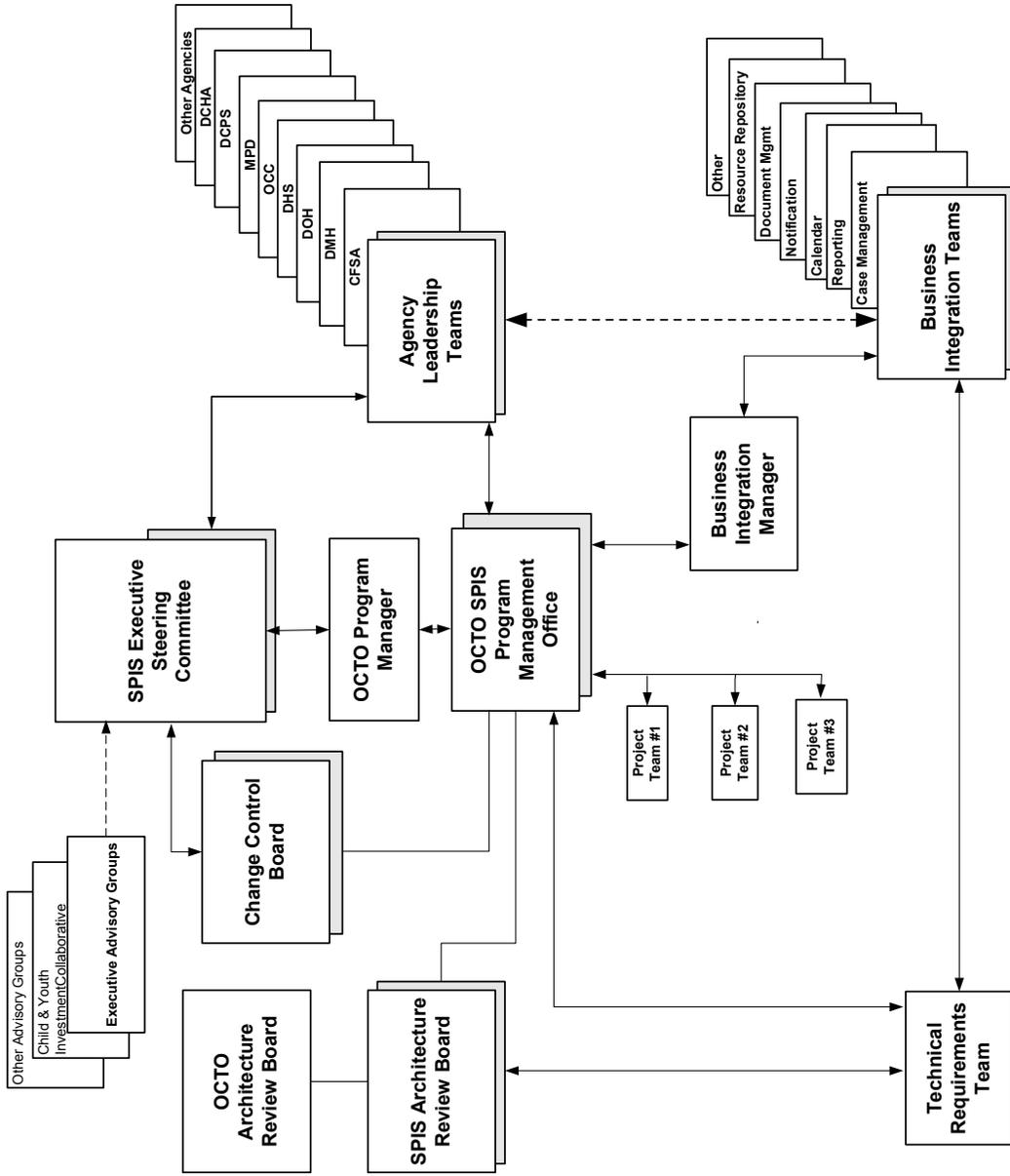
**Existing Superior Court Applications to be replaced by the Integrated Justice Information System (IJIS)<sup>12</sup>**

<b>Court Application</b>	<b>Start Year</b>	<b># Of Branches Supported</b>
JISRA – Juvenile Information System Records Access	~ 1980	5
TDMS – Civil Information System	1982	7
CIS – Criminal Information System	1978	3
MDIRS – Multi-Door Intake and Referral System	1992	2
PCIS – Probate Court Information System	Late 1980's	1
Juror Information System	1986	1
Court Reporters System	1985	2
Crime Victims Q&A Software	1997	1
MBIS – Marriage Bureau Information System	1998	1
Tax Court System	1996	1
CFARS – Court Finance and Revenue System	1993	ALL
Peachtree	~ 1996	ALL

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<sup>12</sup> Reference District of Columbia Superior Court Integrated Justice Information System Executive Summary Vision Document Version <3.0>

# Appendix VII: Proposed Structure for Management of SPIS Development



**Integration of District of Columbia Human Service Systems with the Family Court**  
**Appendix VIII - SPIS Project Components**

Project Name	System Planning										Build and Implement						Mng - mnt.			
	Best Practice Systems Analysis	Business Requirements Gathering	Legislation Analysis	Technology Alternatives Assessment	RFP Development	Information Security Req. Determination	Technical Requirements Gathering	System Architecture Design	Infrastructure & Hardware Assessment	Implementation Plan	Cost Analysis	System Development	Business Rules/Trigger Coding	System Testing	Infrastructure Upgrades	Hire Additional District Staff	User Training	Change Management	Ongoing ops. & maint. support	Continuous functionality improvements
<b>Operations</b>																				
Prioritization and Implementation of Short-term Integration Strategies with Family Court	X	X	X	X		X	X		X	X	X		X	X		X	X		X	
Deployment of Project Management Structure					X					X	X				X	X		X	X	
Deployment of Change Management Control Structure										X						X	X	X	X	
Deployment of Ongoing Maintenance Plans									X						X		X			
<b>Infrastructure</b>																				
Technology Evaluation and Vendor Selection: Inquiry Tool				X	X		X	X						X						
Technology Evaluation and Vendor Selection: OLAP	X			X	X		X	X					X	X					X	
Development of Case Management Information Sharing Portal				X	X	X	X	X		X			X							
Infrastructure Assessment, Procurement and Upgrades							X		X	X				X					X	
<b>Integration of Inquiry-level Case Management Information</b>																				
Develop Common District Service Identification Number Business Requirements	X	X	X			X		X		X			X				X			X
Definition of Common Cross-agency Data Conventions and Data Cleansing	X	X	X						X								X			X
Cross-Agency Integration Project A: CFSA and YSA Case Management Information Sharing	X	X	X	X		X	X	X	X	X		X	X	X		X	X		X	
Cross-Agency Integration Project B: OCC Case Management Information		X	X			X	X	X				X	X	X		X	X		X	
Cross-Agency Integration Project C: DHS Case Management Information		X	X			X	X	X				X	X	X		X	X		X	
Cross-Agency Integration Project D: IJIS Case Management Information	X	X	X	X		X	X	X		X	X	X	X	X		X	X		X	
Cross-Agency Integration Project E: DMH Case Management Information		X	X			X	X	X		X		X	X	X		X	X		X	
Cross-Agency Integration Project F: DCPS Information Interface	X	X	X			X	X	X		X	X	X	X	X		X	X		X	
Cross-Agency Integration Project G: Evaluation and Integration of Other Agencies	X	X	X			X	X	X		X	X	X	X	X		X	X		X	
<b>Integration of Electronic Document Management</b>																				
Short-term Forms Integration Strategy Project	X	X	X	X	X	X	X		X	X	X									
Implementation of Electronic Document Management											X		X	X		X				X
Integration of Electronic Document Management over SPIS Architecture	X	X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X
<b>Integration of Calendar Management and Notification</b>																				
Develop short-term solutions for Calendar Management Information Sharing	X	X		X		X		X	X	X			X	X		X				X
Integrating Calendar Management with Family Court, CFSA, OCC and YSA		X				X	X	X		X		X	X	X		X			X	
Integration of Calendar Management with Other Agencies		X				X		X	X	X		X	X	X		X			X	X
Development of Notification Infrastructure	X	X		X		X	X	X		X	X	X	X	X		X			X	X
Development of Notification Functionality within Family Court, CFSA, OCC and YSA		X	X			X	X	X		X		X	X	X		X			X	X
Development of Notification Functionality throughout Other Agencies		X	X			X	X	X		X		X	X	X		X			X	X
<b>Reporting</b>																				
Identification of Key District Human Service System Indicators	X	X	X			X											X			X
Business Development of Cross-functional Aggregate Reports	X	X	X			X			X						X	X	X		X	
Technological Development of Cross-functional Reporting Capability	X	X	X			X	X	X	X	X		X	X	X		X	X		X	X
Cross-functional Reporting Pilot with CFSA/YSA		X	X			X	X	X	X	X		X	X	X		X	X		X	X
Implementation of Cross-functional Human Services Reporting Capability	X	X	X	X		X	X	X	X		X	X	X		X	X	X		X	X
Implementation of Joint District Human Services/Family Court Outcome Reporting	X	X	X	X		X	X	X	X		X	X	X		X	X	X		X	X
Implementation of District-wide Human Services Performance Management Reporting	X	X	X	X		X	X	X	X	X		X	X	X	X	X	X		X	X

**Integration of District of Columbia Human Service Systems with the Family Court  
APPENDIX IX: SPIS Project Estimates**

Project Name	FY03	FY04	FY05	FY06
<b>Program Operations</b>	650,000	975,000	975,000	600,000
Prioritization and Implementation of Short-term Integration Strategies with Family Court				
Deployment of Project Management and Governance Structure				
Family Court Integration Strategic Implementation Planning				
Deployment of Change Management Control Structure for Family Court Integration				
Deployment of Ongoing Maintenance Plans for Family Court Integration				
<b>Infrastructure Build-Out</b>	450,000	1,250,000	700,000	160,000
Technology Evaluation and Vendor Selection: Inquiry Tool				
Technology Evaluation and Vendor Selection: OLAP				
Development of District/Family Court Information Sharing Portal				
Infrastructure Assessment, Procurement and Upgrades				
<b>Integration of Inquiry-level Case Management Information</b>	625,000	1,725,000	325,000	325,000
Develop Common District Service Identification Number Business Requirements				
Definition of Common Family-Court-Oriented Data Conventions and Data Cleansing				
Security and Privacy Data Requirements Resolution for Family Court Information Sharing				
Business Integration Requirements Analysis for Agency and Family Court Interactions				
SPIS Pilot System Integration: CFSA and YSA to Family Court Case Management Information Sharing				
Family Court Cross-Agency Integration: Tie-in OCC Case Management Information				
Family Court Cross-Agency Integration: Tie-in DHS Case Management Information				
Family Court Cross-Agency Integration: Tie-in IJIS Case Management Information				
Family Court Cross-Agency Integration: Tie-in DMH Case Management Information				
Family Court Cross-Agency Integration: Tie-in DCPS Information Interface				
Family Court Cross-Agency Integration: Tie-in Evaluation and Integration of Other Agencies				
<b>Integration of Electronic Information Management</b>	950,000	575,000	1,475,000	160,000
Short-term Family Court Information Integration Strategy Project				
Pilot Implementation of Electronic Information Management for DC Agencies and Family Court				
Integration of Electronic Information Management over SPIS Architecture and Family Court				
<b>Integration of Event and Calendar Notifications</b>	375,000	375,000	1,975,000	725,000
Definition of Notification Infrastructure Requirements from/to Agencies and from Family Court				
Development of Notification Infrastructure within Family Court, CFSA, OCC and YSA				
Integrating Calendar Notifications with Family Court, CFSA, OCC and YSA				
Development of Notification Infrastructure from Family Court throughout Other Agencies				
Integration of Calendar Notifications for Family Court to Other Agencies				
<b>Reporting</b>	550,000	1,225,000	525,000	525,000
Identification of Key District Human Service and Family Court System Indicators				
Business Development of Cross-functional and Family Court-Oriented Aggregate Reports				
Technological Development of Cross-functional and Family-Court Oriented Reporting Capability				
Cross-functional and Family Court Reporting Pilot with CFSAYSA				
Implementation of Cross-functional and Family Court Human Services Reporting Capability				
Implementation of Collaborative District Human Services/Family Court Outcome Reporting				
Implementation of District-wide Family Court and Human Services Performance Management Reporting				
<b>FISCAL YEAR COST PROJECTIONS</b>	<b>\$ 3,600,000</b>	<b>\$ 6,125,000</b>	<b>\$ 5,975,000</b>	<b>\$ 2,495,000</b>

## Appendix X - CONTRIBUTORS

### KEY CONTRIBUTORS

#### **Anthony A. Williams, Mayor**

##### *Executive Office of the Mayor*

**John Koskinen, City Administrator\*\***  
Grace Lopes

**Carolyn Graham, Deputy Mayor for Children, Youth Families and Elders\*\***  
Lori Parker

**Margret Nedelkoff Kellems, Deputy Mayor for Public Safety and Justice**  
Earl Gillespie

**Child and Family Services Agency**  
**Olivia A. Golden, PhD, Director\*\***  
Harold Beebout  
Janet Maher  
Molly McGrath

**Office of Corporation Counsel**  
**Robert Rigsby, Director**  
Sharon Styles-Anderson  
Rudene Walker  
Thelma Brown

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Barbara Ferguson Kamara  
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