

**Resume of
MICHAEL C. STEIN**

Mr. Stein has more than 30 years of experience in the public sector focusing on *criminal justice, the telecommunications industry and commercial banking*. His career has been focused on helping organizations effectively utilize technology to solve business problems through business process re-engineering, strategic systems planning, requirements definition, and the management of large-scale systems integration efforts. In recent years, Mr. Stein has been primarily engaged in facilitating the development of IT strategies and assisting organizations in finding effective ways to exchange information between legacy information systems. Recently, he has served as the Director, Systems and Technology Program, for SEARCH: The National Consortium for Justice Information and Statistics and as the Director, Public Safety and Justice for Gartner (formerly Gartner Group). Prior to joining Gartner, he was employed as a Solutions Director in the Information Services Group (ISG) of Unisys Corporation, served as a senior technology manager for the trial courts in the County of Los Angeles, California, and was a Manager in the Law and Justice Practice of Deloitte & Touche.

Mr. Stein has spoken at national conferences on IT-related matters including the 2002 and 2006 SEARCH symposiums on integrated justice; the annual meetings of the National Association for Court Management (NACM) in 2001, 2002, and 2005; the annual meeting of National Association for Justice Information Systems (NAJIS) in 2005; and delivered one of the keynote presentations for the Annual Meeting of the Ohio Judicial Conference in 2003. He is a co-author of the research note Justice Community of Interest Architecture, published by Gartner Research in August, 2001. Mr. Stein received his bachelor's degree from Marietta College, Marietta, Ohio and conducted his graduate studies at John Jay College of Criminal Justice, the City University of New York, in Public Administration.

Mr. Stein is a member of the National Association for Court Management.

CRIMINAL JUSTICE INFORMATION SHARING AND GOVERNANCE

- For the Bureau of Criminal Identification & Investigation (BCI) of the Office of the Attorney General, State of Ohio, served as the lead analyst and engagement manager for an assessment of the readiness of designated Court Clerks and their case management system (CMS) vendors to participate in the State's automated reporting program for dispositions in criminal cases. The objectives of the project included an assessment of the present automated reporting program to identify critical success factors that effected the ability of Court Clerks to participate and the accuracy of the information provided to BCI, the development of a strategy for the phased expansion of automated disposition reporting to the remaining Clerks in the State, and the identification of the possible increase in number of

- dispositions reported electronically that could be obtained in subsequent phases of the program. In the course of this project, a survey was conducted of sixty-seven (67) Common Pleas and Municipal courts that were not then participating in the automated disposition reporting program but whose participation could provide a significant increase in the number of dispositions reported electronically.
- For the criminal justice agencies of the City of Nashville and Davidson County, Tennessee (Metro/Nashville), served as an arbitrator to facilitate discussions between the justice community, County Administration and the Chief Information Officer regarding the impact of the findings and recommendations contained in the County's recently adopted IT Strategic Plan on specific technology directions being implemented by the justice community (including information sharing efforts and the governance). The justice agencies were particularly concerned regarding their apparent exclusion from the overall countywide governance model for technology as well as the ability of the proposed consolidated technology center for the County to meet their security and availability requirements. As a result of these discussions, the intent and purpose of the IT strategic plan was clarified along with the role of the justice agencies in IT governance,
 - For the criminal justice agencies of San Luis Obispo, California, Mr. Stein facilitated a series of workshops to assist them in the identification of criminal justice workflows and information exchange points between the agencies. Multiple exchange points were identified and documented for each event in the criminal justice processes including the agencies participating in the exchange, the conditions that governed the exchange, the recipient(s) of the information, the information sources, and the specific fields involved in the exchange. This analysis provided the foundation for the development of requirements for an integrated justice system to preserve the automated links between the agencies as they move from a shared, legacy information system to separate systems that will be linked through a middleware solution.
 - For the Vermont Department of Public Safety, served as the lead consultant on a statewide survey of information technology requirements. Working with statewide advisory bodies, Mr. Stein facilitated the development of a survey which was sent to all law enforcement agencies in the State. He then worked with a team to analyze the results and to prepare an analysis of the findings and recommendations resulting from the survey. The outcome of this work was a Technical Assistance report authored by Mr. Stein which provided information as to the most common and immediate needs of the law enforcement agencies in the State and that is being used to help secure additional funding.
 - For the Justice Information Systems (JIS) Policy Board, Palm Beach County, Florida and the 15th Judicial Circuit of Florida, served as the lead consultant on a technical assistance engagement to assist the Court and its criminal justice partners in resolving issues related to the governance of their information sharing efforts and the remaining phases of the implementation of a new Court case management system that would be used by all of the agencies. The scope of this

engagement included several focus group meetings with all of the participants, individual meetings, and the preparation and presentation of a report providing findings and recommendations for the JIS Policy Board.

- For the criminal justice agencies in the County of Los Angeles, California, Mr. Stein was the lead analyst in the development of Project Definition Studies for the sharing and integration of information throughout the justice community. This included projects to develop the business requirements and technical architecture related to the integration of criminal history information; to model workflows within the justice community to assess the impact of proposed policy and statutory changes on the agencies. The work products from these studies provided the basis for the successful design and implementation of the Consolidated Criminal History Reporting System (CCHRS) for the County of Los Angeles.

CRIMINAL JUSTICE AND COURTS

- For the Supreme Court of the State of Arizona and the Maricopa County Superior Court, directed and served as the lead consultant in an engagement to facilitate the development of an operational gap analysis and automation expectations study to assess whether the statewide case management system will meet the requirements of a very large, general jurisdiction court. Subsequent to the completion of the gap analysis, Mr. Stein was engaged by the Courts to assist them in the development and coordination of project plans for the implementation of the state-wide case management system.
- For the Superior Court of California, County of Orange, one of the largest general jurisdiction courts in the state of California, directed a multi-year, multi-phase systems integration effort to implement an integrated court management system for the processing of Family Law, Juvenile, Civil, and Probate/Mental Health cases utilizing the Banner Courts product from SCT Government Systems for Unisys Corp. The implementation of case management for Family Law included the development of an integrated imaging capability based on Plexus products. The engagement also included the replacement or renovation of the court's information systems architecture and integration of the new Probate case management system with the Court's FileNET-based Probate Imaging System.
- For the Los Angeles Judicial District, Municipal Courts of California, Mr. Stein prepared the target architecture and detailed transition plan for the migration of the Court's FileNET-based Traffic Records Imaging System from first-generation proprietary equipment and "Floware" to an open-systems environment with a high degree of redundancy. The Traffic Records Imaging System supported the processing of over 650,000 traffic citations annually at multiple Court locations throughout the area.
- For the Los Angeles Judicial District, Municipal Courts of California, Mr. Stein facilitated the development of the Court's Strategic Information Systems Plan and

- an associated Master Plan for specific initiatives based on strategic directions and priorities. With the unification of the Los Angeles Judicial District with the Superior Court, County of Los Angeles, Mr. Stein facilitated the development of a Unified Strategic Information Systems Plan to support the objectives of the new enterprise.
- For the Trial Courts in the County of Los Angeles, California, Mr. Stein served as the Courts' consultant in the preparation of a countywide strategic plan (and later the update of the strategic plan to reflect progress made since its initial preparation) as part of an overall Court technology planning effort sponsored by the Administrative Office of the Courts, Judicial Council of California. A major focus of the planning effort was the establishment of plans and milestones for the countywide integration of information systems in conformance with the requirements of Standard 29 of the California Standards of Judicial Administration.
 - For the Los Angeles Judicial District, Municipal Courts of California, Mr. Stein directed the design, development and implementation of an Executive Information System (EIS) using software from ISI (now Oracle). The EIS integrated information from the Court's legacy traffic and criminal case management systems into a multi-dimensional database that made it possible for Court managers to readily compare the performance of their units to other units in the Court and to historical trends. Executive management had the ability to readily identify and respond to fluctuations in caseload and case flow.
 - For the Justice Courts of Clark County, Nevada, one of the fastest-growing metropolitan areas in the nation, Mr. Stein worked with the Courts' Process Re-engineering Team to evaluate the functional capabilities of their present information systems, to map the flow of information between the Courts and other justice agencies, and to perform an assessment of the gap between the functional capabilities of the information systems and the expectations for automation.
 - For the Franklin County Court of Common Pleas and the County Clerk of the Court, Mr. Stein lead a consulting engagement to review their implementation of the ACS Justice Information Systems (JIS) product with the objectives of reviewing the project plan and approach to project governance, the systems and applications architectures, establishing the estimated cost to complete the implementation of the system, refining the estimates for the recurring costs for a period of five years following implementation, and providing information regarding best practices in document and content management. The engagement culminated into a presentation of the findings and recommendations to the Franklin County Board of Commissioners in a public hearing.
 - For the Administrative Office of the Courts, Judicial Council of California, Mr. Stein developed an assessment of the IT staffing requirements for each of several strategic technology deployment models being defined in conjunction with the development of a Statewide Strategic Technology Plan for the Courts. The IT staffing models will consider a number of variables including the age and

- complexity of a Court's IT environment, the number of end-users supported, and other variables such as the number of Court locations.
- For the Administrative Office of the Courts, State of Delaware, Mr. Stein was responsible for leading requirements development sessions and performing quality reviews of deliverables for the development of an RFP for the procurement of a statewide case management system serving the needs of the appellate, general jurisdiction and limited jurisdiction courts in the state. The scope of the project included the identification of an initial set of solution providers whose products and/or prior experience merited consideration, the development of evaluation materials, and in assistance in the evaluation of the proposals received.
 - For the Superior Court of California, County of Los Angeles, served as an analyst and then as the Project Manager for Deloitte & Touche in the development of the user and system requirements documents for ACTS (Automated Court Tracking System) for Civil Cases including general civil, family law, probate, and mental health.
 - For the Superior Court of California, County of Tulare, served as the Project Manager and Lead Consultant for a business process re-engineering, organization, and staffing assessment. Working with teams of Court staff members representing all operational and administrative areas of the Court, the study focused on enabling the Court to realize benefits from the (then) recently completed unification of the Superior and Municipal Courts in the County. In addition to providing recommendations for changes in work processes, the study also considered the role that automation was playing in facilitating the work of the Court and provided the Court with an implementation plan that considered the potential benefit, dependencies, complexity, and risks associated with each proposed change.
 - For the Las Vegas Municipal Court, directed and served as the lead analyst in an assessment of the difficulties being experienced by the Court in the implementation of a new case management system. The assessment considered the completeness of the Court's functional and system requirements, the ability of the selected case management system to meet those requirements, and provided specific recommendations for next steps.
 - For the Florida Bar Commission on the Legal Needs of Children, Mr. Stein served as an analyst in the assessment of the highly disparate statewide technology environment supporting juvenile matters in the State of Florida. The objectives of the assessment were to provide a conceptual overview of the challenges and opportunities related to the effective exchange of information between the information systems supporting the organizations responsible for the legal needs of children and to provide insights as to possible further steps that could be taken to facilitate the exchange of information based on best practices in industry and government. This comprehensive assessment included interviews with

stakeholders in the Courts, the Court Clerks, law enforcement agencies, Children's Advocates, the Florida Department of Children and Families (DCF), the Department of Juvenile Justice (DJJ), and local resources and programs (including not for profit organizations).

STATE AND LOCAL GOVERNMENT

- For the Industrial Commission of the State of Ohio, Mr. Stein served as the engagement manager for a project to assist the Commission in the development of requirements for the integration of their manual case management workflow processes into their document management system and the selection of a solution provider to perform the integration work.
- For the City and County of Denver, Colorado, Mr. Stein directed an IT infrastructure assessment. Working with members of the City's administration and executive leadership team, Gartner evaluated the feasibility of alternative approaches to the consolidation of a highly diversified departmental computing environment. The objectives of this assessment include reducing the County's total cost of ownership for IT, utilizing IT staff resources more effectively, and facilitating the exchange of information between agencies and departments. The assessment also considered alternative approaches to governance, project management and service level agreements.
- For the County of San Luis Obispo, California, served as the Engagement Manager for the development of an information technology strategic plan and the adoption of the plan's recommendations for enterprise-wide IT governance including the creation of an IT Steering Committee composed of elected officials and appointed Department Heads that was chaired by the County Executive Officer, the creation of a CIO and the recruitment of an experienced and innovative IT manager to serve in that capacity, and a major re-organization of the County's information technology organization.
- For the Local Agency Formation Commission (LAFCO) of the County of Los Angeles, California, Mr. Stein prepared an analysis of the feasibility of, and the costs related to (including total cost of ownership), splitting the information technology resources of the City of Los Angeles to support a newly-created City in the San Fernando Valley. The completed analysis was part of the formal report presented to, and adopted by, LAFCO in a public hearing. Subsequent to the public hearing, the analysis was reviewed and discussed with senior members of the City's administration and technology departments.

INFORMATION TECHNOLOGY VENDORS

- For a privately-held provider of Court case information systems in the State of California, conducted an assessment of the justice market across the United States focusing on trends in the justice community, areas where the firm could find opportunities to expand beyond the west coast, channel partnerships and relationships, and merger and acquisition opportunities. Partly as a result of the

recommendations contained in this report, the firm subsequently acquired a firm with a suite of probation projects with the objective of providing a complete solution for juvenile case processing including both delinquency and dependency cases from the point of referral through disposition, supervision and/or detention.

- For the same firm, served as the Director of Business Development and Strategic Planning with the responsibilities to identify strategic trends, markets and partners and to work directly with ownership to align firm products, service offerings and resources to best serve strategic markets and to respond to emerging trends and requirements.

TELECOMMUNICATIONS

- For the Residential and Customer Billing Systems Group of AT&T Information Systems, Mr. Stein served as a consultant in the Systems Planning Unit responsible for the development of the systems architecture and project plans for the enhancement of AT&T's business customer and residential customer billing systems to support new products including the AT&T Universal Card. His responsibilities included working with marketing units to identify and define business requirements, reviewing those business requirements with the customer service centers and then working with the systems development teams in the formulation of the systems architecture, development of the application design specifications, the packaging of system releases, and the coordination of the release schedules with business units in Bell Labs responsible for network maintenance.
- For the AT&T Consumer Products Division of Western Electric, Mr. Stein served as a consultant assisting the company in the separation of the information systems supporting the sale of consumer components to re-sellers from the information systems supporting the direct marketing of the equipment to the public. Responsibilities included planning the production implementation of the information systems, directing the migration of the information systems to dedicated data centers, and working with Western Electric's technical support groups in the resolution of issues related to system performance and availability.
- For ITT's USTS division, Mr. Stein served as a consultant in the renovation of the Service Order systems supporting USTS's "City Call" calling card product. Responsibilities included working with the Customer Service unit to identify and define business requirements, working with the systems group to develop the technical architecture of the new information systems, and development of the system specifications.

PUBLICATIONS

Justice Community of Interest Architecture, coauthored by Mr. Stein with Edward Fraga and Gregg Kreizman, Gartner Research, August, 2001. "Government organizations are moving toward developing applications that support communities of interest. We focus

on the justice community of interest and articulate e-government architectural drivers, inhibitors and trends.”

PREVIOUS EMPLOYED POSITIONS

- Director, Systems and Technology Programs, SEARCH Group, Inc., Sacramento, CA
- Vice President, Business Development, ISD Corporation, Corona, CA.
- Director and Team Leader, Gartner (formerly Gartner Group), Woodland Hills, CA.
- Solutions Director, Unisys Corporation, Information Services Group, Justice & Public Safety Practice, Reston, VA.
- Division Chief, Applications Development, Administratively Unified Courts, County of Los Angeles and Assistant Division Chief, Information Systems Division, the Los Angeles Judicial District, Municipal Courts of California.
- Manager, Law & Justice Practice, Deloitte & Touche, Pittsburgh, PA.

EDUCATION AND ASSOCIATIONS

Mr. Stein received his bachelor’s degree from Marietta College, Marietta, Ohio and conducted his graduate studies at John Jay College of Criminal Justice, the City University of New York, in Public Administration.

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