

Date: 12/12/2023



Project Name: Juvenile Meal Management

Business Case

Prepared by: Ruby Romero



Information Technology
*Business First,
Technology Second*

Business Case / Content

WHY

- Executive Summary
- Why we want to do this program/project?
 - Strategic Considerations

WHAT

- What we want to do in the program/project?
 - Project Scope, Objectives, and Dependencies
 - Solution Alternatives
 - Project Assumptions & Risk Analysis

WHEN

- When will it happen?
 - Project Duration Estimates

COST

- How much will this cost?
 - Project Cost Estimates
- Recommendations
- Approvals/ Sign-off



Information Technology
Business First,
Technology Second

Executive Summary: Juvenile Meal Management Application

WHY	Business “Need”						Project Details	
	Juvenile Services is seeking a solution to manage meal services for the children in the detention center and their alternative school location. The current meal program management is labor and time intensive. It is performed manually, and includes recording meals, inventory, counts, and reporting. An automated solution is needed to replace the manual process and support state reporting.						ID: Mandated: No	Score:
WHAT	Scope						Project Type	Strategic
	<ul style="list-style-type: none">Track and manage inventoryTrack and manage headcount in real-time for each meal and snackMenu planningMaintain storage and serving temperaturesTack meals offered, served, refused and wastedProvide accurate reporting to all state and federal agencies						Impacted Application(s)	Juvenile Management Systems
							Impacted Department(s)	Juvenile Services
							Current Project(s)	None
							Dependencies: None	
WHEN	Estimated Duration		10 months					
WHO	Sponsor(s)		Bennie J. Medlin, Director, Juvenile Services					
	Champion(s)		Kimberly Dixon, Business Manager; Barbara G Munoz, Program Analyst					
	Department		Juvenile Services Administration					
	Portfolio		IJIS					
	BTC		Ruby Romero					
COST	FY24 CapEx		FY24 OpEx	FY25 CapEx	FY25 OpEx	Total Funding Request	Funding Source(s)	
	\$52,000.00					\$56,998.75	General	

Terms

CapEx – New Capital Costs
OpEx – New Operational costs
SME – Subject Matter Expert(s)

3



Background

The current meal services program is managed with pen and paper to plan and record eligible meals. Reporting is collated manually in excel spreadsheets for reporting to governmental departments.

- Juvenile Services provides meals for children in their care at the Juvenile Detention Facility and in the Lena Pope Juvenile Justice Alternative Education Program (JJAEP).
- Juvenile Services must track inventory, plan menus, maintain nutritional analysis, and track meals that are offered, served, refused and wasted.
- Juvenile Services must comply with the Texas Department of Agriculture (TDA) reporting requirements.



Strategic Considerations

Business "Need"	Current State	Future State
Need #1: Meal management automation to decrease the number of hours spend on manual food service-related activities	<ul style="list-style-type: none">• Manual forecasts on meal headcount.• Manual reporting.• Maintain children's information and allergies on paper.• Lag between the time a child is registered on the JMS and the preparation of meals.• Manually log meals offered, served, refused, and wasted for each child.	<ul style="list-style-type: none">• Ability to auto-populate children in detention in real-time to accurate and automated forecasts of orders, ingredients, and meals.• Maintain children's information on food allergies.• Automate menu planning and forecasting, generate menu calendars, recipes, maintain production, spoilage and expiration of ingredients, and provide an easy user-friendly way to record meals offered, served, refused and wasted.
Need #2: Track regular and commodities inventory	<ul style="list-style-type: none">• Manual inventory counts and tracking on paper and on spreadsheets through double-entry processes.• Many manual and separate tasks are being carried out to maintain separate tracking of regular inventory and commodities inventory.• Manually track and manage reimbursement requests.	<ul style="list-style-type: none">• Track inventory/commodity valuation, inventory counts, and deplete inventory based on production.• Generate robust reporting.• Record and manage production, leftovers, waste, and meal participation.
Need #3: Maintain nutritional analysis on ingredients and meals	<ul style="list-style-type: none">• Manual headcount and inefficient and potentially error-prone method to manage allergen needs and special diets.• Unable to provide complete nutritional analysis on items being served to the children.	<ul style="list-style-type: none">• Pull child demographics from the JMS system as they are being referred to the detention center (in real-time).• Provide the ability for a secure way to maintain food allergies for each child.• Nutritional analysis automatically calculated for all items served.



Project Scope, Objectives, and Dependencies

Project Scope Overview

☐ **Project Scope:**

- Track and manage inventory
- Track and manage headcount in real-time for each meal and snack
- Menu planning and menu calendars
- Maintain storage and serving temperatures
- Track meals offered, served, refused and wasted
- Provide accurate reporting to all state and federal agencies

☐ **Product Capability:** Integrate with the Juvenile Management System to pull/push in real-time child information

☐ **Technology Platform:** Cloud Hosted SaaS Solution TXRAMP Level I Certified

☐ **Info Security:** Cloud environment compliant with CJIS, FedRAMP, and HIPAA, with SOC 2 Type Report.

☐ **System Interface/ Integration:** Integration with JMS

☐ **Data Conversion/ Migration:** Children demographics from JMS



Project Scope, Objectives, and Dependencies...cont'd

Project Scope Overview...cont'd

- ☐ **Business Transition Management:** Introduction of updated policies and new operating procedures that coincide with integrating the new solution to existing business workflow processes.
- ☐ **Training:** Onsite “train-the-trainer” and/or remote end-user training options will be considered.
- ☐ **Business Continuity Considerations:** Disaster Management Business Continuity (DMBC) resiliency considerations are assessed based on the solution selected.
 - If an on-premise solution is selected, the proposed solution will be considered or treated as a “Tier-1” business application that is required to serve a mission essential function.
 - If a SaaS solution is selected, the vendor is responsible for managing resiliency for the proposed solution.
- ☐ **Project Change Management:** For all efforts, change management procedures will be initiated for all project changes. Process includes changes in scope, resources, cost estimates, and schedule review as well as impact analysis of affected processes, training considerations, etc.



Project Scope, Objectives, and Dependencies...cont'd

Project Objectives Outline

- ☐ **Perform Requirement Elicitation(s):** Based on the specific needs of the project and the solution proposed, business and functional requirements may be elicited by an assigned IT Business Analyst. Alternatively, a list of desired product features, functionality, or capability may be elicited by the IT Business Technology Consultant (BTC) to be incorporated into a pre-procurement document known as a scope of work (SoW).
- ☐ **Complete Procurement Activities:** All procurement activities are pending final project approval and funding. With a qualified funding source(s), procurement will proceed as follows:
 - Business Stakeholder(s) will work collaboratively with the assigned IT BTC to draft the SoW (also identified above) as well as with Purchasing during the development of informal written or formal sealed bid documents.
 - For expenditures less than \$50,000, a determination on procedure will be made by the buying staff in accordance with the policies and procedures established by the Purchasing Agent and approved by the Commissioners Court.
 - All expenditures in excess of \$50,000 must be handled by the formal sealed bid process in accordance with the State of Texas County Purchasing Act, excluding exemptions, as defined by the State of Texas, Attorney Generals Office, and interlocal agreements.
- ☐ **Complete Planned Implementation Activities:** Project planning & execution will be performed in accordance with PPMO project management methodology and according to the approved contractual statement of work

Dependencies	Funding from the Budget Office
---------------------	--------------------------------



Solution Alternatives

Alternatives	Business Benefits	Benefit Rationale	Assumptions
Buy	<ul style="list-style-type: none">• SaaS options available• Must be USDA approved solutions available• Fast implementation timeline	<ul style="list-style-type: none">• Cost savings based on the number of hours spent in manual food service-related activities between 2-3 staff members	<ul style="list-style-type: none">• One system for managing meals• COTS with little development/configuration
Build	<ul style="list-style-type: none">• Full control over the development process• Easier to make changes	<ul style="list-style-type: none">• Not USDA approved• May not have the resources available to develop the application	<ul style="list-style-type: none">• We have qualified developers• We have the qualified resources available when needed



Project Assumptions

Assumptions identified for each alternative to visually represent the conditions that must be met for anticipated project outcomes to materialize.

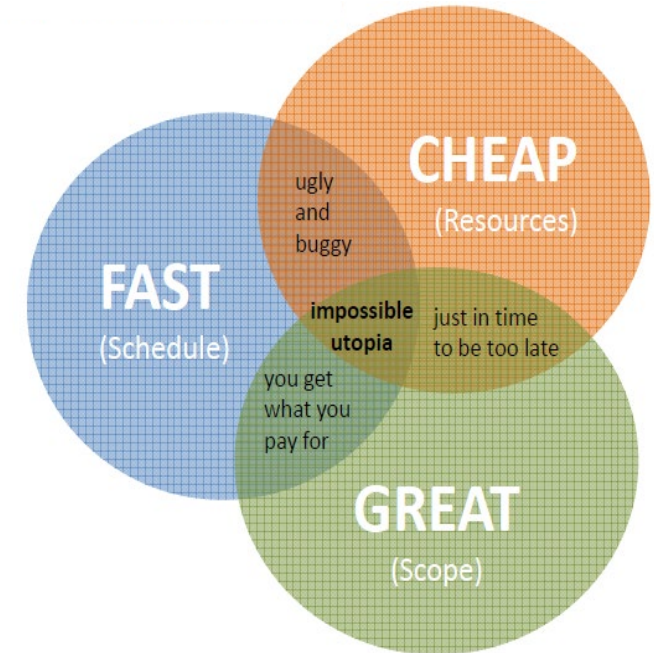
- ❑ **Scope:** The project scope includes all required project activities associated with the business “need” to invest in the implementation of a solution for a Juvenile Meal Management Program.
- ❑ **Product:** Product selection will be based on a list of business and technical specifications vetted by Juvenile Services.
- ❑ **Cost:** Project cost estimates will include all costs associated with product implementation (e.g., product, required integrations, if applicable) as well as project team resources (e.g., Project Manager-PM, Business Analyst-BA, and Quality Assurance Analyst-QA).
 - Funding to support business staff backfill positions will/ will not be needed or included in the project cost estimates.
 - Budget will be requested by Juvenile Services each fiscal year to handle annual maintenance, renewals, and reordering consumable items.
 - **Project Team Resources:** This project will require commitment from both business and ITD resources to complete various tasks or activities during and post procurement as well as what is typically required to the implementation of the chosen solution.



Information Technology
*Business First,
Technology Second*

Key Decisions & Outcomes




- Gain consensus on...
 - Scope, Priority, & Expectations
 - Timeline(s)
 - Funding & Other Budgetary Considerations
 - Steering Team/ Evaluation Committee
 - Members
 - Vendor Evaluation/ Scoring Approach
 - Pricing Structure

















Project Risk Analysis

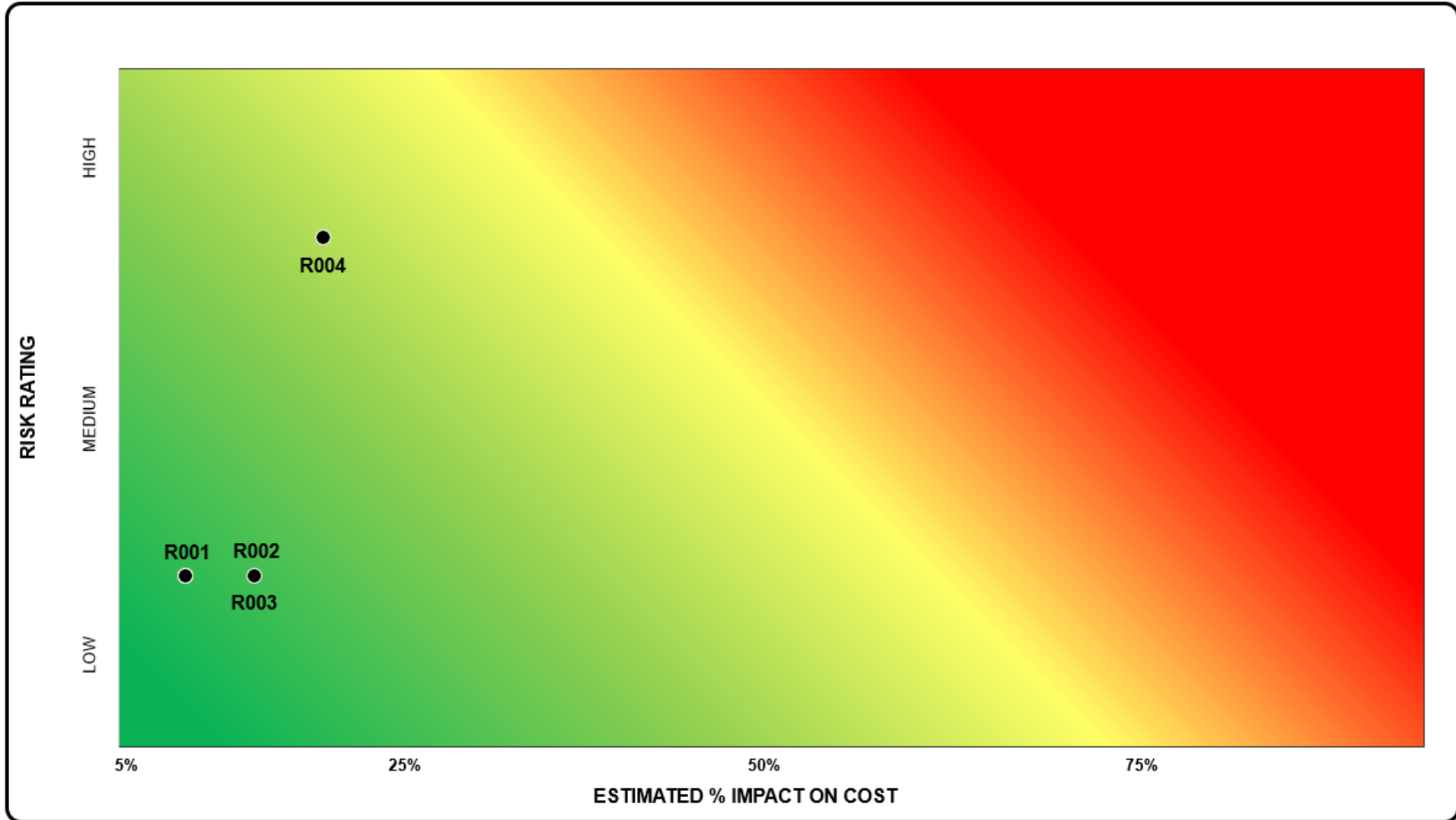
Contextualized areas of concern and mitigation as a result of a risks assessment of the proposed initiative and alternatives.

Legend	Definition
	Low probability or Low impact
	Medium probability or Medium impact
	High probability or High impact

#	Risk Description	Prob	Impact	Risk Score	Mitigation
R001	Change(s) in project scope due to missed, missing, or inadequate requirements; potential impact to project schedule, cost, resources, and quality controls.				Accept. Requirements have been approved by the customer.
R002	Change(s) in business needs due to new requirements submitted by project sponsor; Potential impact to project schedule, cost, and resources.				Mitigate. Request a Change Request from customer with justification on the change requested.
R003	Limited availability or commitment from the technology sponsor(s), SME, and/or project team resources from the ITD due to unplanned events; scheduling or priority conflicts; potential impact to project schedule, cost, and resources.				Accept.
R004	Project budget is inadequate (market changes) due to changes in the market based on the vendor perception of business need as represented in their proposal.				Escalate. Provide justification for an escalation.



Project Risk Analysis...cont'd





Explanation of Project Cost Estimates

Software projects come with a myriad of costs, which often drive the decision to proceed or not. However, internal costs can represent a significant portion of total cost and should be likewise considered when the business case is being prepared.

Provider Costs
<ul style="list-style-type: none">• Licensing• Implementation• Professional Services• Maintenance and Support• Training

+

Internal Costs
<ul style="list-style-type: none">• Project Management• Business Readiness• Change Management• Resourcing• Training

Project Management

Costs related directly to requirements elicitation and management, and project administration, including coordinating activities, status reports, and tracking.

Business Readiness

Recognizing that different business units will need to be involved in the project, business readiness costs represent time and resources drawn from the business.

Change Management

Change costs include communication and internal marketing to increase adoption and buy-in, as well as training provided beyond vendor training.

Resourcing

The cost of internal permanent and staff augmentation employees, as well as those required to backfill for individuals expected to be involved in the initiative.

Training

Vendors will provide training as part of the implementation process, as well as additional optional training available for organizations at an added cost.



Project Cost Estimates – Buy Alternative

Estimated Total Project Costs

Cost Description	YEAR 1	YEAR 2	YEAR 3
1. Staff Augmentation IT Resource Cost	\$ -	\$ -	\$ -
2. Staff Augmentation Business Resource Cost	\$ -	\$ -	\$ -
3. Implementation (Labor)	\$ -		
Professional Services	\$ 18,000.00	\$ -	\$ -
Online Training	\$ 800.00	\$ -	\$ -
	\$ -	\$ -	\$ -
Implementation Subtotal	\$ 21,385.00	\$ -	\$ -
4. Software		\$ -	\$ -
API Development & Setup	\$ 10,000.00	\$ -	\$ -
Modules: Menu Planning, O&I, Reporting	\$ 10,000.00	\$ -	\$ -
Annual Subscription	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Software Subtotal	\$ 26,162.50	\$ 3,412.50	\$ 3,412.50
5. Hardware	\$ -	\$ -	\$ -
POS Tablet System & Other Equipment	\$ 1,600.00	\$ -	\$ -
Handheld Barcode Scanner	\$ 700.00	\$ -	\$ -
	\$ -	\$ -	\$ -
Hardware Subtotal	\$ 2,616.25	\$ -	\$ -
Total CapEx	\$ 50,163.75	\$ 3,412.50	\$ 3,412.50
Total OpEx		\$ -	\$ -
	\$ -	\$ -	\$ -
Estimated Total Project Costs	\$ 50,163.75	\$ 3,412.50	\$ 3,412.50

Recommendations

Our recommendation is to submit a Request for Proposal to acquire the products/services of a USDA approved vendor for this request.



Approvals/ Sign-Off

The undersigned acknowledge they have reviewed and agree with the objectives, scope, and approach presented the Juvenile Meal Management Business Case. Any changes to this Business Case will be coordinated with and approved by the undersigned or their designated representatives.

Barbara Munoz

[Barbara Munoz \(Dec 12, 2023 15:41 CST\)](#)

Barbara G. Munoz
Program Analyst, Juvenile Administration
Juvenile Services

Date

Kimberly S. Dixon

Kimberly S. Dixon
Business Manager, Juvenile Administration
Juvenile Services

Date

Theresa Lee

[Theresa Lee \(Dec 14, 2023 09:46 CST\)](#)

Theresa Y. Lee
Manager, Project Portfolio – IJIS
Information Technology

Date

Peju O. Ajunwon

[Peju O. Ajunwon \(Dec 12, 2023 22:37 CST\)](#)

Peju O. Ajunwon
Director, Project Portfolio Management Office
Information Technology

Date

Michael Webb

[Michael Webb \(Dec 13, 2023 11:20 CST\)](#)

Michael A. Webb
Director, Business Application Development & Support
Information Technology

Date

Avdhesh Gupta

[Avdhesh Gupta \(Dec 13, 2023 06:31 CST\)](#)

Avdhesh Gupta
Manager, Business Services
Information Technology

Date

Anthony Jackson

[Anthony Jackson \(Dec 14, 2023 08:39 CST\)](#)

Anthony C. Jackson
Director, Network & Data Center Infrastructure
Information Technology

Date

Russell Scott

[Russell Scott \(Dec 14, 2023 10:35 CST\)](#)

Russell D. Scott
Deputy, CIO
Information Technology

12/14/2023

Date